

PART B
SCOPE OF SERVICES

TABLE OF CONTENTS

SECTION 6. TRAIN OPERATIONS

SECTION	TITLE
6.1	General
6.2	VRE Responsibilities
6.3	Train Operations Staffing Plan
6.4	Performance Requirements
6.5.	Training
6.6	Minor/Routine Service Disruptions
6.7	Significant Service Disruptions and Incident Management
6.8	Special and Excursion Trains
6.9	Reports
6.10	Other Contractor Responsibilities
6.11	Roles and Responsibilities of Other Agencies/Companies
6.12	VRE System Map



SECTION 6

TRAIN OPERATIONS

6.1 GENERAL

- A. The Contractor shall provide qualified personnel to operate and manage VRE commuter service, deadheads, special trains, test trains, service recovery trains, etc. on both the Fredericksburg and Manassas Lines.
- B. CSX owns, maintains, and controls the right-of-way from the Crossroads Yard (XR) to CP Virginia Avenue, in Washington D.C.
- C. Norfolk Southern owns, maintains and controls the right-of-way from the Broad Run station (South Manassas) to the AF Interlocking (AF), where the Manassas Line joins up with the CSX right-of-way outside of Alexandria, VA.
- D. Amtrak owns, maintains, and controls the right-of-way from CP Virginia Avenue through Union Station (WAS) to the Ivy City coach yard, where VRE equipment is kept during the mid-day layover.
- E. Track access agreements with all three (3) railroads are provided through a separate contract between VRE and the railroads.
- F. The Contractor shall operate VRE trains in accordance with the latest versions of:
 - 1. CSX, Norfolk Southern, and Amtrak Timetables, Special Instructions, Division Notices, and Bulletin Orders;
 - 2. NORAC, CSX, and Norfolk Southern Operating Rules;
 - 3. Applicable Federal, State, and local laws and regulations;
 - 4. Train crew qualifications, including FRA certification of engineers;
 - 5. VRE's System Safety Program Plan (SSPP), VRE Emergency Preparedness Plan (EPP), VRE System Security Plan (SSP), VRE System Security and Emergency Preparedness Plan (SSEPP);
 - 6. VRE train schedules;
 - 7. Equipment operating instructions;
 - 8. VRE Supplemental Operating Instructions;
 - 9. VRE passenger policies;



10. VRE fare and tariff; and
11. Physical characteristics of VRE routes, including but not limited to, name and location of wayside detectors, signals, speeds, road crossings and stations.

6.1.1 REGULARLY SCHEDULED COMMUTER SERVICE

- A. VRE operates its regular commuter service Monday through Friday. Service is not provided on weekends or Federal holidays. Refer to **APPENDIX NO. 4** for the current train schedule.
- B. Federal holidays that VRE does not operate include New Year's Day, the Martin Luther King, Jr. Holiday, Presidents Day, Memorial Day, Fourth of July, Labor Day, Columbus Day, Veterans Day, Thanksgiving, and Christmas Day.
- C. Most calendar years, VRE operates two hundred fifty (250) days.
- D. VRE operates on its "S" schedule (with more limited train service) the Friday after Thanksgiving, several days between Christmas Day and New Year's Day, and during times of inclement weather.
- E. VRE reserves the right to vary the number of service days by five (5) days. The Contractor shall prepare its proposal to allow for the number of service days to fall between two hundred forty-five (245) and two hundred fifty-five (255) service days. Some days may be reduced from full service to "S" service or from "S" service to no service. Conversely, VRE may decide to operate its "S" schedule on previously unscheduled days or move from "S" service to full service.

6.2 VRE RESPONSIBILITIES

6.2.1 TICKETING

- A. VRE offers the following seven (7) types of tickets:
 1. VRE Monthly Ticket, which is good for unlimited travel on VRE between fare zones for one calendar month;
 2. Five-Day Pass;
 3. Ten-Trip Ticket;
 4. Amtrak Step-Up Ticket, which is used in conjunction with a VRE ticket for one-way travel on select Amtrak trains;
 5. Single Ride/Round-Trip Ticket;
 6. Discounted tickets, available for seniors, disabled citizens, youth, and groups; and
 7. Transit Link Card (TLC), which is a joint-use fare card that allows unlimited travel on VRE and Metrorail for one calendar month.



- B. VRE tickets can be obtained at station vending machines; at specified vendors; and from www.commuterdirect.com.
- C. Riders are required to validate their tickets prior to boarding the train. **Tickets are not sold on board VRE trains.** Virginia law (Section 18.2-160.1) requires passengers to purchase and validate tickets prior to boarding VRE trains. Passengers observed on board without a ticket are subject to a summons, which could result in a fine of not less than one hundred fifty dollars (\$150).
- D. The Contractor shall check tickets and issue a summons to anyone not in possession of a valid ticket as set forth in Conductor duties as specified in **SECTION 6.3.4 CONDUCTOR/ASSISTANT CONDUCTOR RESPONSIBILITIES.**

6.2.2 COORDINATION OF SERVICE DISRUPTIONS AND ALTERNATE SERVICE

During any type of service disruption, VRE will take the lead in coordinating with the host railroads to determine what course of action should be taken in order to return service to normal and get passengers to their destinations in a timely manner. The Contractor shall provide input in the decision making process and shall be required to execute the decisions made by VRE operations staff.

6.2.3 CRISIS COMMUNICATIONS

VRE takes passenger and crisis communications very seriously. All communications to passengers and the media will be done through VRE. The Contractor is not permitted to speak to the media regarding any VRE matters.

6.2.4 WORK SPACE FOR OPERATIONS MANAGER(S)

VRE will provide work space for the Contractor's Operations Managers in the VRE Communications Room. The Contractor's Operations Managers will have access to VRE's TRIP system and CSX and Norfolk Southern dispatching screens. VRE will provide a personal computer for the Operations Managers to use as well as a landline phone and regular office supplies.

6.2.5 CUSTOMER SERVICE FUNCTIONS

VRE will handle all direct customer service functions, including responding to all comments, complaints and inquiries. The Contractor shall conduct any investigations related to



customer service comments regarding the Contractor's personnel, and respond directly to VRE.

6.2.6 MARKETING/ADVERTISING/COLLATERAL

VRE will be responsible for all marketing, advertising, and creation of collateral. The Contractor shall be responsible for maintaining the collateral on board the trains. The Contractor shall not place any advertisements or permit the distribution of any materials on board VRE trains or at VRE stations without prior written consent.

