
Capital Area Transportation Authority

Sustainability Initiative

Request for Proposal – Project # 2019-105

SCHEDULE OF ACTIVITIES

RFP Released:	September 10, 2019
Written Questions Due to CATA:	September 20, 2019 @ 2:00 PM Eastern Time
CATA's Responses to Questions Released:	October 4, 2019
Number of Proposals and Due Date:	Submit six (6) proposal copies and (1) electronic ("PDF") copy on CD/DVD or flash drive by 2:00 PM Eastern Time on October 15, 2019
Anticipated Award Date:	November 2019

Released on: September 10, 2019

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Capital Area Transportation Authority

Sustainability Initiative

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SECTION I: PROCUREMENT PROCESS

I-A Issuing Office

This Request for Proposal (“RFP”) is issued by Capital Area Transportation Authority (“CATA”), 4615 Tranter Street, Lansing, MI 48910.

All communications regarding this project during the procurement process must be in writing and addressed to CATA’s Purchasing & Contracts Department:

Ms. Nicole Wilson
Purchasing & Contracts Manager
Capital Area Transportation Authority
4615 Tranter Street
Lansing, MI 48910
E-mail: nwilson@cata.org

I-B Project Management

The person designated to perform as CATA’s Project Manager **AFTER AWARD** of the Project is named below. **This person is not to be contacted by Respondents prior to award.** The only CATA contact during the RFP process is CATA’s Purchasing and Contracts Employee named above.

Ms. Janet Arcuicci, AICP
System Planner
Capital Area Transportation Authority
4615 Tranter Street
Lansing, MI 48910

I-C Project Oversight

The oversight of this CATA Project is the responsibility of the CATA Project Manager, or designee, named in Project Management Section I-B above.

The Contractor will be required to work with CATA staff and service agencies as directed by CATA throughout the duration of the Contract and attend Progress Meetings as required by the CATA Project Manager.

I-D Incurring Costs

CATA is not liable for any cost incurred by any party prior to signing of a contract with that party and then only upon written authorization from CATA to proceed with the project.

I-E Contract Term

The term of the proposed contract will commence on the date of the executed contract, and continue for a one (1) year period.

I-F Contract Extension

Not applicable.

I-G Type of Contract

CATA reserves the right to award without providing a short-list of Contractors or hold short-list interviews or presentations. The award of this solicitation will result in a Fixed Rate Contract.

I-H Questions/Changes to the RFP

It is the desire of CATA to provide the same information to all interested parties to ensure fairness and impartiality in the procurement process. To that end, CATA will not respond to telephone inquiries or personal visits. Visitation by respondents or their representatives may be made to CATA only at the pre-proposal meeting, if held. All questions are to be submitted in writing. **Submit written questions (via U.S. postal service or e-mail) to the CATA Purchasing & Contracts Department at the address indicated in Section I-A above no later than the date and time indicated on the Schedule of Activities above.** Any changes made to this RFP, in response to the questions or concerns raised in any scheduled pre-proposal meeting or through correspondence received by CATA prior to the pre-proposal meeting, will be put in writing to all firms attending any scheduled pre-proposal meeting or otherwise indicating an interest in this project and posted on CATA's website by the date stated on the above *Schedule of Activities* page. No changes will be made in the RFP after such changes/answers are distributed.

I-I Pre-Proposal Meeting

Not Applicable.

I-J Proposals

To be considered for award, each respondent must submit a complete response to the RFP, using the designated format (if any) and accepting the requirements of Sections II and III below. Proposals are to be submitted only to CATA. No other distributions of proposals are to be made. An official authorized to bind the respondent to the proposal must sign the proposal in ink. Submission of a proposal shall bind the respondent to all provisions of the proposal, including costs, for a period extending not less than one hundred eighty (180) days following the Proposal Due Date, which is stated in the Schedule of Activities above. Submit the number of proposal copies per the directions indicated on the *Schedule of Activities* page above. Proposals, including price sheets, must be submitted to CATA by the time and date set as the Proposal Due Date indicated on the *Schedule of Activities* page above. The respondent is solely responsible for the timely delivery of the proposal to CATA. Except as provided below, late proposals will not be considered.

Late proposals which are received after the Proposal Due Date may be considered, if the respondent establishes to CATA's satisfaction within five (5) days of the Proposal Due Date that the delay was due to an independent event outside the control of respondent, such as acts of God or the public enemy, war, national emergency, labor strikes, the failure of the U. S. Postal Service to deliver first-class, registered, or certified mail within five (5) days, or the failure of a national courier service recognized by CATA to deliver as guaranteed or specified. CATA will require documentation to excuse late delivery, including, but not limited to, signed statements or affidavits, postmarks, original postal receipts, courier receipts, and shipment tracking logs in a form satisfactory to CATA. All proposals submitted in response to this RFP will become the property of CATA and will not be returned to the respondent.

I-K Submission Requirements

Refer to Section II-D Proposal Requirements.

I-L Acceptance of Proposal Content

The contents of this RFP, its attachments, and the proposal will become contractual obligations if a contract ensues. Failure of the successful respondent to accept these obligations may result in elimination of the respondent from the selection process. CATA further reserves the right to interview the key personnel assigned by the successful respondent to this project and to recommend reassignment of personnel deemed unsatisfactory by CATA.

I-M Economy of Presentation

Each proposal should be prepared simply and economically, providing a straightforward, concise description of the respondent's ability to meet the requirements and objectives of this RFP. Emphasis should be on completeness and clarity of content.

I-N Primary Contractor Responsibilities

The selected contractor(s) (Primary Contractor) will be required to assume responsibility for all services offered in its proposal whether or not the contractor performs them. Further, CATA will consider the selected respondent to be the sole point of contact with regard to contractual matters, including payment of any and all charges resulting from the contract.

If any part of the work is to be subcontracted: All subcontracted work to which costs will be passed through CATA or outside services must comply with CATA's procurement procedures. All bidding summary sheets must be attached to subcontractor receipts/invoices and sent to CATA. Any sole-source awards must be documented, and this documentation must be attached to the invoice submitted to CATA.

The primary contractor is responsible for adherence by the subcontractors to all provisions of the contract. CATA must review and approve, in writing, all subcontractors. All subcontractors must be included in the initial proposal with descriptions of the firm's qualifications and the qualifications of the key individuals assigned to this project. The primary contractor is responsible for any subcontractor's project quality and performance in meeting deadlines.

Each contractor should make every effort to include Disadvantaged Business Enterprises in this project. CATA has a Disadvantaged Business Enterprise goal of 1.24%.

I-O Other Duties Assigned by CATA

Because of the nature of this project, CATA is unable to determine all possible work components and tasks to be completed. The Contractor may be asked to provide additional services not outlined in this RFP. When additional duties beyond those outlined in this RFP and in the Contractor's proposal are identified, CATA and the contractor will discuss the contractor's ability to complete this work. If CATA determines the contractor should conduct the additional work, contractor will provide a Request for a Task Order describing the work to be done and all associated costs. A written task order will then be issued by CATA.

I-P Selection Criteria

Responses to this RFP will be evaluated based upon the following factors as presented in the respondent's proposal. The criteria used to evaluate the proposals are provided below and are listed in order of importance. Therefore, the contract may be awarded to a firm which is not necessarily the low bidder.

Evaluation Criteria:

1. **Project Approach:**

- Consultants should outline how they propose to undertake and complete the sustainability plan and APTA sustainability elements.
- The proposal should display an understanding of sustainability best practices and APTA's Signatory requirements and its applicability to CATA.

2. Price:

- The proposal clearly defines how long each task will take to complete.
- The proposal clearly describes which members of the project team will be assigned to each task, as well as their hourly rates.
- The proposal displays an overall beneficial value for the project by indicating a suitable distribution of hours and staff time devoted to the project. .
- The pricing sheet is completed accurately.

3. Professional Experience:

- The proposal demonstrates that the respondent's team has a high level of relevant experience and expertise in the creation of Sustainability Plans and participation in APTA's Sustainability Commitment.
- The proposal lists three company references that will illustrate the respondent's past record of performance on similar assignments.
- The proposal lists the key individuals from the primary agency and any named subcontractors along with their experience and previous work on similar projects.

4. Completeness and Responsiveness of Proposal to RFP:

- Consultants have met all submittal requirements.
- The proposal is thorough, visual and easily understandable.

Each contractor should make every effort to include Disadvantaged Business Enterprises in this project.

I-Q Oral Presentation

Not Applicable.

I-R Independent Price Determination

By submission of a proposal, the respondent certifies or, in the case of a joint proposal, each party thereto certifies as to its own organization, in connection with this proposal:

- The prices in the proposal have been determined independently and without consultation, communication, or agreement for the purpose of restricting competition as to any matter relating to such prices with any other respondent or with any competitor.
- Unless otherwise required by law, the prices that have been quoted in the proposal have not been knowingly disclosed by the respondent prior to award directly or indirectly to any other respondent or to any competitor.
- No attempt has been made or will be made by the respondent to induce any other persons or firm to submit or not submit a proposal for the purpose of restricting competition.

Each person signing the proposal certifies that she/he:

- Is the person in the respondent's organization responsible within that organization for the decision as to the prices being offered in the proposal and has not participated (and will not participate) in any action contrary to the requirements indicated in the bullets above.

or

- Is not the person within the respondent's organization responsible for the decisions as to the pricing being offered in the proposal but has been authorized, in writing, to act as an agent for the persons responsible for such a decision and certifying that such persons have not participated (and will not participate) in any action contrary to the requirements indicated in the bullets above.

I-S Pricing and Payment

The Contractor shall submit a proper invoice to the address shown below. CATA reserves the right to return an invoice which is incomplete.

Invoices will be paid within 30 days from receipt of a proper invoice.

CATA
Attn: Accounts Payable
4615 Tranter Street
Lansing, MI 48910
Email: payables@cata.org

The invoice must contain the following information:

1. Invoice Number
2. Time Period covered by Invoice
3. Description of Work Completed
4. Contact Person and Phone Number
5. Payment Remit Address

The Project Manager or designee will provide individual project budgets before any work is authorized to begin. The Contractor must keep project costs within that amount unless the Project Manager agrees to a change before costs are incurred. The vendor must list specific CATA-budgeted projects and activities for each item/service charged to CATA on invoices.

Agency invoices and subcontractor receipts/invoices should clearly show that no mark-up costs, commissions or sales taxes were incurred. CATA will not pay mark-up or tax on any outside services which are obtained by the Contractor on CATA's behalf. CATA will pay for outside services directly to avoid any mark-up or sales tax.

