

1. Understanding CCRTA's interest in innovative proposals, would the Authority be open to proposals for alternative contract models that can better serve its goals? Specifically, would the Authority consider a billing structure with a turnkey vehicle hour rate, instead of a monthly management fee with pass-through operational expenses? Under this model, hours and total cost would be capped at a not-to-exceed annual amount. This structure shifts risk away from CCRTA, makes costs predictable, and provides the contractor an incentive to manage service efficiently. **No**
2. Will CCRTA accept cost proposals in an alternative form? **No**
3. **Page 3, Introduction:** Please provide a copy of a recent invoice and delineate between the manager salaries and management fee.

Invoice submitted. Current invoice does not delineate manager salaries and the management fee. RFP price proposal management fee will exclude manager salaries

4. **Page 3, Introduction:** Please explain if support, such as labor negotiation expenses, travel, time, etc. is paid separately or is part of the management fee.

Separately. To be negotiated.

5. **Page 4, Management Services RFP Timeline:** Will CCRTA please consider delaying the due date by two weeks to allow bidders sufficient time to review and incorporate answers to questions?

CCRTA will delay due date to August 21st. All other deadlines will remain the same.

6. We respectfully request a two week extension of the deadline to August 28, 2026

CCRTA will delay due date to August 21st. All other deadlines will remain the same.

7. **Page 8, 1.4 Staffing:** For each position listed in the RFP, please provide the current authorized headcount, filled headcount, vacancies, full-time equivalents, employees on extended leave or restricted duty, average tenure, turnover, absenteeism, open requisitions, and average time to fill during the most recent 24 months.

Questions or assumptions regarding proposed staffing levels, organizational structure, personnel assignments, or other operational resource allocations should not be reflected in the Proposer's proposed Management Fee. Under the terms of the Operating Agreement, staffing levels, service requirements, and associated operating costs are established, directed, and funded by the Cape Cod Regional Transit Authority (CCRTA). Accordingly, the proposed Management Fee should be based solely upon the Proposer's management, oversight, and administrative responsibilities as defined in the RFP and not upon assumptions regarding future staffing or service level adjustments.

Selected contractor will, however, be expected to assess and evaluate existing staffing and operational conditions during the start-up period to ensure effective implementation of contract requirements.

8. **Page 8, 1.4 Staffing:** Please provide regular hours, overtime hours, overtime expense, unscheduled absence hours, missed work assignments, forced overtime, open runs, cancelled trips, and use of management personnel in revenue service for each of the most recent 24 months, by job classification where available.

Questions or assumptions regarding proposed staffing levels, organizational structure, personnel assignments, or other operational resource allocations should not be reflected in the Proposer's proposed Management Fee. Under the terms of the Operating Agreement, staffing levels, service requirements, and associated operating costs are established, directed, and funded by the Cape Cod Regional Transit Authority (CCRTA). Accordingly, the proposed Management Fee should be based solely upon the Proposer's management, oversight, and administrative responsibilities as defined in the RFP and not upon assumptions regarding future staffing or service level adjustments. Selected contractor will, however, be expected to assess and evaluate existing staffing and operational conditions during the start-up period to ensure effective implementation of contract requirements.

9. **Page 8, 1.4 Staffing:** Please provide the current operator and dispatcher work bids, run cuts, extra board requirements, report and spread times, split-shift usage, seasonal bid structure, minimum guarantees, and the number of full-time and part-time operators required for the peak summer and off-season service levels.

Questions or assumptions regarding proposed staffing levels, organizational structure, personnel assignments, or other operational resource allocations should not be reflected in the Proposer's proposed Management Fee. Under the terms of the Operating Agreement, staffing levels, service requirements, and associated operating costs are established, directed, and funded by the Cape Cod Regional Transit Authority (CCRTA). Accordingly, the proposed Management Fee should be based solely upon the Proposer's management, oversight, and administrative responsibilities as defined in the RFP and not upon assumptions regarding future staffing or service level adjustments. Selected contractor will, however, be expected to assess and evaluate existing staffing and operational conditions during the start-up period to ensure effective implementation of contract requirements.

- 10. Page 8, 1.4 Staffing:** Please identify the principal causes of current recruitment, retention, absenteeism, overtime, and summer staffing challenges and any corrective actions previously attempted by CCRTA or the incumbent.

Questions or assumptions regarding proposed staffing levels, organizational structure, personnel assignments, or other operational resource allocations should not be reflected in the Proposer's proposed Management Fee. Under the terms of the Operating Agreement, staffing levels, service requirements, and associated operating costs are established, directed, and funded by the Cape Cod Regional Transit Authority (CCRTA). Accordingly, the proposed Management Fee should be based solely upon the Proposer's management, oversight, and administrative responsibilities as defined in the RFP and not upon assumptions regarding future staffing or service level adjustments. Selected contractor will, however, be expected to assess and evaluate existing staffing and operational conditions during the start-up period to ensure effective implementation of contract requirements.

- 11.** Can CCRTA advise anticipated vehicle revenue hours (VRH) by mode (bus and demand-response) for each year of this contract? [This information will be provided upon contract award.](#)

- 12. Page 11, 2. Submission Format:** To promote sustainability efforts and mitigate potential delivery challenges, would CCRTA permit bidders to submit proposals electronically—either via email or through a secure file-sharing platform such as Dropbox—in lieu of mailing hard copies? [No](#)

13. 2.) Submission Format, RFP page 11

Please clarify if proposers should submit a separate electronic copy of the *Proposed Monthly Management Fee* on a flash drive with the cost proposal. [Yes.](#)

14. 2.) Submission Format, RFP page 11

Will CCRTA accept electronic signatures? [Yes, will accept electronic signatures](#)

- 15. Page 11, 2. Submission Format:** Typically bidders ship proposal responses using standard private carriers such as FedEx or UPS, however, only USPS can deliver packages to a P.O. box as required by the RFP. While USPS offers next-day delivery through Priority Mail Express, the Hyannis, MA post office only guarantees delivery between 12pm – 3pm, meaning bidders may miss the 2pm submission deadline even if they use Priority Mail Express delivery. Will CCRTA please provide an alternate address that is not a P.O. box for proposal submission so bidders can guarantee timely delivery within the submission deadline?

