



Suburban Bus Division of the  
Regional Transportation Authority

550 West Algonquin Road • Arlington Heights, Illinois 60005

PURCHASE ORDER NO. 229875 B	BEGIN DATE 26-DEC-19
CAPITAL No	END DATE 31-MAR-27
F.O.B	BUYER J Swider
PAYMENT TERMS Net 30 Days	PO: 1 OF 1

**BLANKET #  
229875 B 0**

SCR Medical Transportation Inc  
8801-25 S Greenwood  
Chicago, IL 60619

**NOTICE TO VENDOR**

For prompt payment, send your invoice with PACE  
PO Number, in duplicate to:

ACCOUNTING SECTION  
PACE – HEADQUARTERS  
550 W ALGONQUIN RD  
ARLINGTON HTS, IL 60005-4412  
(847) 364-8130

ITM NO	QUANTITY	U/M	SKU NO	DESCRIPTION	VEN PART NO	UNIT PRICE	EXTENSION
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1		Dollars		This confirms contract #229872 dated December 26, 2019 between the Suburban Bus Division of the Regional Transportation Authority (Pace) and SCR Medical Transportation, Inc. for City of Chicago ADA Paratransit Services			446,227,363.18
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Services provided shall commence on April 1, 2020.

Per Exhibit I, Attachment 6: Revenue Vehicle Requirements,  
"Contractor shall provide Pace floor plans and procurement specifications for approval prior to placement of the order."

For Internal Use Only	
1	51-58601.0000.508101.500
REQUISITION NO. 419292	TOTAL NOT TO EXCEED 446227363.18
Signature	Date 12/26/19



Rocky Donahue  
Executive Director

December 5, 2019

Mr. Stan Rakestraw  
SCR Medical Transportation  
8801-25 S. Greenwood Ave.  
Chicago, IL 60619

**Reference: Request for Proposal 419292  
Chicago ADA Dedicated Paratransit Services**

**Subject: Amendment No. 5**

Dear Mr. Rakestraw:

This Amendment No. 5 is being issued to incorporate the following modifications for Request for Proposal 419292.

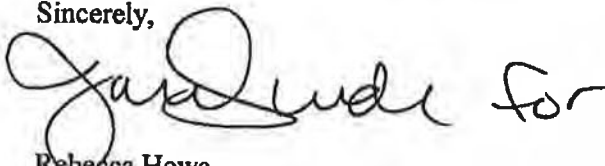
- 1) The following provision is added to the Contract: "Interpretation: The word "shall" when used in this Agreement is mandatory and not permissive."
- 2) Exhibit F (Insurance Requirements) is replaced with the attached Exhibit F (Insurance Requirements).
- 3) Paragraph 17 of Exhibit D (Indemnification) is duplicative and therefore deleted in its entirety, and the language in paragraph 7 of the Contract (Indemnification) is replaced with the following: "Contractor must indemnify, defend, and hold harmless Pace, the Regional Transportation Authority (RTA), and their respective directors, officers, employees, and agents from and against all liability, injuries, losses, damages, claims, suits, payments, settlements, judgments, demands, costs, and expenses, including attorneys' fees, which may accrue against Pace and/or RTA arising out of the services and/or goods provided under this Contract, including any copyright or patent infringement or claim of such infringement. Contractor must further indemnify, defend, and hold harmless Pace, the RTA, and their respective directors, officers, employees, and agents from any and all claims by persons or entities that may arise out of and in the course of Contractor's performance of this Contract and from any and all claims by Contractor's employees, agents, or independent contractors which may arise out of and in the course of performance of this Contract. Any and all claims for unemployment benefits and workers' compensation benefits are expressly waived by Contractor and Contractor's employees, agents, and independent contractors, who must maintain separate policies of insurance as provided in this Contract. Within 14 days of receiving written tender of defense from Pace and/or the RTA regarding any claim under this indemnification provision, Contractor must provide each tendering party with a written response thereto. Contractor must appear and defend all suits brought upon such claim and must pay all costs and expenses incidental thereto; provided, however, each tendering party has the right, at its option and expense, to participate in the defense of any suit, without relieving Contractor of Contractor's obligations under this indemnification provision."

- 4) The last sentence of paragraph 17 of the Contract (Termination for Insufficient Funds) is replaced with the following: "In the event Pace determines that funds are not available from these sources to pay any remaining unpaid part(s) of this Contract, Pace's obligations to pay such unpaid part(s) of this Contract will be terminated immediately, and Pace will have no further obligations under this Contract, with the exception of payment for authorized service already performed and costs already accrued from the effective date of this Contract to the date of termination."
- 5) The third sentence of paragraph 9 of Exhibit D (Termination) is replaced with the following: "If Pace terminates this Contract other than for breach thereof by Contractor, Pace agrees to pay Contractor, and Contractor agrees to accept as its sole remedy, termination charges equal to the remaining unpaid costs accrued and obligated from the effective date of this Contract to the effective date of termination."
- 6) Paragraph 3 of the Contract (Time for Completion of Services) and Section XI of Exhibit I (Period of Performance) is replaced with the following: "The Contract period will be seven (7) years. This Contract shall be effective as of the date executed by Pace. Service provided under this Contract shall commence on April 1, 2020 and terminate after the last scheduled revenue vehicle hour on March 31, 2027. Pace shall have the option to request that the Contract period be extended for three years by providing Contractor with written notice prior to the expiration of the Contract period in which event Contractor shall have five (5) days to provide Pace with written notice of Contractor's approval or disapproval of the extension. In the absence of such notice by Contractor, Contractor shall be deemed to have approved the extension. In the event of Contractor's approval or deemed approval of the extension, the services provided under this Contract shall terminate after the last scheduled revenue vehicle hour on March 31, 2030."
- 7) The following language is added to the end of paragraph 12 of the Contract: "A change in Contractor's revenue hours may justify a rate adjustment to be negotiated by the parties if the change causes Contractor's existing service levels to increase or decrease by more than 20% for six (6) consecutive months. Contractor shall provide Pace with cost detail for each budgeted line item modified by an increase or decrease in the service level."

All other terms, conditions and modifications to the solicitation remain unchanged.

Please accept Amendment No. 5, dated December 5, 2019, by signing below and returning this acknowledgement to the attention of [jane.swider@pacebus.com](mailto:jane.swider@pacebus.com) on or before 2:00 PM CT, December 6, 2019.

Sincerely,



Rebecca Howe

Chief Procurement Officer

Pace, the Suburban Bus Division of the Regional Transportation Authority

Read, acknowledged and agreed to on this date: 12-5-19

SCR Medical Transportation

By: Jim Leo

Name: Jim Leo

Title: CFO, VP Operations



Rocky Donahue  
Executive Director

November 20, 2019

Mr. Stan Rakestraw  
SCR Medical Transportation  
8801-25 S. Greenwood Ave.  
Chicago, IL 60619

**Reference: Request for Proposal 419292  
Chicago ADA Dedicated Paratransit Services**

**Subject: Amendment No. 4**

Dear Mr. Rakestraw:


This Amendment No. 4 is being issued to incorporate the following modifications for Request for Proposal 419292.

- Exhibit I, Scope of Work has been replaced with the attached Exhibit I, Scope of Work that is dated November 20, 2019.

All other terms, conditions and modifications to the solicitation remain unchanged.

Please accept Amendment No. 4, dated November 20, 2019, by signing below and returning this acknowledgement to the attention of [jane.swider@pacebus.com](mailto:jane.swider@pacebus.com) on or before 2:00 PM CT, November 21, 2019.

Sincerely,

  
Rebecca Howe  
Chief Procurement Officer

Pace, the Suburban Bus Division of the Regional Transportation Authority

*Read, acknowledged and agreed to on this date:* 11-21-19

SCR Medical Transportation

By: Jim Leo

Name: Jim Leo

Title: CFO, VP operations

AGREEMENT CONTRACT FOR THE PROVISION OF CHICAGO ADA DEDICATED PARATRANSIT SERVICE

THIS CONTRACT is entered into ( December 26, 2019 ), by and between Pace, the Suburban Bus Division of the Regional Transportation Authority, an organization under the laws of the State of Illinois (hereinafter called Pace) and ( SCR Medical Transportation ) hereinafter called (Contractor) having regional offices located at ( 8801-25 S. Greenwood Ave. Chicago, IL 60619 ).

1. Scope and Description of Services: The Contractor shall perform the transportation services described in detail in *Exhibit I, Scope of Work* on a fixed unit price basis. Paratransit services shall be provided to and from origins and destinations that lie within an area approximately 3/4 of a mile on either side of existing Chicago Transit Authority (CTA) fixed routes and rail stations in the City of Chicago during the hours and days the service operates and in areas designated by Pace.
2. Basis of Award: Award will be made to the vendor(s) who represent the best overall value to Pace. These Contract(s) shall be effective as of the date when they are signed by Pace and a fully executed Contract is mailed to the winning proposer.
3. Time for Completion of Services: The contract period will be seven (7) years, with one (1) three-year option. This Contract shall be effective as of the date executed by Pace. Service provided under this Contract shall commence on April 1, 2020 and terminate after the last scheduled revenue vehicle hour on March 31, 2027. In the event that the three-year Pace option is exercised, the services provided under this contract shall terminate after the last scheduled revenue vehicle hour on March 31, 2030. The three-year option may be added at Pace's sole discretion.
4. Terms of Payment for Services: Compensation for services by the Contractor shall be paid in accordance with this section, but total compensation shall not exceed the sum of \$ 446,227,363.18 in accordance with Exhibit A, Price Proposal.

The Contractor is required to provide Pace with a monthly report in accordance with Exhibits G and I, including a ~~statement of the monthly fee charged for the service~~, fully reconciled invoice for the month of service, by the **fifth (5<sup>th</sup>)** day after the end of the month for which service is provided. Pace will pay the Contractor within thirty days from the date the report is received. Pace shall have the right to reduce payment to the Contractor by any liquidated damages due Pace for failure to comply with service, performance, or maintenance requirements as specified in Exhibit I or for any scheduled service either not performed or satisfactorily documented. In the event of failure by the Contractor to comply with any requirement of the Contract Pace may, upon notice to the Contractor, withhold payment until the Contractor is in compliance.

5. Pace DBE Requirements: Pace has determined that Zero Percent (0%) DBE participation is required for this contract. Pace encourages the Prime Contractor to offer contracting opportunities to the fullest extent possible through outreach and recruitment activities.
6. Insurance Requirements: The successful bidder will be required to provide evidence of all required insurance coverage, limits, endorsements, etc. for the duration of the contract plus two additional years. Evidence of required insurance coverage shall be provided on an Acord 25-S (or equivalent)

Certificate of Insurance form. The Certificate of Insurance and required policy endorsements (CG 20 10 or CG 20 37 or CG 20 26, CA 2048, etc.) must be submitted to and approved by Pace *prior to* contract award and *prior to* the required insurance policy expiration date. For a complete list of all insurance coverage requirements, please see Exhibit F of this RFP.

7. Indemnification: The Contractor shall indemnify, keep and save harmless Pace, its agents, officials and employees against all injuries, losses, claims, suits, costs and expenses which may accrue against Pace arising out of the services or products provided under this Contract, including any copyright or patent infringement or claim of such infringement arising from the intended use of goods or services furnished hereunder. The Contractor agrees to indemnify and hold harmless Pace, its employees and Officers, from any and all claims by persons or entities that may arise out of and in the course of its performance of this contract, and from any and all claims by its subcontractors, employees or independent contractors which may arise out of and in the course of performance of this contract. Any and all claims for unemployment benefits and worker's compensation benefits are expressly waived by the Contractor, its subcontractors, employees, and independent contractors, who agree to maintain separate policies of insurance as hereinafter are provided in this agreement. The Contractor shall retain independent counsel and at its expense shall assume and defend all claims, demands and suits covered in this indemnification section.
8. Pace Risk Management Program for Contractors: The Contractor shall require its employees to cooperate with and assist Pace, and any claims service agencies, investigators and attorneys employed by or on behalf of Pace in the administration, investigation and defense of any and all claims for bodily injury, property damage, or physical damage to Pace vehicles asserted against Pace arising out of the provision of Transportation Services pursuant to the contract. If so requested, the Contractor shall comply with all accident and incident notification and reporting requirements provided for in the Pace Paratransit Manual and any revisions thereto.
9. Drug/Alcohol Policy: The Contractor shall comply with the Pace Drug/Alcohol Policy contained in the Pace Paratransit Manual and as attached as Exhibit E.
10. Fare Collection Responsibilities: The Contractor is responsible for collecting all fares required under this Contract and for maintaining records and deposit receipts for the fare revenue collected. All fares are to be retained by the Contractor. The Imputed Fare is to be deducted from the total monthly fee charged to Pace. The Imputed Fare is calculated by multiplying the number of riders, by category, times the required fare for each category.

All fares are to be collected as the passenger boards the vehicle. Passengers must pay the exact fare when boarding the vehicle. Vehicle operators cannot make change. After each fare has been deposited, the operator shall check the inspection plate for the correct fare and after it has been determined that the correct fare has been deposited, trip the inspection plate to clear it for the next fare.

Operators must be prepared to honor and issue transfers. A valid transfer will permit the bearer to change from one service to another without paying an additional fare. Each operator must have a valid transfer book, a punch and a timepiece with the correct time. A valid transfer book is one that has the current date punched and is punched with the number 999. Transfers are valid only on the date of issue for a two-hour time limit from the time they are issued. A transfer may only be used by the person to whom it was issued. It is non-negotiable and cannot be exchanged for a cash refund at any time. The Contractor is responsible for implementing all the rules and regulations of Pace regarding transfers.

The Contractor must honor any other device, ticket or coupon to ride on the system as authorized by Pace.

If a foreign coin, jewelry, other object, or money in excess of the required fare is accidentally dropped into the farebox, the operator shall have the passenger fill out a courtesy card with a description of the object or money, his/her name, address, phone number, time, date and vehicle number. The operator shall immediately notify the dispatcher who shall record the occurrence. The Contractor shall return the object and/or money to the individual.

11. Contract Documents: The following Exhibits are attached hereto and made a part hereof and shall become a part of any contract award:

Exhibit A: Price Proposal  
Exhibit B: RFP Process  
Exhibit B: Attachment 1 – Performance History  
Exhibit C: Request for Change to Terms and Conditions (if proposed and if accepted)  
Exhibit D: General Contract Provisions  
Exhibit E: Drug and Alcohol Testing Program  
Exhibit F: Insurance Requirements  
Exhibit G: Paratransit Manual for Private Providers Contracting Directly with Pace  
Exhibit H: System Security and Emergency Preparedness Plans  
Exhibit I: Scope of Work  
Exhibit J: Terms and Conditions Applicable To Pace Paratransit Equipment  
Exhibit K: Frequently Asked Questions for Pace Paratransit Services  
Exhibit L: Vendor’s Technical Proposal/Vendor’s Documents

12. Service Changes: Pace shall have the right to require the Contractor to increase or decrease the maximum number of trips or vehicle hours of service per day under this contract, at the unit costs specified in *Exhibit A, Price Proposal*, upon fourteen (14) days written notice to the Contractor. These service changes will be executed by Change Orders issued by the Chief Procurement Officer.

13. Retention of Records: The Contractor shall maintain records to verify the actual time devoted and costs incurred. These records shall be maintained for a minimum period of five years after completion of the contract at which time the Contractor may request permission from Pace to dispose of the records. For purposes of this Contract, records include all work reports, payrolls, worksheets, accounting documents, contracts, vouchers, insurance policies, orders, trip sheets and other data pertaining to compliance with any and all terms of this Contract. Upon fifteen (15) days notice from Pace, all time sheets, billings, and other documentation used in preparing said records shall be made available for inspection, copying, or auditing by Pace at any time during normal business hours at Pace's headquarters location.

14. Ownership of Records: Pace retain ownership of all plans, specifications, and related documents, and all other documents, including but not limited to those mentioned above, prepared by the Contractor under the contract.

15. Audit and Inspection of Records: Pace, or its designee may perform, at any time, one or more audits and/or inspections of the books, records, fareboxes, and accounts of the Contractors with regard to compliance with the provisions of this Contract. The Contractor agrees to comply with all requests to

have equipment available as requested by Pace for the completion of farebox audits. Contractor shall promptly remit to Pace any overpayments identified as a result of the audit and inspection. The Contractor shall permit the authorized representative of Pace, the Regional Transportation Authority, the State of Illinois, the U.S. Department of Transportation and the Comptroller General of the United States to inspect and audit all data and records of the Contractor relating to his performance under the Contract. Contractor acknowledges and agrees that representatives of the Office of Executive Inspector General and Office of Inspector General of Pace, have the authority and ability to: examine any record, information, data, reports, plans, projections, matters, contracts, correspondence, or other materials, and interview any employee, officer, or agent of Contractor with respect to performance of the terms, and provision of goods and/or services of this contract. Contractor agrees to cooperate fully and expeditiously with any investigation or audit conducted by an Inspector General.

16. Compliance with Laws and Regulations: The Contractor warrants that it now has and will continue to have during the term of the contract, all necessary licenses, certifications, or other documents required by all government agencies, federal, state or local, which authorize or empower service operation.
17. Termination for Insufficient Funds: It is expressly agreed that Pace's obligation to pay for the services provided under this Contract shall be limited to the availability of funds from (1) Pace's revenues and budget for the fiscal years covered by this Contract and from (2) funds that may be received from the Federal Transit Administration, the Illinois Department of Transportation, the Regional Transportation Authority, and/or other funding agencies to be specifically applied for the services provided under this Contract. In the event that Pace determines that funds are not available from these sources to pay any remaining unpaid part or parts of the Contract, Pace's obligations to pay such unpaid part or parts of the Contract shall be terminated immediately and Pace shall have no further obligations under the Contract in respect to payment, with the exception of payment for authorized service already performed and costs already accrued.
18. Proposal Submittal Check List: (The following documents should be submitted with your proposal to be a responsive proposal)
  - The following exhibits shall be returned with signature(s) notary, and date(s) where stated.
    - Agreement Contract
    - Completed Price Proposal (Exhibit A)
    - Completed Performance History (Exhibit B, Attachment 1)
    - Request for Change to Terms and Conditions (Exhibit C), if required
    - Sign and **notarize** the Non-Collusion Affidavit (Exhibit D)
    - Sign the Contractor's Certification Regarding Suspension and Debarment (Exhibit D)
    - Complete and sign the Certification of Restrictions on Lobbying (Exhibit D)
    - Complete and sign the Conflict of Interest Disclosure Statement (Exhibit D)
    - Complete and sign the Certification of Compliance with Pace's Drug & Alcohol Policy and Testing Program (Exhibit E, Attachment 2)
  - Acknowledge any addenda (if any) on page 5 of this *Agreement Contract*; submit all documents as instructed by the addenda
  - Price Proposal (Exhibit A) shall be submitted in a separate sealed envelope marked Price Proposal for RFP No. 419292 for Chicago ADA Dedicated Paratransit Services.
  - Exhibits B, F, G, H, I, J, and K will be incorporated into the contract at the time of award, and if changed by addendum the addendum will be incorporated. Proposers do not need to include a printed copy of these exhibits with their submittal.



**Addendum Acknowledgment:** The proposer hereby acknowledges receipt of the following Addenda that are incorporated herein by reference. (If there were No Addenda, write "NONE"). **Failure to acknowledge Addenda may be cause for the proposal to be considered non-responsive.**

- Addendum No. 1
- Addendum No. 2
- Addendum No. 3

IN WITNESS WHEREOF, the parties hereto have executed this Contract on the dates recited below:

**CONTRACTOR**

**PACE, SUBURBAN BUS DIVISION OF THE  
REGIONAL TRANSPORTATION AUTHORITY**

SCR Medical Transportation, Inc.  
Company Name

Melinda J. Metzger  
Signature

GENERAL MANAGER AND

8801 S. Greenwood Avenue  
Street Address

CHIEF OPERATING OFFICER  
Title

Chicago, IL 60619  
City, State & Zip Code

12/26/19  
Date of Award

Stanley C Rakestraw  
Authorized Signature

July 24, 2019  
Date

Stanley C Rakestraw  
Printed/Typed Name

Vice President/COO  
Title

773.908.0880 / 773.442.0315  
Telephone Number and Fax Number

srakestraw@goscr.com  
E-mail Address



Rocky Donahue  
Executive Director

DATE: July 17, 2019

Request for Proposal No. 419292  
Chicago ADA Dedicated Paratransit Services  
Addendum No. 3

Dear Prospective Proposer:

Pace has checked the applicable box(s) pertaining to this solicitation's addendum below:

Addendum No. 3 shall replace **Agreement Contract, Page 1 of 5**, with the enclosed **Agreement Contract, Page 1 of 5**, which has been changed. The new **Agreement Contract, Page 1 of 5**, is marked **ADDENDUM NO. 3** and is dated July 17, 2019.

Addendum No. 3 shall replace **Exhibit B, RFP Process, Page 2 of 10**, with the enclosed **Exhibit B, RFP Process, Page 2 of 10**, which has been changed. The new **Exhibit B, RFP Process, Page 2 of 10**, is marked **ADDENDUM NO. 3** and is dated July 17, 2019.

Addendum No. 3 shall replace **Exhibit I, Scope of Work** with the enclosed **Exhibit I, Scope of Work**, which has been changed. The new **Exhibit I, Scope of Work** is marked **ADDENDUM NO. 3** and is dated July 17, 2019.

Addendum No. 3 is being issued to provide responses to questions submitted by proposers. The following outlines questions submitted by potential proposers and Pace's response to these questions.

See Attachment No. 1

The question and answer period is extended until at 2:00 P.M. Questions received after this date will not be accepted.

**This Addendum No. 3 shall be inserted into and submitted along with your solicitation package. All addenda must be acknowledged on page 5 of the Agreement Contract for the Provision of Chicago ADA Dedicated Paratransit Service. Failure to acknowledge addenda may be cause for the proposal to be considered non-responsive.**

The meeting has been changed from to at the following locations and times: .

The receipt of proposal date remains Thursday, July 25, 2019 at 2:00 P.M.

The date is extended from to at 2:00 P.M. received after this date and time will not be accepted.

Should you require any additional information, you may contact Procurement at (847)228-2479.

Sincerely,

Pace, the Suburban Bus Division of the Regional Transportation Authority

Attachments:

1. Questions and Answers
2. Agreement Contract Page 1 of 5
3. Exhibit B, RFP Process Page 2 of 10
4. Exhibit I, Scope of Work & Attachments

QUESTIONS FOR RFP 419292 CHICAGO ADA DEDICATED SERVICE

1. We recognize Pace's intent to use Trapeze scheduling software for the services considered in this RFP. Is Pace open to responses that propose new software, if such software can be demonstrated to provide a higher quality of service and efficiency, and the contractor can ensure a seamless transition between the legacy and new systems and infrastructures?

**Pace Response: As described in *Exhibit I Scope of Work, Section VII STANDARDS/ REQUIREMENTS / Item K Computerized Scheduling and Dispatch System: Pace services are networked throughout the region. Trapeze software is employed to manage transportation services. Proposer may propose any innovations in the service plan in addition to Trapeze that may increase service efficiency.***

2. I don't understand how there is 0% DBE participation on this RFP. Is this a new Pace policy to have 0% participation. We have been terminated from at least three contracts in the last two years due to Pace's 0% DBE policy. I look forward to your response. This really does hurt small businesses.

**Pace Response: Why No Goal? The Federal Regulations state in part under 49 CFR 26.51: "You may use contract goals only on those DOT-assisted contracts that have subcontracting possibilities." The DBE Department reviewed the scope of work and the independent cost estimate, to determine if any portion of the work can be subcontracted to another vendor/ subcontractor. It was determined this project does not allow for subcontracting to another firm. Setting a DBE goal would be unattainable. Therefore, it is in the best interest of Pace to set a 0% goal.**

3. Will Pace accept bids with a pricing proposal and capacity listed below 25%?

**Pace Response: No. Reference *Exhibit A Price Proposal*. Proposers are to submit pricing at 25% of capacity for an equitable evaluation of all bids. Adjustments to service levels shall be negotiated in the best and final offer phase of this procurement. Trip distribution shall be assessed by carrier capacity (with targeted growth for those with less than 25% capacity) at the start of the contract. During the life of the contract trip distribution may be increased or decreased based on carrier performance.**

4. Will Pace accept an alternate proposal to the service delivery?

**Pace Response: Proposers service plan must meet all requirements described in the RFP for an equitable evaluation of all bids. Pace is receptive to service innovations. An alternate proposal may be submitted in a separate envelope marked ALTERNATE PROPOSAL and sealed. The Alternate Proposal may be reviewed in the best and final offer (BAFO) phase of the procurement process. Pace reserves the right to accept or decline Alternate Proposals.**

5. Page 121 of the RFP, page 9 of the PACE Paratransit Manual, requirement No. 5 states: Operators must have a valid Commercial Driver License (CDL), in order to operate a vehicle requiring a CDL. The CDL must be a minimum class "C" license with a passenger (P) endorsement. It is the Contractor's responsibility to determine that the operator's license is valid, and of the correct classification. It is the Contractor's

**Attachment No. 1**  
RFP 419292

responsibility to assure that a vehicle requiring a CDL is assigned to an Operator with the proper CDL license and endorsements.

**Question:** Please confirm that if a vehicle does not require a CDL, is a normal valid DL acceptable for operators?

**Pace Response: A vehicle that is less than 16,001 pounds may have a non-CDL (D driver's license). A vehicle that is designed to transport 16 or more passengers including the operator, regardless of the vehicle size/weight, must have an operator with a valid CDL.**

6. Page 121 of the RFP, page 9 of the PACE Paratransit Manual, requirement No. 6 states: Contractors must obtain the Motor Vehicle Record(s) (MVR) of anyone operating in Pace service ("Operator") from each state where the Operator held or holds a commercial driver's license during the preceding five years and, upon receipt of an MVR, forward a copy to Pace. Each MVR shall be individually assessed in accordance with applicable EEOC guidelines.

**Question:** Please provide detail on the type of MVR required.

**Pace Response: Court purpose state certified abstract.**

7. Page 334 of the RFP, Exhibit I page 35 of 83 states:

**A. Rider Travel Time**

While the dispatcher shall attempt to schedule a series of pick-ups so as to load the vehicle to the highest capacity and operate at the highest possible productivity, the dispatcher shall also attempt to minimize a rider's ride time to ensure that it is not excessive.

*Standard:* Rider travel time shall be comparable to or less than the travel time for the same trip on fixed-route buses, including walk time and all bus transfers associated with the trip. The Contractor shall use the *RTA Trip Planner* at [www.rtachicago.org](http://www.rtachicago.org) to determine if their travel times are equal to or less than the fixed-route travel time. This standard shall not apply when verifiable circumstances exist beyond the Contractor's control, such as inclement weather, unusually heavy traffic, etc.

**Question:** If a travel time does not display on the RTA's site, what would be an acceptable secondary method to determine if travel times are equal or less than fixed-route travel times?

**Pace Response: As stated, the RTA Trip Planner is required to be used. Pace may consider alternatives and will notify Contractors of any approved change.**

8. Page 349 of the RFP, Exhibit I page 50 of 83 states:

**VIII. LIQUIDATED DAMAGES FOR NON-COMPLIANCE WITH PERFORMANCE STANDARDS**

Pace requires the Contractor to meet or exceed the Performance Standards specified in this Contract.

Pace may waive liquidated damages for Contractor failure to meet the contract service standards and requirements if Pace determines extenuating circumstances beyond the control of the Contractor exist and Pace determined the Contractor made a good faith effort to meet the contract service standards and requirements. Pace may

**Attachment No. 1**  
RFP 419292

consider waiving liquidated damages in full or in part for each required standard, for which a liquidated damage is assessed, on a case-by-case basis.

**a Question:** Please define an extenuating circumstance beyond the control of the contractor.  
**Pace Response:** An example of an extenuating circumstance is when extreme weather or unpredicted power outages may have resulted in adjusted liquidated damages for the time period involved.

**b Question:** Please clarify what constitutes a good faith effort to meet contract service.  
**Pace Response:** A good faith effort is what a reasonable person would determine is a diligent and honest effort under the same set of facts or circumstances. This would include the contractors communicating with Pace to resolve any outstanding issues timely.

**c Question:** Please provide the appropriate format to request a waiver.  
**Pace Response:** Regarding liquidated damages, a request for waiver of liquidated damages are for extenuating circumstances only and requires verifiable justification documentation. This is on a case by case basis. Waivers to any other required service parameters in this RFP shall be adhering to *Exhibit D, Section A, 15.c*.

9. Page 351 of the RFP, Exhibit I page 52 of 83 states:

1. General Monthly Reporting – Pace may impose liquidated damages in the amount of \$500.00 per month if the Contractor exhibits a pattern of failure to comply with Pace's reporting requirements by submitting inaccurate or incomplete reports.

**Question:** Please define what Pace considers a pattern of failure to comply with reporting requirements.

**Pace Response:** Pace considers a “pattern of failure” to have occurred when issues regarding contract compliance continue to be repeated.

10. Page 351 of the RFP, Exhibit I page 52 of 83 states:

3. Accident Reporting – Pace may impose liquidated damages in the amount of \$500.00 per incident if the Contractor exhibits a pattern of failure to comply with Pace guidelines on accident reporting and handling.

**Question:** Please define what Pace considers a pattern of failure to comply with these guidelines.

**Pace Response:** Pace considers a “pattern of failure” to have occurred when issues regarding contract compliance continue to be repeated.

11. Page 311 of the RFP, Exhibit I page 12 of 83 states:

**Component III – Additional Service to Meetings and Hearings:** During the term of this Contract, Pace may require the Contractor to provide service to and from meetings, public hearings, and other events as specified by Pace.

**Question:** Will Pace reimburse the contractor for staging time and/or deadhead?

**Pace Response:** See revised *Exhibit I Section IX Data and Reporting D. Additional Payment for Non-Revenue Hours*.

**Attachment No. 1**  
RFP 419292

12. Page 54 of 83, Exhibit I: Regarding billing, please provide an outline of Pace’s process once an invoice is submitted by the 5<sup>th</sup> day of the month. If there are Pace-perceived errors, can Pace ask for a reprint within five (5) days of receipt of invoice? Please confirm that Pace will pay contractors within 30 days of receipt of adjusted invoice.

**Pace Response: Pace reviews Contractor invoices upon receipt. Contractors are responsible for reconciling data daily. All errors are to be corrected daily. Pace pays net 30 upon receipt of a fully reconciled Contractor invoice. The invoice date shall reflect the date the fully reconciled invoice is submitted to Pace.**

13. Please provide the current revenue hours by provider for the City of Chicago project.

**Pace Response: See information below. Information for total revenue hours is provided in Attachment #2 to Exhibit I, Scope of Work.**

May 2019	REVENUE HOURS	OTP	PRODUCTIVITY	LIQUIDATED DAMAGES
CDT	54,564.13	84.92	1.35	\$587,118.39
SCR	59,426.59	91.40	1.39	\$377,145.06
MV CHICAGO	22,471.93	91.38	1.43	\$131,287.20
FT CHICAGO	14,397.99	89.47	1.26	\$40,952.76

14. Please confirm all bidders must include the cost of fuel in their cost proposal.

**Pace Response: Proposers must include the cost of fuel in their proposal. Pace does not provide fuel for this contract; therefore, the cost is the responsibility of the Contractor. (See Question 28 in Exhibit K Frequently Asked Questions.)**

15. Please confirm that no bid bond is required.

**Pace Response: A bid bond is not required. (See answer to Question 16 in Exhibit K Frequently Asked Questions)**

16. Please provide productivity and OTP data by provider.

**Pace Response: See info below. In addition, information is provided in Attachment #2 to Exhibit I, Scope of Work.**

May 2019	REVENUE HOURS	OTP	PRODUCTIVITY	LIQUIDATED DAMAGES
CDT	54,564.13	84.92	1.35	\$587,118.39
SCR	59,426.59	91.40	1.39	\$377,145.06
MV CHICAGO	22,471.93	91.38	1.43	\$131,287.20
FT CHICAGO	14,397.99	89.47	1.26	\$40,952.76

17. Please indicate if the Contractor is allowed to request service hour rate changes for increases/decreases in cost, if services are restructured from the current City of Chicago service area.

**Pace Response: The contract is a firm fixed price contract. The Contractor may propose a change under the changes clause in Exhibit D, Section A, 15.c.**

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18. Please provide the current rates for each provider.

**Pace Response:** See information below. Please note the rates below for the current Providers include all operating cost. The pricing structure for this RFP does not parallel to the current contract.

	Service Level A – Average Number of Weekday Service Hours = 1 to 700 hours per weekday	Service Level B – Average Number of Weekday Service Hours = 701 to 1500 hours per weekday	Service Level C – Average Number of Weekday Service Hours = Over 1500 hours per weekday
<b>Option 1 – Hourly Rates With Call Center</b>			
CDT	\$79.85	\$79.85	\$79.62
1 <sup>st</sup> Transit Chicago	N/A	N/A	N/A
MV Chicago	\$74.461	\$69.141	\$65.126
SCR	\$79.58	\$78.57	\$77.65
<b>Option 2 – Hourly Rates Without Call Center</b>			
CDT	\$75.20	\$75.20	\$74.96
1 <sup>st</sup> Transit Chicago	\$71.01	\$70.95	\$67.48
MV Chicago	\$70.726	\$66.978	\$63.608
SCR	\$75.89	\$74.92	\$74.06

19. Please provide the total number of vehicles each current service provider has assigned to them, for the Pace City of Chicago project.

**Pace Response:** Pace does not assign vehicles. Below is the current number of vehicles registered for Pace service by service provider.

Chicago ADA Contractor Fleet	Vehicle Count
CDT	272
1 <sup>ST</sup> TRANSIT CHICAGO	98
MV CHICAGO	130
SCR	269
TOTAL ACTIVE VEHICLES AS OF 5/31/19	769

20. Exhibit I, page 62 of 83 Attachment 1: The table indicates the average Revenue miles per trip and average direct miles per trip.

a. **Question:** Can Pace please clarify the difference between these two numbers?

**Pace Response:** The Revenue miles are miles traveled in route. The Direct miles are the distance of a direct trip (not shared ride) of the origin and destination of the trip.

b. **Question:** Can Pace please provide the average service miles per trip (revenue miles plus deadhead miles)?

**Pace Response:** See revised *Exhibit I Attachment 2: Trip and Ridership Information for Service Miles.*



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- c. **Question:** Would Pace be able to provide this information for each current contractor providing service?

**Pace Response: No. This information is not available.**

21. Exhibit I, page 50 of 83, A. (Liquidated Damages for On-time Performance, Late Pick-ups):

The penalty for this LD has been increased from 20% to 40% for the balance of trips below the On-Time performance standard. This will have a significant negative impact on contractor pricing, while at the same time contractors have less control over routes, given that responsibility for reservations is moving to the RMMCC.

