

THIS CONTRACT is made and entered into by and between the CITY OF FRESNO, a California municipal corporation (hereinafter referred to as "City"), and Diversified Transportation, LLC, a California limited liability company, dba Keolis Transit America, (hereinafter referred to as "Contractor") as follows:

1. CONTRACT DOCUMENTS. The "Notice Inviting Proposals," "Instructions to Proposers," "Proposal" and the "Specifications" including "General Conditions," "Special Conditions" "Scope of Work" "Participation by Disadvantaged Business Enterprises" and "Federal Requirements" for the following: REQUEST FOR PROPOSAL FOR ADA PARATRANSIT SERVICES No. 9202 copies of which are annexed hereto, together with all the documents specifically referred to in said annexed documents, including the Performance Bond, if required, and Exhibits, are hereby incorporated into and made a part of this Contract, and shall be known as the Contract Documents.

2. PRICE. For the monetary consideration of SIXTEEN MILLION EIGHT HUNDRED AND EIGHTY THOUSAND TWENTY EIGHT DOLLARS AND ZERO CENTS, as set forth in the Proposal, Contractor promises and agrees to perform or cause to be performed, in a good and workmanlike manner, and to the satisfaction of City, and in strict accordance with the Specifications, all of the work as set forth in the Contract Documents.

3. PAYMENT. City accepts Contractor's Proposal as stated and agrees to pay the consideration stated, at the times, in the amounts, and under the conditions specified in the Contract Documents.

4. INDEMNIFICATION: Contractor shall indemnify, hold harmless and defend City and each of its officers, officials employees, agents and volunteers from any and all loss, liability, fines, penalties, forfeitures, costs and damages (whether in contract, tort or strict liability, including but not limited to personal injury, death at any time and property damage) incurred by City, Contractor or any other person, and from any and all claims, demands and actions in law or equity (including attorney's fees and litigation expenses), arising or alleged to have arisen directly or indirectly out of performance of this Contract. Contractor's obligations under the preceding sentence shall apply regardless of whether City or any of its officers, officials, employees, agents or volunteers are actively or passively negligent, but shall not apply to any loss, liability, fines, penalties, forfeitures, costs or damages caused solely by the gross negligence, or caused by the willful misconduct, of the City or any of its officers, officials, employees, agents or volunteers.

If Contractor should subcontract all or any portion of the work to be performed under this Contract, Contractor shall require each subcontractor to indemnify, hold harmless and defend City and each of its officers, officials, employees, agents and volunteers in accordance with the terms of the preceding paragraph.

This section shall survive termination or expiration of this Contract.

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IN WITNESS WHEREOF, the parties have executed this Contract on the day and year

here below written, of which the date of execution by City shall be subsequent to that of Contractor's, and this Contract shall be binding and effective upon execution by both parties.

DIVERSIFIED TRANSPORTATION, LLC, a
California Limited Liability Company
dba KEOLIS TRANSIT AMERICA

By: Michael D Griffin

Name: MICHAEL D GRIFFIN
(Type or print written signature.)

Title: PRESIDENT + CEO

Dated: 01/29/2013

By: [Signature]

Name: Joseph Cardoso
(Type or print written signature.)

Title: CEO

Dated: 01/29/2013

CITY OF FRESNO,
a California municipal corporation

By: [Signature]
Jason MacDonald, Purchasing Manager
Finance Department

Dated: 2-7-13

ATTEST:
YVONNE SPENCE
City Clerk

By: [Signature] 2/14/2013
Deputy Date

APPROVED AS TO FORM:
Francine M. Kanne,
Interim City Attorney

By: [Signature]
Deputy/Senior Deputy

City of **FRESNO** REPORT TO THE CITY COUNCIL

AGENDA ITEM NO.	2 F
COUNCIL MEETING	1-24-13
APPROVED BY	
DEPARTMENT DIRECTOR	
CITY MANAGER	

January 24, 2013

FROM: KENNETH P. HAMM, Director
Department of Transportation

BY: GREG EISNER, Manager
Support Services Division

Presented to City Council
 Date: Jan 24, 2013
 Disposition: approved
Dec. 2013-7
akaptol

SUBJECT: ACTIONS PERTAINING TO THE CONTINUED PROVISION OF PARATRANSIT SERVICES (HANDY RIDE) IN THE CITY OF FRESNO:

1. AWARD A THREE-YEAR CONTRACT IN THE AMOUNT OF \$16,880,028.93 TO KEOLIS TRANSIT AMERICA FOR THE PROVISION OF DEMAND RESPONSIVE PARATRANSIT (HANDY RIDE) SERVICES WITH THE OPTION OF FOUR ONE-YEAR EXTENSIONS
2. APPROVE THE 35th AMENDMENT TO AAR NO. 2012-125 IN THE AMOUNT OF \$194,700 FOR THE PURPOSE OF FUNDING THE HANDY RIDE PROGRAM FOR THE REMAINDER OF THE FISCAL YEAR
3. AUTHORIZE THE DIRECTOR OF TRANSPORTATION TO NEGOTIATE AN INTERIM CONTRACT FOR DEMAND RESPONSIVE PARATRANSIT SERVICES WITH MV TRANSPORTATION, INC.

RECOMMENDATION

The Department of Transportation/FAX recommends that the Council:

1. Award a three-year contract in the amount of \$16,880,028.93 to Keolis Transit America for the provision of demand responsive paratransit (Handy Ride) services with the option of four one-year extensions
2. Approve the 35th Amendment to AAR NO 2012-125 in the amount of \$194,700 for the purpose of funding the Handy Ride program for the remainder of the fiscal year.
3. Authorize the Director of Transportation to negotiate an interim contract for demand responsive paratransit services with MV Transportation, Inc

EXECUTIVE SUMMARY

The Transportation Department solicited proposals through the Request for Proposal (RFP) process for the provision of demand responsive paratransit service (Handy Ride) within the Fresno-Metropolitan area. Comparable public transportation services for individuals with disabilities is required by Federal Law and mandated in order to receive Federal Transit Administration funding.

The Requests for Proposals (RFP) for Handy Ride Paratransit Service were released on August 18, 2012 and sent to 32 potential bidders. Proposals were due on September 18, 2012 and revealed in a public bid opening. Proposals were received from Keolis Transit America, First Transit, National Express, and MV Transportation, Inc. These bids are scheduled to expire 120 days after the bid opening (February, 18, 2013).

The Proposal Evaluation Committee was comprised of four City Staff and a member of the community. Additionally, the committee was assisted by Roy E. Glauthier, a Transportation Planning and Policy consultant, who was hired by the Transportation department to assist in the development of RFP.

The Committee's evaluation determined that Keolis Transit America presents the best value for the public and City. Keolis meets the stated goals and will create a solid foundation for providing the high quality paratransit service for Fresno's ADA citizens.

The current contract for Handy Ride service is held by MV Transportation, Inc. and is scheduled to expire on December 17th, 2012. On August 30, 2005 Council approved a five year contract with two one-year extensions. In order to ensure uninterrupted Handy Ride services and provide a smooth transition between old and new service providers, the Department of Transportation is recommending that the City Council authorize the Director of Transportation to negotiate an interim contract extension with the current service provider, not to exceed 90 days.

The proposed amendment to the AAR increases the Transportation budget by \$194,700 and allows the paratransit services contract to be funded through FY2013.

BACKGROUND

Handy Ride is a demand-responsive, curb-to-curb transit service for those individuals with mobility impairments and/or disabilities that prevent them from using regular fixed route bus services. As required by the Americans with Disabilities Act (ADA) of 1990, the service area and hours of service must be comparable to the city's fixed route bus service. The current service area is generally Copper Avenue to the North, Willow/Temperance Avenues to the East, Central Avenue to the south, and Polk Avenue to the West. Operation hours are seven days per week and start and ending times are comparable to the fixed route system. Handy Ride provided approximately 209,500 trips during FY2012 and it is anticipated that demand will grow with the number of trips increasing to 215,000 during the term of the contract.

The goal of this Request for Proposal (RFP) was to solicit proposals to provide demand-responsive service (Handy Ride) within the Fresno-Metropolitan area. Services include, but are not limited to, day-to-day operation of service, executive and management, employment, training of all employees, maintenance and repair of equipment, customer relations, preparation of financial and productivity reports, and other actions as necessary to comply with the contract specifications. The proposed contract under this solicitation is for three years from the date of the Notice to Proceed and contains provisions for four one-year extensions.

