

ANNE ARUNDEL COUNTY PUBLIC SCHOOLS
PURCHASING OFFICE
2644 RIVA ROAD
ANNAPOLIS, MARYLAND 21401



ANNE ARUNDEL
COUNTY PUBLIC SCHOOLS

Title: RFP #23SC-208 Prequalification of Coach Bus Contractors

Issued: February 22, 2023 Buyer: Loretta Hamilton, 410-222-5166, lhamilton@aacps.org

Proposal Due Date: Proposals are due no later than 11:00 a.m. Eastern Time on March 23, 2023, in the Purchasing Office at the above address. The opening is not public.

If the AACPS Central Office Building is closed due to unforeseen circumstances, proposals shall be due on the next business day that the building is open. The originally scheduled time for proposal receipt will remain the same even if the date is changed. Visit the AACPS website, www.aacps.org, for the status of building closures. *Closing of schools does not constitute closing of the Central Office Building.*

Minority & Small Business Enterprises and Veteran-Owned Businesses are encouraged to respond to this RFP.

This proposal must be signed by an offeror authorized to make a binding commitment for the firm submitting the proposal. By submitting a proposal in response to this RFP, the offeror selected for award agrees that it shall comply with all federal, State, and local laws, and AACPS policies and regulations applicable to its activities under the resulting contract. Any offeror selected for award, including businesses outside of the State, must comply with registration/verification requirements of the Maryland Department of Assessments and Taxation. www.dat.maryland.gov

Your signature on this page provides AACPS your acknowledgment and acceptance of the terms and conditions contained in the Request for Proposal. When this page is executed by an authorized officer of Anne Arundel County Public Schools, this scope of work, terms and general conditions, and price proposal shall become a legally binding contract between the successful offeror and AACPS.

Offeror Name: Academy Express, LLC.
Address: 201 FRANKFURT AVENUE BALTIMORE, MD. 21225
Phone: 410-391-8700 Ext: 1262 Fax: _____ Email: LPAAR@ACADEMYBUS.COM
Federal ID or Social Security Number: 22-3765140 Web Address: ACADEMYBUS.COM
MDOT MBE Certification # _____ DGS Small Business Registration #: _____
eMaryland Marketplace #: SNP017814 MD Dept. of Assess. & Taxation #: _____
Offeror Signature: [Signature]
Printed Name, Title and Date: ANTONIO RAMOS, VICE PRESIDENT, SALES 5/22/23

Accepted by AACPS Supervisor of Purchasing: Mary Jo Childs
Signature: [Signature] Date: 5/24/23

Award Limitations: _____



111 Paterson Avenue
Hoboken, NJ. 07030

March 24, 2023

Ms. Loretta Hamilton
Anne Arundel County Public Schools
Purchasing Office
2644 Riva Road
Annapolis, MD. 21401

Re: RFP #23SC-208 Prequalification of Coach Bus Contractors
Closing Date & Time: March 27, 2023, 11:00 AM

Dear Ms. Hamilton:

I am pleased to enclose one (1) original Word Version of the completed Bid in response to the above referenced RFP. I am confident that you will find our Bid responsive to your RFP. Academy shall complete all services set forth in the proposal within the proposed time limits to the satisfaction of AACPS.

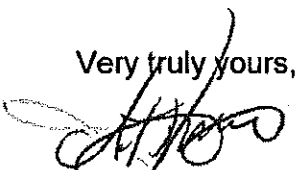
I acknowledge all Addenda to all RFP's and accept all State and RFP's Terms and Conditions.

FEIN # - 22-3765140
EMM # - SUP017814

In the event you have any questions or require further information, please do not hesitate to give me a call.

I look forward to your favorable reply.

Very truly yours,



Antonio T. Ramos
Vice President, Sales
(201) 420-7000
aramos@academybus.com

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ANNE ARUNDEL
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Address: 201 FRANKFURT AVENUE BALTIMORE, MD. 21225
Phone: 410-391-8700 ext. 1263 Fax: _____ Email: LPARR@ACADEMYBUS.COM
Federal ID or Social Security Number: 22-3765140 Web Address: ACADEMYBUS.COM
MDOT MBE Certification # _____ DGS Small Business Registration #: _____
eMaryland Marketplace #: SUP017814 MD Dept. of Assess. & Taxation #: _____
Offeror Signature: [Signature]
Printed Name, Title and Date: ROBERTO RAMOS, VICE PRESIDENT, SALES 5/22/23

Accepted by AACPS Supervisor of Purchasing: Mary Jo Childs

Signature

Date

Award Limitations: _____

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Section I: GENERAL INFORMATION

1. GENERAL

The Board of Education of Anne Arundel County, hereinafter referred to as Anne Arundel County Public Schools or AACPS, is soliciting competitive sealed proposals to prequalify motor coach contractors with qualified personnel and equipment to provide safe, reliable and efficient transportation services to students for trips as part of educational and extracurricular programs. AACPS anticipates awarding contracts to multiple offerors.

AACPS intends to award a three-year contract, with three one-year renewal options. Starting with the first contract renewal, AACPS will consider adding additional contractors to the contract assuming they submit a proposal and are considered responsible. This process will only be conducted with each renewal option.

The named buyer is the only person authorized to answer questions regarding this RFP. Offerors should not rely on information obtained from any source other than the buyer. It is the responsibility of offerors to check for addenda on the AACPS web page (www.aacps.org) before the proposal due date.

Offerors are responsible for understanding this solicitation. To that end, prospective offerors may submit questions to the AACPS Buyer named above.

- Questions must be in writing and submitted via hard-copy or email.
- Questions must be received in the Purchasing Office ten days prior to proposal due date.
- Questions received after this date will be answered only if time permits.
- The Buyer will distribute a written summary of responses to timely-received questions to all prospective offerors known to have received a copy of this RFP.
- Oral communications are not binding.

A pre-proposal conference will be held virtually at 11:00 a.m. Eastern Time on March 2, 2023, at the link below.

Microsoft Teams meeting

Join on your computer, mobile app or room device

[Click here to join the meeting](#)

Meeting ID: 248 438 492 363

Passcode: bpWc49

[Download Teams](#) | [Join on the web](#)

Or call in (audio only)

+1 301-960-3676,,809640031# United States, Silver Spring

Phone Conference ID: 809 640 031#

[Find a local number](#) | [Reset PIN](#)

Attendance is strongly recommended. AACPS is not responsible for communicating to offerors any information that may be discussed during the conference. However, if AACPS makes changes to the RFP as a result of the meeting, all offerors properly registered on the AACPS website for this RFP will receive a notice of the amendment.

2. NO OBLIGATION

This Request for Proposals implies no obligation on the part of the AACPS.

3. PROPOSAL INSTRUCTIONS

Offerors may submit proposals electronically. Electronic proposals may be done through the AACPS website at

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<https://bids.aacps.org/Account/Login?ReturnUrl=%2FBidSubmissions>

The time of receipt is the time the electronic proposal documents are **RECEIVED** by Anne Arundel County Public Schools-**NOT** the time you begin the upload. Please allow additional time for your proposal submission to be fully uploaded. AACPS is not responsible for technical failures that result in a late submission.

Offerors must ensure the RFP number and title are correct when submitting the proposal.

Faxed or emailed proposals will not be accepted.

Offerors are responsible for properly labeling their proposal envelope with the company name, address, proposal number and due date. AACPS is not responsible for a proposal that may be inadvertently opened before the proposal due date unless it is submitted with proper labeling.

Proposal Drop Off – Appointments are required for an in-person drop off. To schedule an appointment, vendors should email the Purchasing Office several days before the due date.

purchasing@aacps.org

Please do not attempt to drop off a proposal without a confirmed appointment.

If offerors prefer to mail the proposals, please allow extra time for USPS deliveries as stated in the RFP.

4. REJECTION/CANCELLATION OF RFP

This solicitation is subject to cancellation when determined by the Supervisor of Purchasing to be in the best interest of AACPS. AACPS may reject any or all proposals when determined by the Supervisor of Purchasing to be in the best interest of AACPS. Additionally, to ensure fair competition and to permit a determination of the lowest responsive proposal from a responsible offeror, AACPS may reject proposals that include omissions, alterations of form, or that are conditional or irregular in any respect, or reject non-responsible offerors that show a risk of default.

5. EXCEPTIONS

If an offeror takes any exceptions to the terms and conditions of the RFP, an offeror shall notify AACPS in writing not later than ten calendar days (Saturdays and Sundays included) before proposals are due. Failure to take exceptions within the timelines indicated shall be construed by AACPS as full acceptance of the stated terms and conditions.

6. REQUIRED DOCUMENTS

The required documents for this solicitation include an original, unaltered, executed solicitation document including any addenda issued by AACPS, completed proposal affidavit, financial statement, completed Qualifications Affidavit, and any other additional documents requested. Failure to do so may cause rejection of the proposal. Acceptable documents for compliance with the mandatory Financial Statement include the offeror's:

- Latest Balance Sheet and Income Statement as computed by an independent accounting firm;
- Annual Report;
- Dun & Bradstreet complete Business Report; or,
- Other financial documents as determined acceptable by the Supervisor of Purchasing.

7. LATE PROPOSALS

Late proposals will not be accepted. It is the sole responsibility of the offeror to ensure that their proposal is submitted on or before the date and time specified in the solicitation. Late proposals will be rejected and returned unopened or destroyed at the offeror's request.

NOTE: Proposals sent next-day delivery via USPS are delivered to the nearest post office – not the AACPS Central Office. AACPS then retrieves deliveries from the Post Office the next day. Offerors using this USPS shipment method should allow at least one extra business day for delivery to the Central Office.

8. PROPOSAL WITHDRAWAL

No proposal can be withdrawn after it is submitted to AACPS unless the offeror makes a written request to the buyer, before the proposal due date, or if the offeror provides clear and convincing evidence that a mistake has been made *and only then with the approval of the AACPS Supervisor of Purchasing.*

9. COST OF PROPOSAL

AACPS accepts no responsibility for any expense incurred in the proposal preparation and presentation requirements, if any. Such expense is to be borne exclusively by the offeror.

10. COOPERATIVE PURCHASING CLAUSE

In accordance with State Finance and Procurement Article, Sect. 13-110, Maryland Annotated Code, AACPS reserves the right to extend the terms of any contract resulting from this RFP to public bodies, subdivisions, school districts, community colleges, colleges, and universities including nonpublic schools. The Contractor agrees to notify AACPS of those entities that request to use any contract resulting from this RFP and provide usage information to AACPS, if requested.

Anne Arundel County Public Schools assumes no authority, liability, or obligation, on behalf of any other public or non-public entity that may enter into a cooperative agreement associated with the contract resulting from this RFP. All purchases and payment transactions will be made directly between the contractor and the requesting entity.

11. PROTESTS

This contract shall be subject to the provision of the Board of Education of Anne Arundel County Policies and Regulation DEC-RA.

12. REGISTRATION

Pursuant to the Corporations and Associations Article of the Annotated Code of Maryland, businesses created in a state other than Maryland may have to register or qualify with the State Department of Assessments and Taxation (SDAT) before doing business in Maryland. Offerors should contact the SDAT directly to determine their registration requirements: [http://dat.maryland.gov/businesses/Pages/Non-Maryland-\(Foreign\)-Business-Entities.aspx](http://dat.maryland.gov/businesses/Pages/Non-Maryland-(Foreign)-Business-Entities.aspx)

Offerors that are Maryland businesses must be in good standing with the State Department of Assessments and Taxation. Your business status can be verified at <https://egov.maryland.gov/BusinessExpress/EntitySearch>. Out-of-State offerors must be in good standing with their home state authority.

Offerors that fail to comply with these requirements may be rejected as not responsible.

13. COMPETITIVE SEALED PROPOSAL PROCESS

- ❖ Offerors shall submit all requirements as set forth in the RFP and as listed on the Checklist.
- ❖ Offeror questions must be submitted in writing via email to the buyer no less than ten calendar days before proposals are due. The buyer is the only person authorized to answer questions regarding this RFP. No interpretation of the meaning of the specifications or other documents will be made orally.
- ❖ Offerors who wish to mail in or drop off their proposal, shall submit one original and one hard copy, and one electronic copy of their technical proposal loaded on a flash drive. Offerors may submit

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proposals electronically.

- ❖ Letter of Transmittal – the offeror shall include a Letter of Transmittal, signed by the person authorized to legally bind the offeror to the proposal. The letter shall specifically state that the offeror shall complete all services set forth in the proposal within the proposed time limits to the satisfaction of AACPS. The letter shall be concise and need not repeat any of the detailed information set forth in the proposal.
- ❖ The AACPS buyer will initially review each proposal submission. Offerors whose technical proposals are determined to be not responsive, or offerors determined to be not responsible, shall be rejected and timely notified.
- ❖ Qualified proposals shall be evaluated by an evaluation committee in accordance with the scope of work and evaluation criteria contained herein.
- ❖ The evaluation committee, after an initial review of the proposals, may elect to conduct discussions for the purpose of ensuring the complete understanding of AACPS requirements and the offeror's technical proposal. AACPS may choose to conduct discussions with a limited number of offerors after a preliminary review of the proposals. Offerors must confirm in writing any substantive oral clarification of, or change in, their proposals made during discussions. Any such written clarification or change then becomes part of the offeror's proposal.
- ❖ Upon completion of the evaluation and discussions, if any, the evaluation committee will recommend which proposal(s) is selected as the apparent awardee. The buyer ensures the recommendation is consistent with the RFP evaluation factors and will recommend award of the contract to the responsible offeror whose proposal is determined to be the most advantageous to AACPS considering the technical evaluation factors as set forth in the RFP.
- ❖ AACPS anticipates awarding to multiple offerors. The recommendations are based on the highest evaluated score(s) considering the evaluation criteria set forth in the RFP.
- ❖ The contracts awarded may be subject to approval by the Board of Education of Anne Arundel County. Upon approval of the Board, the unsuccessful offerors will be notified and be offered the opportunity to be debriefed. The debriefing will provide a summary of deficiencies in the offeror's proposal.

14. **ANTI-BRIBERY**

The Contractor warrants that neither it nor any of its officers, directors, or partners nor any of its employees who are directly involved in obtaining or performing contracts with any public body has been convicted of bribery, attempted bribery or conspiracy to bribe under the laws of any state or of the federal government.

15. **TAXES**

AACPS is exempt from federal excise taxes [52-73-0144K] and State and local sales or use taxes [3000110-2]. Offerors may not include these taxes in their proposal price. If a contractor is required to furnish and install material in the construction or improvement of real property in performance of a contract, the contractor pays Maryland sales tax and exemption does not apply.

16. **TOBACCO PRODUCTS**

The use of drugs, alcohol, and tobacco products is not permitted on school property. AACPS Board Policy and Regulation GAC-RA and COMAR 13A.02.04 require AACPS to maintain drug, alcohol, and tobacco-free work environments. Failure to comply with this clause is considered a material breach of contract that may result in termination.

17. **IRREGULARITIES**

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AACPS reserves the right to waive any minor irregularities in the solicitations or proposal. AACPS reserves the right to negotiate or modify any element of the solicitation to ensure that the best possible arrangements for achieving the stated purpose are obtained.

18. **SUBCONTRACTORS**

AACPS will enter into an agreement with the selected offeror only. The selected offeror shall be responsible for all services as required by this RFP. Subcontractors, if any, shall be identified and a complete description of their role relative to this RFP shall be included in the proposal. Subcontractors are subject to the provisions of this RFP to the same extent as the prime contractor.

19. **NON-HIRING OF OFFICIALS AND EMPLOYEES**

No official or employee of AACPS whose duties as such official or employee include matters relating to or affecting the subject matter of this contract, shall during the pendency and term of this contract and while serving as an official or employee of AACPS become or be an employee of the contractor or any entity that is a subcontractor on this contract.

20. **SEX OFFENDER NOTIFICATION AND CRIMINAL BACKGROUND CHECKS**

A. Registered Sex Offender

Maryland Law requires sex offenders to register with the local law enforcement agency in the county in which obtain all the necessary supplies, materials, equipment, labor and supervision required they will reside, work, or attend school. *See Criminal Procedure Article, §11-707, Annotated Code of Maryland.* **An AACPS Contractor may not knowingly employ an individual to work at a school if the individual is a registrant.** A Contractor violating this Law is guilty of a misdemeanor and may be subject to imprisonment not exceeding five years or a fine not exceeding \$5,000, or both. *See Section 11-722 of the Criminal Procedure Article, Annotated Code of Maryland.*

B. Other Crimes

An AACPS Contractor or subcontractor may not knowingly assign an employee to work on school premises with direct, unsupervised, and uncontrolled access to children, if the employee has been convicted of:

- Section 3-307 of the Criminal Law Article, Maryland Annotated Code, *Sexual Offense in the Third Degree*;
- Section 3-308 of the Criminal Law Article, Maryland Annotated Code, *Sexual Offense in the Fourth Degree*;
- An offense under the laws of another state that would constitute a violation of Sections 3-307 or 3-308 of the Criminal Law Article if committed in Maryland;
- Child sexual abuse under Section 3-602 of the Criminal Law Article, Annotated Code of Maryland;
- An offense under the laws of another state that would constitute child sexual abuse under Section 3-602 of the Criminal Law Article if committed in Maryland;
- A crime of violence as defined in Section 14-101 of the Criminal Law Article, Annotated Code of Maryland; or
- An offense under the laws of another state that would constitute a crime of violence under Section 14-101 of the Criminal Law Article if committed in Maryland.

See Education Article, §6-113, Annotated Code of Maryland

C. AACPS Contractors shall ensure compliance with the requirements in Sections A and B above for their workforce. Workforce means all the Contractor's direct employees, subcontractors, and independent Contractors.

D. Violations of any of these provisions may result in immediate termination for cause.

E. Contractor workforce requiring access to any of the AACPS schools located on the secure portion of Fort Meade will require additional background checks conducted by the Installation.

21. CONTRACTOR SCREENING OF EMPLOYMENT APPLICANTS HAVING DIRECT CONTACT WITH MINORS

In addition to the requirements of Section 22 above, Contractors shall comply with the requirements of Section 6-113.2 of the Education Article, Maryland Annotated Code, regarding screening of applicants for employment.

22. ACCESS TO PUBLIC RECORDS

Offeror should identify those portions of its proposal that it considers confidential, proprietary commercial information, or trade secrets, and provide, upon request, justification why such materials, if requested, should not be disclosed by the AACPS under the Maryland Public Information Act. Offerors are advised that, upon request for this information from a third party, the Supervisor of Purchasing will be required to make an independent determination whether the information may be disclosed.

23. GIFTS

In accordance with Board Policy BAF, contractors are notified that the giving or offering a gift or series of gifts to a Board official or employee is improper and may result in disqualification from future work on the grounds that the donor/offeror is no longer a responsible offeror or vendor. Board officials and employees may not "solicit any gift, or accept any gift or series of gifts exceeding \$20 in value in a calendar year from any person, entity, or employee of an entity that is under the authority of the school system or has or is negotiating a contract with the school system, except where such gifts would not present a conflict of interest as determined by the Board Ethics Panel.

24. eMARYLAND MARKETPLACE ADVANTAGE REGISTRATION

Contractors are required to register on eMaryland Marketplace Advantage at <https://procurement.maryland.gov> within five days following notice of award. Maryland law requires local and state agencies to post award notices on eMaryland Marketplace Advantage. This cannot be done without the contractor's self-registration in the system. Registration is free. Failure to comply with this requirement may be considered grounds for default. It is recommended that any interested offeror register with eMaryland Marketplace Advantage regardless of the award outcome for this procurement as it is a valuable resource for proposal notification for municipalities throughout Maryland.

AACPS recommends that all interested offerors register with eMaryland Marketplace regardless of the outcome of this RFP because it is a valuable resource for proposal notification for school districts, and State, county, and municipal agencies throughout Maryland.

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CHECKLIST

Checklist for mandatory documents in your response, provided for your convenience. Failure to provide mandatory documents may be cause for rejection of your proposal.

TECHNICAL PROPOSAL

Return **entire, original RFP document, including title page, and amendments, if any.** One paper copy and one electronic copy provided on a flash drive is required for proposals being dropped off.

- _____ Executed solicitation documents including any AACPS addenda
- _____ Response to Technical Offer Section
- _____ Signed and Completed Qualifications Affidavit
- _____ Financial Statement(s)
- _____ Certificate of Insurance
- _____ Letter of Transmittal
- _____ Attachment A – Contract Affidavit/*Criminal Background Check*
- _____ Attachment B - Conflict of Interest Affidavit and Disclosure
- _____ Attachment C – Employment Screening Affidavit
- _____ Nepotism Policy

PRICE PROPOSAL

- _____ One original and one electronic copy of the Price Proposal Form loaded on a flash drive is required for proposals being dropped off.

Offerors shall provide the technical proposal and price proposal, and their respective electronic copy under sealed cover and appropriately marked as follows:

Technical Proposal: Company Name
RFP Title and Reference No.
Due Date:
This Package contains a **Technical Proposal**.

AND

Price Proposal: Company Name
RFP Title and Reference No.
Due Date:
This Package contains a **Price Proposal**

Section II: Qualifications Affidavit

Submitted by: Academy Express, LLC.

AACPS reserves the right to contact additional references not contained in the Affidavit. Information obtained from the references provided herein, and any additional references not listed in this Affidavit, will assist AACPS in making the determination on offeror responsibility. If AACPS, in its sole discretion, determines that an offeror's references are inadequate, AACPS reserves the right to determine an offeror is not responsible which may be cause for rejection of the proposal.

The Offeror shall have at least five years of experience in providing student transportation services of similar scope and complexity. AACPS may consider the experience of the offeror's key personnel toward the experience requirement.

1. How many years has your firm been in the business of providing similar services? 50 Years of relevant experience

2. List at least three contracts/references similar to the work described herein, which your organization has completed within the last three years. (Include company names, school district or government agency, address, and contact person and phone number).

A. Date of Substantial Completion: 2022

Project Description: CHARTER BUS TRANSPORTATION

Address: 919 UNIVERSITY BLVD. NEAR SILVER SPRING MD. 20901

Agency or School District: NORTHWOOD HIGH SCHOOL

Contact Person: HOLLY JONES

Phone Number: 301-649-8808

Company Name: _____

Value: \$20,000 - \$50,000

B. Date of Substantial Completion: 2022

Project Description: COMMUTER ROUTE 795

Address: 1600 LUDLOW STREET BALTIMORE MD. 21230

Agency or School District: MARYLAND TRANSIT ADMINISTRATION

Contact Person: SHARON CURTIS

Phone Number: 410-856-4827

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Company Name: _____

Value: \$ 1,000,000 +

C. Date of Substantial Completion: 2022

Project Description: COACH BUS CONTRACTOR

Address: 2644 RIVA ROAD ANNAPOLIS, MD. 21401

Agency or School District: ANNE ARUNDEL

Contact Person: LORETTA HAMILTON

Phone Number: 410-222-5166

Company Name: _____

Value: \$ VARIOUS ON SCHOOL YEAR

3. List two additional professional references not including those cited above. Provide project name, address, phone, email, and point of contact.

Project Name	Address	Phone	Email	Point of Contact
JOHNS HOPKINS UNIVERSITY CAMPUS SHUTTLE / CHAIR	3910 KESWICK ROAD BALTIMORE, MD. 21211	443-977-8156	GREG SMITH@ JHU.EDU	GREG SMITH
COLLEGE GREEN ELEM. SCHOOL	1700 YALE PLACE ROCKVILLE, MD. 20850	301-277-8470	CONSTANCE.T- BOURSTEIN@ MCP'S MD. ORG	CONSTANCE BOURSTEIN

4. What is your Dunn and Bradstreet Rating? N/A

5. How many people does your company presently employ on a:

A. Full-time basis? 600

B. Part-time basis? 50

6. Has your company performed any contracts for any unit of the State of Maryland or Anne Arundel County Government over the last five years other than those listed in Section 2? (Please list names, addresses, dates, and the government employee responsible for accepting the work).

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7. Has your company or any of its officers or employees ever been found guilty of any criminal act in regard to the performance of a government contract or subjected to any penalty, termination for cause, or liquidated damages arising out of poor or non-performance? Explain. *NO*

8. Has your company ever been suspended or debarred from bidding on local, school, state or federal contracts for any reason? Explain. *NO*

9. Has your company ever filed for bankruptcy/receivership or any other similar defalcation? Explain. *NO*

10. Are any officers or employees of your company also employees of Anne Arundel County Public Schools? Do any officers or employees of your company have immediate family members who are employees of Anne Arundel County Public Schools? Explain. *NO*

The signatory of this form hereby affirms that the information as set forth is accurate, truthful and complete, to the best of his/her knowledge and belief.

Dated this 23RD day of MARCH 2023

Name of Organization: ACADEMY EXPRESS, LLC.

By: 

Aron J. Ramos
(Print Name)

Title: Vice President, Sales

Section III: SCOPE OF WORK

1. BACKGROUND

1.1 On behalf of the Board of Education of Anne Arundel County, Maryland, Anne Arundel County Public Schools (AACPS) is soliciting Proposals to prequalify motor coach contractors with qualified personnel and equipment to provide safe, reliable and efficient transportation services to students for trips as part of educational and extracurricular programs.

1.2 AACPS is the 36th largest school system in the United States, the fourth largest in the state of Maryland, and presently includes 128 schools. Anne Arundel County Public Schools is a highly diverse school district serving approximately 84,500 students.

1.3 AACPS schools may utilize contracted coach bus carriers to transport students for field trips and other school-sponsored activities to destinations that are within Anne Arundel County, outside Anne Arundel County but within the state of Maryland, or out-of-state, including overnight trips. AACPS contracts with outside bus contractors to provide transportation for extracurricular, sports, and other types of trips for schools.

2. SCOPE OF SERVICES

2.1 This RFP is to prequalify motor coach contractors to provide student transportation for trips. Prices submitted will establish fixed pricing from which prequalified contractors will quote costs to individual AACPS schools and offices for specific trips.

2.2 The requirements listed are to aid contractors and acquaint them with what is required to execute the work on this contract. Contractor shall furnish all materials, supervision, labor, equipment and other facilities as necessary, and properly provide services in accordance with the specifications in this RFP.

2.3 Contractor shall maintain a permanent place of business, maintain all appropriate and applicable licenses, and comply with all federal, state and local laws and ordinances necessary to perform this work.

2.4 At all times during the term of this contract, the contractor shall maintain a satisfactory rating with the Federal Motor Carrier Safety Agency (FMCSA). Contractor's motor coach operators shall be registered, qualified, and in compliance with all regulations of all applicable governmental agencies, including either the Federal Motor Carrier Safety Agency (FMCSA) for motor coach operators or the appropriate state agency governing motor coach operator safety in the state in which the contractor operates for intrastate carriers.

2.5 Contractors are required to report to AACPS any conditions or driving violations that could result in losing the satisfactory rating with the Federal Motor Carrier Safety Agency (FMCSA), within five days of when the violation occurred or when the contractor became aware of the violation, whichever is earlier.

2.6 Contractors must provide their Federal Motor Carrier number that represents the interstate operating authority issued by the FMCSA.

2.7 Contractors must provide their U.S. Department of Transportation (USDOT) number.

2.8 Contractors must provide evidence that they have a driver drug/alcohol testing program that complies with FMCSA regulations. Drug and alcohol testing documents to be submitted annually.

2.9 Contractors must provide accessible motor coach service to passengers with disabilities when provided with 48-hour notice of the need for accessible service. With the 48-hour notice, the contractor must provide accessible service to include a motor coach equipped with a wheelchair lift for passengers who are unable

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to board the motor coach without the use of a wheelchair. The motor coach must also be equipped with a specific location and equipment for securing the wheelchair.

2.10 Contractor must comply with the FMCSA regulations on periodic safety inspections of all motor coaches in their fleet and must systematically inspect, repair, and maintain all buses subject to their control per the FMCSA and any applicable state regulations.

2.11 Contractor shall not use vans for transporting any students.

2.12 Contractor must comply with the Americans with Disabilities Act (ADA).

3. **DRIVER QUALIFICATIONS**

3.1 The Contractor shall provide only experienced, qualified, courteous, and properly licensed drivers in the performance of their obligations under this contract. The drivers shall carry out their duties within reasonable standards of decorum. Upon the request of AACPS, Contractor shall promptly provide the drivers' licensing information and driving records.

3.2 The Contractor's drivers shall pass AACPS' fingerprint and commercial background check. The AACPS fingerprint office is open from 8 am to 4 pm Monday through Friday. It is in the Carol S. Parham Building at 2644 Riva Road in Annapolis. Fingerprinting is done by appointment only. Please call 410-222-5045 to make an appointment. For more information please visit our website at <https://www.aacps.org/Page/1869>. Applicants for the fingerprint background check must identify themselves as coach bus contract drivers and include the company name. The cost of the fingerprint background check is the sole responsibility of the Contractor.

3.3 Contractors are prohibited from assigning registered sex offenders and individuals convicted of sexual offenses, child sexual abuse, and other crimes of violence as a driver for an AACPS trip or performing any other function that would place them in proximity to AACPS students.

3.4 Bus drivers shall meet all licensing requirements of Maryland and/or any other applicable state's Motor Vehicle Administration.

3.5 Drivers shall observe the highest possible standards of safe driving always and strictly comply with the rules of the road and all provisions of the Motor Vehicle Administration of Maryland and/or any other applicable state in which they operate.

3.6 The Contractor and its bus drivers shall take every precaution to ensure the safety of passengers. The use of tobacco by any person while performing their bus duties is absolutely prohibited. The use of intoxicants, narcotics, or any other controlled substance by any person while driving a motor coach or during a reasonable period before driving a motor coach is absolutely prohibited. The presence of any intoxicants, narcotics, or any other controlled substance, in or upon a motor coach, is absolutely prohibited. The Contractor shall prohibit any employee found in violation from performing services under its agreement with AACPS. In the case of a violation by a Contractor, such violation shall be cause for termination of the contractor's agreement with AACPS.

3.7 All drivers must meet all federal and state Commercial Driver's License (CDL) requirements and "P" passenger endorsement.

3.8 Contractors must comply with the FMCSA driving limitations as established by federal regulations. All drivers shall comply with applicable hours of service requirements.

3.9 All drivers must abide by all policies and procedures established by AACPS.

4. **MOTOR COACH QUALIFICATIONS**

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4.1 All motor coaches provided by the Contractor for transportation services will comply with all USDOT, MVA, COMAR, and AACPS requirements.

4.2 Contractor shall maintain all motor coaches in a clean, safe and acceptable condition. AACPS reserves the right to make periodic inspections of buses.

4.3 Motor coaches manufactured on or after 11/28/2016 must be equipped with passenger lap/shoulder seat belts.

4.4 Motor coaches must be designated and operated as non-smoking motor coaches.

4.5 Motor coaches shall be equipped with two-way radios, cellular telephones, or like equipment that will enable communication between AACPS and the vehicle driver and/or the company's home base.

4.6 Motor coaches shall have overhead storage space and standard cargo/luggage compartments under the bus.

4.7 Motor coaches must be equipped with a GPS Tracking System.

4.8 Motor coaches shall be equipped with operable equipment and amenities, including reclining seats, heating, air-conditioning, public-address system, onboard entertainment systems with viewable screens from each seat, WIFI capabilities and must be in excellent working condition. Bus lavatory facilities must be completely functioning and clean.

4.9 Contractor shall install an AACPS approved high-definition mobile digital video camera system on the Coach bus. The placement of the cameras shall be designed to view the interior passenger area and must have a minimum of the following 4 views: front panning to the back, over the driver panning the stepwell area, mid-ship and rear panning to the front. Signs notifying passengers of audio and video.

4.10 Motor coaches provided by the Contractor shall be less than 15 years old. Proof of age must be provided upon request.

4.11 Motor coaches unoccupied by driver must be kept locked to protect personal property.

5. SUBCONTRACTORS

5.1 If a subcontractor is approved by the AACPS officials, the primary contractor shall be fully responsible to AACPS for any acts and omissions of their subcontractors and of persons directly or indirectly employed by them.

5.2 Nothing contained in these contract documents shall create any contractual relation between any subcontractor and AACPS.

5.3 If a lift bus is required, the Contractor may subcontract a lift bus from an approved AACPS contractor.

5.4 In the event of an emergency that occurs during a trip, such as an accident or breakdown, the Contractor is expected to have immediate access to a substitute bus and/or substitute driver. The Contractor must notify the trip coordinator and report resolution of the emergency to safely transport AACPS students to the destination. The substitute coach bus and driver must meet the same criteria as originally required in RFP. Any contractor substitutions required due to an emergency beyond one day shall require written approval by the Director of Transportation or her designee.

6. BOOKING ORDERING PROCESS

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6.1 AACPS schools and/or departments will request a bus trip quote using the Transportation Quotation Request Form (Exhibit 2). AACPS schools and departments may obtain a minimum of 3 transportation quotes from all awarded contractors.

6.2 Contractor shall provide the requested quote within 2 business days using the Contractor Quotation Response Form (Exhibit 3). Contractor shall include itemized pricing to demonstrate that their quote is consistent with the pricing set forth in the contractor's price proposal.

6.3 There shall be no minimum fees or surcharges of any kind allowed.

6.4 To maintain qualification status, the Contractor shall respond to every request for quote. If the Contractor is unable to provide a quote, they must submit a "no quote" response and include a reason. Contractors that do not respond to requests for quotes on more than two occasions may be subject to termination or non-renewal.

6.5 If an AACPS school or department cancels a trip with at least 30 calendar days' notice to Contractor, Contractor shall refund in full any payments made by the AACPS school or office, notwithstanding any other provision in . Contractor shall refund if the school or office cancels a trip with at least 30 calendar days' notice. Contractor shall issue the refund within 30 days after notice of cancelation.

6.6 Contractor shall arrive and depart from the AACPS designated pick-up location. At the beginning of the trip, the contractor shall provide the bus driver's cell phone number to the trip coordinator as well as an additional 24-hour emergency contact phone number.

6.7 The bus must remain with the AACPS trip group if requested. If not, the AACPS trip coordinator will identify a specific drop-off and pick-up time from the venue.

6.8 The trip itinerary and pick-up and drop-off times will be trip specific.

6.9 Contractor agrees to provide reliable and safe motor coach transportation and related services to AACPS consistent with all the details provided in the Transportation Quotation Request Form. The motor coach operators provided by the contractor to AACPS shall be of such size and equipped with such options, features, and facilities as set forth in the Transportation Quotation Request Form.

6.10 The parties acknowledge that the above process may involve the exchange of automatically generated forms that may contain terms inconsistent with the parties' intentions. Notwithstanding the order of the exchange of any of the above-referenced documents, the parties agree that in the event the Transportation Quotation Request Form contains any terms or conditions that conflict with the AACPS Contract, the terms and conditions in the agreed upon contract with AACPS shall take precedence:

- i. The Transportation Quotation Request Form and the Contractor Quotation Response Form may not introduce any new term or condition to the agreement between the parties.
- ii. Notwithstanding item (i) above, if more than one document specifies a standard of care or performance from the Contractor, whichever document requires a higher standard of care or performance from the contractor shall control.

7. CONTRACTOR RESPONSIBILITIES

7.1 Contractor shall investigate any employee's performance issues or concerns and take appropriate action upon the request of AACPS.

7.2 Contractor shall report to AACPS any conditions or driving violations that could result in losing the satisfactory rating with the FMCSA and/or licensing with the MVA, within five days of when the violation occurred or when the Contractor became aware of the violation, whichever is earlier.

7.3 Confidentiality

Contractor shall ensure the complete confidentiality of any and all information provided by AACPS and gathered and developed by Contractor in the performance of this Contract. The material gathered, used and developed shall not be provided to any other party without the expressed written approval of the Supervisor of Purchasing.

7.4 Fort George G. Meade United States Army Installation Restricted Entry:

All contractors conducting legitimate business on behalf of Anne Arundel County Public Schools, **on the secure portion of the Fort George G. Meade United States Army Installation** (Installation), must obtain the necessary access credentials prior to attempting entry. **NO EXCEPTIONS.**

The following schools are located on the secure portion of the Installation which require the contractor to obtain the necessary access pass. Access to these schools is through the Reese Road gate inspection station.

Manor View Elementary
Pershing Hill Elementary
West Meade Early Education Center
MacArthur Middle School

Note: Meade High School, Meade Middle School and Meade Heights Elementary are not located on the secure portion of the Installation and may be visited without an access pass and do not require entry through the Reese Road gate inspection station.

The contractor will need to submit to a background check conducted by the Installation to obtain the needed access pass. To begin this process, contact AACPS, Office of Investigations, Debbie Jones, at dajones2@aacps.org and request a Fort George G. Meade Installation Access Request form (Form 191). If there are any questions call (410) 222-5287. Once the access form is completed and approved by AACPS you will then need to present it, along with the required identification documentation, to the Installation's Demps Visitor Control Center at:

Demps Visitor Control Center
902 Reece Road
7:30 a.m. to 4:00 p.m., Monday through Friday
(301) 677-1064 or (301) 677-1065

Contractor personnel must submit a Form 191 and present two forms of identification in original form and shall be neither expired nor cancelled in order to obtain access (or when necessary, an ID badge):

- 1) A State-issued identification card (e.g., driver's license) with picture and Real ID Act 2005 compliant;
- 2) Original social security card (photocopy not acceptable); and
- 3) Original birth certificate or passport as proof of citizenship. Contractor personnel who are not U.S. citizens will be required to provide immigration documentation.

Go to the following link for further information on access requirements:
<https://home.army.mil/meade/index.php/about/visitor-information>

Contractors are responsible for ensuring their employees, subcontractors, and agents have the necessary credentials to access the Installation.

8. **AMINISTRATIVE REQUIREMENTS**

8.1 Contractor shall forward an invoice to the requesting school or department within 30 days of the date the services were performed.

8.2 Contractor shall submit a to Supervisor of Transportation annually, or upon request, a report which includes, at a minimum, trip dates, destinations, schools serviced, and price of trip.

8.3 Contractors shall submit a copy of its renewed Motor Carrier Safety Review (MCSR) prior to the expiration date of its current certificate.

8.4 If using the DOT/FMCSA audit, contractors must submit proof of current compliance to the Supervisor of Transportation by July 31 of each year.

9. **AACPS RESPONSIBILITIES**

10.1 AACPS will provide general oversight and guidance related to services provided under the terms of this contract.

10.2 AACPS will provide access to applicable AACPS Locations, Monday through Friday 8:00 A.M. to 4:00 P.M., all days AACPS is open for business. Vendors are welcome to visit our website at www.aacps.org for school holidays and other school closings.

10. **AACPS CONTRACT ADMINISTER**

Anne Arundel County Public Schools
Attention: Supervisor of Transportation
410-923-7870

Note: The Buyer listed on page 1 is the sole point of contact for this RFP prior to award.

