

Sandy Area Metro (SAM) Operations

RFP No: SAM2025

February 19, 2025

RTW Management, Inc.
1495 E. 3300 S.
Salt Lake City, UT 84106
Submitted by: George Goates, President



Table of Contents

Contents

Section III: Proposal Response	2
1. Transmittal Letter	4
2. Experience	6
3. Cost Proposal (Attachment A).....	11
4. References.....	12
5. Approach	14
Attachments.....	48
Attachment A: Cost Proposal	49
Attachment B: DBE Certification.....	51
Attachment C: Certification Regarding Debarment, Suspension & Other Ineligibility & Voluntary Exclusion	52
Attachment D: Non Collusion Affidavit.....	54
Attachment E: Certification Regarding Lobbying	55
Attachment F: Drug & Alcohol Test Policy Certification.....	56
Attachment G: RTW Benefits Program	68



Section III: Proposal Response

City of Sandy

Request for Proposals

SECTION III

PROPOSAL RESPONSE

Submitted by: RTW Management, Inc.

Address: 1495 E. 3300 S. Salt Lake City, UT 84106

Date: 2/11/2025 Phone number: 801-819-3691

The undersigned, through the formal submittal of this proposal response, declares that he/she has examined all related proposal documents and read the instruction and conditions, and hereby proposes to provide **Transit Operations Service for the City of Sandy** as specified, in accordance with the proposal documents herein for the price set forth in the proposal submittal attached hereto and forming a part of this proposal.

The Proposer, by his signature below, hereby represents as follows:

- (a) That no official or employee of City of Sandy is personally interested directly or indirectly in this contract or the compensation to be paid hereunder, and that no representation, statement or statements, oral or in writing, of the City, its officials or employees had induced him/her to enter into this contract and the papers made a part hereof by its terms;
- (b) That this proposal is made without connection with any person, firm or corporation making a bid for the same material, and is in all respects, fair and without collusion or fraud.
- (c) The proposer agrees to accept as full payment for the services specified herein, the amount as shown in his/her proposal.



City of Sandy

Request for Proposals

(d) The Vendor certifies that the Vendor has not discriminated and will not discriminate against any minority, women or emerging small business enterprise in obtaining any subcontract.

[] Resident Bidder, as defined in ORS 279A.120.

[X] Non-Resident Bidder, Resident State: Utah

The names of the principal officers of the corporation submitting this proposal, or of the partnership, or of all persons interested in this proposal as principals are as follows:

<u>George Goates</u>	<u>President</u>
Name	Title
<u></u>	<u></u>
Name	Title
<u></u>	<u></u>
Name	Title

(If Sole Proprietor or Partnership)

In witness hereto, the undersigned has set his (its) hand this 17th
day of February, 2025.

RTW Management, Inc.

Name of Firm



Signature of Bidder



1. Transmittal Letter

February 12, 2025

Sandy Transit
Andi Howell, Transit Director
16610 Champion Way, Sandy, OR 97055

Subject: Proposal Submission for Sandy Area Metro Operations (RFP No: SAM2025)

Dear Andi Howell,

On behalf of RTW, I am pleased to submit our proposal in response to the Sandy Transit RFP. Sandy Transit plays a vital role in providing accessible, reliable, and efficient transportation solutions to the community. We recognize the importance of this service in ensuring mobility for all, including seniors, individuals with disabilities, and commuters who rely on dependable public transit. RTW is dedicated to delivering solutions that not only meet but exceed expectations through our experienced team, innovative technology, and unwavering commitment to service excellence.

RTW recognizes the scope of services outlined in the RFP, including fixed-route and demand-responsive transit operations, vehicle maintenance, and customer service functions. Our approach is designed to provide a seamless, user-friendly experience for passengers while maintaining cost-effective and sustainable operational practices. We bring extensive industry expertise, a deep understanding of transit operations, and a track record of successfully managing similar projects. By leveraging our capabilities, we will ensure an efficient and well-executed service transition that prioritizes safety, performance, and customer satisfaction.

Why RTW?

RTW is a trusted leader in transit operations, with a strong history of providing high-quality transportation services across various regions. Our success is driven by our ability to tailor solutions to meet the unique needs of each community, integrating advanced technology, data-driven decision-making, and industry best practices. Our commitment to safety, efficiency, and customer-focused service ensures we deliver a transit system that is both reliable and adaptable.

At RTW, we know a smooth transition isn't just about operations—it's about people. We've successfully taken on transit transitions in countless locations, ensuring employees feel valued and passengers experience uninterrupted service. We don't just recognize the importance of retaining experienced drivers, dispatchers, and maintenance staff—we've done it time and time again. Our approach is simple: offer competitive wages and benefits that match or exceed current packages, provide thorough training, and create a workplace where employees want to stay. With a strong management team and a well-planned transition, RTW will make sure the dedicated people behind Sandy Area Metro and Mt. Hood Express are supported, ready, and excited for this next chapter.



Finally, RTW is committed to working with certified DBE's in this engagement. RTW uses DBE's in all of our operations. We will spend over \$5,000 on uniforms with a certified DBE. We will also assertively look for other opportunities to partner with DBEs in this operation.

We confirm our ability to commence service in July 2025 and are fully prepared to meet all RFP requirements within the specified timeframe.

The following individual is the authorized representative for this proposal:

- **George Goates, President**
RTW Management, Inc.
1495 E. 3300 S. Salt Lake City, UT 84106
Phone: 801.819.3691
Email: GGoates@RTWManagement.com

RTW appreciates the opportunity to be considered for this important project, and we look forward to partnering with Sandy Transit to enhance transit services for the community. Please feel free to contact us with any questions or for further clarification. We appreciate your time and consideration and look forward to the next steps in the evaluation process.

Kind regards,



George Goates
President, RTW Management Inc.
801.819.3691
ggoates@RTWmanagement.com



2. Experience

Provide a brief description of the proposer's experience with:

a) Delivering rural transportation services

RTW has a proven track record in delivering rural transportation services, ensuring that communities with diverse geographic and operational challenges receive reliable, efficient, and customer-focused transit solutions.

RTW's Rural Transit Expertise

RTW has successfully operated demand-response and fixed-route transit services in multiple rural regions, ensuring on-time performance, seamless rider experiences, and strong community engagement. Our ability to recruit and retain drivers, deploy innovative scheduling strategies, and optimize service efficiency has led to sustained high service levels and rider satisfaction in rural areas.

Key Rural Transit Projects

1. Casa Grande LINK (Casa Grande, AZ)

- Established a demand-response public transit service for the City of Casa Grande.
- Implemented proactive driver recruitment and retention strategies, ensuring full staffing at service launch and ongoing operational stability.
- Enhanced accessibility and community engagement through direct rider outreach and service adaptability.

2. City of Radford Transit

- Established and is currently running a Deviated Fixed Route service that facilitates the transport of community members in and around Georgia Tech campus.
- Ridership has increased steadily, on-time performance has exceeded expectations, and there have been zero safety incidents.
- Engaged in continuous improvement efforts for this transit system, which has resulted in optimized routes, seasonal adjustments and other operational enhancements.

3. Camarillo Area Transit (Camarillo, CA)

- Managed fixed-route and dial-a-ride services for rural and semi-urban communities.
- Integrated technology-driven scheduling and dispatching systems to improve accessibility.
- Designed a customer service-focused approach to rural mobility solutions.

RTW's Competitive Advantages in Rural Transit

- **Specialized Rural Transit Expertise** – RTW understands the unique challenges of serving rural populations, including low-density areas, long travel distances, and accessibility concerns.
- **Strong Driver Recruitment & Retention** – Our proprietary hiring and training methodologies ensure full staffing, even in regions facing driver shortages.



- **Adaptive Service Models** – RTW customizes route planning, on-demand services, and scheduling approaches to match the geographic and demographic needs of rural communities.
- **Commitment to Safety & Compliance** – RTW upholds strict safety protocols, ADA compliance, and federal/state transit regulations, ensuring reliable and accessible transportation for all passengers.

Through proven expertise, operational efficiency, and an unwavering commitment to service quality, RTW is well-positioned to deliver and enhance rural transportation services for the City of Sandy.

b) Scheduling and dispatching transportation services

RTW excels at taking over transit operations with established dispatch, reporting, and scheduling systems, ensuring seamless continuity. We have extensive experience working with a variety of industry tools and will fully support key systems such as Passio Go for dispatch and data collection and CTS for scheduling. A key part of our strategy is retaining current employees, whose knowledge of these systems will help maintain smooth operations from day one. Beyond maintaining these platforms, RTW actively contributes to continuous improvement efforts, optimizing software performance and operational efficiency. Our expertise allows us to refine workflows, enhance data utilization, and strengthen the agency's technology footprint. With RTW, Sandy Area Metro and Mt. Hood Express will maintain system reliability while gaining a partner committed to future advancements.

1. Integration with City-Provided Technology

RTW will fully integrate with the City of Sandy's existing scheduling and dispatch platforms to ensure accurate, real-time trip management, rider communication, and vehicle tracking.

- **Passio Go – Fixed-Route & Real-Time Dispatch Monitoring**
 - RTW's dispatch team will utilize Passio Go's real-time tracking capabilities to monitor vehicle locations, ensure on-time performance, and adjust routes dynamically.
 - Live GPS monitoring allows for proactive dispatch adjustments, ensuring service continuity and minimal delays.
- **CTS – Demand-Response Scheduling**
 - RTW will configure CTS (Creative Transit Scheduling) software to optimize demand-response and ADA paratransit scheduling.
 - Dispatchers will manage trip reservations, ride requests, and vehicle assignments based on passenger needs and route efficiency.
 - The system will be used to track on-time performance metrics and ensure compliance with ADA service requirements.
- **Hanover – Destination Signs & Passenger Information**
 - RTW will integrate with Hanover digital destination signage, ensuring accurate route and stop information is displayed for riders.
 - Automated route adjustments will be reflected in Hanover displays and Passio Go passenger interfaces, improving rider navigation.
- **FirstNet – Dispatch Radio Communication**



- RTW dispatchers and drivers will communicate using FirstNet’s secure, high-priority radio network, ensuring real-time coordination and emergency response capabilities.
- FirstNet’s priority access ensures uninterrupted communication, even during peak service hours or network congestion events.

2. 24/7 Dispatch Operations & Trip Scheduling

To meet the City’s requirement for full dispatch coverage during all operating hours, RTW will maintain a dedicated dispatch team trained in demand-response trip scheduling, real-time vehicle coordination, and customer service excellence.

- **On-Duty Dispatch Staff Coverage**
 - **Weekdays:** Full-time dispatch staff will handle trip scheduling, fixed-route monitoring, and on-demand service coordination during all service hours.
 - **Weekends & After-Hours:** A dedicated dispatch supervisor will oversee evening and weekend operations, ensuring continuous rider support.
 - **Emergency & Backup Staffing:** RTW will implement on-call coverage for dispatch supervisors, ensuring immediate response capabilities in case of increased service demand or staffing shortages.
- **Passenger Trip Reservations & Scheduling**
 - RTW will operate a call center and online reservation system for demand-response and paratransit scheduling.
 - Passengers can book trips via phone, web, or mobile interface, with automated trip reminders sent via Passio Go and CTS integration.
 - ADA-compliant scheduling protocols will be followed, ensuring on-time service delivery for eligible riders.

3. Performance Monitoring & Continuous Improvement

RTW will track real-time performance metrics and conduct regular service reviews to optimize scheduling efficiency and dispatch response times.

- **Daily On-Time Performance Reviews**
 - Dispatchers will generate end-of-day reports using Passio Go and CTS, analyzing route deviations and demand-response trip completion rates.
 - RTW will identify service bottlenecks and recommend adjustments to improve route efficiency.
- **Quarterly Technology Optimization Audits**
 - RTW will coordinate with City of Sandy transit officials to review software performance, passenger feedback, and dispatch operations for continuous service improvements.
 - System updates, dispatcher training, and software refinements will be implemented based on real-time operational data and passenger feedback.



4. Compliance & Service Coordination

RTW will work closely with City of Sandy and Clackamas County officials to ensure dispatch and scheduling operations meet all contractual and regulatory requirements.

1. Data Security & System Maintenance

- RTW will ensure all software and hardware systems remain fully functional, secure, and compliant with City requirements.
- Our IT support team will conduct regular system audits and software updates to maintain seamless integration with City-provided platforms.

2. Joint Operational Meetings with City Officials

- RTW will participate in monthly coordination meetings with City of Sandy and Clackamas County transit teams to review dispatch performance, address scheduling challenges, and enhance passenger service.
- RTW will provide real-time data analytics and ridership trends, helping the City refine service planning based on operational insights.

By integrating Passio Go, CTS, Hanover, and FirstNet into a streamlined, 24/7 dispatch and scheduling operation, RTW will ensure:

- Real-time service tracking & proactive dispatching
- Optimized demand-response scheduling for ADA compliance
- Seamless technology integration & automated trip management
- Data-driven performance monitoring & continuous service improvements

This approach guarantees an efficient, technology-driven, and passenger-focused scheduling and dispatch system, fully aligned with the City of Sandy's transit needs.

c) Knowledge of federal and state requirements, including but not limited to ADA, drug & alcohol use restrictions and data reporting

RTW has extensive experience ensuring full compliance with federal and state regulations, including the Americans with Disabilities Act (ADA), drug and alcohol use restrictions, and data reporting requirements. Our operational framework is designed to meet or exceed all regulatory standards, ensuring safe, accessible, and compliant transit services.

Compliance Expertise

- **ADA Compliance** – RTW strictly adheres to 49 CFR Part 37, ensuring full accessibility for passengers with disabilities. This includes:
 - Driver training in mobility device securement, sensitivity, and passenger assistance.
 - Ensuring vehicles are ADA-compliant with proper lifts, securement areas, and communication systems.
 - Operating paratransit and demand-response services that align with ADA regulations.
- **Drug & Alcohol Use Restrictions** – RTW maintains a comprehensive Drug & Alcohol Testing Policy in full compliance with 49 CFR Part 40 and Part 655, which includes:



- Pre-employment, random, post-accident, and reasonable suspicion testing for safety-sensitive employees.
- Supervisor training to recognize and address substance use concerns.
- **Data Reporting & Regulatory Compliance** – RTW ensures accurate, timely reporting for all federal and state requirements, including:
 - FTA National Transit Database (NTD) reporting on ridership, vehicle performance, and financial data.
 - State-mandated operational reports detailing service metrics and compliance measures.
 - Incident and safety reporting protocols that align with federal and local regulations.

RTW's proven experience, rigorous compliance protocols, and commitment to safety and accessibility ensure that the City of Sandy receives a fully compliant, high-quality transit service that meets all federal and state requirements.



3. Cost Proposal (Attachment A)

City of Sandy

Request for Proposals

SECTION V

ATTACHMENTS

Attachment A City of Sandy SAM COST PROPOSAL

Based upon the estimated figures provided in Section 1.3 and Appendix B, indicate the proposed costs for SAM Operations for the first year of service during said Contract.

A. Fixed Route and Commuter Service	\$ <u>406,274</u>
B. Paratransit – Special Need Services	\$ <u>1,398,471</u>

Cost per revenue hour \$ 77.19 based on 23,380 annual revenue hours.

Total cost per year \$ 1,804,745.

Clackamas County MHX COST PROPOSAL

Based upon the estimated figures provided in Section 1.3 and Appendix B, indicate the proposed costs for MHX Operations for the first year of service during said Contract.

C. Fixed Route and Commuter Service	\$ <u>937,035</u>
-------------------------------------	-------------------

Cost per revenue hour \$ 89.57 based on 10,461 annual revenue hours.

Total cost per year \$ 937,035.