- a. **Question:** Please confirm that the LD assessment was intended to be increased by 100% (.20 moving to .40).

**Pace Response: Yes, LD for on time performance is at 40%. Contractors shall have full control of their respective routes. Daily operations of service is the responsibility of the Contractors. On time performance is a priority and the liquidated damages shall be remain as described in *Exhibit I. Scope of Work*.**

- b. **Question:** Would Pace consider adjusting this assessment back to 20%, allowing for less risk for contractors, and in turn better pricing to Pace?

**Pace Response: No, late trips are risk to Pace and no change will be made. LDs for late trips shall remain as described in *Exhibit I. Scope of Work*.**

22. Exhibit I pages 24 and 15, Hours of service, page 15 component 1, 2-a: *Currently, ADA Paratransit service is operated 24 hours a day, seven days a week. Page 24 first sentence, 4<sup>th</sup> paragraph: For this Contract, the Contractor shall notify Pace, in writing, prior to the start of the Contract, of the scheduled hours that each dispatcher and scheduler will work.*

**Question:** Please confirm that contractors should assume a 24-hour, 7 day a week schedule when building staffing schedules and pricing.

**Pace Response: ADA Paratransit service operates 24 hours, 7 days a week. The service plan proposed, including operating hours, shall be assessed in the Technical evaluation process.**

23. Exhibit I page 45 of 83, L:

**L. Video Surveillance System**

Pace will require the Contractor to purchase and install surveillance cameras, computer equipment, and software in vehicles used in Pace service. A comprehensive on-board surveillance system is required with off-board data collection and maintenance for managing incidents and operations. The system shall include, but not be limited to, the following features:

**Question:** Would Pace consider adjusting the required features to the following?

- Cameras with video resolution of at minimum 1920x1080 is required for event investigation.
- Adjust video resolution to 752x548 resolution.

**Pace Response: This resolution may be submitted in your Proposal and will be evaluated by Pace.**

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- Continuous recording, inconspicuous manual activation, and event-based camera activation including the ability to retain continuous recording access for a period of no less than thirty (30) days up to sixty (60).
  - Adjust to Triggered events available for 30 or 60 days.  
**Pace Response: The proposed Video Surveillance System shall comply with continuous recording requirements detailed in *Exhibit I, Scope of Work*.**
  
- Camera system data, including date/time, location, speed, door status, alarm sensor, event sensor information, etc.
  - Adjust to Triggered events that will show date/time, location, speed, and event sensor info.  
**Pace Response: The proposed Video Surveillance System shall comply with camera system data requirements as detailed in *Exhibit I, Scope of Work*.**
  
- Off-board data management.
  - Adjust to allow for online portal data management.  
**Pace Response: This may be proposed and will be evaluated. Contractor shall detail how the online portal data management compares to the Off-board data management.**

24. Exhibit I, page 11.

- a. Please confirm that the RMMCC will be responsible for reservations and initial scheduling for all service provided within this procurement for all contractors performing service delivery.

**Pace Response: Yes. Currently the RMMCC does not take reservations for the City of Chicago ADA Paratransit service. Reservations are currently taken by the contracted service provider. For this RFP the RMMCC shall negotiate trips requests using solutions from the Trapeze system networked with the Contractors. The Contractor's run structure yields the solutions. It is the Contractors responsibility to manage their respective runs to optimize productivity. See *Exhibit I, Scope of Work, Section, Reservations, Scheduling, Dispatching, Window Dispatching and Relationship of Contractor to Call Center*. Reservations are the responsibility of the RMMCC. Trips are scheduled and confirmed at the time of booking using Trapeze scheduling and routing database. The expectation is that the Proposer has the expertise to work within a central call center environment.**

25. Exhibit I, page 40.

- a. The RFP states that the contract is required to provide a phone line that 800# points to with option to choose reservations, ETA, etc. Please confirm that this is required due to the RMMCC taking all reservations and ETA calls.

**Pace Response: The Contractor shall not be responsible for the 800#. See revised *Exhibit I Scope of Work*.**

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26. Exhibit A, page 2.
- a. City of Chicago Minimum Wage increases take place July 1 of each year and are posted at least a few months earlier. With the Contract starting April 1, 2020 and the first potential price escalation increase occurring April 1, 2021, nine (9) of those months, (July 1, 2020 through April 1, 2021), could have had a higher City of Chicago Minimum Wage. Would Pace consider using the July 1 rates for each year, (including July 1, 2020), for the annual price escalations?
- Pace Response: No. Prices shall remain firm through March 31, 2021. Beginning April 1, 2021, the Contractor may request a price adjustment per the Price Escalation Clause in *Exhibit A. Price Proposal*.**
27. Addendum 2, Question and Answer 4.
- a. If Contractors provide rates for 25% of the total annual hours, how will the pricing be determined (negotiated) when award is higher or lower than 25%?
- Pace Response: No. Reference Exhibit A Price Proposal. Proposers are to submit pricing at 25% of capacity for an equitable evaluation of all bids. Adjustments to service levels shall be negotiated in the best and final offer phase of this procurement. Trip distribution shall be assessed by carrier capacity (with targeted growth for those with less than 25% capacity) at the start of the contract. During the life of the contract trip distribution may be increased or decreased based on carrier performance.**
28. Page 1
- a. With the question submittal deadline of July 11, would Pace consider revising the proposal due date to ten (10) business days from the date the question responses are provided? This would allow Contractors to review and incorporate these responses into their proposals and allow time for printing/shipping.
- Pace Response: Pace cannot adjust the proposal due date. The schedule is to allow the awarded Contractors sufficient time to meet the service start date of April 1, 2020. The proposal due date remains July 25, 2019.**
29. Exhibit I, page 12.
- a. "Pace reserves the right to increase or decrease the hours of service upon written notice to the Contractor." At what % volume change would Pace authorize re-negotiation of rates?
- Pace Response: The contract is a firm fixed price contract. The Contractor may propose a change under the changes clause in *Exhibit D, Section A. 15.c*.**
30. Exhibit I, page 17
- a. With reservations being taken until 6:00 pm daily, when will the schedules be finalized by the RMMCC on weekdays?
- Pace Response: Pace shall provide procedures and a timeline for finalizing the trip distribution daily. The timeline is developed in collaboration with all Contractors and the RMMCC. The proposed service plan should detail your expertise in preparing route schedules in a central call center environment.**

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31. Exhibit I, page 21.
- a. Can you please provide the number of vehicles Pace anticipates the contractors to provide to the 25% service level?  
**Pace Response: Proposers are to provide their proposed fleet plan to be evaluated by Pace. The Proposers are expected to have the expertise to project and develop an acceptable fleet plan.**
32. Exhibit I, page 21.
- a. Of the 75% of the Contractor's fleet with accessible and having ADA-compliant wheelchair lifts or ramps, is there a minimum volume of vehicles capable of moving two (2) wheelchairs/ scooters, and/or vehicles with larger passenger capacity?  
**Pace Response: There is no specific number of wheelchair accessible vehicles, however, 75% of the proposed fleet must be accessible as described in *Exhibit I, Scope of Work*.**
33. Exhibit I, page 21.
- a. The price pages capture Vehicle Depreciation as a Fixed Cost. If the Contractor receives 1% more of the Service Hours above their selected volume, (18,000 additional hours), that equates to a need of at least 5 additional vehicles a day. As outlined, if the Contractor is required to maintain a 10% spare ratio, and the volume of service they provide increases, there's no compensation for the needed equipment. Would Pace consider contract language that would allow for incremental adjustments to the Vehicle Depreciation portion of fixed costs should Pace want additional vehicles added to maintain in-service/spare requirements?  
**Pace Response: No. Pace will not consider this contract language. Proposer must flexible to accommodate service demand as required in *Exhibit I Scope of Work*.**
34. Exhibit B, page 1.
- a. Please clarify how the prices will be evaluated; will the full contract term be considered, Year 1 price, or base contract term pricing?  
**Pace Response: Prices will be evaluated based on the full contract term. See *Exhibit B I. B. Price Criteria*.**
35. Exhibit I, page 73.
- a. Can you please detail the blue stripes on the exterior of revenue vehicles? Location of striping, how many stripes, etc.  
**Pace Response: One to two blue strips on the exterior shall be along the both sides of the vehicle with the Pace logo. More detail shall be provided most award.**
36. Exhibit A, page 1.
- a. If the Contractor is responsible for providing fuel and given historical volatility of fuel costs, will the Agency include a fuel escalator clause in the contract?  
**Pace Response: No, Pace will not include a fuel escalator clause. The Contractor is responsible for providing fuel and managing fuel cost.**

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37. Exhibit B, attachment 1.
- a. Please provide the overall average vehicles, per hour in revenue service, on weekdays, Saturdays, and Sundays, using the time frame of April 2019.  
**Pace Response: This information is not available. However, trips by the hour for October 2018 are listed in revised *Exhibit I. Attachment 2.***
38. For the Component II trips (RTA Certification) these trips are currently provided to the carrier by Pace staff and the carrier selects a time when they will fit on runs and schedules them. Under the new RFP will Pace provide these trips to the carrier or the RMMCC to schedule them?  
**Pace Response: Component II RTA Certification trips are managed by Pace staff. Pace may migrate the booking of Component II trips to the RMMCC using the same procedures for negotiation of trip times with the Contractors.**
39. In Exhibit I, Attachment 6, there is specific information about the minimum requirements for 12 passenger vehicles (8%) and acceptable floor plans. There is also an acceptable floor plan for 8 passenger vehicles, but not a minimum requirement for 8 passenger vehicles. Is there a minimum requirement for 8 passenger vehicles? Additionally, is an 8 passenger vehicle the minimum vehicle allowed? Or can 7 passenger minivans modified for wheelchair use be used?  
**Pace Response: There is not a minimum requirement for 8passenger vehicles. Vehicles must have at least an 8-passenger capacity including the driver as described in *Exhibit I. Attachment 6. Item # 7.***
40. In Exhibit I, Attachment 6, it specifies gray interiors. In past experience black interiors show less stains, is it possible to purchase vehicles with black interiors?  
**Pace Response: No. Proposers may propose a dark gray interior.**
41. In Exhibit I, Attachment 6, it specifies power sliding doors, is this also a requirement for 12 passenger vehicles?  
**Pace Response: Proposers may propose alternate doors for 12 passenger vehicles. This will be evaluated by Pace to determine acceptability.**
42. In Exhibit I, Attachment 6, it specifies that there must be a loading width of 34 inches for ramps. This would eliminate minivan openings, as a minivan opening is only 31.5 inches wide. Will Pace entertain adjusting this number to 30 inches, as the minimum ADA requirement is 28 inches?  
**Pace Response: The loading width requirement is 34 inches for ramps.**
43. Does Pace intend for all vehicles in this RFP to be body on chassis style buses?  
**Pace Response: No. Vehicles with a unibody structure may be proposed for this RFP meeting all requirement in Exhibit I. Attachment 6.**

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44. Does Pace intend to provide any Pace owned vehicles for carriers for this contract? If so, how many per carrier?

**Pace Response: Pace has a fleet of 19 vehicles. See list below. Proposer's may propose to incorporate the Pace fleet of 19 vehicles in their service plan. The Pace fleet will not be replaced once the life of the vehicle has been reached at 200,000 miles.**

<b>Chicago ADA Paratransit Pace Service Fleet Inventory</b>										
No.	Vehicle Number	Project Name	Fuel Type	Vehicle Description	Vehicle Year	Vehicle Capacity	Number of Wheelchairs	Mobility Device	Ending Odometer as of May 31, 2019	
1	14224	CDT	Gasoline	CUTAWAY BUS, FORD, E350 CHALLENGER, LENGTH 22 FT	2014	11	2	Lift	67,175	
2	14244	CDT	Gasoline	CUTAWAY BUS, FORD, E350 CHALLENGER, LENGTH 22 FT	2014	11	2	Lift	67,982	
3	14291	CDT	Gasoline	CUTAWAY BUS, FORD, E350 CHALLENGER, LENGTH 22 FT	2014	11	2	Lift	60,716	
4	14297	CDT	Gasoline	CUTAWAY BUS, FORD, E350 CHALLENGER, LENGTH 22 FT	2014	11	2	Lift	66,034	
5	14249	First Transit Chicago	Gasoline	CUTAWAY BUS, FORD, E350 CHALLENGER, LENGTH 22 FT	2014	11	2	Lift	59,086	
6	14253	First Transit Chicago	Gasoline	CUTAWAY BUS, FORD, E350 CHALLENGER, LENGTH 22 FT	2014	11	2	Lift	50,745	
7	14255	First Transit Chicago	Gasoline	CUTAWAY BUS, FORD, E350 CHALLENGER, LENGTH 22 FT	2014	11	2	Lift	75,608	
8	14262	First Transit Chicago	Gasoline	CUTAWAY BUS, FORD, E350 CHALLENGER, LENGTH 22 FT	2014	11	2	Lift	58,882	
9	14271	First Transit Chicago	Gasoline	CUTAWAY BUS, FORD, E350 CHALLENGER, LENGTH 22 FT	2014	11	2	Lift	65,979	
10	14290	First Transit Chicago	Gasoline	CUTAWAY BUS, FORD, E350 CHALLENGER, LENGTH 22 FT	2014	11	2	Lift	69,617	
11	14292	First Transit Chicago	Gasoline	CUTAWAY BUS, FORD, E350 CHALLENGER, LENGTH 22 FT	2014	11	2	Lift	63,845	
12	14257	MV Chicago	Gasoline	CUTAWAY BUS, FORD, E350 CHALLENGER, LENGTH 22 FT	2014	11	2	Lift	60,269	
13	14273	MV Chicago	Gasoline	CUTAWAY BUS, FORD, E350 CHALLENGER, LENGTH 22 FT	2014	11	2	Lift	62,770	
14	14276	MV Chicago	Gasoline	CUTAWAY BUS, FORD, E350 CHALLENGER, LENGTH 22 FT	2014	11	2	Lift	65,112	
15	14287	MV Chicago	Gasoline	CUTAWAY BUS, FORD, E350 CHALLENGER, LENGTH 22 FT	2014	11	2	Lift	55,824	
16	14243	SCR	Gasoline	CUTAWAY BUS, FORD, E350 CHALLENGER, LENGTH 22 FT	2014	11	2	Lift	88,876	
17	14269	SCR	Gasoline	CUTAWAY BUS, FORD, E350 CHALLENGER, LENGTH 22 FT	2014	11	2	Lift	88,256	
18	14270	SCR	Gasoline	CUTAWAY BUS, FORD, E350 CHALLENGER, LENGTH 22 FT	2014	11	2	Lift	95,010	
19	14280	SCR	Gasoline	CUTAWAY BUS, FORD, E350 CHALLENGER, LENGTH 22 FT	2014	11	2	Lift	96,647	

45. In Exhibit I, Section C, Number 5, it states that all no shows will be approved by the RMMCC. No shows are already a time-consuming process that cause delays in runs. Will the RMMCC provide a dedicated staff member and phone line to expedite these no shows under this new process?

**Pace Response: Proposers may propose procedures for coordinating documentation and confirmation of no shows. This will be evaluated by Pace. Approval by the RMMC of No Shows is not intended to delay vehicles but rather to assure No Shows and Cancel at the Door trips are verified and properly documented by the Contractor. Procedures for daily processes shall be developed in collaboration with the Contractor, the RMMCC and Pace post-award.**

46. Under the previous contract, no shows that arrived 21 minutes or later were recorded as missed trips. In this RFP, it specifies 35 minutes as a missed trip. Please confirm that a no show between 21 and 34 minutes is recorded as a no show and not a missed trip.

**Pace Response: Any trip arrived after the 20- minute pick up window, and the passenger does not load, it is coded as a missed trip not transported. Missed trips counted against the Contractor are trips over 35 minutes.**

47. In Exhibit I, Section L, Number 2, the RFP asks for continuous recording capabilities, is it allowed that this feature be part of the DriveCam Event recorders and not a separate stand-alone system?

**Pace Response: Proposer shall clearly describe the proposed system in your RFP response.**

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48. Please confirm if alternative bids are allowed by Pace for Request for Proposal No. 419292.  
**Pace Response: Pace cannot respond to the question regarding alternative bids. The method of procurement is not an invitation for bid.**

49. Please indicate if Pace will provide the logos for the vehicles or if it will be a cost for contractors.

**Pace Response: Pace will provide the graphic specs for the logo only. The Contractor shall be responsible for purchasing and applying the logos on the vehicles.**

50. Please provide the productivity levels for each provider for the last 12 months.

**Pace Response: See table below. In addition, information is provided in to revised Exhibit I, Scope of Work, Attachment #2.**

Chicago ADA 2018 Productivity	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
CDT	1.35	1.34	1.40	1.40	1.34	1.35	1.35	1.37	1.36	1.37	1.36	1.39	1.37
SCR	1.51	1.49	1.54	1.48	1.44	1.42	1.42	1.42	1.45	1.47	1.44	1.43	1.46
First Transit	1.34	1.26	1.28	1.28	1.23	1.25	1.28	1.31	1.26	1.27	1.28	1.28	1.28
MV	1.47	1.46	1.49	1.53	1.49	1.48	1.50	1.49	1.49	1.52	1.43	1.40	1.48

51. Please provide the number of missed trips for each provider for the last 12 months.

**Pace Response: See table below. In addition, information is provided in to revised Exhibit I, Scope of Work, Attachment #2.**

Chicago ADA Missed Trips	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	May 2019
CDT	560	1,240	1,152	1,118	1,197	1,389	1,129	1,089	1,565	1,804	1,515	1,641	1,441
SCR	700	2,538	980	812	812	507	603	412	902	1,075	1,193	1,161	828
First Transit	408	647	417	294	190	300	169	188	259	234	168	77	117
MV	262	441	402	402	524	469	388	432	1,019	906	986	448	479
	1,930	4,866	2,951	2,626	2,723	2,665	2,289	2,121	3,745	4,019	3,862	3,327	2,865

52. Please provide the on-time performance for each provider for the last 12 months.

**Pace Response: See table below. In addition, information is provided in to revised Exhibit I, Scope of Work, Attachment #2.**

2018 ADA Paratransit OTP												
On Time Performance	January	February	March	April	May	June	July	August	September	October	November	December
Chicago ADA Services	20 MIN Window	20 MIN Window	20 MIN Window	20 MIN Window	20 MIN Window	20 MIN Window	20 MIN Window	20 MIN Window	20 MIN Window	20 MIN Window	20 MIN Window	20 MIN Window
CDT	91%	85%	87%	86%	86%	85%	87%	88%	83%	83%	86%	85%
SCR	90%	83%	89%	90%	92%	90%	92%	94%	89%	89%	88%	90%
First Transit	87%	84%	86%	85%	87%	85%	88%	89%	85%	88%	88%	92%
MV	92%	86%	92%	90%	89%	93%	91%	91%	82%	84%	85%	91%
Total City Services	90%	84%	88%	88%	89%	89%	90%	90%	86%	86%	87%	88%

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53. Given that this contract would potentially be for a ten-year term, please confirm that all bidders should plan for equipment replacement as needed.

**Pace Response: Yes.**

54. Please indicate whether the RMMCC will negotiate trips with prospective passengers. Currently, trips are negotiated by the contractor, which helps increase productivity. Historically, productivity has decreased when the RMMCC takes reservations.

**Pace Response: Currently the RMMCC does not take reservations for the City of Chicago ADA Paratransit service. Reservations are currently taken by the contracted service provider. For this RFP the RMMCC shall negotiate trips requests using solutions from the Trapeze system networked with the Contractors. The Contractor's run structure yields the solutions. It is the Contractors responsibility to manage their respective runs to optimize productivity. See Exhibit I, Scope of Work, Section, Reservations, Scheduling, Dispatching, Window Dispatching and Relationship of Contractor to Call Center. Reservations are the responsibility of the RMMCC. Trips are scheduled and confirmed at the time of booking using Trapeze scheduling and routing database. The expectation is that the Contractor has the expertise to work within a central call center environment.**

55. As contractors will base cost on 25% of the total revenue hours as prescribed in Addendum #2, please confirm that Pace intends to award a minimum of 25% of the service to prospective bidders who are selected for award.

**Pace Response: No. Reference Exhibit A Price Proposal. Proposers are to submit pricing at 25% of capacity for an equitable evaluation of all bids. Adjustments to service levels shall be negotiated in the best and final offer phase of this procurement. Trip distribution shall be assessed by carrier capacity (with targeted growth for those with less than 25% capacity) at the start of the contract. During the life of the contract trip distribution may be increased or decreased based on carrier performance.**

56. Please provide the total dollar amount of LDs assessed to each of the current service providers for the last 12 months. Given that past LD assessments have been in excess of \$1.8M annually would Pace consider modifying the missed trip, and OTP metrics and adjusting the productivity pricing bands to levels that are based on achievable historic performance from the current contractors.

**Pace Response: This RFP has modified liquidated damages from those in the current contract. The liquidated damage information are for current contract service parameters which may differ from this RFP.**

2018 Liquidated Damages													
	January 2018	February 2018	March 2018	April 2018	May 2018	June 2018	July 2018	August 2018	September 2018	October 2018	November 2018	December 2018	Total 2018
City ADA Services													
CDT	\$621,547	\$646,901	\$683,527	\$698,973	\$822,436	\$815,479	\$763,313	\$723,669	\$827,306	\$863,840	\$756,277	\$678,043	\$8,901,311
SCR	\$283,351	\$287,613	\$345,699	\$335,171	\$376,749	\$383,888	\$411,232	\$377,107	\$419,989	\$432,208	\$492,153	\$499,385	\$4,644,545
First Transit	\$73,804	\$85,776	\$81,999	\$74,575	\$69,127	\$78,314	\$47,214	\$49,190	\$68,946	\$57,239	\$54,433	\$13,982	\$754,600
MV	\$105,258	\$134,541	\$119,153	\$111,815	\$152,109	\$141,343	\$115,108	\$130,763	\$227,313	\$198,422	\$254,632	\$167,432	\$1,857,888
303 Taxi	\$627	\$9,315	\$8,531	\$5,282	\$9,395	\$8,506	\$9,354	\$8,635	\$11,616	\$17,919	\$19,667	\$10,015	\$118,862
<b>Total City Services</b>	<b>\$1,084,587</b>	<b>\$1,164,146</b>	<b>\$1,238,910</b>	<b>\$1,225,817</b>	<b>\$1,429,816</b>	<b>\$1,427,530</b>	<b>\$1,346,220</b>	<b>\$1,289,363</b>	<b>\$1,555,170</b>	<b>\$1,569,629</b>	<b>\$1,577,162</b>	<b>\$1,368,857</b>	<b>\$16,277,207</b>



**Attachment No. 1**  
RFP 419292

57. The RFP indicates "Vehicles shall have ramps or lift platforms capable of loading passenger mobility devices with of width of 34 inches at the ramp or platform level between any rails or barriers." The ramp for the side loading Dodge Caravan is 30 inches wide. Please confirm that bidders can use a Dodge Caravan with a 30-inch ramp.

**Pace Response: Proposed fleet shall meet the requirement of vehicles in *Exhibit I, Section IV. Vehicles; Attachment 6.***

58. Please verify the contractor who currently operates the RMMCC, and as this may affect reservations and initial scheduling, has there been a recent change with the ownership and operation of the call center?

**Pace Response: SCR Transportation operates the RMMCC under a separate contract with Pace. There has been no recent change with the ownership and operation of the call center.**

59. Attachment 6, page 72 of Exhibit I.

a. Based on our understanding of the vehicle specifications, the minivan that is used currently and is the predominant fleet vehicle for City Pace, will no longer be compliant. Is it Pace's intention to discontinue use of the minivan type vehicle or would a minivan be allowed?

**Pace Response: Proposed fleet shall meet the requirement of vehicles in *Exhibit I, Section IV. Vehicles; Attachment 6.***

60. Attachment 6, page 72 of Exhibit I.

a. In working to identify a compliant vehicle that meets all specifications; we are finding the market only offers one or two vehicles that will be compliant. These vehicles also priced much higher than the minivans previously used in Pace service. Will Pace consider any leniency with the floor patterns and/or seating dimensions?

**Pace Response: Proposed fleet shall meet the requirement of vehicles in *Exhibit I, Section IV. Vehicles; Attachment 6.***

61. Exhibit I, page 50.

a. Does the liquidated damage amount language that says "40% of the contractor hourly rate," or any percentage or referral to the hourly rate under liquidated damages, only apply to the hourly variable rate? Or, does the liquidated damage amount as it relates to an hourly rate, include a blended rate taking both fixed and variable costs and rolling them up to an hourly rate apply?

**Pace Response: The Liquidated Damages calculations refer to the applicable fixed hourly rate as proposed in Exhibit A. It is not a blended fixed hourly rate plus the monthly fixed cost.**

62. Exhibit A, page 1.

a. Please confirm that the contractor will bill a month fixed cost and a monthly variable cost as provided on the pricing forms and that the contractor will be paid for those fixed and variable costs minus liquidated damages and imputed fares.

**Pace Response: The Contractor shall bill for the applicable fixed hourly rate based on productivity times, the revenue hours less liquidated damages, and imputed fares, plus the monthly fixed cost.**

**Attachment No. 1**  
RFP 419292

63. Exhibit I, page 15.
- a. Is there any intention of having only 1 provider working overnight (midnight to 4:00 a.m.)?  
**Pace Response: Not at this time.**
  - b. Is there a plan to award service based on vehicle type, trip distance, etc.? For example: Contractor A will provide all ambulatory trips or Contractor B will provide all group trips.  
**Pace Response: All bids must meet requirements as described in *Exhibit I, Scope of Work*.**
64. Exhibit I, page 73.
- a. The RFP states that vehicles shall be equipped with power sliding side passenger doors and that no rear vehicle entry door shall be allowed. This language seems to apply to minivans, was this the intent?  
**Pace Response: No. Proposed fleet shall meet the requirement of vehicles in *Exhibit I, Section IV, Vehicles; Attachment 6*.**
  - b. Does the power sliding passenger door requirement also apply to the larger type vehicles required?  
**Pace Response: Proposer may propose alternate doors for 12 passenger vehicles. This will be evaluated by Pace.**
65. What adjustments to the boundaries of the current service areas does Pace anticipate during the life of the contract?  
**Pace Response: Pace is a public transportation agency subject to meeting service demand and Federal Transit Administration (FTA) and Department of Transportation (DOT) requirements. Pace does not anticipate any changes to the current service area.**
66. What other service components does Pace expect adding during the life of the contract?  
**Pace Response: Pace does not anticipate any additional service components at this time.**
67. If additional staff is required for dispatch and/or maintenance, how will Pace determine those levels?  
**Pace Response: It is expected Proposers have the expertise to determine staffing levels. The Proposer is responsible for determining staff levels. Any proposed change must be communicated to Pace for review and approval.**
68. There is no mention of additional fixed costs related to an “adjustments. Will Pace consider those as well in any service expansion?  
**Pace Response: The contract is a firm fixed price contract. The Contractor may propose a change under the changes clause in *Exhibit D, Section A, 15.c*.**

**Attachment No. 1**  
RFP 419292

69. Can Pace provide some sense as to how service components may be restructured to accommodate the goals and service guidelines of the project?  
**Pace Response: Pace does not anticipate restructuring of the service components.**
70. Will all of the service providers under this contract be required to operate 24/7/365?  
**Pace Response: Yes.**
71. Will the creation of “master schedules” (i.e., vehicle tours or run structure) by the RMMCC, in collaboration with the service providers and consultation with Pace, take place before the “Go Live” date of 1 April 2020?  
**Pace Response: Yes. The master runs must be completed prior to Go Live on April 1, 2020. The Contractor is responsible for creating the master schedules. The RMMCC shall work with the contractors to optimize the master schedules.**
72. If the RMMCC is booking trip requests for this contract, does the Contractor need one (1) telephone number to accept reservations?  
**Pace Response: No. The Contractor shall not be responsible for the 800#. See revised Exhibit I Scope of Work.**
73. If the RMMCC is responsible for ETA (i.e., “Where’s My Ride”) calls, does the Contractor need one (1) specified telephone line to expedite access for cancellations and ETAs?  
**Pace Response: No. See revised Exhibit I Scope of Work.**
74. Please clarify, if the RMMCC is processing trip requests, then the voice logging/call recording system will only need to have the capacity for calls that come into Dispatch?  
**Pace Response: Yes, that is correct.**
75. How will Pace determine if the liquidated damage (LD) for a “Missed Trip” is “the value of two (2) times the Contractor’s hourly rate or twice the trip rate...”?  
**Pace Response: Liquidated damages for missed trips shall be two times the fixed hourly rate for trips reported or four times the fixed hourly rate for trips not reported. See Exhibit I. VIII. Liquidated Damages.**
76. Is Pace able to provide some examples for the LD associated with “failure to coordinate dispatch procedures”?  
**Pace Response: Example: A pattern of a Contractor’s failure to communicate transfers timely that causes excessive passenger on board time.**
77. Please clarify...is the LD for failure to respond to complaints able to be waived if the Contractor is “making a good faith effort to respond in a timely manner and/or there are extenuating circumstance”?  
**Pace Response: A good faith effort is what a reasonable person would determine is a diligent and honest effort under the same set of facts or circumstances. This would include the Contractors communicating with Pace staff when working to resolve any outstanding issues timely.**

**Attachment No. 1**  
RFP 419292

78. Given the fact that the RMMCC will be processing trip requests, is the Contractor subject to an LD for “a pattern of failure to record and report denials”?

**Pace Response: No. That is the responsibility of the RMMCC.**

79. Given the fact that the RMMCC will be processing trip requests, will it be necessary for the Contractor to list denials (by category) on the Monthly Invoice?

**Pace Response: The category of denial is recorded in Trapeze at the time of booking.**

80. Can Pace confirm if the Project Manager for this contract must be 100% dedicated to the City of Chicago ADA Paratransit service?

**Pace Response: Yes. The Project managers and all proposed key staff shall be dedicated to the City of Chicago ADA Paratransit service contract, no exceptions.**

81. Per Exhibit I on page 73 of 83, it is stated that all vehicles operating within the Pace revenue service require technology features listed there-of, is there a phase-in period allowed for these technological upgrades for vehicles that are older? (i.e. 2018 models and prior)

**Pace Response: Proposed fleet shall meet the requirement of vehicles in Exhibit I. Section IV. Vehicles; Attachment 6. Proposer may propose an interim fleet replacement plan outlining the use of an interim fleet pending the acquisition and rollout of new fleet entering service. Proposed interim fleet is subject to approval by Pace and must comply with all Pace and manufacturer safety requirements. In addition, fleet shall be in compliance with accessible wheelchair ratio requirement. The interim plan shall include a timeline for the use of the interim fleet and the date when all vehicles including vehicle requirements are ready for service. The fleet plan and including timeline will be evaluated by Pace.**

82. Given that Pace has asked prospective proposers to bid on 25% of the City of Chicago service, how will adjustments in market share, above/below 25% take place?

**Pace Response: Adjustments to service levels shall be negotiated in the best and final offer phase during this procurement.**

83. If the adjustment in market share is above 25%, will the potential impact on pricing be a part of the “Best and Final Offer (BAFO)” process?

**Pace Response: Yes. Adjustments to service levels shall be negotiated in the best and final offer phase of this procurement.**

84. Also, does Pace plan to make any adjustments to trip distribution post-award based on actual carrier performance or available capacity?

**Pace Response: Yes. Trip distribution shall be assessed by carrier capacity (with targeted growth for those with less than 25% capacity) at the start of the contract. During the life of the contract trip distribution may be increased or decreased based on carrier performance.**

**Attachment No. 1**  
RFP 419292

85. On Page 42 of Exhibit I under, "Mobile Communication Required for Service Implementation", it states that the contract must install either the Trapeze Ranger 4.4 or later MDC hardware or Android Tablet hardware with Trapeze DriverMate software. Can Pace confirm whether or not a contractor may use a device that is not a Trapeze Ranger 4.4 or Android tablet but is compatible with the Trapeze interface?

**Pace Response: Proposer may propose mobile communication compatible with Trapeze interface meeting all requirements in Exhibit I.**

86. If a company proposes to use an "interim fleet", can Pace confirm that the current technology systems and safety features are acceptable, pending Pace approval, until the acquisition and deployment of the new fleet (with new technology and enhanced safety features) into revenue service?

**Pace Response: Yes. Proposed interim fleet is subject to approval by Pace and must comply with all Pace and manufacturer safety requirements. In addition, fleet shall be in compliance with accessible wheelchair ratio requirement. The interim plan shall include a timeline for the use of the interim fleet and the date when all vehicles including vehicle requirements are ready for service. The fleet plan and including timeline will be evaluated by Pace.**

87. Can Pace confirm that all vehicle operators must have a valid Commercial Driver License (CDL) Class "C" license with Passenger endorsement only if the vehicle requires a CDL Class "C" license to operate it?

**Pace Response: A vehicle that is less than 16,001 pounds may have a non-CDL (D driver's license). A vehicle that is designed to transport 16 or more passengers including the operator, regardless of the vehicle size/weight, must have an operator with a valid CDL.**

88. Would Pace consider third row leg room different than 35", if applicable, in the new fleet?

**Pace Response: Proposed fleet shall meet the vehicle requirements in Exhibit I. Section IV. Vehicles; Attachment 6.**

89. Would Pace consider third row head room different than 41", if applicable, in the new fleet?

**Pace Response: Proposed fleet shall meet the vehicle requirements in Exhibit I. Section IV. Vehicles; Attachment 6.**

90. Would Pace consider a "manually-operated" sliding side passenger door(s) in the new fleet?

**Pace Response: Proposer may propose alternate doors for 12 passenger vehicles. This will be evaluated by Pace. Proposed fleet shall meet the vehicle requirements in Exhibit I. Section IV. Vehicles; Attachment 6.**

91. Given the fact that there are no side-entry minivan options with a 34" ramp/lift platform, would Pace consider ramps or lift platforms different than "34 inches at the ramp or platform level between any rails or barriers" as long as the ramp or lift platform is ADA-compliant?

**Pace Response: Proposed fleet shall meet the vehicle requirements in Exhibit I. Section IV. Vehicles; Attachment 6.**

**Attachment No. 1**  
RFP 419292

92. Is the requirement for “features that assist ambulatory passengers when boarding and alighting including handrails and running board steps” applicable to wheelchair accessible and non-wheelchairs accessible vehicles alike?

**Pace Response: Yes.**

93. Would Pace consider vehicles with seats that are removable as long as they meet the “pull tested to Federal Motor Vehicle Safety Standards (FMVSS) requirements”?