6.2.7 HOST RAILROAD COORDINATION

VRE will take the lead on all planning and scheduling efforts with the host railroads. The Contractor shall be expected to develop its own cooperative working relationships with the host railroads.

6.2.8 TRAIN STORAGE

VRE will provide storage for all train sets. Trains will be stored overnight at the Crossroads yard for Fredericksburg Line trains; overnight at the Broad Run yard for Manassas Line trains; and during the mid-day at the Ivy City Coach Yard for all trains.

6.2.9 WATER AND CREW PACKS

VRE will provide the Contractor with water and crew packs for all Train and Engine (T&E) crews.

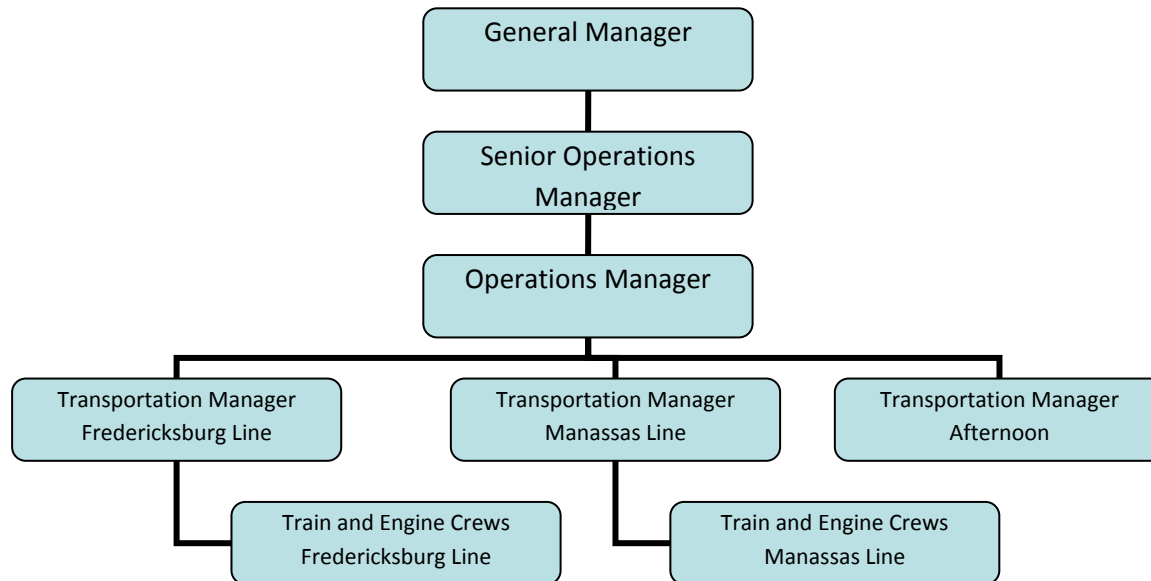
6.3 TRAIN OPERATIONS STAFFING PLAN

As part of their proposal, the Contractor shall submit to VRE for approval a final and comprehensive Train Operations Staffing Plan.



6.3.1 OVERVIEW OF TRAIN OPERATIONS DEPARTMENT

- A. The Contractor shall, at all times during the term of the Contract, provide qualified personnel in accordance with this Section and **SECTION 7.3 PERSONNEL/STAFFING** in sufficient numbers to perform the Contract services.
- B. The Contractor shall at all times designate the General Manager as the senior transportation official to oversee the Train Operations Department and act as the single point of contact for any matters regarding train operations.
- C. The Train Operations Department shall be organized in the following manner.



6.3.2 SUPERVISION/MANAGERS

6.3.2.1 Operations Managers

- A. The Operations Managers report directly to the General Manager and supervise the Transportation Managers. The Operations Managers shall:
 1. Have a local residence within the Commonwealth of Virginia.
 2. Be available twenty-four (24) hours a day, seven (7) days a week.
 3. Only be responsible for VRE operations. In other words, this position cannot be shared with another service property.
- B. VRE will provide work space at VRE’s headquarters at 1500 King Street in Alexandria, Virginia for the Contractor’s Operations Managers. It is required that



these positions be located at VRE's Communications Room and work directly with VRE staff.

- C. This position shall be staffed between 4:30 AM and 8:30 PM (or whenever the last train arrives at its final destination). These times are subject to change based on any changes to the current schedule.
- D. The Contractor shall employ two (2) full-time people in order to cover the hours needed, one of which will be the Senior Operations Manager. The Contractor shall have this position filled on all service days. The Contractor must be able to cover for illnesses, vacations, and other instances when one of the Operations Managers is not able to report to work. Only one of these positions can be vacant at any one time.
- E. The Operations Managers duties include, but are not limited to, communicating with the Contractor's crews during service disruptions and delays, facilitating the exchange of information between personnel in the field and personnel in the VRE office, and coordinating communication of delays with VRE staff.
- F. In addition, these position shall perform the following duties, but not be limited to:
 - 1. Train Operations
 - a. Monitor all train operations proactively using all software made available by VRE, including but not limited to TRIP (VRE's train tracking software) and CSX and Norfolk Southern dispatching screens.
 - b. Coordinate information between the Contractor and VRE during routine service delays and disruptions.
 - c. Liaise between crew and VRE staff for a variety of needs, including but not limited to searching for lost and found property, providing ridership status updates, and other information that needs to be exchanged between VRE and the crews.
 - 2. Transportation Reports
 - a. Keep and maintain all transportation related reports, see **SECTION 6.9 REPORTS.**
 - b. Ensure that all reports are factual and detailed. If a discrepancy is found, the Operations Managers must work with the appropriate Transportation Manager to resolve the discrepancy.
 - c. Disseminate reports to VRE staff as directed.
 - 3. Customer Service
 - a. Investigate complaints and concerns raised by VRE staff and riders to VRE's satisfaction.
 - b. Comply with the procedures outlined in **SECTION 6.4.3 CUSTOMER SERVICE CONDUCT.**



4. Summons

- a. Monitor conductors/assistant conductors' summons activity to ensure that each is doing their part to curb fare evasion.
- b. Ensure each summons is filled out completely and resolve any discrepancies noted.
- c. Work with the VRE staff responsible for summons activity on any issues that arise including, but not limited to:
 - i. Tracking conductor/assistant conductor court dates; and
 - ii. Scheduling dates for crew court appearances.