Please send submission to CCRTA, Hyannis Transportation Center, 215 Iyannough Road, Hyannis, MA 02601

- 16. Page 11, 2. Submission Format:** Please confirm the P.O. box delivery address accepts delivery of packages and/or oversized mail? If so, please confirm CCRTA not penalize bidders should receipt of mail via the P.O. box address be delayed past the submission deadline due to post office procedures required for packages and/or oversized mail

Yes

- 17. Page 11, 2. Submission Format:** Will CCRTA accept hand-delivered proposals at its street address or alternate address? Yes, at street address.

- 18. Page 11, 2. Submission Format:** Will CCRTA please clarify whether bidders should include a copy of the Cost Proposal Form on the electronic copy flash drive, or just two original copies in a separate envelope from the proposal as directed on the CCRTA Management Fee Cost Proposal Form? Proposers may submit a separate electronic copy of the Proposed Monthly Management Fee on a flash drive with the cost proposal.

19. Section 3, 3.1, Funds and Operating Expenses

Please confirm that no costs associated with the proposed GM and AGM are the responsibility of the contractor and should not be part of the management fee.

It is correct that costs associated with the GM and AGM are not part of the Management Fee. However, the contractor is responsible for incurring the costs associated with the GM and AGM, which will be reimbursed by the CCRTA through a monthly supplemental billing separate from the Management Fee.

- 20. Section 4.1.A** states CCRTA intends to contract with a company that includes the current Management Team while also allowing proposers to propose an alternate team. Our firm would support retaining the current team and can accommodate that approach. Can CCRTA clarify how the two options will be evaluated — specifically, would proposing staffing changes (including to the GM/Assistant GM) be scored less favorably than retaining the current team? They are evaluated similarly based upon the overall strength of proposal.

- 21.** Could CCRTA supplement Attachment D with data regarding its fixed-route system? Specifically, we request. This information will be provided upon contract award.

- a) Ridership by route
- b) Vehicle revenue hours by route
- c) Ridership by stop

d) Paratransit trip data (e.g. start and end location, average distance)

22. Could CCRTA provide actual starting rates for positions listed “TBD” in Attachment A?

Starting rates are to be determined and please note these are pass-through costs paid by CCRTA.

23. To inform our understanding of labor costs, could CCRTA please provide current employee headcount by classification and step? These are pass-through costs paid by CCRTA.

24. Can CCRTA specify the software products/vendors its contractor will be expected to use (e.g. CAD/AVL, APC, scheduling and dispatch, etc.)? This information will be provided and discussed in partnership with CCRTA upon award.

25. Understanding its interest in innovative operating models, will CCRTA consider proposals from contractors that provide their own software for certain aspects of operations? New software products may help advance the Authority’s goals. This can be discussed in partnership with CCRTA upon award.

26. Can CCRTA expand on its expectations of how the contractor will support its capital initiatives? The CCRTA would expect the contractor to assist with the development of its Ten-Year Strategic Plan and Five-Year Capital Plan as part of responsibilities covered under the Management Fee. Implementation of CCRTA approved initiatives that arise out of this effort involving the contractor’s participation will be separately negotiated and separate from the Management Fee

27. We respectfully request that CCRTA allow for digital submission (e.g. by email, portal upload, or similar). Please send submissions to CCRTA, Hyannis Transportation Center, 215 Iyannough Road, Hyannis, MA 02601

28. Can CCRTA please allow the use of verified e-signatures for this submission? Yes

29. Reference List

Regarding the Reference List form, our company’s contract list is very lengthy. Would it be acceptable for the contractor to provide a list of three to five references from the past five years? That is acceptable to the CCRTA.

30. Contractor Innovation Expectations

What role does CCRTA expect the selected management contractor to play in identifying, recommending, piloting, and implementing innovative technologies and operational improvements throughout the contract term?

The CCRTA would expect that the management contractor would first: be able to demonstrate in their RFP response examples of where they have deployed their expertise to assist a transit agency with the identification, recommendation, piloting, and implementation of innovative technologies in support of operational improvements; and secondly, assist the CCRTA throughout the term of the contract with these efforts.

31. Contractor Innovation Expectations

What role does CCRTA expect the selected management contractor to play in identifying, recommending, piloting, and implementing innovative technologies and operational improvements throughout the contract term?

The CCRTA would expect that the management contractor would first: be able to demonstrate in their RFP response examples of where they have deployed their expertise to assist a transit agency with the identification, recommendation, piloting, and implementation of innovative technologies in support of operational improvements; and secondly, assist the CCRTA throughout the term of the contract with these efforts.

32. Growth Plan

Please describe any anticipated service expansions, new mobility programs, microtransit initiatives, or other significant operational changes planned during the contract term that proposers should consider in staffing, organizational structure, and pricing assumptions.

None that would affect staffing, organizational structure, and pricing assumptions.

33. Cost Evaluation Form

Please clarify whether cost evaluation will be based on Year 1 management fee, base term total, full contract term total, or another methodology.

Cost evaluation will be based on the full contract term.

34. Logo

Will CCRTA approve the use of their logo in the bid response?

Yes

35. DBE

Please verify that there is no Disadvantaged Business Enterprise goal established for this contract and that a good faith effort is not required.