SECTION II: STATEMENT OF WORK

II-A Background

The Capital Area Transportation Authority (CATA) is a public transit authority that operates bus and paratransit services across metropolitan Lansing, Michigan. CATA's service area includes all 559 square miles of Ingham County and extends into portions of Eaton County and Clinton County. CATA also provides services on the campus of Michigan State University (MSU). Founded in 1972, CATA's system is comprised of 32 routes in total, which produced 10.4 million rides in fiscal year 2018 to communities within its jurisdiction. CATA provides services to its customers using both directly operated and purchased transportation (contracted) services, which accounted for nearly 500,000 rides in FY2018. CATA currently utilizes a third-party contractor under a multi-year agreement to operate a portion of its paratransit operations.

As the region's public transportation provider, CATA operates four facilities in its service area. Headquartered in Lansing, the Administrative Offices are home to the executive office; all administrative departments; and the bus storage facility, which houses CATA's directly-operated fleet, maintenance, and operations. The CATA Transportation Center (CTC), located in downtown Lansing, is the central boarding hub and transfer point for 14 CATA routes, Greyhound and Indian Trails intercity bus services, the customer information center, on-site security, and a coffee shop.

On MSU's campus, the MSU-CTC is the main boarding center for CATA routes serving MSU and is adjacent to one of several campus parking ramps. As the region's primary multimodal transportation facility, the state-of-the-art Capital Area Multimodal Gateway, operated by CATA, is the authority's newest facility. The Gateway offers seamless access to rail, city, regional and national bus lines, and local taxi services. The Gateway is served by three CATA fixed-routes.

II-B Objectives

The specific objective for this project is to secure a contract for a consultant to develop a sustainability plan. In addition, CATA would like to participate in the American Public Transportation Sustainability Commitment.

II-C Scope of Work

The sustainability initiative will be comprised of two different sections. The first section of the initiative involves the creation of a sustainability plan for CATA. The plan will examine the best practices of similar sized transit agencies, both statewide and nationally. The plan will also analyze CATA's current sustainability practices and recommend improvements over the short and long term. The plan will focus on ways to measure, track and achieve environmental, social and economic sustainability.

The second part of the initiative will address the American Public Transportation Association (APTA) Sustainability Commitment. The Sustainability Commitment defines core sustainability principles, develops an action plan and charts a course for progress on key benchmark indicators. By implementing the strategies outlined in the sustainability plan, CATA wishes to achieve at least a Bronze Level designation.

A. Sustainability Plan:

CATA is seeking a consultant to create a comprehensive sustainability plan that is consistent, easy to follow, and visual. The sustainability plan will be goal-oriented, including a set of performance indicators with corresponding quantitative metrics and tracking mechanisms. An effort will be made to identify department specific targets and recommend strategies to achieve them.

The consultant's proposal will be for the preparation of a sustainability plan to be completed in 2020.

Tasks to be completed by the consultant include, but are not limited to the following: Collecting all necessary data from CATA (related to the consumption of fuel, energy, water, etc.), normalizing the data by suggested APTA Indicators, calculating greenhouse gas emissions, developing metrics and performance indicators, and drafting the plan. The plan should include the following sections:

- Table of contents
- Letter from the Chief Executive Officer
- Introduction
- Greenhouse gas emissions
- Energy efficiency
- Water conservation
- Waste reduction
- Social sustainability
- Financial sustainability
- APTA sustainability indicators
- Recommendations
- Appendix for all calculations and methodologies

Following a kick-off meeting, the consultant and CATA would determine the plan's exact layout and contents. The consultant should assume up to three, one-hour planning meetings to develop the layout and contents of the plan, as well as the methodologies to be used. The consultant's proposal should be for the creation of a sustainability plan to be completed in 2020.

B. APTA Sustainability Commitment:

In addition to the sustainability plan, CATA endeavors to participate in the APTA Sustainability Commitment. Upon signing the commitment, CATA would become a signatory and receive "entry-level" status, thereby indicating its intent to fulfill a series of core sustainability principles. Although signatories are not required by the program to meet the core principles in order to maintain signatory status, CATA would like the consultant's assistance in recommending solutions, within the plan's framework, to advance sustainability in the public transportation industry. In its recently adopted strategic plan, CATA committed to sustainability as a key strategic objective. APTA asks commitment signatories to provide brief annual status updates using an Excel template; CATA would like assistance with the submission of its initial report and in the development of reporting procedures.

APTA's Sustainability Commitment principles include:

1. Making sustainability a part of our organization's strategic objectives.
2. Identifying a sustainability champion within our organization, coupled with the proper human and/or financial resources and mandates.
3. Establishing an outreach program (raising awareness and education) that engages staff on:
 - a. How they can help realize the organization's sustainability goals.
 - b. The organization's progress in meeting those goals.
4. Undertaking a sustainability inventory of our organization.

APTA requires a base-line measurement of several indicators for an organization. CATA will need assistance gathering and reporting this data. The indicators are:

- Water usage
- Criteria air pollutants
- Greenhouse gas emissions (and greenhouse gas savings)
- Energy use (electricity, fuel)
- Recycling levels/waste
- Operating expense per unlinked passenger trip and vehicle revenue mile

- Unlinked passenger trips per capita in service area of operation
- Vehicle Miles Traveled (VMT) per capita in service area of operation

To adjust for level of service, APTA asks transit agencies to normalize indicators, choosing the best fit among the following factors:

- Passenger miles traveled (PMT)
- Produced seat miles (PSM)
- Unlinked passenger trips (UPT)
- Vehicle miles (VM)
- Vehicle revenue hours (VRH)
- Vehicle revenue miles (VRM)
- Revenue vehicle length (RVL)

CATA proposes to become a signatory at the entry level, however, a consultant should recommend which action items are best suited for CATA to achieve recognition, at a minimum, at the “Bronze Level.”

C. Available Data:

CATA recently signed a contract to purchase renewable energy for the next three years. CATA also keeps track of recycling. However, CATA needs assistance with calculating water usage, area pollutants, greenhouse gas emissions and other quantifiable components that impact the organization’s progress toward sustainability.

D. Technical Committee and Public Outreach:

CATA will include appropriate internal staff to be a part of a technical committee for this study. This will include appropriate staff members from the Maintenance, Facilities, Planning and Marketing departments. While some public outreach should be performed in the furtherance of this plan, the sustainability plan should focus heavily on CATA’s internal practices. The consultant should advise what level of public outreach is appropriate.

E. Services to be Provided:

1. **Task 1: Project Management;** CATA has already included sustainability objectives in its recently adopted strategic plan. The consultant should identify whether other sustainability objectives should be considered to augment the strategic plan.
2. **Task 2: Staffing Requirements;** Identify position or positions within the organization most likely to be a champion of sustainability. Develop specific tasks, including a job description to be carried out by the personnel that will contribute to the achievement of organizational sustainability.
3. **Task 3: Outreach Program;** Craft an outreach program on sustainability.
4. **Task 4: Data Collection;** Gather and track data for baseline measurements.
5. **Task 5: Develop Forms and Procedures;** Develop standardized forms and data collection procedures that will be used for the ongoing analysis of the organization’s standing and progress toward sustainability.

F. Final Deliverables:

The following deliverables will be required at the completion of the project.

1. **Task 6: Sustainability Plan;** A completed sustainability plan and associated data. The plan should also include an implementation plan that will be easy to follow and update annually.

2. **Task 7: Excel Template for APTA;** An excel template with the data for the APTA sustainability commitment submission. The template is attached.

G. Timeline:

Assume up to three rounds of review by CATA staff, consisting of an initial draft, revised draft and a final draft as shown in the proposed timeline.

The proposed timeline for this work is as follows:

- CATA to select consultant: November 2019
- Prepare and approve contract for professional services: November – December
- Determine layout, data needs, and methodologies: January 2019
- Prepare 1st Draft: February 2019 – April 2020
- Prepare 2nd Draft: May 2020
- Prepare Final Draft: June 2020

II-D Proposal Requirements

Proposing firms/organizations shall include the following information, at a minimum, in their proposals. Emphasis should be on completeness and clarity of content.

- Letter of Transmittal
- Acknowledgement of Amendment(s) (If applicable)
- Project Approach
- Professional Experience
- Pricing Form
- Indirect Cost Documentation
- Supplier Information Form
- Submittal Checklist
- Required Certifications: (Appendices)

SECTION III: COMPLIANCE REQUIREMENTS

III-A FTA and MDOT Required Clauses

The contractor will comply with all relevant procurement and contract requirements of the Federal Transit Administration (“FTA”) and the Michigan Department of Transportation (“MDOT”). See, for example, FTA Best Practices Procurement Manual, Appendix A.1 and FTA Circular 4220.1F.

The website address of the Federal Transit Administration is www.fta.dot.gov.

The website address of the Michigan Department of Transportation is www.michigan.gov/mdot.

The contractor shall furnish to CATA upon request, certificates of compliance with all such laws, rules and regulations. The contractor shall, at its own expense, be responsible for obtaining all necessary permits and licenses required for performance of the contract.

All contractual provisions required by MDOT or mandated by FTA as set forth in FTA Circular 4220.1F, are hereby incorporated by reference. The contractor shall not perform any act, fail to perform any act or refuse to comply with any CATA requests which would cause CATA or the contractor to be in violation of FTA or MDOT terms and conditions.

III-B Disadvantaged Business Enterprises

Disadvantaged Business Enterprises (“DBE”) are encouraged to bid on this project. Any applicable DBE firm’s certifications must be included in the proposal. Cost Proposals must list the amount and activity of service provided by the DBE firm, as applicable. Information on becoming certified as a Disadvantaged Business Enterprise is available from Michigan Department of Transportation (“MDOT”) at the following website address: http://www.michigan.gov/mdot/0,4616,7-151-9625_21539_23108---,00.html.