6.3.2.2 Transportation Managers

- A. The Contractor shall hire three (3) Transportation Managers who will report to the Operations Managers. One (1) Transportation Manager shall be responsible for and supervise all Fredericksburg Line trains and crews, primarily in the morning. One (1) Transportation Manager shall be responsible for and supervise all Manassas Line trains and crews, primarily in the morning. One (1) Transportation Manager shall be responsible for and supervise all afternoon trains and crews.
- B. The Transportation Managers shall perform the day to day operation of the trains, including but not limited to timeliness of trains, fitness for duty checks, efficiency tests, and assignment of extra board crews.
- C. All Transportation Managers shall be qualified as a locomotive engineer and as a conductor. Further, all transportation managers shall be able to fill the position of an engineer or conductor, if there is a temporary vacancy, in an effort to prevent unstaffed positions.
- D. The Transportation Managers will:
 - 1. Have a local residence within the Commonwealth of Virginia.
 - 2. Be available twenty-four (24) hours a day, seven (7) days a week.
 - 3. Only be responsible for VRE operations. In other words, this position cannot be shared with another service property.

6.3.3 TRAIN AND ENGINE CREWS (T&E)

- A. The Contractor shall provide train staff according to the following Train Staffing Plan, unless otherwise authorized by VRE. See APPENDIX 22 for a current list of consist sizes.



1. Trains with four (4) cars or less shall have one (1) engineer and one (1) conductor.
 2. Trains with five-six (5-6) cars shall have one (1) engineer, one (1) conductor, and one (1) assistant conductor.
 3. Trains with seven-nine (7-9) cars shall have one (1) engineer, one (1) conductor, and two (2) assistant conductors.
- B. The Contractor shall have an extra board sufficient to accommodate labor shortages due to illness, vacation, disciplinary actions, extra work, training requirements, emergencies, unavailability due to service disruptions/hours of service issues, or other instances that leave a position unfilled.
- C. The Contractor shall be penalized for trains operated without the required staffing. Exceptions may be made in writing for Special Trains. VRE may, in its sole discretion, direct the Contractor to provide additional personnel other than those provided by Contractor.
- D. Thirty (30) minutes prior to the departure of the first train, the Contractor shall file a complete daily Crew List with VRE, detailing all assignments of train and engine crews for that day's trains. The report shall highlight trains where the staffing levels, established in the approved Train Operations Staffing Plan, have not been met.

6.3.4 CONDUCTOR/ASSISTANT CONDUCTOR RESPONSIBILITIES

- A. The Contractor shall provide adequate staff to maintain the safety of the train and protect revenue through thorough ticket checking. Collection and protection of revenue from customers is critical to the financial success of the service.
- B. VRE reserves the right to assign VRE personnel or other third party contractors to observe conductor/assistant conductor actions or to supplement their duties in non-railroad related areas, including but not limited to verifying ticket validations, handing out FRCs on delayed trains, and performing passenger counts.
- C. In addition, the duties of conductors and assistant conductors shall include, but not be limited to the following:
1. Train Related Responsibilities
 - a. Open all platformed doors once the train has come to a complete stop at the station and ensure that non-platformed doors remain closed.
 - b. Close all doors prior to the train's departure from a station.
 - i. One (1) door shall remain open for a crew member to observe the platform side of the train as it departs to ensure that no one is caught in the doors, hanging on to the side of the train, or otherwise endangered by the movement of the train.



- ii. The train shall be checked prior to departure to ensure that all doors, except the one (1) door noted above, are closed.
- c. Walk through all cars and maintain a continuous presence on board the train. Prolonged socializing with riders, riding in the cab of the cab car, riding in the vestibule, sitting at any time, reading, or other non-work related functions will not be permitted.
- d. Ensure proper functioning of equipment at all times. Crews shall monitor HVAC, LED, etc. for proper functioning and take corrective action as necessary. Crews shall notify the VRE Communications Room of any discrepancies, providing as much detail as needed to troubleshoot the problem.
- e. Turn off air vents when southbound trains travel through the First Street tunnel and return them to service when the train is out of the tunnel.

2. Ticket and Revenue Related Responsibilities

- a. Perform ticket checks in accordance with VRE policies and as outlined in **SECTION 6.2.1 TICKETING**.
- b. Issue a summons to anyone not in possession of a valid ticket.
- c. Be available for court appearances in relation to the issuance of a summons or any other time that it is deemed necessary.

3. Customer Service Related Responsibilities

- a. Assist VRE staff with surveys or ridership audits as necessary.
- b. Put step stools out for riders at conductor locations at Alexandria or any other station when it is requested by a rider or when boarding/detraining riders from a non-platform location (i.e. from the track furthest from the platform).
- c. Hand out VRE provided materials, including, but not limited to: seat notices, candy, and other giveaways.
- d. Accommodate riders with disabilities, including but not limited to: operating wheelchair lifts in automatic and manual modes and assisting non-wheelchair disabled riders in finding appropriate seating, especially when the train is fully occupied, including accommodating persons with disabilities to the greatest extent possible.
- e. Enforce common courtesy issues, including but not limited to: saving seats, queuing, blocking seats, placing feet on seats, loud music through head phones, loud cell phone conversations, abusive or offensive language/behavior towards fellow riders and quiet car protocols.



- f. Hand out Free Ride Certificates (FRCs) when a train has become delayed sixty (60) minutes or more; to those passengers affected when the previous train was cancelled; or when a train is terminated and riders must wait for the next VRE train or transfer to Metrorail and/or buses. FRCs shall be handed out at the time of the delay. Exceptions should be immediately reported to the VRE Communications Room.
- g. Be knowledgeable and up-to-date on all VRE policies to sufficiently answer a variety of rider questions about the VRE system, including but not limited to:
 - i. Schedules;
 - ii. Fares and ticket issues;
 - iii. Station information;
 - iv. Holiday and “S” schedules;
 - v. On-board policies;
 - vi. Lost and Found procedures;
 - vii. Vendor locations; and
 - viii. FRC policies.

4. Reporting Responsibilities

- a. Provide accurate daily ridership counts for each train operated.
- b. Provide accurate delay reports, including arrival and departure times at each station and causes of delay.
- c. Report any operational issues that do not incur delays, including but not limited to overshooting a platform, HEP problems that were resolved at the station platform, and wheelchair lifts that had to be operated in manual mode.
- d. Report any and all unusual occurrences. An immediate report shall be made to VRE’s Communications Room. A follow-up report shall be provided in writing within one (1) hour of the train’s arrival at its final destination. Incidents may include, but are not limited to: trespassers, vandalism to a train, use of fire suppression equipment, use of an Automated External Defibrillator (AED) or any component of the AED kit, a request for Emergency Medical Services (EMS) or police, and being witness to verbal or physical altercations between passengers or between conductor and rider.

