NON-BUS VEHICLE USAGE POLICIES AND PROCEDURES (Attachment for Policy No.Policy 711)

STATEMENT OF PURPOSE

This document sets forth policies and procedures governing vehicle usage, assignment, parking, worker safety and the safety of the driving public, Global Positioning System ("GPS") monitoring of the vehicles and other fleet management related issues. Going forward, these policies and procedures are controlling and shall apply to all non-bus fleet operated by The School District of Philadelphia ("District" or "School District" or "SDP") personnel. This Directive supersedes all past policies and procedures pertaining to vehicle usage. All references to "departments" in this Directive shall include agencies and other units of The School District to which vehicles are assigned. All references to "District vehicles" shall include vehicles that are owned, rented, or leased by the District and operated by District employees in the course of official business.

GOALS

These policies are intended to improve and streamline fleet management practices, enhance accountability for vehicle usage, contain the size of the District's fleet, decrease environmental impact, contain or reduce fleet-related expenditures, and promote the uniform, efficient, safe and ethical use of the District's fleet.

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1. DEPARTMENT OF TRANSPORTATION SERVICES (TRANSPORTATION) RESPONSIBILITIES

- 1.1 It is the responsibility of the Department of Transportation Services ("Transportation") to meet daily operational needs at an aggregate level, defined by service level agreements between Transportation and user departments. Individual departments are accountable for allocation, prioritization, and optimization of vehicle resources within their departments.
- 1.2 Within the framework of an authorized annual purchasing plan, Transportation is responsible for vehicle acquisitions and relinquishments. Relinquishment decisions are based on a cost-benefit analysis, with appropriate communication to the affected department. The annual district-wide budget process will determine expenditures for fleet acquisitions and maintenance. Annual acquisitions will be prioritized in furtherance of the District's goals and operational needs.
- 1.3 Transportation reviews and approves or denies requests for additional vehicles in accordance with these policies and procedures. Departments may appeal Transportation's decisions to their respective Cabinet member.
- 1.4 Transportation will be responsible for maintaining the Master Vehicle List.
- 1.5 Transportation will conduct a monthly review of current and past-due traffic and parking violations incurred by the departments and will notify those departments of any outstanding violations incurred by District vehicles assigned to them.
- 1.6 Transportation, in consultation with the COO, enforces adherence to fleet operational procedures and, in coordination with the COO, is responsible for all related fleet and vehicle policy development.
- 1.7 Transportation, under supervision of the COO, will administer the take-home vehicle program.
- 1.8 Transportation oversees the utilization and optimization of the District's fleet.
- 1.9 Transportation, under supervision of the COO, enforces adherence to fleet operational procedures and is responsible for all related policy development.
- 1.10 Transportation is responsible to ensure that all employees in the take-home vehicle program submit Payroll Deductions for Employees Using School District Vehicles for Commuting forms to the District's Central Payroll Department to comply with IRS guidelines on the reporting of taxable fringe benefits.

2. CHIEF OPERATING OFFICER (COO) RESPONSIBILITIES

- 2.1 The Chief Operating Officer ("COO") is the final arbiter on all matters related to the interpretation and implementation of these policies and procedures.
- 2.2 The COO, in coordination with the Transportation and the Office of Budget and Management, will determine total annual financial expenditure for vehicle acquisitions.
- 2.3 The Take-Home Vehicle Assignment program may be terminated at any time. The program is at the discretion of the COO, unless collectively bargained, and is not subject to any grievance procedures.

3. DEPARTMENTAL RESPONSIBILITIES

- 3.1 Departments are responsible for deploying and managing the vehicles and equipment assigned to them on a daily basis. Each department shall maintain an emergency response plan to ensure adequate emergency coverage and appropriate vehicle use.
- 3.2 Insurance and legal matters related to vehicles are handled by the Office of Risk Management and the Office of General Counsel.
- 3.3 Violations: Departments are responsible for promoting and enforcing compliance with this Directive at the employee level. Each department head is responsible for tracking and ensuring the timely adjudication of all moving/parking violations incurred by their employees while operating District vehicles.
 - 3.3.1 Departments are responsible for ensuring that employees are held accountable for paying any parking tickets or traffic violations incurred while operating a District vehicle.
 - 3.3.2 Departments are responsible for ensuring that employees settle any toll violations incurred while operating District vehicles.
 - 3.3.3 Departments are responsible for reporting to the Office of Inspector General potential criminal offenses by District employees while operating District vehicles.
 - 3.3.4 Maintaining Updated Records: Each department is responsible for maintaining and updating records on vehicle usage and assignments to ensure that these records are always accurate.
 - 3.3.5 Department heads are required to comply with the Department of Transportation's annual "all-call" and have their employees complete a vehicle verification form, and submit this form to Transportation annually in July.

