



WASHINGTON METROPOLITAN AREA TRANSIT AUTHORITY  
SUPPLY AND SERVICE CONTRACT RFP CQ12169/KAM

view toward securing favorable treatment in the awarding, amending, or the making of any determination with respect to the performing of the contract.

**4. CONTINGENT FEE**

By submission of this offer, the offeror certifies, and in the case of a joint offer, each party thereto certifies as to its own organization, that in connection with this procurement:

- (a) It  has,  has not, employed or retained any company or persons (other than a full-time, bona fide employee working solely for the offeror) to solicit or secure this contract, and
- (b) It  has,  has not, paid or agreed to pay any company or person (other than a full-time, bona fide employee working solely for the offeror) any fee, commission, percentage, or brokerage fee contingent upon or resulting from the award of this contract.

**5. CERTIFICATION OF INDEPENDENT PRICE DETERMINATION**

(a) By submission of this offer, the offeror certifies, and in the case of a joint offer, each party thereto certifies as to its own organization, that in connection with this procurement:

- (1) The prices in this offer have been arrived at independently, without, for the purpose of restricting competition, any consultation, communication, or agreement with any other offeror or with any other competitor, as to any matter relating to such prices;
- (2) Unless otherwise required by law, the prices which have been quoted in this offer have not been knowingly disclosed by the offeror and will not be knowingly disclosed by the offeror prior to the opening of bids (in the case of a sealed bid solicitation) or prior to award (in the case of a negotiated procurement), directly or indirectly, to any other offeror or to any competitor; and
- (3) No attempt has been made or will be made by the offeror to induce any other person or firm to submit or not to submit an offer for the purpose of restricting competition.

(b) Each person signing this offer certifies that:

- (1) He or she is the person in the offeror's organization responsible within that organization for the decision as to the prices being offered herein and that he/she has not participated, and will not participate, in any action contrary to (a)(1) through (a)(3) above; or
- (2) He or she is not the person in the offeror's organization responsible within that organization for the decision as to the prices being offered herein, but that he/she has been authorized in writing to act as agent for the persons responsible for such decision in certifying that such persons have not participated; and will not participate, in any action contrary to (a)(1) through (a)(3) above, and as their agent does hereby so certify.

**6. NONDISCRIMINATION ASSURANCE**

By submission of this offer, the offeror certifies, and in the case of a joint offer, each party thereto certifies as to its own organization, in connection with this procurement that it will not discriminate on the basis of race, color, creed, national origin, sex, age in the performance of this contract. The offeror is required to insert the substance of this clause in all subcontracts and purchase orders. 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 the Authority deems appropriate. The offeror further agrees by submitting this offer that it will include this certification, without modification, in all subcontracts and purchase orders.





[REDACTED]

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**From:** [REDACTED]  
**Sent:** Tuesday, February 12, 2013 4:14 PM  
**To:** [REDACTED]  
**Subject:** Re: CQ12169/KAM  
**Attachments:** METROACCESS\_DTS\_PRICE\_SHEET\_REVISIED\_2-12-2013[1].pdf

Dear [REDACTED]

Please find attached the revised MetroAccess DTS Price Proposal dated February 12, 2013.

Per your request in our tele conference DTS has broken out the uniform cost from the fringe benefits. Also, we reduced the expenses previously shown in the insurance line item 37. We have provided a detail breakout of these line items in the PDF file.

Adjustments were made to Facility Rent for relocation to the Progressive facility as outlined in Option #2 in the response to the RFP, as well as the increased dead head hours that we are projecting due to the change in facility location.

Pursuant to your request we made changes to compensate for reducing the excessively late standard from 30 minutes to 20 minutes which effected items on line 41.

Thank you for the opportunity to present this proposal.

[REDACTED]

President  
Diamond Transportation Services, Inc.  
7307-C Highland St. Suite C  
Springfield, VA 22150

-----Original Message-----

**From:** [REDACTED]  
**To:** [REDACTED]  
**Cc:** [REDACTED]@wmata.com>; [REDACTED]@wmata.com>; [REDACTED]@pbworld.com>; [REDACTED]@wmata.com>  
**Sent:** Mon, Feb 11, 2013 6:10 pm  
**Subject:** CQ12169/KAM

To clarify today's discussions regarding WMATA provided Automotive Liability Insurance coverage. Please be advised and take into account the following with regard to your responsibility as a potential MetroAccess Service Provider.

WMATA provided Automobile Liability insurance does not cover first party property damage, so the Service Delivery contractor is still responsible for the Collision and Comprehensive coverage to all MetroAccess vehicles it operates. WMATA provided Automobile Liability also does not cover employee injury so the Service Delivery contractor is responsible for any injury suffered by its own employees.

For non WMATA owned automobiles used in connection with providing MetroAccess service, to the extent the owner and register of non-owned automobiles exhausts its AL limits in an accident involving provision of MetroAccess Service, the WMATA provided Excess Auto Liability insurance will cover the loss in excess of the AL limits.

MetroAccess Service Providers are required to insure all vehicles owned and registered by the service provider which are used in connection with MetroAccess Service with at least a \$1 million CSL.

In addition, the RFP established the definition for excessively late trips in Part VI in Section 12.2 of the RFP. The standard stated was for vehicle arrival being more than 30 minutes past the on-time window. WMATA is considering changing this standard to 20 minutes past the on-time window. Please respond with any changes in your most recently submitted pricing that would result from such a change in the performance standard.

Please provide your response by COB Tuesday, February 12<sup>th</sup>.

WASHINGTON METROPOLITAN AREA TRANSITY AUTHORITY

SUPPLY AND SERVICE CONTRACT

RFP No. CQ12169/KAM

WASHINGTON METROPOLITAN AREA TRANSITY AUTHORITY

PRICE PROPOSAL

RFP CQ12169/KAM

The **Service Delivery Contractor** shall provide cited hourly rates for each service level benchmark for each year of the contract. Estimated hours are provided for evaluation purposes only and do not represent a firm commitment to purchase any amount of service. Actual service levels may vary widely from the estimated service levels shown. the fixed hourly rates are to include all applicable charges. No additional charges will be allowed.

**Year One - July 1, 2013 - June 30, 2014**

No.	Service Levels Average Number of Weekly Revenue Service Hours	Fixed Hourly Rate
1	5,280 RSH (15% of current RSH)	
2	8,800 to 14,079 RSH (25% to 40% of current RSH)	
3	14,080 to 21,119 RSH (40% to 60% of current RSH)	
4	21,120 to 28,159 RSH (60% to 80% of current RSH)	
5	28,160 to 42,240 RSH (80% to 120% of current RSH)	
6	42,241 to 49,280 RSH (120% to 140% of current RSH)	
7	Sum of Hourly Rates (add Lines 1 through 6)	
8	Average Hourly Rate (divide Line 7 by the number 6)	
9	Estimated Annual revenue Service Hours	
10	Estimated Annual Cost Year 1 (multiply Line 8 by Line 9)	
11	Taxi Service Rate per Mile	
12	Revenue Vehicle Maintenance cost per Service Mile	

**Year Two - July 1, 2014 - June 30, 2015**

No.	Service Levels Average Number of Weekly Revenue Service Hours	Fixed Hourly Rate
1	5,438 RSH (15% of current RSH)	
2	8,800 to 14,079 RSH (25% to 40% of current RSH)	
3	14,080 to 21,119 RSH (40% to 60% of current RSH)	
4	21,120 to 28,159 RSH (60% to 80% of current RSH)	
5	28,160 to 42,240 RSH (80% to 120% of current RSH)	
6	42,241 to 49,280 RSH (120% to 140% of current RSH)	
7	Sum of Hourly Rates (add Lines 1 through 6)	
8	Average Hourly Rate (divide Line 7 by the number 6)	
9	Estimated Annual revenue Service Hours	
10	Estimated Annual Cost Year 1 (multiply Line 8 by Line 9)	
11	Taxi Service Rate per Mile	
12	Revenue Vehicle Maintenance cost per Service Mile	

**Year Three - July 1, 2014 - June 30, 2015**

No.	Service Levels Average Number of Weekly Revenue Service Hours	Fixed Hourly Rate
1	5,602 RSH (15% of current RSH)	
2	8,800 to 14,079 RSH (25% to 40% of current RSH)	
3	14,080 to 21,119 RSH (40% to 60% of current RSH)	
4	21,120 to 28,159 RSH (60% to 80% of current RSH)	
5	28,160 to 42,240 RSH (80% to 120% of current RSH)	
6	42,241 to 49,280 RSH (120% to 140% of current RSH)	
7	Sum of Hourly Rates (add Lines 1 through 6)	
8	Average Hourly Rate (divide Line 7 by the number 6)	
9	Estimated Annual revenue Service Hours	
10	Estimated Annual Cost Year 1 (multiply Line 8 by Line 9)	
11	Taxi Service Rate per Mile	
12	Revenue Vehicle Maintenance cost per Service Mile	

**Year Four - July 1, 2016 - June 30, 2017**

No.	Service Levels Average Number of Weekly Revenue Service Hours	Fixed Hourly Rate
1	5,770 RSH (15% of current RSH)	
2	8,800 to 14,079 RSH (25% to 40% of current RSH)	
3	14,080 to 21,119 RSH (40% to 60% of current RSH)	
4	21,120 to 28,159 RSH (60% to 80% of current RSH)	
5	28,160 to 42,240 RSH (80% to 120% of current RSH)	
6	42,241 to 49,280 RSH (120% to 140% of current RSH)	
7	Sum of Hourly Rates (add Lines 1 through 6)	
8	Average Hourly Rate (divide Line 7 by the number 6)	
9	Estimated Annual revenue Service Hours	
10	Estimated Annual Cost Year 1 (multiply Line 8 by Line 9)	
11	Taxi Service Rate per Mile	
12	Revenue Vehicle Maintenance cost per Service Mile	

**Year Five - July 1, 2017 - June 30, 2018**

No.	Service Levels Average Number of Weekly Revenue Service Hours	Fixed Hourly Rate
1	5,943 RSH (15% of current RSH)	
2	8,800 to 14,079 RSH (25% to 40% of current RSH)	
3	14,080 to 21,119 RSH (40% to 60% of current RSH)	
4	21,120 to 28,159 RSH (60% to 80% of current RSH)	
5	28,160 to 42,240 RSH (80% to 120% of current RSH)	
6	42,241 to 49,280 RSH (120% to 140% of current RSH)	
7	Sum of Hourly Rates (add Lines 1 through 6)	
8	Average Hourly Rate (divide Line 7 by the number 6)	
9	Estimated Annual revenue Service Hours	
10	Estimated Annual Cost Year 1 (multiply Line 8 by Line 9)	
11	Taxi Service Rate per Mile	
12	Revenue Vehicle Maintenance cost per Service Mile	

**Option Year One - July 1, 2018 - June 30, 2019**

No.	Service Levels Average Number of Weekly Revenue Service Hours	Fixed Hourly Rate
1	6,121 RSH (15% of current RSH)	
2	8,800 to 14,079 RSH (25% to 40% of current RSH)	
3	14,080 to 21,119 RSH (40% to 60% of current RSH)	
4	21,120 to 28,159 RSH (60% to 80% of current RSH)	
5	28,160 to 42,240 RSH (80% to 120% of current RSH)	
6	42,241 to 49,280 RSH (120% to 140% of current RSH)	
7	Sum of Hourly Rates (add Lines 1 through 6)	
8	Average Hourly Rate (divide Line 7 by the number 6)	
9	Estimated Annual revenue Service Hours	
10	Estimated Annual Cost Year 1 (multiply Line 8 by Line 9)	
11	Taxi Service Rate per Mile	
12	Revenue Vehicle Maintenance cost per Service Mile	

**Option Year Two - July 1, 2019 - June 30, 2020**

No.	Service Levels Average Number of Weekly Revenue Service Hours	Fixed Hourly Rate
1	6,305 RSH (15% of current RSH)	
2	8,800 to 14,079 RSH (25% to 40% of current RSH)	
3	14,080 to 21,119 RSH (40% to 60% of current RSH)	
4	21,120 to 28,159 RSH (60% to 80% of current RSH)	
5	28,160 to 42,240 RSH (80% to 120% of current RSH)	
6	42,241 to 49,280 RSH (120% to 140% of current RSH)	
7	Sum of Hourly Rates (add Lines 1 through 6)	
8	Average Hourly Rate (divide Line 7 by the number 6)	
9	Estimated Annual revenue Service Hours	
10	Estimated Annual Cost Year 1 (multiply Line 8 by Line 9)	
11	Taxi Service Rate per Mile	
12	Revenue Vehicle Maintenance cost per Service Mile	



**Option Year Three - July 1, 2020 - June 30, 2021**

No.	Service Levels Average Number of Weekly Revenue Service Hours	Fixed Hourly Rate
1	6,494 RSH (15% of current RSH)	
2	8,800 to 14,079 RSH (25% to 40% of current RSH)	
3	14,080 to 21,119 RSH (40% to 60% of current RSH)	
4	21,120 to 28,159 RSH (60% to 80% of current RSH)	
5	28,160 to 42,240 RSH (80% to 120% of current RSH)	
6	42,241 to 49,280 RSH (120% to 140% of current RSH)	
7	Sum of Hourly Rates (add Lines 1 through 6)	
8	Average Hourly Rate (divide Line 7 by the number 6)	
9	Estimated Annual revenue Service Hours	
10	Estimated Annual Cost Year 1 (multiply Line 8 by Line 9)	
11	Taxi Service Rate per Mile	
12	Revenue Vehicle Maintenance cost per Service Mile	

**Option Year Four - July 1, 2021 - June 30, 2022**

No.	Service Levels Average Number of Weekly Revenue Service Hours	Fixed Hourly Rate
1	6,689 RSH (15% of current RSH)	
2	8,800 to 14,079 RSH (25% to 40% of current RSH)	
3	14,080 to 21,119 RSH (40% to 60% of current RSH)	
4	21,120 to 28,159 RSH (60% to 80% of current RSH)	
5	28,160 to 42,240 RSH (80% to 120% of current RSH)	
6	42,241 to 49,280 RSH (120% to 140% of current RSH)	
7	Sum of Hourly Rates (add Lines 1 through 6)	
8	Average Hourly Rate (divide Line 7 by the number 6)	
9	Estimated Annual revenue Service Hours	
10	Estimated Annual Cost Year 1 (multiply Line 8 by Line 9)	
11	Taxi Service Rate per Mile	
12	Revenue Vehicle Maintenance cost per Service Mile	



**Option Year Five - July 1, 2022 - June 30, 2023**

No.	Service Levels Average Number of Weekly Revenue Service Hours	Fixed Hourly Rate
1	6,890 RSH (15% of current RSH)	
2	8,800 to 14,079 RSH (25% to 40% of current RSH)	
3	14,080 to 21,119 RSH (40% to 60% of current RSH)	
4	21,120 to 28,159 RSH (60% to 80% of current RSH)	
5	28,160 to 42,240 RSH (80% to 120% of current RSH)	
6	42,241 to 49,280 RSH (120% to 140% of current RSH)	
7	Sum of Hourly Rates (add Lines 1 through 6)	
8	Average Hourly Rate (divide Line 7 by the number 6)	
9	Estimated Annual revenue Service Hours	
10	Estimated Annual Cost Year 1 (multiply Line 8 by Line 9)	
11	Taxi Service Rate per Mile	
12	Revenue Vehicle Maintenance cost per Service Mile	

**Notes**

In accordance with the RFP request, our cost details are based on row 1 of the pricing form; In reviewing the answers to the final questions, we note WMATA's Amendment 6 Answer 428 stated that proposers should determine the number of vehicles to use for other service levels. We note that as vehicles increase or decrease, so do facility needs / costs, personnel and many other so called "fixed costs," that have to be adjusted also. So in order to comply with Answer 428, we have assumed the following:

For row 1, we used the fixed costs and vehicles associated with our service delivery proposal.

WASHINGTON METROPOLITAN AREA TRANSIT AUTHORITY

PRICE PROPOSAL SERVICE DELIVERY - FIXED RATE COST COMPONENT DETAIL RFP CQ12169/KAM

FOR EACH LINE ITEM ENTER THE AMOUNT IT CONTRIBUTES TO THE HOURLY RATE BY YEAR

No.	Cost Line Items	Year 1	Year 2	Year 3	Year 4	Year 5	Option Year 1	Option Year 2	Option Year 3	Option Year 4	Option year 5
<b>LABOR</b>											
1	Project Manager										
2	Division Manager										
3	Maintenance Managers										
4	Operations Managers										
5	Supervisory Staff										
6	Window Dispatcher										
7	Yard Supervision										
8	Street Supervision										
9	IT Director										
10	IT Administration										
11	Drive Cam Support										
12	Customer Service Agent										
13	Utility Workers										
14	Contract Administrator										
15	Reconcilers										
16	Reports Clerk										
17	Dir of Maintenance										
18	Maintenance Tech A										
19	Maintenance Tech B										
20	Fueler/Washer										
21	Maintenance Clerk										
22	Manager of Safety/Training										
23	Asst. Mgr. Safety & training										
24	Drug & Alcohol Administrator										
25	Classroom Trainer										
26	Behind the Wheel Trainer										
27	Driver Pay										
<b>MATERIAL &amp; OTHER COSTS</b>											
28	Parts per vehicle										
29	Batteries										
30	Tires										
31	Physicals (each)										
32	Monthly Physicals (New/Replacement Drivers)										
33	Drug & Alcohol Testing										
34	Help Wanted Advertising										
35	Communication with Revenue Vehicles (Radio or Push-to-Talk Telephone)										
36	Automotive Liability Insurance										
37	Other Insurance										
38	Fuel (Supervisory Vehicles)										
39	Start-up Costs										
40	Fringe Benefits										
41	General & Administrative Costs										
42	Profit										
43	(OTHER) Itemize										
	RENT - Facility										
	PARKING - Facility										
	PROPERTY TAXES - Vehicles										
	TOLLS - Routes										
	UNIFORMS										

1 Proposers may be required to provide detailed start-up costs upon WMATA's request.  
 2 Proposers may be required to provide detailed information on employer versus employee paid fringe benefits.

PRICE PROPOSAL

WASHINGTON METROPOLITAN AREA TRANSIT AUTHORITY  
 RFP CQ12169/KAM  
 SERVICE DELIVERY - FIXED RATE COST COMPONENT DETAIL  
 FOR EACH LINE ITEM ENTER THE TOTAL ANNUAL COST - 15% of RSH

No.	Cost Line Items	Year 1	Year 2	Year 3	Year 4	Year 5	Option Year 1	Option Year 2	Option Year 3	Option Year 4	Option year 5
	<b>LABOR</b>										
1	Project Manager										
2	Division Manager										
3	Maintenance Managers										
4	Operations Managers										
5	Supervisory Staff										
6	Window Dispatcher										
7	Yard Supervision										
8	Street Supervision										
9	IT Director										
10	IT Administration										
11	Drive Cam Support										
12	Customer Service Agent										
13	Utility Workers										
14	Contract Administrator										
15	Reconcilers										
16	Reports Clerk										
17	Dir of Maintenance										
18	Maintenance Tech A										
19	Maintenance Tech B										
20	Fueler/Washer										
21	Maintenance Clerk										
22	Manager of Safety/Training										
23	Asst. Mgr. Safety & training										
24	Drug & Alcohol Administrator										
25	Classroom Trainer										
26	Behind the Wheel Trainer										
27	Driver Pay										
	<b>MATERIAL &amp; OTHER COSTS</b>										
28	Parts per vehicle										
29	Batteries										
30	Tires										
31	Physicals (each)										
	Monthly Physicals (New/Replacement										
32	Drivers)										
33	Drug & Alcohol Testing										
34	Help Wanted Advertising										
	Communication with Revenue Vehicles										
35	(Radio or Push-to-Talk Telephone)										
36	Automotive Liability Insurance										
37	Other Insurance										
38	Fuel (Supervisory Vehicles)										
39	Start-up Costs										
40	Fringe Benefits										
41	General & Administrative Costs										
42	Profit										
43	(OTHER)Itemize										
	RENT -Facility										
	PARKING - Facility										
	PROPERTY TAXES - Vehicles										
	TOLLS - Routes										
	UNIFORMS										

1 Proposers may be required to provide detailed start-up costs upon WMATA's request.  
 2 Proposers may be required to provide detailed information on employer versus employee paid fringe benefits.

<b>FRINGE BENEFITS</b>	
FICA	\$
WORKERS COMP DRIVER	\$
WORKERS COMP OTHER	\$
EMPLY. LIAB. INCRS. LIMITS	\$
EXPERIENCE MOD	\$
SCHEDULED CREDIT	\$
PREMIUM DISCOUNT	\$
EXPENSE CONSTANT	\$
TERRORISM	\$
FUTA	\$
SUTA	\$
HEALTH/LIFE	\$
<b>TOTAL FRINGE BENEFITS</b>	<b>\$</b>
<b>RISK MANAGEMENT</b>	
LICENSES	\$
Primary Auto Vans	\$
Primary Auto Cars	\$
SEXUAL ABUSE AND MK	\$
Excess	\$
General Liability	\$
Finance and Fees	\$
PHYSICAL DAMAGE INS	\$
Crime Coverage	\$
<b>TOTAL INSURANCE</b>	<b>\$</b>

[REDACTED]

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**From:** [REDACTED]  
**Sent:** Monday, January 28, 2013 11:42 AM  
**To:** [REDACTED]  
**Subject:** FW: CQ12169/KAM, Service Delivery

FYI, please advise on video conference.

**From:** [REDACTED]  
**Sent:** Monday, January 28, 2013 11:39 AM  
**To:** [REDACTED]  
**Subject:** RE: CQ12169/KAM, Service Delivery

Dear [REDACTED]

I am available on Tuesday, January 29th at 1:00 P.M. EST. I have a Skype account, camera and microphone on my computer. If instead you are using your video conference software, will you be sending me an invite that installs the software, and also what video conference software do you use?

We are available for 15% of the service, and look forward to receiving any additional topics from you so that we may prepare.

The person to contact to prepare for the conference call is as follows:

[REDACTED]  
Business Manager

My contact information is as follows:

[REDACTED]  
President  
[REDACTED]@diamondtransportation.us

Sincerely,

[REDACTED]  
[REDACTED] President

Diamond Transportation Services, Inc.  
7307-C Highland St.  
Springfield, VA 22150

[REDACTED]

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**From:** [REDACTED]  
**Sent:** Friday, January 25, 2013 5:29 PM  
**To:** [REDACTED]  
**Cc:** [REDACTED]  
**Subject:** CQ12169/RAM, Service Delivery

Good Afternoon [REDACTED]

WMATA would like to have discussions with you on Tuesday, January 29th at 1:00 P.M. EST, via video conference. A time of approximately one hour is available for this discussion. Please advise by 12 Noon EST on Monday, if you will be available on the date and time requested. Also, please advise if you have video capability and the name of a contact person to set up the video.

One topic for discussion is, in your proposal you propose 13% for service. Will you be able to increase the service to 15%? Additional discussion topics will be provided following confirmation of your availability.

[REDACTED]

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**From:** [REDACTED]  
**Sent:** Friday, January 25, 2013 5:29 PM  
**To:** [REDACTED]  
**Cc:** [REDACTED]  
**Subject:** CQ12169/KAM, Service Delivery

Good Afternoon [REDACTED]

WMATA would like to have discussions with you on Tuesday, January 29th at 1:00 P.M. EST, via video conference. A time of approximately one hour is available for this discussion. Please advise by 12 Noon EST on Monday, if you will be available on the date and time requested. Also, please advise if you have video capability and the name of a contact person to set up the video.

One topic for discussion is, in your proposal you propose 13% for service. Will you be able to increase the service to 15%? Additional discussion topics will be provided following confirmation of your availability.

[REDACTED]

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**From:** [REDACTED]  
**Sent:** Tuesday, December 04, 2012 1:28 PM  
**To:** [REDACTED]  
**Subject:** RE: RFP CQ12169/KAM Clarification Questions for SD Proposal

Good Afternoon [REDACTED]

WMATA is interested to know what is Diamond Transportation history of On Time Performance (OTP) for the service your company provides, and not the OTP history that MV Transportation provides. Please provide the complete performance data for the service Diamond Transportation currently provides to WMATA.

**From:** [REDACTED] [mailto:[REDACTED]@diamondtransportation.us]  
**Sent:** Friday, November 30, 2012 4:55 PM  
**To:** [REDACTED]  
**Subject:** RE: RFP CQ12169/KAM Clarification Questions for SD Proposal

Dear [REDACTED]

Thank you for the questions. I will work hard to meet the deadline. I am having a problem answering question #1.

Question #1 reads as follows:

**"On Time Performance ("OTP") was included with each current contract listed in the proposal with the exception of the WMATA contract (Current Contract #2). Why was OTP not listed for this contract? Please provide complete performance data for the service DTS currently provides to WMATA."**

The complete performance data that you have requested is kept by MV Transportation. I called MV, [REDACTED] and requested the information so I could give it to WMATA in response to the question. He has informed me that WMATA would have to request MV to turn it over to Diamond in order for them to give us the performance data.

I do not want to be non-responsive regarding the answer to this question. Please let me know what you would like me to do or if WMATA can request the data to be turned over to Diamond so the question can be answered.

Thank you for your cooperation on this matter.

[REDACTED]  
President  
Diamond Transportation  
[REDACTED]

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**From:** [REDACTED] [mailto:[REDACTED]@wmata.com]  
**Sent:** Thursday, November 29, 2012 11:14 AM  
**To:** robbie@diamondtransportation.us  
**Cc:** [REDACTED]  
**Subject:** RFP CQ12169/KAM Clarification Questions for SD Proposal

Good Morning [REDACTED]

WMATA is in the process of evaluating the proposal your company submitted in response to RFP CQ12169/KAM for Service Delivery (SD). Below are clarification questions for your company.

A response is required to my attention no later than 12:00 Noon, Wednesday, December 5, 2012 EST.



**From:** [REDACTED]  
**Sent:** Thursday, November 29, 2012 11:14 AM  
**To:** [REDACTED]  
**Cc:** [REDACTED]@wmata.com  
**Subject:** RFP CQ12169/KAM Clarification Questions for SD Proposal

Good Morning [REDACTED]

WMATA is in the process of evaluating the proposal your company submitted in response to RFP CQ12169/KAM for Service Delivery (SD). Below are clarification questions for your company.

A response is required to my attention no later than 12:00 Noon, Wednesday, December 5, 2012 EST.

Question #	CDRL #	Page	Question
1		6	On Time Performance ("OTP") was included with each current contract listed in the proposal with the exception of the WMATA contract (Current Contract #2). Why was OTP not listed for this contract? Please provide complete performance data for the service DTS currently provides to WMATA.
2	1		Window Dispatchers are responsible for entering operator assignments prior to pull-out. What is your compliance rate regarding the entry of the information prior to pull-out? What success has been realized through this procedure?
3	1	19	DTS states it has a long history of interaction with external QA and OCC providers. Please elaborate on those experiences providing specific past experiences and best practices that have resulted from these experiences.
4	1	22	Please clarify the meaning of your statement "overall DriveCam safety program." Is this program limited to a specific contract or contracts for service, a company-wide program, or a reference to an industry-wide program, etc.?
5	1	26	Please clarify your response to incident reporting requirements WMATA's reporting requirements included in the RFP.
6	1	27	Please elaborate on your road service response requirements.
7	2	29	Please provide qualifications and references for Transportation, Inc.
8	3	31	Please elaborate on the documentation that will be provided to document taxi trips and billings.
9	4	35	Please provide relevant Trapeze familiarity/proficiency for proposed staff per the requirements of the RFP.
10	4	37	Please elaborate on the training and/or experience of Yard Supervisors in managing the pull-out process.
11	5	54	The Operator Staffing Plan does not address employee turnover. Please provide DTS' turnover mitigation strategy and its processes to ensure adequate staffing is available on as day-to-day basis to fulfill service requirements.

12	8	69	DTS has been able to outsource maintenance under the current contract. However, the new contract places more responsibility on SD contractors for road calls. How will DTS handle road calls under the new requirements?
13	9	73	DTS has proposed garages all of which are located in Virginia. Please elaborate on how vehicles based at these locations will provide service to MetroAccess trips which originate or terminate in Maryland or the District of Columbia? What plans does DTS have to minimize dead-head trips, maximize efficiency, etc.
14	9	79	The proposal refers to Attachment 11 for layouts of the three facility options. Please provide schematics for each option which include how MetroAccess vehicles will be maintained separate from personal vehicles. Also, provide detailed traffic flow diagrams for each location.
15	10	82	Periodic safety retraining of employees is not specified. How often will such retraining be conducted?
16	10	86	Please provide a detailed explanation of how DTS will manage operator work shifts to allow for a maximum of 15 hours per shift with 8 hours off between shifts.
17	10		The proposal does not refer to any employee safety incentive programs. Does DTS have any such programs? If Yes, please elaborate on the programs. If no, please elaborate on why no such programs are in place.
18	16	101	Following the scanning process, how will documents be accessed?
19	17	102	Operator staffing has been an issue under the current contract. How will DTS ensure 100% run coverage under the new contract?
20	17		What processes DTS has in place to ensure that all WMATA performance goals (i.e., on-time performance, excessively late or missed trips, productivity, complaints, etc.) are met or exceeded?
21	17	103	Please detail your process to investigate, manage and resolve complaints.
22	18		Please provide a detailed description of how DTS will handle customer drop-off in the event severe weather renders the customer's home inaccessible.
23	19	110	Please provide qualifications and references for Priority Computer Solutions with regard to MDCs and DriveCam.
24	20 & 21		How do you expect that your operations will be changed based on the structural changes in the new contract. Specifically, detail changes in your own operations and your relationship to a separate OCC and a new QA contractors.
25	22	122	Please identify the staff member(s) responsible for each of the tasks.



ORIGINAL

*Volume 1 Cost/Price*

**MetroAccess Paratransit Service for  
Maryland, Virginia, and the  
District of Columbia**

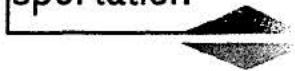
**RFP # CQ12169/KAM**

*Presented to:*

**Washington Metropolitan Area Transit Authority**

**Due Date: August 24, 2012**

Diamond Transportation



*Submitted by:*

**Diamond Transportation Services, Inc.**

**7307-C Highland St.,  
Springfield, Virginia 22150**

**Telephone:** [REDACTED]

**Contact:** [REDACTED] resident

PRICE SCHEDULE SHEET

METROACCESS PARATRANSIT SERVICE FOR MARYLAND, VIRGINIA, AND THE DISTRICT OF COLUMBIA.

\*\*\*USE ATTACHED PRICE PROPOSAL\*\*\*



Authorized Signature

Diamond Transportation Services, Inc.

Company Name

8-24-2012  
Date

WASHINGTON METROPOLITAN AREA TRANSITY AUTHORITY

SUPPLY AND SERVICE CONTRACT

RFP No. CQ12169/KAM

WASHINGTON METROPOLITAN AREA TRANSITY AUTHORITY

PRICE PROPOSAL

RFP CQ12169/KAM

The **Service Delivery Contractor** shall provide cited hourly rates for each service level benchmark for each year of the contract. Estimated hours are provided for evaluation purposes only and do not represent a firm commitment to purchase any amount of service. Actual service levels may vary widely from the estimated service levels shown. the fixed hourly rates are to include all applicable charges. No additional charges will be allowed.

**Year One - July 1, 2013 - June 30, 2014**

No.	Service Levels Average Number of Weekly Revenue Service Hours	Fixed Hourly Rate
1	3,520 to 8,799 RSH (10% to 25% of current RSH)	
2	8,800 to 14,079 RSH (25% to 40% of current RSH)	
3	14,080 to 21,119 RSH (40% to 60% of current RSH)	
4	21,120 to 28,159 RSH (60% to 80% of current RSH)	
5	28,160 to 42,240 RSH (80% to 120% of current RSH)	
6	42,241 to 49,280 RSH (120% to 140% of current RSH)	
7	Sum of Hourly Rates (add Lines 1 through 6)	
8	Average Hourly Rate (divide Line 7 by the number 6)	
9	Estimated Annual revenue Service Hours	
10	Estimated Annual Cost Year 1 (multiply Line 8 by Line 9)	
11	Taxi Service Rate per Mile	
12	Revenue Vehicle Maintenance cost per Service Mile	

**Year Two - July 1, 2014 - June 30, 2015**

No.	Service Levels Average Number of Weekly Revenue Service Hours	Fixed Hourly Rate
1	3,520 to 8,799 RSH (10% to 25% of current RSH)	
2	8,800 to 14,079 RSH (25% to 40% of current RSH)	
3	14,080 to 21,119 RSH (40% to 60% of current RSH)	
4	21,120 to 28,159 RSH (60% to 80% of current RSH)	
5	28,160 to 42,240 RSH (80% to 120% of current RSH)	
6	42,241 to 49,280 RSH (120% to 140% of current RSH)	
7	Sum of Hourly Rates (add Lines 1 through 6)	
8	Average Hourly Rate (divide Line 7 by the number 6)	
9	Estimated Annual revenue Service Hours	
10	Estimated Annual Cost Year 1 (multiply Line 8 by Line 9)	
11	Taxi Service Rate per Mile	
12	Revenue Vehicle Maintenance cost per Service Mile	

**Year Three - July 1, 2014 - June 30, 2015**

No.	Service Levels Average Number of Weekly Revenue Service Hours	Fixed Hourly Rate
1	3,520 to 8,799 RSH (10% to 25% of current RSH)	
2	8,800 to 14,079 RSH (25% to 40% of current RSH)	
3	14,080 to 21,119 RSH (40% to 60% of current RSH)	
4	21,120 to 28,159 RSH (60% to 80% of current RSH)	
5	28,160 to 42,240 RSH (80% to 120% of current RSH)	
6	42,241 to 49,280 RSH (120% to 140% of current RSH)	
7	Sum of Hourly Rates (add Lines 1 through 6)	
8	Average Hourly Rate (divide Line 7 by the number 6)	
9	Estimated Annual revenue Service Hours	
10	Estimated Annual Cost Year 1 (multiply Line 8 by Line 9)	
11	Taxi Service Rate per Mile	
12	Revenue Vehicle Maintenance cost per Service Mile	

**Year Four - July 1, 2016 - June 30, 2017**

No.	Service Levels Average Number of Weekly Revenue Service Hours	Fixed Hourly Rate
1	3,520 to 8,799 RSH (10% to 25% of current RSH)	
2	8,800 to 14,079 RSH (25% to 40% of current RSH)	
3	14,080 to 21,119 RSH (40% to 60% of current RSH)	
4	21,120 to 28,159 RSH (60% to 80% of current RSH)	
5	28,160 to 42,240 RSH (80% to 120% of current RSH)	
6	42,241 to 49,280 RSH (120% to 140% of current RSH)	
7	Sum of Hourly Rates (add Lines 1 through 6)	
8	Average Hourly Rate (divide Line 7 by the number 6)	
9	Estimated Annual revenue Service Hours	
10	Estimated Annual Cost Year 1 (multiply Line 8 by Line 9)	
11	Taxi Service Rate per Mile	
12	Revenue Vehicle Maintenance cost per Service Mile	

**Year Five - July 1, 2017 - June 30, 2018**

No.	Service Levels Average Number of Weekly Revenue Service Hours	Fixed Hourly Rate
1	3,520 to 8,799 RSH (10% to 25% of current RSH)	
2	8,800 to 14,079 RSH (25% to 40% of current RSH)	
3	14,080 to 21,119 RSH (40% to 60% of current RSH)	
4	21,120 to 28,159 RSH (60% to 80% of current RSH)	
5	28,160 to 42,240 RSH (80% to 120% of current RSH)	
6	42,241 to 49,280 RSH (120% to 140% of current RSH)	
7	Sum of Hourly Rates (add Lines 1 through 6)	
8	Average Hourly Rate (divide Line 7 by the number 6)	
9	Estimated Annual revenue Service Hours	
10	Estimated Annual Cost Year 1 (multiply Line 8 by Line 9)	
11	Taxi Service Rate per Mile	
12	Revenue Vehicle Maintenance cost per Service Mile	

**Option Year One - July 1, 2018 - June 30, 2019**

No.	Service Levels Average Number of Weekly Revenue Service Hours	Fixed Hourly Rate
1	3,520 to 8,799 RSH (10% to 25% of current RSH)	
2	8,800 to 14,079 RSH (25% to 40% of current RSH)	
3	14,080 to 21,119 RSH (40% to 60% of current RSH)	
4	21,120 to 28,159 RSH (60% to 80% of current RSH)	
5	28,160 to 42,240 RSH (80% to 120% of current RSH)	
6	42,241 to 49,280 RSH (120% to 140% of current RSH)	
7	Sum of Hourly Rates (add Lines 1 through 6)	
8	Average Hourly Rate (divide Line 7 by the number 6)	
9	Estimated Annual revenue Service Hours	
10	Estimated Annual Cost Year 1 (multiply Line 8 by Line 9)	
11	Taxi Service Rate per Mile	
12	Revenue Vehicle Maintenance cost per Service Mile	

**Option Year Two - July 1, 2019 - June 30, 2020**

No.	Service Levels Average Number of Weekly Revenue Service Hours	Fixed Hourly Rate
1	3,520 to 8,799 RSH (10% to 25% of current RSH)	
2	8,800 to 14,079 RSH (25% to 40% of current RSH)	
3	14,080 to 21,119 RSH (40% to 60% of current RSH)	
4	21,120 to 28,159 RSH (60% to 80% of current RSH)	
5	28,160 to 42,240 RSH (80% to 120% of current RSH)	
6	42,241 to 49,280 RSH (120% to 140% of current RSH)	
7	Sum of Hourly Rates (add Lines 1 through 6)	
8	Average Hourly Rate (divide Line 7 by the number 6)	
9	Estimated Annual revenue Service Hours	
10	Estimated Annual Cost Year 1 (multiply Line 8 by Line 9)	
11	Taxi Service Rate per Mile	
12	Revenue Vehicle Maintenance cost per Service Mile	



**Option Year Three - July 1, 2020 - June 30, 2021**

No.	Service Levels Average Number of Weekly Revenue Service Hours	Fixed Hourly Rate
1	3,520 to 8,799 RSH (10% to 25% of current RSH)	
2	8,800 to 14,079 RSH (25% to 40% of current RSH)	
3	14,080 to 21,119 RSH (40% to 60% of current RSH)	
4	21,120 to 28,159 RSH (60% to 80% of current RSH)	
5	28,160 to 42,240 RSH (80% to 120% of current RSH)	
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7	Sum of Hourly Rates (add Lines 1 through 6)	
8	Average Hourly Rate (divide Line 7 by the number 6)	
9	Estimated Annual revenue Service Hours	
10	Estimated Annual Cost Year 1 (multiply Line 8 by Line 9)	
11	Taxi Service Rate per Mile	
12	Revenue Vehicle Maintenance cost per Service Mile	

**Option Year Four - July 1, 2021 - June 30, 2022**

No.	Service Levels Average Number of Weekly Revenue Service Hours	Fixed Hourly Rate
1	3,520 to 8,799 RSH (10% to 25% of current RSH)	
2	8,800 to 14,079 RSH (25% to 40% of current RSH)	
3	14,080 to 21,119 RSH (40% to 60% of current RSH)	
4	21,120 to 28,159 RSH (60% to 80% of current RSH)	
5	28,160 to 42,240 RSH (80% to 120% of current RSH)	
6	42,241 to 49,280 RSH (120% to 140% of current RSH)	
7	Sum of Hourly Rates (add Lines 1 through 6)	
8	Average Hourly Rate (divide Line 7 by the number 6)	
9	Estimated Annual revenue Service Hours	
10	Estimated Annual Cost Year 1 (multiply Line 8 by Line 9)	
11	Taxi Service Rate per Mile	
12	Revenue Vehicle Maintenance cost per Service Mile	

**Option Year Five - July 1, 2022 - June 30, 2023**

No.	Service Levels	Fixed Hourly Rate
	Average Number of Weekly Revenue Service Hours	
1	3,520 to 8,799 RSH (10% to 25% of current RSH)	
2	8,800 to 14,079 RSH (25% to 40% of current RSH)	
3	14,080 to 21,119 RSH (40% to 60% of current RSH)	
4	21,120 to 28,159 RSH (60% to 80% of current RSH)	
5	28,160 to 42,240 RSH (80% to 120% of current RSH)	
6	42,241 to 49,280 RSH (120% to 140% of current RSH)	
7	Sum of Hourly Rates (add Lines 1 through 6)	
8	Average Hourly Rate (divide Line 7 by the number 6)	
9	Estimated Annual revenue Service Hours	
10	Estimated Annual Cost Year 1 (multiply Line 8 by Line 9)	
11	Taxi Service Rate per Mile	
12	Revenue Vehicle Maintenance cost per Service Mile	

**Notes**

In accordance with the RFP instructions, our cost details are based on row 3 of the pricing form; see Amendment 6, Answer # 466. In reviewing the answers to the final questions, we note WMATA's Amendment 6 Answer 428 stated that proposers should determine the number of vehicles to use for other service levels. We note that as vehicles increase or decrease, so do facility needs / costs, personnel and many other so called "fixed costs," that have to be adjusted also. So in order to comply with Answer 428, we have assumed the following:

For row 1, we used the fixed costs and vehicles associated with our service delivery proposal.

For row 2, we used the fixed costs and vehicles at a similar percentage of the total costs in row 3.

For revenue hours in excess of row 3, we are assuming will be able to use the existing facilities and vehicles or locate additional facilities at a similar percentage of total cost.

WASHINGTON METROPOLITAN AREA TRANSIT AUTHORITY  
 PRICE PROPOSAL RFP CQ12169/KAM

**SERVICE DELIVERY - FIXED RATE COST COMPONENT DETAIL**  
**FOR EACH LINE ITEM ENTER THE AMOUNT IT CONTRIBUTES TO THE HOURLY RATE BY YEAR**

No.	Cost Line Items	Year 1	Year 2	Year 3	Year 4	Year 5	Option Year 1	Option Year 2	Option Year 3	Option Year 4	Option year 5
	<b>LABOR</b>										
1	Project Manager										
2	Division Manager										
3	Maintenance Managers										
4	Operations Managers										
5	Supervisory Staff										
6	Window Dispatcher										
7	Yard Supervision										
8	Street Supervision										
9	IT Director										
10	IT Administration										
11	Drive Cam Support										
12	Customer Service Agent										
13	Utility Workers										
14	Contract Administrator										
15	Reconcilers										
16	Reports Clerk										
17	Dir of Maintenance										
18	Maintenance Tech A										
19	Maintenance Tech B										
20	Fueler/Washer										
21	Maintenance Clerk										
22	Manager of Safety/Training										
23	Asst. Mgr. Safety & training										
24	Drug & Alcohol Administrator										
25	Classroom Trainer										
26	Behind the Wheel Trainer										
27	Driver Pay										
	<b>MATERIAL &amp; OTHER COSTS</b>										
28	Parts per vehicle										
29	Batteries										
30	Tires										
31	Physicals (each)										
	Monthly Physicals (New/Replacement Drivers)										
32	Drivers										
33	Drug & Alcohol Testing										
34	Help Wanted Advertising										
	Communication with Revenue Vehicles										
35	(Radio or Push-to-Talk Telephone)										
36	Automotive Liability Insurance										
37	Other Insurance										
38	Fuel (Supervisory Vehicles)										
39	Start-up Costs										
40	Fringe Benefits										
41	General & Administrative Costs										
42	Profit										
43	(OTHER) Itemize										
	RENT - Facility										
	PARKING - Facility										
	PROPERTY TAXES - Vehicles										
	TOLLS - Routes										

1 Proposers may be required to provide detailed start-up costs upon WMATA's request.

2 Proposers may be required to provide detailed information on employer versus employee paid fringe benefits.

PRICE PROPOSAL

WASHINGTON METROPOLITAN AREA TRANSIT AUTHORITY  
 RFP CQ12169/KAM  
SERVICE DELIVERY - FIXED RATE COST COMPONENT DETAIL  
 FOR EACH LINE ITEM ENTER THE TOTAL ANNUAL COST

No.	Cost Line Items	Year 1	Year 2	Year 3	Year 4	Year 5	Option Year 1	Option Year 2	Option Year 3	Option Year 4	Option year 5
	<b>LABOR</b>										
1	Project Manager										
2	Division Manager										
3	Maintenance Managers										
4	Operations Managers										
5	Supervisory Staff										
6	Window Dispatcher										
7	Yard Supervision										
8	Street Supervision										
9	IT Director										
10	IT Administration										
11	Drive Cam Support										
12	Customer Service Agent										
13	Utility Workers										
14	Contract Administrator										
15	Reconcilers										
16	Reports Clerk										
17	Dir of Maintenance										
18	Maintenance Tech A										
19	Maintenance Tech B										
20	Fueler/Washer										
21	Maintenance Clerk										
22	Manager of Safety/Training										
23	Asst. Mgr. Safety & training										
24	Drug & Alcohol Administrator										
25	Classroom Trainer										
26	Behind the Wheel Trainer										
27	Driver Pay										
	<b>MATERIAL &amp; OTHER COSTS</b>										
28	Parts per vehicle										
29	Batteries										
30	Tires										
31	Physicals (each)										
32	Monthly Physicals (New/Replacement Drivers)										
33	Drug & Alcohol Testing										
34	Help Wanted Advertising										
35	Communication with Revenue Vehicles (Radio or Push-to-Talk Telephone)										
36	Automotive Liability Insurance										
37	Other Insurance										
38	Fuel (Supervisory Vehicles)										
39	Start-up Costs										
40	Fringe Benefits										
41	General & Administrative Costs										
42	Profit										
43	(OTHER)Itemize										
	RENT - Facility										
	PARKING - Facility										
	PROPERTY TAXES - Vehicles										
	TOLLS - Routes										

1 Proposers may be required to provide detailed start-up costs upon WMATA's request.  
 2 Proposers may be required to provide detailed information on employer versus employee paid fringe benefits.



ORIGINAL

*Volume II Technical Proposal*

**MetroAccess Paratransit Service for  
Maryland, Virginia, and the  
District of Columbia**

**RFP # CQ12169/KAM**

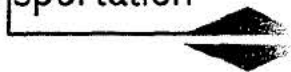
*Presented to:*

**Washington Metropolitan Area Transit Authority**

**Due Date: August 24, 2012**

---

Diamond Transportation



**Diamond Transportation Services, Inc.**

7307-C Highland St.,  
Springfield, Virginia 22150

Telephone: [REDACTED]

Contact: Robert M. Werth, President

---

*Volume II Technical Proposal*

**MetroAccess Paratransit Service for  
Maryland, Virginia, and the  
District of Columbia**

**RFP # CQ12169/KAM**



*Presented to:*

**Washington Metropolitan Area Transit Authority**

**Due Date: August 24, 2012**



*Submitted by:*

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Contact: [REDACTED] President

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**List of Attachments to the Technical Proposal**

**ATT# Attachment**

- 1 Taxicab Letters of Intent and Evaluation Criteria
  - a. Red Top Cab Taxicab Letters of Intent and Evaluation Criteria
  - b. Alexandria Yellow Cab Letter of Intent
  - c. Liberty Letter of Intent and Evaluation Criteria
  - d. Regency Taxi Letter of Intent and Evaluation Criteria
  - e. Barwood Letter of Intent and Evaluation Criteria
  - f. TRX Insurance Agency Letter of Intent
- 2 DTS Resumes Including Technology and Maintenance Staff Resumes and ASE Certifications
- 3 Employment and Training
  - a. Employment Application and Qualification Disclosure
  - b. HireRight Brochure
  - c. Employee Handbook
  - d. Training Matrix

- e. [REDACTED]
  - f. [REDACTED]
  - g. Retraining Sign Off Sheet
- 4 MetroAccess Inclement Weather Operational Procedures
  - 5 Kaiser Health Insurance Plan
  - 6 OSHA 301 Injury and Illness Report Form
  - 7 Avaya, Advanced Communications System
  - 8 Mentor Rangers
  - 9 Ricoh Afcio Mp C4501 Brochure
  - 10 Carbonite Brochure
  - 11 Facilities Information
    - a. 7307 A and 7307 C Highland Street
    - b. 7902 Hill Park Ct. Maintenance Facility
    - c. 7900 Hill Park Ct. Progressive Facility
    - d. 10109 Giles Run Road, Lorton Facility
  - 12 Vehicle Inspection and Maintenance Information
    - a. Dossier Fleet Management Information System
    - b. I30 Inspection Checklist
    - c. Daily Vehicle Inspection ("DVI")
    - d. Daily Fluid Checklist
    - e. Weekly Exterior Cleaning Checklist
    - f. Daily Cleaning Log
    - g. Monthly Cleaning Log
    - h. Pre Audit Safety Inspection Checklist
  - 13 Fuel Receipt and Spreadsheet

## Company Introduction and Background / History and Experience Information

Diamond Transportation Services, Inc. (DTS) is an established local transportation provider with extensive experience in paratransit, call center management, shuttle service, driver training and transportation management in the Washington Metropolitan area. DTS began its operation as a regional transportation provider for the Alexandria City Public Schools and the DOT Paratransit Service for people with disabilities in 1984. [REDACTED] president and founder, incorporated the company to meet the requirements of DOT, the City of Alexandria's then newly established curb-to-curb paratransit service. [REDACTED] has more than thirty (30) years of experience in the transportation industry.

Since its incorporation, DTS has been awarded numerous national and regional awards for the provision of services for persons with disabilities. DTS began its experience with wheelchair-accessible transportation by providing service to clients of the ENDependence Living Center of Northern Virginia (ECNV) when ECVN opened in 1982. At that time, there were no other wheelchair-accessible van service providers in Arlington County. DTS transported clients to the center so the clients could receive independent living skills training.

DTS won its first paratransit contract in 1980 from the Alexandria City Public Schools for transportation of children with cerebral palsy and muscular dystrophy to the Falls Church Child Development Center. This transportation required the use of a school bus and child restraint seats. DTS continues to operate specialized transportation for the Alexandria City Public Schools.

In 1984, DTS won the contract for the DOT Paratransit Service in the City of Alexandria. This service was developed by the City to complement the DASH bus system. DASH buses were not lift-equipped at the time, and the service was designed as an alternative to fixed-route bus service. DTS collaborated with the City and the Alexandria Commission on Persons with Physical Disabilities to design and implement a curb-to-curb paratransit service. The service included wheelchair-accessible vans for non-ambulatory consumers and taxicabs for ambulatory consumers. A higher level of insurance was required for the wheelchair-accessible vans as well as a greater commitment to training than that required for taxicabs. This led DTS to formally incorporate as an employee-based company, which provides extensive drivers' education, and sensitivity training as well as drug and alcohol testing, for employee-drivers. Today, DTS operates ten (10) vans in this service and carries more than 1,600 ambulatory and non-ambulatory passenger trips per month. This service is operated using the RouteMatch software system for order taking and call center management.

In 1987, DTS bid for and won a contract in Arlington with the Arlington County Community Services Board (ACCSB) and the Arlington Agency on Aging. The service included one (1) route to the Woodmont Center for developmentally disabled adults and one (1) route to the Gunston Center for senior citizens. DTS still operates this contract, and the number of

routes DTS services for ACCSB has expanded from to a single route to eleven (11) routes. DTS also provides field trips to the Walter Reed Adult Day Care Center.

Since the 1980s, DTS has expanded services to the community of people with disabilities through additional contracts with the Virginia Department of Rehabilitative Services; the Fairfax-Falls Church Community Services Board; the Arlington County Fare Wheels program; the City of Fairfax City Wheels program, Arlington Access, and many other public and private organizations.

In 1993, DTS was awarded a contract with the Washington Metropolitan Area Transit Authority (WMATA) for the Northern Virginia ADA regional paratransit service. In order to fulfill the requirements of this contract, DTS opened a second office and dispatching center at 7311 Highland St., Springfield, Virginia and expanded its fleet to twenty-six (26) vehicles. This contract was completed successfully in January of 2000

On January 15, 2006, DTS entered into an agreement with MV Transit to become a MetroAccess provider as a subcontractor. DTS began the contract with a fleet of fifteen (15) vans and has increased the fleet size to eighty-five (85) vans. The vans are equipped with mobile data terminals, DriveCam cameras (video and audio event recorders that continuously capture driving activity) and a global positioning system. DTS operates the service for this contract using the Trapeze software system for both routing and scheduling. As required by this contract's standards, DTS uses FleetFocus software to track and report all functions related to vehicle and equipment maintenance. FleetFocus is one of the most robust fleet management software applications on the market, serving government and private fleet across the United States. DTS maintenance staff is proficient in the day to day management of Fleet Focus management information system.

In 1995, DTS began operating Arlington Access, an ADA-compliant program in Arlington County, Virginia. In January 2000, DTS expanded its fleet to meet the requirements of a new, expanded contract with STAR (Specialized Transportation for Arlington Residents) Paratransit Service. DTS provided employee-drivers and nine (9) dedicated minivans in the provision of this curb-to-curb service. STAR is a shared-ride service designed as an alternative to the regional transportation system MetroAccess. The service is regional, transporting clients who are eligible for MetroAccess.

DTS has served as the Call Center Manager for the Guaranteed Ride Home (GRH) program since it began in 1997. This service is under contract with the Metropolitan Washington Council of Governments (COG). DTS was recently awarded a new GRH contract for an additional three (3) years. DTS receives the calls for commuters who use alternatives to single-occupancy vehicles and have registered for the GRH program. DTS staff matches the commuter with the most appropriate method of transportation for his or her return trip home in the event an emergency while at work prevents the GRH participant from using his or her primary form of commuter transportation. DTS has provided this dramatically growing service successfully, with the number of registered commuters now exceeding

14,000. In 2011, this service was expanded to Baltimore. GRH is operated using proprietary software designed by COG and operated by DTS.

In 2004, DTS contracted with Fairfax County Public School's Early Childhood and Family Services to provide Head Start transportation to a start-up facility at West Potomac High School. DTS used a school minibus in the provision of this service and began providing service for another Head Start site, Hayfield High School, in 2006.

The DTS shuttle service division began with the TransPotomac Canal Center Metro Shuttle in 1987 under contract to CarrAmerica. This service expanded to include two (2) minibuses and service to another facility located at 200 N. Glebe Road, Arlington, Virginia. In 1994, DTS expanded its shuttle division with the operation of the American Red Cross shuttle, which provided transportation from the Dun Loring Metro to the American Red Cross Headquarters located in Merrifield, Virginia. DTS designed and implemented the American Red Cross Shuttle when offices were consolidated to the National Headquarters located at 2025 E St., NW, Washington to Metro stations located at Farragut Square and Foggy Bottom. DTS ran a special shuttle operation for the American Red Cross during the staffing of its call center for the Katrina Hurricane disaster. DTS currently operates two (2) minibuses for this operation.

DTS opened the Crystal Park Express shuttle operation in Crystal City to transport Trammell Crow Company employees to the Washington Navy Yard under contract to the Navy Yard. This service is currently under contract to Lowes Enterprises.

In March 2003, DTS was awarded the shuttle service for CarrAmerica from the Vienna Metro to the Willow Oaks Corporate Center in Fairfax. This shuttle is currently under contract to Liberty Trust.

In 2007 DTS designed and implemented a shuttle service for Simpson Development to transport clients from the King Street Metro Station to the Alexandria Tech Center. This service also transported commuters from the Virginia Rail Express and coordinated with the schedules for both the rail and the commuter train.

In conjunction with the Arlington Agency on Aging and the Arlington Office of Transit Services, [REDACTED] designed the Senior Loop, a service for Arlington senior citizens. This service transports senior citizens from Arlington County adult high-rise living centers to grocery stores and malls during midday on a fixed schedule. The driver assists clients on and off the bus and provides help with their grocery and shopping bags. The service began with the Carlin House and was later expanded to include Culpepper Gardens on the same loop. As the program grew in popularity, three (3) additional loops were added to serve the Clariage House, Woodland Hills and Hunter's Ridge. Today, the Senior Loop also provides service to loops in the Lee Highway, Crystal City and Columbia Pike corridors, service that was previously provided by the American Red Cross's.

DTS also provides service for the Virginia Medicaid Transportation Brokerage, which is currently operated under contract with Logisticare. DTS transports intellectually disabled

adult clients to day facilities throughout Northern Virginia, including Mount Vernon Lee Enterprises, Service Source, and SOC Enterprises.

DTS president [REDACTED] developed and implemented the Driver Sensitivity and Training Program for taxicab drivers who provide service to the DOT Paratransit program. This course gives participants an overview of providing services to and interacting with the community of people with disabilities, with a strong emphasis on communication and customer service. [REDACTED] provides one (1) class per month, with approximately ten (10) drivers in each class. [REDACTED] also provides driver sensitivity training for the Senior Taxicab program for the City of Alexandria under a New Freedom grant. This class is presented once a month to Alexandria Yellow Cab Company drivers.

In December 2009, [REDACTED] won the contract for training Washington D.C. taxicab drivers who were participating in the Wheelchair Accessible Taxicab Pilot Project. This project is funded by a New Freedom grant and administrated by the Metropolitan Washington Council of Governments. [REDACTED] is responsible for the development of the training program, which covers driver sensitivity and wheelchair securement.

[REDACTED] is an active member of the Taxicab, Limousine and Paratransit Association (TLPA) since 1984; serves as the current Chair of the Metropolitan Washington Private Providers Task Force; is an active member of the Washington Metropolitan Council of Governments Human Service Transportation Task Force; is an active de facto member of the Washington Metropolitan Council of Governments Transportation Planning Board; is an active member of the Virginia Medicaid Transportation Task Force and a member of the Virginia Taxicab Association.



**Schedule One Current Contracts**



**1. DOT Paratransit System**

Jurisdiction:	City Of Alexandria
Contracting Agency:	Office Of Transit Services
Contract Amount:	\$440,000 Annually
Contact:	[REDACTED]
Phone:	[REDACTED]
E-Mail:	[REDACTED]@Alexandria.Gov
Vehicles:	Ten (10) Lift And Ramp Equipped Vans And Minibuses
Service Description:	Dts Has Operated This Service Since 1984. Dts Has Been Given Two (2) Awards For The Provision Of This Service. Service Started To Meet The Requirements Of The State Department Of Disability Services. This Service Expanded To Meet The Requirements Of The Ada. Core Services Are Also Provided To The Washington Metropolitan Area Transit Authority For Metroaccess Core Carrier Services.
Service Days:	Seven Days A Week, 365 Days A Year
Performance:	Dts Provided 21,600 Non-Ambulatory And Non-Ambulatory Trips Per Year. The On Time Performance For The Dot Program Is 95%.
% Of Completion:	95%
Term:	Contract Expires January 2013





**2. Metroaccess**

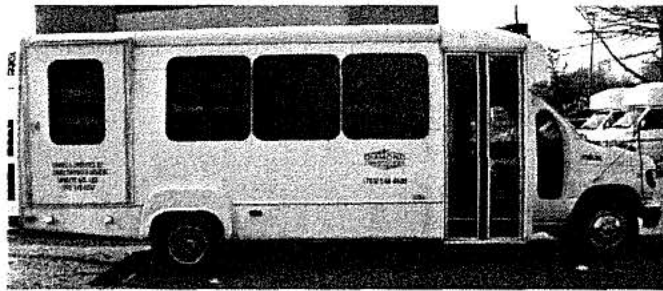
Jurisdiction:	Washington Metropolitan Area Transit Authority (WMATA)
Contracting Agency:	WMATA Office Of American Disability Act.
Contract Amount:	\$8,000,000 (2011)
Contact:	[REDACTED] WMATA
Phone:	[REDACTED]
E-Mail	[REDACTED]@wmata.com
Vehicles:	Seventy-five (75) modified vans.
Service Description:	DTS is the contract provider for WMATA ADA complementary paratransit service metroaccess service is demand responsive and door to door. This service is part of the regional coordinated system. Dts works as subcontractor to MV Transportation. Consumers call in trips to the metroaccess call center which is also under contract to mv. The call center acts as a brokerage and books the trips and schedules the trips on the designated vehicles. Dts assigns the drivers, provides the insurance, maintenance and management gasoline and all other services directly related to provision of transportation services.
Performance Stats:	48,000 trips per year. DTS provides 160,000 revenue service hours annually.
Status:	Currently sub-contractor to mv transportation. Contract ends june 30, 2013.





**3. Arlington Agency On Aging**

Jurisdiction:	Arlington County
Contracting Agency:	Arlington County Agency On Aging
Contract Amount:	\$109,600 Annually
Contact:	[REDACTED]
Phone:	[REDACTED]
E-Mail:	[REDACTED]@co.arlington.va.us
Vehicles:	Two (2) body on chassis Ford E-350 Minibuses
Service Description:	DTS provides transportation for the Arlington County Agency on Aging to the Walter Reed Nutrition Center on a daily basis. DTS picks-up consumers in a door to door service. Drivers are required to escort passengers to and from vehicle. Field trips are provided on a weekly basis.
Performance Stats:	99% on time. DTS transports 41 passenger trips per day. Service provided since 1988.
Status:	Six year contract ends February 2014.



4. Arlington County Community Services Board

Jurisdiction:	Arlington County
Contracting Agency:	Community Services Board
Contact:	[REDACTED]
Contract Amount:	\$845,000 (Annually)
Phone:	[REDACTED]
E-Mail:	[REDACTED]@co.arlington.va.us
Vehicles:	Ten (10) minibuses and modified vans.
Service Description:	DTS provides transportation for the Arlington County Community Services Board. DTS transports adults with intellectual disabilities to work sites under a six- (6) year contract with Arlington County. Service includes twelve (12) routes with drivers and eight (8) bus aides. Personnel are trained to handle the specialized transportation necessary for this passenger group.
Performance Stats:	99% on time. DTS transports 150 passenger trips per day. Total service hours are 23,800 per year. Has operated contract since 1988.
Status:	Current



**5. Alexandria City Public Schools**

2012 MAGNA AWARD WINNER

Jurisdiction:	Alexandria
Contracting Agency:	Alexandria City Public Schools
Contact:	[REDACTED]
Contract Amount:	\$ 86,000 (Annually)
Phone:	[REDACTED]
E-Mail	[REDACTED]@acps.k12.va.us
Vehicles:	Four Accessible Minivans.
Service Description:	DTS provided door to door transportation for children between the ages of 2.5 and 5 years of age to the Falls Church Child Development Center from 1981-2003. DTS also provides minivan service to the KEY Center and various other schools for physically disabled school children. These children are confined to wheelchairs.
Performance Stats:	Has provided outstanding service for the City of Alexandria Public School System for specialized service since 1981. 99% on time using dedicated drivers.
Status:	Current. Contract runs through 2012-2013 school year.



**6. Specialized Transportation Service For Arlington Residents (Star Formerly Known As Arlington Access)**



Jurisdiction:	Arlington County
Contracting Agency:	Arlington County Department Of Public Works
Contact:	[REDACTED]
Contract Amount:	\$806,000 (Annually)
Phone:	[REDACTED]
E-Mail:	[REDACTED]@arlingtonva.us
Vehicles:	Nine (9) wheelchair accessible minivans
Service Description:	STAR. Transportation provider for wheelchair clients registered in the Arlington Access program. Service is demand responsive, curb to curb. Service is provided as a core carrier to WMATA's MetroAccess service.
Performance Stats:	DTS provides approximately 1,400 trips per month. 95% on time.
Status:	Current. Contract runs until March 31, 2013.





**7. Arlington County, Madison Center**

Jurisdiction:	County Of Arlington
Contracting Agency:	Agency On Aging
Contact:	[REDACTED]
Contract Amount:	\$1,250 (Annually)
E-Mail:	[REDACTED]@arlingtonva.us
Phone:	[REDACTED]
Vehicles:	Two (2) minibuses
Service Description:	DTS provides field trip transportation in the off peak hours for the Madison Center in Arlington County, Virginia. DTS was approached to provide this service to replace the bus transportation when the long time driver retired. DTS provides this service between the AM and the PM peaks. Two (2) lift equipped minibuses are made available for the service.
Performance Stats:	DTS provides approximately four (4) to six (6) trips per month. 99% on time performance.
Status:	Current. Contract runs until March 31, 2013.



**9. Commuter Connections Guranteed Ride Home**



Jurisdiction:	Regional
Contracting Agency:	Metropolitan Washington Council Of Governments.
Contact:	[REDACTED]
Contract Amount:	\$171,000 (Annually)
Phone:	[REDACTED]
E-Mail:	[REDACTED]@mwcog.org
Vehicles:	None
Service Description:	Service is provided for the Washington Regional Commuter Connections Guranteed Ride Home Program. Administers contracts with one (1) taxicab company from each jurisdiction in the Washington Metropolitan Area. DTS is contracted to complete telephone intake, determines eligibility and dispatches appropriate transportation resource. Service was recently expanded to the Baltimore Region. DTS currently works with Arlington Red Top, Barwood, DC Yellow Cab, Taxi Taxi (Prince George County), Fairfax Yellow Cab, Loudoun Yellow Cab and Alexandria Yellow Cab. DTS monitors taxicab and rental car performance including annual review of service.
Performance Stats:	Has operated since its inception in 1996. The service provides approximately 4,000 rides home per year using taxicabs and rental cars.
Status:	Current. Contract renewed through June 30, 2013.

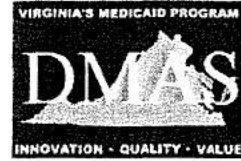




**10. American Red Cross**

Jurisdiction:	None
Contracting Agency:	American Red Cross
Contact:	[REDACTED]
Contract Amount:	\$170,000 (Annually)
Phone:	[REDACTED]
E-Mail:	[REDACTED]@usa.redcross.org
Vehicles:	two (2) minibuses
Service Description:	DTS provides shuttle service for the Red Cross for employees between the Foggy Bottom Metro and Farragut Metro to employment centers. Also, coordinates regional transportation for visitors and special events for the Red Cross.
Performance Stats:	99% on time performance.
Status:	current. Contract runs until April 2017.





**11. Virginia Medicaid**

Jurisdiction:	Norther Virginia
Contracting Agency:	Virginia Department Of Medical Assistance
Logisticare	
Contact:	[REDACTED]
Contract Amount:	\$482,000 (Annually)
Phone:	[REDACTED]
E-Mail:	[REDACTED]@logisticare.com
Vehicles:	Ten (10) Minibuses
Service Description:	DTS provides scheduled and demand responsive service to Virginia Department of Medical Assistance (MEDICAID) clients to various work sites and medical appointments. This service is under contract to Logisticare the Virginia Medicaid broker.
Performance Stats:	DTS provides approximately 500 trips per week. 99% on time performance.
Status:	Current.





**12. Arlington Agency On Aging**

Jurisdiction:	Arlington County
Contracting Agency:	Agency On Aging Senior Loop
Contact:	[REDACTED]
Contract Amount:	\$109,600 (Annually)
Phone:	[REDACTED]
E-Mail:	[REDACTED]@co.arlington.va.us
Vehicles:	Two (2) Body On Chassis Ford E-450 Minibuses
Service Description:	DTS provides transportation for the Arlington County Agency four (4) Senior high rise apartment buildings for trips to local grocery stores. This service is called the Senior Loop. Senior Loop #1 is from the Culpepper Gardens and Carlin House. Senior Loop #2 is from the Clariage House. Senior Loop #3 is from Woodland Hills Apartments. DTS has just added additional Loops in Crystal City, North Arlington and on Columbia Pike to take over the Arlington Red Cross transportation.
Performance Stats:	99% on time. DTS transports 40 passenger trips per day. Service provided since 2002.
Status:	Current. Contract runs through March 2013.



## CDRL SD-1 Service Delivery Work Plan

### Overview and Assurances

Diamond Transportation Services, Inc. (DTS) shall provide the service delivery portion and the RFP required taxicab service as the service contractor in accordance with the WMATA Technical Specifications unless specifically stated otherwise.

DTS shall report to the MACS-OCC in accordance with these specifications.

DTS shall provide labor, material, equipment, and all necessary incidentals to manage, operate, and maintain MetroAccess service delivery. DTS shall inspect, repair, and maintain the WMATA-provided paratransit service vehicles in accordance with vehicle Original Equipment Manufacturer (OEM) specifications and WMATA vehicle requirements.

DTS shall utilize a Fleet Management Information System (FMIS) that will include the tracking of ALL maintenance, fuel, inspection, cleaning, and asset management functions. WMATA expects all providers to utilize a single shared system with WMATA maintenance personnel granted full and unfettered access to the system at the highest security level. The FMIS system that DTS is proposing is Dossier. Dossier Fleet Maintenance Software is offered by Arsenault Associates. It is currently being used by Arlington County for the ART service as a reference. There are three major software components.

- Standard fleet management features such as fleet inventory, complete maintenance and repair histories, automatic PM services and inspections scheduling, PM services due by future date range, customizable PM checklists for each unit, warranty tracking, parts and labor component costing, cost per mile, work pending, fleet budget control, fuel and fluids inventory.
- Parts Inventory and vendor management features
- Personnel management features

Details outlining the specifications of the Dossier Fleet Management Information System are included in Attachment 12.

DTS understands that WMATA reserves the right to determine which segments of service are to be provided by taxi and to revise such determinations from time-to-time. It is further understood that WMATA shall have the right to solicit proposals at any time for additional Service Delivery Contractors and to reassign work to these additional contractors. DTS has a letter of agreement to provide taxi services from Transportation, Inc., which operates Arlington Red Top Cab, Arlington Yellow Cab, Falls Church Yellow Cab, Fairfax Red Top Cab and Fairfax Yellow Cab. DTS will enter into working agreements with other taxicab companies on an as needed basis and according to the service area that DTS will be serving, assuming this is allowed by WMATA. DTS has or expects Letters of Intent from the following jurisdictions:

- Montgomery County, Maryland
- Prince Georges County, Maryland
- Washington, DC
- Alexandria, VA

DTS shall comply with all U.S. Department of Labor's Occupational Safety and Health Administration (OSHA) standards. DTS shall conduct a safety program, which will ensure to the greatest extent possible, that the MetroAccess vehicles are maintained safely and in compliance with all regulatory, original equipment manufacturer and WMATA requirements. We will also ensure vehicles are operated and that all other aspects of the operation are covered by a provided System Safety Plan that includes WMATA-provided vehicles and equipment. Details of this plan are included in CDRL SD-10 Safety Plans in accordance with Section 4.4 of the RFP, see page 79.

DTS shall provide a Continuity of Operation Plan (COOP) that includes but is not limited to possible relocation of Service Delivery locations in the event of service interruptions that could affect DTS's ability to occupy any garage, facility or location. DTS will identify parking areas in Northern Virginia that will allow DTS to relocate its fleet. Parking facilities that are readily available on a daily rental basis are currently in the Eisenhower Avenue corridor of Alexandria. DTS will also propose multiple work locations that will allow flexibility in the location of vehicles for the MetroAccess service.

DTS shall assign trained staff to reconcile operating data from the MDCs and paper manifests used by the vehicle operators and taxi drivers. Reconciliation staff shall handle all straightforward changes that are needed to reconcile paper manifests and MDC data.

In accordance with the RFP instructions i.e., DTS is pleased to propose a plan for achieving its proposed range of revenue hours and what it feels is an ideal contribution of DTS resources to the MetroAccess Paratransit Service. Described in detail in the below subsections, we are proposing to operate the following vehicles from the following locations:

- Backlick Road 50 vehicles
- Highland Street 30-50 vehicles

DTS is proposing to operate two (2) garages. One garage is operated by G & M Service Center. The G & M facility is located on Hilltop Court, Lorton, Virginia. This facility is ideal to handle to maintenance for both Backlick Road and Highland Street. DTS is also proposing to operate its own facility located on Highland St. in Springfield, Virginia. A comprehensive additional detail is provided in the following subsections.

## **1. Operations Management**

### **a. Transition between current and new service/operation provided under this RFP**

DTS is a current operator of the MetroAccess service providing services from its Springfield facility located at 7307 A Highland Street, Springfield, Virginia. Selection of DTS will bring our existing resources and operations and management along with a cooperative spirit and use of any of our existing facilities in order to transition from the current service to the new service including the transition of drivers from other providers to Diamond drivers as required.

### **b. Safely manage MetroAccess Service Delivery operations and maintenance**

From 1994 to 2000 and from 2006 to present, DTS has safely managed both the operations and the maintenance aspects of its WMATA contracts. The operations have been performed from the DTS facility in Springfield, while the maintenance has been provided through a third party contractor. DTS is proposing to continue to run the service from its Springfield facility and also to use G & M Service Center, supplementing the maintenance with two (2) additional garages located on Hill Top Court in Lorton, Virginia. DTS is also proposing moving fifty of its vehicles and drivers to the Backlick Road facility. This facility is ideally set up for the administration of the MetroAccess service using third party contractors for both maintenance and vehicle washing.

### **c. Provide supplemental capacity taxi services**

DTS has current and additional forthcoming letters of intent from Virginia, Alexandria, District of Columbia and Montgomery County and Maryland based companies. DTS's letters of intent are included in Attachment 1.

DTS has experience in the implementation and management of taxicab contracts through its administration of the Guaranteed Ride Home service for the Washington Metropolitan Council of Governments. DTS has been operating this service since 1996. This service has a taxicab contractor providing the taxicab portion of the service in each jurisdiction in the Washington Metropolitan area including the service areas for the MetroAccess service. DTS is working on providing a similar network for WMATA in the provision of the MetroAccess Service. DTS has a longstanding working relationship with taxicab companies and is an active member of the Taxicab, Limousine and Paratransit Association, TPLA.

The supplemental taxicab service capacity is described in greater detail in CDRL SD-3 Taxicab Service Plan. See page 29.

### **d. Provide fare collection**

DTS has developed a methodology for the collection of fares for the MetroAccess service. The drivers collect all cash fares and keep these throughout the day. These fares are

reconciled by DTS staff against the drivers' total trips, and then the amount received is deducted from the driver's weekly paycheck. Cash fares are tabulated for each manifest with a report on any deviations to the operations manager. Total fares received for the day are deposited, with the amounts of the deposit checked against the fare collection report by the reconciliation department. The fares are then reported to WMATA and deducted from the total invoice.

#### **e. Implement management control systems including reporting**

DTS has developed management control systems for all aspects of the MetroAccess service. These management control systems also include daily, weekly and monthly reporting. Most important to the daily operations is the Daily Reconciliation of the driver's manifest. The driver's manifests are reviewed for the beginning and end times and odometer readings. This information is reconciled in Trapeze. Gas receipts are entered into the Fuel Spread Sheet along with any receipts that are not printed out by the Quarles Fuel Management System.