III-C Compliance with Laws

The contractor shall comply with all federal, state, and local laws, ordinances, rules, regulations, and orders, including, but not limited to:

1. Motor Carrier Safety Act, 1963 P A 181, as amended.
2. Motor Bus Transportation Act, 1982, P A 432, as amended.
3. Rules and Regulations of the Department of Transportation may promulgate to accomplish the purpose of 1990 P A 339.
4. Motor Safety Carrier Regulations, being 49 CFR, Parts 387, 390-393, 395-397, and 399 including appendices C, D, E, and G.
5. Drug-Free Workplace Act of 1988.
6. Procedures for Transportation Workplace Drug Testing Progress, 49 CFR 40.
7. Physical Qualification Requirements of 49 CFR 391.41 to 391.49.
8. Lobbying Disclosure Act of 1985, *attached*, must be signed by Respondent and included with proposal submission.
9. Iran Economic Sanctions Act Certificate per MCL 129.311 *et seq.*, *attached*, must be signed by Respondent and included in proposal submittal.
10. Non-Discrimination Clause per 49 CFR, Part 26.

11. Prohibition of Discrimination per 1976 P A 453, Public Acts of 1976.

Upon request, contractor shall furnish to CATA certificates of compliance with all such laws, rules and regulations. The contractor shall, at its own expense, be responsible for obtaining all necessary permits and licenses required for performance outlined in this RFP.

Information regarding the regulations listed above may be obtained from the Federal Motor Carrier Safety Administration at <https://www.fmcsa.dot.gov/>.

III-D Ownership

All original documents, calculations, and work product produced by contractor, whether produced on paper or electronic media or otherwise in performance of this Agreement, shall be the property of CATA. Contractor shall have the right to retain a copy of such documents, calculations, and work product. Contractor shall make available to CATA copies of all contractor correspondence, notes, and other papers relating to the work, upon request of CATA. All works of original authorship created in the scope of this Agreement are “works made for hire”, as that term is used in connection with the U.S. Copyright Act. To the extent that by operation of law contractor retains any intellectual property rights to any work product, contractor hereby irrevocably assigns and licenses to CATA all right, title, and interest in such work product, including copyrights and patents, and agrees to execute such assignments and licenses as may be required in the opinion of CATA’s legal counsel to confirm this provision. The work product produced by contractor in the performance of services under this agreement is intended for use by CATA solely for the purpose intended. Any use or reuse of such work product by CATA for any purpose other than its intended purpose shall be at the sole risk of CATA and without any liability or responsibility of contractor. To the extent that the work product produced by contractor contains standard design or construction details or other standardized material previously developed by contractor in its professional architectural, engineering, and planning practices, then contractor shall have the right to reuse any such material on other projects for other clients or persons without the prior knowledge or permission of CATA and without the payment of any compensation to CATA, provided that the reuse or continued use of such material contains no CATA identifying information or confidential information.

III-E News Releases

News releases pertaining to this RFP or the services, study, data, or project to which it relates will not be made without prior written CATA approval, and then only in accordance with the instructions from CATA’s Executive Director.

III-F Audit and Inspection of Records

In the case of all negotiated contracts, and contracts for construction, reconstruction, or improvement of facilities and equipment which were entered into under other than competitive bidding procedures, the contractor agrees that the grantee, the Comptroller General of the United States, or any of their duly authorized representative shall, for the purpose of audit and examination, be permitted to inspect all work, materials, payrolls, and other data and records, and accounts with regard to the project. Further, the contractor agrees to maintain all required records for at least three (3) years after grantees make final payments and all other pending matters are closed.

III-G Complaints or Protests

CATA’s Procurement Protest Procedures are available online at www.cata.org.

III-H Contractual Terms and Conditions

See attached Appendix A, CATA Standard Terms and Conditions, for details.

APPENDICES

- Appendix: CATA Standard Terms and Conditions
- Appendix A: Prohibition of Discrimination in State Contracts
- Appendix B: Assurances That Recipients and Contractors Must Make
- Appendix C: Disadvantaged Business Enterprise Policy
- Appendix D: Certificate Regarding Lobbying
- Appendix E: Iran Sanction Certificate
- Appendix F: Certification of Primary Contractor Regarding Debarment, Suspension and other Responsibility Matters

CAPITAL AREA TRANSPORTATION AUTHORITY
STANDARD TERMS AND CONDITIONS OF PROCUREMENT

A. THE FOLLOWING TERMS AND CONDITIONS WILL BE A PART OF THE CONTRACT AWARDED.

1. **CHANGES.** CATA, at any time, by a written order, and without notice to the sureties, may make changes within the general scope of this contract, in (a) drawings, designs or specifications where the supplies to be furnished are specifically manufactured for CATA in accordance therewith; (b) method of shipment or packing; and (c) place of delivery. If any such change causes an increase or decrease in the cost of, or the time required for performance of this contract, whether changed or not changed by such order, an equitable adjustment shall be made by written modification of the contract. Any claim by the Contractor for adjustment under this clause must be asserted within thirty (30) days from the date of receipt by the Contractor of the notification of change; provided that CATA, if it decides that the facts justify the action, may receive and act upon any such claim if asserted prior to dispute concerning a question of fact within the meaning of the clause of this contract entitled "Disputes." However, nothing in this clause shall excuse the Contractor from proceeding with the contract as changed.

2. **TERMINATION FOR DEFAULT.** CATA, by written notice, may terminate the contract awarded on the basis of this proposal, in whole or in part, for failure of the Contractor to perform any of the provisions hereof. In such event, the Contractor shall be liable for damages, including the excess cost of reprocurring similar supplies or services, provided, that if (a) it is determined for any reason that the Contractor was not in default or, (b) the Contractor's failure to perform is without his control, fault or negligence, the termination shall be deemed to be a termination for convenience under the following Paragraph 3.

3. **TERMINATION FOR CONVENIENCE.** CATA, by written notice, may terminate the contract, awarded on the basis of this proposal, in whole or in part, when it determines it is in the best interest of CATA. If this contract is for supplies and is so terminated, the Contractor shall be compensated in accordance with its auditable cost incurred at the time of notification of termination. To the extent that the contract is for services and is so terminated, CATA shall be liable only for payment in accordance with the payment provisions of the contract for services rendered to the effective date of termination.

4. **ADDITIONAL INFORMATION.** The Contractor shall promptly furnish any additional information requested by CATA relative to the equipment it proposes.

5. **SUPPLIER RESPONSIBILITY.** No advantage shall be taken by the Contractor or its Subcontractor in the omission of any part or detail which goes to make the equipment complete and operable for use by CATA. In case of any variance, this specification shall overrule Contractor or Subcontractor specifications. The Contractor shall assume responsibility for all materials used whether the same is manufactured by the Contractor or purchased ready made from a source outside Contractor's company. In the case of the replacement of a Subcontractor, the Contractor must, within five (5) working days, notify CATA in writing of the replacement and provide name, address, telephone number, and the type of service.

6. **DELIVERY.** Service and/or equipment will be delivered to Capital Area Transportation Authority, 4615 Tranter Street, Lansing, Michigan 48910. The Authority will assume custody of all property at one of its other locations, if so directed, in writing by CATA. Invoices shall be furnished with the delivery of each item. CATA reserves the right to inspect all deliveries or services before acceptance.

7. **BREACH OF CONTRACT.** If the Contractor shall fail, refuse or neglect to comply with the terms of these contract conditions, such failure shall be deemed a total breach of contract. Contractor shall be subject to all legal remedies that CATA may have and CATA may recover, in addition to any damages or costs relating to failure to comply, its reasonable attorneys' fees resulting from Contractor's breach.

8. **DISPUTES (AFTER BID AWARD).** Except as otherwise provided in the contract, any dispute concerning a question of fact arising under the contract which is not disposed of by agreement between CATA and Contractor shall be decided by CATA's Program Manager in writing, with a copy mailed or otherwise furnished to the Contractor. The decision of CATA shall be final and conclusive unless within ten (10) days from the date of receipt of such copy, the Contractor mails or otherwise furnishes to CATA a written appeal addressed to CATA's Chief Executive Officer for the determination of such appeal, which shall be final and conclusive, unless determined by a court of competent jurisdiction to have been fraudulent or capricious, or arbitrary, or so grossly erroneous as necessarily to imply bad faith, or not supported by substantial evidence. In connection with any appeal proceeding under this clause, the Contractor shall be afforded an opportunity to be heard and to offer evidence in support of its appeal. Pending a final decision of the dispute, the Contractor shall proceed diligently with the performance of the contract and in accordance with CATA's decision.

9. **DELIVERY EXTENSION AND DELAYS.** CATA reserves the right to extend, postpone or reschedule delivery in case the delivery of service equipment, under this contract, shall be necessarily delayed because of strike, injunction, civil disturbance, government controls, or by reason of any cause or circumstance beyond the control of the Contractor, as detailed in writing by the Contractor, the time of completion or a delivery shall be extended by a number of days to be determined in each instance by CATA.

10. **INSTALLATION.** If specified, the Contractor shall install and place in operation, subject to approval by CATA, the equipment at the Contractor's expense within thirty (30) days from issuance of a notice to install issued by CATA.

11. **INSTALLATION EXTENSION AND DELAYS.** CATA reserves the right to extend, postpone, or reschedule installation in case the installation of equipment under this contract shall be necessarily delayed because of strike, injunction, civil disturbance, government controls, or by reason or cause or circumstances beyond the control of the Contractor. The time of completion or installation shall be extended by a number of days to be determined in each instance by CATA.

12. **ASSEMBLY.** If required, the Contractor shall assemble the equipment at its expense prior to installation.

13. **ACCESSORIES.** The Contractor shall furnish, without additional cost, all accessories required to permit CATA to operate any equipment being provided.

14. **TRAINING.** The Contractor, without additional cost, shall properly train CATA personnel in the operation and maintenance of the equipment provided.

15. **SERVICE MANUAL AND WIRING SCHEMATIC.** If specified, the Contractor will provide at least one copy of a service manual and at least one copy of a wiring schematic for individual components and other schematics and drawings.

16. **WARRANTY.** The Contractor shall describe its policy or warranty(s) both on workmanship and material as applying to the equipment, along with the method or adjustment, and shall be further subject to warranty requirements of CATA as set forth in the following Paragraph 17.

17. **CATA WARRANTY.** The Contractor agrees that the supplies or services furnished under this contract shall be covered by the most favorable warranties the Contractor gives any customer for such equipment and that the rights and remedies provided herein are in addition to and do not limit any rights afforded to CATA by any other clause of this contract. The Contractor shall state the warranty and supply with its bid.

18. **INSURANCE.** The Contractor shall place and maintain with responsible insurance carriers the following insurance. The Contractor shall deliver to CATA, upon request, certificates of insurance which shall provide thirty (30) days' written notice to be given to CATA in the event of cancellation. Contractor shall require all Subcontractors to maintain adequate insurance coverage.

(a) Workers' Compensation and Employer's Liability Insurance.

