



CITY OF PHOENIX

AVIATION DEPARTMENT

**REQUEST FOR INFORMATION
AVN RFI 21-024(CCC)**

**BUSING CONTINGENCY AND MAINTENANCE PLANNING
AT PHOENIX SKY HARBOR INTERNATIONAL AIRPORT**

**Cadle Collins
Procurement Officer
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<https://solicitations.phoenix.gov/Solicitations/Details/922>



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SECTION I – INSTRUCTIONS

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Please read before continuing to the Request for Information requirements.

SOLICITATION RESPONSE CHECKLIST

Check off each of the following as the necessary action is completed.

- All Submittals are included.
- Included any required drawings or descriptive literature.
- Included the specified number of copies of the Response as indicated in Submittal section.
- Addressed the mailing envelope to the Procurement Officer on the solicitation front page, at the address listed.
- The mailing envelope clearly shows your company name and address, the solicitation number, and the Response opening date, if submitted “In-Person” or via “Carrier”.
- Mailed the response in time – Responses should be submitted by the date and time indicated in the Schedule of Events or addenda.
- If submitting electronically, identify the solicitation number, AVN RFI 21-024 on the subject line of the email.



SECTION I – INSTRUCTIONS

CITY OF PHOENIX

SECTION I – INSTRUCTIONS

1. DESCRIPTION – STATEMENT OF NEED

- 1.1. The City of Phoenix Aviation Department (“City”) invites responses to this Request for Information (RFI Response or Response) from qualified respondents who have experience with Airport Bus Contingency Planning, Operations and Maintenance (O&M) following the implementation of an Automated People Mover (APM) system, and coupled with specific apron bus operations on the Airfield in accordance with the provisions contained in the RFI.
- 1.2. This RFI is issued as a means of technical discovery and information gathering only. This RFI is for planning purposes only and should not be construed as a competitive solicitation nor should it be construed as an obligation on the part of the City to enter into any contracts or make any purchases. This RFI should not be construed as a means to pre-qualify vendors.
- 1.3. Participation in this RFI is voluntary. No purchases will be made as a result of this request. Any price information provided shall be used for comparison purposes only.
- 1.4. **The City will not pay for the preparation of any information submitted by a respondent or for the City’s use of that information.**

2. CITY’S VENDOR SELF-REGISTRATION AND NOTIFICATION

Vendors must be registered in the City’s e-Procurement Self-Registration System at <https://www.phoenix.gov/financesite/Pages/EProc-help.aspx> in order to receive solicitation notices, respond to solicitations and access procurement information. The product category codes for this solicitation are 556000000 through 556870000, 557000000 through 557930000.

3. SCHEDULE OF EVENTS:

ACTIVITY	DATE (All times are local Phoenix time)
Public Posting	Thursday, March 18, 2021
Pre-Response Meeting WebEx Information	Thursday, April 8, 2021 at 10:00 a.m. Please See Registration Link: https://preoffermeetingavnrfi21-024.eventbrite.com Attendees must register by <u>Tuesday, April 6, 2021 by 1:00 p.m.</u>
Written Inquiries Due Date	Thursday, April 29, 2021 by 1:00 p.m.
RFI Due Date	Wednesday, May 5, 2021 by 1:00 p.m. RFI Response Opening Link: https://cityofphoenix.webex.com/cityofphoenix/j.php?MTID=m4547df248d3984dd26bf75f6773c3b18 Meeting number: 133 907 5058 Join by phone +1-415-655-0001 US Toll Access code: 133 907 5058



SECTION I – INSTRUCTIONS

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The City reserves the right to change dates and/or locations as necessary, and the City does not always hold a Pre-Response Conference or Site visit.