**Pace Response: Proposed fleet shall meet the vehicle requirements in *Exhibit I. Section IV. Vehicles; Attachment 6.***

94. When the requirement is stated that “[V]ehicles shall have letters on file certifying that the ramp, left, seats, and securements were installed according to the manufacturer’s requirements”, to which manufacturer is Pace referring?

**Pace Response: The applicable manufacturer for the component installed.**

95. Do the “Buy America requirements” of the RFP apply to fleet purchases?

**Pace Response: No. See revised *Exhibit I, Scope of Work.***

96. Would Pace consider a safety feature that has the ability to detect, in real time, a distracted driver-and provide an audible alert to the driver-as meeting the requirement for “forward collision avoidance warning and lane departure warning systems”?

**Pace Response: Proposers may propose safety features to be evaluated by Pace.**

97. Since Pace is requiring a new fleet for this solicitation, would Pace be willing to require all prospective proposers to include the cost of the fleet in the startup expense in order to create an “apples to apples” comparison as it relates to pricing?

**Pace Response: No. Proposer shall provide vehicle depreciation in the cost detail in *Exhibit A Price Proposal.***



Rocky Donahue  
Executive Director

DATE: July 3, 2019

Request for Proposal No. 419292  
Chicago ADA Dedicated Paratransit Services  
Addendum No. 2

Dear Prospective Proposer:

Pace has checked the applicable box(s) pertaining to this solicitation's addendum below:

Addendum No. 2 shall replace **Exhibit A, Price Proposal Instructions** with the enclosed **Exhibit A, Price Proposal Instructions**, which has been changed. The new **Exhibit A, Price Proposal Instructions** is marked **ADDENDUM NO. 2** and is dated July 3, 2019.

Addendum No. is being issued to amend certain words, phrases, sentences or paragraphs for this solicitation for .

Addendum No. 2 is being issued to provide responses to questions submitted by proposers. The following outlines all written questions submitted by potential proposers and Pace's response to these questions.

Question 1: Confirm that the requirement for this contract is "vehicle model year 2019-2020 with 500 miles or less for all vehicles entering service".

**Pace Response:** Yes. New fleet shall meet this requirement.

Question 2: Timeline is aggressive with the vehicle requirement. Is there a waiver allowed?

**Pace Response:** No waiver permitted, however, proposer may propose an interim fleet replacement plan outlining the use of an interim fleet pending the acquisition and rollout of new fleet entering service. Proposed interim fleet is subject to approval by the Pace and must comply with all Pace and manufacturer safety requirements. In addition, fleet shall be in compliance with accessible wheelchair ratio requirement. The interim plan shall include a timeline for the use of the interim fleet and the date the new fleet, meeting all vehicle requirements, are to be put into service. The fleet plan and including timeline will be evaluated and scored as part of the Technical evaluation.

Question 3: Price Proposal and capacity listed at 20% or 30%. Which one do we bid?

**Pace Response:** See attached revised Exhibit A. Pricing is to be submitted on 25% capacity.

Question 4: Can we receive an excel version of the Exhibit A price proposal page? Also an excel version of Exhibit I Attachment 3 would also be helpful.

**Pace Response:** Yes Pace will provide excel versions of these documents. Please submit an email request to [jane.swider@pacebus.com](mailto:jane.swider@pacebus.com) to request the documents.

The question and answer period is extended until at 2:00 P.M. Questions received after this date will not be accepted.

**This Addendum No. 2 shall be inserted into and submitted along with your solicitation package. All addenda must be acknowledged on page 5 of the Agreement Contract for the Provision of**

**Chicago ADA Dedicated Paratransit Service. Failure to acknowledge addenda may be cause for the proposal to be considered non-responsive.**

The meeting has been changed from to at the following locations and times: .

The receipt of proposal date remains Thursday, July 25, 2019 at 2:00 P.M.

The date is extended from to at 2:00 P.M. received after this date and time will not be accepted.

Should you require any additional information, you may contact Procurement at (847)228-2479.

Sincerely,

Pace, the Suburban Bus Division of the Regional Transportation Authority



Attachments:

1. Exhibit A, Price Proposal Instructions



Rocky Donahue  
Executive Director

DATE: July 1, 2019

Request for Proposal No. 419292  
Chicago ADA Dedicated Paratransit Services  
Addendum No. 1

Dear Prospective Proposers:

Pace has checked the applicable box(s) pertaining to this solicitation's addendum below:

Addendum No. shall replace **Exhibit**, with the enclosed **Exhibit**, which has been changed. The new **Exhibit**, is marked **ADDENDUM NO.** and is dated .

Addendum No. is being issued to amend certain words, phrases, sentences or paragraphs for this solicitation for Chicago ADA Dedicated Paratransit Services: All questions regarding this RFP shall be submitted to Jane Swider at jane.swider@pacebus.com .

Addendum No. 1 is being issued to provide responses to questions submitted by proposers. The following outlines all written questions submitted by potential proposers and Pace's response to these questions.

Question 1: May we have a copy of the sign in sheet and Power Point presentation from the pre-proposal meeting? **Answer: Yes, the sign in sheet and presentation are attached**

The question and answer period is extended until at 2:00 P.M. Questions received after this date will not be accepted.

**This Addendum No. 1 shall be inserted into and submitted along with your solicitation package. All addenda must be acknowledged on page 5 of the Agreement Contract. . Failure to acknowledge addenda may be cause for the proposal to be considered non-responsive.**

The meeting has been changed from to at the following locations and times: .

The receipt of proposals date remains Thursday, July 25, 2019 at 2:00 P.M.

The date is extended from to at 2:00 P.M. received after this date and time will not be accepted.

Should you require any additional information, you may contact Procurement at (847)228-2479.

Sincerely,

Pace, the Suburban Bus Division of the Regional Transportation Authority

Attachments:

1. Sign in sheet from pre-proposal meeting
2. PowerPoint presentation from pre-proposal meeting

**REQUEST FOR PROPOSAL NO. 419292**  
**Chicago ADA Dedicated PARATRANSIT SERVICES**  
**PRICE PROPOSAL INSTRUCTIONS**

**General Instructions -**      **Do not include any pricing information in your Technical Proposal.**

Submit only one copy of your price proposal separately, but concurrently, with your technical proposal in a sealed envelope that is marked Price Proposal for RFP No. **419292** for Chicago ADA Dedicated Paratransit Services, Procurement, 550 W. Algonquin Road, Arlington Heights IL, 60005 Proposers shall complete and submit all pages of Exhibit A, page 1 to 7.

All pricing shall cover all cost of services detailed in Exhibit I ,Scope of Work and any addenda.

**Fixed Hourly Rates and Monthly Fixed Cost**

Proposers shall provide fixed hourly rates and a monthly fixed cost for the scope of services which includes the use of Contractor owned vehicles that are insured by the Contractor. **Hourly rates will be automatically calculated from the amounts entered on the Fixed Hourly Rate Cost Detail tab.** Fixed hourly rates and monthly fixed cost shall include all applicable charges associated with providing service as described in Exhibit I, Scope of Work and outlined in the Detailed Cost Sheet. Only actual costs may be remunerated..

Pricing applies to both weekday and weekend service provided. Week is defined under this contract as Monday through Sunday.

The proposer shall provide rates for each productivity level in the pricing table below. *Note the rates for Productivity Level 1.50> and Level <1.44 are automatically calculated based on the Productivity Level 1.45 to 1.49.*

Productivity shall be calculated by dividing the total number of one-way trips provided for eligible riders as defined in Exhibit I, Scope of Work by total number of revenue hours.

**Fuel**

The Contractor shall be responsible for fuel under this contract.

**Remuneration**

**All hourly service rates quoted, including the average hourly rate, shall be rounded to the nearest whole cent Example: \$30.05.**

Gross cost is reduced by liquidated damages, fares imputed, and any other deductions such as maintenance costs, if applicable, to result in a net invoice to be billed to Pace in accordance with term and conditions of this Contract.

Attachment I to this Exhibit A, Sample Billing Reconciliation provides guidance on invoicing

**Fixed Hourly Rate And Monthly Fixed Cost Detail Sheet**

Proposers shall provide a detailed cost breakdown of their fixed hourly rates on the **Fixed Hourly Rate Cost Detail tab** of this *Exhibit A*. Rates on the Per Year Pricing, Fixed Hourly Rate, and Grand Total - 10 years tabs will be automatically calculated based on the detail amounts submitted for the Mid-Range Productivity Level on the Fixed Hourly Rate Detail tab. Proposers must provide the level of detail described on the **FIXED HOURLY RATE and MONTHLY FIXED COST DETAIL SHEET** of this Exhibit A. Proposers may include additional detail or add additional categories if necessary. If any category does not apply to the fixed hourly rates indicate that with a "0".

The proposal shall include a Fixed Rate and Monthly Fixed Cost Detail sheet.

**Price Proposal Responsiveness Requirements**

In order to be considered responsive, Proposers shall:

- a. Provide fixed hourly rates for the mid-range productivity level.
- b. Provide fixed hourly rates and monthly fixed cost for all contract years.
- c. Provide fixed hourly rates and monthly fixed cost that include all applicable charges associated with providing service as described in Exhibit I, Scope of Work and outlined in the Detailed Cost Sheet. No additional charges or increase in hourly rates will be allowed during the life of the contract.
- d. Calculate evaluative totals as noted.

**EVALUATIVE TOTALS DO NOT REPRESENT A COMMITMENT TO PURCHASE AND ARE NOT A GUARANTEE OF THE SERVICE LEVELS YOU WILL EXPERIENCE.**

**Price Escalation Clause**

City of Chicago Minimum Wage: Contract prices are to remain firm through March 31, 2021. Beginning on April 1, 2021, the Contractor may request price adjustments. Requests must be in writing to the **Chief Procurement Officer** and must be received thirty (30) days prior to the adjustment date. If a Contractor fails to request a City of Chicago Minimum Wage price adjustment thirty (30) days prior to the adjustment date, the adjustment will be effective thirty (30) days after Pace receives their written request.

Maximum allowable adjustments shall be governed by the City of Chicago Government Listing for the City of Chicago Minimum Wage.

The base City of Chicago minimum wage shall be the current City of Chicago minimum wage of \$13.00 per hour as of July 1, 2019 regardless of any pending future increases.

For calculation of annual adjustments, the most current City of Chicago minimum wage published at the time of requested adjustment shall apply regardless of any pending future increases. The Contractor shall include printed documentation from the Illinois Department of Labor or City of Chicago website showing the most current City of Chicago minimum wage used in their calculation along with their written request to Pace. No adjustments shall be made once the maximum allowable adjustment has been calculated.

The maximum allowable adjustment shall be calculated as follows:

Maximum Allowable Price = (A / B) \* C

A = Service Hour rate

B = Base City of Chicago minimum wage of \$13.00

C = Published City of Chicago minimum wage (Most current at time of requested adjustment)

The Contractor shall provide fixed hourly rates for each year of the contract. Fixed hourly rates shall include all applicable charges associated with providing service as described in Exhibit I, Scope of Work and outlined in the Detailed Cost Sheet. Estimated hours based on historical data are provided for evaluative purposes only and do not represent a firm commitment to purchase.

**EXHIBIT A**

**REQUEST FOR PROPOSAL NO. 419292  
CHICAGO ADA DEDICATED PARATRANSIT SERVICES  
GRAND TOTAL CALCULATION**

Company Name: SCR Medical Transportation Inc. : Fuel Card Option

*Note: Auto Calculated from Fixed Hourly Rates and Monthly Fixed Cost Quoted*

No.	Service Levels Average Number of Weekday Revenue Hours	Total
1	Estimated Annual Total Year 1	\$ 57,974,611.57
2	Estimated Annual Total Year 2	\$ 59,153,051.45
3	Estimated Annual Total Year 3	\$ 60,919,368.50
4	Estimated Annual Total Year 4	\$ 62,735,708.69
5	Estimated Annual Total Year 5	\$ 64,555,344.85
6	Estimated Annual Total Year 6	\$ 69,400,123.87
7	Estimated Annual Total Year 7	\$ 71,489,154.26
8	Estimated Annual Total Year 8	\$ 73,646,989.32
9	Estimated Annual Total Year 9	\$ 75,774,940.78
10	Estimated Annual Total Year 10	\$ 78,226,403.00
11	<b>Grand Total for 10 Year Contract</b>	<b>\$ 673,875,696.27</b>

Authorized Representative:

*Jim Leo*

Authorized Signature

*[Signature]*

EXHIBIT A											
REQUEST FOR PROPOSAL NO. 419292											
City of Chicago ADA Dedicated Paratransit Service											
PRICE PROPOSAL - FIXED HOURLY RATE											
Note: Fixed Hourly Rates Auto Filled from Rates Quoted in Fixed Hourly Cost Detail											
No.	Productivity Level	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
1	Productivity at or Over 1.50 <i>(Auto calculates increase of 2.05% to Mid-Range Rate)</i>	\$ 50.00	\$ 51.50	\$ 53.06	\$ 54.65	\$ 56.29	\$ 57.97	\$ 59.72	\$ 61.51	\$ 63.35	\$ 65.25
2	Mid-Range Rate Prod 1.45 to 1.49	\$ 49.00	\$ 50.47	\$ 51.99	\$ 53.55	\$ 55.16	\$ 56.81	\$ 58.52	\$ 60.27	\$ 62.08	\$ 63.94
3	Prod 1.44 to 1.40 <i>(Auto calculates decrease of 2.05% to Mid-Range Rate)</i>	\$ 48.00	\$ 49.44	\$ 50.92	\$ 52.45	\$ 54.03	\$ 55.65	\$ 57.32	\$ 59.03	\$ 60.81	\$ 62.63
4	Productivity at or Below 1.39 <i>(Auto calculates decrease of 4.1% to Mid-Range Rate)</i>	46.991	48.40073	49.85841	51.35445	52.89844	54.48079	56.12068	57.79893	59.53472	61.31846
5	Estimated Annual Hours*	1,826,459	1,844,724	1,863,171	1,881,803	1,900,621	1,919,627	1,938,824	1,958,212	1,977,794	1,997,572
6	Estimated Proposed Annual Hours	730,584	737,890	745,269	752,721	760,248	767,851	775,529	783,285	791,118	799,029
7	TOTAL ANNUAL COST	\$35,798,605.64	\$37,241,289.45	\$38,746,510.50	\$40,308,220.69	\$41,935,302.85	\$43,621,609.87	\$45,383,981.26	\$47,208,569.32	\$49,112,577.78	\$51,089,897.00
* Estimated hours are provided for evaluative purposes only and do not represent a firm commitment to purchase. Estimated revenue hours are based on historical 2018 ridership.											
8	TOTAL FIXED MONTHLY COST	\$ 22,176,005.93	\$ 21,911,762.00	\$ 22,172,858.00	\$ 22,427,488.00	\$ 22,620,042.00	\$ 25,778,514.00	\$ 26,105,173.00	\$ 26,438,420.00	\$ 26,662,363.00	\$ 27,136,506.00
9	YEAR TOTALS	\$ 57,974,611.57	\$ 59,153,051.45	\$ 60,919,368.50	\$ 62,735,708.69	\$ 64,555,344.85	\$ 69,400,123.87	\$ 71,489,154.26	\$ 73,646,989.32	\$ 75,774,940.78	\$ 78,226,403.00
Authorized Representative:		Date: 12/5/19									
Authorized Signature		Date: 12/5/19									

Jim heo  
Jim heo

**EXHIBIT A**

**REQUEST FOR PROPOSAL NO. 419292**

**PRICE PROPOSAL - FIXED HOURLY RATE COST DETAIL SHEET**

**City of Chicago ADA Dedicated Paratransit Service**

No.	Cost Line Item	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
1	Driver Wages	\$ 20,070,984.00	\$ 21,051,464.00	\$ 21,991,904.00	\$ 22,628,750.00	\$ 23,949,204.00	\$ 24,926,830.00	\$ 26,030,456.00	\$ 26,780,116.00	\$ 27,958,690.00	\$ 29,083,910.00
2	Driver Benefits	\$ 5,752,215.00	\$ 6,057,069.00	\$ 6,342,281.00	\$ 6,543,236.00	\$ 6,943,891.00	\$ 7,249,110.00	\$ 7,549,530.00	\$ 7,840,845.00	\$ 8,216,921.00	\$ 8,583,306.00
3	Driver Training	\$ 697,965.00	\$ 718,904.00	\$ 740,471.00	\$ 762,685.00	\$ 785,566.00	\$ 809,133.00	\$ 833,407.00	\$ 858,409.00	\$ 884,161.00	\$ 910,686.00
4	Driver D/A Testing & Physicals	\$ 267,010.00	\$ 315,991.00	\$ 390,601.00	\$ 332,319.00	\$ 284,447.00	\$ 371,782.00	\$ 335,851.00	\$ 422,546.00	\$ 391,388.00	\$ 480,026.00
5	Driver Uniform and Supplies	\$ 106,748.00	\$ 107,524.00	\$ 110,749.00	\$ 114,072.00	\$ 117,494.00	\$ 121,019.00	\$ 124,650.00	\$ 128,389.00	\$ 132,241.00	\$ 136,208.00
6	Dispatch Wages	\$ 1,621,424.00	\$ 1,668,570.00	\$ 1,718,628.00	\$ 1,770,186.00	\$ 1,823,292.00	\$ 1,877,991.00	\$ 1,934,330.00	\$ 1,992,360.00	\$ 2,052,131.00	\$ 2,113,695.00
7	Dispatch Benefits	\$ 452,602.00	\$ 464,907.00	\$ 477,722.00	\$ 490,921.00	\$ 504,516.00	\$ 518,519.00	\$ 532,942.00	\$ 547,798.00	\$ 563,099.00	\$ 578,859.00
8	Dispatch Training	\$ 38,700.00	\$ 39,861.00	\$ 41,057.00	\$ 42,289.00	\$ 43,557.00	\$ 44,864.00	\$ 46,210.00	\$ 47,596.00	\$ 49,024.00	\$ 50,495.00
9	Dispatch D/A Testing & Physicals	\$ 5,805.00	\$ 5,979.00	\$ 6,159.00	\$ 6,343.00	\$ 6,534.00	\$ 6,730.00	\$ 6,931.00	\$ 7,139.00	\$ 7,354.00	\$ 7,574.00
10	Dispatch Supplies & Miscellaneous	\$ 38,700.00	\$ 39,861.00	\$ 41,057.00	\$ 42,289.00	\$ 43,557.00	\$ 44,864.00	\$ 46,210.00	\$ 47,596.00	\$ 49,024.00	\$ 50,495.00
11	Scheduling Wages	\$ 591,971.00	\$ 608,730.00	\$ 626,842.00	\$ 646,317.00	\$ 667,167.00	\$ 688,402.00	\$ 710,029.00	\$ 732,151.00	\$ 754,771.00	\$ 777,893.00
12	Scheduling Benefits	\$ 103,834.00	\$ 106,706.00	\$ 109,644.00	\$ 112,670.00	\$ 115,787.00	\$ 118,997.00	\$ 122,304.00	\$ 125,709.00	\$ 129,217.00	\$ 132,830.00
13	Scheduling Training	\$ 9,000.00	\$ 9,270.00	\$ 9,548.00	\$ 9,835.00	\$ 10,130.00	\$ 10,433.00	\$ 10,746.00	\$ 11,069.00	\$ 11,401.00	\$ 11,743.00
14	Scheduling D/A Testing & Physicals	\$ 1,350.00	\$ 1,391.00	\$ 1,432.00	\$ 1,475.00	\$ 1,519.00	\$ 1,565.00	\$ 1,612.00	\$ 1,660.00	\$ 1,710.00	\$ 1,761.00
15	Scheduling Supplies & Miscellaneous	\$ 6,000.00	\$ 6,180.00	\$ 6,365.00	\$ 6,556.00	\$ 6,753.00	\$ 6,956.00	\$ 7,164.00	\$ 7,379.00	\$ 7,601.00	\$ 7,829.00
16	Vehicle Maintenance Parts	\$ 961,619.00	\$ 971,208.00	\$ 980,594.00	\$ 1,361,196.00	\$ 1,000,557.00	\$ 1,010,537.00	\$ 1,020,616.00	\$ 1,416,360.00	\$ 1,430,497.00	\$ 1,444,776.00
17	Vehicle - Tires	\$ 209,286.00	\$ 146,788.00	\$ 148,240.00	\$ 149,708.00	\$ 151,190.00	\$ 152,687.00	\$ 154,199.00	\$ 155,726.00	\$ 157,268.00	\$ 158,826.00
18	Vehicle Maintenance Washings Cost	\$ 66,617.00	\$ 68,615.00	\$ 70,673.00	\$ 72,794.00	\$ 74,977.00	\$ 77,221.00	\$ 79,544.00	\$ 81,920.00	\$ 84,358.00	\$ 86,819.00
19	Other Vehicle Maintenance Costs (1)	\$ 797,857.00	\$ 685,429.00	\$ 699,084.00	\$ 712,960.00	\$ 714,586.00	\$ 716,189.00	\$ 724,132.00	\$ 732,181.00	\$ 740,335.00	\$ 748,598.00
20	Vehicle Insurance (flat in monthly cost)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
21	Mobile Data Terminals/ Tablets	\$ 114,264.00	\$ 120,692.00	\$ 124,313.00	\$ 128,042.00	\$ 131,883.00	\$ 135,840.00	\$ 139,915.00	\$ 144,112.00	\$ 148,436.00	\$ 152,889.00
22	MDT/Tablet Software	\$ 6,000.00	\$ 9,347.00	\$ 9,627.00	\$ 9,916.00	\$ 10,214.00	\$ 10,520.00	\$ 10,836.00	\$ 11,161.00	\$ 11,496.00	\$ 11,840.00
23	Vehicle Video Surveillance Equip.	\$ 308,158.00	\$ 317,403.00	\$ 326,925.00	\$ 336,733.00	\$ 346,835.00	\$ 357,240.00	\$ 367,957.00	\$ 378,986.00	\$ 390,326.00	\$ 402,077.00
24	Vehicle Maintenance Trucking System	\$ 7,500.00	\$ 7,725.00	\$ 7,957.00	\$ 8,195.00	\$ 8,441.00	\$ 8,692.00	\$ 8,955.00	\$ 9,224.00	\$ 9,501.00	\$ 9,786.00
25	Vehicle other equipment	\$ 14,260.00	\$ 14,688.00	\$ 15,128.00	\$ 15,582.00	\$ 16,050.00	\$ 16,531.00	\$ 17,027.00	\$ 17,538.00	\$ 18,064.00	\$ 18,604.00
26	Fuel for Service	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
27	Other (1) : Recruiting & Emp Recognition	\$ 151,432.00	\$ 155,965.00	\$ 160,643.00	\$ 165,463.00	\$ 170,427.00	\$ 175,546.00	\$ 180,822.00	\$ 186,256.00	\$ 191,849.00	\$ 197,502.00
28	Other (1) : Safety & Training Materials & MVR's	\$ 24,478.00	\$ 25,168.00	\$ 25,880.00	\$ 26,612.00	\$ 27,367.00	\$ 28,144.00	\$ 28,945.00	\$ 29,769.00	\$ 30,619.00	\$ 31,494.00
29	Subtotal	\$ 32,231,789.00	\$ 33,270,435.00	\$ 34,372,834.00	\$ 35,539,234.00	\$ 37,239,941.00	\$ 39,255,893.00	\$ 40,842,815.00	\$ 42,487,671.00	\$ 44,196,278.00	\$ 45,978,883.00
30	% of Subtotal	\$ 3,500,199.00	\$ 3,724,493.00	\$ 3,874,758.00	\$ 4,031,026.00	\$ 4,193,527.00	\$ 4,362,099.00	\$ 4,536,046.00	\$ 4,720,875.00	\$ 4,911,031.00	\$ 5,108,765.00
31	<b>TOTAL ANNUAL COST</b>	\$ 35,801,988.00	\$ 37,244,928.00	\$ 38,747,582.00	\$ 40,310,260.00	\$ 41,933,268.00	\$ 43,620,992.00	\$ 45,380,461.00	\$ 47,208,746.00	\$ 49,110,309.00	\$ 51,087,648.00
32	Estimated Annual Hours*	1,826,459	1,844,724	1,863,171	1,881,803	1,900,621	1,919,627	1,938,824	1,958,212	1,977,794	1,997,572
33	Capacity Level to Evaluate Price Proposal	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%
34	Estimated Proposed Annual Hours	730,584	737,890	745,269	752,721	760,248	767,851	775,529	783,285	791,118	799,029
35	<b>FIXED HOURLY RATE</b>	\$ 49.00	\$ 50.47	\$ 51.99	\$ 53.55	\$ 55.16	\$ 56.81	\$ 58.52	\$ 60.27	\$ 62.08	\$ 63.94

1) Describe on Attach Detail of Other Cost. \* Estimated hours are provided for evaluating purposes only and do not represent a firm commitment to purchase. Estimated revenue hours are based on historical 2018 ridership.  
2) Proposer may be required to submit additional detail on the calculation of Profit and General and Administrative costs

Authorized Representative: *Jim Leo* Date: *1/25/14*

Authorized Signature: *Jim Leo* Date: *12/5/14*



**EXHIBIT A**  
**REQUEST FOR PROPOSAL NO. 419292**  
**MONTHLY FIXED COST - ANNUAL COST DETAIL - City of Chicago ADA Dedicated Paratransit Service**

Line No.	Cost Line Item Description	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
1	General Manager Wages	\$ 492,250.00	\$ 505,047.00	\$ 521,289.00	\$ 538,988.00	\$ 555,157.00	\$ 571,812.00	\$ 588,956.00	\$ 606,635.00	\$ 624,834.00	\$ 643,579.00
2	General Manager Benefits	\$ 99,723.00	\$ 60,743.00	\$ 61,793.00	\$ 62,874.00	\$ 63,989.00	\$ 65,130.00	\$ 66,318.00	\$ 67,543.00	\$ 68,805.00	\$ 70,104.00
3	General Manager OASDI	\$ 371.00	\$ 382.00	\$ 394.00	\$ 406.00	\$ 418.00	\$ 430.00	\$ 443.00	\$ 457.00	\$ 470.00	\$ 484.00
4	Supervisor/Administrative Wages	\$ 576,006.00	\$ 593,286.00	\$ 611,084.00	\$ 629,417.00	\$ 648,299.00	\$ 667,748.00	\$ 687,781.00	\$ 708,414.00	\$ 729,667.00	\$ 751,557.00
5	Supervisor/Administrative Benefits	\$ 106,859.00	\$ 109,832.00	\$ 112,864.00	\$ 115,987.00	\$ 119,203.00	\$ 122,516.00	\$ 125,928.00	\$ 129,442.00	\$ 133,062.00	\$ 136,790.00
6	Supervisor/Administrative OASDI	\$ 1,452,073.00	\$ 1,494,932.00	\$ 1,539,074.00	\$ 1,584,540.00	\$ 1,631,370.00	\$ 1,679,606.00	\$ 1,729,288.00	\$ 1,780,461.00	\$ 1,833,169.00	\$ 1,887,458.00
7	Vehicle Maintenance Manager - Wages	\$ 65,000.00	\$ 66,950.00	\$ 68,950.00	\$ 71,027.00	\$ 73,158.00	\$ 75,353.00	\$ 77,613.00	\$ 79,942.00	\$ 82,340.00	\$ 84,810.00
8	Vehicle Maintenance Manager - Benefits	\$ 16,403.00	\$ 16,862.00	\$ 17,349.00	\$ 17,864.00	\$ 18,405.00	\$ 18,972.00	\$ 19,565.00	\$ 20,185.00	\$ 20,831.00	\$ 21,503.00
9	Vehicle Maintenance Manager - OASDI	\$ 161,309.00	\$ 166,148.00	\$ 171,132.00	\$ 176,266.00	\$ 181,554.00	\$ 187,000.00	\$ 192,611.00	\$ 198,389.00	\$ 204,330.00	\$ 210,430.00
10	Foreman - Maintenance Wages	\$ 37,070.00	\$ 38,130.00	\$ 39,231.00	\$ 40,345.00	\$ 41,503.00	\$ 42,725.00	\$ 44,011.00	\$ 45,361.00	\$ 46,775.00	\$ 48,253.00
11	Foreman - Maintenance Benefits	\$ 451,152.00	\$ 465,717.00	\$ 479,689.00	\$ 494,079.00	\$ 508,902.00	\$ 524,169.00	\$ 539,894.00	\$ 556,090.00	\$ 572,773.00	\$ 589,956.00
12	Utility - Maintenance Wages	\$ 141,341.00	\$ 145,265.00	\$ 149,307.00	\$ 153,470.00	\$ 157,758.00	\$ 162,175.00	\$ 166,724.00	\$ 171,410.00	\$ 176,236.00	\$ 181,207.00
13	Utility - Maintenance Benefits	\$ 528,186.00	\$ 544,031.00	\$ 560,352.00	\$ 577,163.00	\$ 594,478.00	\$ 612,312.00	\$ 630,682.00	\$ 649,602.00	\$ 669,079.00	\$ 689,113.00
14	Service - Maintenance Wages	\$ 177,685.00	\$ 182,778.00	\$ 188,025.00	\$ 193,438.00	\$ 198,994.00	\$ 204,717.00	\$ 210,632.00	\$ 216,741.00	\$ 223,048.00	\$ 229,550.00
15	Service - Maintenance Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
16	Facility - Maintenance Wages	\$ 3,510.00	\$ 3,615.00	\$ 3,724.00	\$ 3,833.00	\$ 3,951.00	\$ 4,069.00	\$ 4,191.00	\$ 4,317.00	\$ 4,446.00	\$ 4,580.00
17	Facility - Maintenance Benefits	\$ 71,340.00	\$ 73,480.00	\$ 75,685.00	\$ 77,955.00	\$ 80,284.00	\$ 82,703.00	\$ 85,184.00	\$ 87,799.00	\$ 90,571.00	\$ 93,483.00
18	Communications - Telephone System	\$ 3,600.00	\$ 3,708.00	\$ 3,819.00	\$ 3,934.00	\$ 4,052.00	\$ 4,173.00	\$ 4,299.00	\$ 4,428.00	\$ 4,560.00	\$ 4,697.00
19	Communications - Reports	\$ 122,296.00	\$ 125,965.00	\$ 129,744.00	\$ 133,636.00	\$ 137,645.00	\$ 141,775.00	\$ 146,028.00	\$ 150,409.00	\$ 154,920.00	\$ 159,567.00
20	Communications - Other (1)	\$ 24,000.00	\$ 24,720.00	\$ 25,462.00	\$ 26,225.00	\$ 27,012.00	\$ 27,823.00	\$ 28,657.00	\$ 29,517.00	\$ 30,402.00	\$ 31,315.00
21	Communications - Other (2)	\$ 26,910.00	\$ 27,717.00	\$ 28,549.00	\$ 29,405.00	\$ 30,287.00	\$ 31,196.00	\$ 32,132.00	\$ 33,096.00	\$ 34,089.00	\$ 35,111.00
22	Facility - Lease	\$ 191,103.00	\$ 196,841.00	\$ 202,746.00	\$ 208,820.00	\$ 215,064.00	\$ 221,466.00	\$ 228,027.00	\$ 234,748.00	\$ 241,629.00	\$ 248,670.00
23	Facility - Utilities	\$ 688,088.00	\$ 708,315.00	\$ 729,191.00	\$ 750,671.00	\$ 772,796.00	\$ 795,585.00	\$ 819,058.00	\$ 843,234.00	\$ 868,136.00	\$ 893,788.00
24	Facility - Sewer	\$ 279,201.00	\$ 287,619.00	\$ 296,208.00	\$ 305,157.00	\$ 314,411.00	\$ 323,971.00	\$ 333,853.00	\$ 343,986.00	\$ 354,370.00	\$ 364,973.00
25	Facility - Maintenance	\$ 156,643.00	\$ 161,263.00	\$ 166,022.00	\$ 170,924.00	\$ 175,972.00	\$ 181,172.00	\$ 186,529.00	\$ 192,045.00	\$ 197,728.00	\$ 203,581.00
26	Business (1)	\$ 3,463,363.00	\$ 3,772,040.00	\$ 3,990,901.00	\$ 4,227,669.00	\$ 4,483,317.00	\$ 4,758,049.00	\$ 5,051,971.00	\$ 5,365,204.00	\$ 5,697,857.00	\$ 6,050,030.00
27	Fuel - Other(1)	\$ 33,333.00	\$ 34,333.00	\$ 35,363.00	\$ 36,434.00	\$ 37,537.00	\$ 38,672.00	\$ 39,839.00	\$ 41,039.00	\$ 42,273.00	\$ 43,542.00
28	Vehicle Depreciation	\$ 3,993,004.00	\$ 4,024,252.00	\$ 4,054,378.00	\$ 4,083,408.00	\$ 4,111,350.00	\$ 4,139,210.00	\$ 4,166,980.00	\$ 4,194,660.00	\$ 4,222,250.00	\$ 4,249,750.00
29	Vehicle License	\$ 59,247.00	\$ 61,024.00	\$ 62,855.00	\$ 64,741.00	\$ 66,683.00	\$ 68,684.00	\$ 70,744.00	\$ 72,865.00	\$ 75,048.00	\$ 77,294.00
30	Other(1)	\$ 2,304,203.00	\$ 1,921,162.00	\$ 1,602,181.00	\$ 1,254,561.00	\$ 857,478.00	\$ 460,134.00	\$ 223,833.00	\$ 124,259.00	\$ 64,372.00	\$ 33,804.00
31	Other(2)	\$ 3,477,196.00	\$ 3,530,612.00	\$ 3,657,180.00	\$ 3,766,843.00	\$ 3,879,849.00	\$ 3,996,345.00	\$ 4,116,372.00	\$ 4,239,976.00	\$ 4,367,805.00	\$ 4,499,909.00
32	O&M(1)	\$ 19,883,311.00	\$ 20,136,969.00	\$ 20,376,857.00	\$ 20,610,951.00	\$ 20,840,287.00	\$ 21,064,870.00	\$ 21,284,700.00	\$ 21,499,780.00	\$ 21,711,110.00	\$ 21,918,800.00
33	Profit(s)	\$ 1,752,501.00	\$ 1,774,833.00	\$ 1,796,001.00	\$ 1,816,627.00	\$ 1,837,213.00	\$ 1,858,060.00	\$ 1,879,169.00	\$ 1,899,510.00	\$ 1,919,980.00	\$ 1,939,580.00
34	Start-Up Costs YR 1 Only (1)	\$ 540,193.95	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
A	<b>TOTAL ANNUAL COST</b>	\$ 21,176,005.93	\$ 21,911,762.00	\$ 22,172,858.00	\$ 22,427,489.00	\$ 22,670,042.00	\$ 22,911,514.00	\$ 23,151,000.00	\$ 23,389,420.00	\$ 23,626,880.00	\$ 23,864,380.00
B	<b>MONTHLY FIXED COST</b> (A divided by 12= B)	\$ 1,764,667.16	\$ 1,825,980.17	\$ 1,847,738.17	\$ 1,868,957.42	\$ 1,889,170.17	\$ 1,909,292.83	\$ 1,929,250.00	\$ 1,949,118.33	\$ 1,968,900.00	\$ 1,988,698.33