RTW Management Inc.
Company Name

1495 E. 3300 S.
Address

1495 E. 3300 S. Salt Lake City, UT 84106
City, State, Zip

801.819.3691
Phone


Signature of Authorized Official

George Goates, President
Name, Title of Authorized Official
(print or type)

2-18-2025
Date



4. References

At least three references with name of contact person, organization, telephone number, description and dates of service indicating proposer's experience providing similar services.

RTW has a proven track record of delivering high-quality transit operations services, backed by strong relationships with clients who can attest to our capabilities. In support of this proposal, we provide three references that demonstrate our experience in managing and operating similar services. Each reference includes the name of a contact person, their organization, telephone number, and a description of the services provided along with the relevant dates of service. These references highlight RTW's expertise in transit operations, commitment to service excellence, and ability to meet the needs of our partners.



City of Casa Grande

Casa Grande wanted to start an on-demand van service from scratch. They put the project out to RFP with all of the major players bidding. Two were selected for interviews. RTW was ultimately chosen because of their innovative approach, ability to staff effectively, and their outstanding customer reviews. Through innovative staffing and our extensive experience, we were able to boost ridership from zero to over **30,000 passenger trips** within the first few months. The service quickly earned an **average rating of 4.9/5 stars**, reflecting the community's satisfaction. Additionally, RTW maintained an **on-time performance rate of 96%**, providing the reliability that Casa Grande residents required.

Key Data:

Contract Term:	September 2023- Present
Contract Value:	\$3,100,000
Type of Service:	Demand Response
Buses:	4
Employees:	11
Revenue Hours:	9,500
Annual Ridership:	Projected 40,000



Contact Information:

Deb Brunner
Transit Manager
510 E. Florence Blvd,
City of Casa Grande, AZ 85122
E: Deborah_brunner@casagrandeaz.gov
P: (520) 509-6903





City of Radford Transit

RTW manages the city busing for the City of Radford which includes the Campus of Radford University. Our scheduled service varies seasonally based on the University calendar. RTW has been able to work with the university and the city to optimize the routes and receive grants to increase service in employment centers linking the city of Radford to Georgia Tech campus which will create economic development and reduce traffic congestion.

Key Data:

Contract Term:	July 2022- Present
Contract Value:	\$17,385,000
Type of Service:	Deviated Fixed Route
Employees:	41
Annual Ridership:	181,000



Contact Information:

Melissa A. Skelton
City of Radford Community
Developer/Transit Coordinator

10 Robertson St.
Radford, VA 24141

Melissa.Skelton@radfordva.gov
(540)267-3188



City of Camarillo

Camarillo had a long-standing relationship with a local transit provider. In 2024, the contract went out to bid. The evaluation committee was intrigued by RTW Management's dynamic hiring processes and successful track record. RTW was recommended to the City Council for award. Because of the long-standing relationship of the incumbent operator, the City Council asked the evaluation committee to do addition review on their decision. RTW got rave reviews from their customers and even though the other two bidders offered a lower price, the City Council voted unanimously to award RTW the contract.

Key Data:

Contract Term:	July 2024 – June 2028
Contract Value:	\$10,239,621
Type of Service:	On-demand, dial-a-ride
Buses:	22
Employees:	31
Annual Hours:	24,432



Contact Information:

Lydia Salas
Transit Manager
(805) 388-5341
lsalas@cityofcamarillo.org



5. Approach

RTW recognizes the importance of seamless service coordination between Sandy Area Metro (SAM) and Clackamas County's Mt. Hood Express (MHX). Our approach ensures operational alignment, efficiency gains, and compliance with the City's requirement for distinct cost allocations and service models while maximizing shared resources.

1. Operational Integration & Efficiency Gains

To optimize service delivery, RTW will implement the following strategies:

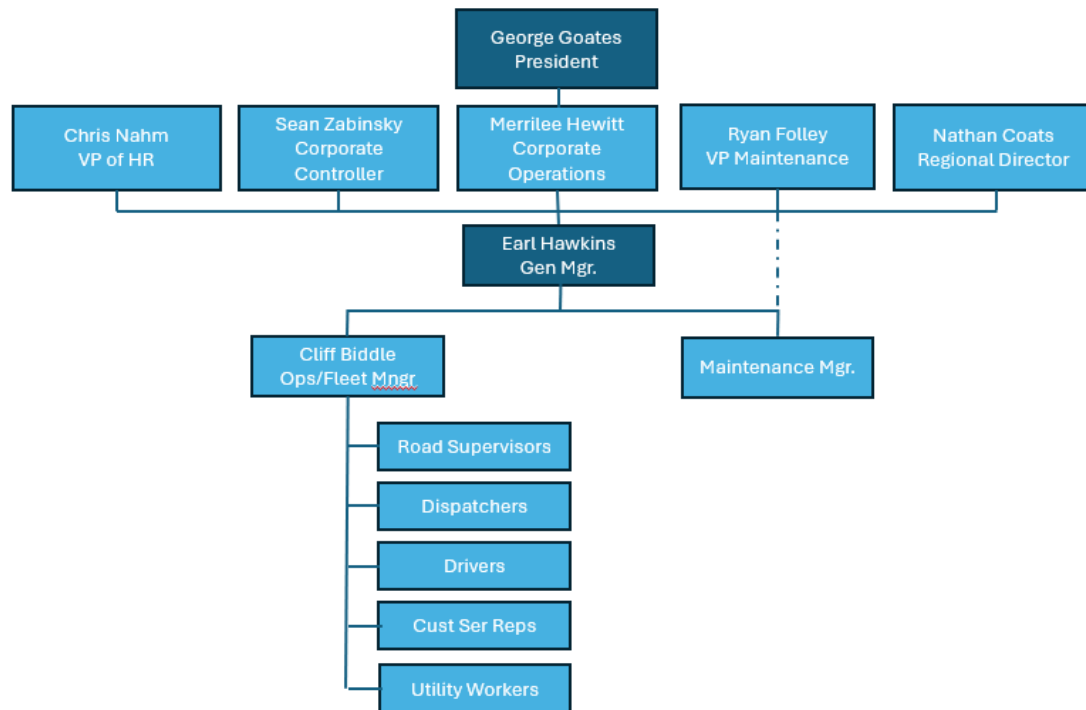
- **Unified Dispatch & Scheduling Coordination:** RTW will centralize dispatch operations for both SAM and MHX services using City-provided software (Passio Go, CTS), ensuring efficient resource allocation and minimized deadhead mileage.
- **Driver & Fleet Resource Optimization:** We will maintain a shared pool of cross-trained drivers qualified to operate both SAM and MHX routes, allowing for flexible workforce deployment and coverage during peak demand.
- **Coordinated Service Adjustments:** RTW will collaborate with both agencies to align route schedules where feasible, ensuring seamless connections for riders transferring between SAM and MHX services without unnecessary delays.

2. Organizational Structure and Proposed Team

RTW's management structure is designed to ensure a seamless, well-supported transit operation with strong local leadership backed by an expert headquarters team. At the core of our approach is an on-site General Manager and a Fleet/Operations Manager, both dedicated to overseeing day-to-day service



while maintaining close coordination with Sandy Area Metro and Mt. Hood Express leadership. These



local leaders will be fully supported by a robust headquarters team, including a dedicated Trainer to maintain high service standards, an ADA Specialist to ensure full accessibility compliance, a Technologist (our Controller, Sean) to oversee financial and technology integration, and an HR Specialist who will play a critical role during the transition, ensuring a smooth onboarding process for retained and new employees. In addition, RTW's leadership team provides hands-on oversight, leveraging our experience in successfully mobilizing and operating transit services in communities across the country. This structured yet adaptable approach ensures that RTW is prepared to provide a reliable, well-coordinated transit operation while continuously improving service quality and technology infrastructure.

On-site Team

As we discussed elsewhere, we are fully committed to retaining Drivers, Dispatchers and other key members of the current team. While the RFP is not as specific about the Operations/Fleet Manager and the General Manager, we are also amenable to retaining these individuals if SAM would like us to and if we can reach mutually agreeable terms and conditions. We are also prepared to bring in our a new General Manager, and our candidate for this role is listed below.

Earl Hawkins, General Manager: Earl brings over 20 years of experience in transit and on demand operations management to his role as Operations Manager for the SAM engagement. His extensive expertise will guide the project through start-up and beyond, ensuring seamless integration and operational efficiency. Earl will work closely with SAM leadership to consult on service options and implement innovative solutions that align with community needs. He oversees all hiring, ensuring a well-trained team, and provides tailored reporting to SAM in the format



and frequency you require. His hands-on leadership and operational excellence will ensure the success and continuous improvement of the SAM's fixed and on-demand transit services.

Highlights of Earl's experience include:

- Operations Manager for multiple microtransit and demand-response services, including overseeing the successful implementation of transit services for Casa Grande and other rural areas.
- Led operations for projects like Twin Transit and Dallas Love Field, ensuring high-quality service delivery and operational efficiency.
- Specialist in optimizing hiring and workforce management, consistently staffing qualified personnel to meet fluctuating demand while maintaining service quality.
- Expert in integrating technology with daily operations, ensuring seamless coordination between operational management and customer service through advanced platforms like Passio Go and CTS.

Cliff Biddle, Operations/Fleet Manager: Cliff is a seasoned transportation professional with over 20 years of experience in commercial vehicle operations, safety compliance, and driver training. He has managed transit and trucking operations at multiple companies, overseeing fleet safety, regulatory compliance, and driver supervision. Clifford holds a CDL Class A and B with Passenger Endorsement, a Commercial Instructor Certification, and is a Certified Smith Systems Trainer. His expertise includes monitoring FMCSA compliance, utilizing fleet management tools like Samsara, and implementing safety programs to improve operational efficiency. His background in supervising transit drivers and managing fleet maintenance makes him well-suited for the SAM transit system. Among his strongest qualifications are the following:



- **Transit Operations Leadership:** Managed transit services, supervised drivers, and coordinated fleet maintenance.
- **Safety & Compliance Expertise:** Monitored FMCSA compliance, conducted safety training, and implemented policies to improve operational safety.
- **Fleet Management:** Experience using Samsara and Tenstreet for compliance tracking, vehicle monitoring, and performance evaluation.
- **Regulatory Knowledge:** Maintains compliance with federal, state, and local transit regulations, ensuring safe and efficient service operations.
- **Problem-Solving & Communication:** Led driver safety meetings, resolved service complaints, and worked with agencies to maintain high operational standards.

With his strong operational management background, commitment to safety, and hands-on leadership style, Clifford is well-equipped to oversee and enhance SAM transit system operations.

Home-Office Support

Our approach is built on a foundation of excellence, responsiveness, and deep community engagement, qualities that have defined our operations since our inception in 1999 for the Salt Lake City Winter Olympics. Our commitment to personalized service, operational efficiency, and customer satisfaction has been recognized in various cities, counties, and transit agencies, including our critical role in emergency evacuation services during Hurricanes Katrina and Rita.



George Goates, as President of RTW, brings a comprehensive background in operational improvement and finance, ensuring the highest standards of contract management. George's leadership will be instrumental in overseeing all aspects of the contract with SAM, with a commitment to attending quarterly meetings with the managers from the City of Sandy, SAM, Clackamas County and the Mt. Hood Express to ensure safety, timeliness, customer service, and courtesy are consistently upheld.



Merrilee Hewitt, serving as Chief Operations Officer, has developed a vast knowledge and complete understanding of transit operations over 20 years, beginning her career as a driver for Park City Transit. Merrilee's certifications and hands-on experience make her a key asset in ensuring operational safety and efficiency, reflecting our commitment to quality service in every aspect of SAM's transit operations.



Chris Nahm, Vice President of Human Resources, brings a diverse background in HR management and operations, ensuring the effective administration of employee benefits, talent acquisition, and pre-hire tasks. Chris's role is crucial in supporting our existing transit teams, fostering a work environment that attracts and retains top talent to serve the SAM community.



Sean Zabinsky, our Controller, contributes a strong understanding of finance, internal controls, technology platforms, reporting and accounting standards. With a Master's of Accounting from the University of Utah and significant experience at BDO, Sean's expertise will be pivotal in maintaining financial integrity and reporting accuracy throughout our operations for SAM.



Nathan Coats is an experienced transit operations leader with a strong background in safety management, workforce training, and regulatory compliance. With over 20 years in transit leadership roles, he has successfully overseen large-scale transit operations, ensuring safety and efficiency while managing budgets and personnel. As a former Driver Development & Safety Manager and General Manager at multiple agencies, Nathan has implemented strategic safety programs, reduced accident rates, and developed training initiatives that enhanced operational performance. His expertise in risk mitigation, compliance with DOT regulations, and fostering a strong safety culture makes him a highly effective Regional Safety Manager.



Ryan Folley is an accomplished fleet maintenance leader with over 22 years of experience in transit and equipment maintenance, including 11 years in fleet management. He has successfully overseen large-scale fleet operations, managed multi-million-dollar budgets, and improved maintenance efficiency through data-driven strategies. As a former General Manager of Fleet & Facility Maintenance, he reduced road calls by 73%, implemented OSHA compliance programs, and developed internal training that cut outsourced repairs by 70%. An ASE-Certified Master Bus Technician, Ryan combines hands-on expertise with leadership skills, making him the ideal choice to drive RTW's corporate maintenance program forward.

3. Cost Separation & Financial Oversight

RTW will ensure strict financial tracking and compliance by:

- Maintaining Separate Billing & Invoicing Structures for SAM and MHX to ensure financial transparency and adherence to contract requirements.
- Allocating Costs by Revenue Hours & Service Type, ensuring that each agency is charged appropriately for its respective operations.
- Regular Financial & Performance Reporting, with monthly cost breakdowns for each service, submitted in compliance with City and County oversight requirements.



4. Shared Operations & Reporting Compliance

To meet the City's goal of service efficiency while maintaining distinct agency oversight, RTW will:

- Implement a Shared Performance Dashboard for real-time tracking of service metrics (on-time performance, ridership, vehicle utilization) for both agencies.
- Standardize Training & Safety Protocols to ensure consistency across SAM and MHX services, improving operational cohesion and customer experience.
- Facilitate Joint Stakeholder Meetings with City of Sandy and Clackamas County transit officials to review operational performance, identify service improvement opportunities, and ensure contractual compliance.

By integrating these strategies, RTW will deliver a cost-efficient, well-coordinated, and high-performing transit service for both Sandy Area Metro and Mt. Hood Express while ensuring full compliance with the RFP's cost separation and reporting requirements.

a) Experience and approach to scheduling and dispatching demand-response service;

RTW has extensive experience in scheduling and dispatching demand-response services, ensuring efficient, reliable, and accessible transportation for rural and urban communities. Our approach combines advanced technology, proactive driver management, and real-time service adjustments to optimize operations and enhance the passenger experience.

Experience in Demand-Response Scheduling & Dispatching

RTW has successfully operated demand-response and paratransit services, providing flexible, rider-focused solutions tailored to the unique needs of each community. Our experience includes:

- Coordinating on-demand, same-day, and advance reservation services for passengers with diverse mobility needs.
- Balancing efficiency and service quality by optimizing schedules to reduce wait times and improve ride availability.
- Ensuring ADA compliance by training dispatchers and drivers in proper trip assignments, passenger assistance, and accessibility accommodations.

ADA Compliance & Passenger Accessibility

RTW is committed to ensuring full compliance with the Americans with Disabilities Act (ADA) and providing a safe, accessible, and seamless transit experience for all passengers. Our approach integrates ADA-compliant scheduling, driver mobility assistance training, and real-time performance monitoring to ensure every passenger receives the highest level of service.

1. ADA Trip Scheduling & Compliance

RTW will ensure that ADA paratransit trips are scheduled, assigned, and completed in full compliance with federal ADA regulations and the City's requirements. Our scheduling process includes:

- **Trip Availability**
 - RTW will provide next-day ADA paratransit service as required by law, ensuring passengers have timely access to transit.