At this point in time, there is no DBE goal set in the contract. In the future, there is potential that the Federal Government may require the reinstitution of DBE goals. Should that occur, the CCRTA will discuss any amendments to the contract needed to comply with the requirements.

36. Page 12, 2.5 Disadvantaged Business Enterprises: Please provide clarification on the following related to DBE and WBE/MBE:

- a. Given the U.S. DOT Interim Final Rule effective October 3, 2025, and the resulting nationwide pause on new DBE goal-setting and participation counting, please clarify whether the 4.2% DBE goal stated in Section 2.5 remains in effect for this procurement.
 - i. If the goal is still in effect, how should proposers demonstrate or count DBE participation while many firms are undergoing reevaluation/recertification, and existing certifications may not currently be valid for goal-counting purposes?
- b. Section 2.5 states, “There will be bonus points added to bidders who meet this goal.” However, in the Evaluation Criteria, ‘DBE Certification Points’ (2.5 points) and ‘WBE/MBE Certification Points’ (2.5 points) appear as standard scored evaluation criteria within the 100-point total. Please clarify how DBE and WBE/MBE will be scored, including any opportunity for bonus points.
- c. Regarding the separate ‘WBE/MBE Certification Points’ (2.5 points):
 - i. Are these points still being awarded? And if so, what specific certifications will be accepted (e.g., Massachusetts Supplier Diversity Office WBE or MBE, or other state/local certifications)?
 - ii. Does the federal DBE pause affect how these points will be evaluated or awarded?
 - iii. If a proposer or subcontractor holds only a state WBE or MBE certification (and not a current federal DBE certification), will that qualify for the 2.5 WBE/MBE points?
- d. Are proposers still required to complete and submit the DBE/WBE/MBE Certification form and any related DBE documentation contained in the Checklist and Forms section?
- e. Will the standard FTA DBE contract clauses in Attachment E be modified, or will they remain as written?

At this point in time, there is no DBE goal set in the contract. In the future, there is potential that the Federal Government may require the reinstitution of DBE goals. Should that occur, the CCRTA will discuss any amendments to the contract needed to comply with the requirements.

37. In light of the U.S. Department of Transportation’s Interim Final Rule (IFR) effective October 3, 2025, we understand there is currently a temporary pause on setting and counting DBE contract goals while Unified Certification Programs conduct mandatory reevaluations. Given this pause, can CCRTA clarify how the 2.5 points associated with DBE certification will be awarded? [The 2.5 points applies to the prime proposer. Please refer to the requirements of the Massachusetts Unified Certification Program \(UCP\) administered by the Massachusetts Department of Transportation for a DBE or the Massachusetts Supplier Diversity Office for an WBE/MBE or an equivalent certification authority in another state.](#)

38. Can CCRTA clarify how the 2.5 points associated with WBE/MBE certification will be awarded? [The 2.5 points applies to the prime proposer](#)

39. Page 9, 1.5) Strategic Plan and Path Forward

This section indicates that CCRTA expects the selected Contractor to assist with the development and update of its Ten-Year Strategic Plan, as well as play a significant role in implementing the resulting initiatives, which may include projects such as construction of a new facility and the transition to zero-emission vehicles. Please clarify the level of financial responsibility, if any, that CCRTA expects the Contractor to assume in support of these initiatives. Specifically, identify any costs the Contractor will be required to fund, share, or otherwise bear as part of the implementation of existing or future strategic plan initiatives.

[The CCRTA would expect the contractor to assist with the development of its Ten-Year Strategic Plan as part of responsibilities covered under the Management Fee. Implementation of CCRTA approved initiatives that arise out of this effort involving the contractor’s participation will be separately negotiated and separate from the Management Fee.](#)

40. Page 6, 1.) General Information About CCRTA

This section indicates that the vehicles are equipped with Intelligent Transportation System (ITS) hardware and software, including GPS/Automatic Vehicle Location (AVL) systems, Mobile Data Computers (MDCs), and Automatic Passenger Counters (APCs) used for fixed-route operations.

Please confirm that all associated technology will be provided by CCRTA and that the Contractor will not be responsible for any costs related to the procurement, replacement, maintenance, licensing, support, or ongoing operation of these systems throughout the contract term.

If the Contractor will be responsible for any portion of these costs, please identify each cost category and provide the estimated annual cost associated with each item.

The contractor will not be responsible for any of these costs. The contractor may assist in procurement support and evaluation.

41. Technology

Please identify all in-vehicle technology (if any), including both hardware and software, that the Proposer is required to furnish, install, maintain, and support as part of this contract.

Contractor shall provide first level support for in-vehicle equipment, including, but not limited to, rangers, tablets, radios, and Automatic Passenger Counters via onsite electronics technician.

The following technologies are currently in use at CCRTA:

- Rangers - Tripspark
- On Board Information - Samsung Active Pro Tablet
- Automated Passenger Counter - UTA
- 2 Way Radio System - Motorola TRBO (Managed by Industrial Communications)
- Microtransit Platform - SmartDART
- Vendor Portal - SmartDART
- Trapeze Flex - Tripspark
- Trapeze Pass - Tripspark
- Maintenance/Preventive Maintenance - Ron Turley& Associates Fleet (migrating from EasyBus) -
- Payroll- Harpers Payroll

42. Insurance

Please confirm all insurance shall be provided by CCRTA and the Contractor shall be listed as an additional insured. Please also confirm that CCRTA shall indemnify, defend, and hold harmless the Contractor for all claims.

CCRTA covers all insurance costs directly related to the Contractor's transit operations; however, it is expected that the contractor will carry their own comprehensive general liability insurance, providing for the possibility of a legal proceeding involving the contractor. Specific indemnification language will be formalized as part of the contract negotiation, including third-party accident and other claims, attorney's fees, judgments and settlements, incurred or paid directly by contractor.