1 Attach Detail on this item  
 2 Drug & Alcohol (D&A) testing applies to all safety sensitive positions as defined by FTA/DOJ Drug and Alcohol Regulations.  
 3 Proposal may be required to submit additional detail on the calculation of Profit and General and Administrative costs.  
 4 Start-Up Costs - Attach detail on this item cost sheet

Authorized Representative: *Jim Hoag* Date: *12/15/19*  
 Authorized Signature: *Jim Hoag* Date: *12/15/19*

**EXHIBIT A**  
**REQUEST FOR PROPOSAL NO. 419292**  
**DETAILED START UP COST - CHICAGO ADA DEDICATED PARATRANSIT SERVICES**

Line No.	Cost Line Item Description Staffing Cost List Positions Below	Number of Personnel	Total Hours for all Personnel	Rate	Total Payroll	Benefits	START UP COST
1		0	0.0	\$	\$	\$	\$
2	Driver Training - 8 hrs.	542	4,334	15.0	65,005	16,251	81,256
3	Dispatchers, Coordinators, Routers, Rd Sups - 4 hrs.	63	504.0	17.0	8,568	2,142	10,710
4							
5							
6							
7		0	0.0	\$	\$	\$	\$
8		0	0.0	\$	\$	\$	\$
9		0	0.0	\$	\$	\$	\$
10		0	0.0	\$	\$	\$	\$
11		0	0.0	\$	\$	\$	\$
12		0	0.0	\$	\$	\$	\$
13		0	0.0	\$	\$	\$	\$
14		0	0.0	\$	\$	\$	\$
15		0	0.0	\$	\$	\$	\$
16		0	0.0	\$	\$	\$	\$
17		0	0.0	\$	\$	\$	\$
18		0	0.0	\$	\$	\$	\$
19		0	0.0	\$	\$	\$	\$
20		0	0.0	\$	\$	\$	\$
21	<b>Payroll Total</b>	<b>605</b>	<b>4,837.7</b>	<b>\$</b>	<b>73,573</b>	<b>18,393</b>	<b>91,966</b>
22							
23							
24							
25	Parking Lot Paving						\$
26	New Facility Leaseholds and FF&Es						\$ 144,000
27	Radio Entitlements on 100 Radios						\$ 50,000
28	Facility Improvements Lot Striping and Drivers Room						\$ 7,000
29							\$ 20,000
30	Other (1) - Shop scanners and software for FORDS - 5						\$
31	Other (1) - Shop Equipment and Lifts						\$ 41,228
32	Other (1) - Electronics/Camera's-Radio- Install						\$ 50,000
33							\$ 136,000
34	<b>TOTAL</b>	<b>1,209.4</b>	<b>9,675.3</b>	<b>\$</b>	<b>73,573</b>	<b>18,393</b>	<b>540,194</b>

1 Describe Other  
 Authorized Representative: *[Signature]* Date: 12/5/19  
 Authorized Signature: *[Signature]* Date: 12/5/19



## Billing Reconciliation

Prepared by:  
Phone Number:

DATE

TO

SERVICE PERIOD	CONTRACT NUMBER	DUE DATE	
<i>Due 30 days from a Reconciled Invoice</i>			
QUANTITY	EXPENSES	UNIT RATE	LINE TOTAL
1	FIXED MONTHLY COST	\$ -	\$ -
0.00	REVENUE HOURS FOR MONTHLY ADA SERVICE	\$ -	\$ -
0.00	REVENUE HOURS FOR CITY RTA RECERT.	\$ -	\$ -
0.00	REVENUE HOURS FOR SUB. RTA RECERT.	\$ -	\$ -
0.00	OTHER-	\$ -	\$ -
0.00	PRODUCTIVITY		
0.00	<b>TOTAL HOURS</b>	<b>GROSS EXPENSE</b>	\$ -
QUANTITY	LIQUIDATED DAMAGES DAYS WAIVED:	UNIT RATE	LINE TOTAL
0	TRIPS UNDER THE 95% OTP PERFORMANCE GOAL	\$ -	\$ -
0	MISSED TRIPS REPORTED	\$ -	\$ -
0	MISSED TRIPS NOT REPORTED	\$ -	\$ -
0	FAILURE TO COMMUNICATE TRANSFER	\$ -	\$ -
0	UNAUTHORIZED SERVICE	\$ -	\$ -
0	FAILURE TO COORDINATE DISPATCH PROCEDURES	\$ -	\$ -
0	VEHICLE MAINTENANCE VIOLATIONS	\$ -	\$ -
0	REPORTING VIOLATION(S) OTHER	\$ -	\$ -
0	LATE COMPLAINTS	\$ -	\$ -
0	LATE A&I REPORTS	\$ -	\$ -
0	FAILURE TO COMPLY WITH PACE POLICY/ PROCEDURES	\$ -	\$ -
0	CHARGE BACK FOR PACE EQUIPMENT	\$ -	\$ -
0	ADJUSTMENTS-	\$ -	\$ -
<b>TOTAL LIQUIDATED DAMAGES</b>			<b>\$ -</b>
<b>NET REIMBURSEMENT</b>			<b>\$ -</b>
QUANTITY	REVENUE	UNIT PRICE	LINE TOTAL
0	ADA PASSENGER IMPUTED FARES	\$ 3.25	\$ -
0	ADA COMPANION IMPUTED FARES	\$ 3.25	\$ -
0	PACE SINGLE FARE CARDS (PINK)	\$ 3.25	\$ -
0	PACE SINGLE FARE CARDS (GREEN)	\$ 3.00	\$ -
0	TRANSFER TICKETS	\$ 3.25	\$ -
<b>NET REVENUE</b>			<b>\$ -</b>
<b>REIMBURSEMENT FOR ADA SERVICE</b>			<b>\$ -</b>
QUANTITY			
0	<i>Verizon Data Cost</i>		\$ -
<b>NET REIMBURSEMENT</b>			<b>\$ -</b>



## Billing Reconciliation

Prepared by:  
Phone Number:

DATE

TO

SERVICE PERIOD	CONTRACT NUMBER	DUE DATE

QUANTITY	EXPENSES	UNIT PRICE	LINE TOTAL
	REVNEUE HOURS FOR MONTHLY ADA SERVICE		\$0.00
	REVENUE HOURS FOR CITY RTA RECERT.		\$0.00
	REVENUE HOURS FOR SUB. RTA RECERT.		\$0.00
	OTHER		\$0.00
	OTHER		\$0.00
<b>0.00</b>	TOTAL HOURS	<b>GROSS EXPENSE</b>	<b>\$0.00</b>
QUANTITY	LIQUIDATED DAMAGES DAYS	UNIT PRICE	LINE TOTAL
0			\$0.00
0			\$0.00
0			\$0.00
0			\$0.00
0			\$0.00
0			\$0.00
0			\$0.00
0			\$0.00
0			\$0.00
0			\$0.00
0			\$0.00
0			\$0.00
<b>TOTAL LIQUIDATED DAMAGES</b>			\$0.00
<b>NET REIMBURSEMENT</b>			\$0.00

QUANTITY	REVENUE	UNIT PRICE	LINE TOTAL
0	ADA PASSENGER FARES		\$0.00
0	ADA COMPANION FARES		\$0.00
0	PACE SINGLE FARE CARDS (PINK)		\$0.00
0	PACE SINGLE FARE CARDS (GREEN)		\$0.00
0	TRANSFER TICKETS		\$0.00
0	OTHER		\$0.00
<b>NET REVENUE</b>			<b>\$0.00</b>

	<b>Total Reconciled Payment</b>	<b>\$</b>	-
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**REQUEST FOR PROPOSAL (RFP) NO. 419292  
CHICAGO ADA DEDICATED PARATRANSIT SERVICES  
REQUEST FOR PROPOSAL PROCESS**

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Following the issuance of this Request for Proposal, and until the Notice of Award, Offerors and Offeror's sub-consultants shall communicate only with Pace's Chief Procurement Officer or authorized representatives for the Procurement Department, 550 W. Algonquin Road, Arlington Heights, IL 60005, as prescribed in these instructions. The authorized representative regarding this Request for Proposal is Opal Walls, 847-228-3594, [opal.walls@pacebus.com](mailto:opal.walls@pacebus.com). During this period, any other communications regarding this Request for Proposal with members of Pace's Board of Directors, Pace staff, or Pace consultants/sub-consultants shall result in disqualification of the involved Proposers and proposed sub-consultants.

**I. EVALUATION CRITERIA**

The Evaluation Committee will score each proposal in accordance with the general evaluation criteria and scoring system described below. **Technical proposals will be weighted at 45% and price will be weighted at 55% of the evaluation.** Evaluation of price is kept separate from the technical scoring of the proposal. **Do not include any pricing information in your technical proposal.**

**A. Technical Criteria**

Technical proposals will be evaluated based on the following criteria, which are listed in descending order of importance.

1. **Experience** – Experience of the firm, qualifications and experience of the proposed project manager, qualifications and experience of other key staff persons, and the proposing company's effectiveness in addressing various service and operational issues encountered in the operation of paratransit services. Experience of any and all subcontractors. A subcontractor is defined as providing a significant part of the Scope of Work. Include the prior experience and qualification of key staff employed by the subcontractor.

Performance history for compatible services applied for this operation and how success is measured including:

- On Time Performance (indicate pick up window)
- Productivity (eligible trips per revenue hour; does not include PCA or Companions)
- Average Travel Time per Trip (provide average miles per trip)
- Average Number of Downed Mobile Data Terminals daily for year 2018 (provide total MDTs in service)
- Ratio of Service Complaints to Trips for 2018 (provide total complaints and trips)

2. **Service Plan** – Proposer shall provide detailed step-by-step scheduling/routing and dispatching procedures to be implemented by staff for service routing and monitoring; staffing plans to meet service demand; training plans and programs including topic checklist, modules, time on each topic, refresher training; safety programs; and emergency procedures in compliance with *Exhibit G* of this proposal. Proposer shall provide proposed fleet to be used in Pace service in compliance with *Exhibit I. Scope of Work, Section IV. Vehicles* and *Attachment 6. Revenue Vehicle Requirements*. The plan shall demonstrate understanding of the proposed project (including the concept of integration of service components as part of both manual and automated scheduling systems); understanding of Pace policies, procedures, and requirements; and start-up plans. This includes the role proposed for all major subcontractor(s). **Note: The Contractor shall not subcontract the direct delivery of Pace Paratransit services.**
  
3. **Maintenance and Vehicle Specifications** – Provide proposed preventive maintenance plans/ procedures/maintenance management staff, proposed program and procedures for the safe housing of vehicles. Project site facility including suitability for housing vehicles, access to major streets, and number of entrances/exits for vehicles. Proposed plans/procedures/staffing to perform major repairs as required. ~~Describe the experience of the firm and personnel to be assigned to perform maintenance.~~ This includes the assessment of proposed maintenance plans provided by any and all subcontractor(s). The specifications of the proposed fleet. Please reference *Exhibit G* for minimum requirements.

**B. Price Criteria**

Pricing will be evaluated and scored based on the Grand Total included in *Exhibit A, Price Proposal*.

**II. PROPOSAL CONTENT AND RFP SUBMISSION REQUIREMENTS**

**A. Contract Documents**

Submit the original *Agreement Contract* with exhibits as specified in the Proposal Submittal Checklist in the Agreement Contract. To be a valid proposal, the agreement contract must be signed, dated and submitted on or before **July 25, 2019 at 2:00 p.m.**

All forms must be completed, dated, signed and/or notarized (when applicable). The contract and exhibits submitted shall be the originals provided with the solicitation package and shall not be altered or modified.

Any exceptions to the terms and conditions of the contract shall be clearly detailed in *Exhibit C. Request for Change to Terms and Conditions*.

**B. Technical Proposals**

Submit one (1) original and eight (8) copies of your Technical Proposal, and one (1) CD containing a copy of your Technical Proposal. Technical proposals shall provide a straight-forward, concise description of the Contractor's capabilities to satisfy the

requirements of this RFP and will be incorporated into the final contract. Pace shall not be liable for any expense incurred in the preparation of proposals. Pace shall be under no obligation to return any response to this RFP or other material submitted as a result of this RFP.

**C. Price Proposal**

Submit only one (1) copy of your original price proposal (*Exhibit A*) and one (1) CD containing your price proposal in an envelope clearly marked with the RFP number, title and due date. The price proposal is to be submitted separately, but concurrently with your contract documents and technical proposals.

**D. Proposal Structure and Content**

Structure the proposal and information per the outline below as listed in **Items III-VI**. Include information for subcontractors in each item, if applicable. If information is not provided per this outline, your proposal can not be properly evaluated.

**III. PRIOR EXPERIENCE**

**A. Firm**

1. List non-Pace service operated by firm and/or proposed major subcontractor (i.e., ADA, advance reservation, interactive, route deviation, taxi, multiple service components, etc.). Indicate size of the services (including number of vehicles, vehicle type(s), budget, number of staff, ridership, whether an automated scheduling system was used or any other technologies, etc.).
2. List Pace service operated by firm and/or proposed major subcontractor (describe service, including number of staff, number of vehicles and vehicle type(s), whether an automated scheduling system was used or any other technologies, etc.).
3. Provide organizational charts with key personnel identified by name and position for both the firm and for the local project site.
4. Provide an organizational chart with key personnel identified for any and all proposed major subcontractors.

**B. Project Manager/General Manager**

1. Name Project Manager/General Manager (attach resume including month/year for start and end dates for each previous position held).
2. List skills and experience of Project Manager/General Manager including management, planning, general and/or public transportation, paratransit, dispatching, etc.
3. List paratransit operation(s) the individual has been with (i.e., ADA, advance reservation, real time, route deviation, taxi, etc.). List size of operation(s) (i.e., number of buses, budget, ridership, whether coordination of multiple components of service was involved, whether an automated scheduling system was used and which one, etc.); experience with Trapeze scheduling and routing software.
4. Provide qualifications for the Project Manager/General Manager position.

**C. Other Key Staff**

Detail key individuals involved with the start-up and/or on-going operation. Describe functions, experience, etc. and attach resumes. All resumes shall include month/year for start and end dates for each previous position held. For individuals involved with the start-up, specify how long and to what degree they will be committed to the contract. Provide qualifications for all key staff positions including Operations Manager, Maintenance Manager, Safety Manager, Schedulers/Routers, and Dispatchers.

**D. Company's Effectiveness in Addressing Paratransit Issues**

Provide detailed procedures used in managing day-to-day Paratransit services. Describe examples of how the company deals with day-to-day paratransit operating and service issues. Provide background and experience in similar service described in this proposal. This includes experience with automated features for service monitoring, optimizing and service oversight. Provide experience with scheduling and routing software, if applicable. Include the version of Trapeze for which experience is noted, if applicable.

**E. Performance Measures**

Provide performance measures for existing Pace contracts and like contracts including:

1. On-Time Performance (indicate pick-up window).
2. Productivity (eligible trips per revenue hour; does not include PCA or companion)
3. Average Travel Time per Trip (provide average miles per trip).
4. Average Number of Downed Mobile Data Terminals daily for year 2018 (provide total MDTs in service).
5. Ratio of Service Complaints to Trips for 2018 (provide total complaints and trips).
6. Provide a completed *Attachment 1. Performance History for Service Areas Comparable to City of Chicago Paratransit Services*, included at the end of this *Exhibit B*.

**IV. SERVICE PLAN**

**A. Scheduling/Routing and Dispatching**

Provide detailed step by step process and procedures for service monitoring, routing and management oversight. This information includes how automated features will be used and incorporated in the proposed service plan. **A general overview is not sufficient to adequately evaluate proposed processes.**

1. Describe how you will handle ride requests. This information should include how the trip will be scheduled/routed, how the ride will be dispatched (driver and dispatcher procedures, from the beginning of the drivers shift), and plans for monitoring service delivery. Describe proposed procedures for coordinating trip requests with the central call center. Describe the proposed procedure should the automated scheduling and routing system, Trapeze, is non-functional. This includes the proposed process for backing up the daily trip manifest.
2. List number of personnel involved with, scheduling, and dispatching, including a breakdown by function by hours of the service day. For staff doing more than one function, list their primary function.



3. Attach copies of any forms that may be used in the scheduling and or dispatching.
4. Provide background and experience of anyone you intend to assign as schedulers, or dispatchers. If individuals are not yet identified, provide job descriptions in compliance with *Exhibit I. Attachment 10*.

**B. Staffing Plans**

**All proposed key staff must comply with minimum qualifications described in *Exhibit I. Attachment 10*.**

1. State the number of drivers. How many full-time? How many part-time? How many split-shift?
2. Indicate driver deployment. Show numbers available by time of the day or provide a staffing chart.
3. State the number of dispatchers/schedulers. How many full-time? How many part-time? How many split-shift? Provide the proposed staff scheduling plan to cover each day of the week.

**C. Training**

1. Provide a detailed description of proposed driver training program. Include subjects covered, training industry modules, the **number of hours** in the classroom and on the road, and the procedure and form certifying an individual is ready to drive in the service. Include materials: electronic media, printed materials, videos, etc.
2. Provide a detailed description of scheduler/route and dispatcher training programs. Include subjects, training industry modules, number of days in the classroom and on the road, and the procedure and form certifying an individual is ready to schedule/route or dispatch in the service. Include materials; electronic media formatted material, videos, etc.
3. Describe on-going training/retraining programs, including subjects covered and proposed schedule for such training.

**D. Safety Program**

1. Present safety program. Describe accident procedures, monitoring program, safety meetings (including frequency of meetings), awards programs, discipline steps, retraining programs, on the road monitoring, etc.
2. Describe how complaints will be handled with regard to investigation, discipline, and prevention.

**E. Emergency Procedures**

1. Describe procedures for vehicle breakdowns and provide examples.
2. Describe procedures for accidents/incidents and provide examples.
3. Describe procedures for facility utility incidents - electrical failure, flood and fire that may impact service.
  - Include type of generator, how fueled, time and process to cut over, and duration of time it may be used. Describe routine testing procedures and previous experience with the system.
4. Describe backup procedures for voice communication interruptions that may

impact service.

- Include type of system, time and process to cut over, and duration of time the system may be used. Describe routine testing procedures and previous experience with the system.

**F. Understanding of the Project and Service To Be Provided – including integration of service components using both manual and automated scheduling**

1. Identify the aspects of the project that you view as the most challenging to handle. What specific actions do you plan to take?
2. Explain the phone system you will utilize for this project. If an alternative phone system structure is being proposed, explain how requests for each service component will be identified. Be specific on the system's capabilities, number of lines, expansion capabilities, etc.
3. Explain the radio system for this project, including coverage area, channels available for voice communication, channels available for data communication (if any), and specifications of system. Indicate whether the system operated off a frequency assigned to or owned by the company or if a communications service or network is used.
4. Provide a detailed explanation of proposed plans to integrate service components.

**G. Understanding of Pace Policies**

1. Describe differences between Pace policies listed in Exhibit G and your current policies. How will you make changes to comply with Pace policies?
2. List individual(s) responsible for:
  - a. submittal of Monthly Reports
  - b. employee information
  - c. accident/incident information

**H. Start-Up Plan**

1. List steps involved in the start-up plan, dates associated with each step, and individuals or positions responsible for implementation. **BE SPECIFIC.**
2. List the individual(s) or position(s) responsible for the following during the start-up:
  - a. training of drivers
  - b. training of dispatchers
  - c. supervision of drivers/dispatchers/mechanics
  - d. submittal of employee information

**I. Revenue Vehicles**

1. Revenue vehicles proposed must at minimum comply with the requirements described in *Exhibit I, Section IV. Vehicles* and *Attachment 6. Revenue Vehicle Requirements*.
2. List fleet in Pace Revenue service on the form provided in *Exhibit I. Scope of Work, Attachment 7. Sample Fleet Vehicle Information Form*.
3. Provide vehicle specifications to be used for procurement of revenue vehicles in

Pace service.

4. Provide photos of proposed revenue vehicles for Pace service

**V. MAINTENANCE PROGRAM AND FACILITY**

**A. Maintenance/Preventive Maintenance (PM)**

1. Explain the PM program. Does it meet the Pace program in *Exhibit G*?
2. Explain preventive maintenance to be done in-house and that which will be contracted out.
3. List the number of mechanics (by grade) and mechanic's helpers. List shift(s), responsibilities, supervisors by shift, and the person responsible for scheduling PMs. Include experience of the individuals.
4. Describe plans for cleaning and washing the buses.
5. List other equipment, firm is responsible for maintaining and who will work on that equipment.
6. List any outside vendors to be used and describe their experience. Include towing firms to be used.
7. List software used to track maintenance and parts.

**B. Facility**

1. Describe the facility proposed to house the operation and vehicles, identifying the location or general area in which the facility will be located. Provide detail of the square footage by function (office, operations, storage, maintenance, and bus washing). Is the facility properly zoned? What remodeling is required? (NOTE: If no specific building is proposed by the date of the submittal, include the parameters, by location and function, of the building being sought.)
2. Indicate the location and number of vehicle entrances and exits to the yard and the facility.
3. If inside vehicle storage is proposed, describe plans to ensure the security of the building.
4. If outside storage is proposed, describe plans to ensure security of the property and plans for handling cold weather and snow removal. Who will do the snowplowing?

**C. Other Vehicle Maintenance**

1. Describe procedures to identify needed repairs.
2. Describe procedures to ensure identified repairs are completed in a timely manner.
3. Describe plans to ensure required repair parts are available either on-site or within a reasonable period after the needed part is identified.
4. What plans have been developed for getting required body work completed in a timely manner?
5. Describe any other plans or procedures relating to the repair of vehicles, such as which types of repairs are planned for in-house work, what types of work will be sent out to an outside vendor, additional maintenance staff which may be required, etc.

**D. Experience**

1. What prior experience does the firm and maintenance personnel have specific to the type of preventive and regular maintenance required?
2. What will be done to ensure that the personnel assigned to perform vehicle maintenance maintains the appropriate level of experience, specifically with regard to employee turnover and on-going education and training?

**VI. SUBCONTRACTOR INFORMATION**

- A. Submit a list any and all major subcontractor(s) proposed to be utilized in the provision of Pace Paratransit Services. A major subcontractor is a subcontractor providing a significant part of the Scope of Work of the underlying contract. **Note: The Contractor shall not subcontract the direct delivery of the Pace Paratransit services.**
- B. Submit the following for any and all major subcontract(s) proposed:
  1. Identification of the proposed subcontractor.
  2. A copy of the major subcontractor(s) agreement or contract that will be executed including the full detailed description of the services to be subcontracted. Do not include subcontracted price in your technical proposal.
  3. Documentation as required in *Exhibit I. Scope of Work, Section X. PROVISIONS FOR SUBCONTRACTING.*

**VII. RFP PROCESS AND CONTRACT AWARD**

Properly submitted proposals will be evaluated based on the criteria described in an earlier section. Successful proposals may be further evaluated through oral presentation and interview and additional negotiations (including the Best and Final Offer process). Award will be made to the vendors who represent the best overall value to Pace. Questions regarding this RFP shall be submitted in writing to Opal Walls, Senior Contract Buyer at [opal.walls@pacebus.com](mailto:opal.walls@pacebus.com) or via fax at 847-228-2404 no later than **July 11, 2019 at 2:00 PM**. The RFP closing date is **July 25, 2019 at 2:00 PM**. Proposals submitted after this date and time will not be accepted.

Pace may (1) reject any or all offers if such action is in the public interest, (2) award to the highest rated offeror, and (3) waive informalities and minor irregularities in offers received.

Pace may disclose, via a debriefing, the following information post-award: (1) the overall evaluated price and technical rating of the successful proposer; (2) the overall ranking of all proposers, when any ranking was developed by PACE during evaluation, and; (3) the award recommendation.

**VIII. INTERVIEWS**

Initial interview of firms may be conducted and may include, but may not be limited to,

items A through M listed below.

- A. A presentation on the history of the firm and or subcontractor(s), including relevant experience with similar type and size projects, as well as experience with implementation of automated scheduling systems.
- B. An introduction of the key staff people assigned to the project and/or description of their background and experience. This may include principals in the company, proposed subcontractor(s) the project manager, the operations manager, the on-road supervisor, the maintenance manager, the dispatcher manager, and, if appropriate, one or more dispatchers. When present, each individual should be prepared to discuss, in detail, the background they bring to this project and their specific role in the project. If not present, a representative of the proposing company should be prepared to provide the necessary detailed information and answer questions concerning all relevant background and experience.
- C. Descriptions of any problems addressed in other services provided which are typical of those encountered in day-to-day operations of paratransit services.
- D. A presentation on the proposer's training and safety programs for administrative staff, drivers and dispatchers, on-going training and re-training programs, and the proposed on the road monitoring program. The interviewee may be required to provide details on training, walking the Committee through a typical training program for a driver and a dispatcher.
- E. A detailed description of dispatching procedures for all components of service. The interviewee may be required to give a hands-on demonstration of all dispatching and scheduling procedures which may be used in the proposed service.
- F. A detailed description of staffing plans for the project.
- G. A presentation on the proposer's emergency procedures.
- H. A presentation on the service plan at a level of detail which indicates and overall understanding of the service description and individual components, the concept of integration of service components, and how integration will be achieved in both manual and automated dispatching/scheduling systems.
- I. A presentation on start-up plans with a specific timetable of activities to be undertaken to put service on the street on April 1, 2020, including such items as occupancy of the proposed facility, hiring of necessary administrative and operations staff, and staff training. Include specific plans and timetable for vehicle acquisition.
- J. A tour of the proposed site(s) that the firm has designated to use for maintaining the equipment. This may include, if requested, a tour of any third-party maintenance firms the proposer intends to use.

- K. A tour of current and/or proposed facilities for housing and maintaining vehicles.
- L. Presentation/discussion and demonstration of proposed daily vehicle inspection and key preventive maintenance procedures.
- M. If requested by Pace, provide accident and loss history information for services currently operated.

**IX. ILLINOIS FREEDOM OF INFORMATION ACT/CONFIDENTIALITY**

Pace is subject to the Illinois Freedom of Information Act (5 ILCS 140/1 *et seq.* as amended); therefore, the contents of this Request for Proposal (RFP) and the Contractor's proposal submitted in response to this RFP may be subject to disclosure under the Illinois Freedom of Information Act.

**EXHIBIT B – ATTACHMENT 1**

**REQUEST FOR PROPOSAL NO. 419292  
CHICAGO ADA DEDICATED PARATRANSIT SERVICES**

**PERFORMANCE HISTORY FOR SERVICE AREAS COMPARABLE TO CHICAGO ADA PARATRANSIT SERVICES**

#	Contracted Service	Start / End Date (MO/YR)	2018 Total Trips	2018 Average Miles per Trip	Pick up Window Beyond Scheduled Pick up Time	2018 Average Travel Time in Minutes	2018 # of Peak Time Vehicles	2018 # of Peak Time MDTs in Use	2018 Average Monthly Vehicle Miles
1.	City of Chicago ADA Service	04/2014-Current	987, 174	9.72	20 Minutes	39 Minutes	209	209	896, 659
2.									
3.									
4.									
5.									
6.									
7.									
<b>PERFORMANCE MEASURES</b>									
#	Contracted Service	2018 Employee Turnover Rate	2018 Driver Turnover Rate	2018 Productivity (Trips per Hour)	2018 On Time Performance %	2018 Average Missed Trips	2018 Ratio of Complaints to Trips	2017 / 2018 Average # of MDTs Down Daily	2017 / 2018 Preventable Accidents per 100,000 Miles
1.	City of Chicago ADA Service	10%	50%	1.46	89.92%	967/Monthly; 11, 608/Annual		5	2017: 0. 01768 2018: 0. 01803
2.									
3.									
4.									
5.									
6.									
7.									

<sup>1</sup> Divide the total number of project site employees that left in 2018 by the total number of project site employees retained in 2018 (excluding drivers).  
<sup>2</sup> Divide the total number of project site drivers/operators that left in 2018 by the total number of project site drivers/operators retained in 2018.  
<sup>3</sup> Productivity is calculated by dividing the number of eligible trips per revenue hour. Do not include PCAs, escorts or companion.  
<sup>4</sup> Missed Trips are defined as trips scheduled but not transported for any reason and trips picked up sixty (60) minutes or later than the scheduled pick-up time.  
<sup>5</sup> Ratio of Complaints to Trips is calculated by dividing the number of total complaints in 2018 by the total number of trips in 2018.

**REQUEST FOR PROPOSAL NO. 419292  
CHICAGO ADA DEDICATED PARATRANSIT SERVICES  
REQUEST FOR CHANGE TO TERMS AND CONDITIONS**

Pursuant to Exhibit D, Section A, Article 15, Proposers may use this form, or a reasonable facsimile, to request a consideration for a change, addition, or elimination to/of the standard terms and conditions included in this RFP. Attach additional forms as required. Completed forms must be submitted concurrently along with your proposal. Forms submitted after the proposal due date will not be considered. Pace will negotiate in good faith only items identified on this form, or a reasonable facsimile. Alternate contracts, manual modifications, supplemental statements, or other changes noted/imbedded in other RFP documents or in the technical and price proposal submitted by the Proposer will not be considered and shall not be official or binding on Pace. Additionally, such modifications or inclusions may result in a non-responsive determination against your proposal. Only changes initiated by this form, negotiated in good faith, and incorporated into the final contract shall be official and binding.

<b>Proposer:</b>	
<b>Requesting:</b>	<input type="checkbox"/> Modification <input type="checkbox"/> Elimination <input type="checkbox"/> Addition
<b>To/of:</b>	Exhibit ____, Page ____, Section/Paragraph/Article: _____
<i>If requesting a modification to language or additional clause(s), specific language must be proposed below:</i>	
<b>Pace Response:</b>	<input type="checkbox"/> Change accepted as stated <input type="checkbox"/> Change accepted with further modification as stated below <input type="checkbox"/> Change rejected



**PACE SUBURBAN BUS SERVICE**  
**GENERAL CONTRACT PROVISIONS**  
**SERVICE CONTRACTS**  
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PACE SUBURBAN BUS SERVICE  
INSTRUCTIONS TO CONTRACTORS & GENERAL CONTRACT CONDITIONS

The following instructions, terms and conditions shall apply to Pace solicitations and Contracts. All Bidders or Proposers shall be referred to as "Contractors" and all bids or offers as "Bids" or "Bid Quotations" in this section of the Contract.

SECTION A - INSTRUCTIONS TO CONTRACTORS & GENERAL TERMS AND CONDITIONS

1. Conditions of Acceptance of Bid: This Invitation for Bid expressly limits acceptance to the terms and conditions stated herein and any supplementary or additional terms and conditions annexed hereto or incorporated herein by reference. Any additional or different terms and conditions proposed by the Contractor are objected to and hereby rejected unless accepted by Pace prior to the time and date of bid opening. The Contractor further understands and agrees that if this bid is accepted, the Contractor is to furnish any and all of the services upon which prices are quoted, at the price and delivery time stated, subject to all terms, conditions, and requirements set forth in the bid and in the resulting Contract. Pace reserves the right to extend the bid quotation opening date and to reject any or all bid quotations or any part thereof. Pace further reserves the right to excuse informalities in the bid quotations and bidding when, in the judgment of Pace, the best interests of Pace will be served and the spirit of competition will be maintained.
  
2. Authorities and Limitations
  - 2.1 The articles, sections, paragraphs or other headings shown are for convenience and reference only and in no way define, limit or describe the scope or intent of this Contract or its Exhibits.
  
  - 2.2 This Contract constitutes the entire agreement between the parties and supersedes any prior written or oral understandings, agreements, or representations between the parties that may have related in any way to the subject matter of this Contract.

Contractor represents and warrants that: (a) Contractor has conducted such independent review, investigation, and analysis and obtained such independent legal advice as desired by Contractor to evaluate this Contract and the transaction(s) contemplated by this Contract and (b) Contractor has relied only upon such representations and/or warranties by Pace that are specifically and expressly set forth in this Contract and has not relied upon any other representations or warranties (whether oral or written or express or implied), omissions, or silences by Pace. Without limiting any representations and/or warranties made by Pace that are specifically and expressly set forth in this Contract, Contractor acknowledges that Pace will not have or be subject to any liability to Contractor resulting from the distribution to Contractor or Contractor's use of any information, including any information provided or made available to Contractor or any other document or information in any form provided or made available to Contractor, in connection with this Contract and the transaction(s) contemplated by this Contract.
  
  - 2.3 All services/work shall be performed under the direction of the Chief Procurement Officer who alone shall have the authority to bind Pace and to exercise the rights, responsibilities, authorities and functions vested within the Contract documents, except that the Chief Procurement Officer shall have the right to designate authorized representatives to act on their behalf. Wherever any provision in this Contract specifies an individual (such as, but not limited to, Engineer, Resident Engineer, Inspector, Site Manager or Architect) or organization, whether Pace or private, to perform any act on behalf of or in the interests of Pace, that individual or organization shall be deemed to be Pace Chief Procurement Officer authorized representative under this Contract but only to the extent so specified.

Pace's Chief Procurement Officer may, at any time during the performance of this Contract, vest in any such authorized representatives, additional power and authority to act on their behalf or designate additional representatives, specifying the extent of their authority to act or designate additional representatives to the extent deemed necessary.
  
  - 2.4 The Contractor shall perform the Contract in accordance with any order (including but not limited to instruction, direction, interpretation or determination) issued by an authorized representative in accordance with the authority to act for the Pace Chief Procurement Officer, but the Contractor assumes all the risk and consequences of performing the Contract in accordance with any order (including but not limited to instruction, direction, interpretation, or determination) of anyone not authorized to issue such order.
  
3. Withdrawal of Bids: Once submitted, bids may only be withdrawn with Pace's consent prior to bid opening and may be superseded by a subsequent timely bid. Any bid received after the time and date specified for opening, or any postponement thereof, will not be considered. Bids shall be irrevocable for a period of ninety (90) days after the opening thereof by Pace.

