



CAPE ANN TRANSPORTATION AUTHORITY

2026-07 REQUEST FOR PROPOSALS

FOR

TRANSIT MANAGEMENT SERVICES

JULY 10, 2026

CATA RESERVES THE RIGHT TO REJECT ANY AND ALL PROPOSALS

**THE TERMS, CONDITIONS, SPECIFICATIONS, APPENDICES, AND INFORMATION LISTED IN THE
TABLE OF CONTENTS AND INCLUDED IN THIS REQUEST FOR PROPOSAL SHALL CONSTITUTE
THE ENTIRE REQUEST FOR PROPOSAL PACKAGE AND SHALL BE INCORPORATED BY
REFERENCE INTO ALL SUBMISSIONS.**

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Cape Ann Transportation Authority (CATA)

Request for Proposal

Transit Management Services

The Cape Ann Transportation Authority (CATA) is seeking proposals from qualified proposers to provide transit management services and assume the operation of CATA's public transportation services and related support vehicles, equipment, and facilities. The resulting contract will commence on or about January 1, 2027 through December 31, 2029 with two one-year options to December 31, 2031

Proposals are due not later than 11:00am, Friday, September 18, 2026 at CATA's office located at 3 Pond Road, Gloucester, MA 01930. A pre-proposal meeting will be held on Friday, July 24, 2026 at 11:00am.

The service is financed in part through the Federal Transit Administration, and any contract entered into is subject to the provisions of applicable laws governing that grant. All resulting contracts will be subject to applicable federal, state, and local laws and regulations.

Copies of the RFP will be available as of Friday, July 10, 2026 during regular business hours at the Cape Ann Transportation Authority, 3 Pond Road, Gloucester, MA 01930, or by request to Felicia Webb by email or phone at webbf@canntan.com, 978-283-1886x105, or online at www.canntan.com/procurements.

Felicia S. Webb
Administrator
July 1, 2026

I. Introduction

The Cape Ann Transportation Authority (CATA) is a political subdivision of the Commonwealth, created in 1974 by Chapter 161B of the Massachusetts General Laws. The Authority is given general responsibility to develop, finance, and contract for the operation of mass transportation facilities and services within its territory. The Authority Advisory Board is comprised of six member communities, including Gloucester, Rockport, Ipswich, Essex, Hamilton, and Manchester-by-the-Sea, as well as a representative of the disabled commuter population and a rider community representative. The day-to-day affairs of the Authority are managed by an Administrator.

CATA oversees operations both fixed route and demand response transit services. Year-round fixed route service is provided in Gloucester, Rockport, and a portion of Essex. Additional fixed route service is provided during the summer season in Gloucester, Rockport, Ipswich, and Essex. Year-round demand response service is provided to all six communities.

Complementary ADA Paratransit service is provided where fixed route transit service is provided. CATA Transit Services are subject to change during the period of time covered by the contract which will be awarded as a result of this RFP. All CATA vehicles are wheelchair accessible and comply with the Americans with Disabilities Act (ADA).

CATA is funded with federal, state and local subsidies, as well as farebox and other revenue sources. CATA is required to comply with the mandates of the Americans with Disabilities Act (ADA), Federal Transit Administration (FTA), and Massachusetts Department of Transportation (MassDOT) funding rules and regulations, as well as those of other federal, state, and local funding entities, as are the entities with which CATA contracts. CATA is an Equal Opportunity Employer. Disadvantaged Business Enterprises are encouraged to submit proposals and no proposer will be subject to discrimination based on race, color, religion, ancestry, national origin, age, gender, handicap, sexual orientation, veterans status, or other protected class, as identified by law, in consideration of an award of contract.

The Awarding Authority is the Cape Ann Transportation Authority.

II. Procurement Schedule

The major milestones of this procurement are as follows:

Advertise Request for Proposals	July 1, 2026
Availability of the Request for Proposals	July 10, 2026
Pre-Proposal Meeting	July 24, 2026
Facility Tours, by appointment only	July 24, 2026-August 7, 2026
Deadline for Written Questions	August 7, 2026

Answers to Questions Distributed	August 28, 2026
Proposal Due Date	September 18, 2026
Anticipated Proposer Interviews (may be in person)	September 28-30, 2026
Contract Effective Date	January 1, 2027

This schedule is intended as a guide and is subject to change. Proposals shall be limited to twenty-five (25) pages, excluding the Management Fee Proposal Form and required attachments. Issuance of the Request for Proposals does not commit CATA to award a contract, pay any costs incurred in the preparation of the proposals in response to this request, or to contract for services or supplies. CATA reserves the right to reject any and all proposals, in whole or in part, to waive any formalities, and to re-advertise or to discontinue this process without prejudice.