- 3.3.6 Each department is responsible for notifying Transportation of any assignments or changes to assignments within 24 hours.
- 3.3.7 Each department is responsible for updating and maintaining temporary or permanent vehicle assignment changes in the GPS system.
- Take-Home Vehicles: Departments are responsible for take home vehicle assignments, subject to the approval of both the department head and the General Manager of Transportation Services. Departments are responsible for developing and implementing the criteria for take home vehicle assignments based on operating needs. The department must submit an Annual Vehicle Use Authorization Form to the Department of Transportation Services. The approved forms will be retained in the Transportation Department. The Take-Home Vehicles privilege can be used only between the employee's permanent primary residence and work location.
- 3.5 Fleet Liaisons: Each department shall appoint a Fleet Liaison, responsible for the management of District vehicles in use by that department. Each department shall provide the name and contact information of its designated Fleet Liaison to Transportation. Departmental Fleet Liaisons shall:
 - 3.5.1 Work with Transportation to ensure that adequate and updated records of use, condition, and infraction of District vehicles are maintained.
 - 3.5.2 Ensure that records of use and custody for each pool vehicle are maintained. Such records must be able to identify the individual responsible for operating the vehicle at any given time, and must be furnished to Transportation upon request.
 - 3.5.3 Maintain copies of the driver's licenses, take home privileges, and all operational records of all departmental employees authorized to operate a vehicle.
 - 3.5.4 Distribute copies of this Directive to all employees using District vehicles, and obtain the written acknowledgement of each employee that they have received the Directive by obtaining the employee's signature on the final page of this Directive and retaining the signed page on file in either scanned electronic or paper format.
 - 3.5.5 Ensure vehicular accident information is submitted to the Office of General Counsel in a timely manner.
- 3.6 Departments may initiate procurement of vehicle purchases utilizing operating funds, grant funds, or capital funds, only with the prior approval of Transportation. Any grant agreement involving vehicle purchases shall be approved by Transportation and coordinated with the District's Grant Compliance Office upon execution of the grant agreement.

4. INDIVIDUAL RESPONSIBILITIES

- 4.1 Employees must read and adhere to this Directive and any other vehicle policies. Employees shall contact their departmental fleet liaison or Transportation with any questions regarding the terms and conditions of this Directive.
- 4.2 Employees must comply with applicable state and local driving laws, parking regulations, and District safety policies.
- 4.3 Employees must drive in a safe manner at all times, in accordance with road conditions especially during inclement weather.
- 4.4 Drivers and all passengers must wear seat belts at all times while the vehicle is in motion.
- 4.5 Drivers are required to use hands-free cell phone devices while operating District vehicles. Otherwise, drivers may not use cell phones for any purpose (call, text, data, etc.) while the vehicle is in operation.
- 4.6 Under no circumstances may any employee or other occupant of a District vehicle purchase, carry, imbibe any form of alcoholic beverage or controlled drug substances while using or occupying a District vehicle, or drive or occupy a District vehicle while under the influence of alcohol or controlled drug substances. With a valid prescription, an employee or other occupant of a vehicle may carry a controlled substance within a District vehicle.
- 4.7 Drivers are personally responsible and liable for any citations and/or violations received while operating a District vehicle. Failure to promptly respond to any citations/violations may result in disciplinary action and/or a loss of District vehicle use privileges.
- 4.8 Employees are required to immediately report to their supervisors and the departmental fleet liaison any tickets or citations for stationary, parking or moving violations received while operating a District owned, leased or rented vehicle, or a personal vehicle while conducting District business
- 4.9 For employees required to drive or maintain a District vehicle, employees must possess a proper driver's license classification, and any necessary endorsements/restrictions, to lawfully operate the assigned vehicle. Furthermore, as part of their official duties, driving record convictions may be considered as grounds for disciplinary actions up to and including termination whether infractions incurred while conducting District business or outside of work.
- 4.10 Employees required to use vehicle to conduct District business must notify their immediate supervisors and departmental fleet liaison within 24 hours of receiving notice that their license has been or will be revoked or suspended.
- 4.11 Drivers shall not operate District-owned or personal vehicles for District business when they are required to take medication, which may impair their ability to safely operate a moving vehicle.