- Dispatchers will prioritize ADA trip requests, ensuring no eligible passenger is denied service.
- **Scheduling System Integration (CTS & Passio Go)**
 - RTW will utilize CTS scheduling software to properly log paratransit requests, trip confirmations, and scheduled vehicle assignments.
 - Dispatchers will monitor real-time ADA trip completion rates in Passio Go, ensuring compliance with the City's service expectations.
- **Ride Time & On-Time Performance Monitoring**
 - ADA paratransit trips will be monitored for on-time performance, ensuring riders do not experience excessive wait times beyond ADA-mandated thresholds.
 - RTW dispatchers will track scheduled vs. actual arrival times, ensuring at least 95% on-time trip completion as the City requires.

2. Mobility Assistance & Passenger Sensitivity Training

All RTW drivers will undergo specialized ADA and mobility assistance training to ensure they can effectively assist riders with disabilities. Our training program includes:

- **Wheelchair Securement & Passenger Assistance (6 hours)**
 - Hands-on training in proper wheelchair lift operation, securement techniques, and ADA-compliant boarding procedures.
 - Ensuring **smooth, dignified assistance** for passengers using mobility devices.
- **Passenger Sensitivity & Communication (4 hours)**
 - Understanding the unique needs of passengers with disabilities, seniors, and individuals with visual or hearing impairments.
 - Best practices for clear communication, assisting passengers with service animals and handling medical emergencies.
- **Emergency Preparedness & ADA Evacuations (4 hours)**
 - Simulated emergency evacuations to ensure drivers can safely assist disabled passengers in case of an accident or breakdown.
 - Training in FirstNet emergency communications for immediate dispatch support during ADA-specific incidents.
- **Annual ADA Refresher Training**
 - RTW will conduct mandatory annual training for all operators and dispatchers to ensure ongoing compliance with ADA standards.

3. Tracking & Reporting ADA Trip Performance

RTW will track and report all ADA-related trip metrics in full compliance with FTA and City of Sandy transit reporting requirements.

- **Automated ADA Trip Performance Reports**
 - ADA ride requests, completed trips, missed trips, and on-time performance will be logged in CTS and Passio Go.
 - Monthly reports will be submitted to the City, detailing:
 - Total ADA trip volume
 - Percentage of on-time ADA trips
 - Denied or missed trip percentages
 - Average wait times for ADA riders
- **ADA Complaint Tracking & Resolution**



- RTW will maintain a dedicated ADA complaint resolution system, ensuring that any passenger concerns are logged and addressed within 48 hours.
- Monthly ADA compliance audits will identify service gaps and corrective actions to improve accessibility.
- **Quarterly ADA Compliance Meetings**
 - RTW will participate in quarterly reviews with City transit officials to ensure ADA service expectations are met.
 - Continuous service improvements will be implemented based on rider feedback and performance data analysis.

By implementing structured trip scheduling, in-depth mobility assistance training, and real-time performance tracking, RTW ensures:

- Full compliance with ADA paratransit service requirements
- Driver expertise in assisting passengers with disabilities
- High on-time performance for ADA riders
- Accurate tracking and reporting of ADA trip completion rates

RTW is committed to delivering an accessible, inclusive, and rider-focused transit experience for all passengers in Sandy Area Metro and Mt. Hood Express services.

4. Approach to Scheduling & Dispatching

- **Technology-Driven Dispatching** – RTW utilizes real-time scheduling software to manage trip requests, optimize vehicle assignments, and dynamically adjust routes based on demand.
- **Proactive Communication & Coordination** – Dispatchers maintain constant communication with drivers to monitor trip status, address delays, and reroute vehicles as needed.
- **Demand-Based Optimization** – RTW analyzes historical trip data to identify peak demand periods, improve response times, and ensure efficient vehicle deployment.
- **Adaptive Service Strategies** – Our team continuously adjusts schedules and dispatching protocols to accommodate changing passenger needs and service conditions.

Through proven methodologies, data-driven decision-making, and a commitment to service excellence, RTW ensures the City of Sandy receives a highly efficient and responsive demand-response transit solution.

b) Description of driver hiring and training program, supervision and performance monitoring; ability to hire and retain additional drivers as needed;

RTW has a proven recruitment, training, and retention strategy that ensures a fully staffed, highly trained, and customer-focused workforce. Our approach emphasizes efficient hiring, rigorous training, strong supervision, and continuous performance monitoring to maintain a high standard of service reliability and safety.

Driver Hiring & Retention

RTW ensures a smooth and efficient transition of drivers from the current contractor to our operations by following industry best practices for workforce integration. Our approach prioritizes continuity of service, driver retention, and clear communication to minimize disruptions and maintain operational excellence.



RTW begins by engaging with current drivers early in the transition process, providing clear information on employment opportunities, compensation, benefits, and training programs. We conduct structured onboarding sessions that include safety training, customer service expectations, and familiarity with RTW's operational standards. Our leadership team works hands-on with transitioning drivers, offering one-on-one support and performance check-ins to reinforce expectations and ensure alignment with RTW's service model.

By fostering a positive work environment and maintaining competitive wages and benefits, RTW successfully retains experienced personnel while setting a strong foundation for improved transit operations under the new contract.

When hiring new drivers is required, RTW has developed a proactive hiring model that ensures transit services remain fully staffed, even in competitive labor markets. Our recruitment strategies include:

- Direct outreach to CDL and non-CDL candidates through proprietary databases, job fairs, and community partnerships.
- Accelerated application processing, ensuring candidates are contacted within minutes of applying to secure top talent.
- Ongoing recruitment pipeline, maintaining a pool of pre-qualified drivers ready for rapid onboarding.
- CDL training programs, allowing RTW to develop new drivers internally and expand the hiring pool.

Comprehensive Driver Training Program

RTW is committed to delivering a structured, compliance-driven driver training program to ensure safe, professional, and high-quality transit service for Sandy Area Metro (SAM) and Mt. Hood Express (MHX). Our program meets Federal Transit Administration (FTA) safety regulations and aligns with the City's required training topics.

1. Training Curriculum & Hour Breakdown

RTW's training program is structured to cover all essential driver competencies through a mix of classroom instruction, hands-on practice, and field evaluations.

Training Topic	Training Hours	Description
Defensive Driving (Smith System)	8 hours	RTW uses the Smith System defensive driving program, emphasizing hazard awareness, collision avoidance, and fuel-efficient driving techniques.
Passenger Sensitivity & Customer Service	6 hours	Drivers receive hands-on training in assisting elderly and disabled passengers , including sensitivity training for ADA riders.
ADA Compliance & Passenger Assistance	6 hours	Covers wheelchair securement, paratransit procedures, and ADA service standards , ensuring full accessibility compliance.
Emergency Procedures & Crisis Response	8 hours	Simulated exercises for fire, medical emergencies, vehicle evacuations, and security threats , ensuring drivers can respond to critical incidents.



Training Topic	Training Hours	Description
First Aid & CPR Certification	4 hours	All drivers receive CPR and basic first aid training to handle medical situations until emergency responders arrive.
Radio & Dispatch Communications (FirstNet)	4 hours	Training on using FirstNet radio communications , ensuring rapid coordination with dispatch and emergency services.
City-Specific Systems & Technology	6 hours	Covers Passio Go (fixed-route tracking) , CTS (demand-response scheduling) , and Hanover (destination signs) to ensure drivers are proficient in transit technology.

2. Emergency Scenario Response Plans

RTW incorporates real-world emergency drills to prepare drivers for unexpected incidents. Training covers:

- **Medical Emergencies:** Drivers follow FTA-mandated protocols for passenger distress, seizures, and non-responsive riders, coordinating with dispatch and 911.
- **Vehicle Fires & Mechanical Failures:** Safe evacuation drills, fire extinguisher usage, and reporting procedures.
- **Security Threats & Suspicious Activity:** Training in **suspicious package identification, unruly passengers, and active threat response.**
- **Inclement Weather Driving:** Guidance for navigating **snow, ice, and low-visibility conditions, with simulated winter driving drills.**

Drivers participate in **bi-annual refresher courses** to maintain proficiency in emergency response.

3. Compliance with FTA Safety Regulations

RTW ensures full compliance with FTA, ADA, and DOT safety standards through:

- Annual safety audits to verify driver performance, vehicle safety, and compliance with transit laws.
- FTA-required Drug & Alcohol Testing following 49 CFR Part 655 for all safety-sensitive positions.
- Ongoing performance monitoring, including ride-alongs, surprise safety inspections, and real-time behavior tracking.
- Regular coordination with City transit officials to update training materials based on regulatory changes and service needs.

4. Continuous Improvement & Driver Development

RTW's driver training goes beyond initial certification to promote long-term driver development and safety culture. Key strategies include:

- Monthly safety meetings to review incidents, discuss best practices and reinforce policies.
- Quarterly refresher courses on defensive driving, passenger assistance, and emergency procedures.
- Recognition programs for outstanding safety performance, including bonuses for accident-free service records.



By implementing a rigorous training curriculum, real-world emergency response drills, and ongoing safety monitoring, RTW ensures all drivers meet the highest standards of professionalism, safety, and customer service.

This comprehensive training plan guarantees:

- Compliance with all City-mandated training requirements
- Proactive emergency response readiness
- Strict adherence to FTA, ADA, and DOT safety regulations Consistent high-quality service for Sandy Area Metro riders

RTW's commitment to ongoing driver development and safety excellence ensures safe, reliable, and accessible transit service for the City of Sandy.

Supervision & Performance Monitoring

RTW enforces strict performance monitoring protocols to ensure service quality and compliance:

- Road Supervisors conduct on-the-road evaluations to assess driving behavior, passenger interactions, and policy adherence.
- Automated performance tracking through vehicle telematics and real-time monitoring systems.
- Regular driver evaluations and coaching to reinforce best practices and address performance concerns proactively.
- Recognition and incentive programs to reward top-performing drivers and encourage long-term retention.

RTW's proven hiring, training, and supervision strategies ensure the City of Sandy receives a fully staffed, well-trained, and highly professional transit workforce, capable of adapting to service growth and evolving operational needs.

Employee Retention, Wages & Benefits Plan

RTW understands the importance of retaining experienced transit staff and is committed to ensuring continuity of service by maintaining competitive wages, benefits, and staffing levels that meet the City's requirements. Our plan includes wage preservation, structured pay increases, and strategies for workforce stability.

1. Retaining Existing Employees & Compensation Packages

To align with RFP requirements (Page 24-25), RTW will retain current SAM employees, ensuring that:

- All existing drivers and dispatchers are offered continued employment at their current wages and benefits.
- No reductions in base pay, healthcare coverage, or other benefits will occur as part of the transition.
- Employees will have the opportunity to maintain their seniority status, ensuring fairness in scheduling, route assignments, and tenure-based benefits.

2. Competitive Wages & Structured Increases



RTW is committed to offering a stable, competitive compensation structure that supports employee retention. This includes:

- **Annual Step Raises:** Wages will follow a progressive step increase model, rewarding tenure and performance.
- **Cost-of-Living Adjustments (COLA):** Employees will receive annual COLA adjustments in alignment with industry trends and inflationary factors.
- **Longevity Incentives:** Employees with longer service tenure may be eligible for performance-based bonuses and additional paid time off (PTO) accrual.

3. Maintaining Full-Time Staffing Levels & Workforce Stability

RTW recognizes that at least two-thirds (2/3) of the workforce must be full-time employees as per the RFP's staffing requirements. To ensure compliance, RTW will:

- Retain all current full-time employees and maintain a full-time employment ratio of 66% or higher.
- Offer full-time conversion opportunities to part-time employees seeking increased hours, ensuring job security and workforce consistency.
- Implement a proactive recruitment pipeline to fill vacancies immediately, minimizing service disruptions.
- Enhance employee engagement initiatives, including structured training, safety programs, and driver appreciation incentives, to promote long-term retention.

4. Workforce Transition & Communication Strategy

RTW will ensure a seamless transition for current employees by:

- Conducting direct one-on-one meetings with all transitioning staff to confirm continued employment terms and benefits.
- Holding workforce information sessions to address concerns and provide clarity on RTW's operational approach.
- Providing early contract transition offer letters, ensuring job security well before the official start date.

Commitment to Workforce Continuity through a Comprehensive Benefits Package

RTW offers a comprehensive benefits package designed to support employees' well-being and long-term financial security. Full-time employees accrue 7.33 hours of sick leave per month, ensuring they have the flexibility to address health needs. In addition, personal leave increases with tenure, starting at 5 days after one year, 10 days after three years, and 15 days after seven years of service. Employees receive six paid holidays annually, along with a competitive health benefits package that provides essential medical coverage. To support retirement planning, RTW contributes 4% to an employer-sponsored retirement plan, helping employees build long-term financial stability. Finally, we are fully committed to our employees and would never use work schedules to avoid paying full-time benefits. We commit to maintaining at least two-thirds of staffing as full-time positions.

By maintaining current wages, offering structured pay increases, and ensuring full-time workforce stability, RTW will preserve institutional knowledge, retain experienced staff, and deliver uninterrupted service to the City of Sandy. Our approach reinforces our commitment to employee well-being and long-term operational success.



c) Description of what measures will be taken to serve riders with disabilities including physical, developmental, visual and hearing disabilities;

RTW is committed to ensuring that all passengers, including those with physical, developmental, visual, and hearing disabilities, have safe, reliable, and fully accessible transit services. Our approach complies with ADA regulations (49 CFR Part 37) and prioritizes dignity, independence, and equal access for all riders.

Ensuring Accessibility in Operations

- **Operation & Maintenance of ADA-Compliant Vehicles** – The City of Sandy provides the fleet, and RTW will:
 - Conduct pre-and post-trip inspections to verify that wheelchair lifts, ramps, and securement systems are fully operational.
 - Perform routine preventive maintenance and immediately address any accessibility-related repairs to minimize downtime.
 - Maintain real-time reporting on vehicle accessibility issues and ensure swift corrective actions to uphold service reliability.
- **Driver Training in Accessibility & Sensitivity**
 - **ADA & Passenger Assistance Training** – Drivers receive hands-on instruction in assisting riders with mobility devices, securement procedures, and proper boarding techniques.
 - **Sensitivity & Communication Training** – RTW trains drivers to effectively communicate with passengers with cognitive, visual, or hearing impairments, ensuring a respectful and supportive transit experience.
 - **Emergency Preparedness** – All operators are trained in handling medical emergencies, evacuations, and assisting passengers with disabilities in emergency situations.
- **Enhanced Communication & Support for Riders**
 - **Onboard audio and visual announcements** provide accessible stop and route information for passengers with hearing or vision impairments.
 - **Relay and text-based communication options** allow passengers who are deaf or hard of hearing to schedule and confirm trips easily.
 - **Driver assistance protocols** ensure that passengers who need additional boarding time or accommodations receive appropriate support.
- **ADA-Compliant Demand-Response & Paratransit Services**
 - **Curb-to-curb and door-to-door assistance** is available upon request.
 - **Flexible scheduling and trip adjustments** ensure riders with disabilities receive timely, accommodating service.
 - **Real-time trip updates** inform riders of vehicle arrival times, reducing uncertainty and improving convenience.

RTW's proactive approach to accessibility, well-trained personnel, and commitment to ADA compliance ensure that the City of Sandy's transit system provides a seamless, dignified, and inclusive travel experience for all passengers.



d) Description of knowledge of federal and state requirements including but not limited to ADA, drug & alcohol use restrictions, driver testing and data reporting;

RTW has extensive experience ensuring full compliance with federal and state regulations, including the Americans with Disabilities Act (ADA), drug and alcohol use restrictions, driver testing, and data reporting requirements. Our commitment to regulatory adherence ensures safe, accessible, and legally compliant operations that meet all FTA and Oregon state transit standards.