11. **INSPECTION OF SERVICES**

The Contractor shall provide and maintain an inspection system acceptable to the AACPS covering the supplies/services under this solicitation/contract. Complete records of all inspection work performed by the Contractor shall be maintained and made available to the AACPS during contract performance and for as long afterwards as the contract requires.

The AACPS has the right to observe and evaluate all services in accordance with the contract, to the extent practicable at any time and place during the term of the contract. The AACPS shall perform inspections and tests in a manner that will not unduly delay or interrupt the work.

(1) No inspector other than the Supervisor of Purchasing may change any provision of the specifications or the contract without written authorization. The presence or absence of an inspector does not relieve the Contractor or Subcontractor from any requirements of the contract.

(2) Location. When an inspection is made in the plant or place of business of a Contractor or Subcontractor, the Contractor or Subcontractor shall provide, without charge, all reasonable facilities and assistance for the safety and convenience of the person or persons performing the inspection or testing.

(3) Time. Inspection or testing of supplies and services performed at the plant or place of business of any Contractor or Subcontractor shall be performed at reasonable times.

If any of the materials/services do not conform to solicitation/contract requirements, AACPS may require the Contractor to perform the services again in conformity with contract requirements. AACPS may:

(1) Require the Contractor to take necessary action to ensure that future performance conforms to contract requirements; and

(2) Reduce the contract price to reflect the reduced value of the services performed.

If the Contractor fails to cure any defect or ensure future performance in conformity with contract requirements, AACPS may:

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- (1) By contract or otherwise acquire the supplies/services and charge to the Contractor any cost incurred by the AACPS that is directly related to the acquisition of such material/service; and/or
- (2) Terminate the contract for default.

12. DURATION OF CONTRACT

The Contracts shall remain in force and effect for a period of three years through June 30, 2026, with three one-year renewal options exercised at the sole discretion of AACPS.

13. INSURANCE REQUIREMENTS

Unless otherwise required in these specifications, or elsewhere, if a Contract is awarded the Contractor shall be required to purchase and maintain during the life of the Contract the following coverages and limits. The Contractor shall require similar coverage from any of its subcontractors.

13.1 Commercial General Liability

With coverage of at least \$1,000,000 per occurrence, \$3,000,000 aggregate written on an occurrence basis covering all premises and operations and including personal and advertising injury, independent contractor, contractual liability and products and completed operations. On all Commercial General Liability Insurance policies, the Board of Education of Anne Arundel County (the BOARD) AKA Anne Arundel County Public Schools (AACPS) and all AACPS Parties, administrators, executives, employees and volunteers, shall be named as additional insureds, which shall be shown on the insurance certificates furnished to AACPS under this Section.

13.2 Workers' Compensation Insurance

Statutory benefits as required by Maryland law and/or, when required, the U.S. Longshore and Harbor Workers' Compensation Act including standard Other States Insurance and Employers' Liability Insurance with limits of at least \$500,000 each accident/\$500,000 each employee disease/\$500,000 disease policy limit.

Sole proprietors and partners exempt from statutory workers' compensation with no employees or subcontracts must refer to the Special Conditions as respects this requirement.

13.3 Business Auto Liability Insurance:

At least \$5,000,000 combined single limit any one accident to include owned, non-owned, and hired vehicles.

13.4 The Contractor shall provide AACPS with a Certificate of Insurance evidencing the required coverage within 10 days of the notice of award. If the Contractor receives an insurer's non-renewal or cancellation notice while under contract, the Contractor shall fax a copy to the Supervisor of Purchasing at (410) 222-5624 within 2 business days of its receipt. The Contractor, if requested by AACPS, shall provide certified true copies of any, or all, insurance policies.

13.5 Providing any insurance required herein does not relieve the Contractor of any of the responsibilities or obligations assumed by the Contractor in any resulting Contract or for which the Contractor may be liable by law or otherwise.

13.6 Failure to provide and continue in force such insurance as required herein shall be deemed a material breach of any resulting Contract and shall operate as an immediate termination thereof.

14. LIQUIDATED DAMAGES

The contractor acknowledges and agrees that AACPS has obligations and will incur expenses with respect to the activities for which it requires the bus or motor coach transportation and other services from the contractor and that AACPS will suffer damages as a result of the contractor not meeting its obligations with respect to non-safety quality and capacity considerations specified in this contract and the Transportation Request, which damages are difficult to calculate. Consequently, if AACPS elects to receive the services notwithstanding the contractor not meeting any requirement set forth in the Transportation Request, then

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as a liquidated damage and the contractor's sole and exclusive remedy for any such damage resulting from a breach of any non-safety related obligations of the contractor identified below, and without addressing or limiting the applicability of the indemnification provisions set forth in Article 33 of the AACPS General Contracting Articles or the remedies AACPS may have for damages resulting from a breach of this contract unrelated to the items listed below or in the event AACPS cancels its trip because of such breach, the contractor agrees that AACPS may withhold from its payment (or contractor shall refund if there was a prepayment) the percentage specified of the total amount AACPS agreed to pay the contractor for the applicable services under the relevant Completed Purchase.

Liquidated Damage Topics and Percentage

Issue	Percentage of Total Trip Price per Motor Coach as Liquidated Damages
Unsanitary Bus arrival (includes restroom)	5%
Malfunctioning onboard entertainment system (per bus)	5%
Bus missing Wi-Fi access through no fault of contractor (unavailable areas) (per bus)	5%
Bus restroom not operational (per bus)	50%
Bus missing disability requirements (per bus)	50%
Bus undersized (per bus)	50%
Mechanical breakdown not corrected within 90 minutes (per bus). Liquidated damages will not be assessed if the contractor can prove all reasonable efforts to remedy the situation were exhausted.	50%
Substitution of equipment or subcontractor in a non-emergency situation without prior approval (per bus)	50%
Failure to have a working camera or video equipment on the bus.	\$250 per incident

15. WAIVER OF SUBROGATION

To the fullest extent permitted by law, the Contractor and its invitees, employees, officials, volunteers, agents and representatives waive any right of recovery against the AACPS Parties, including its Board of Education, administrators, executives, employees or volunteers, for any and all claims, liability, loss, damage, costs or expense (including attorney's fees) arising out of the services provided by Contractor under this Contract. Such waiver shall apply regardless of the cause of origin of the injury, loss or damage, including the negligence of the Board and its elected and appointed officials, officers, volunteers, consultants, agents and employees. The Contractor shall advise its insurers of the forgoing and such insurance shall waive any right of subrogation by endorsement or otherwise.

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Section IV: EVALUATION CRITERIA

The evaluation criteria are set forth in the order of importance and are intended to be the basis by which each Technical Offer and interview shall be evaluated, measured and ranked. AACPS reserves the right to evaluate, at AACPS's sole discretion, the extent to which each Offer received compares to the said criteria and to other technical offers. The recommendation of the evaluation committee is based on the evaluations using the following criteria.

Technical Criteria shall be weighted at 85% of the total score. Price Criteria shall be weighted at 15% and shall be evaluated by the Purchasing Office after the evaluation committee has completed its technical evaluation. Award(s) are made to the offeror(s) receiving the highest total score combining technical (85%) and price (15%). AACPS contemplates awarding multiple contracts.

CRITERIA

Offeror's Qualifications and Capabilities
Past Performance/References
Key Personnel
Capacity and Inventory of Buses

AACPS may request additional information about or clarification of proposals.

Offerors are advised that in the event of receipt of an adequate number of proposals which require no clarification and/or supplementary information, such proposals may be evaluated without further discussions. Therefore, initial proposals should be submitted on the most complete and favorable terms and conditions. Should proposals submitted require additional clarification and/or supplementary information, such clarification/ information shall be submitted in a timely manner.

In determining the qualifications of an Offeror, AACPS will consider the Offeror's record and performance of any prior contracts with AACPS, federal departments or agencies, or other public bodies, including but not limited to the Offeror's record providing contracted bus services to AACPS, other schools, or school districts. AACPS reserves the right to reject the proposal of any Offeror if the investigation discloses that the Offeror, in AACPS' opinion, has not properly performed such prior contracts or has habitually and without just cause neglected the payment of bills or has otherwise disregarded its obligations to subcontractors or employees.

AACPS reserves the right to short list the number of Offerors that are considered in the interview stage and/or solicit best and final offers only from a short list of Offerors receiving the highest evaluated scores.

AACPS reserves the right to negotiate or modify any element of the proposal to ensure that the best possible arrangements for achieving the stated purpose are obtained.

AACPS reserves the right to select the response to this RFP that it believes will best serve its business and operational requirements.

Section V: MANDATORY TERMS AND CONDITIONS

The following are mandatory terms and conditions to be included in all contracts.

1. COMPLIANCE WITH LAWS

The Contractor hereby affirms:

- A. It is qualified to do business in the State of Maryland and that it will take such action as, from time-to-time hereafter, may be necessary to remain so qualified;
- B. It is not in arrears with respect to the payment of any monies due and owing the State of Maryland, or any department or unit thereof, including but not limited to the payment of taxes and employee benefits, and that it shall not become so in arrears during the term of this Contract;
- C. It shall comply with all federal, State, and local laws, regulations, and ordinances applicable to its activities and obligations under this Contract; and
- D. It shall obtain, at its expense, all licenses, permits, insurance, and governmental approvals, if any, necessary to the performance of its obligations under this Contract

2. RETENTION OF RECORDS

The Contractor shall retain and maintain all records and documents relating to this contract for five (5) years after final payment by the AACPS hereunder or any applicable statute of limitation, whichever is longer, and shall make them available for inspection and audit by authorized representatives of the AACPS, including the Supervisor of Purchasing or the Supervisor of Purchasing's designee, at all reasonable times.

3. TERMINATION

3.1 TERMINATION FOR DEFAULT

Should a Contractor fail to perform fully, faithfully and promptly any obligation owed to AACPS under this contract, AACPS may, at its election, consider the breach material and, notwithstanding any requirement of notice, terminate the contract in its entirety. Failure on the part of the Contractor to fulfill contractual obligations shall be considered just cause for termination of the contract, and the Contractor is not entitled to recover any cost incurred by the Contractor up to the date of termination. Such termination, or failure to terminate, by AACPS shall not be construed as a waiver of any other right or remedy afforded by law or by agreement between the parties which AACPS may have against Contractor. No failure of AACPS to utilize a remedy afforded by law or contract upon any breach by Contractor shall be construed as a waiver of the right to insist upon full, prompt and faithful performance of the particular obligation, and all other obligations of Contractor in the future.

3.2 TERMINATION FOR CONVENIENCE

The performance of work under this contract may be terminated by AACPS in accordance with this clause in whole, or from time to time in part, whenever AACPS shall determine that such termination is in the best interest of AACPS. AACPS shall pay all reasonable costs associated with the contract that the Contractor has incurred up to the date of termination, and all reasonable costs associated with termination of the contract; provided, however, that the Contractor shall not be reimbursed for any anticipatory profits that have not been earned as of the date of termination.

3.3 NONAVAILABILITY OF FUNDING

If the County Council fails to appropriate funds or if funds are not otherwise made available for continued performance for any fiscal period of this contract succeeding the first fiscal period, this contract shall be canceled automatically as of the beginning of the fiscal year for which funds were not appropriated or otherwise made available; provided, however, that this shall not affect either AACPS's rights or the Contractor's rights under any termination clause in this contract. The effect of termination of the contract

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hereunder shall be to discharge both the Contractor and AACPS from future performance of the contract, but not from their rights and obligations existing at the time of termination.

4. **MARYLAND LAW PREVAILS**

The law of Maryland shall govern the interpretation and enforcement of this Contract.

5. **ASSIGNMENT**

The assignment of this contract to successors, associated companies or any other parties by the Contractor for any reason, without the written approval of the AACPS Supervisor of Purchasing, is specifically prohibited.

6. **PAYMENT**

Subject to the performance of the work and its acceptance by the AACPS, contractor may invoice the AACPS for all appropriate charges for services performed during the billing period. All such charges shall be derived in accordance with the prices originally proposed on the PRICE PROPOSAL WORK SHEET, found in Section V attached hereto and made a part hereof. In the event that contractor is not in default of any of the contract terms and conditions, then AACPS shall cause said invoice to be timely paid.

Contractor agrees to include on the face of all invoices billed to the AACPS, its Taxpayer Identification Number, which is the Social Security Number for individuals and sole proprietors and the Federal

Employer Identification Number for all other types of organizations, and the purchasing document number, such as the purchase order.

6.1 **Payments by EFT**

By submitting a response to this solicitation, the Offeror agrees to accept payments by electronic funds transfer, unless the AACPS Supervisor of Purchasing grants an exemption. Unless previously registered, the selected offeror shall register using the form titled, *Electronic Funds Transfer Request Authorization*, available at:

<https://www.aacps.org/cms/lib/MD02215556/Centricity/Domain/276/AACPS%20EFT%20Request%20form%20-%20fillable.pdf>. The original. Completed EFT form should be sent to the Buyer.

6.2 **Payments by Procurement Card**

When appropriate, AACPS reserves the right to use the AACPS procurement card for the payment of supplies or services listed in the Contract in lieu of issuing a purchase order. No procurement card transaction shall take place without the written authorization of the cardholder indicating the order for the supplies or services. The Contractor may process a payment in the credit card network ONLY upon shipment of supplies or performance of the services ordered by the cardholder. For partial shipments or performance, the Contractor may process a payment ONLY for the amount shipped or completed and NOT for the entire amount ordered by the cardholder. Upon shipment or completion of the remaining order, the Contractor may process a payment request to the credit card network for the remainder of the order. ***The Contractor may not charge AACPS for any fees related to the use of the procurement card above their proposal prices.***

7. **INDEMNIFICATION OF THE ANNE ARUNDEL COUNTY PUBLIC SCHOOLS**

To the fullest extent permitted by law the contractor shall indemnify and save harmless the AACPS Parties, including its Board of Education, administrators, executives, employees, and volunteers, against and from all suits, actions, claims, demands, damages, losses, expenses and/or costs of every kind and description to which the AACPS may be subjected or put, including but not exclusively so, by reason of injury (including death) to persons or damage to property, in any way resulting from Contractor's performance of the work specified herein or performed under this contract, or any part thereof, or by or on account of any act or omission of the Contractor, its agents or employees, whether such suits, actions, claims, demands, damages, losses, expenses and/or costs be against, suffered or sustained by the AACPS Parties, including its Board of Education, administrators, executives, employees, and volunteers, or be against, suffered or sustained by other corporations and persons to whom the AACPS Parties, including its Board of Education, administrators,

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executives, employees, and volunteers, may become liable therefore, except that Contractor shall not indemnify and save harmless the AACPS Parties, including its Board of Education, administrators, executives, employees, and volunteers, against and from all suits, actions, claims, demands, damages, losses, expenses and/or costs arising from or due to the negligence of the AACPS Parties, including its Board of Education, administrators, executives, employees, and volunteers. The whole, or so much of the moneys due, or to become due the Contractor under the contract, as may be considered necessary by the Supervisor of Purchasing, may be retained by the AACPS until such suits or claims for damages shall have been settled, or otherwise disposed of, and satisfactory evidence to that effect furnished to the Supervisor of Purchasing.

8. INTELLECTUAL PROPERTY

Contractor agrees to indemnify and save harmless AACPS, its officers, agents and employees with respect to any claim, action, cost or judgment for patent infringement, or trademark or copyright violation arising out of the purchase of materials, supplies, equipment or services covered by this contract. Further, contractor shall not share, exchange, or release AACPS's data to any other party without the express written consent from the Superintendent or his designee.

9. CODE OF ETHICS

This solicitation is governed by the Board of Education of Anne Arundel County Vendor Relations Policy DEC and Vendor Relations Administrative Regulation DEC-RA. Also, in accordance with the Board's Ethics and Conflict of Interest Policy BAF, if an AACPS employee has a financial interest in a company, that company may not submit a proposal for an AACPS contract.

10. HIRING OF AACPS EMPLOYEES

The Board of Education of Anne Arundel County Policy BAF provides, in part, that an AACPS employee *may not own or have a financial interest in* an entity that has negotiated or entered into a contract with the School System or Board.

The Board Policy can be found in its entirety at <https://aacpsschools.org/boardpolicies/wp-content/uploads/bsk-pdf-manager/2020/12/FINAL-BAF-Ethics-and-Conflict-of-Interest-2019.pdf>

11. DISPUTES

This contract shall be subject to the provision of the Board of Education of Anne Arundel County Regulation DEC-RA. Pending resolution of a claim, the Contractor shall proceed diligently with the performance of the contract in accordance with the Supervisor of Purchasing's decision.

12. REGULATIONS

The policies and regulations set forth by the Board of Education of Anne Arundel County in effect on the date of execution of this Contract are applicable to this Contract.

13. WAIVER

No provision of these contract documents shall be deemed to have been waived unless such waiver is in writing. Any waiver shall extend to the particular case only and only in the manner specified and shall not be construed in any way to be a waiver of any further or other rights in the same or different circumstances.

14. NONDISCRIMINATION CLAUSE

The Board of Education of Anne Arundel County prohibits discrimination and ensures equal employment opportunities for all individuals without regard to actual or perceived race, color, religion, national origin, sex, age, marital status, sexual orientation, genetic information, gender identity, or disability.

Further, contractor agrees not to discriminate in any manner against an employee or applicant for employment on the basis of actual or perceived race, color, religion, national origin, sex, age, marital status, sexual orientation, genetic information, gender identity, or disability.

15. MODIFICATIONS AND AMENDMENTS

Modifications to this contract may be made only with the express written concurrence of both parties unless an expressed unilateral right is identified herein.

16. FORCE MAJEURE

Force Majeure is defined as an occurrence beyond the control of the affected party and not avoidable by reason of diligence. It includes the acts of nature, war, riots, strikes, fire, floods, epidemics, pandemics, or other similar occurrences. If either party is delayed by force majeure, said party shall provide written notification to the other within 48 hours. Delays shall cease as soon as practicable and written notification of same provided. The time of contract completion may be extended by contract modification, for a period of time equal to that delay caused under this condition. AACPS may also consider requests for price increase for raw materials that are directly attributable to the cause of delay. AACPS reserves the right to cancel the contract and/or purchase materials, equipment or services from the best available source during the time of force majeure, and Contractor shall have no recourse against AACPS. Further, except for payment of sums due, neither party shall be liable to the other or deemed in default under this contract, if and to the extent that such party's performance of this contract is prevented by reason of force majeure as defined herein.

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Section VI: PROPOSAL FORMAT

Offerors shall submit one original and one paper copy and one electronic copy of their technical proposal for proposals being dropped off. The electronic copy shall be submitted on a flash drive. When submitting a technical proposal, the following minimum information must be provided for proper review by the evaluation committee. Please note that your proposal, if considered responsive, will be rated against other responsive submissions and the evaluation criteria listed in Section IV. Evaluation Criteria. Your Technical Proposal should be complete in every way for the Evaluation Committee to make a proper and complete evaluation of your capabilities and response. **Proposals that do not contain the following information may be rejected.**

1. FORMAT OF TECHNICAL PROPOSAL

The purpose of the Technical Proposal is to demonstrate the qualifications, competency, and capacity of the offeror in conformity with the requirements of this RFP. The Technical Proposal shall demonstrate the qualifications of the offeror and the staff to be assigned to this contract.

The Technical Proposal shall address all the points outlined in the RFP (excluding any cost information which shall only be included in the Price Proposal). The Technical Proposal shall be prepared simply and economically, providing a straightforward, concise description of the offeror's capabilities to satisfy the requirements of the RFP.

The Technical Proposal shall include the following documents and information in the order specified. Each section of the Technical Proposal must be separated by a TAB as detailed below:

- **Transmittal Letter**

A Transmittal Letter shall accompany the Technical Proposal. The purpose of this letter is to transmit the Proposal and acknowledge the receipt of any addenda. The Transmittal Letter should be brief and signed by an individual who is authorized to commit the offeror to the services and requirements as stated in this RFP.

- **Title Page and Table of Contents**

The Technical Proposal should begin with a Title Page bearing the name and address of the offeror and the name and number of this RFP. A Table of Contents should follow the Title Page for the Technical Proposal, organized by section, subsection, and page number.

A complete, unaltered, signed RFP including any addenda issued by AACPS

- **Offeror Technical Response to RFP Requirements**

Offeror shall address each Scope of Work requirement in its Technical Proposal and describe how its proposed services will meet or exceed the requirement(s). The Offeror shall give a definitive description of the proposed plan to meet the requirements of the RFP, i.e., a Work Plan. The Work Plan shall include the specific methodology and techniques to be used by the Offeror in providing the services as outlined in RFP *Scope of Work*.

Offeror shall submit evidence that they maintain a permanent place of business.

Offeror shall include copies of all appropriate and applicable licenses required to perform this work and proof of compliance with federal, state and local laws and ordinances.

Offerors shall provide a list of all available equipment, to include current mileage, age and capacity of bus.

Offeror shall submit evidence of a current satisfactory rating with the Federal Motor Carrier Safety Agency, or comparable, issued within the past two years and disclose any infringements that could jeopardize the safety of our students. If Offeror proposes to use another comparable organization, Offeror shall provide details and/or current certification from the comparable organization.

- **Offeror's Qualifications and Capabilities**

Offeror shall include a complete and accurate Qualification/Experience Affidavit, documenting the Offeror's experience with similar projects and/or services.

The Offeror shall describe how its organization can meet the requirements of this RFP and shall include the following information:

- The number of clients/customers and geographic locations that the Offeror currently serves;
- The names and titles of headquarters or regional management personnel who may be involved with supervising the services to be performed under this Contract;
- The Offeror's process for resolving billing errors; and
- An organizational chart that identifies the complete structure of the Offeror, including any parent company, headquarters, regional offices, and subsidiaries of the Offeror.

Consideration will be given to any previous performance with AACPS as to the quality of contractor's services.

- **Experience and Qualifications of Proposed Staff**

Offeror shall identify the staff proposed to be utilized under the Contract.

Offeror shall demonstrate that they have adequate staff to perform the required services. Use of subcontractor(s) and/or third-party providers, if any, must be specifically identified within the proposal. Subcontractor and/or third-party provider roles shall be clearly expressed. AACPS reserves the right to accept or reject use of proposed subcontractor(s) and/or third-party provider(s).

Financial Statement

Certificate of Insurance

- **Contract Affidavit (Attachment A)**
- **Conflict of Interest Affidavit and Disclosure (Attachment B)**
- **Employment Screening (Attachment C)**
- **Nepotism Policy**

2. FORMAT OF PRICE PROPOSAL

Complete and submit the Price Proposal under separate sealed cover from the Technical Proposal. The Price Proposal shall contain all price information in the format specified in Section VII. The Offeror shall complete the Price Proposal Form only as provided in the Price Proposal Instructions and the Price Proposal Form itself.

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Section VII: PRICE PROPOSAL

Offerors shall enter their price rates on the Price Proposal sheet. Price proposals are to be fully loaded prices that include all costs/expenses associated with the provision of the required services. The proposal price shall include, but is not limited to, all labor, profit/overhead, general operating, administrative, and all other expenses and costs necessary to perform the work set forth in the solicitation. No other amounts will be paid.

There are two categories and three main classifications within each category. Offerors may propose a rate in as many categories and in as many classifications-per-category as their rate structure warrants.

The categories are:

- Motor Coach Bus Local Travel
- Motor Coach Bus Long Distance Travel

Local travel is within 50 miles of the school or department. Long distance is beyond. All rates proposed in response to this solicitation will be applied as portal-to-portal.

The classifications-per-category are:

- Flat Rate: Monday thru Friday, Weekend or Holiday
- Hourly Rate: Monday thru Friday, Weekend or Holiday
- Mileage Rate: Monday thru Friday, Weekend or Holiday

Offerors must submit rates on the Price Proposal Sheet only. Proposals received with altered formats may be considered as non-responsive and ineligible for award.

Offerors may submit pricing in as many categories as appropriate to them.

In quoting specific trips to AACPS schools and departments, the Contractor may choose whichever category and whichever classification, or combination of classifications are appropriate to them. The Contractor must quote the rates that they have proposed.

NOTE: Amendments to solicitations often occur prior to the proposal due date and sometimes within as little as 24 hours prior to the time proposals are due. It is the Offeror's responsibility to frequently visit our website, www.aacps.org, to obtain amendments. Completion of this Price Proposal Work Sheet indicates that you have read this section and checked the website for any amendments to this solicitation.

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23SC-208 Prequalification of Coach Bus Contractors

**Exhibit 1
Transportation Quotation Request Form**

To be completed by requesting school/department and sent to three contractors to obtain quotes.

Date of Request: _____

Customer Contact Information:

School/Department: _____

Street Address: _____

City/State/Zip: _____

Contact: _____

Phone: _____

Email: _____

Fax: _____

Trip Information:

Departure Date and Time: _____

of Travelers: _____

of Buses Required: _____

Departure Location: _____

Destination Location: _____

Detailed Itinerary/Daily Schedule: (If not traveling straight through, also list stops)

Time/Activity: _____

Time/Activity: _____

Time/Activity: _____

Time/Activity: _____

Time/Activity: _____

Return Date/Time: _____

Equipment/Service Information:

1) Will the bus wait for return trip? YES or NO

2) Is the bus needed for use at the destination? YES or NO

3) If overnight trip, are driver accommodations/meals included? YES or NO

4) Are there any special requirements (handicap needs)? Please identify:

5) Are there any other requirements? Please identify:

23SC-208 Prequalification of Coach Bus Contractors

**Exhibit 2
Contractor Quotation Response Form**

		Quote Date: _____
Contractor must provide a quotation within 2 business days of receipt of request for quote.		
Motor Coach Contact Information:		
Company Name:		
Street Address:		
City/State/Zip:		
Contact:		
Phone:		Fax:
Email:		
Motor Coach Quote Information:		
Flat Rate:		
Hourly Rate:		
Mileage Rate:		
Gratuity:		
Deposit (20% max):		Due by:
Charter Grand Total:		
Vendor Signature:		Date:
Terms of Payment:		
A maximum deposit of 20% of the charter grant total as shown on the approved quote will be paid to the vendor when the quote is accepted. Any gratuity is to be included in the grand total amount. The final amount due will be paid to the contractor within 30 days of receipt of an approved invoice. If the contractor does not meet its obligations with respect to non-safety issues, AACPS has the right to liquidated damages.		
Accepted (signature by AACPS confirms price quote is in compliance with contract pricing) :		
Principal/Administrator Signature		Date:

RFP #23SC-208 Prequalification of Coach Bus Contractors



ACADEMY EXPRESS // 111 Paterson Avenue // Hoboken, NJ 07030
Academybus.com



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1. Company History

Academy Express, LLC ("Academy") is pleased to submit an Open Solicitation for Bids to provide Charter Bus Transportation Services to the Anne Arundel County Public Schools.

Academy is the largest privately owned bus company in North America, and is recognized as a leader in the Industry. The owners of Academy, Francis and Mark Tedesco, have been providing ground transportation for 50 years and are deeply involved in the day-to-day operations of the company. Through their leadership and dedication, Academy has continued to grow without losing sight of its mission, to provide the highest quality of service to all its customers.

Backed by more than 1000 employees, 700+ buses, 21 full service facilities and 50 years of experience, Academy is prepared to offer the County Schools the finest charter bus transportation services in the country. As set forth in this proposal, Academy is prepared to make a commitment to the County, not only as a provider of first class charter transportation, but as a member of the community.

Although officially established in 1968 by Frank A. Tedesco, Academy's history dates back to the 1930's, when Mr. Tedesco's father, Pasquale, purchased his first bus. Bus #39 operated in Bayonne, NJ. From that point on, the Tedesco family began to expand their interests in the bus industry by operating two bus services in Jersey City.

While all this was happening, our founder Frank Tedesco was attending evening college and working as a driver/mechanic for the Boulevard Bus Company during the day.

Fortunately for us Mr. Tedesco's enthusiasm for the bus industry never wavered. After graduating from Montclair State College with a Masters in Mathematics, Mr. Tedesco went on to teach at the Academy of Aeronautics in Queens, NY, eventually being appointed to the position of Dean of the Evening School.

Mr. Tedesco kept the family interest in the bus industry alive by serving as President of the Broadway Bus Owners Association from 1951 to 1953. It was during this tenure as President that Frank Tedesco realized his life goal: to own and operate his own bus company. With that vision in mind Mr. Tedesco put his life savings together and finalized the first of many sound business deals. He purchased the operating rights and three buses to provide service between Fort Lee and Hoboken on the Hillside-22 Line. From that point on, with a lot of

sweat and tears, unlimited energy, and undying devotion, the growth of Academy under Mr. Tedesco's guidance is legendary.

Today the family of Academy Companies is led by Francis and Mark Tedesco and operates 1000+ buses from 21 operating locations. Academy is generally recognized as the largest privately owned motor coach operator in North America, employing over 2,000 individuals. Its reputation as the premier provider of quality service is second to none.

Academy is recognized as an Industry Leader. In fact Francis and Mark Tedesco were awarded the "Leadership Achievement Award", for 2000 by **Bus Ride Magazine** and they were awarded the "Operator of the Year Award", by **Metro Bus Magazine**, for 2001 on February 21, 2002 they received the award for "Outstanding Achievement in the field of Operations" by R.S.A., and "Hall of Legends" in 2010 by the **International Special Events Society**.

2. Professional Experience

Academy has been in charter bus transportation for 50 years. Academy is the largest privately owned and operated charter bus transportation company in the United States, with one of the largest and most modern charter fleets in the industry. We have an experienced staff of sales professionals who operate from our offices in Hoboken and Westampton, NJ, Boston, MA, Washington, DC, Baltimore, MD, Atlanta, GA, Raleigh-Durham and Charlotte, NC, Jacksonville, Tampa, West Palm Beach, Orlando and Miami, FL. The staff consists of over 25 dedicated sales agents who handle incoming inquiries and bookings at our call center. Several agents are dedicated and trained to deal with professional sports teams and universities exclusively. Our highly trained sales staff is assisted in the performance of their jobs by a sophisticated yet friendly Reservation Booking System. Our agents have the ability to accept a reservation, reserve a particular bus type and forward a contract instantly. Arrangements can be made to either bill each individual group or provide a combined statement of activity, listing the booking party, type of bus and price to one central location if Anne Arundel County Schools so desires.

Academy employs over 700 full and part time motor coach drivers system wide. Our charter drivers receive extensive training in safety, driving skills and customer service.

Our training program is recognized as one of the most extensive and effective in the industry. Our charter drivers are trained in the special requirements of professional and collegiate sports teams, and specialty charters. Our long list of professional and collegiate customers will attest to our success in this area.

Academy has extensive experience with Professional Charter requirements, both in event transportation and with game-day charter transportation. We are one of the largest providers of charter transportation services to Professional Sports Teams. We are the exclusive provider of ground transportation for the New England Patriots, New York Giants, New York Jets, New York Yankees, New York Mets, Philadelphia Phillies, Philadelphia Eagles and the Philadelphia Flyers. We manage the ground transportation for all professional baseball and football teams visiting New York and Philadelphia, as well as several visiting Boston, Baltimore, and Washington. We are the exclusive provider of all Major League Soccer teams visiting New York and Philadelphia.

We have provided charter transportation services for most universities visiting New Jersey, New York City and Philadelphia. We are the exclusive provider of ground transportation for Providence College, Yale University, West Point Academy, Brown University, Columbia University, New York University, Rutgers University, Temple University, the United States Coast Guard Academy, and have worked extensively with the Big East.

3. Scope of Services

Academy understands Anne Arundel Public Schools is seeking the services of a contractor to transport its Student groups in professionally operated motor coaches.

Academy is one of the most experienced Charter Bus Companies on the East Coast. It has the largest and most modern fleet of charter buses. Its charter fleet, unlike other companies, is dedicated to performing charter work, only. We have an experienced staff of sales professionals who operate from our terminals throughout the East Coast. Our dedicated sales agents are trained to handle all sales inquiries and bookings through our call center. Our 24-hour dispatch is capable of handling all emergencies and can take last minute bookings up to one hour before departure. Furthermore, for the County Schools we will designate an account executive(s) who will personally handle all bookings and when needed be on site to see that all transportation is handled to the satisfaction of the University.

Academy is uniquely qualified to perform the services sought by the County Schools from our Baltimore, MD facility.

Driver Qualifications

Academy understands that its relationship with the County Schools is as an independent contractor. All personnel involved in performing the work contemplated by this proposal will be employed by Academy and it will be solely liable for all wages and benefits of its employees.

Academy has one of the finest driver-training programs in the Industry. All of our drivers are trained in driver safety and customer service. New drivers are not placed in the charter pool until they have worked full time with Academy for one year. Before entering the charter pool charter drivers are given extensive training by a "seasoned" charter driver trainer.

Our drivers will always be in full uniform, assist in all luggage handling and equipment removal. Charter drivers are handpicked by the Terminal Manager and we make every effort to assign the same driver(s) to a particular team or group.

Recruitment and Selection Plan

Academy maintains employment guidelines, which exceed Federal Motor Carrier Safety Administration, and Federal Transit Administration guidelines. Additionally we incorporate a substance abuse testing program, which includes pre-employment screens that are in compliance with FTA regulations.

A complete application is taken with a ten-year employment history. Background checks are made on all previous employers for the last three years unless they are seeking a position as a driver, in which case all references are checked. A driver license abstract is secured for the previous three years. Substance abuse and physical screens are performed in accordance with DOT/FTA guidelines. Academy utilizes the services of an MRO and Physician to ensure authorizations from the applicant's personal physician.

Each applicant is given a personal interview to determine "the fit" of the applicant to the demands of the position.

Random Drug Testing Program

Academy has an established controlled substance abuse program, which is both DOT and FTA compliant. A dedicated in-house manager with field support administers the program. The program is facilitated with the use of two MRO's (Medical Review Officer) that generate random selection lists and completes the actual testing with both mobile and fixed facilities. The bulk of our testing is completed at our garage facilities and is supported by our field safety managers who are also authorized to perform testing. We do not function as part of a consortium, which ensures the integrity of the program. An in-house database also tracks our results and enables us to provide accurate and timely data to the reporting agencies.

As part of our corporate program, we complete post-accident and reasonable suspicion testing in addition to the random testing. We conduct our testing during operating hours, which include late evening and weekend testing. Safety sensitive personnel in addition to all drivers are in our selection pool. We also have the ability to test anywhere, at any time with our current MRO contracts and in-house trained personnel. All operations supervisors are trained as to their responsibilities as well as how to identify suspicious behavior that may be a concern.

A Detailed Driver Safety Program

Academy maintains one of the most comprehensive safety and risk management operations in the motor coach industry. We expend significant resources to ensure the performance of

our drivers once they leave the training environment and are in full operation. Safety is synonymous with good customer service. Our program includes the following:

- Academy has been enrolled and approved by the Consolidated Safety Services for over 20 years. Please reference Exhibit 2 for the latest inspection documentation.
- A Safety Director with a staff of three full time Field Safety Managers who are equipped with company vehicles and are on the job 24/7.
- A comprehensive database which tracks the driving history, including all our investigations, on every driver in service with Academy.
- A corporate risk management plan, which charges every person in the company with the responsibility to operate in a fashion which prioritizes safety and the mitigation of risk exposure.
- Our on-going driver safety qualification process exceeds all DOT/FTA requirements and is designed to identify a concern before it manifests itself in a problem.
- Dedicated in-house claims administration, which allows us to take an aggressive and personal approach to customer service and accident investigation. This department is staffed with claims professionals and allows Academy to expedite claims settlements while utilizing investigation results to benefit our safety program.

These tools allow us to focus on prevention. Every driver, once released from training, is subject to the following:

- License abstract reviews every six months.
- Complete medical/physical evaluations conducted every 12 months. We use only our own doctors to ensure the integrity of the exam and the knowledge of the physician relative to DOT requirements.
- Every driver is subject to random and targeted road performance evaluations conducted by our Field Safety Managers. Every observation is addressed with the driver and made a permanent part of his record. In cases where a trend is observed or the concern is considered significant, the driver is removed from service and evaluated. Additional training, suspension, or termination may result.

- All driving compliments and complaints are investigated and follow the same process of record retention and evaluation.
- Every driver must attend at least four safety meetings, which are conducted throughout the year in each operations center.
- All drivers are subject to random, post-accident, and reasonable suspicion drug/alcohol testing, as are all mechanics and other safety sensitive personnel.
- Our Safety Director reviews the results of each operations center each month, and determines which drivers may be a concern or warrant a review. This process allows us to allocate our resources to target drivers with the highest risk potential.

Drivers who consistently operate safely and professionally are rewarded. Academy has an established Driver Recognition Award Program. Now in its 24th year, this program is recognized in the industry and is unparalleled. The program is a consecutive process that requires our drivers to remain accident free, justified complaint free, and incur no moving violations to achieve this award.

Overall, Academy maintains one of the best safety programs in the industry. We operate one of the largest fleets in the country in what has been called “the toughest commute in the country”, the New York Metro area. Despite the challenges inherent in this operating environment, Academy has consistently maintained an outstanding safety record as evidenced by our satisfactory DOT compliance ratings. We operate with a driver out-of-service and equipment out-of-service record well below the national average. Academy is also a U.S. Military contractor subject to compliance audits, which are broader in scope than federal DOT audits. Each year we continue to achieve the best possible compliance ratings. Academy is only one of a few companies, which have an Excellent Performance Rating.

Our Risk Manager is a member of The Bus Industry Safety Council and Commercial Vehicle Safety Alliance (CVSA). The CVSA is the international premier organization which is the authority of regulatory and safety issues in the ground transportation industry. Attended by all federal, state, and local law enforcement, the CVSA is the forum where industry and law enforcement work together to ensure public safety.

Charter Training – Drivers and Other Personnel

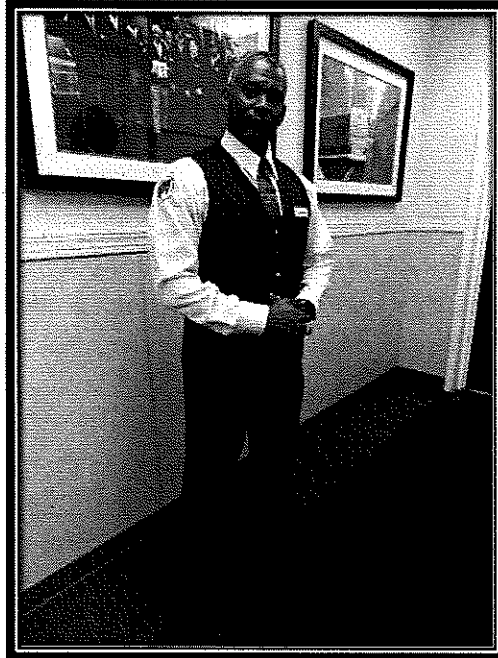
In addition to our extensive Driver training and Safety Program, charter drivers receive additional training. Academy charter drivers are instructed in customer service and how to deal with problems and challenges they may encounter over the road.