Specifications were prepared for the RFP in June and July, 2012. The service parameter was based on 100,000 annual revenue hours. Based on the 100,000 hours, proposers were required to provide separate fixed costs and a variable cost per revenue hour over the term of the proposed contract. A Notice Inviting Proposers was published in the Business Journal on August 17, 2012 and posted on the City's website on August 18, 2012. The proposal specifications were distributed to 32 prospective bidders. The City conducted a Pre-Proposal Conference and a Handy Ride Facilities Tour on August 23, 2012.

Four sealed proposals were received and opened on September 18, 2012. Proposers and their three year proposal prices were as follows:

Total Three Year Proposed Estimated Costs

First Transit	Keolis Transit America	MV Transportation	National Express
\$17,028,513.84	\$16,880,028.93	\$17,922,413.00	\$17,192,903.17

Interviews were conducted with each proposer by the Proposal Evaluation Committee. Keolis Transit America rated the highest based on the proposal evaluation criteria, the interviews, and total price. The proposed three year contract with Keolis Transit America meets the stated goals of the RFP and is a solid foundation for providing the high quality paratransit service for Fresno’s citizens. The proposed contract incorporates improved performance standards, including incentives and disincentives, for productivity thresholds. Keolis has pledged to retain the majority of the workforce with the exception of possible changes at the management and supervisory levels. Keolis has also committed to provide a comparable wage and benefit structure to all transitioning employees and has provided a transition plan that commences their operation of the Handy Ride service thirty (30 days) after award by Council.

Paratransit services for FY2013 were budgeted at \$4,999,700. The new contract with Keolis is estimated to be \$5,424,586 in year one, which is an 8.5% increase when compared to current contract costs. For the period between Keolis’ start-up and the end of FY2013, an additional \$194,700 will be needed to fund this service. The additional revenue needed for FY13 will be funded an increase in State Transportation Development Act (TDA) revenues. The new contract will be fully incorporated into the FY2014 Budget.

In order to ensure uninterrupted Handy Ride services and provide a smooth transition between old and new service providers, the Department of Transportation also requests that City Council authorize the Director of Transportation to negotiate an interim contract extension with the current service provider, MV Transportation, not to exceed 90 days from December 17, 2012. Kevin Klika, President of MV Transportation, has pledged to provide the smoothest transition possible with no breaks to service until the new contractor can initiate start-up. Mr. Klika has asked for a 2% increase in their rate for the extended transition period.

FISCAL IMPACT

Funds for paratransit services are included in the Department of Transportation FY2013 budget at a level of \$4,999,700. Approval of this 35th Amendment to the AAR will appropriate \$194,700 from prior year Transit Operating revenues. The \$425,000 needed to support FY14 costs will be derived from State transportation funds.

Attachments:

- A. Bid Evaluation Form
- B. Report From Evaluation Committee
- C. 35th Amendment to the AAR No. 2012-125 for \$194,700

LISTING OF PROPOSERS

FOR: REQUEST FOR PROPOSALS FOR ADA PARATRANSIT SERVICES

RFP No. 9202
RFP Opening:
9/18/12

PROPOSER'S (In alphabetical order)	TOTAL PROPOSAL AMOUNT
1. First Transit, Inc. 600 Vine Street Suite 1400 Cincinnati, OH 45202	\$17,028,512.00
2. Keolis Transit America 6053 West Century Boulevard 9 th Floor Los Angeles, CA 90045	\$16,880,028.00
3. MV Transportation 360 Campus Lane Suite 201 Fairfield, CA 94534	\$17,922,413.00
4. National Express Transit Corporation 8041 Hosbrook Road, Suite 330 Cincinnati, OH 45236	\$17,192,904.00

Each proposer has agreed to allow the City one hundred twenty (120) days from date proposals were opened to accept or reject their proposal.

DEPARTMENT CONCLUSIONS AND RECOMMENDATION:

The goal of this Request for Proposal (RFP) was to solicit proposals to provide demand responsive paratransit service (Handy Ride) within the Fresno-Metropolitan area. Handy Ride is a demand responsive, curb-to-curb service that provides service to the disabled. Service is available seven days a week during the same hours as the fixed-route service. All vehicles are lift equipped and comply with the American's with Disabilities Act.

The Request for Proposals (RFP) for Handy Ride Paratransit Service was released on August 18, 2012 and sent to 32 potential bidders. Proposals were due on September 18, 2012 and revealed in a public bid opening. Proposals were received from Keolis Transit America, First Transit, National Express, and MV Transportation, Inc. These bids will expire 120 days after the bid opening (February, 18, 2013).