III. Scope of Services

CATA is seeking proposals from qualified transit management companies to provide the daily management services required for the efficient operation of both the fixed route and demand response transit systems.

The management firm selected will be qualified to do business in the Commonwealth of Massachusetts. The firm will be under contract with CATA and report directly to the CATA Administrator and designated staff. The contract between CATA and the selected management firm will provide for reimbursement of all Federal Transit Administration (FTA) allowable operating expenses, in addition to a management fee that shall cover the General Manager's salary and expenses and the Management Firm costs and profit. The structure of the legal entities will be evaluated as part of the proposal.

The selected company will be responsible to maintain all transit equipment, as well as all related facilities under policies, standards, and procedures established by CATA and consistent with best practices in the transit industry in general. CATA is generally pleased with the performance of the key personnel (identified in Article IV, Section F of the attached Form of Contract) and will look favorably on proposals that retain the existing key personnel subject to the personnel standards and practices of the contractor. Qualified proposers must be capable of providing professional management services described herein including, but not limited to, the following:

- A. Management services consisting of:
 - 1. The contractor's employment of one full-time General Manager who will reside within 30 minutes of the CATA service area and be responsible for all the duties of

the General Manager of the transit system as described in the RFP. If the proposed General Manager is not now a resident of the area as described above, residence must be established within four months of execution of a contract or other arrangements satisfactory to CATA must be negotiated. The General Manager is expected to be on-site and available during regular business hours as determined by the Authority. In cases of an extended absence, the resident General Manager must notify the Administrator of the absence. The resident General Manager must have a minimum of seven years of experience in transportation operations, of which at least five years must have been working in a senior management capacity in transit operations. Exceptions to the above requirements must be clearly noted by the proposer with justifications. Exceptions may be considered by CATA when reviewing proposals.

2. The contractor's employment of additional personnel, subcontractors and/or consultants necessary for the management of the transit system as preapproved by CATA.
3. An offeror shall propose a management structure and organizational chart. The management structure must be fully explained and the costs and benefits must be described in the proposal.
4. Utilizing transit system personnel, the contractor will also be responsible for management of the following:
 - a. Accounting services consisting of a PC based accounting software package that can produce monthly financial statements and track detailed A/P, G/L, inventory and asset management activity. In addition, have the capability to produce other financial reports as required by CATA.
 - b. Personnel related services consisting of employee hiring, termination, training, recruitment, skills and licensure compliance, compensation, labor relations, labor contract negotiations, discipline, and grievance administration. FTA mandated programs such as drug and alcohol testing are included. The Contractor will be responsible for the development of training and safety programs for all personnel in the fixed route and demand response systems. Councils on Aging personnel of CATA communities shall be invited to participate in the training programs at the CATA facility. FTA requirements with Americans with Disabilities Act (ADA) along with the

Massachusetts "Right to Know Law" are to be included as well as any pertinent training to ensure a professional transit system.

- c. The selected firm shall consider for employment all current employees of the Cape Ann Transit Management, Inc (CATM). The selected firm shall put in place a transition plan to address all changeover activities and processes to ensure a smooth transition for both the operation and the employees. The current contractor is party to a labor agreement (Appendix B) with Teamsters Local #42 covering drivers, mechanics, and cleaners, which runs through June 30, 2028. The resident General Manager shall review all issues relative to the collective bargaining agreements with the CATA Administrator prior to commitment to agreements impacting CATA policies or budget.

The following is an estimate of the current operating company staffing levels:

Full Time Drivers	16
Part Time Drivers	4
Casual Drivers	7
Non-CDL Drivers	3
Lot Attendants (seasonal)	5
Mechanics	4
Vehicle Cleaners (PT)	4
Operations Manager	1
Office Manager/HR	1
Transportation Coordinators (3 FT, 2 PT)	5
Maintenance Supervisor	1

- d. Supervising and dispatching of fixed route and demand response operations; including reservations of demand response trips, overall system performance, monitoring ridership statistics and route planning.
- e. Service management including timetables, schedule analysis, evaluation of service levels, and participation with CATA Administrative staff in service development activities. No changes in CATA timetables or service levels will

be made without discussion with and prior approval from the CATA Administrator.