4. Errors in Bids: The Contractor is cautioned to verify any Bids made before submission. No bid may be withdrawn or changed after it has been opened unless Pace has determined:
  - a. That an obvious mistake of a mechanical or clerical nature was actually made; not just an error in judgment, such as underestimating material or service costs.
  - b. That the "mistaken" Contractor was not guilty of culpable negligence in making the error, or in delay in communicating the fact to Pace on discovery.
5. Irregular Bids: The Contractor understands that the bid must show the unit prices for all services which are proposed to be furnished, and that extensions must be shown and that if not so shown, their bid may be rejected as irregular.
6. Performance: It is understood and agreed that time of performance is of the essence of this Contract. If the Contractor is delayed in the performance of the services purchased under the Contract by a cause beyond his control, he must immediately upon receiving knowledge of such delay, give written notice to Pace and request an extension of time for completion of the Contract. Pace shall examine the request and determine if the Contractor is entitled to an extension. Pace shall notify the Contractor of the decision in writing.
7. Assignments: The Contractor agrees that neither this Contract nor any part of it or any of the monies due from this Contract may be assigned without the prior written consent of Pace. Any successor or assign under this Contract will be required to accede to all of the terms, conditions and requirements of this Contract as a condition precedent of such succession or assignment. Assignment of any portion of the work by subcontract must be approved in advance by Pace, in writing.
8. Waiver: Pace's failure to promptly enforce any of the conditions of this Contract shall not constitute a waiver of any of Pace's other rights.
9. Termination: Pace may terminate this Contract at any time hereafter, with or without cause, by giving written notice to the Contractor at the address specified above. Termination shall be effective upon receipt of such notice by the Contractor. If Pace terminates this Contract other than for breach thereof by the Contractor, Pace agrees to pay the Contractor, and Contractor agrees to accept as its sole remedy, cancellation charges equal to the remaining unpaid costs accrued and obligated to date of cancellation. In the event of breach or violation by the Contractor of any provision of the Contract, Pace may allow the Contractor a reasonable opportunity to cure the breach prior to termination under this provision. Upon termination of this Contract for breach by the Contractor, the Contractor assumes liability for all excess costs incurred by Pace to complete the Scope of Services specified in the Contract.
10. Price Warranty: The Contractor warrants that the unit price(s)/hourly rates(s) charged herein do not exceed the unit prices/hourly rates charged by the Contractor to any other customers in substantially similar transactions. The Contractor agrees to make any price rebate which this warranty may require.
11. Payment: Payments will be made in accordance with the terms in the Contract, or the Contractor's invoice, whichever are more favorable to Pace. The payment date shall be calculated from the receipt of invoice or final acceptance of the goods or services, whichever is later in accordance with the Local Government Prompt Payment Act. Under the Act, Pace will pay the Contractor within thirty (30) days of its approval of Contractor's invoice. Contractor agrees that it shall pay all subcontractors who have completed satisfactory work under the subcontract no later than thirty (30) days from receipt of payment by Pace. The Contractor further agrees to return any retainage payments withheld from subcontractor within thirty (30) days after the subcontractor's work is satisfactorily completed. This requirement is also applicable to all sub-tier subcontractors and suppliers and shall be made a part of all subcontracts and agreements. Pace is exempt from local, state, and federal taxes.
12. Warranties: The following warranty will apply unless otherwise provided for in the Contract documents. The Contractor warrants that articles or work products delivered hereunder shall be free from defects of material and workmanship and that all products furnished will conform to samples, specifications and/or drawings submitted as may be applicable and are fit for the purpose for which purchased. The warranty period shall be for one (1) year from the date of delivery or date of final acceptance whichever is later. Pace may return any nonconforming or defective items or work products to the Contractor or require correction or replacement of the item at the time the defect is discovered, all at the Contractor's risk and expense. Acceptance of items or work products by Pace or payment therefore, shall not relieve the Contractor of his responsibilities hereunder.

13. Additional Charges: The price quoted for each service is the full purchase price, including delivery charges, and includes all premiums on bonds, material or service costs, patent royalties and all other overhead charges of every kind and nature. The Contractor warrants that prices include all charges for packing, crating and transportation to F.O.B. points.
14. Contractors Record and Qualifications: The Contractor, within forty-eight hours after being requested in writing by Pace, shall furnish evidence satisfactory to Pace of the Contractor's ability and responsibility, financial and otherwise, to furnish the service specified in the manner and at the time prescribed and in accordance with the specifications of Pace.
15. Modifications to Solicitation or Contract:
  - a. For Invitation for Bids (IFBs), request for any change in the Contract bid documents must be submitted and received in writing no later than ten (10) business days prior to the bid opening date.
  - b. For Request for Proposals (RFPs), requests for any change in the Contract proposal documents must be submitted as Contract exceptions along with the technical and price proposals on the RFP due date.
  - c. No changes, amendments, or modifications to this Contract shall be valid unless in writing and signed by the duly authorized signatory of each party. Oral change orders are not permitted. Contractor shall be liable for correcting, to Pace's satisfaction, Contractor's actions which violate this section (c) and/or paying all costs resulting from such actions.
16. Cash Discounts: The Contractor offering the lowest bid shall be determined by comparing the gross individual unit prices, or the gross bid total, as applicable. Cash (early payment) discounts are not taken into consideration when determining the lowest bid.
17. Indemnification: The Contractor shall indemnify, keep and save harmless Pace, its agents, officials and employees against all injuries, losses, claims, suits, costs and expenses which may accrue against Pace arising out of the services or products provided under this Contract, including any copyright or patent infringement or claim of such infringement arising from the intended use of goods or services furnished hereunder. The Contractor agrees to indemnify and hold harmless Pace, its employees and Officers, from any and all claims by persons or entities that may arise out of and in the course of its performance of this Contract, and from any and all claims by its subcontractors, employees or independent contractors which may arise out of and in the course of performance of this Contract. Any and all claims for unemployment benefits and worker's compensation benefits are expressly waived by the Contractor, its subcontractors, employees, and independent contractors, who agree to maintain separate policies of insurance as hereinafter are provided in this agreement. The Contractor shall retain independent counsel and at its expense shall assume and defend all claims, demands and suits covered in this indemnification section.
18. Processing Data Between Years and Centuries: Hardware, software and firmware delivered under this Contract shall be able to accurately process data between years and centuries.
19. Regulatory Compliance: All services furnished hereunder by the Contractor shall comply with all Federal, State and local laws, rules and regulations as applicable, including, but not limited to:
  - a. Surface Transportation Assistance Act of 1982, Section 165a of Public Law 100-17 (Buy America).
  - b. The Occupational Safety and Health Act of 1970, and the Illinois Toxic Substance Act, with respect to the design, construction or use for their intended purpose of said goods or services and the labeling of all goods and containers for the protection and safety of persons and property.
20. Disclosures: The Contractor shall not use or disclose any data, designs or other information belonging to or supplied by or on behalf of Pace, unless expressly authorized in writing by Pace. Upon Pace's request, such data, designs or other information and any copies thereof shall be returned to Pace. Where Pace's data, designs or other information are furnished to the Contractor's suppliers for procurement of services by the Contractor for use in the performance of Pace Contracts, the Contractor shall insert the substance of this provision in its Contract.
21. Non-Collusion: In submitting a signed bid proposal to Pace, the Contractor warrants and represents that it has not paid and agrees not to pay any bonus, commission, fee or gratuity to any employee or official of Pace or to any other Contractor for the purpose of obtaining this Contract.

22. Conflict of Interest: Members of the Board, officers and employees of Pace, their spouses, their children, their parents, their brothers and sisters and their children, are prohibited from having or acquiring any Contract or any direct pecuniary interest in any Contract which will be wholly or partially performed by the payment of funds or the transfer of property of Pace in accordance with Section 4.03 of the Pace Regulations Governing Public Bidding (Ordinance SBD 18-14).
23. Conflict In Provisions: In the event of a conflict between any of the terms and conditions contained in the base Contract and its referenced exhibits, the base Contract provisions shall apply unless otherwise provided for.
24. Approximate Quantities: Where approximate or estimated quantities are stated, the unit prices quoted in the bid will apply regardless of whether the actual quantities are greater or lesser than the assumed quantities, the stated total notwithstanding.
25. Equal Employment Opportunity: In connection with the execution of this Contract, the Contractor shall not discriminate against any employee or applicant for employment because of race, religion, color, sex, age, national origin, ancestry, marital status, physical or mental handicap or unfavorable discharge from military service. The Contractor shall take affirmative actions to ensure that applicants are employed, and that employees are treated during their employment, without regard to their race, religion, color, sex, age, national origin, ancestry, marital status, physical or mental handicap or unfavorable discharge from military service. Such action shall include but not be limited to, the following: employment, upgrading, demotion, transfer, recruitment, advertising, layoff, termination, rates of pay or other forms of compensation, and selection for training, including apprenticeship. If the Contractor is required to file an Affirmative Action Plan with any federal, state or local agency, the Contractor assures Pace that it is in full compliance with such filing requirements.

The Contractor agrees to comply with all provisions of the "Illinois Human Rights Act", 775 ILCS Title 5, as now or hereafter amended and with all rules, regulations, and guidelines on discrimination in employment as now or hereafter promulgated thereunder. All such provisions, rules, resolutions and guidelines, including but not limited to; Article VI "Equal Opportunity Clause" of the Rules and Regulations of the Department of Human Rights are hereby incorporated into the Contract by reference.

26. Disadvantaged Business Enterprise Compliance Requirements: Pursuant to Federal regulations for Disadvantaged Business Enterprise (DBE) programs, Contractor agrees to the following DBE assurances, and agrees to include this clause in all subcontracts:

*The Contractor shall not discriminate on the basis of race, color, national origin, or sex in the performance of this contract. The Contractor shall carry out applicable requirements of 49 CFR Part 26 in the award and administration of DOT-assisted contracts. Failure by the Contractor to carry out these requirements is a material breach of this contract, which may result in the termination of this contract or such other remedy as Pace deems appropriate.*

**PACE HAS SET A GOAL OF 0 % DBE PARTICIPATION FOR THIS CONTRACT**

**DBE RESPONSIVENESS REQUIREMENTS**

**In order to be considered responsive, a bidder must make good faith efforts to meet the goal for Disadvantaged Business Enterprise (DBE) participation in this contract. The bidder must comply with Paragraphs A and B below and submit all documentation with submittal of the bid. If the bidder fails to do so, its bid may be deemed non-responsive and may be rejected.**

- A. Properly completing and signing Schedule A (Summary of DBE Participation). Schedule A is a list of all DBE subcontractors, their scope of work to be performed and dollar amount of participation of each DBE subcontractor.

**ANY DBE(s) LISTED ON SCHEDULE A MUST BE DBE CERTIFIED BY THE ILLINOIS UNIFIED CERTIFICATION PROGRAM (IL UCP) AT THE TIME OF THE BID OPENING.**

- B. Properly complete Schedule B (Confirmation of Proposed DBE Participation) of this Exhibit. Schedule B must list the name of the DBE subcontractor, a detailed description of DBE's scope of work, and dollar amount of participation of each, and only each, DBE that will participate in this contract. If the bidder is itself a DBE, the DBE bidder must indicate on Schedule B what scope of work its forces will actually perform outside of the work of any subcontractor, and the dollar amount of that work. If this amount does not satisfy the DBE goal, the DBE bidder must list the additional DBE subcontractor(s) that will satisfy the DBE goal, along with their scope of work and agreed upon subcontract amount(s).

DBE RESPONSIBILITY REQUIREMENTS

## A. DBE Joint Ventures

If the bidder is a DBE joint venture, a two-party signed joint venture agreement (Schedule C) must be submitted to Pace for Pace's approval along with your bid. This agreement must address the administrative, financial, and field responsibilities of each partner. The DBE participation must meet the criteria as set forth in the definitions in the following section "Calculating DBE Participation."

## B. Substitutions

The bidder cannot substitute any DBEs listed on Schedule A or C (if a joint venture) without prior written approval from Pace.

CALCULATING DBE PARTICIPATION

**Pace will only count those DBEs that are certified by the IL UCP at the time of bid opening towards a Pace Contract goal.**

## A. Definitions

**"Disadvantaged Business Enterprise" or "DBE"** means a for-profit small business concern that meets all of the following criteria:

1. Is at least fifty-one percent (51%) owned by one or more individuals who are both socially and economically disadvantaged or, in the case of a corporation, in which fifty-one percent (51%) of the stock is owned by one or more such individuals
2. Whose management structure and daily business operations are controlled by one or more of the socially and economically disadvantaged individuals who own it
3. Is certified by the IL UCP at the time of bid opening

**"Good Faith Efforts"** means efforts to achieve a DBE goal which, by their scope, intensity, and appropriateness to the objective, can reasonably be expected to fulfill the program requirement. This definition is not intended to relieve the bidder of any of the responsiveness (or responsibility) requirements listed in SECTION B, *Disadvantaged Business Enterprise Compliance Requirements* of this Exhibit.

**"Joint Venture"** means an association of a DBE firm and one or more other firms to carry out a single, for-profit business enterprise, for which the parties combine their property, capital, efforts, skills and knowledge, and in which the DBE is responsible for a distinct, clearly defined portion of the work of the contract and whose share in the capital contribution, control, management, risks, and profits of the joint venture are commensurate with its ownership interest.

**"Small Business concern"** means with respect to firms seeking to participate as DBEs in DOT-assisted contracts, a small business concern as defined pursuant to Section 3 of the Small Business Act and Small Business Administration regulations implementing it (13 CFR Part 121) that also does not exceed the cap on average annual gross receipts specified in 49 CFR Part 26.65(b).

**"Socially and Economically Disadvantaged"** individual means any individual who is a citizen (or lawfully admitted permanent resident) of the United States and who is:

1. Any individual who Pace finds to be a socially and economically disadvantaged individual on a case-by-case basis.
2. Any individual in the following groups, members of which are presumed to be socially and economically disadvantaged:
  - a. "*Black Americans*," which includes persons having origins in any of the Black racial groups of Africa;
  - b. "*Hispanic Americans*," which includes persons of Mexican, Puerto Rican, Cuban, Dominican, Central or South American, or other Spanish or Portuguese culture or origin, regardless of race;
  - c. "*Native American*," which includes persons who are American Indians, Eskimos, Aleuts, or Native Hawaiians;
  - d. "*Asian Pacific American*," which includes persons whose origins are from Japan, China, Taiwan, Korea, Burma (Myanmar), Vietnam, Laos, Cambodia (Kampuchea), Thailand, Malaysia, Indonesia, the Philippines, Brunei, Samoa, Guam, the U.S. Trust

Territories of the Pacific Islands (Republic of Palau), the Commonwealth of the Northern Marianas Island, Macao, Fiji, Tonga, Kiribati, Juvalu, Nauru, Federated States of Micronesia, or Hong Kong;

e. “*Subcontinent Asian American*,” which includes persons whose origins are from India, Pakistan, Bangladesh, Bhutan, the Maldives Island, Nepal or Sri Lanka;

f. “*Women*”;

g. Any additional groups whose members are designated as socially and economically disadvantaged by the United States Small Business Administration (SBA), at such time as SBA designation becomes effective.

**B. General Conditions/DBE Calculations**

Pace will use the certification standards of Subpart D of *49 CFR Part 26* and the certification procedures of Subpart E of *49 CFR Part 26* to determine the eligibility of firms to participate as DBEs in DOT-assisted contracts. To be certified as a DBE, a firm must meet all certification eligibility standards. Pace will make its certification decision based on the facts as a whole.

As a partner in the IL UCP, Pace can provide, upon request, a directory of IL UCP DBE firms. The directory will also be available electronically at [www.pacebus.com](http://www.pacebus.com).

As required by 49 CFR Part 26.55, Pace counts DBE participation toward overall and contract goals as follows:

1. When a DBE participates in a contract, Pace counts only the value of the work actually performed by the DBE toward the DBE goal. Participation will only be credited in the DBE’s area of specialization. Credit for work in other areas requires additional support documentation for each of those areas.
2. Pace counts the entire amount of that portion of a contract that is performed by the DBE’s own forces. This includes the cost of supplies and materials obtained by the DBE for the work of the contract, including supplies purchased or equipment leased by the DBE (except supplies and equipment the DBE subcontractor purchases or leases from the Contractor or its affiliate).
3. Pace counts the entire amount of fees or commissions charged by a DBE firm for providing a bona fide service, such as professional, technical, consultant, or managerial services, or for providing bonds or insurance specifically required for the performance of a DOT-assisted contract, toward DBE goals, provided Pace determines the fee to be reasonable and not *excessive as compared with fees customarily allowed for similar services*.
4. When a DBE subcontracts part of the work of its contract to another firm, the value of the subcontracted work may be counted toward DBE goals only if the DBE’s subcontractor is itself a DBE. Work that a DBE subcontracts to a non-DBE firm does not count toward DBE goals.
5. When a DBE performs as a participant in a joint venture, Pace counts a portion of the total dollar value of the contract equal to the distinct, clearly defined portion of the work of the contract that the DBE performs with its own forces toward DBE goals.
6. Pace counts expenditures to a DBE toward DBE goals only if the DBE is performing a commercially useful function on this contract.
  - a. A DBE performs a commercially useful function when it is responsible for execution of the work of the contract and is carrying out its responsibilities by actually performing, managing, and supervising the work involved. To perform a commercially useful function, the DBE must also be responsible, with respect to materials and supplies used on the contract, for negotiating price, determining quality and quantity, ordering the material, and installing (where applicable) and paying for the material itself. To determine whether a DBE is performing a commercially useful function, Pace must evaluate the amount of work subcontracted, industry practices, whether the amount the firm is to be paid under the contract is commensurate with the work it is actually performing and the DBE credit claimed for its performance of work, and other relevant factors.
  - b. A DBE does not perform a commercially useful function if its role is limited to that of an extra participant in a transaction, contract, or project through which funds are passed in order to obtain the appearance of DBE participation. In determining whether a DBE is such an extra participant, Pace must examine similar transactions particularly those in which DBEs do not participate.



- c. If a DBE firm acting as a Contractor and/or as a subcontractor under this contract does not perform or exercise responsibility for at least thirty percent (30%) of the total cost of its contract with its own work force, or the DBE subcontracts a greater portion of the work of a contract than would be expected on the basis of normal industry practice for the type of work involved, Pace must presume that it is not performing a commercially useful function.
  - d. Pace uses the following factors in determining whether a DBE trucking company is performing a commercially useful function:
    - i. The DBE must be responsible for the management and supervision of the entire trucking operation for which it is responsible on a particular contract, and there cannot be a contrived arrangement for the purpose of meeting DBE goals;
    - ii. The DBE must itself own and operate at least one fully licensed, insured, and operational truck used on the contract;
    - iii. The DBE receives credit for the total value of the transportation services it provides on the contract using trucks it owns, insures, and operates using drivers it employs;
    - iv. The DBE may lease trucks from another DBE firm, including an owner-operator who is certified as a DBE. The DBE who leases trucks from another DBE receives credit for the total value of the transportation services the lessee DBE provides on the contract;
    - v. The DBE may also lease trucks from a non-DBE firm, including an owner-operator. The DBE who leases trucks from a non-DBE is entitled to credit only for the fee or commission it receives as a result of the lease agreement. The DBE does not receive credit for the total value of the transportation services provided by the lessee, since these services are not provided by a DBE; and
    - vi. For purposes of this subparagraph (d), a lease must indicate that the DBE has exclusive use of and control over the truck. This does not preclude the leased truck from working for others during the term of the lease with the consent of the DBE, so long as the lease gives the DBE absolute priority for use of the leased truck. Leased trucks must display the name and identification number of the DBE.
  - e. If a DBE is presumed not to be performing a commercially useful function as provided in these requirements, the DBE may present evidence to rebut this presumption. Pace may determine that the firm is performing a commercially useful function given the type of work involved and normal industry practices.
  - f. Pace's decisions on commercially useful function matters are subject to review by the Federal Transit Administration but are not administratively appealable to United States Department of Transportation.
7. Pace counts expenditures with DBEs for materials or supplies toward DBE goals as provided in the following:
- a. If the materials or supplies are obtained from a DBE manufacturer, Pace counts 100 percent (100%) of the cost of the materials or supplies toward DBE goals;
  - b. For purposes of these requirements, a manufacturer is a firm that operates or maintains a factory or establishment that produces, on the premises, the materials, supplies, articles, or equipment required under the contract and of the general character described by the specifications;
  - c. If materials or supplies are purchased from a DBE regular dealer, Pace counts sixty percent (60%) of the cost of the materials or supplies toward DBE goals;
  - d. For purposes of these requirements, a regular dealer is a firm that owns, operates, or maintains a store, warehouse, or other establishment in which the materials, supplies, articles or equipment of the general character described by the specifications and required under the contract are bought, kept in stock, and regularly sold or leased to the public in the usual course of business.
    - i. To be a regular dealer, the firm must be an established, regular business that engages, as its principal business and under its own name, in the purchase and sale or lease of the products in question;

- ii. A person may be a regular dealer in such bulk items as petroleum products, steel, cement, gravel, stone, or asphalt without owning, operating, or maintaining a place of business as provided in this paragraph if the person both owns and operates distribution equipment for the products. Any supplementing of regular dealer's own distribution equipment shall be by a long-term lease agreement and not on an ad hoc or contract-by-contract basis;
  - iii. Packagers, brokers, manufacturers' representatives, or other persons who arrange or expedite transactions are not regular dealers within the meaning of this paragraph;
  - iv. With respect to materials or supplies purchased from a DBE which is neither a manufacturer nor a regular dealer, Pace counts the entire amount of fees or commissions charged for assistance in the procurement of the materials and supplies, or fees or transportation charges for the delivery of materials or supplies required on a job site, toward DBE goals, provided Pace determines the fees to be reasonable and not excessive as compared with fees customarily allowed for similar service. Pace will not count any portion of the cost of the materials and supplies themselves toward DBE goals, however;
8. Pace will not count toward its overall goal the dollar value of work performed under a contract by a firm after it has ceased to be certified.
9. Pace will not count the participation of a DBE subcontractor toward the Contractor's DBE achievements or Pace's overall goal until the amount being counted toward the goal has been paid to the DBE.

#### GOOD FAITH EFFORTS

In order to be responsive, a bidder must make good faith efforts to meet Pace's DBE goal in either of two ways. The bidder must either 1) document how it will meet the full goal by completing and signing Schedule A or C (if a joint venture); or 2) document its attempt to meet the goal through detailed, corroborating evidence, i.e. demonstrate that it took *all necessary and reasonable steps* which, by their scope, intensity, and appropriateness to the objective, could reasonably be expected to obtain sufficient DBE participation, even if the bidder was not fully successful. Pace will make a fair and reasonable judgment whether a bidder that did not meet the goal made adequate good faith efforts. Pace will consider the quality, quantity, and intensity of the different kinds of efforts that the bidder/proposer made. The efforts employed by the bidder should be those that one would reasonably expect a bidder to take if the bidder were actively and aggressively trying to obtain DBE participation sufficient to meet the DBE contract goal. Mere *pro forma* efforts are not good faith efforts to meet the DBE contract requirements.

The following is a list of types of action that Pace will consider as part of the evaluation of the bidder's good faith efforts to obtain DBE participation. It is not intended to be a mandatory check list, or to be exclusive or exhaustive. Other factors or types of efforts may be relevant in appropriate cases:

- A. Soliciting through all reasonable and available means (e.g. attendance at pre-bid meetings, if applicable, advertising, and/or written notices) the interest of all certified DBEs who have the ability to perform the work of the contract. The bidder must solicit this interest within sufficient time to allow the DBEs to respond to the solicitation. The bidder must determine with certainty if the DBEs are interested by taking appropriate steps to follow up initial solicitations.
- B. Selecting portions of the work to be performed by DBEs in order to increase the likelihood that the DBE goals will be achieved. This includes, where appropriate, breaking out contract work items into economically feasible units to facilitate DBE participation, even when the bidder might otherwise prefer to perform these work items with its own forces.
- C. Providing interested DBEs with adequate information about the plans, specifications, and requirements of the contract in a timely manner to assist them in responding to a solicitation.
- D. Negotiating in Good Faith with interested DBEs
  - 1. It is the bidder's responsibility to make a portion of the work available to DBE subcontractors and suppliers and to select those portions of the work or material needs consistent with the available DBE subcontractors and suppliers, so as to facilitate DBE participation. Evidence of such negotiation includes:
    - a. the names, addresses, and telephone numbers of DBEs that were considered
    - b. a description of the information provided regarding the plans and specifications for the work selected for subcontracting
    - c. evidence as to why additional agreements could not be reached for DBEs to perform the work

2. A bidder using good business judgment would consider a number of factors in negotiating with subcontractors, including DBE subcontractors, and would take into consideration a firm's price and capabilities, as well as contract goals. The fact that there may be some additional costs involved in finding and using DBEs, however, is not in itself sufficient reason for a bidder's failure to meet the contract DBE goal, as long as such costs are reasonable. Also, the ability or desire of a bidder to perform the work of a contract with its own organization does not relieve the bidder of the responsibility to make good faith efforts. Bidders are not, however, required to accept high quotes from DBEs if the price difference is excessive or unreasonable.
- E. Not rejecting DBEs as being unqualified without sound reasons based on a thorough investigation of their capabilities. The bidder's standing within the industry, membership in specific groups, organizations, or associations and political or social affiliations (for example, union vs. non-union employee status) are not legitimate causes for the rejection or non-solicitation of bids in the bidder's efforts to meet the project goal.
- F. Making efforts to assist interested DBEs in obtaining bonding, lines of credit, or insurance as required by Pace or the bidder.
- G. Making efforts to assist interested DBEs in obtaining necessary equipment, supplies, materials, or related assistance or services.
- H. Effectively using the services of available minority/women community organizations; minority/women contractors' groups; local, state, and federal minority/women business assistance offices, and other organizations as allowed on a case-by-case basis to provide assistance in the recruitment and placement of DBEs.

Pace will also take into account the performance of other bidders in meeting the contract goal. For example, when the apparent successful bidder fails to commit to the contract goal, but others commit to the goal, Pace will raise the question of whether, with additional reasonable efforts, the apparent successful bidder could have committed to the goal. If the apparent successful bidder fails to commit to the goal but meets or exceeds the average DBE participation obtained by other bidders, Pace may view this, in conjunction with other factors, as evidence that the apparent successful bidder made good faith efforts.

The DBE Liaison Officer for Pace is responsible for determining whether a bidder has properly committed to meet the DBE goal and whether a bidder who has not committed to meeting the goal has documented good faith efforts in order to be responsive. Pace must be satisfied that all information is complete and accurate, and adequately documents the bidder's good faith efforts before Pace commits to the performance of the contract by the successful bidder.

#### RECONSIDERATION

In accordance with 49 CFR §26.53(d), if Pace determines that a bidder is not responsive because it has not committed to meeting the contract goal or has not documented sufficient good faith efforts, it will notify the bidder in writing, and the bidder will have five (5) business days after receipt of this notification to request administrative reconsideration. The bidder must make this request in writing to the following Pace Reconsideration Official:

General Counsel  
Pace Suburban Bus  
550 W. Algonquin Road  
Arlington Heights, IL 60005

The Reconsideration Official will not have played any role in the original determination that the bidder did not document sufficient good faith efforts.

As part of this Reconsideration, the bidder shall have the opportunity to provide written documentation or argument concerning the issue of whether it committed to meeting the contract goal or made adequate good faith efforts to do so. The bidder can also request in writing to meet in person with Pace's Reconsideration Official to discuss these issues; this request for a meeting must be submitted within five (5) business days after receipt of notification of non-compliance. Pace will send the bidder a written decision within ten (10) business days after its reconsideration request was received by Pace, explaining Pace's basis for the finding that the bidder did or did not meet the goal or did or did not make adequate good faith efforts to do so. The result of this reconsideration process is not administratively appealable to the United States Department of Transportation and Pace's decision shall be final.

**DOCUMENTATION REQUIREMENTS**

A. Documentation of Subcontracts and Subcontractor Agreements after Contract Award

Within thirty (30) days upon receipt of an executed purchase order and contract, the Contractor must submit to the DBE Liaison Officer at Pace copies of SIGNED contracts between the Contractor and the DBE company/companies listed on its original DBE Schedules A and B.

FAILURE TO PROVIDE THE SIGNED SUBCONTRACT(S) TO PACE WITHIN THE TIME FRAME REQUIRED SHALL CONSTITUTE A BREACH OF THIS CONTRACT, AND UPON SUCH BREACH, PACE MAY TERMINATE THIS CONTRACT AND/OR EXERCISE OTHER SANCTIONS, PENALTIES, OR REMEDIES AS ALLOWED BY LAW OR EQUITY, AND AS PACE DEEMS APPROPRIATE.

B. Documentation of Payments Made to DBE Firms

1. The Contractor must submit copies to the DBE’s monthly contract invoices including support documentation to the DBE Liaison Officer at the same time they are submitted to Pace Account Payable.
2. The Contractor must submit copies of the form illustrated below (including support documentation) to the DBE Liaison Officer on a quarterly basis. This form must be used in order to properly credit the Contractor’s progress in attaining the DBE goal.

**SAMPLE ONLY – DO NOT COMPLETE**

Subcontract or Name (Company)	Description of services/work/product performed	Committed Percentage (for this reporting quarter)	Committed Percentage (YTD)	Total paid to Sub (Current quarter)	YTD paid to Sub (From date of contract)
				\$	\$
				\$	\$
				\$	\$
				\$	\$
<b>Total</b>					\$

C. Pace may make on-site visits from time to time during the course of this contract to ensure compliance with the requirements set forth herein.

Pace may require verification of any commitment represented to us in connection with the Contractor’s use of DBE businesses in the performance of this contract. Pace reserves the right to review the certified payrolls for the Contractor and all contractors working on this contract.

**Further, if problems should arise with respect to the Contractor’s subcontract with any DBEs, please contact Pace’s DBE Liaison Officer so that Pace may be apprised of all DBE issues.**

D. Substitution or Termination of DBE Firms

The Contractor may not terminate a listed and approved DBE subcontractor or an approved substitute DBE firm without the prior written approval of Pace’s DBE Liaison Officer and Pace’s Project Manager. This includes, but is not limited to, instances in which a Contractor seeks to perform work originally designated for a DBE subcontractor with its own forces or those of an affiliate, a non-DBE firm, or with another DBE firm. The Contractor will have to show good cause in order to terminate the listed and approved DBE firm.

Good Cause includes the following circumstances:

1. The listed DBE subcontractor fails or refuses to execute a written contract;
2. The listed DBE subcontractor fails or refuses to perform work of its subcontract in a way consistent with normal industry standards. Provided, however, that good cause does not exist if the failure or refusal of the DBE subcontractor to perform its work on the subcontract results from the bad faith or discriminatory action of the Contractor;
3. The listed DBE subcontractor fails or refuses to meet the Contractor's reasonable, nondiscriminatory bond requirements;
4. The listed DBE subcontractor becomes bankrupt, insolvent, or exhibits credit unworthiness;
5. The listed DBE subcontractor is ineligible to work on public works projects because of suspension and debarment proceedings pursuant to 2 CFR Parts 180, 215, and 1200 or applicable state law;
6. Pace's DBE Liaison Office has determined that the listed DBE subcontractor is not a responsible Contractor;
7. The listed DBE subcontractor voluntarily withdraws from the project and provides to you written notice of its withdrawal;
8. The listed DBE is ineligible to receive DBE credit for the type of work required;
9. A DBE owner dies or becomes disabled with the result that the listed DBE contractor is unable to complete its work on the contract.
10. Other documented good cause that Pace's DBE Liaison Office determines compels the termination of the DBE subcontractor. Provided that good cause does not exist if;
  - The Contractor seeks to terminate a DBE it relied upon to obtain the contract so that the Contractor can self-perform the work for which the DBE subcontractor was engaged; or
  - So that the Contractor can substitute another DBE or non-DBE subcontractor after contract award.

Before the Contractor seeks to terminate and/or substitute a DBE subcontractor, the Contractor must give notice in writing to the DBE subcontractor, with a copy to Pace's Project Manager and Pace's DBE Liaison Officer, of its intent to request to terminate and/or substitute, and the reason for the request. The DBE firm will have five (5) working days (or less if required by public necessity) to respond to the Contractor's notice and advise the DBE Liaison Officer and the Contractor of the reasons, if any, why it objects to the proposed termination of its subcontract and why Pace should not approve the Contractor's action.

In the situation where the DBE's work scope has been modified by Pace, the Contractor must immediately notify Pace's Project Manager and Pace's DBE Liaison Officer to discuss a revised "Commitment to DBE Participation".

These provisions apply to post-award terminations and pre-award deletions of, or substitutions for, DBE firms put forward by offerors in negotiated procurements.

**E. Inspections and Records**

1. Pace may, with or without notice, periodically conduct on-site visits of any contract performance site or the place of business of any Contractor or DBE subcontractor from time to time during the course of a contract to ensure compliance with the requirements set forth in Pace's contracts. The DBE department may be assisted by other Pace staff, and shall be entitled to reasonable access to facilities, personnel, and records related to the compliance plan.
2. Pace may require verification of any commitment represented to us in connection with the Contractor's use of DBE businesses in the performance of this contract.
3. Pace reserves the right to review the certified payrolls, performance/payment records concerning subcontractors' payroll records, tax returns and records, and books of accounts for the Contractor and all subcontractors working on any Pace contract. Full access shall be granted upon 48-hours' notice by Pace or any duly authorized representative thereof or any law enforcement authority.

**F. Change Orders**

The contract specific DBE goals applicable to a contract may also be applicable to change orders or contract modifications, when the proposed change order work relates to the services provided by the DBE subcontractor.

**G. Non-Compliance and Sanctions**

1. Determination of Non-Compliance

- a. It will be the responsibility of Pace's DBE Liaison Officer to monitor the compliance plan, as well as the fulfillment of any special conditions, work order goals, or other obligations of the contract as it pertains to the DBE program and DBE goals.
- b. Prior to contract closeout, the DBE Liaison Officer shall determine whether a Contractor has complied with the obligations under its compliance plan and other related requirements. The Contractor has the burden of proving compliance with all obligations and requirements
- c. If the Contractor fails to fulfill the requirements of the compliance plan or other compliance-related contractual obligation, Pace will notify the Contractor of the deficiencies. Following notification, the Contractor shall have sixty (60) days to cure the deficiencies. If the deficiencies are not cured, Pace shall make a determination of non-compliance and recommend the imposition of sanctions.

2. Sanctions for Non-Compliance

- a. Sanctions for non-compliance may include, but are not limited to, the following:
  - i. Withholding of payments under the contract;
  - ii. Recommendation not to exercise contract renewal option, if any;
  - iii. Termination of the contract
  - iv. Debarment from future business with Pace

## DBE Schedule A Checklist

*A completed and signed Schedule A consists of the following elements:*

- 1. Contractor
- 2. Name of Project
- 3. Phone
- 4. Email
- 5. IFB/RFP Number
- 6. **TOTAL** Estimated Contract Amount
- 7. Projected DATES
- 8. Title of Affiant (Contractor Duly Authorized Representative)
- 9. Contractor Company Name
- 10. DBE Participant(s) Company Name(s)
- 11. Scope of Work / Description (In Detail) for Each DBE Participant
- 12. Dollar Amount of Each DBE Contract - **Total** from each DBE's Schedule B)
- 13. Net DBE Credit \*60% credited for materials and supplies (see notation below if applicable)
- 14. TOTAL Dollar Amount for All DBE Contracts Listed
- 15. TOTAL Net DBE Credit (If applicable)
- 16. Printed or Typed Name of Contractor 's Affiant
- 17. Title of Affiant
- 18. Signature of Affiant
- 19. Date Signed

**Note: This Checklist serves solely as a reference guide to assist the Bidder in adequately submitting all required documents**  
**Instructions for NET DBE CREDIT**

If the materials or supplies are obtained from a DBE manufacturer, count 100 percent (100%) of the cost of the materials or supplies toward DBE goals.