The proposal evaluation committee was comprised of four City Staff and a member of the community. The committee was assisted by a consultant with expertise in Transportation Planning and Policy. The Committee's evaluation determined that Keolis Transit America presents the best value for the public and City. Keolis meets the stated goals and will create a solid foundation for providing the high quality paratransit service for Fresno's ADA citizens.

The Department of Transportation/FAX recommends that the Council: award a three-year contract in the amount of \$16,880,028.93 to Keolis Transit America for the provision of demand responsive paratransit (Handy Ride) services with the option of four one-year extensions.

LISTING OF PROPOSERS

FOR: REQUEST FOR PROPOSALS FOR ADA PARATRANSIT SERVICES

RFP No. 9202
RFP Opening:
9/18/12

The first year service cost estimate provided by the new service provider (Keolis) is \$5,424,586. Funds for paratransit services were included in the Department of Transportation FY2013 budget at a level of \$4,999,700. This figure was based on a full year of cost equal to the expiring MV Transportation, Inc. contract. The new contract with Keolis is estimated to be in place by February or March of FY2013, requiring an additional \$194,000 to fund this service. An amendment to the AAR will be requested as part of the Report to Council for this award to appropriate \$194,000 from prior year Transit Operating revenue.

Award a contract in the amount of \$16,880,028

to Keolis Transit America of Los Angeles CA
in accordance with the Selection Committee recommendation.

Reject all proposals. Reason:

Remarks:

Department Head Approval


KENNETH P. HAMM

Title Director, Department of Transportation

Date 1-7-13

Approve Dept. Recommendation

Approve Finance/Purchasing Recommendation

Disapprove

Disapprove

See Attachment

FINANCE DEPARTMENT

CITY MANAGER


Purchasing Manager 1/7/12
Date


City Manager or Designee 1/8/13
Date


Finance Director/Controller 1/7/2013
Date

**REPORT FROM EVALUATION COMMITTEE
9202 REQUEST FOR PROPOSALS FOR
ADA PARATRANSIT SERVICES**

COMMITTEE MEMBERS:

Greg Eisner, Transit Operations Manager, Department of Transportation/FAX
Dena Kalar, Management Analyst II, Department of Transportation/FAX
Joseph Oldham, Housing & Neighborhood Revitalization Manager, Development
Department/Sustainable Fresno
Gary Watahira, Administrative Manager, Information Services Department
Mark G. Harold, Architect, Harold & Davis Architecture
Diana Reynolds, Buyer II, Purchasing Division - facilitator

EVALUATION BY COMMITTEE:

The RFP for paratransit service was released on August 8, 2012, and proposals were submitted and opened and publicly recorded in a public opening on Tuesday, September 18, 2012. Proposals were received from 4 firms which included Keolis Transit America, First Transit, National Express, and MV Transportation, Inc. Interviews were held in the Purchasing Division offices for all four (4) companies on Thursday, September 27, 2012.

The committee reviewed and scored each proposal based on the following criteria, which are listed in order of their relative importance, from most important to less important:

- a. **Ability** to meet the stated service requirements;
- b. **Cost** as shown on the proposal forms;
- c. **Past Performance and Experience** based on references and experience shown in Statement of Qualifications and Experience and other sources;
- d. **Qualifications of key personnel**;
- e. **Employee Recruitment/Retention Program**;
- f. **Conformance** to the terms and conditions of the RFP;
- g. **Financial Stability** as demonstrated by the Financial Statement and other sources;
- h. **Evaluation of Preventive Maintenance Program**;
- i. **Employee Selection**, training and supervision;
- j. **Qualifications** of subcontractors, if applicable; and
- k. **Other** related information.

All four companies pledged to keep as many of the veteran staff as possible, with the only staffing changes occurring at the management level.

PROPOSED COSTS: The following table summarizes the proposed costs from each firm for the three-year base term and the total possible term, with option years, of seven (7) years. The four, one year options (allowable under this agreement) are also included based on an assumed inflation rate of 3%.