4. **OBTAINING A COPY OF THE SOLICITATION AND ADDENDA:** Interested Respondents may download the complete solicitation and addenda from <https://solicitations.phoenix.gov/Solicitations/Details/922>. Internet access is available at all public libraries. Any interested respondents without internet access may obtain this solicitation by calling the Procurement Officer or picking up a copy during regular business hours at the City of Phoenix Aviation Department, 2485 E. Buckeye Road, Phoenix, AZ. It is the Respondent's responsibility to check the website and verify all required information is submitted with their RFI Response.
5. **PRE-RESPONSE MEETING:** The Pre-Response Meeting will be held via WebEx on the date and time listed on page 4. To request a reasonable accommodation or an alternative format, please contact the Procurement Officer, Cadle Collins, at 602-273-2054/Voice or 711/TTY, or cadle.collins@phoenix.gov no later than 72 hours prior to the meeting.
6. **SUBMISSION OF INFORMATION:** Due to the national COVID-19 pandemic, the City of Phoenix Aviation Department is accepting electronic Responses for this solicitation, in addition to submitting sealed Responses (hardcopies). Respondents are responsible for submitting the Response (electronic or hardcopies) before the due date and time of the submittal deadline.

For "In-Person" and "via Carrier (i.e. USPS, FedEx, UPS, etc.);" Delivery: Responses will be received at the Aviation Office Building located at 2485 East Buckeye Road, Phoenix AZ 85034 in the **LOBBY** during normal business hours (8:00 am – 5:00 pm local Phoenix time) by appointment and by calling 602-273-2116 or instructing the Carrier to call the same number at the time of arrival. Responses should be clearly marked on the outside of the package as designated in the solicitation. The Respondent is responsible for managing potential delays due to Covid-19 and the City doesn't make exceptions for delays caused by the Carrier.

For "Electronic" Submittal: Please submit your Response via email to avn.solicitations@phoenix.gov. The maximum file capacity is 150MB. The date and time on the email will provide proof of submission and verification if the Response was received on or prior to the Due Date and Time specified. Please identify the solicitation number i.e. AVN RFI 21-024 on the subject line of the email when submitting your Response.

It is the responsibility of the Respondent to ensure that the Response is timely, including confirming that there are no technical reasons that any Response submitted electronically may be delayed.

7. **INQUIRIES:** All questions that arise relating to this solicitation should be directed via email to the Procurement Officer and must be received by the due date indicated in the Schedule of Events. The City will not consider questions received after the deadline.

No informal contact initiated by Consultants on the proposed service will be allowed with members of City's staff from date of distribution of this solicitation until after the closing date and time for the submission of responses. All questions concerning or issues related to this solicitation must be presented either at the Pre-Response meeting or in writing.

8. **WITHDRAWAL OF SUBMITTAL:** At any time prior to the RFI due date and time, a Respondent (or designated representative) may withdraw the submittal by submitting a request in writing and signed by a duly authorized representative. Facsimiles, telegraphic or mailgram withdrawals shall not be considered.
9. **LATE RESPONSES:** The City, in its sole discretion, reserves the right to accept and review Late Responses as to this RFI only.



SECTION I – INSTRUCTIONS

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10. PUBLIC RECORD: All materials submitted by Respondents are the property of the City and become a matter of public record available for review pursuant to Arizona law. A Respondent may request specific information contained within its Response to be treated by the procurement officer as confidential or proprietary (collectively confidential) provided the Respondent clearly labels the information "confidential". To the extent necessary for the evaluation process, information marked as "confidential" will not be treated as confidential.

Once the procurement file becomes available for public inspection, the procurement officer will not make any information identified by the Respondent as "confidential" available to the public unless necessary to support the evaluation process or if specifically requested in accordance with applicable public records law. When a public records request for such information is received, the procurement officer will notify a Respondent in writing of any request to view any portion of its RFI Response marked "confidential." The Respondent will have fourteen (14) calendar days to obtain a court order enjoining such disclosure. If the Respondent does not provide the procurement officer with a court order enjoining release of the information during the designated time period, the procurement officer will make the information requested available for inspection.