Our charter sales representatives all receive two weeks of training before they begin working with customers. Additionally, Academy arranges seminars with outside schools and professionals and our sales representatives and other employees attend seminars in customer service. Only experienced sales representatives and those that demonstrate strong customer service skills are assigned to deal with professional sports teams.

All of the County Schools charter work will be given V.I.P. treatment. As such, a V.I.P. listing is printed 24 hours in advance of the charter and circulated to the President, Vice President, Sales Manager and Terminal Manager. The V.I.P. list is reviewed for accuracy and if in the event there appears to be any discrepancy this information is immediately addressed with the sales representative who booked the charter.

Academy is and has been an equal opportunity employer. Our Policy is contained in our Employee Handbook Section 101 and adhered to by all personnel. Our employment practices far exceed government standards.

Driver Uniforms



Driver Training & Safety

Academy has developed and operates a full time *Professional Motorcoach Training Program*. As an industry leader, Academy recruits, screens, and trains all our own drivers. The successful completion of our training program is mandatory for all drivers, regardless of experience, before being authorized to operate our equipment. We incorporate an extensive classroom and behind-the-wheel-training program utilizing only experienced Academy personnel. We have recently made significant changes to our training program to improve the quality of the program and the drivers being graduated.

We now have six dedicated, full time instructors with a training department manager and assistant. These instructors do not share their duties or responsibilities with operations (driving). They have been trained on the new course syllabus and are accountable for the students they release from the program. Training is now only completed in Hoboken at our new training facility and our Toms River classroom. We have also dedicated buses in the training program to ensure the required resources are always available. These significant (and costly) changes are allowing us to improve our training program by focusing on just training. Our hiring guidelines exceed Federal Department of Transportation requirements, including FTA enhancements. Academy maintains one of the most comprehensive safety and risk management operations in the motor coach industry. We expend significant

resources to ensure the performance of our drivers once they leave the training environment and are in full operation. Safety is synonymous with good customer service. We have made significant changes in our safety program as well as the training program over recent months. We now have 3 full time safety managers focusing on reviewing Drive Cam events and managing the local driver pool along with the terminal manager. They also manage the Drive Cam operation for their responsible terminal operations.

- Managing our comprehensive database which tracks the driving history, including all our investigations, on every driver in service with Academy.
- Work with our dedicated in-house claims administration, which allows us to take an aggressive and personal approach to customer service and accident investigation. This department is staffed with claims professionals and allows Academy to expedite claims settlements while utilizing investigation results to benefit our safety program.

These tools allow us to focus on prevention. Every driver, once released from training, is subject to the following:

- License abstract reviews every six months. FMCSA requires annual reviews.
- Complete medical/physical evaluations conducted every 12 months. FMCSA requires this screen every 2 years. We use only our own doctors to ensure the integrity of the exam and the knowledge of the physician relative to DOT requirements. We are now piloting a real time, Internet based database, which allows us to set up appointments, check results, monitor drivers with medical concerns, and ensure medical reviews are completed on time. This database is managed by our exclusive medical review firm, which allows Academy to ensure the quality of our medical exams, as only doctors approved by us perform them all.
- Every driver is subject to random and targeted road performance evaluations conducted by our Field Safety Managers. Every observation is addressed with the driver and made a permanent part of his record. In cases where a trend is observed or the concern is considered significant, the driver is removed from service and evaluated. Additional training, suspension, or termination may result.
- All driving compliments and complaints are investigated and follow the same process of record retention and evaluation.

- Every driver must attend at least four safety meetings, which are conducted throughout the year in each operations center.
- All drivers are subject to random, post-accident, and reasonable suspicion drug/alcohol testing, as are all mechanics and other safety sensitive personnel.
- Each Safety Manager reviews the results of each operations center each month, and determines which drivers may be a concern or warrant a review. This process allows us to allocate our resources to target drivers with the highest risk potential.

Since 1992 Academy has had in place an annual awards program to recognize its professional drivers. The following criteria will be used to determine whether a driver is eligible for the award and whether he/she is considered a full time or a part time driver:



- The driver must be employed by the company at the end of the quarter for which the award/incentive is being awarded
- The driver must have worked for the entire quarter
- Full time drivers must have earned at least \$ 5,000 during the quarter
- Part time drivers must have earned at least \$ 2,750 during the quarter
- To qualify for the quarterly award the following requirements must be met:
- **Have No preventable accidents (chargeable).** An event where the operator should have, but failed to identify a situation that caused the accident. The event must have caused property damage, injuries or a claim to be considered an accident. All other events will be classified as incidents.
- **Have No moving violation convictions.** A moving violation is a summons (ticket with or without points) issued by a law enforcement officer relating to the movement of a vehicle, whether personal or Academy vehicle.
- **Have No disciplinary actions resulting in a suspension.**
- **Must attend at least one (1) safety meeting per quarter.**
- **Have No more than one (1) book-off per quarter.** Employees who are out of work due to workers compensation, state disability, vacation, personal day and leave of absence (provided they meet the above criteria), will not be charged a book-off.

Vacations, personal days and leave of absence must be approved in advance in accordance with current company policies.

- **Have no disciplinary actions that result in suspensions**
- **Have a positive attitude and professional appearance (uniform).**

Amount of Award

Each driver meeting the criteria set forth above is eligible to receive the following award for each quarter he/she meets the criteria:

- Full time employee - \$100 per quarter
- Part time employee - \$50 per quarter

Annual Incentive for Drivers Earning the Award in Four Consecutive Quarters for the Year:

All drivers who earned the award for all four quarters are invited to the annual **Frank A. Tedesco Driver Recognition Awards Breakfast**.

Special Recognition for Five, Ten, Fifteen and 20 Year Award Winners:

Five Year Award Winners:

All full time drivers who have qualified for the award in all four quarters for *five years* will receive an Academy Ring and a \$500 award. Part time drivers will receive an Academy Ring and \$250 cash award.

Ten Year Award Winners:

All full time drivers who have qualified for the award in all four quarters for *ten consecutive years* will receive an Academy Ring and \$2,000 cash award. Part time drivers will receive an Academy Ring and \$1,000 cash award.

Fifteen Year Award Winners:

All full time drivers who have qualified for the award in all four quarters for *fifteen years* will receive a Ring with Two Stones and \$5,000 cash award. Part time drivers will receive a Ring with Two Stones and \$2,500 cash award.

Twenty Year Award Winners:

All full time drivers who have qualified for the award for all four quarters for *twenty years* will receive a Ring with Four Stones, and \$10,000 cash award.

Part time drivers will receive a Ring with Four Stones and \$5,000 cash award.



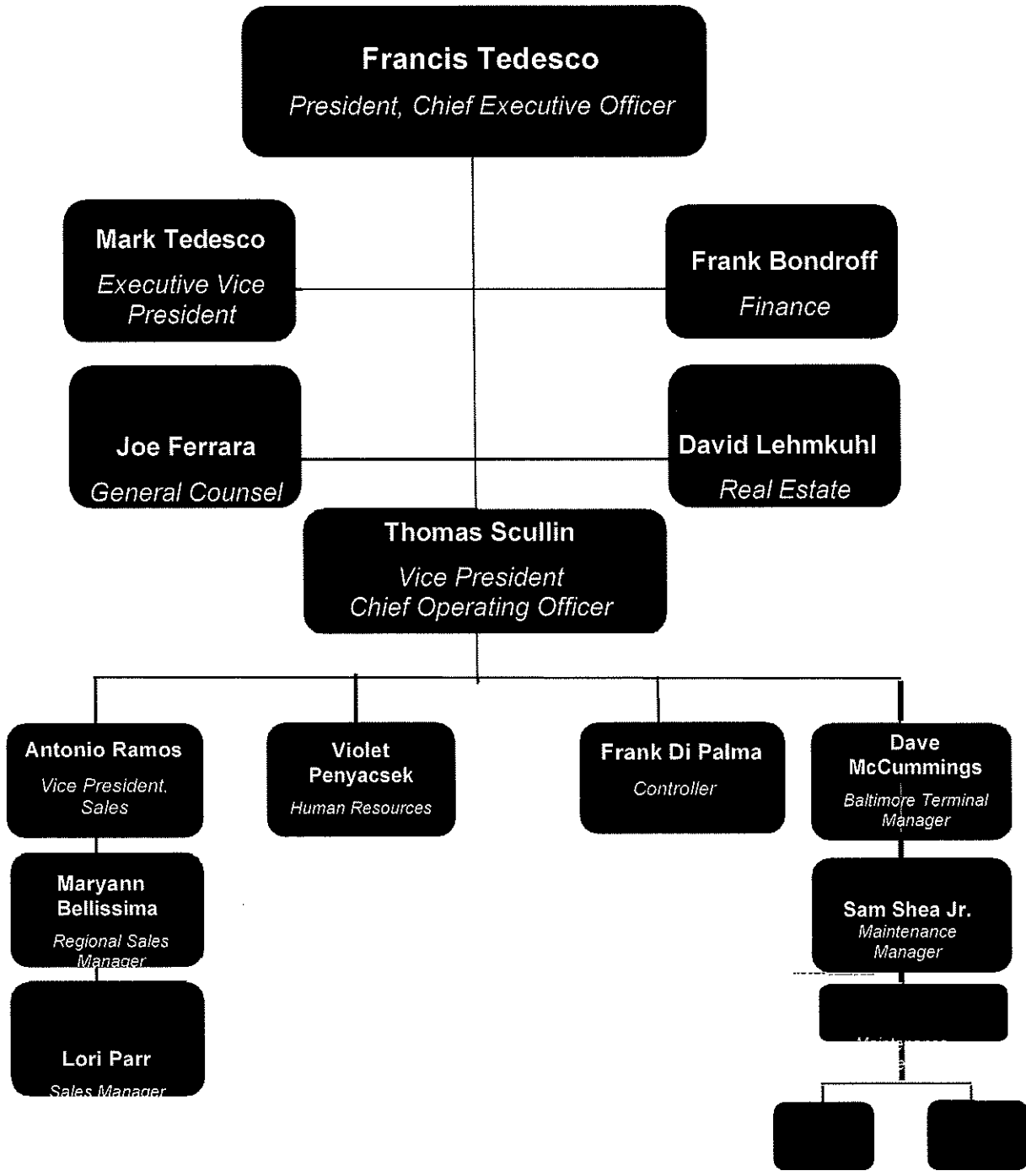
Overall, Academy maintains one of the best safety programs in the industry. Academy has consistently maintained an outstanding safety record as evidenced by our satisfactory DOT compliance ratings. We operate with a zero driver out-of-service record and equipment out-of-service record rate less than one third the national averages. Academy is also a U.S. Military contractor subject to compliance audits, which are broader in scope than federal DOT audits. Each year we continue to achieve the best possible compliance rating. Academy is also only one of a few companies, which have an Excellent Performance Rating, which is Audited and Verified by the International Motor Carrier Audit Commission. (IMCAC) Each driver is certified to operate a particular make and model of equipment. A driver can only operate that model bus until trained and certified in other models.

Our Risk Manager is a member of The Bus Industry Safety Council and Commercial Vehicle Safety Alliance (CVSA). The CVSA is the international premier organization, which is the authority of regulatory, and safety issues in the non-rail ground transportation industry. Attended by all federal, state, and local law enforcement, the CVSA is the forum where industry and law enforcement work together to ensure public safety.

We also utilize programs developed by the National Transit Institute (established at Rutgers University) to supplement our training of both Operators and management.

Academy constantly monitors driver performance. Our experience has shown that a consistent review of our driver's performance along with on-going training programs results in a better qualified driver pool than to establish generic testing which does not take in to account unique circumstances that may be affecting a driver's ability to focus on his/her job. We meet, individually; with each driver who we feel has a concern. We have found that personal life issues and concerns can impact safety equally or in excess of technical ability. *Our most current US DOT Safer System company profiles are available on the Internet at www.safersys.org our profiles are available by company name or US DOT number.*

4. Organizational Chart



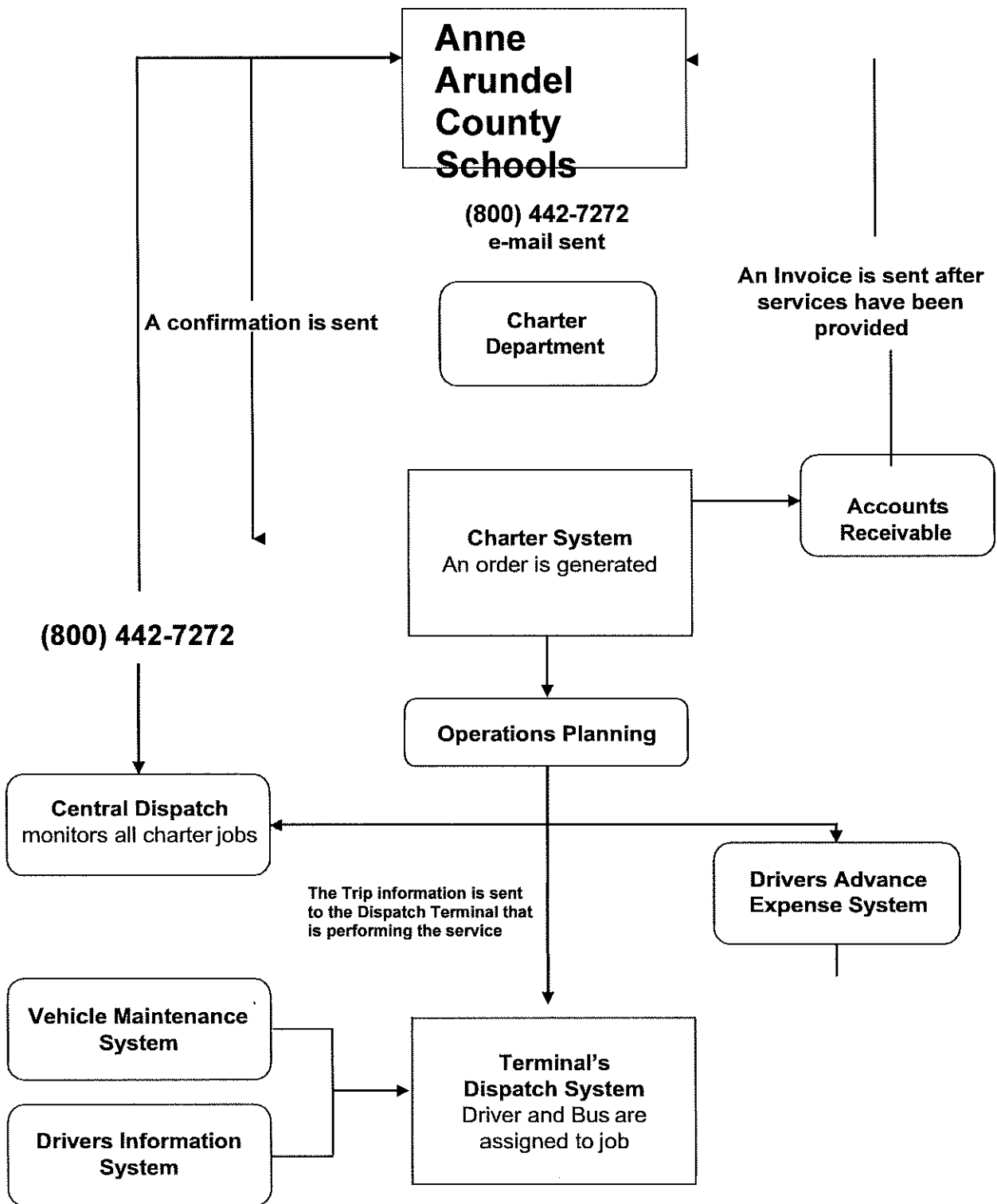
5. Booking/ Ordering Process

Academy has a highly trained and qualified professional Charter Sales and Service Department. The Charter Sales Department reports to Antonio T. Ramos, Vice President, and Sales and is divided into four division: Tour and Travel; Convention and Special Events; Domestic Groups; Professional Sports Teams, Colleges and Universities. Each one of these divisions is led by an experienced manager and supported by in-house customer sales representatives.

Charters can be booked by telephone, email, or online. Academy's On-line Charter Reservation System is web-based and user friendly. The Charter Reservation System allows the customer to book charters on-line, receive confirmations and review their charter reservations in advance.

Once the charter is booked the order is reviewed by our Operations Planner and is assigned to a Terminal to perform the service. As previously stated, charter work for the Schools will be handled by a designated facility in Baltimore, MD. Our facility has its own qualified pool of charter drivers, charter bus fleet and is a full service facility for maintaining the fleet to high standards.

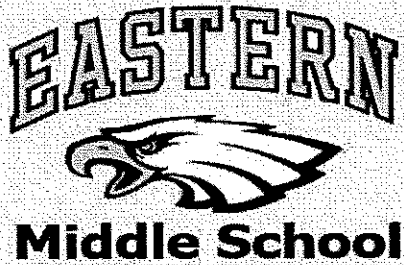
Once the charter has been entered into our system the Accounting Department is notified and the charter is assigned an invoice number. Upon the successful completion of the charter, Accounting is notified and an invoice is prepared and sent to the customer. We have the ability to send one statement with detail of each charter to one central location at Anne Arundel Public Schools or we can prepare separate invoices for each charter booked and send them to the booking party.



6. References

CONTACT	
	<p>Ritchie Park Elem. School, 1514 Dunster Road, Rockville, MD. 20854 301-279-8475 James Nelson james_A_nelson@mcpsmd.org</p>
	<p>Northwood High School 919 University Blvd. West Silver Spring, MD 20901 301-649-8808 Holly Jones holly_M_jones@mcpsmd.org</p>
	<p>Forest Oak Middle School, 651 Saybrooke Oaks Blvd, Gaithersburg, MD 20877 301-670-8242 Hilary Szczublewski hilary_b_Szczublewski@mcpsmd.org</p>
	<p>Sligo Creek Elem. School 500 Schuyler Road Silver Spring, MD 20910 301-562-2722 Rosemarie Kellinger rosemarie_kellinger@mcpsmd.org</p>

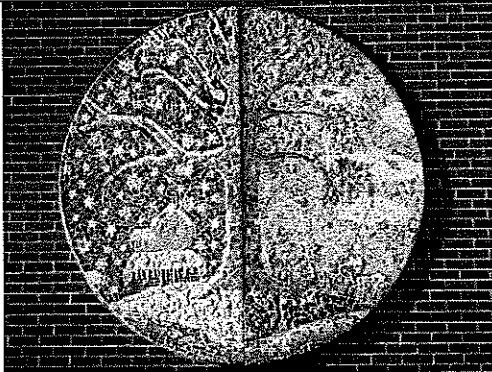
CONTACT



Eastern Middle School
300 University Blvd. E
Silver Spring, MD 20901
301-650-6650
Tanya Rowe
tanya_m_rowe@mcpsmd.org



College Garden Elem. School
1700 Yale Place
Rockville, MD 20850
301-279-8470
Constance Boorstein
constance_j_boorstein@mcpsmd.org



Rolling Terrace Elem. School
705 Bayfield Street
Takoma Park, MD 20912
301-431-7600
Anna Tredway
anna_m_tredway@mcpsmd.org

7. Charter Experience

Academy has vast experience providing transportation services for unique, high profile events throughout our service area.

The list of *annual* events includes:

New York City Marathon – Academy has provided service and operational coordination for this marquee event since 1993. On marathon morning we move over 40,000 participants from multiple locations around New York City to the starting area in Staten Island in three hours.



Academy provides shuttle service from various hotels in Manhattan to the Tennis Center in Queens for the two week event. At its peak, service requires up to thirty buses operating several routes.

Academy has provided charter and shuttle bus services to the thousands of volunteers and participants for over 20 years.



Academy has provided service for this event since its inception in 2010



Academy has provided service for the Army/Navy for over 10 years.



Major Sports Events



Super Bowl XLVIII
Managed and operated over 400 buses



2017 All Star Game- Miami
2008 & 2013 All Star Game-New York
2008, 2009 & 2015 World Series- New York



2016 Winter Classic- Washington, DC
2015 Winter Classic-Boston, MA
2014 Stanley Cup Final – New York
2012 Stanley Cup Final-New Jersey
2011 Stanley Cup Final – Boston
2010 Stanley Cup Final-Philadelphia



2015 All Star Game- New York



2012 All Star Game- Philadelphia
2011 All Star Game – New York



College Football Bowl Games

- Cure Bowl
- Miami Beach Bowl
- St. Petersburg Bowl
- Military Bowl
- Belk Bowl
- Russell Athletics Bowl
- Orange Bowl
- Birmingham Bowl
- Citrus Bowl
- Outback Bowl
- Gator Bowl
- Boca Bowl

NCAA Football Championship
Tampa -2017

Golf Tournaments



Presidents Cup
2017

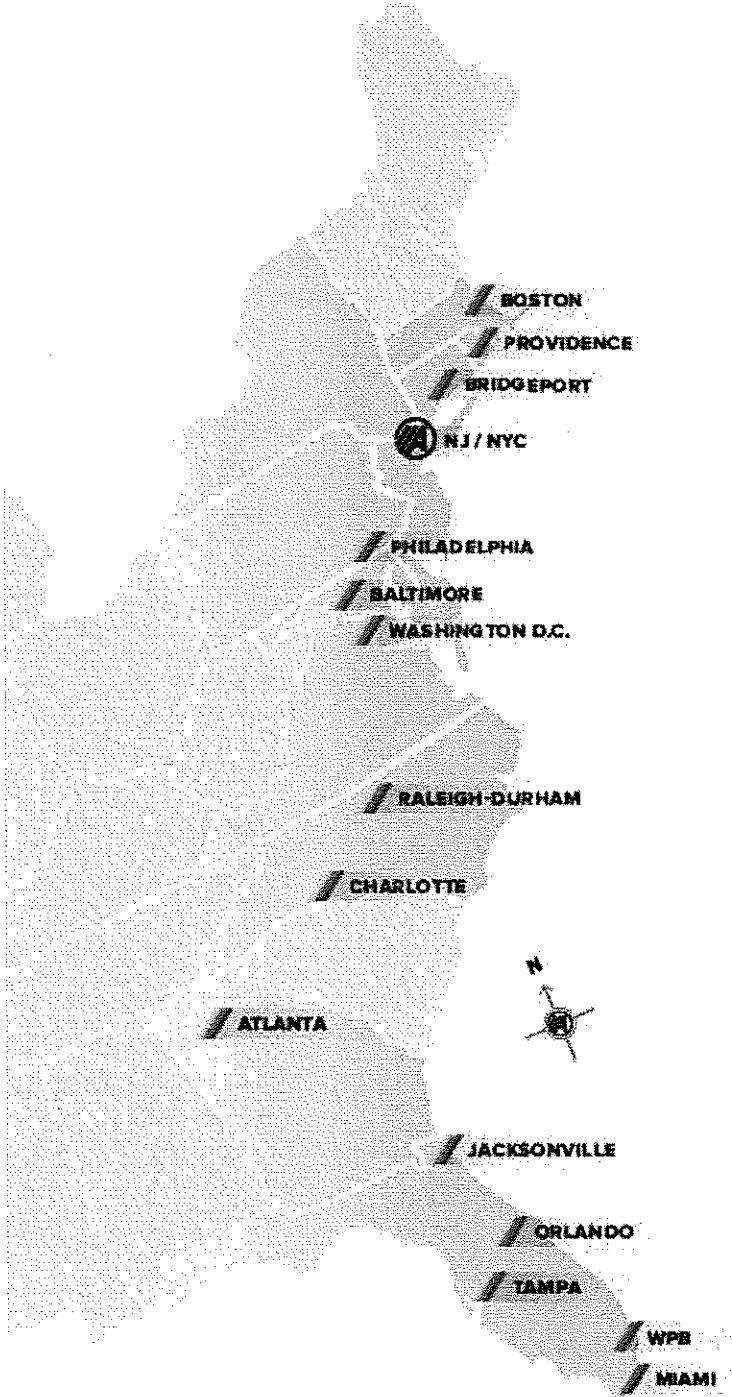
PGA Championship
2005, 2016, 2017

US Open
2003, 2004, 2006, 2009, 2013

Northern Trust Open (Barclays)
2008- Present

Tiger Woods/ATT Championship
2015

8. Service Area



9. Motor Coach Qualifications

As more fully described hereinafter, Academy will provide the most modern fleet of buses and no bus will be older than five years. Academy has brand new 54 and 38 passenger vehicles equipped with a lavatory, DVD player and Wi-Fi. Academy has a full service sales staff capable of handling and processing all charter orders and its dispatch is available 24 hours, 7 days a week. Our driver training and safety program is renowned throughout the industry and our charter drivers are handpicked for their assignments. Every effort is made to assign the same driver to a particular group. Our buses are maintained to the highest standard and you will never see an Academy bus on a charter assignment that is not thoroughly cleaned inside and out.

Academy is fully licensed to provide charter service and meets all applicable Federal, State and Local laws, regulations and ordinances. Academy's Charter Reservation System (proprietary software) can provide reports and statistics to the County at any interval and can be sorted by a variety of categories.

Charter Fleet

Academy boasts the most diverse fleet of vehicles in the area. As per the equipment requirements described in the IFB, we can offer the Anne Arundel County Schools the following vehicle options:

- Van Hool Coach (57 passenger)
- TEMSA European Coach (38 passenger)

All of our charter buses are equipped with air-conditioning, lavatories, DVD, multiple power outlets, reclining seats and wireless internet connectivity. All coaches have two-way radios which provide contact with our central operations center, Global Positioning Satellite (GPS) and Drive Cam.



*Van Hool Coach (54 passenger)
Reference Exhibit 1 for additional photos.*



TEMSA T535 (38 passenger)

- GPS

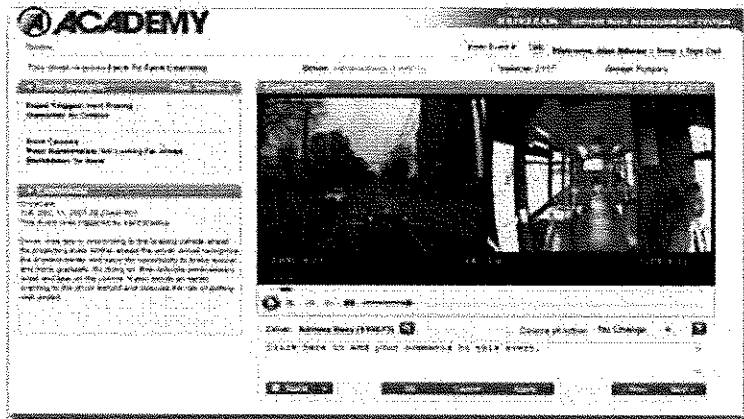
Academy has implemented a Vehicle Tracking System through the use of GPS technology. This system is installed on our buses and provides constant real-time position, speed and route information to dispatch and customer service representatives.

The system reports vehicle speed, heading and location to a central database every 100 yards traveled through a CDPD cellular network. The information received is then compared to a database of services being provided at that time in our Charter System. Drivers and route names are added to the records and fed to a web accessed map and management system which is monitored by dispatch. Dispatchers are also able to see the drivers that are assigned to that route. Historical reporting on speed and other safety issues are also available.

Drive Cam

Originally established in April of 2006, we initiated the Drive Cam program. The system is designed as a hard drive, self-contained unit which acts as an event recorder activated by a gravity or shock event to the bus. The recorder then captures 10 seconds before, and 10 seconds after that event.

The program is designed to change driver behavior and eliminate poor or risky driving habits. The key to this system is the immediate reaction by our management team with the driver and to address concerns before they become an accident. It allows us to see events we would otherwise never see. It also allows us to reallocate our safety resources to where we see a greater return on time/investment. This program has documented significant changes in driving behavior as well as reduced wear on the bus and fuel usage. We completed a full corporate rollout in January of 2007. The results have been beyond our expectations. This system (over a \$2,500,000 investment) has given us the ability to identify high risk drivers as never before and defend accident claims where we are clearly not at fault. We now have re-fitted the entire fleet with new Drive Cam Cell cameras.



➤ Electronic Logs

As of June 1, 2017 all of Academy's buses have been equipped with the federally regulated Electronic Logs (E-logs) which The U.S. Department of Transportation's Federal Motor Carrier Safety Administration (FMCSA) required all buses in an effort to improve roadway safety by employing technology to strengthen commercial truck and bus drivers' compliance with hours-of-service regulations that prevent fatigue. Academy's top priority is safety for our drivers and passengers alike. We began to install the equipment almost a year in advance of the federally mandated law to ensure that our staff was properly trained. The Electronic Driver Logs is an automated system that records all



information required to comply with hours and service reports. It also assists drivers with Driver Vehicle Inspection Reporting (DVIR) for pre and post trip inspections. This allows the reports to be filed automatically and back-office personnel are notified of issues that may require repairs. The system Academy installed ISE Fleet Services also provides Dispatchers the visibility for “real-time” driver availability.

The ISE benefits for the drivers:

- Hours of Service records are automatically captured eliminating any errors from manual entries.
- Automated calculations keeps drivers informed of driving availability, improving time management and warning of impending violations.
- Integrated DVIR workflow ensures inspections are always performed at the appropriate time.
- HOS and DVIR documentation always available for roadside inspection.

In addition to all the benefits it provides for the drivers it also has many benefits for the fleet:

- Easily view, update and print drivers' logs and DVIR reports.
- Real-time information assists in resource allocation and equipment defect resolution.
- CSA Fatigued Driver and Vehicle Maintenance BASIC scores are better maintained and improved.
- Automated back-office record retention reduces clerical time.
- Exceptionally easy to implement.

➤ Bus Maintenance

Academy's Maintenance Department is capable of performing a variety of services and repairs including major repairs, overhauls, major paint and bodywork, refurbish projects, power train conversions, federal and state inspections all in a timely manner and to the standards set forth by the vehicle manufacturer and Department of Transportation.

Academy maintains a modern, fully equipped maintenance facility at each of our terminal location. Each facility has lifts, pits, and all the required parts, tools, and experienced mechanics to make any repairs required and complete full regularly scheduled preventative maintenance programs. We also have automated bus washes and a full time cleaning staff to maintain the appearance of our vehicles.

We lease our tires from Firestone and have no incentive to run tires in poor condition. We pay by the mile and tires are replaced long before the tread depth is an issue. We run only new tires rated for the individual bus application. We also utilize a new balancing gel that

improves the smooth, balanced operation of the tires/wheels far beyond that of the old metal weight tire balancing

We take great pride in the appearance of our buses from the tires and wheels to the paint, body and interior as they take the road. We will maintain a close relationship with the County Schools so that suggestions and concerns can be addressed.

All bus bodies will be inspected daily by the drivers and noted on the pre-trip inspections. The maintenance manager will also conduct visual inspections weekly to insure that the bus bodies are maintained in an undamaged condition. Any coach needing body attention will be placed out of service and the damage will be corrected in a professional manner. All frames and structures will be inspected and maintained through our Preventative Maintenance program, semiannual inspections and internal fleet audits. All frame and structural work performed is only done by qualified body and frame technicians as well as certified welders if needed.

No bus will operate with less than fully functioning brakes. Our brakes will be inspected and adjusted on or before the ten day / 2500-mile inspection interval unless we are notified of a defect by our driver in which the bus is placed out of service immediately. If a driver notes a brake defect, the bus is placed immediately out of service for inspection and repair. Before the bus returns to service a "Brake Test" is performed and recorded, measuring brake efficiency and stopping distances. This test must be within DOT specifications before the bus is released. Our braking systems are routinely inspected by qualified technicians in accordance with the intervals and standards set in our preventative maintenance program. Training is also provided on a regular basis to technicians, foremen and managers on brake inspections and repairs.

All buses will be equipped with a heating, ventilating and air conditioning system (HVAC) and maintained regularly through our Preventative Maintenance program at 120 day / 24,000 mile intervals. All HVAC repairs necessary will be performed in a timely manner by qualified technicians. Any modifications needed to our program to provide better service can be made.

All bus radio and interior sound systems will be repaired in a timely manner with adequate spare units to replace defective units in cases where time is of the essence. Drivers will be instructed to insure they notify our maintenance staff of any defects and that buses will be placed out of service until the defects are corrected.

It is our practice to repair any defective seats and windows damaged by either vandalism or normal wear and these repairs can be done within 48 hours. All seats permanently stained or

damaged beyond repair will be repaired within fourteen days. All broken windows will be replaced immediately. No coach will operate with a broken glass. These guidelines will be given to our maintenance staff.

Our Preventative Maintenance (PM) program is driven both by time and mileage accumulations, whichever comes first. Our PM program is based on information and requirements established by our vehicle manufacturer and the Department of Transportation. The program has been enhanced by using information from our computer systems regarding bus system failure frequencies and this data is used to add, delete, change or move a PM inspection item.

Each driver will perform pre and post trip inspections, before and after each trip. All defects will be addressed before the bus goes into service. The driver will be trained on the proper procedures and standards for the inspections. These inspections will be treated with the utmost importance and compliance will be strictly enforced by the management staff. These inspections will be made available to the County Schools upon request.

General repairs, driver defects, audit defects and process work generated from PM inspections will all be handled in the same manner. The bus will be placed out of service and a replacement bus provided if the particular bus is not plan to make its pull out time.

A bus out of service list is maintained on a Daily Shop Worksheet, where you can find all the information about all the buses placed out of service for that particular location.

No buses will be operated with broken or inoperable passenger doors, windows, or seats. All lights, wipers and horn will be operating. The buses will be equipped with DOT qualified fire extinguishers. No buses will operate with any defective or inoperable brakes or defects noted without being addressed. The supervisors, foremen and managers are encouraged to perform "follow-up inspections" on work performed out of the garage to insure the integrity of the job performed by its technicians.

The exteriors and interiors of the fleet will be cleaned and washed daily all road grime and dirt will be washed away daily, each bus will start the day's operation in a freshly washed condition. The interior floor will be mopped daily. The bus will be free of all trash, tape, graffiti and other forms of vandalism such as ink marks, paint and gum. Bus wheels will be maintained in a freshly cleaned manner. Bus wheels will be maintained in a freshly cleaned manner. Bus wheels will be painted whenever the maintenance manager deems it necessary. It will be made clear to all maintenance personnel and drivers that no bus shall operate with any offensive graffiti. If the driver finds such vandalism while on route, he will immediately notify his dispatcher to have the markings removed or bus replaced.

Each bus will also be on a Major Clean schedule as per our preventative maintenance program every sixty days or 12,000 miles, whichever comes first.

Safety, Academy, the premier passenger transportation company, constantly monitors our operating environment and seeks opportunities to improve our customer experience including safety and security. The safety of our passengers and the public has always been recognized by Academy as being synonymous with customer service, our priority. We expend significant resources to research and implement our unique mix of safety measures that incorporate new technology, driver training, superior maintenance and operation.

Procedures for Handling Breakdowns/Accidents

In the event of a breakdown or accident, the driver will contact his dispatcher immediately with the following information:

- Name
- Charter Number
- Bus Number
- Exact Location
- Number of Passengers
- Nature of the Problem

In the event of an accident, the driver will notify the dispatcher. The dispatcher will have an emergency telephone list identifying company personnel, Anne Arundel County Schools personnel, police and emergency services. Depending on the situation some or all will be notified promptly. The dispatcher will notify our company safety supervisor and an investigator will be assigned. If it is determined that the bus will be out of service another one will be dispatched immediately.

The Drivers will be able to contact our dispatch office 24 hours a day. All road calls will be coordinated through dispatch and maintenance. The operator will contact the duty dispatcher and explain the situation. The dispatcher will decide whether maintenance needs to be contacted. If needed, maintenance will speak directly to the driver and try to guide the driver through his problem. If it is not resolved, maintenance will dispatch a shop vehicle with a qualified technician to meet the driver at an agreed upon location as to minimize any delay. It will also be determined if another bus should be dispatched with the mechanic or placed on stand-by. Once the mechanic is on site, the bus will then be evaluated. If the bus cannot be repaired in a timely manner and unable to continue its route, the bus will then be replaced by a fresh bus and the mechanic will

communicate with his shop foreman regarding the disposition of the defective bus. In the event a breakdown occurs out-of-state, Academy has working relationships with other bus companies throughout the country. The driver maintains a list of all bus companies that we have arrangements with and in the event of a breakdown out-of-state we can immediately address the problem. A daily record of bus failures will be maintained at the facility.

Each driver is trained how to handle a breakdown or accident. In addition to notifying dispatch the driver will have a complete breakdown kit and accident kit. All drivers are instructed in these procedures during initial training. Passenger safety is the utmost concern and the driver will instruct the passengers to stay on the bus until such time that he can place the bus out of harm's way and the passengers can be discharged onto a safe area. These records will be reviewed by the garage manager to identify any recurring problems. Records can be made available to the County for review.

Corporate Safety Support

- Academy continues its commitment with six full time safety managers on staff with company cars and on rotation 24 hours a day, 365 days a year
- Full time training managers and instructors
- Our own in-house claims management department to monitor the process and ensure customer service
- Academy is a long time member and supporter of the American Bus Association, Bus Industry Safety Council, Commercial Vehicle Safety Alliance (CVSA), as well as local associations
- Driver Hours of Service (HOS)

Academy adheres to the Federal Motor Carrier Safety Administration Regulation:

§ 395.5 Maximum driving time for passenger-carrying vehicles.

Subject to the exceptions and exemptions in §395.1:(a) No motor carrier shall permit or require any driver used by it to drive a passenger-carrying commercial motor vehicle, nor shall any such driver drive a passenger-carrying commercial motor vehicle:(1) More than 10 hours following 8 consecutive hours off duty; or(2) For any period after having been on duty 15 hours following 8 consecutive hours off duty.(b) No motor carrier shall permit or require a driver of a passenger-carrying commercial motor vehicle to drive, nor shall any driver drive a passenger-carrying commercial motor vehicle, regardless of the

number of motor carriers using the driver's services, for any period after—(1) Having been on duty 60 hours in any 7 consecutive days if the employing motor carrier does not operate commercial motor vehicles every day of the week; or(2) Having been on duty 70 hours in any period of 8 consecutive days if the employing motor carrier operates commercial motor vehicles every day of the week.

[70 FR 50073, Aug. 25, 2005]

10. Commitment to Sustainability

Motor coaches are one of the most fuel efficient and green forms of transportation available today. On average, motor coaches reduce emissions by 85% per passenger mile compared with cars. The management and employees of Academy take the environment seriously and thus have incorporated many green initiatives into every day operations.