The Fatigue Management monitoring system is updated on a daily basis. This includes the driver's beginning and ending time in order to track the total hours worked and the number of days worked during an eight (8) day period.

DTS shall continue to provide these reports. Daily reports include AM Pull Out, PM Pull Out Daily Operations Report, Out of Service Reports and Late Trip Report. Weekly Reports and management control systems include Updated Operators List, Add/Delete Operators Report and the Safety War Report. Monthly Reports include End of Month Miles Report, Turnover Report and Monthly Drug and Alcohol Reports.

#### **f. Interaction with QA and OCC**

DTS has a long history of interaction between both Quality Assurance and the Operations Call Center (OCC) as presented in the RFP. During the first tenure of this contract from 1994 to 2000, DTS operated the contract in a similar scope of work that is outlined in this RFP during the operation of the MetroAccess service. DAVE Systems operated the Quality Assurance and the Call Center. DTS had a great working relationship with both the quality assurance and call center management of DAVE. DTS set up a management control system that reported on a daily basis to the QA and Call Center aspects of the service. DTS developed the same working relationship with MV Transportation from 2006 to the present. Its management and staff work on a daily basis to interface with MV on both quality assurance and all aspects of the day-to-day operation with the call center. This includes the dispatch of DTS vehicles for the MetroAccess service and includes the communication between DTS drivers and the call center management staff including dispatchers.

DTS is proposing that its management work closely with the OCC (Call Center) in the development of schedules. This proposal shall outline the interaction between the Service Delivery Contractor (SDC) and the OCC.

For additional detailed information on our interaction with Quality Assurance, please see CDRL 18 at page 106.

### **g. Daily, weekly, monthly and annual operations reporting**

DTS has implemented a system that allows for the compilation, review and submission of all required daily, weekly, monthly and annual operations reports.

#### **Daily Reports**

- AM and PM Pullout Report – Lists the drivers, the radio numbers and the vehicle numbers to add the window dispatchers in their daily operations. This also helps with interface with the OCC.
- Daily Operations Report – This gives the total driver count, the vehicle count, the number of driver call outs, the driver no shows, the number of AM Routes, PM Routes, the number of recovery routes the number of late pull outs and the number of downed vehicles due to maintenance.
- Out of Service Report – Any route that has been taken out of service with the explanation as to why the route was taken out of service.
- Late Trip Report- Report on any trip that was performed outside the window.
- Fatigue Management Monitoring Report – This monitors the number of hours and days worked during an eight day period.
- Fuel Report – This report lists each fueling receipt which is logged into a spread sheet for reporting purposes per vehicle.

#### **Weekly Reports**

- Updated Operators List – The operators names, hire date, birth date, DOT expiration, license expiration and other information pertaining to each operator.
- Add New Driver and Delete Old Driver Report – Any changes made to the updated operators list.
- Safety War Report – Current driver count, current number of cadets, current new class for training, accidents, incidents and any retraining. A list of the number of high risk drivers is also maintained and reported. The Safety Meetings are logged along with the number DriveCam incidents and counseling.
- Vehicle Cleaning Logs – Weekly cleaning logs and inspections are kept and reported.
- Road Call Report – This is the report of the vehicles that were removed from service due to vehicle failure.

#### **Monthly Reports**

- End of Month Odometer Report
- Staff Turnover Reporting
- Drug and Alcohol Reports and Spreadsheets – Includes reporting of all pre-employment, accidents, random tests, and reasonable suspicion testing.



## **h. Auto liability, general liability insurance**

DTS shall adhere to the insurance requirements of the RFP. DTS has included a Letter of Intent from its current insurance contractor TRX, Agency, in Attachment 1.

## **2. Information Systems**

### **a. Develop and test Disaster Recovery, Continuity of Operations Plans (COOP) and Emergency Plans**

DTS shall develop and test a Disaster Recovery, Continuity of Operations Plan (COOP) and Emergency Plans as required by the RFP. Additional information on coordination with WMATA during emergencies, and the facility evacuation portion of this plan is outlined in greater detail in CDRL SD -15, System Safety Program Plans and COOP, page 98.

### **b. Prepare back-up plans for system failures and/or power outages**

DTS has a current back-up plan for system failures and/or power outages. DTS has back-up for all its computer systems using Carbonate for all documents including hand written manifests. These manifests are scanned into the DTS computer system and backed up on a daily basis. DTS also has two motorized power generators should there be a power failure at its facility.

### **c. Enforce compulsory use of WMATA-provided DriveCams, and Mobile Data Computers (MDC) with Automatic Vehicle Locators (AVL) for WMATA-provided vehicles**

DTS currently enforces and will continue to enforce the compulsory use of both DriveCams and Mobile Data Computers (MDC). Each driver must make sure that the DriveCams are operational and not tampered with. Should a DriveCam be tampered with then the driver is subject to the DTS progressive disciplinary action. The Lot Attendants make sure that the MDC's are working before the vehicle leaves the lot on a daily basis. Should the MDC be inoperable during the morning vehicle inspection, then that vehicle is placed out of service. If the MDC becomes inoperable during the drivers route, then the driver reverts to his paper manifest and the problem is reported to the DTS operations center. The vehicle is then taken out of service and will not go back into service until the MDC is reported back in service. Any malfunctioning MDC will be reported to the DTS IT department. The DTS IT contractor will then be notified and the MDC will be slated for repair. This process is discussed in CDRL SD-19, Technology Staffing and IT Plans, page 110.

### **d. Utilize mobile two-way vehicle communications provided and administered by the OCC**

DTS will train and implement all service delivery vehicle operators on the proper communications standards for the MetroAccess service. This shall include the MetroAccess

Cell Phone and Nextel policy for communications. All driver and supervisory personnel will be trained to proficiency in all required communications equipment and procedures.

**e. Provide land line communications**

DTS currently provides and is proposing six (6) land lines for communication between the DTS base and the OCC. These lines are provided by Verizon. The phone system to be used is an Avaya, Advanced Communications System. Please see Attachment 7 for more information.

Communications lines shall be sufficient for all required WMATA related communications. DTS shall establish land and mobile phone communications systems between the DTS facility on Highland Rd. and the WMATA facility on Backlick Rd. This shall also be supplemented by Nextel two-way push to talk communication between the pull-out function and the window dispatch function which will be located at Highland Street. This will allow for direct communication between facilities and the drivers.

Should WMATA choose an alternative site to operate from, DTS shall establish land line communication from that location. For example, should WMATA choose the Hill Park Ct. facility than DTS will move their Avaya phone system to that location.

**f. Manage overall DriveCam Safety Program (WMATA-owned subscription)**

DTS shall manage the overall DriveCam safety program. This program shall be administered by the DTS safety department which is currently directed by Antonio Wilson. DTS will utilize a point system to administer this system which is similar to the successful point system that has been developed in cooperation with MV Transportation. DriveCam clips shall be reviewed with drivers. Drivers will be counseled and disciplined according to the DTS progressive disciplinary procedures. DTS experience with DriveCam utilization will be very valuable on this contract.

**g. Provide workstations unless specified otherwise**

DTS shall provide the necessary number of workstations. These workstations shall be connected with the DTS server. All workstations shall have installed on them the DTS backup system, Carbonite.

**h. Provide Citrix SSL VPN network connectivity via Internet to WMATA enterprise**

DTS shall provide Citrix SSL VPN connectivity via the Internet to WMATGA enterprise. DTS uses Cox Communications as its internet provider. DTS is also proposing to increase the speed of its Internet connection to improve download and upload performance.

### **i. Provide WMATA-approved Fleet Management Information System (FMIS)**

As stated above, DTS is proposing Dossier Fleet Management Information System as its FMIS. Details concerning the FMIS are included in the Attachment 12 pertaining to the Dossier system. DTS is also willing to explore the possibility of a combined system, such as the Fleet Focus system that is currently being used by MV Transportation in the MetroAccess service.

### **3. Staffing**

Most information on our staffing plan is located in these two CDRL's:

- CDRL SD-4 Staffing Plan including analysis (Section 3.0), page 35.
- CDRL SD-5 Vehicle Operator Staffing Plan including analysis (Section 3.14), page 54.

However, an overview of the following staffing topics is contained below:

#### **a. Employee recruiting, selection, training, and placement**

DTS shall recruit, select, train, and retrain staff including driver, lot attendants, window dispatchers, reconcilers and management to operate the MetroAccess service according to the specifications of the RFP. DTS is currently recruiting drivers and other staff in order to meet the contract standards. This includes job fairs, advertising, paid training and internet postings.

#### **b. Administer an FTA-compliant Drug and Alcohol Testing Program**

DTS currently has an FTA compliant drug and alcohol testing program which is administered by Ms. Vernice Anderson as part of the DTS safety program. All requirements of the FTA are included our in program.

#### **c. Street supervisors for on-street service monitoring**

DTS is proposing to hire four (4) street supervisors for its current level of service. DTS is currently operating seventy-five (75) vehicles and is proposing to operate eighty (80) vehicles for the new contract. Should the number of vehicles DTS operates increase according to our Service Delivery proposal; we propose to add one (1) additional road supervisor for each additional twenty (20) vehicles added. However, based on pricing, we can supply any number or ratio of road supervisors desired by WMATA.

#### **d. Provide QA support staff for interface with oversight work associated with the MACS-OCC Contractor and the QA Contractor**

DTS shall provide the support staff to work with the oversight associated with the OCC and QA contractor. This staff shall be the operations manager, the assistant operations

manager, the driver training manager, the street supervisors, the fleet maintenance manager, the business manager, the reconciliation supervisor and all other personnel working on the contract for WMATA.

#### **e. Provide customer complaint investigation and resolution**

The operations manager shall have direct and full responsibility for all complaint investigation and resolution. Each complaint shall have a completed incident report that will be sent to quality assurance for resolution.

### **4. Facility**

DTS's facility plans proposal is set forth in CDRL SD-9 (Section 4.4). However, an overview of the following staffing topics is contained below:

#### **a. Vehicle operator dispatch functions**

DTS is proposing to operate two facilities in Virginia. Its current lot located at 7307 A Highland St., Springfield, Virginia and the Backlick Road Lot that is WMATA owned located at Backlick Road and Industrial Rd, Springfield, Virginia.

DTS is ideally situated to run the Braddock Road Lot due to the fact that its administrative offices are located approximately one (1) mile from Backlick Road and Industrial. DTS is proposing to operate fifty (50) vehicles at Backlick Road and twenty-five at Highland Street. This would give DTS a total of seventy-five vehicles.

The operations manager will oversee all driver check in, vehicle pull out and vehicle pull in activities. Each facility will have a window dispatcher who is required to check in each driver. Each driver presents their driver's license and DOT card to the window dispatcher. The dispatcher also makes sure that the drivers are ready and alert for work in conjunction with the fatigue management policy.

#### **b. Yard dispatch functions**

Lot attendants will be at each facility to pull out the vehicles and line them up so they are ready for the pre-trip inspection when the drivers come out to the vehicles. Drivers park in the driver's parking spots and the vehicles are lined up facing one direction so that the driver can pull out each vehicle when they are leaving the lot.

Each driver performs their pre-trip inspection and logs into the Ranger Mobile Data Computer. They check into the dispatch in Hyattsville, Maryland and also with the DTS window dispatcher to indicate they are ready for work. Drivers then check their first pick up locations and pull of the lot.

This driver, facility, Hyattsville, window dispatch interaction will be performed at each location that DTS operates.

**c. Training including technicians**

Training staff shall be located at the Highland Street facility. There shall be a training manager, a training supervisor and an assistant training supervisor. The training classroom is a 14' by 16' room which is equipped with a television and a DVD player. Training classrooms shall be fully equipped for all necessary functions. For additional training information, please see CRDL SD-7, page 60.

**d. Parking lot access control security (24/7)**

The Lot Attendants shall be located at both Highland Street and Backlick Road. A Lot Attendant shall control each lot that DTS operates. This shall include any additional lots that DTS may operate in order to achieve the 50% of the service criteria for service provision. All lots will be fenced and gated.

**e. Adequate and accessible parking for fleet, staff, support and visitor vehicles**

DTS is proposing to operate the following lots in the provision of MetroAccess service:

- Backlick Road            50 vehicles
- Highland Street        30-50 vehicles

These facilities will provide adequate accessible parking for staff, support and visitor vehicles. These facilities both have secured areas for revenue vehicles. The Highland Street facility has fifty parking spaces inside fences. The facility has lighting. Parking plans are included in Attachment 11.

**f. Garage access control**

DTS is proposing to operate two (2) garages. One garage is operated by G & M Service Center. The G & M facility is located on Hilltop Court, Lorton, Virginia. This facility is ideal to handle to maintenance for both Backlick Road and Highland Street. DTS is also proposing to operate its own facility located at 7902 Hill Top Ct., Lorton, VA. The access to these two (2) garages will be controlled by a security system that only allows authorized employees access to the garages at any given time.

**g. Include WMATA in the Assignment Provisions for any property lease**

DTS will include WMATA in all provisions for any property lease entered into before or after contract award.

**h. Power back-up provisions**

DTS will operate gas powered generators at all DTS facilities. DTS operates two (2) generators at its Highland Street facility. These are 5000 Watt Portable Generators Model HG5022P. The advantage of using these generators is their portability. They can be taken to

any DTS facility. DTS will purchase another generator for the Backlick Rd. facility giving the company a total of three (3) generators.

## **5. Vehicle Management**

### **a. Provide labor for vehicle fueling (WMATA will provide the fuel)**

DTS will provide all labor for fueling. Fueling shall be performed by either drivers or Lot Attendants.

### **b. Preventive and corrective maintenance**

DTS is proposing to operate a preventive maintenance plan that will meet or exceed the requirements of the RFP as well as the Original Equipment Manufacturer (OEM) and all applicable law and regulation. The preventive maintenance plan shall be staffed according to the maintenance staffing level as outlined in CDRL SD-8, Maintenance Staffing Level; please see page 69.

DTS shall perform preventive maintenance checks according to the following schedule:

- A Inspection 6,000 miles
- B Inspection 12,000 miles
- C Inspection 18,000 miles
- D Inspection 32,000 miles

Vehicles shall be inspected on a daily basis at which time a Daily Vehicle Inspection form shall be completed by the driver and supervised by the Lot Attendant. All forms will be collected and maintained.

### **c. Parts and materials**

All parts and materials will be supplied by DTS and shall be Original Equipment Manufacturer quality.

### **d. Vehicle cleaning**

Vehicles shall be cleaned according to the specifications of the RFP. The outside of the vehicles shall be cleaned twice a week. The interior of the vans shall be cleaned on a daily basis.

### **e. Incident and injury investigation and prevention**

Any accident or incident shall be reported to the OCC within twenty-four hours of occurrence. Serious incidents or accidents shall be reported immediately.

## **f. Warranty administration**

All warranties shall be administered by the fleet maintenance department and in accordance with the manufacturer's vehicle warranty program.

## **g. Road service response capability**

DTS has developed a network of providers to respond to road service requests.

## **6. Policy**

### **Understanding of operational components of all WMATA policies and procedures.**

DTS has demonstrated a complete and thorough understanding of the operational components of all WMATA policies and procedures. Our management team will also ensure understanding for new requirements of this RFP as well as any future changes. All staff will be trained to efficiency in these requirements.

## **7. Other Duties, as assigned**

### **a Participate in Community Outreach on request; interaction with Accessibility Advisory Committee.**

DTS shall participate in Community Outreach upon request and shall attend the Accessibility Advisory Committee when requested by WMATA.

### **b Distribute Service Bulletins.**

DTS shall distribute and post service bulletins upon the request by WMATA.

## **CDRL SD-2 Distribution Of Service Delivery**

DTS understands that WMATA shall determine the vehicle hours for each Service Delivery Contractor. DTS also recognizes that WMATA reserves the right to adjust the number of runs and/or vehicle hours assigned to each Contractor and to reassign that work and vehicles, in accordance with RFP provisions. DTS further understands that WMATA shall have no obligations to DTS and there shall be no price adjustments or cost negotiations for hours or vehicles reassigned.

DTS also understands that vehicle hour projections provided are estimates to be used for estimating cost purposes. The estimated vehicle hours are provided as an approximation only, and the number is not binding upon WMATA, and is without expressed or implied guarantee. DTS is pleased to provide the following information on the service distribution provisions related to MetroAccess service:

## 1. Operating from Multiple Garage (Dispatch) Locations That Minimize Deadhead

We believe that the DTS can provide an ideal role for WMATA in order to assure minimized deadhead and maximized on-time performance. The ideal plan, we believe, is to award multiple contracts based on the ideal contractors for morning turn-out. DTS, we believe, is the ideal contractor for the following vehicle allocation plan. In CDRL SD-9, FACILITY PLAN this is option #1.

- DTS is proposing to operate up to 30- 50 vehicles from its current location at 7307 C and 7307 A Highland Street, Springfield, Virginia.
- DTS is also proposing to operate 50 vehicles Backlick Road facility located according to Appendix D of the RFP.
- DTS is proposing to operate an additional maintenance facility located at 7902 Hill Park Ct.

We are also willing to operate variations and also potential expansion of this plan based on the needs and further negotiation with WMATA. In support of this additional flexibility we are have obtained numerous options for additional facilities. Please see the facilities section beginning on page 73 and Attachment 11, for additional information.

DTS is also proposing an option #2 with a much expanded maintenance facility that will have lifts, wash bays dedicated parking, fluids delivery systems, a waste oil bulk tank, and EPA approved battery storage area, administrative offices and a driver area. Option #2 calls for the following facilities

- 7900 Hill Park Ct, the Progressive Facility 30-50 vehicles
- The WMATA owned Backlick Rd. Facility, 50 vehicles

A third option is a facility located at 10109 Giles Run Road, Lorton, Virginia. This facility would meet all the requirements of the contract including lifts, wash bays, dedicating parking, bulk fluid delivery system, waste oil bulk tank and an EPA approved battery storage area. This facility would be a standalone facility as follows:

- 10109 Giles Run Road, Lorton, VA. 200-300 parking spaces.

## 2. Operating No More Than 50 Percent System Service Volume

We propose the following approximate plan for service volume:

- 5.0% to 8.3% Springfield, Virginia Highland Road facility
- 8.3% Springfield, Virginia Backlick Road facility



The total percent of volume would be approximately 13.3% to 16.6% under this proposal. As described above, we are also willing to operate variations and also potential expansion of this plan based on the needs and further negotiation with WMATA.

### **3. Providing a maximum of 10 Percent of the Service Using Taxis**

We are proposing to subcontract with Transportation Inc. for taxicab service which fits with our service delivery. It is proposed that contractors from DC and Maryland would be handling the taxicab subcontractors in those jurisdictions. However, should DTS be required to provide subcontracted taxicab service in other jurisdictions other than Virginia, then subcontracts will be entered into for each jurisdiction in the service area according to the Taxi Service Plan. DTS is prepared to provide subcontracted taxicab service to all the jurisdictions in the Washington Metropolitan area through subcontracts with companies that meet the Evaluation Criteria.

#### **CDRL SD-3 Taxi Service Plan**

DTS shall provide taxicab supplemental service in full compliance with the RFP. DTS has a longstanding working relationship with many taxicab companies and is an active member of the Taxicab, Limousine and Paratransit Association, TLPA. DTS also has experience in the implementation and management of taxicab contracts through its administration of the Guaranteed Ride Home service for the Washington Metropolitan Council of Governments. DTS has been operating this service since 1996. This service has a taxicab contractor providing the taxicab portion of the service in each jurisdiction in the Washington Metropolitan area including the service areas for the MetroAccess service.

DTS has current and additional forthcoming letters of intent from Virginia, Alexandria, District of Columbia and Montgomery County and Maryland based companies. DTS's letters of intent are included in Attachments 1. Also included is the Evaluation Criteria for each company.

For Virginia originating trips, DTS will subcontract with Virginia based Transportation, Inc. ("TI"). Red Top Cabs Letter of Intent and Evaluation Criteria for Taxi Contractors are included as Attachment 1. TI is the parent company for taxicab companies located in the following jurisdictions:

- Arlington (Arlington Red Top Cab)
- Arlington (Arlington Yellow Cab)
- Fairfax (Fairfax Yellow Cab)
- Fairfax (Fairfax Red Top Cab)
- Falls Church (Falls Church Yellow Cab)

DTS has a letter of intent from an Alexandria based company to handle any trips that originate or terminate in the City of Alexandria. The letter of intent for the City of

Alexandria is with Alexandria Yellow Cab, Inc. The letter of intent is included at Attachment 1.

DTS has a letter of intent from DC based Liberty Management Group which controls the dispatch for several radio and computerized based taxicab companies. This letter of intent and the Evaluation Criteria are included in Attachment 1. DTS has also had discussions with Yellow Cab, Inc. DTS will enter into a subcontract with one of these two companies for trips that originate in Washington, DC.

For Montgomery County, DTS has letters of intent from Barwood Cab and Regency Cab which will be used for trips that originate in Montgomery County. The letter of intent for Regency Taxi also covers its Prince Georges County operation Accessible Taxi. Attachment 1 is the letter of intent and the evaluation criteria for Regency and Accessible. The letter of intent and evaluation criteria for Barwood Cab is included in Attachment 1.

For Prince George County, DTS is including a letter of intent from Regency Taxi for their new company Accessible Taxi.

DTS shall ensure that ADA regulations governing the use of taxicabs in complementary ADA paratransit are observed and followed by the subcontracted taxicab companies.

DTS shall be have the responsibility to make sure that each subcontracted taxicab company maintains the required insurance coverage as outlined in Appendix I of the RFP, as amended. This insurance coverage shall be as follows:

#### **General Liability**

1. 1,000,000/\$3,000,000 per occurrence/aggregate or \$2,000,000 combined single limit for Bodily Injury and Property Damage Liability
2. Fire and personal injury/advertising liability in the amount of \$1,000,000 respectively; Premises Medical Payments in the amount of \$5,000
3. Project Manager (DTS) and WMATA shall be named as additional insured parties.

#### **Automobile Liability**

Required minimum limits per accident per injury/per property damage  
In MD and VA: \$100,000/\$300,000/\$50,000  
In DC: \$50,000/\$25,000/\$10,000

#### **Workers Compensation**

- Part I- maintain coverage at the statutory levels  
Part II – maintain coverage at the levels listed below
- a. \$1,000,000 – Each Accident
  - b. \$1,000,000 – Disease Policy Limits
  - c. \$1,000,000 – Disease Each Employee

DTS shall provide WMATA, on a continuous basis, evidence of compliance with the regulatory requirements for each jurisdiction served. DTS shall also report on the status of the taxicab company's commercial insurance as set forth in the Taxi Contractor Evaluation Criteria in Appendix I.

Each individual that drives a taxicab in any of the jurisdictions that is served by this contract must obtain a public vehicle driver's license to drive a for hire vehicle. Each public vehicle driver's license is valid only during such time as the driver is operating a Taxicab authorized by a Certificate in the jurisdiction to which the vehicle is licensed. Each license has a driver number and a photo identification of the driver. In order to drive in the MetroAccess program each driver must have a valid public vehicle driver's license from the jurisdiction in which he is serving. DTS will require that the subcontracting taxicab companies certify this process is occurring on all drivers. Each applicant for a public vehicle driver's license is required to make a record of his or her fingerprints, which the jurisdiction will forward through the Central Criminal Records Exchange to the Federal Bureau of Investigation for the purpose of obtaining a criminal history record.

In all jurisdictions, the applicant for a public vehicle driver's license shall successfully complete a written examination concerning the laws, rules and regulations governing the operation of taxicabs, the street system and the location of prominent buildings and landmarks in the jurisdiction for which the driver will serve.

The jurisdiction being served may refuse to issue a public vehicle driver's license to an applicant for various reasons. In terms of the criminal background check, a license may be denied because of a conviction, plea of guilty or nolo contendere to the violation of any law involving the commission of a felony; any sex offense; solicitation of prostitution; alcohol; marijuana; any drugs classified as controlled substances under federal or state laws; gambling; larceny; theft; assault; battery; burglary; disorderly conduct; drunk in public or related charge; impaired driving; driving while intoxicated or under the influence; reckless driving; or a crime involving moral turpitude.

Taxicab vehicle operators shall be subject to FTA Drug and Alcohol Testing regulations just as any driver in the Metro Access program. Contracting taxicab companies must certify this is occurring.

Taxi vehicle operators shall remain in compliance with all training and service requirements of the RFP for taxicab providers and shall maintain and provide training records to DTS.

In accordance with RFP (e.g., VI-8), the response time for taxicab service shall be one (1) hour for same day trips.

The taxicab companies will be required by the subcontract agreement to provide legible and substantive supporting documentation for taxi billing and mileage as an attachment to its monthly invoice to WMATA.

As envisioned by the RFP, DTS and WMATA will maintain ongoing communication regarding trip distribution. The Director of MetroAccess or their designee will provide DTS with periodic direction regarding taxi trip distribution.

All DTS taxicab subcontractors shall adhere to the evaluation criteria for taxi subcontractors to service as MetroAccess Service Providers as follows:

- I. Operational Capabilities
  - A. Operating methodology and use of technology
    - i. Reservations
    - ii. Dispatch and Scheduling  
Vehicle tracking and way finding
    - iii. In-Vehicle Systems (e.g., DriveCam, mobile data computers)
    - iv. Data verification and reporting
    - v. Staffing Plan
  - B. Training and Certification – outline of driver training and hiring practices/requirements; must address the following:
    - i. MetroAccess Door-to-Door training
    - ii. Operator/Taxicab Driver training
      - New Hires
        - a. Door-to-Door training
        - b. Inappropriate conduct/sexual harassment training
        - c. Sensitivity training
      - Annual Refresher training
  - C. Vehicle Maintenance Plan
    - i. Preventive maintenance inspections – 6,000 mile intervals or less
    - ii. Vehicle Fueling and Washing Plan Vehicle Cleanliness schedule – daily, bi-weekly, monthly, and seasonal/periodic
    - iii. Vehicle maintenance recordkeeping (computerized maintenance program/software preferred)
    - iv. Fleet mix
    - v. Maintenance Facilities
- II. Ability to Meet Policy and Contract Requirements
  - A. Operator Hiring Requirements
    - i. Motor Vehicle Record (MVR)
      - Preliminary Requirements
        - a. Must be at least 21 years of age
        - b. Must be able to read, write, and speak the English language sufficiently to converse with the general public, to understand

- highway traffic signs and signals in the English language, to respond to official inquiries and to make entries on reports and records.
- c. Must have five (5) year or more of recent domestic driving experience.
  - d. Must have a current valid domestic license in the District of Columbia, Virginia or Maryland
- Disqualifiers
    - a. No moving violations with the past year
    - b. No more than three (3) moving violations with the past three (3) years
    - c. No suspensions for moving violations in the past year
    - d. No DUI, DWI, OWI, OR OUI
    - e. No refusal to test
    - f. No reckless driving tickets/moving violations with the past year
    - g. No leaving the scene
    - h. No use of a vehicle in commission of a felony
    - i. Must not have a preventable major accident in the past three (3) years.
    - j. Must not have more than two (2) preventable accidents in the past three (3) years.
    - k. Must not have any serious traffic violations in the past three (3) years. Examples of serious traffic violations include speeding -15 mph or more above the posted speed limit; reckless driving; improper lane change; following the vehicle ahead too closely; and a violation arising in connection with a fatal accident.
  - ii. DOT Requirements
  - iii. Criminal History Checks
    - Search criteria include Social security trace with local criminal searches (felony/misdemeanor); Nation-wide search; and National Sex Offender search.
    - Disqualifiers
      - a. No felony convictions
      - b. No serious crime convictions in the past five (5) years
      - c. No Drug Convictions within the past seven (7) years
      - d. No violent or sexual convictions
      - e. No convictions against elderly, children or disabled persons

- f. No convictions that pose a danger to passengers
  - g. No convictions that threaten the loss of property
  - h. No pending charges
  - iv. FTA Drug and Alcohol Testing – applies to all safety-sensitive personnel including but not limited to taxi operators, mechanics and dispatch personnel
- B. Insurance
- i. General Liability
    - \$1,000,000/\$3,000,000 per occurrence/aggregate or \$2,000,000 combined single limit for Bodily Injury and Property Damage Liability
    - Fire and personal injury/advertising liability in the amount of \$1,000,000 respectively; Premises Medical Payments in the amount of \$5,000
    - Project Manager (DTS) and WMATA shall be named as additional insured parties.
  - ii. Automobile Liability
    - Required minimum limits per accident/per injury/per property damage
      - a. In MD and VA \$100,000/\$300,000/\$50,000
      - b. In DC: \$50,000/\$25,000/\$10,000
    - Project Manager (DTS) and WMATA shall be named as additional insured parties.
  - iii. Workers Compensation.
    - Part I – maintain coverage at the statutory levels
    - Part II - maintain coverage at the levels listed below
      - a. \$1,000,000 – Each Accident
      - b. \$1,000,000 – Disease Each Employee

It is the understanding of DTS pursuant to WMATA answer #105 that taxicabs are exempt from worker's compensation insurance requirements because their drivers are independent contractors.

### CDRL SD-4 Staffing Plan Including Analysis

DTS is proposing multiple garage locations; adding the Backlick Road facility and continuing the existing Highland Road facility. DTS is proposing the following Key Management Staff for Service Delivery of the WMATA contract:

1. Division Chief
2. Division Manager/Safety, Drug and Alcohol Compliance
3. Business Manager/IT
4. Safety Manager
5. Fleet Manager

The Staffing Plan includes the DTS staff in relation to demand forecasts (see **Appendix B**) as appropriate and specific to measures including but not limited to trips, hours, vehicles, or runs. The below chart is the ratio of DTS service based on 80 vehicles or 13.33 % of the total service hours.

Weekday Service Operated (All)		APPROXIMATE MONTHLY HRS.	DTS HOURS BASED ON STAFF PLAN RATIO 13.3%
	Weekday Service Hours	139,753	18,629
	Weekday Revenue Hours	123,356	16,443
	Weekday Service Miles	1,454,256	193,852
	Weekday Revenue Miles	1,246,691	166,184
Saturday Service Operated (All)			-
	Saturday Service Hours	12,556	1,674
	Saturday Revenue Hours	10,341	1,378
	Saturday Service Miles	115,112	15,344
	Saturday Revenue Miles	93,509	12,465
Sunday Service Operated (All)			-
	Sunday Service Hours	13,950	1,860
	Sunday Revenue Hours	11,932	1,591
	Sunday Service Miles	129,961	17,324
	Sunday Revenue Miles	108,882	14,514
Total Service Operated			-
	Total Service Hours	208,516	27,795
	Total Revenue Hours	172,560	23,002
	Total Service Miles	2,019,451	269,193
	Total Revenue Miles	1,706,834	227,521

The staffing plan takes into consideration two (2) separate models for the provision of MetroAccess service by DTS. DTS is proposing to operate up to eighty (80) vehicles. This represents 13.3% of the total number of vehicles. DTS has also been asked to price out fifty



(50) % of the total service and has developed a model in order to facilitate that scenario. Model #2 represents the staffing levels for the 13.3% of the service. The chart below shows the positions for both Model #1 and Model #2.

POSITION NAME	MODEL 1 300 VEHICLES 50%	MODEL 2 80 VEHICLES 13.3%
Project Manager	1	
Division Manager	1	1.0
Maintenance Manager	1	1.0
Operations Managers	3	1.0
Supervisory Staff	3	1.0
Window Dispatchers	12	4.0
Yard Supervision	6	3.0
Street Supervision	15	4.0
IT Director	1	0.3
Drive Cam Support	1	0.3
Customer Service Agent	1	0.5
Utility Workers	6	3.0
Contract Administrator	1	
Reconcilers	6	2.0
Reports Clerk	1	
Director of Maintenance	0	
Maintenance Tech A	10	2.7
Maintenance Tech B	10	2.7
Fueler/Washer	3	1.0
Maintenance Clerk	1	0.5
Manager of Safety/Training	1	0.3
Asst. Mgr. Safety and Training	1	0.3
Drug and Alcohol Administrator	1	0.3
Classroom Trainer	1	0.5
Behind the Wheel Trainer	2	0.5

The above reference chart is the proposed Staffing Plan for the MetroAccess under two (2) different vehicle allocation models. Model #1 is for three hundred (300) vehicles which is 50% of the service. Model #2 is for eight (80) or 13.3% of the service.

**Project Manager**

Model #1 calls for an overall project manager while Model #2 does not call for a project manager.

**Division Manager**

Both Model #1 and Model #2 calls for a division manager.

**Maintenance Manager**

Both Model #1 and Model #2 calls for a maintenance manager.

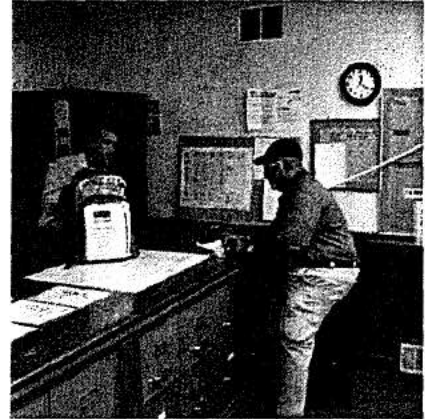


## Operations Manager

In both Model #1 and Model #2 there would be one (1) operations manager whose responsibility would be the day to day operations of the MetroAccess service.

## Operations Supervisors

Model #1 would have three (3) supervisors while Model #2 would have one (1) additional supervisor. The operations supervisors role would be to supplement the day to day activity of the operations manager to ensure that the MetroAccess service would operate efficiently and effectively.



## Window Dispatchers

Model #1 would have 12 FTE positions while Model #2 would call for 4 FTE positions. The window dispatcher would monitor the driver check in and the movement of the vehicle and the driver throughout the day's manifest.

## Yard Supervisors

The yard supervisors would ensure that the pull outs are managed on a shift to shift basis. Model #1 calls for 12 FTE for yard supervision while Model #2 calls for 6 FTE's.

## Street Supervisors

Street supervision shall be maintained on a ratio of one (1) street supervisor for each 20 vehicles. Street supervisors shall monitor the day to day activity of the vehicle operators. This includes accident, incidents and road observations. Model #1 for 300 vehicles calls for 15 street supervisors. Model #2 calls for four (4) street supervisors.

## IT Director and Driver Cam Support

Under Model #1, 300 vehicles, there would be a Director of IT and a person that would monitor the DriveCam functionality. Model #2 (80 vehicles) would have a contractor, Professional Computers, for support to its IT department. The allocation would be .5 FTE for It and .5 FTE for Drive Cam support.

## Customer Service Agent

The Customer Service Agent shall handle all passenger complaints and inquires. In Model #1 there shall be 1.0 FTE's for 50% of the service. Model #2 will have .5 FTE's as this position will be shared with the maintenance clerk which is also a .5 FTE position.

### **Utility Workers**

The utility workers will be responsible for cleaning and fueling vehicles. Model #1 requires 6.0 FTE's for utility workers. Model #2 for eighty (80) vehicles will require 2 FTE's.

### **Contract Administrator**

The Contract Administrator shall have day to day responsibility for contractual requirements. Model #1 calls for 1.0 FTE's. The contract responsibilities under Model #2 will be administered by [REDACTED] in his role as Division Chief.

### **Reconciliation Clerks**

There shall be 6.0 FTE's responsible for reconciliation of the daily manifests into the Trapeze system in Model #1. There would be 2.0 FTE's under Model #2.

### **Reports Clerk**

There will be 1.0 FTE's responsible for the maintenance and documentation of all reports to be filed processed for MetroAccess in Model #1. It is anticipated that this position can be handled by the operations manager and the operations supervisor under Model #2.

### **Maintenance Tech A**

In Model #1 for 2 50% of the service it is anticipated that there will be 10.0 FTE positions for the Maintenance Tech A position. On a ratio of 26.7% there will be 2.67 FTE's for eighty (80) vehicles. It should also be noted that DTS plans on using a subcontractor for these positions, G & M Service Center.

### **Maintenance Tech B**

In Model #1 for 50% of the service it is anticipated that there will be 10.0 FTE positions for the Maintenance Tech B position. On a ratio of 26.7% there will be 2.67 FTE's for eighty (80) vehicles. It should also be noted that DTS plans on using a subcontractor for these positions, G & M Service Center.

### **Fueler/Washer**

The responsibility for this position shall be similar to the Utility Worker. There is an allocation for 3.0 FTE's for fueler/washer under Model #1 for 300 vehicles. This position shall be combined with the Utility position and have an additional 1.0 FTE's in Model #1.

### **Maintenance Clerk**

The maintenance clerk shall work directly with the maintenance manager. In order to make sure that information is placed into the fleet management information system on a daily basis, there shall be 1.5 FTE's for the clerk position under Model #1, 300 vehicles. Under

Model #2, this position shall be combined with the customer service agent in order to make sure that the information is placed in the system on the weekend.

### **Safety Manager, Assistant Safety Manager and Drug/Alcohol Administrator**

There will be 3.0 FTE for each of these three positions under Model 1 for 50% of the service or 300 vehicles. These positions will be combined for one (1) FTE under Model #2 for 13.3% of the service or eighty (80) vehicles.

### **Classroom and Behind the Wheel Trainer**

In Model scenario #1 these will be two (2) FTE positions responsible for classroom training and behind the wheel training separately. These positions will be combined in Model #2.

The current DTS staff resumes are included and proposed staff resumes are included in Attachment 2. The current DTS organizational chart is included on page 41. An analysis of the staffing plan in relationship to the demand is included with positions and resumes.

### **Employee Benefit Plan**

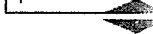
Staff and drivers shall be full time and are, eligible for full benefits. DTS shall provide an extensive employee benefit package. Elements of this plan include group life insurance, health insurance, dental insurance, AFLAC voluntary insurance program and a list of a cafeteria plan. A more detail description of the benefit plan is detailed below. The staffing plan being proposed envisions the management of two (2) facilities. One is located at the Backlick Road facility and the other is located at the current location at 7307-A Highland Street. It is anticipated that DTS will operate eighty (80) vehicles from these two facilities. Fifty (50) will be operated out of the Backlick Road facility and thirty (30) being operated out of the Highland Street facility. By reducing the number of vehicles being operated out of the Highland Road facility, DTS can manage more effectively the pull outs and pull as a result of the DTS newly paved, lighted and secured lot on Backlick Road.

### **Group Life**

All full time employees are covered by Mutual of Omaha for Group Life Insurance for a flat \$15,000 for basic and an additional \$15,000 for accidental death and dismemberment. The benefit is paid at 100% by Diamond Transportation.

### **Health Insurance**

Diamond Transportation offers a comprehensive health plan to all full time employees through Kaiser Permanente. There are three medical plan options available to the employees to choose from. Two HMO plans and a PPO plan. Diamond Transportation pays 50% toward the cost for the Employee and 25% toward the cost of the dependent differential from Employee's only.



## **Dental**

Dominion Dental is offered to employees and their dependents. The plan is a very comprehensive dental HMO with low costs for the employees to access care. Premiums are very competitive. The plan is voluntary with no waiting periods or pre-existing exclusions. The dental network is large and easy for members to access with convenient locations.

## **AFLAC**

Voluntary plans are offered through AFLAC that include Short Term Disability, Accident Plans, Cancer Policies, Critical Illness Policies and additional Life Insurance for employees and dependents.

## **Cafeteria Plans**

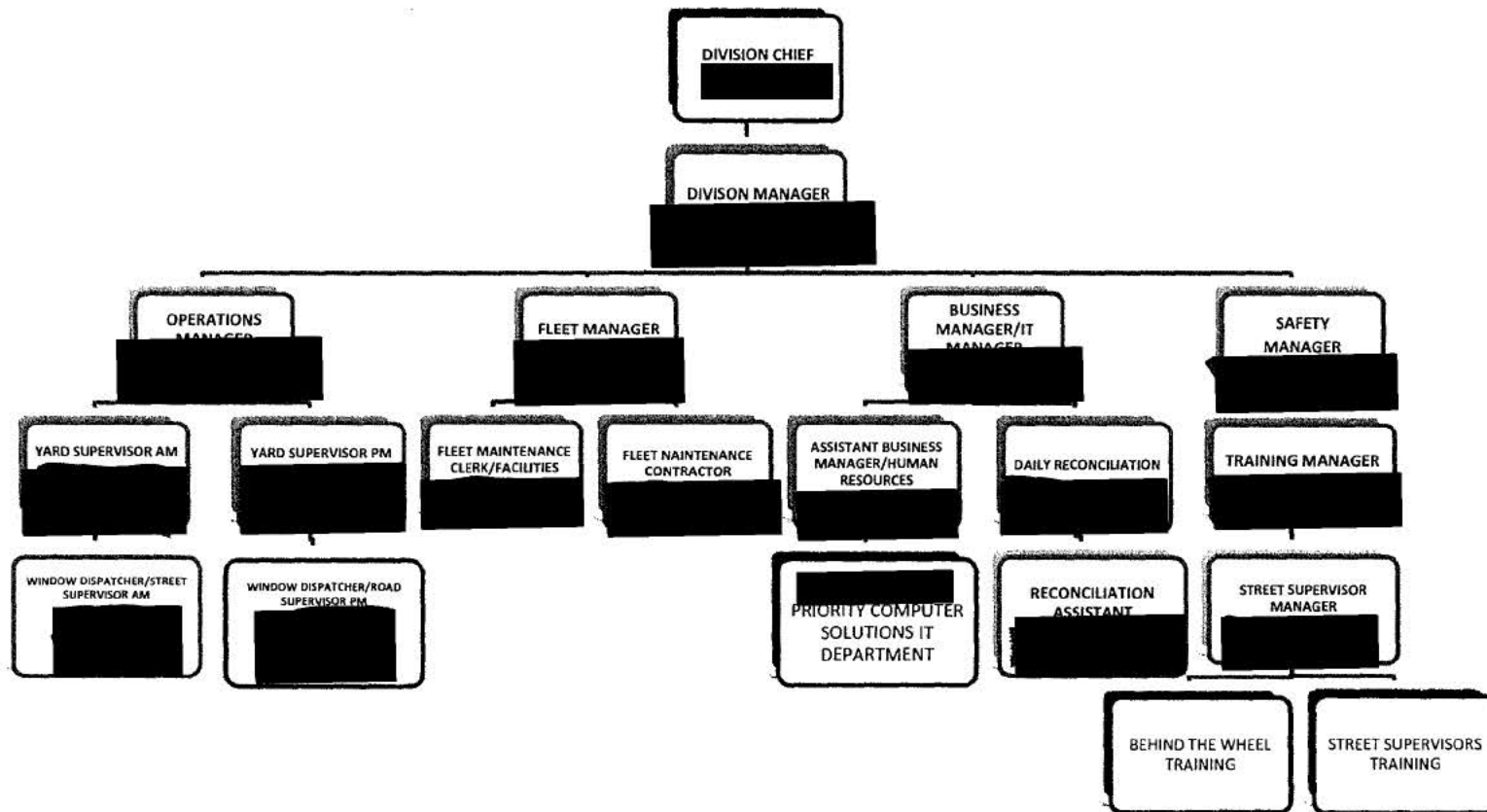
*Section 125* – Flexible Spending Accounts for medical, dental and vision for employees to pay for these expenses on a pre-tax basis.

*Section 129*- Dependent Day Care Accounts for employees to pay for Day Care expenses on a pre-tax basis.

*Section 132* – Transportation Plan – Employees can fund transportation costs to include fare cards, van pools, and Metro on a pre-tax basis.

Resumes for the proposed staff are included in Attachment 2.

### Organizational chart



**Division Chief**

██████████ was born in Washington, DC and raised in the City of Falls Church. ██████████ played four sports at George Mason High School, including football, soccer, baseball and basketball. He earned a Bachelors of Arts degree in Political Science from Virginia Tech in 1974. Following graduation, ██████████ taught 7<sup>th</sup> and 8<sup>th</sup> grade social studies and coached basketball and baseball at William Byrd Intermediate School.

During his three years of teaching. While he was a teacher, ██████████ took graduate courses in business administration at Roanoke College and Virginia Tech. After three years, ██████████ resigned from his teaching and coaching posts in order to devote more time to pursue a Master's of Business Administration at Virginia Tech in Blacksburg, Virginia. He returned to Northern Virginia in 1980 to finish his graduate studies at the Virginia Tech extension.

While completing his graduate studies, ██████████ worked in minor league baseball as the Director of Marketing for the Alexandria franchise of the Class A Carolina League, the Alexandria Dukes. During his first year, the team was a co-op, receiving players from the New York Yankees, Baltimore Orioles, Texas Rangers, Pittsburg Pirates, California Angels and Seattle Mariners. The following year, ██████████ was instrumental in the franchise's successful efforts to land a six-year working agreement with the Pittsburgh Pirates.

Part of ██████████ duties included obtaining sponsorships for billboards on the outfield wall, selling program advertising and season tickets and developing promotional nights. ██████████ lined up promotion nights by working with local businesses to bring in such notables as ██████████ the "Clown Prince of Baseball" to entertain fans and increase attendance. Diamond Cab of Arlington and Alexandria Diamond Cab were among the local businesses to which ██████████ sold advertising. The cab company owner watched ██████████ make a presentation for a new baseball park before City Council. Impressed, the owner invited ██████████ to work with the company on an effort to change the city's open-entry taxicab system to a more rigorously regulated system. Initially ██████████ worked as a consultant to the company but soon thereafter ██████████ was named general manager of the taxicab companies. A few months after ██████████ began his on-the-job training, the owner's wife grew ill. The owner relocated with his wife to Utah where she could receive the healthcare she required. In their absence, ██████████ became responsible for all the day to day management of the company.

While operating the taxi companies, ██████████ became involved with disability advocacy groups in Northern Virginia. He determined that there was a need for a local paratransit provider, and Diamond Transportation was begun as part of the taxicab company in 1980. DTS bid and won its first paratransit contract in 1981, with the Alexandria City Public Schools, for transportation of children with cerebral palsy and muscular dystrophy to the Falls Church Child Development Center.

In 1983, DTS won the contract for the DOT Paratransit Service in the City of Alexandria. This service was developed by the City to complement the DASH bus system. It was at this time that Diamond Transportation Services, Inc. was separately incorporated to provide employee drivers and higher levels of insurance and control than the taxicabs operation. Over the years other contracts and services were added, including transportation for intellectual disabilities for the Arlington Community Services Board, Arlington County Paratransit's STAR service, the Fairfax County Head Start Transportation, Virginia Medicaid, the ADA service for the Washington Metropolitan Area Transit Service (MetroAccess), the Guaranteed Ride Home program for the Washington Metropolitan Area Council of Governments and numerous private contracts for shuttle services in the Washington, DC area. Diamond Transportation currently employs 120 drivers and staff and operates eight-five (85) buses, vans and sedans.

[REDACTED] currently sits on the Board of Directors of the Taxicab, Limousine and Paratransit Association (TLPA), is the Chairman of the Washington Council of Governments Private Providers Task Force, sits on the Metropolitan Planning Organization Transportation Planning Board, and is a member of the Virginia Medicaid Task Force and the Virginia Taxicab Association.

[REDACTED] **Division Manager**

[REDACTED] has an extensive background in the field of urban paratransit. After graduating from Largo Senior High School she attended Prince Georges Community College. She then became an accounting clerk for the Department of Defense where her duties included accounts payable, accounts receivables, check approvals for military staff, supervision of cash boxes, performance of audits and responses to complaints.

From 1997-2004 [REDACTED] worked as the office manager for Rotor Rotor Services. At this job she was again responsible for accounts payable, accounts receivables, collections, scheduling driver meetings, the training program for 125 drivers, the performance of monthly audits, ordering of supplies and customer service related issues.

In 2004 [REDACTED] became the office manager/drug and alcohol program manager for Metro Health Tech Services. During her tenure at MetroHealth Tech the company received a FTS Drug/Alcohol Compliance with 100% audit ratings. Her job responsibilities included reporting insurance claims, screening of new drivers, and doing background checks including MVR audits. She reviewed and counseled drivers on DriveCam and unsafe driving habits. She was the direct supervisor of the operations department in all aspects of the daily operations including the daily route schedules to ensure driver coverage.

[REDACTED] is the current operations manager/drug and alcohol program manager for DTS. It is her duty to make sure that FTA Drug and Alcohol Compliance has a 100% audit rating. Vernice has been with Diamond since 2007 and since then she has played a major



role with the MetroAccess contract setting up daily route schedules, screening background checks, pulling MVR records for new drivers, investigate accidents to determine if preventable and report insurance claims. [REDACTED] supervises the operations department, but she also performs monthly audits in the maintenance department, creates and develops safety programs, resolves any customer related issues and workers compensation claims.

As division manager, [REDACTED] shall direct the operation of the DTS facilities and locations being proposed at Backlick Road and Highland Street. Duties will involve daily communication and interaction with maintenance, operations, and administrative areas. The service delivery division manager shall also organize and conduct activities to assure safe, cost-effective, on-time operating performance. [REDACTED] shall meet with WMATA at least once per week on all matters of the contractor's responsibilities. As the division manager, [REDACTED] shall be responsive to WMATA and timely on deliverables. [REDACTED] shall be available when requested by WMATA for attendance at meetings with the public, advisory groups, or other meetings as required.

[REDACTED] will not be removed or replaced without written notification to WMATA. Should [REDACTED] need to be replaced, WMATA reserves the right to approve the proposed replacement individual and to require an interview with the proposed replacement, as well as a resume and references.

As division manager, [REDACTED] has ten years of management experience with large urban ADA paratransit services. [REDACTED] has demonstrated a high customer service commitment. [REDACTED] also has knowledge of Trapeze which is required.

Responsibilities include, but are not limited to the following:

- Responsive to WMATA and timely for deliverables
- On-time performance, productivity and service
- To clearly communicate and establish all MetroAccess strategies and procedures at various levels
- To provide feedback regarding operation of Service Delivery including maintenance, operations, performance management, and goal setting
- To demonstrate effective implementation of MetroAccess policies
- To implement service delivery operating systems, procedures and policies to include implementation; development; and improvement in order to achieve overall goals of WMATA
- Managing service delivery team and directing staff activities for the achievement of performance targets and goals
- Monitoring team performance to ensure that performance targets and goals are met and supporting call center quality and training efforts.
- To provide leadership and management to employees
- Be knowledgeable of ADA regulations and ADA complementary paratransit
- Meet with WMATA as required



- Responsible for influencing positive employee morale and quality customer service
- Monitors daily system performance
- Participates in analysis and review of operating performance
- Reviews reports
- Work cooperatively with other Service Delivery providers

### **Operations Manager**

[REDACTED] is the operations manager. The operations manager (OM) controls the daily operation of the service, in compliance with the policies of WMATA. The OM will be responsible for overseeing daily system performance in all functions of operations, including the dispatch, scheduling, accounting, maintenance and internal quality assurance functions. The OM will be the primary lead working with the MACS-OCC, and dispatch managers. OM interfaces with the QA contractor and resolves complaints. OM will also work with the training team to ensure that professional high quality customer service is emphasized and reinforced in all phases of service to MetroAccess customers. [REDACTED] has five or more years of experience in the operations of a paratransit system with at least three or more of those years of experience in a supervisory capacity. [REDACTED] has direct experience in scheduling, personnel management, run cutting, and route development. [REDACTED] has experience with Microsoft Office products including Word and Excel which is required. [REDACTED] has a high level of customer focus and proficiency using Trapeze PASS.

[REDACTED] has been an employee at Diamond Transportation Services since February 2012. Before working with Diamond [REDACTED] worked for Battle's Transportation which was also a MetroAccess provider, working as a supervisor of operations where he oversaw and managed the daily functions and duties of the drivers. At Battle Transportation, [REDACTED] served as the first point of contact with any issues concerning the daily operations of the drivers. It was his responsibility to ensure that each route went out on time and that routes stayed on time. [REDACTED] resolved problems concerning attendance and timeliness and transportation issues. Currently at Diamond, [REDACTED] is the compliance manager and trainer. -. He also ensures that all drivers are in compliance with making sure that they have the proper uniform, tools to perform their job and proper license. [REDACTED] monitors driver's uniform and license requirements. He also makes sure that each driver is running the routes via Nextel and handles all communication with late trips. He also deals with all accident investigation reports and fatigue management reports.

### **Yard Supervisors**

DTS shall provide yard supervisors to coordinate any vehicle exchanges and vehicle operator replacement when needed, as well as coordinate with the MACS-OCC as required. The MACS-OCC shall assist and direct DTS's vehicle operators from the time they enter the vehicle for revenue service until the end of their run. The yard supervisor shall ensure that vehicles are safe, clean, fueled, and prepared to support MetroAccess service in a timely

manner. The yard supervisors shall demonstrate effective use of scheduling software, two-way radio communication, telephone, and data analysis skills. Each yard supervisor shall have a high level of customer focus and be proficient using Trapeze PASS.

Responsibilities include but are not limited to the following:

- Ensure vehicle assignment to routes
- Ensure vehicle operator assignments
- Provide outgoing Daily Vehicle Inspection review
- Ensure on time pull-outs
- Identify vehicles according to maintenance needs (Scheduled or DVI revealed)
- Daily Condition Monitoring shall include the following processes:
  - Daily cleaning – Remove trash, sweep vehicle
  - Fluid check and top off Oil, ATF, Washer Fluid, Brake Fluid and Power Steering fluid to be checked and replenished during each pull-in cycle. All consumption to be recorded in the
  - All consumption to be recorded in the fleet management information system chosen by the contractor with WMATA approval.

DTS's yard supervisors are as follows:

#### **[REDACTED] Yard Supervision**

[REDACTED] has been with Diamond Transportation Services since 2010. He started off as a vehicle operator, working with MetroAccess. It was his duty to pick up and drop off clients at various metro areas for appointments and other personal commitments. In 2011 [REDACTED] became a lot attendant which duties include making sure that the lot is always clean. He conducts fluid and oil checks on each vehicle and also makes sure that all vehicles are up to date with I30 Inspections and takes vehicles to G & M and other vendors for maintenance issues.

#### **[REDACTED] Yard Supervisor**

[REDACTED] has been with Diamond Transportation as the evening lot supervisor since June of 2012. Before he started working in the lot he was a driver for MetroAccess since 2006 where he transported the elderly, physically and mentally challenged, visually impaired and ambulatory clients to and from businesses and personal appointments by way of manifest and dispatcher throughout the Metropolitan area. As a yard supervisor he provides daily vehicle inspections, daily, weekly and monthly vehicle reports. [REDACTED] also transports vehicles to and from G & M as well as conducts fluid and oil checks on each vehicle.

**[REDACTED] Yard Supervisor**

[REDACTED] has been with Diamond Transportation since 2006. He started working as a driver for MetroAccess where he picked up and dropped off clients for previously scheduled trips. After driving for MetroAccess he became the Lot Attendant working at the Diamond Transportation office. It is his duty to keep daily, weekly and monthly cleaning logs of each vehicle. To make sure that each vehicle is up to date with their I30 Inspections as well as vehicle audits. [REDACTED] checks the oil, fluid and other maintenance aspects of each vehicle. He transports vehicles to G & M or other auto shops and maintains the lot and takes vehicles to DC for inspections. Before working for Diamond [REDACTED] was a driver for PSI Services III. He transported participants to and from PSI Service and delivered supplies from the warehouse and packages and mail to different sites.

**[REDACTED] Yard Supervisor**

[REDACTED] has been with Diamond Transportation since February 2012. Since he has been with Diamond he has served as a Lot Attendant keeping daily, weekly and monthly cleaning logs. He also makes sure that all vehicles are up to date with their I30 Inspections, vehicle audits and I Inspections. [REDACTED] also checks the oil, fluid and other maintenance aspects of each vehicle on a daily bases. He checks to make sure that the lot is always clean and that each vehicle is in their operate spot.

**[REDACTED] Fleet Manager**

The primary responsibility of the fleet manager is to assist in the on-going development, implementation and oversight of the maintenance program. This includes establishing applicable policies and procedures for the operating divisions. The maintenance manager shall ensure maintenance and operational personnel have resources needed to resolve problems that occur.

The maintenance manager will have a minimum of five years comprehensive experience in maintenance management and a combination of ten years of general vehicle maintenance experience. Formal education beyond high school is desirable and may be substituted for a portion of the experience requirement. The manager shall have thorough knowledge of mechanical maintenance and repair methods and practices. WMATA prefers ASE Master Technician status and that the manager shall be proficient using the fleet management information system selected by the contractor with WMATA approval. The FMIS that DTS is proposing is Dossier.

Responsibilities include but are not limited to the following:

- Responsive to WMATA and timely for deliverables
- On-time performance, productivity and service

- Ensure division in compliance with all local, state, and federal environmental laws
- Ensures an effective process is place at division which have vehicles that are under warranty for recovery of all parts and labor
- Ensure all factory recalls are implemented in a timely manner
- Ensure preventive maintenance schedule requirements are met
- Meet with WMATA as required
- Work cooperatively with other Service Delivery providers

DTS is proposing [REDACTED] as the fleet maintenance manager for the MetroAccess project. [REDACTED] has thirty-two (32) years of progressively responsible employment at WMATA. [REDACTED] currently is responsible for the overall maintenance facility. His duties shall include providing daily, weekly and monthly reports as required to WMATA. [REDACTED] shall provide cost summary reports on the MetroAccess fleet. He shall provide technical assistance to maintenance personnel in order to resolve complex repair of maintenance problems. In addition he shall be responsible for invoicing, purchasing, repair order, and purchase orders. [REDACTED] shall research and maintain outside contracts with vendors.

#### **[REDACTED] Fleet Maintenance Clerk/Facilities**

[REDACTED] has been with Diamond Transportation since 2011. It is her responsibility as fleet administrator to handle all Fleet Focus entries, set up vehicles for DVI inspections, and also handle Fleet Pro third party audits. [REDACTED] also supervises all lot supervisors and coordinates with facilities like G & M and other outside vendors on vehicle maintenance issues. [REDACTED] also monitors all gas cards and vehicle audits for the company.

#### **[REDACTED] Business Manager/IT Manager**

[REDACTED] the business manager for DTS. He works with upper management on implementation of programs specific to contract agreements. It is his responsibility to take care of the data preparation for the company in regard to annual National Transportation Database reporting for Arlington County, City of Alexandria and MetroAccess. As the business manager, [REDACTED] also handles all Human Resource management and administers the company's benefits program. [REDACTED] handles most day to day office duties and makes sure that everything is running smoothly within and outside of the office. [REDACTED] has been with DTS since 2006 and since then he has played a significant role in the business aspect of the company.

**Assistant Business Manager/Human Resources**

has been with Diamond Transportation full time since May 2009. She started off as the assistant business manager working under the business manager, helping with ridership reports, Logisticare billing, CSB manifests and day-to-day tasks. Not long after starting at DTS, started working as a call center representative for the Commuter Connections Guaranteed Ride Home Program and is now the associate project manager for the contract that DTS has with the Council of Government. As project manager, it is duty to stay in contact with the Council of Government whenever any issues occur, train new employees and to make sure that all other call center representatives have good customer service skills while working in the call center. also handles all social network sites such as Facebook and the company website, [www.diamondtransportation.us](http://www.diamondtransportation.us).

**Daily Reconciliation**

is trained as a customer service representative for all Diamond contracts. Her duties include knowledge of DTS's contracts with City of Alexandria (DOT), Arlington Community Services Board, Arlington STAR and various shuttle contracts. She is also trained and qualified in the contract with the Council of Government, Commuter Connections Guaranteed Ride Home Program. Other duties include input into STAR revenue hours and fares collected, reconcile MetroAccess manifest's in the Trapeze computer software system, enter vehicle mileage into Fleet Focus vehicle maintenance system, enter preventive maintenance and work orders into Fleet Focus, create and print MetroAccess invoice, keep track of vehicle maintenance and repairs and to make sure drivers have uniforms, map books and all necessary tools to perform job duties. has been with Diamond Transportation Services since 2006.

**Reconciliation Assistant**

has been with Diamond Transportation Services since 2011. She started as a Reconciliation Assistant, and it is her duty to reconcile manifest in the Trapeze computer software system for MetroAccess. It is also her responsibility to enter vehicle mileage into Fleet Focus vehicle maintenance system, enter preventive maintenance and work orders into Fleet Focus. She creates and prints MetroAccess invoices and keeps track of vehicle maintenance and repairs. also makes sure that all drivers have uniforms, map books and all necessary tools to perform job duties.

## Street Supervision

DTS street supervisors shall fully support MACS-OCC Contractor and provide street level monitoring of service delivery for all services as required. DTS street supervisors shall be responsible for ensuring the effective daily communication with vehicle operators, including work performed by subcontractors. Supervisors shall continually monitor service to assist MACS-OCC with proactive adjustments to maximize on time performance and productivity. Supervisors shall demonstrate effective use of scheduling software, two-way radio communication, telephone, and data analysis skills. Preference includes minimum education of a High School Diploma or equivalent. At least three to five years successful supervisory experience preferred. High level of customer focus and proficient using Trapeze PASS is required.

The street supervisors' day-to-day duties include, but are not limited to, the monitoring of:

1. On-time performance, productivity and service
2. Work cooperatively with other Service Delivery providers
3. Emergency situations handled according to WMATA policy and with proper notification and documentation
4. Meet with WMATA as required
5. Street supervisory functions related to Service Delivery
  - Assist with vehicle pull-outs and pull-ins
  - Reporting in verbal and written form
  - Investigating customer service issues
  - Vehicle operator preparedness, performance and driving habits
  - Vehicle operator adherence to safety requirements
  - Vehicle functionality, cleanliness and inspection of equipment
  - Vehicle operator courtesy to patrons and customer service skills
  - Locations and trips with high levels of complaints or operational concern
  - Other activities that may result in substandard performance or noncompliance with the contract.
  - Special Events support
  - JGB Meetings and support
6. In support of MACS-OCC, requirements include but are not limited to the following:
  - Incident response, management, and investigation
  - Maintain communication with vehicle operators, providing information and directional assistance where necessary
  - Monitor vehicle operators and trip status, making adjustments and reassignments as necessary to ensure on time performance



- Maintain scheduling and performance data
- Provide assistance to vehicle operators in the event of emergency or vehicle malfunctions, communicating with operations, safety and maintenance staff where appropriate
- Provide assistance to passengers in using the service as well as when inquiring about individual trip status

#### Street Supervisor Manager- [REDACTED]

[REDACTED] has been with the MetroAccess system since 2006. He began at MetroAccess as a driver where he transported elderly, physical and mentally challenged, visually impaired and ambulatory clients to and from business and personal appointments by the way of manifest and dispatching throughout the Metropolitan area. From being a driver for MetroAccess, [REDACTED] was promoted to the road supervisor. With this position, he does the daily vehicle inspections (DVI) to guarantee that all vehicles do not have any defects or mechanical deficiencies to ensure the safety of the drivers, clients and the public. He accompanies drivers to medical facilities as necessary after accident or injuries; perform proper administration of post-accident drug and alcohol testing. Conducts Site Checks and Road Observations according to client and MV policy and responds to accidents and incidents according to the Incident Reporting and Investigation procedure.

#### Window Dispatchers

DTS window dispatchers are [REDACTED] DTS shall provide an adequate number of window dispatchers, and shall coordinate with the MACS-OCC as required to ensure coverage from one hour before the start of the service and throughout all hours of service provided under this contract. [REDACTED]

[REDACTED] shall be responsible for ensuring that all vehicle operators are deployed for their scheduled shifts in appropriate clean, neat uniform, readiness for service, with all necessary equipment to provide the required services. The window dispatcher shall provide direction and maintain two-way communications with all vehicle operators while monitoring system performance and making scheduling adjustments where necessary to maximize on-time performance, minimize service disruptions as a result of vehicle/vehicle operator availability and/or emergency situations. Each candidate has a minimum education of a High School Diploma or equivalent. Each window dispatcher also has data entry experience and general knowledge of windows-based computer operating system and Microsoft Office. Each candidate has a high level of customer focus and is proficient using Trapeze PASS is and has knowledge of the service area.

Responsibilities include but are not limited to the following:

- On-time performance, productivity and service
- Pull-outs according to schedule
- Vehicle operator shift and scheduling adjustments

- Spare vehicles effectively used to ensure vehicle availability for preventive maintenance program
- Accurate and consistent documentation of daily items including vehicle operator attendance, passenger and scheduling issues, vehicle problems, emergency situations and other daily events or disruptions
- Assign vehicles giving consideration to preventive maintenance schedules and capacity needs
- Assign appropriate vehicles in order to ensure on-time performance and to maintain system productivity
- Reconcile trip manifests and fares collected by vehicle operators upon check-in
- Secure all equipment issued to vehicle operators at pull out upon check-in
- Review post-trip inspections and communicate potential problems to maintenance staff
- Document accurately and appropriately daily events related to service
- Collect any lost and found articles and catalog, contact appropriate passengers where possible
- Maintain a safe work area and a focus on safety to reduce the opportunity for injury to self or other employees.
- Communicate effectively with operations staff regarding scheduling or issues

#### **[REDACTED] Window Dispatcher/Street Supervisor**

[REDACTED] was employed as a driver at Diamond Transportation Services back in 2008. Since that time he was moved to a dispatcher role where he coordinates manifests and contact devices for drivers. He also conducts frequent road observations and responds to accidents and incidents as well as provides transportation to persons with disabilities. Before working for Diamond, [REDACTED] was a dispatch supervisor for Pennock Co. and a Driver for Ride Served Transportation. [REDACTED] uses his background in driving and dispatching effectively at Diamond Transportation Services.

#### **[REDACTED] Window Dispatcher/Street Supervisor**

[REDACTED] has been with DTS since October 2011. [REDACTED] coordinates manifests and Nextel radios. [REDACTED] maintains scheduling and performance, provides assistance to operators, and reschedules trips through the OCC as necessary. [REDACTED] reconciles trip manifests and fares when collecting operator's manifests upon check-in. [REDACTED] maintains a safe work area and a focus on safety to reduce the opportunity for injury. [REDACTED] communicates effectively with the OCC staff regarding scheduling or passenger issues. Part of his job is also to make sure all vehicles are available for the next day pull out.



**[REDACTED] Window Dispatcher/Street Supervisor**

[REDACTED] has been a dispatcher for Diamond Transportation Services since 2006. It has been his duty to provide direction and maintain two-way communication with all operators while monitoring system performance. [REDACTED] makes scheduling adjustments where necessary to minimize on-time performance. He minimizes customer wait times for on-call or will-call services as well as minimizes service disruptions as a result of vehicle/operator availability and/or emergency situations. Before working with Diamond, [REDACTED] was a truck driver for America Rescue where he picked up donations goods and delivered items to different store locations.

**[REDACTED] Safety Manager**

As the safety manager at Diamond Transportation Services, [REDACTED] teaches MetroAccess trainees about the rules and regulations of becoming a MetroAccess driver. She makes sure all operators are current with training requirements of the company and the contract. She assures that all operators are adequately certified and certification records and files are kept up to date. She makes sure that all employees are current with general safety programs and practices. Her responsibilities include making sure there is a consistent reductions in preventable and on-preventable vehicle and non-vehicle accidents. She also works under the drug and alcohol manager and audits all drug and alcohol testing forms to ensure the clinic completed all of the necessary sections. [REDACTED] has been with Diamond since April of 2011.

**[REDACTED] Training Manager**

[REDACTED] is the training manager. It is his job to teach all trainees the MetroAccess policies, rules and regulations. [REDACTED] ensures that all requirements of training hours are met to follow the MetroAccess contract. He makes sure that all new hire candidates meet minimum general qualifications and receive all required training prior to being placed into revenue service. [REDACTED] assists in the successful completion of all related audits including those conducted by corporate and client staff. As well as training new employees he also oversees all pullouts, directs 100 drivers and three (3) supervisors and maintains drug, alcohol and HR files. [REDACTED] also has a background as a duty manager for both Matrix Rides and Air BP. At Matrix Rides he managed the transportation operation and at Air BP he managed the fueling operation at Dulles Airport.

## CDRL SD-5 Vehicle Operator Staffing Plan

DTS shall establish a goal of 1.5 drivers for each revenue vehicle. DTS is proposing to operate eight (80) vehicles. Thirty (30) vehicles will be operated out of the Highland Street facility with the flexibility of adding twenty-(20) more vehicles from this location. An additional fifty (50) vehicles will be added from the Backlick Road facility located at the intersection of Backlick Road and Industrial Road.



Road supervisors will be added to monitor, evaluate, investigate incidents, investigate accidents and all other activities associated with the road supervisor activities. DTS is proposing that there will be one (1) road supervisor for each twenty (20) vehicles operated. This would amount to four (4) road supervisors to monitor the drivers located at Highland Street and Backlick Road facilities.

DTS shall ensure that each successful vehicle operator candidate has on file a statement from a licensed physician that they are medically fit to drive. Vehicle operators shall be licensed for at least five years in the United States, pass an alcohol and drug screen administered in compliance with FTA regulations, have safe driving records, with no previous suspensions for moving violations (e.g. speeding, failure to obey signal, DUI, etc.) and no record of a moving violation within one year prior to service start, and be able to speak, read and write the English language sufficient to communicate with customers, dispatchers, etc., record data, and read maps.

Diamond Transportation Services, Inc. (DTS) shall undergo an extensive pre-hire process in order to meet the vehicle operator staffing plan requirements of the RFP. Below is a day to day outline of this process.

**Day 1: MVR.** Each applicant brings in a certified motor vehicle record (MVR) record for review. A copy of the MVR is made and applicant's phone number is taken. Each applicant is given a general description of the job requirements and is told they will be called when the Day 2 orientation date is set. A review of the MVR is then made to make sure that the applicant holds a driver's license in Maryland, DC or Virginia and meets the motor vehicle report record requirements in order to be a vehicle operator in DTS.

**Day 2: Vehicle Operator Orientation.** The vehicle operator orientation is a chance for each prospective employee driver to gain a general understanding of the requirements of the job and the applicant's ability is gauged in terms of working with the disability community in the Washington Metropolitan area. This orientation class takes up to five (5) hours. Each prospective applicant's certified motor vehicle record (MVR) is again reviewed to make sure that the operator holds a valid license with no gaps in their driving record or other disqualifying events. The second part of the class is a review of the DTS policy and procedures. Each prospective vehicle operator candidate is then given an application to fill

out if they qualify. A copy of DTS's Employment Application and Qualification Disclosure is included in Attachment 3. Each applicant is interviewed and a job offer is made pending the outcome of the applicant's DOT physical, pre-employment drug test and criminal background check which will now be performed by WMATA instead of DTS. Part of the application process is the Pre-Application Disclosure. This is a series of fourteen (14) questions that would prevent an application from proceeding to the next step. An example is; "Have you had any felony or misdemeanor convictions of a violent or sexual nature or any now pending?"

A complete review of the vehicle operator's application will then be performed by the training manager in conjunction with the operations manager to make sure that the application is complete. A key to this process is to make sure that there are no gaps in the past ten (10) year employment history. Each prospective driver must list all employers, including self-employment, contractors or periods of unemployment for a full ten (10) years. There must be no gaps and all dates, phone numbers and addresses must be complete for at least the ten (10) year period from the date of the application.

Important questions must be answered on the application with no questions unanswered. These questions include questions regarding felony convictions, misdemeanor convictions, pending convictions, convictions of a violent or sexual nature. Other questions are regarding drug testing or refusal to test in terms of DOT agency drug and alcohol testing rules within the past two (2) years.



DTS then submits the prospective vehicle operator or other staff application to their third party background check vendor HireRight. Information concerning HireRight is included in Attachment 3.

**Day 2 Background:** DTS uses a third party background check company to run criminal background checks as well as a track report that shows any jurisdiction that the employee has lived in. This report allows DTS to run further reports according to the jurisdictions that a person lives in. Background process starts and the following reports are requested.

1. *District of Columbia:* Felony and misdemeanor searches are performed by state police or statewide database searches. It is our understanding that WMATA is going to take over this report for anyone who has lived in DC through their fingerprinting background check.
2. *Maryland State:* Felony and misdemeanor searches are performed by state police or statewide database searches. It is our understanding that WMATA is going to take over this report for anyone who has lived in Maryland through their fingerprinting background check.
3. *Virginia:* A VA affidavit/release form must be signed by the subject of the search, then notarized and must include the notary's registration number if notarized within the state of Virginia. The original form must be provided to HireRight as the state will not accept a copy. Form is then mailed to HireRight and they forward to

- the state Police to complete the required search. It is our understanding that WMATA is going to take over this report for anyone who has lived in Virginia through their fingerprinting background check.
4. *Worldwide*: Includes county records, sex offender registry, Office of Foreign Assets Control (OFAC) of the US Department of the Treasury helps identify crimes committed in areas where the applicant did not live.
  5. *Any other state the applicant has lived*: Felony and misdemeanor searches are performed by state police or statewide database searches. It is our understanding that WMATA is going to take over this report for anyone who has lived in any other state through their fingerprinting background check.
  6. *Any other state that comes up on the trac report*: Searches are felony and misdemeanor searches are performed by state police or statewide database searches.
  7. *CDLIS*: for commercial drivers history report while holding CDL license.
  8. *Workers Compensation*: Identifies a candidate previous conditions or injuries to make reasonable accommodations, if necessary. The HireRight workers compensation history can also provide the valuable information needed to help protect against professional claimants. \*This report is in a limited number of states.
  9. *SSN Validation*: Returned data includes
    - a. Verification the SSN has been issued by the SSA and is valid.
    - b. The state in which the SSN was issued.
    - c. The year(s) the SSN was issued. (Note: this is not always when the holder is born)
    - d. If the SSN is listed in the Death Index Database)
  10. *Drug/Alcohol History Database*: Verification includes the standard employment questions and DOT accident questions.
    - a. Verified positive DOT-regulated drug test.
    - e. DOT-regulated alcohol test with a result of 0.04 or higher.
    - f. Any refusal of a DOT-regulated drug or alcohol test.
    - g. Any other DOT violations related to drug and alcohol testing.
  11. *National Sex Offender Registry*. This report reveals records for known sex offenders by checking the US. Department of Justice
  12. *Widescreen Plus National Criminal Search*. This report searches the proprietary database of millions of criminal records including but not limited to felonies, misdemeanor, traffic convictions and sex offender records.
  13. *Motor Vehicle Record Report*.
  14. *DOT Compliance (FMCSA) Report*. Obtains the driver employment history including DOT reportable accidents and three (3) years of drug/alcohol results from previous employees for persons applying for a safety sensitive position.
  15. *Professional Reference Check*:
    - a. What was the working relationship you had with this person?
    - b. Length of time worked with?
    - c. How would you describe their interpersonal skills?
    - d. What motivated the individual most?
    - e. What would you say are their strongest attributes?
-

- f. Would you rehire/recommend for rehire?
- g. Is there anything you would like to add?
- h. Did the job include working with persons with disabilities?
- i. Was insensitivity demonstrated to persons with disabilities?
- j. Were complaints filed for insensitive language/conduct?