ADA Compliance & Accessibility

RTW operates in full compliance with 49 CFR Part 37, ensuring transit services are fully accessible to individuals with disabilities. Our approach includes:

- ADA-compliant vehicles with wheelchair lifts, ramps, and securement areas (maintained per contract requirements).
- Driver training in passenger assistance, mobility device securement, and ADA best practices.
- Service availability and trip scheduling designed to accommodate riders with disabilities, ensuring equal access to transportation.

Drug & Alcohol Compliance

RTW enforces a strict Drug & Alcohol Testing Policy in accordance with 49 CFR Part 40 and 49 CFR Part 655, which governs substance testing for safety-sensitive employees. Our program includes:

- Pre-employment, random, post-accident, reasonable suspicion, return-to-duty, and follow-up testing.
- Use of a certified testing provider to ensure all screenings meet federal and state standards.
- Supervisor training to identify signs of substance misuse and respond appropriately.
- Documentation and reporting compliance to satisfy FTA and state audit requirements.

Driver Testing & Certification

RTW implements rigorous driver screening and qualification processes that align with FTA and state transit regulations, including:

- Background checks, driving history reviews, and employment verification to ensure safe and qualified operators.
- CDL verification and training compliance with transit service requirements.
- Ongoing skills assessments and safety training to reinforce best practices.

Data Collection & Regulatory Reporting

RTW ensures accurate, timely, and compliant reporting to federal and state agencies, including:

- FTA National Transit Database (NTD) reporting for ridership, vehicle performance, and financial data.
- State-mandated operational reports, ensuring transparency and adherence to service agreements.
- Accident and incident reporting protocols, meeting regulatory standards for public safety and compliance.

RTW's comprehensive regulatory expertise, proactive compliance measures, and commitment to safety and accessibility ensure that the City of Sandy's transit services meet all federal and state requirements while maintaining a high standard of service delivery.



e) Methods used to ensure service is responsive to needs of customers;

RTW is committed to proactive, data-driven, and customer-focused service delivery to ensure transit operations remain responsive, adaptable, and aligned with passenger needs. Through real-time feedback tools, advanced analytics, and customer engagement initiatives, RTW continuously monitors and enhances service quality.

Customer-Centered Service Strategies

Real-Time Passenger Feedback & Complaint Resolution

- RTW integrates Tidio customer satisfaction software, allowing passengers to provide feedback through:
 - QR codes on buses for immediate input.
 - A dedicated complaint portal accessible via mobile and web.
 - In-bus comment cards and drop boxes for written feedback.
- Feedback is categorized, logged, and analyzed to identify trends and inform service improvements.
- Supervisors are trained in empathetic complaint resolution, ensuring issues are addressed professionally and promptly.

A graphic of a 'Complaint Form' from RTW. The form has a header with the RTW logo and the title 'Complaint Form'. Below the header, it says 'We appreciate your feedback. Please let us know about your experience:' followed by several horizontal lines for text input. Below the input lines, it says 'You can also make a complaint any of the following ways:' followed by three options: 'Call: 801-921-0023', 'Email: Feedback@RTWmanagement.com', and 'Scan this QR Code:'. To the right of the QR code is a QR code itself. At the bottom, it says 'Go to: <https://rtwmanagement.com/contact>'.

Data-Driven Performance Monitoring & Adjustments

- RTW utilizes **Tidio's analytics dashboard** to track:
 - Common service issues and recurring passenger concerns.
 - Customer satisfaction trends and response effectiveness.
 - Operational performance, including on-time service rates.
- Monthly reports provide insights for continuous improvement, ensuring RTW remains adaptable to passenger needs.

Driver Training in Customer Service Excellence

- RTW trains drivers and supervisors in empathetic passenger interactions, de-escalation techniques, and complaint handling.
- Focus on customer-first service transforms complaints into opportunities for positive engagement.
- Senior leadership, including RTW's President, personally reviews customer feedback and escalated complaints during the contract's initial months to establish strong community trust.

Proactive Passenger Communication & Service Alerts

RTW ensures timely and effective communication with passengers through a combination of real-time notifications, automated alerts, and direct customer engagement tools. This approach enhances transparency, minimizes disruptions, and keeps riders informed about service conditions.

RTW's Commitment to Responsive Service

Through proactive customer engagement, real-time service monitoring, and advanced feedback tools, RTW ensures the City of Sandy's transit system remains responsive, customer-focused, and continuously improving.



- f) *Ability to maintain and update provided software and equipment, troubleshooting issues with hardware and software (including but not limited to radios, dispatch software programs, tablets, ADA stop indicators video equipment, and destination signs).*

RTW Management Inc. has extensive experience in maintaining and troubleshooting transit technology systems, dispatch software, and onboard equipment to ensure seamless operations, minimal downtime, and compliance with City of Sandy requirements. Our dedicated technical support team, preventative maintenance program, and rapid-response repair system ensure all critical systems function reliably.

Maintenance of Provided Software and Equipment

The City of Sandy provides a comprehensive set of hardware and software tools essential for daily transit operations, including:

- Passio Go (dispatch software, onboard mobile data terminals (MDTs), stop indicators, automated announcements).
- CTS (scheduling software for dial-a-ride and medical rides, including dispatch MDTs).
- Hanover (destination signs).
- FirstNet (dispatch and radio communications).
- MPWeb (maintenance tracking software).
- Apollo, Safety Vision, Safe Fleet (video monitoring and security systems).

Under the leadership of our Controller, Sean Zabinsky, we will maintain these systems and, over time, make recommendations for improvement and/or substitution. Our approach, which employs the use of outside resources if necessary, has proven efficient and effective in other engagements where we have been asked to maintain and monitor legacy systems already in place.

Proactive Maintenance and Rapid Issue Resolution

Preventative Maintenance Program

- RTW follows a scheduled maintenance cycle for all software and equipment, ensuring regular firmware updates, system calibrations, and security patches.
- Daily system checks and vehicle inspections to verify that destination signs, dispatch systems, and communications equipment are operational.
- RTW ensures full compliance with Driver Vehicle Inspection Reports (DVIRs) by following industry best practices and utilizing the City's existing fleet management system to streamline reporting, maintenance tracking, and regulatory adherence. Drivers complete pre-trip and post-trip inspections daily, identifying any safety concerns or mechanical issues, which are then logged into the City's system for immediate resolution. We use electronic geo-tagging to ensure that drivers don't short cut any of their inspection checklist points, which are maintained and displayed on our DVIR tablets. Maintenance teams review DVIR reports in real-time, prioritizing critical repairs and ensuring all defects are addressed before vehicles return to service. If the current software does not fully support operational needs, RTW can introduce Samsara or Fleetio, both of which offer enhanced automated defect tracking, real-time vehicle diagnostics, and predictive maintenance tools to improve fleet safety and efficiency.

Onboard Equipment & Software Troubleshooting



- Drivers and dispatch staff are trained in basic troubleshooting procedures for MDTs, radios, and video equipment.
- 24/7 technical support team available to address real-time system failures.
- Replacement components stocked onsite, reducing service disruptions due to faulty hardware.

Radio & Communication Systems Maintenance

- RTW ensures **dispatch radios and FirstNet communication systems** remain functional, allowing real-time coordination between drivers, dispatch, and supervisors.
- **Training on radio protocols and troubleshooting techniques** ensures uninterrupted connectivity

Passenger-Facing Technology Maintenance

- Destination signs, stop indicators, and automated announcements undergo regular testing and reprogramming to ensure accurate rider information.
- Real-time monitoring and alert systems proactively detect failures, allowing immediate response.

Security & Video Equipment Support

- RTW ensures all onboard security cameras and video recording systems function properly, maintaining compliance with safety regulations.
- Regular system audits and footage retrieval protocols ensure video evidence is accessible for incident investigations.

Software Integration & Data Management

- RTW ensures seamless integration between scheduling, dispatch, and maintenance tracking software, improving operational efficiency.
- Compliance with federal and state data reporting requirements, ensuring accurate logging of vehicle performance, driver activity, and maintenance history.

RTW's proactive maintenance approach, real-time issue resolution, and deep technical expertise ensure that all City of Sandy-provided technology and equipment remains fully operational, minimizing service disruptions and maximizing efficiency.

g) Methods used for handling emergencies, safety and security;

RTW prioritizes safety, security, and emergency preparedness in every aspect of its transit operations. Our comprehensive safety program, proactive risk management strategies, and strict adherence to federal, state, and local transit regulations ensure a secure environment for passengers and staff.

Emergency Handling & Incident Response

Emergency Preparedness Plan

RTW has a detailed emergency response plan that outlines protocols for:

- Vehicle breakdowns and accidents.
- Medical emergencies involving passengers or staff.
- Severe weather conditions, fires, and natural disasters.
- Passenger disturbances or security threats.



Drivers are trained to immediately notify dispatch via two-way radios, ensuring rapid coordination with emergency services. RTW's response procedures align with the City of Sandy's emergency management protocols.

Accident & Incident Reporting

RTW follows a strict accident and incident reporting protocol, requiring:

- Immediate verbal notification to dispatch and the City.
- Written incident reports submitted within 24 hours (or four hours for passenger injuries).
- Police and/or insurance documentation when applicable.

A root cause analysis is conducted for each accident, with corrective action plans implemented as needed.

Safety & Risk Management

Driver Training in Safety & Security

RTW drivers undergo intensive safety training, including:

- Defensive driving techniques (Smith System) to prevent collisions.
- Passenger assistance and de-escalation strategies.
- Emergency evacuation drills for different transit scenarios.
- Fire extinguisher and first-aid response training.

Safety Meetings & Risk Prevention

- Regular safety meetings ensure drivers and supervisors stay updated on best practices.
- Onboard vehicle inspections confirm emergency equipment (fire extinguishers, first-aid kits, radios) is functional.
- Risk assessments conducted with insurance partners to mitigate hazards and ensure compliance.

Security & Passenger Protection

RTW enforces strict zero-tolerance policies on:

- Unauthorized access to vehicles or transit facilities.
- Passenger harassment or disturbances.
- Drug and alcohol use among employees (per FTA 49 CFR Part 655).

Onboard video surveillance and GPS tracking enhance real-time monitoring, enabling quick responses to security incidents.

RTW's comprehensive safety program, emergency preparedness plan, and real-time response capabilities ensure the City of Sandy's transit system remains safe, secure, and resilient in any situation.

h) Methods used to monitor and ensure excellent customer service, including driver attitude and behavior, attitude of dispatchers and "extra touches" in the vehicle for convenience of passengers;



RTW is committed to delivering exceptional customer service by integrating comprehensive driver and dispatcher training, real-time service monitoring, and proactive passenger engagement tools. Our customer-first approach ensures rider satisfaction, professionalism, and continuous improvement in service quality.

Methods for Ensuring Excellent Customer Service

Driver Training and Professionalism

- RTW ensures drivers receive comprehensive training in customer service, passenger sensitivity, and conflict resolution.
- Empathy-based coaching helps drivers remain professional and courteous, even in difficult interactions.
- Secret rider evaluations provide insight into real-world interactions, identifying areas for coaching and improvement.

Dispatch and Call Center Professionalism

- Dispatchers undergo specialized training in professional communication, active listening, and stress management.
- Calls and radio communications are monitored for tone, clarity, and effectiveness in resolving passenger concerns.
- RTW enforces a zero-tolerance policy for rudeness, ensuring dispatch staff are consistently helpful and professional.

Passenger Feedback & Complaint Resolution

- RTW actively encourages and analyzes rider feedback through:
 - QR-code-based digital surveys on buses.
 - Complaint boxes and in-person feedback stations.
 - Real-time Tidio chatbot support and live agent interactions.
- Complaints and compliments are logged, categorized, and reviewed monthly to identify trends and adjust training.
- All complaints are responded to within 24 hours, with escalation protocols for high-priority concerns.

Customer-Centric Service Monitoring

- RTW utilizes GPS and Automatic Vehicle Location (AVL) technology to monitor on-time performance and driver adherence to schedules.
- Video monitoring ensures drivers maintain professional behavior and comply with service policies.
- Live ride-along evaluations are conducted by field supervisors to assess interactions and reinforce training.

Passenger Comfort & “Extra Touches” for Riders

- RTW enhances passenger experience with:
 - Clean, well-maintained vehicles.
 - Adequate onboard lighting, climate control, and accessibility features.
 - Friendly greetings and clear communication from drivers.



- Passengers with disabilities receive additional support, including assistance with mobility devices and individualized boarding assistance.

RTW's proactive service monitoring, robust feedback systems, and commitment to driver professionalism ensure City of Sandy riders receive high-quality, respectful, and responsive transit services.

i) Methods used to monitor and ensure service quality and safety, such as on-time service, customer service and response to requests for rides;

RTW delivers high-quality, safe, and reliable transit services through real-time performance tracking, data-driven quality assurance, and rigorous safety protocols. By integrating advanced technology, continuous driver training, and proactive service monitoring, RTW ensures the highest standards in service reliability and customer satisfaction.

On-Time Performance Monitoring & Service Reliability

GPS-Based Tracking & Automated Alerts

- RTW utilizes GPS and real-time Automatic Vehicle Location (AVL) tracking to monitor on-time performance across all routes.
- Dispatchers receive immediate alerts for late or missed trips, allowing for quick corrective action.
- Supervisors conduct weekly on-time checks, reconciling discrepancies with city-reported data to ensure accurate performance tracking.

Service Response & Ride Scheduling Metrics

- RTW measures call answer times, trip booking efficiency, and ride response rates to ensure passengers experience minimal wait times.
- Automated scheduling adjustments optimize route efficiency, ensuring passengers are picked up within their scheduled window.
- RTW maintains a missed trip rate of less than 1%, ensuring reliable service availability.

Performance Monitoring & On-Time Metrics

RTW is committed to ensuring exceptional on-time performance across both Dial-A-Ride (Paratransit) and Fixed-Route services in compliance with the City of Sandy's 95% on-time requirement. Our strategy integrates real-time vehicle tracking, proactive dispatch interventions, and data-driven performance monitoring to minimize service disruptions and enhance reliability.

1. On-Time Performance Tracking & Reporting

To maintain and improve service punctuality, RTW will implement a real-time tracking and reporting system using Passio Go and CTS software, which will:

- Monitor vehicle locations in real-time, identifying potential delays before they impact schedules.
- Generate automated alerts for late arrivals/departures, enabling dispatchers to take immediate corrective action.
- Provide end-of-day reports on on-time performance, allowing supervisors to review service trends and identify recurring issues.



- Produce monthly on-time performance reports submitted to the City, ensuring compliance with contractual requirements.

2. Handling Delays & Route Adjustments

RTW dispatchers and supervisors will implement a tiered response system to minimize delays and keep service punctual:

- **Real-Time Route Adjustments:**
 - Using Passio Go, dispatchers will reroute vehicles dynamically to avoid traffic congestion, road closures, or other unexpected disruptions.
 - Alternative routes will be pre-mapped, ensuring drivers receive immediate detour instructions via onboard tablets and FirstNet communication.
- **Driver Coordination & Proactive Communication:**
 - Drivers will receive real-time updates from dispatch regarding service delays, passenger pickups, and potential congestion points.
 - If a vehicle is behind schedule, dispatch will prioritize trip assignments to reallocate available resources and prevent cascading delays across the system.
- **Strategic Scheduling Adjustments:**
 - RTW will analyze historical data on peak travel times, common delay points, and seasonal traffic trends to refine future schedules.
 - Adjustments to route timing will be made in collaboration with City transit officials, ensuring optimal efficiency.

