

CONNECT2WORK

A FIRST/LAST MILE PILOT PROGRAM
FOR THE BEDFORD PARK-CLEARING INDUSTRIAL AREA

REQUEST FOR QUALIFICATIONS (RFQ)

PUBLICATION DATE:

Tuesday, January 21, 2020

STATEMENT OF QUALIFICATIONS DUE:

5:00 p.m. CST, Friday, February 14, 2020

ISSUED BY:

The Village of Bedford Park, Illinois

LINK TO RFQ:

<http://villageofbedfordpark.com/government/public-agenda-posting/>

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I. PURPOSE

The Village of Bedford Park (“Village”) is requesting qualification statements from qualified transportation service and technology providers (“firms”) interested in participating in “Connect2Work,” a first- and last- mile (“FLM”) pilot program (“pilot”). The goal of this RFQ is to identify one or more firms that can improve workers’ access to jobs in the Bedford Park-Clearing Industrial Area (See **Appendix A** for a map of the pilot program service area) by providing or supporting FLM service, late night service, and transit, carpooling, and vanpooling services.

The selected firm or team of firms will work closely with the Village and their partners to implement a successful pilot program that tests innovative FLM solutions and evaluates those solutions based on their performance against several mobility, economic, and learning goals. The initial pilot program duration will be 12 months (a 6-month initial deployment phase, followed by a 6-month evaluation period), with the option to renew for future pilot phases and long-term operations.

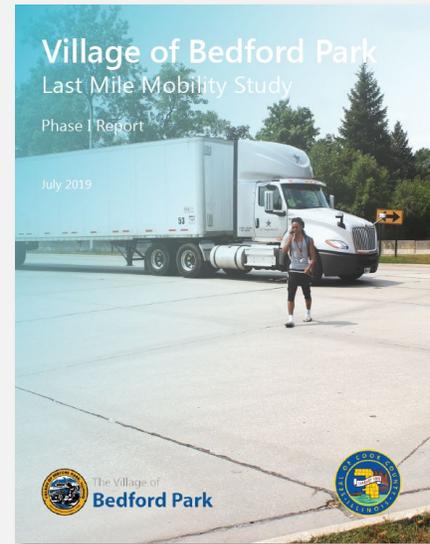
In responding to the RFQ, respondents should demonstrate their technical and financial capacity to deploy a FLM service, last night service, and/or transit-supportive technology solution within the parameters of the pilot program based on portfolio projects of similar scale and scope. Following the RFQ process, the Village will select a short list of respondents to participate in final interviews. The pilot program is slated to launch in Spring 2020.

II. BACKGROUND

Getting to work is a challenge for nearly 27,000 commuters who work in Bedford Park, Illinois. Commuters face dangerous walking and biking conditions, limited transit access, high volumes of truck traffic and railroad crossing delays, and an array of other “last-mile” challenges that impede mobility. Consequently, over 85% of Bedford Park commuters choose to drive alone to work, contributing to severe road congestion in the area.

To respond to these mobility challenges, the Village utilized funding through Cook County’s 2018 Invest in Cook program to conduct a Last Mile Mobility Study and to develop an Action Plan (see sidebar). This effort produced a set of recommendations for improving mobility throughout the Village’s pedestrian, bike, transit, and motorist networks, including launching the Connect2Work first- and last-mile pilot program.

In 2019, the Village was awarded an Invest in Cook program grant to implement a first-mile, last-mile pilot program focused on improving multimodal access to Bedford Park. The pilot will build on the success of the initial Invest in Cook-funded initiative and test innovative FLM mobility solutions which can later be scaled up to other industrial areas throughout the region. The launch of the pilot program is slated for Spring 2020 and will dovetail with the Village’s ongoing efforts to promote safe, equitable, and convenient transportation options for commuters such as implementing targeted crossing enhancements, formalizing mobility hubs, promoting transit, carpooling, and vanpooling, working with CTA and Pace to optimize transit routes and schedules, and other transportation improvements.