\*Most employees only give data for 7 years.

**Day 3 Review:** Application and Background checks are reviewed with applicant. A complete review of the application is completed checking for missing items, accuracy and any additional Information requested by HireRight.

*Drug Test/DOT Physical:* Applicant goes to Concentra for test and exam. Concentra is the drug and alcohol testing facility for DTS.

*Background:* All Virginia backgrounds checks require a VA affidavit that must be completed by applicant and notarized then mailed within 48 hours after background information is requested.

**Day 4-5 Call Backs:** Are made to the applicants who meet all MetroAccess

#### Qualifications

1. All background checks have been received
2. Drug test results (negative)
3. Applicant must pass a DOT physical exam
4. MVR is clear of any moving violations within 1 year and other infractions to disqualify the applicant.

**Day 6 DTS Training Class:** On Day 6 the training class starts for DTS.

### CDRL SD-6 Vehicle Operator Qualifications Plan

DTS shall conduct the pre-screening, reference checks, and review of driving records for the vehicle operators -providing service for DTS. DTS shall ensure that records are in compliance with WMATA's standards at all times.

DTS has developed a standard set of questions for reference checks with prior employers. The questions may demonstrate an applicant's potential insensitivity towards persons with disabilities or complaints against the applicant for insensitive language or conduct.

#### Preliminary Requirements

- In order to drive for Diamond Transportation Services, Inc. (DTS), the vehicle operator must be at least twenty-one (21) years old. Each driver must bring to the

DTS office at 7307-A Highland Street, Springfield, Virginia a CERTIFIED copy of their Motor Vehicle Record (MVR) for review.

- Vehicle operators must live in Virginia, Maryland or Washington, DC and must present an MVR from the state or city in which they reside.
- DTS requires that all new hires take a pre-employment drug test, a DOT physical and pass a criminal background test before they are allowed to operate a company vehicle.
- Each applicant must be able to read, write and speak the English language sufficiently to converse with the general public, to understand highway traffic signs and signals in the English language, to respond to official inquiries and to make entries on reports and records. These are all contractual requirements of employment as a vehicle operator.

### **Motor Vehicle Record Report Requirements**

- Each vehicle operator is required to have five (5) years or more of recent driving experience. This driving history must be domestic in nature. There must be no gap in a driving record that was due to a disqualifying event. Any motor vehicle license suspensions of a driving nature are included as a disqualifying event.
- Vehicle operators must have no moving violations within the past year from the date of application with DTS.
- Vehicle operators must have no more than three (3) moving violations within the past three (3) years.
- Vehicle operators must have no suspensions for moving violations within the past year.
- Vehicle operators must have no DUI/OWI/OUI ever in order to drive for DTS.
- Vehicle operators must have no refusals to test.
- Vehicle operators must have no reckless driving tickets within the past year.
- Vehicle operators must have no leaving the scene of accident convictions.
- Vehicle operators must have no use of a vehicle in commission of felony convictions.
- Vehicle operators must not have a preventable major accident in the past three (3) years.
- Vehicle operators must not have more than two (2) preventable accidents in the past three (3) years.
- Vehicle operators must not have any serious traffic violations in the past three (3) years. Examples of serious traffic violations are speeding fifteen (15) miles per hour or more above the posted speed limit; reckless driving; improper or erratic traffic lane change; following the vehicle ahead too closely; and a violation arising in connection with a fatal accident.

## Criminal Background Requirements

Each vehicle operator must undergo a criminal background check prior to driving in revenue service for DTS. Failure to list any criminal conviction on an employment application is grounds for termination.

- Vehicle operators must have no felony convictions at any time.
- Vehicle operators must have no serious crime convictions in the past five (5) years.
- Vehicle operators must have no drug convictions within the past seven (7) years.
- Vehicle operators must have no violent or sexual convictions resulting in either a felony or misdemeanor conviction
- Vehicle operators must have no convictions against the elderly, children or disabled.
- Vehicle operators must have no convictions that pose a danger to passenger(s).
- Vehicle operators must have no convictions that threaten the loss of property.
- Vehicle operators must have no pending charges.

## Reference Checks

DTS has developed standard questions that the DTS third party vendor *HireRight* asked on both their professional and personal reference checks. A database search of over 190 million records is performed looking for criminal records on the applicant using Name and Date of Birth. Next, HireRight conducts a more detailed local level confirmation search on any results found and report any felony or misdemeanor records within the last 7 years. This two-step process gives DTS a fast response when no match is found, and if HireRight does report a record, the information is timely, accurate and complete.

## Prior Employers

HireRight reviews on an employee application cover a period of the seven (7) prior years for professional reference checks. The professional reference check questions are as follows:

1. What was the working relationship you had with this person?
2. What was the length of time that you worked with this person?
3. How would you describe their interpersonal skills?
4. What motivated the individual the most?
5. What would you say are the applicant's strongest attributes?
6. Would you rehire/recommend this person for rehire?
7. Is there anything else you would like to add?

### Personnel Reference Checks

The professional reference check questions are as follows:

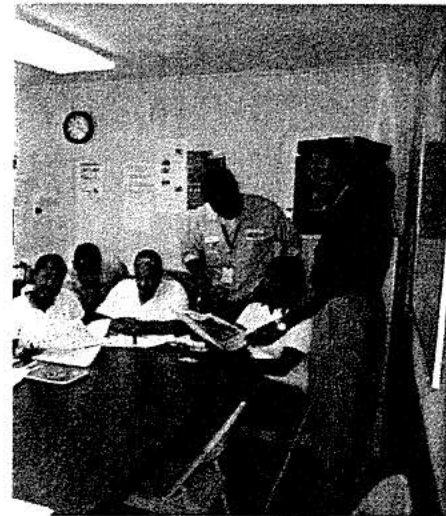
1. What was the working relationship you had with this person?
2. How would you describe their interpersonal skills?
3. What would you say motivated the individual most?
4. What would you say are their strongest attributes?
5. Would you recommend for this position?
6. Is there anything you would like to add?

### CDRL SD-7 Training Plan

Diamond Transportation Services (DTS) is proud to offer a proven training curriculum that exceeds the RFP requirements. All training content is available to be reviewed and approved by WMATA. Providing sensitive transportation to persons with a range of disabilities is central to DTS' training regimen. Included in the training are important customer oriented solutions such as disability etiquette, appropriate language, effective communication strategy, practical crisis and behavioral intervention strategies.

Diamond Transportation's training program will ensure that all paratransit vehicle drivers perform properly and professionally. All drivers will undergo a minimum of 107 hours of training before they are certified to transport WMATA customers. A summary of the total training hours is as follows:

- Classroom [REDACTED] Hours
- Behind the Wheel [REDACTED] Hours
- On the Road Training [REDACTED] Hours
- Final Road Evaluation [REDACTED] Hours
- Cadet Training [REDACTED] Hours
- Total Training Hours 107 Hours



The Key elements of the program will include interactive training and testing on safety procedures such as properly securing wheelchairs and mobility aids and training on defensive driving techniques behind the wheel. DTS's training program provides a comprehensive and rigorous competency based training to ensure that all paratransit vehicle drivers perform effectively and professionally, with the highest standards of safety and customer courtesy.



DTS shall document and provide an annual minimum amount of behind the wheel training for each vehicle operator on an on-going basis to be followed by a formal evaluation of driving skills with the number of hours subject to WMATA review and approval. DTS shall provide annual vehicle operator re-certification for all operators. The number of hours of retraining is [REDACTED] per year.

Driver Training shall further consist of modules covering Diamond Transportation's goals and values, customer assistance requirements, inappropriate behavior, universal precautions, map reading, vehicle orientation, fare structure and collection, manifest reading and completion, accidents and vehicle emergencies procedures, securing wheelchairs and mobility aids using the [REDACTED] Wheelchair and Occupant Restraint System, and defensive driving using the [REDACTED]

An exciting component of the training curriculum is a series of modules designed to prepare drivers to support individuals with a variety of disabilities. DTS has extensive experience in this area and has combined this experience with consultation with professionals in disability services to offer functional training as drivers transport individuals with disabilities to treatment programs, employment, and community activities.

DTS shall retain all records both hard copy and electronic including but not limited to training and retraining records, certifications, and forms. Electronic copies are scanned and kept in a secured location on the DTS server. These files are backed up on an off-site location using Carbonite. A brochure of the Carbonite System is included in Attachment 10.

The classroom portion of the training is broken down into nineteen subject titles. A brief description of each subject is as follows. A matrix summary of classroom hours is included in Attachment 3.

## Initial Training

### Day One (8 hour of training)

#### 1. DTS Employee Handbook and Introduction [REDACTED]

A Classroom Instructor will review and provide trainees with a copy of Diamond Transportation's Employee Handbook, which includes Diamond Transportation's history, goals, values, policies and procedures. At this time, all questions and/or concerns regarding the personnel policies and operating procedures will be addressed. The code of conduct will also be covered in this portion of the training along with the consequences associated with violations of policies and procedures.

#### 2. Federal Regulations [REDACTED]

The Department of Transportation (DOT) requirements vary by state, so this course is to ensure that all trainees have an understanding of areas where the regulations apply

to them. Example includes their Motor Vehicle Record (MVR), DOT Physical, and Criminal Background.

### 3. Sexual Harassment and Inappropriate Behavior [REDACTED]

Harassment-free workplace and inappropriate customer contact training will cover the relevant forms of sexual harassment, their definitions and how to identify them. The sexual harassment session also includes a review of procedures to follow to report sexual harassment and steps to protect themselves from false accusations. Finally the session will review unacceptable behaviors while transporting passengers and the consequences.

### 4. Fatigue Management/Wellness [REDACTED]

This training describes the effects of fatigue, factors leading to fatigue, and the preventative measures to avoid fatigue. Trainees will learn the hours of rest drivers should receive versus the hours worked and understand the positive factor that wellness plays in safely operating a vehicle.

### 5. Drug and Alcohol Policies and Procedures [REDACTED]

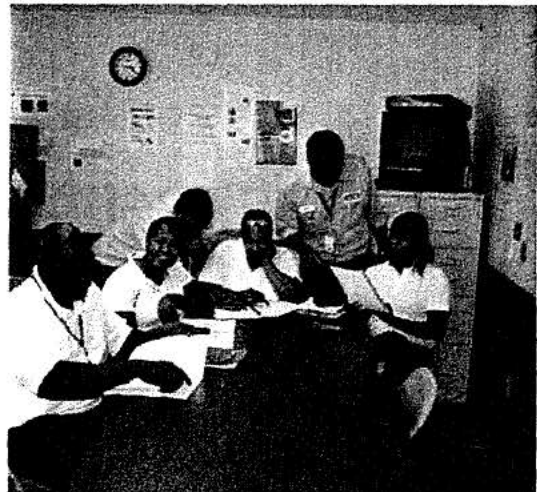
Training will communicate and clarify Diamond Transportation's "Zero Tolerance" for substance abuse and alcohol misuse by reviewing DTS policy and procedures. The training will also assist drivers in recognizing substance abuse problems and offering solutions to those problems. Training will cover the Federal Transit Administration (FTA) and Federal Motor Carrier Safety Administration (FMCSA) Drug and Alcohol requirements as well as the safety sensitive positions that can be subjected to testing, the circumstance in which an employee can be tested, and what controlled substances are subject to be tested.

### 6. WMATA/ Metro Access Policies and Procedures [REDACTED]

The trainer will review WMATA's Metro Access Customer Service Guide. Each trainee will receive a copy. The instructor will explain the purpose and contents of the MetroAccess Service Guide, and will also review the rights and responsibilities of the customers.

### 7. Customer Service/ Courtesy [REDACTED]

The trainer will discuss different real world scenarios that operators may encounter in the field, and the proper handling of each situation. Subjects that will be covered include [REDACTED]



[REDACTED]. Trainees will be informed of their responsibility at all times represent the company by displaying professionalism, courtesy and displaying proper ethics.

**8. Hazard Communications/Railroad Crossings [REDACTED]**

Trainees will be required to memorize and apply a [REDACTED] procedure when approaching a railroad crossing. Also trainees will receive information on the dangers, the commonality of accidents and the precautions at railroad crossings.

Day Two

**1. Sensitivity/ Disability Awareness [REDACTED]**

Part One A qualified professional in disability services will conduct a [REDACTED] class introducing the trainees to the Americans with Disabilities Act (ADA), covering the history and the purpose. Trainees will gain an understanding of the ADA, the importance of safe and courteous customer service and meeting the expectations with regard to passengers with special needs.

Part Two will consist of a [REDACTED] workshop to be conducted by certified trainers on specific steps and techniques in providing courteous, safe, dependable and knowledgeable customer service for customers with various disabilities. Demonstrations will be giving on [REDACTED]

During this course, trainees will receive hands on training including [REDACTED]

A special focus is on [REDACTED]

**2. Sensitivity Training/Human Rights/Confidentiality/Abuse Reporting [REDACTED]**

Building on the previous week's introduction to special needs of passengers with disabilities, this session will focus on effective communication strategies and will also offer training and discussion on behavioral and crisis intervention techniques. Trainees will also receive training on Human Rights regulations, including how to maintain confidentiality. Finally, trainees will learn [REDACTED]

In this training, drivers will also be oriented to [REDACTED]

## Day Three

### 1. Vehicle Orientation [REDACTED]

Trainees will learn the differences between operating a paratransit vehicle and operating a regular vehicle. The trainer will also address the systems of the vehicle, appropriate maneuvering, mirror adjustment, surveying the road, backing procedures and addressing blind spots.

### 2. Skills Course ([REDACTED]). Counts as part of Behind The Wheel Training)

In the second half of this session trainees will receive a hands-on skills course, "Behind the Wheel Training." The course will assist trainees in understanding the spacing of the transit vehicle in relation to fixed objects while in forward and reverse. Trainees will learn the importance of proper mirror adjustment and usage while maneuvering through a practice track with orange cones. Trainees will learn and practice the proper hand placement and techniques to use while turning, as well as effective vehicle placement during turns based on turning radius.

## Day Four

### 1. Door to Door Customer Service [REDACTED]

Trainers will cover the Door to Door procedures, how to recognize locations that are unsafe to perform Door to Door, and reporting procedures. Trainees will learn

[REDACTED]. Various situations are also address including [REDACTED]

### 2. Use of Mobile Data Computers [REDACTED]

Trainees will receive hands on training using a MDC in classroom station. Lesson will include but not be limited to reading electronic manifest, navigation, sending and receiving messages, no shows, arriving and performing pick-ups, drops offs and add on trips.

### 3. Basic First Aid/Accident/Emergency Procedures [REDACTED]

Trainees learn to recognize and care for a variety of first aid emergencies, such as burns, cuts and scrapes, sudden illnesses, head, neck and back injuries, and heat and cold emergencies.

This course also addresses OSHA regulation 1910.1030 dealing with specifically Blood Borne Pathogens. This applies to all occupational exposure to blood or other potentially infectious materials and also covers taking universal precautions as means of exposure control.

Trainees will receive knowledge of the proper steps to take to ensure the safety of themselves and the passengers. Trainees will also learn the accident and incident reporting procedures. The intended outcome of this course is to increase the likelihood that accidents and emergencies will be handled professionally by vehicle operators when they occur.

**4. Map Reading, including GPS [REDACTED]**

Our navigation courses will teach the skills needed to successfully navigate a route and pick up customers on time. Each trainee will receive a [REDACTED]

[REDACTED] Once trainees feel comfortable with [REDACTED] they will be given [REDACTED] Trainer will select trainees to read out loud [REDACTED]

In this section, we review the basics of map reading skills and the general process of symbolic representation used in maps. Trainees will gain knowledge about the types of information (geographical, political, and demographic) that maps can provide. Training will develop skills for using a variety of map tools and features, such as finding locations and getting directions.

**Day Five**

**1. Fare Structure and Collection Procedures [REDACTED]**

Trainees will be informed of the acceptable payment methods and the proper fare collection procedures. The procedures to follow in the event that a customer does not have their fare will also be covered in the session.

**2. Mobile Two-Way and Land Line Communication [REDACTED]**

Trainees will learn to operate a Nextel two-way radio. During this course trainees will review and sign off on WMATA's Electronic Device Policy.

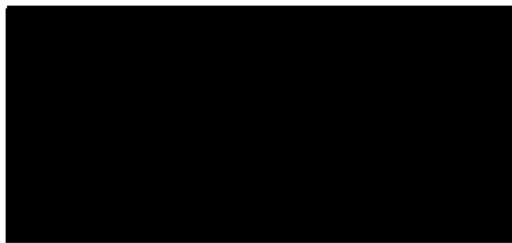
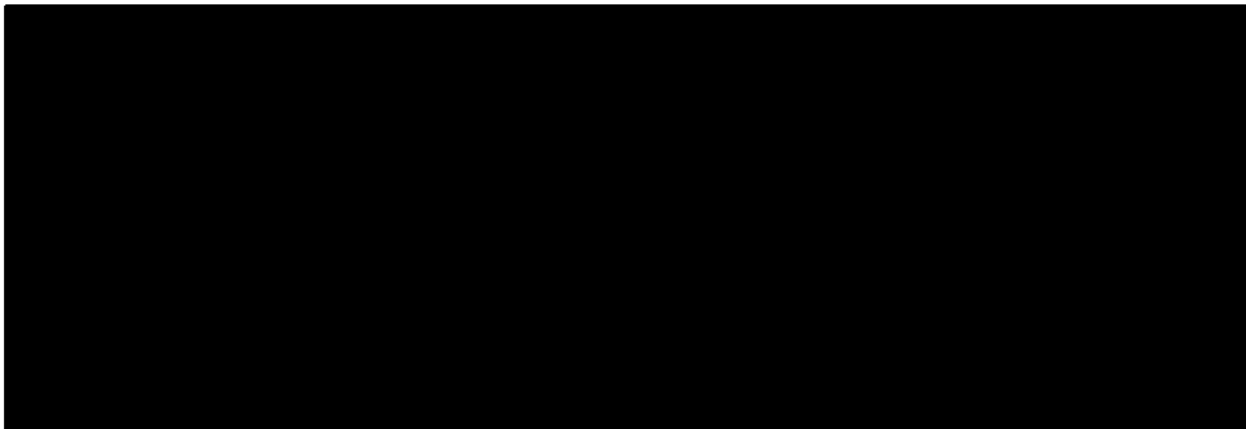
**3. Schedule Reading and Completion [REDACTED]**

Trainees will learn to read and follow a paper/manual manifest and cover sheet. During this session the trainer will [REDACTED]

Trainees will also learn [REDACTED]

**4. [REDACTED] Defensive Driving [REDACTED]**

Trainees will gain knowledge of [REDACTED] to improve driver skills, the causes of collisions, avoiding backing collisions, managing common driving distractions, and how attitude effects driver's actions. [REDACTED] is a proven and effective tool that can be used to help achieve the fleet safety record that DTS sets as a goal. This program is designed to teach experienced (and less experienced) drivers the kind of practical information that really makes a difference in traffic collision avoidance.



For more information on the [REDACTED] refer to Attachment 3.

**5. Introduction to the Bus/Vehicle Inspections [REDACTED]**

In this section, trainees will gain knowledge of the D.O.T regulations regarding the pre-trip and post-trip inspection forms. The importance of performing a pre-trip inspection on the paratransit vehicle at the beginning of the shift and a post-trip inspection at the end of the shift will be emphasized as a DTS safety requirement.

**6. Special Conditions [REDACTED]**

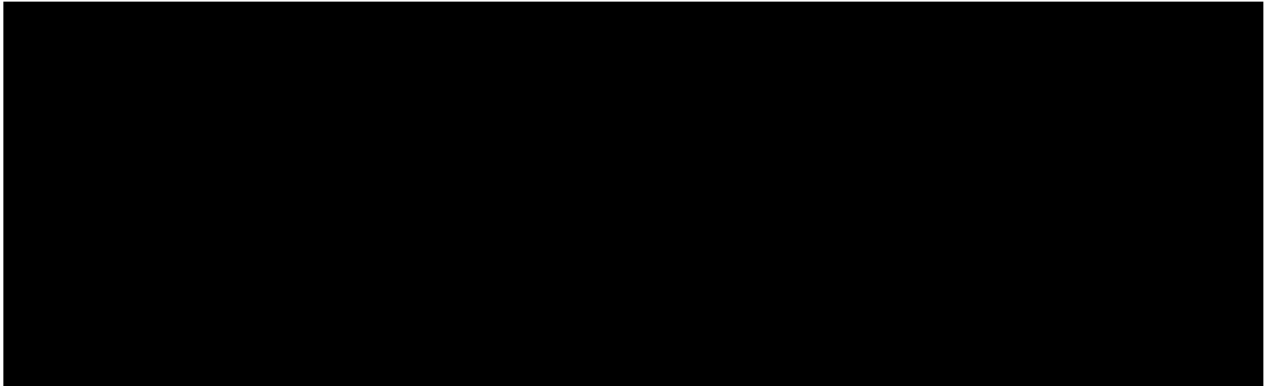
This course gives trainees techniques on how to safely transport passengers in rain, sleet, snow, ice, fog, wind, and other hazardous conditions. Trainees will gain knowledge of [REDACTED]

## 7. DriveCam Systems [REDACTED]

The trainees are informed about the goals and purpose for the DriveCam system. Instruction is given on the operating system, what it is used for and safety implications of DriveCam. Instruction is also given on when, and under what circumstances drivers should [REDACTED]

### Day Six (8 Hours)

#### 1. Final Written Exam [REDACTED]



#### 2. Mobility Securement and Lift Operation [REDACTED]

The [REDACTED] training course is intended to assist in training drivers to safely and properly use the [REDACTED] wheelchair passenger securement system and occupant securement systems. This is a nationally recognized training curriculum. This is combined with hands on training, using the [REDACTED] wheelchair securement system and occupant securement systems. Trainees will receive training on the proper steps when deploying the wheelchair lift. While learning the importance of familiarizing themselves with the mechanisms of the lift, drivers are given intense hands on training on all lift and securement procedures.

[REDACTED] information concerning the [REDACTED] course is included in Attachment 3.

## Beginning Day 6/7

### 1. Behind The Wheel Training [REDACTED]

There are no customers involved in this training. Each student shall go through the entire behind the wheel components. These consist of vehicle maneuvering, following distance, railroad tracks, over hangs, merging, on and off highways, pedestrian and bicycle awareness, special conditions, accident and emergency procedures, backing basics, the [REDACTED], Pre and Post trip Inspection and all other aspects of driving for the MetroAccess system.

### 2. On The Road Training [REDACTED]

Each trainee will receive [REDACTED] of on the road training. This training will consist of observing driving, on the road map reading and directions giving lift operation, mobility device securement, DVR completion, door to door, and service stop training.

### 3. Final Road Evaluation [REDACTED]

Each trainee will undergo a final evaluation, which will test defensive driving skills and terminology, pre-trip and post-trip inspection, wheelchair securement, lift operation, and passenger assistance.

### 4. Cadet Training [REDACTED]

During this training, trainees will run a revenue service route with a cadet trainer present. The trainee is required to drive a total of [REDACTED]. Trainees will be responsible for completing a pre-trip and post trip inspection, following and completing a manifest, performing door to door service, operating a MDC, collecting fares, communicating with dispatch, securing mobility devices and assisting customers. A cadet is expected to drive the entire [REDACTED] of training.

## Retraining

Retraining is provided to the drivers under two separate set of circumstances; annual refreshing training of [REDACTED] and due to a reportable incident involving a MetroAccess vehicle or client.

Annual refresher training is provided to the driver during the [REDACTED] safety meetings that DTS performs. These meetings are mandatory and cover the following topics during the course of the year:

- Defensive Driving
- Wheelchair Securement
- Passing and intersection safety
- Hazardous driving conditions



- Emergency evacuation of vehicle
- Door to door policy
- Fatigue Management
- Sexual Harassment and Inappropriate Behavior
- Backing up Policy

If a MetroAccess policy is violated by the vehicle operator, then retraining is also required. Examples of these violations are as follows:

- Door to Door violation
- DriveCam event that has scored [REDACTED]
- Wheelchair securement incident
- Preventable accident

The retraining sign-off sheet is included in Attachment 3.

### **CDRL SD-8 Maintenance Staffing Levels**

DTS shall be responsible for maintenance, fueling and cleaning of revenue vehicles. DTS shall provide all staffing responsible for providing supported services in accordance with this contract.

DTS shall provide an adequate number of qualified mechanics to maintain the specified vehicles for this project and to respond to defects identified during pre-trip operational inspections and unanticipated vehicle breakdowns. Mechanics shall be legally licensed to operate a paratransit vehicle in the WMATA service area and shall have at least one year of experience maintaining vehicles of similar type.

Attachment 2 contains the current ASE certification records as required by the RFP. All ASE certifications shall be in Automotive (A) series except for entry level technicians. Entry level technicians may count A/C or Electrical certifications from the Heavy Truck (T), Transit (H) or Scholl Bus (S) sequence.

All technicians that work on MetroAccess service delivery vehicles shall hold at least one ASE certification which must be Brakes, AC or Electrical.

All maintenance staff shall have a driving record with the same standards as a vehicle operator.

No technician working on the maintenance staff shall perform Brake repairs without holding an ASE Brake Certification.

No technician shall perform A/C repairs without holding both an ASE Certification and an EPA part 609 certification. Currently the following technicians hold ASE A/C Certification and EPA part 609 certifications:



These certifications are included in Attachment 2. G & M Service Center is being proposed as the contracted maintenance service provider.

### **G & M Company Outline and Structure**

G & M Service Center, Inc. is a full service automotive, truck and bus repair facility for both foreign and domestic vehicles, specializing in fleet maintenance programs and alternative fuel conversions. Established in 1992, G & M Service Center has been providing a wide range of vehicle related repairs from minor (oil changes, tune ups, brakes) to major (complete engine and transmission replacements), and virtually everything else in between. Services are available for the latest type of vehicles on the road where computer system diagnosis and repair are required. Virginia State safety inspections and certified emissions repairs are also available for all types of vehicles.

G & M offers a very comprehensive maintenance program whereby a detailed inspection is performed (preventative maintenance or P.M.) on a regular basis and all recommended services are done within the proper time frame to keep fleet vehicles safe and prevent as much downtime as possible. Additionally, a very thorough vehicle repair history is maintained so that we can follow up on all repairs for quality control. Personalized service has and always will be a part of their business to assure their customers that every effort is made to provide the best possible care to each and every vehicle, whether they are individual or fleet customers.

Another aspect of their business is the conversion and service of alternative fueled vehicles (AFV's) - namely vehicles that operate on Natural Gas or Propane. Starting with a national interest to reduce our dependency on foreign fuels, the economic and environmental benefits were quickly realized, and thus an entire industry developed to service the growing interest. G & M Service Center, Inc. is proud to have been involved from the start in offering this service to both the private and public sector. Well established within the network of conversion equipment manufacturers, G & M has become a distributor of many systems and components of AFV's, to include sales, service, technical support and training.

### **Background of G & M Service Center**

In the beginning, G & M Service Center, Inc. sought to centralize their business within the Capital Beltway area of Northern Virginia so they could better serve the growing customer base already established. Since early 1990, [REDACTED] (president) operated a mobile service truck under the name of G. K. Auto & Truck Works. Business began to grow, and soon it became apparent that a single operator and service truck could not meet the ever increasing work load. With the help of close friend [REDACTED] (Shop Manager) and brother [REDACTED] (V.P.), a strong effort was put forth to have a "centralized" facility to handle the majority of repairs while still offering a mobile service. When a service

center was established in 1992, the name was changed to G & M Service Center, Inc. and still remains at the same location.

More recently, the company has been heavily involved with maintaining a large number of wheelchair accessible vans and buses for Metro Access, a government subsidized program for people with disabilities. G & M is very proud to be able to provide the maintenance for the transportation fleet operating in the Washington Metro area. With each audit and subsequent inspection, G & M has been credited to providing the best maintenance, records, and all follow-up repairs and reports of all the maintenance facilities in the area. This accomplishment reflects G & M's strong desire to be a leader in fleet maintenance.

### **Maintenance Goals**

The company has expanded somewhat since its inception, but still adheres to the original plan to offer a full range of services, to include such specialties as fleet maintenance programs and alternative fuel conversions and repairs. As a result, the company now offers a full line of AFV equipment and services. As G & M grows, services continue to extend too many branches of the federal government, both military and civilian, state and local government agencies, utilities and many private companies.

G & M firmly believes in investing in the future. Strict adherence to only hiring highly qualified personnel, along with purchasing the necessary equipment to perform repairs on the latest vehicles and AFV systems is a top priority. It is a prime example of the company's commitment to providing the service necessary in such a rapidly changing field with ever increasing technologies that challenge the automotive industry. As G & M continues to expand, efforts remain focused on providing the same quality service that has earned a strong following within the community.

### **Company Outline and Structure**

Structure (as of July 2012)

#### **[REDACTED] President and General Manager**

*ASE certifications:* Automobile Technician, A/C and Heating, Steering and Suspension, Brakes, Service Consultant, Alternate Fuels Technician, Transit Bus Technician, Medium/Heavy Truck Technician. *CSA certification:* Certified CNG Fuel Systems Inspector.

#### **[REDACTED] V.P. Business Development**

*ASE certifications:* Automobile Technician, Engine Performance and Advanced Level, A/C and Heating, Brakes, Steering and Suspension, Alternate Fuels Technician, Medium/Heavy Truck Technician

[REDACTED] **Mechanic, Assistant Manager**

*ASE certification:* Service Consultant. MACS certificate for A/C

[REDACTED] **Office Manager, Bookkeeper**

[REDACTED] **Master Mechanic, Assistant Shop Supervisor**

*ASE certifications:* Automobile Technician, Brakes, Steering and Suspension, A/C and Heating

**ASE Certifications for G & M Service Center**

DTS currently uses three mechanics that are at the "B" level. "B" level mechanics shall require a minimum of two ASE certifications one of which shall be for brakes. These "B" level mechanics are as follows:

1. [REDACTED] 30 years experience
2. [REDACTED] 30 years experience
3. [REDACTED] 9 years experience

Additionally, each technician at the "B" level shall attend the Braun technician webinar at least twice a year

DTS currently uses three mechanics that are at the "A" level shall require at least three ASE certifications including Brakes and AC. Technicians at the "A" level shall have at least five years of total technician experience and in addition shall have the EPA Part 609 certification. Currently these mechanics are the same as the "B" level; [REDACTED]

The lead technician on this project shall be [REDACTED]. The lead technician must hold at least four (4) ASE certifications including Electrical, Brakes and A/C and shall have a minimum of seven (7) years of total technician experience. [REDACTED] has holds four (4) certifications and has nine (9) years of total technician experience. Attachment 2 includes [REDACTED] resume' and ASE certifications.

The lead supervisor on this project shall be [REDACTED]. Any lead supervisor on the MetroAccess project shall meet the same qualifications as Lead technicians and have served in a Lead capacity for at least one year. In addition [REDACTED] holds an ASE L1 certification, an ASE Master Tech certification and has thirty (30) years in a leadership role to bring to the MetroAccess service. [REDACTED] has been a lead supervisor for G & M Service Center during two (2) contract terms while DTS held service delivery contracts. The first period was 1994 to 2000 and the second period was 2006 through 2012. Attachment 2 includes [REDACTED] resume' and ASE certifications.

The maintenance manager on this project shall be [REDACTED] meets the requirement of at least ten (10) years of technical experience with at least five (5) years in a leadership role. [REDACTED] the vice-president of G & M Service Center. As previously stated G & M has worked through two contract periods with DTS as a prime contractor and as a sub-contractor for the MetroAccess service. [REDACTED] holds an Associate's Degree in the field of business management. In addition [REDACTED] holds an ASE L1 certification as well as an ASE Master Tech certification. Attachment 2 includes [REDACTED] resume and ASE certifications.

## **CDRL SD-9 Facility Plans**

DTS has used facilities that have historically met the requirements of WMATA; and we shall do so for this contract. DTS is proposing facilities that shall include inside garage with vehicle bays and sufficient area to allow DTS room for a maintenance area, parts storage area, revenue vehicle cleaning and servicing area, building, shop area, grounds, administrative offices, classrooms for training use, vehicle parking lot, vehicle operator area, and a vehicle operator report area.

DTS is a current MetroAccess provider. DTS operates the MetroAccess service out of its Springfield, Virginia facility located on Highland Street, Springfield, Virginia. This facility is ideally located to minimize dead head time to the driver's first pick up and their last drop off.

DTS is proposing three (3) options to WMATA for the continued operation of the MetroAccess service.

### **Option #1 Highland Street, Hill Park Ct. and Backlick Rd.**

Option #1 is a proposal to combine the current DTS facilities with the Backlick Road Facility that is being provided by WMATA. DTS is the ideal candidate to provide this combination of facilities for the MetroAccess service due to its current network of contracted providers. There is no maintenance facility located at Backlick Road. DTS can shift some of its drivers to that facility and maintain the fleet using their maintenance contractor, G & M Service Center.

The current DTS facility operates on a campus of buildings including 7307 A and C Highland Street, Springfield and 7311 -B Highland Street, Springfield, Virginia.

### **7307 A Highland Street, Springfield, Virginia.**

This is a dedicated space for MetroAccess. This is the 1,800 square foot space DTS is currently using. An aerial of the Highland Street facility is included in Attachment 11. 7307 A Highland is centrally located within the service area. It has superb access to I-395 off Edsall Road. Easy access to the Fairfax County Parkway, I-495 and I-95 is available with it being strategically located inside the "mixing bowl." The following offices that will be

dedicated to the MetroAccess service at 7307 A Highland Street, Springfield, Virginia. The floor plan for this facility is also included in Attachment 11.

- Administrative offices
- Drivers Room
- Driver Training Room
- Storage Room



**7307 C Highland Street, Springfield, Virginia**

This facility is a separated from 7307 A Highland and houses the administrative staff offices of the Division Chief, [REDACTED] and the business manager, [REDACTED]. It also has the incoming phone lines for DTS and the call center for the DOT, Arlington STAR, Guaranteed Ride Home and Arlington Community Services Board contracts.

The space in this office is approximately 1,800 square feet.

Administrative offices (Corporate)

**7311 B Highland Street, Springfield, Virginia**

Light duty maintenance office and parking

**Parking Facility A**

The parking facility is located adjacent to the DTS offices. This lot is paved, fenced in and well lighted. It has parking for approximately fifty (50) vehicles.

**Parking Facility B**

The parking lot that is located at the intersection of Steel Mill St. and Highland St. It is outlined in Attachment 11 which is a satellite photo of the DTS facility on Highland St.



**Parking Facility C**

The employee parking located adjacent to the DTS building at 7307 A and 7307 C Highland St.

**Additional Maintenance Facility 7902 Hill Park Ct., Lorton, Virginia**

DTS is also proposing to place into service an additional maintenance garage that provides



additional shop, storage space. The shop is 2,000 square feet. The office space and storage areas are 1,100 square feet.

There is an additional ten (10) spaces inside a fenced in area to provide secure parking for vehicles that are being maintained. This space plat is included in Attachment 11.

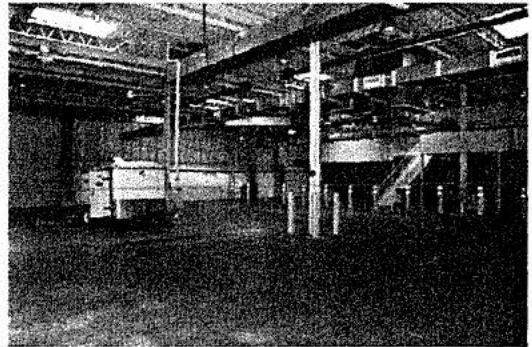
### **Backlick Rd. Facility**

As part of Option #1, DTS is proposing to operate fifty (50) vehicles from the Braddock Road facility. This option would include the additional maintenance facility located on Hill Park Court.

### **Option #2 Backlick Road and 7900 Hill Park Ct.**

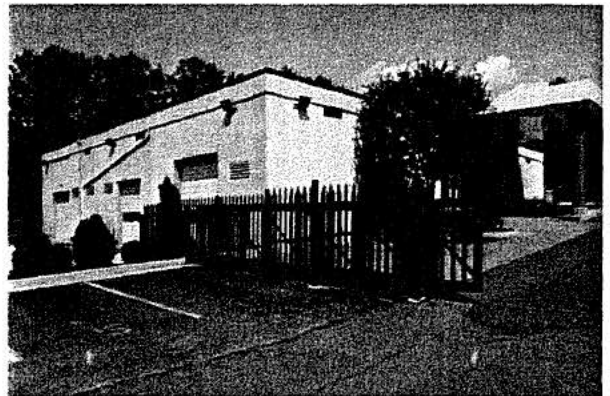
#### **7900 Hill Park Ct., Lorton, Virginia**

This is a free standing building, renovated in 2003 with secured parking with 16,115 square feet of outside storage. This facility was built out as a large commercial auto repair facility and car insurance/accident claims center. There is 14,420 square feet inside the facility.



There is a drive through which is ideal for pull outs and pull in. There is parking for forty (40) vehicles outside and another twenty (20) vehicles inside. The parking lot is fenced, well lit and secure. A complete description of this property is included in Attachment 11. The property can be built out to house the following attributes:

- Vehicle lifts
- Wheelchair lifts maintenance and Inspection
- A controlled access storeroom
- Wash Bay
- Dedicated parking area for Vehicles
- Bulk Fluids delivery system for Oil, ATF, and Coolant
- Waste Oil bulk tank
- EPA approved battery storage area for both new and old batteries
- Administrative Offices
- Driver Area



Note that this space is available at the time of submission of this RFP and may or may not be available when the contract is awarded.



## **Backlick Rd. Facility**

As part of Option #2, DTS is proposing to operate fifty (50) vehicles from the Braddock Road facility. This option would include the additional maintenance facility located on Hill Park Court.

The combination of the Lorton Facility and the Backlick Road facility would give DTS a centrally location combination of facilities that would enable DTS to meet the demand needs of the MetroAccess service. The Backlick Road facility can serve, Virginia, DC and Maryland. The Lorton facility can serve areas of Fairfax County along the Route 1 corridor along with easy access to the Fairfax County Parkway in order to send the vehicles to the Western part of Fairfax County.

## **Option #3 Giles Run Road**

DTS has identified a facility located at 10109 Giles Run Road, Lorton, Virginia. This facility is a high-end industrial project in Northern Virginia just twenty (20) minutes from Washington, DC during non-rush hour movements. This facility is Fairfax County Zoned I-6 Industrial. The facility is strategically near Fort Belvoir on Route One. It is under two (2) minutes from the north entrances to Interstate Route 95. A full description of this facility is included in Attachment 11. Suite A, Office is 2,700 square feet and the shop is 2,300 square feet

**Parking.** In Attachment 11 there is a lay of the parking facility with parking included in AA and BB. The parking in AA is for seventy-five (75) spaces. This represents 47,000 square feet of parking. The parking in BB is for twenty-two spaces and 6,500 square feet.

**Fueling.** Fueling can be provided at this location.

The maintenance facility has 14 foot front and rear overhead doors with twenty-four (24).

DTS will provide an itemized list of all proposed facility related equipment, to include quantities, salient characteristics, make, model numbers, product life cycles and descriptive literature.

DTS is proposing off-site maintenance with Option #1. Option #2 will provided a complete maintenance facility where maintenance can be provided for vehicles at the Backlick Road facility.

For Option #1, DTS will provide a minimum maintenance facility capable of minor. This facility will be located at 7311 - B Highland St. Wiper, bulb and other light minor duty maintenance will be provided.

DTS shall be responsible for utilities associated with operations and maintenance facilities. Each maintenance facility shall include but is not limited to the following functions:





- Vehicle lifts
- Wheelchair lifts maintenance and Inspection
- A controlled access storeroom
- Wash Bay
- Dedicated parking area for Vehicles
- Bulk Fluids delivery system for Oil, ATF, and Coolant
- Waste Oil bulk tank
- EPA approved battery storage area for both new and old batteries

Below is an analysis of proximity to service demand, location, size, safety, security, space consideration and proposed layout.

### **Service Demand**

Option #1, which is the Backlick Rd and Highland Street combination facility, is the most centrally located of the options that DTS is presenting to WMATA. These facilities give DTS the ability to service DC, Maryland and all locations from a central location in the heart of Fairfax County, Springfield, Virginia. In terms of demand this location combination ranks first.

Option #2, combines a facility in Lorton which has its own maintenance, but the Lorton facility is placed beyond the mixing bowl of I-395, I-495 and I-95. Dead head time back to this facility might be problematic due to its location on the south side of the mixing bowl. With the service demand primarily in DC and Prince George County, this combination ranks second.

Option #3 is located the furthest from the service demand and is therefore ranked #3.

### **Location**

Option #1 is centrally located in the Central Springfield area.

Option #2 is a combination of Backlick Rd. which is centrally located and Lorton which is south of the central service area.

Option #3 is the weakest location being offered in terms of the distance between the facility and the demand.

### **Size**

The DTS facility proposed in Option #1 is the smallest of the three options in terms of office space. However, with the addition of Parking Lot B and Parking Lot C, DTS is providing enough parking to facilitate the specifications of the contract in terms of employee and revenue vehicle parking. DTS is also proposing to pave the Lot B parking area and repair the fencing which will allow for more parking spaces.



Option #2 gives DTS more space in terms of a maintenance facility, but less overall parking.

Option #3, although this is weak in terms of location it is the largest of the three options.

**Safety**

All three locations provide a safe working environment for the employees of DTS.

**Security**

Option #1 has a secured fenced. The buildings located at 7307-A/7307-C are also wired for secured entrance. The Backlick Rd. facility is fenced in and secured.

Option #2 has a location on Hill Park Ct. This is the former Progressive Insurance building. This facility is secured with a fence surrounding the entire parking portion of the facility.

Option #3 has security on the building. The parking lot is fenced in.

**Space considerations**

**Option #1**

7307 A Highland St, Springfield, VA	1,800 square feet
7307 B Highland St., Springfield, VA	1,800 square feet
Parking Lot A, Springfield, VA	30 spaces
Parking Lot B, Springfield, VA	50 spaces
Parking Lot C., Springfield, VA	30 spaces
7902 Hill Park Ct.	6,400 square feet and 10 parking spaces
G & M Service Center	3,600 square feet
Backlick Rd. Facility	50 parking spaces

**Option #2**

7900 Hill Park Ct, Lorton, VA	14,420 square feet
7900 Hill Park Ct., Lorton, VA	40 Outside parking spaces.
7900 Hill Park Ct., Lorton, VA	20 Inside parking spaces.
Backlick Rd., Facility	50 parking spaces

**Option #3**

10109 Giles Run Rd., Lorton, VA	7,800 square feet office space
10109 Giles Run Rd., Lorton, VA	200 parking spaces
10109 Giles Run Rd., Lorton, VA	Above ground fuel tank

## Proposed layout

Options #1, 2 and 3 proposed layouts are included in Attachment 11 for all facilities.

## CDRL SD-10 Safety Plan

### Diamond Transportation Management Safety Policy

Safety is the highest priority of DTS for its passengers and vehicle operators. The management of DTS is committed to providing employees with all needed equipment to ensure a healthful workplace. DTS safety policy requires that employees report unsafe equipment and or conditions and do not perform tasks, if the equipment or work station is considered unsafe. Employees must report all accidents/incidents, injuries, and unsafe conditions to their supervisors. No such report will ever result in retaliation, penalty, or other disincentive.

Employee recommendations to improve safety and health conditions will be given thorough consideration by DTS. Management DTS will dedicate the financial resources for the correction of unsafe equipment and or conditions. Management will promote and encourage safe behavior at all times and in all circumstances. DTS will accomplish this safety environment by correct and safe activity, and by sanctioning through progressive discipline against those who willfully or repeatedly work in an unsafe manner.

Disciplinary action will take the form of

1. Written warning or,
2. Written warning and suspension without pay or,
3. Termination of employment.

Management reserves the right to terminate the employment of any employee at any time for violation of company policies.

Management will participate in establishing and maintaining an effective safety program which will include the following steps:

- Holding all management and supervisory staff accountable for their safety responsibilities in their respective departments, jobs, crews or workplaces;
- Providing safety and health education and training as needed; and
- Reviewing and updating workplace safety policies, practices and performances when appropriate.

This policy statement serves to express this company's commitment to and involvement in providing our employees a safe equipment and healthy workplace. DTS's workplace safety and health program will be incorporated as the standard of practice for our organization.

Compliance with these safety practices and/or those of any regulatory agency will be required of all employees as a condition of continued employment.

## Responsibilities

### Safety Manager/ Division Managers

- Ensure that safety policy is adequately budgeted for the department, job, etc.
- Communicates safety policy practices regularly within the department.
- Attend departmental and company-wide safety meetings.
- Formally recognize outstanding safety performance by operators/all personnel.
- Assist the safety manager/division manager or any other personnel with the safety policy process as needed or as requested. This can include formal vehicle inspections and worksite periodic inspections.
- Uphold and enforce all known safety practices. Ensure new-hire orientation is given to new employees, and is followed up before an operator is put into revenue service.
- Ensure employees are given training that includes safety policy/practices on all equipment.
- Personally conduct--or designate qualified personnel to conduct-- regular inspections of all vehicles.
- Conduct frequent (daily) work discussions prior to the start of work that include safe messages and practices.
- Uphold and enforce safety policy. This includes influencing safe behavior by positive reinforcement such as recognition of operator's safety performances, and/or gifts, awards for safe behavior. Enforcement action can also influence safe behavior when applied towards workers who blatantly perform unsafe acts, or who continually perform in an unsafe manner
- Investigate all incidents and take immediate corrective action to prevent re-occurrence
- Provide safety meetings (monthly) on a regular basis and require attendance of all workers

### All Employees

- Must follow safe work practices, and if they are unsure of what is the correct/safe way to perform a task or a job, they are to ask their safety manager/division manager, or supervisor.
- Required to immediately report all unsafe acts accidents or incidents to the Call Center, Base supervisor, safety manager, and division manager. This includes reporting unsafe behavior of other workers, if these workers are approached and

remain unwilling to correct their unsafe actions or conditions corrective action will follow.

- Must uphold the safety policy this company has established.
- If injured on the job, or become ill, immediately inform their supervisor, or manager.
- Zero tolerances related to DTS's Drug and Alcohol Policy will be enforced.
- Any accident/incident that is preventable will be addressed with safety points and or corrective action.

### **Equipment Analysis**

- All vehicles need to be inspected on a regular basis to ensure safety practices and healthy conditions. For the most part, these inspections are to be conducted by the maintenance supervisor/maintenance administrator or his/her qualified designee. Each inspection may not be required to be formal (written) although regular written completed inspections will be expected. Safety review involving the purchase of new equipment parts for repair as to ensure that safety of all equipment.
- DTS will include the assessment of the vehicle and any defects as to avoid injury or illness.
- If approached by vehicle operators who appear to have a true concern regarding a safety or health issues, supervisors or managers need give proper attention to the matter.
- All incidents (this includes property damage, equipment damage, incidents involving injury or illnesses, and near-miss type incidents) must be investigated. In most cases, the department, division manager/safety manager or supervisor will complete this investigation. Managers will be involved as necessary or when requested.
- Incidents that involve injury and illnesses will be evaluated and analyzed for trends, common causes, and patterns so as to prevent further incidents.

### **Hazard Prevention and Control**

- Safety policy practices will be developed and employees will be trained on using these safety practices to avoid injury and illnesses. This may include the implementation of task or job hazard analyses.
- SAFE will be provided as necessary, and its use enforced by supervisory and management staff.
- Vehicle, and Equipment, etc., need to be maintained in good working order by a continued preventative maintenance process.

- All workers will be made aware of workplace emergency procedures. Training on this process will begin at orientation. Drills will be conducted periodically to assist in making all workers aware of the procedures in the event of an emergency such as accident/incident fire or explosion.

## **Safety and Health Training**

### **Safety and Health Orientation**

The Safety Policy is reviewed during the initial training initial employment or job transfer. Each employee should have access to a copy of the written safety policy program, through his or her supervisor, for review and future reference, and will be given a personal copy of any safe or safety policy or its practices and procedures pertaining to his / her job. Supervisors will question employees and will answer employees' questions to ensure knowledge and adequate understanding of safety policy practices, policies, and job-specific procedures. Supervisors are responsible to inform all employees that compliance with the safety policy work practices is required.

### **Job-Specific Training**

- Managers, and supervisors shall receive basic safety and health training as it relates to their positions
- Training Department will initially train employees on how to perform assigned job tasks safely.
- Supervisors will carefully review with each employee any specific safety policy, practices, and procedures that are applicable.
- Training manager/training staff will observe employees performing the work. If necessary, the training department will provide a demonstration using safety policy and practices, or remedial instruction to correct training deficiencies before an employee is permitted to do the work without supervision.
- All employees will receive safe operating instructions during training on seldom-used or new equipment before using the equipment.
- Supervisors will review safety practices with employees before permitting the performance of new, non-routine, or specialized procedures.

### **Periodic Retraining of Employees**

All employees will be retrained periodically on safety policy and practices, policies and procedures, and when changes are made to the written safety program.



If necessary, individual employees will be retrained after the occurrence of accident, incident or a work-related injury caused by an unsafe act, or when a supervisor observes employees displaying unsafe acts, practices, or behaviors.

### **First Aid and Medical Assistance**

DTS will provide adequate first aid supplies and /or an adequate first aid kit available on each vehicle and at each base location. Employees who receive work related injuries or illnesses will be given immediate attention in regards to the nature of their injury or illness.

### **Accident/Incident Investigation**

#### **Incident Investigation Procedures**

The operator will contact the call center, local base who will then notify the safety manager. The road supervisor will be dispatched to the location of the accident/incident and a complete investigation of the occurrence will take place. Accidents/Incidents can include property damage, near misses and workplace injuries and illnesses. These investigations are to assess the nature and the cause of the incident, not to place blame on personnel. Supervisors will investigate incidents using procedures that include:

- Implement temporary control measures to prevent any further injuries to clients/employees or damage to equipment or property or the public.
- Review the equipment, operations, and processes to gain an understanding of the accident/incident situation.
- Identify and interview each witness and any other person who might provide clues to the causes.
- Investigate causal conditions and unsafe acts; make conclusions based on existing facts.
- Complete the accident/incident investigation report.
- Provide recommendations for corrective actions.
- Indicate the need for additional or remedial safety training, if needed.
- Investigation of safety related reoccurring events.
- Drug and Alcohol abuse program.

Incident investigation reports must be submitted to the designated safety manager/division manager personnel as soon as possible after the incident.



## Incident Report Form

The incident report form will be on a WMATA approved format for the supervisor to complete in a timely manner. The OSHA 301 "Injury and Illness Incident Report" form shall be completed if there is an injury to an employee. This form is included in Attachment 6. To correctly assess the nature and causes of the incident, the form will contain questions such as

- What was the employee doing just prior to the Accident/incident
- Were there any witnesses? What were their names? Did the witnesses provide statements of the incident?
- What happened? ("Rear-ended by adverse vehicle while at red light", "Client fell to knees while boarding vehicle")
- What part of the vehicle was damaged (any client's injuries.) What was the nature of the injury?
- What was the object or substance that directly harmed the employee (if substance/object is known)?
- Was the accident injury fatal?

## Record Keeping Procedures

The company will control and maintain all employee accident/incidents and injury records. Records are maintained for a minimum of [REDACTED] years following the end of the year to which they relate. The data on the Injury and Illness log and posting of the Summary of Work-related injuries and illnesses will be in accordance with government regulations. The following will be included in the record keeping process:

- Log of Work-related Injuries and Illnesses (OSHA form 300)
- Summary of Work-related Injuries and Illnesses (OSHA form 300A)
- Incident investigation reports (OSHA form 301 or similar)
- Workers' Compensation Notice of Injury
- Accident will be place on DTS accident/incident form

## Safety Committee

### Safety Committee Organization

- A safety committee is established as a management tool to recommend improvements to the safety programs and to identify corrective measures needed to eliminate or control recognized safety issues or hazards.
- DTS Safety committee will include, but not limited to Insurance Agent, safety manager, division manager, employer representatives.



### Responsibilities

- The DTS safety committee will be responsible for [REDACTED]  
[REDACTED]  
[REDACTED]
- The safety committee will be responsible for [REDACTED]  
[REDACTED]  
[REDACTED]
- The DTS safety committee will be responsible for [REDACTED]  
[REDACTED]  
[REDACTED]
- The safety committee will be responsible for [REDACTED]  
[REDACTED]  
[REDACTED]
- Safety committee members will [REDACTED]  
[REDACTED]  
[REDACTED]
- DTS Management will [REDACTED]  
[REDACTED]
- [REDACTED]
- [REDACTED]

### Meetings

- DTS Safety committee meetings are held [REDACTED] and more often if needed.
- All safety committee records will be maintained for not less than [REDACTED] calendar years.

### Fatigue Management

Vehicle operator fatigue is a concern of DTS, and its management requires specific strategies. DTS establishes specific limits on the hours per day and consecutive days a driver is permitted to work within the Metro Access system. The policy requires training for employees, dispatchers and supervisors; and monitoring mechanisms through the OCC and Payroll Department to ensure vehicle operators do not work excessive hours. Management controls include the proper planning, scheduling and tracking of drivers working in the system.



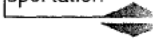
The purpose of this procedure is to ensure the Safety of the Operation by requiring that drivers not work excessive hours and that they receive adequate rest between shifts. DTS Management monitors the hours worked per day and the consecutive days worked per week for all vehicle operators.

### Policy Procedures

#### General

The following guidelines established and must be followed at all times by each MetroAccess service provider. The specific policy is as follows:

- DTS Drivers will be on duty a maximum of [REDACTED] hours per shift. Driver's Stand By time must be included in this calculation.
- Drivers must have a minimum of [REDACTED] hours between shifts.
- Drivers will not be scheduled in revenue service for [REDACTED] consecutive days. However, if a driver is called due to an emergency to work [REDACTED] consecutive days they will not be permitted to return to revenue service until they receive a [REDACTED] hour break. Driver's standby times are to be included on the consecutive days worked calculations.
- All DTS window dispatchers will receive reasonable suspicion drug/alcohol training as these are the same symptoms that drowsy driver's exhibit. Window Dispatchers are subject to annual retraining.
- Window Dispatchers will ask each driver if they are rested, alert and ready for work each day before their shift and will only assign work to those that answer affirmatively. Those that do not answer affirmatively will be sent home, as well as those who refuse to answer the question.
- OCC dispatch supervisors will comply with these hours of service procedures when conducting same day "trip movement." They will also receive training on these standards and practices along with all provider window dispatchers. If the route needs to be ended early due to a driver reaching their maximum hour limit, the dispatch manager or supervisor on duty will [REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]



- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]

**Administration**

DTS Management staff will ensure that each provision listed above is completely tracked and a specific process is in place to ensure that Drivers are not assigned to work days/hours beyond the requirements set forth in this policy.

The process shall be set forth in writing, and all staff involved in the assignment of Drivers to routes is trained thoroughly in this process. The process should at a minimum include:

1. [REDACTED]
2. [REDACTED]
3. [REDACTED]
4. [REDACTED]
5. [REDACTED]

**Safety and Security of Vehicles**

To the extent feasible DTS shall segregate the parking of revenue vehicles from that of personal vehicles.

It is understood that the interaction between these two groups of vehicles presents increased opportunity for accidents, injuries and other issues including potential disruption of service operations. However, DTS has developed a safe and efficient methodology of dispatching vehicles at the beginning of each shift.

DTS is submitting in a specific daily operations plan indicating how the interaction between personal vehicles and revenue vehicles shall remain separated at all times. DTS currently operates three (3) parking lots.

- Lot A. This is the fenced in lot which is known as the "Bull Pen." Vehicles are parked in this lot which is fenced, well lighted and secure. Vehicles are pulled from this lot to the starting pull out line each morning.
- Lot B. This lot is fenced without a closing loop to the fenced lot. Vehicles are pulled out of spaces on this lot to the pull out line each morning. Employees then park in these spaces.
- Lot C. This is the employee parking lot located next to the DTS offices at 7307 A & C Highland St. Employees shall park in these spaces before going to the pull out in Lot B.

To the extent feasible a one-way traffic pattern shall be developed that enhances the efficient operations of vehicles during both deployment and retrieval. This feature shall enhance safety and enables a more standardized daily condition monitoring process. Therefore, to the extent possible all traffic flow will be one way.



DTS is proposing that all its locations have twenty-four (24) hour coverage. Any location without 24 hour coverage shall ensure that all revenue vehicles are secure behind fence and locked gate or secured inside a locked shop whenever the property is unattended.

DTS shall meet or exceed all statutory and WMATA guidelines for Safety and Environmental, OSHA, and EPA and in accordance with WMATA's SSPP.

## **CDRL SD-11 Vehicle Inspection Plans**

DTS shall conduct a safety inspection on every vehicle each calendar month regardless of the number of miles operated. The inspection will be performed using an (I30) checklist. Please see Attachment 12. The inspection checklist is approved by WMATA. WMATA reserves the right to change the format or form of the checklist during the contract period without additional consideration.

WMATA reserves the right to perform at any time a 100% quality assurance inspection of the vehicles, either by WMATA personnel or via the use of a third party contractor. DTS may be present during inspections, and to offer documentation of any disagreement(s) with the third party inspector; however, WMATA's determination will be binding on DTS.

A list of defects will be provided to the DTS and must be repaired/replaced/ within 30 days or prior to returning the vehicle to service. DTS shall repair any safety defects prior to returning any vehicle to service. DTS is proposing the use of Dossier Fleet Management Information for its fleet maintenance management information system.

DTS shall maintain and affix decals, MetroAccess logos, striping, and bumper placards to the vehicles before placing them in revenue service and remove same from the vehicles when the vehicles are returned to WMATA at the end of their useful life. WMATA will provide the decals, logos, striping, and bumper placards for vehicles being placed into service for the first time. Only WMATA provided decals, logos, striping and bumper placards are allowed to be placed on the vehicles. All other advertising is prohibited.

DTS shall meet the requirement continuously at all locations where dedicated vehicles are garaged and/or in service.

DTS shall ensure that all vehicle maintenance data be accurately entered into the fleet management information system chosen by the DTS and approved by WMATA, in an accurate System for the MetroAccess service. All maintenance staff shall be required to enter the data for their work. It is expressly understood that all vehicle maintenance records must be continuously available and are subject to review by WMATA at any time."

DTS shall be solely responsible for the cost of all repairs. DTS shall be required to make all necessary repairs to restore and maintain standards for any vehicle found to be out of compliance with requirements.

In the event any dedicated vehicle is operated beyond the four-year life expectancy established by WMATA, DTS may be entitled to reimbursement by WMATA should there be the failure of a major vehicle component. DTS may request reimbursement for the replacement of major components subject to review and approval by WMATA in advance.

Any vehicle that has been in service less than four years, and requires replacement of a listed major component, DTS shall ensure that such replaced components attain the expected lifespan in miles for the stated component.

Should any major component of any vehicle that has exceeded four years of service require a subsequent replacement of the same component (previously replaced), DTS shall be reimbursed on a pro-rata basis. The pro rata basis will be determined by the percentage of the expected component lifespan in mileage actually achieved.

The key to the vehicle inspection plan is the Daily Vehicle Inspection (DVI). The DVI is performed by the drivers before and after each shift. An example of the DVI is included in Attachment 12.

The DVI shall consist of inspection of the following items:

- Tires and wheels are inspected including, tire condition, wheels, rims and lug nuts.
- Vehicle Glass is inspected, including windshields, mirrors and emergency windows.
- Vehicle lighting is inspected, including headlights, clearance lights, brake lights, turn signals, backup lights, back up alarm and emergency 4 way flashers.
- The vehicle interior environment is inspected including, air conditioner (front and rear), heater (front and rear) and defroster.
- The brakes are inspected, including brake pedal and parking brake.
- Safety items are inspected, including first aid kit, triangles, orange traffic cones, fire extinguisher, vehicle accident packet, body fluid kit and seat belt cutter.
- The wheelchair lift is inspected, including leakage, proper electronic operation, operation, interlock.
- The number of lap belts and tie downs are inspected, and the tie downs are verified as operable.

Other inspection items include seats, seat belts, two way radios, DriveCam, MDT, windshield wipers, windshield washer operational, horn, passenger door, valid registration, valid proof of insurance, valid state inspection and license plate.

DTS shall conduct a safety inspection each calendar month of every vehicle regardless of the number of miles operated. The inspection will be performed using an I30 checklist. Please see Attachment 12.



## Other inspection forms

### 1. Daily Fluid Check Sheet.

An example of this checklist is included in Attachment 12. The Lot Attendants check the items on this list on a daily basis. The Lot Attendants check the following items on a daily basis:

- a. Engine Oil
- b. Transmission Fluid
- c. Coolant
- d. Power Steering Fluid
- e. Washer Fluid
- f. Antifreeze

### 2. Weekly Exterior Cleaning Checklist (Vehiclean)

The lot attendants check vehicles for exterior cleaning and complete the weekly exterior cleaning checklist included in Attachment 12. DTS hires an outside cleaning company to clean the exterior of the MetroAccess vans and lot attendants clean the inside. This checklist includes the following items:

- a. Wash exterior and rims
- b. Interior glass
- c. Dash

### 3. Daily Cleaning Log (Lot Attendants)

The lot attendants make sure that the vehicles are cleaned according to specifications on a daily basis. Attachment 12 includes the daily cleaning log. Items that are checked daily are as follows:

- a. Sweeping of floor
- b. Removal of trash
- c. Dusting of seats
- d. Dusting of dash

### 4. Monthly Cleaning Log (Lot Attendants)

The lot attendants make sure that the vehicles are cleaned on a monthly basis according to specifications for monthly cleaning. Items that are checked on the monthly cleaning log, (see Attachment 12) are as follows:

- a. Floor
- b. Interior
- c. Wipe down stanchions

- d. Wipe down ceiling
- e. Glass dash
- f. Note damages

#### 5. I-30 Safety Related Checklist.

The I30 check list is completed by the Lot Attendants every 30 days or at PM whichever comes first. This checklist is designed to make sure that each vehicle has the proper safety equipment which is checked on a monthly basis. The I30 checklist is included in Attachment 12. Items inspected are as follows:

- a. Mirror decals
- b. Customer bill of rights
- c. First aid kit
- d. Blood born pathogen kit
- e. Triangles
- f. Radio disconnected
- g. Safety cone
- h. Fire extinguisher
- i. Tires
- j. Brakes
- k. Parking brake
- l. Horn
- m. Lights
- n. Wheelchair lift operation
- o. Back up alarm
- p. Engine leaks
- q. Exhaust leaks
- r. Seat belts
- s. Air conditioning operation (front)
- t. Air conditioning operation (rear)

Defects are noted and the vehicle is scheduled for inspection and repair by the DTS shop. The Repair and date of repair are also placed on the I30 inspection checklist.

#### 6. Pre Audit Safety Inspection Checklist

The Pre Audit Safety Inspection Checklist is prepared prior to the third party vehicle inspection currently being performed by FleetPro. A sample Pre Audit Safety Inspection Checklist is included in Attachment 12. The Pre Audit Safety Inspection Checklist includes the following items:

- a. ABS, air bag and check engine light
- b. Wipers/washers
- c. Horn
- d. Parking brake



- e. Lift interlock operation
- f. HVAC system
- g. Safety equipment
- h. Vehicle lights
- i. Tires
- j. Brakes
- k. Steering/suspension
- l. Wheelchair lift operation

The Lot Attendant makes notes about any defects found, and the vehicle is scheduled for repair accordingly.

### **CDRL SD-12 Registration, Inspection, and Violation Work Plans**

DTS shall provide labor to complete all required vehicle registrations, governmental, and emissions inspections. Vehicle registrations (license tags), as well as state and local safety and emissions inspections shall be maintained in Washington, DC for all dedicated vehicles under the care and control of DTS. DTS shall report the registration and inspection status of all dedicated vehicles to the Director of MACS or their designee on a monthly basis and will provide copies of all registration and inspection renewals as they are completed. This specific report shall be run from the DTS Fleet Maintenance software (Dossier) as an Inspection Due report.

DTS shall maintain 100 percent compliance with this requirement. Extensions obtained by DTS for any reason will not relieve the DTS of its responsibility under this section, and will be treated as an Administrative Failure to Perform unless we provide proof that the vehicle is out of commission due to mechanical failure.

DTS shall provide all labor and cost associated with traffic violations related to provision of Service Delivery. DTS shall pay for any violation as a result of operating the Service Delivery.

### **CDRL SD-13 Bulk Fuel Plans**

At the time of this proposal DTS plans on using a Cardkey Fuel Management Plan. This is due to the inability of DTS to provide a bulk fueling facility at its 7307 C location. Please see CDRL SC-14 for details.

#### **7307 C & A Highland Street**

Cardkey Fuel Management System is proposed for all vehicles parked at this facility. This facility is within one (1) mile of the Quarles Fuel facility located at Industrial Road and Edsall Road in Springfield, Virginia. Either utility employees or drivers will be responsible for fueling from this location.



## **Backlick Road Facility**

Cardkey Fuel Management System is proposed for all vehicles parked at this facility. This facility is within one (1) mile of the Quarles Fuel facility located at Industrial Road and Edsall Road in Springfield, Virginia. Either utility employees or drivers will be responsible for fueling from this location.

## **7902 Hill Park Ct., Lorton, Virginia**

Cardkey Fuel Management System is proposed for all vehicles parked at this facility. This facility is located within one (1) mile of the Quarles Petroleum facility located on Terminal Road in Lorton, Virginia. Either utility employees or drivers will be responsible for fueling from this location

*Again, please see CDRL SC-14 for details on our proposed fuel plans.*

## **CDRL SD-14 Cardkey Fuel Management Plan**

DTS shall utilize WMATA's third party Cardkey system that is currently provided by Quarles Petroleum from eight designated locations. These current locations are provided by WMATA to the service delivery contractors as part of Appendix H.

WMATA will provide Cardkey fuel usage for each vehicle, and the DTS employees that are approved to provide service as drivers for the MetroAccess service. DTS shall provide all necessary labor at no additional cost to WMATA to fuel the MetroAccess service delivery vehicles.

DTS shall assume full responsibility for security of cards, access and PINs that are associated with the Cardkey system. Each Cardkey shall be used only for the assigned vehicle in the provision of the MetroAccess service.

DTS has placed security systems in service to ensure that each card shall be used only for the assigned vehicle. DTS attaches each fuel card to the key of each vehicle. MetroAccess service delivery vehicles fuel at the closest locations during the route or at the location near the DTS offices on Highland Street. The closest facility is the Industrial Road fueling facility, located at the intersection of Industrial and Edsall Road.

DTS is proposing to operate out of the WMATA Backlick Road facility as well as the Highland Road facility that DTS currently occupies. Should this be the case then DTS may use a designated fueling utility person to fuel vehicles off hours for vehicles that are housed at Backlick Road.

This fueling plan will take into consideration which direction the vehicle is returning to the Backlick Road facility. If the vehicle is returning from the south then the vehicle would return to the base off Backlick Road. If the vehicle is returning from the North off Interstate

395, then the vehicle may fuel before returning to base. Fueling decisions will be determined on a case by case basis.

The driver may also elect to fuel the vehicle during its route should it be near one of the eight designated fueling locations as outlined in Appendix H.

DTS will ensure that each employee shall use only the PIN assigned to that employee and the odometer mileage shall be entered accurately. At the fuel pump each employee shall obtain a receipt for the Cardkey fuel management system provided by Quarles. Should the printer fail to produce a receipt then each driver shall fill out a handwritten receipt on the Gas Receipt form included in Attachment 13.

Each receipt is attached to the drivers' printed manifest. At the time of reconciliation, each receipt is pulled from the manifest and entered into an excel spreadsheet. This receipt is reconciled with each route. Should WMATA need this spread sheet to be reconciled with their bill from the third party vendor, then DTS will match up each purchase with the bill. An example of the spread sheet is included as Gas Receipt Spread Sheet, Attachment 13.

Each Cardkey is returned at the end of the day to the key box at the DTS facility either on Highland Street or on Backlick Road. This box is under supervision or locked at all times.

## **CDRL SD-15 System Safety Program Plans and COOP**

As an integral part of DTS's safety program (see also SD-10), we shall provide a System Safety Plan that includes facility safety related items, fully compliant with the RFP and all applicable regulation. This plan shall ensure that the DTS plan is in accordance with the WMATA's SSSP.

The elements of the plan are as follows:

### **Administrative**

1. Written safety rules/safe job procedures are in place
2. OSHA log updated/safety posters displayed
3. Management Safety Policy is in place
4. All planned safety activities performed (meetings, inspections, training)
5. Effective new employee safety orientation

### **Life Safety Issues/Housekeeping**

1. Walkways maintained, aisles defined, uncluttered
2. Emergency exits clearly identified, adequate number
3. Egress routes marked and accessible
4. Unapproved doors clearly marked "NOT AN EXIT"
5. Stairs/aisles free from material storage and debris

## Emergency Medical

1. Emergency contact information clearly posted
2. First aid responders available for each shift
3. Bloodborne pathogens exposure potential adequately addressed with response procedures in place
4. First aid supplies adequate and available
5. Transportation available for injured workers/plan in place

## Slip/Trip/Fall Hazards

1. Portable ladders equipped with non-slip feet. Metal ladders marked - "do not use around electrical equipment"
2. Stairways are in good repair with handrails, treads and risers in proper proportion and non-slip
3. Elevated areas have guardrails and toe boards
4. Work areas, aisle ways, storage areas are orderly
5. Illumination adequate for normal conditions, emergency lighting in place
6. External walking, parking, break areas free of hazards, well maintained
7. Warning signs posted for wet floors or spills
8. Anti-slip mats and flooring used where appropriate

## Hand Tools

1. Power tools properly grounded/have safety power switch
2. Defective tools are promptly removed from service
3. Proper guards are provided, tools electrically grounded or double insulated
4. There is a preventive maintenance/inspection program
5. Employees are trained in the safe use of hand tools

## Fire Safety

1. Portable fire extinguishers of proper type are mounted properly, accessible, and regularly inspected
2. Approved safety containers are used for flammable liquids
3. Bonding and grounding used with storage of flammable materials
4. Combustible debris disposed of regularly
5. "No Smoking" areas clearly designated
6. Sprinkler system functional/inspected/documented
7. Smoke/heat detectors functional and inspected
8. Minimum 18" clearance below sprinkler heads
9. Sprinkler valves locked open



## Electrical Hazards

1. Machinery and equipment are grounded
2. Electrical panels have clear access
3. Electrical panels are clearly marked
4. Outlets, switches and boxes have covers
5. Permanent wiring in place – no extension cords
6. Exposure of overhead electrical lines effectively controlled
7. Emergency stops and critical electrical controls are identified
8. Appropriate electrical systems designed for hazardous locations have been installed in spray booths and flammable liquid storage rooms

## Mobile Equipment

1. Operating only at safe speeds
2. Observed using safe loading and unloading practices
3. Equipped with back-up alarms
4. Operators are qualified and trained to use equipment
5. All equipment is inspected regularly
6. Seat belt are worn by operator
7. Mirrors installed at blind spots

## Mechanical and Manual Material Handling and Storage

1. Hoist chains, cables, and slings are inspected regularly and documented
2. Storage piles are stable and secured from falling or collapse
3. Load limits are posted for all floors above ground level
4. Load limits are displayed on all hoists
5. Manual handling aids available and used
6. Weight limits set for manual lifting, carrying, pushing, and pulling
7. Workers trained in proper lifting techniques/ergonomics

## Machinery

1. Lockout/tagout program in place, locks available, and employees trained in procedures
2. Hazardous areas painted bright colors
3. Guards are provided for “point-of-operation” of machinery
4. Clothing and hair restrictions in place to prevent entanglement in machinery
5. Power transmission guards are in place
6. Noise exposures are adequately addressed
7. Warnings displayed in clearly visible locations
8. Compressed air systems have pressure reduced to 30 PSI and are not used for cleaning clothing
9. Air hoses provided with safety latch to prevent accidental disconnect

10. Welding equipment maintained in good condition
11. Compressed gas cylinders are secured to prevent falling
12. Overhead hazards from equipment, conveyors, and process pipes, are guarded below 7 ft from floor

## Chemicals

1. Hazardous materials containers labeled
2. MSDS is available
3. Hazard Communication Training program in place
4. Smoking and eating prohibited in work areas where chemicals are used
5. Eyewash/emergency sink available and functional

## Personal Protective Equipment

1. PPE assessment performed – PPE requirements in place
2. Employees trained in the use and maintenance of PPE – training documented
3. Hard hat areas designated and enforced
4. Hearing protecting utilized in required areas
5. Face/eye protection in place where needed
6. Safety foot protection required where appropriate
7. Protective clothing, gloves, aprons, boots, face shields, and goggles are used when handling hazardous materials
8. Approved respiratory protection equipment available and fit tested

## Emergency evacuation/COOP coordinated with other providers and WMATA

- a. Prevention will be our overriding priority, but preparedness for responding to emergencies is nonetheless critical. Workplace emergencies are unforeseen situations that threaten our employee customers, and/or public, disrupt or cause physical or environmental damage, or potentially shut down our operation. DTS will, at all times, have in place backup measures in the event of a workplace emergency including but not limited to providing training on our emergency action plan. The employees will understand elements of DTS emergency action plan to include types of emergencies and, reporting procedures. We will have discussed any hazards on site such as flammable material, toxic chemicals, or water-reactive substances.
- b. DTS has established a plan detailing lines of authority to make decisions during an emergency situation. An emergency response team is the first line of defense in emergencies. DTS will determine if an emergency exists that requires activating the emergency procedures, directing all response efforts, including evacuating personnel, ensuring that outside emergency response is requested (fire departments and medical care) and directing shutdown of operations, if necessary, and informing WMATA of all actions.