- f. Customer relations and responding to complaints, providing transportation information via the telephone for transit and demand response systems, including customer trip reservations. Monitoring calls on Sundays and holidays as required by ADA regulations.
- g. Inventory control for all vehicles used in the operation of the system and procuring contract maintenance for the facility and all equipment in the facility. The General Manager shall utilize a written bid procedure relative to the acquisition of materials and inventory system shall be integrated into the CATA process.
- h. Revenue collection, handling, and security for all transit and demand response systems, to include distribution, accounting, and management of any pass sales for fixed route and demand response. All revenues are the property and asset of CATA. The contractor will, at all times, maintain an environment to safeguard the Authority's revenues and assets.
- i. Financial management services consisting of budget preparation and control, cash flow management, disbursements, collections, Worker's Comp. Insurance, accident investigation, claims and risk management, procurement, inventory control, financial reporting and forecasting, performance monitoring and planning, and compliance with FTA regulations, including assistance with NTD reporting, capital and operating assistance grant reporting, and administration of DBE/WBE, EEO, LEP, Title VI, Civil Rights procedures and programs, including ADA Plan Updates, asset management and third party contracts. The contractor will maintain an adequate system of internal controls safeguarding the Authority's assets.
- j. Upon assuming responsibility for the operation of the transit system, the Contractor will be required to conduct an assessment of all current management policies and procedures and system productivity and present the findings to CATA no later than 120 days from the effective date of the resulting contract which shall include recommendations for improvements and productivity metrics and benchmarks.

- B. The contractor will be responsible for all costs associated with employment of the resident General Manager and other personnel, subcontractors and/or consultants (if any) employed pursuant to paragraph (A) 1 above.
 - 1. The contractor will be responsible for all corporate taxes, fees, and overhead expenses of the company not directly related to the day-to-day operation of the transit system (as an example but not limited to, corporate income taxes and the preparation of corporate tax returns).
 - 2. The General Manager will be required to be on-site full time for two weeks prior to the effective date of the contract to manage the mobilization and transition to the successful firm. The costs of this and all mobilization and transition shall be paid by the contractor and will not be an eligible operating expense.

IV. Facilities and Services to be Provided by CATA

CATA will provide overall policy direction and oversight of the performance of the contractor through its Administrator or other designated staff members. CATA will provide the contractor with all working capital usually in the form of monthly or weekly cash advances, equipment, and facilities necessary for the operation of the system, including, but not limited to transit vehicles, support and maintenance vehicles, shop equipment, fare collection system, maintenance and operations facility, communication equipment, computer and IT systems, and other operating expenses approved by CATA with proper documentation.

V. Operations

CATA fixed route and demand response transit services are subject to change during the period of time covered by the contract which will be awarded as a result of this RFP, including potential expansion as funding allows. Service may be added or reduced as the Authority may determine throughout the period of this contract. More information on current CATA services is available online at www.canntran.com.

Fixed Route Services

Presently year-round fixed route service is provided in Gloucester, Rockport, and a portion of Essex. Service is provided 6 days per week. Weekday service runs from ~6:00am-7:00pm and Saturday service operates from 8:30am-6:00pm.

Seasonal Service—seasonal service is provided in Gloucester, Rockport, Ipswich, and Essex, generally from the end of June through Labor Day weekend including weekends and holidays. The Rockport Shuttle operates weekends from mid-May through June, seven days/week in July

and August, and a Saturday in October. Ticket sellers and lot attendants are staffed by the contractor and stationed at the Rockport Park N Ride (Rockport Shuttle).

Cruise Ship Service—large cruise ships have occasionally stopped in Gloucester. A downtown trolley route operates from CruisePort throughout downtown Gloucester, with a fare of \$3 for an all-day pass or \$1.00/\$0.50 per boarding. Passes and general information are provided by staff for the passengers as they disembark at CruisePort.

Special Events—CATA receives occasional requests for and provides assistance with transportation for large community events, parades, and other similar activities.

Commuter Rail Shuttle Service—CATA provides emergency shuttle services when requested by the MBTA.

Additional information on CATA's fixed route services is available at www.canntran.com.