In June 2018, the Village of Bedford Park partnered with Antero Group, Shared-Use Mobility Center, and the Active Transportation Alliance to develop a Last Mile Mobility Study and Action Plan. The goals of this effort were to: 1) define the regional and last mile challenges impacting mobility in Bedford Park; 2) assess Bedford Park’s last mile challenges; and 3) develop and evaluate a toolkit of potential last mile solutions. More than 400 local and regional stakeholders were engaged in this effort through variety of activities including Resource Group meetings, an employee survey, and a Last Mile Mobility Demo Day. This effort produced a Last Mile Mobility Study, released in July 2019, and a Last Mile Action Plan, to be released in early 2020. This study and action plan provide the foundation for the proposed *Connect2Work* Pilot Program. (See **Appendix B** for a link to the Last Mile Mobility Study.)

Key Project Stakeholders and Roles:

- **Village of Bedford Park:** The Village is the project owner for the Connect2Work Pilot Program. In addition to providing program funding, the Village will support the pilot through participating in monthly coordination meetings and promoting the pilot through their communication channels. The Village will subcontract all pilot program components through Antero Group.
- **Cook County:** Cook County provided funding for the initial Last Mile Mobility Study and Action Plan and the Connect2Work Pilot Program through the Invest in Cook grant program. Cook County will receive quarterly reports and participate in coordination meetings on an as-needed basis.
- **Management Team:** The Management Team consists of the Village of Bedford Park (Project Owner), Antero Group (Project Management and Outreach) and the Shared-Use Mobility Center (Technical Assistance).
- **FLM Service Providers:** The Village intends to engage multiple FLM service providers through this RFQ process. Selected firms or teams of firms will have a demonstrated capacity to provide transportation and/or technology services that align with the goals and program parameters discussed below. In addition to providing core transportation and technology services, FLM service providers will participate in monthly coordination and data-sharing activities and provide marketing and outreach support.
- **Transit Agencies:** The Regional Transit Authority (RTA), Pace Bus, Metra, and Chicago Transit Authority (CTA) operate or oversee a variety of fixed-route and demand-responsive transit services throughout Cook County and are the project's primary public-agency partners.
- **Resource Group:** The Bedford Park Last-Mile Resource Group ("Resource Group") was established in 2018 and consists of area businesses, agency partners, and technical assistance providers that guide and support the Village's FLM planning and implementation activities. The Resource Group will support the pilot program by providing marketing and outreach support. The Resource Group will also assist in identifying and securing funding for future pilot phases and long-term operations. An overview of the Resource Group and a list of current is provided in **Figure 1**.

Figure 1. Overview of Bedford Park’s Last-Mile Resource Group

The Resource Group consists of Bedford Park business representatives, agency partners, and technical assistance providers that:

- Provide guidance on the Village’s last mile planning and implementation efforts;
- Leverage individual and collective resources to advance mutually beneficial projects, programs, and policies;
- Foster shared learning at the local, regional, and national levels.

Area Businesses	Agency Partners	Technical Assistance Providers
<ul style="list-style-type: none"> ▪ ACH Food Companies, Inc ▪ Bedford Park Clearing Industrial Association ▪ Cintas ▪ Divvy ▪ FedEx ▪ First Transit ▪ GRM Information Management Services ▪ Hoefflerle Butler Engineering ▪ Hoffman Alpha Omega Development Group ▪ Home Chef ▪ Ingredion ▪ Lapham-Hickey Steel ▪ Midway Hotel Center ▪ Nalco ▪ Nexus Distribution ▪ P/W ▪ Pactiv ▪ Professional Freezing Services ▪ Ruggable ▪ UPS ▪ USPS 	<ul style="list-style-type: none"> ▪ CMAP ▪ Cook County ▪ CTA ▪ Metra ▪ Public Building Commission ▪ Pace Bus ▪ Village of Bedford Park ▪ RTA ▪ Southwest Conference of Mayors 	<ul style="list-style-type: none"> ▪ Active Transportation Alliance ▪ Antero Group ▪ Shared Use Mobility Center ▪ Tai Ginsberg & Associates, LLC



Resource Group members brainstorming last mile solutions during the Resource Group meeting on November 15, 2018.