- c. DTS will provide for all needed coordination with WMATA both in preparation and in response to emergencies. This includes participating in planning and drills and following all WMATA as well as all other local, state and national regulatory authority communications and response protocols.
- d. DTS will have in place a backup plan for operating from alternate facilities in the event of a major emergency that causes the loss of a facility. This plan will include but not be limited to:
  - Alternate parking if a facility losses parking (if nothing else, consider possibility of driver take vehicle home in an emergency?)
  - Locations for drivers to check for work at that parking facility or if in if a facility is lost (consider remote check in by radio)
  - Where they would get paperwork / a distribution point
  - Alternative management offices / telephones and other communications and backup office equipment located in where management can continue their functions.
  - Alternate vehicle maintenance locations.
  - Alternative fueling locations.

DTS operates from three (3) separate buildings. These buildings are 7307 A, 7307 C and 7311 B Highland Street in Springfield, VA. Should any of the buildings become inoperative that the other buildings will be equipped with the necessary phone, computer and fax machines to keep the operation going.

Furthermore, DTS operates out of a facility in Alexandria, Virginia 3014 Colvin Street. This facility has an office space and room to park 30 vehicles. The office is equipped with a fax machine to receive manifests and can be set up with phone and computer equipment to make this site redundant for vehicle and driver operations.

Drivers can report to the 3014 Colvin Street facility to pick up their manifests. The distribution point for the manifests would be determined as to which buildings if any became inoperative for any reason. If for example we lost 7307 A than the drivers would report to 7307 C. If we lost 7307 A and 7307 C than the drivers would report to 7311 B Highland Street to pick up their manifests.

In terms of parking, again DTS operates from three different Lots. Lots A, B and C are located in and around the Springfield, Virginia facility located at 7307 Highland St. Until parking is restored DTS can move vehicles from one Lot to another. DTS would develop a park out plan. This plan would designate public parking facilities in Northern Virginia that would accommodate the fleet. DTS has identified a public parking facility at 2450 Eisenhower Ave.,, Alexandria, Virginia. This facility is open to general parking and has plenty of available parking for a daily fee.

The advantage of this lot is that it is very close to the DTS owned and operated Colvin Street facility. Management can operate out of the Colvin Street offices and manage the parking of the vehicles out of the Eisenhower Ave., lot.

DTS operates off site maintenance facilities. It is currently planned that DTS would continue operating out of two (2) different maintenance facilities. One of these

facilities is located at 7901 Hill Top Court. The other is located at 7902 Hill Top Court, Lorton. Should anything happen to one of these facilities than maintenance can be shifted to the other location. If both sites go down for any reason, DTS would shift to another third party vendor located in the Springfield, Lorton corridor.

In terms of fueling, DTS maintains a completely redundant fueling system. Currently DTS is fueling at the Quarles sites. It has happened in the past that one of these sites has gone down due to electrical or inspection based reasons. DTS has a complete set of fuel cards for each vehicle that will allow the vehicles to be fuel at alternative sites.

Please see the facilities section beginning on page 73 and Attachment 11, for additional information.

## CDRL SD-16 Electronic Documentation and Archive Plan

For paper based records, DTS is proposing an electronic document scan system. All paper based sources shall be organized and retained in accordance with Part III General Requirements, Section 12. As a result any hard copy will still be accessible in 48 hours. The electronic document scan system shall be capable of scanning, storing, using storage media access, including index searchable criteria. The proposed system shall be fully accessible by WMATA.

To meet this specification DTS is proposing the use of the Ricoh Aficio MP C4501 which is a secured dynamic and advanced color digital imaging system. A brochure of this system is included in Attachment 9.

DTS, on a daily basis, will scan all manifests as well as other paper files required by WMATA in the General Requirements section of the RFP.



The electronic document scan system provides superior hard drive security, especially for confidential files. If left unprotected, they can be a target for hackers and thieves. Ricoh's safeguards help ensure that the hard drive stays safe.

This system reduces the risk of anyone extracting sensitive documents from the hard drive, even after the system reaches end of life.

The system safeguards documents stored on the hard drive even if the drive is removed from the system. Standard HDD Encryption adds a powerful layer of security to certain stored files, encoding them for maximum defense against hackers.



The Ricoh Aficio MP C4501 prevents unauthorized viewing of confidential files with Locked Print.

Users must enter a password at the control panel before jobs are printed. A multilayered approach to authentication confirms user identity and control access to color printing and other functions.

It allows defense against unauthorized network interceptions with encrypted PDF transmission, which protects data for Scan-to-Email and Scan-to-Folder functions.

The electronic documents scan system distributes hardcopy documents immediately with a variety of "Scan to" functions. Scan-to-Email reaches multiple recipients instantly, while Scan-to-Folder can be configured to share and archive documents automatically.

The system reduces network traffic with Scan-to-URL, which saves scanned documents on the hard drive and allows recipients to access them through a secure hyperlink. This avoids the risk of clogging the network when sending large files.

The electronic documents scan system also allows an authorized user to put all your documents in your pocket with Scan-to-Removable Media, which lets you easily store scanned files on a USB clip drive or SD card.

The electronic documents scan system converts hardcopy documents into high compression PDFs using the JPEG 2000 image compression standard. Unlike other methods, the JPEG 2000 standard helps ensure file sizes are small and portable without compromising image quality.

The system handles fax workflows quickly and conveniently. It sends or receive faxes electronically with Internet (T.37) faxing, send faxes directly from a PC (LAN faxing), or use IP (T.38) and Super G3 faxing for quick delivery to conventional fax numbers.

The electronic document scan system decreases fax errors with the ability to detect blank pages and allow users to preview faxes prior to transmission. It also ensures that information gets to the intended recipient by automatically routing inbound faxes to an e-mail address or network folder.

## **CDRL SD-17 Performance Plan**

The goal of DTS will be to provide to WMATA a service that is on-time 100 % of the time, with zero missed trips, zero accidents and using properly maintained vehicles.

DTS seeks to ensure that it is providing the most effective and efficient service while it consistently meets all the requirements of the ADA. To help meet the program goals and objectives, DTS shall strive to meet specified service and performance standards. It is understood that these standards may be modified periodically to ensure continued improvement in the service. Incentives may be awarded and liquidated damages may be



assessed in relation to the DTS performance relative to these standards. WMATA and the QA Contractor will review all Contractor performance and may adjust focus on certain areas. Contractors shall identify problem areas and voluntarily investigate, provide details, and reports as requested by MACS and/or QA Contractor.

### **On-Time Performance**

DTS will ensure all routes go out on time as getting to the first trip on time is key to on-time performance.

Employment with Diamond Transportation Services, Inc. (DTS) requires flexible work schedules. Though there may be some regularity in work assignments, the nature of the transportation business calls for flexible driver scheduling to reflect daily demand for transportation. In addition, management must have the ability to modify individual work schedules to accommodate for other employees. Planned vacation, sick calls, last minute no-shows, suspension add-ons and other variables all contribute to the necessity for flexible scheduling. Therefore all DTS drivers are specifically informed that they are employed under the following conditions:

- No driver is guaranteed a specific work shift, route or vehicle assignment. Assignments are at the management's discretion and employees will be scheduled as needed to fulfill the transportation requirements of the contracts and consumers to be served.
- Management will make reasonable attempts to coordinate work schedules with employee requests, employees may be assigned any shift operated by the company. Once assigned, the employee is responsible for covering the shift.
- Failure to work shifts as assigned will be cause for disciplinary action up, to and including, termination from employment.
- When the shift assignment process is completed, work schedules shall be posted in the driver's area of the operations/dispatch facility. It is each employee's responsibility to ascertain his or her own schedule.
- Employees are responsible for covering all shifts as assigned. Emphasis is placed on reporting to work early or on time, as late reports cause many operating problems. If an employee is late (or does not show up for) an assigned shift, the dispatcher will note the occurrence on an Employee Performance Memo an appropriate disciplinary action will be taken. Management keeps an attendance log for each employee and recurring problems with reporting to work on time will result in suspensions and possible termination of employment.

## **Excessively Late Trips**

DTS will monitor all trips through Trapeze to avoid excessive lateness. Any late trip will be reviewed as to the cause and develop solutions to improve performance.

## **Missed Trips**

All operators should wait the required wait time within the pickup window time before leaving the location, and then notify the Call Center for a proper "No-show."

## **Productivity**

DTS will meet the minimum goal of 1.20 trips per revenue hour performance standard. DTS is proposing that management staff work with the OCC in the development of manifests. DTS has local knowledge about the routes and valuable perspective on how to effectively maximize productivity while maintaining on time performance. This can be accomplished by either a DTS employee placed at the OCC Call Center or for the run cuts to be made and sent to DTS management for review prior to a final run cut being made.

## **Complaints**

Complaints will be addressed in a timely manner, in order to ensure that the performance goal is met. If complaints fall below the expected standards, a route cause analysis will be made for the reason for the increase in complaints. DTS management shall develop solutions to improve performance and report these solutions to QA.

## **Runs Covered**

DTS will provide 100% assigned run coverage to ensure this will staff adequate operators /vehicles cover all assigned runs. This is accomplished by adhering to the DTS policy pertaining to the following items:

**Work Schedules and Shift Assignments.** Failure to work shifts as assigned will be the cause for disciplinary action.

**Work attendance.** An emphasis is placed on reporting to work early or on time. Recurring problems with reporting to work on time will result in suspensions and possible termination from employment. Incentives and employee evaluations are made to reward those employees that do report to work on time for the shifts that they are assigned to.

## **Timely Response to Complaints**

DTS will respond to all QA regarding complaints within two (2) business days. DTS expects all employees to act in a responsible and professional manner at all times. Employees represent not only themselves, but also the company, the management team, their fellow

employees, WMATA and client(s) paying for the service. Employees are expected to put safety first, following all company procedures and displaying the highest regard for passenger and public safety. Employees are expected to exercise good judgment and self-control, and to contact their supervisor in any unusual or uncertain situation involving safety. Employees are required to obey all laws and traffic regulations (including speed limits) and to cooperate with law enforcement officers. Any complaint regarding driver behavior will be reported to QA immediately.

### **Vehicle Cleanliness and Condition**

DTS will conduct spot checks to ensure vehicle cleanliness meets WMATA standards.

During a proper pre-trip inspection, a vehicle operator will thoroughly check the entire vehicle including its interior, exterior, controls, systems, safety equipment, and general cleanliness. The vehicle operator will follow the DVI checklist and make sure everything is safe and working properly. Minor repairs (bulb replacements, etc.) can usually be made before leaving the facility. Major defects or safety-related items should be brought to a supervisor's attention immediately, as the vehicle will likely need to be replaced.

Post-trip inspections need not be as thorough as pre-trip inspections, as the next vehicle operator will check all items again before leaving. Operators will, however, do a walk-around to check for exterior damage incurred during the day's operation (remember, failure to report an accident is a serious offense). Any leaks, low tires, or operating problems experienced during the day's driving should be reported and brought to the dispatcher's attention. These might be symptoms of developing or potential safety problems. The vehicle operator should also do a walk-around in the interior to check for any Lost and Found items. The last steps are to record the mileage; to make sure that all lights, radios and other electrical components are off; and properly lock and secure the vehicle.

Vehicle Operators shall document all vehicle inspections by properly completing and signing the DVI Report. Operators' vehicle inspections will be periodically monitored by the supervisory staff to ensure proper performance. Failure to perform and document inspections properly will be cause for disciplinary action.

### **Operator Uniform**

DTS will supply the operators with uniforms that are professional and meets WMATA standards.

The company shares the cost of most items of the uniform with the employee, with the employee's contribution automatically deducted from his or her pay check. Uniforms should not be worn off the job (except traveling to and from work), and employees should be mindful of the possible damage to the image of the company if a uniformed off-duty

employee is seen in compromising situations (for example, drinking in a bar after the work day is done).

Company-provided uniform items (generally including shirts, pants, skirts, and/or jackets) must be neat, clean and pressed, and worn in such a manner as to be prominent and visible to the public at all times. Additional items, such as name-tags, picture ID's, patches, etc. shall be worn properly at all times while on duty.

Employees are to be well-groomed and presentable to the public at all times. Supervisor discretion is the sole determinant of whether or not an employee meets the uniform standards, and an employee may be suspended for the day for failing to adhere to standards or present a professional appearance.

### **Timely Reporting of Incidents OCC**

DTS will report to the OCC within 15 minutes of any occurrence. Many kinds of events occur during the course of a driving day which should be reported to management. We refer to these events as "incidents" and require them to be documented on incident reports. Incidents include, but are not limited to, the following:

- Behavior Problems- passengers throwing objects, hitting another person, violating company rules, or other similar inappropriate behavior.
- Passengers Fall - a passenger falls, or is dropped, but claims no apparent injury and refuses offers of medical examination/treatment; thus, no accident report is filed. (If it 'is a serious fall, or there is likelihood of injury, treat it as an accident and notify the supervisor.)
- Unplanned changes in routes or schedules--supervisors should be notified, but incident report may be needed.
- Passenger complaints, those made to the vehicle operator.
- Witnessing an accident--either a driver or passenger may be asked to record details on an incident report.
- An incident report must be filed when there is a minor accident that involves absolutely no damage to the vehicle or to (any) property. Examples include small branches, curbs, mirror taps, etc. Always treat these accidents and notify supervisors, but supervisors may authorize you to continue on route and fill out an incident report.

A variety of events may be classified as incidents. The vehicle operator should check with their supervisors if unsure whether to write up an occurrence on an incident report.

Another use for incident reports is to gather the statements of the vehicle operator and any witnesses in an accident situation. Accident reports are normally completed by the supervisor. Operators having accidents will be asked to record their version of events on an



incident report. The vehicle operator must take time to write down all they can remember about the accident.

### **Traffic Related Violations**

DTS will be responsible for payment of traffic violations and late fees, regardless of reason. Employees must notify management of any off-the-job occurrence likely to affect their employment status. Specifically, the company requires the employee to notify management of any traffic violations of other actions regarding your driver's license or driving record. Any criminal arrests or convictions must also be reported. Failure to report any of these items may lead to termination of employment. In addition, management would be notified of any medical conditions, medications, etc., which may affect the vehicle operator's ability to perform his/her duties.

### **Incident Frequency**

DTS will review Accident Matrix report weekly and address issues related and causes. Vehicle operators will be educated, retrained, and counseled to ensure repeated offensiveness do not continue.

### **Monthly Reporting or Administrative Failure to Perform**

DTS will meet all requirements as it relates to monthly reporting and address any failures to perform issues with an action plan to prevent future concerns.

### **PMI Compliance**

DTS runs daily PMI inspection due reports to ensure all inspections are completed in a timely manner, and in accordance with WMATA's "**track maintenance standards.**"

### **CDRL SD-18 Severe Weather Operation Plans**

During severe weather conditions, it shall be the goal of DTS to maintain the same goals of MetroAccess in terms of inclement or severe weather operations. A copy of the draft Office of MetroAccess Inclement Weather Operational Procedures are included in Attachment 4). It shall be the goal of DTS to transport customers to their requested destinations as long as it is safe to do so. When weather conditions do not allow safe transport, outbound trips are discontinued and only return trips are provided. It shall be the same policy of DTS as it is of MetroAccess, to attempt to operate all return or inbound trips before MetroAccess operations are discontinued.

There are three phases of the DTS Severe Weather Operation Plan; Alert Phase, Operations Phase and Recovery Phase.



**Alert Phase.** Operations continue normally scheduled service. All responses are triggered by any of the following forecasts or advisories:

1. Up to 2 inches of snow within the next 12 hours
2. Up to 4 inches of snow within the next 24 hours
3. Any amount of sleet, ice, freezing rain within the next 12 hours.
4. Tropical storm or hurricane watch (48 hour notice) issued by the National Weather Service (NWS) for the metro area

**Alert Phase Service Description.** Below is a description of the service delivery for DTS during the Alert Phase as follows:

1. MACS and DTS response teams advised of their potential activation and are on standby.
2. Macs and DTS operations personnel begin continuous monitoring of weather forecasts and current conditions and report status to MACS Director or their designee.
3. Essential personnel at the DTS facilities prepare necessary supplies and equipment (salt for walkways, etc...).
4. DTS ensures that service delivery vehicles are fueled and equipped with snow emergency equipment (sand, shovel, etc...) and have functioning heaters.
5. If tropical storm conditions are expected, MACS vehicles and operations may be relocated to higher ground, as necessary.

**Operations Phase. Level 1:** Operations continue normally scheduled service. All responses are triggered by any of the following forecasts and NWS advisories:

1. Up to 2" of existing snow with as much as 4" forecast.
2. Tropical storm or hurricane warning (36-hour notice) issued by the NWS.

**Operations Phase. Level 1 Description:** The following additional or modified actions will be taken:

1. DTS operations personnel begin continuous monitoring of weather forecasts/conditions, road conditions, and customer demand for same-day schedule changes. Report to MACS every 2 hours.
2. DTS immediately reports to MACS all weather related accidents involving service delivery vehicles and/or customers.
3. DTS immediately reports to MACS and actively addresses any incidents of drivers being told to go back to base or abandoning routes due to weather conditions.

4. DTS drivers are reminded about the DTS Inclement Weather Policy. DTS will provide lodging for drivers the night before expected inclement weather based on at management's discretion based on the commuting distance of the driver.
5. Drivers are informed that they should allow extra time for pull outs and vehicle preparation.
6. DTS will communicate with MACS or their designee at least ninety (90) minutes before the first scheduled pull-out to assess DTS's ability and readiness to commence service.
7. DTS will report any staffing shortages to MACS and rectify.

**Operations Phase Level 2:** Operations continue normally scheduled service, but customers are encouraged to reschedule their trips if travel is not essential. When weather conditions are:

1. Up to 2" of existing snow and up to 6" forecast or icy conditions prevail or are likely.
2. Tropical storm conditions forecast within the next 12 hours and/or hurricane conditions forecast within the next 24 hours.

**Operations Phase. Level 2 Description:** The following additional or modified actions will be taken:

1. MACS-OCC pro-actively contacts centers to inquire about operating status, especially dialysis, adult daycare centers, and schools. This information is communicated through either the MACS-OCC or the DTS window dispatcher in order to facilitate communication between the service delivery operators and the MACS-OCC. All communication will be coordinated.
2. DTS informs all Vehicle operators that the MACS-OCC is allowing for extra cushions on scheduling.

**Operations Phase. Level 3:** Non-essential trips are cancelled. Service restricted to home-return trips, trips for which customers could not be reached by telephone, and those trips being made for dialysis or other life-sustaining medical treatments. When weather conditions are:

1. Up to 4" of existing snow with 8" or more forecast.
2. Tropical storm conditions exist or hurricane conditions forecast within the next 6 hours.

**Operations Phase. Level Three Description:** The following additional or modified actions will be taken:

1. DTS operations personnel maintain continuous monitoring of weather forecasts/conditions/ road conditions, and customer demand for same-day





schedule changes. Report status to MACS every hour, unless road conditions are worsening at a rapid pace as needed.

2. DTS will provide hourly status reports concerning passengers awaiting return trips.
3. DTS Vehicle operators will communicate with MACS-OCC to see which customers have been scheduled earlier if conditions are due to get worse throughout the evening.
4. DTS notifies all managers that operations will start at least one hour early.
5. DTS will ensure that extra staff is scheduled, particularly drivers and dispatchers.
6. DTS will communicate service changes and updates with the MACS-OCC, via email and conference calls.

**Operations Phase. Level 4. Suspension of service.** Due to safety concerns, MetroAccess service will be suspended and all trips will be cancelled. When weather conditions are:

1. Up to 6" of existing snow or 1" of solid ice with more forecast.
2. Strong tropical storm conditions exist (greater than 60 mph sustained winds) or hurricane conditions forecast within 3 hours.

**Operations Phase. Level 4. Description:** The following additional or modified actions will be taken:

1. DTS staff will be on standby for emergency provisions for medically vital trips that will be made at the Authority's discretion.
2. DTS Vehicle operators will be on standby and receive communication from MACS as to which medical/dialysis facilities remain open and shall prepare vehicles with driver teams for possible deployment

**Recovery Phase:** Operations resume. Service is restored based on road conditions, available equipment and personnel. Supplies are restocked as DTS prepares to implement full service.

Recovery Phase Description:

1. DTS will ensure adequate staff is available to preclude disruption of operations support functions and services.
2. DTS will coordinate with MACS staff to assess and determine the level of service needed to accommodate customers who are either presently using or scheduled to use MetroAccess service. DTS will also keep MACS staff apprised of the status of their operation.
3. The MACS-OCC will keep DTS apprised of trip cancellations.
4. The announced Alert Phase will continue the following service day subject to subsequent forecasts.

5. Severe Weather Phase and Suspension of Operations determinations are made only by MACS Snow Commander or designated Alternate.

## CDRL SD-19 Technology Staff and IT Plans

### Technology Staff Requirements

DTS recognizes the essential role WMATA technology and communication comprises is service delivery and quality. As a result, DTS shall ensure that local staff is available on site or on call at all times to support the various technology and communication equipment supplied by WMATA.

All equipment failures shall be addressed and resolved within 24 hours. DTS is proposing [REDACTED] as our Information Technology technician. [REDACTED] qualifications are included with his resume in Attachment 2. [REDACTED] is with Priority Computer Solutions, Inc. DTS will have a maintenance contract with Priority to maintain its network computers and their workstations.

Priority Computer shall be responsible (under contract with DTS) for daily coordination, implementation and supervision of all technical operations, including, sales, service and support of servers, workstations, laptops, printers, routers, switches and other peripherals. This includes installation and implementation of multiple wireless technology networking platforms. Priority Computer has a thorough knowledge of Microsoft networking products including all Microsoft operating systems. [REDACTED] shall be responsible for installation and maintenance of multiple virus software platforms. Priority Computer shall be responsible for configuration, installation, maintenance, repair and support of all Dell printers and copiers. [REDACTED] has an extensive knowledge of and capacity for troubleshooting and repairing wide range of computer and printer hardware, and wireless networking platforms.

DTS shall ensure that all MDCs are properly logged on by each vehicle operator at the beginning of each shift. The Lot Attendant will be responsible to ensure that the MDC's are logged. Lot Attendants shall be specifically trained on the connectivity aspects of the MDCs. This training shall be received by Mentor at which time Priority Computer shall also receive direct training on installation and trouble shooting for the Mentor mobile data terminals. A brochure of the Mentor Ranger's is included in Attachment 8.

### Workstation and Connectivity

DTS shall provide all the necessary Information Technology as required by the RFP and by connecting through the Internet to the WMATA enterprise, using WMATA-provided Virtual Private Network (VPN) software.



DTS currently has its Internet connection through Cox Communication. DTS can upgrade its internet connection in order to full support the MACS operation. This connection can go as high as 25 megabits downloads with an upload of 4 megabits.

DTS shall ensure there is adequate bandwidth to fully support the Contractors' ability to fully support the MAC's Operation. DTS shall comply with all network configuration and security requirements mandated by Workstations and Peripheral Equipment

Diamond Transportation Services will provide the following eight (8) workstations for connectivity, support and monitoring of all WMATA vehicles to be supported pursuant to this Service Agreement:

1. Dell Optiplex 760 with Windows XP Pro SP3 operating system
2. Dell Optiplex 760 with Windows 7 operating system
3. Dell Inspiron One 2305 with Windows 7 operating system
4. Dell Optiplex 760 with Windows XP Pro SP3 operating system
5. Dell Inspiron 580 with Windows 7 operating system
6. Dell Optiplex 760 with Windows XP Pro SP3 operating system
7. Dell Vostro 400 with Windows XP Pro SP3 operating system
8. Dell Inspiron One 2305 with Windows 7 operating system

Diamond Transportation Services will provide internet connectivity through Cox Communications and will provide a high speed internet connection of 25MB download and 4MB upload.

Diamond Transportation Services will provide all IT support through our current IT vendor, Priority Computer Solutions, Inc. ("PCS") PCS has over 30 years experience in providing IT hardware and software support in the Washington Metropolitan area.

DTS shall provide for twenty-four (24) hour operations, 365 days per year including holidays. DTS currently uses two Honda Power Generators to accommodate continuity of operations in the event of a power outage. In the event of a power outage, DTS has identified the critical electrical outlets that will allow the company to continue to have power. These outlets are as follow:

1. Avaya telephone system
2. DTS network computer system

In the event of a power outage, an IT staff person or their designee shall place into action the COOP plan which shall include the following steps.

1. Flash lights. Each work station shall have a flash light so that the transition can be made to back up power in the dark.



2. Extension cords. Forty (40) foot extension cords which are kept in storage shall be deployed.
3. Two Homelite 5000 watt portable generators shall be deployed.
4. The main server will be hooked up to the generator.
5. The phone system will be hooked up to the generator.
6. Back up lights will be hooked up to the generator.
7. Other items to be hooked to the generators as needed such as printer.

## **CDRL SD-20 Interface with Quality Assurance**

Diamond Transportations Services (DTS) shall provide full cooperation, support and interface with the QA Contractor and WMATA at all times during its operation of this service. DTS clearly understands that the QA Contractor shall provide support related to review and monitoring for the overall operations of DTS's work including, but not limited to:

1. Announced and unannounced field observations of operations. DTS operators will be trained to fully cooperate with these observations.
2. Monitoring staff levels, including vehicle operators and their training, which may include announced and unannounced visits to observe DTS vehicle operator training program. DTS will welcome these visits, be hospitable, and then open to any criticism or suggestions offered on the training program, and then reporting to the QA Contractor on any action(s) taken in response.
3. Monitoring vehicle and facility maintenance standards. DTS records on RFP compliance will be fully open to review, and we will respond rapidly as a result of any findings in compliance so that we are meeting or exceeding the RFP guidelines.
4. Inspecting vehicle and vehicle maintenance records, including:
  - a. Announced and unannounced inspections of vehicles and facilities;
  - b. Announced and unannounced audits of preventative maintenance inspection (PMI) performance;
  - c. Monitoring of the adequacy and conduct of repairs;
  - d. Conducting pull out inspections;
  - e. Records;
  - f. Reports.
5. All maintenance records and software will be an "open book" to the QA Contractor and/or WMATA review. Actual repairs may be monitored as they occur, and/or vehicles can likewise be inspected by the QA contractor and/or WMATA as required. DTS will again be hospitable and then open to any criticism or suggestions offered. We will correct any deficiencies and file any responsive reports required to ensure resolution.
6. Safety oversight including announced and unannounced safety audits for vehicles and facilities. DTS will welcome and participate with complete responsiveness to all safety audits.



7. Other contracted services by WMATA as required.

DTS understands that while the QA Contractor has responsibility *to monitor and review the overall aspects of service delivery*, DTS is itself responsible for overseeing and monitoring all aspects of its own operation. Among the aspects that DTS must monitor and oversee are:

### **On-Street Observations of Vehicle Operator Performance**

DTS Road supervisors shall provide general supervision and coordination via on-street observations of the vehicle operators. DTS shall perform routine observations to ensure operators are carrying out all required duties, including but not limited to:

- vehicle pre-trip and post-trip inspections,
- proper vehicle and equipment usage,
- on the road safety generally
- safety intersections and railroad crossing
- proper radio communication
- abiding by backing policies
- proper following distance
- looking ahead and around and use of mirrors
- proper assistance to passenger on and off vehicles including wheelchair riders and proper securements
- fare policies and procedures and other appropriate on-the-street observations.

Attachment 3 contains DTS's proposed Driver Skills Evaluation and Road Observation form. This form shall be used to document and report road observations. Specific procedures include:

- Road observations shall be conducted to determine that the vehicle operators are using proper judgment at intersections. This shall include proper mirror use, turn signal use, approached/lane position, speed on approach, pedestrian awareness, left turns, right turns, mirror scan, points out hazards, covers brakes, checks left-right-left and proper distance from curb.
- Road observations shall be conducted to make sure that vehicle operators are using proper techniques at railroad crossings. This includes proper use of 4-way flashers, opening of side window, stopping distance, looks/listens, planning ahead and merging into traffic.
- Road observations shall judge the ability of the driver to communicate properly including smooth maneuvering/merging, signaling properly, general communication skills and use of horn.
- Driving skills shall be observed using backing techniques that include mirror use, 4-way flasher use, and use of horn, utilization of assistance, checking for obstacles, walking around, backing only when necessary and straight line backing.

- Other driving skills that shall be observed include leaving room, looking ahead and looking around. Most important shall be the skill set that includes wheelchair securement including 4 point tie down, passenger lap felt.
- Proper fare handling, proper radio procedure, driver appearance and professional manner shall be observed by the Road supervisors. The Road Observation report shall be turned into Quality Assurance upon request or periodically according to the contractual requirements of the MetroAccess service.
- Road supervisors shall also conduct spot inspections that equipment is functioning properly and in compliance with DTS pre and post trip inspection requirements. This includes functioning of brakes, 4-way flashers, signal lights, headlights, parking brakes, mirrors, seat belt operation, steering wheel operation, transmission and use of controls.
- Road supervisors shall ensure that operators are providing all required passenger assistance. They will observe both ambulatory and wheelchair boarding's. They will also observe that wheelchairs are being properly secured on the vehicle and that passengers are being assisted with their seatbelts.



### **Pull-out performance**

Pull-out performance shall be broken down into several important activities prior to the beginning of a driver's Service Hour. RFP III page 12 defines "Service Hour" as the period between pull-in and pull-out)first, the window dispatcher conducts a check to ensure each operator is in compliance with the Contract specifications; second, the lot attendant performs a preliminary vehicle inspection and then brings the vehicle to the bullpen, and finally, the vehicle operator performs a daily vehicle inspection (DVI) (see RFP III page 7). Any vehicle that does not meet the Contract's requirements to be Service Ready is reported to a supervisor and the defect is remedied before the vehicle is put into revenue service. To be considered "Service Ready," a vehicle must bear proof that all required inspections are up-to-date, all accessories must be operable and in good working condition, and the vehicle must be clean, mechanically safe and reliable.

### **Window Dispatcher**

The window dispatcher checks to ensure that each driver is in compliance with the contract specifications. The window dispatcher follows an extensive checklist and uses the window dispatcher's sign-off sheet (see Attachment 3) to verify each item of vehicle operator compliance.

**Fatigue Management**

A vital component of the window dispatcher's inspection is to verify that each driver is fit for duty, properly rested, ready and alert. DTS tracks each driver's service hours meticulously, using an Excel spreadsheet to ensure sure that no driver exceeds the number-of-hours-worked or the number-of-consecutive-days-worked standards set by the Fatigue Management policy.

**Time**

The window dispatcher records the driver's check-in time.

**Dress Code**

The window dispatcher ensures that each driver is in proper MetroAccess uniform, is wearing proper shoes and that headwear, if present, and is in compliance with Contract standards.

**Driver's License**

The window dispatcher verifies that each vehicle operator has a valid, current driver's license.

**MACS ID Badge**

The window dispatcher requires each vehicle operator to display his or her MACS badge in a visible manner.

**DOT Card Expiration**

The window dispatcher inspects each driver's DOT card to ensure the card is current.

**Safety Bag Inspection**

The DTS safety bag contains two Poesy transfer gait belts, a map book, and a camera and report forms in the event of an accident.

**Record of vehicle operator compliance**

The window dispatcher signs the window dispatcher's sign-off sheet to verify that the vehicle operator is in compliance with the contract

**Lot Attendant**

The second aspect of the vehicle pull out procedure is the lot attendant's preparation of the vehicle for pull-out. Each vehicle is lined up in the pull-out area. The lot attendant performs a preliminary vehicle inspection to ensure that each van is ready for revenue service. If any defects are noted, the vehicle is reported to a supervisor and not put into service. If the vehicle passes preliminary inspection, the Lot Attendant pulls the vehicle out of the parking space into the bullpen, which is the area in which the vehicles are lined up for service. This

procedure allows the driver to come to the vehicle, which is already pointed in the right direction ready for service.

### **Vehicle Operator Daily Vehicle Inspection**

Prior to pull-out for revenue service, the vehicle operator performs a daily vehicle inspection and signs a DVI report to verify the vehicle is ready for service, described on page 90 (see also Attachment 12). The wheelchair lift inspection is of the utmost importance. During the pre-trip inspection, the driver is required to operate the lift to make sure that it is functioning in a safe manner. Other aspects of the DTS inspection program and procedures are outlined in CDRL SD 11 Vehicle Inspection Plan, page 89.

### **Maintenance of Vehicles**

DTS is fully responsible for ensuring all maintenance requirements of the RFP are met, as well as all applicable regulatory requirements. Maintenance records will be maintained DTS proposed Dossier software. This software and reports there from will be made available to the QA staff as needed. For additional information on our proposed maintenance software for the WMATA project, please see page 16 and Attachment 12.

### **Accuracy and Completion of Data Collection and Editing**

DTS is experienced at monitoring and controlling operations and keeps all appropriate accounting and operational records according to appropriate retention schedules and all contractual requirements and all appropriate regulation (e.g., DOT / FTA, FHWA, OSHA, state, local ground transportation regulation, local ordinances, etc.). These record keeping principles will be expanded wherever necessary to accommodate requirements of this contract, whether these requirements are specifically delineated in the formal RFP / contract or not.

All routine reports required by the RFP will be submitted in a timely and professional fashion. DTS will go beyond the formal RFP reporting requirements, and will provide additional statistical information on the service to WMATA on an as-needed basis. DTS management is experienced in service monitoring and reporting and will utilize these abilities in the performance of this contract.

### **Employee Performance, Evaluation and Disciplinary Performance**

#### **Performance Reviews**

DTS management may conduct performance reviews depending on the contract that the employee is working on. This review appraises the employee's record to date (including attendance, complaints, commendations, accidents, etc.), along with demonstrated and current operating skills. The review is intended to provide feedback to the employee on the job performance, and is also used as a basis for wage adjustment and promotion decision.



Performance reviews are generally scheduled as follows (though the operations manager reserves the right to conduct performance reviews at any time.)

- At the completion of the employee's initial probationary period (usually 90 days).
- At the completion of employee's initial year of employment.
- Annually on or near the employee's anniversary date (date of hire).

Performance reviews usually include an on-board "check ride" as well as comprehensive review of the employee's record. Once the review is completed, the employee and his or her supervisor meet to discuss the review. Open feedback is encouraged during this meeting.

### **Progressive Disciplinary Policy**

DTS adheres to a progressive disciplinary process designed to correct (rather than punish) deficiencies in employee performance. Each stage of the process is progressively severe, allowing the employee ample opportunity to improve prior to termination. In general, this involves a four (4) step process.

- 1st Step Verbal Warning- The supervisor counsels the offending employee regarding the infraction, the reasons behind the rule or policy, and the possible consequences. The verbal warning is documented on an Employee Performance Memo.
- 2nd Step Written Warning- Generally after one or more verbal warnings, the supervisor prepares a formal written warning (letter) for the employee with a copy to the employee's file. The letter identifies the infraction, date, etc. and warns of suspension for the next occurrence.
- 3rd Step Suspension- The employee receives between one and ten days off (depending on severity) without pay as a suspension from work. A letter is prepared identifying the infraction, any previous warnings, etc. and warning of termination for the next occurrence.
- 4th Step Termination- The employee is dismissed for cause.

DTS management will generally follow this four step process for most rule or policy infractions. Management's focus will be to improve the employee's performance and retain a qualified, trained, and valuable employee. We reserve the right, however, to repeat steps as necessary, or to skip steps entirely for more serious infractions. For example, some of the serious infractions sure to earn much more than a simple verbal warning (and likely to skip straight to termination) include:

- violations of the drug/alcohol policy
- reckless driving or endangering public safety
- gross misconduct or insubordination
- failure to report an accident

- theft of fares or company equipment
- threatening or assaulting passengers or employees

Appeals of any disciplinary action must be made in writing within twenty-four hours of the action taken.

DTS endeavors to reward employees for the proper performance of their duties through the annual performance incentives (or bonus) program outlined in an earlier section. In addition to the program, commendations will be given for individual instances of exemplary performance. These may range from willingly staying late or working extra to help out a short-staffed supervisor to incidents of exceptional service to the public.

Normally, commendations take the form of an Employee Performance Memo, and internal Letter of Commendation, or a complimentary letter from a passenger. Copies of all commendations will be included in the employee's file and taken into account during the next performance review.

DTS policy is to discipline employees privately, but to commend employees publicly. Therefore, copies of all commendations are likely to be placed on the driver's bulletin board to let your fellow employees know about outstanding work.

## Conclusion

We also provide all other aspects of all operations required by the RFP and/or required by any applicable government regulation or OEM requirement for equipment operated.

DTS shall at all times have a detailed plan for monitoring and taking appropriate corrective action to address any deficiencies identified.

In summary, WMATA and the QA Contractor shall have immediate and unrestricted access to all DTS MetroAccess related records and data. Unrestricted access shall include scheduled or unscheduled visits or inspection.

## CDRL SD-21 MACS-OCC Interface Plans

DTS recognizes it essential collaborative effort with respect to MACS-OCC, Providing full collaboration, essential staffing and near continuous team effort between DTS and MACS - OCC is essential to ongoing operational success. DTS recognizes that it shall not have any operational authority or control over MACS-OCC.

DTS recognizes its essential role in four service delivery components with respect to supporting MACS-OCC:

1. Responds to MACS-OCC service inquiry
2. Responds to service interruptions at the direction of the MACS-OCC.

3. Provides timely service updates to MACS-OCC
4. Performs at all times in accordance with service parameters.

MACS-OCC shall be responsible for all WMATA trip reservations and for the scheduling and vehicle control of trips for DTS. The MACS-OCC shall direct DTS's vehicle service delivery operators from vehicle pull-out until vehicle pull-in.

Critical interface between MACS-OCC and DTS shall include, but not be limited to the following service delivery criteria:

1. **Operator Manifests.** DTS shall receive the vehicle operator manifests from the MACS-OCC on a daily basis. DTS currently receives all vehicle operator manifests via e-mail. DTS receives the manifests and prints them out to:
  - a. Ensure that all the DTS vehicle operator manifests are received for service delivery on the next day.
  - b. Provide an essential backup for vehicle operators should electronic systems malfunction.
2. **No Shows.** DTS vehicle operators shall receive from MACS-OCC communications by either the MDC's or by two-way radio (Nextel), authorization for DTS vehicle operators to mark a passenger as a no-show or a cancellation. Once the authorization is received the vehicle operator may depart from the pick-up location without the passenger. DTS recommends that the DTS window dispatcher also receives no show and late cancellations through Trapeze and/or through verbal communication. This will enable the OCC and DTS Operation Center to more effectively coordinate vehicle operator activities.
3. **Manifest Changes.** DTS vehicle operators shall receive information from the MACS-OCC concerning any changes that affect their existing daily operator manifests. Adjustments shall include, but are not limited to add-ons, cancellations, changes in address and all other information required by the MACS-OCC to efficiently and effectively deliver MetroAccess service to riders. DTS is also recommending that all manifest changes be received by the DTS window dispatcher to make sure that the service delivery operators are adhering to all communications received by the MACS-OCC dispatchers. Through a more robust communication regimen, enhanced inter-organizational coordination will lead to more seamless operations outcomes.
4. **Service Interruptions.** DTS service delivery operators shall communicate all information directly and immediately to the MACS-OCC via MDC's and Nextel's regarding any service interruptions, including but not limited to road calls, incidents, accidents or major traffic delays. Service delivery operators shall

communicate directly with the MACS-OCC dispatcher anytime there is an interruption in service delivery and subsequently will communicate with the DTS window dispatcher.

**5. Emergencies.** In the event there is an emergency on any service delivery vehicle, the vehicle operator shall communicate with the MACS-OCC dispatcher immediately. The DTS vehicle operator will notify the DTS window dispatcher of the emergency only after notifying the MACS-OCC dispatcher. DTS will train all vehicle operators on the proper emergency notification protocol and work with the MACS-OCC in effectively managing all emergency situations.

**6. Times Standards.**

- a. Evening window dispatcher reviews vehicle operator manifests when they are first printed out at the DTS dispatch location.
- b. Evening window dispatch will communicate with the MACS-OCC scheduler if there is a problem with the first pick up.
- c. Vehicle operators will review the manifest to determine whether there are issues with secondary pick-ups in terms of the time standards as set forth in the contract requirements.
- d. The vehicle operators communicate with the window dispatcher.
- e. Window dispatcher will then relay the message regarding a pick-up and the time standards to MACS-OCC dispatch.
- f. DTS window dispatch will interface with the MACS-OCC to determine the best course of action and whether a trip should be moved or not.
- g. Vehicle operators will refer to their MDC's to determine whether a trip has been changed or moved to another drivers manifest.
- h. DTS window dispatch will monitor the trip movement in the Citrix Trapeze system.

**7. Other Communications.**

DTS can request messages be placed in the Trapeze system when necessary to ensure maximum distribution. For example, when the fueling station went down on Industrial Road, DTS requested that a message be sent to all the drivers that they need to go to Lorton in order to fuel.

Other communications can be made with the driver by the window dispatchers by Nextel two-way radios.



## 8. Other Contracted Services.

DTS will interface with other contracted services as required by WMATA. An example of this was the third party maintenance service that was contracted by MV and required by WMATA.

It is understood by DTS that the MAC-OCC shall reserve the right to transfer a passenger's trip to another service Contractor other than DTS as needed to ensure service quality, timeliness and to meet WMATA's requirements. It is also understood that MACS-OCC shall schedule trips as necessary with no implied or expressed considerations other than the needs of the customers and WMATA. DTS recognizes that the needs of the passengers shall come first, and MACS-OCC reserves the right to assign any trip to any Contractor to meet the needs of the MetroAccess service.

DTS will supply the MACS-OCC personnel with feedback from vehicle operators as well as window dispatchers, lot attendants and other management personnel on the adequacy of schedules. DTS is proposing that this feedback be delivered in to different formats. DTS will hold monthly meetings with vehicle operators. At these monthly meetings DTS will seek direct input from vehicle operators. Any scheduling and dispatch issues will be brought to the attention of DTS management and then in be shared with the vehicle operators.

The second methodology to increase feedback from DTS management and Vehicle operators would be to have a DTS consulting scheduler at the MACS-OCC operation center when the schedules are finalized for the following day's work. This would allow DTS to give direct input on a daily basis from both the vehicle operators and the Contractor's point of view. It would also give the scheduling department local knowledge of current traffic patterns, construction and other road network issues.

DTS shall adhere to the WMATA inclement weather policy as outlined in CDRL SD-18, Severe Weather Operations Plan.

In the event of a declared public emergency or disaster situation, DTS shall set up a command center at its operation base located at 7307 A Highland St., Springfield, Virginia. DTS shall be prepared to provide transportation during a declared public emergency. It is understood that once a Contractor is selected, that WMATA may enter into negotiations with the selected Contractor to establish a variable vehicle hourly rate of reimbursement. DTS will receive from WMATA a contract amendment detailing the agreed upon payment and detailing the procedures and protocols to be implemented in public emergency or disaster situations.

## CDRL SD-22 Startup Plan/Transition Plans

### Overview and Assurance

As the current contractor for this service, we are of course already in operation under the current contract. With much of a typical “startup” therefore complete, DTS is able to focus attention on implementing the enhancements that are either required by the RFP and those that are contained in this proposal, as well as hoped for increases in service volumes. These existing resources include physical plant and equipment, management and personnel, required licenses and permits, vendors for all necessary parts, supplies and services, etc. In addition to physical resources and personnel, strong emphasis should also be placed on our understanding of WMATA and the service area, and the required operating systems to carry out WMATA’s policies and objectives.

Recognizing our ongoing WMATA operations, the remainder of this section will focus on those incremental needed areas for expanded startup in full compliance with the new RFP.

### Startup Task Management

Startup task items will be our in-place management team. For a description of our startup team, please see the Personnel section of this proposal, page 35. We will track progress on all activates and report to WMATA on an ongoing basis.

### MetroAccess Implementation Schedule

**Board Approval Anticipated**      **January 1, 2013**

**Award Notice Anticipated**      **December 2013**

**Start of Service Date**      **July 1, 2013**

<b>Task Items</b>	<b>Weeks from Award to Complete</b>
<b>Communication, Staff Training, and Planning</b>	
Discuss and finalize contract options with WMATA as applicable.	Ongoing / As Required
Introduce project management, give tour of facilities, and / or review program materials with project managers as appropriate.	Ongoing/As Required
Give overviews and additional presentations to WMATA staff as required.	As Required

<b>Task Items</b>	<b>Weeks from Award to Complete</b>
Obtain schedules of all MetroAccess customer meetings and schedule management to attend all of these meetings (both before, during, and after implementation, as well as throughout the term of the contract).	As Required
Introductory meeting and tours with DTS trainers, support staff, dispatchers, reservationists, and WMATA representatives.	Week 2 through 6
Existing employees attend supplemental training programs as appropriate.	Week 2 through 6
Review punch list (and status), manifests, fare exhibits (e.g. tickets, transfers), training program/facility, trainer certifications in place as required.	Week 3 through 7
Develop initial training class schedules and forward to DTS staff.	Week 4 through 8
New employee training programs for all non-driver positions.	Week 8 through 10
DTS staff and dispatcher supplemental training program (review of Scope of Service and DTS proposal, paratransit services program policies and procedures, etc.)	Week 11 through 14
DTS paratransit services program manual updated with revisions as appropriate.	Ongoing
Driver training classes.	Ongoing
Develop road supervisor schedule for first week.	Week 15 through 16
Assign additional field supervision by managers for first week.	Week 15 through 16
Assign first day turnout additional supervision.	Week 15 through 16
Assign first week additional show-ups.	Week 16
Final punch list and review meeting with WMATA. Hold driver kickoff meeting.	Week 17 Week 17
<b>Subcontractors</b>	
Notify SBLPP and other subcontractors of contract award.	Week 4
As appropriate execute formal agreements.	Week 4 through 14

<b>Task Items</b>	<b>Weeks from Award to Complete</b>
Monitor startup progress on SBLPP subcontractors as appropriate.	Week 15 through 17
<b>Facility Improvements and Equipment</b>	
Construction of telephone reservation areas. Inspect on completion.	NA
Purchase orders and installation of telephone equipment and lines, including recording device and ancillary equipment.	Week 8 through 10
Purchase order and installation office of computer terminals for paratransit services program reservations and dispatch.	Already in place
<b>Vehicles (See Also Maintenance)</b>	
Execute vehicle orders.	Already in place
Order additional vehicle equipment: radios, MDTs, first aid kits, etc.	Already in place
Vehicles arrive, company and state inspection, test drive, and acceptance form on each (filed in permanent vehicle files). All licenses and permits.	Already in place
Mechanic briefing on new vehicles; review repair manuals and any upgrades in PM procedures.	Ongoing
Paint vehicles.	NA
Vehicle installation of equipment / "make-ready" (radios, mobile data terminals, etc.)	NA
If alternative fuel option selected, obtain permits and additional inspections as required.	NA
Revise vehicle defect forms incorporating new vehicles as appropriate.	Ongoing
<b>Maintenance Department (See Also Vehicles)</b>	
Execute purchase orders for additional maintenance department equipment. (Note that DTS is already prepared to issue these purchase orders). On arrival train appropriate employees in use of equipment.	Week six through 10
Dossier dispatch maintenance program installation and training.	Week 14 through 16



Task Items	Weeks from Award to Complete
<b>Staffing</b>	
Operator training in computer system, telephone system, and general program.	Week 16 through 18.
Place additional recruitment advertisements. Hire employees in accordance with paratransit services program contract requirements; record training and file setup check list on each.	Ongoing
Hold Driver training classes.	Ongoing
Issue company provided supplies to drivers and have property-issued forms signed.	Ongoing
Purchase additional employee supplies including map books, uniforms, etc.	Ongoing
Initial driver schedules complete.	Ongoing
All drivers assigned to additional shifts (any changes continue on as needed basis).	Week 17 through 18.

**New and Expanded Personnel**

The DTS administrative staff is already in place with the exception of the fleet maintenance supervisor. This position is being filled with staff outside the current MetroAccess program.

For filling needed positions including expanded labor force, DTS shall recruit, hire and train service delivery employees, without interfering with the current service. If DTS recruits existing Contractor employees, WMATA shall be assured that they continue to work for the current Contractor until the new service starts. DTS shall provide details, and include a plan for ensuring that there is no degradation of service.

The plan for ensuring that there is no degradation of service is to continue to hire drivers from the ranks of the employed or unemployed labor pool that exists in the Washington Metropolitan area that are not currently affiliated with the MetroAccess service.

Methods include the following:

- Virginia Employment Commission. DTS conducts monthly job fairs at the Virginia Employment Commission. These job fairs are in conjunction with the Commissions push to place people with jobs in the Northern Virginia area. DTS takes job

applications and then requires prospective employees to come to our Driver Orientation to learn more about the job as a driver in the MetroAccess service.

- Job Fairs. DTS participates in job fairs throughout Northern Virginia. These job fairs are designed to meet prospective employees and determine whether they will be successful as drivers in the MetroAccess service.
- Internet Advertising. DTS uses Craigslist, Monster.com and CareerBuilder as internet advertising resources.
- Washington Post. DTS sometimes advertises in the Washington Post for driver positions. This is the largest resource in terms of circulation in the Washington Metropolitan area.
- Employee Referrals. DTS has implemented an Employee Referral program. This program is an incentive for employees that bring another prospective employee to the company. If they stay for a period of ninety (90) days then they are given a bonus.

DTS's Benefit Plan is described in greater detail in CDRL SD- 4 page 35.

### **Transition-Out**

DTS shall cooperatively participate in the transition of this service at the end of the contract term. One hundred and twenty (120) days prior to such replacement or additional Contractor starting, participation on required shall include but not be limited to the following:

1. Meetings
2. Transfer of records
3. Access to property/vehicles
4. Inspection and certification of vehicle (as determined by the WMATA)
5. Transfer of all electronic, communication devices and equipment
6. Transition responsibilities for fueling facilities

A transition period shall be defined as the 120 day period of time prior to the end of the current contract term and the subsequent contract implementation-of-service date. DTS shall participate in the smooth transition of service in such a manner as to ensure the transition results in minimum service disruption to operations.

July 19, 2013

VIA ELECTRONIC & FIRST CLASS MAIL

[REDACTED]  
President  
Diamond Transportation Services, Inc.  
7307-C Highland Street  
Springfield, VA 22150

Re: Successful Transition of MetroAccess Service

[REDACTED]

On behalf of the Washington Metropolitan Area Transit Authority (WMATA), I would like to express my appreciation for your efforts and those of your employees in executing a smooth transition of our MetroAccess paratransit service. As you know, our paratransit customers greatly depend on the safe, on-time, and courteous provision of this service, and WMATA and its contractors must be fully committed to seeing that our customers receive that service without interruption.

As new WMATA contractors, please keep in mind that MetroAccess is not only the fourth largest paratransit service in the United States, but as the paratransit provider in our nation's capital, MetroAccess also is a model for the rest of the country. Our Accessibility Advisory Committee chairman, Patrick Sheehan, gave me and our Board of Directors a very positive report on the first days of your new contract with WMATA. This positive start is a reassuring indication of your ongoing commitment to WMATA and our customers.

Sincerely,

Richard R. Sarles  
General Manager and  
Chief Executive Officer

cc: [REDACTED] Assistant General Manager, Access Services  
[REDACTED] Chief Procurement Officer  
[REDACTED] Deputy General Manager, Administration

WMATA  
700 15th St NW  
Washington, DC 20004

WMATA  
700 15th St NW  
Washington, DC 20004

**1. KEY START UP PERSONNEL**

A. [REDACTED] President  
[REDACTED] (office)  
[REDACTED] (cell)  
[REDACTED] (e-mail phone)  
[REDACTED]@diamondtransportation.us

B. [REDACTED] Division Manager  
[REDACTED] (office)  
[REDACTED] (cell)  
[REDACTED]@diamondtransportation.us

C. [REDACTED] Operations Manager  
[REDACTED] (office)  
[REDACTED] (cell)  
[REDACTED]@diamondtransportation.us

D. [REDACTED] Business Manager  
[REDACTED] (office)  
[REDACTED] (cell)  
[REDACTED]@diamondtransportation.us

E. [REDACTED] Fleet Administrator  
[REDACTED] (office)  
[REDACTED] (cell)  
[REDACTED]@dimaondtransportation.us

F. [REDACTED] Safety Manager  
[REDACTED] (office)  
[REDACTED] (cell)  
[REDACTED]@diamondtransportation.us

G. [REDACTED] Training Manager  
[REDACTED] (office)  
[REDACTED] (cell)  
[REDACTED]@diamondtransportation.us

H. Behind the Wheel Trainers  
[REDACTED] (office)  
[REDACTED]  
[REDACTED] (office)

**I. Street Supervision/Window Dispatcher**

[Redacted]  
[Redacted] (office)

[Redacted]

**J. Yard Supervisor**

[Redacted]

**K. Maintenance Clerk**

[Redacted]

L.

**2. KEY LOCAL (PERMANENT) MANAGEMENT PERSONNEL**

Same as above

### 3. RECRUITING PLAN

**A. Operator incentive.** For recruiting new drivers to DTS current drivers will be paid an incentive of \$200 for each new driver that stays with the company a minimum of 91 days.

**B. Job Fairs.** This will be held at the Virginia Employment Commission, the Maryland Unemployment Commission and the DC Unemployment Commission.

**C. Advertising.** Advertising will be taken out in the Employment Guide, Staffing Now, Washington Post and Express Employment Professionals.

#### **D. DTS Web Page**

E. DTS currently has 108 certified drivers.

F. DTS currently has fourteen in training as of March 9, 2013.

G. DTS will develop a calendar of events when it is determined how many routes will be added between May 1, 2013 and June 30, 2013. This shall include the number of drivers added on a weekly basis.

#### **H. Job Descriptions**

##### **President/Division Chief**

The division chief heads up the company and are ultimately responsible for all operating departments and this contract. As such, this position:

- Serves as chief corporate liaisons for this project, providing leadership and being accessible to WMATA at all times, both during the startup phase and during ongoing operation of this contract.
- Provides hands-on supervision of the division manager and secondary supervision of department heads
- As company chief, this person ensure that management support and company resources meet contract obligations and customer expectations, including service delivery / operations, technology, personnel, fleet resources, maintenance, emergency equipment, etc.
- This position actively monitors project performance including reviewing all key performance reporting.
- Handless any contract administration duties and approvals. Attends key meetings, is accessible, and communicates with WMATA as required.
- Is responsible for business planning activities. Creates and implements short-range and long-range business plans as related to this contract.
- Responsibilities include planning for growth and overseeing capital resources needed including facilities modifications, computer systems integration, major

equipment acquisition, administrative procedure / processing modifications, and purchases of equipment. Maintains working knowledge of volume statistics and takes action to adjust or reallocate resources as appropriate.

- Represents company as official representative at WMATA and consumer meetings, and at any related meetings (local government committees, task forces, councils, etc.).

### **Division Manager**

The division manager reports directly to the division chief and provides a direct reporting relationship and supervision of all operating departments and this contract. As such, this position:

- Serves as second in command for company operations, providing familiarity with all key aspects of the division chief's job description.
- Is available to WMATA at all times. Provides authority for acting in those areas the division chief is responsible for, both during the startup phase and during ongoing operation of this contract. Attends key meetings.
- Provides hands-on supervision of department heads
- Monitors that management support and company resources meet contract obligations and customer expectations, including service delivery / operations, technology, personnel, fleet resources, maintenance, emergency equipment, etc.
- This position actively monitors project performance including reviewing all formal contract reports and incidents, bringing any important issues to the attention of division chief.
- Assists with contract administration duties and approvals. Is familiar with the WMATA contract and assists the division chief in any needed contract administration activities.
- Recommends and after approval implements short-range and long-range business plans as related to this contract.
- Responsibilities include assisting in the supervision of plans for growth and overseeing capital resources needed including facilities modifications, computer systems integration, major equipment acquisition, administrative procedure / processing modifications, and purchases of equipment. Maintains working knowledge of volume statistics and takes action to adjust or reallocate resources as appropriate.
- Represents company as official representative at WMATA and consumer meetings, and at any related meetings (local government committees, task forces, councils, etc.).
- Performs other field-related duties as instructed by the President.

## **Operations Manager**

The operations manager:

- Is responsible for overall management of drivers and operations staff including recruitment, hiring recommendations and supervision of support staff including reviews, disciplinary actions, and terminations.
- Provides daily supervision for drivers and supervisory and administrative staff. Provides ongoing supervision of road supervisors and other supervisory personnel.
- Assists in the duties of the division manager, filling in as required and managing designated operational responsibilities.
- Reviews all daily vehicle tours. Resolves staffing problems or scheduling conflicts. Schedules MetroAccess vehicles and drivers to meet MetroAccess demand. Maintains knowledge of computer systems and settings ensures computer liaison activities maintained with WMATA and other contractors as appropriate.
- Provides liaison activities with the maintenance department to ensure vehicles are maintained with peak vehicle needs maintained.
- Provides complaint resolution. Reports to Project Manager daily on nature and resolution of customer complaints.
- Oversee and/or prepares and reviews statistical and other reports.
- Assists division manager in management of all operational areas. Serves as acting division manager when necessary (i.e., vacations, meetings, conferences, etc.).
- Performs other field-related duties as instructed by the Division Manager.

## **Business Manager**

The business manager oversees information technology, human resources and the reconciliation team, including these functions:

- Manages company network hardware and software and ensuring systems are accessed only by authorized personnel and that all system are protected from intrusion, virus and other threats
- Oversee software acquisition, updates and custom development as needed.
- Advises as technology consultant to other company departments.
- Makes recommendations on technologies, which make job processes more efficient or are beneficial to the company and its quality of service.
- Manage outside technology vendors.
- Advise on vehicle technology and dispatching system(s).
- Supervises the assistant business manager, human resources manager and reconciliation staff. Ensures that company policies and procedures concerning human resources and reconciliation are adhered to.
- Performs other field-related duties as instructed by the Division Manager.



### **Fleet Administrator**

- Supervises all maintenance and repair, cleaning and body repair functions for all vehicles used in the service of the MetroAccess contract.
- Supervises maintenance subcontractors are performing in compliance with company and MetroAccess policies and procedures.
- Monitors maintenance budgets, repair trends, repetitive maintenance and other data to ensure quality service with maximum vehicle safety and minimum breakdowns.
- Implements preventive maintenance procedures in accordance with contractual and regulatory requirements.
- Provides recommendations regarding vehicles and vehicular equipment.
- Oversee safety and regulatory compliance of facilities. Oversees building facility maintenance including subcontractors.
- Performs other field-related duties as instructed by the Division Manager.

### **Safety Manager**

The safety manager provides for overall safety of contract operations including:

- Oversee company safety and emergency policies and procedures. Recommends new policies and procedure where needed to ensure overall safety and compliance with the safety requirements of operating contracts, applicable regulation and equipment manufacturers.
- Oversees driver records system to ensure all drivers have required licenses and certifications.
- Supervises training manager. Ensure that training meets all contract, regulatory and equipment manufacturer standards.
- Maintains reviews and advises on safety records and trends.
- Conducts periodic road supervision to observe delivery of service and conformity with guidelines and client requirements. Performs both observed (including on-board and on-road) and unobserved checks.
- Assists in monitoring and investigating insurance accident reporting, witness statements, and other related reports.
- Performs other field-related duties as instructed by the Division Manager.

### **Trainer**

Oversee and provides company training functions including:

- Provides both classroom and as applicable on-the-road training in accordance with company and contractual training curriculums for drivers and other personnel categories as appropriate. Training includes new driver and ongoing / re-training in accordance with curriculums and employee orientation.

- Additionally provides special training topics, updates or “seminars” on special topics as required such as at routine meetings.
- Insures training curriculum meets all appropriate standards or regulatory requirements and the requirements of appropriate certifying entities, including but not limited to passenger assistance techniques for disabled riders, sensitivity training, defensive driving, operational, drug and alcohol free workplace policy and awareness, vehicle familiarity and safety, emergency procedures, etc. If any training provided by outside vendors, oversees performance of these vendors.
- Maintains all required training certifications and related documents to document that all required training has been received. Manages system for insuring that all training is received in accordance with requirements including all refresher-training programs as required.
- Provides recommendations for changes to company policies and procedures and company training materials.
- Works with road supervisors to insure that training program is achieving goals and works with management on retraining and disciplinary actions on an as-needed basis. Periodically performs road supervisor functions to ensure the effectiveness of the training program.
- Performs other field-related duties as instructed by the Division Manager.

### **Behind-the-Wheel Trainer**

Provides vehicle on-the-road orientation and training to drivers.

- Provides training by example and then supervises drivers during their performance on-the-job functions.
- Carefully monitors and records successful performance of drivers and completes required reports.
- Provides all functions of driver job description with excellence. Maintains knowledge of company policies and procedures for drivers.
- Assists with street supervision as required.
- Performs other field-related duties as instructed by the Division Manager.

### **Street Supervisor**

Monitors service and responds to events in field to maintain standards as follows:

- Conducts regular road supervision to observe delivery of service and conformity with contract requirements and procedures and safe practices. Maintains detailed knowledge of these requirements. Performs both observed (including on-board and on-road) and unobserved checks. Performs time checks for compliance with schedule and routing. Completes forms and other paperwork documenting inspections and checks.
- Responds to the scene of incidents or accidents, assists as necessary, and prepares reports on same. Assists in monitoring and investigating insurance accident reporting, witness statements, and other related reports. Maintains detailed knowledge of accident procedures, accident investigation procedures and

emergency procedures and supervises these procedures in the field. Assists with investigation of complaints and incidents.

- Disseminates reports of problems to and from staff and drivers and investigates ways to improve service. Recommends driver retraining as needed. Initiates disciplinary reports as necessary. Provides or assists with driver training or retraining as required.
- Assists with emergencies in the field, including if necessary pickups resulting from schedule changes for maintaining schedules in case of special circumstances.
- Performs public relations work as appropriate or as assigned including field calls.
- Conduct location reviews including evaluation of unsafe stops or conditions.
- Maintains detailed knowledge of organizational procedures and contract requirements and makes recommendations on changes or improvements as applicable.
- Performs other field-related duties as instructed by the Division Manager.

### **Street Supervisor Manager**

Performs all duties of the street supervisor and additionally:

- Supervises and trains street supervisors and ensures standards of street supervision are being met.
- Maintains street supervision schedules and ensure schedules are covered.
- Makes recommendations concerning street supervision policies and procedures, forms, etc.
- Make recommendations on street supervisor hiring and any needed disciplinary actions, and terminations.
- Performs other field-related duties as instructed by the project manager

### **Window Dispatcher**

Provides facility / non-radio “dispatching” of drivers and vehicles including:

- Has the primary role is to insure all runs and other assignments are covered with drivers and vehicles at all times
- Provides a central point of communication and tracking, like the hub of a wheel, for drivers, vehicle maintenance, dispatchers, management, etc.
- Enters tracking information into computerized systems and hard-copy logs and forms.
- Interact with drivers and take paperwork, communicate assignments and other information, reconcile fares and daily manifests, perform database updates and filing functions, and related activities.
- Inspect drivers for proper uniforms, dress code and other start-of-shift and end-of-shift procedures.
- Perform periodic inventories of vehicles and vehicular and driver equipment.
- Handle other assignments as required.

## **Yard Supervisor**

Supervises the parking and flow of vehicles including:

- Stages vehicles for peak pullouts.
- Logs vehicles and drivers to ensure tracking of into and out of the lot.
- Ensures no unauthorized activities.
- Inspect vehicles for body damage and perform other vehicles inspections for cleanliness and proper equipment, drivers for proper uniform, etc.
- Monitors that drivers are making pre-trip inspections.
- Performs other field-related duties as instructed by the Division Manager.

## **Maintenance Clerk**

Assists fleet manager with administrative support functions including:

- Handles data entry of work order, fuel tickets, vehicle mileages and other fleet maintenance information.
- Generates routine and non-routine reports using a variety of specially and office software.
- Greets drivers and visitors, communicates maintenance procedures and tracks information, answers telephones and sets appointments.
- Makes copies, receives and sends facsimiles, posts mail and operates other general office hardware.
- Performs filing, other clerical, bookkeeping, and other related activities as directed.
- Performs other field-related duties as instructed by the Division Manager.

## **Reconciliation Clerk**

Provides data entry and review of driver information including:

- Receives and reviews trip manifests for accuracy.
- Enters mileage, hours and ridership data into computer.
- Generates regular mileage, hours and ridership related reports.
- Reconciles fares and ticket counts against ridership and reconciles monies from fares
- Performs other clerical activities as assigned.

## **Driver**

- Operates authorized vehicles from point to point within the service area based on computer manifest and add-on orders for passenger pickups and drop-offs. Follow all procedures and work rules set forth by the company and project clients.
- Provides courteous, professional, patient and kind interactions with clients and caregivers. Provides passenger assistance according to company and project client

policy, including physical assistance to mobility-impaired passengers using Passenger Assistance Techniques (“PAT”) training.

- Utilizes navigational tools to determine most effective routes from point to point based on schedule. Attempts to maximize shared ride efficiency without sacrificing quality by making recommendations to improve routing of pick-ups and drop-offs. Recommends changes in order to increase number of passengers carried on a per hour or per mile basis.
- Communicates with the dispatcher over the radio and/or mobile data devices and other equipment to facilitate trip assignments and other dispatching and event communications functions.
- Performs vehicle inspections including pre- and post-trip according to regulatory, contractual and training requirements.
- Maintains accurate records of pick-up times, drop off times, passengers transported, and related data.
- Prepares other reports including vehicle reports and other routine and incident reports. In the event of an emergency stays calm and assists others according to training and procedures.

Because DTS is operating the service, pay scales are current. Driver’s wages must meet the requirements of the contract.

#### **4. SUMMARY OF PROPOSED FACILITIES, WITH SHORTEST POSSIBLE MOVE-IN TIME**

- A. DTS is under lease agreement at its current location, 7307 C Highland St., Springfield, Virginia until June 30, 2013. The date it must vacate the additional lot is July 30, 2013. DTS is able to negotiate additional time at its present location if necessary. It is not yet determined whether DTS will be able to keep its additional lot at the Highland Road facility, but has requested a long term lease from the ownership of the management company. A long term lease does not look promising for the additional lot at this time.

DTS will be able to maintain the present lot located at 7307 A and C Highland St. to park MetroAccess vehicles.

- B. DTS has proposed to move into the Backlick Road facility when it is made available to DTS by WMATA. A clarification needs to be given to DTS as to when that facility will be made available to DTS.
- C. DTS is currently negotiating the lease and move-in dates for the facility at 7900 Hill Park Ct. This facility is currently empty. The owner is on vacation until Tuesday, March 12, 2013. The move in date shall be part of the negotiation with the current landlord.

## Attachments

### ATT# Attachment

- 1 Taxicab Letters of Intent and Evaluation Criteria
  - a. Red Top Cab Taxicab Letters of Intent and Evaluation Criteria
  - b. Alexandria Yellow Cab Letter of Intent
  - c. Liberty Letter of Intent and Evaluation Criteria
  - d. Regency Taxi Letter of Intent and Evaluation Criteria
  - e. Barwood Letter of Intent and Evaluation Criteria
  - f. TRX Insurance Agency Letter of Intent
- 2 DTS Resumes Including Technology and Maintenance Staff Resumes and ASE Certifications
- 3 Employment and Training
  - a. Employment Application and Qualification Disclosure
  - b. HireRight Brochure
  - c. Employee Handbook
  - d. Training Matrix
  - e. [REDACTED]
  - f. [REDACTED]
  - g. Retraining Sign Off Sheet
- 4 MetroAccess Inclement Weather Operational Procedures
- 5 Kaiser Health Insurance Plan
- 6 OSHA 301 Injury and Illness Report Form
- 7 Avaya, Advanced Communications System
- 8 Mentor Rangers
- 9 Ricoh Afcio Mp C4501 Brochure
- 10 Carbonite Brochure
- 11 Facilities Information
  - a. 7307 A and 7307 C Highland Street
  - b. 7902 Hill Park Ct. Maintenance Facility
  - c. 7900 Hill Park Ct. Progressive Facility
  - d. 10109 Giles Run Road, Lorton Facility
- 12 Vehicle Inspection and Maintenance Information
  - a. Dossier Fleet Management Information System
  - b. I30 Inspection Checklist
  - c. Daily Vehicle Inspection ("DVI")
  - d. Daily Fluid Checklist
  - e. Weekly Exterior Cleaning Checklist
  - f. Daily Cleaning Log
  - g. Monthly Cleaning Log
  - h. Pre Audit Safety Inspection Checklist
- 13 Fuel Receipt and Spreadsheet

ATTACHMENT 1

Taxicab Letters of Intent and Evaluation Criteria



ATTACHMENT 1a

Red Top Cab Taxicab Letters of Intent and Evaluation Criteria

# **METROACCESS PARATRANSIT SERVICE FOR MARYLAND, VIRGINIA AND THE DISTRICT OF COLUMBIA**

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**RFP NO. CQ12169/KAM**

**EVALUATION CRITERIA FOR TAXI CONTRACTORS  
TO SERVE AS METROACCESS SERVICE PROVIDERS**

**Statement of Qualifications**


**Presented by Red Top Cab**

**August 24, 2012**



# Red Top Cab Company of Arlington

August 15, 2012

 President  
Diamond Transportation, Inc.  
7311-B Highland Street  
Springfield, Virginia 22150

RE: MetroAccess Request for Proposals RFP No. CQ12169/KAM


Dear 

On behalf of Red Top Cab, I am pleased to submit the attached Statement of Qualifications in response to the Washington Metropolitan Area Transit Authority (WMATA) solicitation No. CQ12169/KAM for the MetroAccess Program Paratransit Services for Maryland, Virginia, and Washington D.C.

We are confident that our response to the Evaluation Criteria for Taxi Contractors will demonstrate that Red Top Cab will meet or exceed the requirements stated in the RFP. Red Top Cab has been providing safe, dependable and high quality service to the citizens of Northern Virginia for forty eight years.

Should Diamond Transportation be awarded a contract by WMATA to provide MetroAccess service, we look forward to working with you and your organization as a taxicab subcontractor through our operating companies which include Red Top Cab of Arlington, Arlington Yellow Cab, Falls Church Yellow Cab, Fairfax Yellow Cab, and Red Top Cab of Fairfax.

Sincerely,

  
President and CEO  
Red Top Cab Company

Taxi Service: 

## Evaluation Criteria for Taxi Contractors

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### About Red Top Cab

Red Top Cab of Arlington, Virginia has been delivering safe, reliable transportation to the citizens of Arlington County for over forty-eight years. Founded in 1964 by [REDACTED] a second-generation taxicab and paratransit operator who remains actively at the company's helm, Red Top Cab is nationally recognized as an innovative leader in the taxicab industry.

Since the company's inception, Red Top Cab has been deeply invested in the community, providing specialized transportation to people with disabilities and to senior citizens, and since 1985, transportation services to Arlington County's Senior Centers.

In 1992, Both the Northern Virginia Chapter of the Old Dominion Council of the Blind and Visually Impaired, and the American Council of the Blind commended and recognized Red Top Cab as "...possibly one of the finest cab services in the nation for a tradition of outstanding service to the Arlington community and especially to people with disabilities."<sup>1</sup>

Recognizing a need for greater levels of service to Arlington's disability community, Red Top Cab was a pioneer in the inclusion of a local taxicab company into the county's specialized transportation programs, and was the first taxicab company in Northern Virginia to acquire and utilize wheelchair accessible taxicabs. Beginning with "Arlington Access", which preceded the establishment of the Arlington STAR and MetroAccess programs, Red Top Cab has been providing continuous complementary paratransit transportation services since May 1994.

Since that time, Red Top Cab has become the region's largest taxicab provider of specialized transportation, delivering transportation services through the Virginia Medicaid program, Arlington STAR and the Arlington County Senior Centers, as well as providing complementary ADA paratransit services under the MetroAccess program administered by the Washington Metropolitan Area Transit Authority (WMATA).

Red Top Cab has been the recipient of an ABBIE Award (Arlington's Best Businesses) and has been named one of the five best businesses in the county by the Arlington County Board and the Arlington Chamber of Commerce.

In 2005, Red Top Cab was recognized in a joint resolution of the Virginia legislature for exemplary service to the community, and in November 2011, was the recipient of a Culpepper Gardens Elder Service Award.

Red Top Cab taxi operators have also been widely acknowledged for their services to the community. In 1997, the Northern Virginia Transportation Commission (NVTC) recognized [REDACTED] one of Red Top's first wheelchair accessible taxicab operators, as the Arlington recipient of the Commission's *Driver of the Year* award. The International Taxicab and Livery Association (ITLA) honored [REDACTED] another Red Top Cab wheelchair accessible taxicab operator, recognizing him as the 1998 *Paratransit Driver of the Year*. Red Top Cab taxi operator [REDACTED] was named by the Arlington County Hospitality Industry, as its 2001 *SuperStar* in Transportation. [REDACTED] nomination was endorsed in writing by the participants at an Arlington County Senior Center.

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<sup>1</sup> Quoted as appearing on the award honoring Red Top Cab



## Evaluation Criteria for Taxi Contractors

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The management team at Red Top Cab has over 150 years of combined operations experience, and is considered by many to be among the finest in the industry. Red Top Cab has a deep awareness of the daily challenges that face people with disabilities. The Red Top Cab Communications Center is fully accessible to people with disabilities, and taxi operators who provide paratransit services receive comprehensive sensitivity training as well as specialized training in safety and wheelchair securement. In 2007, Red Top Cab raised the bar on safety even higher by becoming one of the first taxicab companies in the country to implement a 100% drug and alcohol testing program for all taxi operators delivering paratransit service.

In addition to leading the way in safety and customer service, Red Top Cab has always been an industry innovator, being one of the earliest taxicab companies to operate 100% of its fleets with automated dispatching. Every taxicab in the Arlington Red Top fleet (and its affiliated Fairfax Yellow Cab fleet) has voice and data communications capability, as well as GPS-driven mobile data computers (MDCs). Red Top Cab has historically leveraged technology for the benefit of its customers as evidenced by the company's advanced Communications Center.

The Red Top Communications Center operates continuously, 24 hours per day, 365 days per year, and provides approximately 130 jobs to area residents. On any given day, reservations agents answer 12,000 to 14,000 incoming customer calls (which are monitored for quality assurance), and Red Top Cab's highly experienced communications staff dispatches 8,000 to 10,000 taxi trips. Within the Communications Center, there is a "Special Accounts Department" that is staffed with 10 agents who are dedicated to Red Top's paratransit and specialized transportation operations. All systems in the Red Top Cab Communications Center are fully redundant with full power back up capability to ensure continuous service under all conditions.