1. Workers' Compensation in compliance with the applicable state and federal laws.
2. Employer's Liability. Limit \$1,000,000.

(b) Commercial General Liability Insurance, including Professional Liability, Blanket contractual, XCU Hazards, Broad Form Property Damage, Completed Operations, and Independent Contractor's Liability, all applicable to Personal Injury, Bodily Injury and Property Damage to a combined single limit of \$1,000,000 each occurrence/claim, subject to a \$2,000,000 annual aggregate for Professional Liability, Completed Operations and Personal Injury other than Bodily Injury.

(c) Automobile Liability Insurance, including owned, hired and non-owned automobiles, Bodily Injury and Property Damage, to a combined single limit of \$1,000,000 each occurrence.

19. **INDEMNIFICATION.** In addition to the protection afforded by any policy of insurance, the Contractor agrees to indemnify and save harmless CATA, the Michigan Department of Transportation ("MDOT"), the Federal Transit Administration ("FTA"), and all officers, agents, and employees thereof:

- (a) From any and all claims by persons, firms, or corporations for labor, materials, supplies, or services provided to the Contractor in connection with the Contractor's performance of the contract; and
- (b) From any and all claims for injuries to or death of any and all persons, for loss of or damage to property, for environmental damage, degradation and response, and cleanup costs, and for attorney fees and related costs arising out of, under, or by reason of the Contractor's negligent performance of the contract.

CATA will not be subject to any obligations or liabilities by Subcontractors of the Contractor or their Subcontractors or any other person not a party to this contract without its specific consent and notwithstanding its concurrence in or approval of the award of any contract or subcontract or the solicitation thereof.

20. **ACCEPTANCE OF MATERIAL – NO RELEASE.** Unless CATA otherwise agrees in writing, acceptance of any portion of the material prior to final acceptance shall not release the Contractor from liability for faulty workmanship or materials or for failure to fully comply with all of the terms of this contract. CATA reserves the right and shall be at liberty to inspect all materials and workmanship at any time during the manufacturing process, and shall have the right to reject all materials and workmanship which do not conform with the contract requirements and specifications; provided, however, that CATA is under no duty to make such inspection and no inspection so made shall relieve Contractor from any obligation to furnish materials and workmanship in accordance with the contract requirements and specifications.

21. **FINAL ACCEPTANCE.** Upon final acceptance by CATA of all work to be performed by the Contractor, CATA will so notify the Contractor in writing. The date of final acceptance shall commence the warranty period.

22. **LIQUIDATED DAMAGES.** If the Contractor fails to deliver the requirements by the date as set forth in the bid documents scheduled for delivery, CATA shall be paid damages for each consecutive calendar day thereafter until the goods are delivered, unless a completion date is extended by CATA in writing. Inasmuch as the amount of such damages will be extremely difficult to ascertain, the Contractor agrees to compensate CATA the sum of \$ Not Applicable per day, which sum is hereby agreed upon, fixed and determined by the parties hereto as the liquidated damages that CATA will suffer by reason of said delay and default and not as a penalty; and CATA shall have the right to deduct such sum from any amounts which may otherwise become due under contract.

23. **NO ASSIGNMENT OF CONTRACT.** Contractor may not assign or transfer any interest in the contract without the prior written consent of CATA.

24. **DEFECTIVE WORKMANSHIP AND MATERIAL.** When and as often as CATA determines that the work done or being done under the contract or the kind of quality or materials supplied in connection therewith are not fully and completely in accordance with any requirement of the contract documents, it may give notice of such noncompliance to the Contractor in writing and the Contractor shall immediately upon receipt of such notice do all things required to remedy such noncompliance without additional cost to CATA. If the Contractor fails to comply with such written notice, then CATA, upon written notice to the Contractor, shall deduct the cost of repair, replacement or correction of defective or damaged work from the compensation due or to become due to the Contractor.

25. **WAIVER OF BREACH.** The waiver by either party hereto or any breach of any provision of this contract by the other party shall not operate or be construed as a waiver of any subsequent breach of the same or any other provision of this contract by either party hereto.

26. **OWNERSHIP OF DOCUMENTS.** All original documents, calculations, and work product produced by CONTRACTOR, whether produced on paper or electronic media or otherwise in performance of this Agreement, shall be the property of CATA. CONTRACTOR shall have the right to retain a copy of such documents, calculations, and work product. CONTRACTOR shall make available to CATA copies of all CONTRACTOR correspondence, notes, and other papers relating to the work, upon request of CATA. All works of original authorship created in the scope of this Agreement are "works made for hire", as that term is used in connection with the U.S. Copyright Act. To the extent that by operation of law CONTRACTOR retains any intellectual property rights to any work product, CONTRACTOR hereby irrevocably assigns and licenses to CATA all right, title, and interest in such work product, including copyrights and patents, and agrees to execute such assignments and licenses as may be required in the opinion of CATA's legal counsel to confirm this provision. The work product produced by CONTRACTOR in the performance of services under this Agreement is intended for use by CATA solely for the purpose intended. Any use or reuse of such work product by CATA for any purpose other than its intended purpose shall be at the sole risk of CATA and without any liability or responsibility of CONTRACTOR. To the extent that the work product produced by CONTRACTOR contains standard design or construction details or other standardized material previously developed by CONTRACTOR in its professional architectural, engineering, and planning practices, then CONTRACTOR shall have the right to reuse any such material on other projects for other clients or persons without the prior knowledge or permission of CATA and without the payment of any compensation to CATA, provided that the reuse or continued use of such material contains no CATA identifying information or confidential information.

27. **EXCUSES FOR FAILURE TO PERFORM OR DELAYS.** The Contractor will not be in default by reason of any failure in the performance of this contract, if such failure arises out of causes beyond the control and without the fault or negligence of Contractor. Such causes may include, but are not limited to, acts of God or the public enemy, acts of the government either in its sovereign or contractual capacity, fires, floods, and strikes. But in every case, a failure to perform must be beyond the control and without the fault or negligence of the Contractor or its Subcontractors. An excusable delay will permit the Contractor an extension of time for such reasonable period as may be mutually agreed upon between the parties.

28. **COMPUTATION OF TIME.** In computing a period of time prescribed by these conditions, the following rules apply:

- (a) "Day" means days of the week (e.g., Monday through Friday), not business days.
- (b) The day of the act or event after which the designated period of time begins is not included.
- (c) The last day of the period is included, unless it is a Saturday, Sunday, or legal holiday. In that event, the period runs until the end of the next day that is not a Saturday, Sunday or legal holiday.

29. **NOTICE.** All notices and other communications required under this Contract shall be given in writing, signed by an authorized representative, and be personally delivered or delivered by overnight courier, or certified mail (return receipt requested) to the addresses set forth below:

To CATA: Chief Executive Officer
Capital Area Transportation Authority
4615 Tranter Street
Lansing, MI 48910

To Contractor: _____

With a copy to: _____

30. JURISDICTION. This Contract will be governed by the internal laws of the State of Michigan without reference to its choice of law rules. Exclusive jurisdiction and venue of any suit, action or claim relating to this contract will be in the Ingham County Circuit Court or the Federal District Court for the Western District of Michigan.

31. This contract constitutes the entire contract between the parties and supercedes all negotiations, commitments, and previous contracts and may be modified only by a further written contract which is executed by a duly authorized officer of each of the parties.

32. COST COMPUTATION. The Federal Acquisition Regulation, 48 CFR, Chapter 1, Part 31.2, shall be used, in all instances, to determine the amount of costs incurred by Contractor that CATA shall be required to pay, or reimburse, to Contractor, including, without limitation, where this Agreement requires CATA to pay Contractor's costs as part of the contract price, where the contract price is adjusted resulting from changes to the requirements of Agreement, and when calculating the amount due Contractor pursuant to Termination for Convenience clause.

33. TRAVEL EXPENSES. CATA shall not reimburse Contractor for travel costs, including accommodations, meals, transportation and fuel costs, unless the travel activity and the travel costs have been approved in advance by an authorized representative of CATA. All travel costs to be paid by CATA shall not exceed amounts determined in conformance with the Federal Acquisition Regulation, 48 CFR Section 31.205-46, Travel Costs.

B. TERMS INCLUDED IN CONTRACTS FUNDED IN WHOLE OR PART BY FTA, MDOT, OR OTHER GOVERNMENTAL AGENCY.

1. NONDISCRIMINATION.

- (a) Compliance with Regulations. Contractor shall comply with Federal Regulations relative to nondiscrimination of the Department of Transportation, Title 49, Code of Federal Regulations, Part 21, and Title 23, Code of Federal Regulations, Part 710.405(b), as they may be amended from time to time (hereinafter referred to as the Regulations), and with Executive Order 11246 titled Equal Employment opportunity, as amended by Executive Order 11375, and as supplemented by Department of Labor Regulation (41 CFR 60) which are herein incorporated by reference and made a part of this contract. Contractor agrees that it will comply with the requirements of U.S. Equal Employment Opportunity Commission, "Regulations to Implement the Equal Employment Provisions of the Americans with Disabilities Act," 29 C.F.R. Part 1630, pertaining to employment of persons with disabilities. In addition, Contractor agrees to comply with any implementing requirements FTA may issue.
- (b) Nondiscrimination. With regard to the work performed by it during this contract, Contractor shall not discriminate on the grounds of race, color, sex, disability, or national origin in the selection and retention of Subcontractors, including procurement of materials and leases of equipment. Contractor shall not participate either directly or indirectly in discrimination prohibited by Section 21.5 and Part 710.405(b) of the Regulations, including employment practices when the contract covers a program set forth in Appendix B of the Regulations.
- (c) In connection with the performance of services under this contract, Contractor agrees to comply with the State of Michigan provisions for "prohibition of discrimination in state contracts" as set forth in Appendix A dated March 19, 1998, a copy of which is attached hereto and made a part hereof.
- (d) ADA Access. All work performed and all services provided pursuant to this contract shall be in compliance with Federal policy to ensure that elderly individuals and individuals with disabilities have an equal right to use of public transportation services and facilities. To the extent this Contract requires planning and design of services and facilities, special efforts shall be made to implement the transportation and accessibility rights of elderly individuals and individuals with disabilities. The work performed and services provided in this Contract shall be in compliance with all State and Federal statutes and laws ensuring equal access of transportation services and facilities for the elderly and individuals with disabilities, including 49 U.S.C. § 5301(d), § 504 of the Rehabilitation Act of 1973, as amended, 29 U.S.C. § 794, The Americans with Disabilities Act of 1990, as amended, 42 U.S.C. § 12101 *et seq.*, and the Architectural Barriers Act of

1968, as amended, 42 U.S.C. § 4151 *et seq.*, and any applicable implementing Federal regulations or directives as they may from time to time be promulgated or amended.