III. PROGRAM GOALS

The Connect2Work Pilot Program is a priority project of Bedford Park's forthcoming Last Mile Mobility Action Plan. As such, the pilot program goals below align with the vision statement developed through the Village's planning process.

Vision. Within the next 10 years, Bedford Park will not only continue to be a key industrial anchor and employment center for the Chicago region, it will be a national model for industrial areas seeking to provide safe, efficient, convenient, equitable, and seamless commuter options.

The Village envisions a future in which...

- people will be able to walk or bike to work safely and comfortably;
- transit service will be frequent, reliable, and convenient, and seamlessly integrated with shared mobility services;
- Smart and Complete Streets that work for all people will be business-as-usual; and,
- freight will flow efficiently, safely, and reliably along roads and rail lines and continue to drive economic growth.

Pilot Program Goals

The Connect2Work Pilot Program aims to achieve the following mobility, economic, and learning goals:

- **Mobility Goals**
 - Reduce traffic congestion by providing alternatives to solo driving.
 - Increase transit ridership and the use of shared modes of travel.
 - Expand 24/7 access to/from the Bedford Park-Clearing Industrial Area.
- **Economic Goals**
 - Improve workers' access to opportunity in Bedford Park.
 - Reduce commuter's transportation costs.
 - Expand employers' workforce access.
- **Learning Goals**
 - Collect data that can be used to evaluate and compare the performance of different first- and last-mile mobility solutions.
 - Produce innovative and scalable business and partnership models for delivering mobility services.
 - Encourage a behavioral shift to more sustainable modes of travel.

IV. PILOT PROGRAM PARAMETERS

The Village of Bedford Park is seeking a diverse set of qualification statements and is specifically interested in firms providing innovative transportation and technology services that align with the program parameters discussed below.

Service Area

The service area includes a 25 square-mile area surrounding the Bedford Park-Clearing Industrial Area (See **Appendix A**). This area is approximately bounded by 51st Street to the north, the Chicago Sanitary and Ship Canal to the west, 87th Street to the South, and Pulaski Road to the east. The service area includes the Village of Bedford Park and portions of the City of Chicago, Village of Bridgeview, Village of Summit, and the City of Burbank.

Times of Operation

The Bedford Park-Clearing Industrial Area is a 24/7 employment center consisting of over 400 businesses, including many that operate three shifts per day throughout the year. The Village is interested in qualification statements from firms that can provide services during weekday morning and evening peak rush hours (i.e., 5:00 a.m. to 9:00 a.m., and 3:00 p.m. to 7:00 p.m.) as well as late-night service. The exact service hours will be negotiated during the contracting period and scaled to fit the available funding.

Services Models and Use Cases

The Village is seeking qualifications from firms or teams that provide the following transportation services and/or technology solutions:

- **First- and Last-Mile Service.** Last mile connections between transit hubs, nearby residential locations, and workplace destinations for commuters traveling into the Bedford Park-Clearing Industrial Area. Possible use cases include, but are not limited to:
 - Shared/pooled rides from nearby transit hubs (e.g., CTA Midway Station, Bridgeview Transit Center, Ford City Mall, Summit, Ashburn, and Wrightwood Metra stations) to workplace destinations within the Bedford Park-Clearing Industrial Area;
 - Shared/pooled rides for workers originating anywhere within the service area and traveling to/from the Bedford Park-Clearing Industrial Area;
 - On-demand route-based or zone-based shuttles that connect to fixed-route transit service during peak morning and evening travel times;
 - Creation of a Pace OnDemand service for the Bedford Park-Clearing Industrial Area; and,
 - Contracted CTA bus service that create new and/or expanded service during shift change times.

