

Department of Procurement Services

March 22, 2004

Addendum Number 2

**To
REQUEST FOR PROPOSALS (“RFP”)**

For

Downtown Circulated Transportation System Trolley Service

Specification No. 17503

For which Proposals are scheduled to be received no later than 4:00 p.m., Chicago time on, Tuesday, March 23, 2004, in the Department of Procurement Services, Bid and Bond Room (Room 301 of City Hall). The information contained in this Addendum Number 1 is incorporated by reference into the original Request For Proposals (RFP) issued on Wednesday, February 18, 2004.

This document contains:

- 1. Change to Section III, Preparing Proposals: Required Information;**
- 2. Change To Exhibit 1, Scope of Services;**
- 2. Changes To Exhibit 2, Cost Proposal; and**
- 3. Answers to 8 questions submitted prior to and during the RFP Pre-submittal Conference on Wednesday, February 25, 2004 and before the question deadline of Thursday, March 4, 2004 at 4:00 p.m.**

Respondent must acknowledge receipt of this Addendum in the attached Acknowledgment in their Proposals.

- I. CHANGE TO SECTION III. PREPARING PROPOSALS: REQUIRED INFORMATION.** Section III, Preparing Proposals: Required Information is revised as follows:

Section III, item B.5. “Cost Proposal” is deleted and replaced with “Respondent must provide two detailed fee proposals for the required services according to the schedules outlined in Exhibit 2-A (base) and 2-B (expanded).

- II. CHANGE TO EXHIBIT 1, SCOPE OF SERVICES.** The Scope of Services, Exhibit 1, is deleted and replaced with Exhibit 1-A attached hereto.

III. CHANGES TO EXHIBIT 2, COST PROPOSAL. Cost Proposal, Exhibit 2, is deleted and replaced with Exhibit 2-A and Exhibit 2-B.

IV. QUESTIONS AND ANSWERS

1. **Q.** Is the contract term for 3 years with 3-1 year options?
A. Yes.
2. **Q.** What about if there is a lack of funding after the first year?
A. The continuation of the program is contingent upon funding. If no funding were available, the project would lapse.
3. **Q.** Would the project continue using other funding sources?
A. The Department of Transportation will make every effort to find a funding source to continue the program.
4. **Q.** Will the City guarantee funds if federal funds disappear after the first year?
A. Funding for the program is not guaranteed.
5. **Q.** Is there a guarantee of prompt payment by the City of Chicago upon receipt of contractor's invoice?
A. Please refer to Section 4.2, "Method of Payment" of the City of Chicago Professional Services Agreement, Exhibit 6 of the RFP.
6. **Q.** Regarding "Peak Season Section – 192 Hours Service – 24 Days":
The period stated in the Section for 24 days from November 26, then December 18, 2004 through January 9, 2005 includes two holidays, i.e. Christmas and New Year's Days. Is this correct? (Our notes at the meeting excluded these two national holidays as 'non-operating days'). Question: Are there 24 days *including the holidays* or are there 22 days *excluding the holidays*?
A. Correction: There are 23 days, excluding Christmas. It is anticipated that the service will operate on New Year's Day.
7. **Q.** Regarding "Peak Season Section – 192 Hours Service – 24 Days" and "Nov. 26, Dec. 18 – Jan. 9":
Question: Was there a 'mistake in typing'? Does this period of November 26 *operate continuously* and start again December 18 and continuously through

January 9, 2005?

- A.** The service will run on November 26, 2003 (day after Thanksgiving, a weekday) and will continue on weekends only until December 18th. Service will run daily from December 18, 2004 until January 9, 2005.

- 8. **Q.** Regarding “Non-Peak Season Section: September 11 to December 12, 2004”:
There are 28 operating days on the weekends during this period, i.e., 14 days on Saturdays at eight (8) hours per day and 14 days on Sundays at six (6) hours per day. Are *some* of these days, i.e. November 26 through December 12 a “duplicated service”?

- A.** No, service does not run continuously from November 26 until December 12th.

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Specification No. **17503**

Consisting of Change to Section III, Preparing Proposals: Required Information; Change To Exhibit 1, Scope of Services; Changes To Exhibit 2, Cost Proposal; and Answers to 8 questions.

ACKNOWLEDGMENT

I hereby acknowledge receipt of Addendum Number 1 to the RFP named above, and further state that I am authorized to execute this Acknowledgment on behalf of the company listed below.