- (e) This provision B.1 (a)-(e) will be included in all subcontracts relating to this contract. Further, each contract which Contractor signs with a Subcontractor must include the following assurance:

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

2. DBE REQUIREMENTS.

- (a) Contractor will carry out the applicable requirements of the Michigan Department of Transportation's Disadvantaged Business Enterprise ("DBE") program and 49 CFR 26, including, but not limited to those requirements set forth in Appendix B, attached hereto and made a part hereof. Failure by the Contractor to carry out these requirements is a material breach of this Contract, which may result in the termination of this Contract or such other remedy as CATA deems appropriate, which may include, but is not limited to, withholding monthly progress payments, assessing sanctions, liquidated damages and/or disqualifying the Contractor from future bidding as non-responsible.
- (b) Contractor shall pay its subcontractors performing work related to this contract for satisfactory performance of that work no later than thirty (30) days after the Contractor's receipt of payment for that work from CATA. In addition, Contractor shall return any retainage payments to those subcontractors within thirty (30) days after the subcontractor's work related to this contract is satisfactorily completed. Contractor must promptly notify CATA whenever a DBE subcontractor performing work related to this contract is terminated or fails to complete the work, and must make good faith efforts to engage another DBE subcontractor to perform at least the same amount of work. The Contractor may not terminate any DBE subcontractor and perform that work through its own forces or those of an affiliate without prior written consent of CATA.

3. **CONTINGENT FEES.** The Contractor warrants that it has not employed or retained any company or person, other than a bonafide employee working solely for the Contractor, to solicit or secure this contract and that it has not paid or agreed to pay any company or person, other than a bonafide employee working solely for the Contractor, any fee, commission, percentage, brokerage fee, gifts or any other consideration, contingent upon or resulting from the award or making of this contract. For breach or violation of this warranty, CATA shall have the right to annul this contract without liability.

4. **RECORDS/AUDITS.** The Contractor shall maintain and retain, and shall require all its subcontractors to maintain and retain, complete and accurate books, documents, papers, accounting records, contracts, and other evidence with respect to performance of this Agreement, including with respect to allowable costs incurred and manpower expended under this contract. All such records shall be maintained on the basis of generally-accepted accounting principles and shall be clearly identified and readily accessible. The Contractor shall provide during regular business hours to the U.S. Secretary of Transportation, the FTA Administrator, the Comptroller General of the United States, and CATA, or their duly authorized representatives, access to such data and records, and the right to inspect and audit all data and records of the Contractor relating to its performance under the contract, and to make transcripts therefrom as necessary. Contractor shall retain all work data, documents, records, accounts and reports related to this contract for a period of three (3) years from the date of final payment under this contract or from expiration or other termination of this contract. In the event of a dispute as to allowable costs or any other issue under this contract, Contractor will thereafter continue to maintain such records until the dispute has been resolved.

5. **CONFLICT OF INTEREST.** The Contractor certifies that, to the best of its knowledge, no CATA employee or office of any public agency interested in this contract has any pecuniary interest in the business of the Contractor and that no person associated with the Contractor has any interest that would conflict in any manner or degree with the performance of this contract.

6. **INTEREST OF MEMBER OF CONGRESS OR DELEGATES TO CONGRESS.** No member of Congress or delegates to the Congress of the United States shall be admitted to any share or part of the contract, or to any benefit arising therefrom. This shall not be construed to prevent any such person from owning stock in a publicly owned corporation.

7. **DEBARMENT AND SUSPENSION.** Contractor must comply with U.S. DOT regulations "Nonprocurement Suspension and Debarment", 2 CFR Part 1200, which adopt and supplement the U.S. Office of Management and Budget ("U.S. OMB") "Guidelines to Agencies on Governmentwide Debarment and Suspension (Nonprocurement)," 2 CFR Part 180. Contractor will not make any contract, subcontract, or lease for the project without first confirming that its proposed contractor, subcontractor, or lessee is not listed as barred or excluded from participating in government contracts in the System for Award Management (SAM) at www.sam.gov.

Contractor agrees to comply with federal debarment and suspension regulations and guidelines when administering any contract or subcontract of \$25,000 or more, regardless of tier. A contract or subcontract award may not be made to a prospective contractor or subcontractor if that contractor is excluded or disqualified under the standards of the U.S. DOT regulations in the U.S. OMB Guidelines,

unless the federal government has provided an exception as permitted under those regulations and guidelines. In addition, contracts of any amount for federally required audit services or for contracts which require the consent of a federal official are also covered by these DOT regulations and U.S. OMB Guidelines. Contractor must obtain the compliance of lower tier contractors, subcontractors, and lessees with the U.S. DOT debarment and suspension regulations and the U.S. OMB Guidelines that apply to them. The Contractor further agrees to include provisions requiring compliance as set forth above in lower tier covered transactions.

8. **MDOT AND FTA TERMS.** All contractual provisions that the Michigan Department of Transportation (“MDOT”) or the Federal Transit Administration (“FTA”), by law or regulation, require to be included in contracts supported by state or federal financial assistance, including the requirements set forth in FTA Circular 4220.1F, as updated and amended, and the Master Agreement between CATA and FTA as it may be amended, are hereby incorporated by reference. FTA required terms and MDOT required terms shall be deemed to control in the event of a conflict with other provisions contained in this contract. Contractor shall not refuse to comply with any CATA request to conform this contract to include MDOT or FTA required contractual provisions. The Contractor shall not perform any act, fail to perform any act, or refuse to comply with any CATA requests which would cause CATA to be in violation of the FTA mandated contractual provisions.

9. **COMPLIANCE WITH LAWS.** The Contractor shall at all times observe and comply with all laws, ordinances, and regulations of the state, federal, local, and city government which may, in any manner, affect the performance of the contract.

10. **CLEAN AIR.** N/A

11. **BUY AMERICA PROVISIONS.** N/A

12. **CERTIFICATION REGARDING LOBBYING.** N/A

13. **PREVAILING WAGE.** N/A

14. **BID BOND.** N/A

15. **PROTESTS.** Any protests shall be filed timely in accordance with the CATA Procurement Protest Procedures. These Procedures are available from the CATA Purchasing & Contracts Manager and the CATA CEO/Executive Director, at the following address: Capital Area Transportation Authority, 4615 Tranter Street, Lansing, MI 48910.

16. **PERFORMANCE & PAYMENT BONDS.** N/A

17. **FEDERAL CHANGES.** Contractor shall at all times comply with all applicable FTA regulations, policies, procedures and directives, including without limitation those listed directly or by reference in the Master Agreement between CATA and FTA, as they may be amended or promulgated from time to time during the term of this contract. Contractor shall not, by action or by inaction, cause CATA to be in violation of FTA regulations, policies, procedures, or directives. Contractor’s failure to comply with this paragraph shall constitute a material breach of this contract.

18. **NO GOVERNMENT OBLIGATION.** Notwithstanding any concurrence by the Federal Government or MDOT in, or approval of, the solicitation or award of this Agreement, absent the express written consent by the Federal Government or by MDOT, neither the Federal Government nor the State of Michigan is a party to this Agreement, and neither shall be subject to any obligations or liabilities to CATA, the Contractor or any other party (whether or not a party to this Agreement) pertaining to any matter resulting from this Agreement. The Contractor agrees to include this clause in each subcontract financed in whole or in part with Federal assistance provided by FTA. It is further agreed that the clause shall not be modified, except to identify the subcontractor who will be subject to its provisions.

19. **CLEAN WATER.** N/A

20. **ENERGY CONSERVATION.** The Contractor agrees to comply with mandatory standards and policies relating to energy efficiency which are contained in the state energy conservation plan issued in compliance with the Energy Policy and Conservation Act.

21. **RECOVERED MATERIALS.** N/A

22. **FLY AMERICA REQUIREMENTS.** Contractor agrees to comply with 49 U.S.C. 40118 (“Fly America Act”) in accordance with the General Services Administration’s regulations at 41 CFR Part 301-10, which provide that recipients and subrecipients of federal funds and their contractors are required to use United States Flag air carriers for U.S. Government financed international air travel and transportation of their personal effects or property, to the extent such service is available, unless travel by foreign air carrier is a matter of necessity, as defined by the Fly America Act. The Contractor shall submit, if a foreign air carrier was used, an appropriate certification or memorandum adequately explaining why service by a United States Flag air carrier was not available or why it was necessary to use a foreign air carrier and shall, in any event, provide a certificate of compliance with the Fly America requirements. The Contractor agrees to include the requirements of this section in all subcontracts that may involve international air transportation.

23. CARGO PREFERENCE. N/A
24. PROGRAM FRAUD AND FALSE OR FRAUDULENT STATEMENTS OR RELATED ACTS.
- (a) The Contractor acknowledges that the provisions of the Program Fraud Civil Rights Act of 1986, as amended, 31 U.S.C. § 3801 et seq. and U.S. DOT regulations, "Program Fraud Civil Remedies," 49 C.F.R. Part 31, apply to its actions pertaining to this Project. Upon execution of the underlying contract, the Contractor certifies or affirms the truthfulness and accuracy of any statement it has made, it makes, or may make, or causes to be made, pertaining to the underlying contract or the FTA assisted project for which this contract work is being performed. In addition to other penalties that may be applicable, the Contractor further acknowledges that if it makes, or causes to be made, a false, fictitious, or fraudulent claim, statement, submission, or certification, the Federal Government reserves the right to impose the penalties of the Program Fraud Civil Remedies Act of 1986 on the Contractor to the extent the Federal Government deems appropriate.
- (b) The Contractor also acknowledges that if it makes, or causes to be made, a false, fictitious, or fraudulent claim, statement, submission, or certification to the Federal Government under a contract connected with a project that is financed in whole or in part with Federal assistance originally awarded by FTA under authority of 49 U.S.C. § 5307, the Federal Government reserves the right to impose the penalties of 18 U.S.C. § 1001 and 49 U.S.C. § 5307(n)(1) on the Contractor, or the applicable Federal law to the extent the Federal Government deems appropriate.
- (c) The Contractor agrees to include the above two clauses in each subcontract financed in whole or in part with Federal assistance by FTA. It is further agreed that the clauses shall not be modified, except to identify the subcontractor who will be subject to the provisions.
25. SAFE OPERATIONS OF MOTOR VEHICLES
- (a) Seat Belt Use – Contractor is encouraged to adopt and promote on-the-job seat belt use policies and programs for its employees and other personnel that operate company-owned vehicles, company-rented vehicles, or personally operated vehicles. The terms "company-owned" and "company-leased" refer to vehicles owned or leased either by the Contractor or CATA.
- (b) Distracted Driving – Contractor agrees to adopt and enforce workplace safety policies to decrease crashes caused by distracted drivers, including policies to ban text messaging while using an electronic device supplied by an employer and driving a vehicle the driver owns or rents, a vehicle either Contractor or CATA owns, leases, or rents, or a privately-owned vehicle when on official business in connection with the work performed under this agreement.