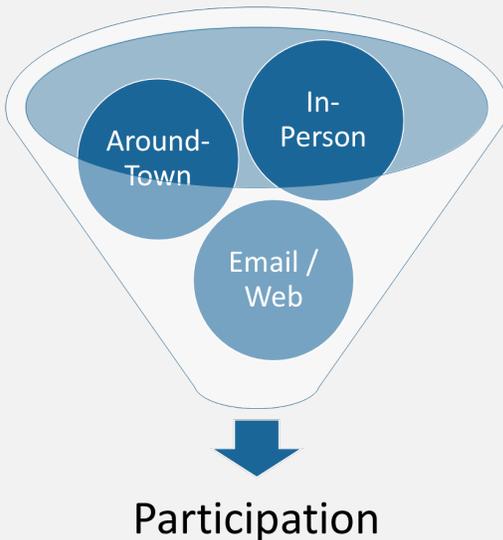
- **Late Night Service.** Service that provides workers a safe travel option when transit is infrequent or not available. Possible use cases include, but are not limited to:
 - Subsidized taxi or TNC rides for commuters traveling to/from the Bedford Park-Clearing Industrial Area and destinations within the Service Area during late night service hours.
- **Promote Transit, Carpooling, and Vanpooling.** Apps and technology platforms that promote and facilitate the use of transit, carpooling, and vanpooling. Possible use cases include, but are not limited to:
 - Apps/platforms that promote and facilitate the use of transit, carpooling, and vanpooling through such means as ride matching, incentives, gamification, employer-centered promotions, and others.

Marketing & Outreach

Funding for the Pilot Program includes a small budget for marketing and outreach. The Village is interested in partnering with firms that can provide marketing and outreach support in addition to the delivery of core transportation and technology services with the goal of driving increased participation in the pilot program. A high-level marketing strategy is provided in **Figure 2**.

Figure 2. High-Level Marketing Strategy

Target Market: Bedford Park commuters



Strategies

- Prioritize low-cost and high-impact tactics
- Craft hyperlocal, culture-specific messages
- Leverage existing partnerships and communication channels
- Foster friendly competition between Bedford Park employers
- Equip ambassadors (e.g. HR staff)

Tactics

- In-Person:
 - Direct outreach to HR staff, BPCIA members, and employees
 - Street Team canvassing during peak times
 - Street Team pop-ups at community/work events
 - Outreach to Resource Group and community partners
- Around-Town (and at workplaces)
 - Print Collateral: brochures, banners, A-Frames, postcards
 - In-Station/Bus Stop paid (or in-kind) advertising
 - Community boards
- Email / Web
 - Direct email marketing
 - Media Coverage: Chicago Tribune, radio, local cable stations
 - Promotion through the Village's (and partners') website
 - Social Media Marketing
 - Gamify the experience

Data Reporting and Coordination

The selected firm(s) will be required to provide data on a monthly basis during the duration of the pilot that permits the evaluation of the following key performance indicators:

- **Congestion Mitigation.** Number of shared rides completed per day
- **Route Efficiency.** Passengers per vehicle operating hour
- **Transit Benefits.** Number/percentage of rides that begin/end at a transit hub
- **Reliability.** On-time performance
- **Cost to Consumer.** Cost to consumer per trip
- **Customer Satisfaction.** Number of 4/5 star customer ratings

Firms will be required to provide trip data either via an API (strongly preferred) or at a minimum via monthly comprehensive reports. This data will provide the following information for each reservation with an anonymous member and trip identifier, and should include at minimum: reservation start and end time; trip origin and destination locations; vehicle miles traveled between stops (i.e. deadhead miles); detail on cost components charged to the Village and to the rider (if applicable); for ride services that can pool users, the data should also indicate whether multiple passengers actually shared the trip. Data can be provided in a form that aggregates trips in time and geography in order to preserve the anonymity of riders. **Table 1**, derived from the City of Chicago’s Transportation Network Provider (TNP) data reporting requirements, shows an example of the data fields that might be included in trip data reporting. The Management Team may also request that firms send out links by text message to a short survey, to understand changes in travel mode and trip making.