43. Contract Negotiation

Please confirm CCRTA accepts that Contractor reserves the right to negotiate the terms and conditions of the final contract for the services. [Confirmed.](#)

44. Commonwealth Terms & Conditions - Indemnification

This section states: Unless otherwise exempted by law, the Contractor shall indemnify and hold harmless the State, including the Department, its agents, officers and employees against any and all claims, liabilities and costs for any personal injury or property damages, patent or copyright infringement or other damages that the State may sustain which arise out of or in connection with the Contractor's performance of a Contract, including but not limited to the negligence, reckless or intentional conduct of the Contractor, its agents, officers, employees or subcontractors.

Will CCRTA revise to exclude all claims related to operation of the transit system, including the actions of the transit system employees (other than the General Manager and Assistant General Manager)?

Contractor shall only be responsible for claims arising as a result of actions of the General Manager and Assistant General Manager but should not have any liability for accident claims or claims arising out of the actions of the transit system employees.

[The CCRTA cannot revise as requested, as this is a standard Term/Condition for Commonwealth of Massachusetts contracts. Specific indemnification language will be formalized as part of the contract negotiation, including third-party accident and other claims, attorney's fees, judgments and settlements, incurred or paid directly by contractor.](#)

45. 6.) Checklist, RFP pages 45-46

Is the checklist required to be submitted with the proposal? [Yes.](#)

46. QUESTION: *Subsidiary:*

Please clarify whether the selected Contractor must establish a new operating subsidiary or Massachusetts legal entity, obtain new employer and tax registrations, or become a successor signatory to the ATU agreement before service commencement.

- Please clarify whether the selected Contractor must establish a new operating subsidiary or Massachusetts legal entity

[There is not a requirement to establish a new operating subsidiary or Massachusetts legal entity; however, there is a \(legal\) requirement for out-of-state companies conducting business in Massachusetts to register with a new tax ID \(see below\). It is](#)

the responsibility of the RFP respondent to confirm this opinion with the proper Massachusetts Department.

- obtain new employer and tax registrations
([Tax Information for Businesses New to Massachusetts | Mass.gov](#))
Yes, out-of-state companies conducting business in Massachusetts are required to register with a new tax ID. This registration is necessary to comply with Massachusetts's tax nexus rules, which determine when businesses must register for sales tax, income tax, and employment taxes in the state. Massachusetts's tax nexus rules include economic thresholds for sales tax, factor-presence tests for income tax, and employee-based triggers for payroll taxes. Once any of these thresholds are crossed, businesses must register and begin collecting the state's 6.25% sales tax.
- become a successor signatory to the ATU agreement before service commencement
MGL 161B Section 8 (k) stipulates the following: As a condition of any assistance to a private carrier operating under lease, contract, or other arrangement with the Authority, the rights, benefits, and other employee protective conditions and remedies of the Urban Mass Transportation Act of 1964, as amended (P.L. 88–365) as determined by the Secretary of Labor, shall apply for the protection of the employees affected by such assistance. Pursuant to said Urban Mass Transportation Act, the terms and conditions of a fair and equitable employee protective arrangement pursuant to this paragraph shall be a proper subject of collective bargaining and arbitration with the labor organizations that represent such employees. Such protective arrangement shall include, without limitation, provisions for the continuing employment or reemployment of those employees who are, or may be, displaced or otherwise affected by such assistance, paid training and re-training programs, preservation of all employment and retirement rights and interest, and any other protections which are necessary or appropriate to minimize the injury to such persons, provided, however, that any such protection shall not be detrimental to the employment or retirement rights and interests of any other persons affected by such assistance. The contract, lease, or other arrangement for the granting of any such assistance to a private carrier shall specify the terms and conditions of, the protective arrangements.

47. Page 12, 2.8 Start-up Costs: In the event a new Contractor is awarded, will initial training and new hire orientation be a pass-through expense? Or is the Contractor responsible for those costs? Yes, it is a pass-through expense.

48. Page 12, 2.8 Start-up Costs: Please confirm whether the hourly rates and estimated hours requested for start-up personnel are required only for transparency or will create binding hourly-rate ceilings for later work? [Transparency for bid evaluation purposes only.](#)

49. Page 15, 3.1 Funds and Operating Expenses: Please provide the current insurance policies or coverage summaries, including named insureds, additional insureds, limits, deductibles or self-insured retentions, exclusions, loss runs, open claims, experience-modification factor, and allocation of responsibility among CCRTA, the Contractor, any operating subsidiary, and individual employees. [Questions or assumptions regarding proposed operational resource allocations should not be reflected in the Proposer's proposed Management Fee. Under the terms of the Operating Agreement, associated operating costs are established, directed, and funded by the Cape Cod Regional Transit Authority \(CCRTA\). CCRTA covers all insurance costs directly related to the Contractor's transit operations; however, it is expected that the contractor will carry their own comprehensive general liability insurance, providing for the possibility of a legal proceeding involving the contractor. Specific indemnification language will be formalized as part of the contract negotiation, including third-party accident and other claims, attorney's fees, judgments and settlements, incurred or paid directly by contractor.](#)

50. Page 15, 3.1 Funds and Operating Expenses: Please explain any insurance requirements for the contractor which are not a pass-through expense, including employee and worker's compensation matters. [Questions or assumptions regarding proposed operational resource allocations should not be reflected in the Proposer's proposed Management Fee. Under the terms of the Operating Agreement, associated operating costs are established, directed, and funded by the Cape Cod Regional Transit Authority \(CCRTA\). CCRTA covers all insurance costs directly related to the Contractor's transit operations; however, it is expected that the contractor will carry their own comprehensive general liability insurance, providing for the possibility of a legal proceeding involving the contractor. Specific indemnification language will be formalized as part of the contract negotiation, including third-party accident and other claims, attorney's fees, judgments and settlements, incurred or paid directly by contractor.](#)