Drivers have an affirmative duty to report to their health care provider the fact that they are required to drive for District business and the type of vehicles that they are responsible for to enable the provider to give appropriate direction about the use of prescription medication and District driving tasks. Drivers must also report any restrictions and limitations to their supervisor when taking such medication.

- 4.12 All School District vehicles assigned for take home privileges are considered taxable fringe benefits. Employees with take home vehicle assignments must submit the Payroll Deduction for Employees Using School District Vehicle for Commuting form to Transportation to comply with IRS guidelines.
- 4.13 Smoking is prohibited in all District vehicles, without exception.

5. TRANSPORTATION ALTERNATIVES

- As an alternative to District-owned passenger vehicles, employees are encouraged to use the following modes of transportation, making decisions informed by cost-benefit analysis, personal safety, their department's policies and procedures, and practicality.
- 5.2 Mileage Reimbursement. The reimbursement rate for usage of personal vehicles for business-related purposes can be available to employees. In order to receive reimbursement, an employee should use an Employee Expense Reimbursement Form (SEH-195). Subject to departmental approval, mileage reimbursements are paid for by the employee's department.
- 5.3 Car Sharing. Administrative and/or passenger vehicle functionality may be accommodated through the District's car sharing program through the Department of Transportation Services.

 Departments can inquire more details of the program by contacting Transportation services.
- Taxi/Ride Sharing Service. Employees, upon approval of the department head or designee, may use a taxi or ride share service for emergency response or during regular working hours when use of such service is the most affordable and viable option, provided that the service used is licensed and legally able to operate in the Commonwealth. Employees should submit an Employee Expense Reimbursement Form (SEH-195) to their department head or designee to receive reimbursement for the costs incurred. Expenses incurred when using an unlawful taxi or ride sharing service shall not be eligible for reimbursement.
- 5.5 Mass Transportation. When possible and effective, employees are encouraged to take mass transportation to conduct District business. Employees should contact their immediate supervisor to find out if the department provides SEPTA fare cards for employees to conduct District business. In the absence of department SEPTA fare cards, employees will be responsible for purchasing mass transportation fare and submitting an Employee Expense Reimbursement Form (SEH-195) along with the original purchase receipt to his/her manager in a timely manner.

6. GENERAL GUIDELINES FOR USING DISTRICT VEHICLES

- Vehicles for Official Use Only. District vehicles are school district property that should be used exclusively for official District business. District employees shall avoid any vehicle use that might result in or create the appearance of impropriety with regard to public perception concerning the misuse of District vehicles. Employees may not use District vehicles while off duty except for work-related activities designated by their department head.
- 6.2 Citizen complaints concerning driving habits such as speeding, recklessness, and/or other inappropriate behavior may lead to revocation of vehicle operating privileges or other appropriate personnel actions.
- 6.3 A District vehicle can be used to transport non-District employees if the transport is for business purposes. Non-District employees may not be transported in District-owned vehicles for non-business purposes without express written approval from the Department of Transportation Services.
- Only District employees may operate District vehicles, unless a waiver has been granted by the COO based on the recommendation of the Office of Risk Management. Contract employees and unpaid interns may not operate District vehicles without express written approval from the Department of Transportation Services.
- 6.5 Operators of vehicles or equipment that require a special class of driver's license must possess the appropriate license prior to operating such vehicles or equipment. Those employees who possess a driver's license from another state must obtain a Pennsylvania driver's license within three months of their date of hire.
- 6.6 Unattended vehicles must be locked at all times, and must not have a key in the ignition.
- 6.7 District vehicles should not be taken outside of the City limits during the normal business hours unless required by legitimate business purposes with approval from the department. If a department approves vehicle take-home privileges for an emergency response employee who resides outside of the City (where permissible), that take-home approval shall be considered sufficient authorization for the employee to operate a vehicle outside of the City limits.
- 6.8 Employees are expected to maintain the exterior and interior cleanliness of vehicles. Misuse of vehicles as determined by Transportation that leads to the requirement of structural or other repairs may be charged back to the user department, whether the vehicle is rented or owned.
- 6.9 Departments will comply with Transportation's preventative maintenance program.