A **manufacturer** is a firm that operates or maintains a factory or establishment that produces, on the premises, the materials, supplies, articles, or equipment required under the contract and of the general character described by the specifications.

If the materials or supplies are purchased from a DBE regular dealer, count 60 percent (60%) of the cost of the materials or supplies toward DBE goals.

A regular **dealer** is a firm that owns, operates, or maintains a store, warehouse, or other establishment in which the materials, supplies, articles or equipment of the general character described by the specifications and required under the contract are bought, kept in stock, and regularly sold or leased to the public in the usual course of business.

*Pace will not count the participation of a DBE subcontractor toward a contractor's final compliance with its DBE obligations on a contract until the amount being counted has actually been paid to the DBE.*





**DBE Schedule B Checklist**

**Letter of Intent from DBE to Perform as Subcontractor, Supplier  
and/or Consultant**

*A completed and signed Schedule B consists of the following elements:*

- 1. IFB/RFP Number
- 2. Name of Project
- 3. DBE Participant Company Name
- 4. Contractor Company Name
- 5. DBE Participant Address
- 6. DBE Participant Phone Number
- 7. DBE Participant Email Address
- 8. Date of IL UCP DBE Certification Letter
- 9. Description/Type of Work (In Detail)
- 10. Quantity/Unit Price, if Applicable
- 11. Dollar Amount of DBE Contract Total Sum Amount for Work or Extended Price for individual Quantity Items) **NOTE: Specify Total Value**
- 12. Grand Total of above Amount(s) and/or Extended Price(s)
- 13. Phase (if Applicable) in Which Above-Described Work Will Be Performed

***Subcontracting Levels***

- 14. % \*\_\_\_ of the dollar amount of the DBE's Subcontract will be sublet to DBE Contractors.
- 15. % \*\_\_\_ of the dollar amount of the DBE's Subcontract will be sublet to non-DBE Contractors.
  - \* *This is to disclose the % of above-named DBE participant's work to be further subcontracted to others (DBE or non-DBE), not the DBE Participant's % of work on the Contractor's contract.*
  - \* *% is to be filled in with a Zero (0) if the above-named DBE Participant will not be further subcontracting any of the work described in this Schedule B*
- 16. Explanation and Description of the Work To Be Sublet (if applicable)
- 17. Printed Name/Title of Owner, President or Authorized Agent of DBE Company
- 18. Signature of Owner, President or Authorized Agent of DBE Company
- 19. Date Signed

***If proposing to perform as a DBE/non-DBE Joint Venture:***

- 20. Completed SCHEDULE C must be attached

***Note: This Checklist serves solely as a reference guide to assist the Bidder in adequately submitting all required documents.***



**SCHEDULE B**  
AFFIDAVIT OF DBE SUBCONTRACTOR

**Subcontracting Levels**

(14) % \_\_\_\_\_ of the dollar amount of the DBE's subcontract will be sublet to **DBE Subcontractors**.

(15) % \_\_\_\_\_ of the dollar amount of the DBE's subcontract will be sublet to **non-DBE Subcontractors**.

**NOTICE: IF THE DBE WILL NOT BE SUBCONTRACTING ANY OF THE WORK DESCRIBED IN THIS SCHEDULE, A ZERO (0) MUST BE SHOWN IN EACH BLANK ABOVE.**

**IF ANY DOLLAR AMOUNT OF THE DBE'S SCOPE OF WORK WILL BE SUBLET, A BRIEF EXPLANATION AND DESCRIPTION OF THE WORK TO BE SUBLET MUST BE LISTED BELOW:** (16)

\_\_\_\_\_

\_\_\_\_\_

**NOTICE:** Any misrepresentation regarding the status of a person or an entity in order to qualify for DBE status may result in conviction for a Class 2 felony, including a penalty for one and a half times the value of the contract. Material misrepresentation on any matter will also be grounds for terminating any contract which may be awarded, and for initiating action under federal or state laws concerning false statements.

The undersigned will enter into a formal written agreement for the above work with the Contractor conditioned upon their execution of a contract with Pace, and will do so within thirty (30) calendar days of their receipt of a signed contract from Pace.

I further understand that any willful falsification, fraudulent statement, or misrepresentation will result in appropriate sanctions, which may include debarment and/or prosecution under applicable State and Federal laws.

(17) \_\_\_\_\_ (18) \_\_\_\_\_  
*Print - Name and Title* *Signature of Owner, President or Authorized Agent of DBE*

(19) \_\_\_\_\_  
*Date*

**Pursuant to 49 CFR §26.13(b), each subcontract the contractor signs with a subcontractor must include the following assurance:**

*The contractor, sub recipient or subcontractor shall not discriminate on the basis of race, color, national origin, or sex in the performance of this contract. The contractor shall carry out applicable requirements of 49 CFR Part 26 in the award and administration of DOT-assisted contracts. Failure by the contractor to carry out these requirements is a material breach of this contract, which may result in the termination of this contract or such other remedy as Pace deems appropriate.*

Pursuant to 49 CFR §26.27, Pace encourages you to utilize financial institutions owned and controlled by socially and economically disadvantaged individuals within your community.

**SCHEDULE C**  
**AFFIDAVIT OF DBE/NON-DBE JOINT VENTURE**

***This Schedule C need not be submitted if all joint ventures are DBEs.*** In such a case, however, the written joint venture agreement and a copy of the current IL UCP Letter of Certification for each DBE must be submitted.

ALL INFORMATION REQUESTED BY THIS SCHEDULE MUST BE ANSWERED IN THE SPACES PROVIDED BY JOINT VENTURERS AT ANY TIER. ADDITIONAL SHEETS MAY BE ATTACHED.

**I. Name of joint venture:** \_\_\_\_\_

Address of joint venture: \_\_\_\_\_  
Street City State Zip

Phone number of joint venture: \_\_\_\_\_

**II. Identify each non-DBE venture(s):** \_\_\_\_\_

Name of Firm: \_\_\_\_\_

Address: \_\_\_\_\_  
Street City State Zip

Phone: \_\_\_\_\_

Contact person for matters concerning DBE compliance: \_\_\_\_\_

**III. Identify each DBE venturer(s):** \_\_\_\_\_

Name of Firm: \_\_\_\_\_

Address: \_\_\_\_\_  
Street City State Zip

Phone: \_\_\_\_\_

Contact person for matters concerning DBE compliance: \_\_\_\_\_

**IV. Describe the role(s) of the DBE venturer(s) in the joint venture:**

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**V. Attach a copy of the joint venture agreement.** In order to demonstrate the DBE venturer's share in the ownership, control management responsibilities, risks and profits of the joint venture, the proposed joint venture agreement must include specific details related to: (1) the contributions of capital and equipment; (2) work items to be performed by the DBE's own forces, (3) work items to be performed under the supervision of the DBE venturer; and (4) the commitment of management, supervisory and operative personnel employed by the DBE to be dedicated to the performance of the project.

**VI. Attach a copy of the current IL UCP Letter of Certification for each DBE joint venturer.**

**VII. Ownership of the Joint Venture:**

A. What is the percentage(s) of DBE ownership in the joint venture?

DBE ownership percentage(s): \_\_\_\_\_

Non-DBE ownership percentage(s): \_\_\_\_\_

**SCHEDULE C**  
**AFFIDAVIT OF DBE/NON-DBE JOINT VENTURE**

**VII. Ownership of the Joint Venture** *(continued)*:

A. Specify DBE/non-DBE percentages for each of the following (provide narrative descriptions and other detail as applicable):

1. Sharing of profit and loss: \_\_\_\_\_

2. Capital contributions: \_\_\_\_\_

(a) Dollar amounts of initial contribution: \_\_\_\_\_

(b) Dollar amounts of anticipated on-going contributions: \_\_\_\_\_

3. Contributions of equipment *(specify types, quality and quantities of equipment to be provided by each venturer)*:  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

4. Other applicable ownership interests, including ownership options or other agreements, which restrict or limit ownership and/or control:  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

5. **Provide copies of all written agreements between venturers concerning this project.**

6. Identify each current Pace contract and each contract completed during the past two (2) years by either of the joint venture partners participating in this joint venture:  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**VIII. Control of and Participation in the Joint Venture.** Identify by name and firm those individuals who are, or will be, responsible for and have the authority to engage in the following management functions and policy decisions. (Indicate any limitations to their authority such as dollar limits and co-signatory requirements.):

A. Joint venture check signing:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

B. Authority to enter contracts on behalf of the joint venture:

\_\_\_\_\_

**SCHEDULE C**  
**AFFIDAVIT OF DBE/NON-DBE JOINT VENTURE**

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**C.** Signing, co-signing and/or collateralizing loans:

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**D.** Acquisition of lines of credit:

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**E.** Acquisition and indemnification of payment and performance bonds:

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**F.** Negotiating and signing labor agreements:

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**G.** Management of contract performance. *(Identify by name and firm only):*

**1.** Supervision of field operations: \_\_\_\_\_

---

**2.** Major purchases: \_\_\_\_\_

---

**3.** Estimating: \_\_\_\_\_

---

**4.** Estimating: \_\_\_\_\_

---

**IX. Financial Controls of Joint Venture:**

**A.** Which firm and/or individual will be responsible for keeping the books of account?

---

**B.** Identify the "managing partner," if any, and describe the means and measure of their compensation:

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**SCHEDULE C**  
**AFFIDAVIT OF DBE/NON-DBE JOINT VENTURE**

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**C.** What authority does each venturer have to commit or obligate the other to insurance and bonding companies, financing institutions, suppliers, subcontractors, and/or other parties participating in the performance of this contract or the work of this

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**X.** State the approximate number of personnel (by trade) needed to perform the joint venture's work under this contract. Indicate whether they will be employees of the majority firm, DBE firm, or the joint venture.

<b>Trade</b>	<b>Non-DBE Firm (number)</b>	<b>DBE (number)</b>	<b>Joint Venture (number)</b>

**Professional**

---

---

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**Administrative/Clerical**

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**Unskilled Labor**

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If **any** personnel proposed for this project will be employees of the joint venture:

A. Are any proposed joint venture employees currently employed by either venture? \_\_\_\_\_  
Employed by non-DBE (number): \_\_\_\_\_ Employed by DBE: \_\_\_\_\_

B. Identify by name and firm the individual who will be responsible for joint venture hiring:  
\_\_\_\_\_

**XI.** Please state any material facts and additional information pertinent to the control and structure of this joint venture:  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

The undersigned affirm that the foregoing statements are correct and include all material information necessary to identify and explain the terms and operations of our joint venture and the intended participation of each venturer in the undertaking. Further, the undersigned covenant and agree, under which work is done for Pace by the venturers, to provide to Pace current, complete and accurate information regarding actual joint venture work and the payment therefore, and any proposed changes to any provision of the joint venture, or those of each venturer relevant to the joint venture by authorized representatives of Pace, its Inspector General or any of its funding agencies.

Any misrepresentation regarding the status of a person or an entity in order to qualify for DBE status may result in conviction for a Class 2 felony, including a penalty for one and a half times the value of the contract. Material misrepresentation on any matter will also be grounds for terminating any contract which may be awarded, and for initiating action under federal or state laws concerning false statements.

**NOTE:** *If, after filing this Schedule C and before the completion of the joint venture's work on the project, there is any change in the information submitted, the joint venture must inform the DBE Liaison Officer directly in writing or through the contractor if the joint venture is a subcontractor.*

\_\_\_\_\_  
Name of DBE Partner Firm

\_\_\_\_\_  
Name of Non-DBE Partner Firm

\_\_\_\_\_  
Signature of Affiant

\_\_\_\_\_  
Signature of Affiant

\_\_\_\_\_  
Name and Title of Affiant (Type of Print)

\_\_\_\_\_  
Name and Title of Affiant (Type of Print)

\_\_\_\_\_  
Date

\_\_\_\_\_  
Date



27. Retention of Records: Unless otherwise specified elsewhere in the Contract, the Contractor shall maintain all records produced under the Contract, including records to support actual time and costs incurred, for a minimum period of five (5) years after completion of the Contract. All records maintained under the Contract shall be subject to inspection and audit by Pace and/or its designated agent upon reasonable notice to the Contractor.

28. Bid Protest Procedures

**SECTION I**

**A.** Pace will hear and consider a bona fide bid protest regarding its procurement actions in accordance with the following procedures. Due to the significantly reduced role of FTA in bid protests, as described in Section II, it is anticipated that the majority of all protests will be evaluated and finally decided by Pace. Accordingly, Pace intends to provide a thorough review of all bona fide bid protests. Pace's primary concern, however, is the timely procurement of needed capital equipment, supplies or services. It does not intend to allow the filing of bid protests to unnecessarily delay the procurement process, especially if the protest involved is vexatious or frivolous in nature.

Notwithstanding the availability of these protest procedures, any interested party is encouraged to exhaust all methods described in the Contract Documents of resolving a procurement issue before filing a formal protest with Pace. In its consideration of a bid protest, Pace reserves the right to give due consideration to the good faith efforts of the protestor to resolve the issue involved through informal methods.

**B. Definitions**

For purposes of this section

1. The term "days" refers to working days of Pace
2. The term "interested party" means any person (a) who is an actual bidder/proposer or prospective bidder/proposer in the procurement involved, and (b) whose direct economic interest would be affected by the award of the Contract or by a failure to award the Contract

**C. Submission of Protests**

Any interested party may file a bid protest with Pace on the basis that Pace has failed to comply with applicable Federal or State law or with Pace's Procurement Regulations. The protest must be filed in accordance with the timing requirements set forth in subsection D of this section, and must include:

1. The name and address of the protestor
2. The number of the Contract solicitation
3. A statement of the grounds for the protest, and in particular the Federal or State law or Authority Regulation alleged to have been violated; this statement should be accompanied by any supporting documentation the protesting party desires Pace to consider in making its decision

Protests should be submitted to: Chief Procurement Officer  
Pace  
550 W. Algonquin Road  
Arlington Heights, IL 60005

**D. Types of Protests and Timing**

The requirement for timely filing of a bid protest with Pace will depend upon the type of protests involved. Pace will consider the following three types of protests by interested parties.

### 1. Protests regarding solicitation

Any bid protest regarding the solicitation by Pace must be filed no later than **five (5) days** before the opening of bids/closing date of the Request for Proposal. Any protest filed after that date which raises issues regarding the solicitation will not be considered by Pace.

This type of protest would include any claim that the solicitation contained exclusionary or discriminatory specifications, any challenge to the basis of award, or any claim that the solicitation documents or the solicitation process violated applicable Federal or State law, or that Pace failed to follow its Procurement Regulations in the solicitation of bids/proposals.

### 2. Protests regarding bid evaluation (Invitation for Bids)

Any bid protest regarding the evaluation of bids, submitted in response to an Invitation for Bid (IFB) issued by Pace, must be filed with Pace no later than **fifteen (15) days** after the public opening of bids. Any protest filed after such date which raises issues regarding the IFB evaluation will not be considered by Pace.

This type of protest would include any challenge to determinations by Pace of the responsiveness of a bid or the responsibility of a bidder, or any claim that the evaluation of bids violated Federal or State law or Pace's Procurement Regulations.

### 3. Protests regarding proposal evaluation (Request for Proposals)

The Request for Proposal (RFP) evaluation process, and all evaluation materials associated with this process, shall be considered confidential until final award of the Contract is made. Therefore, any protest regarding the evaluation of proposals, submitted in response to an RFP issued by Pace, must be filed with Pace no later than **fifteen (15) days** after the date of Contract award. Any protest filed after such date which raises issues regarding the RFP evaluation will not be considered.

This type of protest would include any challenge to determinations by Pace of the responsiveness of a proposal or the responsibility of a proposer, or any claim that the evaluation of proposals violated Federal or State law or Pace's Procurement Regulations.

### 4. Protests Regarding Award of Contract

Any protest regarding the award of the Contract must be filed no later than **fifteen (15) days** after the date of award. Any protest regarding the award of the Contract filed after that date will not be considered by Pace.

This type of protest will only be entertained by Pace if the protestor is able to demonstrate that the party awarded the Contract fraudulently represented itself as a responsible bidder or that Pace violated Federal or State law or its Procurement Regulations in the award of the Contract.

## E. Pace Response

### 1. Types of Protests

Pace will notify the protestor upon timely receipt of a bid protest and may, where appropriate, request additional information from the protestor. Pace may, in its discretion, meet with the protestor to review the matters raised by the protest. Pace's consideration of the particular types of protests will, except as otherwise provided in Paragraph 2 of this subsection, be in accordance with the following provisions:

#### a. Protests regarding solicitation

Upon receipt of a timely filed protest regarding the solicitation, Pace will postpone the opening of bids until resolution of the protest. No additional bids will be accepted during the period of postponement.

If the protest regarding the solicitation involves a claim of unduly restrictive or exclusionary specifications, Pace will, in evaluating the protest, consider both the specific need of Pace for the feature or item challenged and whether competition is negatively impacted by including the specification regarding that feature or item. If Pace determines that such feature or item was included in the specification in order to meet justified and valid transit needs of Pace and was not unduly restrictive of competition or designed to exclude a particular competitor, then Pace will have grounds to deny the protest.

**b. Protest regarding bid evaluation (Invitation for Bids)**

Upon receipt of a timely filed protest regarding the evaluation of bids, submitted in response to an Invitation for Bid (IFB) issued by Pace, Pace will suspend its evaluation, or award, of any or all bids submitted until resolution of the protest if Pace determines that the protestor has established that there is substantial evidence that there are doubts regarding the responsiveness of a bid or the responsibility of a bidder or regarding Pace's compliance with Federal or State law or its Procurement Regulations.

**c. Protest regarding proposal evaluation (Request for Proposals)**

Upon receipt of a timely filed protest regarding the evaluation of proposals, submitted in response to an RFP issued by Pace, Pace will issue a stop work order, if necessary, until the resolution of the protest if Pace determines that the protestor has established that there is substantial evidence that there are doubts regarding the responsiveness of a proposal or the responsibility of a proposer or regarding Pace's compliance with Federal or State law or its Procurement Regulations.

**d. Protests after award**

Upon receipt of a timely filed protest regarding the award of a Contract, Pace will issue a stop work order, if necessary, until the resolution of the protest if Pace determines that the protestor has established a **Prima facie** case that the Contract was awarded fraudulently or in violation of Federal or State law or Pace's Procurement Regulations.

**2. Decisions by Pace**

As indicated above, in most instances Pace will suspend the procurement process upon receipt of a bona fide bid protest. However, Pace reserves the right, notwithstanding the pendency of a protest, to proceed with the appropriate action in the procurement process or under the Contract in the following cases:

- a. where the item to be procured is urgently required
- b. where Pace determines that the protest was vexatious or frivolous
- c. where delivery or performance will be unduly delayed, or other undue harm will occur, by failure to make the award promptly

After review of a bid protest submitted under this section, Pace will issue a written decision on the basis of the information provided by the protestor, the results of any meetings with the protestor, and Pace's own investigation. If the protest is upheld, Pace will take appropriate action to correct the procurement process and protect the rights of the protestor, including re-solicitation of bids/proposals, revised evaluation of bids/proposals or Pace determinations, or termination of the Contract. If the protest is denied, Pace will lift any suspension imposed and proceed with the procurement process or the Contract, as the case may be.

The availability of review of bid protests by FTA is described in Section II. As noted in that section, under FTA's revised procurement guidelines the role of the Federal government in bid protest review is quite limited.

**SECTION II - FTA BID PROTEST PROCEDURE**

Under Circular 4220.1F, FTA has substantially limited its review of bid protests recognizing that most protest issues are best resolved at the State or Local level. FTA will now only accept protests alleging that: Pace failed to have written protest procedures; or, Pace violated their own protest procedures.

If a protest is brought before FTA on either of these allegations, the only remedy recognized by FTA under Circular 4220.1F is to require Pace to follow its own protest procedures. FTA does not have the right to change Pace's substantive decision by substituting FTA's judgment for that of Pace.

Any protest to FTA must be filed in accordance with the requirements contained in FTA Circular 4220.1F and may only be made by an "interested party" which FTA has defined as "an actual or prospective bidder or offerer whose direct economic interest would be affected by the award of the Contract or by failure to award the Contract."

No protest may be filed with FTA later than five days after a final decision under Pace's procedure. As used in the preceding sentence, "filed" refers to the date of receipt by FTA and "days" refers to working days of the Federal Government.

Any alleged violation of a specified Federal requirement that provides an applicable complaint procedure shall be submitted and processed in accordance with the applicable Federal regulations instead of the requirements of FTA Circular 4220.1F. For example, see the Buy America Requirements, 40 C.F.R. Part 661 (Section 661.15); Participation of Minority Business Enterprises in Department of Transportation Program, 49 C.F.R. Section 26.107.

29. Illinois Freedom of Information Act (FOIA)

As a government agency, Pace is subject to the Illinois Freedom of Information Act (FOIA) or 5 ILCS 140/1, et. seq. as amended. Therefore, the contents of this Request for Proposals (RFP) or Invitation for Bids (IFB) and the Contractor's proposal or bid submitted in response to this RFP or IFB are subject to the Illinois FOIA statutes. However, there are various items that may be exempt, which include but are not limited to trade secrets or commercial/financial information that are proprietary, privileged, or confidential, or where disclosure of the same would result in competitive harm (refer to Section 4002 of the Technology Advancement and Development Act and to Section 7 of the Illinois Freedom of Information Act). If any such proprietary, privileged, or confidential information or data is included in the Contractor's proposal or bid, each page that contains this information or data should be marked as such (e.g., "Proprietary and Competition Sensitive") in order to indicate your claim to an exemption provided in the Illinois FOIA. It is Pace's sole right and responsibility, however, to make the determination whether these items are exempt or not exempt under the Illinois FOIA statutes.

30. Dispute Resolution, Governing Law, Jurisdiction, and Venue:

Either party may initiate a dispute arising out of or related to this Contract by sending a notice of dispute to the other party. Once the dispute is initiated, the parties shall attempt to promptly resolve it through good-faith negotiations. Unless otherwise notified by Pace's Chief Procurement Officer, Contractor shall continue performance under this Contract while the parties attempt to resolve the dispute. If the dispute is not resolved within 14 days after the non-initiating party's receipt of the notice of dispute, either party may submit the dispute to an Illinois court of competent jurisdiction as provided in this section. This Contract shall be governed by and construed in accordance with the laws of the State of Illinois without regard to principles of conflicts of law. Any action arising out of or related to the dispute shall be brought exclusively in the state courts of Illinois and the parties submit to the personal jurisdiction and venue of such courts.

31. Waiver of Jury Trial:

TO THE EXTENT ALLOWED BY APPLICABLE LAW, EACH PARTY IRREVOCABLY WAIVES THE RIGHT TO TRIAL BY JURY IN CONNECTION WITH ANY ACTION CONCERNING A DISPUTE ARISING OUT OF OR RELATED TO THIS CONTRACT.

SECTION B – FTA/IDOT/RTA REQUIREMENTS

**U.S. DEPARTMENT OF TRANSPORTATION (DOT)  
 FEDERAL TRANSIT ADMINISTRATION (FTA)  
 ILLINOIS DEPARTMENT OF TRANSPORTATION (IDOT)  
 AND THE REGIONAL TRANSPORTATION AUTHORITY (RTA)**

The following terms and conditions are incorporated herein by reference and made a part of any contract(s) issued as a result of a Pace Request for Quotation, Invitation for Bid or Request for Proposal.

**FTA Requirements**

1. **Fly America Requirements:** The Fly America requirements apply to all contracts greater than \$3,000 which include the transportation of persons or property, by air, between a place in the U.S. and a place outside the U.S., or between places outside the U.S. The Contractor agrees to comply with 49 U.S.C. 40118 (the “Fly America” Act) in accordance with the General Services Administration’s regulations at 41 CFR Part 301-10, which provide that recipients and sub-recipients of Federal funds and their contractors are required to use U.S. Flag air carriers for U.S. Government-financed international air travel and transportation of their personal effects or property, to the extent such service is available, unless travel by foreign air carrier is a matter of necessity, as defined by the Fly America Act. The Contractor shall submit, if a foreign air carrier was used, an appropriate certification or memorandum adequately explaining why service by a U.S. flag air carrier was not available or why it was necessary to use a foreign air carrier and shall, in any event, provide a certificate of compliance with the Fly America requirements. The Contractor agrees to include the requirements of this section in all subcontracts that may involve international air transportation.
  
2. **Surface Transportation Assistance Act/Buy America:** The Buy America requirements apply to the following types of contracts: Construction Contracts and Acquisition of Goods or Rolling Stock (valued at more than \$150,000). The Buy America requirements flow down from FTA recipients and sub-recipients to first tier contractors, who are responsible for ensuring that lower tier contractors and subcontractors are in compliance. The \$150,000 threshold applies only to the grantee’s (Pace’s) contracts, subcontracts under that amount are subject to Buy America.
  - A. Pursuant to Section 165.a and 165.b of the Surface Transportation Assistance Act of 1982, the Contractor acknowledges that federal funds shall not be appropriated or utilized for any contract awarded pursuant to this bid unless steel, cement and manufactured products used in such projects are produced in the United States; provided however, that the foregoing provision shall not apply where the Secretary of Transportation has made one of the following determinations:
    - (1) That the application of the foregoing provision would be inconsistent with the public interest
    - (2) That such materials and products are not produced in the United States in sufficient and reasonably available quantities and of a satisfactory quality
    - (3) In the case of the procurement of bus and other rolling stock (including train control, communication, and traction power equipment), that (a) the cost of components which are produced in the United States is more than 60% of the vehicle or equipment described in this paragraph, and (b) final assembly of the vehicle or equipment described in this paragraph has taken place in the United States
    - (4) That inclusion of domestic material will increase the cost of the overall project contract by more than 25%
  
  - B. For purposes of this section, in calculating components' costs, labor costs involved in final assembly shall not be included in the calculation.
  
  - C. Likewise, the Contractor agrees as a condition of responsiveness to and in order to induce the acceptance of this Bid Proposal, that it will submit with its Bid Proposal, a completed Buy America Certification as set forth herein.

3. **Charter Service Operations:** The Charter Bus requirements apply to the following type of contract: Operational Service Contracts greater than \$3,000. The contractor agrees to comply with 49 U.S.C. 5323(d) and 49 CFR Part 604, which provides that recipients and sub-recipients of FTA assistance are prohibited from providing charter service using federally funded equipment or facilities if there is at least one private charter operator willing and able to provide the service, except under one of the exceptions at 49 CFR 604.9. Any charter service provided under one of the exceptions must be "incidental," i.e., it must not interfere with or detract from the provision of mass transportation.
4. **School Bus Operations:** The School Bus requirements apply to the following type of contract: Operational Service Contracts greater than \$3,000. Pursuant to 49 U.S.C. 5323(f) and 49 CFR Part 605, recipients and sub-recipients of FTA assistance may not engage in school bus operations exclusively for the transportation of students and school personnel in competition with private school bus operators unless qualified under specified exemptions. When operating exclusive school bus service under an allowable exemption, recipients and sub-recipients may not use federally funded equipment, vehicles, or facilities.
5. **Cargo Preference – Use of United States Flag Vessels:** The Cargo Preference requirements apply to all contracts greater than \$3,000 which involving equipment, materials, or commodities which may be transported by ocean vessels. The Contractor agrees:
  - A. To utilize privately owned United States flag commercial vessels to ship at least 50% of the gross tonnage (computed separately for dry bulk carriers, dry cargo lines, and tankers) involved, whenever shipping any equipment, materials, or commodities pursuant to this contract, to the extent such vessels are available at fair and reasonable rates for United States flag commercial vessels.
  - B. To furnish within 20 days following the date of loading, for shipment originating within the United States or within 30 working days following the date of loading for shipments originating outside the United States, a legible copy of a rated, "on board" commercial ocean bill-of-lading in English for each shipment of cargo described in the preceding paragraph to Pace (through the prime contractor in the case of subcontractor bills-of-lading) and to the Division of National Cargo, Office of Market Development, Maritime Administration 400 Seventh Street, S.W., Washington, D.C. 20590, marked with appropriate identification of the project.
  - C. To insert the substance of the provisions of this clause in all subcontracts issued pursuant to this contract.
6. **Seismic Safety:** The Seismic Safety requirements apply only to contracts for the construction of new buildings or additions to existing buildings which are greater than \$3,000.00. The Contractor agrees that any new building or addition to an existing building will be designed and constructed in accordance with the standards for Seismic Safety required in Department of Transportation Seismic Safety Regulations 49 CFR Part 41 and will certify to compliance to the extent required by the regulation. The Contractor also agrees to ensure that all work performed under this contract including work performed by a subcontractor is in compliance with the standards required by the Seismic Safety Regulations and the certification of compliance issued on the project.
7. **Energy Conservation Requirements:** The Energy Conservation requirements are applicable to all contracts which are greater than \$3,000. The Contractor agrees to comply with mandatory standards and policies relating to energy efficiency which are contained in the state energy conservation plan issued in compliance with the Energy Policy and Conservation Act.
8. **Clean Water Requirements:** The Clean Water requirements apply to each contract and subcontract which exceeds \$100,000. (1) The Contractor agrees to comply with all applicable standards, orders or regulations issued pursuant to the Federal Water Pollution Control Act, as amended, 33 U.S.C. 1251 et seq. The Contractor agrees to report each violation to Pace and understands and agrees that Pace will, in turn, report each violation as required to assure notification to FTA and the appropriate EPA Regional Office. (2) The Contractor also agrees to include these requirements in each subcontract exceeding \$100,000 financed in whole or in part with Federal assistance provided by FTA.
9. **Byrd Anti Lobbying Amendment:** Byrd Anti-Lobbying Amendment, 31 U.S.C. 1352, as amended by the Lobbying Disclosure Act of 1995, P.L. 104-65 [to be codified at 2 U.S.C. § 1601, et seq.] - Contractors who apply or bid for an award of \$100,000 or more shall file the certification required by 49 CFR part 20, "New Restrictions on Lobbying." Each tier certifies to the tier above that it will not and has not used Federal appropriated funds to pay any person or organization for influencing or attempting to influence an officer or employee of any agency, a member of Congress, officer or employee of Congress, or an employee of a member of Congress in connection with obtaining any Federal contract, grant or any other award covered by 31 U.S.C. 1352. Each tier shall also disclose the name of any registrant under the Lobbying Disclosure Act of 1995 who has made lobbying contacts on its behalf with non-Federal

funds with respect to that Federal contract, grant or award covered by 31 U.S.C. 1352. Such disclosures are forwarded from tier to tier up to the recipient. If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions. The Standard Form-LLL shall be submitted to the Pace Legal Department, Attn: General Counsel who, pursuant to federal regulations, will submit the form(s) to the Federal Transit Administration.

10. **Audit:** Applicable to all contracts greater than \$3,000. The Contractor shall permit the authorized representatives of Pace, IDOT, FTA, RTA and the Comptroller General of the United States to inspect and audit all work, materials, data and records of the Contractor relating to performance under the contract.
11. **Federal Changes:** The Federal Changes requirement applies to all contracts greater than \$3,000. The Contractor shall at all times comply with all applicable FTA regulations, policies, procedures and directives, including without limitation those listed directly or by reference in the FTA Master Agreement (available from the FTA website) between Pace and FTA, as they may be amended or promulgated from time to time during the term of this contract. The Contractor's failure to so comply shall constitute a material breach of this contract.
12. **Clean Air Requirements:** The Clean Air requirements apply to all contracts exceeding \$100,000 including indefinite quantities where the amount is expected to exceed \$100,000 in any year. The Clean Air requirements flow down to all subcontracts which exceed \$100,000. (1) The Contractor agrees to comply with all applicable standards, order or regulations issued pursuant to the Clean Air Act, as amended, 42 U.S.C. § 7401 et seq. The Contractor agrees to report each violation to Pace and understands and agrees that Pace will, in turn, report each violation as required to assure notification to FTA and the appropriate EPA Regional Office. (2) The Contractor also agrees to include these requirements in each subcontract exceeding \$100,000 financed in whole or in part with Federal assistance provided by FTA.
13. **Recovered Materials:** The Contractor agrees to comply with all the requirements of Section 6002 of the Resource Conservation and Recovery Act (RCRA), as amended (42 U.S.C. 6962), including but not limited to the regulatory provisions of 40 CFR Part 247, and Executive Order 12873, as they apply to the procurement of the items designated in Subpart B of 40 CFR Part 247.
14. **Davis-Bacon and Copeland Anti-Kickback Acts:** The Davis-Bacon and Related Acts apply to contractors and subcontractors performing on federally funded or assisted contracts in excess of \$2,000 for the construction, alteration, or repair (including painting and decorating) of public buildings or public works.

**(1) Minimum Wages**

- (i) All laborers and mechanics employed or working upon the site of the work (or under the United States Housing Act of 1937 or under the Housing Act of 1949 in the construction or development of the project), will be paid unconditionally and not less often than once a week, and without subsequent deduction or rebate on any account (except such payroll deductions as are permitted by regulations issued by the Secretary of Labor under the Copeland Act (29 CFR part 3)), the full amount of wages and bona fide fringe benefits (or cash equivalents thereof) due at time of payment computed at rates not less than those contained in the wage determination of the Secretary of Labor which is attached hereto and made a part hereof, regardless of any contractual relationship which may be alleged to exist between the Contractor and such laborers and mechanics.

Contributions made or costs reasonably anticipated for bona fide fringe benefits under section 1(b)(2) of the Davis-Bacon Act on behalf of laborers or mechanics are considered wages paid to such laborers or mechanics, subject to the provisions of paragraph (1)(iv) of this section; also, regular contributions made or costs incurred for more than a weekly period (but not less often than quarterly) under plans, funds, or programs which cover the particular weekly period, are deemed to be constructively made or incurred during such weekly period. Such laborers and mechanics shall be paid the appropriate wage rate and fringe benefits on the wage determination for the classification of work actually performed, without regard to skill, except as provided in 29 CFR Part 5.5(a)(4). Laborers or mechanics performing work in more than one classification may be compensated at the rate specified for each classification for the time actually worked therein: Provided, that the employer's payroll records accurately set forth the time spent in each classification in which work is performed. The wage determination (including any additional classifications and wage rates conformed under paragraph (1)(ii) of this section) and the Davis-Bacon poster (WH-

1321) shall be posted at all times by the Contractor and its subcontractors at the site of the work in a prominent and accessible place where it can be easily seen by the workers.