Signature of Authorized Individual

Title

Name of Authorized Individual (type or print)

Company Name

Business Telephone Number

EXHIBIT 1-A

SCOPE OF SERVICES

IMPORTANT NOTE:

Respondents **must** submit bids for the base 4 route service that includes Routes A through D **and** for an expanded service that includes all 7 routes in the visitor trolley system, Routes A through G as follows:

- 1) **Route A** - Metra/Shopping: Operates between Union and Ogilvie Center stations and Water Tower Park with stops on State Street and North Michigan Avenue.
- 2) **Route B** - Metra/Museum Campus: Operates between Union Station and Ogilvie Center stations and the Museum Campus (Field Museum, Adler Planetarium and Shedd Aquarium), with stops at the three institutions, State Street and South Michigan Ave.
- 3) **Route C** - Metra/Navy Pier: Operates between Union and Ogilvie Center stations and Navy Pier with stops on State Street.
- 4) **Route D** - La Salle Station/State Street Express: Operates between the LaSalle Street Metra Station and Marshall Field's on State Street.
- 5) **Route E** - Lincoln Park/Navy Pier: Operates between the Peggy Notebaert Nature Museum and Navy Pier with a stops at the Lincoln Park Zoo, the Chicago Historical Society and Water Tower Park on Michigan Avenue.
- 6) **Route F** - Lincoln Park/Metra: Operates between the Peggy Notebaert Nature Museum and Union and Ogilvie Center Stations with stops at the Lincoln Park Zoo and the Chicago Historical Society.
- 7) **Route G** - Lincoln Park/CTA Station Shuttle: Operates between the Armitage Avenue elevated CTA station, the Fullerton elevated CTA station, the Peggy Notebaert Nature Museum, the Lincoln Park Zoo and the Chicago Historical Society with stops at area parking garages.

INTRODUCTION

The City of Chicago through its Chicago Department of Transportation (CDOT) invites the submission of proposals for the management and operation of a Downtown circulated public transportation system.

1. Background Information:

Following a successful pilot program in 2000, the Chicago Department of Transportation (CDOT) launched an expanded free visitor trolley system in 2001. This program created an

integrated, easy to use, well publicized system to move visitors between public transit and tourist destinations, while decreasing traffic congestion and improving air quality. Based on the success of the pilot program, federal funding was secured for the expanded system.

The City's free trolley service has evolved over the years. Changes in operations have been made in an effort to offer visitors the most favorable hours of operation and routing with available funding. Over the last 2 years of operation (2002 and 2003), the trolleys have provided service on 3 routes originating from Union and Ogilvie commuter rail stations and serving Water Tower Park on Michigan Avenue, the Museum Campus and Navy Pier. The Michigan Avenue line intersected Navy Pier's free trolley line, allowing users to transfer between the 2 routes. The program also coordinated with other free routes in the City (Lincoln Park to the north and the Chinatown/Pilsen communities to the west and south) with unified publicity, consistent signage and visitor maps featuring all City's free trolley routes.

In 2003, all 3 City routes operated daily from Memorial Day through Labor Day, with weekend only service continuing through the fall. Daily service will again be provided for 3 weeks during the holiday season in December/January. Trolley ridership for 2003 surpassed 1,000,000.

2. Program Description:

Overview

Respondents are bidding for both a base visitor trolley system with 4 routes (Routes A through D) and an expanded 7 route system (Routes A through G). The expanded system will be implemented contingent upon funding availability.

- 1) Route A - Metra/Shopping: Operates between Union and Ogilvie Center stations and Water Tower Park with stops on State Street and North Michigan Avenue.
- 2) Route B - Metra/Museum Campus: Operates between Union Station and Ogilvie Center stations and the Museum Campus (Field Museum, Adler Planetarium and Shedd Aquarium), with stops at the three institutions, State Street and South Michigan Ave.
- 3) Route C - Metra/Navy Pier: Operates between Union and Ogilvie Center stations and Navy Pier with stops on State Street.
- 4) Route D - La Salle Station/State Street Express: Operates between the LaSalle Street Metra Station and Marshall Field's on State Street.
- 5) Route E - Lincoln Park/Navy Pier: Operates between the Peggy Notebaert Nature Museum and Navy Pier with a stops at the Lincoln Park Zoo, the Chicago Historical Society and Water Tower Park on Michigan Avenue.
- 6) Route F - Lincoln Park/Metra: Operates between the Peggy Notebaert Nature Museum and Union and Ogilvie Center Stations with stops at the Lincoln Park Zoo and the Chicago Historical

Society.