7. AUTHORIZATION AND REQUIREMENTS TO OPERATE VEHICLES AND EQUIPMENT

- All employees who may be required to drive a vehicle for District business must possess a current and valid Pennsylvania driver's license. If an employee has reason to believe that their license may not be current and valid, the employee shall notify their immediate supervisor and departmental fleet liaison within 24 hours. Departments with employees who may operate a District vehicle must first submit employee information to the Department of Transportation Services.
- 7.2 All departments shall provide employees' driver's license information to the Department of Transportation Services. This record must include a verified driver's license number and the employee ID number. A photocopy of the employee's driver's license shall be kept by the department in the employee's personnel file, as well as on file with the Department of Transportation Services.
- 7.3 Transportation will distribute, on a monthly basis, information about employees' driver's license statuses for each department. This information will consist of a listing of employees with expired, canceled, revoked, suspended, pending, or Photo ID licenses (E, C, R, S, P, or PI); a listing of employees who could not be matched with PennDOT data for some reason; and a listing of all drivers with a valid license. Each department is required to verify license standing monthly.
- Any employee who is found to have an expired, canceled, revoked, or suspended photo ID license must be prevented from driving for District business. Employees operating District vehicles with expired, cancelled, revoked, or suspended driver's licenses may be subject to disciplinary action.
- 7.5 The monthly Driver's License Verification Report will be distributed electronically to all District departments via the department's fleet liaison for review and for prompt action to be taken regarding invalid drivers.
- 7.6 Employees with a history of two preventable accidents within a three-year period while using a District vehicle will be reviewed by their department for continued eligibility to drive a District vehicle, and will be subject to appropriate personnel actions.
- 7.7 Safety. The following safety standards shall be obeyed at all times with respect to District vehicle usage:
 - 7.7.1 Employees shall, at all times, operate vehicles and equipment in compliance with all applicable traffic laws, rules, and regulations.
 - 7.7.2 Employees shall not operate a motor vehicle while under the influence of alcohol or a controlled substance.
 - 7.7.3 Smoking is prohibited in all District vehicles, with no exceptions.
 - 7.7.4 Using cell phones without a hands-free device while operating a District vehicle is prohibited.

- 7.7.5 Using any electronic device to read or text/write while operating a District vehicle in motion is prohibited.
- 7.7.6 Wearing headphones/earbuds while operating a District vehicle is prohibited.

7.8 <u>Insurance, Permits, and Registration</u>

- 7.8.1 No District vehicle or privately owned vehicle may be used for District business without valid inspection stickers.
- 7.8.2 All privately owned vehicles authorized for District business shall be properly registered and insured in the Commonwealth of Pennsylvania pursuant to Pennsylvania financial responsibility laws.

7.9 <u>Graphics, Painting, and Markings</u>

- 7.9.1 All District vehicles shall have standardized markings and graphics. In instances where application of standardized markings and graphics would prevent employees from fulfilling departmental functions or jeopardize employee safety, departments may request a waiver from Transportation. The waiver must be unit and vehicle specific.
- 7.9.2 Requests for cosmetic changes to vehicles shall only be completed if operationally necessary, as determined by Transportation in consultation with the department.

8. ACCIDENTS INVOLVING DISTRICT-OWNED VEHICLES

- 8.1 Accident information guides shall be placed in the glove compartment of every District vehicle. Departments shall contact Transportation to obtain replacement accident information guides.
- 8.2 All accidents or incidents, regardless of severity, involving District vehicles must be reported immediately by the driver to all three of the following entities in this order:
 - 8.2.1 Police Department 911 An accident form must be completed by an officer and submitted to the Office of School Safety.
 - 8.2.2 Transportation Department 215-400-4350
 - 8.2.3 Office of General Counsel 215-400-4120

9. VEHICLE TRACKING SYSTEM (GPS)

9.1 Global positioning System (GPS) Tracking Systems will be installed on all District vehicles. The District reserves the right to install GPS for use in all District vehicles.