3. Ensuring Fixed-Route Schedule Compliance

RTW's fixed-route service will follow a structured compliance framework to meet scheduled departure and arrival times:

- **Automated Stop & Departure Monitoring:**
 - Passio Go will track stop adherence in real-time, ensuring buses do not depart before scheduled times.
 - Dispatchers will receive instant alerts if a bus is running more than five minutes early or late, prompting immediate corrective action.
- **Driver Training on Fixed-Route Timing Requirements:**
 - All operators will receive specialized training on schedule adherence, including timing control at transfer points and coordination with connecting routes.
 - Drivers will be instructed to wait at designated timepoints when ahead of schedule to prevent early departures.
- **Performance-Based Route Adjustments:**
 - RTW will analyze on-time performance trends and work with the City to adjust stop timing, layovers, and driver assignments as needed.
 - If repeated issues arise, RTW will recommend schedule refinements to better align with actual operating conditions.

4. Compliance Monitoring & Continuous Improvement

RTW will ensure that on-time performance remains above the City's 95% requirement by implementing:

- Daily dispatcher audits of on-time performance data to detect patterns and resolve emerging issues.



- Monthly performance meetings with the City of Sandy to review reports and implement corrective actions.
- Quarterly driver performance evaluations, incorporating on-time adherence as a key metric.
- Passenger feedback analysis, using rider input to identify scheduling concerns and potential route optimizations.

By leveraging real-time technology, proactive dispatch coordination, and data-driven schedule refinements, RTW will ensure consistent, reliable, and efficient transit service that meets or exceeds the City's expectations.

Customer Service & Complaint Resolution

Passenger Feedback & Complaint Tracking

- RTW actively collects and monitors customer feedback through surveys, in-vehicle QR codes, and online portals.
- All complaints are logged, categorized, and analyzed for trends, with responses issued within 24 hours.
- Supervisors are trained in empathetic resolution techniques, ensuring passenger concerns are addressed effectively.

Driver & Dispatcher Performance Monitoring

- Live ride-along evaluations and periodic secret rider assessments ensure drivers maintain professionalism.
- Dispatch communications are recorded and reviewed for clarity, efficiency, and courteous service delivery.
- RTW targets less than five customer complaints per 1,000 passengers, reinforcing service excellence.

Proactive Safety Measures & Risk Management

Real-Time Incident Monitoring & Emergency Response

- RTW enforces strict accident and incident reporting protocols, ensuring all safety-related events are logged and addressed within four hours.
- Video surveillance on vehicles helps assess incidents, providing accurate documentation for investigations.
- RTW's safety team reviews all incidents, implementing corrective actions and additional training as needed.

Driver Safety & Compliance Programs

- RTW drivers undergo extensive safety training, including defensive driving, ADA compliance, and emergency response protocols.
- Performance is monitored through supervisor ride-alongs and onboard video assessments.
- RTW maintains an accident rate of fewer than 2.5 incidents per 100,000 miles, demonstrating a strong safety record.

RTW's data-driven performance monitoring, proactive customer feedback integration, and strict safety compliance ensure that City of Sandy transit operations meet the highest standards of reliability, efficiency, and passenger satisfaction.



j) How vehicle breakdowns will be handled when vehicles are in service;

RTW addresses vehicle breakdowns efficiently by leveraging the City's existing software systems for real-time response coordination and fleet management. When a breakdown occurs during service, RTW's dispatch team quickly assesses the situation using GPS tracking and vehicle diagnostics from the City's fleet management software to determine the severity of the issue and the appropriate response. If the vehicle is inoperable, an alternate vehicle is dispatched immediately to minimize service disruption. Drivers follow established safety protocols, ensuring clear communication with dispatch and proper passenger assistance.

The maintenance team logs all incidents in the City's maintenance tracking system, ensuring compliance with preventive maintenance schedules and operational standards. If the City's current software does not fully meet operational needs, RTW may recommend integrating solutions like Samsara or Fleetio. Samsara provides real-time GPS tracking, predictive maintenance alerts, and remote diagnostics to improve response times and fleet reliability. Fleetio offers comprehensive vehicle maintenance management, work order automation, and parts inventory tracking, ensuring that all vehicles are serviced efficiently and downtime is minimized. By combining these tools with the City's existing systems, RTW enhances fleet performance, service continuity, and overall transit reliability.

Fleet Management & Preventative Maintenance

RTW is committed to ensuring the safety, reliability, and longevity of the Sandy Area Metro (SAM) and Mt. Hood Express (MHX) fleet through a structured, data-driven preventative maintenance program. Our approach integrates real-time vehicle tracking, scheduled inspections, and warranty management to optimize fleet performance while adhering to City and County requirements.

1. Fleet Oversight & Preventative Maintenance Strategy

RTW will implement a proactive, scheduled maintenance plan that minimizes downtime and extends the vehicle lifespan. This includes:

- **Routine Inspections:** Daily pre-trip and post-trip inspections conducted by operators, with documented reports reviewed by the Fleet Manager.
- **Scheduled Preventative Maintenance:** Regular service intervals based on manufacturer recommendations and operational mileage thresholds, ensuring compliance with federal and state safety regulations.
- **City/County Compliance:** Adherence to the City of Sandy's maintenance policies, including use of prescribed fleet tracking software to document service history, repairs, and costs.

2. Advanced Maintenance Tracking & Real-Time Monitoring

To ensure peak performance and minimize unexpected breakdowns, RTW will utilize industry-leading fleet management technology, including MPWeb and Passio Go to track, diagnose, and proactively manage maintenance needs.

3. Proactive Repairs & Warranty Claim Management

RTW's Fleet Manager will oversee timely repairs and warranty coordination to reduce maintenance costs and improve vehicle uptime. This includes:

- **Managing Warranty Claims:** Ensuring covered repairs are processed efficiently through manufacturers and service providers, minimizing out-of-pocket expenses for the City/County.



- **Repair Prioritization:** Urgent mechanical issues will be triaged and addressed immediately, while minor repairs will be scheduled to minimize service disruptions.
- **Vendor Coordination:** RTW will facilitate vehicle transport to approved repair facilities and coordinate with City/County-approved service providers for specialized maintenance needs.

4. Compliance & Safety Assurance

RTW will ensure full compliance with state and federal fleet regulations, including:

- FTA and ADA Accessibility Requirements, ensuring vehicles are fully operational and meet accessibility standards.
- Safety Audits & Compliance Reviews, with routine inspections to verify adherence to DOT, ODOT, and local transit authority guidelines.
- Accident & Incident Reporting, ensuring prompt documentation and corrective actions in case of vehicle-related safety concerns.

Breakdown Response & Backup Vehicles

Immediate Driver Communication & Issue Assessment

- Drivers are trained to assess mechanical failures and immediately contact dispatch via two-way radio.
- Dispatch logs the incident and determines whether the vehicle requires on-site repair or replacement.

On-Road Repairs & Field Support

- Mobile maintenance teams perform quick fixes for minor issues, such as battery jump-starts, tire changes, and software resets.
- For more severe mechanical failures, vehicles are safely removed from service and transported to RTW's maintenance facility.

Spare Vehicle Deployment

- RTW maintains spare vehicles to ensure rapid replacement when a bus must be taken out of service.
- Passengers are transferred seamlessly, minimizing disruption to their trips.

Service Recovery & Continuous Improvement

Breakdown Data & Trend Analysis

- All breakdowns and repairs are logged in MPWeb, allowing for data-driven analysis of common failure points.
- Maintenance plans are continuously refined based on vehicle performance history to improve reliability.

Operator & Passenger Communication

- Passengers receive real-time notifications via SMS or app when a vehicle is replaced or delayed.
- Dispatch coordinates alternative routes or backup services if a breakdown significantly impacts service schedules.



Through advanced fleet management, rapid-response maintenance, and real-time monitoring, RTW ensures reliable transit operations for the City of Sandy, minimizing breakdown disruptions and keeping passengers on schedule.

k) Approach to a vehicle maintenance program

RTW implements a structured vehicle maintenance program to ensure fleet reliability, safety, and longevity. Our approach aligns with the City's existing maintenance software, leveraging its capabilities to track maintenance schedules, log inspections, and ensure regulatory compliance. By integrating with the City's current system, RTW ensures seamless fleet management while proactively addressing maintenance needs to minimize downtime and optimize vehicle performance.

Preventative Maintenance Program

A preventative maintenance (PM) program forms the foundation of RTW's fleet upkeep strategy. The City's existing maintenance platform will be used to automate service schedules, track maintenance history, and ensure vehicles receive timely inspections and repairs.

Routine Maintenance & Inspections

- Vehicles follow a structured maintenance schedule, including routine servicing at 30-day, 90-day, and 360-day intervals, in alignment with manufacturer recommendations.
- Drivers complete pre-trip and post-trip inspections daily, flagging safety-sensitive defects for immediate resolution through the City's fleet management system.
- Maintenance managers use the system to track trends, proactively identify potential failures, and coordinate necessary repairs to maintain operational efficiency.

RTW is also experienced with Samsara and Fleetio, two leading fleet management solutions that offer advanced tracking, real-time diagnostics, and predictive maintenance capabilities. If the City's current system does not fully meet operational needs, RTW can assist in evaluating and integrating these or other solutions to enhance fleet performance and reliability.

Repair & Breakdown Response

Real-Time Fleet Monitoring with MPWeb and Passio Go

- GPS tracking and onboard diagnostics alert maintenance teams of vehicle faults before they escalate.
- Live engine health reports enable mechanics to proactively schedule service.

Roadside Assistance & On-Site Repairs

- Mobile maintenance teams respond to on-road vehicle failures within minutes.
- For minor issues, field technicians make repairs on-site to avoid service interruptions.
- For major breakdowns, spare vehicles are deployed, ensuring passenger continuity.

Parts Inventory & Vendor Support

- MPWeb parts inventory system ensures critical components are always available for immediate repairs.
- RTW works with OEM-certified vendors to ensure high-quality replacements and quick turnaround times.



Compliance & Quality Assurance

Regulatory & Warranty Compliance

- Maintenance schedules adhere to FTA, state, and manufacturer guidelines for vehicle upkeep.
- RTW maintains detailed digital records of all maintenance activities, which are accessible to city officials for audits.

Technician Training & Certification

- All mechanics hold ASE certifications, with specialized training in transit vehicle systems.
- RTW provides ongoing training, ensuring efficient diagnosis and repairs.

As you can see, RTW ensures a proactive, data-driven approach to vehicle maintenance that reduces downtime, improves safety, and extends fleet lifespan.

l) Approach to records management including service reporting, financial reporting, accident reporting, etc.

Effective records management and reporting are critical for transit operations, compliance, and performance monitoring. RTW ensures accuracy, transparency, and regulatory adherence by leveraging systems like MPWeb and Passio Go, which automate data collection, streamline reporting, and maintain detailed operational records.

Service Reporting & Performance Monitoring

RTW employs real-time data tracking and reporting tools to ensure compliance with service delivery benchmarks.

Automated Data Collection with MPWeb and Passio Go

- GPS-based tracking captures real-time trip data, including route adherence, on-time performance, and mileage.
- Electronic fare collection integration ensures accurate ridership tracking.
- Service frequency and reliability metrics are automatically logged for performance analysis.

MPWeb's Reporting Capabilities

MPWeb's reporting capabilities provide comprehensive insights into fleet maintenance operations, ensuring efficiency and regulatory compliance. Here are three key strengths of its reporting features:

- Customizable Reports & Dashboards – Generate detailed reports on maintenance costs, work orders, and downtime trends. Users can customize dashboards to track key performance indicators (KPIs) for better decision-making.
- Regulatory & Compliance Tracking – MPWeb offers built-in reports for tracking regulatory compliance, including inspections, emissions testing, and required certifications, helping ensure adherence to industry standards.
- Predictive Maintenance & Cost Analysis – Advanced analytics help identify patterns in vehicle performance, allowing for proactive maintenance scheduling. Reports provide insights into repair costs, parts usage, and asset lifecycle management to optimize budgeting and resource allocation..



National Transit Database (NTD) & Federal Transit Administration (FTA) Compliance

- RTW ensures NTD-compliant data collection, including passenger trip logs, vehicle revenue miles, and operational statistics.
- Audits and quality control measures verify accuracy before submission to regulatory agencies.

Financial Reporting & Audit Compliance

Fare Collection & Revenue Tracking

- **Secure Fare Handling Protocol**
 - RTW will implement a secure fare collection process that ensures accountability and accuracy in revenue tracking. Fareboxes will be emptied by designated personnel following a dual-authentication process to ensure security. All cash handling procedures will be monitored through real-time tracking and periodic internal audits.
- **Weekly Fare Revenue Reporting**
 - RTW will provide the City with detailed revenue reports on a weekly basis, integrating transaction records from fare collection systems. These reports will include breakdowns of fare types, electronic vs. cash transactions, and deposit confirmations. All financial data will be securely stored and regularly audited to meet regulatory compliance.
- **Integration with the City's Fare System**
 - RTW will coordinate closely with the City to integrate with existing and future fare collection technologies. RTW's approach includes:
 - Supporting contactless and mobile payment solutions.
 - Ensuring farebox compatibility with Sandy Transit's data reporting systems.
 - Training operators on fare system functionalities to maintain operational efficiency and compliance.

Budget & Expense Management

- Detailed expenditure reports track fuel costs, maintenance expenses, and payroll.
- RTW's financial systems integrate with the City of Sandy's reporting requirements, ensuring complete transparency.

FTA Audit Readiness

- RTW maintains comprehensive digital records to comply with FTA financial reporting standards.
- Financial data is stored securely and made available for periodic audits and inspections.

Accident & Incident Reporting

Real-Time Reporting & Investigation Protocols

- Accidents and incidents are reported immediately to dispatch and logged in MPWeb for follow-up.
- Reports are submitted within 24 hours, or within four hours if a passenger injury is involved.
- Investigations are documented in compliance with local and federal regulations.

Video & GPS-Enabled Event Documentation

- Onboard video footage and GPS logs provide accurate incident reconstructions.



- RTW coordinates with insurance providers and city officials to ensure proper handling of liability claims.

Records Retention & Accessibility

Secure Digital Recordkeeping

- RTW retains service, financial, and safety records for a minimum of seven years, ensuring compliance with state and federal regulations.
- Documents are stored in a cloud-based system, accessible to city officials for audits and reviews.

Data Integrity & Compliance

- Regular audits and backups ensure data accuracy and security.
- FTA, ADA, and state-level reporting requirements are met through automated systems that flag missing or incomplete records.

Through advanced data management, automated reporting, and secure recordkeeping, RTW ensures compliance with the City of Sandy's requirements while maintaining operational efficiency.

m) Method of handling accidents, injuries, and customer complaints

RTW prioritizes safety, compliance, and customer service excellence by implementing a structured process for handling accidents, injuries, and customer complaints. Our approach ensures rapid response, thorough investigation, and continuous service improvement, leveraging real-time reporting tools, fleet management systems, and proactive training programs.

Accident & Injury Response Protocol

Immediate Communication & Incident Reporting

- All accidents are reported to dispatch within minutes of occurrence.
- If a passenger injury occurs, RTW provides verbal notification to the City within 15 minutes and a detailed written report within four hours.
- In non-injury incidents, written reports are submitted within 24 hours, including police reports (if applicable).

On-Site Safety & Emergency Support

- Drivers follow emergency protocols outlined in RTW's Emergency Response Plan, including passenger evacuation procedures.
- First aid kits, fire extinguishers, and emergency equipment are onboard all vehicles as required by City and FTA regulations.
- Supervisors are dispatched immediately to accident sites to provide assistance and conduct preliminary investigations.

Investigation & Corrective Actions

- RTW conducts a full post-incident investigation within five business days.
- Onboard video footage and GPS tracking are reviewed to determine the cause of the incident.
- If the incident is driver-related, coaching or retraining is required before the driver resumes service.



Customer Complaint Resolution

RTW actively seeks customer feedback to enhance service quality, using Tidio, a cloud-based customer service platform, to track and manage complaints efficiently.