5. Announcements

- a. Notify passengers if the train will be boarding/detraining passengers from a track that is not the normal track. Conductors shall give an exact location on

SECTION 6. TRAIN OPERATIONS



the train where riders will be able to detrain, including the car number and location of the car.

- b. Make all announcements requested by VRE.
 - i. VRE will supply the Contractor with announcements that need to be made the following week by the last business day of the week prior.
 - ii. Announcements may be limited to specific trains or lines, or may be required to be made on all trains.
- c. Conductors shall walk through trains and make station stop and other announcements if the P.A. system is not working.

6. General Conduct

- a. Greet riders in a friendly manner when boarding/detraining (i.e., good morning/good afternoon).
- b. Treat riders with respect, dignity and courtesy at all times.
- c. Make eye contact with riders when addressing question or concerns.
- d. Wear a clean, complete, and appropriate uniform, including hat and all personal protective equipment (safety glasses, etc.). Body piercings and/or tattoos must be tasteful. Small stud earrings are permitted for both sexes. Other piercings/tattoos should be discreet or appropriately covered. Overall appearance must be professional: hair must be neatly trimmed or if long, pulled back neatly; facial hair must be neatly trimmed; and fingernails must be trimmed.
- e. Refrain from using cell phones and personal electronic devices, including the sending of text messages.
- f. Refrain from taking up any revenue seats with personal belongings.
- g. Refrain from smoking on all VRE equipment and within VRE facilities, including platforms.

7. Responsibilities During Delays

- a. Conductors shall notify passengers already on the trains for the following conditions in timely and accurate manner:
 - i. When there is an anticipated delay.
 - ii. When a train is incurring a delay due to speed restrictions.
 - iii. When a train has stopped. Once the train has stopped, Conductors shall indicate the nature of the problem, anticipated duration, and update riders every five (5) minutes.



- iv. When a train is experiencing emergencies and security issues, conductors shall inform passengers immediately.
 - v. When the crew needs to leave the body of the train to work on a mechanical problem.
 - vi. When a train has stopped near Metro stations and there is a possibility of a disruption ahead, Conductors shall announce that passengers may voluntarily detrain and take Metro.
 - vii. When a train has stopped near Metro stations due to a significant delay, Conductors shall announce that passengers must detrain and take Metro.
 - viii. If a train will be detrain passengers differently than normal, conductors shall clearly identify which cars will be used to detrain passengers from.
- b. Follow the established protocol in the event of injuries or illnesses on board the train:
- i. Call 9-1-1 and give the exact street location of the next station (particular attention should be paid to stations with more than one platform/address). If a crew member is not able to stay on the phone with the EMS dispatcher, the phone shall be given to another rider who can assist.
 - ii. Contact dispatcher.
 - iii. Call the VRE Communications Room.
 - iv. Make an announcement asking for assistance from any medically trained riders.
 - v. If a rider is able to detrain and EMS has not arrived, one (1) crew member shall assist the passenger off of the train and stay until EMS arrives. The train can then continue operating. The crew member left behind can board the next train.
 - vi. A legible and properly recorded incident report shall be faxed in within one (1) hour of the train's arrival at its destination station.
- c. Conductors shall notify the VRE Communications Room of any delays (anticipated or already incurred) of ten (10) minutes or greater and shall provide updates every ten (10) minutes thereafter.

8. Safety/Security Responsibilities

- a. Lost and Found (security issues)
 - i. Have a basic understanding of what items could pose a security threat.



- b. Undercover Law Enforcement Officer (LEO) Program
 - i. VRE provides a free monthly ticket to over one hundred thirty (130) undercover law enforcement officers. In exchange for a free commute, they are required to assist the train crew in the event of a felony in progress. VRE staff manages this program, including regular communication with the LEOs involved in this program.
 - ii. Conductors shall know how to recognize a LEO ticket.
 - iii. Conductors shall know which circumstances warrant assistance from a LEO.
 - iv. Conductors shall know how to request assistance from a LEO.
- c. Have a practical understanding of VRE's SSPP, SSP, SSEPP and EPP.

6.3.5 LOCOMOTIVE ENGINEER RESPONSIBILITIES

- A. The Contractor shall provide qualified and certified locomotive engineers per the Railroads' requirements. In addition to the safe operation of the train, locomotive engineers must possess specific knowledge to be able to trouble shoot routine mechanical issues en route.
- B. Specific mechanical knowledge shall include, but not be limited to:
 - 1. Be familiar with all safety resets, interlock functions and overrides on the entire locomotive fleet.
 - 2. Be able to change fuses and reset circuit breakers on the entire locomotive fleet.
 - 3. Be fully conversant with operation of all HEPs.
 - 4. Cut out and change ends properly.
 - 5. Restart locomotive prime movers in low battery situations.
- C. In addition, locomotive engineers shall:
 - 1. Refrain from smoking on all VRE equipment and within VRE facilities, including platforms.
 - 2. Be strictly prohibited from the usage of cell phones and personal electronic devices, including the sending of text messages.
 - 3. Treat riders with respect, dignity and courtesy at all times.



4. Wear a clean, complete, and appropriate uniform, including all personal protective equipment. Body piercings and/or tattoos must be tasteful. Small stud earrings are permitted for both sexes. Other piercings/tattoos should be discreet or appropriately covered. Overall appearance must be professional: hair must be neatly trimmed or if long, pulled back neatly; facial hair must be neatly trimmed; and fingernails must be trimmed.
5. Refrain from taking up any revenue seats with personal belongings.

6.3.6 QUALIFICATIONS

- A. All personnel utilized by the Contractor to operate or manage VRE trains shall be qualified for the position for which they have been hired, be experienced, possess all necessary certifications, and shall have successfully completed the Contractor's training programs.
- B. Train engineers shall be qualified, certified and trained in accordance with 49 CFR Part 240 and shall have a valid drivers license issued by a state within the United States.
- C. The Contractor shall provide training as outlined in **SECTION 6.5 TRAINING** to ensure that all qualifications are kept current.