- 9.2 Employees should have no expectation of privacy for their physical location while operating a District vehicle. The District has the right to use GPS systems to monitor activity including but not limited to: excessive idling, excessive speeding, unauthorized trips, unauthorized stops, unauthorized weekend usage and any other improper usage of District vehicle.
- 9.3 Under no circumstances should a GPS unit be touched or altered by drivers. GPS has a feature that will notify Transportation if the GPS unit is tampered with or removed. If the GPS unit is removed or tampered with, the employee's Department Head will be notified, vehicle privileges may be suspended and the employee will be subject to the District's disciplinary process.

9.4 System Functionality

- 9.4.1 It is important that the GPS Tracking System functions at all times while the vehicle is in operation in order for the system to be effective.
- 9.4.2 Unauthorized interference with GPS Tracking System including tampering, disabling, or damaging is strictly prohibited.
- 9.4.3 Any District employee found to be tampering with the GPS Tracking System will be held accountable for the damages and cost of repairs.

9.5 Notice and Signed Acknowledgement

- 9.5.1 The District will provide written notice to all vehicle users explaining that a GPS Tracking System is installed in all District vehicles and is in use on a daily basis
- 9.5.2 Each driver shall sign an acknowledgement form stating that they received the notice and understand the District's policy regarding GPS Tracking Systems.
- 9.5.3 Once the driver has signed this acknowledgement, no further acknowledgement is required absent material change to this policy or regulation.
- 9.5.4 Any driver hired after provision of the written notice as described above will receive written notice upon the start of employment.
- 9.5.5 Signed acknowledgement forms will be maintained by Transportation.
- 9.5.6 Additional notice will be provided to employees as follows:
- 9.5.6.1 The substance of notice shall be included in the employee handbook.
- 9.5.6.2 The Transportation website will also contain general information about the use of GPS Tracking Systems in District vehicles/buses.

9.6 Access to GPS Tracking System Data

9.6.1 Access to data obtained by the GPS Tracking Systems will be protected by a confidential password.

9.6.2 Access to data obtained by the GPS Tracking Systems will be limited to individuals approved by the Department of Transportation Services

9.7 Unauthorized Activities

9.7.1 Any unauthorized activities, such as excessive idling, excessive speeding, unauthorized trips, unauthorized stops, unauthorized weekend usage of vehicle, and any other improper use of District vehicle, may be subject to the District's disciplinary process.

10. RULES FOR DISPOSITION OF PARKING TICKETS

- 10.1 Employees operating District vehicles are expected to observe and be held personally responsible for obeying all parking regulations.
- 10.2 Employees shall pay fines and late fees in a timely manner. Refusal to pay or accept responsibility for an outstanding violation will be subject to disciplinary action and/or loss of vehicle operating or parking privileges.

11. RULES FOR RED LIGHT PHOTO VIOLATIONS

- Employees operating District vehicles are expected to observe all traffic laws, and obedience to red light photo enforcement systems is imperative.
- Employees shall pay fines and late fees in a timely manner. Refusal to pay an outstanding violation will be subject to disciplinary action and/or loss of vehicle operating or parking privileges.

12. TOLL ROAD VIOLATIONS

- 12.1 Personnel operating District vehicles on toll roads are responsible for the payment of all cash toll fares
- Employees may request reimbursement from their department for tolls incurred while performing official duties. In order to receive reimbursement, an employee should submit a receipt for the toll and use an Employee Expense Reimbursement Form (SEH-195). Subject to departmental approval, toll reimbursements are to be paid for by an employee's department.
- 12.3 Employees shall not drive through an EZ-Pass toll lane without an active EZ-Pass transponder affixed to the vehicle. Employees are personally responsible for any violations and penalties incurred from driving through EZ-Pass lanes without a transponder, or any other toll evasion

Notice of toll violations will be received by Transportation and forwarded to the responsible department. The fine and/or late fee must be paid in a timely manner by the employee responsible for operating the vehicle at the time the violation occurred. Refusal to pay an outstanding violation may result in disciplinary action.