7) Route G – Lincoln Park/CTA Station Shuttle: Operates between the Armitage Avenue elevated CTA station, the Fullerton elevated CTA station, the Peggy Notebaert Nature Museum, the Lincoln Park Zoo and the Chicago Historical Society, with stops at the Children’s Memorial Hospital parking garage and the Lincoln Park Hospital garage.

Scope of Services

In 2004, service for the base system, lines A, B, and C is anticipated to be 7 days a week during the peak season (Memorial Day weekend through Labor Day and late December/early January). Hours of service are expected to be 10:00 a.m. until 6:00 p.m. on these 3 routes during peak season. Hours may be extended until 8:00 p.m. during the holiday season in December and January. Hours for route D is anticipated to be summer weekends and holidays only, from 10:00 a.m. until 6:00 p.m. During the non-peak season (mid-September through mid-December), service for A, B and C is anticipated to be Saturdays from 10:00 a.m. until 6:00 p.m. and Sundays from noon until 6:00 p.m.

In addition to the base system, the expanded system includes routes E, F and G. Service for routes E and F is anticipated to be 7 days a week during the peak season (Memorial Day weekend through Labor Day and late December/early January). Hours of service are expected to be 10:00 a.m. until 6:00 p.m. on these 2 routes during peak season. Service for route G is anticipated to be summer weekends and holidays only, from 10:00 a.m. until 6:00 p.m. During non-peak spring break (mid-March, mid-April) routes E and F will operate daily from 10:00 a.m. until 6:00 p.m.

Based on previous years’ performance, demand for Routes A and B is estimated to be 2500 people/day on weekdays and 3000 people/day on weekends during the peak season, and 1500 people/day during non-peak. Estimated demand for Route C is predicted to be 1500 people/weekday peak, 2000 people/day weekends peak and 1000 people/day non-peak. Route D (weekends only) is a new route and ridership is predicted to be 100 people/day.

Routes E and F are new and ridership is predicted to be 400 people/day peak weekdays, 500 people/day peak weekends and 300 people/day for non-peak for each route. Route G (weekends only) is predicted to carry 600 people/day.

Ease of use is of paramount importance to this program; therefore, users must be able to differentiate easily between each of the 4 or 7 routes, either by on-trolley signage or other distinguishing markings. Details of the system routes, dates of operation, staffing requirements and capacity are outlined in Scope of Services.

Vehicles

Given the nature of “entertainment” or destination services for the City’s visitors, the type of vehicle identified by the Respondent is of key concern to CDOT. Requirements for clean-air fuel system implementation are listed in Appendix 1, Performance Requirements. The trolleys or

similar vehicles must be easily identifiable and have clear signage identifying them as “Chicago’s Free Visitor Trolleys” and which route they serve. Vehicles also must be able to accommodate interior and exterior advertising including “wraps.” The City or the selected Respondent (“Contractor”) may be responsible for selling advertising, with income directed back to the project.

Respondent’s proposal must include the following information on vehicles:

- Technical specifications of vehicle(s) proposed with pictures of front, back and side of vehicle(s).
- Clean fuel fleet compliance.
- Engine description.
- Seating capacity.
- Age and mileage of vehicles to be used by CDOT system.
- Advertising capacity.
- Location and type of signage used to identify free transit vehicle.
- Ability to distinguish from other free and/or pay visitor trolleys.

Staff

Staff must be considered in three areas: 1) the vehicle drivers; 2) on-site safety/security staff; and 3) a general outdoor system manager. Drivers must be trained and scripted to provide interesting and educational highlights for visitors as they drive their routes. In addition to the vehicle drivers, Respondent must allow for sufficient outdoor safety/security staff based upon the number of vehicles running (see Exhibit A for staff allocation needs). Safety/security staff must be positioned on-site at key areas along the routes to assist visitors in identifying stops, assisting entry and exit of the vehicles for strollers and the elderly, and assist with the use of handicapped access equipment. Additionally, this staff maintains clear pathways for pedestrians and ensures their safety. Respondent must have a dedicated outdoor system manager who manages all aspects of the operations and reports back to the CDOT project manager. The outdoor manager must ensure system staffing, routing, usage reporting and safety reports. Additionally, this individual is responsible for training, identifying and managing service enhancements and working with CDOT staff on communications to promote the system.