A summary of current Red Top Cab paratransit contract operations appears in Exhibit "A" of this statement of qualifications.

## Evaluation Criteria for Taxi Contractors

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### I. OPERATIONAL CAPABILITIES

#### A. Operating methodology and use of technology

##### i. Reservations

Red Top Cab's state-of-the art communications center operates 24 hours per day, 365 days per year, and provides approximately 130 jobs to area residents. All systems are fully redundant with full power back up capability. The communications center utilizes the Rockwell Spectrum 100 advanced telephone system. All calls on critical lines (customer facing) are recorded for quality assurance by an advanced Dictaphone recording and monitoring system. This system not only records and archives phone calls; its advanced technology permits Red Top Cab supervisors to monitor calls in real time for quality assurance and training.

Eighty (80) taxi reservations agents receive and handle approximately 12,000 to 14,000 incoming telephone calls per day, resulting in approximately 8,000 to 10,000 dispatched taxi trips. Six (6) additional reservations agents serve customer reservations requests for Red Top Executive Sedan service.

##### ii. Dispatch and Scheduling

As stated above, the Red Top communication center dispatches approximately 8,000 to 10,000 taxi trips per day. Red Top Cab uses the Motorola Automated Digital Dispatch System (MADDS) which is a fully automated taxicab dispatch system for managing taxicab reservations and dispatching in digital format to the taxicab's Mobile Data Computer (MDC). This robust system has been the mainstay of Red Top's dispatching for over twenty (20) years. Additionally, under the current MetroAccess contract, Red Top maintains a Trapeze work station in the communications center to enable dispatchers to track and verify no-shows in an effort to reduce these occurrences. Red Top has the capability to establish a video link to the MetroAccess OCC for immediate, real-time response and proposes to collaborate with the selected OCC Contractor to implement this effective tool at the start of the transition period.



Red Top Cab Communications Center

In an effort to reduce the possibility of delays and data entry error, and to increase the efficiency by which requests for MetroAccess service are entered into Red Top's dispatching system, Representatives from Red Top recently collaborated with staff members from WMATA's IT department and the Office of MetroAccess Service to develop a direct interface between WMATA's Trapeze server and Red Top's dispatch system. Red Top stands ready to work with the selected MetroAccess OCC Contractor to implement this interface during the new contract's transition period.



## Evaluation Criteria for Taxi Contractors

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### *Vehicle tracking and way-finding*

Red Top Cab has always been an industry innovator, being one of the earliest taxicab companies to operate 100% of its fleets with automated dispatching. Every taxicab in the Arlington Red Top fleet (and its affiliated Fairfax Yellow Cab fleet) has voice and data communications capability, as well as a GPS-driven mobile data computer (MDC).

### iii. In-Vehicle Systems

As stated above, all Arlington Red Top Cabs (and their affiliated Fairfax Yellow Cab and Red Top Cab of Fairfax fleets) are digitally dispatched, with each taxicab equipped with full data and voice communication capabilities. Taxicab equipment includes a taximeter with a receipt printer; a rear-seat, self-service credit card terminal; a two-way radio; and a GPS-driven Mobile Data Computer (MDC) with vehicle location tracking.

### iv. Data Verification and Reporting

Red Top Cab's dispatch system is completely event-driven. That means all significant events such as "meter-on", "meter-off", GPS location coordinates, etc., are time and date stamped and recorded on a "transactional" basis into an event log which may be accessed by referencing trip data or taxicab number. "Transactional" means that every function performed by the taxicab operator through his/her MDC is recorded with time and date stamps and GPS coordinates. Every exception and subsequent actions by the dispatchers are time and date stamped and recorded. All trip related actions by customer service agents and supervisors are recorded with time and date stamps. These elements of our system ensure that trip data and records are fully optimized and easily retrieved for later use when needed.

The Red Top Cab dispatch system provides numerous reports for management analysis, including detailed dispatch and performance statistics by time of day, etc. Additionally, using off-the-shelf report query / writing software such as *Crystal Reports* for example, there is virtually no limit to the number or types of reports that can be easily created and immediately put into use. Because of the flexibility for ad hoc reporting, all reports described here are merely samples of those which may be used most frequently.

Reporting is comprehensive for all functional areas managed by the system including:

- Trip Archives;
- Credit Cards / Account / Cashiering Records / Activity;
- Service Response Time (overall, by area / zone, by driver / cab);
- Customer Service Agent Performance / Activity;
- Drivers / Driver Expirations / Activity;
- Vehicles / Vehicle Expirations / Utilization Activity;
- Zone Activity

In addition to reports, the reservations and dispatch system also provides the capability of accessing "live" activity for quality control. The communications center's advanced telephone switch allows supervisors to monitor, coach and join Customer Service Agents in real time. Integrated incident monitoring and reporting software captures and flags errors so that

## Evaluation Criteria for Taxi Contractors

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supervisors can review with the Customer Service Agents on a weekly basis. Data analysis generates client specific reports on a daily and weekly basis to track trends and provide tools to driver managers to help improve taxicab operator performance.

### v. Staffing Plan

Red Top Cab is committed to delivering the highest quality service to its MetroAccess customers and is pleased to propose the following members of its project team:

#### *Taxicab operators-*

Approximately 300 taxicab operators from Red Top Cab and its affiliates have been trained and certified to deliver service under the MetroAccess program. Information regarding the selection and training of taxicab operators appears in section I.B below. The Red Top Cab Operations Leadership Team will manage and direct all aspects of taxicab service delivery.

#### *General Manager, Fairfax Yellow Cab*

██████████ is a 32 year veteran of the Red Top organization. In his current role as the General Manager of the Fairfax Yellow Cab Company and the Red Top Cab Company of Fairfax, ██████████ oversees the day-to-day operations of 400 taxicabs and operators. He has been instrumental in the development and management of Red Top's specialized transportation services, directing the paratransit division, which serves customers of the MetroAccess program and the Virginia Medicaid transportation program. ██████████ oversees the selection of Red Top's paratransit certified taxicab operators ensuring that each is properly screened, trained and qualified. He has been the primary point of contact with the current MetroAccess Contractor, MV Transportation. In addition, ██████████ ensures compliance with MetroAccess door-to-door training requirements, and the FTA mandated drug and alcohol testing program.

#### *General Manager, Arlington Red Top Cab*

██████████ brings 21 years of ground transportation operations experience. ██████████ is the General Manager of the Red Top Cab Company of Arlington Virginia, the largest cab company in Northern Virginia. ██████████ directs all day-to-day taxicab operations at Red Top and coordinates with ██████████ to deliver MetroAccess taxicab service in Arlington County. He oversees driver selection and ensures compliance with MetroAccess door-to-door service requirements. Prior to joining the Red Top family of companies in 2006, ██████████ was the General Manager of Dav-El Limousine's Washington, DC franchise, one of the largest premium ground transportation service providers in the region. ██████████ also has extensive fleet management and logistical support experience as a manager with United Parcel Service.

#### *Director, Red Top Communications Center*

██████████ has 40 years of experience in logistics, transportation, and communications. He began his career with the United States Air Force, and over the next 22 years, achieved the highest rank possible for enlisted personnel, Command Chief Master Sergeant. Prior to joining Red Top Cab in 1997, ██████████ served as the county transportation supervisor for the Spotsylvania County Virginia School System where he directed the logistics, routing, and maintenance program for the school system's entire fleet school buses.



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██████████ currently directs all operations associated with the Red Top Cab Communications Center including all incoming and outgoing data and voice communications. ██████████ provides hands-on leadership and support of the dispatching infrastructure, reservation and customer service agents, dispatchers, shift supervisors, and the special accounts department. Currently, the Communications Center receives 12-14 thousand incoming calls per day and dispatches 8-10 thousand taxicab trips.

### *Communications center staffing -*

In addition to ██████████ who will direct all Communication Center activity, the following staffing resources will be available based on service level demand, to support MetroAccess service operations on a 24/7 basis:

- Senior Manager;
- 5 Shift Supervisors;
- Special Accounts Department - Staffed with 10 Customer Service Agents who are dedicated to paratransit operations;
- Dispatch Operations - Employs 25 full and part-time dispatch personnel for taxi dispatchers, wheelchair vehicle dispatchers and paratransit dispatchers;
- Reservation Agents - Employs 80 full and part-time reservation agents to receive and enter taxi reservations

### *Fleet maintenance staffing -*

Red Top Cab and its participating affiliates will provide maintenance support to taxicabs that provide MetroAccess service at two maintenance facilities located in Arlington, Virginia and Falls Church, Virginia. Detailed information about Red Top's maintenance program appears below in section I.C. The following staffing resources will be available based on service level demand, to support MetroAccess service operations:

- Service Director (all service operations)
- Service Manager: 1 at each location
- Technicians: 9 in Arlington and 11 in Fairfax
- Auto Detailer: 1 at each location
- Fueling Station Attendant: 1

### *Corporate support -*

In addition to the operations resources listed above, Red Top Cab provides administrative support for the MetroAccess program including but not limited to accounting, safety and training, drug and alcohol testing compliance, insurance compliance and taxicab operator regulatory compliance. The Red Top Cab Leadership Team ensures that all critical functions necessary to support MetroAccess operations are monitored and supported to ensure the delivery of safe and high quality customer service.

██████████ - *President and CEO, Transportation, Inc. - T/A Red Top Cab*

██████████ brings more than 48 years of experience as an entrepreneur in the transportation industry and serves as President and CEO of Red Top Cab. He is a second-generation ground

## Evaluation Criteria for Taxi Contractors

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transportation provider, his parents having partly owned Arlington Yellow Cab Company. [REDACTED] began his career there, and today provides executive leadership and directs corporate planning and development for the Red Top family of companies, which he built from its beginnings as a 3-taxicab company to become the largest taxicab and paratransit organization in the region.

[REDACTED] is Past President, Director, and a member of the Executive Committee of the Taxicab, Livery and Paratransit Association (TLPA), and the recipient of both the TLPA Taxicab Operator of the Year award and the TLPA Premium Services Operator of the Year. He was the first two-time TLPA Operator of the Year winner. He is the past President of the Taxicab, Livery and Paratransit Foundation, a non-profit charitable organization, which primarily focuses on meeting the research, and education needs of for-hire passenger transportation operators. [REDACTED]

[REDACTED] is also past President and current Director of the Virginia Taxicab Association. He served on the Virginia Governor's Council on Transportation and has taken part in numerous panels and symposiums in all facets of the ground transportation industry.

[REDACTED] contributes his time to many community organizations. He served on the Board of the Arlington Chamber of Commerce, the Arlington Chapter of the American Heart Association, the Clarendon Alliance (a community development and advisory group) and the Arlington Hospital Advisory Board. He is also a member of the Finance Committee for the Virginia Hospital Center.

### *Chief Operating Officer*

[REDACTED] brings 35 years of effective executive management experience to the Red Top Cab organization with a proven track record in team leadership, strategic planning and fiscal guidance. Prior to joining the Red Top organization, [REDACTED] was a successful entrepreneur who established a high volume automotive retail repair business and successfully grew the company from one location to five retail outlets in a timespan of three years. [REDACTED] also brings corporate management experience having served as CEO of Admine.com, an internet advertising company which partnered with industry icons such as Gannett, Adobe, Hurst and Getty Images. Prior to becoming involved with Admine.com, [REDACTED] held positions with major corporations, serving as National Director of Business Development for consulting giant Deloitte, Vice President of Sales and Marketing at the Hill-Rom Company, and Marketing and Brand Manager at Kraft Foods.

### *Vice President*

[REDACTED] has been an integral member of the Red Top senior leadership team, overseeing all aspects of the company's information technology and communications infrastructure since 2001. [REDACTED] has managed the successful transition and implementation of several large, complex IT and communications systems. These include the complete replacement of a legacy 800 MHz data dispatch system and transition to a new IP-based system for 5 taxicab fleets consisting of some 925 vehicles, the design, installation and successful migration of a 130 vehicle premium sedan service from a legacy data dispatch system to a modernized robust system operating on a public data and voice network. Prior to joining the Red Top organization, [REDACTED] served as the Managing Director at Stone Street Services, Inc., with offices located in



## Evaluation Criteria for Taxi Contractors

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Bethesda Maryland and Fort Lauderdale, Florida. [REDACTED] is an attorney and holds a Juris Doctor from the Washington College of Law of The American University, Washington, DC and a Bachelor of Science in Accounting from the Stern School of Business, New York University, New York, New York.

### *Paratransit Manager*

As Paratransit Manager, [REDACTED] is responsible for ensuring compliance with the Americans with Disabilities Act (ADA). She designed, authored and implemented an operator training program that focuses on ADA transportation requirements. [REDACTED] is a recognized national expert on the problems of aging and disabilities, and a published author on the subject. She has been a featured speaker at several national and state conferences on aging and disabilities.

### *Director of Sales and Marketing*

[REDACTED] brings over 25 years of experience in the transportation industry and has been a member of the Red Top Cab management team since 1991. He has been actively involved in supporting the MetroAccess program and has been instrumental in promoting community awareness of Red Top Cab's specialized transportation services.

## **B. Training and Certification**

### **i. MetroAccess Door-to-Door Service**

Red Top Cab and its participating affiliates have been providing door-to-door service to MetroAccess customers since the provision was introduced on June 30, 2008. Red Top Cab utilizes the WMATA-approved door-to-door training program for all its taxicab operators who provide service to MetroAccess customers. A copy of the door-to-door training materials appears as Exhibit "B" of this Statement of Qualifications.



**Taxicab Operator Training Classroom**

### **ii. Operator/Taxicab Driver Training**

All Red Top taxicab operators undergo one of the most comprehensive training programs in the taxi industry. Taxicab operators who qualify for MetroAccess service also participate in supplemental training including door-to-door service; wheelchair securement; inappropriate conduct/sexual harassment training; and sensitivity training. Annual refresher courses are mandatory for all taxicab operators who wish to maintain their certification to provide MetroAccess service. A copy of the Red Top Cab new driver training syllabus appears as Exhibit "C".

### *New Taxicab Operators – Arlington Red Top Cab Fleet:*

To ensure that there is always an adequate number of qualified taxicab operators to meet service demands; Red Top Cab maintains a recruiting goal of fifty (50) new operator candidates

## Evaluation Criteria for Taxi Contractors

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each month. Every new candidate for affiliation with Red Top Cab undergoes the following seven-step process:

- 1) Candidates pass map reading test and English proficiency test;
- 2) Candidates receive training class for the Arlington County Hack License exam;
- 3) Candidates pass the Arlington County Hack License exam and then attends a one-day classroom taxicab operator training school;
- 4) Upon successful completion of the taxicab operator training school, candidates spend two days on the road with a certified driver trainer;
- 5) Upon successful completion of "on-the-road" training, new taxicab operators provide taxicab service under the Arlington Yellow Cab fleet;
- 6) Before an operator can qualify for the Red Top fleet, his/her performance is reviewed and approved by the Training Manager, Taxicab Operator Manager and the Fleet Manager.
- 7) Taxicab operator drives in the Red Top fleet until the Training Manager approves the individual for MetroAccess Door-to-Door training. Taxicab operators must pass all mandated MetroAccess training before being permitted to deliver service to a MetroAccess customer.

### *New Taxicab Operators - Fairfax Yellow Cab Fleet:*

The process at Fairfax Yellow Cab mirrors that of its Arlington affiliate with the exception that both the Fairfax Yellow Cab and Red Top Cab of Fairfax fleets deliver MetroAccess service.

#### *a. Door-to-Door training*

The certification process for door-to-door service is identical for both the Arlington and Fairfax fleets. All qualified candidates for door-to-door service undergo specialized training using the WMATA-approved curriculum for door-to-door training. Door-to-door certification classes are held once per month, with annual refreshers for all qualified taxicab operators. Red Top Cab ensures that only MetroAccess certified taxicab operators are able to deliver service under the program by placing a special "attribute" in the dispatch system for each certified operator. Taxicab operator performance is closely monitored and attributes are removed when deficiencies in service requirements arise. Every candidate completes the following sequence in order to achieve door-to-door certification:

- i. Candidates for door-to-door certification must have driven for a minimum of ninety (90) days and must be approved by the Training Manager;
- ii. Candidate attends WMATA-approved door-to-door classroom training;
- iii. Upon successful completion of door-to-door training, the Risk Management department reviews the taxi operator's file to ensure that the operator's drug testing results are current, and determines a date that the operator may begin providing MetroAccess service;



## Evaluation Criteria for Taxi Contractors

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- iv. The door-to-door attribute is added to the dispatch system and the taxicab operator is now eligible to provide MetroAccess service;
- v. The taxicab operator must provide door-to-door service to all MetroAccess customers. The door-to-door attribute will be removed from the dispatch system, and the operator will no longer be eligible to provide MetroAccess service if he/she fails to provide door-to-door service to any MetroAccess customer or if the operator receives a complaint.
- vi. All taxicab operators who are certified for MetroAccess service must participate in random drug and alcohol testing;
- vii. Red Top Cab ensures that only the operators who wish to voluntarily provide MetroAccess service continue in the program. This is done through careful performance monitoring, and the ability of each taxicab operator, as an independent contractor, to elect to remove the MetroAccess dispatch attribute at any time.

### *b. Inappropriate conduct/sexual harassment training*

Red Top Cab and its affiliates utilize the WMATA-approved training course for the prevention of inappropriate behavior and sexual harassment. All taxicab operator candidates who wish to become certified for MetroAccess service must successfully complete this training before certification is awarded and the MetroAccess attribute is added to the taxicab operator's dispatch system identifier. Annual refresher courses are mandatory for all taxicab operators who wish to maintain their certification to provide MetroAccess service. A copy of the inappropriate conduct/sexual harassment training course appears as Exhibit "D" of this Statement of Qualifications.

### *c. Sensitivity training*

Every taxicab operator seeking MetroAccess Service certification must complete sensitivity training. Under the direction and guidance of [REDACTED] the Red Top Cab training department utilizes materials developed by Ms. Otal and the U.S. Department of Labor, Office of Disability Employment Policy.

### *Annual refresher training*

All taxicab operators who are certified for MetroAccess service must complete annual refresher training for all WMATA-mandated training including door-to-door training; inappropriate conduct/sexual harassment training; and sensitivity training.

## **C. Vehicle Maintenance Plan**

Red Top Cab is a nationally recognized leader in the taxicab industry. Our vehicle preventive maintenance (PM) program is the most comprehensive of its kind and exceeds the minimum requirements of the MetroAccess program. A copy of the Red Top Cab Vehicle Repair Order check sheet appears as Exhibit "E" of this Statement of Qualifications.



## **i. Preventive Maintenance Inspections – 6,000 Mile Interval or Less**

The following outline provides a snapshot of the Red Top Cab vehicle preventive maintenance program:

- *Every 4,000 miles*
  - Oil and filter change (synthetic blend);
  - Multipoint vehicle inspection;
  - Repairs and other maintenance as needed
- *Every 8,000 miles*
  - Oil and filter change (synthetic blend);
  - Tire rotation;
  - Multipoint vehicle inspection;
  - Repairs and other maintenance as needed
- *Every 20,000 miles*
  - Transmission flush (synthetic fluid) (Ford Fusion models only)
  - Replace fuel filter (if equipped) (all other models);
  - Repairs and other maintenance as needed
- *Every 28,000 miles*
  - Alignment (all vehicle types);
  - Repairs and other maintenance as needed
- *Every 40,000 miles*
  - Transmission flush (synthetic fluid);
  - Repairs and other maintenance as needed;
  - Applicable to Crown Victoria; Grand Marquis; Town & Country; Grand Caravan; and Freestar models
- *Every 80,000 miles*
  - Replace spark plugs (all vehicle types);
  - Flush cooling system and replace antifreeze (all vehicle types);
  - Differential service (rear wheel drive vehicles only);
  - Repairs and other maintenance as needed

The Red Top vehicle dispatch system keeps track of vehicle mileage on a daily basis and helps to ensure that vehicles are serviced at the appropriate intervals by sending automated notifications to the taxicab operators and to the cab manager. Cab managers monitor these notifications and, in the event a taxicab operator fails to appear for a scheduled maintenance interval, will temporarily disable the ability of a taxicab to receive dispatched trips. The dispatch function is restored when the deficiency has been resolved (often within hours).

## Evaluation Criteria for Taxi Contractors

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### ii. Vehicle Fueling and Washing Plan; Vehicle Cleanliness Schedule - Daily, Bi-Weekly, Monthly, and Seasonal/Periodic

All taxicab operators affiliated with the Red Top organization must keep their vehicles in a clean and presentable condition at all times. To encourage taxi operators to consistently adhere to this practice, each of our two maintenance facilities operates its own on-site automated car wash which is available to our taxicab operators as often as needed and at no cost. For the convenience of our taxicab operators, vacuum equipment is also available.



Arlington Fueling Facility

Both of our maintenance facilities maintain multiple dispenser fueling stations that are open 24/7. Each taxicab operator has his or her own fueling pass code to facilitate operation of the fuel dispensing equipment. Our operators are able to purchase fuel at prices well below the retail market. A fuel lane attendant is also on duty at the Arlington location.

### iii. Vehicle Maintenance Record Keeping

The vehicle maintenance program at Arlington Red Top Cab and at its affiliate, Fairfax Yellow Cab is entirely automated and retains a record of all vehicle maintenance and repair activity. Red Top utilizes the computerized *Fleet Maintenance Pro 12.0* software by Innovative Maintenance Systems, Inc. (IMS). This extremely versatile and robust vehicle maintenance system is designed for use by large vehicle fleets and provides significant capabilities and flexibility, helping to ensure that all of our taxicabs receive the most comprehensive preventive maintenance possible. A few of the most prominent features of this system are:

- Tracks an unlimited number of vehicles/equipment;
- Tracks preventive maintenance (PM) and repairs;
- Automatically calculates and informs when maintenance is due;
- Schedules PM notifications by date, mileage, kilometers, and/or hours;
- Tire management, inventory, assignment, and analysis;
- Track and monitor fluid usage (i.e. motor oil or other lubricants);
- Automated work order generation based on PM and scheduled repairs due;
- Parts inventory module with stock tracking and re-order point recommendations.

## Evaluation Criteria for Taxi Contractors

### iv. Fleet Mix

Red Top Cab and its affiliates operate a diverse fleet of taxicab vehicle types in order to meet the needs of our customers throughout Northern Virginia. The following suitable vehicle types will be available for use in the delivery of MetroAccess service:

- (Sedan) Ford Crown Victoria
- (Sedan) Mercury Grand Marquis
- (Sedan) Ford Fusion
- (Minivan) Chrysler Town & Country
- (Minivan) Dodge Grand Caravan
- (Minivan) Ford Freestar
- (Hybrid) Toyota Prius



The vehicle platform listing above includes a total of thirty-eight (38) wheelchair accessible minivans.

### v. Maintenance Facilities

As stated earlier, the company operates two complete maintenance facilities. The Red Top Cab facility located at 1200 N. Hudson Street in Arlington, Virginia hosts a 10,000 square foot building on 1.5 acres and the Yellow Cab facility located at 11 Hillwood Avenue in Fairfax, Virginia has an 18,000 square foot building on  $\frac{3}{4}$  of an acre. Both locations maintain an automated car wash facility and on-site vehicle fueling. Each of our maintenance facilities are equipped with all of the necessary service equipment and have sufficient technical personnel to



Arlington Maintenance Facility



Falls Church Body Shop & Paint Facility

manage all of the preventive maintenance and repair needs of our fleets. In addition, both locations have well stocked parts departments that stock most of the parts necessary, and in sufficient quantities, to ensure that our taxicabs are returned to service as quickly as possible when maintenance or repairs are required.



## Evaluation Criteria for Taxi Contractors

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The following summary provides an overview of our two vehicle maintenance facilities:

- Arlington Facility – 10 bays
- Fairfax Facility – 9 bays
- Fairfax – full body and paint facility including frame machine
- Both locations – advanced vehicle diagnostic scanners specifically designed for Ford manufacturer specifications; Chrysler & Dodge manufacturer specifications; and Toyota manufacturer specifications;
- Both locations – Robinair A/C service machines
- Arlington Facility – Hunter alignment machine
- Fairfax Facility – John Bean alignment machine

Technical Staffing:

- Service Director (all service operations)
- Service Manager: 1 at each location
- Technicians: 9 in Arlington and 11 in Fairfax
- Auto Detailer: 1 at each location
- Fueling Station Attendant: 1

## II. ABILITY TO MEET POLICY AND CONTRACT REQUIREMENTS

### A. Operator Hiring Requirements

#### i. Motor Vehicle Record (MVR)

*Preliminary Requirements* – Red Top Cab will ensure that any operator certified to provide MetroAccess service is in compliance with the following requirements:

a. *Must be at least 21 years of age:*

Red Top Cab will ensure that no one under the age of 21 will receive the dispatch attribute for MetroAccess service;

b. *Must be able to read, write, and speak the English language sufficiently to converse with the general public, to understand highway traffic signs and signals in the English language, to respond to official inquiries and to make entries on reports and records:*

All taxicab operator candidates must first pass a map reading test and an English language proficiency exam. Candidates must then be able to pass the Arlington County or Fairfax County Hack License examination; both of which include map reading and proficiency in the English language. Taxicab operators must also demonstrate proficiency reading road signs, conversing with a passenger, and completing forms and reports such as the daily manifest required by each county's taxicab ordinance.

## Evaluation Criteria for Taxi Contractors

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- c. *Must have five (5) years or more of recent domestic driving experience:*  
Red Top Cab will ensure that all operators certified for MetroAccess service will meet this requirement.
- d. *Must have a current valid domestic license in the District of Columbia, Virginia or Maryland:*  
Red Top Cab will ensure that all operators certified for MetroAccess service will meet this requirement.

*Disqualifiers* – Red Top Cab, through careful monitoring, will ensure that operators having any of the disqualifiers listed below will not be permitted to provide MetroAccess service:

- a. *No moving violations within the past year:*  
Red Top Cab will ensure that any operator convicted of a moving violation within the past year will not be permitted to provide MetroAccess service.
- b. *No more than three (3) moving violations within the past three (3) years:*  
Red Top Cab will ensure compliance with this requirement.
- c. *No suspensions for moving violations in the past year:*  
Red Top Cab will ensure compliance with this requirement.
- d. *No DUI, DWI, OWI, OUI:*  
Red Top Cab will ensure compliance with this requirement.
- e. *No refusal to test:*  
Red Top Cab will not permit any operator who refuses a drug test to provide MetroAccess service.
- f. *No reckless driving tickets/moving violations within the past year:*  
Red Top Cab will ensure compliance with this requirement.
- g. *No leaving the scene:*  
Red Top Cab will ensure compliance with this requirement.
- h. *No use of a vehicle in the commission of a felony:*  
Red Top Cab will ensure compliance with this requirement.
- i. *Must not have a preventable major accident in the past three (3) years:*  
Red Top Cab will ensure compliance with this requirement.
- j. *Must not have more than two (2) preventable accidents in the past three (3) years:*  
Red Top Cab will ensure compliance with this requirement.
- k. *Must not have any serious traffic violations in the past three (3) years.*  
Red Top Cab will ensure compliance with this requirement.

### ii. DOT Requirements

Red Top Cab and its affiliates are in compliance with all local, state and federal regulations related to the operation of taxicab service.



## Evaluation Criteria for Taxi Contractors

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### iii. Criminal History Checks

*Search criteria: Social security trace with local criminal searches (felony/misdemeanor); Nation-wide search; and National Sex Offender search.*

All applicants for a Hacker's license in Arlington County and Fairfax County are fingerprinted and submit to a comprehensive criminal background investigation. Prospective taxicab operators are not issued a Public Vehicle Driver's License (Hacker's License) until this investigation has been completed without any disqualifying findings.

#### *Disqualifiers:*

a. *No felony convictions:*

A felony conviction results in the immediate revocation of a taxicab operator's county-issued permit (Hacker's License).

b. *No serious crime convictions in the past five (5) years:*

Local county taxicab ordinances provide for the immediate revocation of a taxicab operator's permit in the event of a conviction of, or a plea of guilty or nolo contendere, to the violation of any law involving any commission of a felony; sex offense or any crime of moral turpitude; prostitution or solicitation thereof; production, sale or use of alcohol or narcotics; gambling; or any crime of violence.

c. *No drug convictions within the past seven (7) years:*

See (b) above: Red Top Cab will ensure compliance with this requirement.

d. *No violent or sexual convictions:*

See (b) above: Red Top Cab will ensure compliance with this requirement.

e. *No convictions against elderly, children or disabled:*

See (b) above: Red Top Cab will ensure compliance with this requirement.

f. *No convictions that pose a danger to passengers:*

Red Top Cab will ensure compliance with this requirement.

g. *No convictions that threaten the loss of property:*

Red Top Cab will ensure compliance with this requirement.

h. *No pending charges:*

Any taxicab operator with a pending criminal charge will not be permitted to provide MetroAccess service until such time as the charge is either dismissed, or adjudicated in a court of law with a verdict of not guilty.

### iv. FTA Drug and Alcohol Testing

Red Top Cab and its affiliates was the first taxicab company in Virginia, and one of the first major taxicab companies in the country, to implement mandatory drug and alcohol testing for all safety sensitive personnel engaged in the provision of paratransit services for a public agency. Red Top will ensure continued compliance with this FTA regulation.

## Evaluation Criteria for Taxi Contractors

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### B. Insurance

#### i. General Liability

- *\$1,000,000/\$3,000,000 per occurrence/aggregate or \$2,000,000 combined single limit for Bodily Injury and Property Damage Liability;*  
Red Top Cab meets this requirement. See Certificate of Insurance which appears in Exhibit "F" of this Statement of Qualifications.
- *Fire and personal injury/advertising liability in the amount of \$1,000,000 respectively; Premises Medical Payments in the amount of \$5,000;*  
Red Top Cab will comply with this requirement as it stands revised (see Question 252 in Amendment 005 dated July 30, 2012).
- *Project manager and WMATA shall be named as additional insured parties.*  
Red Top Cab is in compliance with this requirement. See Certificate of Insurance which appears in Exhibit "F" of this Statement of Qualifications.

#### ii. Automobile Liability

- *Required minimum limits per accident/per injury/per property damage*
  - a. *In MD & VA: \$100,000/\$300,000/\$50,000*
  - b. *In DC: \$ 50,000/\$25,000/\$10,000*Red Top Cab is in compliance with this requirement. See Certificate of Insurance which appears in Exhibit "F" of this Statement of Qualifications.
- *Project manager and WMATA shall be named as additional insured parties.*  
Red Top Cab is in compliance with this requirement. See Certificate of Insurance which appears in Exhibit "F" of this Statement of Qualifications.

#### iii. Workers Compensation

- *Part I - Maintain coverage at the statutory levels*
- *Part II - Maintain coverage at the levels listed below*
  - a. *\$1,000,000 - Each Accident*
  - b. *\$1,000,000 - Disease Policy Limits*
  - c. *\$1,000,000 - Disease Each Employee*Red Top Cab is in compliance with this requirement. See Certificate of Insurance which appears in Exhibit "F" of this Statement of Qualifications.

# Evaluation Criteria for Taxi Contractors

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## EXHIBIT A

### CURRENT SPECIALIZED TRANSPORTATION OPERATIONS:

#### 1. Senior Centers and Madison Adult Day Health Care Center

Red Top Cab provides paratransit transportation services to senior citizens, 60 years of age or older, and to adults with disabilities who attend three senior centers and one adult day health care center on a daily basis.

Red Top Cab provides shared ride transportation to approximately 125 persons to/from home and to/from the Langston Brown and Walter Reed Senior Centers, and the Madison Adult Day Health Care Center in groups of two to four customers per taxicab. The transportation service is primarily curb-to-curb, with door-to-door assistance as required. The service is provided on a pre-arranged basis through a daily manifest for maximum ridesharing efficiency.

Under this contract, Red Top Cab provides the scheduling, dispatching, and operation of a sufficient quantity of vehicles to accommodate 150 one-way trips daily. Taxicab operators who provide services under this contract are trained in transporting, communicating and assisting senior citizens and people with disabilities. Red Top Cab originally provided the service from 1985-1993, and has been providing this service continuously since 1997.

#### 2. Arlington STAR

Red Top Cab has provided complementary paratransit transportation services to the residents of Arlington who have disabilities since 1994, originally under the "Arlington Access" program under the auspices of the Arlington Agency on Aging in conjunction with the Arlington Chapter of the American Red Cross. Currently, Red Top Cab delivers approximately 4,000 taxicab trips per month under the Arlington STAR program.

Since that time, Red Top Cab has been instrumental in providing paratransit services to Arlington County residents. By offering curb-to-curb transportation for STAR, a number of Red Top Cab drivers have received additional training in passenger assistance techniques and provide door-to-door assistance in an "Assisted Transportation" program funded by the Arlington Agency on Aging.

While safety and customer service are the two highest priorities, Red Top Cab management has also placed a high level of priority on the effort to continually identify means of increased productivity and cost effectiveness. Red Top Cab is proud of the success it has achieved in these areas. Working closely with STAR's Project Manager, Red Top Cab has recommended and implemented a number of cost saving measures such as shared taxicab rides. Additionally, Red Top Cab has developed and implemented a system of controls designed to minimize waste and deter system abuse. The absence of a firm commitment to control measures similar to those implemented by Red Top Cab has been shown to be quite costly in neighboring jurisdictions that administer programs similar to STAR, but where adequate controls have not been developed by the contractor.

## Evaluation Criteria for Taxi Contractors

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### 3. MetroAccess

Since 1996, Red Top Cab and its affiliated companies in Fairfax County (Fairfax Yellow Cab and Red Top Cab of Fairfax) have been providing ADA complementary paratransit services under the MetroAccess program administered by the Washington Metropolitan Area Transit Authority (WMATA). Currently, Red Top Cab provides door-to-door service to approximately 150- 200 MetroAccess customers per day. In collaboration with the MetroAccess Operations Control Center, the Red Top Cab Communications Center coordinates these trips to ensure that the highest level of customer service is delivered to all MetroAccess customers.

### 4. Virginia Medicaid Non-Emergency Transportation

For over a decade, Red Top Cab and its affiliated Fairfax companies have provided transportation services for the Virginia Medicaid non-emergency transportation program. The Red Top Communications Center dispatches and coordinates approximately 1,500 Virginia Medicaid taxicab trips per week.

[REMAINDER OF THIS PAGE LEFT BLANK INTENTIONALLY]



ATTACHMENT 1b

Alexandria Yellow Cab Letter of Intent



July 25, 2012

Dear [REDACTED]

Please accept this letter as the intent of Alexandria Yellow Cab, Inc. to be a subcontractor to Diamond Transportation Services, Inc. for the MetroAccess service. We have examined the RFP No. CQ12169/KAM. AYC will be able to meet the Evaluation Criteria for Taxi Contractors to Service as MetroAccess Service Providers as outlined in the RFP.

Alexandria Yellow Cab provides a premier level service and through the investment in the latest industry technologies, has become a leader in the transportation industry.

Should Diamond Transportation be awarded a contract with the WMATA for the MetroAccess service, we look forward to working with them to meet the taxicab subcontract requirements of the RFP.

Please feel free to contact me at [REDACTED] if you have any questions or comments.

[REDACTED]  
General Manager  
Alexandria Yellow Cab





ATTACHMENT 1c

Liberty Letter of Intent and Evaluation Criteria

# LIBERTY TRANSPORTATION MANAGEMENT CORPORATION

August 3, 2012

To Whom It May Concern:

“Please accept this letter as the intent of Royal Cab, trading as Liberty Transportation Management Corporation, to be a subcontractor to Diamond Transportation Services, Inc. for the MetroAccess service. We have examined the RFP No. CQ12169/KAM. Liberty Transportation Management Corporation will be able to meet the Evaluation Criteria for Taxi Contractors to Service as MetroAccess Service providers as outlined in the RFP”

“Should Diamond Transportation be awarded a contract with WMATA FOR THE MetroAccess service, we look forward to working with them to meet the taxicab subcontract requirements of the RFP.

Sincerely yours,



Vice-President  
LTMC



## **OPERATIONAL CAPABILITIES**

### **Reservations**

On-demand Telephone

Pre-arranged: Telephone, facsimile, electronic

### **Dispatch**

All trips are dispatched thru a computerized GPS dispatch system with a two-way voice back-up.

### **Scheduling**

Many drivers will receive routed trips the day before trips are due

### **Vehicle Tracking**

All vehicles have GPS tracking and are capable of being located by simply looking on a computer screen

### **Vehicle Systems**

All vehicles are equipped with VERIFONE Dispatch Equipment which includes a front screen (DIM), a rear screen (PIM), GPS vehicle locator and navigation system. (see PDF file of Electronic Manual of Verifone Equipment). All vehicles are also equipped with two-way radios for a voice back up.

### **Data Verification and Reporting**

All trips are verified for accuracy when entered into the Dispatch System. Once a trip is entered into the system, you can access this data for up to one year.

### **Staffing Plan**

The communication center operates 7 days a week 24 hours a day. There are always two to three call takers a dispatcher and a manager on duty. We currently have a list of qualified applicants to increase the number of call-takers as volume increases. We intend to hire an additional staff member assigned to all Metro Access work. This employee would be responsible for the pre-arranged booking and the scheduling and routing of Metro Access Drivers. When giving a driver a pre-arranged schedule for Metro Access work, the employee would inspect the driver's vehicle and make sure the vehicle is not in any violation including cleanliness prior to giving the driver the route.

## **TRAINING AND CERTIFICATION**

All drivers will be trained in door to door dispatch service. In addition drivers will be trained in sensitivity, customer service, inappropriate conduct and sexual harassment.

Drivers will have a thorough training program upon initial involvement in any Metro Access work. We will also have annual refresher training.

## **VEHICLE MAINTENANCE PLAN**

All vehicles will have preventative maintenance inspection. No vehicle will operate more than 6,000 miles with out being inspected.

All vehicles will wiped down cleaned on a daily basis. All vehicles will be washed on a weekly basis. All vehicles will be detailed on a monthly basis. Additional seasonal and as needed cleaning will also be done.

All vehicle maintenance records will be entered into a computer and available to look back for a period of one year. Maintenance records can be searched by vehicle number or by date

The current transportation fleet consist of Mercury Grand Marquis, Ford Crown Victoria and Lincoln Town cars. The vehicles are in 16 different color schemes/companies. However, all vehicles have the same telephone number (202-398-0500) identifying our company. In addition, all jobs that will be dispatched for Metro Access will be notified when there taxi is arriving and told which company and number cab it is.

Our maintenance facility is cleaned on a daily basis and is in compliance with EPA and DOES. We will have a representative of DOES do a sight visit and certify that we are presently in compliance.

Our Class A Technicians are ASE certified and we will mandate that they obtain at least one certification each year until four certifications are obtained.

#### **ABILITY TO MEET POLICY AND CONTRACT REQUIREMENTS**

All our drivers will have a valid Domestic License in DC, VA or MD. In addition they all have a Face Card which is a license to drive a Taxi in the District of Columbia. In order to obtain a face card a driver must be at least 21 years of age, must be able read, write and speak English, must complete a driver training course previously issued by the University of the District of Columbia, be finger printed and pass an FBI clearance and pass a computerized exam at the DC Taxicab Commission.

In addition, we will require all drivers doing Metro Access work will have at least five years of recent driving experience and we will conduct semi-annual Drivers License checks.

All drivers must renew their Face Card every two years at which time all DC Taxicab Commission requirements are again checked.

#### **FTA DRUG AND ALCHOLOL TESTING**

All taxicab operators, mechanics and dispatchers will adhere to an initial alcohol and drug test. In addition, all will be entered into a pool for random testing.

#### **INSURANCE**

The company has a General liability policy for a \$2,000,000.00 CSL for Bodily Injury and Property Damage Liability. (see attached PDF file)

The company has Workers Compensation for all dispatchers and call takers (see attached PDF file).

The company has Workers Compensation and Garage Keepers for all mechanics and shop personnel (see attached PDF file).

Every vehicle has insurance thru Equitable Liability Insurance Company for Automobile Liability in the amount of \$10,000.00 – Property Damage; \$25,000.00 – Bodily Injury with a maximum of \$50,000.00 for each accident. (see attached PDF file).

ATTACHMENT 1d

Regency Taxi Letter of Intent and Evaluation Criteria



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**REGENCY TAXI, INC.**

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July 30, 2012

To Whom It May Concern:

At the request of [REDACTED] President of Diamond Transportation Services, Inc. we are writing this letter to affirm our interest, agreement and capability to serve as a taxi subcontractor for the MetroAccess service.

We operate two taxicab companies one in Montgomery County, Regency Cab Inc. 8210 Beechcraft Ave. Gaithersburg, MD. 20879 and the other in Prince George County, Accessible Taxi 7902 Walker Mill Dr. Capitol Heights, MD. 20743.

As to our qualifications, please see the attached document. We have examined the RFP No. CQ12169/KAM. Both Regency Cab and Accessible Taxi will be able to meet the Evaluation Criteria for taxi contractors to serve as MetroAccess service providers as outlined in the RFP.

Thank you for your consideration on this matter.

Sincerely,

[REDACTED]

Enclosure

## Regency Taxicab/Accessible Taxi

Regency Taxi has been in operation since 1994 and has provided Paratransit services since 1997. Regency has provided MetroAccess service as a sub-contractor since 2000. Regency currently operates 143 vehicles in its fleet from its location at 8210 Beechcraft Ave, Gaithersburg, Md. 20879. Regency has ten ADA compliant Accessible vehicles in its fleet. Regency has contracts with a wide range of companies and organizations (over 60) including National Institutes of Health (NIH), several local hospitals, Medicaid transportation, and other health and social service organizations.

Accessible Taxi, Regency's sister company was launched this year for the express purpose of providing the citizens of Prince Georges County an accessible taxi service. Accessible has a fleet of fifteen MV\_1 vehicles, that are especially designed for wheelchair passenger transport. Accessible is located at 7902 Walker Mill Dr, Capitol Heights, Md. The Accessible drivers and company procedures mirror Regency's operations. The company has 4000 square foot repair facility and maintenance staff on site.

### In-Vehicle Systems

Currently, all taxicabs used in the Regency paratransit operation are equipped with Mobile Data Computers (MDCs), Automatic Vehicle Locators (AVLs), and Global Positioning Satellite (GPS) navigation systems. Regency's software system (MRMS) is capable of demand response, shared rides, and route manifests. All company vehicles are equipped with Mobile Resource Management System (MRMS) enabled devices.

### Staffing Plan

Regency has been in business for nearly twenty years, and has for this duration operated continuously: twenty-four hours a day, seven days a week, fifty-two weeks a year. The experienced management team currently in place dispatches over 1,000 calls to 140+ vehicles daily. Regency has one full-time General Manager, two Supervisors, and one Call Center Manager to oversee 20 Call Center Operators. The General Manager, Victor Delca has been in his present position for six years and has over 15 years of transportation experience.

### Training and Certification

**Call Center Operator Training** – All Call Center Operators participate in mandatory training for one hour every two weeks. The training emphasizes customer service principles, including politeness, respect, helpfulness, timeliness, efficiency, thoroughness, effectiveness, and punctuality. It stressed that each operator must always project a positive attitude directed toward accommodating the needs of our customers.

**Driver Training** – All new-hire drivers are trained in a comprehensive program before they are allowed to service the needs of Regency Taxi, or its paratransit operations. Several of Regency's senior drivers serve as trainers. Newly hired drivers begin with an eight-hour classroom session where they are trained in:



- Safety concepts
- Sensitivity training
- Geographic areas
- ADA
- Proper use of the taxicab meter
- Inappropriate conduct
- Voucher programs
- Two-way radio use
- Use of smart (mobile) devices
- GPS navigation
- Map reading
- Door to Door service

Two hours of classroom time are devoted to sexual harassment training and sensitivity training, whereby drivers are taught how to effectively deal with situations requiring medical assistance or other urgent needs. Newly hired drivers are also trained in the door-to-door service requirements for paratransit operations. All Regency drivers – be they veteran or new-hire – are annually required to participate in two-hour *refresher training*.

Here is the list of items covered in Regency's training class:

- Safe driving
- Accident Reporting Procedure
  - Exchanging information
  - Report any incident immediately to Regency dispatchers
  - Written report filed same day
- Stands Location (checking on and off the stands)
- Regency Call Center (introduction, operation, procedures)
- Bidding, Radio Usage, and Devices
- Map Reading
- Manifest
- Assisting Passengers
- Introducing yourself to passengers, Door to Door protocol
- Meter Operation, Extras (credit card operation/meter)
- Credit Card Processing
- Car Maintenance (PMI every 4,000 mileage, Maryland State Inspection, Emissions Inspection, as required)

### **Vehicle Inspections**

The vehicles are inspected at the appropriate, regular intervals to satisfy state and county inspection requirements. In coordination with the Licensing Section of the Maryland Department of Inspections and Permits, Regency schedules the required bi-annual Maryland Safety inspections before the previous inspection has expired. With the use of its MRMS maintenance software, Regency Taxi and Accessible Taxi ensure that both in-house leased vehicles and owner-operator vehicles have current valid inspections during the entire term of

the contract. Regency will also ensure that state licensing and vehicle emissions are tracked and kept current using the same MRMS management system.

Regency Taxi and Accessible Taxi perform preventative maintenance activities to prolong the performance life of each vehicle. Throughout the life of this contract, preventative maintenance will be performed on all vehicles at, or in most cases, before, the vehicle logs 4,000 miles since its last preventive maintenance inspection. This interval is continued throughout the life of the vehicle, unless manufacture recommendations provide for a more aggressive maintenance schedule, or otherwise. When a PMI is performed, a staff designee is tasked with ensuring that a PMI Form, documenting successful completion, is executed and enters it into the MRMS maintenance module.

recommendations.

During the PMI, the following categories are checked thoroughly:

- Drive on inspection
- Interior circle inspection
- Exterior circle inspection
- Tire and wheel inspection
- Engine compartment inspection
- Battery inspection and service
- Under vehicle inspection
- Lubrication
- Road test
- Tune up
- Wheelchair/ramp inspections, where applicable.

### **Vehicle Cleanliness**

The excellent appearance and cleanliness of Regency Taxi and Accessible Taxi vehicles will represent WMATA well throughout the industry. Every manager and employee of Regency is committed to ensuring that the fleet's cleanliness and overall appearance exceeds WMATA's expectations at all times. The exterior of each vehicle is washed weekly, while a detailed carwash, which includes interior cleaning and a more focused exterior wash, is performed once a month.

### **Vehicle Maintenance Software**

Regency Taxi and Accessible Taxi employ a proprietary maintenance software module, MRMS, which works in tandem with the proposed dispatch system<sup>1</sup> to ensure that all factory-recommended preventative maintenance is tracked and managed by the fleets' Maintenance Manager. Regency maintenance records are kept in both electronic and paper format. These records are also made available to the WMATA.

### **Vehicle Fleet**

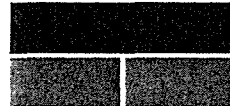


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Regency Cab, Inc. directly owns and operates a taxi fleet in Montgomery County, Maryland. The size of its fleet has grown steadily and significantly over the years as indicated in the adjoining table. The Regency fleet has a wide variety of vehicles, including sedans, sport utility vehicles (SUVs), and mini vans. Moreover, it includes wheelchair and customized vehicles.



Accessible Taxi, Inc. is proud to be one of the first taxi companies in the world to receive Vehicle Production Group's (VPG) MV-1. The MV-1 complies with all paratransit requirements promulgated by the American with Disabilities Act (ADA). These new MV-1 vehicles comprise the entire fleet of Accessible Taxi and are presently operating in Prince Georges County.



Regency's and Accessible Taxi's initiative in bringing this new and exciting paratransit vehicle into area attests to the companies' dedication to innovation the transportation industry, as well as the companies'

WMATA's service and progress in success.

### **Maintenance Facilities**

Regency Taxi in Montgomery County has a large maintenance shop featuring four (4) drive-through bays with eight (8) vehicle lifts. The shop operates eighteen hours a day, except Sundays, when it is closed. At least eight (8) experienced mechanics are on-site at all times.

At Accessible Taxi in Prince George's County, the maintenance shop features three (3) drive-through bays with three (3) vehicle lifts. Both shops comply with OSHA, EPA and all other relevant state and federal rules and regulations. Regency Taxi and Accessible Taxi have a big inventory of parts in order to insure the minimum wait time for parts. Regency and Accessible Taxi will ensure all vehicles are kept clean and free of grime, rust, chipped paint, dents, and other body damage. In addition, we will ensure all windows, windshields, and mirrors are crack-free. In the case, a vehicle has body damage; the vehicle is placed out of service until repairs can be made.



ATTACHMENT 1e

Barwood Cab Letter of Intent and Evaluation Criteria



July 20, 2012

To Whom It May Concern:

At the request of [REDACTED] President of Diamond Transportation Services, Inc. we are writing this letter to affirm our interest, agreement, and capability to serve as a taxi contractor for MetroAccess service providers.

As to our qualifications, please see the attached document. We have examined the RFP No. CQ12169/KAM. Barwood will be able to meet the evaluation criteria for taxi contractors to serve as MetroAccess service providers as outlined in the RFP.

If you have questions, please feel free to contact me via email

[REDACTED]@barwoodinc.com or phone, [REDACTED]

Sincerely,

[REDACTED]  
President

kb

DRIVEN FOR EXCELLENCE

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4900 Nicholson Court, Kensington, Maryland 20895 [REDACTED]  
<http://www.barwoodtaxi.com>



EVALUATION CRITERIA FOR TAXI CONTRACTORS TO SERVE AS  
METROACCESS SERVICE PROVIDERS

**I. Operational Capabilities**

Barwood has been providing transportation to Montgomery County and the greater Washington Metropolitan area since 1960. A business that began with just a few taxis has grown to a fleet of 475 vehicles. Of the 475 vehicles, 23 are hybrids and 30 are Taxi Plus. Taxi Plus vehicles are specially modified minivans that are capable of accommodating people who ride in wheelchairs, enabling them to travel independently in comfort and security.

**In Vehicle systems**

All Barwood vehicles have a Mobile Data Terminal (MDT) equipped with GPS, taximeter and a two-way radio.

**B. Training and Certification**

Driver selection and training are critical to Barwood's success. In order to be considered for taxi leasing, the recruit must meet the following criteria: stability in the area, preferably in Montgomery County, a good driving record, true knowledge of the metropolitan area in addition to map reading skills, and excellent personal references. All drivers must pass a comprehensive federal (FBI) and Maryland state fingerprint background check prior to receiving a taxi license.

All BARWOOD taxi drivers are certified by testing by the following local government entity:

Montgomery County Department of Transportation  
Division of Transit Services, Taxicab Unit  
101 Monroe Street, 5<sup>th</sup> Floor  
Rockville, MD 20850  
(240)777-2227  
[Taxi.office@montgomerycountymd.gov](mailto:Taxi.office@montgomerycountymd.gov)

Applicants must pass a Montgomery County test to receive a taxi driver I.D. card. The exam is based on geographical knowledge, language skills, math and U.S. currency. The Montgomery County Government and BARWOOD work very closely together to continually monitor and enhance taxi service in Montgomery County.

The drivers work as independent contractors. Each is thoroughly trained, well beyond transportation industry standards. Our instructor trains prospective drivers in the following areas: defensive driving, map reading, customer service, proper use of on board taxi meter, and computer terminal skills. Training includes a two-hour segment on sensitivity toward people with disabilities. Addressing safety matters and personal issues, the instructor covers proper equipment handling and aspects of treating all passengers as individuals who have a disability but are not defined by it.

### **C. Vehicle Maintenance Plan**

All of our vehicles are maintained in our fully equipped on-site Fleet maintenance facility. Drivers of our vehicles are required to bring their vehicles through our inspection lane weekly. All BARWOOD taxicab vehicles must be licensed by the Montgomery County Department of Public Works and Transportation. Vehicles must meet stringent requirements. They must be late model cars, carry adequate insurance, pass two mechanical inspections a year, and be clean and in good cosmetic condition.

Drivers are required to have their vehicles washed at least twice a week at a full service car wash and are responsible for fueling their vehicles. Our fleet maintenance managers enter each vehicle interaction into a database where we track service on each vehicle and can highlight when a vehicle needs to come in for service.

### **B. Insurance**

#### **i. General Liability**

Each occurrence \$1,000,000  
General aggregate \$2,000,000  
Personal & Adv. Injury \$1,000,000

#### **ii. Automobile Liability**

We meet the requirements for automobile liability. Our limits per accident/per injury/per property damage are \$100,000/\$300,000/\$50,000 as required by Montgomery County.

#### **iii. Workmen's Comp**

Per our certificate of liability we meet the requirements for Workers Compensation for our employees:

\$1,000,000 each accident  
\$1,000,000 disease policy limits  
\$1,000,000 disease each employee.



July 23, 2012

Diamond Transportation Services, Inc.

[REDACTED]  
7311-B Highland Street  
Springfield, VA 22150

Re: Metroaccess Paratransit Service RFP – Intent to Insure

Dear [REDACTED]

We want to thank you for the opportunity in allowing TRX Insurance Services, Inc. to provide you with an insurance quotation for the operations of Diamond Transportation Services, Inc. Specifically, the insurance coverage as required regards to the RFP for Metroaccess Paratransit Service for Maryland, Virginia and the District of Columbia.

Please let this letter serve as TRX's intent to offer and provide insurance coverage for Diamond Transportation Services Inc. as pertains to the Paratransit Service Contract with Metroaccess.

We anticipate providing you with several options in the form of quotations from our various insurance carriers we represent for this type of operation.

TRX Insurance Services, Inc. is quite familiar with the insurance requirements for the Metroaccess Paratransit Service Contract. We will be in a position to offer Diamond Transportation quotations meeting or exceeding their insurance guidelines.

Once you have been awarded the contract, please notify us immediately and will be in a position to place insurance coverage at that time.

Should you have any questions or need any additional information, please do not hesitate to contact me at [REDACTED]

Sincerely,

[REDACTED]  
Senior Account Executive



ATTACHMENT 2

DTS Resumes Including Technology and Maintenance Staff Resumes  
and ASE Certifications

**Robert M. Werth**

[REDACTED]  
[REDACTED]@diamondtransportation.us

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**WORK EXPERIENCE:**

**Diamond Transportation Services, Inc.** 1984-Present  
*President/Owner*

- Responsible for the development and marketing of taxicab and paratransit systems using cabs and wheelchair lift equipped vans.
- Duties included maintenance, budgeting, accounting and staffing for one hundred (100) vehicles system. In charge of bidding on and administration of transportation contracts and accounts.
- Worked directly with Arlington in regulation of the for hire transportation industry.
- Direct involvement with local organizations representing persons with disabilities.

[REDACTED] Jan 1985-Jan 2000

*Vice President*

- Day to day management and operation of Alexandria's oldest and largest taxicab companies (207 vehicles)
- Duties included government liaison work between the company and the City of Alexandria.
- Direct interface with the City's Traffic and Parking Board, City Council and the City managers office.
- Developed diversified services to the community, including the expansion of the company into services for persons with disabilities.
- Write proposals for service and advise management on legal and operational issues.

[REDACTED] Aug 1980-Nov 1987

*Vice President/General Manager*

- Day to day management of Alexandria's second largest taxicab company.
- Directly involved in working with city agencies to provide specialized transportation services to the city's elderly and disabled population.
- Increased company's authorized vehicles from eighty (80) to one hundred thirty-two (132) in a five (5) year period.
- Implemented the regions first wheelchair accessible taxicab service in 1985.
- Ran the City of Alexandria's Senior Taxicab program
- Began the City of Alexandria's first paratransit system, DOT, in 1984

[REDACTED] Aug 1980-Feb 1985

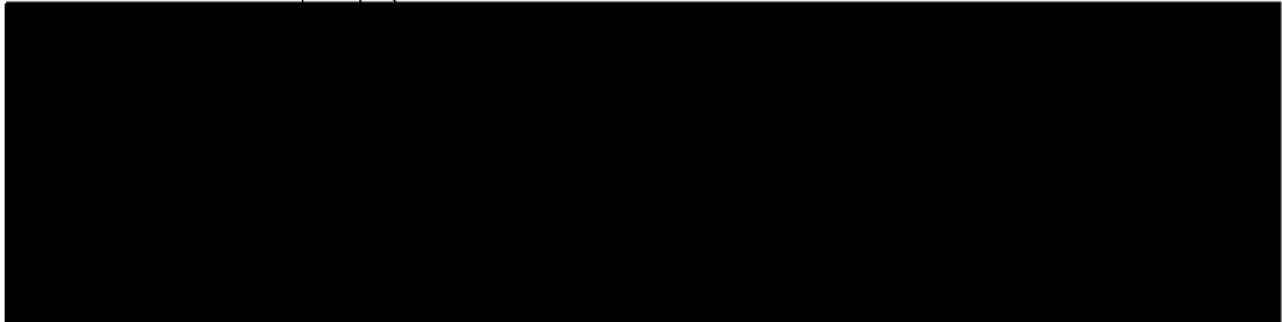
*Vice President/General Manager*

- Responsible for the development and marketing of taxicab and paratransit systems using cabs and wheelchair lift equipped vans.
- Duties included maintenance, budgeting, accounting and staffing for one-hundred (100) vehicles system.
- In charge of bidding on and administration of transportation contracts and accounts.
- Worked directly with the Arlington County Transportation Board in regulation of the for hire transportation industry.
- Direct involvement with local organizations representing persons with disabilities.

1979-1981

*Assistant General Manager/Marketing Director*

- As an affiliate of the Pittsburgh Pirates, responsibilities included working directly with the major league parent club.
- Duties included preseason sales of advertising to local and national corporations.
- Regular season duties included; payroll, personnel management, public and medial relations, and preparation of financial statements and facilities administration.



**TRANSPORTATION AWARDS:**

**Arlington County Department of Human Services** 2008  
*Community Caregivers Award*

**ENDEPENDEN CENTER OF NORTHER VIRGINIA (ECNV)** 2005  
*Business of the Year*

**Association of Commuter Transportation** December 1999  
*David Butz Leadership Award*

**International Taxicab and Livery Association (ITLA) 1995, OPERATOR OF THE YEAR.**  
**Association of Commuter Transportation.** 1992  
*The Chesapeake Chapter's Leadership Award for a Public Organization*

**Alexandria Chamber of Commerce and Alexandria Commission on Disabled Persons** 1992  
& 2010  
*City Employer Award for making extraordinary efforts to help disabled customers in Alexandria, Virginia.*

**Arlington County Commission on Physically Disabled Persons** 1988  
*John Duty Collins Award for outstanding efforts that foster full participation for persons with disabilities in Arlington County*

**Northern Virginia Transportation Commission** 1990  
*Citation of Merit*

**Virginia Department of Visually Handicapped** 1987  
*Community Service Award for the outstanding provision of transportation for the blind and disabled*

**National Organization of Disabilities** 1986  
*Presidents Award for Establishing Innovation Services to the Mobility Impaired. Alexandria DOT Paratransit Program: Diamond Transportation Services, Inc. operator*

***EDUCATION:***

**Virginia Tech University**, Blacksburg, VA  
*Master of Business Administration (MBA)*

**Virginia Tech University**, Blacksburg, VA  
*Bachelors of Arts/Political Science and Education*

**George Mason High School**, Falls Church, VA  
*High School/General Education*



  
[diamondtransportation.us](http://diamondtransportation.us)

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**OBJECTIVE:**

To utilize my managerial skills to be an asset to a growing company in the transportation field.


**WORK EXPERIENCE:**

**Diamond Transportation Services, Inc.**

2007-Present


*Operations Manager/Drug and Alcohol Program Manager*

- FTA Drug/Alcohol Compliance with 100% audit ratings.
- Assess teamwork, flexibility, and adaptability, coordinating skills and common values and goals for the company.
- Communicate regularly with management to address ongoing strategies and concerns.
- Set up daily route schedules to ensure driver coverage 7 days a week.
- Screening of new drivers doing background checks, pulling MVR records.
- Investigate accidents to determine if preventable.
- Report insurance claims.
- Supervising operations department in all aspects of the daily operations.
- Compile company statistics and data under requirements of the Metroaccess Program.
- Schedule and maintain meetings for Operations Manager.
- Performs monthly audits in our maintenance department.
- Performs monthly audits revenue (trapeze entry).
- Review and counsel drivers on drive cam and unsafe driving habits.
- Schedule retraining for driver with drive cam issues and accidents to ensure they are reminded of safety.
- Create and develop safety program.
- Resolve any customer related issues
- Accident reporting.
- Workers Compensation claims.

 2004-2006

*Office Manager/Drug and Alcohol Program Manager*

- FTA Drug/Alcohol Compliance with 100% audit ratings.
- Assess teamwork, flexibility, and adaptability, coordinating skills and common values and goals for the company.
- Report insurance claims.
- Screening of new drivers doing background checks, pulling MVR records.
- Review and counsel drivers on drive cam and unsafe driving habits.
- Supervising operations department in all aspects of the daily operations.
- Set up daily route schedules to ensure driver coverage 7 days a week.
- Investigate accidents to determine if preventable.

 1997-2004

*Office Manager*

- Accounts Payable.
- Accounts Receivables.
- Collections.
- Scheduled driver meetings and training program for 125 drivers and 210 vehicles
- Performed monthly accounting audits

- Ordered office supplies.
- Customer service related issues.



1981-1991

*Accounting Clerk*

- Accounts payable.
- Accounts receivables.
- Check approvals for military staff.
- Supervised cash boxes and preformed audits.
- Adjusted errors and responded to complaints.

**EDUCATION:**

**Prince Georges Community College**

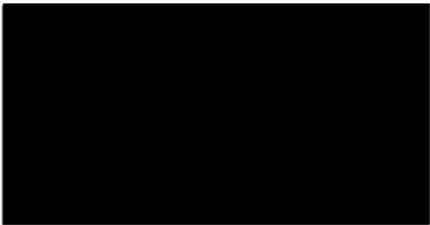
*Business Program*

**Largo Senior High School**

*Graduated H.S. Diploma*

**REFERENCES:**

*Furnished upon request*



**WORK EXPERIENCE:**

**Diamond Transportation Services**

2006-Present

*Business Manager*

- Process AP and AR
- Human Relations management
- Liaison to Arlington Community Service Board in regard to transportation contract of client's with intellectual disabilities.
- Assist Operations Manager in Management of Daily Operations
- Work with upper management on implementation of programs specific to contract agreements.
- Compilation and preparation of company data in regard to annual National Transportation Database reporting for Arlington County, City of Alexandria and MetroAccess.
- Administration of company's employee benefits program.
- Created and prepare report showing operating cost of vehicles by mile.
- [Redacted] certified trainer (Defensive driving program) (2006-2010)



Aug 2005-Sept 2006

*Dispatch Manager*

- Manage overnight shift of operations involving BWI, IAD and DCA airports.
- Daily management of a crew of 70 or more drivers and 6 clerks on overnight shift, with no direct supervision.
- Route 1000+ trips on a daily basis to maximize profit and customer and driver satisfaction.
- Handle all customer service issues occurring during my shift.



Nov 2004-Dec 2006

*Owner-Operator*

- This was a route based retail business selling licensed sports products through other merchants.



Jan 2006-May 2004

*Airport Manager*

- Responsible for operation of location that generated \$11 million/year in revenue.
- Managed staff of 50 employees
- Averaged 95% score on quality assessments and 99.5% on customer quality rankings.



Sept 2001-Jan 2003

*Distribution Manager*

- Reduced distribution expense by 38% from prior year.
- Facilitated daily strategy planning among all 20 DC/Baltimore area locations
- Managed a crew of 40 drivers and 4 clerks.
- Responsible for forecasting demand and meeting inventory needs for 4 major airports and 16 local stores.
- Responsible for revenue management strategies for Washington, DC and Baltimore area locations

[Redacted]

Sept 2000-Sept 2001

*Quality Assessor*

- Performed surprise quality audits at major airports throughout the U.S.
- Instituted audit program to local market stores in major metro areas.
- Provided training to employees in following areas.
  - Customer Service
  - Sales dialogue
  - Report generation and usage
  - Provided initial training to additional quality assessors
- Communicated suggested customer service improvements to all levels of company management.

[Redacted]

Sept 1996-Aug 2000

*Station Manager*

- Responsible for providing excellent customer service at various locations (Union Station, National Airport, Dulles Airport).
- Hired, trained and scheduled employees to support customer service needs of the location.

**EDUCATION:**

**Belmont Abbey College, Belmont, NC**  
*Bachelor of Science*

[Redacted]

**REFERENCES:**

*Available upon request*



Residence [REDACTED]

Cell [REDACTED]

## RÉSUMÉ

### OBJECTIVE:

Seeking position during retirement that will utilize my varied skills.

### AREAS OF EXPERTISE AND EXPERIENCE:

#### Management:

- Supervisory/training/leadership skills
- Counseling/problem solving/conflict resolution
- Effective communication/writing skills

#### Technical:

- Familiar with all vehicles in surface transit operations (buses) support equipment and facilities
- Ability to mechanically decipher difficulties/trouble shooter
- Knowledge of industry standards/procedures/practices/safety and environmental regulations
- Class A CDL with P, N Endorsements

### PROFESSIONAL HISTORY:

Thirty-two years of progressively responsible employment at the [REDACTED]. Started in an entry-level position and worked in each successive position/classification afforded me "hands on" experience and provided me with an acute awareness of requirements, duties and responsibilities inherent at each level:

#### [REDACTED] Fleet Maintenance Manager

Am responsible for overall operation of the facility. Provide daily, weekly and monthly reports as required to various entities; provide cost summary reports on the fleet. Provide technical support to maintenance personnel in order to resolve complex repair of maintenance problems. In addition, am responsible for invoicing, purchasing, repair order, and purchase orders. Research and maintain outside contracts with vendors. Maintain facility.

#### [REDACTED] Ramp Serviceman

Was responsible for receiving and dispatching aircraft, luggage control and loading aircraft; completed ramp service training which included all federal and TSA security compliances. Was laid off due to reduction in force.

5/1/08	Retired from [REDACTED] after 32 years of service
2/97-5/08	Bus Maintenance Supervisor/Environmental Deputy Compliance Officer/Acting Bus Maintenance Superintendent
9/29/96-1/31/97	Worked as Acting Garage Shift Supervisor
2/89-1/97	AA Leadperson
1975-1989	Mechanic, Department of Bus Service

### CERTIFICATIONS:

Class A CDL with P, N Endorsements  
Brake Lathe Technician  
Certified Trainer in Blood Borne Pathogens  
Certified Tow Truck Driver  
Certified Tank Truck and Hazardous Material Driver  
Certified Techniques of Alcohol Management  
Certified Forklift

### EDUCATION/TRAINING:

- [REDACTED]
- [REDACTED]
- Several Work Related Trainings [REDACTED] 2008-1975
- High School Diploma T.C. Williams HS, Alexandria VA, [REDACTED]

### REFERENCES:

Available upon request

Residence [REDACTED]

Cell [REDACTED]

## RÉSUMÉ

### OBJECTIVE:

Seeking position during retirement that will utilize my varied skills.

### AREAS OF EXPERTISE AND EXPERIENCE:

#### Management:

- ⇒ Supervisory/training/leadership skills
- ⇒ Counseling/problem solving/conflict resolution
- ⇒ Effective communication/writing skills

#### Technical

- ⇒ Familiar with all vehicles in surface transit operations (buses) support equipment and facilities
- ⇒ Ability to mechanically decipher difficulties/trouble shooter
- ⇒ Knowledge of industry standards/procedures/practices/safety and environmental regulations
- ⇒ Class A CDL with P, N Endorsements

### PROFESSIONAL HISTORY:

Thirty-two years of progressively responsible employment at the [REDACTED] [REDACTED] started in an entry-level position and worked in each successive position/classification afforded me "hands on" experience and provided me with an acute awareness of requirements, duties and responsibilities inherent at each level.

#### [REDACTED] Fleet Maintenance Manager

Am responsible for overall operation of the facility. Provide daily, weekly and monthly reports as required to various entities; provide cost summary reports on the fleet. Analyze work assignment to obtain maximum productivity and enhance operating efficiency. Provide technical support to maintenance personnel in order to resolve complex repair of maintenance problems. In addition, am responsible for invoicing, purchasing, repair order, and purchase orders. Research and maintain outside contracts with vendors. Maintain facility.

#### [REDACTED] Ramp Serviceman

Was responsible for receiving and dispatching aircraft, luggage control and loading aircraft. Completed ramp service training which included all federal and TSA security compliances. Was laid off due to reduction in force.

**5/1/08 Retired from [REDACTED] after 32 years of service**

**2/97 – 5/08 – Bus Maintenance Supervisor/Environmental Deputy Compliance Officer/ Acting Bus Maintenance Superintendent**

Was responsible for overall operation of the shift. Provided daily, weekly and monthly reports as required. Maintained personnel records, scheduling of personnel, training of personnel, and administering discipline actions. Analyzed work assignment to obtain maximum productivity and enhance operating efficiency. Provided technical support to maintenance personnel in order to resolve complex repair of maintenance problems.

**9/29/96 - 1/31/97 -- Worked as Acting Garage Shift Supervisor**

**2/89 - 1/97 -- AA Leadperson**

Planned and scheduled the shift operation of a bus garage, managed persons involved in the completion of the periodic bus maintenance inspections, disassembling and repair of bus components and sub-components.

**1975 - 1989 -- Mechanic, Department of Bus Service**

Promoted through various mechanical classifications with increasing responsibilities. Held mechanical classifications A, B, Mechanic Helper and Cleaner Shifter within the Department of Bus Service. Responsible for technical vehicle maintenance work. Involved the disassembly, repair and installation of bus components to include diesel engines, transmissions, pneumatic/electric/ hydraulic components, body and chassis repairs, as well as servicing and cleaning of the revenue fleet at various maintenance garages. Conducted technical diagnostics and utilized numerous types of test equipment and specialty tools in the performance of these duties. Interpreted vehicle schematics and diagrams, operating manuals and maintenance instructions as required.