13. TAKE HOME VEHICLE ASSIGNMENT AND GUIDANCE

- Take-home vehicle assignments are intended to provide transportation for employees who are required to travel multiple work locations as a part of their daily duties and to frequently respond to emergency situations from their residence. Take-home privileges should only be granted, but not guaranteed. At no time should a take-home vehicle be used as a means of compensation.
- Take-home vehicle assignments shall be made based on availability and departmental prioritization.
- Departments are responsible for developing their respective take-home assignment criteria. Departmental take-home assignment criteria must be submitted to the department's respective cabinet member for approval. Departments are responsible for managing all assignments, subject to the written approval of both the department head and the Department of Transportation Services.
- Departments shall submit a memo to the Department of Transportation Services for approval with the assignment criteria, number of vehicles, vehicle numbers, and employees assigned take-home privileges. Departments shall submit these memos for Transportation's approval annually, and/or when changes occur.
- 13.5 Each department is responsible for notifying Transportation of any assignments or changes to assignments within 24 hours.
- 13.6 Eligibility for a take-home vehicle assignment shall be based upon job function, not title. The following recommendations may be considered by departments when developing take-home assignment criteria:
 - 13.6.1 Emergency Response the position has regular on-call status for emergency response. An emergency is defined as a situation that may result in physical harm or significant property damage.
 - 13.6.2 On-Call The employee is called out (after work hours or on weekends) on a frequent basis.
 - 13.6.3 Daily Changes of Worksites The employee's work location may change multiple times in a day.

- 13.6.4 Condition and Suitability The employee's personal vehicle would not be appropriate for emergency response.
- The School District of Philadelphia is not responsible for lost or damaged personal property left inside a District vehicle. Valuables should not be left in District vehicles when parked overnight at an Employee's residence. Unattended vehicles shall be locked at all times. Employees shall park District vehicles in a safe, secure, and legal location.
- During vacations or any type of extended leave of four or more days, employees are encouraged to make the vehicle available for use by other departmental employees.

14. PRIORITIZATION OF VEHICLE ACQUISITIONS, MAINTENANCE, AND RELINQUISHMENTS

- 14.1 Prioritization of Vehicle Acquisition and Equipment
 - 14.1.1 The acquisition process is a collaborative effort, with departments articulating operational needs and Transportation identifying an appropriate vehicle (or designating specifications for one) that will provide an adequate level of functionality. The guiding principal for all acquisitions is to purchase task-appropriate vehicles that represent the best value for the District.
 - 14.1.2 For replacement vehicles, the rule of "one for one" is generally in effect; therefore, for each replacement vehicle requested, departments shall identify, by property number, the vehicle that will be turned in. Departments shall review the proposed vehicle for relinquishment and shall determine if an alternative vehicle should be replaced.
 - 14.1.3 Transportation will prioritize for replacement departmental vehicle and equipment classes for which daily vehicle targets have been established, pursuant to a service level agreement.
- 14.2 Prioritization of Funding for Vehicles and Equipment
 - 14.2.1 The Transportation acquisition budget is primarily funded through the General and Capital funds. However, grant funding is sometimes made available by various departments for vehicle purchases.
 - 14.2.2 When grant funding is available for replacement acquisitions, it is required that departments secure funds to cover life cycle costs for maintenance and fuel.

- 14.2.3 When grant funding is available for approved new need acquisitions, funds for full life cycle costs, acquisition, maintenance, and fuel are required.
- 14.2.4 No General Fund money shall be used to replace grant financed vehicles unless with the expressed consent of the COO and Transportation.
- 14.3 Purchasing Alternative Fuel and Fuel Efficient Vehicles. In accordance with local ordinance, Transportation, in cooperation with user departments, shall work to purchase fuel-efficient and lower polluting vehicles.
- 14.4 Vehicle and Equipment Relinquishments. Transportation maintains vehicles and equipment until they are no longer safe and operable. Relinquishment decisions are made solely by the Department of Transportation Services, with the appropriate level of consultation with user departments about the operational impact of relinquishment balanced against the cost of repair. Transportation shall communicate relinquishment decisions as far in advance as possible to ensure that affected departments have ample opportunity to develop contingency plans.

15. DISCIPLINARY ACTION

- 15.1 Employees who are found to have violated the policies set forth in this Directive may be subject to disciplinary action up to and including termination.
- 15.2 Employees who fail to follow the proper channels outlined in this Directive to address parking tickets, red light violations, toll violations, or other traffic violations will be subject to disciplinary action and may lose their privilege to operate District vehicles, park their personal vehicle in authorized zones or District-controlled off-street lots, or use their personal vehicle for District business.

**All criteria and exceptions must be approved by the Chief Operating Officer <u>and</u> the Department of Transportation Services. **