All staff must be uniformed (selected to coordinate with the overall free trolley system and paid by Responding company) and well groomed. Uniforms include caps, collared shirts and windbreakers color-coordinated with the free trolley system logo. All staff will be responsible for safety, route and driver training as well as emergency procedures and reporting. Additionally, all staff will participate in quarterly cross-training to provide feedback on the program and learn about changes in routing and seasonal features for visitors. There is a preference for multi-lingual staff - at least 25% of drivers and safety/security staff must speak both English and Spanish.

Operations Plan

Respondent must prepare and submit a draft Operations Plan describing in detail how the transportation service will be provided. It must include the following:

- Number of vehicles required based on demand and capacity - listed by season and by route
- Number of operators/drivers required - by season and by route
- Proposed daily route schedule and vehicle/operator assignment - by season and by route
- Safety/Security personnel - similar roles in present company operations; ability to meet staff demands; coordination with drivers and manager
- Proposed on-site supervisor experience and qualifications
- Recommended staff and management structure
- Description of present and proposed driver training
- Recommendations for operations based on experience to run effectively and provide a positive rider experience
- Proposed on-board signage to differentiate trolleys and routes
- Plans and tools to be used to assure regular trolley timing intervals and prevent “bunching”.

3. Details of Service:

Standard hours of vehicle operations are 10:00 a.m. until 6:00 p.m. with the ability to extend upon the request of CDOT. Plans should reflect a system startup of **Saturday, May 29, 2004**.

A. Service Hours

Service will be provided from 10:00 a.m. until 6:00 p.m. as shown below. Extended hours may be required during holidays and special events. Trolley service will be provided to the public at no charge.

BASE SYSTEM

Peak Season (Routes A, B, C)

- Daily service
- From Memorial Day weekend through Labor Day 2004
- 101 days x 8 hours/day = 808 service hours
- Also November 26, December 18, 2004 through January 9, 2005
- 23 days x 8 hours/day = 184 service hours

Peak Season (Route D)

- Weekend and holiday service
- From Memorial Day weekend through Labor Day 2004
- 33 days x 8 hours/day = 264 service hours

Non-peak Season (Routes A, B, C)

- Weekend Service
- Saturdays (10:00 a.m. until 6:00 p.m.) and Sundays (noon until 6:00 p.m.)
- Starting the weekend after Labor Day through December 12, 2004
- 14 days x 8 hours/day (Saturdays) = 112 service hours
- 14 days x 6 hours/day (Sundays) = 84 service hours

EXPANDED SYSTEM

Peak Season (Routes A, B, C, E, F)

- Daily service
- From Memorial Day weekend through Labor Day 2004
- 101 days x 8 hours/day = 808 service hours
- Also November 26, December 18, 2004 through January 9, 2005
- 23 days x 8 hours/day = 184 service hours

Peak Season (Routes D, G)

- Weekend and holiday service
- From Memorial Day weekend through Labor Day 2004
- 33 days x 8 hours/day = 264 service hours

Non-peak Season (Routes A, B, C)

- Weekend Service
- Saturdays (10:00 a.m. until 6:00 p.m.) and Sundays (noon until 6:00 p.m.)
- Starting the weekend after Labor Day through December 12, 2004
- 14 days x 8 hours/day (Saturdays) = 112 service hours
- 14 days x 6 hours/day (Sundays) = 84 service hours

Non-peak Season (Routes E, F)

- Daily service
- Spring break, mid/March, mid/April
- 14 days x 8 hours/day = 112

This schedule reflects the minimum anticipated needs for both the base and alternate systems for the year 2004. The Commissioner reserves the right to revise the service hours or days, and if notified, Contractor must perform the Services according to the revised schedule.

B. Service Frequency

Service frequency for Route A and B should be every 15 to 20 minutes during peak times, with

10 minutes being the shortest and 30 minutes being the longest acceptable time lapse between trolleys. Route A is anticipated to have 11 stops roundtrip. Route B is anticipated to have 13 stops roundtrip. Frequency for Route C should be every 20 to 30 minutes, with 15 minutes being the shortest and 40 minutes being the longest acceptable lapse between trolleys. Route C is anticipated to have eleven stops roundtrip. Route D will have 2 stops and service will be connected to the LaSalle St. station train schedule. Trains arrive or depart every 45 minutes during the weekend operation.