Recently, Academy certified coaches under parameters set by the University of Vermont Green Motor Coach Certification program. Academy received a certificate of compliance from Ecolab (www.ecolab.com) for using environmentally friendly cleaning products. Academy leases tires from Firestone who created the One Team, One Planet Spent Tire Program. This program's goal is to recycle every used tire for a valuable use. Academy worked with Waste Management to institute a recycling program at our headquarters office facility.

Starting in January of 2012 all vehicles operated by Academy now use a biodiesel blend fuel. Academy worked with the New Jersey Department of Environmental Protection to install tailpipe retrofit devices on over 400 buses.

Other green initiatives include:

- Zero emission wheel cleaner/painting machine
- Biodegradable, non-toxic parts cleaning machines and chemicals
- 100% recycling of paint waste
- New latex biodegradable paint
- Extending motor oil/filter changes
- Recycling all waste oil, anti-freeze and transmission fluids
- Recycled engine oil used to heat terminal facility
- All waste material, batteries and tires are recycled
- Installing high-efficiency air compressors in our maintenance facilities
- Changing office and shop lighting to high-efficiency systems
- Replacing older buses with newer models that feature clean air technology such as diesel exhaust fluid systems
- Water from bus washers is contained, cleaned and recycled
- Improving fuel mileage by:
 - On-board tire pressure monitoring
 - Installing tire balancing products in all newly mounted tires
 - Testing gear ratios to obtain optimum mileage
 - Nitrogen in tires

Installed new GPS systems on all buses that monitor engine idling include engine shutoff technology. Maintain a stringent no idling policy for all drivers.

Bio-Diesel

All Academy buses use bio-diesel fuel. Compared to gasoline engines, diesels emit less carbon monoxide, hydrocarbon and carbon dioxide. Since 2006 Academy has been using clean ultra-low sulfur diesel fuel (ULSD) which further reduces emissions up to 10%. ULSD is a petroleum distillate product that undergoes hydrodesulphurization to eliminate more than 99% of the sulfur content. The removal of sulfur from diesel is an analogous to the removal of lead from gasoline, enabling the effective use of advanced catalysts and emissions filters.

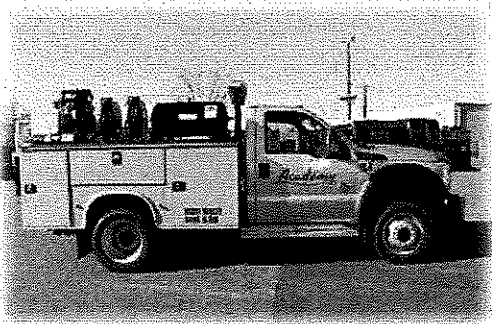
Waste Oil

All waste oil is pumped directly from the bus to a 500 gallon tank. A licensed waste hauler removes the waste oil from the tank directly to a truck to be recycled. Academy is presently conducting tests to use its waste oil to heat its garage facilities.

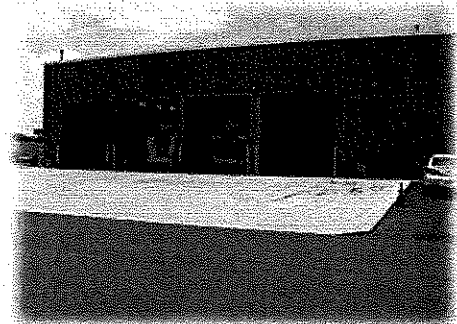
Fleet Maintenance Safety

Fleet maintenance is a key function in providing clean, safe, comfortable coaches for our customers. The investment will provide returns in lower road failures, more efficient operating equipment, and happier passengers. Examples of this philosophy at Academy are:

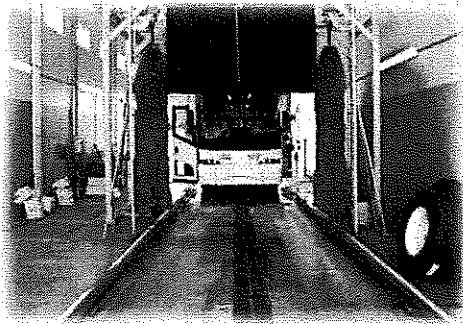
- We maintain our own maintenance operations with over 300 dedicated, trained employees
- Academy does not out-source maintenance operations or any other safety function
- Each of our facilities is equipped with a state-of-the-art maintenance equipment
- We operate our own body repair facility and heavy repair facility
- We operate our own automated bus washes and fueling stations
- We lease new Firestone tires so there is no incentive to run down the tread
- Academy operates its own tire shop, wheel cleaning and mounting facility
- We audit, monitor and train our people
- Academy is an authorized self-inspection operator by the states of NJ and NY
- Academy operates a modern fleet of vehicles to meet our customers' needs
- With facilities from Boston to Washington DC and a network beyond, we can respond when needed
- We have our own roadside support fleet with service trucks in all locations



Academy Road Response Vehicles



State-of-the-art maintenance facilities



Automatic Drive-Thru Bus Wash in All Locations



Fueling and Engine Check Stations

11. Financial References

Our financial references are as follows:

<p>PNC Bank 2 Tower Center Blvd. E. Brunswick, NJ 08816 Acct# 8013096319 Lori Franzon, VP (732) 220-3552</p>	<p>Wells Fargo Bank, N.A. 190 River Road – 2nd Floor Summit, NJ 07901 Acct# 2000013488235 Susan Wright-Kail (908) 598-3210</p>	<p>Bank of America 750 Walnut Avenue Cranford, NJ 07016 Acct# 1866305 Peggy Murphy Senior VP (908) 709-5687</p>
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Our Dun & Bradstreet is #09-1865933. We currently do not have a credit rating with them due to the fact that we are a privately owned company and are not required to report.

The following is a list of credit references:

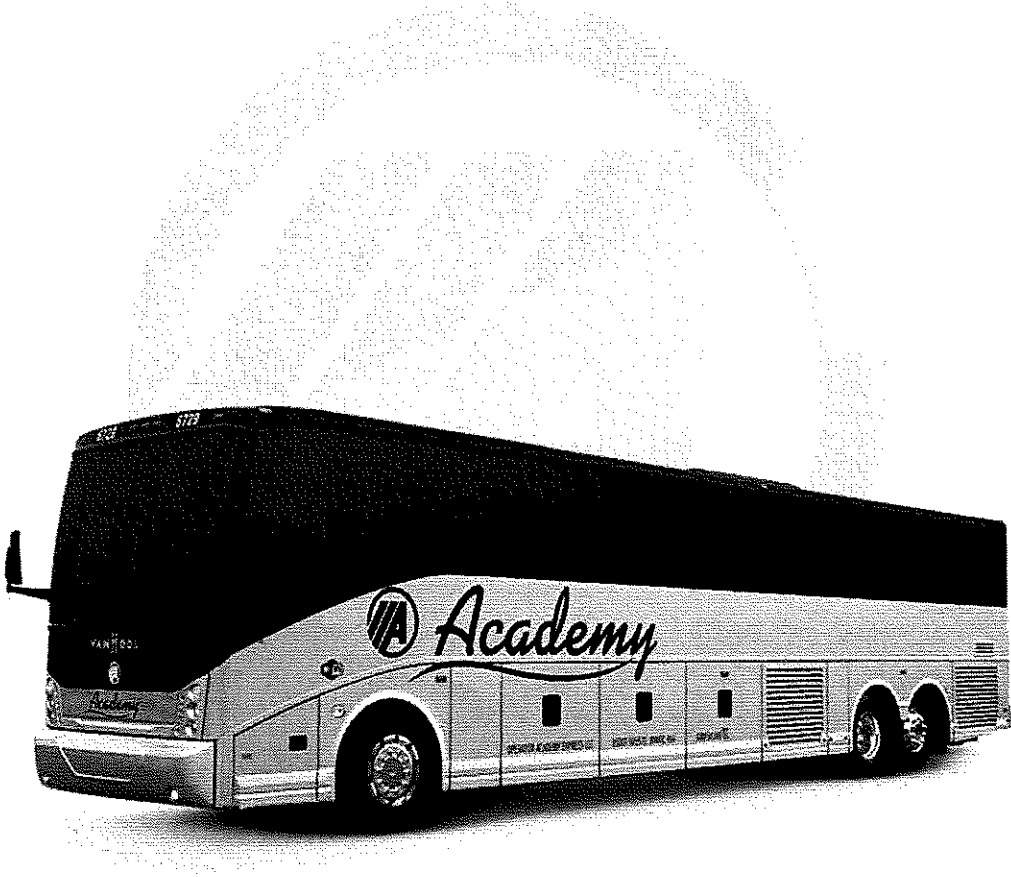
<p>MCI Service Parts Inc. 1700 East Golf Road Schaumburg, IL 60173 (847) 285-2000 John Pettit</p>	<p>Atlantic Detroit Diesel Allison 180 Route 17 South P.O. Box 950 Lodi, NJ 07644 (201) 587-2613 Tim Meade</p>	<p>Marsh USA, Inc. 1255 23rd Street N.W. Suite 400 Washington, D.C. 20037 (202) 263-7643 Matthew Swingle</p>
<p>Superior Distributors 4 Midland Avenue Elmwood Park, NJ 07407 (201) 797-9490 Angie Bonito</p>	<p>Prevost Car Inc. 2955-A Watt Street Ste-Foy Quebec Canada G1X3W11 (800) 803-0715</p>	

12. Exhibits

1. Vehicle Amenities and Descriptions
2. Value Added Services
3. Academy Express Contact Sheet
4. Substance Abuse Policy
5. Motor Coach Operators Manual
6. Preventative and Maintenance forms

EXHIBIT 1: VEHICLE AMENITIES AND DESCRIPTIONS

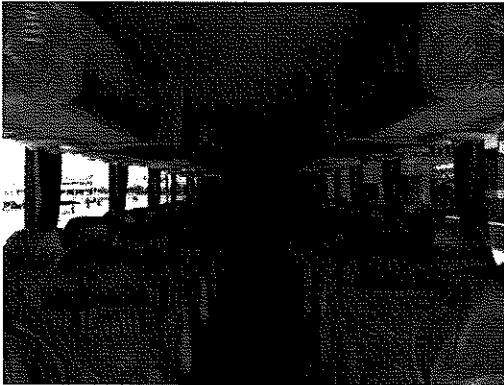
Van Hool Coach – (54 passenger)



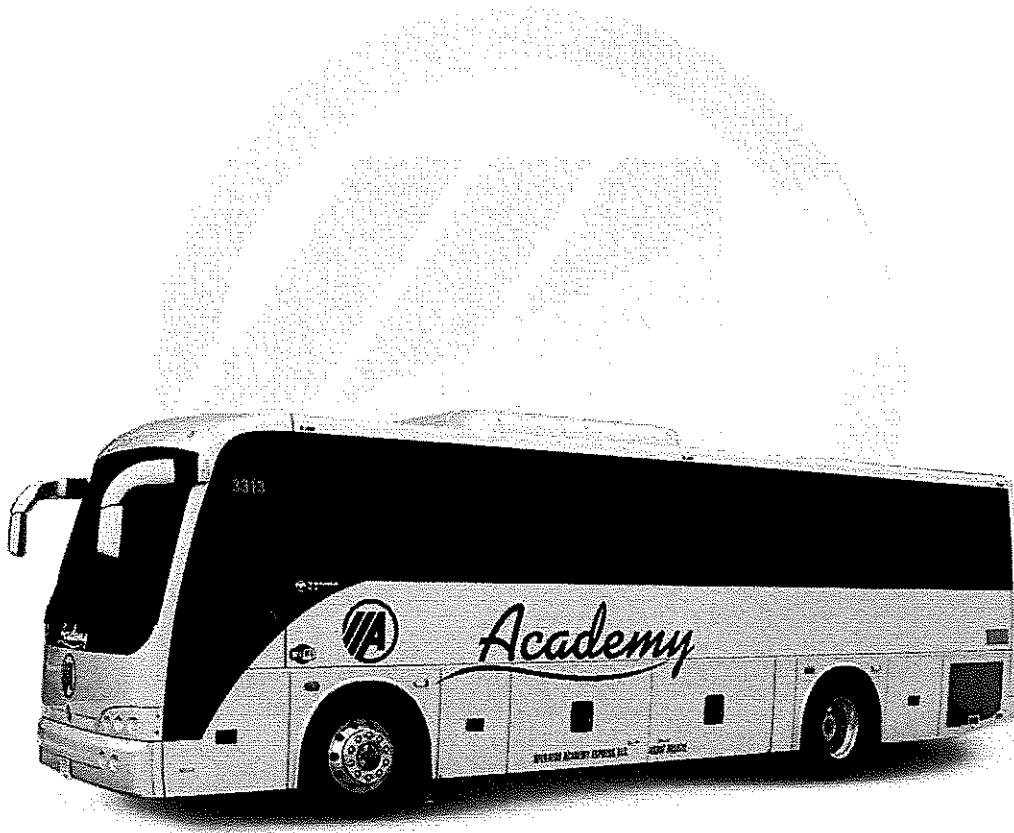
Features

54 Seats

- Lavatory
- Undercarriage luggage compartment
- DVD Player w/ multiple screens
- Power outlets
- Wi-Fi



T TEMSA European Coach - (38 passenger)



Features

- Arrived in 2011
- European Style in a Smaller Package
- 38 Seats with DVD Player & Restroom
- Now Featuring Wi-Fi Internet Access
- Electrical outlets



EXHIBIT 2:

VALUE ADDED SERVICES

Charter Bus Services at Destination

As identified, Academy has facilities from Boston to Miami. We will be able to perform motor coach operations when groups are traveling. Academy is an active member of the American Bus Association (ABA) and has a working relationship with bus companies throughout the country. Academy will work with the County to identify their needs and make all charter bus service arrangements for the Anne Arundel County Schools.

EXHIBIT 3: ACADEMY BUS CONTACT SHEET

Academy Express, LLC
Baltimore Operations
201 Frankfurst Avenue
Baltimore, MD 21225
410-391-8700

Maryann Bellissima
Regional Sales Director
Office: 609-265-2400 ext. 2711
Mobile: 201-725-7200
Email: mbellissima@academybus.com

Dave McCummings
Terminal Manager
Office: 410-391-8700 ext. 1261
Email: dmccummings@academybus.com

Antonio Ramos
Vice President of Sales
Mobile: 201-207-3250
Office: 201-420-7000 ext. 2269
e-mail: tramos@academybus.com

Lori Parr
Charter Sales Manager
Office: 410-391-8700 ext. 1263
e-mail: lparr@academybus.com

Academy 24/7 Operations/Dispatch

For any questions, concerns, changes or additions after office hours please contact Baltimore Operations.

410-391-8700 ext.1260/1265

If Baltimore Operations is unavailable Academy Operations/Dispatch Center is available 24/7.

800-442-7272 Press 5

EXHIBIT 4:



SUBSTANCE ABUSE POLICY

for Safety Sensitive Employees



111 Paterson Avenue, Hoboken, NJ 07030

2017

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Purpose:

The purpose of Academy's Substance Abuse Policy is to create a safe working environment free from the effects of drugs & alcohol by establishing guidelines in implementing a drug and alcohol-testing program that meets the requirements of the Federal Transit Administration (FTA). The ultimate goal of the policy is to achieve a drug and alcohol-free work force in the interest of the health and safety of employees and the public. Each safety-sensitive employee will receive at least one hour training in the requirements contained within this policy.

Participation in the prohibited substance-testing program is a requirement for each safety-sensitive employee and, therefore, is a condition of employment.

Academy will strictly adhere to all standards of confidentiality and assures all employees that testing records and results will be released only to those authorized by FTA rules to receive such information.

Academy adopted this policy in accordance with 49CFR Part 40 and Part 655. This revised substance abuse policy supersedes all previous Academy substance abuse policies.

Academy Management hereby endorse the Omnibus Transportation Employee Testing Act of 1991 and the rules mandated by the Department of Transportation (DOT), Federal Transit Administration (FTA). ACADEMY employees who perform safety sensitive transportation functions, or supervise personnel in safety sensitive transportation functions shall be subject to policies and procedures in accordance with Department of Transportation, 49CFR Part 40 Procedures for Transportation Workplace Drug Testing Programs and 49 CFR Part 655 Prevention of Alcohol Misuse and Prohibited Drug Use in Transit Operations.

All testing under the FTA requirements are conducted in accordance with 49CFR Part 40: Procedures for Transportation Workplace Drug and Alcohol Testing Programs.

Contact Person/Designated Employer Representative (DER)

The person designated by Academy to address questions relevant to the anti-drug and alcohol misuse prevention program is:

John A. Juncosa
Training Coordinator / D.E.R.
Academy Express LLC
1515 Jefferson Street (2nd Floor)
Hoboken, New Jersey 07030
(800) 442 – 7272 Ext 2262
E-Mail: <mailto:mjjuncosa@academybus.com>

Definition of Terms

Academy- refers to Academy Express, Academy Lines, Number 22 Hillside and Academy Bus, LLC.

Accident: an occurrence associated with the operation of a vehicle, if as a result;

- 1) an individual dies; or
- 2) an individual suffers bodily injury and immediately receives medical treatment away from the scene of the accident; or
- 3) with respect to an occurrence in which the mass transit vehicle involved is a bus, electric bus, van, or automobile, one or more vehicles (including non-FTA funded vehicles) incurs disabling damage as a result of the occurrence and such vehicle or vehicles are transported away from the scene by a tow truck or other vehicle; or
- 4) With respect to an occurrence in which the mass transit vehicle involved is a rail car, trolley car, trolley bus, or vessel, the mass transit vehicle is removed from operation.

Breath Alcohol Technician (BAT): an individual who instructs and assists employees in the alcohol testing process and who operates the federally approved testing equipment. The BAT must have been trained and certified to operate the approved testing equipment.

Collection Site: a place where safety sensitive employees present themselves for the purpose of providing a urine specimen for a drug test.

Designated Employer Representative (DER): an employee authorized by the company to take immediate action (s) to remove employees from safety sensitive duties. And to make required decisions in the testing and evaluation processes. The DER receives test results and other communications for the employer, consistent with the requirements of 49CFR Part 40.

Evidential Breath Testing Device (EBT): a device approved by NHTSA for the evidential testing of breath at the .02 and .04 alcohol concentrations, placed on NHTSA's conforming products list (CPL) for "Evidential Breath Measurement Devices" and identified on the CPL as conforming with the model specifications available from NHTSA's Traffic Safety Program.

FTA: the Federal Transit Administration is the governmental agency responsible for the administration of transit related programs and funds.

DHHS: the Department of Health and Human Services or any designee of the Secretary, Department of Health and Human Services.

Laboratory: any U.S. Laboratory certified by DHHS as meeting the minimum standards of the DHSS Mandatory Guidelines for Federal Workplace Drug Testing Programs.

Medical Review Officer (MRO): a person who is a licensed physician and who is responsible for receiving and reviewing laboratory results of drug tests and evaluates medical explanations for certain drug test results.

Substance Abuse Professional (SAP): a person who evaluates employees who have violated an FTA drug and alcohol regulation and makes recommendations concerning education, treatment, follow-up testing and aftercare.

Scope:

Covered Employees

All full and part-time employees who perform safety-sensitive functions are subject to drug and alcohol testing under this policy. Additionally, all full and part-time employees of any company or organization who perform safety-sensitive functions on behalf of or under contract with Academy are subject to drug and alcohol testing under this policy.

Currently the FTA has defined safety-sensitive job functions as follows:

1. Employees operating revenue service vehicle, including when not in service.
2. Employees operating non-revenue service vehicle, when required to be the holder of a CDL.
3. Employees controlling dispatch or movement of a revenue service vehicle.
4. Employees maintaining a revenue service vehicle or equipment used in revenue service.*
5. Employees carrying a firearm for security purposes.

*Recipients of Section 5311 funding who contract with an outside vendor for vehicle maintenance are not required to include those mechanics in a drug and alcohol testing program

Academy has reviewed all the actual duties performed by employees to determine who performs safety-sensitive functions, and has determined the below listed job titles as performing safety-sensitive duties:

Bus Operators	Supervisors	Terminal Managers	Instructors
Bus Maintenance	Mechanics	Dispatchers	Cleaner / Fueler
Operation Supervisors			

Supervisors are subject to the provisions of this policy only if they perform, or have the opportunity to perform a safety-sensitive function.

If volunteers were to be used within our company, which they are not, a volunteer would be a covered employee if: (1) The volunteer is required to hold a commercial driver's license to operate the vehicle; or (2) The volunteer performs a safety-sensitive function for an entity subject to this part and receives remuneration in excess of his or her actual expenses incurred while engaged in the volunteer activity.

Prohibited Drugs

Federal requirements provide authorization for testing only five drugs. Procedures used to test for the presence of drugs are in accordance with 49CFR Part 40 and Part 655, which requires conducting of urine specimens for five types of drugs or their metabolites; marijuana, cocaine, opiates, phencyclidine, and amphetamines.

Time of testing while on duty

Covered employees are subject to testing for five prohibited drugs at anytime while on duty.

Prescription Medication *(this is an Academy policy and not an FTA requirement)*

All safety sensitive employees must notify Academy in the following situations:

1. Use of prescription medication.
2. Use of non-prescription medication

There is only one approved method of notification. Employees must use the prescription and non-prescription notification form to inform Academy of all medications used (a copy of this form can be found at the rear of this policy. Falsification of this form in any way may be cause for immediate disciplinary action, which may include termination. If an employee tests positive for a controlled substance, whether prescribed or not, and has not, prior to the test, completed a Prescription/Non-Prescription notification form, he/she is subject to disciplinary action by Academy up to, and including termination of employment.

A physician, physician assistant, pharmacist, or registered nurse must complete prescription/Non-Prescription forms. Completed Prescription/Non-Prescription Notification Forms must be turned in to the DER or designee prior to the beginning of the shift, if the DER or designee is not available, forms must be turned in to the senior supervisor on duty.

During normal business hours a determination can usually be made immediately as to whether an employee will be permitted to work. If an immediate determination cannot be made, a Medical Review Officer (MRO) will be notified and will make a determination as to an employee's ability to work safely.

Employees will not be permitted to clock in until the DER or designee, or the MRO has made a determination. All normal rules and regulations applying to personal time off, sick time and, vacation time shall apply until the employee is cleared to return to work.

Refusal to submit to Testing for Drugs

Is defined as:

Any employee or applicant who

1. Fails to appear for any test (excluding pre-employment) within a reasonable amount of time, as determined by Academy, after being directed to do so by Academy;
2. Fails to remain at the testing site until the testing process is complete;
3. Fails to provide a urine specimen for a drug test;
4. Fails to permit the observation or monitoring of your provision of a specimen;
5. Fails to provide a sufficient amount of urine without a valid medical reason;
6. Fails or declines to take a second test as directed by Academy or collection site staff;
7. Fails to undergo a medical examination or evaluation, as directed by the MRO or as directed by the DER;
8. Fails to cooperate with the collection process at the collection site.
9. For an observed collection, fail to follow the observer's instructions to raise your clothing above the waist, lower clothing and underpants, and to turn around to permit the observer to determine if you have any type of prosthetic or other device that could be used to interfere with the collection process.
10. Posses or wear a prosthetic or other device that could be used to interfere with the collection process.
11. Admit to the collector or MRO that you adulterated or substituted the specimen.

If the MRO reports that you have a verified adulterated or substituted test result that test is considered a positive test.

A refusal to be drug tested is considered a positive test. However, a refusal to take a pre-employment drug test may not be considered a positive test and will be evaluated on a case-by-case basis.

Negative Dilute Policy

If the MRO reports that a negative drug test was dilute Academy will direct the employee to take another test immediately. Such recollections will not be collected under direct observation, unless there is another basis for use of direct observation.

Refusal to submit to Testing for Alcohol

Is defined as:

Any employee or applicant who;

1. Fails to appear for a test within a reasonable amount of time;
2. Fails to remain at the testing site until the testing process is complete;
3. Fails to provide an adequate amount of saliva or breath for any alcohol test required;
4. Fails to provide sufficient breath specimen without a valid medical reason;
5. Fails to undergo a medical evaluation or examination as a result of insufficient breath;
6. Fails to sign the certification at Step 2 on the Alcohol Test Form;
7. Fails to cooperate with any part of the testing process.

A refusal to be alcohol tested is considered a positive test.

Fail a Substance Abuse Test (test positive)

As stated earlier, a refusal to submit to a drug test is considered a positive test result for that test.

If the confirmation test result shows positive evidence of the presence, under 49CFR Part 40 procedures, of a prohibited drug the MRO will make a reasonable effort, as outlined in 49CFR Part 40, to contact the tested employee to inform him/her that a verified positive drug test or refusal to test because of adulteration or substitution has been returned. At that time the MRO must interview the employee, either face-to-face or over the telephone, to determine a valid medical reason for the presence of the prohibited substance. The tested employee will have 72 hours to request a test of the split-specimen by a different DHHS certified laboratory to reconfirm the presence of the drug detected in the primary specimen. If the tested employee does not request this test it will not be conducted.

If the split specimen tests result is the same (reconfirmed) as the original test it is a positive test. If the split specimen test result failed to reconfirm, the test is cancelled. As a result of a cancelled test the tested employee will be required to provide another specimen under direct supervision.

If the MRO reports to the DER that an employee tested positive for drugs, that employee will be immediately removed from safety sensitive functions and is subject to disciplinary action outlined in Section H of this policy. In addition, the employee will be referred to a Substance Abuse Professional (SAP).

Pass (test negative)/Fail (test positive) an Alcohol Test

As stated earlier a refusal to submit to an alcohol test is considered a positive test result for that test.

If the screening test result indicates an alcohol concentration above 0.02 the tested employee will be required to submit to a confirmation test. If the confirmation test result is above 0.02 and below 0.04 the employee will not be permitted to perform safety sensitive functions for a period of 8 hours.

If the confirmation test result is 0.04 or greater it is a positive test. The employee will immediately be removed from safety sensitive functions and is subject to disciplinary action outlined in Section H of this policy. Additionally, the employee will be referred to a SAP. However, should the confirmation test result in an alcohol concentration below 0.02 it is a negative test and no further action is required.

Disciplinary Action as a Result of a Positive Test

A. Responsive Action

1. Any employee who either refuses to cooperate with collection and testing.
2. Is the subject of a verified positive drug test
3. Is the subject of a confirmed positive alcohol test will be immediately removed from duty He shall be referred to an Academy appointed Substance Abuse Professional (SAP) to evaluate and resolve problems associated with drug and/or alcohol misuse. The SAP shall determine what assistance, if any, the employee needs in resolving problems associated with drug and/or alcohol misuse.

This referral and the subsequent evaluation by the SAP shall not affect Academy's right to assess discipline up to and including discharge for any violation of this policy. All costs associated with the use of SAP will be the responsibility of the employee.

B. Consequences of a Violation of Policy

1. Employees must be immediately removed from their safety-sensitive functions. This does not mean they have been fired, only that they cannot perform their safety-sensitive duties.
2. Employees cannot return to his/her safety-sensitive duties until evaluated by a substance abuse professional (SAP), successfully undergo any recommended treatment, and pass a return to duty test.
3. Employees who have an alcohol concentration in the range of 0.020 – 0.039 when tested must be removed from their safety-sensitive duties for 8 hours or until breath test result is below 0.020.

4. Commercial motor vehicle drivers having an alcohol concentration in the range of 0.020 – 0.039 must be removed from driving for at least 24 hours. (THIS IS NOT FTA REQUIERMENT)
5. Academy considers the following as Dischargeable Offenses:
 - A. Producing a verified positive drug test or confirmed positive alcohol test;
 - B. Violation of any of the prohibited behaviors described in Section VIII, A ;
 - C. Conviction of violation of a criminal drug statute. (THIS IS NOT FTA REQUIERMENT)
 - D. Failure to timely notify one's supervisor of a formal charge of a violation of, or a conviction of, a criminal drug statute;
 - E. Refusal to cooperate with collection or testing requirements;
 - F. Failure to cooperate with and successfully complete SAP requirements (including after care);

Pass a Substance Abuse Test (test negative)

If the initial testing or confirmation testing, under 49CFR Part 40 procedures, does not show evidence of the presence of a prohibited drug in the employee's or applicant's system, it will be classified as passing a substance abuse test or having tests rated as negative.

Qualifications For Employment and Prohibited Conduct:

Prohibited Conduct

Periods of Required Compliance

Each covered employee is prohibited from consuming alcohol while performing Safety Sensitive duties, or while on-call to perform Safety Sensitive duties, or up to four (4) hours prior to performing a Safety Sensitive duties, and up to eight (8) hours following an accident or until the employee undergoes a post accident test, whichever occurs first. If an on-call employee has consumed alcohol, he/she must acknowledge the use of alcohol at the time that they are called to report for duty. The covered employee will subsequently be relieved of his/her on call responsibilities, and subject to discipline. All employees who perform Safety Sensitive duties for Academy either in a part time or full time capacity will be subject to the provisions of this policy for the entirety of their shift.

Academy prohibits the use, sale, possession, or distribution of prohibited drugs by its employees at any time. Further, no employee will work while under the influence of prohibited drugs and/or alcohol (including any over the counter or prescription medication, or any drug or derivative from any of the prohibited drugs mentioned previously in Section III, B).

Tests Required:

Testing For Presence of Alcohol

All procedures used to test for the presence of alcohol are in accordance with 49CFR Part 40, which requires alcohol concentration testing for safety-sensitive employees. At this time the alcohol concentration specimen is collected through the use of an approved evidential breath-testing (EBT) device. A certified Breath Alcohol Technician (BAT) will conduct all tests.

Academy will test covered employees for alcohol just before, during, or just after performing a safety sensitive function.

Life Consequences of Alcohol Misuse

The chronic consumption of alcohol (average of three servings per day of beer, whiskey, or wine) over time may result in the following life consequences;

Health: decreased sexual functioning, dependency on alcohol, fatal liver disease, increased cancers of the mouth, tongue, pharynx, esophagus, rectum, breast, and malignant melanoma, kidney disease, pancreatitis, spontaneous abortion and neonatal mortality, ulcers, and birth defects.

Work: the effects of alcohol misuse on an individual's work include impairment in coordination and judgment, and increased likelihood of having an accident than that of a sober person.

Personal Life: the effects of alcohol misuse on an individual's personal life include increased exposure to committing homicides, vehicle accidents, family problems including separation and divorce, increased likelihood of committing suicide, and greater exposure to other forms of accidents.

Signs and Symptoms: dulled mental processes, lack of coordination, odor of alcohol on breath, possible constricted pupils, sleepy or stuporous condition, slowed reaction rate, and slurred speech.

When an alcohol problem is suspected, the available methods of intervention include the availability of a crisis response/employee assistance service offered by Substance Abuse Professionals that address family problems as well as substance abuse.

Pre-Employment Testing

In accordance with 49CFR Part 40 each safety sensitive function applicant must consent in writing for Academy to obtain the applicants drug and alcohol testing records from each previous employer of the applicant for a two year period preceding the date of application for employment with Academy. If an applicant or transfer employee fails to consent, that person will not be hired into a safety sensitive function position. Should a previous employer indicate the applicant or transfer failed or refused a drug and/or alcohol test he/she must provide Academy with proof of having successfully completed a referral, evaluation and treatment plan designed by a SAP.

All applicants for a safety sensitive position will be notified at the time they complete a job application that they will be required to submit to a substance abuse test if they are considered otherwise qualified for employment and that they must agree to abide to the terms and conditions of this policy if they are ultimately hired.

All current employees transferring or being transferred from a non-safety sensitive position to a safety sensitive position must successfully pass a pre-employment substance abuse test prior to assuming a safety sensitive position.

No applicant or transferring employee will be permitted to perform the duties of a safety sensitive position with Academy until the DER or designee has received verification of a negative pre-employment test.

All safety sensitive employees who have been off for a period of 90 consecutive calendar days and removed from the testing pool must successfully pass a pre-employment drug test prior to returning to work. An applicant, or transferred employee, who has not commenced performing a safety sensitive function within 90 consecutive calendar days of Academy's receipt of a negative test result for that individual, must successfully pass another pre-employment test before performing such safety sensitive functions.

Post-Accident Testing

Accident definition is located on page 6 of this policy.

Post-Accident testing for drugs and alcohol is mandatory following an accident involving the loss of human life on the surviving operator of Academy vehicle. Academy shall also drug and alcohol test any other safety sensitive employee whose performance could have contributed to the accident, as determined by Academy using the best information available at the time of the decision.

In the event of a non-fatal accident Academy shall drug and alcohol test the vehicle operator at the time of the accident, or any other employee whose performance could have contributed to the accident, unless Academy determines, using the best information available at the time of the decision, that the employee's performance can be completely discounted as a contributing factor to the accident.

As soon as possible, but no later than 32 hours after an accident, Academy will test for drugs. Additionally, if an alcohol test is not administered within two (2) hours following an accident Academy shall prepare and maintain on file a record stating why. If an alcohol test is not conducted within eight (8) hours Academy shall prepare and maintain on file a report explaining why a test was not conducted and shall cease attempts to administer an alcohol test.

The requirement to test for drugs and alcohol following an accident will not delay necessary medical attention for injured people or prohibit a safety sensitive employee from leaving the scene of an accident to obtain assistance or necessary emergency medical care. However, the covered employee must remain readily available for testing and Academy must know the location of the covered employee.

The Following is an Academy policy not an FTA requirement. An employee may be placed on an administrative suspension on the authority and discretion of Academy pending the results of the drug and alcohol tests. Employees placed on an administrative suspension must be in a position to be easily contacted by Academy once the results of the drug and alcohol tests are received. Employees who cannot be easily contacted, within 72 hours will be considered to have abandoned their job and are subject to termination. If the employee tests negative, the employee may return to work in their safety sensitive position and will be reimbursed for any regularly assigned work missed.

Random Testing

In accordance with FTA requirements Academy will test a minimum 50 percent of the number of safety sensitive employees for drugs and a minimum 10 percent of the number of safety sensitive employees for alcohol. As provided in 49CFR Part 655.45 this rate is subject to annual review and revision by FTA.

The selection of a safety sensitive employee to be randomly tested for the presence of prohibited drugs or alcohol will be made by a scientifically valid method.

Random tests may occur anytime during operating hours and will be spread throughout the year, testing period and, weekday. Once the employee has been notified that he/she has been selected for testing, he/she shall report immediately to the collection site.

Safety sensitive employees may be randomly tested for alcohol misuse while performing safety sensitive functions, just before performing safety sensitive functions or, just after performing safety sensitive functions. All safety sensitive employees may be randomly tested for drugs anytime while on duty. Testing will be performed during all hours safety sensitive duties are performed.

Reasonable Suspicion Testing

In accordance with 49CFR 655.43 Academy requires safety sensitive employees to submit to a drug and alcohol test when a trained supervisor, or other trained company official has, based on contemporaneous, articulable observations concerning the appearance, behavior, speech, or body odors of a safety sensitive employee, reasonable suspicion that said employee has used a prohibited drug and/or engaged in alcohol misuse.

Safety sensitive employees are subjected to reasonable suspicion testing for alcohol misuse while performing safety sensitive functions, just before performing safety sensitive functions or, just after performing safety sensitive functions. All safety sensitive employees are subjected to reasonable suspicion testing for drugs anytime while on duty.

The following is an Academy policy and not a requirement of FTA. It is the policy of Academy to have a supervisor transport the employee to an appropriate collection site facility and wait for the completion of the collection procedure. The supervisor will then transport the employee back to Academy property, where an individual of the employees' choice will be contacted to transport the employee from Academy property. If the employee refuses to be transported and attempts to operate his/her personal vehicle Academy will make appropriated efforts to discourage the employee from doing so, up to and including contacting local law enforcement officials. Any employee failing to cooperate with this procedure will be subject to disciplinary action up to and including termination of employment.

The following is an Academy policy and not an FTA requirement. The employee will be placed on an administrative suspension pending the results of the reasonable suspicion tests. Employees placed on an administrative suspension must be in a position to be easily contacted by Academy once the results of the drug and alcohol tests are received. Employees who cannot be easily contacted within 72 hours will be considered to have abandoned their job and are subject to termination. If the employee tests negative, the employee may return to work in their safety sensitive position and will be reimbursed for any regularly assigned work missed.

Return To Duty Testing

Where as a safety sensitive employee refuses to submit to a test, has a verified positive drug test, and/or confirmed alcohol test result of 0.04 or greater, ACADEMY before returning the employee to a safety sensitive position will follow the procedures outlined in 49 CFR Part 40.

- 1) Prior to returning to a safety sensitive function, any safety sensitive employee who was determined to have engaged in prohibited drug and/or alcohol misuse –in violations of the Federal Regulations shall undergo a return-to-duty controlled substance and/or alcohol test and will be allowed to return only with a verified negative test result.

All such drug tests will be conducted under directly observed circumstances.

Follow-up Testing (After Returning to Duty)

ACADEMY will conduct follow-up testing of each employee who returns to duty, as specified in 49 CFR Part 40.

- 1) Any covered employee who has required a referral, evaluation, and/or treatment by a SAP for prohibited drug use and/or alcohol misuse shall be subject to unannounced follow-up testing plan as directed by the SAP.
- 2) Follow-up testing for alcohol as required by this Section shall be performed just before, during, or immediate after the employee is performing safety sensitive duties.
- 3) In no case shall said drug and/or alcohol testing occur less than six (6) times in the first 12 months following the covered employee's return to duty nor shall testing extend more than 5 years from the time he or she returned to duty.

All such drug tests will be conducted under directly observed circumstances.