Multiple Reporting Channels for Passengers

- Passengers can submit complaints via:
 - QR codes onboard vehicles
 - Tidio web-based feedback forms
 - Dedicated phone and email support
- All complaints are logged and categorized, ensuring proper tracking and resolution.

Complaint Investigation & Follow-Up

- Complaints are acknowledged within 24 hours and investigated by a trained supervisor.
- Passengers receive follow-up communication on resolution outcomes within five business days.
- RTW conducts monthly trend analysis of complaints to identify recurring issues and service improvements.

Driver Coaching & Continuous Improvement

- Drivers involved in complaints undergo targeted retraining if needed.
- RTW monitors complaint trends to adjust training programs and enhance driver professionalism.

By leveraging real-time reporting tools, thorough investigations, and proactive customer feedback systems, RTW ensures a safe, responsive, and continuously improving transit operation for the City of Sandy.

n) Capability and management approach;

RTW brings a structured, experienced, and proactive management approach to delivering high-quality fixed-route and paratransit demand-response services. With a leadership team experienced in transit operations, fleet management, and customer service, RTW ensures seamless service execution, compliance with regulatory standards, and operational efficiency.

Management Structure & Oversight

RTW's leadership team provides hands-on oversight to ensure the highest operational, safety, and customer service standards.

Dedicated On-Site Management

- RTW assigns a full-time General Manager or Operations Manager to oversee transit operations, ensuring daily coordination with the City of Sandy.
- The General Manager is on-call during all service hours, responsible for supervision, scheduling, and compliance reporting.
- RTW's VP of Operations provides executive oversight, ensuring adherence to industry best practices and performance metrics.



Field Supervisors & Dispatch Coordination

- Supervisors conduct on-street service checks to monitor operator performance and customer interactions.
- RTW's dispatch team oversees daily trip scheduling, monitors service delivery through real-time vehicle tracking, and adjusts routes in response to service demands.

Fleet Maintenance & Technology Integration

- RTW assigns a dedicated Fleet Manager responsible for ensuring vehicle reliability, minimizing downtime, and optimizing fleet performance.
- MPWeb and Passio Go are used for fleet diagnostics, preventive maintenance scheduling, and real-time monitoring.

Personnel & Training Approach

RTW employs a comprehensive recruitment, training, and retention strategy to maintain a skilled and motivated workforce.

Recruitment & Retention Strategies

- RTW offers competitive wages, benefits, and career development opportunities to attract and retain qualified staff.
- Hiring focuses on customer service-oriented operators, with an emphasis on ADA compliance and passenger assistance skills.

Ongoing Driver & Staff Training

- Defensive driving certification, ADA compliance training, and customer service workshops are conducted regularly.
- Monthly safety meetings and ride-alongs help reinforce service expectations and identify areas for improvement.

Performance Monitoring & Continuous Improvement

- RTW uses mystery rider programs, random ride-alongs, and customer feedback surveys to assess service quality.
- Performance-based incentives encourage high service standards and ensure continuous professional development.

Technology-Driven Operations Management

RTW integrates state-of-the-art transit technologies to enhance service reliability, efficiency, and real-time responsiveness.

Passio Go and MPWeb for Fleet & Maintenance Management

- Predictive maintenance alerts reduce breakdown risks and improve fleet longevity.
- Fuel and mileage tracking enhances operational efficiency.

Automated Scheduling & Dispatching

- Dynamic scheduling tools optimize driver assignments and route planning.
- AI-powered scheduling software reduces delays and ensures timely trip execution.



Real-Time Passenger Communication & Feedback

- Proactive notification systems inform riders of delays, detours, and schedule changes.
- Integrated customer service platforms capture and resolve complaints efficiently.

RTW delivers efficient, customer-centric, and technologically advanced transit services by leveraging:

- A strong management team with hands-on oversight
- Experienced field supervisors and dedicated fleet managers
- Data-driven performance monitoring and safety protocols
- Technology solutions for scheduling, dispatch, and fleet management

Through proven management strategies and operational expertise, RTW ensures a seamless, reliable, and high-quality transit experience for the City of Sandy.

o) Labor relations program;

RTW fosters a stable, engaged workforce through competitive wages, strong employee benefits, and proactive labor relations. Our labor strategy emphasizes transparent communication, professional development, and retention-focused policies to maintain a highly qualified workforce dedicated to delivering exceptional transit services.

Workforce Stability & Recruitment

Competitive Wages & Benefits

- RTW provides wages and benefits packages that meet or exceed industry standards, ensuring strong employee retention.
- Employees receive paid time off, health insurance, and performance-based incentives, fostering long-term commitment.
- A structured annual wage increase program ensures drivers and dispatchers are compensated fairly over time.

Employee Retention & Career Advancement

- RTW prioritizes internal promotions, with most management staff rising through the ranks.
- Continuous skills training and professional development opportunities ensure career progression within the organization.

Recruitment & Onboarding Efficiency

- RTW utilizes electronic onboarding systems for rapid hiring and compliance tracking.
- Background checks, DOT physicals, and pre-employment drug testing ensure all hires meet federal and company standards.

Labor Relations & Compliance

Open Communication & Employee Engagement

- RTW conducts regular employee meetings and feedback sessions, ensuring open dialogue between management and staff.



- A dedicated HR representative handles workforce concerns promptly, fostering a positive work environment.

Compliance with Federal & State Labor Laws

- RTW adheres to all FTA, state, and federal employment regulations, including:
 - Fair Labor Standards Act (FLSA)
 - Americans with Disabilities Act (ADA)
 - Equal Employment Opportunity (EEO) requirements.
- RTW's HR team conducts quarterly audits to ensure full legal compliance.

Grievance Resolution & Employee Support

Proactive Employee Support Programs

- RTW offers anonymous reporting channels for workplace concerns.
- HR specialists provide one-on-one support for employee grievances.

Conflict Resolution & Disciplinary Policies

- Progressive discipline policies ensure fair and transparent handling of employee performance issues.
- Mediation and coaching sessions are offered before corrective actions escalate.

By prioritizing fair compensation, career advancement, and transparent labor relations, RTW ensures a motivated workforce dedicated to high-quality transit service delivery.

p) Financial viability;

RTW maintains strong financial stability with a disciplined approach to fiscal management. Our solid financial standing enables us to consistently meet operational commitments, navigate market fluctuations, and invest in service enhancements.

Key Financial Strengths

Debt-to-Equity & Liquidity

- RTW's debt-to-equity ratio of 60% reflects a balanced approach to financial leverage, significantly outperforming competitors such as FirstGroup, which operates at 6.2x debt-to-equity.
- A cash ratio of 72% ensures RTW can cover short-term obligations with cash on hand, compared to FirstGroup at 20% and National Express at 12%.

Audited Financial Statements

- RTW provides audited financial statements for 2021, 2022, and 2023, available upon request. These demonstrate consistent revenue growth, cost control, and a history of responsible financial management.

No Contract Defaults or Terminations

- RTW has never defaulted on a contract or had a service agreement terminated due to financial instability.



No Pending or Anticipated Litigation

- RTW maintains a clean legal history, with no ongoing or expected litigation that could impact financial performance.

Investment in Service & Growth

Proactive Fleet & Infrastructure Investments

- RTW strategically invests in fleet maintenance, technology upgrades, and operational improvements to enhance service reliability and efficiency.
- Our financial strength allows for continuous reinvestment in fleet management systems, employee training, and safety programs.

Scalable Financial Model

- RTW employs a cost-efficient financial structure, ensuring long-term sustainability while maintaining high-quality transit operations.
- A disciplined growth strategy prioritizes profitability and financial security over rapid expansion.

RTW's strong financial health, responsible budgeting, and data-driven financial strategies position us as a stable and reliable transit service provider for the City of Sandy.

q) Ability to start providing service in July 2025.

RTW confirms our ability to commence service in July 2025. Our team has the experience, resources, and operational readiness to ensure a seamless transition and timely service launch. We will coordinate closely with Sandy Transit to meet all pre-launch requirements, including vehicle preparation, staffing, training, and regulatory compliance.

Structured Transition & Implementation Plan

RTW is committed to a seamless, phased transition process that ensures uninterrupted service for Sandy Area Metro (SAM) and Mt. Hood Express (MHX) riders. Our transition plan follows a 90-day structured timeline to ensure full operational readiness before the July 1, 2025, service start date.

1. 90-Day Transition Timeline & Key Milestones

RTW will execute a **three-phase transition plan to ensure all staffing, fleet, training, and operational processes are fully in place before the service launch.**

Phase	Timeline	Key Activities & Milestones
Phase 1: Planning & Coordination	April 2025	<input checked="" type="checkbox"/> Establish transition team with City officials & existing staff
		<input checked="" type="checkbox"/> Finalize recruitment & hiring plan for existing employees
		<input checked="" type="checkbox"/> Conduct fleet and facility inspections
		<input checked="" type="checkbox"/> Set up technology integrations (Passio Go, CTS, Hanover, FirstNet)
Phase 2: Staffing & Training Implementation	May 2025	<input checked="" type="checkbox"/> Onboard existing & new employees <input checked="" type="checkbox"/> Conduct full driver training (safety, ADA,



Phase	Timeline	Key Activities & Milestones
		technology)
		<input checked="" type="checkbox"/> Implement dispatch & scheduling operations
		<input checked="" type="checkbox"/> Finalize fare collection & reporting processes
		<input checked="" type="checkbox"/> Conduct system-wide service simulations
		<input checked="" type="checkbox"/> Complete fleet maintenance & safety inspections
Phase 3: Full-Scale Testing & Readiness	June 2025	<input checked="" type="checkbox"/> Finalize customer communication & public engagement
		<input checked="" type="checkbox"/> Confirm full compliance with City requirements before July 1 launch

This structured timeline ensures all personnel, technology, and operational components are in place well in advance of the official start date.

2. Staffing & Training Onboarding Plan

RTW will ensure all staff—drivers, dispatchers, supervisors, and support personnel—are fully trained and prepared before operations begin.

- **Employee Retention & Onboarding**
 - Offer continued employment to all current drivers and dispatchers at existing wages and benefits.
 - Host pre-transition meetings with employees to review contract terms and answer questions.
 - Finalize scheduling and assignments for all full-time and part-time positions.
- **Comprehensive Training Program (May–June 2025)**
 - Driver & Dispatcher Training: Includes Smith System defensive driving, ADA compliance, Passio Go & CTS scheduling software, and FirstNet communications.
 - Customer Service & Passenger Sensitivity: Reinforces best practices for assisting seniors, ADA passengers, and the general public.
 - Emergency Preparedness: Ensures all staff are trained on fire evacuation, medical emergencies, and inclement weather procedures.

By the end of June, all employees will be certified, route-tested, and fully integrated into RTW’s operational framework.

3. Risk Mitigation Strategy for Service Continuity

RTW has developed a comprehensive risk management plan to ensure no service disruptions before or after the July 1 launch date.

- **Workforce Stability & Contingency Staffing**
 - Maintain extra-board drivers and dispatchers to ensure full route coverage.
 - Implement backup scheduling plans to prevent driver shortages.
- **Fleet Readiness & Maintenance Oversight**
 - Conduct full inspections of all City-provided vehicles to identify any maintenance issues in advance.



- Ensure spare vehicles are ready for deployment in case of mechanical failures.
- **System & Technology Testing**
 - Perform mock service runs in June to test dispatch, routing, fare collection, and emergency response procedures.
 - Verify full system integration with City-provided technology (Passio Go, CTS, Hanover, FirstNet).

4. Ensuring a Seamless Transition

RTW will work closely with the City of Sandy to ensure a smooth handover from the incumbent provider, including:

- ✓ Bi-weekly transition status updates with City officials.
- ✓ Direct communication with existing employees to ensure retention and satisfaction.
- ✓ Comprehensive public outreach & rider education to inform passengers of service enhancements.

By executing a phased, risk-managed implementation plan, RTW will ensure:

- All employees are fully onboarded, trained, and prepared before July 1.
- All vehicles, dispatch systems, and fare collection tools are fully operational.
- All safety protocols, customer service training, and ADA compliance measures are met.
- Service launch is seamless, with no disruptions to passengers.

RTW is fully prepared to execute a structured, efficient, and rider-focused transition that meets the City's expectations and ensures long-term service success.

r) Information on any litigation or settlements within the last 10 years related to providing transit services.

RTW has no history of litigation or settlements related to providing transit services within the last 10 years. Our commitment to operational excellence, regulatory compliance, and proactive risk management has ensured that we maintain a strong track record free of legal disputes in transit service operations.

RTW's focus on safety, regulatory adherence, and transparent communication with stakeholders has been integral to our success. We implement rigorous training programs, enforce compliance with industry standards, and maintain proactive risk mitigation strategies to prevent legal challenges. Our ability to deliver high-quality, incident-free transit services underscores our reliability as a trusted partner for Sandy Transit.



Attachments



Attachment A: Cost Proposal

City of Sandy

Request for Proposals

Appendix B

COST PROPOSAL CITY OF SANDY

<u>Service Description</u>	<u>Approx. Service Hours per year</u>	<u>Total contract cost, per revenue hour: The hourly cost should reflect all fixed and variable costs involved in providing service</u>		<u>Total Annual Cost per Service (cost/hour x revenue hours)</u>	
		<u>Year 1</u>	<u>Year 2</u>	<u>Year 1</u>	<u>Year 2</u>
<u>Fixed/Commuter Route SAM- Gresham</u>	9,370	743,428	743,428	\$79.34	\$79.34
<u>Commuter Route SAM- CTC</u>	3,670	291,183	291,183	\$79.34	\$79.34
<u>Deviated Commuter Route SAM- Estacada</u>	2,750	218,189	218,189	\$79.34	\$79.34
<u>Deviated Fixed Route SAM Shopper</u>	1,836	145,671	145,671	\$79.34	\$79.34
<u>Demand-Response SAM rides</u>	3,600	254,186	254,186	\$70.61	\$70.61
<u>Non-Emergency Medical (Elderly and Disabled)</u>	2,154	152,088	152,088	\$70.61	\$70.61
<u>Total Operation Contract Cost/Year</u>	23,380	1,804,745	1,804,745	\$77.19	\$77.19



COST PROPOSAL CLACKAMAS COUNTY

<u>Service Descriptions</u>	<u>Approx Service Hours</u>	<u>Total Contract Cost, per revenue hour: The hourly rate reflects all fixed and variable costs involved in providing service</u>		<u>Total Annual Cost per Service (cost/hour x revenue)</u>	
		<u>Year 1</u>	<u>Year 2</u>	<u>Year 1</u>	<u>Year 2</u>
<u>Express Service (including added winter service)</u>	7,337	599,508	599,508	\$81.71	\$81.71
<u>Villages Shuttle</u>	3,124	337,527	337,527	\$108.04	\$108.04
<u>Total Operation Contract Cost/Year</u>	10,461	937,035	937,035	\$89.57	\$89.57

Attachment B: DBE Certification

RTW uses DBE's in all of our operations. We will spend over \$5,000 on uniforms with a certified DBE. We will also assertively look for other opportunities to partner with DBEs in this operation.

City of Sandy

Request for Proposals

Attachment B

DBE CERTIFICATION

Has your firm been certified by the State of Oregon as a Disadvantaged Business Enterprises?

_____ Yes ☒ _____ No

If yes, attach copy of current certification letter.

I hereby certify that the information provided on this form is true and accurate to the best of my knowledge.

Signature:



Name & Title:

George Goates, President
(Typed or Printed)

Date:

2-17-2025



Attachment C: Certification Regarding Debarment, Suspension & Other Ineligibility & Voluntary Exclusion

City of Sandy

Request for Proposals

Attachment C CERTIFICATION REGARDING DEBARMENT, SUSPENSION & OTHER INELIGIBILITY & VOLUNTARY EXCLUSION

The undersigned, duly authorized representative of RTW Management, Inc., hereby certifies or affirms that:

- 1) Neither it nor its principals is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any Federal department or agency; and
- 2) That the contents of any statements submitted on or with this certification are true and accurate, and understands that the provisions of 31 U.S.C. §§ 3801 et. seq. are applicable thereto.