6.3.7 OTHER TRANSPORTATION RELATED DUTIES

Responsibilities of all transportation employees include, but are not limited to:

- A. Monitor all passenger train systems while conducting daily duties to ensure proper operation of the systems. Train crewmembers shall immediately notify VRE's Communications Room when systems are not operating as intended. The systems to be monitored include, but are not limited to, signage, LED signs, HVAC systems, and public address systems.
- B. Record and report any mechanical and safety-related defects discovered en route or while conducting daily duties. Safety-related defects must be reported immediately. The Contractor shall ensure that reports are made within one (1) hour of the train's arrival at its final destination.
- C. Prepare an after-incident report, and if necessary an after-incident investigation, following any mechanical delay, injury, or other significant incident.
- D. Be conversant with and particularly competent on the following:
 1. Sumitomo Operating Manual
 - a. Chapter 6, Troubleshooting;
 - b. Wheelchair lift operation, both electric and manual as well as override;



- c. Function of traction interlock as related to open doors as well as override;
- d. Damper controls;
- e. PA, PEI, and automatic announcement features and controls;
- f. HVAC controls;
- g. Lighting controls;
- h. Cutting out air brakes on trucks;
- i. Use and meanings of exterior warning lights;
- j. LVPS system and operation;
- k. Location and use of emergency tools, first aid kits, and AEDs;
- l. Restarting and trouble shooting HEP problems;
- m. Local control hand throw operation of all control point interlocking switches;
- n. Change out defective hoses; and
- o. Functions of Pullman Gallery cars and all operating compatibility issues between them and the Sumitomo Gallery cars.

2. Pre-Departure Responsibilities

- a. T&E crews shall carry a watch that can be synchronized. The watch shall be synchronized prior to each train's departure with U.S.N.O. time.
- b. T&E crews shall ensure that all of the necessary functions are acceptable for revenue service. This check shall include, but not be limited to, inspecting the brake system; cables and connections; lights; doors; P.A. system; wheelchair lifts; and restrooms.
- c. T&E crews shall ensure that all departure tests have been performed and passed.
- d. If bulletins are not available when a crew comes on duty, the T&E crew shall immediately contact the VRE Communications Room and appropriate railroad dispatcher.
- e. The T&E crews shall perform a job safety briefing.
- f. Any defects or problems shall be reported and documented by the T&E crews.

3. Post-Arrival Responsibilities

- a. The crew shall walk through the train to check for lost tickets and other lost items, following the Contractor's procedures.
- b. The crew shall properly secure equipment, including, but not limited to: connecting with ground air and wayside power.



- c. At the Ivy City coach yard, crews shall reverse controls and conduct the required air brake test for the southbound move, prior to going off duty.
- 4. Railroad Troubleshooting
 - a. Crews shall observe the condition of the railroad as they operate the trains.
 - b. Crews shall report conditions, events, or circumstances that affect the safety or continuity of rail operations to the host railroad's dispatcher immediately, including but not limited to, trespassers, acts of vandalism, damage or defects to the rails or along the right-of-way.
- E. The Contractor shall be prepared to accommodate any flagging requests and shall train and qualify sufficient T&E staff for this duty. The Contractor's flagging training shall conform to CSX, Norfolk Southern, and Amtrak standards and certification requirements.

6.3.8 DISCIPLINE/REMOVAL

At VRE's sole discretion, it may remove from VRE property any personnel who it considers to compromise performance, quality, public image, or safety. The Contractor shall remove personnel from the property immediately upon the request of VRE. Removal and replacement of personnel shall be at the Contractor's expense.

6.4 PERFORMANCE REQUIREMENTS

6.4.1 SERVICE SCHEDULES

- A. VRE reserves the right, at any time during the term of the Contract, to make changes to the service schedules. All changes are to be enacted by the Contractor immediately, especially in the event of unscheduled reductions as the result of budgetary cutbacks. VRE will provide advance notice to the Contractor of at least thirty (30) calendar days.
- B. In making schedule changes, VRE shall consult with the Contractor and shall consider the following:
 - 1. Schedules shall promote On-Time Performance with a high degree of reliability.
 - 2. Schedules shall contain sufficient time to accommodate scheduled operations of all trains.
 - 3. Schedules shall enable the Contractor to comply with Federal hours of service laws.
- C. The Contractor shall not make scheduled or unscheduled train stops at VRE or Contractor employee work locations to allow employees to board or alight from trains, unless approved by VRE.



6.4.2 ON-TIME PERFORMANCE

- A. The on-time performance (OTP) standard is that trains shall always arrive on or ahead of schedule, provided that no revenue train is allowed to leave an intermediate station before its scheduled departure time unless specifically authorized by VRE.
- B. Any train that is cancelled, terminated or more than five (5) minutes late into its final destination will be considered late.
- C. The Contractor shall provide immediate notice to VRE of any situation that could significantly affect the On-Time Performance of VRE service.
- D. The Contractor shall determine, record, calculate and report to VRE the OTP of revenue trains for each train and line on which the Contractor is providing commuter rail services.
- E. The OTP shall be reported in terms of an OTP percentage and raw data, including the number of trains operated versus the number of trains delayed.
- F. The denominator for the OTP percentage calculation shall be the number of revenue trains scheduled during the reporting period for the appropriate line. The numerator for the calculation shall be the number of scheduled trains LESS the sum of (a) number of trains cancelled and (b) the number of trains arriving at their final terminal more than five (5) minutes later than scheduled.
- G. The Contractor shall also maintain records of the number of Late Trains and Cancelled Trains.
- H. The Contractor shall produce daily, monthly, and annual reports including OTP and the number of delayed trains and cancelled trains in both electronic and hardcopy form. OTP shall be summarized for each line, train, and system-wide.

6.4.3 CUSTOMER SERVICE CONDUCT

The Contractor shall provide safe, timely, efficient, clean, competent, and courteous service to the public continuously. The Contractor shall provide and deliver excellent customer service during performance of the Contract services. All Contractor personnel shall assist VRE in providing premier public transportation and customer service excellence.

6.4.3.1 COMPLAINT INVESTIGATION PLAN

- A. As part of their proposal, the Contractor shall submit a comprehensive Complaint Investigation Plan. This plan shall outline the process that the Contractor will use to verify customer complaints and methods for resolving any issues that are identified as part of the Complaint Investigation process.