Table 1. Sample Data Requested from Providers

- | | |
|------------------------|-----------------------------------|
| ▪ Trip ID | ▪ Trip Total |
| ▪ Trip Start Timestamp | ▪ Shared Trip Authorized |
| ▪ Trip End Timestamp | ▪ Trips Pooled |
| ▪ Trip Seconds | ▪ Pickup Zone Centroid Latitude |
| ▪ Trip Miles | ▪ Pickup Zone Centroid Longitude |
| ▪ Pickup Census Tract | ▪ Pickup Zone Centroid Location |
| ▪ Dropoff Census Tract | ▪ Dropoff Zone Centroid Latitude |
| ▪ Fare | ▪ Dropoff Zone Centroid Longitude |
| ▪ Tip | ▪ Dropoff Zone Centroid Location |
| ▪ Additional Charges | |

Data will be used to evaluate the performance of the various FLM services and to develop strategies for the pilot to evolve and grow as it iterates. The Village of Bedford Park, Cook County, Management Team, and service providers will coordinate through monthly coordination meetings or calls.

V. RFQ SCHEDULE

Statements of Qualification will be accepted through **Friday, February 14, 2020 at 5:00 p.m. CST**. The schedule of events for the RFQ will be as follows:

TIMELINE	
RFQ published	January 21, 2020
Informational session (conference call)	February 4, 2020
Deadline for submitting questions	February 7, 2020
Q/A response published	February 10, 2020
Statement of Qualifications Due (5:00 p.m. CST)	February 14, 2020
Firm(s) notified for interviews	February 19, 2020
Interviews with selected firm(s) conducted	Week of February 24, 2020
Selected firm(s) notified	Week of March 1, 2020
Launch Pilot Program	April 2020

QUESTIONS AND CLARIFICATIONS

All questions regarding this RFQ should be directed in writing, via email to:

Curtis Witek
Senior Planner
Antero Group
cwitek@anterogroup.com

Questions will be accepted on a rolling basis until **5:00 p.m. CST on Friday, February 7, 2020**. All questions and responses will be compiled and provided to all registered firms in a single electronic response memorandum (in PDF format) by Friday, February 10, 2020. Q&A responses will also be published publicly online: at <http://villageofbedfordpark.com/government/public-agenda-posting/>

In order to enable the Village to equitably respond to questions, the Village requests that prospective proposers register in advance by sending an email to the contact listed above.

VI. SUBMISSION FORMAT

A. Cover Letter (2 pages max.)

- i. Name and address of firm;
- ii. Primary contact person at the firm, including phone and email;
- iii. Contact information of the person who is authorized to represent the firm regarding all matters related to this RFQ and any contract subsequently awarded; and Signature of authorized representative.
- iv. Brief description of project team and related qualifications of firm;
- v. Number, scale and brief description of similar projects completed; and,
- vi. Summary of impacts expected (trips planned/fulfilled, operational savings, user recruitment, new transit ridership, etc.).

B. Qualifications (10 pages max.)

- i. Describe the technical background and capabilities of the firm. Provide a brief statement of qualifications of the lead person and others with leadership roles assigned to the project. List key personnel assigned to the project, and describe their role in the project;
- ii. This project will require expertise in multiple technical areas, and team approaches including more than one firm are encouraged. List any subcontractors that may be used and the work to be performed by them, and describe the proposed teaming structure among lead and subcontractors;
- iii. Describe any projects the firm has been involved in that feature a focus on or experience in industrial areas. Provide detail regarding the rider base, user experience, and partners involved in these projects; and
- iv. Provide three (3) references of other similar projects performed demonstrating the ability to successfully complete the project. Include contact name, title, telephone number and email, and brief description of the Firm's role in the project for any references listed.

C. Approach Timeline (2 pages max.)

- i. Provide a timeline for completion of project development and beta testing and proposed phasing of project elements. The Project Team is suggesting an initial 12-month contract for this project (concurrent with initial grant funding, 6 months of development and testing of the Pilot and 6 months of evaluation during full operation). The timeline may include a proposed additional operational period beyond this initial period, though this will not be part of any initial contract.