Drug and Alcohol Testing Procedures:

Compliance with Testing Procedures

All drug and alcohol testing procedures in 49CFR Part 40 apply to all safety sensitive employees of Academy. This document is available for review at:

Human Resource Office
111 Paterson Avenue
Hoboken, NJ 07030
201-420-7000

Breath Alcohol Technician (BAT)

The BAT will perform the functions, and meet all the requirements outlined in 49CFR Part 40. Academy has a formal agreement with the below listed individual to perform BAT services;

Preventive Plus 1 West Ridgewood Ave. Paramus, NJ 07652 201-444-3060	Healthmed Association 1200 Green Street Iselin, NJ 08830 732-283-0020
Worknet Occupational Medicine 2103 Burlington -Mt. Holly Rd. Burlington, NJ 08060 609-747-1891	Concentra Medical 210 Benigno Blvd. Bellmawr, NJ 08031 856-931-0691
PromptMD Urgent Care Center 309 First St. Hoboken, NJ 07030 201-222-8411	Atlantic Medical Association 1200 Eagle Ave. Ocean, NJ 07712 732-988-6300
Newark Liberty Medical Bldg. Number 339 Newark, NJ 07114 973-643-6383	Concentra Medical Center 555 Lordship Blvd. Stratford, CT 06615 203-380-5945
Concentra Medical Center 400 Bald Hill Rd Warwick RI 02886 401-738-8100	South Shore Health Care, Inc. 759 Granite St. Braintree, MA 02184 781-848-1950
Concentra Med. Facility 8101 Pulaski Hgwy Ste H Baltimore, MD 21237 410-687-6462	Shore Occupational Medicine 3200 Sunset Avenue Ste 100 Ocean, NJ 07712 732-774-0280
Inova Urgent Care 6201 Centreville Road, Ste 200 Centreville, VA 20121 703-449-5380	

Substance Abuse Professional (SAP)

The SAP will perform the functions and meet all the requirements outlined in 49CFR Part 40. Academy has a formal agreement with the below listed individual to perform SAP services;

DAVID PETERSEN
400 WEST BLACKWELL STREET
DOVER, NJ 07801
(908) 310 - 8519

Medical Review Officer (MRO)

The MRO will perform the functions and meet all the requirements outlined in 49CFR Part 40. Academy has a formal agreement with the below listed individual to perform MRO services;

PREVENTIVE PLUS
ATTN : DR LIVA
1 WEST RIDGEWOOD AVE.
PARAMUS, NJ 07652
201-444-3060

Collection Sites

Academy has a formal contract with the below listed agency to provide a clean and compliant location staffed with trained collection site personnel, for the collection of urine to be drug tested in accordance with 49CFR Part 40.

Preventive Plus
1 West Ridgewood Ave.
Paramus, NJ 07652
201-444-3060

Healthmed Association
1200 Green Street
Iselein, NJ 08830
732-283-0020

Worknet Occupational Medicine
2103 Burlington -Mt. Holly Rd.
Burlington, NJ 08060
609-747-1891

Concentra Medical
210 Benigno Blvd.
Belmawr, NJ 08031
856-931-0691

PromptMD Urgent Care Center
309 First St.
Hoboken, NJ 07030
201-222-6411

Atlantic Medical Association
1200 Eagle Ave.
Ocean, NJ 07712
732-988-6300

Newark Liberty Medical
Bldg. Number 339
Newark, NJ 07114
973-843-8383

Concentra Medical Center
555 Lordship Blvd.
Stratford, CT 06615
203-380-5945

Concentra Medical Center 400 Bald Hill Rd Warwick RI 02886 401-738-8100	South Shore Health Care, Inc. 759 Granite St. Braintree, MA 02184 781-648-1950
Concentra Med. Facility 8101 Pulaski Hgwy Ste H Baltimore, MD 21237 410-687-6462	Shore Occupational Medicine 3200 Sunset Avenue Ste 100 Ocean, NJ 07712 732-774-0280
Inova Urgent Care 6201 Centreville Road, Ste 200 Centreville, VA 20121 703-449-5380	MD Now** 2007 Palm Beach Lakes Rd West Palm Beach, FL 33409 561-688-5808
Miami-Hialeah Medical Group, Inc** 1025 East 25 th Street Hialeah, FL 33013 305-696-0842	The Doctor Center** 5915 Normandy Blvd Jacksonville, FL 32205 904-861-1900
Concentra Urgent Care ** 4104 Surles Court Suite / 11 Durham, NC 27703 Phone : (919) 941-1911	** The last four (4) Medical Facilities are for both Drug and Alcohol Testing

Testing Laboratory

In accordance with 49CFR Part 40 all laboratory testing of urine specimens for prohibited drugs will be conducted at DHHS approved labs. Academy has a formal contract with the below listed lab;

MedTox Laboratories, Inc
 402 West County Road
 St. Paul, Minnesota 55112

Administrative Requirements:

Employee Education and Training

All safety sensitive employees of Academy will receive a copy of this policy and shall be required to sign and date a receipt for it.

Academy will provide an education program, which will include the display and distribution to all safety sensitive employees, information material and a community service hot-line telephone number for assistance.

Additionally, Academy will conduct a two part-training program for employees as described below;

- 1) Safety sensitive employees will receive at least 60 minutes of training on the effects and consequences of prohibited drug use on personal health, safety, and the work environment, and on the signs and symptoms that may indicate prohibited drug use.
- 2) Supervisors and other officials authorized by Academy to make reasonable suspicion determinations will receive at least 60 minutes of training on the physical, behavioral, and performance indicators of probable drug use and at least 60 minutes of training on the physical, behavioral, speech, and performance indicators of probable alcohol misuse.

Retention of Records

Academy will maintain all drug and alcohol testing records in accordance with 49CFR Part 40, Subpart P.

Annual Reporting of Test Results

In accordance with the NJ TRANSIT requirement, Academy will submit no later than February 10 annually, to the below listed individual, a report covering the previous calendar year (January 1 through December 31) summarizing the results of its anti-drug and alcohol misuse programs;

Mr. Ron Nichols
Director of Private Carriers Affairs
NJ TRANSIT
One Penn Plaza East
Newark, NJ 07105

Access to Facilities and Records

Academy in accordance with 49CFR Part 40 Subpart P. will provide limited access and release of drug and alcohol testing records. In accordance with 49CFR Part 655.73(l) Academy grants access to facilities and records to the appropriate NJ TRANSIT representative for the purpose of determining compliance with FTA drug and alcohol testing regulations.

Compliance: Certification of Compliance

Academy will annually certify compliance as directed in 49CFR Part 655.82 to;

Mr. Ron Nichols
Director of Private Carriers Affairs
NJ TRANSIT
One Penn Plaza East
Newark, NJ 07105

Certification will be authorized by Academy's governing board, or other authorizing official, and will be signed by an individual authorized to do so.

Appendix A:

Cut off limits for the drug screening and confirmation testing

Initial Drug Cutoff Levels	
Drug	Nanograms per Milliliter (ng/ml)
Marijuana metabolites	50
Cocaine metabolites	150
Opiate metabolites ¹	2000
Phencyclidine (PCP)	25
Amphetamines ²	500
¹ Labs are permitted to initial test all specimens for 6-acetylmorphine at a 10 ng/ml cutoff ² Target analyte must be d-methamphetamine and the test must significantly cross-react with MDMA, MDA, and MDEA	
Confirmatory Drug Cutoff Levels	
Drug	Nanograms per Milliliter (ng/ml)
Marijuana metabolite ¹	15
Cocaine metabolite ²	100
<i>Opiates</i>	
Morphine	2000
Codeine	2000
6-acetylmorphine ⁴	10
Phencyclidine (PCP)	25
<i>Amphetamines</i>	
Amphetamine	250
Methamphetamine ³	250
MDMA	250
MDA	250
MDEA	250
¹ Delta-9-tetrahydrocannabinol-9-carboxylic acid ² Benzoylceonine ³ Specimen must also contain d-amphetamine at a concentration \geq 100 ng/ml ⁴ Labs test for 6-acetylmorphine when the morphine concentration exceeds 2,000 ng/ml	

Safety-Sensitive Employee:
Release to Work Form for Prescription Medications

1. Employee: Complete the "Employee's Section" on the reverse of this form and provide the form to your prescribing physician for completion of the "Physician's Section."
2. Physician: Please consider the following information and complete the "Physician's Section" on the reverse of this form. Thank you for your assistance.

Considerations

A. The following list of medications of concern if used while performing safety-sensitive work is not definitive or all-inclusive, but is provided as a starting point for your consideration.

Analgesics

Aspirin w/codeine, Codeine, Darvocet, Darvon, Demerol, Dilaudid, Empirin Compound w/codeine, Levo-Dromoran, Methadone, Morphine, Percocet, Percodan, Soma Compound w/codeine, Talacet, Talwin, Tylenol w/codeine, and Vicodin.

Anti-Motion Sickness

Antivert, Dramamine, Marezine, Phenergan, Transderm-Scop.

Tranquilizers & Sedatives

Ativan, Denadryl, Centrax, Compazine, Dalmane, Diazepam, Equanil, Halcion, Haldol, Libritabs, Librium, Limbitrol, Paxipam, Phenergan, Prolixin, Serax, Stelazine, Thorazine, Tranxene, Valium, Vlarelease, Xanax.

Antidepressants

Adapin, Amitriptyline, Asendin, Deprol, Desyrel, Elavil, Endep, Etrafon, Limbitrol, Lithium, Ludiomil, Marplan, Nardil, Norpramin, Pamelor, Pamate, Petrofrane, Sinequan, Surmontil, Tofranil, Triavil, Vivactil.

Barbiturates

Alurate, Butisol, Dilantin, Mebaral, Nembutal, Pentobarbital, Secobarbital, Seconal, Sedapap, Tuinal.

Skeletal Muscle Relaxants

Flexeril, Parafon, Soma.

Non-Prescription Cough & Cold Remedies, Antihistamines

Bendadryl, Bromfed, Chlortrimetron, Comtrex, Contac, Deconamine, Dimetapp, Dristan, Drixoral, Extemdryl, Fedahist, Kronofed, Naldecon, Nolamin, Novafed, Omade, Phenergan, Rondec, Rynatan, Sinubid, Sinulin, Tavist-D.

B. The employee should not be released to work unless you are comfortable that, given the safety-sensitive nature of this patient's job duties, his/her medical history, current condition and possible side effects of the prescribed medication(s), it is your professional opinion that the medication(s) will have no adverse influence on the employee's performance of his/her safety-sensitive job duties.

Safety-Sensitive Employee:
Release to Work Form for Prescription Medications

Employee's Section:

Printed Name _____ SS# _____

Employee's Safety-Sensitive Job Function – check all that apply.

- Y Operate a transit bus or train.
- Y Operate a non-revenue service vehicle requiring a commercial driver's license (e.g., trucks over 25,000 lbs.).
- Y Control the dispatch or movement of transit buses or trains.
- Y Maintain/repair transit buses or trains or the electro-mechanical systems controlling train movement.
- Y Carry a firearm for security purposes.
- Y Supervisor whose duties require the performance of any of the above functions. (Check those that apply.)

Medication(s) currently being taken

I attest that the foregoing information is complete and correct.

Employee Signature _____

Date _____

Physician's Section:

As the attending physician, I have prescribed the following medication(s) to be taken from _____ to _____.

Name of Medication

Dosage

Name of Medication

Dosage

(PLEASE CHECK ONE OF THE FOLLOWING.)

- Employee may not perform safety-sensitive duties while taking this medication. (Employee – give form to your supervisor.)
- Employee released to perform safety-sensitive duties while taking this medication. (Employee – keep form on your person while at work.)

Physician's Printed Name

Telephone No.

Signature

Date

EXHIBIT 5:



Motor Coach Operator
**TRAINING
MANUAL**



John Juncosa, Training Coordinator & D.E.R. TEL: 201-420-7000 ext. 2262

2017

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Foreword

Many years ago, professional drivers throughout the country were known as Knights of the Highway. They were admired for their performance on the road, and for being the safest and most considerate roadway users. With skill and care in their approach, these drivers earned praise for their professionalism. Today, with more traffic and less courteous motorists, being a Knight of the Highway involves more intricate challenges than it once did.

Professional driving in today's environment requires a tremendous amount of commitment. This is especially true when transporting large groups of people, and dealing with heavily trafficked roads. Academy drivers are entrusted with the lives and safety of our customers, and of the driving public. This responsibility should not be taken lightly. It is a privilege that must be earned, and must be practiced day after day.

Academy's driver training program began in 1989 and has evolved continuously since that time. We believe that today, Academy has the safest drivers on the road, due to a combination of high-quality driver training, the most modern training tools, and a careful selection process for new employees. We bring only those who we believe are the best into our family.

You are about to embark on a rewarding learning experience. We hope this process enables you to understand the importance of your job, and the trust and responsibility that are paramount to its success. Professional motor coach operators have an important place in the social makeup and the economy of our country, and at Academy, we strive to prove that even under today's conditions, Knights of the Highway still exist.

This manual will provide you a head start into the world of Academy Bus. It contains resources to assist you in your training. Its intended purpose is to guide you through the training program, helping you to develop safety skills and driving performance, step by step, until you have a solid foundation upon which to develop as a professional driver. We wish you the best of success moving forward.

Dear Trainee,

Welcome to Academy's Motor Coach Operator Training Program. We look forward to your development during this training period, and to your success in the future as a professional motor coach operator. The training process at Academy is thorough. It will prepare you with the knowledge and skills that you will need on the road ahead.

Your training will begin in the classroom. We will cover all materials required by the Department of Transportation, regulations, and company policies. We ask that you complete all homework assignments, and expect you to be in full uniform each day (white shirt, dark tie, and dark trouser/ skirt). You will be assigned to an instructor who will be a model of the professionalism that we expect from our employees.

The professional driver comes with many responsibilities. In addition to knowing how to safely operate a commercial motor vehicle (CMV), the professional driver is expected to handle a variety of other duties, ranging from handling baggage, to passenger safety, to customer service. In order to handle all of these responsibilities, it is important that all drivers understand the importance of safety, being a qualified driver, and maintaining a healthy lifestyle.

During your training, each student will progress at a different level. Please do not let this discourage you, and do not try to rush through the process. Training will only be complete when your instructor feels that you are ready. Reading the material that we have supplied in this manual will help you better understand what your instructor will be explaining to you, further preparing you for your time behind the wheel.

This program supports the entry-level driver training requirements mandated in Part 380, Subpart E of the Federal Motor Carrier Safety Regulations (FMCSR). Part 380, Subpart E, requires training for entry-level drivers who drive in interstate commerce and are subject to the commercial driver's license (CDL) requirements. Our training will address the following: Driver Qualifications, Driver Wellness, Hours of Service, Whistleblower Protection and much more.

If you have any questions at any time, please feel free to ask your instructor, Safety Manager, or to contact me directly.

Good luck. I look forward to meeting you.



Thomas F. X. Scullin
Vice President & Chief Operating Officer

History of Academy Bus

Academy Bus was officially established in 1968 by Frank A. Tedesco, but the framework for this family company began in the early 1930's, when Frank's father Pasquale purchased bus #39, and operated a route along Broadway in Bayonne, NJ.

Frank Tedesco brought Academy to its prestigious and reputable present day role in the industry through relentless devotion, unlimited energy, and a desire to see his dream become a reality. His own history is similarly impressive. Frank's accomplishments include attending evening school while working daily as a driver/mechanic for Boulevard Bus Company, graduating from Montclair State University with a Masters in Mathematics, teaching at the Academy of Aeronautics in Queens, NY, later being appointed to Dean of Evening School, and serving as President of the Broadway Bus Owners Association from 1951-1953.

Today, the network of Academy companies is managed under the daily presence and strong commitment of Frank's sons, Francis and Mark Tedesco. Academy operates more than 1,000 motor coaches from multiple locations stretching from Boston to Florida. Academy is the largest privately owned motor coach operator in North America, employing over 1,800 individuals. Academy strives each day to strengthen the tradition that it has established since 1968, and is committed to raising the standards of ground transportation and providing quality service that is second to none.

Academy Training Outline – Week 1

Day 1: Classroom Training 7:00am - 4:00pm

Day 2: Classroom Training 7:00am - 4:00pm

The proficient completion of the Behind the Wheel (BTW) portions of the various curricula is based solely on the training instructor's assessment of each driver-trainee's individual performance of the required elements of BTW training on the range and public road. Each BTW training day begins with pre-trip inspection plus brake test and ends with post-trip inspection.

Day 3: On the road 7:00am - 4:00pm

Phase 1: Skill Course

- P.T.I. / Brake Test
- Mirror/Seat Adjustment
- Right / Left Turns
- Serpentine
- 100 Foot Straight Back Up
- Parallel Parking
- Alley Docking / Offset Lane

Day 4: On the road 7:00am - 4:00pm

Phase 2: Highway Driving

- Highway
- Lane Control
- Scanning Techniques
- Following Distance
- Speed Control
- Right Lane Driving

Day 5: On the road 7:00am - 4:00pm

Phase 3: Local Driving

- Local Areas
- Turns / Fixed Objects
- Railroad Crossings
- Following Distance
- Intersections

Academy Training Outline – Week 2

Day 6: On the road 7:00am - 4:00pm

Phase 4: Light City Driving

- Logs & ISE
- PA System
- Merging
- Split Lane Driving
- Academy Terminal Lot

Day 7: On the road 7:00am - 4:00pm

Phase 5: Heavy City Driving

- Logs & ISE
- Bus Models
- Troubleshooting
- Merging
- Bridges & tunnels

Day 8: On the road 7:00am – Time Variable

Phase 6: Regional Driving

- Nighttime Driving
- Breakdown Procedure
- Wheelchair Lift
- Customer Service
- Attitude

Day 9: On the road 7:00am - 4:00pm

Final Phase: Regional Driving Proficiency

Day 10: On the road 7:00am - 4:00pm

Final Road Test and Certification

- City and Local Driving
- Parallel Parking
- Wheelchair Lift
- Customer service attitude
- Uniform Shop
- Complete Hiring Documents

Entry – Level Driver Training Regulations

The professional driver's job comes with many responsibilities. This includes ensuring the safety of the professional driver, his/her passengers, and all who share the road. There are four critical topics that every Commercial Motor Vehicle (CMV) driver should be familiar with:

- Drivers qualification
- Driver wellness
- Hours of service
- Whistleblower protection

General Drivers Qualifications

There is more to becoming a Professional Motor Coach Operator than just obtaining an operator's license and hitting the road. This section covers some of the regulatory requirements a driver must meet in order to be qualified to operate a CMV.

Section 391.11 of the Federal Motor Carrier Safety Regulations (FMCSR) states that certain requirements must be met in order to operate a C.M.V. You are qualified if you:

- Are at least 21 years old
- Can read, write and speak English well enough to converse, understand traffic signs, respond to official inquiries and fill out required reports
- Have experience or training to safely operate the type of vehicle you drive
- Pass a required physical exam and are physically qualified to drive
- Have a valid motor commercial vehicle operator's license
- Have provided to your employer a list of any violation you have been convicted of in the last
- 12 months
- Are not disqualified to drive a CMV
- Have passed a road test

You must also be able to determine whether the cargo you transport is properly loaded, distributed, and secured. You must be familiar with methods and procedures for securing cargo on the CMV you operate. This applies to both goods and passengers

Physical Qualifications

Academy's policy requires that each driver is tested every 12 months

Part 391, Subpart E of the FMCSR states that you may not drive a CMV unless you pass a physical exam. You must carry a certificate signed by a medical examiner that states you are physically qualified. Your employer must also keep a copy of this certificate in your driver's qualification file (per Sec. 391.51 of the FMCSR).

You are not qualified to operate a CMV if you:

- Have lost a foot, leg, hand, or arm (and have not been granted a skill performance Evaluation (SPE certificate)
- Have an impairment of a hand, finger, arm, foot, or leg that interferes with your ability to perform normal task associated with driving a CMV (and have not been granted an SPE certificate)
- Have diabetes requiring insulin for control
- Have chest or breathing problems like chronic asthma, emphysema or chronic bronchitis
- Have high blood pressure likely to interfere with driving
- Have loss of movement or feeling in part of your body
- Have any sickness that is likely to cause loss of consciousness or ability to control a CMV
- Have any mental problems likely to interfere with your ability to drive a CMV safely
- Have poor vision that affects your ability to see objects that are far away, objects to the side, or traffic signal colors
- Use certain drugs and dangerous substances, unless the substance or drug is prescribed by a doctor who is familiar with your medical history and assigned duties and who has advised you that the prescribed substance or drug will not adversely affect your ability to safely operate a CMV
- Have a current clinical diagnosis of alcoholism

Hypertension

A common physical condition you will be tested for is hypertension (high blood pressure). If you have high blood pressure or are being treated for it, your medical examiner will require you to be examined more frequently than every 24 months.

- Stage 1 - If you are diagnosed with stage 1 hypertension (blood pressure between 140/90 and 159/99), you may be medically certified for 1 year. At the time of recertification, if your blood pressure is equal to or less than 140/90 you may be recertified for 1 year. At the time of recertification, if your blood pressure is between 140/90 and 159/99, a one-time 3-month certificate may be issued.
- Stage 2 - If you are diagnosed with stage 2 hypertension (blood pressure between 160/100 and 179/109), you should be treated and you may be issued a one-time 3-month certificate. Once your blood pressure is reduced to 140/90 or less you may be recertified annually.
- Stage 3 - If you are diagnosed with stage 3 hypertension (blood pressure is 180/110 or greater), you should not be certified until your blood pressure is reduced to 140/90 or below, and then you may need to be recertified every 6 months.

Vision

Meeting the vision requirements is a common standard required for your physical exam. To meet the vision qualifications, you must have visual acuity of at least 20/40 (Snellen) in each eye with or without corrective lenses. Your field of vision (the ability to see side to side) must be at least 70 degrees green in each eye. You will also be required to recognize the colors of traffic signals (red, green, amber).

Hearing

You must be able to hear a forced whisper (with or without the use of a hearing aid) from 5 feet away in at least one ear.

- A medical exam, conducted by a licensed medical examiner that is familiar with the regulations is required if you:
 - Have been medically examined and
 - physically qualified to drive a CMV
 - Have not had a medical exam in the past
 - 24 months Have suffered a disease or injury that affected your ability to drive a CMV

Driver Wellness

A healthy driver is an alert and safe driver. Developing healthy habits, such as; eating right, exercising regularly, getting proper rest, and undergoing periodic physical exams, can help you achieve better health, more energy, and a sense of well being. Some of the best measures of good health include: blood cholesterol, blood pressure and weight.

Blood Cholesterol

Cholesterol is a fatty, waxy substance in your blood, and if you have too much of it, it forms a brittle substance called plaque that can build up and cause your blood vessels to narrow. The danger of an event like this occurring is that a driver may not be aware of this problem until the blood flow has begun to restrict to organs such as your heart or brain. Eventually, this can lead to a heart attack or stroke.

The following chart shows desirable and non-desirable cholesterol levels.

	Desirable	Borderline High	High
Total Cholesterol	Less than 200	200-239	240 and Higher
LDL Cholesterol the bad cholesterol	Less than 130	130-159	160 and Higher
HDL Cholesterol the good cholesterol	50 and higher	40-49	Less than 40

There are two kinds of cholesterol: LDL, which is the "bad" cholesterol that causes buildup, and HDL, which is the "good" cholesterol that removes buildup.

It is best if your total cholesterol is under 200, your LDL cholesterol is under 130, and your HDL cholesterol is over 50. High cholesterol can be lowered. The National Cholesterol Education Program recommends taking these four steps, but check with your doctor before you do.

1. Minimize the amount of animal and dairy products you eat. These can contribute to high cholesterol, where fruits and vegetables will not. Be mindful to watch both your fat and calorie intake. Studies show that cholesterol can be lowered 15 to 30 percent with the proper diet alone.
2. Avoid smoking and drinking alcoholic beverages.

3. Add activity and exercise to your day. This can be as simple a brisk walk or any other activity that will get your heart pumping.
4. Consider taking a nutritional supplement. Several are available that have been shown to reduce cholesterol, but again check with your doctor before taking any.

Blood Pressure

High blood pressure is dangerous. It can lead to heart disease and increase the risk of a stroke. It can also lead to kidney disease. Like cholesterol, if you have not checked your blood pressure lately, you may not even know you have a problem. There may be no warning signs.

Your blood pressure should be below 140 over 90 to be in a healthy range. A healthy lifestyle can assist in keeping your blood pressure within range. It is important to approach the things that contribute to high blood pressure sensibly. This includes:

- Watching your weight
- Exercising
- A diet that includes fruits, vegetables and low-fat dairy products
- Consuming less salt
- Drinking alcohol in moderation or not at all

Exercise

Physical activity is also an important part of maintaining a healthy lifestyle. Moderate physical activity for 30 minutes a day can help improve your well-being. Examples of physical activity include:

- Brisk Walking
- Conditioning or general calisthenics
- Cycling

Before starting any exercise program, consult with your physician. He or she can make recommendations and help you start an exercise plan that is appropriate for your health and lifestyle.

Weight

As you get older it is much easier to gain weight, simply because the body does not require as many calories to function. As a result, if you do not cut calories or increase your physical activity, you will gain weight. Being overweight contributes to many health issues, including but not limited to: cholesterol, high blood pressure, diabetes, back pain, and dangerous joint stress, which can cause you to become tired more easily.

Watching your weight is one of the best things you can do to keep yourself healthy. We all know it is difficult to eat right when you are on the road, but more restaurants are adding healthy items to their menu that cater to the growing number of people who are becoming weight conscience.

Whether you're on the road, or at home, it's important to eat right. That includes eating at least 3 meals a day. Skipping meals isn't healthy and it makes weight loss difficult. In order to stimulate your metabolism and burn more calories, you need to eat regularly. Eat smaller meals more frequently rather than a few large ones.

Eating right also includes:

- Having at least 5 servings of fruits and vegetables every day
- Watching how much fat you're consuming-especially saturated fat, which is a major contributor to high cholesterol
- Moderating your sugar, salt and sodium intake
- Limiting the amount of alcohol you consume

Alcohol and Drug Policy

See Academy Alcohol and Drug Policy

Stress

Stress is a physical or mental response to the pressures of an event or factors of living in general. Though we tend to speak of it in a negative context, stress can be both positive and negative.

Biologically speaking, when stress occurs, your body releases hormones that accelerate your breathing and heart rate, increase your blood sugar levels and blood pressure and improve blood clotting. Your body gets into a survival mode, preparing itself for a physical emergency. This can be a good thing. You have energy and mental agility to get the job done. You are alert and perform well.

As stress continues, your body temporarily adjusts to it. If stress is removed during this adjustment period, your body returns to normal. However, if stress goes on for prolonged periods of time, your body fails to adjust and wears out, weakening your defenses to disease. A body cannot run on high speed forever. This can lead to "burnout". Some stress adds challenge, opportunity and variety to your life. Too much stress can work against you.

Medically, stress can cause you to suffer high blood pressure, pain, breathing trouble, cancer, digestive disorders, insomnia and fatigue. Psychologically, you may suffer frustration, irritability, anger, impatience, worry, a lack of self-confidence and poor listening.

To compound matters, your job can be affected too. Stress can lead to accidents, a loss of priorities, rushing, and competition, an obsession with quantities and anger or inappropriate behavior.

You can deal with stress by watching for the warning signs. Become aware of when you are under stress. Look for signs of being in survival mode. Once you are aware of what stresses you, you can manage your stress by using one or more of the following stress reduction techniques:

- Take breaks and learn to relax fully
- Exercise
- Maintain proper rest and diet
- Build your self-confidence
- Have fun
- Laugh and cry to release tension
- Talk to a friend
- Take a deep breath

Fatigue

Demanding work schedules are a fact of life in today's modern, 24 hour society. Goods are produced and services are provided at all hours of the day. Because of this, approximately 15.5 million people in the U.S. work unconventional hours, including permanent nights or rotating shifts. These schedules help keep businesses running, but for the people who have to function within them, they can have a negative impact if not managed correctly.

Fatigue is a generic term used to describe anything from being sleepy to exhaustion. In extreme cases, fatigue can cause an uncontrolled and involuntary shutdown of the brain.

Two major causes of fatigue are sleep loss and changes to the body's internal clock (called circadian rhythms).

Sleep Loss

Sleep, like food and water is necessary for human survival. Depriving your body of sleep is like starving yourself or not drinking water. Generally, most adults need 7 to 8 hours of uninterrupted sleep to feel well rested. The same amount of interrupted sleep is not as effective.

Occasionally, the human body can function well on fewer hours of sleep, but after a couple of days of sleep loss, a sleep debt can develop.

For example: if you need 8 hours of sleep to feel completely alert and rested, but only get 6 hours of sleep, you would have 2 hours of sleep loss. If these sleep losses continue for 4 days in a row you would accumulate an 8-hour sleep loss. That's one night's worth of rest.

Losing sleep, even as little as 2 hours, can affect alertness and performance. More specifically this can include:

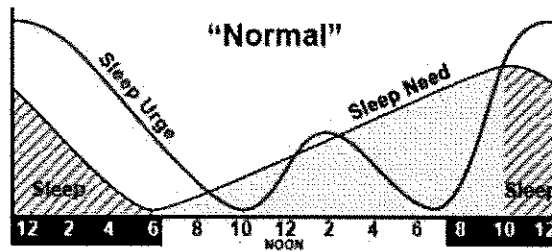
- Reduced judgment
- Slower reaction time
- Lack of concentration
- Fixation
- Poor attitude/mood

Circadian Rhythm

The circadian rhythm, in simple terms, is your body's biological or internal clock. Most people's clocks run on a 24-hour basis with some high points and low points in that time span. Time cues keep your body clock set to a certain schedule. Time cues include sunlight and your work/rest schedule. If your body's internal clock is shifted to a different schedule (change in time zone, changing from day to night shift), your body needs time to adjust. During the transition, disruption in your internal clock can produce the same effects as sleep loss.

No matter what shift you work or what shift pattern you follow, most everyone's clock is set for two low points. One is between 2 a.m. and 6 a.m. The other is between 1 p.m. and 5 p.m. The more dangerous of the two low points for drivers is between 2 a.m. and 6 a.m. Most people are programmed to sleep when it's dark, and fighting fatigue is extremely difficult.

Exhibit 1
"Normal" circadian
sleep rhythm



Normal circadian sleep rhythm. Sleep urge is greatest at night with a small increase at mid day. Sleep need increases throughout the waking hours and is replenished during sleep.

There are several signals that can tell you that you are fatigued and could fall asleep. If any of the following happens while on the road, you need to stop and get some sleep:

- Yawning
- Lack of alertness
- Trouble focusing eyes or fighting to keep them open
- Head drooping
- Stiff/sore neck muscles
- Reduced reaction time
- Making bad driving decisions
- Lane deviation-weaving onto to the shoulder or into another lane of traffic

Fighting Fatigue

The following are a few ways you can fight fatigue:

- Get a solid 8 hours of sleep before starting a trip
- When on the road try to get as much sleep as you would at home
- Try to establish a regular schedule or a routine to go to sleep and wake up the same time each day
- When possible, schedule trips so the bulk of the driving is done during usual working hours
- Avoid driving during your body's down time
- Exercise regularly and eat properly
- Take a nap

Establishing good sleep habits can improve your quality of sleep. This includes:

- Sleeping in a dark, quiet room
- Keeping your sleeping area as comfortable as possible
- Having a bedtime routine

Sleep Apnea

Sleep disorders can also affect work performance. One of the more common sleep disorders is sleep apnea.

Sleep apnea is a breathing disorder characterized by brief pauses of breathing during sleep. When this happens, the sleeper gasps for air, wakes up enough to get back into a normal breathing pattern, then falls back asleep. This happens in such a short period of time that the person sleeping does not realize it.

This process can repeat itself up to 600 times per night. Though the person suffering from sleep apnea does not completely wake up during these breathing episodes, his/her sleep pattern is disrupted enough that the sleep period is not refreshing, causing daytime sleepiness and poor concentration.

Early detection and treatment for sleep apnea is important because it may be linked with serious medical conditions; including irregular heartbeat, high blood pressure, heart attack, and stroke.

Whistleblower Protection

Whistleblower protection laws are in place to protect you from retaliation if you report commercial motor vehicle (CMV) safety violations to the Federal Motor Carrier Safety Administration (FMCSA). You are also protected if you testify before FMCSA or if you refuse to operate an unsafe vehicle, drive in conditions that may cause serious bodily injury, or violate a CMV safety law.

The Department of Labor, Occupational Safety and Health Administration (OSHA) regulations (29 CFR Part 1978) prohibit your employer from discharging, disciplining, or discriminating against you regarding pay, terms, or privileges for taking any one of the following actions:

1. Filing a complaint related to the violation of a CMV safety regulation.
2. Starting a proceeding related to a violation of a CMV safety regulation.
3. Having testified in or testifying in the future in a proceeding, related to a violation of a CMV
4. Due to one of the following reasons:
 - You would have violated a federal safety or health regulation; or
 - You had a reasonable apprehension that you or someone else would have a seriously injured or impaired had you operated an unsafe vehicle.
 - You asked your employer to correct the unsafe condition, but your employer refused.

If you make a CMV safety complaint and it results in termination of employment, demotion, an un-desirable reassignment, loss of seniority, loss of personal leave, or any other form of discrimination, you can file a complaint with OSHA, or you can have someone file it on your behalf.

Filing a Complaint

Complaints should be filed with the OSHA Area Director in the area where you live or work. You can find information online at www.osha.gov.

A complaint should be filed within 180 days of when the discrimination occurred. However, there are situations where the time limit is waived.

There are no special forms to use. Send a letter stating your situation and OSHA will provide a copy of the complaint to your employer, protecting your confidentiality if necessary.

OSHA will gather data and give your employer 20 days to respond to the complaint. If OSHA finds a reasonable cause to believe the violation is valid, they will continue to pursue your case until the situation is resolved.

The Professional Driver

This training session has introduced you to some of the safety and health issues all professional drivers face. As you can see, being a professional driver takes much more than just getting a license and hitting the road. The professional driver must meet certain qualifications, comply with regulatory requirements, monitor and care for himself/herself, and know what to do when an unsafe work situation arises. Just like a professional athlete, a defensive operator will try to execute his/her maneuvers the safest way every time. Your goal as a professional defensive operator is to make your own driving error-free. So, operate actively: watching, anticipating, deciding, and doing your best to avoid getting involved in the driving errors of others. Have confidence in your skills and ability to operate safely. In addition, put that attitude to work every time you are on the road. You are the real key to making defensive driving work. As a professional, your field of vision should include the following:

- Your bus instruments and gauges
- All traffic signs and signals
- The roadway itself
- Other vehicles
- People along the road
- Both sides and the rear of the bus through your rear view mirror

Human Traits that Lead to Unsafe Behavior

- Haste
- Stress
- Impatience
- Anger
- Apathy
- Failure To Accept Responsibility
- Thrill Seeking

Professionalism in Driving

A professional attitude is one of maturity, responsibility, and courtesy. The professional motor coach operator feels no need to prove anything about their driving ability. They are confident in their actions and can attest to that fact. The professional motor coach operator can demonstrate his/her ability by exercising caution and courtesy. Fancy driving or using your vehicle to intimidate or bully others on the road can be deadly child's play. While many drivers abuse their vehicles, a professional motor coach operator cares for his/her vehicle because it is a tool of the trade.

Professional attitudes towards driving exhibited by the following characteristics:

- Recognizing the motor coach as an important tool of your trade and as with all tools, caring for it properly.
- Respecting and obeying all traffic laws and ordinances, whether you agree with them or not.
- Recognizing that no one is perfect and in doing so anticipate and accept that you and other drivers will make mistakes.
- Courtesy and looking for where you can be of service to others.
- Slowing to allow other drivers to enter from side streets and signal intentions well in advance.
- Recognizing adverse road and weather conditions and make necessary adjustments in driving to ensure continued safe vehicle operation.

What Makes a Good Coach Operator?

An assessment by owners, tour operators, personnel departments, and/or driver trainers might include the following list of characteristics in their definition of a qualified driver:

- A good attitude toward your occupation (see driving as a profession is a real plus.)
- Good human relations skills (being a "people person" interested in the comfort and safety of passengers is a real plus.)
- Personal maturity (the ability to stay cool and calm in sometimes highly charged situations involving passengers is a real plus.)
- Willingness to accept responsibility (the ability to take necessary initiatives to get a goal accomplished.)
- Driving skill (knowing the ins and outs of handling a motor coach with ease and with good

defensive driving procedures.)

- Common sense (having the ability to deal successfully with situations that do not follow the book.)
- Safety awareness (being continually aware of the best and safest response to highway situations.)
- Physical and mental health (being in good health.)
- Personal appearance (good grooming and a neat and tidy appearance.)
- **A Matter of Attitude:** Defensive driving is really a matter of attitude. It means having a positive mental outlook in regards to courtesy, safety and their importance on the road.
- It means being committed to the idea that safety on the road is really up to you. Your professional skills and judgment make the difference in a potentially dangerous situation. This involves looking out for others and yourself while you are traveling on the roadways. This means that you use the following procedure whenever you are behind the wheel of your motor coach:
 - Observe highway situations
 - Recognize possible hazards
 - Decide on appropriate response
 - Carry out that response

A Continual Process

Being a good defensive motor coach operator is a continual process. You should be going through the steps described above the entire time you are behind the wheel of your motor coach. Be aware of potential hazards at all times. Situations and conditions which require your attention and good judgment include and are not limited to: following distance, backing, passing maneuvers, intersections, turns, changing lanes, pedestrians, entering and leaving controlled-access highways, railroad crossing, city driving, and the weather.

A mark of a defensive professional motor coach operator is being prepared with an appropriate action or actions when an actual hazard confronts you or when you perceive a possible hazard developing in your travel path.

Planning Plays a Part

Following the system of observation, recognition, decision and action described above is good planning. It means making maximum use of your skills and abilities in a highway situation.

Statistics show that most accidents are caused by some kind of driver error. So it stands to reason that the better prepared you are as a motor coach operator, the more likely you will be able to avoid accidents and potential accident situations.

Defensive driving means protecting yourself and other drivers from the possibility of accidents as much as possible. It means anticipating the actions of other drivers and making appropriate adjustments in your driving to avoid possible hazardous situations. Accident-free driving is the bottom line of defensive driving.

Protecting Yourself on the Highway

Vehicle Condition

A vehicle that is safe to operate is the first step in practicing good defensive driving techniques. Be sure that the vehicle you are about to drive is safe. Take the requirements for the pre-trip vehicle inspection seriously. Complete your pre-trip inspection as outlined in this manual, verifying that the motor coach assigned to you is road ready. Once you are on the road, keep your ears tuned to the workings of your vehicle; listen for signs of any problems or potential problems. It is especially vital that the tires, brakes, and steering are in optimal shape. Your safety and the safety of those on board depend on these systems.

Physical Condition

Just as you are wise to make sure your vehicle is in good operating condition before you take it out on the road, you should be sure you are in good physical and mental condition before you operate your motor coach. A physically or mentally "impaired" motor coach operator is a hazard to himself or herself and everyone else on the road. The safety regulations prohibit ill or fatigued motor coach operators from operating a vehicle and prohibit a company from letting such an operator go out on the road. This rule just underlines the fact that physical condition is a major factor in how well you are able to function behind the wheel.

Even temporary illnesses, such as colds, can cause your capabilities to be severely limited, so be alert to your body's condition and know your personal limits of endurance. The demands of being a defensive motor coach operator are continuous; you need to be at your best to function

at your best. Pay attention to temperature and ventilation in your vehicle. If you find yourself getting drowsy, stop and try exercising. Some knee bending and stretching to stop your muscles from cramping are crucial to keep your blood flowing. You will be surprised what a little exercise can do.

Mental Condition

Your mental attitude is something you have control over too. It is important that you be a very involved motor coach operator when you are behind the wheel of your bus.