51. Page 15, 3.1 Funds and Operating Expenses: Please clarify which party is financially responsible for deductibles, uninsured losses, employment-practices claims, wage-and-hour claims, labor claims, cyber events, professional errors, vehicle physical damage, environmental incidents, and claims caused by negligence or willful misconduct. [Questions or assumptions regarding proposed operational resource allocations should not be reflected in the Proposer's proposed Management Fee. Under the terms of the](#)

Operating Agreement, associated operating costs are established, directed, and funded by the Cape Cod Regional Transit Authority (CCRTA). CCRTA covers all insurance costs directly related to the Contractor's transit operations; however, it is expected that the contractor will carry their own comprehensive general liability insurance, providing for the possibility of a legal proceeding involving the contractor. Specific indemnification language will be formalized as part of the contract negotiation, including third-party accident and other claims, attorney's fees, judgments and settlements, incurred or paid directly by contractor.

- 52. Page 18, 4.1 Scope of Work Overview:** Will CCRTA please identify the incumbent General Manager and Assistant General Manager and provide their current job descriptions, resumes, base salaries, bonuses, benefits, vehicle or relocation allowances, accrued leave obligations, length of service, employment agreements, and current performance objectives? Questions or assumptions regarding proposed staffing levels, organizational structure, personnel assignments, or other operational resource allocations should not be reflected in the Proposer's proposed Management Fee. Under the terms of the Operating Agreement, staffing levels, service requirements, and associated operating costs are established, directed, and funded by the Cape Cod Regional Transit Authority (CCRTA), however, the contractor is responsible for incurring the costs associated with the GM and AGM, which will be reimbursed by the CCRTA through a monthly supplemental billing separate from the Management Fee.
- 53. Page 18, Scope of Work Overview:** Please identify all other members of the current management team CCRTA expects the selected contractor to retain. Managerial staff is not covered by collective bargaining however, decisions about hiring and firing must be approved by the CCRTA Administrator.
- 54. Page 18, Scope of Work Overview:** Does the current management team include any of the 14 non-union positions listed on page 8 of the RFP? Yes
- 55. Page 18, 4.1 Scope of Work Overview:** The RFP states the contractor is responsible for hiring, firing, discipline, training, and deployment. Section 4.6 Personnel Specifics states the contractor must notify the Administrator of all contemplated hiring and firing, and the Administrator may accept or reject those personnel actions. Will CCRTA please clarify the authority of the contractor regarding hiring, discipline, suspension, discharge, promotion, compensation, and reassignment? Section 4.6 is intended to be applicable to non-union positions.
- 56. Page 18, 4.1 Scope of Work Overview:** Does Administrator approval apply only to the hiring/firing of the General Manager, Assistant General Manager, and non-union

management personnel, or to every union and non-union employee? [Yes, applies only to non-union employees.](#)

57. Page 18, 4.1 Scope of Work Overview: For union employees, please clarify how CCRTA's approval authority will be administered without conflicting with the Contractor's obligations as employer, the ATU Local 1548 collective bargaining agreement, progressive discipline requirements, grievance and arbitration provisions, and applicable labor law. [There will not be a conflict as Section 4.6 is intended to be applicable to non-union positions.](#)

58. Page 19, 4.2 Additional Responsibilities: Please clarify the division of responsibility among the contractor's corporate labor-relations representatives, the current operating General Manager and Assistant General Manager, CCRTA legal counsel, and the CCRTA Administrator for collective bargaining, grievances, arbitration, unfair-labor-practice matters, employee investigations, and contract interpretation. [The operator has the general responsibilities for the listed functions but CCRTA requires preapproval before proceeding, that includes: management company direct expense attorney fees, judgements, and settlements, safety reviews, labor negotiations, financial reviews, and special projects.](#)

59. Page 19, 4.2 Additional Responsibilities: Does CCRTA have a required sample size, methodology, language access, distribution method, and/or reporting expectations for the biannual passenger surveys? [No, to be determined with the contractor.](#)

60. Page 24, New Hire Training: Please define the amount of training required for incumbent employees and how those expenses would be reimbursed. [CCRTA bears these costs as a pass-through management contract.](#)

61. Page 29, 4.21 Operation and Contractual Obligations: Please identify which party will serve as the bargaining representative and signatory employer for the successor collective bargaining agreement when the current agreement expires September 30, 2028. [The contractor is the responsible with costs reimbursed by CCRTA.](#)

62. Page 29, 4.21 Operation and Contractual Obligations: Please confirm whether CCRTA will reimburse all approved legal, consulting, economic-analysis, negotiation, mediation, arbitration, and settlement costs associated with labor relations. [Yes, CCRTA will reimburse these approved costs.](#)

63. Page 29, 4.22 Permits, Licenses, and Insurance: Please identify all insurance coverage the selected Contractor must obtain at its own expense and include in the management fee, as distinguished from coverage procured or reimbursed by CCRTA. [CCRTA covers all insurance costs directly related to the Contractor's transit operations, however, it is](#)

expected that the contractor will carry their own comprehensive general liability insurance, providing for the possibility of a legal proceeding involving the contractor. Specific indemnification language will be formalized as part of the contract negotiation, including third-party accident and other claims, attorney's fees, judgments and settlements, incurred or paid directly by contractor.