D. Proposed Scope of Work (10 pages max.)

- i. Firm should summarize their solution in ten (10) pages or less (including images) that describe their transportation or technology that aligns with the Pilot Program Goals (Section III) and Pilot Program Parameters (IV). Include estimates for staffing and use of vendors and subcontractors for each of the major scope components. Firms may respond to some or all RFQ sections and/or may apply independently or in partnerships with other firms. The

same firm may apply as part of multiple teams but can only lead on one proposal.

E. Cost Proposal (2 pages max.)

- i. Provide a cost breakdown for the scope proposed in Section D above. The cost proposal should be broken out by task as proposed above, and include details on the following items:
 1. Staffing costs: Estimated staff hours by task and role, billing rates for identified roles, estimates of other staff-related costs, such as travel and incidentals.
 2. Operations: A Monthly Pro Forma analysis of the program through the contract term proposed by the firm. This Pro Forma should be sufficiently detailed to call out relevant program components.
- ii. Provide a basic description of how the firm will make use of the budget provided (i.e. software development costs, operating support for a period of 12 months, etc.).
- iii. Strategy (and needs) for future investments in collaboration with project partners for areas of the scope that go beyond the initial 12-month period.

F. Resumes of Key Team Members

VII. INSTRUCTIONS & TERMS FOR SUBMITTAL

- **Submission of Proposals.** All RFQ respondents should email their proposal in PDF format to Curtis Witek (cwitek@anterogroup.com) by **5:00 p.m. CST on Friday, February 14, 2020.** The subject line of submissions should read “[COMPANY NAME] - Connect2Work Statement of Qualifications”. Late and incomplete submittals will not be considered.
- **Addendum.** The Village reserves the right to issue an addendum to the RFQ at any time. Any addendum, if needed, will be posted and made available on the Village’s website.
- **Cost Incurred.** The Project Team, including the Village, Cook County, and the Management Team, is not responsible for costs incurred by respondents, team member(s), subcontractors or other interested parties in connection with the RFQ process, including but not limited to costs associated with preparing the Qualifications and of participating in any presentations or negotiations.

VIII. EVALUATION CRITERIA & SELECTION PROCESS

Evaluation Criteria

The Evaluation Committee will evaluate Qualification Statements using the following criteria. A score of 0 in any individual category is considered disqualifying:

	0 points	1 point	3 points	Score
General Capacity	The firm / team is not registered to do business in Illinois.	The firm / team is registered to do business in Illinois and has been in operation for more 2 years.	The firm / team is registered to do business in Illinois and has been in operation for more than 5 years.	
Alignment with Program Goals	The firms' / team's proposed service is not likely to support any of the Program Goals.	The firms' / team's proposed service is likely to support at least 3 of the 9 Program Goals.	The firms' / team's proposed service is likely to support at least 6 of the 9 Program Goals.	
Alignment with Pilot Program Parameters	The firms' / team's proposed service does not align with the Pilot Program service area, times of operation, and requested services models.	The firms' / team's proposed service aligns with the Pilot Program service area, times of operation, and requested services models. The firm / team can provide additional marketing and outreach support and participate in program coordination activities. The firm / team is willing and able share <i>some</i> the data requested in Table 1.	The firms' / team's proposed service aligns with the Pilot Program service area, times of operation, and requested services models. The firm / team can provide additional marketing and outreach support and participate in program coordination activities. The firm / team is willing and able share <i>all</i> the data requested in Table 1.	
Cost Competitiveness	The firms' / team's approach is not cost competitive.	The firms' / team's approach is cost competitive.	The firms' / team's approach is cost competitive and leverages private capital and resources.	