Service for routes E and F should be every 30 minutes with the shortest allowable time lapse between trolleys to be 20 minutes and 40 minutes being the longest. Routes E and F are anticipated to have approximately 5 stops roundtrip. Service for route G should be every 20 minutes, with 10 being the shortest and 30 being the longest allowable time lapse between trolleys. Route G is anticipated to have 6 stops roundtrip.

Anticipated Ridership

Contractor must provide sufficient transportation services to cover demand, which is anticipated to average in excess of 1,000,000 riders per year for either 4 or 7 contracted routes.

Estimated demand for Route A (Michigan Avenue and B (Museum Campus) is predicted to be 2500 people/day on weekdays and 3000 people/day on weekends during the peak season, and 1500 people/day during non-peak season. Estimated demand for Route C (Navy Pier) is predicted to be 1500 people/weekday peak, 2000 people/day weekends peak and 1000 people/day non-peak. Routes E (Lincoln Park/Navy Pier) and F (Lincoln Park/METRA) are new. Ridership is predicted to be 400 people/day peak weekdays, 500 people/day peak weekends and 300 people/day for non-peak for each route. Route G (Lincoln Park Shuttle) is predicted to carry 700 people/day (weekends only). Route D is also a new route. Ridership is predicted to be 100 people/day (weekends only).

C. Route Descriptions

In 2004, service will be provided on the base system of four routes (Routes A through D) or the expanded system of seven routes (Routes A through G) as generally indicated on Appendix 1. CDOT reserves the right to revise, eliminate, expand or add new routes, adjusting service frequency as required.

Route A – Metra/Michigan Avenue (Shopping)

Operates between Union and Ogilvie Center stations and Water Tower Park with stops on State Street and North Michigan Avenue. Trolley makes approximately 11 stops roundtrip.

Route B - Metra/Museum Campus

Operates between Union and Ogilvie Center stations and the Museum Campus making stops at

the 3 institutions (Field Museum, Shedd Aquarium and Adler Planetarium), the CTA station at State/Roosevelt and on Michigan Avenue and State Street. Trolley makes approximately 13 stops roundtrip.

Route C - Metra/Navy Pier

Operates between Union and Ogilvie Center stations and Navy Pier with stops on State Street. Trolley makes approximately 11 stops roundtrip.

Route D - La Salle Station/State Street Express

Operates between the LaSalle Street Metra Station and Marshall Field's on State Street. Trolley makes approximately 2 stops roundtrip.

Route E – Lincoln Park/Navy Pier

Operates between the Peggy Notebaert Nature Museum and Navy Pier with a stops at the Lincoln Park Zoo, the Chicago Historical Society and Water Tower Park on Michigan Avenue. Trolley makes approximately 5 stops roundtrip.

Route F – Lincoln Park/Metra

Operates between the Peggy Notebaert Nature Museum and Union and Ogilvie Center Stations with stops at the Lincoln Park Zoo and the Chicago Historical Society. Trolley makes approximately 5 stops roundtrip.

Route G – Lincoln Park/CTA Station Shuttle

Operates between the Armitage Avenue elevated CTA station, the Fullerton elevated CTA station, the Peggy Notebaert Nature Museum, the Lincoln Park Zoo and the Chicago Historical Society. Trolley makes approximately 6 stops roundtrip.

D. Vehicles

Based on last year's ridership, CDOT estimates that Routes A and B will require a minimum of 5 vehicles for peak season operation and 3 for non-peak. Route C will require a minimum of 4 vehicles during peak season and 2 vehicles non-peak. Route D (weekends peak only) will require 1 vehicle. Route E will require 1 vehicle and Route F will require 2 for both peak and non-peak seasons. Route G (weekends peak only) will require 2 vehicles. However, the Respondent must independently develop its own estimate of vehicle requirements for all routes.

E. Service Changes

CDOT has the right to implement minor service changes. Service changes requiring additional vehicles and/or personnel will be implemented following written agreement by both parties and be compensated at the contracted rate. Similarly, CDOT has the right to reduce service upon seven days written notice to Contractor with a corresponding adjustment to be made to the contractor's compensation.

F. Signage, Brochures, Passenger Shelters

CDOT is responsible for providing all public way signage and markings indicating the CDOT free transportation service, brochures describing the free service, and passenger amenities such as shelters and benches as CDOT deems appropriate.