**CERTIFICATIONS:**

Brake Lathe Technician  
Certified Trainer in Blood Borne Pathogens  
Certified Tow Truck Driver  
Certified Tank Truck and Hazardous Material Driver  
Certified Techniques of Alcohol Management

**EDUCATION/TRAINING:**

- ⇒ [REDACTED]
- ⇒ [REDACTED]
- ⇒ Environmental Compliance Officer Training [Versar, 2002]
- ⇒ Emergency Medical Response Training [Compliant, 2002]
- ⇒ Automated External Defibrillation [Compliant, 2002]
- ⇒ Adult CPR [Compliant, 2002]
- ⇒ Drug and Alcohol for Supervisors [WMATA, 2002]
- ⇒ Corporate Culture Change [WMATA, 2002]
- ⇒ Diversity Awareness Workshop [WMATA, 2001]
- ⇒ Mgmt. Skills for Maintenance Supervisors [Clemson Univ., 2001]
- ⇒ Personal Protective Equipment [WMATA, 2000]
- ⇒ Safety Plan [WMATA, 2000]
- ⇒ Inventory Management [WMATA, 1999]
- ⇒ FTA Drug and Alcohol Program for Super. [FTA, 1999]
- ⇒ Blood Borne Pathogens Train-the-Trainer [WMATA, 1998]
- ⇒ Foundations for Supervisors [WMATA, 1998]
- ⇒ EEO for Supervisors [WMATA, 1998]
- ⇒ Drug and Alcohol for Supervisors [WMATA, 1998]
- ⇒ Blood Borne Pathogens [WMATA, 1998]
- ⇒ Managing Discipline & Grievance Procedure [WMATA, 1997]
- ⇒ Performance Appraisal Employee Overview [WMATA, 1997]
- ⇒ Pay for Performance [WMATA, 1997]
- ⇒ EAP A Management Resource [WMATA, 1997]
- ⇒ On-Scene Incident Commander [All American Environmental Services, 1997]
- ⇒ First Responders Operations [All American Environmental Services, 1997]
- ⇒ Stepping Up to Supervision [WMATA, 1997]
- ⇒ Hazard Communication [WMATA, 1996]
- ⇒ Defensive Driving [WMATA, 1995]
- ⇒ Sexual Harassment in the Workplace [WMATA, 1995]
- ⇒ Drug and Alcohol Program for Employees [WMATA, 1994]
- ⇒ Hazardous Waste Management [WMATA, 1994]
- ⇒ Brake Lathe Certified [WMATA, 1989]

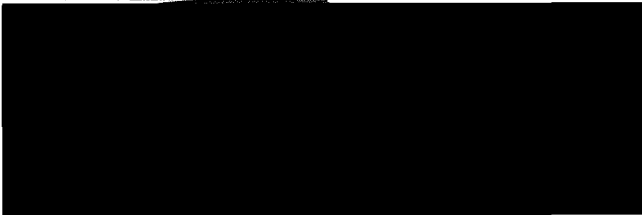
- ⇒ GMC Training V730 Transmission [General Motors, 1980]
- ⇒ Neoplan Electrical [WMATA, 1984]
- ⇒ Renk Transmission [WMATA, 1985]
- ⇒ Flexible Towing [WMATA, 1986]
- ⇒ Basic Electrical and Wiring [WMATA, 1986]
- ⇒ Supervisor and Leadperson Classes [WMATA, 1989]
- ⇒ Manufacturing Technical Seminars [1975 - Present]
- ⇒ High School Diploma [T.C. Williams, Alexandria, VA, ██████████]

**AWARDS/HONORS:**

- ⇒ Employee of the Month -- August 1994
- ⇒ Meritorious Safety Award -- 1989, 1986, 1984
- ⇒ Letter from ██████████ in thanks for duties performed as Service Truck Operator, 1985
- ⇒ Note from ██████████ thanks for all of the special efforts, 1985
- ⇒ Letter from ██████████ in thanks for help on his bus, 1983

**REFERENCES:**

Business:



Personal:



ATTACHMENT 1f

TRX Insurance Agency Letter of Intent



**QUALIFICATIONS:**

- Working knowledge of special events
- Excellent oral and written communications skills
- Strong computer proficiency in Microsoft Office programs
- Excellent organizational and planning skills
- Strong communication and interpersonal skills
- Ability to make independent decisions
- Ability to manage complex issues creatively and effectively

**WORKEXPERIENCE:**

**Diamond Transportation Services, Inc.**

April 2011-Present

*Training Manager*

- Teach a classroom of trainees Metro Access policies, rules and regulations
- Train on reading map books
- Ensure all requirements of training hours are met to be in compliance with the contract
- Interview and hire drivers
- Review MVRs, DOT cards, and physicians statements
- Complete notification forms and send new hires to clinic for pre employment drug test and physicals
- Grade final exams
- Create certificates
- Prepare training files
- Retrain veteran drivers in problem areas
- Introduce trainees to ADA (Americans with Disabilities Act) Sensitivity
- Retrieve drug and alcohol results from Escreen
- Audit Drug and Alcohol testing forms to ensure the clinic completed all of the necessary sections
- Contact clinic manager to ensure all incomplete and/or incorrect information is corrected on Drug and Alcohol documents
- Update and file Drug and Alcohol documents to prepare for audits

November 2005-March 2011

*QA Manager/D&A Collector*

- Ensure all departments are in compliance with the MV Transportation/Wmata contract
- Perform investigations as needed and directed by VP and/or Contract Administrator
- Served as one of four key contact personal to eleven local providers
- Audit Maintenance, HR, Training, Accident, Complaints and Vehicle cleaning files
- Produced reports to reflect audit findings in order to identify problem areas and provide solutions
- Perform road observations and ride checks on drivers and vehicles in fleet
- Perform pullout/pre trip inspection audits
- Collect urine specimens for random, accident, reasonable suspicion, and pre employment drug test
- Perform breath alcohol test for random, pre employment, reasonable suspicion and post accident
- Review employee criminal background checks and driving records for recertification
- Collect completed manifest to review for excessive time, falsifying documents, etc.
- Counsel drivers for and/or discipline for non-compliance in accordance with Collective Bargain Agreement

November 2005-March 2011

*Classroom Instructor*

- Teach classroom of trainees MV's policies, rules and regulations
- Train on reading map books
- Ensure all requirements of training hours were met to be in compliance with contract
- Interview and hire drivers

- Review backgrounds, MVRs, DOT cards and Physicians statements
- Fingerprint all new hires
- Complete notification forms and send new hires to clinic for pre employment drug test and physicals
- Grade final exams
- Produce ID cards
- Create certificates
- Prepare training files

November 2005-March 2011

*Behind the Wheel Trainer*

- Observe and test trainees on obstacle course
- Perform wheelchair training
- Teach trainees the [REDACTED] the [REDACTED]
- Observe and evaluate trainees behind the wheel

November 2005-March 2011

*Bus Operator*

- Follow daily manifest to transport the elderly and disabled
- Perform pre trip and post trip inspections on the vehicle

August 2009-Feb 2010

*Drug and Alcohol Compliance Collector*

- Collect urine specimens for random, post accident, reasonable suspicion and pre employment drug test
- Perform breath alcohol test for random, reasonable suspicion and post accident
- Data entry
- Manually update logs of all test performed
- Prepare specimens for courier

Dec 2004-Dec 2005

*Mail Handler/Clerk*

- Load and unload trailers
- Sort packages according to zip code
- Produce labels
- Key and sort letters

Dec 2004-Dec 2005

*Assistant Resident Manager/Administrative Assistant*

- Assist with the development and implementation of resident services programming
- Managed property's answering service, ensuring superlative customer service, up-to-date calling sequences, and accurate contact information
- Filed court documents for eviction and attend scheduled court hearings as Landlord's representative
- Oversee security deposit administration including inspecting units to determine residents balance or refund, preparing disposition letters and processing security deposit returns
- Maintained familiarity with all procedures and requirements of accounts payable and accounts receivable
- Maintained property's filing system including tenant, applicant, accounting and vendor and contract files
- Respond to resident concerns and complaints. Counsel residents and provides referrals to appropriate agencies
- Assist Property Manager with conducting and documenting annual unit inspections and annual recertification of residents
- Remained current on any compliant with policies and laws affecting the marketing and leasing of the property, including the Company's leasing agreement, Landlord Tenant code, Fair Housing laws and other applicable law

**EDUCATION:**

**Largo Senior High School, Largo Maryland**  
*HIS Diploma*

**Academy of Finance, Largo Maryland,**  
*Certificate of Financial Studies*

**E.S. Consulting**  
*Certificate of Completion Drager Alcotest 7410 Collector*  
*Certificate of Completion Drager Alcotest 6810 Collector*  
*Urine Drug Screen Collector*

**MV Transportation**  
*Certified Accident Investigator*  
*Certified in Reasonable Suspicion*

**REFERENCES:**

*Available upon request*







**QUALIFICATIONS:**

- Congenial and enthusiastic contributor and supporter of team goals
- Ability to prioritize and handle multiple tasks in a challenging environment, strong attention to detail
- Experience with software such as MS Office Suite (Excel, PowerPoint, Word, Visio, Outlook), Adobe

**WORK EXPERIENCE:**

**Diamond Transportation Services, Alexandria, VA**

6/1/2009 - Present

*Assistant Business Manager and Associate Project Manager*

- Provide consultation on business processes and best practices as it relates to office operations
- Monitor communications and act as escalation point of contact for commuters in emergency situations
- Manage activities and regular communications between contracted clients and various departments within Diamond Transportation, including Sales and Customer Support
- Manage and monitored Customer Service line for contracted accounts
- Train new hire in-office employees to support call center



11/1/2009 – 4/1/2010

*Graphic Assistant*

- Redesigned company logo, business cards and stationary sets
- Coordinated with Graphics Lead on print designs for contracted accounts
- Maintained and updated mockups of graphic designs



Summer 2008

*Finance Intern*

- Supported Cvent's Finance department in filing checks, invoices, and expense
- Reviewed & processed invoices and expense
- Assisted in organization of new hire orientation and training sessions



6/1/2004 – 8/1/2009


*Office Assistant*

- Coordinated office operations with business manager to streamline administrative duties for Human Resources department
- Managed Commuter Connections Guaranteed Ride Home Program to ensure commuters registrations were renewed
- Facilitated and assisted with new hire orientation and training


**EDUCATION:**

**Lynchburg College, Lynchburg Virginia**


*B.A. Communications, Electronic Media Emphasis*

In-Major GPA: 

**Charles University, Prague, Czech Republic**

  
Fall 2008

**HONORS & ACTIVITIES:**

- TLPA (Transportation, Limousine, Para-Transit Association) – Member since 2010
- Alexandria City of Commerce – Member since 2010
- Lynchburg College Women's Lacrosse 2006-2009, Captain 2009
- 
- Honorable Mentioned Academic Award, 2006 - 2008
- Community Service, Habitat for Humanity, Spring 2007



**OBJECTIVE:**

Highly motivated and focused with solid training, team building and problem solving skill. Proven work ethics and competency in areas of management and the fueling and transportation operation.

**WORK RELATED SKILLS:**

**Diamond Transportation Services, Springfield, VA** 2006-Present  
*Assistant Training Manager/Assistant Operations Manager*

- Teach trainees the MetroAccess policies, rules and regulations.
- Ensure all requirements of training hours are met to be in compliance with contract.
- Retrain veteran drivers in problem areas.
- Oversee pullouts.
- Maintain drug, alcohol and HR files.
- Lead and direct 40 drivers and three (3) supervisors.

[Redacted] 2005  
*Duty Manager*

- Managed the transportation operation.
- Managed the schedules to ensure proper manpower was available to support transportation operations

[Redacted] 1999-2001  
*Duty Manager*

- Managed the fueling operation at Dulles airport to include a support team of ten supervisors.
- Managed the schedules to ensure proper manpower was available to support the fueling operations of the airport.
- Assured proper safety guidelines were followed to maintain a safe environment.

[Redacted] 1985-1999  
*Lead Fueler*

- Lead and directed approximately 25 fuelers to service all types of aircrafts.
- Implemented training courses for new fuelers.

**EDUCATION:**

**Parker Gray High School**  
*Alexandria, VA* [Redacted]  
**United States Marine Corp**  
1968-1970

**REFERENCES:**

*Available upon request*



**OBJECTIVE:**

To obtain a position where I am able to utilize my professional techniques needed in a proficient work environment.

**WORK EXPERIENCE:**

**Diamond Transportation Services, Inc.** 2011-Present  
*Reconciliation Assistant*

- Reconcile MetroAccess manifest's in the Trapeze computer software system.
- Enter vehicle mileage into Fleet Focus vehicle maintenance system
- Enter preventive maintenance and work orders into Fleet Focus
- Create and print MetroAccess invoice
- Keep track of vehicle maintenance and repairs
- Make sure drivers have uniforms, map books and all necessary tools to perform job duties

[Redacted] 2010-2011  
*Sales Assistant*

- Worked in the Wheaton, MD location on the floor and helped customers with any questions

[Redacted] Jan 2009-Jan 2010  
*Store Manager*

- Answer incoming calls and assist with any issues on customer purchases and returns.
- Open and close several different store locations.
- Supervise store key holders.
- Interviewed potential sales associates, and assist with hiring.
- Performed monthly sales training for all sales associates.

[Redacted] Sept 2007-Jan 2009  
*Store Manager*

- Assisted sales associates with general and complex sales issues.
- Performed all customer service and manager duties.
- Maintained all stock and held inventory accountability.
- Resolved returns and sales purchase issues.
- Maintained a feasible work schedule for all sales associates.

[Redacted] May 2005 Aug 2007  
*Level 2 Service Specialist*

- Scheduled major state exams nationwide.
- Assisted all clients with concerns and scheduling inquiries.
- Created accounts for all new clients and walked the clients through the company procedures.
- Answered 70-150 calls per day, assisting with all customer service needs.
- Maintained a log of each call and entered the data into a ticketing system.

[Redacted] March 2004-May 2006  
*Control Operator*

- Entered all daily activities and events in a daily log.
- Answered and directed calls from the switch board to proper departments.

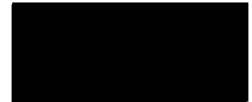
- Prepared a spreadsheet using Excel with co-workers schedules and daily activities.
- Filed all logs into the system as well as keeping a manual document in a folder.
- Faxed and prepared logs for the director of the company weekly.

***QUALIFICATIONS:***

- Data Entry
- Switch board
- Helpdesk Oriented
- Team Building
- Flexibility
- Cash Oriented
- Customer Service
- Multi Tasking
- 10 Key Skilled

***EDUCATION:***

**Prince George's Community College**  
*Business of Arts and Education*  
**Largo Senior High School** , Upper Marlboro, MD  
*HS Diploma*



***REFERENCES:***

*Available upon request.*



**OBJECTIVE:**

To utilize my clerical skills to promote and enhance an organization or company in the business area.

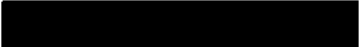
**WORK EXPERIENCE:**

**Diamond Transportation Services**

June 2006-Present

*Office Assistant/Clerical*

- Trained in a customer service representative for all Diamond contracts. Duties include knowledge of Diamond's contracts with the City of Alexandria (DOT), Arlington Community Services Board, Arlington STAR and various shuttle contracts.
- Trained in all aspects in the Commuter Connections Guaranteed Ride Home program. Answer COG-GRH lines & assist clients with transportation
- Input Star revenue hrs & fares collected using spreadsheet
- Create and print Star Invoice
- Help in anyway requested
- Reconcile MetroAccess manifest's in the Trapeeze computer software system. Fully versed in Trapeeze for all aspects of paratransit system management.
- Enter vehicle mileage into Fleet Focus vehicle maintenance system.
- Enter Preventive Maintenance & work orders into Fleet Focus software
- Input MetroAccess revenue hrs & fares collected using Excel spreadsheet
- Create and print MetroAccess invoice
- Keep track of vehicle maintenance and repairs
- Complete all vehicle maintenance work orders
- Make sure drivers have uniforms ,map books & all necessary tools to perform job duties



Aug 2005-Feb 2006

*Assistant Customer Services Manager*

- Open and close registers
- Cash pick ups from registers
- Daily Store Reports
- Cash Audits
- Inventories
- Merchandise Selling Floor
- Sale set Ups



Feb 2004-April 2005

*Store Manager*

- Open and Close Store
- Daily Bank Deposit
- Input Figures
- Major Floor Moves
- Inverters
- Interviews
- Accounts Payable
- Scheduling
- Supervised 5 to 10 employees
- Shipping and Receiving
- Window Display

- Merchandise Selling Floor
- Assisted Customers in Merchandise Selection

**[REDACTED]**  
*Assistant Store Manager*

- Overseeing 11 Stores
- Monthly Lost Prevention's Meeting
- Set Up New Locations
- Training Seminars (quarterly)
- Monthly Store Audits
- Monthly Evaluations
- High En Interviews (store mgr, asst store mgr and security)

**TECHNICAL SKILLS:**

- Word Perfect
- Outlook
- Microsoft Excel (basic)
- Computerized Registers
- Typing (50 wpm)
- Mailroom Machinery (fax, copier, stamps and printers)

**EDUCATION:**

Strayer University, Marlow Heights, MD  
Calvin Coolidge High Washington, DC  
HS Diploma

**[REDACTED]**

**REFERENCES:**

*Available upon request*



**OBJECTIVE:**

Offer a strong background in providing award winning quality service and trained highly skilled personnel in building services for the past thirty years. My search for excellence is in every phase of an operation.

**QUALIFICATONS:**

- Microsoft Office (Word, Excel, PowerPoint)
- Windows XP
- Multi-tasking
- Works well in teams
- Effective communicator
- Work with diverse groups of people

**WORK EXPERIENCE:**

**Diamond Transportation Services, Inc.**  
*Fleet Administrator*

2011-Present

- Handles all Fleet Focus entries
- Sets up vehicles for DVI inspections
- Handles fleet pro third party accidents
- Supervises all lot supervisors
- Coordinates with facilities like G&M and other outside vendors
- Monitors gas cards and vehicle audits

Dec 2007-Nov 2010

*Janitor Supervisor*

- Responsible for supervising employees completed cleaning tasks, scheduled work tasks, training, purchasing of supplies, hiring, firing, employees evaluations and employees counseling
- Completed daily quality assurance inspections

June 1992-Jan 2007

*Supervisor of Cleaning*

- Responsible for the day to day operation to include hiring, firing, purchasing of supplies, counseling of employees, employees evaluations
- Insured the cleanliness of the building as well as safety

Oct 1984-June 1992

*Project Manager at Union Station*

- Responsible for providing quality services
- Trained personnel
- Elevating and purchasing of supplies equipment and operation budget
- Managed as many as one hundred employees and insure good client relations
- Along with Union Station managed Ft Mc Nair, Ft Myers, Rock Creek Terrace Apartments, Nevamar Corporations and the IRS in Philadelphia, PA
- Facilities included over seventy five employees and one million square feet of office space and various sizes and designs

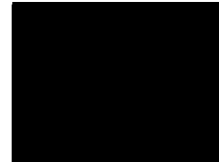
Sept 1980-Aug 1984

*Quality Assurance Specialist/Manager*

- Assigned to the World Bank as a QA manager to insure the cleanliness of the building
- Quality assurance inspections
- Hiring
- Terminating
- Attendant and liaison

***EDUCATION:***

**Eastern Sr High School**  
*High School Diploma*  
Smith Business School



***REFERENCES:***

*Available upon request*





**OBJECTIVE:**

Seeking a challenging career information management to utilize my education, training and work experience.

**WORK EXPERIENCE:**

**Diamond Transportation Services** 2008-Present

*Dispatcher/Driver*

- Coordinate manifest and contact devices for drivers
- Conduct frequent road observations
- Respond to accidents and incidents, as well as provide transportation to disable.



2003-2008

*Supervisor/Dispatcher*

- Provided floral supplies to area florist, also made sure all supplies were in the right routes for that area
- Maintained vehicle log
- Printed invoices schedule drivers
- Assisted with general warehouse duties
- Provided safety meeting once a week for all drivers



1996-2001

*Driver*

- Provide Transportation to disable.



1990-1996

*Supervisor*

- Provided security for residents as well as the employees
- Respond to Domestic and Noise complaints, lock outs check well fare of tenants
- Post legal notices
- Helped with evictions
- Helped with payroll and scheduling



1985-1990

*Special Police Officer*

- Provided Security Personnel trained to protect people and property during strikes
- Plant closings and natural disasters
- Attended rigorous training programs covering National Labor Relations unfair labor practices explosives identification, fire prevention, first aid as a means of protecting business and striking employees.

**EDUCATION:**

**Culpepper County High School**

**Piedmont Training Center Certification Building Trade Masonry**

*Plumbing, Welding*

May 1984

**Miller and Association Armed Security Training Certification**

Nov 1986-Jan 1987

**Commonwealth of Virginia Security License**

June 1985

**Vance International Security Training**

May 1985

*Certification*

**Alexandria Police Department PR-24 Training**

April 1991

*Certification*

**REFERENCES:**

*Available upon request*



**OBJECTIVE:**

To obtain a position in the Commercial Driving or Landscaping field, as well as provide professional growth.

**QUALIFICATIONS:**

Ability to operate various types of landscaping equipment and tools, such as: The Chipper Machine, Power Saw, Pump Grimmer, Pole Saw and Lawn Mower.

**WORK EXPERIENCE:**

**Diamond Transportation Services** 2006-Present  
*Dispatcher*

- Provide direction to and maintain two-way communications with all operators while monitoring system performance
- Making scheduling adjustments where necessary to maximize on-time performance.
- Minimize customer wait times for on-call or will-call services
- Minimize service disruptions as a result of vehicle/operator availability and/or emergency situations.

 2002-2004  
*Truck Driver*

- Pick up donation goods and delivered items to different store locations
- Able to communicate effectively with customer services
- Check for safety to vehicle.

 Sept 1994-Jan 1997  
*Line Chef*

- Prepared entrees and main courses daily, during breakfast and lunch hours
- Responsible for domestic cleaning and maintenance of working environment.

 1991-1993  
*Manual labor Assistant*

- Operated mechanical devices and incinerators, while conducting landscaping tasks, such as:
  - Mowing lawns
  - Grooming trees and shrubs
  - Removing debris and other ground hazards to be dispersed in proper waste areas

 1990-1991  
*Landscape Contractor*

- Operated and drove dump trucks to various sites to unload waste materials
- Responsible for shipping landscaping equipment to and from each destination
- Planting and trimming greenery
- Generating a more picturesque atmosphere in the District Park and Recreational areas

 1987-1989  
*Tree Sculptor*

- Responsible for landscaping preservation

- Removed limbs
- Sculpted and trimmed trees
- Operated machinery (Chipper)
- Provided lawn care
- Reducing environmental and chemical damage

***EDUCATION:***

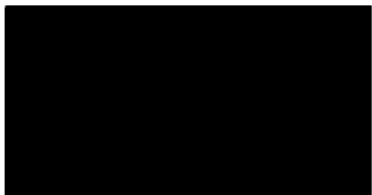
**PG County Corrections Facility**  
*HIDTA Program participant*  
*Certificate of Completion (Phase 1)*  
**District of Columbia Public School System**  
*General Education Diploma*

***ACHIEVEMENTS:***

**United States Department of Public Works**  
*Certificate of training in Snow Vehicle Operations and Equipment*  
**United States District of Columbia Government**  
*Certificate of Recognition*  
*Certificate of Excellence in Job Performance*  
**United Black Fund Foundation**  
*Certificate of Appreciation*

***REFERENCES:***

*Available upon request*



**OBJECTIVE:**

To obtain a fulltime position that uses my 20 years of painting, interpersonal and leadership skills

**WORK EXPERIENCE:**

**Diamond Transportation Services/MetroAccess** 2011-Present

*Lot Attendant*

- Makes sure that the lot is always clean
- Conducts fluid and oil checks on each vehicle
- Makes sure that all vehicles are up to date with I30 Inspections



2010-2011

*Driver*

- Transport of clients to various areas of metro area for appointments and other personal commitments



2008-2010

*Carpenter Helper*

- Assist carpenter in building various forms for concrete placement



2006-2008

*Maintenance Worker*

- General care of building to include trash removal painting
- Maintaining all floors in building



1999-2005

*Painter*

- House painting to include interior and exterior

**EDUCATION:**

**Ballou High School**, Washington, DC  
*HS Diploma*



**REFERENCES:**

*References are available upon request*



**OBJECTIVE:**

To secure a Project Manager/Building Maintenance position where my work experience can be used to promote the success of my employer and the advancement of my career.

**WORK EXPERIENCE:**

**Diamond Transportation Services** 2012-Present  
*Lot Attendant*

- Keep daily, weekly and monthly cleaning logs.
- Make sure that all I30 inspections are up to date as well as vehicle audits.
- Check the oil, fluid and other maintenance aspects of each vehicle.
- Transports vehicles to G&M other auto shops.
- Maintains the lot and takes vehicles to DC for I inspections.



Sept 1995-Nov 2009

*Operational Manager*

- Purchase raw land and developed new residential homes/rehab homes
- Researched drawings, plans permits and land surveys
- Site plan, laying out property for correct positions of homes
- Operated backhoe bobcat/excavating for footing and foundation prep work
- Purchase all items needed for landscaping
- Hanging drywall and painting exterior and interior with hand roll, brushes and spraying
- Responsible for overseeing and applying mechanical installation
- Ground work for waste and water service



June 1992-June 1995

*Owner Operator*

- Manage five employees
- Responsible for sales and services of tires for cars and light trucks
- Creating employee scheduling
- Delegated employee responsibilities
- Customer Service
- Kept daily bank and managed payroll



March 1987-April 1992

*Catering Supervisor*

- Responsible for coordinating all functions at Howard University
- Preparation of food for delivery through the campus
- Prepare menus
- Supervise Drivers of when and where the food needed to be delivered on campus

**EDUCATION:**

**H.D. Woodson Senior High School**  
*HS Diploma*  
**Phelps Vocational Center**  
*Certificate of Completion*



**OBJECTIVE:**

To obtain full-time employment as a driver.

**WORK EXPERIENCE:**

**Diamond Transportation Services, Inc.**

2006-Present

*Lot Attendant*

- Keep daily, weekly and monthly cleaning logs.
- Make sure that all I30 inspections are up to date as well as vehicle audits.
- Check the oil, fluid and other maintenance aspects of each vehicle.
- Transports vehicles to G&M other auto shops.
- Maintains the lot and takes vehicles to DC for I inspections.

2006-2010

*Driver*

- Contractual driver for MetroAccess. Transport elderly and handicapped clients based on assigned schedule.

1999-2006

*Diver*

- Transported participants to and from PSI Service
- Delivered supplies from the warehouse and packages and mail to different sites.
- Transported participants to their doctor's appointments.
- Managed the front desk.
- Greeted visitors
- Delivered breakfast, lunch and dinner meals to different sites upon implementation of the catering program.
- Drove the recycling truck to pick up paper from different buildings and churches.

1991-1999

- *Youth Counselor, Therapeutic Group Home:* Provided one-on-one counseling to youth to encourage independence and prepare them for a transition back to their community. Transported clients to and from school, ensure clients took care of personal hygiene and assisted clients with medication
- *Family Advocate, Martin Pollock Project:* Transported clients to and from doctors appointments and activities.
- *Respite Care Worker:* Transported battered and abused kids to recreational activities and meals
- *Youth Counselor/Mentor:* Transported clients to and from meetings and activities. Prepared dinner and snacks before returning clients to their families.
- *Youth Counselor, Horizon House Shelter Boys Village:* Acted as a special community aide to delinquent youth. Assisted teacher in the classroom with daily routine and discipline. Transported students to and from dining hall.

1988-1991

*Habilitation Specialist*

- Assisted clients with personal hygiene, feeding, meal preparation. Transported clients to and from medical appointments, recreational activities, daycare placements and schools.

***EDUCATION:***

**Phelps Career Development Center**  
*High School Diploma*



***REFERENCES:***

*Available upon request*



**WORK EXPERIENCE:**

**Diamond Transportation Services, Inc.** Sept 2008-Present

*Drive/Lot Attendant*

- Provide clients assistance by rides to and from their destinations as safe and on time as possible
- Providing the inspection of vehicles
- Keep up vehicles for MV and Ramada Standards of being safe to go for the drivers and clients



July 2008-Sept 2008

*Driver*

- Provide clients assistance by rides to and from their destinations as safe and on times as possible



June 2007-Feb 2008

*Construction Assistant*

- Installed plumbing, electrical and other articles as needed and kept inventory of supplies coming on and off property
- Provided security of the grounds at night



Oct 2006-June 2007

*Security Officer*

- Enforcing the rules and regulations of the company at the different apartment complexes on the grounds



2005-2004

*Chauffer*

- Provided services of driving clients to and from destination in a safe and timely manner



Sept 2004-Jan 2005

*Warehouseman*

- Worked in the warehouse filling orders and stocking up inventory



June 2006-Sept 2004

*Frozen Food Clerk*

- Filled up freezers with food



Oct 2001-June 2004

*Laborer Foreman*

- Installed drywall helped plumber and electricians install whatever needed on different projects



June 1993-Sept 2001

*Disaster Community Outreach and Administrative Assistant*

- Traveled to disaster sites and provided information to assist all victims with assistance as needed



March 1993-June 1993

*Janitor*



- Cleaned the grounds of the medical building as needed to provide a clean and safe environment

[REDACTED]

Oct 1992-Feb

1993

Janitor

- Cleaned the grounds of the hospital as needed to provide a clean and safe environment

[REDACTED]

May 1984-March 1992

Administrative Assistant

- Provided security for executives
- Made reservations for other Marines and dependents to and from future duty stations

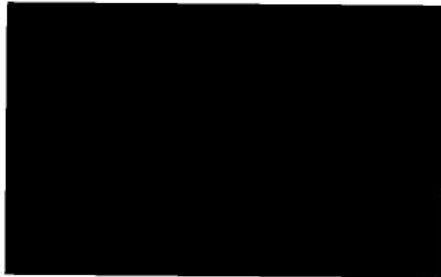
***EDUCATION:***

Bowie State College, Bowie, MD  
Archbishop Carroll High School, Washington, DC  
High School Diploma

[REDACTED]

***REFERENCES:***

*Available upon request*



**OBJECTIVE:**

To obtain a position where I can maximize my multi-layer of customer service, quality assurance, management and people skills; thereby, contributing to the organizations success.

**QUALIFICATIONS:**

Results-oriented; high energy, hands-on professional; with a successful record of accomplishments and the ability to manage multiple tasks in a pressured environment. Solid management and technical skills, dedication and drive as a hard-working individual. Superlative communication skills and a team player.

**WORK EXPERIENCE:**

**Diamond Transportation Services, Inc.**

Feb 2012-Present

*Compliance Manager and Trainer*

- Responsible for all training with the [REDACTED]
- Insure that all drivers are in compliance with making sure that each driver has the proper uniform, tools to perform job, license and map book
- Monitors drivers doing routes via Nextel
- Handles all communication with late trips
- Checks drivers in
- Deals with all accident investigation reports and fatigue management reports

[REDACTED] Oct 2007-Feb 2012

*MetroAccess Provider*

- *Supervisor of Operations:* Oversaw and managed the daily functions and duties of the drivers. Served as the first point of contact with any issues concerning the daily operations of the drivers. Responsible to ensure that each route went out on time and that there were no escalating problems due to inefficiencies of the drivers. Responded to and solved problems concerning attendance and timeliness and transportation issues.
- *Safety Manager:* Ensured that the drivers were well advised as to the proper and necessary procedures and guidelines regarding the proper transport of passengers and the safe operations of the vehicle.
- *Training manager (Avatar)* [REDACTED] Provided training for new employees coming on-board and also provided additional training make up sessions for employees who had not yet met the obligatory requirements.
- *Dispatch Supervisor:* Responsible to ensure that each route was executed within a timely manner and that there were no discrepancies or issues concerning routes, passengers, daily manifests or any vehicle related issues that would prevent the safe operation of the vehicle of transport of the passenger.
- *Classroom Instructor:* Provided training and instructions in accordance with MetroAccess and Battles regulations as to the safe transport and interactions concerning disabled passengers. In this position, students were taught things such as safe vehicle operations and exercises regarding roach safety and compliance with MetroAccess Regulations.

[REDACTED] Nov 2002-2007

*MetroAccess Provider*

- *MetroAccess Operator*: Served as a professional driver, providing assistance and guidance to disabled passengers on a daily basis. Responsible to ensure that the passengers were picked up on time and that they reached their destinations in a timely manner. Part of my duties included assisting passengers onto the vehicle safely and assuring that the passengers were secure within their seats before operating the vehicle. Responsible for the safe operations of the vehicle, ensuring that there were no obstructions within the vehicle as well as the safe transport of the passengers.
- *Driver Supervisor*: Instructed drivers in their daily routines and operations and served as a focal point for any problems that arose. Provided guidance to drivers as to preventative safety measures.
- *Instructor*: Served as the instructor for this defensive driving course which was an integral part of training provided for new employees. In this capacity, students were taught on-hands methods as to the proper operation of the vehicle and preventative safety measures to ensure the safe operation of the vehicle for both the passengers and the driver.
- *Quality Assurance Manager*: Make sure that all work procedures were maintained and kept at the highest standards.

1988-2001

*Self Employed*

- Owned and operated a franchise of [REDACTED] where I served as chief Operations Officer. My responsibility was to ensure the smooth operation of the franchise by creating a regular and successful route by procuring various businesses and a solid customer base.
- Provided quality customer service by interacting with customers, obtaining orders, distributing goods and accessing the client's inventory on a daily basis. I delegated work to employees as to the distribution and delivery of goods and services. We were a major distributor of basked goods to retail stores such as: Shoppers Food warehouse, Giant food and many privately-owned businesses.

**EDUCATION:**

Carver High School  
HS Diploma

**REFERENCE:**

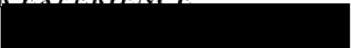
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**QUALIFICATIONS:**

- More than 10 years of experience in the transportation field.
- Exceptional interpersonal, leadership and oral communications skills.
- Successfully operate in a stressful, fast-paced and deadline-oriented environment.
- Ability to work indecently and exercise good judgment when responding to operational customer service issues.

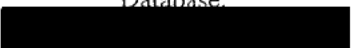
**WORK EXPERIENCE:**



June 2012-Present

*Road Supervisor*

- Daily Vehicle Inspection (DVI) to guarantee that vehicles do not have any defects or mechanical deficiencies to ensure the safety of the drivers, clients and the public.
- Accompany drivers to medical facility as necessary after accident or injury; perform proper administration of post-accident drug and alcohol testing.
- Conduct Sit Checks and Road Observations according to client and MV policy.
- Provide Reports on Daily, Weekly and Monthly observations to the Safety and Training Manager and the Director of Safety.
- Drafting of daily Supervisor Incident reports in a timely manner to summarize investigations and driver conduct to ensure company compliance.
- Conduct wheelchair securement and vehicle cleanliness checks on in-service vehicles.
- Respond to accidents and incidents according to the Incident Reporting and Investigation Procedure; in addition to, proper management of the situation and collect all required information.
- Clearly document and submit the Accident of Incident Report to the Safety and Training Manager.
- Ensure that all drivers are fit for duty, alert, wear visible identification, meet uniform and equipment standards and are in possession of proper licensing and certifications and safety equipment (such as Posy Belt and Map Book).
- Provide customer information for site personnel and at key locations.
- Respond to problems in the field such as equipment failures and vehicle accidents
- SMS (Safety Management System) and WMATA's Real Time Accident/Incident Database.



2006-2011

*Driver*

- Transportation of the elderly, physically and mentally challenged, visually impaired and ambulatory clients to and from business and personal appointments by way of manifest and dispatcher throughout the Metropolitan area.



Nov 2005-July 2006

*Driver*

- Transportation of the elderly, physically and mentally challenged, visually impaired and ambulatory clients to and from business and personal appointments by way of manifest and dispatcher throughout the Metropolitan area. Also responsible for maintaining service of vehicles for Preventive Maintenance (PM) Regulations.



Nov 1996-Oct 2000

*Floater Supervisor*

- Trained employees for local deliveries throughout the Metropolitan area, scanned all priority packages while achieving the labor ratio goal, maintained service of vehicles for DOT Regulations and achieved the highest standard for customer service.
- During my tenure I temporarily relocated to Jacksonville, Florida to assist with the launching of a new location.

***EDUCATION AND CERTIFICATIONS:***

Central High School, Capitol Heights, MD

Preventing Workplace Harassment,

[REDACTED] October 2011

Incident & Injury Investigation,

[REDACTED] July 2011

Accident Investigation Training,

[REDACTED] 2008

Safety Excellence Award,

[REDACTED] 2007

Certification of Reasonable Suspicion training Drug and Alcohol Certification,

[REDACTED] 2007-2010

Certification of Sensitivity Training,

[REDACTED] 2005

**REFERENCES:**

*Available upon request*



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**PROFESSIONAL  
EXPERIENCE**

[REDACTED]  
October 2006 to present

President

Responsible for daily coordination, implementation and supervision of all technical operations, including, sales, service and support of servers, workstations, laptops, printers, routers, switches and other peripherals. Installation and implementation of multiple wireless technology networking platforms. Thorough knowledge of Microsoft networking products including all Microsoft operating systems. Installation and maintenance of multiple virus software platforms. Configuration, installation, maintenance, repair and support of all Dell, HP, Compaq, and Gateway servers, workstations and laptops, HP, Okidata, Lexmark, Xerox, Kyocera, and Genicom printers and copiers. Extensive knowledge of and capacity for troubleshooting and repairing wide range of computer and printer hardware, and wireless networking platforms.

[REDACTED]  
April 1992 to October 2006

Vice President, Director of Technical Operations

Responsible for daily coordination, implementation and supervision of all technical operations, including, sales, service and support of servers, workstations, laptops, printers, routers, switches and other peripherals.

[REDACTED]  
February 1988 - April 1992

Branch Manager

Responsible for supervision of all Field Service Personnel in Washington DC metropolitan area, including, scheduling of all installations and repair of varied computer equipment, IBM PCs and clones, and all associated peripherals, providing technical support, training and on-site follow up service for all Field Engineers.

[REDACTED]  
August 1986 - February 1988

Area Manager

Responsible for establishing a field service support office for all Data General equipment and compatibles.

[REDACTED]  
October 1983 - August 1986

Field Engineering Supervisor

Responsible for scheduling of all installation and repair of Rolm equipment and peripherals for the East Coast Region. Other duties included conducting bi-annual reviews, technical support and training for all Field Engineers. Contributed to the development of a component level repair depot for Rolm equipment and associated peripherals.

[REDACTED]  
September 1980 - October 1983

Senior Field Engineer

Responsible for service of Data General Computer Systems. Received component level training on all Data General Nova and Eclipse line computer peripherals.

## TECHNICAL TRAINING

Proxim LAN/WAN certification on Proxim wireless networking platforms.


Computer Engineering Associates, self-study courses in Personal Computer Technology, Networking Systems and Communications and Novell Netware.

Rolm Corporation, Supervisor Course, Management Training Courses in Philosophy, Equal Employment Opportunity and Affirmative Action, Personnel Policies and Guidelines and Situational Leadership.

Computer Systems Support Corporation, Data General Nova, Eclipse, and MV Line mini and super mini processors and peripherals.

**EDUCATION**

**Control Data Institute, Arlington, Virginia**  
Graduate 1980, Computer Electronics Technology

**Patrick Henry High School, Roanoke, Virginia**  
Diploma 

**REFERENCES**

Furnished upon request





OBJECTIVE

To work in a setting where my years of experience, knowledge, extensive certifications, and leadership skills will contribute to company goals.

EDUCATION

Northern Virginia Community College – Alexandria, VA  
Thomas Jefferson High School – Alexandria, VA  
Thomas Edison Auto Vocational Training



WORK EXPERIENCE

September 1992-Present Owner, Mechanic



- Fleet Service maintenance and repair
- Perform maintenance and repair for walk-in general public customers
- Engine and transmission repair and replacement
- Diagnose and perform electrical and A/C repairs
- Manage employees in day-to-day operations
- Oversee company ledgers

1990-1992 Mechanic, Truck and Trailer Division



- Truck and Trailer Mechanic
- Perform repair and maintenance on refrigeration trailers
- Diagnose and perform electrical and A/C repairs

1988-1990 Temporary Government Mechanic



- Truck and Bus Mechanic
- Diagnose and repair drivetrain, transmission, electrical, and heating and A/C issues\
- Specialized in fuel tanker maintenance and repair
- Operate tow truck
- Maintained shop property

1984-1988 Diesel Mechanic



- Maintained and serviced fleet of charter buses
- Performed mechanical repairs
- Roadside service

1983-1984 Welder



- Welder

1980-1983



Mechanic

- Ran and over saw front rental desk
- Perform maintenance and repair on rental trucks
- Install tow hitches
- Service rental trailers

CERTIFICATIONS

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- See attached ASE certifications



National Institute for  
**AUTOMOTIVE SERVICE EXCELLENCE**

**ASE Certification Status**

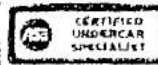
Created: July 20, 2012

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ASE ID: ASE-1773-9048

This individual currently has the ASE certification status shown below:



**Current ASE Designations**

Designation	Test Status
Automobile Technician	A: Auto
Service Consultant	C: Service Consultant
Alternate Fuels Technician	F: Alternate Fuels
Transit Bus Technician	H: Transit Bus
Medium/Heavy Truck Technician	T: Medium/Heavy Truck
Undercar Specialist	X: Specialty

**ASE Certification Details**

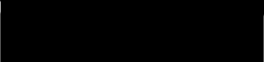
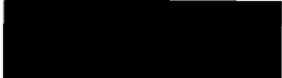
Code	Description	Expiration Date	Status
A1	Engine Repair	06/30/2017	Current
A3	Manual Drive Train & Axles	12/31/2017	Current
A4	Suspension & Steering	06/30/2017	Current
A5	Brakes	06/30/2017	Current
A7	Heating & Air Conditioning	06/30/2016	Current
A8	Engine Performance	06/30/2016	Current
C1	Automobile Service Consultant	12/31/2016	Current
F1	Compressed Natural Gas Vehicle	06/30/2016	Current
H8	Preventive Maintenance & Inspection	12/31/2016	Current
T8	Preventive Maintenance & Inspection	06/30/2017	Current
X1	Exhaust Systems	12/31/2017	Current




OBJECTIVE

To work in a setting where my years of experience, knowledge, organization and leadership skills will contribute to company goals.


EDUCATION

Northern Virginia Community College- Annandale, Virginia   
 Associates in Business Administration  
 Diesel Institute of America – Landover, Maryland Sept. 1979-May 1980  
 Certificate in Diesel Engine Repair  
 Thomas Jefferson High School - Alexandria, Virginia 


WORK EXPERIENCE

September 1992-Present  Vice President, Treasurer  


- Service and maintain fleet vehicles
- Perform Natural Gas conversions
- Automotive repair and maintenance for walk-in customers
- Overseeing company ledgers and accounts

April 1985- May 1995  Vehicle Mechanic  

- Fleet vehicle maintenance and repair
- Natural Gas vehicle maintenance and repair
- Engine and transmission repair
- Operate tow truck

September 1983- April 1985  Mechanic, GS-10  

- Repair and maintain any equipment in the fleet for the Department of the Army
- Service special refueling tanker trucks for Davidson Air Field
- Maintain and repair heavy duty vehicles
- Operate fork lifts

May 1980- September 1983  Supervisor of Maintenance  

- Maintain fleet of British style double-decker tour buses
- Supervise and organize two shifts of mechanics and body workers
- Worked closely with owner and operations manager

CERTIFICATIONS

- See attached ASE and other certifications

## CERTIFICATIONS

Below are some of the various certificates, training, and degrees held presently or in the past.

### ASE Certifications

A8- Auto Technician/ Engine Performance

F1- CNG Vehicle Performance

L1- Advanced Level Auto Engine Performance

T8- Medium/ Heavy Truck PMI

### Alternative Fuel Systems Manufacturer Training

Baytech, Ecofuels, Engine Control Technology, Landirengo, Stewart and Stevenson, Synchro- Start, Technocarb

### Emissions

Maryland and Virginia Emissions mechanic, inspector and repair technician

### State Safety Inspector

Virginia State Safety Inspectors license

GM, Ford, Chrysler Training in brakes, emissions, drivetrain, and transmissions.

Commonwealth of Virginia  
State Board for Community Colleges

Northern Virginia Community College

This is to certify that

[REDACTED]



is awarded the

Award in Silver Badge

with a major in

Business Administration

together with all of the rights and privileges appertaining thereto;

effers at Annandale, Virginia, this twenty-first day of November, Nineteen hundred and sixty-

[REDACTED]

[REDACTED]





OBJECTIVE

To obtain a career position within a company that I can grow with and where my years of experience and certifications can contribute to the company's success.

EDUCATION

Old Dominion Job Corps – Lynchburg, Virginia  
West Potomac High School - Alexandria, Virginia



WORK EXPERIENCE

September 2010-Present Mechanic



- Performs Fleet maintenance service
- Performs state safety inspections
- Heating/ Air Conditioning repair
- Diagnostics
- Automotive maintenance and repair

September 2003- January 2010 Mechanic



- Performed automotive diagnostics
- Performed automotive maintenance and repair
- Heating/ air conditioning repair
- Performed electrical diagnostics and repair

January 2010- August 2010 Mechanic



- Performed automotive maintenance and repair
- Balanced tires

CERTIFICATIONS

- Certified Safety Inspector for the state of Virginia
- IMACA Air Conditioning Certification
- See attached ASE certification



National Institute for  
**AUTOMOTIVE SERVICE EXCELLENCE**

**ASE Certification Status**

Created: June 26, 2012

9:17:36 AM

ASE ID: ASE-1719-9746

This individual currently has the ASE certification status shown below:



**Current ASE Designations**

Certificates	Test Series
Automobile Technician	A: Auto

**ASE Certification Details**

Test	Description	Expiration Date	Status
A4	Suspension & Steering	06/30/2017	Current
A5	Brakes	12/31/2015	Current
A7	Heating & Air Conditioning	06/30/2017	Current

To become ASE certified, you must pass an ASE test and have at least two years of relevant hands on working experience. You can download the Experience Reporting Form from [www.ase.com](http://www.ase.com)

Any expired certification can be reinstated by taking the corresponding recertification test. If you have any questions, please contact us.

Sincerely,  
ASE Customer Service  
E-mail: [redacted]@ase.com

Phone: [redacted]  
Fax: [redacted]





# NORTHERN VIRGINIA COMMUNITY COLLEGE

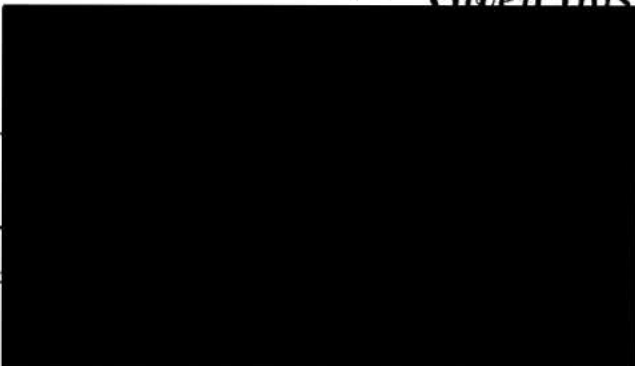
## CERTIFICATE OF ACHIEVEMENT

*is hereby awarded to*



*for successfully completing the  
automotive emissions inspection course.*

Given this 5TH day of APRIL 2012



Provost, Alexandria Campus



# NORTHERN VIRGINIA COMMUNITY COLLEGE

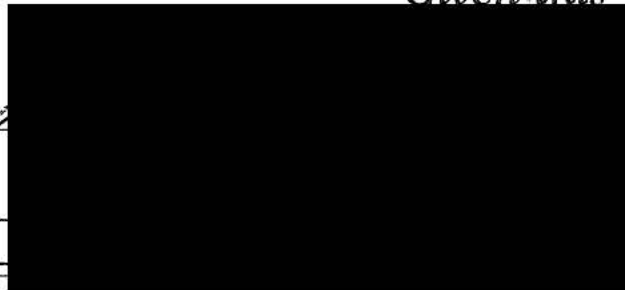
## CERTIFICATE OF ACHIEVEMENT

*is hereby awarded to*

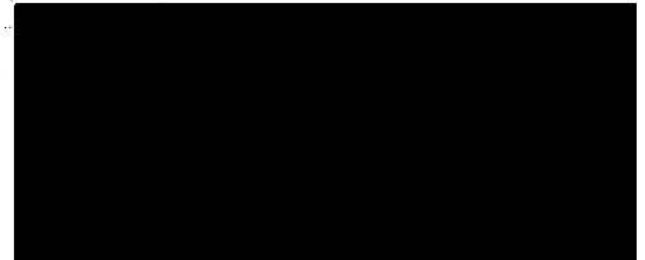


*for successfully completing the  
automotive emissions diagnostic course.*

*Given this 10TH day of JULY 2012*



Dean, Science, Technology, and Business



Provost, Alexandria Campus



ATTACHMENT 3  
EMPLOYMENT AND TRAINING



ATTACHMENT 3a

Employment Application and Qualification Disclosure

# Diamond Transportation Services Application for Employment

We consider applicants for all positions without regard to race, color, religion, creed, gender, national origin, age, disability, marital or veteran status, sexual orientation, or any other legally protected status. We are an Equal Opportunity Employer.

(PLEASE PRINT)

Position(s) Applied For	Date of Application
-------------------------	---------------------

How Did You Learn About Us?

Advertisement       Friend       Walk-in  
 Employee       Relative       Other

Last Name Name	First Name	Middle
-------------------	------------	--------

Other names under which you have worked.

Address	<i>Number</i>	<i>Street</i>	<i>City</i>	<i>State</i>	<i>Zip Code</i>
---------	---------------	---------------	-------------	--------------	-----------------

Telephone Number(s)	Date of Birth    /    /	Social Security Number
	Can you provide proof of age?	
	Yes      No	

Have you ever filed an application with us before? \_\_ Yes \_\_ No  
 If Yes, give date \_\_\_\_\_

Have you ever been employed with us before ? \_\_ Yes \_\_ No  
 If Yes, give date \_\_\_\_\_ Reason for leaving \_\_\_\_\_

Are you currently employed? \_\_ Yes \_\_ No  
 May we contact your present employer? \_\_ Yes \_\_ No

Please indicate if you can speak, read, or write any foreign languages? \_\_\_\_\_

Are you prevented from legally becoming employed in this country? \_\_ Yes \_\_ No  
*Proof of citizenship or immigration status will be required upon employment*

On what date would you be available for work? \_\_\_\_\_

Are you available to work: \_\_ Full Time \_\_ Part Time?

Are you currently on "Lay-off" status and subject to recall? \_\_ Yes \_\_ No

Have you ever been convicted of a felony or have any case now pending? \_\_ Yes \_\_ No

Have you ever been convicted of a misdemeanor or any now pending? \_\_ Yes \_\_ No

Have you ever been convicted of ANY felony or misdemeanor of a violent or sexual nature? \_\_ Yes \_\_ No

A record of conviction does not necessarily disqualify you from employment consideration. Provide dates and explanation of any conviction.

---

Have you ever tested positive, or refused to test, on any pre-employment drug or alcohol test administered by an employer to which you applied for, but did not obtain, safety-sensitive transportation work covered by DOT agency drug and alcohol testing rules during the past two years? \_\_ Yes \_\_ No

EMPLOYMENT HISTORY FOR PAST TEN YEARS \*\* PLEASE DO NOT WRITE "RESUME" (ATTACH SEPARATE SHEET IF MORE SPACE IS NEEDED.) You must list all employers, self-employment, contractors, or unemployment for a full 10 years. There must be no gaps and all dates, phone numbers and addresses must be complete.

Start with your present or last job. Include any job-related military service assignments and volunteer activities. You may exclude organizations which indicate race, color, religion, gender, national origin, disabilities or other protected status.

Employer	Dates Employed		Work Performed
	From	To	
Address			
Telephone Number(s)		Hourly Rate/Salary	
		Starting	Final
Job Title	Supervisor		
Reason for Leaving			
Was your Job designated as a safety-sensitive function in any DOT or FTA-regulated mode subject to the drug and alcohol testing requirements of 49 CFR Part 40? <input type="checkbox"/> Yes <input type="checkbox"/> No			

Employer	Dates Employed		Work Performed
	From	To	
Address			
Telephone Number(s)		Hourly Rate/Salary	
		Starting	Final
Job Title	Supervisor		
Reason for Leaving			
Was your Job designated as a safety-sensitive function in any DOT or FTA-regulated mode subject to the drug and alcohol testing requirements of 49 CFR Part 40? <input type="checkbox"/> Yes <input type="checkbox"/> No			

Employer	Dates Employed		Work Performed
	From	To	
Address			
Telephone Number(s)		Hourly Rate/Salary	
		Starting	Final
Job Title	Supervisor		
Reason for Leaving			
Was your Job designated as a safety-sensitive function in any DOT or FTA-regulated mode subject to the drug and alcohol testing requirements of 49 CFR Part 40? <input type="checkbox"/> Yes <input type="checkbox"/> No			

Employer	Dates Employed		Work Performed
	From	To	
Address			
Telephone Number(s)		Hourly Rate/Salary	
		Starting	Final
Job Title	Supervisor		
Reason for Leaving			
Was your Job designated as a safety-sensitive function in any DOT or FTA-regulated mode subject to the drug and alcohol testing requirements of 49 CFR Part 40? <input type="checkbox"/> Yes <input type="checkbox"/> No			

Cont'd on next page

## Employment Experience (cont'd)

Employer		Dates Employed		Work Performed
		From	To	
Address				
Telephone Number(s)		Hourly Rate/Salary		
		Starting	Final	
Job Title	Supervisor			
Reason for Leaving				
Was your Job designated as a safety-sensitive function in any DOT or FTA-regulated mode subject to the drug and alcohol testing requirements of 49 CFR Part 40?    Yes    No				

Employer		Dates Employed		Work Performed
		From	To	
Address				
Telephone Number(s)		Hourly Rate/Salary		
		Starting	Final	
Job Title	Supervisor			
Reason for Leaving				
Was your Job designated as a safety-sensitive function in any DOT or FTA-regulated mode subject to the drug and alcohol testing requirements of 49 CFR Part 40?    Yes    No				

Employer		Dates Employed		Work Performed
		From	To	
Address				
Telephone Number(s)		Hourly Rate/Salary		
		Starting	Final	
Job Title	Supervisor			
Reason for Leaving				
Was your Job designated as a safety-sensitive function in any DOT or FTA-regulated mode subject to the drug and alcohol testing requirements of 49 CFR Part 40?    Yes    No				

Employer		Dates Employed		Work Performed
		From	To	
Address				
Telephone Number(s)		Hourly Rate/Salary		
		Starting	Final	
Job Title	Supervisor			
Reason for Leaving				
Was your Job designated as a safety-sensitive function in any DOT-regulated mode subject to the drug and alcohol testing requirements of 49 CFR Part 40?    Yes    No				

**Accident Record (Attach separate sheet if more space is needed.)**

Dates	Nature of accident (head-on, rear-end, upset, etc)	# of Fatalities	# Injuries	Hazardous Material spill

**Traffic Convictions and Forfeitures of Bond or Collateral for Past Three Years other than parking violations (Attach separate sheet if more space is needed.)**

Location	Date	Charge	Penalty

**Driver Licenses-list all drivers licenses (commercial and non-commercial) or permits held in the last 3 years**

State	License No.	Type	Expiration Date

- A. Have you ever been denied a license/permit to operate a motor vehicle?       Yes  No  
 B. Have you even had your license/permit suspended or revoked?       Yes  No

IF THE ANSWER TO EITHER TWO QUESTION IS YES, you must include a statement setting forth in detail the facts and circumstances of any denial, revocation, or suspension of any license, permit, or privilege to operate a motor vehicle.

**Driving Experience**

Type of Equipment If van, bus, or school bus, indicate number of passengers)	Dates		Approx. No. of Miles (Total)
	From	To	

**Other Qualifications**

List professional, trade, business or civic activities and offices held. Describe any specialized training, apprenticeships, skills, extracurricular activities, and job-related training that may have been received in the United States Military, previous employment, or other experiences.




## Education

	Name and Address of School	Course of Study	Years Completed	Diploma Degree
Elementary School				
High School				
Undergraduate College				
Graduate Professional				
Other (Specify)				

## References

1.	_____	( ) _____
	(Name)	Phone #
	_____	
	(Address)	
2.	_____	( ) _____
	(Name)	Phone #
	_____	
	(Address)	
3.	_____	( ) _____
	(Name)	Phone #
	_____	
	(Address)	

## Residences (List all counties or cities of residence since age of 18)

Most Recent Residency	From: (Date)	To: (Date)	Most Recent Residency
Address			
City		County	
State	Country	Zip code	

Next Recent Residency	From: (Date)	To: (Date)	Next Recent Residency
Address			
City		County	
State	Country	Zip code	

Next Recent Residency	From: (Date)	To: (Date)	Next Recent Residency
Address			
City		County	
State	Country	Zip code	

Next Recent Residency	From: (Date)	To: (Date)	Next Recent Residency
Address			
City		County	
State	Country	Zip code	

Least Recent Residency	From: (Date)	To: (Date)	Least Recent Residency
Address			
City		County	
State	Country	Zip code	

State any additional information you feel may be helpful to us in considering your application.

Note to Applicants: DO NOT ANSWER THIS QUESTION UNLESS YOU HAVE BEEN INFORMED ABOUT THE REQUIREMENTS OF THE JOB FOR WHICH YOU ARE APPLYING

Are you capable of performing in a reasonable manner, with or without a reasonable accommodation, the activities involved in the job or occupation for which you have applied?

\_\_\_ Yes \_\_\_ No

## Applicants Statement

I certify that answers given herein are true and complete to the best of my knowledge

I authorize investigation of all statements contained in this application for employment as may be necessary in arriving at an employment decision.

This application for employment shall be considered active for a period of time not to exceed 45 days. Any applicant wishing to be considered for employment beyond this time period should inquire as to whether or not applications are being accepted at that time.

I hereby understand and acknowledge that, unless otherwise defined by applicable law, any employment relationship with this organization is of an "at will" nature, which means that the employee may resign at any time and the Employer may discharge Employee at any time with or without cause. It is further understood that this "at will" employment relationship may not be changed by any written document or by conduct unless such change is specifically acknowledged in writing by an authorized executive of this organization.

In the event of employment, I understand that false or misleading information given in my application or interview(s) may result in discharge. I understand, also, that I am required to abide by all rules and regulations of the employer.

\_\_\_\_\_  
Signature of Applicant

\_\_\_\_\_  
Date

### FOR PERSONNEL DEPARTMENT USE ONLY

Position(s) Applied For is Open:    \_\_\_Yes    \_\_\_No

Position(s) Considered For: \_\_\_\_\_

Arrange Interview:   \_\_\_Yes   \_\_\_No

Remarks \_\_\_\_\_  
\_\_\_\_\_

Employed:   \_\_\_Yes   \_\_\_No                      Date of Employment \_\_\_\_\_

Job Title \_\_\_\_\_                      Hourly Rate/  
  Salary        \_\_\_\_\_    Dept \_\_\_\_\_

By \_\_\_\_\_  
  NAME AND TITLE                      DATE

NOTES:

**PRE – QUALIFICATION DISCLOSURE**

Please answer the 13 questions below by circling YES or NO

1. HAVE YOU HAD ANY DWI/DUI/OWI/OUI, or drug or alcohol conviction, or charge where bond or collateral was forfeited for a disqualifying offense, or a positive drug or alcohol test in the 7 years or any now pending?	YES	NO
2. HAVE YOU HAD ANY felony or misdemeanor convictions of a violent or sexual nature or ANY now pending?	YES	NO
3. HAVE YOU HAD ANY other felony convictions within the past 10 years or ANY now pending?	YES	NO
4. HAVE YOU HAD a felony conviction involving the use of a motor vehicle of ANY now pending?	YES	NO
5. HAVE YOU left the scene of an accident while operating a motor vehicle?	YES	NO
6. HAVE YOU HAD a preventable major accident in the past three (3) years?	YES	NO
7. HAVE YOU HAD more than two (2) preventable accidents in the past three (3) years?	YES	NO
8. HAVE YOU HAD more than three (3) moving violations or ANY serious traffic violations in the past three (3) years? (Note: ANY suspensions shown on MVR must be explained in detail.) Examples of serious traffic violations are: speeding 15 miles per hour or more above the posted speed limit; reckless driving; improper or erratic traffic lane changes; following the vehicle ahead too closely; and a violation arising in connection with a fatal accident.	YES	NO
9. HAVE YOU HAD any moving violations or ANY serious traffic violations in the past 12 months? (Note: ANY suspensions shown on MVR must be explained in detail.) Examples of serious traffic violations are: speeding 15 miles per hour or more above the posted speed limit; reckless driving; improper or erratic traffic lane changes; following the vehicle ahead too closely; and a violation arising in connection with a fatal accident.	YES	NO
10. DO YOU HAVE a valid operator's license of the correct type issued by one state or jurisdiction with required endorsements such as passenger and/or school bus?	YES	NO
11. If CDL is required, DO YOU HAVE A CDL with required endorsement(s) or HAVE THE ABILITY to complete DIAMOND TRANSPORTATION – provided training to obtain a CDL with required endorsement(s)?	YES	NO
12. ARE YOU at least twenty-one (21) years old for a revenue-service driving position?	YES	NO
13. ARE YOU at least eighteen (18) years old for all other safety-sensitive function positions?	YES	NO
14. ARE YOU ABLE to read, write and speak the English language sufficiently to converse with the general public, to understand highway traffic signs and signals in the English language, to respond to official inquiries and to make entries on reports and records?	YES	NO

I understand that responding falsely to these questions or not responding to these questions may result in refusal to hire, or if hired, dismissal from employment.

\_\_\_\_\_

Applicant's Signature

\_\_\_\_\_

Date

## QUALIFICATION STANDARDS

Thank You for your interest in a field or safety-sensitive position with our company!  
WE ARE LOOKING FOR THE BEST QUALIFIED EMPLOYEES.

Along with FMCSA/DOT and FTA standards, the below lists some of the qualification standards that may apply. These criteria along with other criteria will be considered when performing your qualification review.

1. MUST HAVE a valid operator's license of the correct type issued by only one State or Jurisdiction, with required endorsement(s) such as passenger and/or school bus. If CDL is required, must have a CDL with required endorsement(s) or have the ability to complete MV-provided training to obtain a CDL with required endorsement(s) before operating a CMV.
2. MUST BE ABLE to read, write to read, write and speak the English language sufficiently to converse with the general public, to understand highway traffic signs and signals in the English language, to respond to official inquiries and to make entries on reports and records.
3. MUST NOT have ANY DWI/DUI DWI/OUI, or drug or alcohol conviction, or charge where bond or collateral was forfeited for a disqualifying offense or a positive drug or alcohol test in the last 7 years or ANY now pending. MUST NOT have ANY felony or misdemeanor conviction of a violent or sexual nature or ANY now pending. MUST NOT have ANY other colony conviction within the past 10 years or ANY now pending.
4. MUST NOT have a felony conviction involving the use of a motor vehicle of ANY now pending.
5. MUST NOT HAVE a preventable major accident in the past three (3) years?
6. MUST NOT have more than two (2) preventable accidents in the past three (3) years?
7. MUST NOT have more than three (3) moving violations or ANY serious traffic violations in the past three (3) years? (Note: ANY suspensions shown on MVR must be explained in detail.) Examples of serious traffic violations are: speeding 15 miles per hour or more above the posted speed limit; reckless driving; improper or erratic traffic lane changes; following the vehicle ahead too closely; and a violation arising in connection with a fatal accident.
8. MUST BE at least twenty-one (21) years old for a revenue-service driving position. MUST BE at least eighteen (18) years old for all other safety-sensitive function positions.
9. You will be required to pass a medical examination from a company approved medical examiner and provide a urine sample to be used for a controlled substance test. The medical examiner will determine your ability to perform the essential functions of the position as outlined on the job description. These are paid for by the company.
10. If employed in safety sensitive position you will be subject to random controlled substances and alcohol testing.

## EMPLOYMENT APPLICATION INSTRUCTIONS

All Information must be printed in ink and in your own handwriting. PRINT LEGIBLY.

Do not alter any forms. Doing so will terminate the qualification process.

DO NOT LEAVE ANY QUESTIONS BLANK. Mark N/A (not applicable) to any questions not applying to you.

Regarding your "EMPLOYMENT HISTORY" you must list all employers, self-employment, contractors, or unemployment for a full 10 years. There must be no gaps and all dates, phone numbers and addresses must be complete.

Be sure to sign and date the Employment Application.

ATTACHMENT 3b

HireRight Brochure

Solutions

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Solutions By Industry

Solutions By Region

Home Solutions Background Screening

HIRERIGHT EXPRESS

Background checking, ideal for firms with 100 or less employees.

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To learn how HireRight can help your business, call 800-400-2761 (inside the U.S. and Canada) or 949-428-5800.

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Designed to elevate your programs and provide the results you need.



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Employment Background Screening. Your Way

HireRight's unrivaled employment screening solutions have the depth and breadth to satisfy the needs of any organization. Through the implementation of best practices and innovative solutions, we'll help your organization deploy and manage a successful screening program that you can easily operate through one of our hosted solutions, like our flagship, HireRight Enterprise, or by leveraging your e-recruiting application. What's more, you'll have real-time access to your organization's background screening reports via the Internet anytime, from any-where.

There's a reason why HireRight provides the most popular solutions in the industry—we help you work smarter while providing some of the industry's fastest turnaround times and the highest quality results. Delivering more than 150 service offerings in more than 200 countries and territories, HireRight has both proven, unrivaled expertise in background screening and the global reach required to support the needs of an increasingly globalized economy.

With HireRight's employment screening services, you get:

- Superior in-country and global coverage
- Customizable solutions to screen anyone in your organization, from the mailroom to the boardroom
- The power to order, manage and view background checks via the Web or a pre-integrated solution
- The most accurate and current information available
- Quality searches processed in the fastest time possible
- Unwavering commitment to legal compliance
- All information passed through rigorous quality controls

Since HireRight's global reach encompasses more than 200 countries and territories, we can easily provide our customers with valuable information about candidates around the world. A worldwide network of 14 offices and extensive language capabilities mean we're uniquely equipped to meet the needs of our global clientele, delivering background checks for customers in North America, Europe, the Middle East, Africa, Latin America and across the Asia Pacific region.

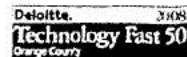
HireRight's Employment Background Screening Services Include:

- Criminal Records Searches
  - County, State & Federal criminal records
  - National criminal database records
  - International criminal records searches
- Social Security Number Trace
- Social Security Number Validation
- Sex Offender Registry Searches
- Employment Verifications
- Education Verifications
- Professional License Verification
- Professional Credential Verification
- Professional Reference Checks
- Credit Report
- Civil Court Records Searches
- OFAC / Prohibited Parties Searches
- Motor Vehicle Records Checks (MVR/DMV)
- MVR Express



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AWARDS



CASE STUDY

See how HireRight helped a major wireless services provider maintain its competitive advantage by helping it screen candidates quickly and easily.

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WHITE PAPER

ATS Integration White Paper Leveraging Your

- [Transportation Employment History](#)
- [Commercial Driver's License Information System \(CDLIS+\)](#)
- [Driver Violation Alert](#)
- [DAC Online](#)
- [FDIC and Financial Industry Searches](#)
- [Military Record Verification](#)
- [Workers' Compensation History](#)
- [National Theft Database](#)
- [Volunteer Background Checks](#)
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 Recruiting Solution for  
 Background  
 Screening  

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- Our Technology
- How We Work

- Implementation & Support
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County, State & Federal criminal records

With access to more than 3,400 misdemeanor and felony courts throughout the United States, HireRight can provide you with a comprehensive criminal record search to make certain that your workforce is protected.

Criminal felony and misdemeanor searches help companies identify any potential unsavory applicants with past criminal behavior. Results indicating a criminal background are communicated in an easy to read format and are only reported once HireRight has conducted a thorough investigation.

Common uses:

- Used in all industries for all position titles
Enable you to identify past high-risk behavior
Ensure a safe work environment by detecting any past violent crimes



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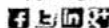
How did a prominent staffing firm achieve renewed peace of mind through its partnership with HireRight?

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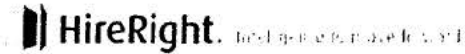
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### Widescreen Plus

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Widescreen Plus is a supplemental service to other HireRight criminal searches that examines hundreds of millions of records from numerous, diverse, and unique sources to find more places to search for potential crimes. This includes county courts and sex offender registries, state Administrative Offices of Courts, Departments of Correction, and Departments of Public Safety, and federal Office of Foreign Asset Control (OFAC). Any potential records found are confirmed using a HireRight County Criminal Records Search or HireRight State Sex Offender Registry Search.

This helps to find more criminal records and expands searches for potential crimes and enables organizations to conduct a broad search into a candidate's criminal background history to help reveal criminal records beyond where candidates live and work, often in places where you might not expect to find them.

Common uses:

- Used in all industries for all position titles
- To detect crimes committed in areas where the applicant did not live or work
- To cast a broader search of multiple databases and ensure that all past actions are unveiled

### More on Our Solutions



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- Our Technology
- How We Work
- Implementation & Support
- Case Studies



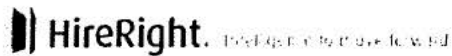
**Wicomico Veterinary Hospital**  
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### CASE STUDY

 How did a prominent staffing firm achieve renewed peace of mind through its partnership with HireRight?

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Social Security Number Trace

A Social Security Number (SSN) trace is almost universally the first search performed on applicants in the U.S. This search reveals any names and addresses associated with an SSN and is essential to criminal and court record searches.

Common uses:

Used in all industries for all position titles

To identify all known addresses that may be associated with an applicant's SSN

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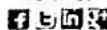
CASE STUDY

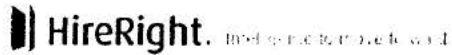


How did a large manufacturer save more than \$1.5 million per year by replacing its paper-intensive pre-employment screening with HireRight?

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Social Security Number Validation

HireRight's SSN Validation searches the Social Security Administration database to identify any irregularities that may exist in association with the SSN provided. Validation of an SSN enables employers to identify whether a Social Security Number exists with the Social Security Administration (SSA) database and if the SSN is still valid. The year and state of issuance are also identified by this search.

Common uses:

- Used for all industries and all positions
To determine if the SSN has been stolen or falsified



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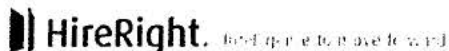
CASE STUDY

See how a leading aerospace organization modernized its over-tasked pre-employment screening process and realized an annual savings of \$600,000

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### Sex Offender Registry Searches

The U.S. Department of Justice reports that there are more than 500,000 registered Sex Offenders nationwide. According to the U.S. Bureau of Justice Statistics, the recidivism rate for sex crimes is four times higher than for other offenses. Recidivism is defined as a tendency to lapse into a previous pattern of behavior, especially a pattern of criminal habits.

Based on the statistical information available, companies should be encouraged to perform this search to rule out the potential of hiring someone with a past history of sexual offenses. Performing this check on applicants helps reduce a company's risk of workplace violence and potential negligent hiring or retention lawsuits.

HireRight offers two sex offender searches to ensure your company maintains a safe workplace.

#### Statewide Sex Offender Search

HireRight's Statewide Sex Offender Search lets your company search records for one or as many states as needed. It reveals any prior state record as a convicted sex offender. Rules vary by state, however HireRight will attempt to verify the individual's information and sentence from court records in the event a prior record is found.

#### National Sex Offender Registry Search

The National Sex Offender Registry Search allows you to cast a broader search net when conducting a sex offender search. It accesses information from the U.S. Department of Justice Sex Offender Database.

#### Common uses:

To identify past sex offender crimes for individuals who will interact with sensitive populations. Education, Health Care and Non-Profit Industries

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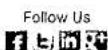
#### CASE STUDY

 How did a prominent staffing firm achieve renewed peace of mind through its partnership with HireRight?

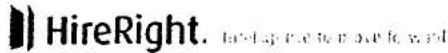
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Background Screening

Drug & Health Screening

Global Reach

Industry Specific

Vendor Screening

ATS Integration

E-I-9 & E-Verify

Online Employment Application

DAC Employment History File

Solutions By Name

Solutions By Industry

Solutions By Region

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Employment Verifications

One of the most commonly falsified pieces of information is an applicant's employment history. Leveraging HireRight's Employment History Verification product eliminates one of the most time consuming aspects of an HR professional's job. HireRight goes directly to past employers, to retrieve relevant information.

Common uses:

- Used in all industries for all position titles
To verify dates of employment, position and salary history

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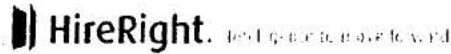
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Designed to elevate your programs and provide the results you need.



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### MVR Express

A Motor Vehicle Records (MVR) report helps to limit liability for employees that drive during working hours by identifying workers with unsafe driving histories. Plus, convictions for driving under the influence of alcohol or drugs in some states can only be revealed with a Motor Vehicle Records examination. An MVR verifies a person's license type and status and can reveal unreported accidents or violations, felony or misdemeanor convictions, and license suspensions and revocations. When you don't have the luxury of time, MVR Express can provide immediate MVR results for most states, where available.

Key features:

- Instant results when ordering and reviewing employee driving records
- Provides the same information as standard MVR reports, where available
- The best solution for MVR reports when information is rapidly needed

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Background checking, ideal for firms with 100 or less employees

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ATTACHMENT 3c  
Employee Handbook



SECTION 1.0  
PERSONAL POLICIES

1.1 WORK SCHEDULES AND SHIFT ASSIGNMENT

Employment with Diamond Transportation Services, Inc. (DTS) requires flexible work schedules. Though there may be some regularity in work assignments, the nature of the transportation business calls for flexible driver scheduling to reflect daily demand for transportation. In addition, management must have the ability to modify individual work schedules to accommodate for other employees. Planned vacation, sick calls, last minute no-shows, suspension add-ons and other variables all contribute to the necessity for flexible scheduling. Therefore all DTS drivers are specifically informed that they are employed under the following conditions:

1.1.1 No driver is guaranteed a specific work shift, route or vehicle assignment. Such assignments are at the management's discretion and employees will be scheduled as needed to fulfill the transportation requirements of the contracts and consumers to be served.

1.1.2 Though management will attempt to coordinate work schedules with employee requests (see below), employees may be assigned any shift operated by the company. Once assigned, the employee is responsible for covering the shift or securing a replacement according to specified procedures.

1.1.3 Failure to work shifts as assigned will be cause for disciplinary action up, to and including, termination from employment.

DTS provides both fixed route and demand responsive service. Drivers may be assigned to a fixed route, demand responsive (DR) or both. Obviously, employee assignment practices will vary depending on the type of the transportation contract. If the contract provides primarily for fixed-route, fixed-schedule service most employees will have a fixed schedule that does not vary much from week to week. However, employee schedules generally will vary daily as the need for drivers is tied to anticipated trip volume.

Hourly employees, including drivers, may be classified as either "Full Time" or "Part Time" with regard to company benefit programs. Full time employees must generally work over thirty hours a week to be considered full time, and will be scheduled for as close to forty hours per week as possible. Employees who generally work under thirty hours a week are considered part time. No employee is guaranteed a certain number of hours per week. Employees will be scheduled as needed to cover demand.

It is normal practice to schedule employees for each route, and to schedule a driver throughout the day as an "extra board." The extra board serves two purposes. First, if a scheduled driver fails to show up, the extra board will be assign to cover the open route assignment. Second, if all drivers show up as scheduled, the extra board will serve at the direction of the shift supervisor in any capacity. This may be cleaning vehicles, running errands, or assisting with any activity needing to be accomplished in the system. It is also normal practice to schedule on (or several) stand-by drivers, depending on the size of the system. These drivers report to the dispatch facility to cover any additional requirements during morning pull-outs. All extra boards and stand-by drivers are to report in uniform.

DTS follows a "two hour minimum" reporting rule. If a driver is scheduled for work (or is called in to work by a supervisor) and actually reports for work, he or she will be paid for a minimum of two hours. This applies to stand-by drivers and all assignments of less than two hours duration.

## 1.2 ATTENDANCE AND REPLACEMENTS

When the shift assignment process is completed, work schedules shall be posted in the driver's area of the Operations/Dispatch facility. It is each employee's responsibility to ascertain his or her own schedule, and special efforts will not be made to remind employees of shift assignments.

Employees are responsible for covering all shifts as assigned. Emphasis is placed on reporting to work early or on time, as late reports cause many operating problems. If you are late (or do not show up for) an assigned shift, the dispatcher will note the occurrence on an Employee Performance Memo and appropriate disciplinary action will be taken. Management keeps an attendance log for each employee and recurring problems with reporting to work on time will result in suspensions and possible termination of employment. Please note, however, that not showing up for work at all is a more serious infraction than being late, and that supervisors appreciate all the advance notice possible if you foresee problems covering a specific shift.

If a scheduling conflict occurs after the work shifts have been assigned, employees are allowed to find their own replacement by calling fellow employees or leaving notes on the bulletin board in the drivers' room. All replacements, however, must be fully qualified to operate the vehicle and be familiar with the route likely to be assigned to that shift. Please note that you are still responsible for the shift until a replacement has been found, the change has been approved by a supervisor, and the supervisor has recorded (and initiated) the change on the driver schedule. At that point, the shift becomes the replacement driver's responsibility. Drivers are not allowed to make changes on the driver schedule; changes can only be made by a supervisor.

Supervisors will relieve drivers of responsibility for a shift without the driver having found a replacement only under special circumstances. Please do not ask unless it is absolutely necessary and you have first done everything possible to find your own relief.

If you are unable to work because of illness, you should telephone the office and explain the circumstance to a supervisor. A minimum of one hour's notice must be given when calling in sick to avoid being charged with a "no-show" for the shift. Remember, however, that the supervisors appreciate as much advance notice as possible so a relief can be scheduled and service will not be delayed. Generally, supervisors will take your word for the fact that you are too ill to drive. However, management may require a doctor's note to confirm the illness in suspicious circumstances or if you frequently call in sick. Sick calls are recorded on the attendance log to highlight possible abuse by employees.

### 1.3 ROUTES AND VEHICLE ASSIGNMENTS

Most often, routes will be assigned along with the shift assignments. Generally, routes are assigned regularly to the same drivers to generate familiarity between individual drivers and the passengers on the route. Supervisors reserve the right, however, to modify route assignments at any time to respond to the day's work load or last minute changes in the employee schedule. In addition, management may decide to "cross-train" drivers on more than one route to increase flexibility.