Inattentiveness is something every motor coach operator has to fight at one time or another. As hard as you try to keep them away, parts of your “other life” do intrude into your time behind the wheel. Maybe you are worried about a child who is in the hospital, or maybe you just had an argument with your spouse before you came to work.

All of these things rob you of the necessary concentration you need to do your job effectively. This will take a real effort on your part to leave these troubles behind you before you climb into your motor coach. However, it is important that you try to do just that.

If you are mad at the world when you get behind the wheel, you are an impaired operator and can be dangerous to yourself and everyone else on the road. Learn to leave those negative emotions behind when reporting to work.

Keep mentally alert by keeping your eyes busy moving around, checking mirrors, looking ahead, etc. Keep your mind active! Consciously try to put worries or negative emotions out of your mind. Try to respond calmly to situations, which might develop on the highway.

Try relaxation techniques – when you know you are angry or uptight and you just cannot leave it behind entirely, use relaxation techniques, such as deep breathing, to lessen the negative emotion. Try to focus your mind on your driving and keep worries out.

Know the Regulations

A professional motor coach operator knows the Federal Motor Carrier Safety Administration regulations (FMCSA) and any state regulations, which may apply as well as local traffic codes, and obeys them consistently.

The operating rules are developed and in place for good reason. A good defensive motor coach operator takes the safety regulations seriously and follows them in his/her operation of a commercial vehicle.

Conditions Beyond Your Control

We have been discussing conditions and situations over which you have some control. Let us look at some things, which are beyond your control.

Weather Conditions

Fog, sleet, heavy rain, snow and freezing temperatures: these are all conditions that spell caution. Each has a guaranteed effect on your driving and your vehicle's performance. Adjust speed and following distance to suit the situation. Any time you are driving on anything but a clear, dry roadway, your traction is significantly reduced and thus your stopping distance will be greater. The weather situations mentioned will reduce your visibility considerably. That means potential trouble, unless you adapt your driving to the weather conditions. Other motorists generally have less experience with inclement weather operation than you do. Since they may not properly adjust their driving to the weather conditions, you will have to pay extra attention to their driving behavior and allow for more room for errors.

Light Conditions

Light levels and conditions change constantly on the road. When there is too much daylight, you need a good pair of brown or gray sunglasses (these are the best colors for cutting down on glare from the summer sun or winter snow.) In addition, when a forgetful motorist fails to dim his high beams at night, look to the side of the road, not at the glare from those headlights. When there is too little light, you face a different obstacle. At dusk, turn on your lights early to help oncoming drivers see you. Slow down during the nighttime hours. Do not overdrive your headlights. Always be sure your headlights are in good working order and clean.

Road Conditions

On any given day, you might operate your motor coach on several different types and conditions of highway. Most operators tend to pay less attention to the road when it is a familiar one, and that is when surprises, sometimes disasters, happen. Please do not be caught off guard. Wet leaves in autumn and hot asphalt in the summer can be as slippery as ice in the winter. Watch for any changes in the surface and for loose material on top of it (stones, gravel, even large objects).

Protecting Other Drivers

Defensive driving very much involves your attitude toward other operators that you share the road with. It means establishing your control of the highway situation so that others do not involve you in accidents, which result from their poor judgment or failure to act correctly in a situation. Being in control of the situation pays off.

Be Prepared for the Worst

A defensive operator anticipates the worst behavior possible on the highway, is prepared to respond with defensive actions, and maneuvers to counteract or avoid problems caused by the poor judgment of other motorists. Here are some examples of operator "types" you will encounter:

- Teenagers - have quick reflexes and fast reaction time, but lack experience and may act impulsively. Expect the unexpected.
- Senior Citizens - have years of safe driving experience. They are likely to drive slower than most. Reaction time has decreased. Give them time.
- Ignorant Operator - reviews the rules of the road just before taking the test, forgets the rules immediately after the test. Do not fight this one for the right-of-way.
- Show-Off-Driver - aggressive personality reflected in driving habits. Ignore the unspoken "Challenge."
- Occupied Operator - busy with all kinds of activities unrelated to the driving task: talking, eating, smoking, and rummaging around. Keep an eye on this one. Make sure they see you.
- "Get-Even" Operator - psychologically, when closed off in cars away from the rest of the world. This type feels free to indulge in rude behavior. Do not let this one bring you down to his/her level
- Drunk Driver - the scourge of the highway. Your life may depend on staying clear; learn to identify this one by watching for erratic driving habits such as: Inconsistent driving speeds (too fast, too slow, frequent lane changes.) Passing is erratic and improper. Driving too close to the centerline, shoulder, or curb. Driver fails to dim his lights for oncoming traffic. Driver approaches traffic signals at improper speed and moves into intersection when stopping. Jerky stops or starts. Driving with windows down in cold weather.

Chemically impaired operators are equally as dangerous, with both mind and motor coordination affected. Reflexes are slowed, with the operator having difficulty completing normal highway maneuvers. Watch out for this one and report him promptly so he will be taken off the road

Academy Customer Service Guidelines

Be sure to read your driver's orders before leaving your garage. If you have any questions, discuss them with the dispatcher on duty.

- Always be in full uniform and neatly groomed.
- Pre-inspect your coach before leaving your garage and destination. Make sure it is clean inside and out.
- Plan your route to the pickup point and destination prior to leaving your garage. If you need assistance in routing and directions, ask your dispatcher for help. There is nothing more irritating to a customer or more unprofessional on our part than getting lost!
- If your charter/tour has a specific itinerary, it is a good idea to discuss the itinerary with the group leader/tour escort prior to your departure.
- Be on time and ready to go. Do not unnecessarily delay or inconvenience your customers.
- Greet your passengers with a smile and the proper time of day greeting (good morning, etc.)
- Always assist your passengers getting on and off the coach.
- Be cooperative with passenger requests and always keep them informed as to what is going on. Never argue with a passenger. If you cannot fulfill the passenger's request, explain politely why you cannot do so or ask the group leader/tour escort to intercede.
- On charter trips when your passengers have baggage/luggage, it is the operator's responsibility to load and unload all baggage/luggage. A helpful hint to avoid possible problems with lost or "left on curb" luggage is to know the number you initially loaded and expect the same number when you reload for your return trip. Do not hesitate to make an announcement to remind passengers about their luggage.
- Finally - Never ask for a tip! While we would like to see you get gratuity on every trip, it is not always the case. You are expected to perform your duties in a courteous and professional manner, regardless of whether you think you are going to get a tip or not.

Charter or Line Run Announcement

Welcome aboard. My name is _____. I would like to take a few minutes to point out some of the features of this coach. The coach is (MCI/Prevost). For your comfort, a restroom is located in the rear. Please try to abstain from using the restroom; it's for emergencies only, as it is not intended to replace a regular toilet facility.

Some of the side windows are available for exit in the unlikely event of an emergency. Instructions for opening these are located on the window next to you. Please familiarize yourself with these instructions. In addition, there are roof hatches, which may also be used in case of emergency evacuation.

For your safety, we ask that you please remain seated while the coach is moving, as we never know when it might be necessary to brake or steer suddenly. Federal law prohibits smoking on coaches and we ask that you please do not smoke. Trash bags are available for your use and we request you help us keep the coach clean so we may stay comfortable during the trip.

We will be traveling for approximately _____ hours. A rest stop is planned for your convenience in hours. The temperature inside the coach is set at 72 degrees. If it becomes either too hot or too cold please let me know, so I can adjust it for you. (If you should make any rest stops be sure they know what bus number they are on.) Please sit back, relax and enjoy the ride, and again, thank you for riding with Academy.

Commuter Announcement

This announcement should be made before your first stop (dropping off).

For your safety, and the safety of all the other passengers, please remain seated until the bus arrives at your stop. You may call out the stop, or push the signal above your head.

As always, thank you for riding with Academy.

Academy Safety Tips / Passengers Falls

- Prevention is the key to reducing the risk of passenger injury.
- Do approach your stop slowly and pull away in the same manner.
- Do anticipate any potential concerns that may require you to brake or steer suddenly.
- Do keep ample distance on all roads to safely slow your bus and / or take evasive action in an emergency
- Do assume you have passengers standing or moving around the bus and any sudden movement could cause serious injury.
- Do inform your passengers to remain seated while the bus is in motion for their own safety, and insist on it. Make pre-trip and in-route announcements
- Do call out your stops to let your passengers know, so they won't miss their stops.
- Do use your good judgment and experience to balance safety and operational concerns.
- Do help a passenger, should a fall or injury occur. Your compassion can make all the difference.
- Do secure the identity of injured parties and witnesses, and complete an accident report immediately, should an alleged injury occur on your coach.
- Don't pull from a stop with passengers still getting to their seat or stowing items.
- Don't allow passengers to walk up to the front of the bus prior to their stop.
- Don't allow passengers to pressure you into acting incorrectly. You will be the only one responsible for the result.

Driving with Academy

Pre- trip Inspection

Driver inspection: Before driving, the operator shall:

- Be satisfied that the motor vehicle is in safe operating condition.
- Review the last driver vehicle inspection report; and
- Sign the report, only if defects or deficiencies were noted by the driver who prepared the report, to acknowledge that the driver has reviewed it and that there is a certification that the required repairs have been performed.

Exterior Pre-Trip Inspection

It is important that you touch and feel throughout the process.

On approach to the bus, see if there are any hanging wires, leaks, or major visible damage, go inside and start pre-trip inspection.

First: Review the Driver Vehicle Inspection Report (DVIR), and check all credentials. Turn Master Control Switch to lights, turn on hazard lights, high beams (engine is not running) and close door upon exiting the bus. Go to front of bus and start from Top to Bottom, Right to Left. PTI may not be exactly as stated due to different bus types.

- Clearance lights are Amber in color, not cracked or broken and working properly.
- Destination sign is clean, visible, not cracked or broken and working properly.
- Windshield is clean, secured, not cracked or broken.
- Inspection Sticker is current, read aloud the expiration date.
- Windshield wipers are secure, good tension with even wear, do not block camera.
- All lights are not cracked or broken and working properly. (name the lights, combination, low beam, and high beam).
- Front of bus has no major damage; bus number is clear and visible, license plate secured
- And visible. Bumper is secured, no hanging wires, fluid leaks, or audible air leaks.
- Highway side mirror arm and mirrors secured, not cracked or broken.
- Curb side mirror arm and mirrors secured, not cracked or broken.
- ADA (Disable) sign clean and visible.

Move to curb side of bus and start from Top to Bottom, Right to Left.

- All windows appear secured, not cracked or broken. (As you continue down the side make sure you look up and see if there is any damage or cracked windows).
- Clearance light is Amber in color, not cracked or broken and working properly; bus number is clear and visible.
- Speaker is secure, door is secure, with no broken or cracked glass, (Pull on the door to try and open), IFTA sticker is current and up to date.
- Kneeling light secure, and tell how many standees are allowed on the bus.
- State the D.O.T. policy on recap tires: Recaps are not allowed on Steering tires, they are allowed on Rear tires (Drive and Tag), and no mismatch of tires on the same axle, and the current Academy policy is that we do not use recaps.
- Tire skirt is secure, Tire has even wear on top, tread depth is no less than 4/32 of an inch, side wall of tire has no Abrasions, Bubbles, or Cuts (remember ABC's), Rim has no Cracks or Welds (remember CW), Lug Nuts are tight and secure with no rust trails which
- May indicate looseness, Hub is secure with no leaking oil and valve stem is centered and capped. Hit the tire (checking for positive air pressure) and then check mud flap with tire buddy.
- Bay doors: talk about anything on the door before you open them. Examples are reflector,
- Lights, D.O.T. lettering, then open bay door, once open proceed.
- Lights are on and working properly, no hanging wires, no leaks, no standing water, and the bay is clean, clear of debris. Check hinges and wires. Close and secure door.
- Fuel tank door is secure, cap is on tight, no leaks, no spillage of fuel in overflow reservoir,
- And no leaks or standing fuel under the bus.
- Wheelchair door secure, signage is visible, bay door is secure, lights not cracked or broken.
- Battery Compartment door switch is secure, (Open the battery compartment and pin the door secure) No frayed wires, no corrosion, all caps are tight, batteries are secure (be careful of any liquids near caps), look for triangles, wheel chocks, extra belts, fuses, and tag axle chain.
- Tire skirt is secure (entire skirt), combination light is Amber in color, not cracked or broken
- And working properly. Drive tire has even wear on top, tread depth is no less than 2/32 of
- An inch, side wall of tire has no Abrasions, Bubbles, or Cuts (remember ABC's), Rim has no Cracks or Welds (remember CW), Lug Nuts are tight and secure with no rust trails which may indicate looseness, Hub is secure with no leaking oil and valve stem is centered and capped. Inside drive tire, tire has even wear on top, tread depth is no less than 2/32 of an inch, valve stem is centered and capped spacing in-between tires is good and no debris between the tires (use tire buddy to check spacing and for debris between tires, hit the axle to ensure you checked completely), then hit both tires to check for positive air pressure and check mud flap.

- Clearance light is red in color, not cracked or broken and working properly, all vents are clean and clear of debris, reflector is secure, not cracked or broken, Open Curb Side Engine Compartment. Door is secure then point out the following components/items and explain: Fuel filter (change when up to line), Battery Boost, (Jump start bus from here) Engine Coolant Fill, (where you add coolant for radiators) Tag Axle air dumps, (Raise Tag axle puts more weight on Drive tires to assist in traction, stuck on ice, mud, etc.), AC compressor sight glass, check for oil level. No hanging wires, no leaks, no standing water, and clean and clear of debris.

Rear of Bus start from Top to Bottom, Right to Left

- Clearance lights are red in color, not cracked or broken and working properly. Brake lights are red in color not cracked or broken and working properly. Decelerator lights are amber in color not cracked or broken and working properly (When engine brakes engage, light comes on), Academy sign is secure, all vents are clean and clear of debris, tail lights red in color, not cracked or broken and working properly, combination lights are amber in color, not cracked or broken and working properly, backup lights and reflectors are not cracked or broken. Open rear engine compartment. Doors are secure, then point out the following components/items and explain: Before you put your hand inside the engine compartment, safe the engine by placing the engine power switch to the off position and the front engine start switch to the middle position. Using flashlight check coolant level, check fan blades for breaks, cracks, or missing blades, radiators are clean and clear of debris, belts not excessively worn, no cuts or frays, point out; back up horn, air filter check gauge, engine oil dip stick and oil fill location, alternator, check belts for excessive wear, no cuts or frays. Explain rear engine start panel switches and start bus, (light switch, front and rear start switch, power switch, fan clutch test, coolant recovery switch) after starting the coach from the rear ensures you place engine start switch back into the front start position. After you close the engine compartment doors, bus number is clear and visible, license plate secure, visible with current inspection sticker, and the light is working. Bumper is secured, no hanging wires, fluid leaks or audible air leaks, check exhaust system by gently tapping with your tire buddy.

Move to Highway side of bus and start from Top to Bottom, Right to Left

- Clearance light is red in color, not cracked or broken and working properly, all vents are clean and clear of debris, reflector is secure not cracked or broken, Open Highway Side Engine Compartment. Door is secure then point out the following components/items and explain: Air filter box, and transmission dip stick. No hanging wires, no leaks, no standing water, and clean and clear of debris. Continue with Windows, Tires, Bay Doors etc., just like you did on the highway side up to the driver's side window with the addition of Engine Fire Suppression Tank and Air Intake Vent for HVAC.
- Clearance light is Amber in color, not cracked or broken and working properly. Bus number clear and visible, windows are secure, not cracked or broken, IFTA Sticker is current. Open 2 side compartments (using a coin or screwdriver), doors are secure, then point out the following items and explain: manual air dump for entry door (black knob), small alarm horn, light is working, no frayed wires, windshield washer fluid, air storage tank, (parking brake emergency release storage tank) pull the bumper release handle (yellow handle). Check spare tire, glad hands (used if towing bus) close bumper.

Interior Pre-Trip Inspection

- Open door; lights are on, not cracked or broken working properly, stairwell clean and clear of debris, signage is visible, handrails secure (before you walk down the aisle, make sure there are no trip hazards), standee line is clear and visible (should be white), flooring is secure, seats are secure and in the upright position, and no obstructions. Make sure you know bus passenger limit (49, 57, etc.) Walking back, check parcel racks (overhead racks) and guide wires, open one window on each side of bus, check emergency hatch, (2, one in rear and one in front), check passenger standee handrails, ensure blower doors secure and clean filters, check fire extinguisher (under second seat curb side), open drivers compartment (additional triangles). Start WRAP, drivers area (you have pictures from classroom) components must be checked and tested, top to bottom, right to left. (You want an organized flow so you do not miss anything). Explain what or how these switches function: Tag Axle Switch, Engine Over Rule Switch, (Low oil pressure due to loss of oil or High engine temperature due to loss of coolant, engine shuts down) Kneel (Warm temperatures test the switch in cold temperatures only explain the function), and the Aux Heater (disconnected).

Driver Checklist

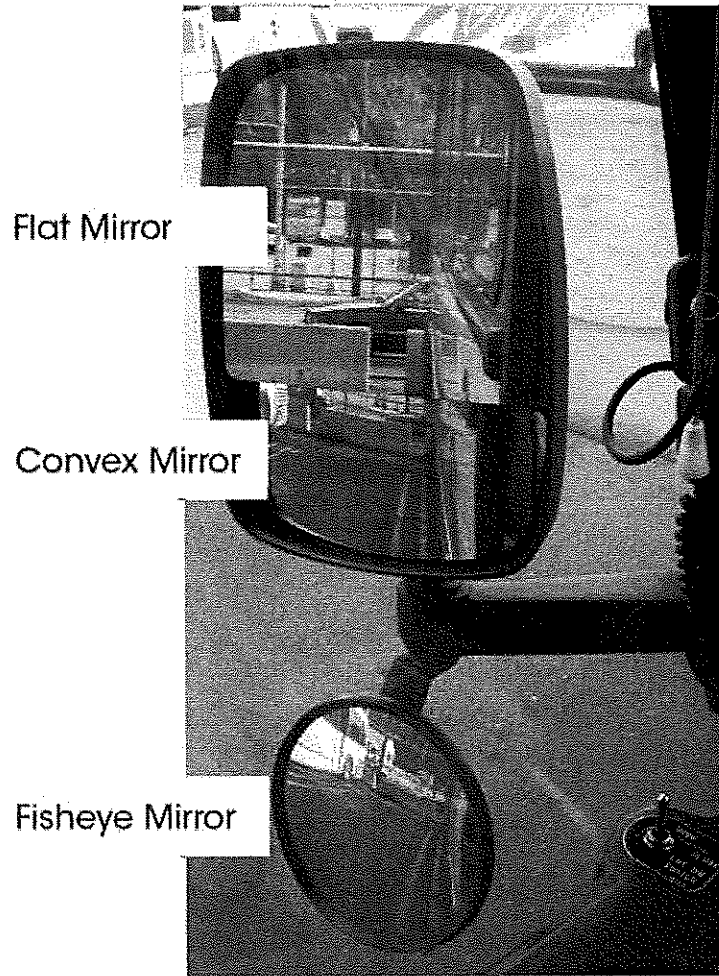
When checking the following items you should mention each item and say it is working or secured.

- This is my door switch (open and close with switch). When closed, say "door is secure."
- Hazards
- Head lights
- Clearance lights
- Driver light
- Step lights/chimes
- Thermostat control knob
- Passenger air conditioner and heat control
- Driver defrost
- Driver air conditioner
- Fast idle
- Retarder (never to be turned on)
- Mirror heat
- Destination sign
- Gear box
- Parking brake

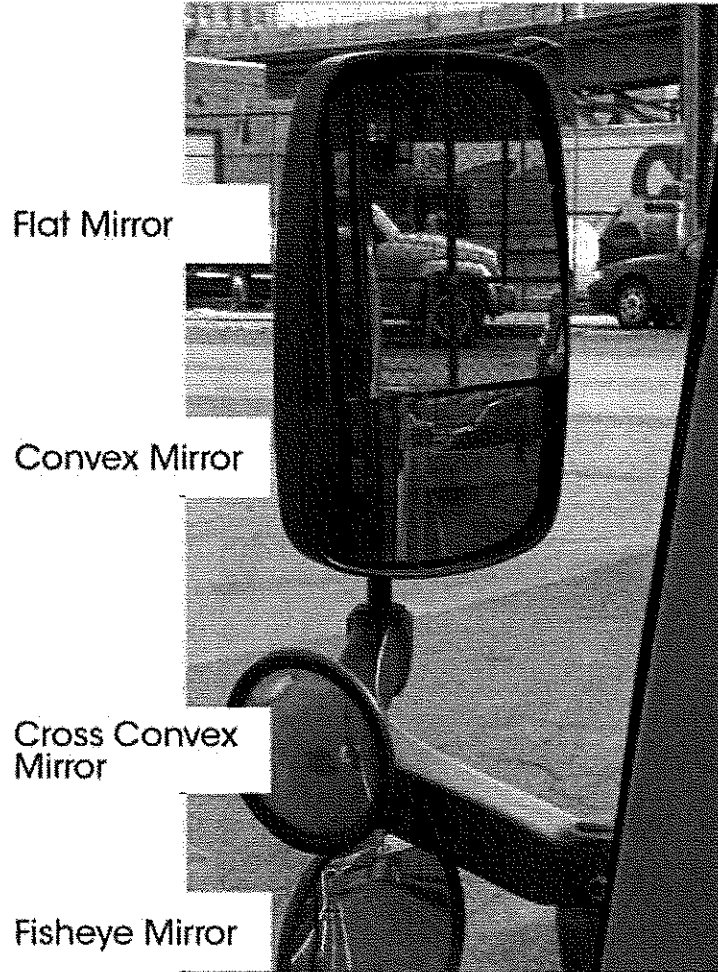
Note: Different make buses may vary, but for the most part the pre-trip should always be done in the same manner.

Do not forget to turn in your pre and post trip inspection before you leave the yard. Do not carry it with you.

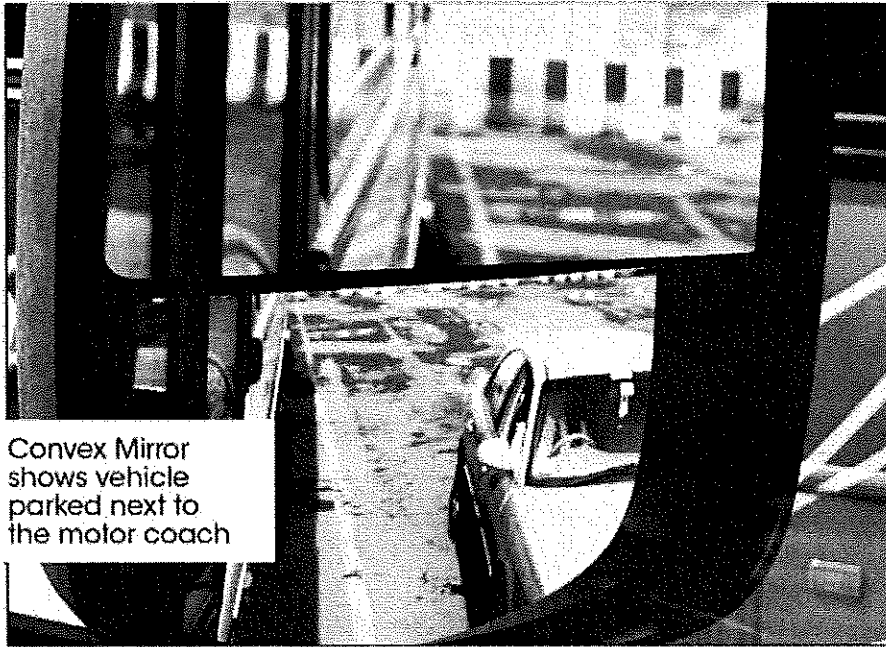
Mirror Example #1



Mirror Example #2

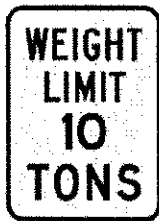


Mirror Example #3



Bus Height, Length, Weight and Capacity

We often encounter road signs that indicate we should be aware of the type of bus that we are driving. At Academy, we have many types shapes and sizes. Some of the more common models are listed below and you must strive to be as familiar as possible with every type you are assigned to drive. Your BTW instructor can explain to you the many types that you will be expected to operate in your terminal and they will be pleased to teach you how to drive them safely.



Model	Height	Length	GVW LBS	TONS	Seats/Standees
MCI J Campus	11'10"	45'	54,000	27	56/0
MCI J Academy	11'10"	45'	54,000	27	54/0
Van Hool C Model	11' 6"	45'	50,700	25.4	57/0
Van Hool T Model	12'3"	45'	54,000	27	57/0
Van Hool TD Model	13'6"	45'	62,000	31.0	81/0
Prevost	12'4"	45'	53,000	26.5	56/0
Temsa TS35	11'8"	35'	37,448	18.7	38/0
Temsa TS30	10'7"	30'	27,980	14	30/0
Mercedes Sprinter	9'8"	24'2"	11,030	5.5	15/0
MCI D 4000	11'6"	40'	46,000	23	49/23
MCI D' 4500 Lavatory	11'6"	45'	48,000	14	55/15
MCI D' 4500 Non-Lavatory	11'6"	45'	48,000	14	57/15
Bluebird Ultra LMB	10'2"	28'	20,020	10	27/0
Nova Lowboy LFS	11'3"	40'	18,470	9.2	35/25
Orion	11'3"	40'6"	42,540	21.1	40/20
Nova ATS	10'8"	40'	39,500	19.8	43/ 22
New Flyer Articulated D60LF	11'3"	60'10"	62,630	31.3	56/
NABI	11'	40'	44,640	22.3	42/19

Drivers Checklist

- Chock wheels (Only use chocks if not on level ground).
- Start Engine : Build air-pressure to 120/125 P.S.I., and check for Governor Cut-Off.
- Stop engine. Turn Master switch to "run / lights" position.
- Leakage test #1. With all brakes off, (Parking brake and Service brake), you should not lose more than 2 P.S.I. in 1 minute.
- Leakage test #2. With Parking Brakes off, place your foot on the Service brake, and press down about ½ way. You should not lose more than 3 P.S.I. in 1 minute.

Low-pressure Warning test.

1. CHARTER & NOVA BUSES Pump air down to 60 PSI. Warning light and buzzer should come on. (Newer buses the low air warning light comes on @ 80-85 PSI)
2. NEW TRANSIT BUSES MCI-D Pump air down to 70 PSI. Warning light and buzzer should come on.

Spring brake check.

1. CHARTER BUSES Pump air down to 40 PSI. Parking brake will not pop up because (explain our back-up system) spring brake won't pop up at 40 PSI because our buses have a DD3 brake system. This system has a reserve air tank, which will allow me to make three 90 lb. Foot brake applications to give me time to get the bus safely off the road. In order to test the spring brake it is necessary to pump the air down to zero. Ask the examiner if he wants you to do that. Pull brake back on. On new buses the spring brake comes on at 60 PSI.
 2. NOVA BUSES Pump air down to 40 PSI and the parking brake will pop-up.
 3. NEW TRANSIT BUSES MCI-D Pump air down to 50 PSI and the parking brake will pop-up.
- Air pressure build up test. Start engine, the air pressure should build up from 85 – 100 PSI in 45 seconds or less. During the test, the low air pressure warning light and buzzer should go off.
 - Parking brake test. Parking brake on - transmission in gear, pull forward (Bus should not move).
 - Service brake test. Release parking brake, place transmission in gear, pull forward 20 to 30

feet; stop bus with service brake; “lock the brakes”. Be sure to hold the steering wheel lightly so you can check if the steering wheel pulls to the right or left. Say “Brake Test” once the Event Camera starts to record (flashing red and green light).

Commentary Driving

- Describe best hand position on steering wheel.
- Explain checking over your shoulder before entering traffic.
- Discuss the importance of scanning intersections before entry.
- When stopped at a light, explain why you should allow the vehicle in front to move for several seconds before accelerating.
- Describe what you are looking for in parked vehicles.
- List some reasons for braking early.
- Demonstrate the 5-second (or greater) following distances.
- Clarify why you leave a car length between vehicles at a stopped position.
- Show that you are not losing time or holding up traffic when pacing lights.
- Point out poor driving habits of other motorists.
- Identify packs or clusters in traffic.
- Demonstrate obtaining eye contact.
- Explain stale and fresh lights.
- Demonstrate and define the lane of least resistance.
- Describe the reasons for stopping one car length behind crosswalk.
- Point out and define tire to ground contact.
- Demonstrate and define the point of no return.
- Comment on why we check the mirror as we use the brake.
- Explain that the light is not green until the brake lights and you count 2 seconds.
- Demonstrate the 15 second eye lead-time.
- Stress that the mirrors should be checked every 4 seconds.
- Define convenience and emergency lane change.
- When appropriate, apply Key # 1 by name.
- When appropriate, apply Key # 2 by name.
- When appropriate, apply Key # 3 by name.

- When appropriate, apply Key # 4 by name.
- When appropriate apply Key # 5 by name.
- Contrast your space, visibility and option with another driver lacking these.
- Demonstrate and explain proper turn signal timing when changing lanes or turning.

Defensive Operating Habits

In addition to top quality operating skills, you need good judgment to help you prevent accidents. You control yourself and your vehicle. You decide where to position yourself on the road and how much time and space to allow, so that you can see and be seen in plenty of time to avoid problems.

Managing Time and Space

The area of most risk when you are operating is right in front of you, so it is extremely important to control following distance; the distance between your vehicle and the one in front of you. Think of that distance in terms of "time's space" and give yourself plenty of it.

Here is how to figure time-space: Choose a fixed point ahead of the vehicle in front of you. Then when the other vehicle passes the chosen point, begin counting: "one-thousand-one, one-thousand- two..."; each of the counts is one second of time. If you pass the chosen point before you have counted off the correct number of seconds, you are too close. How close is "too close"? In town, the 5-second rule, under normal operating conditions (30 mph or less), will generally be sufficient. However, there are some situations when you might need to change that rule.

For example; if the vehicle ahead happens to be a truck, you have less visibility and might want to add more time to your interval. In addition, motorcycles can stop quicker than you can, so when following a motorcycle, you will also want to lengthen the time interval. That is when your good judgment comes in!

Highway Driving, the 5-second rule: There has to be more space maintained between you and the vehicle ahead. Five seconds is the absolute minimum. Tailgating is not only frightening to other drivers, but it is downright dangerous. Because of your motor coach's size and weight, it takes you longer to come to a stop.

Another way to protect yourself is to keep an eye on the vehicles behind you on the road. If

someone behind is getting too close, drop back a little more behind the vehicle in front of you, that way you give yourself an extra cushion of time.

The five keys to space cushion driving. Is the Smith System "Defensive" Driving?
The Smith System described as "the ultimate in defensive driving". Yet, it is the most positive approach to protecting yourself from the irregular and inconsistent actions of other motorists. Rather than count on indefinite series of reactions to the unanticipated movements of others, the Smith System provides you with a practical working formula to follow a positive plan for your own driving pattern. When you follow the Smith System, in its spirit and letter, you will discover a new state of mind: alert yet calm and relaxed for the task of directing your own vehicle.

A positive personal attitude promotes the consistency of performance that guides your way to safety. So, read on, and then apply this positive approach in your driving practice.

It's the Driver, Not the Traffic

Traffic, after all, is only a collection of individual drivers manipulating their cars, trucks, buses (or what have you) in the confines of the roadway. The manner in which each driver handles his car, his spacing and speed directly affects the reactions and safety of all others in the immediate area. In addition, as we all know, the accident up ahead in crowded traffic can take its toll in lost time, lost tempers, and, worst of all, lost lives and property. Hundreds of drivers at a given time can suffer for one unskilled or foolish driver's mistake.

Space for the Car, Visibility for the Driver

When you do not provide proper spacing between your car and the next one in front, you will lose the ability to see all that is up ahead. In addition, up ahead is where you are going. Hopefully, it will not be into an unknown danger situation because the situation is not seen. The Smith System states: "The driver who rides the vehicle in front too closely is sitting there looking at a big moving billboard with a couple of brake lights that occasionally light up and that's the only hint he gets of any changes up front."

According to Smith and the facts of physiology and physics, such a driver's eyes are leading his ear by only one second; less than three car lengths at a mere 30 miles per hour. Such a driver lives in a world of surprises of the unpleasant variety, especially when you consider that the average person has a reaction time that takes 3/4 of a second of the time in which he can take corrective or evasive action.

Space and Visibility

Space and visibility are the keys to no accident driving as Harold Smith teaches it. Space and visibility are not a system of car control as such, but guide you to techniques in driving which provide the closest thing to an accident free driving guarantee that you will find.

With major corporations that employ thousands of vehicle and driver teams to help earn a return

on their stockholders investments, it is more than just good public relations to seek continual improvement in their drivers' capabilities. It is the terrible consequences of minor scrapes, dents and fender bending, the so-called "little accidents", which mount up to millions of dollars in repair costs and liabilities for the owners of vehicle fleets. It is the needless additional repair costs to brakes, tires, clutches, transmissions, and excessive fuel consumption indicted by unskilled and untrained drivers. We suggest that the average nonprofessional driver may suffer nearly as much, comparatively, in terms of economic loss from these same costs for only one or two cars.

New Cars Are Safer - How About Their Drivers?

Every year, engineering and structural improvements make automobiles safer than ever before. Even bigger power plants are a safety factor when properly used to help a driver get out of tight spots quickly or to move himself into the stream of traffic smoothly, effectively and comfortably.

When you pick up the registration slip on a new car, no magic change in your ability to handle a car comes with it. However, this is where the Smith System comes in. The new driving attitude adopted by students of the Smith System is a match for the newest and sleekest of automobiles or the biggest, heaviest and most powerful of trucks, buses and industrial vehicles.

Creating an Artificial World of Stress and Strain

The driver who doesn't let himself see where he's going or provide an "out" for his vehicle in terms of space to go when the going gets rough, is making himself look bad, feel bad, and gambling his and others' lives and property for absolutely no reason.

Rule Number One - Aim High In Steering

Your first consideration in space cushion driving is to find a safe initial path for your vehicle; a place to put your vehicle and keep it moving in a safe steering path. You do not look at the toes of your shoes when you walk. You usually look about 25 feet ahead of your walking path. You only walk about one mile per hour, but when driving a motor vehicle at 25 to 30 mph, you must have a steering path picked out several hundred feet ahead. When walking through a doorway, you usually look beyond the doorway not at either side of the doorjamb and follow through with your walk. You cannot throw a ball at a given target or ride a bicycle and keep your balance unless you are looking at the place where you want the ball or bicycle to go. That's how it is with steering a motor vehicle, too.

It may surprise you that many drivers actually steer by reference. Using the white line to their left on the roadway is like sighting down your hood or fender, and that is low aim steering. AIM HIGH! Give a frequent, quick glance well ahead at the center of your individual driving path. Your car then travels on center in your lane. You will discover that aiming high in steering is comfortable and definitely more effective.

Visual Lead time

Another aspect of being prepared involves looking beyond the vehicle or vehicles immediately in front of you. More than 90 percent of all information about the highway scene you are part of comes to you through your eyes. An operator's eyes regularly scan far ahead.

You can figure this visual lead-time distance just like you calculated time-space. When you perceive a fixed object located well ahead, such as a bridge, exit ramp, etc., count the seconds until you pass it. Try to look ahead 12 seconds as a minimum in city driving, 20 to 30 seconds on the open highway.

Rule Number Two - Get the Big Picture

Few people realize that we see clearly and distinctly only through small cone of central eyesight. When you look 100 feet ahead, all you can see with this central eyesight at any given moment is an area 5 feet in diameter. At 1000 feet, this area is only 52 feet wide.

Do Not Forget Your Sides

The safety-conscious motor coach operator puts space in front, behind, and on both sides of his/her vehicle. Position yourself where you can move easily to avoid trouble. It pays to keep an escape route in mind. That means constantly scanning the road around you.

Three parts to the Big Picture:

Part one: How Big is the Big Picture?

The big picture is sidewalk to sidewalk wide and extends from your front bumper to a full city block ahead on the street at city driving speed.

Part two: What does the big picture contain?

The big picture contains objects and ground. Ground, in our terms, is background and refers to pavement, curbs, parking meters, utility poles, and parked vehicles without people. These are things that will not move.

Most of the objects within this field of vision are people. People walking, riding bicycle, motorcycles, driving motor vehicles parked at the curb. Other significant objects include traffic control devices such as signals, stop and yield signs. In viewing the Big Picture, select the objects up to one block ahead that will affect you or cause you to be affected by you as you move down the roadway. You will make various decisions as to how to dispose of these objects, (other objects which could not remotely affect your movement or the movement of themselves are automatically rejected as you see them and no decision is necessary).

In viewing the big picture, your eyes and mind must consistently select things, which would be affected, by your vehicle's movements.

Part Three: How To Get The Big Picture?

The first step to get the big picture is to eliminate physical barriers that would prevent you from seeing a full block down the roadway, such as trucks, buses or any large vehicle. With the removal of these barriers, you must establish a minimum of six car lengths following distance out front even behind the smallest of foreign or compact cars. Why six car lengths, when for thirty years we have been told that three car lengths at 30 mph is a safe following distance?

The answer is very direct: Three car lengths is the minimum distance in which you can stop to avoid an accident, but the six-car length is the minimum distance in which you can stop to avoid an accident. The six car length minimum is designed to allow you to comfortably ignore the vehicle ahead so that your eyes can scan a full city block ahead maintaining an eye lead time of eight to twelve seconds ahead of your vehicle at 30 mph.

Most objects are detected first by our fringe or peripheral vision. The car or cars immediately ahead should be viewed only as a small part of the big roadway scene. Give yourself the room to keep your sharp and clear eyesight sweeping the big picture effectively covering a full city block ahead in town or half mile down the road in country or freeway driving.

Use of the big picture habit is a helpful guide to maintain the safe space cushion interval for no surprise, no accident driving. Never let a little picture (a specific distraction) occupy your eyes for a long time. The big picture is the area you will be driving in and through in moments so know what it includes before you are there. Over 70% of all accidents occur under conditions that we would consider safe: When the weather is clear and dry, the roads are straight and the traffic is moderate. The most logical explanation for the majority of these accidents is that the drivers concerned did not use the big picture seeing methods. As a result, inadequate perception, not really seeing the situation ahead, clearly led them to make a sudden wrong decision at the critical moment.

Three driver skills are basic for expert performance:

- Skill in handling the vehicle: This involves the hands and feet manipulation of the controls... steering, brakes, etc.
- Observe and apply the rules of the road.
- This refers to the proper tuning of vehicle maneuvers, a big and highly important part of no accident driving. To achieve proper timing, you must understand and practice correct seeing methods. Only correct seeing can help you to avoid the physical conflicts, which continually appear in normal traffic flow.