APPENDIX A

PROHIBITION OF DISCRIMINATION IN STATE CONTRACTS

In connection with the performance of work under this contract, Contractor agrees as follows:

1. In accordance with Act 453, Public Acts of 1976, Contractor hereby agrees not to discriminate against an employee or applicant for employment with respect to hire, tenure, terms, conditions, or privileges of employment, or as a matter directly or indirectly related to employment, because of race, color, religion, national origin, age, sex, height, weight, or marital status. Further, in accordance with Act No. 220, Public Acts of 1976 as amended by Act No. 478, Public Acts of 1980, Contractor hereby agrees not to discriminate against an employee or applicant for employment with respect to hire, tenure, terms, conditions, or privileges of employment, or a matter directly or indirectly related to employment, because of a disability that is unrelated to the individual's ability to perform the duties of a particular job or position. A breach of the above covenants shall be regarded as a material breach of this contract.
2. Contractor hereby agrees that any and all subcontracts to this contract, whereby a portion of the work set forth in this contract is to be performed, shall contain a covenant the same as hereinabove set forth in Section 1 of this Appendix.
3. Contractor will take affirmative action to insure that applicants for employment and employees are treated without regard to their race, color, religion, national origin, age, sex, height, weight, marital status or a disability that is unrelated to the individual's ability to perform the duties of a particular job or position. Such action shall include, but not be limited to the following: employment, upgrading, demotion or transfer, recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship.
4. Contractor will, in all solicitations or advertisements for employees placed by or on behalf of Contractor, state that all qualified applicants will receive consideration for employment without regard to race, color, religion, national origin, age, sex, height, weight, marital status or disability that is unrelated to the individual's ability to perform the duties of a particular job or position.
5. Contractor or its collective bargaining representative will send to each labor union or representative of workers with which it has a collective bargaining agreement or other contract or understanding, a notice advising the said labor union or workers' representative of the Contractor's commitments under this appendix.
6. Contractor will comply with all relevant published rules, regulations, directives, and orders of the Michigan Civil Rights Commission which may be in effect prior to the taking of bids for any individual state project.
7. Contractor will furnish and file compliance reports within such time and upon such forms as provided by the Michigan Civil Rights Commission, said forms may also elicit information as to the practices, policies, program, and employment statistics of each subcontractor as well as Contractor itself, and said Contractor will permit access to its books, records, and accounts by the Michigan Civil Rights Commission and/or its agent, for purposes of investigation to ascertain compliance with this contract and relevant with rules, regulations, and orders of the Michigan Civil Rights Commission.
8. In the event that the Civil Rights Commission finds, after a hearing held pursuant to its rules, that Contractor has not complied with the contractual obligations under this Agreement, the Civil Rights Commission may, as part of its order based upon such findings, certify said findings to the Administrative Board of the State of Michigan, which Administrative Board may order the cancellation of the contract found to have been violated and/or declare Contractor ineligible for future contracts with the state and its political and civil subdivisions, departments, and officers, and including the governing boards of institutions of higher education, until Contractor complies with said order of the Civil Rights Commission. Notice of said declaration of future ineligibility may be given to any or all of the persons with whom Contractor is declared ineligible to contract as a contracting party in future contracts. In any case before the Civil Rights Commission in which cancellation of an existing contract is a possibility, the contracting agency shall be notified of such possible remedy and shall be given the option by the Civil Rights Commission to participate in such proceedings.
9. Contractor will include, or incorporate by reference, the provisions of the foregoing paragraphs (1) through (8) in every subcontract or purchase order unless exempted by the rules, regulations or orders of the Michigan Civil Rights Commission, and will provide in every subcontract or purchase order that said provisions will be binding upon each subcontractor or seller.

APPENDIX B

ASSURANCES THAT CONTRACTORS AND SUBCONTRACTORS MUST MAKE PURSUANT TO US DOT REGULATION 49 CFR § 26, et seq

1. Contractor, subrecipient or subcontractor shall not discriminate on the basis of race, color, national origin, or sex, in the performance of this contract. Contractor shall carry out applicable requirements of 49 CFR § 26 in the award and administration of DOT-assisted contracts. Failure of the Contractor to carry out these requirements is a material breach of this contract, which may result in the termination of this contract or such other remedy as the recipient deems appropriate, which may include, but is not limited to:
 1. Withholding monthly progress payments;
 2. Assessing sanctions;
 3. Liquidated damages; and/or
 4. Disqualifying the Contractor from further bidding as non-responsible.

2. Each contract Contractor signs with a subcontractor must include the preceding assurance.

APPENDIX C

POLICY #204

DISADVANTAGED BUSINESS ENTERPRISE POLICY

The Capital Area Transportation Authority ("CATA") is committed to a policy of non-discrimination in the conduct of its business, including the procurement of goods and services. CATA will take affirmative action to assure maximum practical opportunity for participation of Disadvantaged Business Enterprise ("DBE") in the performance of contracts financed in whole or in part with funds from the United States Department of Transportation, the Federal Transit Administration ("FTA"), the Michigan Department of Transportation ("MDOT"), or other state and federal agencies with DBE programs.

The Executive Director of CATA will annually set an overall goal or goals as a "level playing field" for the amount of DBE participation that can reasonably be expected in the absence of discrimination. This goal will be based on demonstrable evidence of ready, willing, and able DBEs that are available to participate in government assisted contracts. Affirmative action shall be consistent with sound procurement principles and applicable law.


This Policy Statement will be executed by the Executive Director and the Board Chair of CATA, and then circulated to all Department Directors, and Department Managers within the organization and circulated to contracting organizations, the state offices which administer programs, and DBE organizations. The Executive Director will give public notice of DBE goals, how the goals were determined, and contact information for public comment.

CATA's Purchasing Manager shall be the DBE liaison for CATA and will be responsible for administering the program. The DBE liaison will report to the Assistant Executive Director and shall have direct access to the Executive Director, as necessary. The DBE liaison will work with all directors and department managers to insure the effective functioning of CATA's DBE program.

The efforts and results of the entire staff will be reported to the Board through the Development Report of the Executive Director.



Sam Singh, Board Chair



Sandra L. Draggoo, CEO/Executive Director

Adopted: 2/9/84
Amended: 6/27/84
11/14/84
3/15/89
10/19/05

APPENDIX D

CERTIFICATE REGARDING LOBBYING

**CERTIFICATION FOR CONTRACTS, GRANTS, LOANS, AND COOPERATIVE AGREEMENTS
(To be submitted with each bid or offer exceeding \$100,000).**

The undersigned Contractor certifies to the best of his or her knowledge and belief that:

1. No federal appropriated funds have been paid or will be paid by or on behalf of the undersigned to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any federal contract, the making of any federal grant, the making of any federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any federal contract, grant, loan, or cooperative agreement.
2. If any funds other than federal appropriated funds have been paid or will be paid to any person for making lobbying contacts to an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of congress in connection with this federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form LLL, Disclosure Form to Report Lobbying, in accordance with its instructions (as amended by "Government Wide Guidance for New Restrictions on Lobbying", 61 Fed. Reg. 1413 (11/19/96). Note: Language in paragraph (2) herein has been modified in accordance with Section 10 of the Lobbying Disclosure Act of 1995 (P.L. 104-65, to be codified at 2 U.S.C. § 1601, et seq.).
3. The undersigned shall require that the language of this Certification be included in the award documents for all sub-awards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

This Certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this Certification is a prerequisite for making or entering into this transaction imposed by 31 U.S.C. § 1352 (as amended by the Lobbying Disclosure Act of 1995). Any person who fails to file the required Certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

[Note: Pursuant to 31 U.S.C. § 1352©(1)-(2)(A), any person who makes a prohibited expenditure or fails to file or amend a required Certification or disclosure form shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such expenditure or failure.]

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

_____ Signature of Contractor's Authorized Official

_____ Name & Title of Contractor's Authorized Official

_____ Date

THIS FORM MUST BE COMPLETED AND RETURNED WITH YOUR PROPOSAL.

APPENDIX E

IRAN ECONOMIC SANCTIONS ACT CERTIFICATE

In accordance with the Iran Economic Sanctions Act, Michigan 2012 PA 517, effective April 1, 2013, (MCL 129.311, *et seq.*), the undersigned certifies in support of its bid or proposal that it is not an Iran linked business as such is defined in the Act.

Bidder: _____

Signature: _____

Printed Name: _____

Title: _____

Date: _____

THIS FORM MUST BE COMPLETED AND RETURNED WITH YOUR PROPOSAL.

APPENDIX F

CERTIFICATION OF PRIMARY CONTRACTOR REGARDING DEBARMENT, SUSPENSION, AND OTHER RESPONSIBILITY MATTERS

The Primary Contractor, _____, certifies to the best of its knowledge and belief, that it and its principals:

- 1. Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any Federal department or agency;
- 2. Have not within a three (3) year period preceding this proposal been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State or Local) transaction or contract under a public transaction; violation of Federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;
- 3. Are not presently indicted for or otherwise criminally or civilly charged by a governmental entity (Federal, State, or Local) with commission of any of the offense enumerated in paragraph (2) of this certification; and
- 4. Have not within a three (3) year period preceding this application/proposal had one (1) or more public transactions (Federal, State, or Local) terminated for cause or default.

If the above named Primary Contractor is unable to certify to any of the statements in this certification, the Primary Contractor shall attach an explanation to this certification.

The Primary Contractor, _____, certifies or affirms the truthfulness and accuracy of the contents of the statements submitted on or with this certification and understands that the provision of 31 U.S.C. Section 3801 et seq. are applicable thereto.