(Signature)



(Attorney's Signature)

George Goates, President

02-18-2025

(Typed or Printed Title of
Authorized Official)

(Date)

OR

The undersigned, duly authorized representative of _____ hereby certifies or affirms that:

- 1) It is unable to certify that neither it nor its principals is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any Federal department or agency, and has attached an explanation of this inability to this certification; and
- 2) That the contents of any statements submitted on or with this certification are true and accurate, and understands that the provisions of 31 U.S.C. §§ 3801 et. seq. are applicable thereto.

(Signature)

(Attorney's Signature)

(Typed or Printed Title of
Authorized Representative)

(Date)

Attachment(s) [If required]



CERTIFICATE *of* SIGNATURE

REF. NUMBER
MEDSU-5UBNU-FTBMS-LQTXS

DOCUMENT COMPLETED BY ALL PARTIES ON
18 FEB 2025 18:10:29 UTC

SIGNER	TIMESTAMP	SIGNATURE
SCOTT BRIDGE EMAIL SBRIDGE@KESLERRUST.COM SHARED VIA LINK	SENT 18 FEB 2025 17:45:43 UTC VIEWED 18 FEB 2025 17:54:52 UTC SIGNED 18 FEB 2025 18:10:29 UTC	 IP ADDRESS 174.229.77.235 LOCATION THE BRONX, UNITED STATES



Attachment D: Non Collusion Affidavit

City of Sandy

Request for Proposals

Attachment D

NON-COLLUSION AFFIDAVIT

STATE OF UT

COUNTY OF Salt Lake

)
) ss
)

6

George M Gentes

(Type or Print Name and Title)

, being first duly sworn, on their oath
says that the proposal submitted is genuine and not a sham or a collusive proposal or
made in the interest of or on behalf of any person not herein named; and they further state
that the said proposer has not directly or indirectly induced or solicited any other proposer
for the above work or supplies to put in a sham proposal, or any other person or
corporation to refrain from proposing; and that said proposer has not in any manner sought
by collusion to secure to self advantage over any other proposer or proposers.

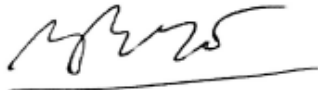
NON-COLLUSION AFFIDAVIT



SIGN HERE

7-18-2025

Subscribed and sworn to before me this 18 day of Feb, 2025.

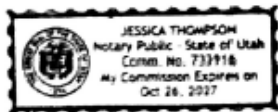


NOTARY

Notary Public in and for the
State of UT

My Commission Expires:

6/26/27



Attachment E: Certification Regarding Lobbying

City of Sandy

Request for Proposals

Attachment E

CERTIFICATION REGARDING LOBBYING

The undersigned contractor certifies, to the best of his or her knowledge and belief, that they are in compliance with the Byrd Anti-Lobbying Amendment, 31 U.S.C. 1352, as amended by the Lobbying Disclosure Act of 1995, P.L. 104-65.

The Contractor, RTW Management, Inc., certifies or affirms the truthfulness and accuracy of each statement of its certification and disclosure, if any. In addition, the Contractor understands and agrees that the provisions of 31 U.S.C. A 3801, *et seq.*, apply to this certification and disclosure, if any.



Signature of Contractor's Authorized Official

George Goates, President

Name and Title of Contractor's Authorized Official (print or type)

Date 2/12/2025



Attachment F: Drug & Alcohol Test Policy Certification

Date: February 12, 2025

To: City of Sandy Transit Department
16610 Champion Way
Sandy, OR 97055

Subject: Drug & Alcohol Test Policy Certification – Attachment F

Dear Andi Howell,

RTW Management Inc. certifies that we comply with all applicable Federal Transit Administration (FTA) drug and alcohol testing regulations as specified in 49 CFR Part 655 (Prevention of Alcohol Misuse and Prohibited Drug Use in Transit Operations) and 49 CFR Part 40 (Procedures for Transportation Workplace Drug and Alcohol Testing Programs).

As required under these federal regulations, RTW has implemented and maintains a comprehensive Drug & Alcohol Testing Policy that includes:

1. **Testing Program Compliance**
 - Pre-employment testing
 - Random testing (minimum 50% drug, 10% alcohol annually)
 - Post-accident testing
 - Reasonable suspicion testing
 - Return-to-duty and follow-up testing
2. **Prohibited Conduct & Consequences**
 - Prohibition of illegal drugs and alcohol use while on duty
 - Policy enforcement, including discipline and rehabilitation requirements
3. **Supervisor Training**
 - RTW ensures that all supervisors overseeing safety-sensitive employees have completed the required two hours of training to recognize drug and alcohol misuse in the workplace.
4. **Employee Education & Acknowledgment**
 - RTW provides all safety-sensitive employees with a copy of the Drug & Alcohol Policy and ensures their signed acknowledgment of receipt and understanding.
 - RTW's Drug & Alcohol Policy is attached below.

RTW Management Inc. remains fully committed to maintaining compliance with all applicable FTA regulations and the City of Sandy Transit Department's requirements for drug and alcohol testing. Should you require any additional information or documentation, please do not hesitate to contact me at 801-819-3691.

Sincerely,



George Goates
President
801.819.3691
ggoates@RTWmanagement.com

Attachment: RTW's Drug & Alcohol Policy



RTW Management, Inc.

Drug and Alcohol Policy

Effective as of [01/10/2025]

Adopted by: 

Date Adopted: [01/10/2021]

Last Revised: [01/10/2025]

Page 1 of 9



Table of Contents

1.	Purpose of Policy.....	3
2.	Covered Employees.....	3
3.	Prohibited Behavior	3
4.	Consequences for Violations.....	4
5.	Circumstances for Testing.....	4
6.	Testing Procedures.....	6
7.	Test Refusals.....	7
8.	Prescription Drug Use	8
9.	Contact Person	8
	Attachment A: Covered Positions	9

1. Purpose of Policy

This policy complies with 49 CFR Part 655, as amended and 49 CFR Part 40, as amended. Copies of Parts 655 and 40 are available in the drug and alcohol program manager's office and can be found on the internet at the Federal Transit Administration (FTA) Drug and Alcohol Program website <http://transit-safety.fta.dot.gov/DrugAndAlcohol/>.

All covered employees are required to submit to drug and alcohol tests as a condition of employment in accordance with 49 CFR Part 655.

Portions of this policy are not FTA-mandated, but reflect RTW Management, Inc.'s policy. These additional provisions are identified by **bold text**.

In addition, DOT has published 49 CFR Part 32, 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.

The unlawful manufacture, distribution, dispensation, possession or use of a controlled substance is prohibited in the covered workplace. An employee who is convicted of any criminal drug statute for a violation occurring in the workplace shall notify his/her direct supervisor no later than five days after such conviction.

2. Covered Employees

This policy applies to every person, including an applicant or transferee, who performs or will perform a "safety-sensitive function" as defined in Part 655, section 655.4.

You are a covered employee if you perform any of the following:

- Operating a revenue service vehicle, in or out of revenue service
- Operating a non-revenue vehicle requiring a commercial driver's license
- Controlling movement or dispatch of a revenue service vehicle
- Maintaining (including repairs, overhaul and rebuilding) of a revenue service vehicle or equipment used in revenue service
- Carrying a firearm for security purposes

See Attachment A for a list of covered positions by job title.

3. Prohibited Behavior

Use of illegal drugs is prohibited at all times. Prohibited drugs include:

- marijuana
- cocaine

FTA Drug and Alcohol Policy – RTW Management, Inc.

- phencyclidine (PCP)
- opioids
- amphetamines

All covered employees are prohibited from performing or continuing to perform safety-sensitive functions while having an alcohol concentration of 0.04 or greater.

All covered employees are prohibited from consuming alcohol while performing safety-sensitive job functions or while on-call to perform safety-sensitive job functions. If an on-call employee has consumed alcohol, they must acknowledge the use of alcohol at the time that they are called to report for duty. If the on-call employee claims the ability to perform his or her safety-sensitive function, he or she must take an alcohol test with a result of less than 0.02 prior to performance.

All covered employees are prohibited from consuming alcohol within four (4) hours prior to the performance of safety-sensitive job functions.

All covered employees required to take a post-accident test are prohibited from consuming alcohol for eight (8) hours following involvement in an accident or until he or she submits to the post-accident drug and alcohol test, whichever occurs first.

4. Consequences for Violations

Following a positive drug or alcohol (BAC at or above 0.04) test result or test refusal, the employee will be immediately removed from safety-sensitive duty and provided with contact information for Substance Abuse Professionals (SAPs).

Following a BAC of 0.02 or greater, but less than 0.04, the employee will be immediately removed from safety-sensitive duties until the start of their next regularly scheduled duty period (but for not less than eight hours) unless a retest results in the employee's alcohol concentration being less than 0.02.

Zero Tolerance

Per RTW Management, Inc. policy, any employee who tests positive for drugs or alcohol (BAC at or above 0.04) or refuses to test will be terminated from employment.

5. Circumstances for Testing

Pre-Employment Testing

A negative pre-employment drug test result is required before an employee can first perform safety-sensitive functions. If a pre-employment test is cancelled, the individual will be required to undergo another test and successfully pass with a verified negative result before performing safety-sensitive functions.

FTA Drug and Alcohol Policy – RTW Management, Inc.

If a covered employee has not performed a safety-sensitive function for 90 or more consecutive calendar days, and has not been in the random testing pool during that time, the employee must take and pass a pre-employment test before he or she can return to a safety-sensitive function.

A covered employee or applicant who has previously failed or refused a DOT drug and/or alcohol test must provide proof of having successfully completed a referral, evaluation, and treatment plan meeting DOT requirements.

Reasonable Suspicion Testing

All covered employees shall be subject to a drug and/or alcohol test when RTW Management, Inc. has reasonable suspicion to believe that the covered employee has used a prohibited drug and/or engaged in alcohol misuse. A reasonable suspicion referral for testing will be made by a trained supervisor or other trained company official on the basis of specific, contemporaneous, articulable observations concerning the appearance, behavior, speech, or body odors of the covered employee.

Covered employees may be subject to reasonable suspicion drug testing any time while on duty. Covered employees may be subject to reasonable suspicion alcohol testing 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.

Post-Accident Testing

Covered employees shall be subject to post-accident drug and alcohol testing under the following circumstances:

Fatal Accidents

As soon as practicable following an accident involving the loss of a human life, drug and alcohol tests will be conducted on each surviving covered employee operating the public transportation vehicle at the time of the accident. In addition, any other covered employee whose performance could have contributed to the accident, as determined by RTW Management, Inc. using the best information available at the time of the decision, will be tested.

Non-fatal Accidents

As soon as practicable following an accident not involving the loss of a human life, drug and alcohol tests will be conducted on each covered employee operating the public transportation vehicle at the time of the accident if at least one of the following conditions is met:

- (1) The accident results in injuries requiring immediate medical treatment away from the scene, unless the covered employee can be completely discounted as a contributing factor to the accident
- (2) One or more vehicles incurs disabling damage and must be towed away from the scene, unless the covered employee can be completely discounted as a contributing factor to the accident

FTA Drug and Alcohol Policy – RTW Management, Inc.

- (3) The vehicle is a rail car, trolley car or bus, or vessel, and is removed from operation, unless the covered employee can be completely discounted as a contributing factor to the accident

In addition, any other covered employee whose performance could have contributed to the accident, as determined by RTW Management, Inc. using the best information available at the time of the decision, will be tested.

A covered employee subject to post-accident testing must remain readily available, or it is considered a refusal to test. 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.

Random Testing

Random drug and alcohol tests are unannounced and unpredictable, and the dates for administering random tests are spread reasonably throughout the calendar year. Random testing will be conducted at all times of the day when safety-sensitive functions are performed.

Testing rates will meet or exceed the minimum annual percentage rate set each year by the FTA administrator. The current year testing rates can be viewed online at www.transportation.gov/odapc/random-testing-rates.

The selection of employees for random drug and alcohol testing will be made by a scientifically valid method, such as a random number table or a computer-based random number generator. Under the selection process used, each covered employee will have an equal chance of being tested each time selections are made.

A covered employee may 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.

Each covered employee who is notified of selection for random drug or random alcohol testing must immediately proceed to the designated testing site.

6. Testing Procedures

All FTA drug and alcohol testing will be conducted in accordance with 49 CFR Part 40, as amended.

Dilute Urine Specimen

If there is a negative dilute test result, RTW Management, Inc. will conduct one additional retest. The result of the second test will be the test of record.

Dilute negative results with a creatinine level greater than or equal to 2 mg/dL but less than or equal to 5 mg/dL require an immediate recollection under direct observation (see 49 CFR Part 40, section 40.67).

Split Specimen Test

In the event of a verified positive test result, or a verified adulterated or substituted result, the employee can request that the split specimen be tested at a second laboratory. RTW Management, Inc. guarantees that the split specimen test will be conducted in a timely fashion. Employees are not required to pay for a split test in a second laboratory.

7. Test Refusals

As a covered employee, you have refused to test if you:

- (1) Fail to appear for any test (except a pre-employment test) within a reasonable time, as determined by RTW Management, Inc..
- (2) Fail to remain at the testing site until the testing process is complete. An employee who leaves the testing site before the testing process commences for a pre-employment test has not refused to test.
- (3) Fail to provide a specimen for a drug or alcohol test. An employee who does not provide a specimen because he or she has left the testing site before the testing process commenced for a pre-employment test has not refused to test.
- (4) In the case of a directly-observed or monitored urine drug collection, fail to permit monitoring or observation of your provision of a specimen.
- (5) Fail to provide a sufficient specimen for a drug or alcohol test without a valid medical explanation.
- (6) Fail or decline to take a second drug test as directed by the collector or RTW Management, Inc..
- (7) Fail to undergo a medical evaluation as required by the MRO or RTW Management, Inc.'s Designated Employer Representative (DER).
- (8) Fail to cooperate with any part of the testing process.
- (9) Fail to follow an observer's instructions to raise and lower clothing and turn around during a directly-observed urine drug test.
- (10) Possess or wear a prosthetic or other device used to tamper with the collection process.
- (11) Admit to the adulteration or substitution of a specimen to the collector or MRO.
- (12) Refuse to sign the certification at Step 2 of the Alcohol Testing Form (ATF).
- (13) Fail to remain readily available following an accident.

As a covered employee, if the MRO reports that you have a verified adulterated or substituted test result, you have refused to take a drug test.

FTA Drug and Alcohol Policy – RTW Management, Inc.

As a covered 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 safety-sensitive functions, and provided with contact information for SAPs.

8. Prescription Drug Use

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 the direct supervisor. Medical advice should be sought, as appropriate, while taking such medication and before performing safety-sensitive duties.

9. Contact Person

For questions about RTW Management, Inc.'s anti-drug and alcohol misuse program, contact George Goates, President: ggoates@RTWmanagement.com.