11. RESPONDENT EXPERIENCE: The City encourages interested parties with history and experience on or similar systems in size to respond to this RFI. Respondents should have a minimum of 5 years of technical experience with mass transportation planning, operations and maintenance. Respondents should have knowledge in scheduling and maintaining (24+ passenger) bus operations along with strategic planning acumen for contingency use. Additional experience specific to airport transportation needs is preferred but not required.



SECTION II – SCOPE OF INFORMATION REQUEST

CITY OF PHOENIX

SECTION II – SCOPE OF INFORMATION REQUEST

1. INTRODUCTION

The City of Phoenix Aviation Department owns and operates Sky Harbor International Airport (Airport). The purpose of this RFI is to obtain data, strategies, and other material regarding a viable bus contingency and maintenance program to be used on a contingency basis.

The City is soliciting ideas, strategies, comments and feedback from the wider transportation community through a formal RFI from firms (Respondent) experienced in:

- Moving large volumes of people to multiple destinations on a contingency basis.
- Airport bus contingency planning, including Operations and Maintenance (O&M) following the implementation of the PHX Sky Train™ APM system.
- Integration of an O&M plan for apron buses operating on the secure parts of the Airport.

Collectively, the City is seeking a bus optimization strategy and information to address airport contingency needs that ensures uninterrupted passenger transportation during APM failures, airport emergencies, and special use events.

2. BACKGROUND

The Airport served over 45 million passengers in 2019, making it the 12th busiest airport in the country. PHX is serviced by 16 domestic and international air carriers. Approximately eighty percent (80%) of the Airport's passenger traffic travels through Terminal 4. American (46%) and Southwest (33%) are the airport's largest carriers. Terminal 4 includes four established International Airlines serving Canada, Europe, and Mexico.

The APM provides efficient transportation between the Airport's terminals, East Economy parking garages and connects to the City's METRO light rail system at 44th Street and Washington Avenue. Economy parking spaces are projected to be available on the west end of the Airport and will also be served by the APM at the conclusion of its final phase.

The Airport is projected to complete construction on its final APM extension and full operations beginning 2nd to 3rd quarter of 2022. The final phase of the APM project will link all public terminals and parking facilities to the Rental Car Center (RCC) eliminating the need for regular bus operations. As a result of the added APM service, RCC buses that currently transport passengers to all of these facilities are no longer needed on a continually scheduled basis. Rather, bus service will be required on a contingency basis in the event the APM in part or in whole, becomes non-operational.

Additionally, today, the Airport uses the same RCC buses for other purposes specific to the Airport. On occasion, buses service special events, emergencies, and other specific Airport needs. Separately, yet integrated into its mass transportation operations, the Airport operates and maintains apron buses specific to passenger movement on the secure part of the airport.



3. NEED FOR APM CONTINGENCY PLANS

APM systems are extremely reliable with high service delivery and performance, however, it does require infrastructure and maintenance oversight where, in such instances, passenger service may be interrupted to system segments or, in rare cases, the entire system. When that occurs, the Airport must be well equipped and prepared to immediately activate a transportation plan incorporating all facilities along the entire APM route.

Since 2008 when the APM commenced service, the train operator has maintained an estimated 99.5% service reliability performance. Though very good by APM standards, the Airport must plan for a broad range of bus need scenarios when its primary transportation system fails.

4. EXPECTED 2022 AIRPORT ENVIRONMENT

The implementation of the APM system is strategic to long-term airport planning. Airport facilities planning also includes initiatives approved by City Council as part of the 20-year Capital Asset Management Plan (CAMP). Parts of this plan include the following, some of which could (or will) impact bus Operations and Maintenance that the Airport must address as it formulates its contingency plans:

- Completion of the APM system from the Rental Car Center to the 44th Street Train Station
- **Removal of the Airport’s Bus Maintenance Facility (BMF) and associated Compressed Natural Gas (CNG) fuel facility**
- Removal of Terminal 2 and associated parking garage
- Addition of West Economy parking structure

Additional CAMP information can be referenced using the following link: <https://www.skyharbor.com/camp>

5. CONTINGENCY BUS OPERATIONS

From an operational perspective, APM outages can be categorized as an unscheduled outage or a scheduled outage.