Senior and ADA Dial-a-Ride Services

Dial-a-Ride is CATA's demand response service provided to persons residing in CATA's region who are ADA eligible, aged 60+, and persons who are living with a disability. Program-based, dialysis, out-of-town medical, and contract transportation are also provided. The successful proposer will provide the daily operation of these services in the communities of Gloucester, Rockport, Ipswich, Essex, Hamilton, and Manchester-by-the-Sea. The successful proposer would also provide ADA compliant transportation year-round in the communities of Gloucester, Rockport, and a portion of Essex and in conjunction with seasonal service in Gloucester, Rockport, Ipswich, and Essex. ADA service is provided during the same hours as fixed route service. Scheduling and dispatch software for all demand response services is currently provided by Spare. Additional information on CATA's dial-a-ride services is available at www.canntran.com.

CATA On Demand

CATA On Demand is a microtransit program originally designed to address the first/last mile gap between the commuter rail and major employers in Gloucester. Service currently operates Monday through Friday, 6:30am-8:00pm, within most of Gloucester and all of Rockport. Regular fare is \$2.00. Service is provided with CATA vehicles. Scheduling and dispatch software for all demand response services is currently provided by Spare. Additional information on CATA On Demand is available at www.canntran.com.

Administration and Operations Facility

CATA owns an administration and operations building in Gloucester, MA, where the fleet is maintained and stored. The lower level of the facility is shared between CATA staff, contractor personnel, and some City of Gloucester Health Department staff. The upper level of the facility is leased to the City of Gloucester. There is an open dispatch area, three offices with locking

doors, a drivers/lunchroom area, and a training room equipped with training aids. There are two maintenance bays and a fully equipped shop. All CATA vehicles can be stored inside the garage area, although the electric minibuses are currently stored outside. The management and maintenance of the facility is the responsibility of the successful proposer, including lawn care and snow removal. The successful proposer shall be responsible for the day-to-day oversight of the building, including cleaning, building maintenance issues, and working directly with the tenant in dealing with various tenant issues, excluding any summary process or legal issues. The cleaning and repair of several bus shelters in Gloucester and Rockport are also the responsibility of the successful proposer.

VI. Proposal Content

All proposals must include the following elements in the order listed below. **Limit your response, excluding the Management Fee Proposal Form and required attachments listed below, to twenty-five (25) pages.** Failure to include all of the required elements and attachments may result in a proposal being determined to be non-responsive.

A **letter of introduction** identifying the proposing firm, mailing address, name of a contact person and phone, fax and e-mail to be used for communication from CATA in connection with the proposal. Describe the business organization, including the legal status of the firm, the state of incorporation, and the location of its principal office.

- A. Experience and Capabilities of Company
- B. Proposed General Manager
- C. Management Fee Proposal Form (Appendix E)
- D. Corporate Services to be Provided
- E. Financial Integrity
- F. Proposer References
- G. Professional References for the Resident General Manager

Attach the following: (Excluded from page limit)

Completed **Proposer Questionnaire** – included as Appendix D.

Resumes of the **Resident General Manager** and **Management Team**.

Identify **all transit systems presently managed** or operated by the proposing firm. Provide names and locations of transit systems operated or managed by the contractor where the management contract was either not renewed or canceled within the last five years.

Signed **Required Certifications**-see Appendix F.

Certified Financial Statements

VII. Evaluation Criteria

The following criteria will be used in evaluating proposals submitted in response to this solicitation. Please respond to the list of questions in the order listed below. The criteria are listed in order of importance. The maximum score is 250 points.

- A. **Experience and Capabilities of Company.** Maximum Score: 50 points
 - 1. Experience with management and operation of similar transit systems
 - 2. Demonstrated use of technology, best practices, and other innovative management practices that have resulted or can result in improved service delivery and lower cost
 - 3. Experience in human resources management, including forecasting, benefits analysis and administration, training, etc.
 - 4. Knowledge of applicable federal, state, and local requirements associated with the provision of public mass transportation services in the Commonwealth of Massachusetts
 - 5. Knowledge and experience with Civil Rights compliance, including ADA, Title VI, DBE, EEO, and LEP
 - 6. Performance metric review of similar sized properties operated
- B. **Experience of Proposed General Manager.** Maximum Score: 50 points
 - 1. Management of a unionized transit system
 - 2. Experience in procurements following FTA regulations and guidance
 - 3. Demonstrated success in the areas of fleet maintenance, facility maintenance, operations, and safety
 - 4. Successful implementation of transit productivity improvements, innovative management tools, technologies, and transit management best practices
 - 5. Financial management and budgeting, NTD reporting
 - 6. Knowledge and experience with Civil Rights compliance, including ADA, Title VI, DBE, EEO, and LEP
 - 7. Experience in human resources management, including forecasting, benefits analysis and administration, recruitment and training, etc.
- C. **Proposed Management Fee** and other identified costs for the contract period, including option years: Maximum Score: 50 points