Attachment A: Covered Positions

- Bus/Trolley Operator
- Road Supervisor
- Mechanic
- Parking Lot Attendant
- General Manager



Attachment G: RTW Benefits Program





A GUIDE TO YOUR

Employee Benefits

July 1, 2024 to June 30, 2025



Benefits at RTW Management

2024-2025 Contacts

Medical

Angle Health
(855) 544-0036
<https://www.anglehealth.com/>

Telemedicine

Doctor On Demand
(800) 997-6196
<https://doctorondemand.com/>

Dental

Dental Select Ameritas
(800) 999-9789
(801) 495-3000
www.dentalselect.com

Vision

Dental Select Ameritas
(800) 999-9789
(801) 495-3000
www.dentalselect.com

Health Savings Account

HealthEquity
(866) 346-5800
www.healthequity.com/

Human Resources

Christopher Nahm
(435)-261-2484
cnahm@rtwmanagement.com

Sean Zabinsky
(801) 746-2417
szabinsky@rtwmanagment.com

Open Enrollment & Claims Support

Florence Gregory GBS Account Manager
(801) 819-7724
Florence.Gregory@gbsbenefits.com

Jillian Hyatt, Account Manager Support
(801) 819-7842
Jillian.Hyatt@gbsbenefits.com

This guide is designed to highlight your benefit options so that you can make the best possible decisions for you and your family. Use this guide as your go-to-resource when you're enrolling for benefits and throughout the plan year. The choices you make will remain in effect during the plan year, unless you have a qualifying major life event.

We are committed to providing our employees with quality benefits programs that are comprehensive, flexible and affordable. Giving our employees the best in benefit plans is one way we can show you that as an employee, YOU are our most important asset.

Table of Contents

4	Benefits Overview
6	Medical Side By Side Comparison
7	Medical
10	Telemedicine
11	Dental
12	Vision
13	Health Savings Account
15	Cost Of Coverage



Benefits Overview

Making wise decisions about your benefits requires planning. By selecting benefits that provide the best care and coverage, you can optimize their value and minimize the impact to your budget. The best thing you can do is “shop” for benefits carefully, using the same type of decision-making process you use for other major purchases.

1. **Take advantage of the tools available to you.** That includes this guide, access to plan information, provider directories, and enrollment materials.
2. **Be a smart shopper.** If you were buying a car or purchasing a home, you would do a lot of research beforehand. You should do the same for benefits because the wrong decision could be costly.
3. **Don't miss the deadline and keep record of your enrollment!** Pay attention to the enrollment deadline and be sure to provide Human Resources with your benefit elections in a timely manner. It is important to review your paycheck to ensure the accuracy of payroll deductions. Notify HR immediately if there are any discrepancies.

Who Is Eligible?

If you are hired as a full-time employee working 30 or more hours per week, coverage will begin on the first day of the month following 60 days. You may also enroll your eligible dependents in the same plans you choose for yourself.

Eligible dependents include your legal spouse/domestic partner and your natural, adopted or step-child(ren). The dependent age limit for children on your medical plan is age 26 but may vary for other benefits offered.

When Do I Enroll?

You can enroll for coverage from your hire date up to the date of your eligibility, which arrives on the first day of the month following 60 days of employment, or you can opt to enroll during the annual open enrollment period. Outside of your open enrollment period, the only time you can change your coverage is within 30 days after you experience a qualifying event.



Benefits Overview

Making Changes During The Year

The IRS provides strict regulations about the changes to pre-tax elections during the plan year. Once you enroll in benefits, you will not be able to make any changes to your elections until the next annual open enrollment period, unless you experience a qualified life event.

Qualified life events include, but are not limited to:

- › Change in your legal marital status
- › Change in number of dependents
- › A dependent no longer meets the eligibility requirements
- › You and/or your dependent becomes eligible or loses eligibility for Medicare, Medicaid or the Children's Health Insurance Program (CHIP)
- › Employee or dependents change in employment status resulting in loss or gain of eligibility for employer sponsored benefits
- › A court or administrative order

It is your responsibility to notify Human Resources within 30 days after a qualified life event. Any benefit changes must be directly related to the qualified life event.

When Coverage Ends

For most benefits, coverage will end on the last day of the month in which:

- › Your regular work schedule is reduced to fewer than 30 hours per week
- › Your employment with RTW Management ends

Your dependent(s) coverage ends:

- › When your coverage ends, or
- › The last day of the month in which the dependent is no longer eligible

Health Care Reform and You

For the most up-to-date information regarding the ACA, please visit www.healthcare.gov.

In addition to the plan information in this Benefits Guide, you can also review a Summary of Benefits and Coverage for each medical plan. This requirement of the ACA standardizes health plan information so that you can better understand and compare plan features. We will automatically provide you a copy of the SBC and Uniform Glossary annually during open enrollment. Please contact HR should you need an additional copy.



Side-By-Side Plan Comparison

Plan Details (In Network)	Traditional \$4,000/\$8,000 Plan	\$5,000/\$10,000 HDHP 80%	\$5,000/\$10,000 HDHP 100%
Provider Network	Cigna PPO	Cigna PPO	Cigna PPO
HSA Compatible	No	Yes	Yes
Deductible (Embedded) Plan Year	\$4,000 / Individual \$8,000 / Family	\$5,000 / Individual \$10,000 / Family	\$5,000/ Individual \$10,000/ Family
Out-of-Pocket Max (Embedded) Plan Year	\$8,000 / Individual \$16,000 / Family	\$7,050 / Individual \$14,100 / Family	\$5,000/ Individual \$10,000/ Family
Out-of-Network Coverage	Yes	Yes	Yes
Coinsurance	20%	20%	20%
Preventive Care	Covered 100%	Covered 100%	Covered 100%
Primary Care Visit	\$25 Copay	20% AD	0% AD
Specialist Visit	\$50 Copay	20% AD	0% AD
Urgent Care	\$50 Copay	20% AD	0% AD
Inpatient & Outpatient Services	20% AD	20% AD	0% AD
Emergency Room	\$250 Copay AD	20% AD	0% AD
Pharmacy- Retail Only (30 Days)			
Generic Drugs	\$5 Copay	20% AD	0% AD
Non-Preferred Generic Drugs & Brand Name	\$25 Copay	20% AD	0% AD
Non-Preferred Brand-Name Drugs	\$75 Copay	20% AD	0% AD
Specialty Drugs (90-day supply)	20% AD	20% AD	0% AD
Mail Order (90-day supply)	x2.5 Copay	20% AD	0% AD



Medical

Angle Health- Traditional \$4,000/\$8,000 Plan

Plan Year Benefits	In-Network You Pay	Out-of-Network You Pay
Deductible	\$4,000/ Individual \$8,000/ Family	\$8,000 / Individual \$16,000 / Family
Coinsurance	20%	50%
Out-of-Pocket Maximum	\$8,000 / Individual \$16,000 / Family	\$16,000 / Individual \$32,000 / Family
Preventive Care	100% Covered	Not Covered
Office Visits		
Primary Care	\$25 Copay	50% AD
Specialist	\$50 Copay	50% AD
Virtual Visits	\$0 Copay	Not Covered
Urgent Care	\$50 Copay	50% AD
Emergency Room	\$250 Copay AD	\$250 Copay AD
Hospital Services		
Minor Lab Testing and X-Ray	20% AD	50% AD
Major Diagnostic and Imaging Services	20% AD	50% AD
Inpatient Hospital	20% AD	50% AD
Outpatient Surgery	20% AD	50% AD
Pharmacy - Retail 31 Day supply		
Generic Drugs	\$5 Copay	Not Covered
Non-Preferred Generic Drugs & Brand Name	\$25 Copay	Not Covered
Non-Preferred Generic and Brand-Name Drugs	\$75 Copay	Not Covered
Specialty Drugs (90 Day Supply)	20% AD	Not Covered
Mail Order 90 Day supply	2.5x Copay	Not Covered

AD = After Deductible

[Download the Full Plan Summary](#) ↓

[Angle Provider Search](#) ↗



Medical

Angle Health- 80% - \$5,000/\$10,000 HDHP

Plan Year Benefits	In-Network You Pay	Out-of-Network You Pay
Deductible	\$5,000/ Individual \$10,000/ Family	\$10,000 / Individual \$20,000 / Family
Coinsurance	20%	50%
Out-of-Pocket Maximum	\$7,050 / Individual \$14,100 / Family	\$16,000 / Individual \$32,000 / Family
Preventive Care	100% Covered	Not Covered
Office Visits		
Primary Care	20% AD	50% AD
Specialist	20% AD	50% AD
Virtual Visits	\$0 Copay	Not Covered
Urgent Care	20% AD	50% AD
Emergency Room	20% AD	20% AD
Hospital Services		
Minor Lab Testing and X-Ray	20% AD	50% AD
Major Diagnostic and Imaging Services	20% AD	50% AD
Inpatient Hospital	20% AD	50% AD
Outpatient Surgery	20% AD	50% AD
Pharmacy - Retail 31 Day supply		
Generic Drugs	20% AD	Not Covered
Non-Preferred Generic Drugs & Brand Name	20% AD	Not Covered
Non-Preferred Generic and Brand-Name Drugs	20% AD	Not Covered
Specialty Drugs (90 Day Supply)	20% AD	Not Covered
Mail Order 90 Day Supply	20% AD	Not Covered

AD = After Deductible

[Download the Full Plan Summary](#) ↓

[Angle Provider Search](#) ↗



Medical

Angle Health- 100% - \$5,000/\$10,000 HDHP

Plan Year Benefits	In-Network You Pay	Out-of-Network You Pay
Deductible	\$5,000/ Individual \$10,000/ Family	\$10,000 / Individual \$20,000 / Family
Coinsurance	20%	50%
Out-of-Pocket Maximum	\$5,000 / Individual \$10,000 / Family	\$11,000 / Individual \$22,000 / Family
Preventive Care	100% Covered	Not Covered
Office Visits		
Primary Care	0% AD	50% AD
Specialist	0% AD	50% AD
Virtual Visits	\$0 Copay	Not Covered
Urgent Care	0% AD	50% AD
Emergency Room	0% AD	0% AD
Hospital Services		
Minor Lab Testing and X-Ray	0% AD	50% AD
Major Diagnostic and Imaging Services	0% AD	50% AD
Inpatient Hospital	0% AD	50% AD
Outpatient Surgery	0% AD	50% AD
Pharmacy - Retail 30 Day Supply		
Generic Drugs	0% AD	Not Covered
Non-Preferred Generic Drugs & Brand Name	0% AD	Not Covered
Non-Preferred Generic and Brand-Name Drugs	0% AD	Not Covered
Specialty Drugs (90 Day Supply)	0% AD	Not Covered
Mail Order 90 Day Supply	0% AD	Not Covered

AD = After Deductible

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[Angle Provider Search](#) ↗



Telemedicine

Doctor On Demand

Online doctors available 24/7

Access to board certified physicians, psychiatrists, psychologists, and therapists are always available, anytime and anywhere with Doctor On Demand's (DOD) Total Virtual Care™. Through your health plan, you have the benefit of seeing your favorite DOD provider right from your smartphone, tablet or computer. Depending on the health benefit plan you are enrolled in, you can see a Doctor On Demand medical provider, psychiatrist or psychologist with a \$0 copay.



Everyday Care:

Skin care, rashes
Acne
Hair loss
Eczema
Asthma
Sexual health
And more

[Everyday Care >](#)



Urgent Care

Cold & flu
COVID
Sinus infections
UTIs
Cough & fever
Yeast infections
And more

[Urgent Care >](#)



Online Therapy

Anxiety
Depression
Stress
Grief & loss
Postpartum
PTSD
And more

[Online Therapy >](#)



Online Psychiatry

Mood disorders
Psychiatric evaluations
Initial diagnosis
Medication management
And more

[Online Psychiatry >](#)

[Click here to learn more!](#)





Dental

Dental Select/Ameritas- Platinum Network

Plan Features	In-network You Pay
Calendar Year Deductible	\$50 Individual \$150 Family
Annual Year Benefit Maximum	
Year 1 Benefit Period	\$1,500 Per Person
Year 2 Benefit Period	\$1,600 Per Person
Year 3 Benefit Period	\$1,800 Per Person
Year 4 + Benefit Period	\$2,000 Per Person
Preventive Services (e.g. cleanings, exams, x-rays) No Waiting Period	100% Covered
Basic Services (e.g. fillings, extractions) No Waiting Period	20% AD
Major Services (e.g. dentures, crowns, endodontics, periodontics) No Waiting Period	50% AD
Orthodontics (For Children under 19) 12 Month Waiting Period	50%
Orthodontic Lifetime Maximum	\$1,000 per person
Out-of-Network	You are responsible for the difference between the plan payment and provider's standard fee

AD = After Deductible

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Vision

Dental Select- EyeMed Select Network

Driving to work, reading a news article and watching TV are all activities you likely perform every day. Your ability to do all of these activities depends on your vision and eye health. Vision insurance can help you maintain your vision as well as detect various health problems.

	In-network You Pay	Out-of-network Plan Reimburses You
Exam (once every 12 months)	\$10 Copay	Up to \$45
Frames (once every 12 months)	\$130 allowance	Up to \$45
Lenses (once every 12 months)		
Single Vision	Covered In Full	Up to \$40
Bifocal	Covered In Full	Up to \$60
Trifocal	Covered In Full	Up to \$80
Progressive	See Lens Options	No Benefit
Contact Lenses in Lieu of Eyeglass Lenses (once every 12 months)		
Contact Fit & Follow up exam	Standard \$40	No Benefit
Elective	\$150 allowance	Up to \$150
Medically Necessary	\$0 Copay; Paid In Full	Up to \$210

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Health Savings Account

HealthEquity

A Health Savings Account (HSA) paired with our qualified high deductible health plan helps you and your family plan, save and pay for qualified health care expenses. An HSA empowers you to build savings for health care expenses in a tax advantaged account.

Advantages of Health Savings Accounts

A Health Savings Account (HSA) is a tax advantaged savings account that you own and control. Here are some of the benefits:

- › Funds roll over from year-to-year and never expire
- › Portable when you move jobs or retire
- › Triple tax advantage: you won't pay taxes on contributions, distributions, or earnings
- › Able to invest your funds to grow your money tax-free
- › Contribution elections can be changed mid-year without a life event

Who Is Eligible?

You must be enrolled in our qualified high deductible health plan and meet the following requirements:

- › Have no other health insurance coverage except what's permitted by the IRS
- › Not be enrolled in Medicare
- › Not be claimed as a dependent on someone else's tax return

How Much Can I Contribute to an HSA?

Each year the IRS establishes the maximum contribution limit. The chart below represents the limits for 2024 & 2025. These limits are for the total funds contributed, including company contributions, your contributions and any other contributions. Please keep in mind you can change your HSA allocation at any time during the plan year.

IRS HSA Limits

	2024	2025
Single	\$4,150	\$4,300
Family	\$8,300	\$8,550

At age 55, an additional \$1,000 contribution is allowed annually

Watch Now ›
What is an HSA?



00:01 / 02:00





Health Savings Account

HealthEquity

What Is A Qualified Health Care Expense?

You can use money in your HSA to pay for any qualified health care expenses for you, your spouse and your tax dependents, even if they are not covered on your plan. Examples of qualified health care expenses include: your insurance plan deductibles, copayments, and coinsurance; doctor's office visits; prescriptions; dental treatments and x-rays; and eyeglasses and vision exams. You can use money in your HSA to pay for any qualified health care expenses you, your legal spouse and your tax dependents incur, even if they are not covered on your plan. Qualified health care expenses are designated by the IRS (Publication 502). They include medical, dental, vision and prescription expenses not covered by the insurance carrier.

Important

Any funds you withdraw for non-qualified expenses will be taxed at your income tax rate plus a 20% tax penalty if you're under age 65. After age 65, you pay taxes but no penalty.

Documentation is Key

An HSA can be used for a wide range of health care services within the limits established by law. Be sure you understand what expenses are HSA qualified and be able to produce receipts for those items or services that you purchase with your HSA. You must keep records sufficient to show that:

- › The distributions were exclusively to pay or reimburse qualified medical expenses,
- › The qualified expenses had not been previously paid or reimbursed from another source, and
- › The qualified expense had not been taken as an itemized deduction in any year. Do not send these records with your tax return. Keep them with your tax records.

➤ [Qualified Medical Expenses](#)