Similarly, individual vehicles are usually assigned to a specific route or driver to accommodate the expected passenger load or equipment requirements, and to increase the driver's familiarity with specific vehicles. However, vehicles may be rotated to evenly distribute mileage, to accommodate preventive maintenance requirements, or for a number of other reasons.

Drivers have no "right" to a specific route or vehicle. Management will make all such assignments as they see fit, and are expected to operate any route and/or vehicle assigned.

## 1.4 TIME SHEETS

All DTS employees are required to account for their work hours by submitting weekly time sheets. These forms must be filled out accurately in order to get paid for your work. Please be advised that incomplete, inaccurate, or illegible time sheets may be returned for correction. This may cause the time sheet not to be processed until the next payroll cycle. Therefore, please follow the instructions below to complete your time sheet properly:

1. Always use ink (preferably black). Time sheets completed in pencil will not be accepted.
2. Enter the dates of the work week. DTS counts weeks as beginning on Monday and ending on Sunday.
3. Print your name neatly in the designated space.
4. Print your four-digit Employee ID Number in the space next to your name.
5. For each day, enter the report time, time your break started, time your break ended, and ending time in the appropriate spaces. Or (if you worked a split shift or two shifts that day) enter the report time, time your first shift ended, time your second shift started, ending time.

Note: All times must correspond to scheduled times unless approved and initialed by a supervisor. This includes singing in early, staying later than scheduled, etc. If you were late for work, use the time you actually reported, not the shift scheduled time.

6. For each day, total the hours and minutes worked in the appropriate column. Do not round off.
7. Use the spaces on the right to identify route or run to which you were assigned, or to add any explanatory notes. Feel free to key to notes on the reverse side of the sheet if you need more room to explain deviation.
8. Add the total hour's column to get the total for the week. Again, do not round off.
9. Sign and date the time sheet, and submit by the end of your last shift for the week. Time sheets will not be accepted Monday mornings.

A correctly completed sample time sheet is included on the next page as Exhibit 1.

### ADDITIONAL NOTES ABOUT TIME SHEETS:

Time sheets should be kept up to date daily. It is too difficult to go back at the end of the week and get everything correct.

You should submit exact times to the minute. Your manager will round off the total time for the week to the nearest quarter-hour.

Time sheets are checked against the employee schedule on a weekly basis. If there are discrepancies between the schedule and the times you entered as having worked on your time sheet, your supervisor or manager may consult you for explanation and resolution. This process may cause your time sheet to be held back, and you may have to wait until the next pay period to get paid for the week in question. The best way to avoid this is to make sure that the supervisor who approves any additional time initials your time sheet the day it occurs.

All employees scheduled for more than six (6) hours in a day should receive at least a one-half hour break sometime during their shift. This break should be used by the driver for lunch or dinner. If not pre-scheduled, driver breaks will be coordinated by the Dispatcher as the work schedule allows. Excessive break time (greater than 30 minutes) will be deducted from your actual time worked for reporting purposes. Employees are not paid for lunch or dinner breaks. Drivers working through their breaks must have their time sheets initialed by a supervisor as a "No Lunch." Otherwise, one-half hour of time per day may be deducted by management. When your break (10-7), dispatch must be notified. This must be indicated on your time sheet and deducted from your paid time.

## 1.5 PAYROLL AND PAYCHECKS

DTS pays employees biweekly (every other week) for a two week pay period. Pay checks will generally be made available by 10:00 AM on the Friday following the end of the pay period. You must see the shift supervisor to sign for your check. Pay checks must be picked up within five days of the date they are made available at the local office, after which they will be sent back to the corporate payroll office and held until requested. Arrangements can be made to have your check mailed to you if you will be on vacation by seeing the General Manager.

In general, your pay check will reflect:

- \* the number of hours worked times your hourly rate ( with time-and-a half for overtime hours);

Deductions for:

- \* Federal and State taxes and FICA;
- \* any employee-authorized deductions or withholdings;
- \* any court-ordered garnishments; and
- \* uniforms (half of the cost).

You should receive a statement or stub with your check explaining the calculation of the final amount. If you have any questions regarding your paycheck, please consult the General Manager.

## 1.6 DRIVER AND ADMINISTRATIVE WAGES AND OVERTIME

All DTS drivers are considered hourly employees. Drivers in the DTS operations are hired starting at a pay rate based on the contract that they operate on. An hourly wage will be paid for all initial training hours. This rate is the training rate. This rate shall remain in effect until operations start-up or the training period is complete. Upon completion of all training the driving or administrative wage rate shall be based on the contract (s) he/she is assigned to. Drivers and aides may be paid by the hour, shift or trip depending on the contract.

Drivers, aides and administrative staff are not paid for breaks and time spent in the office for time they are not performing their assigned duties. Assigned duties include pre and post vehicle inspections, fueling, vehicle cleaning and other activities assigned by a supervisor. Aides shall be paid only for time on the vehicle. If a supervisor does not assign non-driving duties then this time will not be allowed. If a paid holiday falls within a week, the holiday hours (paid, but not worked) will not be counted towards the forty hours to start receiving overtime.

All drivers, regardless of seniority or current wage rate, will be paid \$7.00 per hour for any company-provided training courses, group meetings, etc.... This includes any required or mandatory meetings outside of the initial training process. Such meetings are in addition to normal work weeks, and shall not count towards the forty (40) hours to begin receiving overtime.

Drivers, aides and staff will be paid by the hour, shift, salary or commission depending on the nature of the contract. The type of pay rate and hours worked will be discussed with the employee at the time of hire for new employees and during the course of business for existing employees.

## 1.7 PERFORMANCE REVIEWS AND MERIT INCREASES

Management may conduct performance reviews depending on the contract that the employee is working on. This review appraises the employee's record to date (including attendance, complaints, commendations, accidents, etc.), along with demonstrated and current operating skills. The review is intended to provide feedback to the employee on job performance, and is also used as a basis for wage adjustment and promotion decision.

Performance reviews are generally scheduled as follows (though the Operations Manager reserves the right to conduct performance reviews at any time.)

- \* At the completion of the employee's initial probationary period (usually 90 days).
- \* At the completion of employee's initial year of employment.
- \* Annually on or near the employee's anniversary date (date of hire).

Performance reviews usually include an on-board "check ride" as well as comprehensive review of the employee's record. Once the review is completed, the employee and his or her supervisor meet to discuss the review. Open feedback is encouraged during this meeting.



1.8 EMPLOYEE BENEFITS

DTS hourly employees, including drivers, receive the following benefits in addition to their wages.

Paid Holidays- All full-time hourly employees will receive eight (8) hours pay at their current wage rate for the following major holidays:

NEW YEAR'S DAY	LABOR DAY
MEMORIAL DAY	THANKSGIVING DAY
INDEPENDENCE DAY	CHRISTMAS DAY

If service is offered on these holidays and an employee works, he or she will receive their regular rate for all hours worked in addition to the eight (8) hours of holiday pay. If the employee is paid by the shift, then they shall receive a full shifts pay for the holiday. Part-time employees will receive four (4) hours of holiday pay for each holiday. Holiday pay does not count towards hours worked for hourly employees when computing overtime.

Paid Vacations- All full-time employees are eligible for one (1) week of paid vacation after the completion of one (1) year of employment with the company. Each employee shall receive one additional day of vacation for each year of employment up to two (2) weeks. All vacations must be approved in advance. Vacation days are based on the employees hire date. All vacation days must be used prior to the employee's anniversary date. Vacation days do not carry forward to the employees next year of employment following their anniversary date.

Annual Bonuses-DTS provides bonus payments annually during the holiday season to all full-time employees who have been with the company for at least on (1) year and meet the performance criteria for the calendar year being concluded as follows:

No preventable accidents	\$50.00
No "at fault" complaints or incidents	\$50.00
No late reports or unauthorized absences	\$100.00

Part-time employees meeting the same criteria will receive half bonuses.

## 1.9 PROBATIONARY PERIOD

This first ninety (90) days of employment are considered a probationary period. In many respects, the new employee is still considered a trainee during the initial ninety days; any can still be "washed out" of the training program if management determines that the person is not suited to the demands of the job. Such a determination could hinge on poor attendance, poor driving habit, poor public relations, or a number of other reasons. During the probationary period, management may terminate the trainee with or without cause at any time, without the "protections" offered by the progressive disciplinary process.

Obviously, it is not our intention (nor in our best interest) to hire, and then immediately fire employees. Recruitment and training is expensive, and we much prefer a continuous and stable work force. Management and staff will provide comprehensive training, and will work with new employees to smooth out any rough spots.

In some instances, the probation period may be extended beyond the initial ninety (90) days. This is usually due to marginal performance on the part of the trainee. In such instances, all benefits, wage increases, etc. are postponed until such time as the probationary period is completed. The maximum length of such an extension is thirty (30) days.

For new employees DTS shall conduct a background check. Employees shall be required to sign an authorization form allowing for the release of background information on the employee. The employee may also be required to bring in a Criminal Record Check from the jurisdiction that he/she has resided within the last three years. New employees must sign a Drug and Alcohol Release form. Employees are required to bring in a copy of a recent (no more than one month old) Motor Vehicle Record, MVR report. Employees shall also be required to take a pre-employment physical and drug screen. Employees are required to transfer their DOT Certificate of Qualification to DTS. This shall be done at the time of their pre-employment physical.

Employees must disclose to DTS any circumstances including felony, misdemeanor convictions or convictions involving assault or moral turpitude that might be associated with disqualification of drivers, aides or staff in the provision of transportation to children, adults, senior citizens or persons with disabilities. Failure to disclose this information prior to hire or during employment is grounds for immediate termination.

## 1.10 PROGRESSIVE DISCIPLINARY POLICY

DTS adheres to a progressive disciplinary process designed to correct (rather than punish) deficiencies in employee performance. Each stage of the process is progressively severe, allowing the employee ample opportunity to improve prior to termination. In general, this involves a four (4) step process.

1st Step Verbal Warning- The supervisor counsels the offending employee regarding the infraction, the reasons behind the rule or policy, and the possible consequences. The verbal warning is documented on an Employee Performance Memo.

2nd Step Written Warning- Generally after one or more verbal warnings, the supervisor prepares a formal written warning (letter) for the employee with a copy to the employee's file. The letter identifies the infraction, date, etc. and warns of suspension for the next occurrence.

3rd Step Suspension- The employee receives between one and ten days off (depending on severity) without pay as a suspension from work. A letter is prepared identifying the infraction, any previous warnings, etc. and warning of termination for the next occurrence.

4th Step Termination- The employee is dismissed for cause.

DTS management will generally follow this four step process for most rule or policy infractions. Management's focus will be to improve the employee's performance and retain a qualified, trained, and valuable employee. We reserve the right, however, to repeat steps as necessary, or to skip steps entirely for more serious infractions. For example, some of the serious infractions sure to earn much more than a simple verbal warning (and likely to skip straight to termination) include:

- \* violations of the drug/alcohol policy
- \* reckless driving or endangering public safety
- \* gross misconduct or insubordination
- \* failure to report an accident
- \* theft of fares or company equipment
- \* threatening or assaulting passengers or employees

Appeals of any disciplinary action must be made in writing within twenty-four hours of the action taken.

DTS endeavors to reward employees for the proper performance of their duties through the annual performance incentives (or bonus) program outlined in an earlier section. In addition to the program, commendations will be given for individual instances of exemplary performance. These may range from willingly staying late or working extra to help out a short-staffed supervisor to incidents of exceptional service to the public.

Normally, commendations take the form of an Employee Performance Memo, and internal Letter of Commendation, or a complimentary letter from a passenger. Copies of all commendations will be included in the employee's file and taken into account during the next performance review.

DTS policy is to discipline employees privately, but to commend employees publicly. Therefore, copies of all commendations are likely to place on the driver's bulletin board to let your fellow employees know of your outstanding work.

DTS Equal Employment Opportunity Policy

Our success as a company depends of full and complete utilization of qualified persons regardless of race, national origin, religion, sex, sexual orientation, disability, or any other non-performance related factors. DTS policy is to perform all employment and personnel practices free from discrimination of any kind, and to base our actions solely upon job-related factors. DTS policy is to perform all employment and personnel practices free from discriminatory practices. We have an obligation to hire, develop, and promote the best people available. We intend that all matters related to recruitment, hiring, training, compensation, benefits, assignment, promotions, transfers, layoffs, and recalls from layoffs, and all other forms of treatment on the job be free from discriminatory practices.

All opportunities for promotion or advancement within the company shall be based on bonafide job qualifications selection criteria rather than subjective value judgments to the greatest extent possible. Efforts shall be made to ensure that minority and women employees receive equal consideration and treatment in all such opportunities. DTS will measure itself against specific goals and objectives designed to ensure full and equal participation of all persons in the selection and promotion process.

The DTS President of Operations has overall responsibility for the implementation and monitoring of our Affirmative Action Program. He will conduct regular reviews to determine whether the program is achieving its objectives, including whether all employment activities are being conducted in a manner free from discriminatory practices. Any employee with a complaint concerning alleged discriminatory practices should document the complaint and submit it (in writing) to the following address:

 PRESIDENT  
DIAMOND TRANSPORTATION SERVICES, INC.  
7311-B HIGHLAND ST.  
SPRINGFIELD, VA 22150

DTS upper-level management, including the President and the Board of Directors, is fully committed to ensuring equal employment opportunity in every aspect of the company's operations and employment practices.

## SECTION 2-- EMPLOYEE CONDUCT AND WORK RULES

### 2.1 UNIFORM REQUIREMENTS

Should any DTS contract require uniforms then all front-line DTS employees, including drivers and supervisory personnel, are expected to be in full company uniform at all times on the job. The company splits the cost of most items of the uniform with the employee, with the employee's contribution automatically deducted from his or her pay check. Uniforms remain the property of the company, and employees may be charged any replacement costs if uniform items are lost, damaged, or not returned upon separation from the company. Uniforms should not be worn off the job (except traveling to and from work), and employees should be mindful of the possible damage to the image of the company if a uniformed off-duty employee is seen in compromising situations (for example, drinking in a bar after the work day is done).

The specific uniform requirements are as follows:

- \* Company-provided uniform items (generally including shirts, pants, skirts, and/or jackets) must be neat, clean and pressed, and worn in such a manner as to be prominent and visible to the public at all times. Additional items, such as name-tags, picture ID's, patches, etc. shall be worn properly if required by the local operation.
- \* Employee-provided uniform items shall include dark shoes that provide secure footing and fully enclose the foot (no sandals, thongs, sneakers, or high heels are allowed). If the local operation does not provide pants or skirts, long pants (slacks) or skirts below the knee shall be worn, and shall be navy blue, black, or dark gray in color. Also, the employee shall be equipped with a working and accurate watch or clock, and a working pen (preferably black ink).
- \* Employees are to be well-groomed and presentable to the public at all times. Excessive or dangling jewelry is discouraged for safety reasons.

Supervisor discretion is the sole determinant of whether or not an employee meets the uniform standards, and an employee may be suspended for the day for failing to adhere to standards or present a professional appearance.

Please realize that wearing a proper uniform not only presents a professional image, but also assists you in maintaining order on the vehicle and directing traffic in accident or breakdown situations. It gives you an appearance of professionalism and authority, and actually makes your job easier.

## 2.2 Employee Code of Conduct

DTS expects all employees to act in a responsible and professional manner at all times. You represent not only yourself, but also the company, your management team, your fellow employees and client(s) paying for the service whenever you are on the job.

Employees are expected to put safety first, following all company procedures and displaying the highest regard for passenger and public safety. Employees are expected to exercise good judgment and self-control, and to contact their supervisor in any unusual or uncertain situation involving safety. Employees are required to obey all laws and traffic regulations (including speed limits) and to cooperate with law enforcement officers. Any traffic fines *or parking tickets* incurred in company vehicles are the responsibility of the employee.

Employees are expected to provide responsible, dependable and caring service to the passengers of the system. Passengers are to be treated with respect and courtesy at all times. Derogatory remarks, arguments, or improper advances of a sexual nature are specifically prohibited. Please see the following section for additional guidelines on Public Relations. Employees are at no time allowed to make contact with passengers off duty without the written permission of the management. *Any telephone communication made between DTS and a client must be made by a DTS supervisor or with the permission of management.* Employees shall not take or receive payment from clients for any extra work or duties performed unless with the approval of the management.

Employees are expected to operate with a high regard for the safety and securing of all company property including vehicles, equipment and fares.

Employees must notify management of any off-the-job occurrence likely to affect your employment status. Specifically, the company requires you to notify management of any traffic violations or other actions regarding your driver's license or driving record. Any criminal arrests or convictions must also be reported. Failure to report any of these items may lead to termination of employment. In addition, management would be notified of any medical conditions, medications, etc., which may affect your ability to perform your duties.

Employees are expected to know and to follow all written operating regulations, policies, and procedures distributed by the company. In addition, all employees shall follow the verbal instructions of their supervisors and managers. Failure to do so considered insubordination and may be cause for termination.

*Employees are prohibited from dating or making social contact with clients unless at an official function and with the permission of DTS management. Unless there is an emergency, DTS employees are prohibited from entering the residences of any client without the permission of management.*

(Items in italics added July 8, 2004)

## 2.3 PASSENGER RELATIONS

It is of utmost importance that we provide professional, reliable and courteous service to our passengers. If we fail to do this, we will not be in business very long. In this area, our success is entirely dependent on you. You are the part of the organization that the public sees, and their impression of the company is formed entirely by your driving and your treatment of the people you come into contact with.

Professional service means many things. It means a top-quality, clean, well-maintained and appropriate vehicle. It means fair and well designed operating policies that allow the system employees to provide quality service. But mainly, it means that the service is provided by caring and concerned people (you) who enjoy this job and treat their passengers with kindness, courtesy, and respect.

Reliable service depends on you. All of our systems are operated according to either a published (fixed-route) schedule, or a confirmed individual pick-up time. It is essential that we provide service "on-time" "as advertised", so the public know that they can rely on the system. People understand minor delays for traffic tie-ups and the like, but nothing is as infuriating as being on time to the bus stop to discover that the bus has left early. Never leave a scheduled stop early! And if you are running excessively late, please let your supervisor know so appropriate action can be taken and passengers can be served as reliably as possible.

Good public relations, also includes your driving skill. Smooth and safe operations are often taken for granted because they are expected a "right" by the passengers on the system. But unsafe, reckless, or even just unsmooth operations are immediately noticeable. They also serve to put passengers "on edge", and increases the number of interpersonal conflicts, complaints, and similar "people problems" you will encounter. Also, remember that many of our passengers are elderly, disabled, or just unsteady on their feet. Always wait until people are seated before moving the vehicle and, if necessary, assist them with boarding and alighting. Always do your best to provide a comfortable, smooth ride. It is a measure of your skill and shows pride in your job.

The main area of concern in Public Relations, however, is courtesy. All employees are expected to treat passengers and the public courteously. This includes those who answer the phones, supervisors, and especially, drivers. Be friendly and responsive to people's concerns. Treat others as you would like to be treated if the situation were reversed. Remember, people depend on you. They put their lives in your hands when they board your vehicle. They deserve to be treated with respect.

Some guidelines for good public and passenger relations, which we expect all employees to follow, include:

- \* Smile! Be friendly. Greet people. Let them know that you enjoy your job (and hence, their company). It is likely to rub off and put them in a good mood. Even if you have problems with your job (your supervisors, your vehicle, etc.), keep those within the company.
- \* Pay attention to your job and refrain from other activities when working. Eating, drinking, smoking, chewing gum, knitting and reading can all detract from the attention you pay to your "customers". They deserve your full attention whenever you are on duty. After all your purpose is to serve them.
- \* Keep the music down and the two-way radio at a lower level (just loud enough for you to hear when you're being called). Nobody enjoys having their nerves jangled by loud noises. Also, remember that things may be louder in the back (away from the engine) than they are up front. Provide a comfortable environment.
- \* Never give orders. Instead, use polite requests to get your point across. You will get more cooperation this way, and the other passengers will not only side with you,

but might also remember your request the next time they ride. Accentuate the positive.

\* Never argue with a passenger. Be quick to apologize if you have offended someone. Nobody ever won an argument with a customer because even if you win the argument, you lose the customer. This does not mean that passengers are always right and you are not in control, just that you shouldn't be argumentative.

Unfortunately, there will be times when the conduct of passenger becomes disorderly and endangers or offends other passengers. When this situation arises, do your utmost to use tact and diplomacy to resolve the situation without any air of antagonism. Always request, never command, that the behavior be modified and try to explain the reason for your request. Remember, it is your responsibility to maintain order on the vehicle and ensure the safety of your passengers. If you need assistance in doing so, do not hesitate to call a supervisor on the two-way radio to come out and meet you. In these situations, good judgment and the ability to keep the passenger(s) calm become important.



### 3.0 OPERATIONS GUIDELINES

#### 3.1 PASSENGER ASSISTANCE GUIDELINES

Boarding and alighting assistance may be required by any passenger, but most often is needed by the elderly and disabled. DTS operators learn and practice hands-on passenger assistance techniques during the initial training process. The following simply presents basic guidelines for all operators to remember.

It is the operator's responsibility to ensure the safety of all passengers, and boarding/alighting or on-board mishaps resulting in possible injury will be treated as accidents. Steps likely to prevent such mishaps include:

- \* Ensure a safe and well-lit entrance. Keep the steps clean and the aisle clean of possible obstruction. Sweep steps and aisle free of sand, ice, mud, etc., periodically during inclement weather. If floors are slick, warn passengers to watch their step.
- \* Pay attention to where you stop. Do not leave awkward spaces next to sidewalks, curbs, grates, etc., in which to trip or sprain an ankle. Make sure entrance is well clear from signs, fire hydrants, mail boxes, etc.
- \* Observe the passenger and identify any potential conditions that might lead to problems.
- \* Offer assistance if it appears necessary. If accepted, await instructions from the passenger before proceeding. Do not interfere with movements already begun or startle the passenger. If the offer is declined, stand close by ready to assist as the circumstances warrant.
- \* Talk the passenger through the assistance process. Explain what you are doing and take their advice if they wish to be assisted in a particular way.
- \* Always place yourself on the downhill side of the person or the wheelchair to provide assistance. This includes curbs, steps, ramps, and wheelchair lifts.
- \* Treat all wheelchairs as if they had no brakes. Support the wheelchair during all maneuvers, especially on lift platforms and during transfers to and from stationary seats.
- \* Use "body belts" before loading wheelchairs to keep the disabled passenger in the wheelchair. Make sure lift standees hold handrails securely. Secure all mobility aids on board the vehicle properly.
- \* Do not attempt more than you can safely handle. Obtain additional assistance if necessary.

4.0 DTS CONTROLLED SUBSTANCE AND ALCOHOL MISUES POLCIY AND PROCEDURES  
ATTACHED

## 5.0 NORMAL OPERATING PROCEDURES

### 5.1 PRE AND POST TRIP INSPECTIONS

All DTS operators are required to thoroughly inspect their assigned vehicle at the beginning and at the end of each driving shift. The purposes of this pre-trip and post-trip vehicle inspection requirement are:

- \* to ensure the safety of the public, the system's passengers, and its employees; and
- \* to lengthen the life of the vehicle and equipment through daily attention to maintenance requirements.

Many laws, including the Federal Motor Carrier Safety Regulations and the Americans with Disabilities Act, require passenger transportation systems to regularly check vehicles and to maintain equipment in safe operating condition. One method used by DTS to comply with these regulations is to require pre-trip and post-trip inspections by the driver. Another is to require periodic (and more thorough) inspections by certified mechanics as part of the system's Preventive Maintenance program.

Please note that both the company and the law enforcement community hold that the driver is the person responsible for the condition of the vehicle. This means that the driver can be charged if mechanical deficiencies contribute to an accident. It is vital to ensure that the vehicle you will be driving is safe prior to beginning your route.

During a proper pre-trip inspection, a driver should thoroughly check the entire vehicle including its interior, exterior, controls, systems, safety equipment, and general cleanliness. Be sure to follow the checklist and make sure everything is safe and working properly. Minor repairs (bulb replacements, etc.) can usually be made before leaving the facility. Major defects or safety-related items should be brought to a supervisor's attention immediately, as the vehicle will likely need to be replaced.

Post-trip inspections need not be as thorough as pre-trip inspections, as the next driver will check all items again before leaving. Operators should, however, do a walk-around to check for exterior damage incurred during the day's operation (remember, failure to report an accident is a serious offense). Any leaks, low tires, or operating problems experienced during the day's driving should be reported and brought to the dispatcher's attention. These might be symptoms of developing or potential safety problems. The operator should also do a walk-around in the interior to check for any Lost & Found items. The last steps are to record the mileage; to make sure that all lights, radios and other electrical components are off; and properly lock and secure the vehicle.

Drivers shall document all vehicle inspections by properly completing and signing the Vehicle Condition Report. A sample of a correctly completed Vehicle Condition Report appears on the following page. The format of this report may vary depending on the type of vehicle and equipment used in the local operation.

Drivers' vehicle inspections will be periodically monitored by the supervisory staff to ensure proper performance. Failure to perform and document inspections properly will be cause for disciplinary action.

## 5.2 TRIP SHEETS AND OTHER PAPERWORK

Drivers have the responsibility to accurately complete all trip sheets, reports, and other documentation required by the management. All company paperwork should be completed legibly in ink (preferably black).

Drivers' trip sheets will be developed to collect the operating data necessary to the specific operation. Such data may include times, mileage, ridership, fares and other items that must be recorded throughout the operator's day. At a minimum, trip sheets will include:

- \* Driver's name and employee ID number
- \* Date, vehicle number, and route operated
- \* Time and mileage leaving the dispatch facility
- \* Time and mileage at first pick-up or initial stop
- \* Time and mileage at least drop-off or final stop
- \* Time and mileage arriving at dispatch facility
- \* Numbers of passengers carried (may be broken down)
- \* Amounts of fuel & oil added and mileage
- \* Additional data as required by DTS management

We can not overemphasize the importance of collecting complete and accurate operational data. Often, we are required to report this information under contractual stipulations or federal regulations. Drivers who consistently submit incorrect or improperly completed paperwork will be subject to disciplinary procedures.

In addition to daily trip sheets, drivers will be required to complete the following reports as circumstance dictate:

Incident Reports	Weekly Time Sheets
Accidents Reports	Misc. Personnel Form
Vehicle Condition Reports	

It should be noted that all company paperwork is considered confidential information belonging to the company. Do not give originals or copies of any document (especially Accident Reports and Incident Reports) to any outside individuals without specific prior authorization from your supervisor.

### 5.3 LOST AND FOUND ARTICLES

Passengers will often leave articles behind when they ride our vehicles. Typical lost items include umbrellas, gloves, keys, hats, sunglasses, etc. Employees should look for, and collect, lost and found items during all vehicle inspections as well as periodically throughout the day.

If the lost and found item is valuable, for example a wallet or purse, then a supervisor should be summoned immediately. He or she will use an Incident Report to identify the item and list its contents, and you both will sign-off to verify what was turned in. The supervisor will then accept responsibility for the item and bring it to the office for safe keeping.

If the item is not particularly valuable, operators should notify the dispatcher via the two-way radio that such an item has been found. Often, a passenger will realize the item was lost, call the office, and be directed where to meet you to pick it up. Operators may return such items if the claimant offers a satisfactory description. Unclaimed articles must be turned in to the dispatcher the next time the vehicle returns to the lot.

The operator should fill out an Incident Report, carefully attach it to the item, and log. It should then be turned over to the on-duty Dispatcher. Dispatcher will lock the item in a cabinet for safekeeping. Lost & Found items are stored for two (2) months, during which time efforts are made to locate the owner and return the article.

#### 5.4 TWO-WAY RADIO PROCEDURES

The two-way radio system allows the system to function in a more efficient and safe manner by:

- \* enabling dispatchers and supervisors to coordinate the operations and assist drivers as necessary;
- \* enabling driver to communicate quickly with dispatch, supervisory staff and each other; and
- \* enabling rapid supervisor response to unusual and emergency situations on the road.

When using the radio, be as brief as possible, speak slowly and clearly, and (most importantly) keep your communication related to business. Two-way radio transmissions are monitored by DTS management and the Federal Communications Commission (FCC), and improper use can cause DTS to lose its license.

Specific mobile and hand-held unit operation instructions are provided during the training process. The following are some general guidelines for proper radio use:

- 1) If you are driving, make sure that use of the radio does not affect your control of the vehicle. We recommend stopping the vehicle in a safe place before transmitting.
- 2) All communications should be business-related and brief. Give the details necessary, but don't tie up the channel. Never put passengers on the air.
- 3) Passengers names are confidential. Do not use them on the air.
- 4) The radio's volume level should be kept low to keep from annoying or alarming passengers, but loud enough to hear when you are being called.
- 5) Operators should be mindful of the fact that passengers on every other vehicle might be listening, and should limit verbal descriptions of mechanical problems, accidents, etc., so as not to alarm others. Keep transmissions professional and use the 10-codes.
- 6) Non-business use and profanity are strictly prohibited.
- 7) Listen before starting a transmission to make sure someone else isn't in the middle of a conversation. Wait one or two seconds after keying the microphone before speaking. Most radios have a delay that will cut off the beginning of your transmission.

DTS uses a system of "10-Codes" to facilitate communications and to keep transmissions brief. The use of these codes also makes the operations more professional and allows us to communicate without alarming passengers. All drivers should know the 10-Codes and use them whenever possible.

COMMON 10-CODES FOR TWO-WAY RADIO USE

- |                                   |                                    |
|-----------------------------------|------------------------------------|
| 10-3- Stop transmitting           | 10-33-EMERGENCY                    |
| 10-4 Acknowledged, Affirmative    | 10-36- Correct Time                |
| 10-6 Busy, stand by unless urgent | 10-47- BREAKDOWN                   |
| 10-7-Out of Service-Meal (lunch)  | 10-50-ACCIDENT                     |
| 10-8-In Service, available        | 10-51-Wrecker needed               |
|                                   | 10-52-AMBULANCE NEEDED             |
| 10-9-Repeat Transmission          | 10-53-Roadblocked                  |
| 10-12-Stop and stand              | 10-63-Prepare to make written copy |
| 10-13-Weather and road report     | 10-70-FIRE ON ROAD                 |
| 10-19-Return to base facility     | 10-76-En route                     |
| 10-20-Present Location            | 10-77-E.T.A.                       |
| 10-21-Call by telephone           | 10-78-Driver needs assistance      |
| 10-22-Disregard                   |                                    |
| 10-23-Arrived at scene            |                                    |

NOTE: The codes listed above correspond to those in common use by the law enforcement community. Local management will probably add specific codes depending on the service requirements. This may include codes for transferring passengers, wheelchair pick-up or other common events.

## 5.5 VEHICLE FUELING AND SERVICING

Drivers are responsible for fueling and servicing the vehicle daily at a regular time during their shift. If drivers fuel and service their assigned vehicles in your operation, please keep the following in mind:

- 1) DTS safety regulations require no smoking during fueling or around fueling facilities. Vehicles should be shut off during fueling.
- 2) Make sure you get the correct type and grade of fuel for your vehicle. Putting gasoline in a diesel engine (or vice versa) will cause serious damage. Check with your supervisor for the specific fuel to use if unsure.
- 3) Always record the current mileage and the number of gallons added on the trip sheet or fuel log. Make sure all company credit cards or fuel cards are used properly and returned to their proper place, and that all fuel receipts are turned in promptly. You are responsible for these items.
- 4) Always check the fluids, tire pressures, etc., when you fuel the vehicle. If you have to add any fluids, record them, too. Constant requirements to add fluids may indicate a slow leak or other mechanical problems with your vehicle.
- 5) Depending on local servicing arrangements, you may be responsible for removing trash, washing or sweeping out your vehicle. If so required, use proper refuse receptacles and leave fueling and cleaning areas clean.
- 6) Fueling of non-company vehicles, or any purchase or use of fuel at company expense for non-business related purposes, is considered employee fraud and is prohibited. Employees that are caught fueling non-company vehicles without authorization are subject to immediate termination.

Specific fueling and servicing requirements and procedures will be covered during the initial driver training process.

All DTS drivers are responsible for maintaining the interior cleanliness of their vehicle during the day's operations. This includes picking up loose trash, wiping up spills, emptying refuse containers, and any other activity required to maintain the vehicle in a neat and presentable condition.



## 5.6 SEAT BELT AND WHEELCHAIR SECUREMENT POLICIES

All DTS employees are required to wear seat belts properly whenever operating a company vehicle. The two major advantages of driver seat belts are:

- \*they prevent collisions by keeping the driver in position to adequately control the vehicle during emergency maneuvers; and
- \* they minimize the likelihood of injury to the wearer during collisions.

Any employee who is a passenger in a vehicle on company business, and whose seat is equipped with a safety belt, is required to wear such belt properly while in motion. Training instructors and supervisors are released from this requirement as necessary during on-board training and/or evaluation activities.

Normally, public passengers on DTS vehicles are not required to wear seat belts, though the service requirements of your system may be different. Check with your supervisor if unsure about the local policy. If non-disabled passengers are permitted to ride without seat belts, we can not legally require body belts for wheelchair users during transit. We do, however, strongly recommend the use of these devices during all transit operations and lift procedures.

If you drive an accessible vehicle, you are required to transport users of "common wheelchairs" as defined in the Americans with Disabilities Act (ADA). This definition encompasses a variety of mobility aids, including three-wheeled "amigos" and other scooters. The maximum dimensions of such devices are 48 inches long by 30 inches wide, with a maximum occupied weight of 600 pounds.

Operators are required (by law) to assist individuals with disabilities with the use of securement systems, ramps, and lifts where necessary or upon request. DTS requires that all mobility aids be properly secured in the vehicle's securement area during transit. Drivers are thoroughly trained in the proper use of the vehicle securement system during the initial training process.

Operators should suggest that disabled passengers using three-wheeled scooters or similar mobility aids transfer to a stationary seat. You may explain the basic instability of the device and the potential for injury in sudden vehicle maneuvers, but you any not require the passenger to transfer. The decision on whether or not to transfer is ultimately up to the passenger. Operator training covers the proper techniques for manually assisting transfers between wheelchairs and stationary seats.

## 5.6 WHEELCHAIR LIFT PROCEDURES

The driver training program will teach you how to use the specific wheelchair lift models in your system. The following general guidelines apply to all DTS operators (using the most common platform-type of wheelchair lift as an example):

### Preparation for Lift Use:

- 1) Position the vehicle such that it is out of traffic with plenty of clear, level area for lift platform deployment. If lowering the platform onto a sidewalk, make sure it will be fully on the sidewalk, not half-on and half-off. Leave room for wheelchair maneuvering.
- 2) Secure the vehicle safely and engage the emergency brake and turn on hazard lights.
- 3) Greet the passenger and ask if they have been on a wheelchair lift before. Talk them through the entire process to secure their trust and cooperation and put them at ease. Riding a wheelchair lift can cause anxiety in many passengers.
- 4) Make sure the loading area is clear of all bystanders in order to avoid potential injuries.
- 5) Open the wheelchair lift doors and secure them in the fully open position. Make sure that everything (including your feet) is clear from under the lift platform and lower it to the ground. The pitch of the motor will change when it is fully lowered or raised. The lift platform should be level and fully supported.

### Loading and Unloading Passengers Using Wheelchairs:

- 6) Always position wheelchairs on the lift platform facing away from the vehicle. Back it on when loading, and move it on forward when unloading. If the wheelchair must be positioned facing the vehicle for some reason, make sure the passenger's feet are well back from the leading edge of the platform to prevent injury.
- 7) Always check and lock the wheelchair's brakes. Make sure the safety plate is up to prevent the wheelchair from rolling forward off the end of the platform.
- 8) Ask the passenger to fasten their wheelchair seat belt (if equipped), or allow you to fasten a body belt to keep them in place. If the lift is equipped with a restraining strap, fasten it into place. Have the passenger place both hands and arms in his or her lap to prevent possible injury.

### Loading/Unloading Standing Passengers:

- 9) Make sure the lift's handrails are in place and secure.
- 10) Assist the passengers to step onto the lift. Ask them to stand with their feet spread, knees slightly bent, and both hands gripping the handrail(s) firmly.
- 11) Fasten the lift restraining belt, if provided.

For Both Wheelchair Passengers and Standees:

- 12) Warn of a slight jerk when the lift starts and stops.
- 13) Stand to the side of the platform, with feet clear from underneath. One hand should operate the controls, and the other should maintain a firm grasp on the wheelchair frame (or ready to support the standee).
- 14) Make sure the passengers ready, then raise the lift in one smooth, uninterrupted motion until the lift platform is level with the floor of the vehicle. The platform need not be "all the way up", as this position is normally 3-4 inches higher than the floor. Take care not to operate the controls "in fits and starts" (for example trying to match the floor level exactly), as this will "bounce" the unprotected passenger on the lift platform- a very uncomfortable experience.
- 15) Secure the lift controls. Check overhead clearance and ask the passenger to duck her or her head if necessary. Check that both hands and arms are still in the passenger's lap, if a wheelchair user. Then assist the passenger least partially into the vehicle before entering the vehicle. Do not leave passengers unattended on a raised lift platform.
- 16) Enter the vehicle and assist the passenger to the appropriate seat or securement area. If the passenger is using a wheelchair, assist with transfers and secure the wheelchair at this time.
- 17) Exit the vehicle. Raise the lift platform fully (until the motor pitch changes), and properly stow the lift platform in the folded position. Close the lift doors, making sure not to damage the control cable.

(Note: Unload by generally reversing these procedures)

The ADA permits ambulatory passengers who are unable to negotiate the steps of the vehicle to board and disembark using the lift. If available, we recommend using a boarding chair for these individuals rather than loading and unloading standees.

## 5.7 VEHICLE SECUREMENT AND PARKING

Any time an operator leaves the driver's seat, the vehicle should be "properly secured"> Proper securement includes the following:

- \* Properly parked, or safely out of traffic flow.
- \* Transmission placed in "Park" (or "Neutral" if "Park" is unavailable on your vehicle).
- \* Emergency (parking) brake system fully engaged.
- \* Hazard lights on, for most temporary roadside situation including lift operations, breakdowns, etc.

Depending on the situation, other actions may be necessary to ensure the safety of your vehicle, passengers or equipment. Examples of these actions include:

- \* Shutting off the engine and locking doors if leaving the vehicle for extended periods
- \* Activating the master cut-off switch (transit buses) if leaving vehicle for extended periods away from the lot
- \* Setting out wheel chocks if utilized in your operation
- \* Leaving parking lights and/or interior lights on if weather or visibility conditions require

When parking a vehicle somewhere other than at the lot, operators are to follow all local parking ordinances and will be responsible for any violations and/or fines resulting from improper parking.

Each local operation has different requirements for parking vehicles at the base facility. Your supervisors will instruct you as to the local policies, space assignments, etc. The following guidelines apply to all DTS operations:

- 1) Vehicles should be positioned with adequate space cushions on each side to permit proper post-trip and pre-trip walk-arounds.
- 2) Vehicles should be properly secured, shut down, and locked (if possible). All windows should be closed.
- 3) All electrical components, especially tow-way radios and all lights, must be turned off. A/C and heating system fan and compressor controls should both be turned off to prevent battery drain at next start-up.

## 5.8

## VEHICLE BACKING PROCEDURE

A high percentage of accidents involve backing, and almost all backing accidents are accidents. For this reason, operators should strive to minimize the need to back the vehicle through proper positioning. Occasionally, however, you will need to back your vehicle. When faced with a backing situation, the operator should use the following procedure:

- 1) If possible, position your vehicle ( while still moving forward) so as to minimize the need to turn while backing. It is much easier ( and safer) to back in a straight line or a shallow curve than a sharp turn.
- 2) Closely examine the area you are backing into. Secure the vehicle and get out and look around if necessary. Look specifically for curbs, short holes, hydrants, overhangs and anything else you might not be able to see in your mirrors.
- 3) Use a "spotter" if necessary. A spotter is a person positioned either in back of the vehicle or outside the vehicle, whose duty is to "spot" potential hazards and point them out to you during the backing maneuver. If you use a spotter, remember the following:
  - a) Don't trust a spotter completely, especially if it is not a supervisor. You are still responsible for all accidents.
  - b) Tell the spotter not to let you come within two feet of anything and to warn you of traffic or pedestrians early.
  - c) If using a spotter outside the vehicle, do not endanger them in a traffic situation. Establish a set of visual signals that you both understand (especially what signal means "stop"). Tell the spotter to stay in your left mirror and, if you lose them, you will stop until they reappear.
- 4) Always turn on your hazard lights for backing maneuvers, and sound your horn just before proceeding.
- 5) Visually scan all the way around the vehicle for traffic and pedestrians before starting. Once you begin, generally face the front and use your mirrors rather than looking over your shoulders.
- 6) Once you begin, do not hesitate to stop if you became unsure of what is around or behind you. In fin doubt, get out and look!
- 7) Always back slowly, and back only as far as necessary.

## 6.0 UNUSUAL AND EMERGENCY OPERATION PROCEDURES

### 6.1 INCLEMENT WEATHER DRIVING

DTS rarely suspends service. Operators should be prepared to drive during any weather conditions, and are responsible for their shifts as usual unless specifically told otherwise by the on-duty supervisor. If in doubt, assume you will be working and call the office early to make sure. In inclement weather, please leave plenty of extra time to get to work, as most transportation modes take longer than usual.

Driving in inclement weather (especially snow and ice) requires extra care, but can be accomplished safely if a few common-sense rules are followed. The most important of these is to put "safety before schedule". Remember this slogan! Passengers expect traffic to be a little slower during severe weather conditions. Take your time and don't worry if you are running a few minutes late. Other guidelines include:

- 1) Take time to check your tire tread before starting. Tires are particularly important in controlling the vehicle in inclement weather conditions. Lights, wipers and defrosters are also important for visibility. If you frequently assist passengers, an umbrella and/or rain jacket can also be essential.
- 2) Monitor road conditions. Listen to your two-way radio for route updates, and your AM/FM radio for weather bulletins. Test road conditions and braking efficiency when deadheading and at safe spots on the road.
- 3) Use headlights and interior lights to let others see you. Keep windshields as fog-free as possible with defrosters, paper towels, etc. so you can see out.
- 4) Drive defensively. Your defensive driving skills will be crucial as you must not only compensate for bad road conditions, but also for other drivers unaccustomed to driving in snow, ice, etc. Leave plenty of room. Remember, your (and others' stopping distances may increase up to six or seven fold in rain, snow and ice.
- 5) Drive deliberately and slowly. A constant speed with gently braking and acceleration will help you to avoid skidding. Sudden or quick acceleration, braking and turning will almost certainly cause you to lose traction. Coast slowly through turns if possible.
- 6) Remember the tendency to hydroplane at higher speeds. Remember that bridges and overpasses freeze first. Avoid icy patches, especially down hills and while braking or steering.
- 7) Keep the steps and aisles as free from slush, etc., as possible with periodic attention. Warn passengers to watch their step as they enter and exit the vehicle.
- 8) If you start to slide, first stop braking. Slamming on your brakes will only worsen your skid. A rolling tire allows you to steer the vehicle, but a "locked up" tire will only slide in the same direction. In other words, steering and braking do not work together in snow and ice. Hence, the emphasis on slow, deliberate driving.
- 9) If your vehicle skids badly, let up on the brakes and steer in the direction of the skid to regain control.

- 10) If the two-way radio system is affected (lightning sometimes strikes a repeater tower knocking the system out), use your best judgment. Assume that service is still running as usual and check with the office by phone occasionally for updates.
- 11) In the worst case (for example, you encounter weather so severe as to make safe driving impossible and the radio system is out), use your best judgment. Assume that service is still running as usual and checks with the office by phone occasionally for updates.
- 12) Keep in contact with, and follow the directions of, your supervisory staff. They will often be in the field testing the road conditions, providing driver assistance, etc., during inclement weather operations.

## 6.2 CROSSING RAILROAD TRACKS

Most states require public transportation vehicles to come to a complete stop at all railroad tracks. Even if State law does not require you to stop, DTS operating policy is to do so. Accordingly, DTS operators shall use the following procedure at all railroad crossings:

- 1) Turn on your hazard lights and stop between 15 and 50 feet before reaching the tracks. Look for signs indicating the number of tracks to be crossed.
- 2) Turn off the radio, defroster, fan, etc., and ask the passengers to be quiet if necessary.
- 3) Open the window and listen for approaching trains. Look both ways down the tracks. If you can't see far enough down the tracks, pull closer to where you can see adequately and ascertain that the tracks are clear.
- 4) Make sure there is enough room to pull all the way past the tracks (for example, in a line of traffic.) Never stop on railroad tracks!!
- 5) If clear, proceed across the tracks with hazard lights flashing. Cancel hazard lights after clearing tracks.



### 6.3 INCIDENT REPORTS

Many kinds of events occur during the course of a driving day which should be reported to management. We refer to these events as "incidents" and require them to be documented on incident reports. Incidents include, but are not limited to, the following:

- \* Behavior Problems- passengers throwing objects, hitting another person, violating company rules, or other similar behavior.
- \* Passengers Fall- a passenger falls, or is dropped, but claims no apparent injury and refuses offers of medical examination/treatment; thus, no accident report is filed. (If it is a serious fall, or there is likelihood of injury, treat it as an accident and notify the supervisor.)
- \* Unplanned changes in routes or schedules--supervisors should be notified, but incident report may be needed.
- \* Passenger complaints--those made to the driver.
- \* Witnessing an accident--either a driver or passenger may be asked to record details on an incident report.
- \* Minor accidents-involving absolutely no damage to the vehicle or to (any) property. Examples include small branches, curbs, mirror taps, etc. Always treat these accidents and notify supervisors, but supervisors may authorize you to continue on route and fill out an incident report.

As you can see, a variety of events may be classified as incidents. Check with your supervisors if unsure whether to write up an occurrence on an incident report.

Another use for incident reports is to gather the statements of the driver and any witnesses in an accident situation. Accident reports are normally completed by the supervisor. Drivers having accidents will be asked to record their version of events on an incident report. Take time to write down all you can remember about the accident. Feel free to include diagrams, mitigating factors, and any points you feel are left out of the accident report. All incident reports associated with an accident, whether completed by the driver or by witnesses, become part of the accident package and will be reviewed by management and the Safety & Accident Review Committee.

## 6.5 BRAKE FAILURES

All DTS vehicles receive periodic checks of the brake systems through the Preventive Maintenance Program. In addition to these checks, operators are reminded to always check brake system components (especially brake fluid levels) during the pre-trip inspection, and to test their brakes before leaving the lot.

Occasionally, however, you may experience problems with your vehicle's brakes during operation. These range from a simple loss of braking efficiency to a complete brake failure.

If you experience decreased braking efficiency when driving in rain or other wet conditions, your brake pads are probably wet. Dry them off periodically by applying light pressure on the brake pedal for a few seconds while in motion. Remember, however, that stopping distance is still increased because of the loss of friction between your tires and the wet road surface.

If you experience "softness" in brake application, you may have gotten an air bubble in the hydraulic brake system. Pumping the brake pedal will normally allow you to build up enough pressure to stop, but the supervisor should be notified of the problem (discretely, remember others are listening).

If you experience complete brake failure, you may have had to brake line burst or other major problem. Use as many of the following steps as necessary, in the order they are presented:

- 1) Calmly, but urgently, warn passengers that you are having brake problems and to brace themselves.
- 2) Examine the roadway ahead of your vehicle. Are there any uphill slopes to slow your vehicle? Are there any vehicles or obstructions forcing you to stop quickly?
- 3) Attempt to slow and stop your vehicle using the emergency brake mechanism.
- 4) If the vehicle is equipped with an air brake system and rear-door interlock, make sure passengers are well clear of rear step well and open the rear door.
- 5) Rub the tires against curbs. This will slow the vehicle gradually, but a firm grip must be maintained on the steering wheel.
- 6) If you must hit an object, choose soft and uninhabited objects before solid or inhabited objects. Examples might be bushes, small trees, fences, etc. Also, remember that the force of impact will be lessened with a glancing blow rather than with a head-on collision.

All brake problems should be reported to management!

## 6.6 TIRE BLOWOUTS

All DTS vehicles receive periodic checks of the tires through the Preventive Maintenance Program. In addition to these checks, operators are reminded to always check tires for tread, inflation, loose lug nuts, etc., during the pre-trip inspection.

If you should experience a tire blowout while driving, use the following procedure:

- 1) Calmly, but urgently, warn passengers that you have a flat tire and to brace themselves.
- 2) Stay off the brakes. Sudden or hard braking can cause a loss of steering control if the blowout is in front.
- 3) Hold steering wheel firmly in both hands.
- 4) Remove foot from accelerator and let the vehicle coast. Begin to brake lightly if control can be maintained.
- 5) After slowing to a safe speed, bring the vehicle to a stop off the traveled portion of the highway. Try to leave enough room for tire-changing, if possible to do so safely. If you have a choice, remember that jacks, etc., require a hard, level surface.

All tire blowouts are considered breakdowns, and proper breakdown procedures should be used.

## 6.7 BREAKDOWN PROCEDURES

When you have a mechanical problem which seriously affects the safe operation of your vehicle or prevents the vehicle from moving, you have a breakdown. The breakdown procedure follows:

- 1) Try to get the vehicle to a safe place which does not block traffic flow. Turn on your hazard lights and properly secure your vehicle.
- 2) Assess the problem. If you can not correct it yourself, call the supervisor and state that you are code 10-47, meaning that your vehicle has broken down and you cannot continue on your route. Give your vehicle number, location and route assignment. Discreetly give the supervisor an idea of what is wrong with the vehicle, so the proper personnel, equipment and/or parts can be sent to remedy the situation.
- 3) Inform passengers of the problem. If on a fixed-route, suggest alternative routes. If demand-response, keep our passengers aboard unless they are in danger (for example, heavy smoke or fire).
- 4) Set out emergency reflectorized triangles (or flares, if so equipped according to the diagram below).
- 5) Direct traffic around your vehicle, if necessary, while waiting for the supervisor or replacement vehicle to arrive.

Please note: Unless specifically instructed to do by your supervisor, never push a DTS vehicle with another vehicle. Towing should be done only by authorized mechanics, as drive shafts may need to be disconnected or other special measures may need to be taken.

## 6.8 ACCIDENT PROCEDURES

DTS's definition of "what encompasses an accident" includes the following:

- \* Any unscheduled contact between the vehicle and an object or person, and
- \* Any incident involving company vehicles or personnel in which injuries are incurred.

Exceptions:

- \* Unscheduled contact with curbs, small branches, etc. where there is absolutely no damage to the vehicle.
- \* Contact between the undercarriage of the vehicle and the road surface ("bottoming out) where there is no damage to the vehicle. These should still be reported.
- \* Minor mirror contact with a stationary public object (such as a pole or sign), where there is no damage to either object. Note: contact with any vehicle is considered an accident.

Operators should be advised that failure to report an accident is a serious offense, punishable by immediate firing. Therefore, if you are ever in doubt as to whether or not you have had an accident, call your supervisor immediately.

Passenger injuries are considered accidents. For example, if a passenger trips and falls down the vehicle steps, and there is the likelihood of injury, treat it as an accident and follow the accident procedure. If the individual insists that they are not injured and/or wants to leave the scene, at least record his or her name and phone number, contact your supervisor, and fill out an incident report.

All accidents will be responded to and investigated on the scene by a supervisor, who is responsible for the completion of the accident report. It is the operator's responsibility to:

- (a) follow the accident procedure (see next page);
- (b) obey the instructions of law enforcement officers;
- (c) cooperate with the supervisor's investigation; and
- (d) remain available for any follow-up activities necessary.

Follow-up activities may include recorded conversations with our insurance carrier, appearance before the Accident Review Committee, and other activities as required by management. **Do not, however, speak to other insurance representatives or anyone outside the company about the accident.**

6.9 DRIVER'S ACCIDENT PROCEDURE;

- 1) Remain calm! Others are likely to become agitated and fail to respond to directions if you act upset.
- 2) Stop the vehicle immediately and secure it. Check for injuries in and around the vehicle.
- 3) Call the supervisor immediately, informing him or her of your accident (code 10-50). Give your vehicle number, location, and request any ambulance and police assistance which might be necessary.
- 4) Calmly inform your passengers of the accident and give instructions while following the next few steps.
- 5) If a major accident with probability of fire, evacuate the vehicle immediately. If injuries, stabilize the situation and use first aid until emergency personnel arrive to take over.
- 6) Hand out courtesy cards or incident reports, and encourage all passengers to fill them out completely. At a minimum, you should get names and phone numbers for everyone involved. This can best be accomplished by keeping all passengers on the vehicle and collecting completed courtesy cards as they exit.
- 7) Do not move the vehicle unless specifically instructed to do so by a supervisor or law enforcement officer. Moving a vehicle may be considered "leaving the scene of an accident," or a deliberate attempt to alter evidence in the eyes of the law enforcement officer.
- 8) Speak to the driver of any other vehicle(s) involved, asking them to remain on the scene until law enforcement officers and your supervisor arrive. If they refuse, try to get their name and phone number, and copy down tag numbers and vehicle descriptions. Do not offer them any information other than your name and supervisor's name.
- 9) Set out emergency reflectorized triangles (or flares, if so equipped).
- 10) Direct traffic around your vehicle, if necessary, while waiting for the supervisor to arrive. Do not discuss the accident with anyone other than a police officer or your supervisor and do not admit fault to anyone.

Note: A copy of this procedure (along with incident reports, accident reports, courtesy cards, etc...) should be in the driver's area of each company vehicle. Part of the pre-trip inspection should be to make sure all such forms are available.

## 6.10 FIRE PROCEDURE AND EXTINGUISHER USE

It is rare that you will have a fire on-board. Occasionally, however, vehicles of all types have been known to catch on fire. The primary causes of vehicle fires are severe collisions and extreme engine overheating. Driving defensively and monitoring the vehicle's temperature gauge should almost eliminate your chances of having to deal with fire.

If faced with an engine fire, remember to following:

- \* Diesel fuel is not nearly as explosive as gasoline. Diesel tends to burn, but gasoline tends to explode.
- \* Fires are fed by oxygen. A sudden influx of oxygen, such as opening the hood or engine compartment, may cause the fire to "leap up" suddenly.
- \* Fire extinguishers work by "smothering" the fire. The active chemical deletes the oxygen that feeds the fire.

When a vehicle component or engine catches on fire, the flames are not usually immediately visible. Instead, there is normally a profusion of smoke and a burning odor. Once the operator determines that his or her vehicle is on fire, the following procedure should be used:

### FIRE PROCEDURE:

- 1) Pull the vehicle to the curb immediately and stop. Shut the engine off and secure the vehicle.
- 2) Evacuate the passengers immediately using the procedure outlined in the next section.
- 3) Notify the supervisor via two-way radio of the event. Break in, if necessary. Give Code 10-70 and location. The supervisor will immediately send fire/rescue equipment.
- 4) Grasp the fire extinguisher and attempt to put out the fire- but only if it is safe for you to do so. Do not risk personal injury by attempting to fight and out-of-control vehicle fire.
- 5) After fire is out, wait with the passengers at a safe distance from the vehicle.

### FIRE EXTINGUISHER INSTRUCTIONS:

DTS vehicle may be equipped with different types of fire extinguishers. All should be at least 10 pounds capacity and of ABC dry chemical type. Fire extinguisher use will be covered during training, and drivers should familiarize themselves with the instructions on the extinguisher carrier in their vehicles. The following are general instructions for most extinguishers of this type:

- 1) Grasp the carry handle (trigger), flip open the bracket, and remove the extinguisher from the holder.
- 2) Hold the extinguisher upright. It will not operate properly if in a horizontal or

inverted position.

3) Pull the ring by simply "jerking" it out, breaking any plastic tamper resistant seals.

4) Stand 6-10 feet back from the fire. Otherwise, the force of the discharge may scatter the fire. Note: stand upwind of the fire, if possible, so the smoke drifts away from you and doesn't hinder your view.

5) Squeeze the trigger fully when you are ready to discharge the chemical.

6) Direct the discharge at the base of the flames with a sweeping side-to-side motion. Advance toward the fire at about the same speed at which it is being extinguished. You only have about 15 seconds of discharge, so you need to be efficient.

Fire extinguishers are required on every DTS vehicle. Each extinguisher shall be inspected by the local fire department or a contractor at least annually, and marked with an inspection tag with highly-visible date. This tag, along with the fire extinguisher's pressure gauge, should be a regular part of the driver's pre-trip inspection.

Once a fire extinguisher is discharged (even partially), it must be removed from the vehicle and replaced with a fresh one. The discharged extinguisher should be returned to a supervisor for recharging and reinspection.



## 6.11 VEHICLE EVACUATION

Generally, passengers are much safer on board the vehicle than exposed to passing traffic. In some extreme circumstances, however, it is important to quickly evacuate the vehicle. Such extreme circumstances might include vehicle fires, heavy/dense smoke (especially in interior), etc. If faced with such circumstances, use the following procedure:

### VEHICLE EVACUATION PROCEDURE:

- 1) Remain calm and in control! Continue to reassure passengers to avoid panic. Give loud, calm, and specific instructions.
- 2) Check down the exiting side of the bus to make sure traffic is stopped. Stop it if necessary. Make sure passengers will not exit the vehicle into the path of oncoming vehicles.
- 3) Open all doors and instruct all passengers to exit in an orderly fashion. In a crowded transit bus, those forward of the rear door should exit through the front.
- 4) Designate one of the first passengers out to gather and lead everyone to a safe spot (point one out) out of traffic and well away from the vehicle.
- 5) Assist any disabled passengers to exit the vehicle once all ambulatory passengers are off.
- 6) In the event of imminent danger and the obstruction of all doors, assist the passengers to evacuate via the emergency exits. These will be covered in training.
- 7) Once the vehicle is empty, notify your supervisor via the radio (if time, otherwise send a person to phone). Then, exit the vehicle and remain with the passengers at a safe distance from the vehicle.

Note that this is the only emergency procedure in which you wait to contact the supervisor until all the steps are completed. This is because vehicle evacuation should only take place when there is imminent danger to human life and time is of the essence. In effect, you can not take the time to call the supervisor. You must immediately take charge and lead, or risk losing control of the situation.

7.0 DIAMOND TRANSPORTATION SERVICES, INC.  
NON-HARASSMENT POLICY

Diamond Transportation Services, Inc. is committed to providing a work and transportation services environment that is free of discrimination and unlawful harassment. Actions, words or comments based on an individual's sex, race, ethnicity, age, religion, or any other legally protected characteristic will not be tolerated. Diamond Transportation Services will not tolerate any employee engaging in sexual or other forms of unlawful harassment with respect to other employees, clients, customers or contracting agencies. Such conduct will be sufficient grounds to warrant disciplinary action, including termination of employment.

This policy applies to all inappropriate conduct, comments and contact with customers WHETHER CONSENSUAL OR NOT. Inappropriate sexual conduct, touching or comments with customers are not only a violation of our policy prohibiting sexual harassment, but can also result in criminal charges to the driver. If a driver suspects he or she may have inadvertently or unintentionally violated this policy, the driver must report it immediately to his or her manager.

Any employee who wants to report an incident of sexual or other unlawful harassment should promptly report the matter to any supervisor or manager, any executive, any human resources employee or by calling: [REDACTED]

All sexual harassment complaints will be promptly and thoroughly investigated. Employee complaints and reports of such matters will be kept confidential to the greatest extent possible and complaints may be made freely without fear of retaliation.

I acknowledge that I have received this memo and understand Diamond Transportation Service's policy prohibiting sexual and other forms of unlawful harassment in the workplace and transportation services environment.

Employee's Signature \_\_\_\_\_

Employee's Name (print) \_\_\_\_\_ Date \_\_\_\_\_

## 8.0 DIAMOND TRANSPORTATION CELL PHONE USE POICY

It is well supported by accident statistics that using a cellular phone, either hand-held or a hands-free model while operating a motor vehicle distracts a driver's attention from traffic conditions. To help reduce the possibility of vehicle accidents in connection with the use of cellular phones, our company has adopted a cellular phone policy that is applicable to all employees while driving a company vehicle at any time, or while driving any other vehicle (leased, rented, borrowed or their own vehicle) while conducting company business.

Our company's policy is as follows:

- Cellular phone calls, incoming or outgoing, are prohibited while driving a DTS vehicle or working on the vehicle as a bus aide.
- The cellular phone's voicemail feature should be on to store incoming calls while driving.
- All non-emergency calls should be made after the vehicle is safely parked, the vehicle is not in motion and the vehicle is secured by the emergency brake.
- Accidents incurred while the employee driver is using a cellular phone may be considered to be preventable, and the employee driver subject to disciplinary action up and including termination.
- Hands-free cellular phones are subject to the same policy as the hand-held cellular phones. "Hands-free" earpiece (corded or wireless) shall not be worn or used at any time while driving.
- This prohibition of cell phone and similar device while driving a DTS vehicle includes receiving or placing calls, text messages, surfing the Internet, receiving or responding to email, or other purpose related to cell phone usage.
- The vehicle operator and bus aide have the responsibility for compliance with this policy. Operators who violate this policy are subject to the DTS progressive disciplinary action and may be grounds for termination.
- MetroAccess drivers are subject the MetroAccess Cell phone policy issued on July 10, 2009 and take precedent over the DTS Cell phone policy for MetroAccess employees.

### Nextel or Emergency Cell phone Usage

- If an operator is in a moving vehicle and receives a Nextel call from Dispatch, he/she must find a safe spot and come to a complete stop before using their Nextel.

If an operator has an emergency situation (i.e. client conflict, client medical emergency or hostile client), he/she must find a safe place and come to a complete stop before using their cell phone, Nextel or similar device.

9.0 VEHICLE IDLING AND VEHICLE SECUREMENT POLICY

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**Purpose: To establish vehicle idle time standards in an effort to reduce both fuel costs and wear on engine components.**

Procedure:

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- In the event that temperatures fall below 38 degrees the unit may be started and ran for 10 minutes prior to driver preparation for departure for service.
- If the unit will not be used in service within the time frame the unit should be shut off.
- Vehicles idle times should be monitored by dedicated staff during the pull out process to prevent long idle times.
- If the driver is performing their pre trip the same would apply on normal daily routines. They will start the unit and perform their pre-trip inspection. Upon completion of their inspection the driver should depart into service.
- The drivers should not idle the unit longer than ten minutes unless it involves passenger pick up or disbursement from the unit.
- If the driver is in any non revenue situation such as lunch time, vehicle return to the yard etc they should shut off the unit once parked.
- Each vehicle must be physically check to make sure that there are no passengers left on board before exiting and securing the vehicle at the end of each shift or route.
- The keys for each vehicle must be returned to the office after securing the vehicle on each route.
- Each vehicle must be swept out at the end of each shift. At this time the vehicle must be check to make sure that all clients and personal items are off the vehicle.
-

# DIAMOND TRANSPORTATION

*“Zero Tolerance”*

## Substance Abuse and Alcohol Misuse Policy and Procedures

In accordance with the U.S. Department of Transportation and the  
Federal Transit Administration Regulations  
(CFR Part 40 and 655)  
Effective as of October 1, 2010

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# DIAMOND TRANSPORTATION SUBSTANCE ABUSE POLICY

## 1.0 Policy

DIAMOND TRANSPORTION is dedicated to providing safe, dependable, and economical service to its clients. DIAMOND TRANSPORTION's employees are our most valuable resource. It is our policy (1) to take appropriate action to assure that employees are not impaired in their ability to perform assigned duties in a safe, productive, and healthy manner; (2) to foster and maintain a drug and alcohol - free environment for all employees and patrons; (3) to prohibit the unlawful manufacture, distribution, dispensing, possession, or use of controlled substances; and (4) to encourage employees to voluntarily seek professional assistance whenever personal problems, including alcohol or drug use, may adversely affect their ability to perform their assigned duties.

To achieve the goal of a substance-free workplace, this policy incorporates three integrated components:

### **Prevention through education and training:**

Education and training will communicate and clarify this policy to all employees, assist employees in recognizing substance abuse problems and in finding solutions to those problems.

### **Detection, deterrence and enforcement:**

Federal regulations require that effective January 1, 1995, all safety - sensitive employees will be subject to reasonable suspicion, post accident, random, return to duty and follow up drug and alcohol testing. Applicants for safety sensitive positions will not be eligible for those positions unless they pass a pre-employment drug test. **As a "zero tolerance" employer, any positive drug or alcohol tests will result in a termination of employment.**

### **Treatment and opportunities for rehabilitation:**

Alcohol and drug abuse are recognized as diseases that can be treated. DIAMOND TRANSPORTION promotes a voluntary rehabilitation program to encourage employees to seek professional assistance prior to testing positive for drugs or alcohol, without fear of discipline.

Approved: \_\_\_\_\_



DIAMOND TRANSPORTION

DATE May 20, 2011

## 2.0 Purpose

The purpose of this policy is to assure worker fitness for duty and to protect our employees, passengers, and the public from the risks posed by the use of alcohol and Prohibited Drugs (as defined below). This policy is also intended to comply with all applicable Federal regulations governing workplace anti-drug programs in the transit industry.

The Federal Transit Administration (FTA) and the Federal Motor Carrier Safety Administration (FMCSA) of the U.S. Department of Transportation 49 CFR (Code of Federal Regulations) Part 655, and 382 mandate urine drug testing and breath alcohol testing for employees performing safety-sensitive functions. This regulation also prevents performance of safety-sensitive functions when there is a positive test result or a test refusal. The U.S. Department of Transportation (DOT) has also adopted the revised version of 49 CFR Part 40, which outlines procedures for transportation workplace drug and alcohol testing programs. This Policy incorporates these federal requirements for employees performing safety-sensitive functions, as well as other provisions as amended.

In addition, DOT has published 49 CFR Part 29, implementing the Drug-Free Workplace Act of 1988, which requires the establishment of drug-free workplace policies and the reporting of certain drug-related offenses to the FTA. California passed a similar version of the federal law, the Drug-Free Workplace Act of 1990 (Gov't Code § 8350 et seq). This policy reiterates the requirements of the federal regulations; these requirements will be *in Italics*. **Portions of this policy marked in BOLD are not necessarily FTA-Mandated, but reflect DIAMOND TRANSPORTION employment policy (this does not include policy headings).**

If any provision of an existing DIAMOND TRANSPORTION policy, rule or resolution is inconsistent or in conflict with any provision of this policy or the DOT/FTA rules, this policy and the DOT/ FTA rules shall take precedence; if any provision of this policy is inconsistent or in conflict with the DOT/ FTA rules the DOT/ FTA rules shall take precedence.

## 3.0 Applicability

### 3.1 Safety-Sensitive Employees

This policy applies to all safety-sensitive DIAMOND TRANSPORTION employees, including paid part time employees who perform or could be called upon to perform any transit related safety-sensitive function, this includes off-site lunch periods or breaks when an employee is scheduled to return to work.

#### A safety-sensitive function is any of the following duties:

Covered employee means a person, including an applicant or transferee, who performs or will perform a safety-sensitive function for an entity subject to this part. A volunteer is a covered employee if:



- (1) The volunteer is required to hold a commercial driver's license to operate the vehicle; or
- (2) The volunteer performs a safety-sensitive function for an entity subject to this part and receives remuneration in excess of his or her actual expenses incurred while engaged in the volunteer activity.

Safety-sensitive function means any of the following duties, when performed by employees of recipients, sub recipients, operators, or contractors:

- (1) Operating a revenue service vehicle, including when not in revenue service;
- (2) Operating a nonrevenue service vehicle, when required to be operated by a holder of a Commercial Driver's License;
- (3) Controlling dispatch or movement of a revenue service vehicle;
- (4) Maintaining (including repairs, overhaul and rebuilding) a revenue service vehicle or equipment used in revenue service.
- (5) Carrying a firearm for security purposes.

### **3.2 Contractors**

Contractors who perform any of the safety-sensitive functions described in this policy for DIAMOND TRANSPORTION will also be subject to the same requirements as safety-sensitive DIAMOND TRANSPORTION employees.

### **3.3 NON-SAFETY SENSITIVE POSITIONS**

All DIAMOND TRANSPORTION employees are subject to the provisions of the Drug-Free Workplace Act of 1998. Visitors, vendors and contracted employees on DIAMOND TRANSPORTION premises will not be permitted to conduct transit business.

### **4.0 Opportunities for Rehabilitation ( DIAMOND TRANSPORTION Policy)**

To promote a drug and alcohol free workplace, this policy includes a rehabilitation program that allows employees to voluntary come forward to request rehabilitation.

#### **4.1 Voluntary Rehabilitation (DIAMOND TRANSPORTION Policy)**

Any employee who has a drug and/or alcohol abuse problem and has not been selected for reasonable cause, random or post-accident testing or has not refused a drug or alcohol test may voluntarily refer her or himself to the General Manager or the Human Resource Department, who will refer the individual to the company's Substance Abuse Professional or Employee Assistance Program (EAP) for an evaluation and treatment. Voluntary self-referral commits the employee to a therapeutic process. Confidentiality of the employee will be protected. The SAP/EAP will evaluate the employee and make a specific recommendation regarding the appropriate treatment. When an employee voluntarily refers her or himself for treatment, the employee may be eligible for sick leave and disability benefits. Employees are encouraged to voluntarily seek professional substance abuse assistance before any substance use or dependence affects job performance.

## 4.2 While Undergoing Treatment (DIAMOND TRANSPORTION Policy)

Any safety-sensitive employee who admits to a drug and/or alcohol problem will immediately be removed from his/her safety-sensitive function and will not be allowed to perform such function until successful completion of a prescribed rehabilitation program is completed. Proof of completion must be provided in writing. Employee will be required to pass a drug and alcohol test before he/she can perform a safety-sensitive function.

\*DIAMOND TRANSPORTION shall make every effort to place employee back in his/her position upon returning to work. However, an employee's commitment to an SAP/EAP does guarantee that the employee's job will be available upon return.

## 4.3 Cost of Rehabilitation (DIAMOND TRANSPORTION Policy)

All associated costs for treatment are the sole responsibility of the employee.

## 4.4 Returning to Work after Treatment (DIAMOND TRANSPORTION Policy)

All employees who successfully complete prescribed treatment and are allowed to return back to work will be subject to unannounced follow-up testing as prescribed by the SAP/EAP.

## 5.0 Prohibited Substances

"Prohibited substances" addressed by this policy include the following:

### 5.1 Prohibited Drugs

FTA regulations specifically prohibit the use of the following illegal, prohibited substances and require testing for their presence under certain circumstances: Marijuana, Amphetamines, Opiates, Phencyclidine (PCP) and Cocaine ("Prohibited Drugs") - Safety-sensitive employees may be tested for prohibited drugs at any time while on duty or, on **DIAMOND TRANSPORTION** property.

### 5.2 Alcohol

The consumption of beverages containing alcohol, or substances including any medication such that alcohol is present in the body while performing safety sensitive duties or transit business, are prohibited. "Alcohol" means the intoxicating agent in beverage alcohol, ethyl

alcohol or other low molecular weight alcohols including methyl or isopropyl alcohol. (The concentration of alcohol is expressed in terms of grams of alcohol per 210 liters of breath as measured by an evidential breath testing devise.)

### **5.3 Legal Drugs (DIAMOND TRANSPORTION Policy)**

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 supervisory personnel. Medical advice should be sought, as appropriate, while taking such medication and before performing safety-sensitive duties.

Any time an employee comes forward about a medication that he/she is taking the information must be forwarded to the Management for clarification and review. The Management will then notify the Medical Review Officer (MRO) to determine if the medication is appropriate to take while performing a safety-sensitive function.

A legally prescribed drug means that the employee has a prescription or other written approval (in his/her name) from a physician for the use of a drug in the course of medical treatment. The misuse of legal drugs while performing a safety-sensitive function is prohibited at all times.

If the MRO determines that the medication being taken is not appropriate to take while performing a safety-sensitive function the employee will be required to provide the following:

In order to continue performing a safety-sensitive function the employee taking the medication will be required to provide the following:

A written letter from the prescribing physician stating the patient's name, the name of the substance, the period of authorization and a statement that the employee may continue to perform safety-sensitive functions while taking such medication. The letter must be signed and dated by the physician and the letter will be provided to the MRO for final approval.

### **6.0 Prohibited Conduct. Manufacture, Trafficking, Possession, and Use of Controlled Substances**

*The manufacture, distribution, dispensing, possession, or use of controlled substances in the workplace is prohibited. A "controlled substance" is any illegal drug or any substance identified in Schedules I through V of Section 202 of the Controlled Substances Act (21 U.S.C. § 812), and as further defined by 21 CFR 1300.11-1300.15. Any employee engaging in the manufacture, distribution, dispensing, possession or use of a controlled substance on NAME OF CONTRACTOR premises will be subject to disciplinary action, up to and including termination and/or will be required to complete a drug abuse assistance or rehabilitation*

program. Law enforcement shall be notified, as appropriate, where criminal activity is suspected.

## **6.1 Requirement to Submit to Drug and Alcohol Testing**

DIAMOND TRANSPORTION shall require every covered employee who performs a safety-sensitive function as described in the FTA regulations Part 655 and the FMCSA regulations Part 382 to submit to a pre-employment, post-accident, random, and reasonable suspicion drug and alcohol test as described in this policy. DIAMOND TRANSPORTION shall not permit any employee who refuses to submit to such tests to perform or continue to perform any safety-sensitive functions.

## **6.2 Alcohol Use/Hours of Compliance**

No safety-sensitive employee should report for duty or remain on duty when his or her ability to perform assigned functions is adversely affected by alcohol or when his or her blood alcohol concentration is 0.02 or greater. No employee shall use alcohol while on duty or while performing safety-sensitive functions. No employee shall have used alcohol within four hours of reporting for duty. After an accident employees shall refrain from alcohol use for eight (8) hours or until an alcohol test has been administered.

No safety-sensitive employee shall use alcohol during the hours that they are on call). On call employees have the opportunity to acknowledge the use of alcohol at the time he/she is called to report to duty and the inability to perform his/her safety sensitive function.

## **6.3 Compliance with Testing Requirements:**

Any safety-sensitive employee who refuses to comply with a request for testing, who fails to remain readily available for post-accident testing, who provides false information in connection with a test, or who attempts to falsify test results through tampering, contamination, adulteration, or substitution, shall be removed from duty immediately. Refusal can include an inability to provide a specimen or breath alcohol sample without a valid medical explanation, as well as a verbal declaration, obstructive behavior, or physical absence resulting in the inability to conduct the test.