- B. The Contractor shall be responsible for conducting investigations regarding customer complaints and VRE concerns arising from the operation of services by the Contractor. Any such investigation is only considered “closed” upon VRE’s adoption of the Contractor’s report as its own.
- C. Comments and complaints will be collected in writing, in electronic form, and by telephone and forwarded to the Contractor.
- D. The Contractor shall prepare a formal written response stating the circumstances for the complaint and any corrective action taken. This response shall be submitted to VRE within three (3) business days after receipt of the complaint from VRE.
- E. If a comment or complaint requires additional investigation after the initial response, the Contractor shall provide VRE with written updates on the status of the investigation every three (3) business days, or at intervals agreed to by VRE.
- F. The Contractor shall make every reasonable effort to resolve all complaints as soon as possible and shall maintain a record of all complaints received about individual employees. All records shall be made available at the request of VRE in either hard copy or electronic format.

6.4.3.2 TITLE VI POLICY

- A. The Contractor shall ensure that all of its policies and procedures comply with VRE’s Title VI Policy. In addition, the Contractor shall cooperate fully with any Title VI complaints or investigations.
- B. The Contractor shall ensure that no person or group of persons will be discriminated against with regard to fares, routing, scheduling or the quality of transportation services that VRE furnishes, on the basis of race, color, or national origin.
- C. The Contractor shall ensure that the frequency of service, age and quality of VRE vehicles assigned to routes and the location of routes will not be determined on the basis of race, color, or national origin.
- D. All rider complaints shall be sent to VRE’s Customer Communications Department, logged into the Title VI database, and forwarded to the Title VI staff for investigation.
- E. The responsibility for day-to-day operations of this program, including the investigation of Title VI complaints, has been assigned to the Title VI staff of the Potomac and Rappahannock Transportation Commission (PRTC), a co-owner of the VRE. However, the Contractor shares in the responsibility for making VRE’s program a success. The complaint and investigation process is available on VRE’s website.



6.4.4 LOST AND FOUND PLAN

- A. The Contractor shall provide services in coordination with VRE's Lost and Found department for returning lost personal items and tickets.
- B. Lost and Found services shall include, but not be limited to, collecting and tagging lost items on trains and delivering these items to VRE's office in Alexandria, Virginia.
- C. The Contractor shall tag collected items from the trains by 11:00 AM daily and send a report to VRE regarding those items that have been found and will be turned over to VRE.
- D. The Contractor shall arrange to deliver said items to VRE's office in Alexandria no later than 2:00 PM each day.
- E. The Contractor's personnel providing Lost and Found services shall perform their duties in a courteous, efficient, and competent manner.
- F. The Contractor's crew members shall follow standard procedures regarding suspicious items on service property by contacting local law enforcement authorities.

6.4.5 CUSTOMER SERVICE SURVEY

Riders will be surveyed at least annually and will be asked to rate the Conductors/Assistant Conductors on items including, but not limited to:

- A. Knowledge of VRE operations;
- B. Helpfulness;
- C. Courteousness;
- D. Checking tickets regularly;
- E. Maintenance of professional appearance;
- F. Delay announcements made in a timely and accurate manner; and
- G. Regular station announcements made, either by ensuring the automatic system is working or walking through the train if the automatic system is inoperable.

6.5 TRAINING

6.5.1 CONTRACTOR PROVIDED TRAINING

- A. The Contractor shall provide training programs such that all train operations department personnel are instructed in the necessary and required policies, procedures, and rules relating to the safe operations of VRE trains, customer service, and safety.



- B. Prior to performing work, crews shall have successfully completed the applicable training courses and have demonstrated a thorough understanding of the relevant procedures before they are permitted to work in VRE service. The Contractor’s training programs shall certify that personnel are fully qualified to perform the functions necessary for their positions.
- C. The training programs shall cover all applicable laws and host railroad operating rules and procedures and meet all applicable regulatory requirements, and be consistent with VRE’s policies and its objective to provide exceptional service to the public.
- D. All key personnel, to include the General Manager, the Senior Operations Manager, the Operations Manager, and all transportation managers should be competent in the National Incident Management Structure (NIMS) and the Incident Command Structure.

6.5.2 VRE PROVIDED TRAINING

The Contractor shall ensure that train operations department personnel are available for VRE provided training. VRE provided training will include, but is not limited to the following:

- A. Terrorism Awareness Recognition and Response (TARR);
- B. Emergency Preparedness Plan;
- C. System Safety Program Plan;
- D. Customer Service Policies and Procedures; and
- E. VRE “State of the Union” presentations.

6.6 MINOR/ROUTINE SERVICE DISRUPTIONS

- A. These types of delays are those events and service disruptions that are the result of typical railroad issues and have not resulted in any injury or damage to equipment. Damage done as the result of vandalism (i.e., rock throwing) or routine railroad issues (i.e., hitting downed trees, provided damage is minor and no injuries are reported) will be considered minor/routine. These would largely be any incident that is not an FRA-reportable incident.
- B. Any incident that results in injuries or significant damage or the cancellation of service, or is considered an FRA reportable incident, is addressed in **SECTION 6.7 SIGNIFICANT SERVICE DISRUPTIONS AND INCIDENT MANAGEMENT**.
- C. Notification procedures for the service delays are as follows:
 - 1. The crew shall contact VRE’s Communications Room when a delay has reached or is expected to reach 10 (ten) minutes.
 - 2. The following information shall be included in each notification regarding service delays:



- a. Exact location of event;
 - b. Actual or anticipated duration of delay;
 - c. Cause of delay;
 - d. Train number;
 - e. Number of customers on affected train (when alternate service is being considered); and
 - f. Proposed response or action taken.
3. The crew shall provide updates to VRE's Communications Room approximately every ten (10) minutes or immediately after receiving relevant information, until the delay has been resolved.
 4. If the delay is the result of a mechanical issue, injury or illness, the Contractor shall provide a written report of the incident within one (1) hour of the train's arrival at its final destination.