Unscheduled APM Outages

An unscheduled APM outage is primarily driven by day-to-day operational influences. Examples of an unscheduled outage may include, but are not limited to:

- Emergencies restricting train movement
- Weather events exceeding APM operational parameters
- System electrical failures or power source issues
- Natural disaster(s)
- Other unplanned APM system failures

Depending on the circumstances and impact of the outage, the activated contingency plan could be a partial or full activation. Instances when a short segment of the system is impacted likely would require fewer busing and driver resources than if the entire APM system becomes inoperative. Unscheduled APM outages will occur unexpectedly and require a quick contingency plan activation to move passengers between one (1) or two (2) up to six (6) airport facilities. Unscheduled APM outages are events that occur rapidly, on any given day, and may occur during peak passenger activity/seasons. Activation of a bus contingency plan is critical to an unscheduled outage and is typically part of a larger airport emergency response involving other airport divisions, airline stakeholders, and at times, local and federal agencies. This type of outage is unpredictable and often complex in determining the best mix of bus/transportation resources needed to maintain a high level of customer service.



Scheduled APM Outages

A scheduled APM outage is primarily driven by train system operations and maintenance. These occurrences can also be partial or full contingency activations. Examples of a scheduled outage may include closures for;

- Track maintenance
- Addressing non-emergency electrical issues
- Technology related upgrades
- Addressing infrastructure/superstructure needs
- Miscellaneous scheduled events

These outages are typically routine in nature and require advanced planning for a future outage to occur. The Airport expects that scheduled APM outages will be planned and coordinated during minimum passenger ridership periods or periods when Airport resources are most efficiently coordinated. Further, expenses should be considered and expected to be controlled for a scheduled APM outage.

For either type of APM outage, ideally, buses would be readily available, mechanically sound, and strategically staged in order to respond to both outage types. Because of the unpredictable nature of contingency needs, the Airport seeks to gather data and strategies considering a worst-case scenario as well as plans for outages that require reduced levels of bus and driver resources.

Miscellaneous Scheduled Events

Other scheduled airport events are an integral part of the Airport environment. While these events require less bus resources, they can occur with short notice. Examples of exercises or other events requiring bus needs include:

- Airport’s Triennial Exercise
- Official Government Presidential/Vice Presidential Visits
- Community Airport Tours
- Construction Activity that warrant temporary large or small busing plan

A 3-year historical review of these miscellaneous events is as follows:

SPECIAL EVENT BUS REQUESTS			
Year	Requests	Average Bus Hours/Request	Avg Bus Count/Request
2019	34	5.5	1.7
2018	26	6.2	2.4
2017*	2*	2.25*	1.5*

*Note: City began logging specific requests in late 2017



6. CURRENT BUS OPERATIONS AND PASSENGER MOVEMENT

Today, Airport owned buses are utilized to service passengers to and from the RCC and Terminals 3 & 4. **Exhibit A** illustrates the current and proposed bus routes when the APM is complete and a contingency plan is activated.

COBUS OPERATIONS

For the purposes of this RFI, the COBUS 3000 (airfield apron buses) should be considered in the bus contingency planning. These buses service locations on the secure parts of the airfield at regular intervals, and during hours established by the Airport. These larger bus vehicles are not considered interchangeable with public roadway buses because they are not Arizona Department of Transportation certified for routine public roadway movement. These buses are specific to moving passengers from a remotely parked aircraft on the airfield to a Terminal building. The buses will need regular and heavy maintenance through the course of their intended use.