1. Signed Management Fee Proposal Form (Appendix E) with a schedule of all additional costs
2. Exceptions to contract must be submitted in writing and included in proposer's response

D. Corporate Services to be Provided. Maximum Score: 30 points

1. Professional resources available to provide technical assistance and/or support within the fixed management fee. These resources can be from within the proposing company or through a qualified outside consultant with a contractual relationship with the proposing company
2. Value-added services
3. Ability to provide additional staff as necessary—as a direct reimbursable expense
4. Industry related training and development opportunities available within the region for Resident General Manager, Transit System personnel, and Authority personnel
5. Management Team to be provided, in addition to the Resident General Manager, for this contract. Include resumes and an organizational chart.

E. Financial Integrity of the Proposer. Maximum Score: 20 points

The proposer's financial integrity is critical to successful management and continuation of services. The proposer is to include with the proposal certified financial statements audited by a certified professional accountant.

F. References for the Proposer. Maximum Score: 20 points

A minimum of three references to be provided of transit systems similar in size.

G. Professional References for the Resident General Manager. Maximum Score: 20 points

H. Quality of the Proposal. Maximum Score: 10 points

VIII. Evaluation Process

Proposals will be evaluated in accordance with CATA'S Request for Proposal (RFP)—Selection and Award Procedures. Only those Offerors determined by CATA to be responsive and qualified will be evaluated. Offerors found to be non-responsive and/or not qualified will be notified in writing. CATA may allow such a non-responsive Offeror to provide additional information to be reconsidered if it will not prejudice the other Offerors. Should a proposer be found to have improperly influenced or interfered, or attempted to improperly influence or interfere, with

this procurement, including during the evaluation and award process, they may be disqualified from participating in the procurement.

Proposals from responsive and qualified Offerors will be evaluated and scored in accordance with the evaluation criteria stated in the RFP by an evaluation committee selected by the CATA Administrator. The committee will review and score the proposals, participate in any interviews, and make a recommendation to the CATA Administrator. The CATA Administrator may participate in the evaluation and interview process.

The evaluation committee has the right to request additional information from any proposer at any time during the evaluation and selection process. Failure to provide the requested information may result in the disqualification of a proposer.

A final score and ranked list of all proposers will be forwarded by the evaluation committee to the CATA Administrator after the completion of the interviews and evaluation process. The evaluation committee may recommend that CATA negotiate with one or more proposers, or recommend that CATA award a contract to a single proposer.

Notwithstanding the recommendations of the panel, the CATA Administrator reserves the right of final selection to itself, subject to satisfactory conclusion of negotiations.

Any attempt by a proposer or agent of the proposer to influence the selection process will be documented by CATA and may cause the immediate disqualification of the proposer.

IX. Contract Negotiations

Upon receipt of the recommendation of the evaluation committee, the CATA Administrator will make a selection of the responsible proposer determined to be the most advantageous to the program with price and other factors considered, whereupon a Notice of Award will be issued subject to the completion of negotiations and execution of a contract as provided below.

CATA will enter into contract negotiations with the goal of developing a fixed fee contract for the contract term plus any options. The contractor's proposal and the attached form of contract (Appendix G) shall form the basis of those negotiations. CATA reserves the right to negotiate over all aspects of the proposal. Any exceptions to the Form of Contract must be identified and submitted with the proposer's response to this RFP. CATA does not anticipate modifying the form of contract unless a proposer can clearly demonstrate that a disputed provision prohibits the proposer from fulfilling its obligation to CATA. If CATA is unable to negotiate a contract acceptable to CATA, CATA will terminate negotiations with the selected proposer and commence negotiations with the next most advantageous responsible proposer or at CATA's option, reject all proposals and terminate this solicitation process.

Proposers will be notified of the final selection. Notice of Award will be conditional on the final execution of a contract. Proposers will be given an opportunity for a debriefing, if requested.