## **6.4 Refusal to Submit to a DOT Alcohol or Controlled Substance Test**

As an employee, you have refused to take a drug or alcohol test if you:

- (1) Fail to appear for any test (except a pre-employment test) within a reasonable time, as determined by the employer, consistent with applicable DOT agency regulations, after being directed to do so by the employer.
- (2) 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 this is not deemed to have refused to test; unless the cup was handed to the

donor)

(3) Fail to provide a urine specimen for any drug test or fails to provide an adequate amount of saliva or breath for any alcohol test required by this part or DOT agency regulations; provided, that an employee who does not provide a urine specimen/breath alcohol test 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; unless the cup was handed to the donor)

(4) In the case of a directly observed or monitored urine drug collection, fail to permit the observation or monitoring of your provision of a specimen

(5) Fail to provide a sufficient amount of urine or breath specimen when directed, and it has been determined, through a required medical evaluation, that there was no adequate medical explanation for the failure. **It is DIAMOND TRANSPORTION's policy that any employee that does not provide a valid specimen during a collection for a test will remain off duty until the employee is cleared from the MRO that the employee had a valid medical reason.**

(6) Fail or decline to take a second test the employer or collector has directed you to take;

(7) Fails to sign the certification at step 2 of the breath alcohol testing form (ATF).

(8) Fail to undergo a medical examination or evaluation, as directed by the MRO as part of the verification process, or as directed by the DER. In the case of a pre-employment drug test, the employee is deemed to have refused to test on this basis only if the pre-employment test is conducted following a contingent offer of employment; or

(9) Fail to cooperate with any part of the testing process (e.g., refuse to empty pockets when so directed by the collector or behave in a confrontational way that disrupts the collection process).

(10) If the MRO reports that you have a verified adulterated or substituted test result, you have refused to take a drug test.

(11) Employee admits to the collector or MRO that he or she adulterated or substituted their specimen.

(12) Employee fails to follow the observer's instructions to raise and lower their clothing and to turn around to permit the observer to determine if the employee has a prosthetic or other device that could be used to interfere with the collection process

(13) Employee possesses or wears a prosthetic or other device that could be used to interfere with the collection process.

(14) Employee refuses to wash his or her hands – after being directed to do so.

As an employee, if you refuse to take a drug and/or alcohol test, you incur the same consequences as testing positive and will be immediately removed from performing any safety-sensitive functions.

### **6.5 Compliance with Treatment Requirements:**

All employees are encouraged to make use of the available resources for treatment for alcohol and substance abuse problems.

### **6.6 Notify DIAMOND TRANSPORTION of Criminal Drug Conviction:**

*Every employee must notify DIAMOND TRANSPORTION of any criminal drug statute conviction for a violation occurring in the workplace within five days after such conviction.*

**Failure to do so shall subject said employee to disciplinary action up to and including termination, or satisfactory participation in a rehabilitation program.**

## **7.0 TESTING FOR PROHIBITED SUBSTANCES**

### **7.1 General**

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 Services (DHHS). Testing for prohibited drugs and alcohol on safety-sensitive employees shall be conducted in accordance with the procedures set forth in 49 CFR Part 40 as amended. See attached Testing Procedures for detailed procedures on all required types of drug and alcohol testing.

**Medical Review Officer (MRO)**- All drug testing results shall be interpreted and evaluated by an MRO who meets all applicable requirements of Part 40, who shall be responsible for receiving laboratory results generated by an employer's drug testing program and has appropriate medical training to interpret and evaluate an individual's confirmed positive test result. The MRO shall comply with the drug testing procedures set forth in 49 CFR Part 40. The MRO will not review alcohol test results. When a confirmed positive test is reported from the testing laboratory, it is the responsibility of the MRO to: (a) review the individual's medical history, including any medical records and biomedical information provided; (b) contact the employee and afford the employee the opportunity to discuss the test results with him/her; (c) determine whether there is a legitimate medical explanation for the result, including legally prescribed medication. The MRO shall not convey test results to DIAMOND TRANSPORTION until the MRO has made a definite decision that the test result was positive or negative, or refusal to test. If the employee provides an adequate explanation, the MRO verifies the test as negative and no further action is taken. When the MRO reports the results of the verified positive test to DIAMOND TRANSPORTION, the MRO will disclose the drug(s) for which there was a positive test. If the MRO declares a drug test to be invalid for any reason, the test is considered canceled, and neither positive nor negative. However, a re-collection under direct observation may be ordered by the MRO.

The Medical Review Officer conducting MRO services for NAME OF CONTRACTOR is Dr. Stephen Kracht, M.D., D.O. in Overland Park, Kansas.

## **7.2 Testing for Prohibited Drugs**

DIAMOND TRANSPORTION shall collect or have collected urine samples from safety-sensitive employees to test for Prohibited Drugs. An assigned Collection Site will split each urine sample collected into a primary and a split sample. (see testing procedures) The urine samples will be sent under seal, with required chain of custody forms, to a laboratory certified by the DHHS. Currently DIAMOND TRANSPORTION is under contract with Clinical Reference Laboratory (CRL) in Lenexa, Kansas for its initial testing and confirmation testing. An initial drug screen will be conducted on each primary specimen. For those specimens that are not negative, a confirmatory Gas Chromatography/Mass Spectrometry (GS/MS) test will be performed. The test will be considered positive if the amounts present are above the minimum thresholds established in 49 CFR Part 40 as amended, as set forth in the attached Exhibit A (Threshold levels of testing).

**Split Specimen Testing-** If the test result of the primary specimen is positive, or a refusal to test due to adulteration or substitution the employee may request the MRO to direct his/her split specimen be tested in a different DHHS-certified laboratory for presence of the drug(s) for which a positive result was obtained in the test of the primary specimen. The MRO shall honor such a request if it is made within 72 hours of the employee having been notified of a verified positive or refusal to test result. This does not delay DIAMOND TRANSPORTION from taking any action consistent with this policy for positive tests and the employee will be removed immediately from any safety-sensitive functions regardless if he/she is having his/her split specimen tested by a different laboratory. However, if the split specimen (bottle B) produces a negative result, or for any reason the second portion is not available, the test is considered cancelled and no sanctions are imposed. However, a re-collection under direct observation shall be ordered by the MRO.

**If an employee requests a split sample to be tested and the split specimen test is confirmed positive by the second laboratory the employee will be responsible for all payments associated with the test of the split specimen. The cost for the split specimen will not be required up front or at the time the employee makes the request with the MRO but only after the split test comes back from the second lab and the split is also confirmed positive.**

**Cancelled Test -** A drug or alcohol test that has a problem identified that cannot be or has not been corrected, or which this part otherwise requires to be cancelled. A cancelled test is neither a positive nor a negative test.

## **7.3 Alcohol Testing**

Tests for alcohol concentration on safety-sensitive employees will be conducted with a National Highway Traffic Safety Administration (NHTSA) -approved evidential breath testing device (EBT) operated by a trained breath alcohol technician (BAT). In order to maintain quality assurance, EBT's must be externally calibrated in accordance with the plan developed by the manufacturer of the device. If the initial test on an employee indicates an alcohol concentration of 0.02 or greater, a second test will be performed to confirm the results of the initial test. For summary of applicable alcohol threshold levels, see Exhibit A.

## **8.0 Types of Testing**

49 CFR Part 655 requires the following types of testing for Prohibited Substances for safety-sensitive employees: Pre-employment or transfer, reasonable suspicion, post-accident, random.

### **8.1 Pre-employment, or Transfer Testing**

All applicants for safety sensitive positions shall undergo urine drug testing prior to employment. Receipt by DIAMOND TRANSPORTION of a verified negative test result from the MRO is required prior to performing ANY safety sensitive functions for the first time. If an applicant or employee's drug test is cancelled or negative-dilute the employee or applicant shall be required to immediately take another pre-employment drug test.

Existing employees who are being considered for transfer to a safety-sensitive position from a NON-safety-sensitive position will be required to undergo a DOT pre-employment drug test. Any existing safety-sensitive employee who is simply transferring to a different division for another safety-sensitive position is NOT required to undergo another DOT pre-employment drug test.

### **Return to Work After 90 Days (DOT Policy)**

If a covered employee has not performed a safety-sensitive function for 90 consecutive calendar days regardless of the reason, AND the employee has not been in the random pool during that time, the employee must take and pass a DOT PRE-EMPLOYMENT drug (NOT a return-to-duty) test before he/she can perform a safety-sensitive function.

### **Previous Employer Request Requirement**

As an employer we are required to verify previous violations of DOT drug and alcohol regulations within the last two years of employment with a DOT regulated agency or employer. An employer must obtain and review the information listed below from any DOT-regulated employer the employee performed safety-sensitive functions for in the previous two years. The information must be obtained and reviewed prior to the first time an employee performs safety-sensitive functions. If not feasible, the information should be obtained no later than thirty (30) days after the first time an employee performs safety-sensitive functions. The information obtained must include:



1. Information of the employee's alcohol test in which a breath alcohol concentration of 0.04 or greater was indicated.
2. Information of the employee's controlled substance test in which a positive result was indicated.
3. Any refusal to submit to a required alcohol or controlled substance test. (including verified adulterated or substituted drug test results)
4. Other violations of DOT agency drug and alcohol testing regulations

As the applicant or employee if you have violated any of the DOT drug and alcohol regulations, you must also obtain documentation of your successful completion of the DOT return-to-duty requirements (including proof of follow-up tests administered).

Furthermore, all applicants will be asked whether he or she has tested positive, or refused to test, on any pre-employment drug or alcohol test administered by an employer to which the employee applied for, but did not obtain safety-sensitive transportation work covered by DOT agency drug and alcohol testing rules during the past two years.

## **8.2 Reasonable Suspicion Testing**

All safety-sensitive employees shall be subject to reasonable suspicion testing, to include appropriate urine and/or breath testing when there is reasonable suspicion that a covered employee may have used a prohibited drug and/or engaged in alcohol misuse. A reasonable suspicion referral for testing will be made on the basis of specific, contemporaneous, articulable observations concerning the appearance, behavior, speech or body odors of the covered employee. Reasonable suspicion tests for the presence of alcohol shall be authorized by observations made just prior, during or immediately after the performance of a safety-sensitive function. If an alcohol test is not administered within two hours following the determination to test employee, DIAMOND TRANSPORTION shall prepare and maintain on file a record stating the reasons the alcohol test was not promptly administered. If the alcohol test is not administered within eight hours following the determination, DIAMOND TRANSPORTION shall cease attempts to administer an alcohol test and shall state in the record the reasons for not administering the test.

Reasonable suspicion determination will be made by a supervisor, or other company official who has had the required two hour Reasonable Suspicion training to detect and document the signs and symptoms of drug and alcohol use and who reasonably concludes that an employee has "reasonable suspicion" of alcohol misuse or of a prohibited substance. **Any employee who is required to take a Reasonable Suspicion test will remain off duty until a negative alcohol and drug test is received.**

## **8.3 Post-Accident Testing**

### **Fatal Accidents**

As soon as practicable following an accident involving the loss of human life, DIAMOND TRANSPORTION will conduct drug and alcohol tests on each surviving covered employee operating the mass transit vehicle at the time of the accident. Post accident drug and alcohol testing of the operator is not required under this section if the covered employee is tested under the fatal accident testing requirements of the Federal Motor Carrier Safety Administration rule 49 CFR 382.303 (a)(1) or (b)(1). DIAMOND TRANSPORTION shall also test any other covered employee whose performance could have contributed to the accident as determined by investigating staff using the best information available at the time of the decision.

### **Non-Fatal Injury Accidents**

As soon as practicable following an accident not involving the loss of human life in which a mass transit vehicle is involved, DIAMOND TRANSPORTION will drug and alcohol test each covered employee operating the mass transit vehicle at the time of the accident unless investigating staff determine, using the best information available at the time of the decision, that the covered employee's performance can be completely discounted as a contributing factor to the accident. DIAMOND TRANSPORTION shall also test any other covered employee whose performance could have contributed to the accident as determined by investigating staff using the best information available at the time of the decision. (For exact testing criteria -See Post Accident Testing Procedures)

**Any employee who takes a post accident test will remain off duty until a negative alcohol and drug test is received from the MRO.**

### **8.4 Random Testing**

Employees performing safety-sensitive functions will be subject to unannounced, random drug and alcohol testing in accordance with FTA regulations. The random drug and alcohol testing rates will be, at a minimum, based on the current FTA requirements at all times. Each such employee shall have an equal chance at selection and shall remain in the pool even after being tested. The basis for random selection shall be by a scientifically valid random number generation method initiated by computer. The dates for administering unannounced testing of randomly-selected covered employees shall be spread reasonably throughout the calendar year, month, week, and all hours that safety-sensitive functions are performed. This ensures that employees would have a reasonable expectation that they might be called for a test on any day they are at work. A covered employee shall only be randomly tested for alcohol misuse while the employee is performing safety-sensitive functions; just before the employee is to perform safety-sensitive functions; or just after the employee has ceased performing such functions. A covered employee may be randomly tested for prohibited drug use anytime while on duty.

### **9.0 Consequences of Positive Test Result**

## **9.1 Positive Alcohol Test**

(a) A safety-sensitive employee who has a confirmed alcohol concentration of 0.02 or greater but less than 0.04 will be removed from his or her duties for eight hours unless a confirmation test results in a concentration measure of less than 0.02. (For a test result which is less than 0.04 no other action will be taken except that which is described in this paragraph.)

(b) An alcohol concentration of 0.04 or greater or a test refusal will be considered a positive alcohol test. The employee will be immediately removed from duty and referred to a Substance Abuse Professional (SAP) and **removed from performing any safety sensitive functions for DIAMOND TRANSPORTION contract.**

## **9.2 Positive Drug Test**

The consequences of a positive drug test or a test refusal are as follows: the employee will immediately be removed from safety sensitive duties, referred to a SAP **and removed from performing any safety sensitive functions for DIAMOND TRANSPORTION contract.**

## **10.0 MRO Report of a Negative Dilute Specimen**

If the MRO informs DIAMOND TRANSPORTION that a negative drug test was dilute, the employee will be directed to take another test immediately. In some cases the MRO may require the retest to be performed under "Direct Observation." Each employee directed to take another test, will be given the minimum possible advance notice that he or she must go to the collection site to take another test.

Any employee that is directed to take another test, the result of the second test – not that of the original test – becomes the test of record which Diamond Transportation will rely on for purposes of this policy. Any employee who takes another test and the second test is also negative and dilute will not be required to take a third test because the second test was also dilute. Any employee who is directed to take another test and the employee declines to do so, shall be considered that the employee has refused the test for purposes of this policy and DOT agency regulations.

Dilute Specimen- A specimen with creatinine and specific gravity values that are lower than expected for human urine.

## **11.0 Substance Abuse Professional (SAP)**

A SAP must meet all of the credential, basic knowledge, qualification training, continuing education, and documentation requirements of 49 CFR Part 40, Subpart O, §40.281 (a-e). The SAP will evaluate the employee to determine what assistance, if any, the employee needs in resolving problems associated with prohibited substance abuse or alcohol misuse. The SAP will also determine whether or not an employee has successfully completed a program of

rehabilitation.

DIAMOND TRANSPORTION has contracted with:

National Counseling Resource  
11622, Fair Oaks Blvd, Suite 103, CA 95628  
Duncan MacPherson, NCAC II, SAP  
[REDACTED]

This firm is a national company that contains a large network of qualified SAPs throughout the United States. Employees simply call the toll-free number and provide the SAP their city and zip code and the SAP will find them one or more qualified SAPs closest to their area.

## **12.0 Training and Education**

All employees shall participate in a minimum one-hour training session designed to meet FTA requirements by learning about the effects and consequences of drug use on personal health, safety and the work environment. For those supervisors participating in reasonable suspicion determination testing, there will be at least two hours of training to explain the criteria for reasonable cause testing, including at least an hour on the physical, behavioral and performance indicators of probable drug use and another hour on the physical, behavioral, speech and performance indicators of probable alcohol misuse. Initial training sessions will be re-enforced with educational materials and meetings. Further, employees shall be provided with a community hot-line telephone number.

## **13.0 Employee Assistance Community Service Hot-Line**

The Center for Substance Abuse Treatment maintains a toll-free Referral Helpline for locating substance abuse treatment in your area: 1-800-662-HELP

National Clearinghouse on Family Support and Children's Mental Health  
800-628-1696

National Foundation for Depressive Illness  
800-239-1265

SAMHSA's Center for Substance Abuse Treatment  
800-662-HELP (4357), 800-487-4889 (TDD), 877-767-8432 (Spanish)

## **14.0 Records, Confidentiality**

A safety-sensitive employee is entitled, upon written request, to review and obtain copies of any records relating to the employee's drug and alcohol testing. DIAMOND TRANSPORTION must maintain records of its substance abuse program in a secure location with controlled access.

## **15.0 System Contact**

Any questions regarding this policy or any other aspect of DIAMOND TRANSPORTION's Substance Abuse Management Program should be directed to the office of the following:

Name: Vernice Anderson Drug and Alcohol Program Manager (DAPM) Name  
Address: 7311-B Highland St.  
Springfield, VA. 22150  
Phone Number: (571) 259-1145

## **16.0 Revisions to the Policy and Program**

This policy and program are subject to revision in accordance with the Department of Transportation regulations as emended.

## **17.0 Zero Tolerance Policy**

NAME OF CONTRACTOR's "Zero" Tolerance Policy means that any employee or applicant that tests positive for any drug or alcohol or refuses to test (in accordance with the thresholds of DOT Part 40) will be immediately removed from performing and safety-sensitive function, terminated and referred to the SAP.

## EXHIBIT A

Pursuant to the Federal Department of Transportation regulations, the following are the drugs to be tested for, and the threshold levels of each test which DIAMOND TRANSPORTION is required to accept:

Drug or Metabolite	Urine Initial Test Cutoff (ng/ml)*	Confirmatory (GC/MS) Test Cutoff (ng/ml)*
1. Cannabinoids (Marijuana)	50	15
Cocaine	150	100
3. Opiates (narcotics such as heroin, morphine, codeine, and other medicinal narcotics)	2,000	2,000
6-Acetylmorphine (HEROIN)	10	10
4. Amphetamine (AMP/MAMP methamphetamine, MDMA-Ecstasy, MDA, MDEA)	500	250
5. Phencyclidine (PCP)	25 ng	25 ng

## ALCOHOL

(Includes ethanol, methanol, isopropanol)

### Breath Alcohol Concentration

(Expressed in terms of grams of alcohol per 210 liters of breath)

Initial Screen

Confirmatory  
(given if 0.02 or greater on initial  
screen)

Under 0.02

0.02 to less than .04 employee may  
not perform safety-sensitive function

## EXHIBIT B

The following is a list of Safety-Sensitive Job Functions at Diamond Transportation:

Driver  
Mechanic  
Maintenance Manager  
General Manager

# Diamond Transportation SUBSTANCE ABUSE PROGRAM

## TESTING PROCEDURES

Note: Testing and collection procedures will be conducted as set forth by 49 CFR Parts 40 as amended & 655 & 382. The information on the following pages is meant for general information only for **DIAMOND TRANSPORTION** employees. Any questions regarding reference to the regulations should be directed to the policy section of this handbook. A copy of 49 CFR Part 40 is available for review to each employee upon request to their local manager.

This is a “Zero Tolerance” policy and any reference to return to work after a positive test result does not apply to employees affected by this policy. The FTA does not mandate “Second Chance”.

## PRE-EMPLOYMENT TESTING

1. The FTA regulations require that all applicants for employment in safety-sensitive positions or individuals being transferred to safety-sensitive positions from NON- safety-sensitive positions must be given a pre-employment drug test.
2. Applicants may not be assigned to safety-sensitive functions unless they pass the drug test.
3. Applicants must be informed in writing of the testing requirements prior to conducting the test. **DIAMOND TRANSPORTION will require applicant to sign a form acknowledging that they know that their urine will be tested for Cocaine, PCP, Amphetamines, Marijuana, and Opiates.**
4. Appropriate personnel at each location will schedule appointments for collection. The employee must be made aware that their placement into a safety sensitive position is contingent upon a negative test result.
5. It is the responsibility of the applicant to report to the collection site at the time and day scheduled.
6. Positive test results must be reviewed by the MRO.
7. Applicants are notified by the MRO and are given an opportunity to discuss the results.
8. Applicants who test positive will not be hired into a safety-sensitive position.
9. An applicant, whose pre-employment test results are negative, will continue through the safety-sensitive hiring process.
10. Applicants will be asked whether he or she has tested positive, or refused to test on a pre-employment drug or alcohol test while trying to obtain safety sensitive transportation work from an employer covered by DOT agency during the past two years. If applicant admits that he or she had a positive test or a refusal to test, DIAMOND TRANSPORTION will not allow the applicant to perform safety sensitive duties unless and until applicant provides documents showing the successful completion and release from a SAP.



## RANDOM TESTING PROCEDURES

The FTA regulations require random testing for prohibited drugs and alcohol for all safety-sensitive employees. Random testing identifies those who are using drugs or misusing alcohol but are able to use the predictability of other testing methods to escape detection. More importantly, it is widely believed that random testing serves as a strong deterrent against employees beginning or continuing prohibited drug use and misuse of alcohol at DIAMOND TRANSPORTION. DIAMOND TRANSPORTION has developed procedures for notification and collection to best implement the requirements of the federal rules.

These procedures answer common questions regarding random testing: Who is tested? Why are only some individuals tested? When and how do the tests occur?

1. Random drug and alcohol testing applies only to safety-sensitive employees. Identification numbers for all safety-sensitive employees will be included in a selection pool.
2. Random drug and alcohol testing is accomplished by a scientifically valid, tamper-proof, computer-generated selection process. A random list for testing of employee numbers will be generated every month.
3. Employees are chosen in an unannounced, unpredictable manner. No employee will be removed from the random pool's following selection, and every employee will continue to be subject to random selection throughout the year. Every employee in the random pool has an equal chance of being selected every time. Employees are only removed from the random pool when they are in rehabilitation programs, terminated or permanently transferred to a non safety-sensitive position, or expected to be out for at least 90 days or more.
4. Random testing will be conducted on all shifts, all times of day, and all days of the week throughout the calendar year. No shift is exempt from testing.
5. Random drug testing may be conducted concurrently with random alcohol testing or at any time during an employee's shift. Random alcohol testing will be conducted just before the employee is scheduled to perform a safety-sensitive function, while the employee is performing safety-sensitive duties or just after the employee performs a safety-sensitive function. The employee must proceed to the test site immediately after being notified that he or she has been selected for testing in the allotted time given.
6. For both Maintenance and Operations (Drivers) the Divisional Manager in each location will be notified which employees have been selected for testing. Once an employee is notified of his/her selection. He/she must report immediately for the test. Failure to report after notification constitutes a refusal to test. (see procedures for random test notification)

7. Employees will be notified where to report for collection, when to stop work and report to the collection site and who will relieve them, if necessary.
8. The employee must submit to a drug and/or alcohol test, and sign all necessary forms. Failure to cooperate with the collection procedure in any way constitutes a refusal to test which has the same consequences as a positive test result.
9. The employee is in a paid status throughout the random testing procedure. Employees will be removed from duty if the results are positive **and employee will be terminated.**
10. If both alcohol and drug tests are being given, the breath alcohol test will be performed first. Immediately thereafter, the urine sample will be collected for the drug test.
11. If there is a confirmed breath alcohol test of between .02% and .039%, the employee will be relieved from duty immediately for a minimum of eight (8) hours.
12. If there is a confirmed positive breath alcohol test (.04% or above), the employee will be given the name of a Substance Abuse Professional (SAP) **and terminated.**

## **PROCEDURES FOR RANDOM TEST NOTIFICATION**

1. DIAMOND TRANSPORTION triggers the selection list of the month's safety-sensitive employees to be scheduled for testing.
2. The local manager will review work schedules, including planned absences when known, to develop a best available time to perform the tests. The local manager will coordinate the testing schedule with the collector.
3. In developing testing times, the goal will be to minimize the impact in service. Testing will be conducted using the following priority periods:
  - Before work,
  - During split time,
  - After work/shift is completed
  - During work, with standby personnel relief.
  - During work, without relief (if no other time is possible).
4. Notification of Employees- the Management triggers notification to each location's designated employer representative (DER) via electronic mail.

The DER will notify each safety-sensitive employee selected and thus notified. Each employee who is selected is to report to the test site immediately.

5. The employee cannot "go off sick" or on vacation or leave of absence after notification.
6. Collection site personnel shall report "unreasonable delays" to the local DER as employees are required to immediately report to the collection site following notification. Failing to report to the collection site within a reasonable allotted time constitutes a refusal to test.
7. The DER shall confirm with the Regional, Divisional, or Operations Manager that the employee was notified.
8. The DER shall notify the proper management official if an employee fails to report for testing after notification.
9. An employee who fails to report for testing shall be removed from duty immediately. If employee is determined to have "refused to test" he/she face the same consequences as testing "positive" for drugs/alcohol and will be given the name and number of a SAP and **removed from performing any safety sensitive functions for Diamond Transportation contract.**

### COLLECTION PROCEDURES FOR ALL TESTS

All collection procedures shall be performed in accordance with Part 40. Upon notification of a test under this policy;

1. The employee must report to the collection site immediately after notification.
2. The employee shall provide photo identification to collection site personnel. Supervisors will verify the identification of employees without photo identification and may photograph the employee if necessary.
3. The employee must comply with all collection procedures including signing correctly all required federal urine and breath forms.
4. The employee must follow the directions of the collection staff to ensure that an unadulterated urine specimen is collected and/or the breath alcohol test is completed.
5. The employee will be in a private enclosure and unobserved unless a direct observed collection is determined to be needed by the local DER or the collector.
6. The employee must supply at least 45 ml of urine (approx. 1 ½ oz). If the employee gives an inadequate amount of urine or if the employee is unable to give a sufficient urine sample collection site staff shall provide the individual with no more than 40oz of fluid to drink during a period of up to 3 hours. The employee will then attempt to provide a complete sample using a fresh container. If the required amount is provided, the collection staff will continue with collection process. If the employee is still unable to provide an adequate specimen within three hours of the first unsuccessful attempt to provide the specimen, the

collection staff must discontinue the collection, note the facts on the "remarks" line of the CCF, and immediately notify the DER.

**SHY BLADDER-** The term "shy bladder" refers to a situation when the employee does not provide a sufficient amount of urine (45 ml) for a DOT required drug test. If an employee tells the collector, upon arrival at the collection site, that he or she cannot provide a specimen, the collector must still begin the collection procedure regardless of the reason given and direct the employee to make the attempt to provide the specimen.

The employee must be monitored during this time, and the collector must specifically tell the employee that they are not to leave the collection site. If the employee leaves the collection site or refuses to make the attempt to provide a sufficient urine specimen, this is considered a refusal to submit to a test.

Failure to produce a sample of urine will result in an immediate referral for an evaluation from a licensed physician within 5 days who can determine in his or her reasonable judgment the safety-sensitive employee's inability to provide an adequate amount of urine. If no medical reason is found substantiating an inadequate sample, the incident will be treated as a "refusal to test" and will carry the same consequences as a positive test result.

**It is DIAMOND TRANSPORTION's policy that any employee who does not provide a valid specimen during a collection for a test will remain off duty until the employee is cleared from the MRO that the employee had a valid medical reason.**

7. If the employee fails to provide an adequate amount of breath for the breath alcohol test, a second attempt will be made. Failure to produce a sample, the Breath Alcohol Technician (BAT) shall so note in the "Remarks" section of the breath alcohol testing form and immediately inform the DER. The DER will instruct the employee to obtain, as soon as possible but within 5 days after the attempted provision of breath, an evaluation from a licensed physician who is acceptable to the employer concerning the employee's medical ability to provide an adequate amount of breath.
8. Whenever there is reason to believe that a particular individual has altered or substituted the urine specimen, a second specimen shall be obtained as soon as possible under direct observation of a same gender collection site person. Reasons may include; temperature of the specimen out of normal range, bluing agent in the specimen.

**Substituted Specimen-** A specimen with creatinine and specific gravity values that are so diminished that they are not consistent with human urine.

**Adulterated Specimen-** A specimen that contains a substance that is not expected to be present in human urine, or contains a substance expected to be present but is at a concentration so high that it is not consistent with human urine.

9. If the breath alcohol screening is 0.02 or greater, the breath alcohol technician will wait at least 15 minutes and a maximum of 30 minutes before administering the confirmation test. Even if more than 30 minutes have passed the BAT will still conduct the confirmation test.
10. To ensure that the test results are attributed to the correct covered employee; both specimen bottles must be sealed and labeled in the presence of the donor. The labels must be printed with the same specimen identification number as the custody control form and are attached to the specimen bottles. The donor initials the labels on the vials verifying that the specimen is his or hers.

### REASONABLE SUSPICION TESTING PROCEDURES

1. Supervisors and managers receive training in order to identify behaviors that might be indicators of drug use and/or alcohol misuse. Training includes the procedures for how to deal with employees suspected of drug use and/ or alcohol misuse.
2. If a supervisor observes an appearance, behavior, speech pattern, or body odor of the covered employee that might be indicative of drug use and/or alcohol misuse, he/she directs the employee to stop work and escorts the employee to an area to be questioned and observed in private.
3. The supervisor completes the Reasonable Suspicion Incident Report. The supervisor must ensure that the employee does not continue to operate in a safety-sensitive function after identified for reasonable suspicion testing.
4. If there is a decision to test based on observable symptoms, the employee is ordered to submit to a drug and alcohol test and is escorted to the collection site.
5. The employee is on paid status until the test collection is completed. **Employee will remain off duty until a negative drug and alcohol test is received.** To the greatest extent possible, arrangements shall be made to have him/her transported home and employee should not be allowed to leave on his/her own recognizance.
6. If there is a confirmed breath alcohol test of between .02% and .039%, the employee will be relieved from safety-sensitive duty immediately for a minimum of eight (8) hours. If there is a confirmed positive breath alcohol test (.04% or greater) and/or confirmed positive drug test, or refusal to test, the employee shall be provided the name and number of a SAP **and the employee will be terminated.**
7. If the employees drug test is confirmed negative by the MRO or the BAT test is below 0.02 the employee will be allowed to return to work and will be paid for any time missed.

## POST-ACCIDENT TESTING PROCEDURES

The FTA regulations require testing for prohibited drugs and alcohol in the case of certain mass transit accidents. Post-accident testing is mandatory for accidents where there is a loss of life and for other non-fatal accidents.

1. The supervisor ensures that all injured people receive proper medical care. 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 emergency medical care.
2. The supervisor determines whether the accident meets FTA criteria using DIAMOND TRANSPORTION's "Post Accident Decision Checklist Form".
3. If the accident meets the FTA/DOT criteria a DOT post accident drug and alcohol test will be conducted immediately. The employee will be taken to the collection site and tested as soon as practicable following the accident. The employee should remain readily available for alcohol testing up to 8 hours and for drug testing up to 32 hours after the accident, including notifying his/her supervisor of his/her location or he/she may be deemed to have refused to submit to testing if he/she does not make him/herself readily available for testing.
4. **Once the tests have been completed the employee will remain off duty until a negative drug and alcohol test is received.**
5. If the employee is not tested within two hours for alcohol, the supervisor must document the reason for the delay, and if test is not conducted in 8 hours, the DER shall cease all further attempts and update the records as to the reason(s) why the test was not completed. If the 32 hours have passed the DER shall cease all further attempts to complete the drug test.
6. If the employee refuses to be tested or if the drug test is confirmed positive, the employee is removed from duty, provided the name and number of a SAP, **and will be terminated.**

## POST ACCIDENT TESTING CRITERIA

It should be noted that a post-accident test is given because the incident meets the criteria listed below. It is NOT a probable cause or reasonable suspicion test. An accident (§ 655.4) is defined as an occurrence associated with the operation of a vehicle in which:

1. An individual dies.
2. An individual suffers a bodily injury and immediately receives medical treatment away from

the scene of the accident.

3. With respect to an occurrence in which the mass transit vehicle involved is a bus, van or automobile, one or more vehicles incurs disabling damage as the result of the occurrence and is 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.

**(Inclusions)** Disabling damage includes damage to vehicles that could have been operated, but would have been further damaged if so operated.

**(Exclusions)** 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, tail-lights, turn signals, horn, or windshield wipers that makes them inoperative.

4. With respect to an occurrence in which the mass transit vehicle involved is a rail car, trolley car, trolley bus, or vessel, the mass transit vehicle is removed from operation.
5. The FTA has determined that "**LIFTS**" constitute equipment used in revenue service and their operation is essential to the operation of the vehicle and protection of public safety, their operation shall now be included in the accident definition.

**To determine if a test should be administered under this section, always use DIAMOND TRANSPORTION's "Post Accident Decision Checklist". This form should be used for all accidents in determining whether a test will be done under DOT authority.**

## Prohibited Drugs & Alcohol Misuse

Diamond Transportation is required to ensure that all covered employees receive at least 60 minutes of training and discussion on the effects and consequences of prohibited drug use on personal health, safety, and the work environment, and on the signs and symptoms that may indicate prohibited drug use. The information below shall assist in providing statistics and examples of substance abuse in the work force and the signs and symptoms of such use.

A study conducted showed 75 percent of illicit drug users 18 and older are employed, which amounts to about 10 million U.S. workers. On a daily basis, based on 250 work days in a year, at least 42,000 Americans are coming to work stoned or are getting "high" while on the job.

### Studied statistics have shown that:

1. Every 23 minutes a death occurs as a result of a drug or alcohol related accident.
2. A typical abuser is:
  - a) Late to work 3 times more often
  - b) Requests twice as much time off
  - c) Is absent 2 1/2 times more than average
  - d) Uses 3 times as many sick benefits
  - e) Collects 5 times as much worker's comp.
  - f) Has 300% higher medical costs/benefits.

If these statistics haven't convinced you that the problem is serious, let's look at a few more.

### A national survey once reported that:

1. 19% of all children over the age of 12 had used some type of illegal drug.
2. 65% of 18 to 25 year olds had used some type of illegal drug
3. 30 to 40 million Americans stated they had used cocaine.
4. By age 17, 70% of American teenagers had tried alcohol.

So, as you can see, drug and alcohol abuse is a serious problem, having a major effect on all our lives. Even though you may not be abusing drugs or alcohol, you are affected by the results of drug and alcohol abuse in our society. You pay higher medical costs to help cover the costs for abusers who cannot afford the cost of treatment. You pay higher insurance costs to help fund the drug and alcohol abuse programs paid for by insurance companies. The material and services you buy cost more because of decreased worker productivity, as well as increased cost to employers.

This section is designed to provide you with a brief overview of the seriousness of using controlled substances and alcohol. It also provides education on the signs, symptoms and effects of the illicit drugs that you will be tested for. Your employer has taken great measures



to assure you of a safe working environment. Please review this booklet in its entirety to educate yourself on drug and alcohol in the workplace. When you have completed reading this material, you will better understand the need for a drug-free workplace.

The drugs that you will be subject to testing include:

- ⇒ Amphetamines
- ⇒ Cocaine
- ⇒ Marijuana
- ⇒ Opiates
- ⇒ Phencyclidine (PCP),
- ⇒ *and* Alcohol (By an EBT Breath Alcohol Device Only)

## **FACTS ABOUT AMPHETAMINES**

Amphetamines (methamphetamine, ecstasy) are central nervous system stimulants. They tend to make people “hyper” and “jumpy”. They can be taken either orally or injected. They are often used by people to stay awake and to counteract the effects of drowsiness. They are especially dangerous to take while performing safety-sensitive tasks or driving.

Ecstasy, MDMA (3, 4 methylenedioxymethamphetamine), is a synthetic, psychoactive drug that is chemically similar to the stimulant methamphetamine and the hallucinogen mescaline. MDMA causes an increase in serotonin which plays an important role in the regulation of mood, sleep, pain, appetite, and other behaviors. Some heavy MDMA users experience long lasting confusion, depression, and selective impairment of working memory and attention processes. Ecstasy users make extremely dangerous drivers. They can exhibit the same impairments as amphetamine, heroin, cocaine, and hallucinogen users.

### **Sign and Symptoms of Amphetamine Use**

- ◆ Hypersensitivity
- ◆ Exhaustion
- ◆ Dilated Pupils
- ◆ Grinding teeth
- ◆ Numerous pills
- ◆ Sweating
- ◆ Loss of appetite and immediate weight loss
- ◆ Dry mouth
- ◆ Excessive talking

### **Effects on Person**

- ◆ More likely to take risks
- ◆ Impaired judgement

- ◆ Delayed reaction time

## **FACTS ABOUT COCAINE**

Cocaine also stimulates the central nervous system. It gives the user an intense feeling of well-being, or euphoria, known as a “high”. The “high” will last for 10 to 60 minutes. A more potent form of the drug called “crack” cocaine is especially addicting and dangerous. Although it’s “high” lasts only about 5 to 8 minutes, “crack” cocaine can be addicting after only one use, and cause death the first time it is used. Cocaine can be injected, snorted, or free-based. Snorting is sniffing the drug up the nose, and free-basing is done by heating the drug and inhaling the vapors.

### **Signs and Symptoms of Cocaine Use**

- ◆ Mood swings
- ◆ Weight Loss
- ◆ Restlessness: Difficulty sitting or standing in one place
- ◆ Depression
- ◆ Nose bleeds
- ◆ Irritable, angry, nervous, angers easily
- ◆ Bad breath
- ◆ Euphoric feeling
- ◆ Running nose, uncontrollable sniffing

### **Effects on Person**

- ◆ Slowed reaction time
- ◆ Distorted vision and depth perception
- ◆ Slow to make decisions
- ◆ Unable to correctly measure time and distance

## **FACTS ABOUT MARIJUANA**

Marijuana is a depressant and mind altering drug. Marijuana does not depress the central nervous system’s reaction, it works on the brain. Mind altering means it causes hallucinations. It can be eaten or smoked. Street names for marijuana are “dope”, “grass”, “joint”, “hash”, or “hooch”.

Tests have shown that people’s reflexes and thought processes are slower under the influence of marijuana. The effects of this drug are longer lasting than first thought. In fact, impairment can last more than 24 hours after using marijuana. The body actually

stores the drug for days, weeks, and in some cases, months, depending on the frequency of use.

### **Signs and Symptoms of Marijuana Use**

- ◆ Dilated pupils
- ◆ Slowed reflexes
- ◆ Giddiness
- ◆ Slowed thinking
- ◆ Moodiness
- ◆ Trance-like state
- ◆ Impaired vision
- ◆ Reduced feeling of pain
- ◆ Odor of burning
- ◆ Short-term memory loss
- ◆ Loss of concentration
- ◆ Unable to sleep after prolonged use

### **Signs To Look For**

- ◆ Cigarette rolling paper
- ◆ Dried plant material, either crumbled or pressed
- ◆ Roach clip (device to hold joint)
- ◆ Hash pipe (very small pipe)

## **FACTS ON OPIATES**

Opiates are classified as a narcotic analgesic. They tend to have a sedating, calming effect, and act as a depressant to the central nervous system. Opiates are more commonly known as morphine, codeine, and heroin. Street names for opiates are “junk”, “smack”, “horse”, and “brown sugar”. Opiates are prescribed by doctors to relieve pain, but they are used by the abuser to relax or “escape the real world”. They can either be taken orally, injected or smoked.

When the drug is injected, the user feels an immediate “rush”, usually followed by a very relaxed and soothing feeling. However, some opiates can cause very unpleasant side effects such as nervousness, nausea, and restlessness, and if taken in excess, may cause coma or death.

### **Signs and Symptoms of Opiate Use**

- ◆ Mental confusion
- ◆ Slurred speech

- ◆ Unsteadiness
- ◆ Hostility
- ◆ Memory loss
- ◆ Drowsiness
- ◆ Excess talking
- ◆ Euphoria
- ◆ Depression
- ◆ Short attention span
- ◆ Cold, moist or bluish skin
- ◆ Reduced feeling of pain

### **Effects on Person**

- ◆ Lack of concentration – Day dreaming
- ◆ Distorted sense of time and distance
- ◆ Distorted vision

## **FACTS ON PHENCYCLIDINE (PCP)**

Phencyclidine, commonly called “Angel Dust”, is known as a dissociative anesthetic. Users of PCP may experience hallucinations and signs of intoxication. They may not be able to focus their attention or will experience confusion and lack of coordination. Although PCP has immediate short term effects, it is also known for its long term effect of causing psychotic behavior often associated with violent acts. Other street names for PCP include “hog”, and “crystal”. PCP may be smoked, snorted or injected.

### **Signs and Symptoms of PCP Use**

- ◆ Delusions
- ◆ Confusion
- ◆ Panic
- ◆ Increased blood pressure
- ◆ Anxiety
- ◆ Flashbacks

### **Effects on Person**

- ◆ More likely to take risks
- ◆ Impaired coordination
- ◆ Aggressive actions

## ALCOHOL FACT SHEET

Alcohol is a socially acceptable drug that has been consumed throughout the world for centuries. It is considered a recreational beverage when consumed in moderation for enjoyment and relaxation during social gatherings. However, when consumed primarily for its physical and mood-altering effects, it is a substance of abuse. As a depressant, it slows down physical responses and progressively impairs mental functions.

### Signs and Symptoms of Use

- ⇒ Dulled mental processes
- ⇒ Lack of coordination
- ⇒ Odor of alcohol on breath
- ⇒ Possible constricted pupils
- ⇒ Sleepy or stuporous condition
- ⇒ Slowed reaction rate
- ⇒ Slurred speech

(Note: Except for the odor, these are general signs and symptoms of any depressant substance.)

### Health Effects

The chronic consumption of alcohol (average of three servings per day of beer [12oz], whiskey[1oz], or wine[6oz glass] over time may result in the following health hazards:

- ⇒ Decreased sexual functioning
- ⇒ Dependency (up to 10% of all people who drink alcohol become physically and/or mentally dependent on alcohol and can be termed "alcoholic")
- ⇒ Fatal liver diseases
- ⇒ Increased cancers of the mouth, tongue, pharynx, esophagus, rectum, breast, and malignant melanoma.
- ⇒ Kidney disease
- ⇒ Pancreatitis
- ⇒ Spontaneous abortion and neonatal mortality
- ⇒ Ulcers
- ⇒ Birth defects (up to 54% of all birth defects are alcohol related).

## Social Issues

- ⇒ Two-thirds of all homicides are committed by people who drink prior to the crime.
- ⇒ Two to three percent of the driving population is legally drunk at any one time. This rate is doubled at night and on weekends.
- ⇒ Two-thirds of all Americans will be involved in an alcohol related vehicle accident during their lifetimes.
- ⇒ The rate of separation and divorce in families with alcohol dependency problems is 7 times the average.
- ⇒ Forty percent of family court cases are alcohol problem related.
- ⇒ Alcoholics are 15 times more likely to commit suicide than the general population.

More than 60 % of burns, 40% of falls, 69% of boating accidents, and 76% of private aircraft accidents are alcohol related.

## The Annual Toll

- ⇒ 24,000 people will die on the highway due to the legally impaired driver.
- ⇒ 12,000 more will die on the highway due to the alcohol affected driver.
- ⇒ 15,800 will die in non-highway accidents.
- ⇒ 30,000 will die due to alcohol-induced brain disease or suicide.
- ⇒ 10,000 will die due to alcohol-caused liver disease.
- ⇒ Up to another 125,000 will die due to alcohol-related conditions or accidents.

## Workplace Issues

- ⇒ It takes one hour for the average person (150 pounds) to process one serving of an alcoholic beverage from the body.
- ⇒ Impairment in coordination and judgment can be objectively measured with as little as two drinks in the body.
- ⇒ A person who is legally intoxicated is 6 times more likely to have an accident than a sober person.

ATTACHMENT 3d

Training Matrix

**Classroom Hours**

**Day One**

CLR	DTS Introduction	30 mins
CLR	Employee Handbook	30 mins
CLR	Federal Regulations	30mins
CLR	Sexual Harassment	60 mins
CLR	Inappropriate Behavior	30mins
CLR	Fatigue Management	30 mins
CLR	Drug & Alcohol Procedures	90 mins
CLR	WMATA/MACS Policies & Procedures	30 mins
CLR	Customer Service/ Courtesy	120 mins
CLR	Hazard Communications	30 mins
<b>Total</b>		<b>480 mins</b>

**Day Two**

CLR	Sensitivity/Disability Awareness	480 mins
<b>Total</b>		<b>480 mins</b>

**Day Three**

CLR	Vehicle Orientation	210 mins
BTW	Skills Course	270 mins
<b>Total</b>		<b>480 mins</b>

**Day Four**

CLR	Door to Door and Customer Assistance	120 mins
CLR	Use of MDC	30 mins
CLR	Basic First Aid/ Accident/Emergency	120 mins
CLR	Map Reading	210 mins
<b>Total</b>		<b>480 mins</b>

**Day Five**

CLR	Fare Structure & Collection Procedures	30 mins
CLR	Mobile Two Way and Land Line	30 mins
CLR	Schedule Reading & Completion	120 mins
CLR	Smith System Defensive Driving	120 mins
CLR	Vehicle Inspection	30 mins
CLR	Special Conditions	120 mins
CLR	DriveCam System	30 mins
<b>Total</b>		<b>480 mins</b>

**Day Six**

CLR	Final Written Exam	180 mins
CLR	Mobility Securement & Lift Operation	120 mins
<b>Total</b>		<b>300</b>

**Start on day Six or Seven (Optional)**

Behind The Wheel	1200 mins
On the Road Training	1200 mins

\*\* Number of days may vary depending on number of trainees per vehicle maximum of three(3) trainees per vehicle/Trainer.

Final Road Evaluation	180 mins
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Cadet Training	1440 mins
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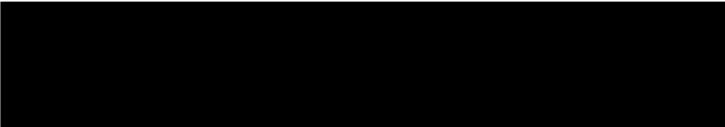
\*\*Number of days may vary depending on hours of revenue service route.

CLR	Classroom	40 hours
BTW	Behind the Wheel	20 hours
	On the Road Training	20 hours
	Final Road Evaluation	3 hours
	Cadet Training	24 hours
<b>Total Training Hours</b>		<b>107 hours</b>



ATTACHMENT 3e

 Brochure



**DRIVER EVALUATION FORM**

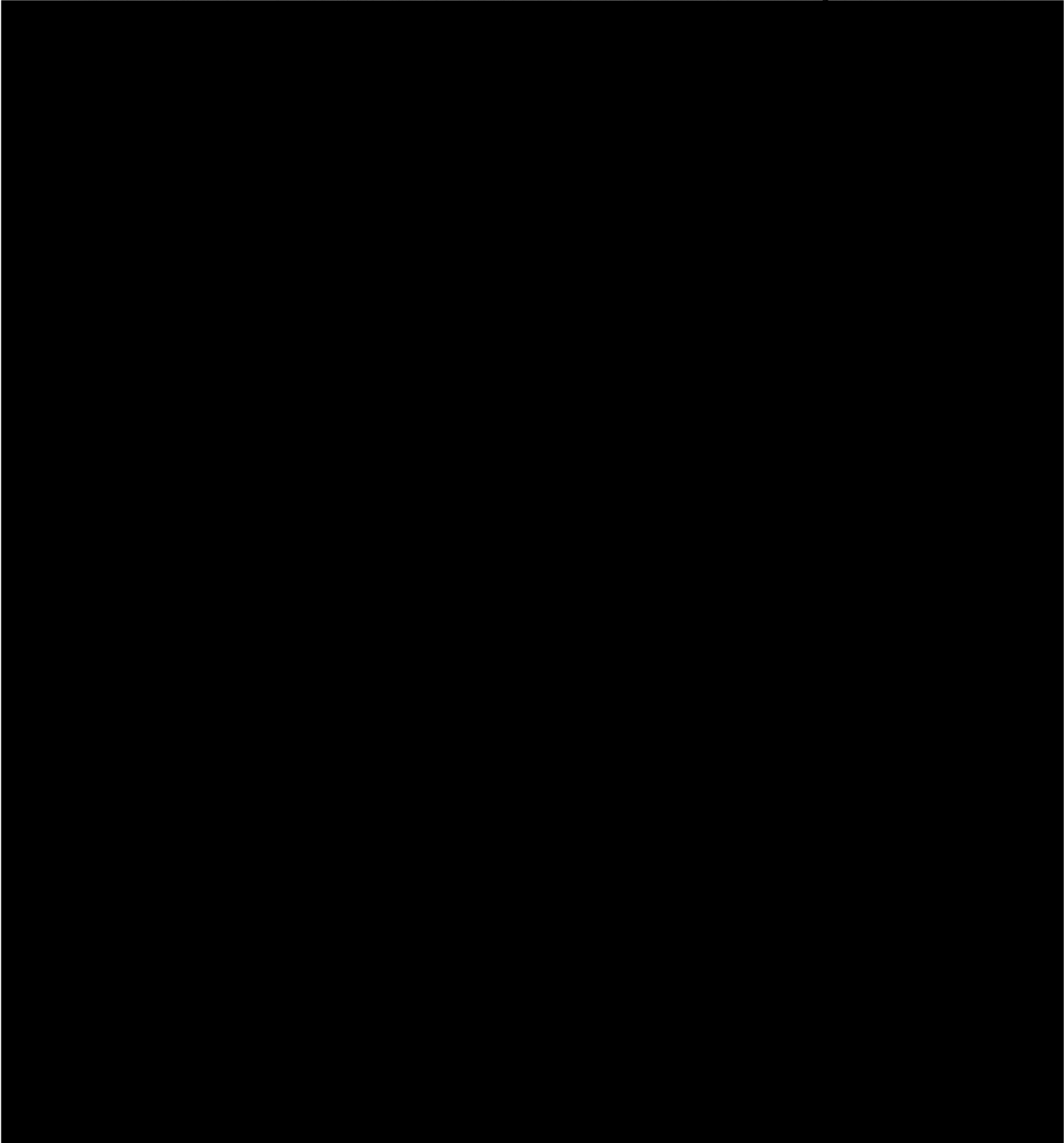
DRIVER \_\_\_\_\_

INSTRUCTOR \_\_\_\_\_

DATE \_\_\_\_/\_\_\_\_/\_\_\_\_

VEHICLE \_\_\_\_\_

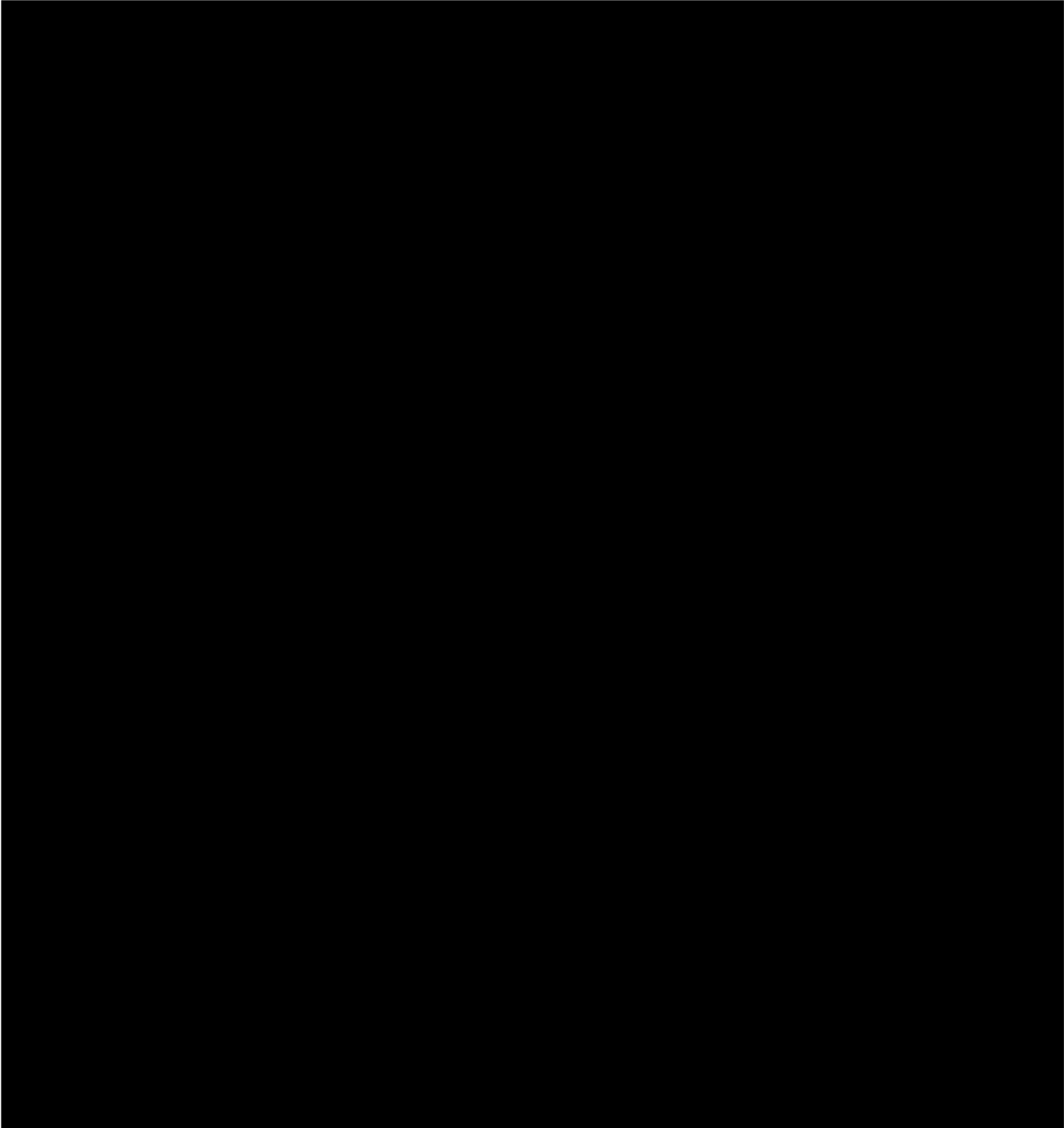
Eye Lead/sec.

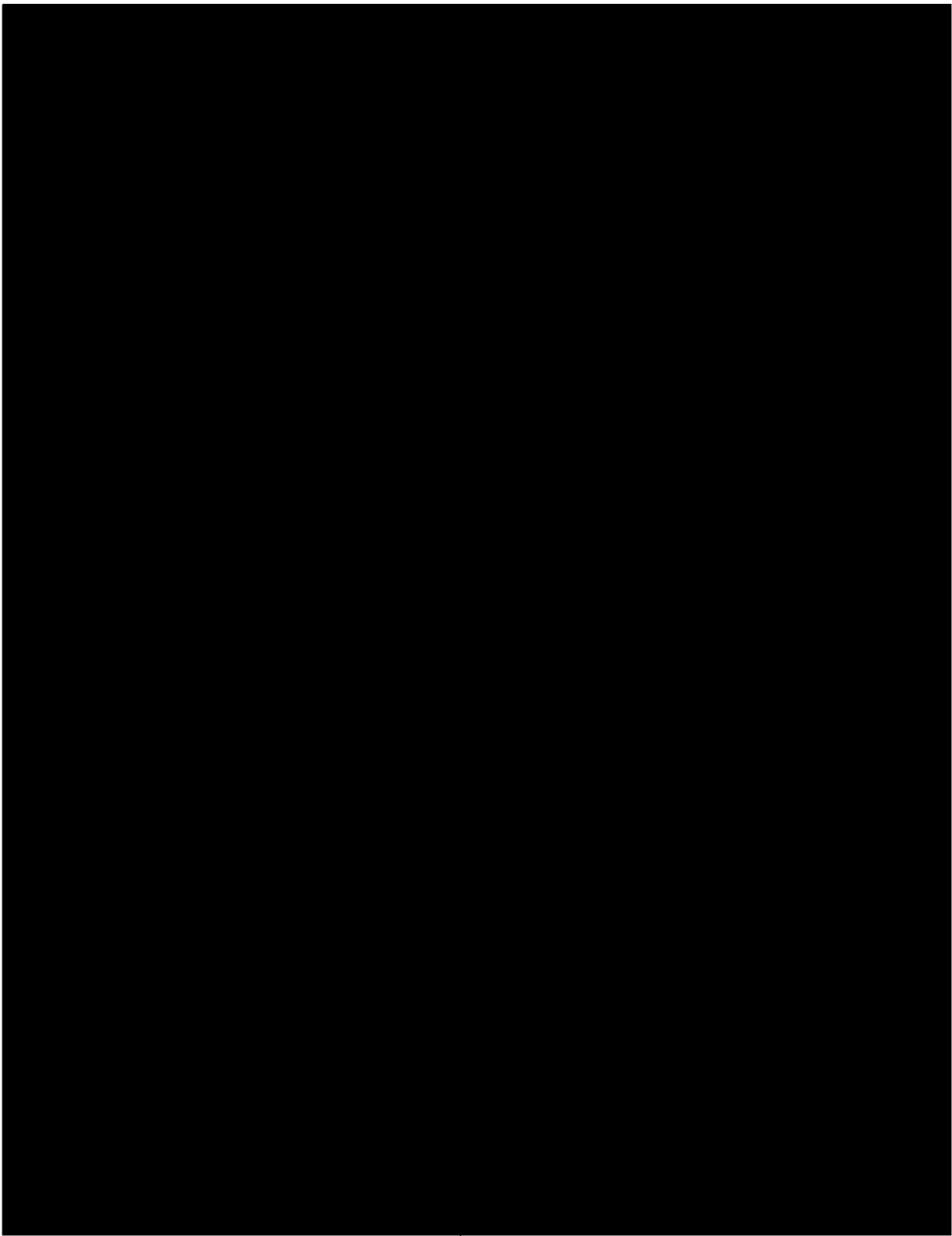




Name \_\_\_\_\_ Date \_\_\_\_/\_\_\_\_/\_\_\_\_ Identification Number \_\_\_\_\_

Please read the following questions carefully. Take your time because many questions may contain more than one answer that is somewhat valid. Mark only the single best answer to each question, and as you do so, keep in mind that some questions may require drawing conclusions based on the information you have learned about the [redacted]. The recommended quiz taking time is 10 minutes. If you do not know the answer to a question, we suggest that you move on and come back to it if time permits.





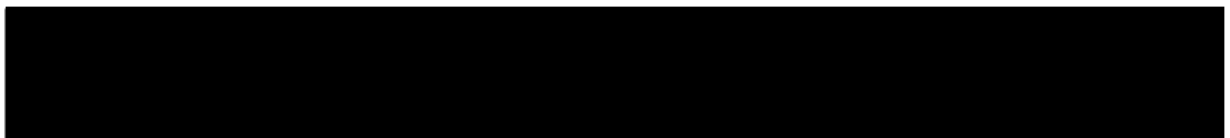
# TRAFFIC TRIANGLE

Source: NHTSA Traffic Safety Facts 2004

For each death  
there are:



**Can you afford to be involved?**





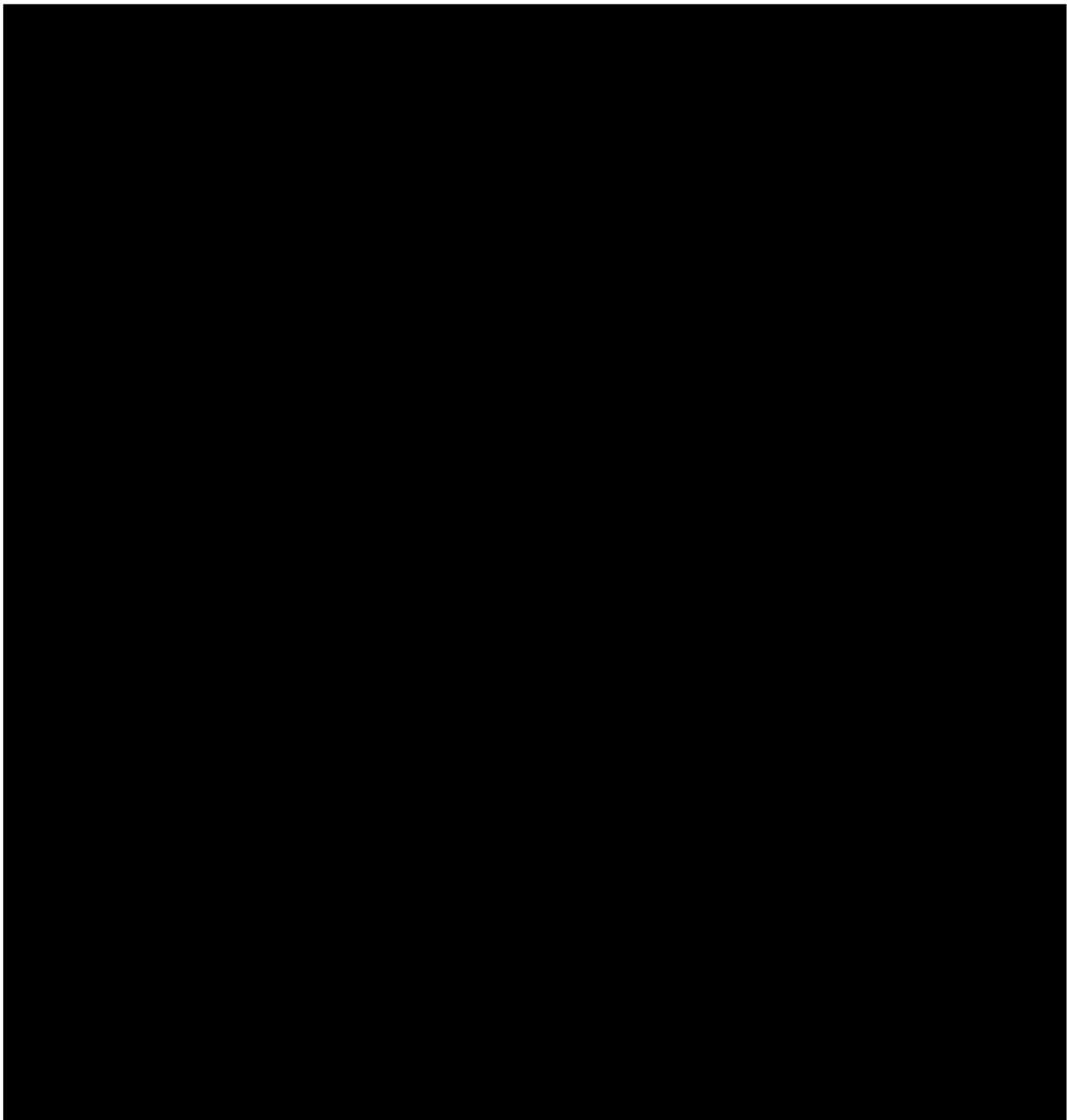
INITIAL COACHING EVALUATION CHECKLIST

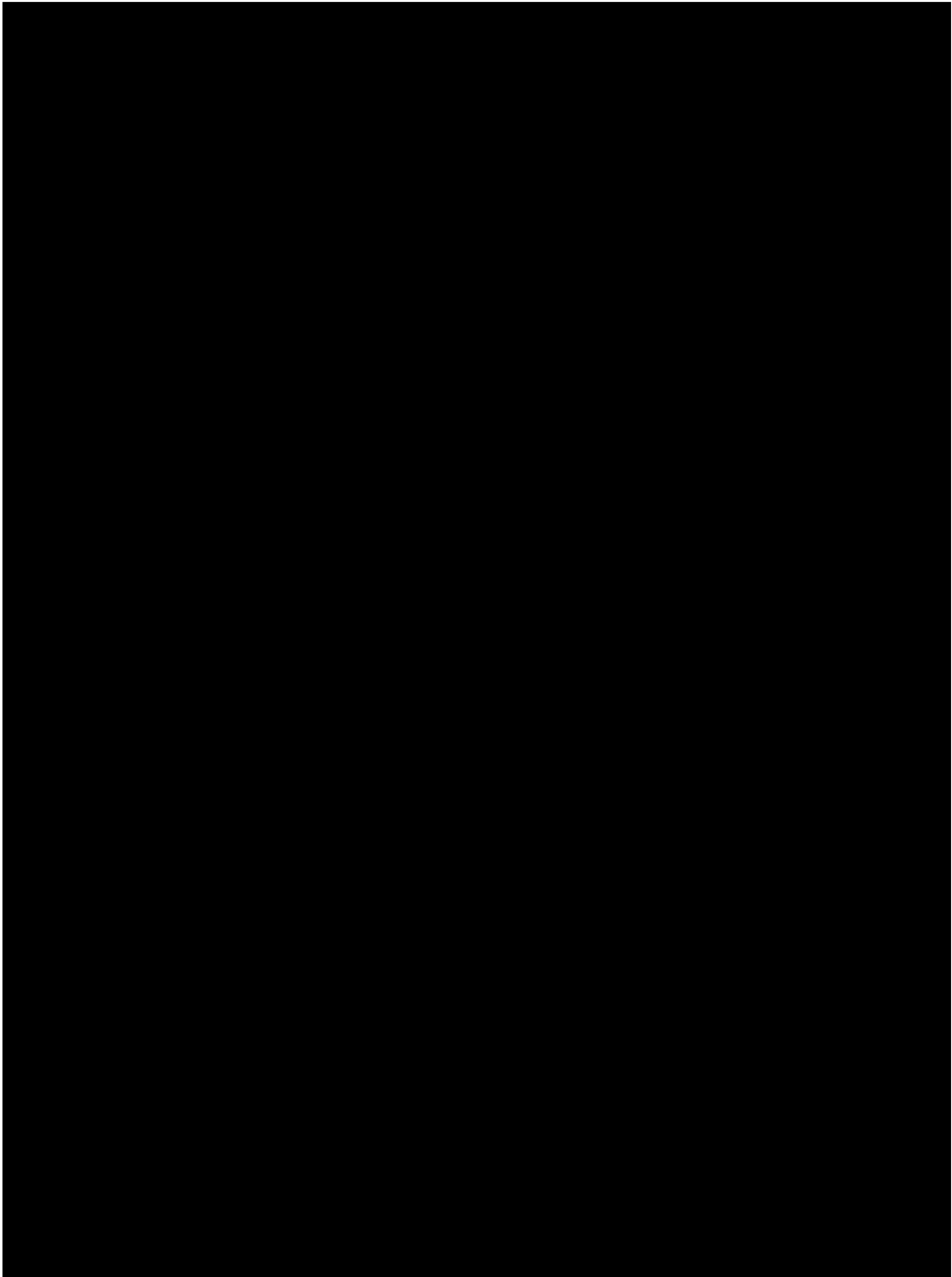
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Evaluator \_\_\_\_\_

Coach \_\_\_\_\_



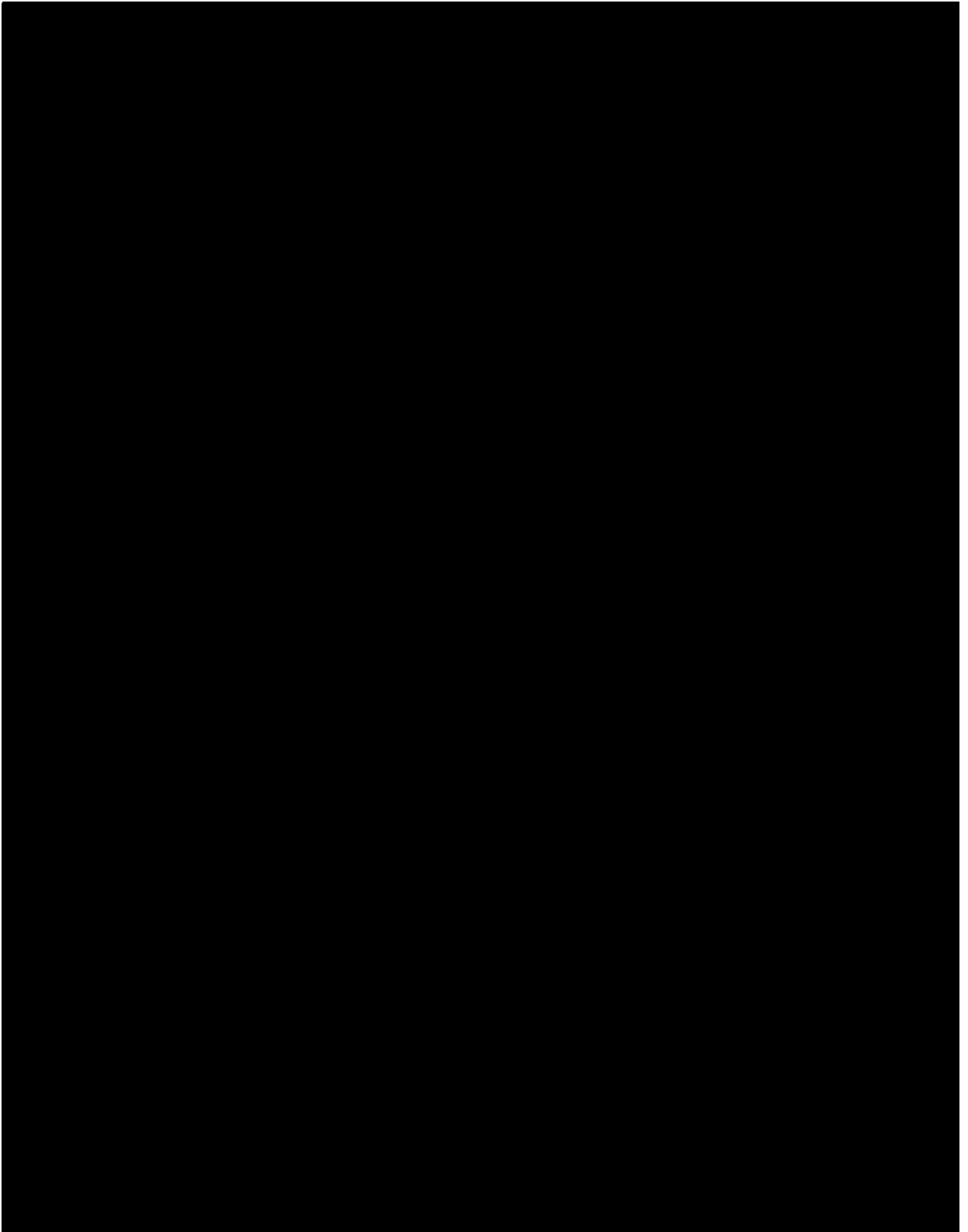






ATTACHMENT 3f

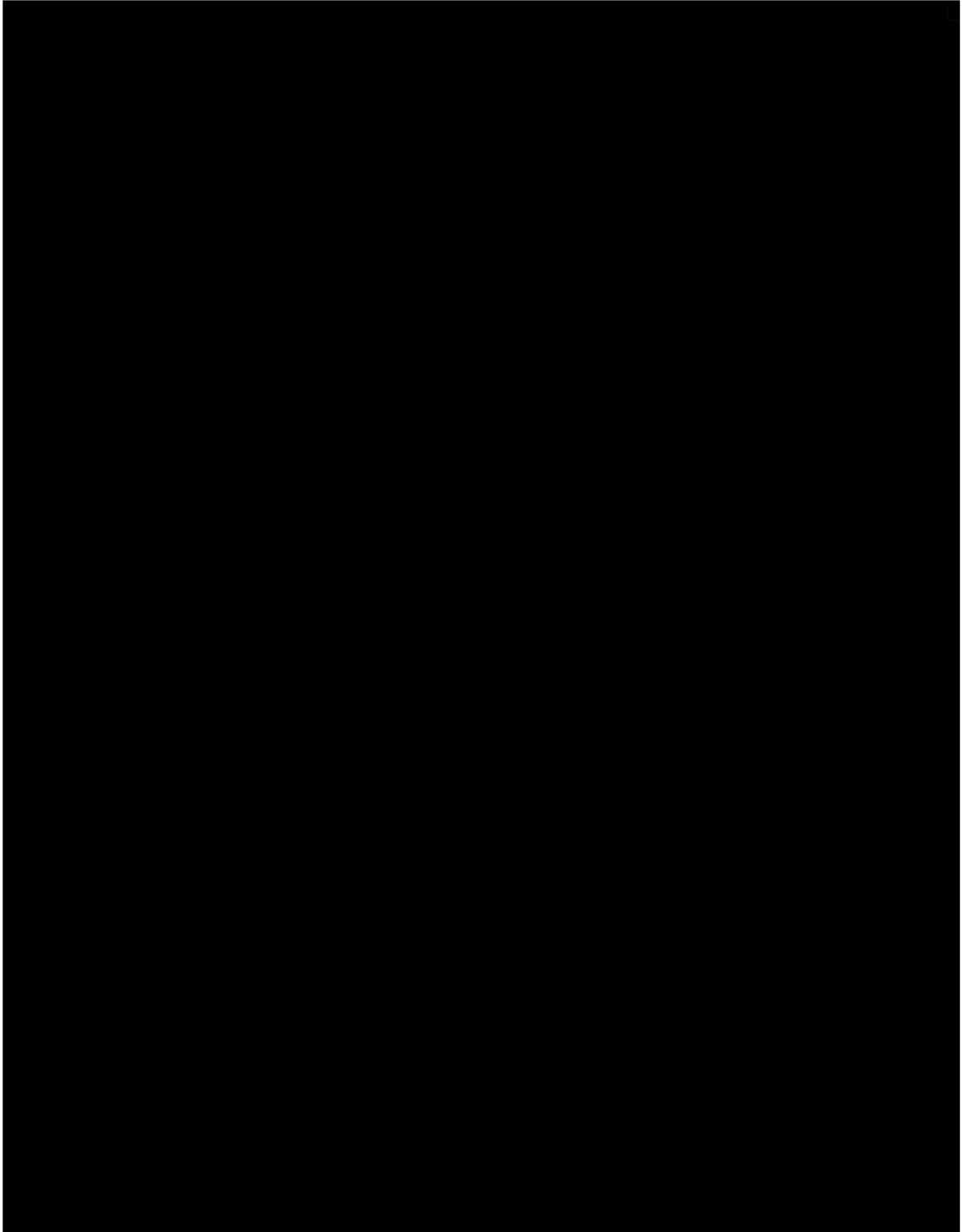
 Brochure





**LESSON PLAN FOR TRAINERS**

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## **Lesson Plan for Trainers**