	First Transit	Keolis Transit America	MV Transportation	National Express	
Year One					
Cost Per VSH	\$33.33	\$32.37	\$37.66	\$33.43	
Monthly Fixed Costs	\$183,261	\$182,305	\$163,394	\$179,823	
Annual VSH Cost	\$3,332,507	\$3,236,932	\$3,765,593	\$3,342,538	
Annual Fixed Costs	\$2,199,126	\$2,187,655	\$1,960,730	\$2,157,872	
Total Year 1 Cost	\$5,531,634	\$5,424,587	\$5,726,323	\$5,500,410	
Proposed Escalation					
Total Year 2 Cost	\$5,648,970.00	\$5,630,332.00	\$5,990,532.00	\$5,726,144.00	
Total Year 3 Cost	\$5,847,910.00	\$5,825,110.00	\$6,205,558.00	\$5,966,349.00	
Total 3-Year Proposed Cost	\$17,028,513.84	\$16,880,028.93	\$17,922,413.00	\$17,192,903.17	Inflation%
Total Option Year 1 Cost	\$6,023,347.30	\$5,999,863.30	\$6,391,724.74	\$6,145,339.47	3%
Total Option Year 2 Cost	\$6,204,047.72	\$6,179,859.20	\$6,583,476.48	\$6,329,699.65	3%
Total Option Year 3 Cost	\$6,390,169.15	\$6,365,254.97	\$6,780,980.78	\$6,519,590.64	3%
Total Option Year 4 Cost	\$6,581,874.23	\$6,556,212.62	\$6,984,410.20	\$6,715,178.36	3%
7-Year Proposed Cost	\$42,227,952.23	\$41,981,219.03	\$44,663,005.20	\$42,902,711.30	

EVALUATION COMMITTEE CONCLUSIONS: A final recommendation was made based on each proposal, references, and interviews. As this contract will be funded in part by FTA funds, cost may not be the main determining factor in making the award.

Keolis Transit America

Keolis Transit America was independently and unanimously selected by the entire committee as the best value to be awarded a contract to assume management of the Handy Ride services effective December 18, 2012. Keolis Transit America demonstrated a wealth of knowledge regarding ADA paratransit management and operations, a project approach which is responsive to City concerns and priorities, strong technical support and highly qualified people to manage the program. Their proposed cost was the lowest of the four at \$16,880,028.93. The committee all recognized the proposed General Manager, Thomas Stringer, and his knowledge and experience in paratransit services and Trapeze reservations and scheduling software used by Handy Ride, as clearly the most qualified in comparison to the other bidders' proposed General Managers. Most impressive and most compelling was the organizational structure that Keolis would use in Fresno. Executive Vice President, Dwight Brashear, would serve as the primary and direct contact to the onsite General Manager, Thomas Stringer. This organizational structure will bypass extra layers of bureaucracy resulting in quicker decisions and responses to our

Handy Ride concerns. Dwight Brashear is a resident of Fresno, enabling him to offer this unprecedented “hands on” service unmatched by any of the other bidders of this project. Keolis also had a good training program, emphasizing safety, customer service (including an after-hours call center enabling customers to always be able to reach a “live person”) and sensitivity training for all their employees. Keolis solicits customer and public feedback to help improve their service through a variety of methods including the availability of a “hotline” number to report driver/vehicle issues, email, customer comment input via web site, telephone surveys, written surveys and customer comment cards on vehicles. Another highlight of their proposal (not included in the three other proposals) was a detailed fare collection procedure including armored truck service at no additional cost to the city. This is important as fare revenue directly impacts bottom line costs of the Handy Ride program. **Keolis was selected as the “best value” for the City of Fresno, FAX/Transportation Department by the evaluation committee.**

First Transit Inc.

First Transit Inc. had a well written proposal, however, their expertise and qualifications were not demonstrated in the interview. They did not demonstrate an understanding of changes which have occurred in Fresno since they last operated Handy Ride in 2006. First Transit’s proposal was the second lowest of the four at \$17,028,513.84 and \$248,485 higher than the lowest proposal for the three-year base term. The committee felt that First Transit appeared to have a good maintenance program but was concerned that there was not a disclosure of how they proposed to overcome high mileage vehicles, as other proposers did. The committee was also very concerned that they propose to provide new drivers with only a minimum 50 hours of training when the industry standard is 80 hours. First Transit has a long history of providing transportation services and has a good working knowledge of the Trapeze scheduling program and a good program that will work with Trapeze to provide data to First Transit as well as to City Staff, but they did not provide anything extra that could have helped the committee balance their proposal’s shortcomings in the various areas of concern. Their regional manager was based in Oregon and oversees properties in 4 other states. The committee was concerned he may not be available to provide timely assistance to the onsite General Manager to the degree they would like to see. **First Transit was ranked as the second best value by the evaluation committee.**

MV Transportation Inc.