Bidder: _____

Signature: _____

Printed Name: _____

Title: _____

Date: _____

THIS FORM MUST BE COMPLETED AND RETURNED WITH YOUR PROPOSAL.

ATTACHMENTS

Attachment A: Example for Reference Only

- Pricing Form
- APTA Sustainability Commitment Baseline
- CATA Strategic Plan FY 2019

Attachment B: Pricing Form

Attachment C: Submittal Checklist Form

Attachment D: Supplier Information Form

ATTACHMENT A

PRICING FORM-EXAMPLE FOR REFERENCE ONLY

Title	Principal	Project Manager	Associate	etc..	Total Hours	Fee (Rates x Hours)
Name	Jane Doe	John Smith	Jim Johnson	etc..		
Loaded Billing Rates	\$230	100	\$80	etc..		
Task 1: Project Management	1	4	5		10	\$1,030.00
Task 2: Staffing Requirements	1	1	1		3	\$410.00
Task 3: Outreach Program						
Task 4: Data Collection						
Task 5: Develop form and procedures						
Task 6: Sustainability Plan						
Task 7: Excel Template for APTA						
Subtotal					13	\$1,440.00
					Expenses	\$1.00
					Total Cost	\$1,441

Expenses			
Item	Number	Cost	Total
Copies 8.5 x 11	5	0.2	\$1
Airfare	1	\$365	\$365

*This example does not indicate CATA's expectation for number of hours per task or hourly rates. The proposer should provide additional individual names and rates as necessary for their proposal.

*Attach a copy of the approved indirect cost documentation.

ATTACHMENT A

APTA SUSTAINABILITY COMMITMENT BASELINE- EXAMPLE FOR REFERENCE ONLY

Core principles

The core principles set the minimum actions which APTA members must take to demonstrate that they are serious about sustainability and are set up for success. The core principles also allow for establishing a baseline for reduction targets and long-term stretch goals. These principles are outlined below form the entry-level commitment for all signatories.

	Principle	Achieved	Explanation
1	Make sustainability a part of your organization’s strategic objectives		
2	Identify a sustainability champion within the organization coupled with the proper human and/or financial resources and mandates		
3	Establish an employee outreach program that engages staff on: - how they can help realize the organization’s sustainability goals; - the organization’s progress in meeting those goals		
4	Undertake a sustainability inventory of your organization of the following indicators:		
	Water Usage Criteria Air Pollutant Emissions Water Pollutant Discharge Greenhouse gas (GHG) emissions Greenhouse gas (GHG) savings* Energy use Waste / Recycling Operating Expense* Unlinked passenger trips (UPT)* Vehicle miles traveled (VMT)*		

Comments:

** Only required if you are reporting as a transit agency*

ATTACHMENT A

APTA SUSTAINABILITY COMMITMENT BASELINE- EXAMPLE FOR REFERENCE ONLY

Baseline								
<i>When benchmarking sustainability indicators, it is first necessary to define an initial comparison year, against which target reductions can be measured. As part of the process of fulfilling the core principles of the Commitment, please provide values for all of the following variables.* In Column E specify normalization units and input the unadjusted normalization quantity in Column F. To ensure consistency, please explain the choice of factor used to normalize each metric and how it relates to the metric in question under "Validation" in Column G. Columns in grey will be auto-calculated from input data.</i>								
Indicator	Baseline year	Amount	Units	Normalization factor (units)	Normalization amount	Validation for choice of normalization factor	Normalized total	Comments
Water usage								
Criteria air pollutant emissions								
Greenhouse gas (GHG) emissions								
Greenhouse gas (GHG) savings								
Energy use: Facilities*								
Energy use: Vehicles*								
Waste								
Recycling diversion rate			Percentage of total waste					
Operating expense								
Indicator	Baseline year	Amount	Units	Normalization factor (units)	Population in service area of operation in baseline year		Total per capita in service area	
Unlinked passenger trips (UPT)			UPT	per capita in service area				
Vehicle miles traveled (VMT)			VMT	per capita in service area				

* The commitment is flexible, and recognizes that indicators may be measured differently between agencies.

ATTACHMENT B – PRICING FORM

Title					Total Hours	Fee (Rates x Hours)
Name						
Loaded Billing Rates						
Task 1: Project Management						
Task 2: Staffing Requirements						
Task 3: Outreach Program						
Task 4: Data Collection						
Task 5: Develop form and procedures						
Task 6: Sustainability Plan						
Task 7: Excel Template for APTA						
					Subtotal	
					Expenses	
					Total Cost	

Expenses			
Item	Number	Cost	Total

*This example does not indicate CATA’s expectation for number of hours per task or hourly rates. The proposer should provide additional individual names and rates as necessary for their proposal.

*Attach a copy of the approved indirect cost documentation.

Bidder: _____

Signature: _____

Printed Name: _____

Title: _____

Date: _____

THIS FORM MUST BE COMPLETED AND RETURNED WITH YOUR PROPOSAL.

ATTACHMENT C - SUBMITTAL CHECKLIST

All forms/certifications below MUST be completed and included when you submit your proposal.

Failure to submit the requested documents could result in determining the submission as non-responsive and rejected.

-
- Six (6) copies with one (1) electronic copy of the proposal package
 - Letter of Transmittal
 - Signed and completed Pricing Form
 - Approved Indirect Cost Documentation
 - Signed and completed Certification regarding Lobbying - (To be submitted with each bid or offer exceeding \$100,000).
 - Signed and completed Certification of Primary Contractor Regarding Debarment & Suspension
 - Signed and completed Iran Economic Sanctions Act Certificate
 - Supplier Information Form
 - Signed and completed Submittal Checklist Form
 - Signed and completed Amendment(s) (as issued)

Please Note: This bid package and any amendments are available at www.cata.org. Please continue checking the website for any updates or amendments.

SUBMITTED PROPOSAL CONTAINS ALL COMPLETED FORMS/CERTIFICATIONS AS LISTED ABOVE.

Bidder: _____

Signature: _____

Printed Name: _____

Title: _____

Date: _____

THIS FORM MUST BE COMPLETED AND RETURNED WITH YOUR PROPOSAL.

ATTACHMENT D – SUPPLIER INFORMATION FORM

Instructions: This form is to be completed and included in the Proposal submittal.
Attach additional pages if required.

CATA RFP No. <Sustainability Initiative 2019-105>	
1. Name of firm: _____	
2. Address: _____	
3. <input type="checkbox"/> Individual <input type="checkbox"/> Partnership <input type="checkbox"/> Corporation <input type="checkbox"/> Joint Venture	
4. Date organized: _____ State in which incorporated: _____	
5. Names of officers or partners:	
a. _____	
b. _____	
c. _____	
d. _____	
6. How long has your firm been in business under its present name?	
7. Have you been terminated or defaulted in the past five years; on any Contract you were awarded? Have you been barred by Federal process or any State? Has your firm ever defaulted on a performance bond? <input type="checkbox"/> Yes <input type="checkbox"/> No If YES, then attach as SCHEDULE ONE the full particulars regarding each occurrence.	
8. Attach as SCHEDULE TWO a list of three (3) current or previous contracts which demonstrates your technical proficiency, each with contract amount, name and address of contracting party including a contact person and their phone number, character or type of work and percentage of completion.	
9. Attach as SCHEDULE THREE a list of similar contracts, each with contract amount, name of contracting party including a contact person and their phone number, character or type of work for similar contracts completed in the last five (5) years.	
10. Have you ever failed to complete, in the past five (5) years, any contract on which you were selected? <input type="checkbox"/> Yes <input type="checkbox"/> No If YES, then attach as SCHEDULE FOUR the full particulars regarding each occurrence.	
11. Have you had any litigation within the previous 5 years involving any current or former projects with clients or government agencies? <input type="checkbox"/> Yes <input type="checkbox"/> No If YES, then attach as SCHEDULE FIVE the findings of any litigation including the status of each case.	
The above information is confidential and shall not be divulged to any unauthorized personnel.	
The undersigned certifies to the accuracy of all information:	
Name and title: _____	
Company: _____	
Authorized signature	Date

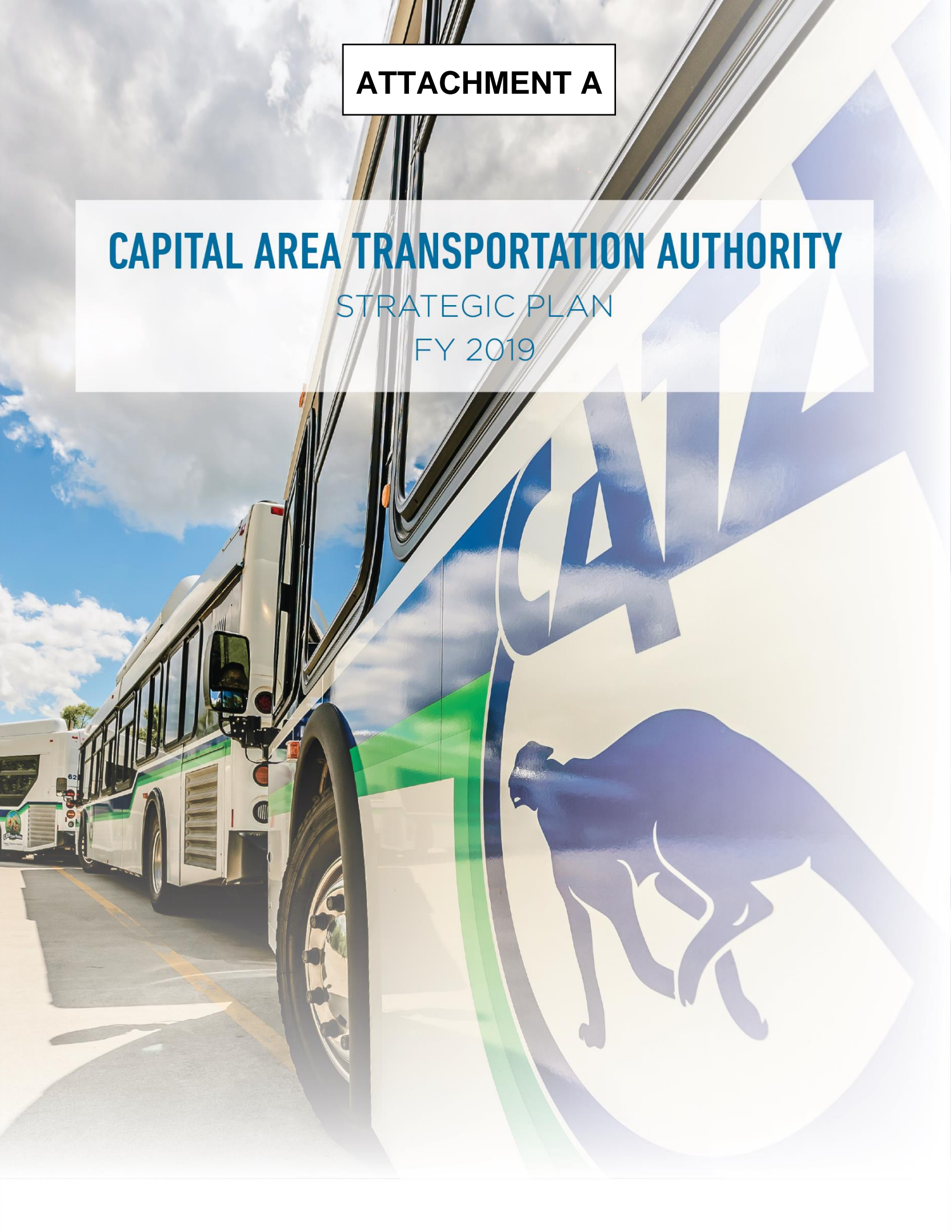
THIS FORM MUST BE COMPLETED AND RETURNED WITH YOUR PROPOSAL.