64. Page 31, 4.28 Procurement: Please define how procurement or operating savings will be baselined, measured, normalized for service changes and inflation, documented, audited, and approved for shared-savings compensation. [This will be determined in partnership with the selected Contractor.](#)

65. Page 31, 4.28 Procurement: Is the potential shared-savings payment limited to procurement savings realized during the first contract year, or may savings from labor productivity, scheduling, overtime reduction, energy, insurance, maintenance, technology, regional coordination, and later contract years also qualify? [This will be determined in partnership with the selected Contractor.](#)

66. Page 32, 4.29 Performance Standards: The RFP states that specific performance standards will be established after the selected contractor completes the First 180 Days Operational Modernization/Innovation Plan. However, the Proposal Checklist on page 45 requires bidders to explain how they will achieve the “proposed Performance Measures expected of Management beginning October 1, 2026.” Will CCRTA please identify all performance standards, minimum thresholds, goals, incentives, penalties, cure provisions, and reporting requirements that will apply as of October 1, 2026, and clarify which standards will be developed after award? [CCRTA is looking for the Contractor to describe its approach, using previous experience, to define best practice performance standards. CCRTA is not expecting a specific plan. The plan will be determined in partnership with the selected Contractor.](#)

67. Page 32, 4.29 Performance Standards: Will performance standards established after award will be incorporated through a mutually executed contract amendment or may be imposed unilaterally by the CCRTA Administrator? [Mutually agreed upon performance standards will be determined and implemented in partnership with CCRTA.](#)

68. Page 32, 4.29 Performance Standards: What is the process for establishing baselines, reviewing proposed standards, resolving disagreements, and determining corrective-action periods? [This will be determined in partnership with CCRTA after award.](#)

69. Page 33, 4.30 Data Collection/Reporting: Please provide CCRTA’s monthly actual performance for the most recent 24 months, by mode and route where available, for each measure identified in Section 4.30, including on-time performance, missed trips,

maintenance road calls, lift failures, complaints, preventable and non-preventable accidents, passenger accidents, preventive maintenance compliance, vehicle availability, spare ratio, call-center answer time, abandoned calls, cancellations, no-shows, revenue miles, revenue hours, ridership, overtime, and vehicle productivity. Questions or assumptions regarding data collection/reporting or service requirements, and associated operating costs are established, directed, and funded by the Cape Cod Regional Transit Authority (CCRTA). Accordingly, the proposed Management Fee should be based solely upon the Proposer's management, oversight, and administrative responsibilities as defined in the RFP and not upon assumptions regarding future staffing or service level adjustments. Selected contractor will, however, be expected to assess and evaluate data collection/reporting during the start-up period to ensure effective implementation of contract requirements.

70. Page 36, 4.32: For the Ron Turley RTA Fleet Maintenance Software requirement, please identify the current modules, number of users, implementation status, known deficiencies, data-completeness level, integrations, vendor-support agreement, annual cost, training completed, and the specific standard CCRTA expects the selected contractor to achieve within six months. Selected contractor will be expected to assess and evaluate the RTA Fleet Maintenance Software during the start-up period to ensure effective implementation of contract requirements.

71. Page 41, Part 1: Technical Evaluation Criteria: Will CCRTA please explain how bidders will be evaluated on the criteria listed given the page constraints and submission requirements for the proposal as identified in 6. Checklist on page 45?

- f. For example, the evaluation criteria says bidders will be evaluated on "Demonstrated examples of how Contractor would implement requirements identified in Section 4.23" yet there is no place for bidders to provide these examples according to the Proposal Checklist on page 45. Please submit the requirements in Section 4.23 within your proposal.

72. Page 41, Part 1: Technical Evaluation Criteria: Will CCRTA please confirm how it defines "work-bids" within the Workforce Labor Strategy section? Is CCRTA looking for information on how bidders create driver shifts to maximize driver bidding time? CCRTA is looking for the Contractor to explain their best practices in constructing the bid process for weekly employee shifts for the bid period. There are three bid periods, per the CBA.

73. Page 42, Part 1: Technical Evaluation Criteria: Will CCRTA please provide the exact requirements for earning the 2.5 DBE points and 2.5 WBE/MBE points? Yes

- a. Are these points awarded for the prime proposer's certification, use of certified subcontractors, achievement of 4.2% participation, submission of a letter of intent, or another standard? [This applies to the prime proposer.](#)
- b. Can a bidder receive all 5 certification points using the same firm or subcontractor support both scoring categories? [This applies to the prime proposer](#)
- c. Please identify the accepted certification(s) and documentation required with proposal submission to earn DBE/WBE/MBE points. [Please refer to the requirements of the Massachusetts Unified Certification Program \(UCP\) administered by the Massachusetts Department of Transportation for a DBE or the Massachusetts Supplier Diversity Office for an WBE/MBE or an equivalent certification authority in another state.](#)

74. Page 43, Part 2: Cost Proposal Evaluation Criteria: Please provide the mathematical methodology CCRTA will use to score the 5 points for start-up costs and the 15 points for the management fee, including how costs will be normalized, compared, rounded, and treated if front-loaded during the first 90 days. [The mathematical methodology will be applied as 5 points or less for start-up costs and 15 points or less for the management fee.](#)

75. Page 45, 6. Checklist: Will CCRTA please confirm bidders are not limited to the items listed in the checklist, these items only identify the mandatory items for the response? [Confirmed](#)

76. Page 45, 6. Checklist: If bidders are limited to only those items listed in the checklist (along with associated page limits), will CCRTA please clarify where bidders are to include information required by *Part 1: Technical Evaluation Criteria*, including: [The Checklist is intended to assist Proposers in submitting mandatory documentation to be considered responsive. The checklist is not a substitute for a thorough review of the RFP. Evaluation will be based upon the entirety of the Proposal in relation to all requirements and evaluation criteria contained throughout the RFP, regardless of whether a specific item is referenced in the checklist. CCRTA reserves the right to evaluate proposals based upon all information requested throughout this RFP, whether or not specifically referenced in the Checklist.](#)

- a. Demonstrated examples of how Contractor would implement requirements identified in Section 4.23
- b. On-line and in-person training materials and classes, including training programs for safety, electric vehicle operation and maintenance, and general training support, as needed
- c. Demonstrated understanding and planning for aggregating data from scheduling, AVL, APC, maintenance, payroll, finance, customer complaints, safety,

fare/payment systems, call center systems, and NTD reporting into dashboards and decision tools with examples.