7. RENTAL CAR CENTER BUS RIDERSHIP

Exhibit C, Passenger Ridership provides a 3-year history of passenger volume. 2020 statistics are not included as the pandemic volume impacts will not be considered in this RFI. The airport expects passenger travel to return to pre-pandemic levels following the 2022 completion of the APM. Peak month information is also included as the contingency plan must be able to accommodate a large volume of customers at peak times of the year. For the purposes of this RFI, respondents should consider maximum passenger information when determining a contingency plan activated by the Airport.

8. SKY TRAIN RIDERSHIP

Exhibit D, Sky Train™ APM Passenger Ridership provides a 3-year history of annual passenger volume. As noted, 2020 statistics are not included here as the pandemic volume impacts will not be considered in this RFI. The airport expects and will plan for passenger travel to return to pre-pandemic levels following the 2022 completion of the APM.

9. BUS MAINTENANCE PLANNING

Provisions regarding bus maintenance must be taken into consideration in your responses. Respondents should provide their strategy and bus fleet recommendation given the operational data contained herein. The Airport currently owns 90 bus units, however, when full APM operations commence, does not expect to maintain or operate that entire compliment of bus resources. Given age, fleet size, end-of-life considerations, the Airport seeks optimum strategies and options to reduce the fleet while fully accommodating the need of an APM outage. Bus fleet specifics are outlined in **Exhibit B**.

The COBUS units referenced in this RFI will continue to operate and require routine and heavy maintenance.

Specifically impacting maintenance planning is the airport's ability to maintain all buses. As outlined in Section 4, Expected 2022 Airport Environment, the BMF facility removal from its current location is part of long-term planning. The BMF removal includes the associated CNG bus refueling station. As a result, there are other strategies the airport must consider as part of an all-inclusive contingency plan.



SECTION II – SCOPE OF INFORMATION REQUEST

CITY OF PHOENIX

Other maintenance strategies the Airport is interested in determining:

- In-house maintenance solutions vs. contracted maintenance solutions
- On-airport maintenance facility vs. Off-airport maintenance facility including parts inventory
- Airport owned buses vs. leased buses. Is there a hybrid strategy?
- Are there strategies to extend bus life? Convert to diesel or electric?
- CNG fueling options
- O/M cost strategies

10. SERVICE DELIVERY

As America's Friendliest Airport®, safe, efficient, and courteous passenger service is expected and should be considered by respondents. Given passengers and safety as the priorities, this RFI seeks industry's opinions and strategies on bus contingency activation times expected. While it is unrealistic to expect instant activation of resources to transport customers, respondents should consider the aggregate information and data included to recommend optimum activation windows.

Service strategies the Airport is interested in reviewing:

- Realistic contingency activation windows; 0-15 minutes, 16-30 minutes, etc.
- Consideration of multiple bus staging locations
- Cost effective route strategies for optimum service during peak volume periods
- Hybrid model of bus resources including; Taxis, Charter Companies, Transportation Network Companies, or Hotel/Motel shuttles an option

The Airport will consider all options for efficient customer service and encourages forward-thinking strategies from respondents.



SECTION III – RESPONSE REQUIREMENTS

CITY OF PHOENIX

SECTION III: RESPONSE REQUIREMENTS

1. COMPANY BACKGROUND AND EXPERIENCE

Respondent to provide history of the company, including the date established, the type of ownership and the length of time that the business has been operating. Please discuss the area of expertise and list the following:

- A. Describe your experience as it relates to mass transportation in a complex environment like airports. List similar projects that you have previously worked on. Provide detailed information (i.e. when, where, with whom, number of users, equipment used, scope, your role, etc.).
- B. What is your experience working with purpose-built busing operations, APM system contingencies, and large scale, passenger bus O&M programs?
- C. Based on your experience, provide information regarding best strategies, practices for preparedness, and common mistakes and/or lessons learned when creating a busing contingency plan for large volumes of people.
- D. Based on your experience, provide a recommended strategy for operating buses on a contingency basis in Phoenix Sky Harbor's Airport environment. Provide examples of how many bus units are required during peak volume. Additionally, provide narrative and opinions on a hybrid contingency plan approach such as a mix of large transit buses (24+ passengers), charter buses, and shuttle vans (12+ passenger) and/or TNCs (Uber/Lyft) and if this would be applicable for the Airport's operation. Given your recommended strategy(ies), include bus maintenance recommendations and why they would be beneficial to the airport.