MV Transportation Inc’s proposed cost of \$17,922,413.00 was the highest of the four received and \$1,042,384 above the recommended proposer over the three-year base term. In the committee’s evaluation, their approach to this request for proposals was to continue their current operation of the past 6+ years without any significant improvements or re-assessment of the status quo. MV’s current operating data indicates they have enhanced performance over the last few years of operating Handy Ride by becoming more efficient and reducing Vehicle Service Hours and decreasing the percentage of “No-Shows.” The committee, however, was concerned that the financial audit that was provided included some qualifying statements from the auditor. Further research would be needed to consider this a true negative. MV Transportation also stated during the interview that they had found several areas in their costs that they could cut back and come in at a lower price if there was going to be a Last, Best and Final offer. The committee was uncomfortable with this remark and obviously questioned why MV’s proposal hadn’t been submitted with their best price. In contrast to Keolis, their proposed regional manager does not live in Fresno, and oversees approximately 6 other properties and is at least a layer of bureaucracy below the primary decision maker. **MV Transportation was selected as fourth best value by the evaluation committee.**

National Express

In the U.S. market, National Express has only existed since March 2012. References are from firms that they have purchased since March 2012, which concerned the committee as they had no record of experience as this newly formed firm, National Express, in successful management of ADA paratransit services. National Express did conduct a solid interview and their proposed General Manager was positively received by committee members. Because of their few projects in the full service paratransit industry, National Express indicated that every level of management would be working on the transition (if they were selected) to ensure they were successful. However, Management and Technical support for the Handy Ride program is located outside California, with most support presently located in the firm's Cincinnati OH national office. This would make support of Handy Ride difficult when an unexpected event occurs. National Express' proposed cost of \$17,192,903.17 was third lowest of the four proposers and was \$312,874 higher than the lowest cost for the three-year base term. During the committee interview, National Express responded well to questions about their ability to handle maintenance and did remark that the high mileage vehicles may be a challenge but felt they could handle it with a hands-on maintenance manager. **National Express was selected as third best value by the evaluation committee.**

COMPLAINTS IN OTHER MARKETS

The Purchasing Department called the three references provided by each bidder and asked the following question: Have there been many customer complaints about this company? Types of complaints?

Keolis Transit America

1. No, not about the company
2. A few, not really concerned. Nothing earth shattering.
3. No, nothing out of the ordinary. Not enough people answering phones, but that is to be expected.

First Transit

1. No
2. No
3. No, low. Maybe 1 or 2 per month. Good overall not necessarily valid complaints, maybe 1 or 2 valid.

MV

1. No, they are part of a user/advocate group that meets monthly to go over issues if any.
2. No
3. No
4. No

National Express

1. No
2. Yes, but no increase since their takeover it's the nature of the business
3. Some have decreased since National took over – most were time delays but Arlington does the scheduling so that accounts for some of the delays

CONTINGENCY PLANS

The day before the interviews occurred the Handy Ride building lost access to phones and data lines for several hours. As there had not been a contingency plan in place and manifests are printed in the morning, there were a large number of people that were picked up late and had difficulty getting to work. In the end, Fresno Area Express personnel were able to come up with a contingency plan and get manifests printed to get drivers out the door and set Handy Ride dispatchers up at the Manchester Transit Center to take calls. Due to this incident, each bidder was asked what they would do if they walked in and systems were down.

Keolis Transit America

Keolis stated that they would always have a paper backup of driver manifests printed and ready from the night before for both the schedulers and the drivers to utilize. They also stated that they had experienced similar situations in other cities and there were no delays to service.

First Transit

First Transit stated that they would always print the manifests the night before and ensure that the dispatch area backup generator was in working order. They also stated they would save all information offsite as a PDF to ensure it could be retrieved and be readily available for dispatch.

MV

MV stated that when this had occurred, City staff was right there solving the problem and did a great job of getting the problem fixed. Said that in the future they could possible print manifests the night before or keep a back up PDF somewhere.

National Express

NE stated that they would make sure that there was always a backup including, backing up data every few hours. They also stated they would print manifests the night before and ensure the backup generator was in good working order.