- d. Demonstrated technical assistance made available to Operations staff as needed to improve current use of technology
- e. An explanation of how you intend to use our data to evaluate current business practices with an eye to improve performance metrics
- f. Sample reporting and/or dashboard screenshots from other RTA's where currently employed are highly recommended. (Specific identifying data may be removed if required by other agreements)
- g. In today's world, a demonstrated process and success in recruiting and retaining drivers and technical employees (e.g. mechanics)
- h. A description of bidders ramp-up plan for meeting staffing needs in the summer on Cape Cod.
- i. Well established background check/screening process for new employees
- j. An explanation of how you construct work-bids in other RTA's to maximize the efficiency of the process
- k. Demonstrated success related to the use of economy of scale procurement of equipment, parts, maintenance supplies and services (i.e. insurance, etc.) resulting in cost savings to the CCRTA
- l. Customer/Community Philosophy

77. Page 45, 6. Checklist: Will CCRTA consider removing or increasing the page limits for responding to the following items; it will be very difficult to cover the required information within the existing page limitations. [The Checklist page limit is intended to assist Proposers in submitting mandatory documentation to be considered responsive. These page limits do not apply to your proposal narrative.](#)

- a. In order to ensure that your organization's fixed route and coordinated paratransit philosophy and management approach are compatible with the goals of CCRTA, describe the approach your organization and General Manager would pursue in order to achieve the proposed Performance Measures expected of Management beginning October 1, 2026, that will ensure efficient and high-quality transportation services (No Form Attached - no more than a page please)
- b. Provide a detailed transition plan that includes 30/60/90-day transition, labor continuity, technology access plan, employee communication plan and risk register. (No more than two pages please)
- c. Describe the vehicle maintenance programs to be used by your organization for both preventive and corrective maintenance (No more than a page please)

78. Page 45, 6. Checklist: The RFP requires bidders to include "30/60/90-day transition" plan. Will CCRTA confirm whether bidders are to include three separate transition plans

for 30 days, 60 days, and 90 days, or whether bidders can choose to submit one transition plan for 30 days, 60 days, or 90 days? [Proposers should submit one transition plan for 30, 60, and 90 days.](#)

- a. If bidders can choose to submit one transition plan for 30, 60, or 90 days, will CCRTA give preference to transition plans with a shorter timeframe?
- b. If bidders are to submit three separate plans, CCRTA will need to remove the two-page limit to allow sufficient space for three separate responses.

79. Page 52, Key Personnel Form: If bidders intend to retain the current management team as indicated on page 18 of the RFP as CCRTA's intention for the contract, for which additional staff should bidders submit this form? [Page 18 does not apply to the key personnel form. This section \(page 52\) requests proposers to submit qualifications of key personnel who will be used as subject matter experts throughout the contract period.](#)

- a. How will CCRTA evaluate this section of the proposal for bidders who propose retaining the current management team? [Not applicable.](#)

80. Page 52, Key Personnel Form: Please define the level, frequency, duration, and scope of corporate technical-assistance services considered included in the fixed management fee and identify the circumstances under which CCRTA will approve additional hourly charges for the experts listed. [Based on the requirements of the RFP, it should be the responsibility of the Proposer to identify the necessary personnel and cost that should be included in the proposed management fee. Additional technical assistance services eligible for reimbursement will be determined in partnership with CCRTA throughout the contract period.](#)

81. Page 52, Key Personnel Form: Please confirm whether hourly rates listed will be binding for the full contract term, subject to annual escalation, or negotiated separately when an extraordinary assignment is approved. [Yes, binding for the full contract term and subject to a negotiated annual escalation. Extraordinary assignments can be determined in partnership with CCRTA.](#)

82. Page 56, CCRTA Management Fee Cost Proposal Form: Should bidders include start-up costs in the Year 1 monthly and annual management fee or present them as a separate amount? [Please see paragraph two of the Management Fee Cost Proposal Form.](#)

- a. If included in Year 1, please explain how CCRTA will distinguish the recurring management fee from separately scored non-recurring start-up costs. [Proposers are encouraged to identify their start-up costs separately from the recurring management fee.](#)