Rule Number Three - Keep Your Eyes Moving

It is natural for our eyes to move, and unnatural for our eyes to stop moving and fix on any one object for prolonged periods. As we said in rule two, we have two sets of viewing equipment. We have the narrow three - degree cone of sharp central vision with which we see all objects clearly and in detail. This central cone is extremely limited and you can prove this right now as you read the printed page. Go back to the previous sentence and pick a word in the center of that sentence. Fix your eyes and your mind on that word for the next ten seconds as if there were nothing more important in the world. While you are concentrating on that word, you cannot identify fully the word to the left or right of it. That is the three degree cone of central vision when your eyes stop moving. The other half of our seeing equipment is peripheral vision. This vision is fuzzy. It sees nothing clearly but is highly sensitive to light and dark contrasts.

There are three ways and only three ways of disposing of a hazard when you see it.

- Adjust your speed, which includes stopping if necessary.
- Change direction, which is anything from a slight deviation to a lane change or even a 90 degree turn.
- Give a signal with headlights, horn, brake lights or any combination of the foregoing necessary to dispose of the problem so that your eyes may continue to move as your vehicle moves through traffic.
- Another tip while moving your eyes over the street ahead, do not neglect your rear view mirror. For a practical check of what is developing behind you, check the rear view mirror every five to eight seconds.

Rule Number Four - Leave Yourself An Out

Harold Smith defines this quite simply by stating "don't ever let your wheels get ahead of your eyes" However, let us be more specific. Accident reports often state "speed too fast for conditions" as a frequent cause of accidents. To the average motorist this expression of conditions usually means glare, ice, or pea soup fog. Too few drivers recognize that speed can be too fast for conditions on a clear and bright, sunny day in comparatively light traffic. Smith says you have seen black skid marks leading to a pile of glass. The pile of glass tells us there was an accident. The skid marks tell us the driver had his foot on the brakes before the accident. The fact that his foot was on the brake tells us that he did actually see the danger before he crashed. If he saw and took the appropriate action, why did he crash? His wheels got ahead of his eyes. He saw it too late. An accident is usually an unexpected event. It is true that if you are expecting an accident you will never have one. That is what space cushion driving is all about. You have a built-in "OUT" that travels with you wherever you go.

Rule Number Five - Make Sure They See You

The horn, lights, and eye contact are your communication tools with other drivers and pedestrians. Use these tools positively in a controlled approach, not a last-minute panic, so that the other fellow knows you are there and has a good idea of your intentions.

We said earlier that the most common excuse at the scene of an accident is "I didn't see him". The other party may say, "I saw him but I did not think he would do what he did". Harold Smith asks, "After nearly 70 years of motor vehicle experience in our sophisticated society, isn't it ridiculous to hear these statements over and over at the scene of accidents that shouldn't be happening?"

"One driver may say of another, "but he violated the law". Almost everybody violates the law more or less at his or her convenience. Is this absentmindedly, or unintentionally? When you see a person who is threatening to enter your path of travel and you must depend on that person to stay put until you have safely passed that point, tap your horn in a friendly manner, and do it early enough so that you will get an eye contact from the person with whom you are communicating".

Smith says: "The proper use of the horn seems to be a lost art. The horn is used too little to express a friendly message, too often to express wild alarm or to deliver an angry blast. The horn can gain eye contact through the ears, so to speak. In addition, eye contact is your best indication that the other driver or the person on foot will act in a reasonably predictable way to avoid a danger situation. A soft, firm toot or a flick of the high beam lights at night is all it takes to achieve that all important effect." Communication to those behind you can take the form of hand signals. Soft brake taps to warn of slowing, and the turn indicators that are standard equipment on buses today.

Five Keys Smith System

Remembrance through Repetition



The proven rules of the **Smith System Five Keys to Space Cushion Driving** will help you only if you remember them and apply them. Read and reread this until they are firmly imprinted in your mind and an integral part of your driving habits. Each time you squeal your tires to affect a panic stop, each time the packages on the rear seat are violently thrown to the floor, indicates a failure to practice Space Cushion Driving and the need of another review of the Five Keys. Make them synonymous with your driving habits and those of your loved ones. You owe it to yourself and them.

1. **Aim High in Steering** - Looking ahead 15 seconds (1/4 mile on highway about 1 or 2 blocks in the city).
2. **Get the Big Picture** - From your Aim high in Steering point back to the bus both left and right sides and topped off by scanning your mirrors. Following distance is helpful here; on a clear sunny day, 5 seconds behind car, 7 seconds behind commercial vehicle, see page 40 for inclement weather conditions.
3. **Keep Your Eyes Moving** - Scan your mirrors from Front to Left and then back to Front then to the Right and back to Front every 4 seconds and do not stare at fixed object longer than 2 seconds. Cross scan mirrors when turning.
4. **Leave Yourself an Out** - Do not ride in clusters or packs. Always have an out. Right lane on standard highway is safest lane because of shoulder.
5. **Make Sure They See You** - Try to obtain eye contact with pedestrians using headlights, use of hazards, and tap of the horn, slow down and move over.

All / Good / Kids / Love / Milk

Additional Academy Keys

1. **Control and Patience** - Your patience in traffic or just while driving, and be in control of the bus and your emotions, don't get upset with bad drivers, etc.
2. **Anticipation** - Actions of Others. When you think a vehicle or pedestrian is going to do something, you have that feeling or you think, "I think they are coming out in-front of me", etc.

Following Distance

What should your following distance be? The proper way to figure out what your following distance should be as follows:

One second for every 10 feet of your vehicle 40 feet = 4 seconds
Add one second for 40 mph or more @ 65 mph = 1 second 5 seconds

Academy policy is always add two seconds when following a commercial vehicle.

Remember that road and weather conditions dictate what your following distance should be. You must know when to decrease your speed and increase your following distance.

Road Conditions	Passenger Vehicle	Commercial Vehicle
Dry Weather	5 Seconds	7 Seconds
Rain	7 Seconds	9 Seconds
Snow	9 Seconds	11 Seconds
Ice	11 Seconds	13 Seconds
Black Ice	13 Seconds	15 Seconds

Safe Turn Procedures

- Signal your intentions well in advance.
- Position your coach to block your turning lane.
- Select the appropriate turning lane.
- Know the position of other vehicles.
- Know the position of pedestrians.
- Check for fixed objects or other obstacles in the vicinity.

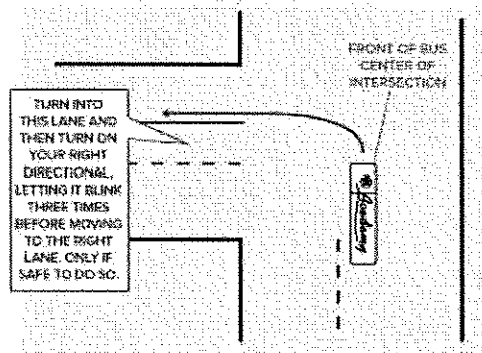
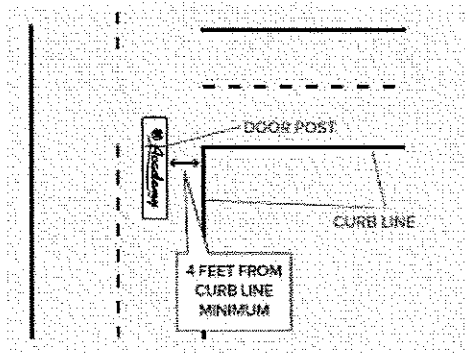
- Reduce speed. Turn slowly. Use push - pull technique.
- Check mirrors constantly.

Right Turns

- Signal your intentions well in advance.
- Place your bus 4 feet from curb line, as to block your turning lane.
- Curb line or outside of car to the doorpost.
- Check for fixed objects and pedestrians.
- With no acceleration, and your foot off the brake and using the push pull method proceed to make the turn.
- Crosscheck your mirror.
- Stay in right convex mirror.
- Accelerate easily, to get out of turn

Left Turns

- Signal your intentions well in advance.
- Position your coach to block your turning lane.
- Select the appropriate turning lane.
- Know the position of other vehicles.
- Know the position of pedestrians.
- Check for fixed objects or other obstacles in the vicinity.
- Reduce speed. Turn slowly. Use push - pull technique.
- Check mirrors constantly.



It is the responsibility of the professional Academy coach operator to drive in such a manner as to identify accident producing situations soon enough to take reasonable and prudent action to avoid a collision.

Definition of a Preventable Accident:

Where the operator could have but failed to properly identify an accident producing situation soon enough to take reasonable and prudent action to avoid a collision.

What does "Prudent" mean?

- Marked by wisdom
- The ability to govern and discipline oneself by the use of reason
- Skill and judgment in the use of resources
- Cautious
- Circumspect as to danger or risk (careful to consider all circumstances and possible consequences)

What does "Reasonable" mean?

- Logical
- Rational
- Sane
- Level - Headed
- Intelligent
- Sensible, possessing sound judgment
- Feasible
- Practical
- Prudent

Did the "Professional Motor Coach Operator"...

- Operate the coach in such a way that no errors were committed?
- Control the vehicle by making due allowance for conditions of road, weather, and traffic conditions?
- Making sure that other driver's mistakes do not involve you in an accident?

Struck while parked, Non - Preventable IF:

The operator parked properly in a location where parking was permitted. Emergency warning devices protected the vehicle as required by D.O.T. and state regulations, or if the operator was in the process of setting out or retrieving emergency devices.

Sideswiped and Head-on Collisions, Preventable IF:

- The operator was not in their proper lane of travel.
- The operator did not pull to their right and slow down and stop for a vehicle encroaching on their lane of travel, when such action taken without additional danger.

Struck in Rear by other vehicle, Preventable IF:

- The operator was passing slower traffic near an intersection and had to make sudden stop.
- An operator forced to stop abruptly due to inadequate following distance.
- An operator makes a sudden stop to park or he/she parked improperly.
- An operator rolled back into the vehicle behind him.

Squeeze Plays, Preventable IF:

- The operator failed to yield to avoid a collision.

Backing Accidents, Preventable IF:

- The operator backed up when backing could have been avoided (i.e. better planning of route)
- The operator could have avoided backing into the traffic stream, when backing.
- When the operator failed to get out of the vehicle and check proposed path of travel.
- An operator depends solely on their mirrors when it is practical to look down and back.
- An operator fails to get out of their vehicle periodically and recheck conditions when backing.
- An operator failed to sound horn prior to and periodically during backing.
- An operator failed to check around vehicle before attempting to leave a parking space.
- An operator relied solely on a guide to assist in backing.
- An operator backed from the blind side (right) when a sight side approach (left) could have been possible.

Accidents Involving Rail Operated Vehicles, Preventable IF:

- An operator attempted to cross the tracks directly ahead of a train or streetcar.
- An operator ran into the side of a train or streetcar.
- An operator stopped or parked on or too close to the tracks.

While Passing, Preventable IF:

- An operator passed where the view of the road ahead was obstructed by a hill, curve, vegetation, traffic, or adverse weather conditions...etc.
- An operator attempted to pass in the face of closely approaching traffic.
- An operator failed to warn the driver of the vehicle being passed by him.
- An operator failed to signal change of lanes.
- An operator pulled out in front of other traffic overtaking their vehicle from the rear.
- An operator cut in short returning to the right lane.

When Entering Traffic, Preventable IF:

- An operator failed to signal when pulling out from the curb.
- An operator failed to check traffic before pulling out from curb.
- An operator failed to look back to check traffic if in a position where mirrors did not show traffic conditions.
- An operator attempted to pull out in a manner, which forced other vehicles to change speed or direction.
- An operator failed to make a full stop before entering from a side street, alley, or driveway.
- An operator failed to make a full stop before crossing a sidewalk.
- An operator failed to yield to approaching traffic.

Pedestrian Accident, Preventable IF:

- An operator failed to reduce their speed in an area of heavy pedestrian traffic.
- An operator was not prepared to stop.
- An operator failed to yield to a pedestrian.

Passenger Accident, Preventable IF:

- An operator stopped, turned, or accelerated abruptly (including lane changes).
- An operator takes emergency evasive maneuvers, which are unnecessary due to improper driving techniques.
- An operator failed to assist a passenger when disembarking.
- An operator failed to check and secure the overhead racks before the start of a trip, and at intermediate stops.
- An operator failed to include a pre - trip announcement relating to the movement about the vehicle while it is in motion.

Mechanical Defects, Preventable IF:

- The defect is a type, which the operator should have detected during their pre-trip inspection or en route inspection of vehicle.
- The defect was a type, which the operator should have detected during the normal operation of the vehicle.
- The operator's abusive handling of the coach caused the defect.

Adverse Weather, Preventable IF:

- The operator failed to adjust driving to prevailing weather conditions.
- The operator failed to cease operations and park safely when conditions dictated.
- The operator failed to use safety devices provided for extreme conditions (i.e. cable chains, etc.)
- An operator attempted to make up lost time and/or adhere to a normal scheduled time while operating under adverse weather conditions.

Fixed Objects, Preventable IF:

- An operator failed to properly check or judge clearances. All Types of Accidents
- An operator was not operating at a speed consistent with the existing conditions of the road, weather, and traffic.
- An operator failed to control speed so that they could stop within assured clear sight distance.
- An operator misjudged available clearance.
- An operator failed to yield to avoid a collision.
- An operator failed to accurately observe existing conditions.
- An operator was in violation of company standard operating procedures or special instructions, regulations of any federal or state regulatory agency or any applicable traffic laws or ordinances

Guidelines for Coach Operators' Handling of Road Failures

Upon mechanical failure, bus is to be moved to a position completely off the travel portion of the roadway whenever possible. If there is insufficient space to do so, and bus is drivable, it is to be driven to the first point at which it can be parked clear of the roadway.

Warning Signs

Place warning triangles on the roadway in accordance with state and federal regulations, to warn motorists of bus at side of road.

Passengers Prohibited from Exiting

Passengers outside a disabled bus are at risk, and could be struck by passing vehicles. Under no circumstances are passengers permitted to disembark from a disabled bus, until another bus arrives to pick them up. Passengers who insist on exiting the bus must be informed, firmly but politely that they are not permitted off the bus. Bus door is to be kept closed at all times.

Getting Assistance Radio/Telephone

Professional motor coach operator is to immediately report to dispatch upon experiencing mechanical failure. The quickest and most efficient method of communicating is to be used - either bus radio or telephone.

Rescue Bus Pulls In Front

Upon arriving at the breakdown, any bus, which stops, to pick up passengers must stop in front of the disabled bus, to allow the rescue bus to safely and easily merge back into the flow of traffic.

Protect Passengers from Traffic

When transferring passengers from the disabled bus to the pick-up bus, both professional motor coach operators must assist, keeping a watchful eye on all passengers, and traffic, to ensure that all are safe. Buses should be parked in such a way as to present passengers and traffic whenever possible.

Academy Driver Primary Responsibility

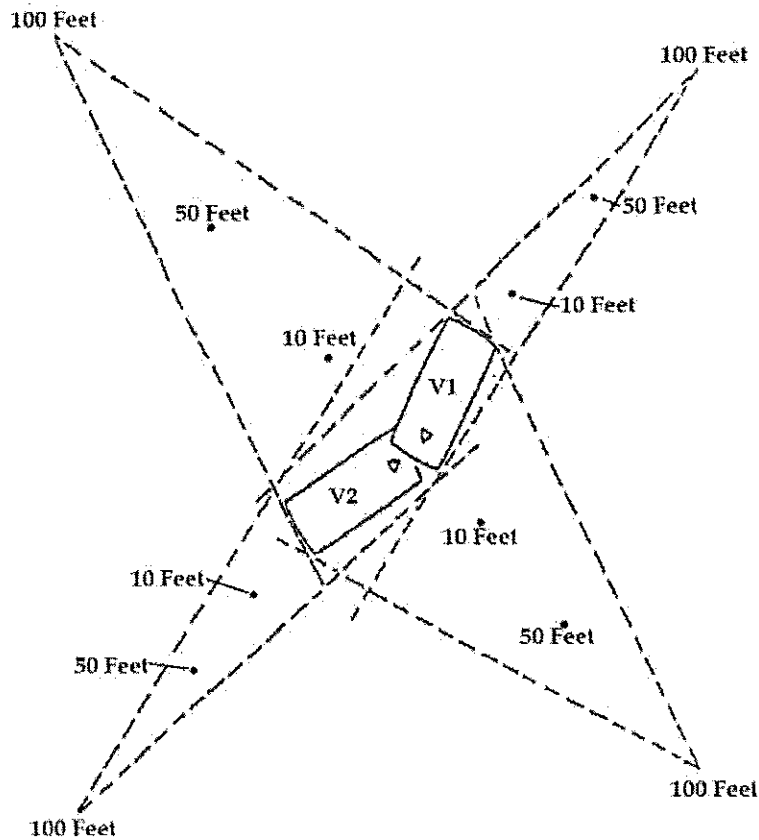
- Your pictures should tell the story of the accident. Take photos before the vehicles are moved. Plan each photo you take to be a part of this story. Use every photo on the roll.
- While keeping your personal safety in mind at all times, follow the accident procedures you have been trained on. Take the pictures in such a way that the story of the accident becomes clear.
- Review the accident scene before you begin taking photographs. Of special importance are conditions that might affect your insurance claim. Some examples are highway construction, road conditions, skid marks, traffic signals or markings on the road.
- Never photograph injured people, but do photograph people up and walking around that seem OK.
- Each vehicle, photographed at an angle, with the accident scene photographed from all four directions. If the vehicles are still in physical contact, take a picture across the general area. Be sure to photograph any damage that appears to have happened before the accident. Do not waste a picture on the close-up damage of your vehicle, because this can be done later.
- Accident scenes may have physical evidence that is unusual as well as important. These can include the license plates of witnesses, traffic and weather conditions, gouge marks, road markings, debris, skid marks and defects on the other vehicles.
- Take your pictures at least four feet away from the item you are photographing. Remember
- That a flash can only travel a maximum of 10 feet, so be close when you need the flash.
- Use your camera's flash when there are shadows. Follow directions noted on the camera on use of the flash.

Please take all photographs before any vehicles are moved.

Instructions for taking photographs of an accident scene:

1. Start out 100 feet behind your vehicle (VI). Take 1 picture facing the accident scene.
2. Walk forward to approximately 50 feet from vehicle and take 1 picture of the scene.
3. Walk forward to approximately 10 feet from vehicle and take 1 picture of the scene.
4. Remaining in same spot as in #3, turn and face away from the scene and take 1 picture of the view in the opposite direction.
5. Repeat steps 1 through 4 from the other three sides of the accident scene.

6. Try to locate the initial point of impact and take a picture of the location.
7. Take pictures of any skid marks left by vehicles, if any.
8. Take pictures showing any lane markings on roadway to establish proper lanes of travel.
9. Take pictures of any traffic controls such as stoplights, caution lights, traffic signs, and other warning signs. If signs were damaged or hidden by foreign objects take pictures of this as well.
10. Take photos of the license plates of any witnesses who are unwilling to give a statement.



Safety Department Memo

As you know by, the High Occupancy Vehicle (HOV) lane is available for your use on the New Jersey Turnpike during the morning and evening rush hours (i.e. northbound between 6:00 am & 9:00 am and southbound between 4:00 pm & 7:00 pm). This special lane is available for vehicles carrying 3 or more passengers including passenger cars, and is the far left lane of the truck/bus roadway between exits 11 and 14. Please be aware of the following:

- There are generally 4 lanes available between Exits 11 and 14; however, the far right lane disappears at one spot in both directions (passing exit 13), causing traffic to suddenly shift to the left. Be aware of this accident-producing situation, regardless of what lane you are operating in at location.
- Traffic generally moves along at 65 - 70 MPH in the HOV lane. This will not be an acceptable excuse for your receipt of a speeding violation. Those of you operating buses with a maximum speed of 65 MPH may find it more advantageous to stay out of the HOV lanes.
- If your schedule requires you to leave the turnpike at Exit 14 northbound or Exit 11 southbound, you must move from the HOV lane soon enough to make a safe lane change. You are to move one lane at a time with your directional flashing 3 - 4 times prior to you changing lanes. Changing lanes safely will prevent any undue hazards to yourself and other motorists. Your advance planning and decision-making will be dependent upon your ability to capture the "Big Picture" early enough. Pay attention to all that is going on around you, which includes the road ahead, as well as behind your coach.
- Be extremely careful when the HOV lane is moving along at the posted speed and the lanes to your right are moving much slower or have stopped. At this point, cars will attempt to move into the HOV lane regardless of how many passengers. Serious accidents will be the result when this happens. Remember the Big Picture And Leave Yourself An Out!!!
- Motor Coaches are not allowed in the left lane between Exits 14 and 18 in either direction at any time of the day.
- Communicate in a professional manner to your passengers when circumstances will not allow you to SAFELY operate in the HOV lane. They may not like your decision, but then again, they are not the professionals you are. It is not their career at stake.

Lincoln Tunnel Bus Lane

Drivers Guidelines & Safety Rules

XBL Operation and Background

The XBL (Exclusive Bus Lane) provides for the rapid movement of buses into New York City and the Port Authority Bus Terminal by way of the Lincoln Tunnel. The Bus lane is open from approximately 6:15 AM until 10:00 AM, Monday through Friday.

There are three approaches to the XBL, two from the northbound direction and another heading South. The Northbound approaches use NJ Turnpike Exits 16E & 17. The Southbound approach uses Route 3 to access Route 495. All three approaches access the XBL at the "Teardrop" bus access road. XBL bus traffic heads Eastbound in what is normally the westbound left lane of Route 495.

While traveling in the XBL, buses are positioned between the concrete center divider on the right, and oncoming westbound traffic approaching in the immediate left lane. This oncoming traffic is separated from buses in the XBL by a row of yellow plastic pylons that are inset into the pavement each morning, and then removed after the XBL closes each day.

Until now, 102-inch-wide buses have been excluded from using the XBL. The Port Authority is now conducting an extensive study, which may lead to the lifting of this restriction, allowing 102" buses to use the bus lane. Academy has been asked to participate in this study, which may help determine a change in policy.

XBL Rules and Procedures

Due to the confined space and oncoming traffic, operating in the Exclusive Bus Lane requires an increased level of awareness on the part of every Bus Operator. Following proper rules and procedures becomes more critical than ever to ensure the safety of you and your passengers.

The following Procedures must be followed while operating in the XBL:

- All buses using the Non-Stop Automatic Vehicle Identification (AVI) Toll Lane must be equipped with an AVI tag on the roof. AVI buses also have Non-Stop Toll stickers affixed to the front of the bus. If your bus does not have an AVI tag, you must stop and pay the toll with a tunnel ticket.
- Do not exceed the maximum speed of 35 MPH, while in the XBL, or while traveling on 495
- Westbound when the XBL is in operation.
- As always, the bus door is to be kept closed whenever the bus is in motion.
- Low-beam headlights are to be kept on at all times, as usual.
- Use 4-way flashers only in emergencies, or if a sudden stop is necessary.
- Adjust sun visor to block the sun, not your vision.
- Keep bus centered in lane.

Defensive Driving When Approaching the XBL at the Teardrop:

- Check to be sure that your headlights are on.
- Do not use your high beams.
- Do not use your 4-way flashers except in an emergency.
- Stay alert for buses stopping in front of you.

When Entering The XBL

- When merging, practice road courtesy and yield -Alternate Merge with other buses.
- Check your mirrors carefully.
- Always signal merges and lane changes.
- Be alert for vehicles that may not expect your move onto the shoulder area at the entrance to the XBL, or vehicles that cut sharply across toward their exit at the last second.
- Yield right of way to other vehicles.
- Adjust your speed to road conditions.
- Center your bus in the lane.
- Remember - you will have oncoming traffic on your left side and a concrete divider on your right.
- Use your mirrors to adjust lane position.

While Driving In The XBL Using Your Brakes

- Avoid situations that require hard braking, which would increase the chances of your bus sliding or being rear-ended. A Professional Operator should not have to slam on the brakes in the XBL.
- You should be able to slow and stop with a light touch on the brakes.
- In the event that you must resort to a panic stop, use controlled braking (as opposed to stab braking) to avoid locking your wheels. Turn on your 4-way flashers as quickly as possible to alert traffic behind you that you are stopping suddenly. This will help reduce the risk of your bus being rear-ended.
- Your foot should be covering the brake whenever you are not accelerating. This reduces your reaction time in an emergency, thereby reducing the time and distance it takes to stop.

Speed

- Never exceed 35 MPH (slower at night or in slippery conditions).
- Maintain an even steady speed based on road and traffic conditions. Avoid repeatedly speeding up then slowing down.
- Reduce speed at night, on slippery roads, or in heavy sun glare.
- Visibility
- Keep in mind that since you are following other buses, your visibility is limited by the size of the

vehicle in front of you. Keep your distance.

Following Distance

Always maintain a safe following distance - a **MINIMUM** of 6 seconds in dry daylight conditions. Increase following distance at night, on slippery roads, or in heavy sun glare.

Steering & Lane Control

- Keep a firm grip on the steering wheel with both hands at all times. Should your tire hit a
- rut or debris in the roadway, it is essential that you maintain control and position, due to the narrow lane. Veering even slightly in either direction could cause a serious collision.
- Avoid making large or sudden steering wheel adjustments.
- Position your bus so that your position and direction can be maintained with small steering inputs.

Lane Position

- Keep your bus centered in the lane, especially when driving through the pinch points caused by overpasses.
- If you have any difficulty maintaining lane control, slow down.

Sun Glare

- During certain times of the year sun glare can be extreme in the XBL. A good pair of sunglasses can help, but be certain to put them on before entering the XBL and remove them prior to entering the tunnel.
- Adjust sun visor as needed to reduce glare, but be careful not to block your vision.
- During times of heavy sun glare, reduce speed and increase following distance.
- Keep in mind that the glare is increased when the roadway is wet.

Other

- Keep your eyes moving to check clearances and traffic
- Do not engage in conversation with passengers or take your attention off the road even for a moment.

Accident Procedures

- Make sure the bus is properly secured.
- Turn off the engine.
- Ask if anyone is injured and assist if needed.
- Call Dispatch on the radio.
- Obtain the name, address, license plate number, driver's license number, and insurance company information and policy numbers of all other vehicles involved.
- Obtain names of passengers and witnesses. Follow instructions of Police and Emergency Personnel
- Complete an Academy Accident Report immediately upon returning to the garage. Be specific and complete when filling out the report, and be sure to sign where indicated.



DRIVECAM System

The Drive Cam system is a state-of-the-art digital event recorder, which requires no input or effort on your part to operate. The system is always on and is wireless based. The cameras DO NOT constantly record. These are not video cameras but single event recorders with no discs or tapes. They are automatically activated in the event of a significant G-force event (accident, hard braking or turning). They will not activate during normal driving conditions.

The Drive Cam system is designed to protect you in the event of an accident, near accident, altercation, or other situation where only a video/audio record of the event will support your statement of the events. This system is already widely used in the bus, truck, and livery industries. It is a proven technology that has vindicated many drivers from situations where the other driver or person involved altered the story after said event.

The Drive Cam recorder systems are always powered by the coach electrical system or internal battery power. They will record and transmit whenever activated, including attempts to tamper with the system. Anyone found tampering with the system would face disciplinary action. As professionals, we expect that you will realize the significant benefit this brings to safe, professional drivers.

The system will be installed in all company vehicles including maintenance trucks and company cars. We are excited to be able to continue to bring new technology to our fleet and support the safety and security of our professional drivers and our passengers.

Log Policy Statement

If you have not attended a meeting covering Drive Cam, please speak to your manager or safety manager for additional information.

The United States department of transportation, along with various state agencies, issues certain rules and regulations governing the operation of passenger motor carriers. One of the most important of these is part 395 of the federal motor carrier regulations, which requires each professional motor coach operator to keep a daily log showing the number of hours you are on and off duty in each 24-hour period. You are responsible for thoroughly familiarizing yourself with these regulations and you are expected to have your log book in your possession at all times when you are on duty.

Policy Statement

It is the policy of Academy that when our professional motor coach operators reach their intermediate or final destination, and are capable of securing their vehicle, and are available to pursue their own personal interest, that they may log off duty. It is generally accepted that to overcome fatigue, the professional motor coach operator must be off duty for more than ten minutes.

Every professional motor coach operator is reminded that the relief from duty outlined above is intended solely to provide an opportunity to rest and relax. If our experience indicates the intended purpose is not being served, it may be withdrawn.

Purpose

The purpose of the professional motor coach operator's daily log is to maintain a record of hours of service. The purpose of part 395 of the federal motor carrier safety regulations is to reduce professional motor coach fatigue.

Definitions

Adverse driving conditions, means snow, sleet, fog, other adverse weather conditions, a highway covered with snow or ice, or unusual road or traffic conditions, none of which were apparent on the basis of information known to the person dispatching the run at the time it was begun.

Driving time means all time spent at the driving controls of a commercial vehicle in operation.

Eight consecutive days means the period of 8 consecutive days beginning on any day at the time designated by the motor carrier for a 24-hour period.

Multiple stops means all stops made in any one village, town, and or city may be computed as one.

On duty time means all time from the time a professional motor coach operator begins to work or is required to be in readiness to work, until the time he / she is relieved from work and all responsibility for performing work.

Twenty-four-hour period means any 24 consecutive-hour period beginning at the time designated by the motor carrier for the terminal from which the professional motor coach operator is normally dispatched.

Hours of Service Regulation

This is to remind you of the following D.O.T. regulations:

- You must submit a daily log for each and every day of the year, whether you performed work or not.
- You must account for all time spent driving as well as on duty not driving while working for any motor carrier. You must submit a copy of your daily log to each motor carrier on your work performance so that each motor carrier may accomplish the proper accounting of hours.
- You must account for all time spent performing non-driving functions that you receive compensation for. For example, you must log all hours worked at your own business, or any other person's business, on line 4 of your daily log, as long as you were paid for that particular job.

Your logs are being carefully monitored for compliance. Thank you for your cooperation.

The 70-Hour/8-Day Limit Operating Within the Legal Limits

- You cannot drive after having been on duty for 70 hours or more in any 8-consecutive days
- 8-consecutive days does not mean a "work week" — it means any 8-consecutive days
- You never "start over" when calculating hours
- On-duty time includes all time driving and working

How To Calculate Your Hours

- Add on-duty hours of the last 7 days
- If you have more than 70 hours you may not drive that day
- If you have fewer than 70 hours subtract total from 70 hours
- The difference is the amount of time you have remaining for that day
- The next day the oldest day's hours drop out of consideration and the new day's hours are added
- Again, subtract total from 70 hours
- Continue this pattern each day

Driving Safety Standard Reminder

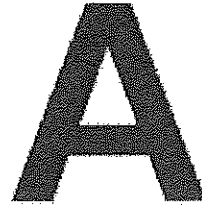
Please remember the following important safety procedures, established to help keep you and your passengers safe and free of injury:

- Never wear any headphones while driving.
- Never use cell phone while driving.
- Never go off route unless authorized.
- Never divert your attention by waving at friends and/or co-workers in tight quarters.
- Never make quick starts, stops, or changes of direction, especially with standees.
- Never assume you have the right-of-way.
- Never idle your engine for more than 3 minutes when parked in a city, etc.
- Never leave bus unattended with the engine running.
- Never exceed speed limit.
- Never roll through stop signs.
- Never blow your horn in congested area, only use in case on emergency.
- Always be in full uniform.
- Always make announcements for each stop.
- Always remember to set your outside speakers.
- Always remember to run your engine at "Fast Idle" when bus is at idle.
- Always operate with your headlights on, day and night.
- Always position your bus to avoid backing; this requires pre-planning.
- Always walk around your bus before backing.
- Always keep 5 seconds of space cushion in front of your bus, at any speed.
- Always pay special attention to your convex mirrors before changing direction.
- Always signal before making any change in direction.
- Always know what is around your bus, on all sides and behind.
- Always beware of wet or damp leaves on the roadway.
- Always cancel your turn signals and flashers when not required.
- Always block your right and left side before turning; never buttonhook.
- Always give way to those not as skilled and professional as yourself.
- Always remain patient and in control of your emotions.
- Always expect the unexpected.
- Always cover your brake when approaching and entering intersection.
- Always remember a green light does not always mean "Go".
- Always report for work well rested.

Academy Ten Commandments of Good Business

1. A customer is the most important part of any business.
2. A customer is not dependent on us, we are dependent on them.
3. A customer is not an interruption of our work, they are the purpose of it.
4. A customer does us a favor when they call, we are not doing them a favor by serving them.
5. A customer is a part of our business, not an outsider.
6. A customer is not a cold statistic, they are flesh and blood human beings with feelings and emotions like our own.
7. A customer is not someone to argue or match wits with.
8. A customer is deserving of the most courteous and attentive treatment we can give them.
9. A customer is the person that makes it possible to pay our salary.
10. A customer is the life and blood of this and every other business.

EXHIBIT 6: PREVENTIVE AND MAINTENANCE FORMS



A – INSPECTION 30 DAY / 2500 MILES		DATE	
BUS #		W.O. #	
TERMINAL		MILES	

LEGEND: ✓ - OK X - DEFECT ⊗ - CORRECTED

TOP	INSPECTED	CORRECTED
<input type="checkbox"/> Check air leaks, 3psi/minute max, brakes applied. (Mini – Vacuum/Fluid loss) Perform D.O.T. brake test.	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Check low air buzzer & light, horn, wipers, P.A. system, A.M./F.M. Cassette/CD, Video, 2-way radio, Drivecam Camera & GPS	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Check kneeler/drain/wheel chair lift high ride/low ride/interlocks touchbars.	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Check exterior lights: head, marker, tail, stop, turn, signals, flashers, back-up	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Check tire and wheel condition wheel cracks wheel nuts List tread depth:	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> RF LF LD LOD RID ROD RT LT List air pressure:	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> RF LF LD LOD RID ROD RT LT Check Engine compartment: Leaks, oil, air, fuel, coolant, hydraulic. Fan gear box, belts, idlers, hoses, wiring.	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Check Coolant level: antifreeze Protected to	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> J-Model Only Check SmartTire operation	<input type="checkbox"/>	<input type="checkbox"/>

BOTTOM	INSPECTED	CORRECTED
<input type="checkbox"/> Review driver write-ups	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Check brake cond/adjust: check air leaks brakes applied (Mini-Check Fluid leaks) Brake stop results:	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Foot _____ Hand _____ Brake _____ Throws RFA LFA LDA RDA RTA LT	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Drain air tanks: check cond. Dryer Oil present: Y N Carbon buildup: Y N	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Steam Clean Needed: Y N	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Check & grease /shaft: driveline, tag axle, kingpins, tie rod ends, drag link ends, ball joints.	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Check heating – A/C system Freon level – A/C motors	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Check Coach Interior appearance: seats, recliners, footrests, floor, glass, restroom Cleanliness	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Check Coach Exterior Appearance: Wheel Paint, Cleanliness	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> D.O.T. Sticker Expire	<input type="checkbox"/>	<input type="checkbox"/>

Completed By: _____

Supervisor: _____

Remarks:



B INSPECTION 90 DAY/10000 MILES
Flex/RTS/Mini 90 DAY/5000 MILES

DATE	
W.O. #	
MILES	

LEGEND:
 ✓ = OK
 X = DEFECT
 ⊗ = CORRECTED

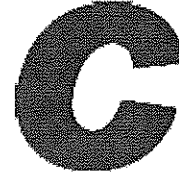
B

BUS #	W.O. #	DATE	INSPECTED	CORRECTED
TERMINAL	MILES			
TOP			INSPECTED	CORRECTED
		Review driver write-ups Deferred Maintenance D.O.T. expires		
		Check air leaks 3 psi per minute maximum brakes applied (Mini – Vacuum/Fluid loss) Perform D.O.T. brake test.		
		Check dash gauges & alarms. Low air buzzer & light, indicator lamps, Horns, wipers, washers, seat belt, AM/FM, Video, Drivecam Camera, GPS, 2way radio.		
		Check fire extinguisher, charge mtg., Amerex system		
		Check interior condition: floor, steps, seats, upholstery, recliners, foot rests, glass, clean and lubricate push-out windows, escape hatch, EZ pass, check kneeler and kneeler filters/cycle wheel chair lift, slide wheelchair seats and clean tracks, Hi/Low ride, interlocks, touch bars, 2-way radio, video, DriveCam camera, GPS.		
		Check restroom lights, lock, seal, dispensers, exhaust fan. Dump valve leaking: Y N		
		Check interior lights, indirect, reading, isle, step, dash gauges& illuminator, pass chime/stop request.		
		Check exterior body condition: panels, bag doors, cables, springs, locks.		
		Check exterior lights, head marker, stop, tail, backup, license, flashers, & reflectors.		
		Check battery condition, cable, water, load test Clean & spray battery cables. Load Test results _____, Generator output _____, Battery voltage _____ And Charge capacity _____		
		Check triangles, run up block, spare belts & first aid kit.		
		Check AC motor brushes, parcel rack evap-cond, defroster, restroom, exhaust fan, clean driver AC screen and replace parcel rack filters		
		Check voltage, 27.5 volts full throttle, A/C on, Check voltage drop, fast & slow idle (12 volt system 14.0 volts) _____ volts fast idle _____ volts full throttle		
		Check AC heating, comp oil, mounts, AC hoses, AC dryer, Freon level.		
		Check Air regulators, fan, AC, tag axle.		
		Check air cleaner, piping, ether cap, hoses, & housing restriction _____ inches.		
		Check fan gear box, drive shaft, oil & mounts. Check for wear and cracks		
		Check coolant level/ protection. Check Nalco Test Strip. Protected to _____		
		Check trans oil level/condition.		
		Check fan blades.		
		Check engine compartment: engine mounts, belts, idlers, hoses, clamps, leaks, oil, air, fuel, coolant, hydraulic, belt tension cylinders.		
		Wiring: check low oil switch, low coolant sensor coolant recovery, starter/alternator cables for chafing, 110 volt engine heater, engine sensors & harness.		
		Check condition engine: noise, smoke, blowby, oil consumption, oil pressure, 50 PSI full throttle, record oil PSI: at idle _____ at full throttle _____ Engine codes (check engine light)		
BOTTOM			INSPECTED	CORRECTED
		Check brake cond/adjust: check air leaks brakes applied (Mini – Check fluid leaks) Brake _____ Throws RFA LFA LDA RDA RTA LTA ABS codes?		