2. INFORMATION

Based on the data and information, as well as bus specifications and maintenance limitations listed in this RFI, what contingency options do you recommend and provide an explanation?

3. BUSING CONTINGENCY AND MAINTENANCE PLANNING GENERAL INFORMATION

In addition to written responses to this RFI, is there any additional information you can provide in response to information gathering or market research (i.e. product brochures, marketing materials, technical manuals or diagrams, etc.)?



SECTION IV - SUBMITTALS AND RESPONSE

CITY OF PHOENIX

SECTION IV – SUBMITTALS AND RESPONSE

- 1. DELIVERY OF RESPONSE:** Due to the national COVID-19 pandemic, the City of Phoenix Aviation Department is accepting electronic Responses for this solicitation, in addition to submitting sealed Responses (hardcopies). Respondents are responsible for submitting the Response (electronic or hardcopies) before the due date and time of the submittal deadline.

For “In-Person” and “via Carrier (i.e. USPS, FedEx, UPS, etc.)” Delivery: Responses will be received at the Aviation Office Building located at 2485 E. Buckeye Road, Phoenix, AZ 85034 in the **LOBBY** during normal business hours of 8:00 a.m. to 5:00 p.m. Responses should be clearly identified on the outside of the package. Responses shall be submitted in a sealed package marked with the following information:

- Respondent's Name
- Respondent's Address
- AVN RFI 21-024
- RFI Response To: **Busing Contingency and Maintenance Planning**

Please submit one (1) original, five (5) copies, and one (1) electronic copy (CD or portable drive) of RFI response. RFI response must include the name of the organization, contact name, title, address, direct phone number and email address of the person who is authorized to respond to questions regarding the submittal.

For “Electronic” Submittal: Please submit your Proposal via email to avn.solicitations@phoenix.gov. The date and time on the email will provide proof of submission and verification if the Response was received on or prior to the Due Date and Time specified. The maximum file capacity is 150 MB. Please identify the solicitation number i.e. AVN RFI 21-024 on the subject line of the email when submitting your RFI Response.

The City shall not be responsible for any costs associated with preparing or responding to this RFI.

Please submit only the Response Requirements and all other required documentation, do not submit a copy of the entire solicitation document.

- 2. PREFERRED SUBMITTAL FORMAT:** The City suggests that Respondents organize and submit their response (printed and electronic) in tabbed order with a 12-point font as specified below:

- Typewritten;
- Submitted in a binder, preferably using double-sided copying (if submitted “In-Person or via Carrier);
- Submitted with a one-page cover letter prepared on the company’s letterhead and signed by an authorized employee of the company. Provide a brief summary in the cover letter that provides the company’s expertise as relates to this RFI.
- Submitted with a table of contents and tabbed accordingly reflecting the information requested in the corresponding section of this RFI and organized in the same manner:
 - **Tab 1 Company Background and Experience (Section III, Paragraph 1)**
 - **Tab 2 Information (Section III, Paragraph 2)**
 - **Tab 3 Busing Contingency and Maintenance Planning General Information (Section III, Paragraph 3)**



SECTION IV - SUBMITTALS AND RESPONSE

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3. RESPONSE

Due to the national COVID-19 pandemic emergency and in compliance with the Center of Disease Control and Prevention (CDC) and the Arizona Department of Health Services recommendations for health, safety, and social distancing, all Aviation Department public openings will be held via WebEx until further notice.