- (ii)(A) The contracting officer shall require that any class of laborers or mechanics, including helpers, which is not listed in the wage determination and which is to be employed under the contract shall be classified in conformance with the wage determination. The contracting officer shall approve an additional classification and wage rate and fringe benefits therefore only when the following criteria have been met:
- (1) Except with respect to helpers as defined as 29 CFR 5.2(n)(4), the work to be performed by the classification requested is not performed by a classification in the wage determination; and
  - (2) The classification is utilized in the area by the construction industry; and
  - (3) The proposed wage rate, including any bona fide fringe benefits, bears a reasonable relationship to the wage rates contained in the wage determination; and
  - (4) With respect to helpers as defined in 29 CFR 5.2(n)(4), such a classification prevails in the area in which the work is performed.
- (B) If the Contractor and the laborers and mechanics to be employed in the classification (if known), or their representatives, and the contracting officer agree on the classification and wage rate (including the amount designated for fringe benefits where appropriate), a report of the action taken shall be sent by the contracting officer to the Administrator of the Wage and Hour Division, Employment Standards Administration, U.S. Department of Labor, Washington, DC 20210. The Administrator, or an authorized representative, will approve, modify, or disapprove every additional classification action within 30 days of receipt and so advise the contracting officer or will notify the contracting officer within the 30-day period that additional time is necessary.
- (C) In the event the Contractor, the laborers or mechanics to be employed in the classification or their representatives, and the contracting officer do not agree on the proposed classification and wage rate (including the amount designated for fringe benefits, where appropriate), the contracting officer shall refer the questions, including the views of all interested parties and the recommendation of the contracting officer, to the Administrator for determination. The Administrator, or an authorized representative, will issue a determination within 30 days of receipt and so advise the contracting officer or will notify the contracting officer within the 30-day period that additional time is necessary.
- (D) The wage rate (including fringe benefits where appropriate) determined pursuant to paragraphs (a)(1)(ii) (B) or (C) of this section, shall be paid to all workers performing work in the classification under this contract from the first day on which work is performed in the classification.
- (iii) Whenever the minimum wage rate prescribed in the contract for a class of laborers or mechanics includes a fringe benefit which is not expressed as an hourly rate, the Contractor shall either pay the benefit as stated in the wage determination or shall pay another bona fide fringe benefit or an hourly cash equivalent thereof.
- (iv) If the Contractor does not make payments to a trustee or other third person, the Contractor may consider as part of the wages of any laborer or mechanic the amount of any costs reasonably anticipated in providing bona fide fringe benefits under a plan or program, Provided, That the Secretary of Labor has found, upon the written request of the Contractor, that the applicable standards of the Davis-Bacon Act have been met. The Secretary of Labor may require the Contractor to set aside in a separate account, assets for the meeting of obligations under the plan or program.
- (v)(A) The contracting officer shall require that any class of laborers or mechanics which is not listed in the wage determination and which is to be employed under the contract shall be classified in conformance with the wage determination. The contracting officer shall approve an additional classification and wage rate and fringe benefits therefore only when the following criteria have been met:



- (1) The work to be performed by the classification requested is not performed by a classification in the wage determination; and
- (2) The classification is utilized in the area by the construction industry; and
- (3) The proposed wage rate, including any bona fide fringe benefits, bears a reasonable relationship to the wage rates contained in the wage determination.

(B) If the Contractor and the laborers and mechanics to be employed in the classification (if known), or their representatives, and the contracting officer agree on the classification and wage rate (including the amount designated for fringe benefits where appropriate), a report of the action taken shall be sent by the contracting officer to the Administrator of the Wage and Hour Division, Employment Standards Administration, Washington, DC 20210. The Administrator, or an authorized representative, will approve, modify, or disapprove every additional classification action within 30 days of receipt and so advise the contracting officer or will notify the contracting officer within the 30-day period that additional time is necessary.

(C) In the event the Contractor, the laborers or mechanics to be employed in the classification or their representatives, and the contracting officer do not agree on the proposed classification and wage rate (including the amount designated for fringe benefits, where appropriate), the contracting officer shall refer the questions, including the views of all interested parties and the recommendation of the contracting officer, to the Administrator for determination. The Administrator, or an authorized representative, will issue a determination with 30 days of receipt and so advise the contracting officer or will notify the contracting officer within the 30-day period that additional time is necessary.

(D) The wage rate (including fringe benefits where appropriate) determined pursuant to paragraphs (a)(1)(v) (B) or (C) of this section, shall be paid to all workers performing work in the classification under this contract from the first day on which work is performed in the classification.

(2) **Withholding** – The Suburban Bus Division of the Regional Transportation Authority (Pace) shall upon its own action or upon written request of an authorized representative of the Department of Labor withhold or cause to be withheld from the Contractor under this contract or any other Federal contract with the same prime Contractor, or any other federally-assisted contract subject to Davis-Bacon prevailing wage requirements, which is held by the same prime Contractor, so much of the accrued payments or advances as may be considered necessary to pay laborers and mechanics, including apprentices, trainees, and helpers, employed by the Contractor or any subcontractor the full amount of wages required by the contract. In the event of failure to pay any laborer or mechanic, including any apprentice, trainee, or helper, employed or working on the site of the work (or under the United States Housing Act of 1937 or under the Housing Act of 1949 in the construction or development of the project), all or part of the wages required by the contract, the Suburban Bus Division of the Regional Transportation Authority (Pace) may, after written notice to the Contractor, sponsor, applicant, or owner, take such action as may be necessary to cause the suspension of any further payment, advance, or guarantee of funds until such violations have ceased.

(3) **Payrolls and basic records**

(i) Payrolls and basic records relating thereto shall be maintained by the Contractor during the course of the work and preserved for a period of three years thereafter for all laborers and mechanics working at the site of the work (or under the United States Housing Act of 1937, or under the Housing Act of 1949, in the construction or development of the project). Such records shall contain the name, address, and social security number of each such worker, his or her correct classification, hourly rates of wages paid (including rates of contributions or costs anticipated for bona fide fringe benefits or cash equivalents thereof of the types described in section 1(b)(2)(B) of the Davis-Bacon Act), daily and weekly number of hours worked, deductions made and actual wages paid. Whenever the Secretary of Labor has found under 29 CFR 5.5(a)(1)(iv) that the wages of any laborer or mechanic include the amount of any costs reasonably anticipated in providing benefits under a plan or program described in section 1(b)(2)(B) of the Davis-Bacon Act, the Contractor shall maintain records which show that the commitment to provide such benefits is enforceable, that the plan or program is financially responsible, and that the plan or program has been communicated in writing to the laborers or mechanics affected, and records which show the costs anticipated or the actual cost incurred in providing such benefits. Contractors employing apprentices or trainees under approved programs shall maintain written evidence of the registration of apprenticeship programs and certification of trainee programs, the registration of the apprentices and trainees, and the ratios and wage rates prescribed in the applicable programs.

- (ii)(A) The Contractor shall submit weekly for each week in which any contract work is performed a copy of all payrolls to the Suburban Bus Division of the Regional Transportation Authority (Pace) for transmission to the Federal Transit Administration. The payrolls submitted shall set out accurately and completely all of the information required to be maintained under section 5.5(a)(3)(i) of Regulations, 29 CFR part 5. This information may be submitted in any form desired. Optional Form WH-347 is available for this purpose and may be purchased from the Superintendent of Documents (Federal Stock Number 029-005-00014-1), U.S. Government Printing Office, Washington DC 20402. The prime Contractor is responsible for the submission of copies of payrolls by all subcontractors.
- (B) Each payroll submitted shall be accompanied by a "Statement of Compliance," signed by the Contractor or subcontractor or his or her agent who pays or supervises the payment of the persons employed under the contract and shall certify the following:
  - (1) That the payroll for the payroll period contains the information required to be maintained under section 5.5(a)(3)(i) of Regulations, 29 CFR part 5 and that such information is correct and complete;
  - (2) That each laborer or mechanic (including each helper, apprentice, and trainee) employed on the contract during the payroll period has been paid the full weekly wages earned, without rebate, either directly or indirectly, and that no deductions have been made either directly or indirectly from the full wages earned, other than permissible deductions as set forth in Regulations, 29 CFR part 3;
  - (3) That each laborer or mechanic has been paid not less than the applicable wage rates and fringe benefits or cash equivalents for the classification of work performed, as specified in the applicable wage determination incorporated into the contract.
- (C) The weekly submission of a properly executed certification set forth on the reverse side of Optional Form WH-347 shall satisfy the requirement for submission of the "Statement of Compliance" required by paragraph (a)(3)(ii)(B) of this section.
- (D) The falsification of any of the above certifications may subject the Contractor or subcontractor to civil or criminal prosecution under section 1001 of title 18 and section 231 of title 31 of the United States Code.
- (iii) The Contractor or subcontractor shall make the records required under paragraph (a)(3)(i) of this section available for inspection, copying, or transcription by authorized representatives of the Federal Transit Administration or the Department of Labor, and shall permit such representatives to interview employees during working hours on the job. If the Contractor or subcontractor fails to submit the required records or to make them available, the Federal agency may, after written notice to the Contractor, sponsor, applicant, or owner, take such action as may be necessary to cause the suspension of any further payment, advance, or guarantee of funds. Furthermore, failure to submit the required records upon request or to make such records available may be grounds for debarment action pursuant to 29 CFR 5.12.

**(4) Apprentices and trainees**

- (i) Apprentices – Apprentices will be permitted to work at less than the predetermined rate for the work they performed when they are employed pursuant to and individually registered in a bona fide apprenticeship program registered with the U.S. Department of Labor, Employment and Training Administration, Bureau of Apprenticeship and Training, or with a State Apprenticeship Agency recognized by the Bureau, or if a person is employed in his or her first 90 days of probationary employment as an apprentice in such an apprenticeship program, who is not individually registered in the program, but who has been certified by the Bureau of Apprenticeship and Training or a State Apprenticeship Agency (where appropriate) to be eligible for probationary employment as an apprentice. The allowable ratio of apprentices to journeymen on the job site in any craft classification shall not be greater than the ratio permitted to the Contractor as to the entire work force under the registered program. Any worker listed on a payroll at an apprentice wage rate, who is not registered or otherwise employed as stated above, shall be paid not less than the applicable wage rate on the wage determination for the classification of work actually performed. In addition, any apprentice performing work on the job site in excess of the ratio permitted under the registered program shall be paid not less than the applicable wage rate on the wage determination for the work actually performed. Where a Contractor is performing construction on a project in a locality other than that in which its program is registered, the ratios and wage rates (expressed in percentages of the journeyman's hourly rate) specified in the Contractor's or subcontractor's registered program shall be

observed. Every apprentice must be paid at not less than the rate specified in the registered program for the apprentice's level of progress, expressed as a percentage of the journeymen hourly rate specified in the applicable wage determination. Apprentices shall be paid fringe benefits in accordance with the provisions of the apprenticeship program. If the apprenticeship program does not specify fringe benefits, apprentices must be paid the full amount of fringe benefits listed on the wage determination for the applicable classification. If the Administrator of the Wage and Hour Division of the U.S. Department of Labor determines that a different practice prevails for the applicable apprentice classification, fringes shall be paid in accordance with that determination. In the event the Bureau of Apprenticeship and Training, or a State Apprenticeship Agency recognized by the Bureau, withdraws approval of an apprenticeship program, the Contractor will no longer be permitted to utilize apprentices at less than the applicable predetermined rate for the work performed until an acceptable program is approved.

- (ii) Trainees – Except as provided in 29 CFR 5.16, trainees will not be permitted to work at less than the predetermined rate for the work performed unless they are employed pursuant to and individually registered in a program which has received prior approval, evidenced by formal certification by the U.S. Department of Labor, Employment and Training Administration. The ratio of trainees to journeymen on the job site shall not be greater than permitted under the plan approved by the Employment and Training Administration. Every trainee must be paid at not less than the rate specified in the approved program for the trainee's level of progress, expressed as a percentage of the journeyman hourly rate specified in the applicable wage determination. Trainees shall be paid fringe benefits in accordance with the provisions of the trainee program. If the trainee program does not mention fringe benefits, trainees shall be paid the full amount of fringe benefits listed on the wage determination unless the Administrator of the Wage and Hour Division determines that there is an apprenticeship program associated with the corresponding journeyman wage rate on the wage determination which provides for less than full fringe benefits for apprentices. Any employee listed on the payroll at a trainee rate who is not registered and participating in a training plan approved by the Employment and Training Administration shall be paid not less than the applicable wage rate on the wage determination for the classification of work actually performed. In addition, any trainee performing work on the job site in excess of the ratio permitted under the registered program shall be paid not less than the applicable wage rate on the wage determination for the work actually performed. In the event the Employment and Training Administration withdraws approval of a training program, the Contractor will no longer be permitted to utilize trainees at less than the applicable predetermined rate for the work performed until an acceptable program is approved.
  - (iii) Equal employment opportunity – The utilization of apprentices, trainees and journeymen under this part shall be in conformity with the equal employment opportunity requirements of Executive Order 11246, as amended, and 29 CFR part 30.
- (5) **Compliance with Copeland Act requirements** – The Contractor shall comply with the requirements of 29 CFR Part 3, which are incorporated by reference in this contract.
  - (6) **Subcontracts** – The Contractor or subcontractor shall insert in any subcontracts the clauses contained in 29 CFR 5.5(a)(1) through (10) and such other clauses as the Federal Transit Administration may by appropriate instructions require, and also a clause requiring the subcontractors to include these clauses in any lower tier subcontracts. The prime Contractor shall be responsible for the compliance by any subcontractor or lower tier subcontractor with all the contract clauses in 29 CFR 5.5.
  - (7) **Contract termination: debarment** - A breach of the contract clauses in 29 CFR 5.5 may be grounds for termination of the contract, and for debarment as a Contractor and a subcontractor as provided in 29 CFR 5.12.
  - (8) **Compliance with Davis-Bacon and Related Act requirements** – All rulings and interpretations of the Davis-Bacon and Related Acts contained in 29 CFR parts 1, 3, and 5 are herein incorporated by reference in this contract.
  - (9) **Disputes concerning labor standards** – Disputes arising out of the labor standards provisions of this contract shall not be subject to the general disputes clause of this contract. Such disputes shall be resolved in accordance with the procedures of the Department of Labor set forth in 29 CFR parts 5, 6, and 7. Disputes within the meaning of this clause include disputes between the Contractor (or any of its subcontractors) and the contracting agency, the U.S. Department of Labor, or the employees or their representatives.
  - (10) **Certification of eligibility** –
    - (i) By entering into this contract, the Contractor certifies that neither it (nor he or she) nor any person or firm who has an interest in the Contractor's firm is a person or firm ineligible to be awarded Government contracts by virtue of section 3(a) of the Davis-Bacon Act or 29 CFR 5.12(a)(1).

(ii) No part of this contract shall be subcontracted to any person or firm ineligible for award of a Government contract by virtue of section 3(a) of the Davis-Bacon Act or 29 CFR 5.12(a)(1).

(iii) The penalty for making false statements is prescribed in the U.S. Criminal Code, 18 U.S.C. 1001

15. **Contract Work Hours and Safety Standards:** This Act applies to construction contracts greater than \$100,000 and, in very limited circumstances, non-construction projects greater than \$100,000.00 that employ laborers or mechanics on public work.

(1) **Overtime requirements** – No Contractor or subcontractor contracting for any part of the contract work which may require or involve the employment of laborers or mechanics shall require or permit any such laborer or mechanic in any workweek in which he or she is employed on such work to work in excess of forty hours in such workweek unless such laborer or mechanic receives compensation at a rate not less than one and one-half times the basic rate of pay for all hours worked in excess of forty hours in such workweek.

(2) **Violation; liability for unpaid wages; liquidated damages** – In the event of any violation of the clause set forth in paragraph (1) of this section the Contractor and any subcontractor responsible therefore shall be liable for the unpaid wages. In addition, such Contractor and subcontractor shall be liable to the United States for liquidated damages. Such liquidated damages shall be computed with respect to each individual laborer or mechanic, including watchmen and guards, employed in violation of the clause set forth in paragraph (1) of this section, in the sum of \$10 for each calendar day on which such individual was required or permitted to work in excess of the standard workweek of forty hours without payment of the overtime wages required by the clause set forth in paragraph (1) of this section.

(3) **Withholding for unpaid wages and liquidated damages** – Pace shall upon its own action or upon written request of an authorized representative of the Department of Labor withhold or cause to be withheld, from any moneys payable on account of work performed by the Contractor or subcontractor under any such contract or any other Federal contract with the same prime Contractor, or any other federally-assisted contract subject to the Contract Work Hours and Safety Standards Act, which is held by the same prime Contractor, such sums as may be determined to be necessary to satisfy any liabilities of such Contractor or subcontractor for unpaid wages and liquidated damages as provided in the clause set forth in paragraph (2) of this section.

(4) **Subcontracts** – The Contractor or subcontractor shall insert in any subcontracts the clauses set forth in paragraphs (1) through (4) of this section and also a clause requiring the subcontractors to include these clauses in any lower tier subcontracts. The prime Contractor shall be responsible for compliance by any subcontractor or lower tier subcontractor with the clauses set forth in paragraphs (1) through (4) of this section.

16. **No Obligation by the Federal Government:** Applicable to all contracts greater than \$3,000. (1) Pace and the Contractor acknowledge and agree that, notwithstanding any concurrence by the Federal Government in or approval of the solicitation or award of the underlying contract, absent the express written consent by the Federal Government, the Federal Government is not a party to this contract and shall not be subject to any obligations or liabilities to the Pace, the Contractor, or any other party (whether or not a party to that contract) pertaining to any matter resulting from the underlying contract. (2) The Contractor agrees to include the above clause in each subcontract financed in whole or in part with Federal assistance provided by FTA. It is further agreed that the clause shall not be modified, except to identify the subcontractor who will be subject to its provisions.

17. **Program Fraud and False or Fraudulent Statements or Related Acts:** These requirements are applicable to all contracts greater than \$3,000.

(1) The Contractor acknowledges that the provisions of the Program Fraud Civil Remedies Act of 1986, as amended, 31 U.S.C. § § 3801 et seq. and U.S. DOT regulations, "Program Fraud Civil Remedies," 49 C.F.R. Part 31, apply to its actions pertaining to this Project. Upon execution of the underlying contract, the Contractor certifies or affirms the truthfulness and accuracy of any statement it has made, it makes, it may make, or causes to be made, pertaining to the underlying contract or the FTA assisted project for which this contract work is being performed. In addition to other penalties that may be applicable, the Contractor further acknowledges that if it makes, or causes to be made, a false, fictitious, or fraudulent claim, statement, submission, or certification, the Federal Government reserves the right to impose the penalties of the Program Fraud Civil Remedies Act of 1986 on the Contractor to the extent the Federal Government deems appropriate.

- (2) The Contractor also acknowledges that if it makes, or causes to be made, a false, fictitious, or fraudulent claim, statement, submission, or certification to the Federal Government under a contract connected with a project that is financed in whole or in part with Federal assistance originally awarded by FTA under the authority of 49 U.S.C. § 5307, the Government reserves the right to impose the penalties of 18 U.S.C. § 1001 and 49 U.S.C. § 5307(n)(1) on the Contractor, to the extent the Federal Government deems appropriate.
- (3) The Contractor agrees to include the above two clauses in each subcontract financed in whole or in part with Federal assistance provided by FTA. It is further agreed that the clauses shall not be modified, except to identify the subcontractor who will be subject to the provisions.
18. **Ineligible Contractors and Subcontractors**: Applicable to all contracts of any value. Any name appearing upon the Comptroller General of the United States' list of ineligible Contractors for federally financed and assisted projects shall not be eligible to act as a subcontractor for the Contractor pursuant to this contract. In the event the Contractor is on the Comptroller General's list of ineligible Contractors for federally financed or assisted projects, this contract may be canceled, terminated or suspended by Pace.
19. **Contracts Involving Federal Privacy Act Requirements**: When a grantee maintains files on drug and alcohol enforcement activities for FTA, and those files are organized so that information could be retrieved by personal identifier, the Privacy Act requirements apply to all contracts greater than \$3,000. The following requirements apply to the Contractor and its employees that administer any system of records on behalf of the Federal Government under any contract: (1) The Contractor agrees to comply with, and assures the compliance of its employees with, the information restrictions and other applicable requirements of the Privacy Act of 1974, 5 U.S.C. § 552a. Among other things, the Contractor agrees to obtain the express consent of the Federal Government before the Contractor or its employees operate a system of records on behalf of the Federal Government. The Contractor understands that the requirements of the Privacy Act, including the civil and criminal penalties for violation of that Act, apply to those individuals involved, and that failure to comply with the terms of the Privacy Act may result in termination of the underlying contract. (2) The Contractor also agrees to include these requirements in each subcontract to administer any system of records on behalf of the Federal Government financed in whole or in part with Federal assistance provided by FTA.
20. **Civil Rights**: Applicable to all contracts greater than \$3,000. The Contractor, for itself, its assignees and successors in interests, agrees that it will comply with the following regulations:
- 1) **Construction Contracts** – For any contract for construction, the Contractor shall comply with the equal opportunity requirements of 41 CFR, Subsection 60-1.4(b)(1) and Subsection 60-1.4(c); the provisions of Executive Order 11246 Subsection 202 and as set forth in the most current FTA Master Agreement available from the FTA website. The Contractor shall include a citation to said requirements in all subcontracts.
  - 2) **Nondiscrimination** – In accordance with Title VI of the Civil Rights Act, as amended, 42 U.S.C. § 2000d, section 303 of the Age Discrimination Act of 1975, as amended, 42 U.S.C. § 6102, section 202 of the Americans with Disabilities Act of 1990, 42 U.S.C. § 12132, and Federal transit law at 49 U.S.C. § 5332, the Contractor agrees that it will not discriminate against any employee or applicant for employment because of race, color, creed, national origin, sex, age, or disability. In addition, the Contractor agrees to comply with applicable Federal implementing regulations and other implementing requirements FTA may issue.
  - 3) **Equal Employment Opportunity** – The following equal employment opportunity requirements apply to the underlying contract:
    - (a) **Race, Color, Creed, National Origin, Sex** – In accordance with Title VII of the Civil Rights Act, as amended, 42 U.S.C. § 2000e, and Federal transit laws at 49 U.S.C. § 5332, the Contractor agrees to comply with all applicable equal employment opportunity requirements of U.S. Department of Labor (U.S. DOL) regulations, "Office of Federal Contract Compliance Programs, Equal Employment Opportunity, Department of Labor," 41 C.F.R. Parts 60 et seq., (which implement Executive Order No. 11246, "Equal Employment Opportunity," as amended by Executive Order No. 11375, "Amending Executive Order 11246 Relating to Equal Employment Opportunity," 42 U.S.C. § 2000e note), and with any applicable Federal statutes, executive orders, regulations, and Federal policies that may in the future affect construction activities undertaken in the course of the Project. The Contractor agrees to take affirmative action to ensure that applicants are employed, and that employees are treated during employment, without regard to their race, color, creed, national origin, sex, or age. Such action shall include,

but not be limited to, the following: employment, upgrading, demotion or transfer, recruitment or recruitment advertising, layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship. In addition, the Contractor agrees to comply with any implementing requirements FTA may issue.

- (b) Age – In accordance with section 4 of the Age Discrimination in Employment Act of 1967, as amended, 29 U.S.C. § § 623 and Federal transit law at 49 U.S.C. § 5332, the Contractor agrees to refrain from discrimination against present and prospective employees for reason of age. In addition, the Contractor agrees to comply with any implementing requirements FTA may issue.
  - (c) Disabilities – In accordance with section 102 of the Americans with Disabilities Act, as amended, 42 U.S.C. § 12112, the Contractor agrees that it will comply with the requirements of U.S. Equal Employment Opportunity Commission, "Regulations to Implement the Equal Employment Provisions of the Americans with Disabilities Act," 29 C.F.R. Part 1630, pertaining to employment of persons with disabilities. In addition, the Contractor agrees to comply with any implementing requirements FTA may issue.
- 4) The Contractor also agrees to include these requirements in each subcontract financed in whole or in part with Federal assistance provided by FTA, modified only if necessary to identify the affected parties.
21. **Patent Rights:** Patent and rights in data requirements for federally assisted projects ONLY apply to research projects in which FTA finances the purpose of the grant is to finance the development of a product or information on contracts greater than \$3,000. These patent and data rights requirements do not apply to capital projects or operating projects, even though a small portion of the sales price may cover the cost of product development or writing the user's manual. This Agreement shall be subject to the FTA's policy on any invention, improvement, or discovery conceived or first actually reduced to practice in conjunction with planning, research development or demonstration projects as stated in the most current FTA Master Agreement available from the FTA website.
22. **Copyright and Rights in Data:** Patent and rights in data requirements for federally assisted projects ONLY apply to research projects in which FTA finances the purpose of the grant is to finance the development of a product or information on contracts greater than \$3,000. These patent and data rights requirements do not apply to capital projects or operating projects, even though a small portion of the sales price may cover the cost of product development or writing the user's manual. This Agreement shall be subject to the FTA's policy on copyrights and rights in data with respect to reports and other technical materials developed with in conjunction with planning, research development or demonstration projects. That policy as set forth in the most current FTA Master Agreement available from the FTA website permits the author or grantee to copyright the work, but FTA reserves a royalty-free nonexclusive and irrevocable license to reproduce, publish or otherwise use, and to authorize others to use, the work for Government purposes.
23. **Transit Employee Protective Provisions:** The Transit Employee Protective Provisions apply to each contract greater than \$3,000 for transit operations performed by employees of a Contractor recognized by FTA to be a transit operator.
- (1) The Contractor agrees to comply with applicable transit employee protective requirements as follows:
    - (a) General Transit Employee Protective Requirements – To the extent that FTA determines that transit operations are involved, the Contractor agrees to carry out the transit operations work on the underlying contract in compliance with terms and conditions determined by the U.S. Secretary of Labor to be fair and equitable to protect the interests of employees employed under this contract and to meet the employee protective requirements of 49 U.S.C. A 5333(b), and U.S. DOL guidelines at 29 C.F.R. Part 215, and any amendments thereto. These terms and conditions are identified in the letter of certification from the U.S. DOL to FTA applicable to the FTA Recipient's project from which Federal assistance is provided to support work on the underlying contract. The Contractor agrees to carry out that work in compliance with the conditions stated in that U.S. DOL letter. The requirements of this subsection (1), however, do not apply to any contract financed with Federal assistance provided by FTA either for projects for elderly individuals and individuals with disabilities authorized by 49 U.S.C. § 5310(a)(2), or for projects for non-urbanized areas authorized by 49 U.S.C. § 5311. Alternate provisions for those projects are set forth in subsections (b) and (c) of this clause.
    - (b) Transit Employee Protective Requirements for Projects Authorized by 49 U.S.C. § 5310(a)(2) for Elderly Individuals and Individuals with Disabilities – If the contract involves transit operations financed in whole or in part with Federal assistance authorized by 49 U.S.C. § 5310(a)(2), and if the U.S. Secretary of Transportation has determined or determines in the future

that the employee protective requirements of 49 U.S.C. § 5333(b) are necessary or appropriate for the state and the public body sub-recipient for which work is performed on the underlying contract, the Contractor agrees to carry out the Project in compliance with the terms and conditions determined by the U.S. Secretary of Labor to meet the requirements of 49 U.S.C. § 5333(b), U.S. DOL guidelines at 29 C.F.R. Part 215, and any amendments thereto. These terms and conditions are identified in the U.S. DOL's letter of certification to FTA, the date of which is set forth Grant Agreement or Cooperative Agreement with the state. The Contractor agrees to perform transit operations in connection with the underlying contract in compliance with the conditions stated in that U.S. DOL letter.

(c) Transit Employee Protective Requirements for Projects Authorized by 49 U.S.C. § 5311 in Non-urbanized Areas – If the contract involves transit operations financed in whole or in part with Federal assistance authorized by 49 U.S.C. § 5311, the Contractor agrees to comply with the terms and conditions of the Special Warranty for the Non-urbanized Area Program agreed to by the U.S. Secretaries of Transportation and Labor, dated May 31, 1979, and the procedures implemented by U.S. DOL or any revision thereto.

(2) The Contractor also agrees to include any applicable requirements in each subcontract involving transit operations financed in whole or in part with Federal assistance provided by FTA.

24. **Drug and Alcohol Testing**: This provision applies to all Operational Service Contracts greater than \$3,000. The Contractor agrees to participate in Pace’s drug and alcohol program established in compliance with 49 CFR 655 which if applicable shall be attached as a separate exhibit to this contract.

25. **Incorporation of Federal Transit Administration (FTA) Terms**: The incorporation of FTA terms applies to all contracts greater than \$3,000. The preceding provisions include, in part, certain Standard Terms and Conditions required by DOT, whether or not expressly set forth in the preceding contract provisions. All contractual provisions required by DOT, as set forth in FTA Circular 4220.1F or most recent version are hereby incorporated by reference. Anything to the contrary herein notwithstanding, all FTA mandated terms shall be deemed to control in the event of a conflict with other provisions contained in this Agreement. The Contractor shall not perform any act, fail to perform any act, or refuse to comply with any Suburban Bus Division of the Regional Transportation Authority (Pace) requests which would cause the Suburban Bus Division of the Regional Transportation Authority (Pace) to be in violation of the FTA terms and conditions.

26. **Veterans Employment**: Recipients and subrecipients of Federal financial assistance under this chapter shall ensure that contractors working on a capital project funded using such assistance give a hiring preference, to the extent practicable, to veterans (as defined in section 2108 of title 5) who have the requisite skills and abilities to perform the construction work required under the contract. This subsection shall not be understood, construed or enforced in any manner that would require an employer to give preference to any veteran over any equally qualified applicant who is a member of any racial or ethnic minority, female, an individual with a disability, or former employee.

**IDOT/RTA/State Requirements**

27. **Illinois Prevailing Wage Act (820 ILCS 130)**: It is the policy of the State of Illinois that a wage of no less than the general prevailing hourly rate as paid for work of a similar character in the locality in which the work is performed, shall be paid to all laborers, workers and mechanics employed by or on behalf of any and all public bodies engaged in public works. This Act applies to the wages of laborers, mechanics and other workers employed in any public works, as stated in the Illinois Prevailing Wage Act (820 ILCS 130), by any public body and to anyone under Contract for public works. This includes any maintenance, repair, assembly, or disassembly work performed on equipment whether owned, leased, or rented. Public works is defined as all fixed construction work performed by or on behalf of any public body, paid in whole or in part with public funds.

Only such laborers, workers and mechanics as are directly employed by contractors or subcontractors in actual construction work on the site of the building or construction job, and laborers, workers and mechanics engaged in the transportation of materials and equipment to or from the site, but not including the transportation by the sellers and suppliers or the manufacturer or processing of materials or equipment, in the execution of any contract or contracts for public works with any public body shall be deemed to be employed upon public works. The wage for a tradesman performing maintenance is equivalent to that of a tradesman engaged in construction or demolition.

28. **Bid Evaluation Requirements**: In the event a single bid is received, it may be necessary for Pace to conduct a price and or cost analysis of the bid price with the Contractor's full cooperation. The Contractor shall provide all documents requested by Pace to perform the analysis.
29. **The Americans with Disabilities Act**: Applicable to all contracts greater than \$3,000. The Contractor agrees to comply with, and assure that any subcontractor complies with all applicable requirements of 42 USC 12101 et seq.
30. **Use of Metric Units of Measure and English Language**: All Contract documents, conferences, letters, technical information and drawings provided by the Contractor shall be conducted or offered solely in the English language and using both the U.S. customary system of weights and measures and the Metric units system of weights and measures.
31. **Interest of Members of Congress**: No member of or delegate to the Congress of the United States shall be admitted to any share or part of this contract or to any benefit arising therefrom.
32. **Financial Assistance Contract**: This contract is subject to the provisions of the financial assistance contracts between Pace and other sponsoring agencies which are identified in the Invitation for Bids as FTA, IDOT, and RTA.
33. **State of Illinois Non-Collusion**: The bidder shall certify that the bid/proposal submitted was not made in the interest of or on behalf of any undisclosed person, partnership, company, organization or corporation; that such bid is genuine and not collusive or sham, and that said bidder has not been a party to any agreement or collusion among bidders or prospective bidders in restraint of freedom of competition by agreement to bid a fixed price, or otherwise, or to refrain from bidding and has not, directly or indirectly, by agreement, communication or conference with anyone attempted to induce action prejudicial to the interest of the Suburban Bus Division of the Regional Transportation Authority (Pace) or any bidder or anyone else interested in the proposed contract
34. **State of Illinois Ineligible Contractors and Subcontractors**: The Contractor shall certify that it is not barred from contracting with any unit of State or local government as a result of a violation of either Section 33E-3 or 33E-4 of the Illinois Criminal Code (Ill. Rev. Stat. Chap.38,33E-1,ET.SEQ.)



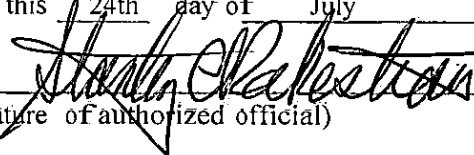
**CERTIFICATION OF RESTRICTIONS ON LOBBYING**

This Certification is required to be completed and returned with the solicitation if the offer **EXCEEDS \$100,000**. Failure to return this Certification with the solicitation may result in a determination that the offer is non-responsive or unacceptable. The undersigned certifies, to the best of his or her knowledge or belief, that:

- (1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal Contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal Contract, grant, loan, or cooperative agreement.
- (2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal Contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions. The Standard Form LLL shall be submitted to the Pace Legal Department, Attn: General Counsel who, pursuant to federal regulations, will submit the form(s) to the Federal Transit Administration.
- (3) The undersigned shall require that the language of this certification be included in the award documents for all sub-awards at all tiers (including sub-contracts, sub-grants, and Contracts under grants, loans, and cooperative agreements) and that all sub-recipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by Section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each failure.

Executed this 24th day of July, 2019.