- 83. Page 56, CCRTA Management Fee Cost Proposal Form:** Should bidders include shared-savings compensation in the proposed management fee, listed as an exclusion on page 56, or negotiated after CCRTA approves a specific initiative? [The shared savings compensation will be negotiated in partnership with CCRTA during the contract period.](#)
- 84. Page 56, CCRTA Management Fee Cost Proposal Form:** Please clarify whether travel, lodging, meals, local transportation, software, training materials, consultants, outside counsel, subject-matter experts, and other direct expenses associated with corporate technical assistance are included in the management fee or reimbursable operating expenses. [Additional expenses are reimbursable with prior CCRTA approval.](#)
- 85. Attachment E, Federal Causes and Certifications:** Will CCRTA please clarify which, if any, of the bond requirements starting on page 4 of Attachment E apply to this procurement? [Please refer to page 2 of attachment E which indicates this requirement does not apply.](#)
- 86. Attachment F, Complaint Resolution Procedure:** Please provide the current Transportation Provider Accountability Policy, complaint classification and escalation standards, applicable penalties and fines, complaint-response templates, current complaint categories, and the required complaint-tracking workflow.
- 87. Ten Year Strategic Plan & Supporting Five Year Capital Plan:** Please provide CCRTA's current zero-emission fleet transition plan, completed feasibility studies, utility coordination, facility assessments, grant awards, vehicle procurements, charging or fueling infrastructure plans, scheduled delivery dates, staff-training plans, and the number and type of zero-emission vehicles expected during the contract term. [The CCRTA would expect the contractor to assist with the development of its Ten-Year Strategic Plan as part of responsibilities covered under the Management Fee. Implementation of CCRTA approved initiatives that arise out of this effort involving the contractor's participation will be separately negotiated and separate from the Management Fee](#)
- 88. General:** Please provide a complete inventory of the current technology environment, including the vendor, product, version, contract term, renewal date, license count, hosting model, interface capabilities, and responsible system owner for scheduling, dispatch, reservations, AVL, CAD, APC, maintenance, payroll, timekeeping, finance, purchasing, fare collection, complaint tracking, call-center telephony, workforce management, training, safety, claims, drug and alcohol compliance, NTD reporting, customer applications, and website trip planning.
[The following technologies are currently in use at CCRTA:](#)
- [Rangers - Tripspark](#)
 - [On Board Information - Samsung Active Pro Tablet](#)
 - [Automated Passenger Counter - UTA](#)

- 2 Way Radio System - Motorola TRBO (Managed by Industrial Communications)
- Microtransit Platform - SmartDART
- Vendor Portal - SmartDART
- Trapeze Flex - Tripspark
- Trapeze Pass - Tripspark
- Maintenance/Preventive Maintenance - Ron Turley& Associates Fleet (migrating from EasyBus) -
- Payroll- Harpers Payroll

Detailed information will be provided and discussed in partnership with CCRTA upon award.

89. General: Please identify which systems permit API access, automated data export, direct database access, single sign-on, real-time feeds, and historical-data extraction, and provide available data dictionaries, interface-control documents, report inventories, and sample exports. [This information will be provided and discussed in partnership with CCRTA upon award](#)

90. General: Please describe known data-quality problems, manual reporting processes, duplicate data entry, unavailable fields, inconsistent definitions, or integration limitations that the selected Contractor will be expected to correct. [This information will be provided and discussed in partnership with CCRTA upon award](#)

91. General: Please clarify whether CCRTA expects the selected Contractor to provide new software, middleware, data warehousing, business-intelligence licenses, AI tools, dashboard platforms, cloud services, mobile devices, cybersecurity services, or implementation consultants within the management fee. [CCRTA does not expect the proposer to provide these items. However, the proposer may recommend additional technologies after evaluating CCRTA existing technology after award.](#)

- a. If so, please identify the anticipated users, licensing assumptions, security standards, data-retention requirements, and ownership of all configurations, dashboards, models, code, and intellectual property.

92. General: Please provide a current fleet inventory identifying each vehicle by fleet number, service mode, year, make/model, propulsion type, capacity, mileage, condition, ownership status, warranty status, assigned location, and classification as active revenue, spare revenue, contingency, support, maintenance, supervisor, or administrative. [This information will be provided and discussed in partnership with CCRTA upon award](#)

93. General: Please provide the most recent 24 months of fleet-maintenance performance, including preventive maintenance scheduled and completed, late-PM percentage, road

calls, miles between road calls, vehicle availability, spare ratio, repeat defects, open work orders, deferred repairs, out-of-service vehicles, parts backorders, overtime, warranty recoveries, mean vehicle age, and maintenance cost by fleet type. [This information will be provided and discussed in partnership with CCRTA upon award](#)

- 94. General:** Please provide the most recent FTA triennial review, MassDOT/MAP reviews, maintenance audits, safety audits, environmental audits, insurance loss-control reviews, corrective-action plans, and any open or repeat findings applicable to the work in this RFP. [This information will be provided and discussed in partnership with CCRTA upon award](#)
- 95. General:** Please identify the incumbent's contractual transition-assistance obligations, including required transfer of employee records, payroll data, personnel files, drug and alcohol records, training records, maintenance records, vendor files, claims files, passwords, system credentials, licenses, policies, manuals, and pending disciplinary or grievance matters. [There are limited contractual transition assistance obligations. Any outstanding issues will be resolved prior to the contract finalization.](#)
- 96. General:** Please confirm whether CCRTA will facilitate employee meetings, union coordination, conditional employment offers, background checks, benefit enrollment, payroll setup, system training, and transfer of controlled FTA drug-and-alcohol records before October 1. [CCRTA will facilitate activities as necessary.](#)
- 97. General:** Please identify any transition obligations or costs that CCRTA considers reimbursable operating expenses rather than start-up costs included in the proposer's cost proposal. [Please see paragraph two of the Management Fee Cost Proposal Form.](#)
- 98. General:** Please clarify if employee appreciation items (swag, lunches, etc.) are included as a pass through or if those should be included in the contractor's Management Fee. [This would be supported with prior approval](#)
- 99. General:** Please provide the current emergency operations plan, continuity-of-operations plan, hurricane and severe-weather procedures, evacuation responsibilities, emergency staffing requirements, mutual-aid agreements, and after-hours command structure. [This information will be provided upon award.](#)
- 100. General:** Please identify all material contracts, software agreements, leases, cooperative procurements, vendor arrangements, and warranties the selected Contractor will be expected to administer, including their expiration dates and any scheduled procurements during the first two contract years. [This information will be provided upon award.](#)
- 101. General:** Please provide copies of all Summary Plan Documents (SPD) related to all employee offered benefits plans (i.e. medical, dental, 401k, etc.). [This information will be provided upon award. Please note, these are pass-through costs and paid directly by CCRTA.](#)