In reviewing qualification statements and proposals, the Evaluation Committee will consider the following factors:

- Respondent firm's experience in providing FLM, late night, or other transit-supportive services or technology solutions;
- Accommodations for people with disabilities;
- Scalability and sustainability of proposed service;
- Additional marketing and outreach services available to promote the service;
- Ability, capacity and skill of the firm to perform the contract to provide the services required;
- Whether or not the firm can perform the contract or provide the service without delay or interference;
- Character, integrity, reputation, judgment, experience and efficiency of the firm;
- Quality performance on previous contracts for services;
- Sufficiency of the financial resources and ability of the vendor to perform the contract or provide the services; and
- The ability of the vendor to provide future maintenance and service for the use of the subject of the contract.

Selection Process

- 1) **Committee Review.** A committee will review and evaluate proposals using the evaluation criteria above. The committee includes the following individuals:
 - Marilyn Curnutte, Chief Administrative Officer – Finance, Village of Bedford Park
 - Joe Ronovsky, Chief Business Officer, Village of Bedford Park
 - Curtis Witek, Senior Project Manager, Antero Group
 - Colin Murphy, Research and Consulting Director, Shared-Use Mobility Center
- 2) **Interview Invitation.** Selected firms will be contacted by February 19, 2020 for an interview to take place in Bedford Park during the week of February 24, 2020.
- 3) **Exercise Discretion.** The Village of Bedford Park and its partners will then exercise its discretion in selecting a firm and will negotiate and contract with said Firm.
- 4) **Right to Reject proposals.** This RFQ does not commit the Village of Bedford Park to award a contract, pay any cost incurred in the preparation of a proposal in response to the RFQ, or to procure or contract for services. The Village of Bedford Park intends to award a contract on the basis of the best interest and advantage to the Village of Bedford Park and reserves the right to accept or reject any or all proposals received as a result of the RFQ, to negotiate with all qualified proposers, or to cancel this RFQ in part or in its entirety, if it is in the best interest of the Village of Bedford Park to do so. The Village of Bedford Park may select as the Firm that proposal which, in the Village of Bedford Park's sole discretion and with whatever modifications the Village of Bedford Park and the Firm may mutually agree upon, best meets the Village of Bedford Park requirements whether or not that proposal is the lowest priced. No proposer shall have any legal, equitable, or contractual rights of any kind arising out of its submission of a proposal except as and to the extent that the Village of Bedford Park in its sole discretion, shall enter into a contract with the proposer that it selects as the successful proposer.

IX. CONTRACTUAL & INSURANCE REQUIREMENTS

The Firm will be required to maintain sufficient insurance, licenses, or other required certifications for the type of work being performed. The Village may require specific insurance coverage be established and maintained during the work and as a condition of the award or continuation of contract.

Insurance Requirements.

Firm will be required to display evidence of the following on a certificate of insurance evidencing the following coverages:

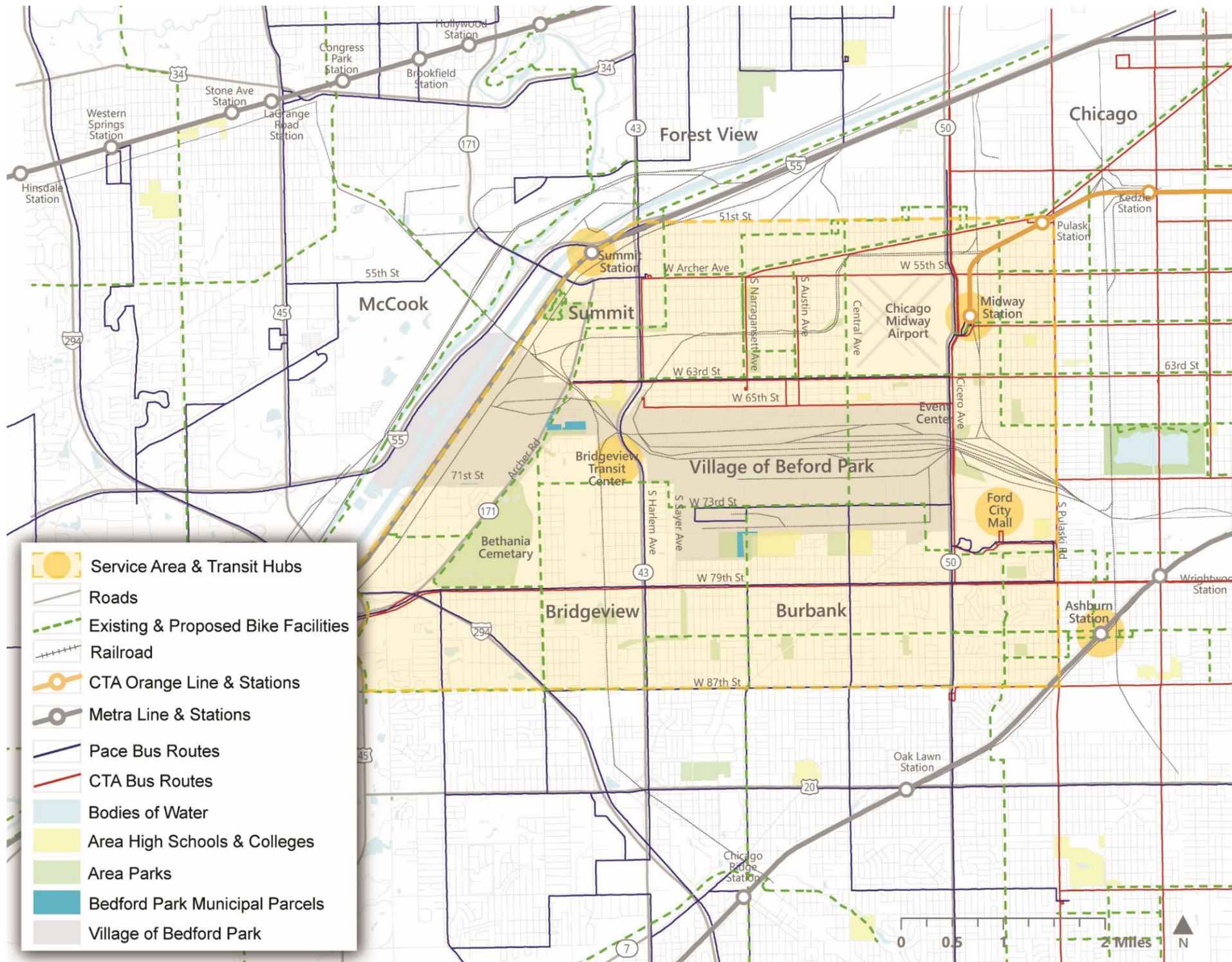
- 1) Commercial general liability insurance with minimum limits of coverage in the amount of two million dollars (\$2,000,000) per occurrence, which may be satisfied through combined limits of coverage between primary and umbrella insurance policies;
- 2) Commercial automobile liability insurance which covers bodily injury and property damage with a combined single limit with minimum limits of coverage in the amount of one million dollars (\$1,000,000) per occurrence, which may be satisfied through combined limits of coverage between primary and umbrella insurance policies; and,
- 3) Workers' compensation and employer's liability coverage for all its employees who will be engaged in the performance of the Scope of Work specified in this RFQ. In addition, employer's liability limits of \$1,000,000 are required. If applicable, Firm shall provide coverage for all its employees for any injuries or claims under the U.S. Longshoremen's and Harbor Workers' Compensation Act, the Jones Act or under laws, regulations, or statutes applicable to maritime employees. Firm should acknowledge compliance with these regulations. A waiver of Subrogation or Right to Recover endorsement in favor of the State of California must be attached to certificate.

X. ADDITIONAL RESOURCES

<http://villageofbedfordpark.com/>

<http://www.bpcia.org/>

APPENDIX A. PILOT PROGRAM SERVICE AREA



APPENDIX B: LINK TO BEDFORD PARK LAST MILE MOBILITY STUDY

The Bedford Park Last Mile Mobility Study can be accessed using the following link:

<https://www.dropbox.com/s/q8m9r0uvlnzkzis/VOBP-Phase%20I%20FINAL%202019.9.18.pdf?dl=0>