ATTACHMENT A

CAPITAL AREA TRANSPORTATION AUTHORITY

STRATEGIC PLAN

FY 2019



EXECUTIVE SUMMARY

In July 2018, CATA's executive employees began drafting the framework for the Authority's fiscal 2019 strategic plan, which recognizes that change is not only inevitable but necessary if we are to meet the rapidly-changing mobility needs of those who rely on us.

The challenges we faced in prior years remind us of the need to incorporate the voices and fingerprints of our customers into our plan, which will guide future decision-making, planning and programming. We are on a new course, informed largely by riders, business owners and community leaders who expect us to deliver outstanding, relevant service. Our capable employees, seasoned executive staff and Board of Directors aim to deliver public transportation solutions that align with our re-imagined mission, vision and goals. In doing so, we remain ever diligent in our efforts to maintain public trust through transparency, accountability and stewardship.

As a blueprint for success, we present the skin and bones of our fiscal 2019 strategic plan. In its final form, it will be a living and dynamic document with specific targets, as well as the malleability that will allow for adjustments as the region's mobility needs evolve.

Thank you for weighing in and adding meat and muscle to this framework. We look forward to sharing with you the final plan, which will incorporate your feedback.

OUR MISSION

To meet the mobility needs of our region by providing innovative solutions in partnership with the communities we serve.

OUR VISION

CATA will ensure public trust by re-imagining regional mobility challenges and how we better engage those we serve.

OUR VALUES

- CATA is committed to transparency in action, which inherently fosters trust and innovation.
- We will approach community partners, customers and employees in the spirit of cooperation.
- CATA is committed to providing a safe experience for our customers, employees and the public we serve.
- CATA seeks to implement sustainable solutions as stewards of the community we serve; the planet and its finite resources.
- Professionalism and integrity drive CATA's actions and decisions.
- Accountability and the desire to always do the right thing serve as our guiding compass.

GOAL NO. 1

REGIONAL MOBILITY

Definition

Facilitate seamless and innovative multimodal transportation solutions throughout the tri-county area.

Objectives

- A. To ensure ongoing taxpayer support of CATA by effectively communicating the value of the region's investment in public transportation and transparently stewarding public funds, resulting in voter passage of the 2020 millage.
- B. To identify and respond to mobility opportunities.
- B. To pursue and nurture key partnerships in the tri-county region.
- C. To identify and reduce or eliminate barriers to ridership.
- D. To explore and implement small-scale services.

Strategies

- A. Educate the public, including CATA's Board of Directors and employees, of the necessity of passing the millage.
- B. Proactively lead regional discussions with municipal, community and transit partners to plan, promote and implement multimodal transportation throughout the region.
- C. Develop and communicate policies and practices that enable regional mobility.
 - a. Creatively fund and pilot needed mobility services where they do not currently exist.
 - b. Investigate revenue-generating solutions.
 - c. Lead regional effort to explore partnerships with transportation network companies such as Uber and Lyft to provide cost-effective, accessible, app-based, real-time, flexible services to clients.
- D. Conceptualize regional mobility solutions for the future.

Tactics

- C. Address policy and practice issues related to fare-box conversion, cross-county contracting, piloting innovative concepts, universal fare card, platforming, flexible IT solutions.
- C. Research revenue opportunities through advertising, logoed apparel sales.

The letter(s) of the alphabet preceding each objective above corresponds with the strategies and tactics preceded by the same letter(s).

GOAL NO. 2

CUSTOMER EXPERIENCE EXCELLENCE

Definition

Employ best practices that lead to new and returning customers.

Objectives

- A. To enhance CATA's ability to engage customers
- B. To improve the reliability of our services.

Strategies

- A. Provide diverse communications solutions that improve our customers' and the public's ability to interact with CATA.
- A. Encourage customers to use technology tools available to them to access CATA services.
- A. Identify what matters to our customers in order to provide excellence in service delivery.
- A. Improve performance.
- B. Engage CATA employees in establishing committee-level input toward best practices for excellence in customer service.
- B. By Dec. 31, 2019, improve the availability and accuracy of information via digital platforms and in-person interactions.

Tactics

- B. Fully implement Service Skills training and assess Customer Experience team performance.

The letter(s) of the alphabet preceding each objective above corresponds with the strategies and tactics preceded by the same letter(s).

GOAL NO. 3

ORGANIZATIONAL STRENGTH

Definition

Promote organization-wide efficiency and effectiveness. Lead by example toward continuous improvement.

Objectives

- A. To commit to continuous improvement through process orientation.
- B. To work more collaboratively across department lines.
- C. To provide a fiscally-sustainable financial approach.
- D. To empower the Board to serve as ambassadors of the strategic plan.
- E. To identify regional priorities for partnering.
- F. To implement sustainable business practices and operations.

Strategies

- A. Implement clearly-identifiable and repeatable processes for key functions.
- B. Be intentional in actively fostering collaboration and accountability.
- C. Demonstrate effective stewardship of the public's resources.
- D. Secure Board ownership and support of our strategic plan and vision for the future.
- E. Promote regional coordination and political alignment throughout our jurisdictions.
- F. Identify a sustainability champion to implement sustainable business practices and operations.

Tactics

- A. Identify key processes for documentation.
- A. Conduct gap analyses when creating documentation for key processes.
- A. Create documentation for processes where gaps exist.
- A.; B. Share the "need" for process improvement.
- A.; B. Consider cross-functional implications when doing process improvement.
- A.; B. Include front-line employees in process improvement.
- A.; B. Address lack of knowledge on how to perform process improvement.
- B. Provide tools and technology to facilitate process.

- B. Empower others toward decision-making when collaborating across functions.
- B. Ensure transparency in CATA's internal operations and procedures.
- C. Secure continued long-term funding solutions.
- C. Use the budget as a key performance indicator.
- C. Conduct monthly reviews of variance reports.
- C. Identify and analyze key performance indicators to determine whether we are efficiently and effectively delivering services.
- C. Demonstrate good stewardship of federal, state and local funds for public transportation.
- D. Provide training and prepare materials to keep Board members "in the know."
- E. Host regular meetings with elected officials as well as administrative representatives to craft strategies that align with constituents' needs.
- E. Keep conversations alive.
- F. Establish an outreach program on sustainability for all staff.
- F. Determine a baseline measurement on several indicators, including water and energy use, recycling and emissions.

The letter(s) of the alphabet preceding each objective above corresponds with the strategies and tactics preceded by the same letter(s).

GOAL NO. 4

COMMUNITY PARTNERSHIP

Definition

Exhibit responsible leadership through community engagement and public service.

Objectives

- A. To improve our community's quality of life by helping to make it a great place to live, work and play.
- B. To build CATA's reputation by supporting community partners, creating goodwill and giving back to our community.
- C. To build stronger relationships and help increase partners' effectiveness.

Strategies

- A.; B. Share our time, resources and sponsorships.
- B. Proactively prepare for crises; complete crisis communication plan by second quarter 2019.
- B. Commence rebrand implementation second quarter 2020.
- C. Share useful and relevant data with external partners.

Tactics

- B. Establish a streamlined approach to ensure fairness in our review and approval of sponsorship requests.
- B. Update/redesign the CATApillar to ensure that it is a holiday mainstay.

The letter(s) of the alphabet preceding each objective above corresponds with the strategies and tactics preceded by the same letter(s).

GOAL NO. 5

DYNAMIC WORKPLACE

Definition

Create a meaningful workplace that engages, empowers and values its employees.

Objectives

- A. To practice a culture of transparency.
- B. To strive to become an employer of choice in the capital region.
- C. To welcome challenges as an opportunity to improve service. Think, problem-solve, innovate and channel energy into positive solutions.
- D. To acknowledge areas of improvement to cultivate best practices as we build on existing successes.

Strategies

- A. Communicate regularly with employees regarding issues of importance to CATA.
 - a. At a working level
 - b. Establish expectations and boundaries
- A.; B. Build an environment where communication, collaboration and creativity are encouraged.
- B. Implement initiatives that attract and retain employees.
- B. Provide a platform for our workforce to continually engage in discussions around our future.
- C. Define solutions to improve internal information-sharing and collaborative problem-solving.
- C. Respond to challenges with a sense of urgency.
- D. Holistically manage change to achieve our goals.

Tactics

- A. b. Stay within the boundaries of the bargaining agreement.
- B. Research recruitment metrics for employers of choice.
- B. Look at boomerang hires.
- B. See Society of Human Resources Managers for metrics.

The letter(s) of the alphabet preceding each objective above corresponds with the strategies and tactics preceded by the same letter(s).

CONCLUSION

CATA's fiscal 2019 strategic plan is a living, dynamic document that will serve as our roadmap to success. Our Board of Directors and staff remain committed to achieving the goals stated herein: regional mobility, customer experience excellence, organizational strength, community partnership and dynamic workplace.



DRIVES JOBS
DRIVES ECONOMY
DRIVES COMMUNITY
DRIVES YOU

www.cata.org | 4615 Tranter Street, Lansing, MI 48910

If you have any questions about CATA's
Strategic Plan, contact us at 517-394-1100.