Drain air tanks, check cond dryer, comp. Oil present: Y N, Carbon buildup: Y N		
Check Undercarriage, check airfluid leaks, brake applied, speedo cables & P.U., check front end ball joints, steering gear box mountings, kingpins, radius rod bushings, V-links, sway bar links, shocks, bellows, & mounting, brake air hose for chaffing, engine frame & mounts, muffler, tail pipe and DPF.		
Check leaks: oil, air, fuel, coolant, hydraulic, engine, trans, diff, power, steering. Steam Clean?		
Check Tires: condition, air pressure, wheel cracks, nuts, coin holes, align front end (1/16" toe in), if front tires feathering. Check SmarTire deviation and adjust. Check lug tightness with torque wrench. Tread depth: _____ P.S.I. _____ RF LF LD LOD RD ROD RT LT RF LF LD LOD RD ROD RT LT		
Complete lubrication: check diff oil level/condition, check drive line / shaft. Grease entrance door hinge.		
Engine oil change: take sample and attach form, change engine oil filter, trans oil filter, fuel filters, coolant filter.		

Completed By: _____ Supervisor: _____

REMARKS



C – SEASONAL SPRING INSPECTION 180 DAY		DATE	
BUS #		W.O. #	
TERMINAL		MILES	

LEGEND: ✓ - OK ✗ - DEFECT ⊗ - CORRECTED

	INSPECTED	CORRECTED
<input type="checkbox"/> Check And Clean A/C Screen And Evaporator Do Not Use High Pressure Washer!	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Check And Clean Condenser Unit Do Not Use High Pressure Washer!	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Check A/C Belt, Tensioner, Pulleys And Alignment.	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Check AC Belt Tension.	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Check A/C compressor saddle bushings and mounting	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Check all water lines and valves for leaks.	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Inspect inside electrical panels for corrosion and any electrical maintenance needed.	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Check expansion valves.	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Check condenser motor and brushes.	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Check evaporator motor and brushes.	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Check defroster motor and brushes.	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Check any overhead or passenger blower motors and brushes.	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Replace overhead return air filters. (if equipped)	<input type="checkbox"/>	<input type="checkbox"/>

	INSPECTED	CORRECTED
<input type="checkbox"/> Replace A/C dryer	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Check all refrigerant lines, hoses and fittings for leaks, cuts or chaffing.	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Check Freon level	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Change A/C compressor oil. Check for oil leaks.	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Check A/C compressor front seal for leaks.	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Check A/C compressor for Freon leaks. (Make sure all service caps are installed)	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Check high and low pressure out out switches.	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Perform battery load test	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Check alternator voltage output.	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Check voltage drop	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Check and clean duckbill(s) underneath coach	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Check lavatory fan motor and brushes	<input type="checkbox"/>	<input type="checkbox"/>

Completed By: _____

Supervisor: _____

Remarks:



MAJOR CLEAN		DATE		LEGEND: ✓ = OK X = DEFECT (X) = CORRECTED
BUS #		W.O. #		
TERMINAL		MILES		
TOP				
	Remove all trash/papers, Etc. from driver area, dash, entrance way, flooring, restroom, driver armrest comp.			
	Clean and Scrub Toilet. Walls. Mirror, Trim, Check Toilet Seat, Floor			
	Clean Toilet Seat Check Toilet Instruction Decals			
	Clean and Scrub Ceiling Panels including Roof Hatches			
	Remove Baggage Marks from Ceiling Panels			
	Clean and Scrub Parcel Racks/Compartment - Top and Bottom. Inside and Out including Door			
	Clean and Scrub Rear Wall including Area Behind Seat			
	Clean Modesty Panels Front and Back including Moldings			
	Clean and Scrub Side Panels L.H.			
	Clean and Scrub L.H. Longitudinal Duct			
	clean and Scrub R. H. Side Panel			
	Clean and Scrub RH Longitudinal Duct			
	Clean and Scrub Seat Tracks and Leg Mtg. And Foot Rests			
	Gum Removed from Upholstery and Floor Covering			
	Clean Seat Back Panels			
	Clean Arm Rests and Covers			
	Clean and Scrub Ashtrays			
	Treat Interior vinyl Trim and Dash			
	Clean and Wipe Dash Area - Gauges - Steering Wheel and Column Turn Indicator			
	Clean and Wipe Windshields, Upper and Lower. Side Windows			
	Clean and Wipe Drivers side and Toll Window			
	Clean and Wipe Entrance Door - Upper and Lower Glass - Finger Guard			
	Mop and Scrub Floor Cover Entrance Area. Steps. Drivers Floor Area, Under Brake and Throttle pedal. Under Seats, Behind Modesty Panels and Restroom			
	Put All Seats in Up-Right Position			
	Put All Footrests in the Up-Right Position			
	Close All Parcel Rack Doors			
	Clean Video Monitors and Covers			
	Scrub and Clean Post between Side Windows			

Completed By: _____

Supervisor: _____



E

E- INSPECTION 100,000 MILES		DATE		LEGEND: ✓ = OK X = DEFECT ✘ = CORRECTED
BUS #		W.O. #		
TERMINAL		MILES		
TOP			INSPECTED	CORRECTED
	Drain Rear-end Fluid & Replace			
	Check Magnetic Drain Plug For Metal			
	Check Drive Shaft			

Completed By: _____

Supervisor: _____



F

F- INSPECTION 48,000 MILES		DATE	
MCI / PREVOST / FLEX / RTS / NOVA		W.O. #	
BUS #		MILES	
TERMINAL			

LEGEND:
 ✓ = OK
 X = DEFECT
 ⊗ = CORRECTED

TOP		INSPECTED	CORRECTED
	Drain Oil & Trans Fluid / Change Filters & Sample		
	Inspect All Lines for Chaffing & Leaks		
	Close Off Dipstick with Shrink Tubing		

Completed By: _____

Supervisor: _____



DOT

PRE – D.O.T. INSPECTION

DATE	
W.O. #	
MILES	

LEGEND:
 ✓ = OK
 X = DEFECT
 ⊗ = CORRECTED

BUS #	DATE	W.O. #	
TERMINAL		MILES	
TOP			INSPECTED
Review drivers' write-ups, deferred maintenance, DOT expiration			CORRECTED
Check dash gauges and alarms, low air buzzer, indicator lamps, turn signals, wipers, washers, seat belt, two way radio, video, camera and GPS			
Check fire extinguisher, fire suppression system			
Check interior condition and floor, steps, window seals, upholstery, recliners, head rests, glass, emergency windows, escape hatches, wheelchair lift, kneeler, interlock, touch bars			
Check restroom lights, lock, door seal, exhaust fan			
Check interior lights, reading lights, aisle lights, step lights, passenger chimes, stop request			
Check exterior body condition, panels, locks, battery cables, door hinges			
Check exterior lights, headlights, markers, stop lights, backup lights, flashers, reflectors			
Clean a/c screen, triangles, spare belts			
Check a/c motor brushes, evaporator condition, clean drivers' a/c screen			
Check voltage 27.5V full throttle, a/c on, check voltage drop			
Check a/c and heat, compressor oil, mounts, a/c hoses, a/c dryer, Freon level			
Check air regulators, a/c and tag axle regulators			
Check air cleaner, piping, filter caps, hoses			
Check fan gear box, oil and mounts			
Check coolant level protection			
Check transmission oil			
Check engine compartment, engine mounts, belts, idlers, hoses, leaks(air, fuel, coolant, hydraulic)			
Wiring: check low oil switch, low coolant sensor, alternator cables			
Check condition of engine: noise, smoke, blow by, oil consumption, oil pressure 50 psi full throttle, air cleaner housing			
BOTTOM			INSPECTED
Check brake condition, check air leaks when brakes applied			CORRECTED
Check condition of dryer, air compressor			
Check undercarriage: check power steering fluid, speedometer cable, check front end, steering gear box mounting, radius rod bushings, V-links, shocks, bellows, sway bar and links, tie-rod ends, drag-link ends, tag axle bushings and mounting, brake hoses for chaffing, engine frame and mounts, muffler, tail pipe and drive shaft			
Check for leaks: oil, air, fuel, coolant, hydraulic, engine, transmission, differential, power steering			
Check tires: condition, air pressure, wheel cracks, lugs, hand holds, check hub oil level, Smartire operation			
Complete lubrication: check differential oil, level and condition			
Tapley brake test: foot brake 20' maximum Parking brake 56' max			

Completed By: _____

Supervisor: _____



PROFESSIONAL SUMMARY

Vision-driven change agent with exemplary record of financial administration success for leading organizations

Proven talent for aligning business strategy and objectives with established financial management paradigms to achieve maximum operational impacts with minimum resource expenditures. Growth-focused team leader who champions innovative solutions to drive continuous improvement, analyze data, and provide key insights to inform strategic plans. Exceptionally dedicated professional with keen interpersonal, communication, and organizational skills for the modern financial landscape specifically IT financials and digital transformation.

CORE COMPETENCIES

- Team Building & Leadership
- Customer Experience
- Training & Development
- Strategic Planning
- Global Intercompany Transactions
- Process Transformation
- Continuous Improvement
- Variance Analysis
- Automation & Efficiency
- Report Development
- Financial & Data Analytics
- Tech Tools & Solutions

PROFESSIONAL EXPERIENCE

MARY KAY, INC., DALLAS, TX, SEPTEMBER 2005 – MARCH 2023

ASSOCIATE MANAGER - INTERNATIONAL BILLINGS, July 2017 – March 2023

- Excel in the management of consulting services charge-outs and global documentation processes required by international tax jurisdictions.
- Spearhead global cost and billing on scalable projects like Salesforce.com and other cloud computing applications across Global IT and Brand Marketing assets aggregating over millions (USD) and charge-outs of other departments like Center of Excellence, Forecasting, Human Resources, and Regional Teams.
- Responsible for curating data with analysis presented by Executive team to C-Suite, influencing strategic business decisions and planning driven by corporate balance scorecard. Collaborated with partner group on special projects.
- Demonstrate deep knowledge of FinOps services, order-to-cash, general accounting, forecasting, project management and financial reporting to include intercompany, transactional and translation experience.
- Leverage advanced skills in policy writing and special projects, including implementation of continuous improvement processes with cost efficiencies and review of labor task classifications conforming to US tax laws.
- Assume ownership for developing and overseeing the performance of a team administering a Professional Services Automation SaaS solution as a tool; this functional role includes leading multiple integrations and end-to end implementation, upgrades, and UAT while maintaining data control, audit trails and controls, metadata integrity, data integrity, mapping, system configuration, and ongoing production support to encompass roadmaps, process documentation, end user training, and deep dives to understand underlying issues to help customers resolve problems. Technical domain expert on MKI internal processes with cross functional groups.
- Manage third-party vendors to include product assessment, management, and timely delivery of the projects to service the user community.

Key Achievements

- Drove ongoing deliverables in association with cross-functional projects, including IT and Cloud FinOps services like cloud costing and analysis at business unit and cost centers, application, and levels for projects such as Salesforce.com implementation and support.
- Administered a collaborative taskforce on FinOps cycle on Inform, Operate and Optimization leads on multi-million-dollar projects such as Microsoft licensing, Salesforce.com subscription and support charge-out projects.
- Delivered several system processes utilizing user reports and validation tools; this entailed developing self-service local currency billing reports for the global finance team, as well as the accounting teams in IT Centers of Excellence (CoE) across China, Russia, Mexico, Brazil, and Spain.
- Minimized overseas IT service credit process time from 16 hours to four hours.
- Pioneered integrated system processes across four SaaS systems and three cross-functional teams; areas of services extended to Concur - Travel, Expense and Invoice Solutions, SAP FieldGlass - Vendor Management, WorkFront Project Portfolio.
- Impacted a \$12M process with increased accuracy and timeline reductions on financial transactions.

- Converted multiple market-impacting month-end financial processes from manual to robotic process automation (RPA) in partnership with the PeopleSoft technical team.
- Configured system and collaborated with vendor to enhance FEx value flexibility features; reduced monthly overseas non-IT service credit from eight hours to 1.5 hours.

Leadership Accomplishments

- Championed a successful transition to WFH during the COVID-19 pandemic via constant, inclusive connection with direct reports and the associated teams.
- Augmented team productivity by 30% by highlighting cross training, team engagement, coaching, and motivation.
- Lead end to end projects on internal process transformation and developed Analytical real-time reports for internal customer groups, like IT Center of Excellence and Region finance teams to support operation and strategic needs.
- Motivated direct reports to grow and develop, take process ownership, and be involved in design phases for continuous improvement projects; this included coaching on understanding impact of aligning work to meet customer needs.

BILLING SUPERVISOR, September 2005 – June 2017

- Headed a team responsible for invoice generation to all subsidiaries and distributors, including drop shipments from vendor sites.
- Administered payment settlement of transactional and translational exposures.
- Facilitated international inquiries spread over a range of very specific and tactical real-time scenarios; also, aligned with services on shipment invoices in compliance with all statutory requirements.
- Integrated groups to include Global Inventory Control, Logistics, Import-Export Compliance, Configuration Management, International Tax, Customs, and Transportation.

Key Achievements

- Launched a Professional Services Automation SaaS solution to replace a manual Microsoft Excel timesheet process with Access DB; also, held responsibility for configuration, implementation, administrator team training, documentation, and end user training.
- Introduced value-added efficiencies in operational areas and reduced process time over 50%, in addition to scaling down error margins 80% by leveraging system tools and reducing customer response time.
- Converted manual post billing processes into automated processes; these efforts increased accuracy and reduced resource input errors by 30%, including building journal entries input by leveraging system resources.
- Boosted transparency in costs billed by developing detailed customer and financial reports with drill down capabilities globally, which enabled global markets to record intercompany transactions based on GAAP requirements; this also included developing training manuals and leading training sessions.
- Generated self-service reports for Centers of Excellence to local accounting needs, resulting in reduced correspondence and dependency on HQ.

Leadership Accomplishments

- Promoted resource management by developing a transferred non-performing resource to a key contributor within a span of two years; resource was promoted in her third year.
- Delegated team tasks downstream, which included training key management personal on PSA tools, resulting in building confidence and increasing exposure to team members.

PREVIOUS EXPERIENCE

CONSOLIDATED COMMUNICATIONS, DALLAS, TEXAS/USA | **STAFF ACCOUNTANT**

AKILI SYSTEMS, DALLAS, TEXAS/USA | **BUSINESS ANALYST**

CHOICE INTERMODAL, BANGALORE, KARNATAKA/INDIA | **SALES EXPORT & OPERATIONS ASSISTANT MANAGER**

LEADERSHIP ROLES

INDIA ASSOCIATION OF NORTH TEXAS, JANUARY 2019 – PRESENT

EXECUTIVE BOARD – TREASURER (not for profit), January 2022 – December 2022

- Administer non-profit financial and treasury day-to-day functions, including annual and scalable event budgeting and sponsorship management.
- Concentrate on corporate and entrepreneur sponsorship accounts.
- Serve as co-editor of monthly newsletter, as well as content co-manager for most external communications.
- Successfully led IANT's 3rd signature event International Women's Day held on March 2022, advocating a break away session for women and youth with corporate partners and sustainable programs like the Career Development – Leadership & Mentoring Program.

- Successfully led other programs, including Annual Painting Competition, a family-focused community event for ages 5 to 70+ as a precursor to IANT's signature event, India's Independence Day.
- Led and fulfilled volunteering duties for visa camps conducted in Dallas in collaboration with the Indian Consulate – Houston.
- Advocate programs focusing on environment, children, and women in partnership with other non-profits in the community helping compromised women and children, immigrant refugees, environment, elderly in need, and other community-driven programs.

EXECUTIVE BOARD – JT. TREASURER, January 2021 – December 2021

- Teamed effectively with the IANT Treasurer in managing the non-profit books of account, and liaised with respective services providers.
- Led the Annual International Women's Day in March 2021; this involved organizing webinars and collaborating on projects highlighting topics such as women breaking barriers, college admissions, and mental health during the COVID-19 pandemic years.
- Volunteered at visa camps and other community driven programs

BOARD OF DIRECTOR / VOLUNTEER, January 2019 – December 2020

- Recognized as a vital part of multiple core teams involved with Indian community services across the Dallas-Fort Worth Metroplex.

EDUCATION AND CREDENTIALS

EMBA - SUPPLY CHAIN; University of Texas at Dallas, Jindal School of Management, Dallas, TX

MASTER OF COMMERCE IN FINANCIAL ACCOUNTING & TAXATION; Bangalore University, Bangalore, India

CERTIFICATIONS & PROFESSIONAL TRAINING: Lean Six Sigma Green Belt

COMMUNITY INVOLVEMENT & INTERESTS

- Core volunteer, ROAR 4 Change (not for profit) serving Senior citizens, Dallas, TX
- Volunteer, One Earth One Chance (not for profit) generating environmental awareness, Dallas TX
- Worked with Bhutanese community relocated per the UN program, Dallas, TX
- Chairperson of Concessions at Wakeland High School (2018-2020)
- Contributory Member, Students Helping Honduras (not for profit)
- HOA, Architecture Approval Committee
- Enjoy serving the community, gardening, painting, brain tickling movies & documentaries

ADDITIONAL INFORMATION

Languages: English, Hindi, Kannada and familiar with 4 other Indian regional languages.

Technical Proficiencies: Microsoft Office Suite and Visio; SaaS/ERP solutions experience; RPA engagement, PSA application management; Analytical Tool experience, including Tableau, Upland Analytics

USDOT Number MC/MX Number Name

Enter Value: ACADEMY EXPRESS LLC

Company Snapshot

ACADEMY EXPRESS LLC
USDOT Number: 905572

ID/Operations | [Inspections/Crashes In US](#) | [Inspections/Crashes In Canada](#) | [Safety Rating](#)

Carriers: If you would like to update the following ID/Operations information, please complete and submit form [MCS-150](#) which can be obtained [online](#) or from your State FMCSA office. If you would like to challenge the accuracy of your company's safety data, you can do so using FMCSA's [DataQs](#) system.

Other information for this Carrier

- SMS Results
- Licensing & Insurance

Carrier and other users: FMCSA provides the Company Safety Profile (CSP) to motor carriers and the general public interested in obtaining greater detail on a particular motor carrier's safety performance than what is captured in the Company Snapshot. To obtain a CSP please visit the [CSP order page](#) or call (800)832-5660 or (703)280-4001 (Fee Required).

For help on the explanation of individual data fields, click on any field name or for help of a general nature go to [SAFER General Help](#).

The information below reflects the content of the FMCSA management information systems as of 05/18/2023.

To find out if this entity has a pending insurance cancellation, please [click here](#).

Entity Type:	CARRIER		
Operating Status:	AUTHORIZED FOR Passenger	Out of Service Date:	None
Legal Name:	ACADEMY EXPRESS LLC		
D/A Name:			
Physical Address:	111 PATERSON AVENUE HOBOKEN, NJ 07030		
Phone:	(201) 420-7000		
Mailing Address:	111 PATERSON AVENUE HOBOKEN, NJ 07030		
USDOT Number:	905572	State Carrier ID Number:	
MC/MX/FF Number(s):	MC-412682	DMNS Number:	-
Power Units:	516	Drivers:	514
MCB-150 Form Date:	02/10/2023	MCB-150 Mileage (Year):	8,772,067 (2022)
Operation Classification:			
<input checked="" type="checkbox"/> Auth. For Hire	<input type="checkbox"/> Priv. Pass.(Non-business)	<input type="checkbox"/> State Gov't	
<input type="checkbox"/> Exempt For Hire	<input type="checkbox"/> Migrant	<input type="checkbox"/> Local Gov't	
<input type="checkbox"/> Private(Property)	<input type="checkbox"/> U.S. Mail	<input type="checkbox"/> Indian Nation	
<input type="checkbox"/> Priv. Pass. (Business)	<input type="checkbox"/> Fed. Gov't		
Carrier Operation:			
<input checked="" type="checkbox"/> Interstate	<input type="checkbox"/> Intrastate Only (HM)	<input type="checkbox"/> Intrastate Only (Non-HM)	
Carrye Carried:			
General Freight	Liquids/Gases	Chemicals	
Household Goods	Intermodal Cont.	Commodities Dry Bulk	
Metal: sheets, coils, rolls	<input checked="" type="checkbox"/> Passengers	Refrigerated Food	
Motor Vehicles	Oil/field Equipment	Beverages	
Drive/Tow away	Livestock	Paper Products	
Logs, Poles, Beams, Lumber	Grain, Feed, Hay	Utilities	
Building Materials	Coal/Coke	Agricultural/Farm Supplies	
Mobile Homes	Meat	Construction	
Machinery, Large Objects	Garbage/Refuse	Water Well	
Fresh Produce	US Mail		

ID/Operations | [Inspections/Crashes In US](#) | [Inspections/Crashes In Canada](#) | [Safety Rating](#)

US inspection results for 24 months prior to: 05/18/2023

Total Inspections: 402
Total IEP Inspections: 0

Note: Total Inspections may be less than the sum of vehicle, driver, and hazmat inspections. Go to [Inspections Help](#) for further information.

Inspection Type	Vehicle	Inspections:		
		Driver	Hazmat	IEP
Inspections	328	213	0	0
Out of Service	6	1	0	0
Out of Service %	1.8%	0.5%	%	0%
Natl Average % as of DATE 04/28/2023*	22.15%	6.65%	4.47%	N/A

*OOS rates calculated based on the most recent 24 months of inspection data per the latest monthly SAFER Snapshot.

Crashes reported to FMCSA by states for 24 months prior to: 05/18/2023

Note: Crashes listed represent a motor carrier's involvement in reportable crashes, without any determination as to responsibility.

Type	Fatal	Crashes:		
		Injury	Tow	Total
Crashes	0	0	10	10

[ID/Operations](#) | [Inspections/Crashes in US](#) | [Inspections/Crashes in Canada](#) | [Safety Rating](#)

Canadian inspection results for 24 months prior to: 05/18/2023

Total Inspections: 1

Note: Total Inspections may be less than the sum of vehicle and driver inspections. Go to [Inspections Help](#) for further information.

Inspection Type	Inspections:	
	Vehicle	Driver
Inspections	1	1
Out of Service	0	0
Out of Service %	0%	0%

Crashes results for 24 months prior to: 05/18/2023

Note: Crashes listed represent a motor carrier's involvement in reportable crashes, without any determination as to responsibility.

Type	Fatal	Crashes:		
		Injury	Tow	Total
Crashes	0	0	0	0

[ID/Operations](#) | [Inspections/Crashes in US](#) | [Inspections/Crashes in Canada](#) | [Safety Rating](#)

The Federal safety rating does not necessarily reflect the safety of the carrier when operating in intrastate commerce.

Carrier Safety Rating:

The rating below is current as of: 05/18/2023

Review Information:

Rating Date:	03/04/2021	Review Date:	03/04/2021
Rating:	Satisfactory	Type:	Compliance Review

Section VII: PRICE PROPOSAL

YEARS 1 through 3

Motor Coach Bus, Local:	Monday-Friday	Weekend or Holiday
Flat Rate (Trip) <i>(4 HR MINIMUM)</i>	\$ 775.00	\$ 850.00
Hourly Rate	\$ 165.00	\$ 175.00
Mileage Rate	\$ 5.25	\$ 5.50
Cancellation Rate	* LESS THAN 48 HRS - NO REFUND * LESS THAN 2 WEEKS - 1/2 COST OF TRIP	

Motor Coach Bus, Long Distance:	Monday-Friday	Weekend or Holiday
Flat Rate (Trip)	\$ 1750.00/DAY	\$ 1900.00/DAY
Hourly Rate	—	—
Mileage Rate	\$ 5.25	\$ 5.50
Cancellation Rate	SAME AS ABOVE	

PRICE IS DETERMINED BY DAILY RATE OR MILEAGE RATE WHICHEVER IS GREATER

OPTION YEAR 1

Motor Coach Bus, Local:	Monday-Friday	Weekend or Holiday
Flat Rate (Trip) <i>(4 HR MIN.)</i>	\$ 825.00	\$ 900.00
Hourly Rate	\$ 185.00	\$ 195.00
Mileage Rate	5.50	5.75
Cancellation Rate	* SAME AS ABOVE	

Motor Coach Bus, Long Distance:	Monday-Friday	Weekend or Holiday
Flat Rate (Trip)	\$ 1850.00/DAY	\$ 2000.00/DAY
Hourly Rate	—	—
Mileage Rate	\$ 5.60	\$ 5.95
Cancellation Rate	SAME AS ABOVE	

SAME RULES APPLY AS ABOVE

23SC-208 Prequalification of Coach Bus Contractors

PRICE PROPOSAL (Cont'd)

OPTION YEAR 2

Motor Coach Bus, Local:	Monday-Friday	Weekend or Holiday
Flat Rate (Trip)	_____	_____
Hourly Rate	_____	_____
Mileage Rate	_____	_____
Cancellation Rate	_____	_____


Motor Coach Bus, Long Distance:	Monday-Friday	Weekend or Holiday
Flat Rate (Trip)	_____	_____
Hourly Rate	_____	_____
Mileage Rate	_____	_____
Cancellation Rate	_____	_____


OPTION YEAR 3

Motor Coach Bus, Local:	Monday-Friday	Weekend or Holiday
Flat Rate (Trip)	_____	_____
Hourly Rate	_____	_____
Mileage Rate	_____	_____
Cancellation Rate	_____	_____

Motor Coach Bus, Long Distance:	Monday-Friday	Weekend or Holiday
Flat Rate (Trip)	_____	_____
Hourly Rate	_____	_____
Mileage Rate	_____	_____
Cancellation Rate	_____	_____

OPTIONS YEARS 2 & 3
 AT THIS TIME MAY NOT
 BE PRICED. WE DO NOT
 FEEL THAT WE CAN FAIRLY
 PRICE THESE YEARS AS
 THEY ARE TOO FAR OUT
 AND MANY FACTORS ARE
 UNKNOWN. WE WILL BE
 WILLING TO NEGOTIATE
 PRICING AT RENEWAL
 TIME.



Submitted by:
 Offeror Name: Academy Express, LLC.
 Authorized Signature:  Date: 3/23/23
 Printed Name and Title: Antonio T. Ramos Vice President, JMW

Attachment A
CONTRACT AFFIDAVIT/CRIMINAL BACKGROUND CHECK

A. AUTHORITY

I HEREBY AFFIRM THAT I, (print name) ANTONIO T. RAMOS possess the legal authority to make this Affidavit.

B. CERTIFICATION OF REGISTRATION OR QUALIFICATION WITH THE STATE DEPARTMENT OF ASSESSMENTS AND TAXATION

I FURTHER AFFIRM THAT the business named above is a (check applicable items):

- (1) Corporation — ___ domestic or ___ foreign;
- (2) Limited Liability Company — domestic or ___ foreign;
- (3) Partnership — ___ domestic or ___ foreign;
- (4) Statutory Trust — ___ domestic or ___ foreign;
- (5) ___ Sole Proprietorship

and is registered or qualified as required under Maryland Law.

I further affirm that the above business is in good standing both in Maryland and (IF APPLICABLE) in the jurisdiction where it is presently organized, and has filed all of its annual reports, together with filing fees, with the Maryland State Department of Assessments and Taxation. The name and address of its resident agent (IF APPLICABLE) filed with the State Department of Assessments and Taxation is:

Name and Department ID Number: _____ Address: _____

and that if it does business under a trade name, it has filed a certificate with the State Department of Assessments and Taxation that correctly identifies that true name and address of the principal or owner as:

Name and Department ID Number: _____

Address: _____

C. AFFIRMATION REGARDING COLLUSION

I FURTHER AFFIRM THAT, to the best of my knowledge, information, and belief, neither I nor the above business has:

- (1) Agreed, conspired, connived, or colluded to produce a deceptive show of competition in the compilation of the accompanying Bid/Proposal that is being submitted;
- (2) In any manner, directly or indirectly, entered into any agreement of any kind to fix the Bid/Proposal price of the Bidder/Offeror or of any competitor, or otherwise taken any action in restraint of free competitive bidding in connection with the contract for which the accompanying Bid/Proposal is submitted.

D. EMPLOYMENT OF SEX OFFENDERS AND OTHER CRIMINAL OFFENDERS

I FURTHER AFFIRM THAT, I am aware of, and the above business will comply with, the following requirements of Section 11-722 of the Criminal Procedure Article, and Section 6-113 of the Education Article, Annotated Code of Maryland:

- A. Maryland Law requires sex offenders to register with the State and with the local law enforcement agency in the county in which they will reside, work, or attend school. **An AACPS contractor may not knowingly employ an individual to work at a school if the individual is a registrant.** A contractor violating this Law is guilty of a misdemeanor and may be subject to imprisonment not exceeding five years or a fine not exceeding \$5,000, or both.

See Section 11-722 of the Criminal Procedure Article, Annotated Code of Maryland.

B. An AACPS contractor or subcontractor may not knowingly assign an employee to work on school premises with direct, unsupervised, and uncontrolled access to children, if the employee has been convicted of:

- Section 3-307 of the Criminal Law Article, Maryland Annotated Code, *Sexual Offense in the Third Degree*;
- Section 3-308 of the Criminal Law Article, Maryland Annotated Code, *Sexual Offense in the Fourth Degree*;
- An offense under the laws of another state that would constitute a violation of Sections 3-307 or 3-308 of the Criminal Law Article if committed in Maryland;
- Child sexual abuse under Section 3-602 of the Criminal Law Article, Annotated Code of Maryland;
- An offense under the laws of another state that would constitute child sexual abuse under Section 3-602 of the Criminal Law Article if committed in Maryland;
- A crime of violence as defined in Section 14-101 of the Criminal Law Article, Annotated Code of Maryland; or
- An offense under the laws of another state that would constitute a crime of violence under Section 14-101 of the Criminal Law Article if committed in Maryland.

See Section 6-113 of the Education Article, Annotated Code of Maryland

E. ANTI-BRIBERY

The offeror warrants that neither it nor any of its officers, directors, or partners nor any of its employees who are directly involved in obtaining or performing contracts with any public body has been convicted of bribery, attempted bribery or conspiracy to bribe under the laws of any state or of the federal government or has engaged in conduct which would constitute bribery, attempted bribery, or conspiracy to bribe under the laws of any state or the federal government.

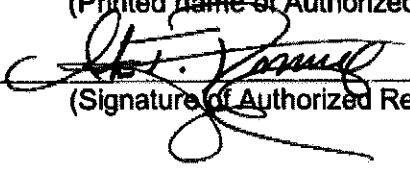
F. AGENT CERTIFICATION

The offeror warrants that it has not employed or retained any person, partnership, corporation, or other entity, other than a bona fide employee, bona fide agent, bona fide salesperson, or commercial selling agency working for the offeror, architect, or engineer, to solicit or secure this agreement, and that it has not paid or agreed to pay any person, partnership, corporation, or other entity other than a bona fide employee, bona fide salesperson, or commercial selling agency, any fee or other consideration contingent on the making of any agreement resulting from this solicitation.

Violations of any of these provisions may result in immediate termination for cause.

I DO SOLEMNLY DECLARE AND AFFIRM UNDER THE PENALTIES OF PERJURY THAT THE CONTENTS OF THIS AFFIDAVIT ARE TRUE AND CORRECT TO THE BEST OF MY KNOWLEDGE, INFORMATION, AND BELIEF.

By: Antonio T. Ramos
(Printed name of Authorized Representative and affiant)


(Signature of Authorized Representative and affiant)

3/22/23 Date

**ATTACHMENT B
CONFLICT OF INTEREST AFFIDAVIT AND DISCLOSURE**

(a) The Contractor warrants that, to the best of the Contractor's knowledge and belief, there are no relevant facts or circumstances which could give rise to a conflict of interest.

(b) Prior to commencement of any work, the Contractor agrees to notify the buyer immediately that, to the best of its knowledge and belief, no actual or potential conflict of interest exists or to identify to the buyer any actual or potential conflict of interest the Contractor may have.

(c) The Contractor agrees that if an actual or potential conflict of interest is identified during performance, the Contractor will immediately make a full disclosure in writing to the buyer. This disclosure shall include a description of actions which the Contractor has taken or proposes to take, after consultation with the buyer, to avoid, mitigate, or neutralize the actual or potential conflict of interest. The Contractor shall continue performance until notified by the buyer of any contrary action to be taken.

(d) Remedies - The Board may terminate this contract for convenience, in whole or in part, if it deems such termination necessary to avoid a conflict of interest. If the Contractor was aware of a potential conflict of interest prior to award or discovered an actual or potential conflict after award and did not disclose it or misrepresented relevant information to the buyer, the Board may terminate the contract for default, suspend the Contractor from further Board contracts, or pursue such other remedies as may be permitted by law or this contract.

(e) The Contractor agrees to insert in each subcontract placed hereunder, provisions which shall conform substantially to the language of this affidavit.

I DO SOLEMNLY DECLARE AND AFFIRM UNDER THE PENALTIES OF PERJURY THAT THE CONTENTS OF THIS AFFIDAVIT ARE TRUE AND CORRECT TO THE BEST OF MY KNOWLEDGE, INFORMATION, AND BELIEF.

By: Antonio T. Ramos
(Printed name of Authorized Representative and affiant)


(Signature of Authorized Representative and affiant)

Date: 3/03/03

**ATTACHMENT C
EMPLOYMENT SCREENING AFFIDAVIT**

A. AUTHORITY

I HEREBY AFFIRM THAT:

I, (print name) ANTONIO T. RAMOS possess the legal authority to make this Affidavit on behalf of ACADEMY EXPERTS, LLC (name of company).

B. SCREENING APPLICANTS FOR EMPLOYMENT UNDER AN AACPS CONTRACT

Effective July 1, 2019, Maryland Law requires contractors to screen all applicants for a position involving direct contact with minors as defined in Section 6-113.2 of the Education Article, Maryland Annotated Code ("statute").

Screening requires the applicant to submit to the contractor the following:

1. Contact information of:
 - The current employer
 - All former school employers; and
 - All former employers of the applicant in which the applicant was employed in a position involving direct contact with minors.
2. Written consent form signed by applicant to release all records relating to child sexual abuse or sexual misconduct.
3. A written statement of whether the applicant:
 - Has been the subject of a child sexual abuse or sexual misconduct investigation by any employer, arbitrator, county board, state licensing agency, law enforcement agency, or child protective services agency, unless the investigation resulted in any of the findings listed in Section 6-113.2(B)(3)(i)(1-5), of the statute.
 - Has ever been disciplined, discharged, nonrenewed, or asked to resign from employment, or has ever resigned from, or otherwise separated from, any employment while allegations of child sexual abuse or sexual misconduct were pending or were under investigation, or due to an adjudication or findings of child sexual abuse or sexual misconduct; or
 - Has ever had a license, professional license, or certificate suspended, surrendered, or revoked while allegations of child sexual abuse or sexual misconduct were pending or under investigation, or due to an adjudication or findings of child sexual abuse or sexual misconduct.

Before hiring an applicant for a position involving direct contact with minors, the Contractor shall:

1. Review an applicant's employment history by contacting employers listed by the applicant and requesting dates of employment and answers to questions regarding child sexual abuse or sexual misconduct required by the statute; and
2. Request a report from the Maryland State Department of Education regarding the applicant's eligibility for employment or certification status to determine whether the applicant a) holds a valid and active certification appropriate for the position and is otherwise eligible for employment; and b) has been the subject of professional discipline related to child sexual abuse or sexual misconduct.

If the information from an applicant's employer includes an affirmative response to the child sexual abuse or sexual misconduct questions, and the Contractor wants to further consider the applicant for employment, the Contractor shall request additional information from the employer including records related to the child sexual abuse or sexual misconduct.

Contractor shall conduct the employment history review of the applicant: 1) at the time of initial hiring of the employee; or 2) before the employee is assigned to work for a school entity in a position involving direct contact with minors.

Contractor shall maintain a record of each employee's employment history review required by the statute; and provide to AACPS access to the employee's records upon request.

Before assigning an employee to perform work for AACPS in a position involving direct contact with minors, Contractor shall provide notice to AACPS of any affirmative responses to the child sexual abuse or sexual misconduct questions required by the statute.

Contractor may not assign an employee to perform work for AACPS in a position involving direct contact with minors if AACPS objects to the assignment after receiving notice required by the statute.

Notwithstanding any other remedies available under the Contract, Contractor may be subject to disciplinary action by the Maryland State Department of Education for willful violations of the statute.

I FURTHER AFFIRM THAT:

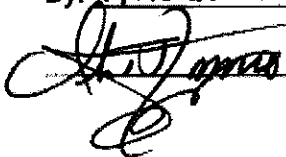
I am aware of, and the above business will comply with, the requirements of Section 6-113.2 of the Education Article, Annotated Code of Maryland.

Violations of any of these provisions may result in immediate termination for cause.

I DO SOLEMNLY DECLARE AND AFFIRM UNDER THE PENALTIES OF PERJURY THAT THE CONTENTS OF THIS AFFIDAVIT ARE TRUE AND CORRECT TO THE BEST OF MY KNOWLEDGE, INFORMATION, AND BELIEF.

Date: 3/23/23

By: Rodrigo T. Ramos (printed name of Authorized Representative and affiant)

 (signature of Authorized Representative and affiant)



Acknowledgement of Nepotism Policy

Effective Date of Change

Name (Last) RAMOS	(First) ANTONIO	(MI) T.	Employee ID#	Supervisor's Name (if applicable)
Position Vice President, Sales			<input type="checkbox"/> Employee <input type="checkbox"/> Board Member <input checked="" type="checkbox"/> Contractor	Location

Please be aware of Board of Education Policy GAF and Administrative Regulation GAF-RA regarding nepotism. To comply with this policy and regulation, you must complete the following:

- I do not have any of the family members defined in #2 or #3 below, or persons living in my household who are employed by Anne Arundel County Public Schools (AACPS)/Board of Education.
(If you select this box, proceed to Signature/Date section)
- The following immediate family members (spouse, parent, child, sibling, grandparent, grandchild, aunt, uncle, niece, nephew, mother-in-law, father-in-law, sister-in-law, brother-in-law, son-in-law, daughter-in-law, grandparent-in-law, grandchild-in-law, uncle-in-law, niece-in-law, nephew-in-law, and all step relationships) are employed by AACPS/Board of Education:

Name	Relationship
Position Title	Position Location
Name	Relationship
Position Title	Position Location
Name	Relationship
Position Title	Position Location
Name	Relationship
Position Title	Position Location

- The following non-relatives live in my household and are employed by AACPS/Board of Education:

Name	Relationship
Position Title	Position Location
Name	Relationship
Position Title	Position Location

I affirm that the information provided by me on this form is correct to the best of my knowledge. I understand that I am required to complete a new nepotism form should circumstances change and relationships as detailed above develop during my employment with AACPS/Board of Education. I will submit a new form within 30 days in accordance with Administrative Regulation GAF-RA.

Signature: *[Handwritten Signature]*

Date: **5/23/23**

Internal Use Only	Reviewed by: _____	<input type="checkbox"/> Contacted Employee/ Board Member	<input type="checkbox"/> Contract Lead	<input type="checkbox"/> Filed
	Date: _____ Initial: _____			