The opening of the Response Submittals will take place on the solicitation due date and time through the following link:

<https://cityofphoenix.webex.com/cityofphoenix/j.php?MTID=m4547df248d3984dd26bf75f6773c3b18>

Meeting number:
133 907 5058

Join by phone
+1-415-655-0001 US Toll
Access code: 133 907 5058



SECTION V - EXHIBITS

CITY OF PHOENIX

EXHIBIT A
Rental Car Center Bus Routes - Current & Proposed (2022)

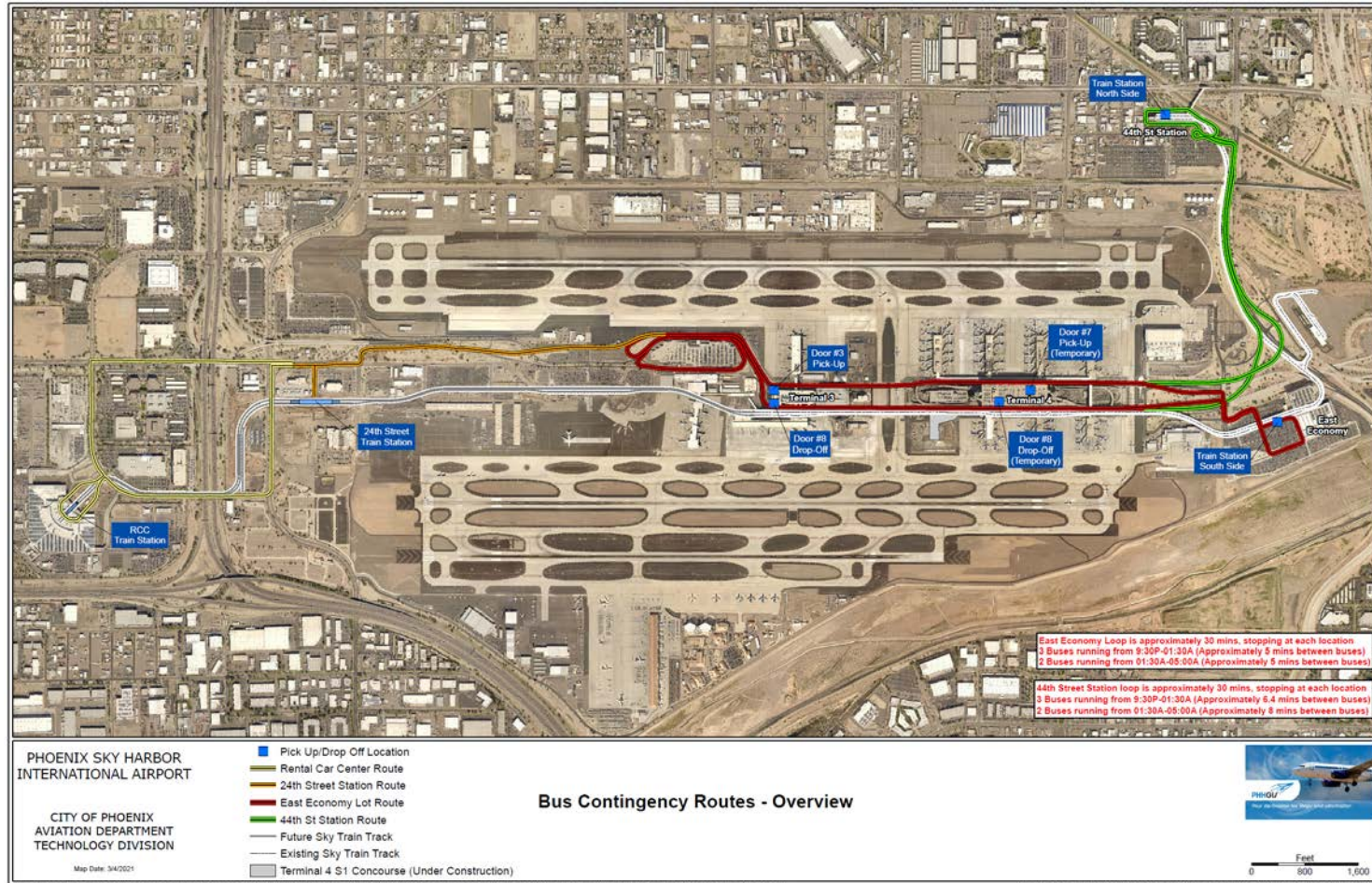


EXHIBIT B
Airport-Owned Bus Fleet Information

AIRPORT OWNED RENTAL CAR BUS FLEET											
Fleet Type	Quantity	Vehicle Year	Vehicle Make	Vehicle Model	Fuel Type	CNG Fuel Tank Expiration	Engine Mfg, Model, HP/Size	Transmission Mfg, Model	Class	Discription	Pax Count
Standard Bus	38 ea	2005	El Dorado	Axcess	CNG	8/1/24	JohnDeere 8.1	Allison B400R	0008 (Bus,HVY)	LF-40 Bus	32-35 Passengers
Standard Bus	20 ea	2008	El Dorado	Axcess	CNG	2/1/28	JohnDeere 8.1	Allison B400R	0008 (Bus,HVY)	LF-40 Bus	32-35 Passengers
Standard Bus	26 ea	2009	El Dorado	Axcess	CNG	3/1/29	Cummins 8.3	Allison B400R	0008 (Bus,HVY)	LF-40 Bus	32-35 Passengers
AIRPORT OWNED AIRFIELD BUS FLEET - COBUS*											
Fleet Type	Quantity	Vehicle Year	Vehicle Make	Vehicle Model	Fuel Type	Engine Mfg, Model, HP/Size		Transmission Mfg, Model	Discription	Pax Count	