6.7 SIGNIFICANT SERVICE DISRUPTIONS AND INCIDENT MANAGEMENT

- A. In the event of a Service Disruption in which there are events or occurrences on or off the Service Property including, but not limited to, collisions, derailments, fires, fatalities or injuries, or other emergencies whose potential impact on service requires close coordination of multiple activities, VRE shall dispatch a VRE representative to the incident scene to act as VRE's Incident Commander. This will be VRE's Manager of Transportation, Safety and Security or his/her designee.
- B. While awaiting the arrival of First Responders, the Conductor shall function as the incident commander until First Responders arrive on scene. The conductor will follow NIMS protocol as well as the VRE Emergency Preparedness Plan. Upon arrival, the first responder personnel will take control of incident command and designate an incident commander. VRE T&E crew will provide all information and support required by the first responder incident commander to secure the train and passengers.
- C. The VRE Incident Commander shall have primary responsibility to manage the on-site response to the Service Disruption and its resolution and shall ensure that the appropriate notification procedures are followed.
- D. The VRE Incident Commander shall serve as the contact with emergency responders and public safety officials.
- E. The Contractor shall follow the same notification procedures as outlined in **SECTION 6.6 MINOR/ROUTINE SERVICE DISRUPTIONS**. However, additional information shall be given to 9-1-1 dispatchers, including:



1. Estimated number of passengers on the train;
 2. Number of train cars and locomotives in the consist;
 3. Identification of the forward end of the train;
 4. Estimated number of wheelchair passengers on the train;
 5. Estimated number of children on the train;
 6. Whether there are any derailed cars, along with the number and location of those cars;
 7. Report if any cars are filled with fire or smoke;
 8. Report if any passengers need to be evacuated into a “safe zone”;
 9. Estimated number of injuries and the nature of those injuries;
 10. Identify whether the HEP is on or off;
 11. Report whether the hand brakes are on or off; and
 12. Report whether there are any perpetrators, such as hostage takers, gunmen, etc.
- F. Following a Service Disruption, the Contractor shall adhere to the following sequence of reporting procedures:
1. Within two (2) hours of partial restoration of service, or within two (2) hours of complete restoration of service, if service is fully restored without resorting to the implementation of partial service, the Contractor shall produce a Preliminary Report including:
 - a. The type of service disruption;
 - b. The impacts on and/or delays to service;
 - c. A chronology of relevant events beginning before the service disruption and continuing through resolution of the service disruption; and
 - d. Date and time that Drug and Alcohol tests were conducted on the crew.
 2. Within twenty-four (24) hours of partial or complete restoration of service, the Contractor shall produce a detailed Interim Report containing the following information:
 - a. The type of service disruption;
 - b. The effect of such a disruption on trains on the system, including time and duration of delays;
 - c. The train number(s) and equipment number(s) directly involved in the service disruption;
 - d. Employee information related to the employees associated with the equipment involved in the disruption; and



- e. Alternate transportation provided and/or requested to facilitate passenger movement.
3. Within thirty (30) days, the Contractor shall submit to VRE a written Final Incident/Accident Report, which shall include:
- a. Chronology of events.
 - b. Relevant statements from employees, including supervisors, involved in the service disruption or its resolution, transcribed and typewritten.
 - c. Report of subsequent findings and lessons learned.
 - d. Results of Drug and Alcohol screening.
 - e. Transcriptions of tapes.
 - f. Data from speed recorders.
 - g. Data from event recorders.
 - h. Disciplinary actions taken, if necessary.
 - i. Data associated with equipment, vehicles, and employees involved.
 - j. Primary and secondary findings.
 - k. Corrective Action Plan, outlining short and long-term mitigation actions.
 - l. Final Corrective Action Plan summarizing engineering responses taken and their effectiveness. In the event that any corrective actions are left open, a time line for completion shall be included.
 - m. If an investigation of the service disruption is ongoing at the time of submission of the report, the Final Incident/Accident Analysis Report and analysis shall also update VRE on the status of the investigation taking into account the following:
 - i. If the investigation is ongoing, this report should include a timeline for completion of the investigation and the issuance of the final report.
 - ii. Report updates are required every thirty (30) days thereafter.
 - iii. The Contractor shall submit a final report to VRE that includes the data and information listed above as well as a qualitative analysis that encompasses information obtained from the investigation. Upon completion of the investigation, the Contractor shall submit an Updated Final Incident/Accident Report and analysis to VRE.
- G. Each report issued shall contain the contents of all previous reports related to the disruption.
- H. At the request of VRE, the Contractor shall meet with VRE to discuss any service disruption or incident at any time following a service disruption.



- I. VRE reserves the right to comment and recommend additional corrective actions if necessary. The Contractor shall respond to these recommendations in writing within ten (10) business days.
- J. Refer to **SECTION 8.11.2 INCIDENT NOTIFICATION** for further requirements regarding incident notifications and investigations.

6.8 SPECIAL AND EXCURSION TRAINS

- A. Special and excursion trains include any trains operating outside of regularly scheduled VRE service.
- B. VRE may, at any time during the term of the Contract, direct the Contractor to operate Special Trains, and the Contractor shall be obligated to operate such Special Trains in accordance with this Section.
- C. Special Trains may include, but are not limited to:
 - 1. Operation Lifesaver Santa Trains, which take place the second Saturday in December. Due to the nature of this event, VRE will pay the Contractor only for direct operating expenses (no overhead charges permitted). This event currently consists of eleven (11), one (1) hour round-trip excursions.
 - 2. Manassas Railway Heritage Festival, which takes place the first Saturday in June. This event currently consists of six (6), one (1) hour round-trip excursions.
 - 3. Clifton Day, which takes place in early October. This event currently consists of six (6) round-trip excursions between Manassas and Rolling Road.
 - 4. Test trains at the request of the Director of Rail Equipment and Services.
 - 5. Trains for emergency response drills at the request of the Manager of Transportation Services, Safety, and Security.
 - 6. Other excursion events at VRE's discretion.
 - 7. Service/Equipment recovery moves.
- D. Notice shall, whenever possible, be made to the Contractor at least ninety (90) days in advance, and the Contractor shall then have thirty (30) days from the time of notice to provide cost estimates for operating the Special Trains. The Contractor shall provide special addendum to the invoice submitted the following month with actual expenses for the Special Trains.



6.9 REPORTS

All transportation related reports are listed below. Where indicated, a sample form has been included as an Appendix to show how VRE would like to see these reports made. If no indication is made, the format of the report is at the discretion of the Contractor.

6.9.1 OS REPORTS

A daily report (see **APPENDIX NO. 23**) that includes ridership and on-time performance on a daily basis.

6.9.2 CONDUCTOR DELAY REPORTS

A daily report provided by the conductor that includes arrival and departure times from every station, along with reasons for delays, the number of FRCs handed out and any other information that management needs to know. See **APPENDIX NO. 24**.

6.9.3 INCIDENT/INJURY REPORTS

Reports that are provided as needed when there is any type of unusual incident or injury as noted in **SECTION 6.3.4 CONDUCTOR/ASSISTANT CONDUCTOR RESPONSIBILITIES**, **SECTION 6.6 MINOR/ROUTINE SERVICE DISRUPTIONS**, and **SECTION 6.7 SIGNIFICANT SERVICE DISRUPTIONS AND INCIDENT MANAGEMENT**. Also, see **APPENDIX NO. 25**.