X. Proposal Requirements and Conditions

Proposals should be emailed to Felicia Webb, Administrator, (webbf@cantrian.com) and be titled "(NAME OF FIRM) Proposal to Provide Management Services."

Proposals must be received by **11:00am on Friday September 18, 2026**.

Proposals will not be publicly opened. All proposals will be deemed confidential and proprietary during the selection process, subject to the laws of the Commonwealth of Massachusetts and the United States of America.

Proposals received after the above noted deadline will be not be considered.

XI. CATA's Rights to Proposals

All proposals, upon submission to CATA, shall become its property for use as deemed appropriate. By submitting a proposal, the proposer covenants not to make any claim for or have any right to damages because of any misinterpretation or misunderstanding of the specification, or because of any misinformation or lack of information. With regard to the proposals submitted, CATA has the following rights and prerogatives:

- To accept or reject any or all proposals
- To correct any arithmetic errors in any or all proposals
- To change the proposal due date upon appropriate notification to all potentially interested companies.
- To eliminate any mandatory RFP specifications that is found to be unmet by all proposers in the evaluation of received proposals
- To adopt any or all of a successful proposer's proposal
- To negotiate modifications to the scope, cost and contract terms and conditions with the selected proposer prior to contract award only if such is in the best interest of CATA
- To disqualify a proposer from receiving the award if such proposer, or anyone in the proposer's employ, has previously failed to perform satisfactorily in connection with public bidding or contracts
- To revise/amend any provision of this RFP by written notification to all potentially interested companies, prior to proposal submission

- To issue addendum prior to the due date for responses
- To eliminate any requirement that is found to be unmet by all proposers
- To make inquiries, by means it may choose, into the proposer's background or statements made in the proposal to determine the truth and accuracy of all statements made therein
- To seek clarifications related to any proposer's proposal at any time during the evaluation process
- To select and award the contract to the proposer whose proposal represents the best value to CATA
- To begin contract negotiations with the next highest best-value proposer(s) responsive to this RFP (should CATA determine that the negotiations with the selected proposer will not result in a contract) without again requesting proposals

XII. Inquiries and Information

A pre-proposal meeting will be held at **11:00am, Friday, July 24, 2026**. Please RSVP to Felicia Webb, webbf@canntan.com. It is suggested potential proposers attend the meeting, but it is not mandatory.

Facility tours will be conducted between **July 24 through August 7, 2026**. Facility tours will be conducted by appointment only. Please contact Felicia Webb, webbf@canntan.com, to schedule an appointment.

All questions concerning this solicitation must be directed only to Felicia Webb, webbf@canntan.com. The last date to submit questions for this solicitation is **4:00pm, Friday, August 7, 2026**. Should a company be unable to communicate via email, all questions must be submitted in writing and mailed or faxed to:

Cape Ann Transportation Authority
Attn: Felicia Webb
3 Pond Road
Gloucester, MA 01930
Fax: 978-281-4824

Each potential proposing entity will be provided with a copy of each written question and written response thereto, each of which will become part of the RFP by addendum, no later than **Friday, August 28, 2026**. No oral questions will be accepted.

XIII. Disadvantaged Business Enterprises

Disadvantaged Business Enterprises and Women Business Enterprises will be afforded full opportunity to submit proposals in response to the request. Proposals will not be discriminated against on the grounds of race, color, age, gender, ethnicity, sexual orientation, gender identity or expression, religion, creed, ancestry, national origin, disability, veteran's status (including Vietnam-era veterans), or background. Further, any contracts entered into with the Proposer pursuant to this request will include provisions to assure compliance with applicable Civil Rights regulations.

XIV. Protest Procedure

The protest procedures for third party contract awards, which will govern any appears arising out of this procurement, is attached as **Appendix H** to this request for proposals.

XV. Required Certifications

The certifications must be completed and returned with each firm's proposal. A proposal that does not include the required certifications will not be considered.

XVI. Civil Rights

The contractor must comply with the provisions of Title VI of The Civil Rights Act of 1964, as amended, and all applicable federal regulations including 49 CFR Part 21.

XVII. Appendices

- A. Fiscal Year 2027 Budget
- B. Current Labor Agreement
- C. CATA Fleet Inventory
- D. Proposer Questionnaire
- E. Management Fee Proposal Form
- F. Supplemental Conditions & Required Certifications
- G. Form of Contract
- H. Bid Protest Procedures