Purpose Built Apron Bus	6	2020	COBUS	3000	Diesel	Mercedes Benz OM 934 LA - Euromot 4		ALLISON 5-speed	LF-45 Bus	110 Passengers	

* Off Highway Vehicle

EXHIBIT C

Rental Car Bus Passenger Ridership

ANNUAL RCC PASSENGER RIDERSHIP				
Route	2019	2018	2017	Approx Transit Time **
RCC to Terminal 4	2,609,862	2,595,170	2,392,734	19-21 minutes
RCC to Terminal 3*	652,465	648,792	598,183	14-16 minutes
Terminal 4 to RCC	2,291,532	2,317,077	2,096,316	19-21 minutes
Terminal 3 to RCC*	1,182,620	1,123,850	1,066,067	14-16 minutes

* Includes Terminal 2 activity

** Includes passenger/luggage loading and unloading

PEAK MONTH (MARCH 2019) RCC PASSENGER RIDERSHIP				
Route	Mar 2019	Mar 2018	Mar 2017	Approx Transit Time **
RCC to Terminal 4	340,387	334,792	323,317	19-21 minutes
RCC to Terminal 3*	85,097	83,698	80,829	14-16 minutes
Terminal 4 to RCC	310,961	313,268	289,031	19-21 minutes
Terminal 3 to RCC*	148,558	141,793	151,929	14-16 minutes

* Includes Terminal 2 activity

** Includes passenger/luggage loading and unloading

EXHIBIT D
APM (Sky Train™) Passenger Ridership*

PHX SKY TRAIN RIDERSHIP BY STATIONS					
Year	T3	T4	East Economy	44th Street	TOTAL
2019	964,469	2,520,960	1,080,874	897,856	5,464,159
2018	900,872	2,507,343	1,057,836	863,543	5,329,594
2017	869,042	2,485,646	1,035,946	889,833	5,280,467

* Ridership equals passengers boarded at APM stations.