6.9.4 MONTHLY OTP BY TRAIN

A monthly report that indicates what the OTP for each train was for the previous calendar month.

6.9.5 DAILY CREW LISTS

A daily report that indicates who is assigned to work which train and indicates if an extra board member has been temporarily assigned to that job.



6.9.6 REPORTS OF CANCELLED TRAINS

A monthly and annual list of those trains that were unexpectedly cancelled or annulled either prior to service or during service. Trains cancelled as the result of planned service disruptions shall be noted separately.

6.9.7 SUMMONS REPORTS

A monthly list of summons that were issued and forwarded to VRE staff for processing.

6.9.8 SIGNIFICANT SERVICE DISRUPTION REPORTS

Reports to be filed in accordance with **SECTION 6.6 MINOR/ROUTINE SERVICE DISRUPTIONS** and **SECTION 6.7 SIGNIFICANT SERVICE DISRUPTIONS AND INCIDENT MANAGEMENT**.

6.9.9 FRCS HANDED OUT

A monthly report that indicates how many FRCs were issued on which trains during the previous calendar month.

6.9.10 MONTHLY LIST OF BLANKED JOBS

A monthly report that indicates which jobs on which dates were not filled during the previous month.

6.9.11 QUARTERLY RESULTS OF EFFICIENCY TESTS

A quarterly report that indicates which trains were tested and the results for the previous quarter.

6.9.12 QUARTERLY RESULTS OF DRUG AND ALCOHOL TESTS

A quarterly report that summarizes the random drug and alcohol tests that were conducted the previous quarter.



6.9.13 QUARTERLY FITNESS FOR DUTY CHECKS

A quarterly report that summarizes the fitness for duty checks that were conducted the previous quarter.

6.9.14 ROAD OR PEDESTRIAN GRADE CROSSING NEAR MISS REPORTS

A monthly report of any highway vehicle or pedestrian near misses that may have occurred at grade crossings or other areas along the track.

6.10 OTHER CONTRACTOR RESPONSIBILITIES

6.10.1 UNIFORMS

- A. The Contractor shall design and supply uniforms for all conductors, assistant conductors, and engineers.
- B. The Contractor at their discretion may opt to have a winter and summer uniform. All uniforms shall be professional in appearance and make crew members easily identifiable to the public.
- C. Uniforms shall include, but not be limited to, the following:
 - 1. A hat for conductors and assistant conductors.
 - 2. Personal protective equipment (PPE), such as safety glasses and ear plugs.
- D. Uniform design shall be submitted to VRE for final approval.
- E. The Contractor will have strict controls on the distribution of VRE T&E crew uniforms. VRE T&E crew uniforms will only be issued to those employees of the contractor who will be performing T&E Crew duties. Uniforms will not be distributed by anyone to any individuals outside of this contract.

6.10.2 LAYOVER FACILITIES

- A. The Contractor shall provide lodging for T&E crews, along with transportation between the Ivy City Coach Yard and lodging facilities.
- B. The Contractor shall provide a location proximate to the Ivy City coach yard for crews to receive CSX, Norfolk Southern, and Amtrak train bulletins.
 - 1. The Contractor will acquire and maintain all necessary phone, fax, and communications lines.



2. VRE will work with the Contractor and the host railroads to ensure that the proper fax machines and printers are made available to the Contractor at that location.
- C. The host railroads will provide any necessary printers and computers for train orders and mainframe access at Broad Run, Crossroads and the mid-day layover facility. At Broad Run and Crossroads, VRE will provide the necessary backbone infrastructure for these devices, see **SECTION 9.2.1.3 COMMUNICATIONS**.
1. VRE will provide the initial uninterrupted power supply (UPS) units for the CSX/Norfolk Southern computers and printers at Broad Run and Crossroads.
 2. The Contractor will be responsible for the maintenance and eventual replacement of the UPS units.
- D. As part of their proposal, the Contractor shall submit to VRE a preliminary Layover Plan.

6.10.3 HOST RAILROAD OPERATING RULES

- A. The Contractor is responsible for ensuring that all transportation employees are trained and qualified on CSX, Norfolk Southern, and NORAC operating rules and instructions.
- B. The Contractor shall provide rule books and other necessary documents to crews as required.

6.10.4 VRE SUPPLEMENTAL OPERATING INSTRUCTIONS

- A. The Contractor shall develop, maintain, and publish VRE Supplemental Operating Instructions to be consistent with all policies and procedures unique to VRE service. Such operating instructions are subject to approval by VRE and shall be submitted to VRE for review within sixty (60) days from the date the Notice to Proceed is issued.
- B. The Contractor shall provide copies to all transportation employees and ten (10) copies of the materials to VRE. See **APPENDIX NO. 26** for an example.

6.10.5 COMMUNICATIONS DEVICES

- A. The Contractor shall provide cell phones to all managers and transportation employees, including conductors, assistant conductors, and engineers. Cell phones will serve as a back up communications device and the Contractor shall comply with all FRA regulations, host railroad rules, and emergency orders when using them. Due to known service coverage issues in the VRE territory, the Contractor will be required to coordinate with VRE when selecting a cell phone carrier.



- B. The Contractor shall provide all-weather railroad radios with all-weather microphones to all conductors and assistant conductors. The Contractor shall assume responsibility for the purchase, repair, and upkeep of the radios. The Contractor will coordinate with VRE on when purchasing said radios to take into account the dedicated channel that has been established for VRE use.

6.10.6 VEHICLES

The Contractor, at its discretion, shall provide vehicles for Transportation Managers to facilitate their ability to perform their duties.

6.11 ROLES AND RESPONSIBILITIES OF OTHER AGENCIES/COMPANIES

6.11.1 DISPATCHING

Host railroads will be responsible for the movement and dispatching of all trains. All Contractor personnel shall be trained to cooperate fully with and respond to the dispatcher's instructions to minimize the potential for delay. This includes submitting crew names and consist locomotive numbers for the provision of train bulletins.

6.11.2 MAINTENANCE OF WAY

Host railroads will be responsible for the maintenance and upkeep of all their tracks.

6.12 VRE SYSTEM MAP

A map of the VRE service territory is provided in **APPENDIX NO. 27**.