G. Advertising

Respondents must present advertising opportunities on their vehicles, a plan for client solicitation and projected percentage of revenue required to cover contractor costs.

4. Meetings and Reporting

Drivers and safety/security staff must meet regularly to review routes and information changes. Drivers or safety/security staff must report any accident, injury or criminal activity immediately to Contractor's general outdoor system manager. The outdoor system manager is expected to report all incidents directly to the CDOT project manager. The outdoor system manager will be required to attend regular system-wide coordination meetings and other meetings (approximately one per week) and provide weekly ridership counts. Respondents must show how the driver or an automated system can reliably track passenger numbers for CDOT data needs.

5. Goals of the Program

To assist in response development, the following are the general goals for this program. Leadership for accomplishing these goals lies with CDOT, who will work in partnership with the Contractor.

The operational and conceptual goals for the free visitor trolley system over the next 3 years include:

- Easy to use system that is accessible for traditionally non-transit users.
- A reliable system with service at predictable, posted intervals.
- A seamless system that connects major visitor destinations.
- A direct congestion mitigation impact, causing people to leave their cars at home.
- Improved air quality resulting from reduced auto usage and clean-fuel transit vehicles.
- Integrated with existing regional and city public transit options.
- Structured to allow accurate ridership counts and data collection on users.

6. Right to Request a Visit

CDOT reserves the right to request a site visit to review existing Respondent operations during the evaluation process.

EXHIBIT 2-A

Cost Proposal

The Respondent shall provide a cost breakdown of expenses for operations on an hourly basis and total projected cost for each year for three years. All cost components are subject to negotiation between the City and the selected Respondent. Use the assumptions below to project your price for each year's service. This is the anticipated service for the Downtown system and subject to revision:

Seasons	Detail	Service Hours	Number of Trolleys	Staff
<u>Base Service</u> <u>Peak Season</u>				
Daily 10:00 a.m. to 6:00 p.m.	May 29 to September 6, 2004 (101 days at 8 hours/day)	808	14	<u>14 drivers based on:</u> 5 Route A 5 Route B 4 Route C 6 Security/Safety personnel 1 General Outdoor service Manager
	November 26, December 18, 2004 To January 9, 2005 (23 days at 8 hours/day)	184	14	
Weekends & Holidays 10:00 a.m. to 6:00 p.m.	May 29 to September 6, 2004 (33 days at 8 hours/day)	264	1	1 driver based on: 1 Route D
<u>Non-peak</u> <u>Season</u>				
Weekends Saturday 10 a.m. to 6:00 p.m. Sunday noon to 6:00 p.m.	September 11 to December 12, 2004 (14 days at 8 hours/day)	112	8	<u>8 drivers based on:</u> 3 Route A 3 Route B 2 Route C 6 Security/Safety personnel 1 General Outdoor service Manager
	(14 days at 6 hours/day)	84	8	

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EXHIBIT 2-B

Cost Proposal

The Respondent shall provide a cost breakdown of expenses for operations on an hourly basis and total projected cost for each year for three years. All cost components are subject to negotiation between the City and the selected Respondent. Use the assumptions below to project your price for each year's service. This is the anticipated service for the Downtown system and subject to revision:

Seasons	Detail	Service Hours	Number of Trolleys	Staff
<u>Expanded Service Peak Season</u> Daily 10:00 a.m. to 6:00 p.m.	May 29 to September 6, 2004 (101 days at 8 hours/day)	808	17	<u>17 drivers based on:</u> 5 Route A 5 Route B 4 Route C 1 Route E 2 Route F
	November 26, December 18, 2004 to January 9, 2005 (23 days at 8 hours/day)	184	17	6 Security/Safety personnel 1 General Outdoor service Manager
Weekends & Holidays 10:00 a.m. to 6:00 p.m.	May 29 to September 6, 2004 (33 days at 8 hours/day)	264	3	3 drivers based on: 1 Route D 2 Route G
<u>Non-peak Season</u> Weekends Saturday 10 a.m. to	September 11 to December 12, 2004 (14 days at 8	112	8	<u>8 drivers based on:</u> 3 Route A 3 Route B 2 Route C

6:00 p.m. Sunday noon to 6:00 p.m.	hours/day) (14 days at 6 hours/day)	84	8	6 Security/Safety personnel 1 General Outdoor service Manager
Daily	2 weeks mid- March/ April (14 days at 8 hours/day)	112	3	3 drivers based on: 1 Route E 2 Route F