By:   
 (Signature of authorized official)

Stanley C. Rakestraw  
 (printed/typed name)

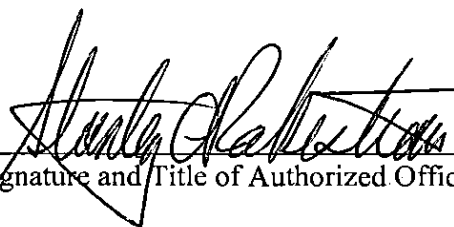
Vice President/COO  
 (Title of authorized official)

**CERTIFICATION REGARDING SUSPENSION AND DEBARMENT**

This Contract is a covered transaction for purposes of 49 CFR Part 29. As such, the Contractor is required to verify that none of the Contractor, its principals, as defined at 49 CFR 29.995, or affiliates, as defined at 49 CFR 29.905, are excluded or disqualified as defined at 49 CFR 29.940 and 29.945.

The Contractor is required to comply with 49 CFR 29, Subpart C and must include the requirement to comply with 49 CFR 29, Subpart C in any lower tier covered transaction it enters into. By signing and submitting its bid or proposal, the bidder or proposer certifies as follows:

The certification in this clause is a material representation of fact relied upon by the Suburban Bus Division of the Regional Transportation Authority (Pace). If it is later determined that the bidder or proposer knowingly rendered an erroneous certification, in addition to remedies available to the Suburban Bus Division of the Regional Transportation Authority (Pace), the Federal Government may pursue available remedies, including but not limited to, suspension and/or debarment. The bidder or proposer agrees to comply with the requirements of 49 CFR 29, Subpart C while this offer is valid and throughout the period of any Contract that may arise from this offer. The bidder or proposer further agrees to include a provision requiring such compliance in its lower tier covered transactions.

  
\_\_\_\_\_  
(Signature and Title of Authorized Official)

**NON-COLLUSION AFFIDAVIT**

IMPORTANT: This affidavit must be properly completed and submitted with all bids

STATE OF Illinois

COUNTY OF Cook

Stanley C. Rakestraw  
(Enter name of person making affidavit)

being first duly sworn, deposes and says that he/she is

Vice President/COO  
(Enter "Sole owner", "A Partner", "President", or other proper title)

of SCR Medical Transportation, Inc.  
(Enter name of firm)

the bidder submitting this proposal; that such bid was not made in the interest of or on behalf of any undisclosed person, partnership, company, organization or corporation; that such bid is genuine and not collusive or sham, and that said bidder has not been a party to any agreement or collusion among bidders or prospective bidders in restraint of freedom of competition by agreement to bid a fixed price, or otherwise, or to refrain from bidding and has not, directly or indirectly, by agreement, communication or conference with anyone attempted to induce action prejudicial to the interest of the Suburban Bus Division or any bidder or anyone else interested in the proposed Contract. The bidder further certifies that it is not barred from contracting with any State or unit of local government as a result of a violation of either Section 33E-3 or Section 33E-4 of Article 33E of the Illinois Criminal Code (Ill. Rev. Stat. Chap. 38, 33E-1, ET. SEQ.)

*Stanley C. Rakestraw*  
(Signature of person making affidavit)

SUBSCRIBED AND SWORN TO BEFORE ME

this 24th day of July, 2019  
*[Signature]*  
Notary Public



(NOTARY SEAL)

R66 (5/92)

## CONFLICT OF INTEREST

The Contractor is prohibited from performing any work or services for Pace which would result in an Organizational Conflict of Interest (“OCI”). An OCI occurs when, because of activities or relationships with other persons, companies, and/or contracting entities, a person is unable or potentially unable to render impartial assistance or advice to Pace, or a person's objectivity in performing services to Pace is or might become impaired, or a person has an unfair competitive advantage. In general, OCIs fall into three categories: (1) a person has access to non-public information as part of its performance of services to Pace and that information might provide that person with a competitive advantage in a future procurement; (2) a person, as part of its performance of contract responsibilities to Pace, has set the ground rules for the performance of a future contract by, for example, writing the statement of work or defining the specifications; and (3) a person's work under one contract with Pace could entail evaluating its own work or that of a competitor, either through an assessment of performance under another contract or through an evaluation of submittals.

The Contractor has sole responsibility for compliance with this provision and, in the event of an OCI, Contractor shall provide Pace with recommendations to avoid, neutralize, or mitigate the OCI.

Toward that end, offerors are being asked to submit a separate document to be labeled **Conflicts Mitigation Information** containing the following information:

1. Identify the name, title and role of personnel who will be responsible for formulating the proposer's mitigation plan.
2. Submit a preliminary plan detailing offeror's approach to mitigating current/potential conflict of interest issues for this contract. Proposer will be allowed to amend and update the preliminary plan prior to negotiation.
3. Submit a list of Pace projects in which your firm is currently or recently engaged and define your firm's role.
4. Complete, Sign and Date the *Conflicts of Interest Disclosure Statement*.

Pace's Chief Procurement Officer (CPO) or designee, in consultation with the Pace's General Counsel, shall make the final determination as to whether an OCI exists and whether the Contractor's recommendations to avoid, neutralize, or mitigate the OCI are sufficient. Any violation of this provision is a material breach of the Contract, which is cause for termination.

A Contractor that has participated in an existing Pace contract or was involved in writing the specifications or scope/requirements for a follow-on contract would be precluded from performing over that same project. At the time of negotiation, the proposer that is recommended for contract award will be required to submit details of any real or apparent conflict of interest issues as they currently or potentially exist. The proposer will also be required to submit a recommended plan to avoid, neutralize or mitigate its conflict of interest issue(s). The proposer's recommended plan must comply with all Organizational Conflict of Interest rules and regulations including, but not limited to, the requirements set forth in the most current Federal Transit Administration (FTA) Circular 4220.1F, and the Federal Common Grant Rules.

**CONFLICT-OF-INTEREST DISCLOSURE STATEMENT**

“In order to prevent real or apparent conflicts of interest, Pace prohibits Consultants that have participated in FTA-funded design or evaluation services from bidding on any resulting construction work, services, or capital equipment purchases. All specifications prepared by design Consultants must be written in such a manner that any reasonable, competent contractor could understand the requirement and perform the work.”

~~SCR Medical Transportation, Inc~~ (“Contractor”) has been retained by Pace Suburban Bus to provide Chicago ADA Dedicated Paratransit Services

Contractor affirms that it does not have any financial or other interest in the outcome of this project. Contractor further affirms that it does not have any agreement, enforceable promise, or guarantee to provide any future work on this project. Contractor has no personal associations or professional or business relationships with anyone who has a financial interest in the outcome of this project, nor does anyone with a financial interest in the outcome of this project exercise any control over the Contractor’s preparation of this document.

Contractor further agrees to include a provision requiring compliance with this Conflict-of-Interest Disclosure Statement in all Subcontractor awards.

For: SCR Medical Transportation, Inc.  
Contractor Firm Name

By:   
Authorized Officer

Date: July 22, 2019

## **DRUG AND ALCOHOL TESTING PROGRAM**

### **Pace Suburban Bus Drug and Alcohol Policy and Testing Program**

In accordance with the Omnibus Transportation Employee Testing Act of 1991 and United States Department of Transportation (DOT) Regulations, Pace adopted the Pace Suburban Bus Drug and Alcohol Policy and Testing Program. As a condition of providing contracted services for Pace, all contractors must have a program in place which complies with 49 CFR Part 655, as amended and 49 CFR Part 40, as amended. Copies of Parts 655 and 40 are available in the drug and alcohol program manager's office and can be found on the internet at the Federal Transit Administration (FTA) Drug and Alcohol Program website: <http://transit-safety.fta.dot.gov/DrugAndAlcohol/>.

A copy of the Pace policy is included in Attachment 1. It is essential that this document be understood in order to gain detailed information regarding Pace's drug and alcohol policy. **All safety sensitive employees of the Contractors providing service to Pace must receive a company adopted policy which explains the company's drug/alcohol testing program. The Federal Transit Administration has provided a Policy Builder Tool to assist in the creation of compliant policy. The link is:** <https://transit-safety.fta.dot.gov/DrugAndAlcohol/Tools/PolicyBuilder/CreatePolicy.aspx>

While the Contractor is responsible for complying with, 49 CFR Part 655, as amended, and 49 CFR Part 40, as amended, the following information includes some of the key elements contained in a compliant Drug and Alcohol Policy and Testing Program.

FTA requires testing for drivers and persons holding other safety sensitive positions in the following circumstances:

- Pre-employment (drug testing only)
- Post-accident
- Random
- Reasonable suspicion
- Return to Duty/Follow-Up

### **Drug Testing in Pre-employment Health Evaluation**

All operators and employees in safety sensitive positions shall undergo Department of Transportation National Institute on Drug Abuse Panel 5 (NIDA-5) drug testing as a part of the pre-employment health evaluation. Employees who refuse to submit to pre-employment drug testing may not perform in a safety sensitive position.

### **Post-Accident Drug and Alcohol Testing**

All safety sensitive employees involved in an accident or incident shall undergo **DOT NIDA-5** drug testing and **DOT** breath alcohol testing if:

- The accident or incident results in a fatality
- The accident or incident results in any injury that must be immediately treated away from the scene of the accident or incident
- The accident or incident results in any vehicle being transported away from the scene of the accident or incident by a tow truck or other vehicle due to disabling damage

In the case of all other accidents covered by this policy (i.e., those not involving a fatality), each safety-sensitive employee operating the Pace vehicle at the time of the accident will be tested unless management determines, using the best information available at the time of the decision, that the safety-sensitive employee's performance can be completely discounted as a contributing factor to the accident. Additionally, any other safety-sensitive employees whose performances could have contributed to the accident, as determined by management using the best information available at the time of the accident, will be tested.

If safety sensitive employees must be tested for drugs and alcohol, they may not operate, dispatch, or perform maintenance on any vehicle in contractor service until the results of the drug/alcohol test are received. Refusal to sign the necessary forms for drug/alcohol testing or refusal to be tested will result in the employee being prohibited from performing safety sensitive functions.

**Note: The employee must be accompanied to the testing facility by a supervisor, trainer or other staff person.**

#### **Random Drug and Alcohol Testing**

All safety sensitive employees are required to submit to random **NIDA-5** drug testing and **DOT** breath alcohol testing. Contractors are to ensure that at least fifty (50) percent of the total number of safety sensitive employees are randomly selected for drug testing and ten (10) percent are randomly selected for alcohol testing each year. In conducting these tests, the method for random selection must be unannounced, as well as random. For contractors participating in Pace's random drug and alcohol testing pool, the above percentages do not apply. The designated contact person will be notified when safety sensitive employees have been selected for random testing.

#### **Drug and Alcohol Testing for Reasonable Suspicion**

Safety sensitive employees will be required to submit to a **DOTNIDA-5** drug testing and/or **DOT** breath alcohol testing when observation of an employee indicates the possibility that the employee may be reporting for work or working under the influence of drugs or alcohol. Requests for employees to undergo reasonable suspicion tests will be based on specific contemporaneous, articulable observations concerning the appearance, behavior, speech, or body odor of the person to whom the request is directed. Supervisors who are in a position to make this determination must be trained in the facts, circumstances, physical evidence, physical signs and symptoms, and patterns of performance and/or behavior associated with drug use and alcohol misuse.

Safety sensitive employees who are tested for drugs and alcohol as a result of reasonable suspicion may not operate, dispatch, or perform maintenance on any vehicle in contractor service until the results of the drug/alcohol test are received. Refusal to sign the necessary forms for drug/alcohol testing or refusal to be tested will result in the employee being prohibited from performing safety sensitive functions.

**Note: The employee must be accompanied to the testing facility by a supervisor, trainer or other staff person.**

#### **Drug and Alcohol Testing Guidelines**

1. Contractors must make arrangements with a medical facility to have testing done.
2. Only tests which screen for the **five drugs (NIDA-5) and/or breath alcohol** are acceptable for pre-employment (drug only), post-accident, random, and reasonable suspicion testing. Any employee testing positive for drugs or alcohol may not operate, dispatch, or maintain a vehicle in Pace service, or operate a Pace owned vehicle.

3. Any employee testing positive for drugs may not operate or maintain a vehicle in Pace service or operate a Pace-owned vehicle.
4. Any employee testing positive for drugs may request that a split sampling analysis be conducted using samples obtained from the initial test. However, if the employee tests positive on the initial test and does not request a split sample test, Pace will require that the employee be removed from Pace service.

**Reporting Requirements**

In compliance with Federal Transit Administration (FTA) requirements regarding drug and alcohol testing, several reports must be submitted to the FTA by Pace on a recurring basis. In order for Pace to accurately complete these reports, certain information regarding the number of tests conducted and the reasons for testing must be provided to Pace by each contractor. Therefore, **contractors must track the number and type of all drug and alcohol tests, as well as the reasons for testing (e.g., post-accident, random, etc.)**. Pace will provide the contractor with specific forms and instructions for reporting this information.

**Certification of Compliance to the DOT Drug/Alcohol Policy**

The Certification Statement contained in Attachment 2 must be signed by the contractor and submitted along with the bid document.



**PACE SUBURBAN BUS DIVISION**

**DRUG AND ALCOHOL POLICY**

**AND TESTING PROGRAM**

Effective: January 1, 1995

Revised: May 1, 2007

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May 1, 2018

January 1, 2019

(Pursuant to Resolution of the  
Pace Suburban Bus Division Board of Directors)

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## **I. Overview**

Under the Drug-Free Workplace Act of 1988, the U.S. Congress required recipients of federal funds to take certain steps to provide for drug-free workplaces for their employees. Additionally, under the Omnibus Transportation Employee Testing Act of 1991, the U.S. Congress directed the Federal Transit Administration ("FTA") to issue regulations on drug and alcohol testing for mass transit workers in safety-sensitive positions. In response, the FTA has published regulations prohibiting drug use and alcohol misuse by transit employees and requiring transit agencies to test for prohibited drug use and alcohol misuse. These regulations are 49 CFR Part 655, "Prevention of Prohibited Drug Use and Alcohol Misuse in Transit Operations." In addition, the Department of Transportation ("DOT") has issued 49 CFR Part 40, "Procedures for Transportation Workplace Drug and Alcohol Testing Programs," and amendments which prescribes the testing methods to be followed.

This document sets forth the drug and alcohol policy and testing program of Pace Suburban Bus Division ("Pace") and has been adopted by the Pace Board of Directors pursuant to resolution. It was developed to comply with the requirements identified in the foregoing laws and FTA and DOT regulations. Where applicable, the document will identify those policies and procedures that are Pace-mandated drug and alcohol policies and testing programs not required by the DOT or the FTA. Additionally, in adopting this policy and program, Pace does not otherwise waive its right to enforce already established rules, policies, or programs, or the terms and provisions of any applicable collective bargaining agreement governing drug and alcohol use, possession and testing. Moreover, this document is intended to be read consistent with and subject to any otherwise applicable law or regulation presently in effect or which in the future may take effect. If any section or provision of this document should be held invalid by operation of law, none of the remainder shall be affected.

## **II. Introduction**

### **A. Policy and Program Purposes**

Pace performs a vital service for the public. To ensure that this service is delivered safely and effectively, each Pace employee has the responsibility to perform his/her duties in a safe, conscientious, and courteous manner.

The purpose of this policy is to establish guidelines to maintain a drug and alcohol-free workplace and to reduce the probability of accidents or incidents related to the use and/or misuse of alcohol and other drugs by employees so that transit services are delivered safely, efficiently, and effectively.

This policy outlines four principles as a means to achieve Pace's goal of providing a workplace free from the effects of drug and alcohol use and/or misuse for its employees. The first principle emphasizes deterrence from the use of drugs and alcohol in or affecting the workplace. Pace will make education and training available for all employees regarding the effects of substance abuse on individuals and on the workplace. Supervisors and managers will receive specialized training in detection, early intervention, and enforcement.

The second principle is treatment and rehabilitation. Pace maintains an Employee Assistance Program ("EAP") to assist employees with personal problems, including those surrounding the misuse of drugs and alcohol. Pace supports rehabilitation before an employee's job is in jeopardy. Although employees are encouraged to receive help for drug and alcohol problems, participation in Pace's EAP will not excuse an employee's failure to comply with Pace rules and regulations; nor will it preclude discipline for rule or policy violations.

The third principle is detection. Toward this end, Pace employs six (6) FTA mandated drug and/or alcohol tests in the following circumstances: pre-employment, reasonable suspicion, post-accident, random, return to duty, and follow-up. The foregoing drug and/or alcohol tests will apply to all full-time, part-time, seasonal and temporary employees of Pace engaged in the performance of safety-sensitive functions. It also applies to: applicants for positions of employment involving the performance of safety-sensitive functions for Pace and operators who are third party contractors.

The fourth principle is enforcement, which is essential if deterrence, rehabilitation, and detection are to be successful. All employees must be fit for duty as defined within this policy. Accordingly, the failure to properly report the dispensing, possession, or use of a controlled substance or narcotic contrary to the terms of this policy, and the use or possession of intoxicants contrary to the terms of this policy is prohibited and will result in disciplinary action up to and including discharge.

B. Employee and Management Responsibilities

All Pace employees covered by this policy are required to refrain from using drugs and alcohol contrary to the specific prohibitions identified herein. Ms. Melinda J. Metzger, General Manager and Chief Operating Officer (or a designated representative) will monitor Pace Department and Division practices to ensure compliance. Anyone with questions regarding this policy, its practices or procedures should contact the General Manager and Chief Operating Officer, 550 West Algonquin Road, Arlington Heights, Illinois 60005, or by phone (847) 228-2302.

Employees are responsible for ensuring adherence to this policy. Managers and supervisors will be held accountable for both the application of the policy and the consistency of its enforcement. To that end, Pace prohibits the discriminatory application, implementation, or enforcement of any provision of this policy on the basis of race, color, age, sex, religion, national origin and ancestry, sexual orientation, veteran status, or disability.

C. Confidentiality

Confidentiality will be maintained throughout the drug and alcohol screening process. Pace will maintain records in a manner so that disclosure of information to unauthorized persons does not occur. Additionally, the specimen collection site, testing laboratory, medical review officer ("MRO"), breath alcohol technician ("BAT"), and substance abuse professional ("SAP") will be held to strict confidentiality requirements consistent with the following:

- The testing laboratory: shall maintain employee test records in confidence as provided by DOT requirements; shall ensure the security of data transmission and limit access to any data transmission, storage, and retrieval system; will report individual drug test results only to the employee tested, the designated MRO, or the decision makers in a lawsuit, grievance, or other proceeding initiated by or on behalf of the employee and arising from a certified positive drug test; and shall retain all records pertaining to a given urine specimen for a minimum of two (2) years.
- The MRO, BAT, and SAP will report individual test results only to: the employee tested; Pace's EAP (if applicable); and the Pace management official empowered to recommend or take administrative action (or the official's designated agent).

Pace will release individual test results to the employee tested upon written request. Pace will not release individual test results to any other party absent a specific written consent of the employee tested authorizing such release to a specifically identified person(s) except as follows:

- To the decision maker in a lawsuit, grievance, or other proceeding initiated by or on behalf of the employee tested and arising from a test administered under this policy.
- To the National Transportation Safety Board ("NTSB") about any post-accident test performed for an accident under NTSB investigation.
- When requested by the DOT or any state or federal agency with regulatory authority over Pace or any of its employees.

EAP personnel will be expected to carry out all actions relative to this policy in a manner which respects the dignity and confidentiality of those involved. EAP records are regarded as confidential medical records and are not available for inspection by anyone except EAP staff absent a written release of information by the employee. EAP personnel will release information to Pace personnel only on a need-to-know basis subject to advance notice to the employee whenever feasible. In any case where the employee raises a claim against Pace involving his/her participation in the EAP, the employee shall be deemed to have waived his/her right to confidentiality and Pace shall have the right to explore thoroughly and evaluate the employee's participation in the EAP.

Any employee covered by this policy is entitled, upon written request, to obtain copies of any records pertaining to the employee's use of prohibited drugs or alcohol; including any records pertaining to his/her drug or alcohol tests. Pace shall provide promptly the records requested by the employee. Access by the employee to his/her records shall not be contingent upon payment for records other than those specifically requested.

### III. Implementation Guidelines for Promoting a Drug and Alcohol-Free Workplace

#### A. Deterrence

##### 1. Fitness for Duty

Pace has determined that an employee is fit for duty when he/she is unequivocally able to perform his/her duties, including when he/she is ready for work or working without the presence of any alcohol or the presence of any specified drugs or their metabolites as prescribed by this policy. Employees must understand that they are responsible for assuring that their job conduct is safe and appropriate.

##### 2. Reporting the Use of Prescription Medication

**Separate from any FTA requirements**, safety-sensitive employees are required to report their use of prescription medication to Pace. Safety-sensitive employees who fail to report their use of prescription medication in accordance with this section, and subsequently have a positive drug or alcohol screen, are subject to progressive discipline up to and including discharge. Accordingly, all such employees are advised to inform their physicians and/or pharmacists of their employment requirements regarding fitness for duty prior to obtaining medication.

##### 3. Education and Training

Pace recognizes that education and training of its workforce and supervisors are major components of a successful drug and alcohol program. To that extent:

- All employees subject to testing under this policy will be provided a copy.
- Pace will display and distribute informational material about the effect of drugs along with a community service hotline telephone number to assist employees who may be experiencing problems with prohibited drugs.
- Pace will provide educational materials that explain the requirements of the FTA's alcohol rule and the policies and procedures identified in this document.
- Pace will distribute informational material about the signs and symptoms of an alcohol problem and the effects of alcohol misuse on an individual's health, work and personal life.
- A minimum of sixty (60) minutes of training will be provided to all employees subject to testing under this policy on the manifestations and behavioral cues indicating drug use on personal health, safety, and the work environment.

- A minimum of an additional sixty (60) minutes of training for the alcohol program and sixty (60) minutes of training for the drug program will be provided to supervisors who will be determining when it is appropriate to administer "reasonable suspicion" drug or alcohol tests under this policy.

In addition to the foregoing, Pace will consider and implement such other education and training programs as will help promote safety goals, maintain the integrity of Pace's drug and alcohol testing program, and enhance the benefits of the program.

B. Treatment and Rehabilitation

1. Employee Assistance Program (EAP) Responsibilities

In order to promote a drug and alcohol-free environment, Pace will work to assist eligible employees with problems due to the use of drugs or misuse of alcohol.

Accordingly, separate from any programs regarding drug and alcohol testing mandated by the FTA and DOT, Pace has established and encourages the use of its Employee Assistance Program ("the EAP"). The EAP was established in part so that an employee who recognizes that he/she has a drug use or alcohol misuse problem may have the opportunity to receive treatment and rehabilitation.

Pace's EAP will assist eligible employees with drug use and alcohol misuse problems, and related concerns, through one or more of the following depending upon the circumstances of each particular case:

- Consultation with supervisors and/or other Pace officials
- Evaluation and referral
- Individual and group counseling
- Individual case management
- Crisis intervention
- Specialized education and training programs

2. EAP Referral

There are two ways to begin rehabilitation through Pace's EAP: voluntary self-referral and management referral.

Voluntary self-referral is preferred by Pace as a means to resolve drug and/or alcohol problems. Such an option is not available to an employee after he/she



has been notified to submit to a drug or alcohol test under this policy. Nor can an employee become a volunteer when subject to disciplinary action in order to avoid discipline.

Voluntary participation in the EAP will not adversely impact an employee's employment or promotional opportunities at Pace. However, employees who do not make a commitment to overcome their drug and/or alcohol problems may experience work performance problems as a result. Accordingly, an employee who exhibits poor or improper job performance as a result or tests positive for drugs and/or alcohol pursuant to a test administered under this policy will be subject to disciplinary action.

The second avenue for referral to the EAP is through management. Supervisors and managers of Pace may refer to the EAP for an evaluation for any employee who demonstrates performance problems such as excessive absenteeism, tardiness, or overall poor work performance. Based upon the reason for the referral and the assessment of the EAP counselor, employee referred to the EAP and determined to have a drug use or alcohol misuse problem may be removed from their position and suspended or assigned to alternative duty subject to the availability of such work, the need to accommodate other employees, and any federal and state statutory and regulatory requirements.

The managerial option to refer any employee to Pace's EAP shall not, however, restrict Pace's right to terminate or otherwise discipline an employee. In the event an employee requests admission into the EAP after commission of an act (including a violation of this policy) which subjects him/her to discharge, Pace may, in its discretion, convert the discharge to a suspension and allow the employee admission into the EAP. Such a determination will be based upon the following criteria: the type of rule violation and all circumstances attendant to the incident in question; the employee's length of service; and the employee's overall work record.

Employees are directed to any pertinent collective bargaining agreement for the terms and provisions of, and restrictions and benefits attendant to, EAP participation. Any questions regarding Pace's EAP should be referred to the Regional Manager (or a designated representative).

C. Effects of Alcohol

Alcohol is the most commonly abused chemical substance in the country and in the workplace. Of the two-thirds of all Americans who drink, there are an estimated thirteen million people with serious drinking problems. A problem drinker is anyone who frequently drinks to the state of intoxication. While intoxicated, he/she may exhibit behavior that would never occur while sober. Alcohol problems have a devastating impact on family life, health, and the workplace. The family may be subject to frequent episodes of violence, physical and emotional neglect, diabetes, ulcers, hypertension, and kidney problems. Emotional health is affected as well due to alcohol misuse, presenting symptoms such as depression, anxiety, hallucinations, and insomnia. Alcohol

abuse in the workplace costs corporate America millions of dollars each year through excessive absenteeism, lack of motivation, and a rise in the use of medical benefits associated with illness caused by alcoholism.

The most effective way to combat alcohol misuse is treatment. Alcohol detoxification rehabilitation is the only method of intervention used to interrupt alcoholism.

#### IV. Provisions for Drug and Alcohol Testing

##### A. General Conditions

##### 1. Persons Subject to Testing

The following persons will be subject to alcohol testing just before, during or just after performing a safety-sensitive function and will be subject to drug testing any time while on duty pursuant to the terms of this policy:

- All full-time, part-time, seasonal, and temporary employees of Pace engaged in the performance of safety-sensitive functions;
- Applicants for positions of employment with Pace involving the performance of safety-sensitive functions;
- Employees of contractors engaged in the performance of safety-sensitive functions for Pace; and
- Employees of operators who are third party contractors engaged in the performance of safety-sensitive functions;

"Safety-sensitive functions" are performed by those persons who:

- Operate revenue service vehicles (including when not in revenue service).
- Operate non-revenue service vehicles required to be operated by a holder of a commercial driver's license.
- Dispatch or control revenue service vehicles.
- Maintain a revenue service vehicle or equipment used in revenue service.
- Carry a firearm for security purposes.

Included in the foregoing are supervisors who in fact perform safety-sensitive functions. Supervisors of covered employees who themselves do not perform safety-sensitive functions are excluded. Attached to this policy is a list of the position titles (*Appendix B*) identifying the persons subject to drug and alcohol testing.

2. Drug Rule

All persons covered by this policy are prohibited from using any of the following five substances: Marijuana; Cocaine; Opiates; Amphetamines; and Phencyclidine and the non-prescribed use of four (4) semi-synthetic Opioids (i.e., hydrocodone, oxycodone, hydromorphone, oxymorphone). Pursuant to FTA requirements, drug testing is administered in accordance with any of the following circumstances as described in detail in each case in *Section IV.B.1 a. through f.* of this policy: pre-employment; post-accident; reasonable suspicion; random; and return to duty/follow-up.

The unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance on Pace property by any person at any time also is prohibited.

**Additionally, separate from any DOT or FTA requirements:**

- The use of illegal drugs by Pace employees at any time is prohibited.
- The use or possession of a controlled substance or narcotic from the time an employee reports for work until the conclusion of the employee's workday or reporting for work in an impaired condition due to the use of the same is prohibited.
- An employee may not have a controlled substance or narcotic in his/her system from the time of reporting for work until the conclusion of the workday.
- An employee shall not knowingly accept relief from or permit an employee to work who is under the influence of a controlled substance or narcotic.

3. Alcohol Rule – Required Hours of Compliance

All persons covered by this policy are prohibited from consuming alcohol:

- While performing a safety-sensitive function;
- Within four (4) hours prior to performing a safety-sensitive function (including on-call safety-sensitive employees); and
- Up to eight (8) hours following an accident or until the employee undergoes a post-accident test.

Under FTA requirements, each person covered by this policy is subject to alcohol testing:

- While performing any safety-sensitive function;

- Immediately before performing any safety-sensitive function; and
- Immediately after performing any safety-sensitive function.

**Additionally, separate from any DOT or FTA requirements:**

- Pace prohibits the use or possession of intoxicants on its property at any time.
- Employees, while in a Pace uniform, shall not either enter an establishment of which the main business is the selling of intoxicants or partake of an intoxicant in a public place.
- An employee shall not knowingly accept relief from or permit an employee to work who is under the influence of an intoxicant.

**B. Detection**

**1. Circumstances for Testing**

**a. Pre-Employment**

No applicant for employment will be placed in a safety-sensitive position by Pace unless the applicant submits to a pre-employment drug test and a verified negative drug test is received. The test will be administered as part of the pre-placement physical examination. Additionally, no Pace employee will be transferred into a safety-sensitive position unless the employee submits to a drug test and a verified negative drug test is received. The test will be administered as part of the qualifying physical examination.

If an applicant or employee drug test is cancelled, the applicant or employee must submit to another drug test.

In addition, when a covered employee or applicant has not performed a safety-sensitive function for ninety (90) consecutive calendar days regardless of the reason, and the employee has not been in the Pace random selection pool during that time, Pace will ensure that the employee takes a pre-employment drug test with a verified negative result.

If a covered employee or applicant has previously failed or refused a DOT pre-employment drug test, the employee must provide the employer proof of having successfully completed a referral, evaluation and treatment plan as described in Section 655.62.

b. Reasonable Suspicion

All employees covered by this policy will be required to submit to a drug and alcohol test with Pace, as required under Section 655.43, through observations made by a supervisor, who has reasonable suspicion that the employee has used a prohibited drug or misused alcohol contrary to the terms of this policy. No employer shall permit an employee who refuses to submit to such a test to perform or continue to perform safety-sensitive functions. The request to undergo a reasonable suspicion test will be based on specific contemporaneous, articulable observations concerning the appearance, behavior, speech, or body odor of the person to whom the request is directed.

Supervisors who will be expected to make such a determination will be trained in the facts, circumstances, physical evidence, physical signs and symptoms, and patterns of performance and/or behavior associated with drug use and alcohol misuse.

Any supervisory person who orders an employee to undergo a reasonable suspicion test will complete a "Condition of Employee Report," a sample of which is attached as Appendix C.

c. Post-Accident

All employees covered by this policy who are involved in an accident will be required to submit to a drug and alcohol test, as required under Section 655.44. No employer shall permit an employee who refuses to submit to such a test to perform or continue to perform safety-sensitive functions. An "accident" is defined as an occurrence associated with the operation of a Pace vehicle in which:

- An individual dies;
- An individual suffers a bodily injury and immediately receives medical treatment away from the scene of the accident; or
- Any vehicle involved incurs disabling damage and is transported away from the scene by a tow truck or other vehicle.

In the case of any accident involving a fatality, each surviving safety-sensitive employee on duty in the Pace vehicle at the time of the accident will be tested.

Additionally, safety-sensitive employees not on the vehicle whose performance could have contributed to the accident, as determined by Pace using the best information available at the time of the accident, will be tested.

In the case of all other accidents covered by this policy (i.e., those not involving a fatality), each safety-sensitive employee operating the Pace vehicle at the time of the accident will be tested unless Pace determines, using the best

information available at the time of the decision, that the safety-sensitive employee's performance can be completely discounted as a contributing factor to the accident. Additionally, any other safety-sensitive employees whose performance could have contributed to the accident, as determined by Pace using the best information available at the time of the accident, will be tested.

Post-accident drug tests will be performed as soon as possible but no later than thirty-two (32) hours following the accident. Post-accident alcohol tests will be performed within two (2) hours but no later than eight (8) hours following the accident. If an alcohol test is not administered within two (2) hours following the accident, Pace will prepare and maintain a record stating the reason(s) the test was not so administered. If an alcohol test still is not administered within eight (8) hours following the accident, all attempts to administer the test will cease.

An employee subject to post-accident testing who fails to remain available for such testing, including notifying Pace of his/her location after leaving the scene of the accident, may be deemed to have refused to submit to testing.

Nothing in this section shall be construed to require the delay of necessary medical attention for the injured following an accident or to prohibit a covered employee from leaving the scene of an accident for the period necessary to obtain assistance in responding to the accident or to obtain necessary medical care.

d. Random Testing

All employees covered by this policy will be subject to random drug and alcohol testing, as required under Section 655.45. No employer shall permit an employee who refuses to submit to such a test to perform or continue to perform safety-sensitive functions. The random selection method will be a scientifically valid method, such as a random number table or a computer-based random number generator. Testing rates will meet or exceed the minimum annual percentage rate set each year by the FTA Administrator. In conducting such tests, the process will be unannounced as well as random. The dates for administering unannounced testing of randomly-selected covered employees shall be spread reasonably throughout the calendar year including all days and hours during which safety-sensitive functions are performed, so as to ensure that all covered employees have a reasonable expectation that they might be randomly tested for prohibited drug use anytime while on duty. Each covered employee shall have an equal chance of being tested each time selections are conducted. Once the employee has been notified of selection for testing, the employee will be required to report immediately to the designated collection site.

e. Return to Duty

Before any employee covered by this policy is allowed to return to duty to perform a safety-sensitive function following a verified positive drug test result, an alcohol test result of 0.04 or greater, or a refusal to submit to a test, the employee will be required to:

- Be evaluated by a substance abuse professional ("SAP") designated by Pace to determine whether the employee has followed the recommendations for action by the SAP, including participation in any rehabilitation program; and
- Pass drug and/or alcohol tests as determined by the SAP.

If a return to duty drug test is cancelled, the employee will be subject to and required to pass another drug test.

**In addition to the foregoing and separate from any FTA requirements, Pace requires that all employees covered by this policy submit to a drug and alcohol test using non-DOT forms when:**

- The employee is returning from a drug and/or alcohol rehabilitation program known to, or arranged by, Pace, or made known to Pace.
- The employee has signed a treatment plan, work resumption, or return to work agreement that requires the test.
- The employee is returning to work from an absence longer than thirty (30) consecutive calendar days.
- The employee is returning to duty to perform a safety-sensitive function following an alcohol test result of 0.02 or greater but less than 0.04.

f. Follow-Up

An employee who is allowed to return to duty to perform a safety-sensitive function following a verified positive drug test result, an alcohol test of 0.04 or greater, or a refusal to submit to a test will be subject to unannounced follow-up testing for at least twelve (12) but not more than sixty (60) months, as required under Section 655.47. No employer shall permit an employee who refuses to submit to such a test to perform or continue to perform safety-sensitive functions. The frequency and duration of the follow-up testing will be determined by the SAP, but subject to the conducting of a minimum of six (6) tests during the first twelve (12) months after the employee has returned to duty.

The foregoing is separate from and in addition to Pace's random testing program. Employees subject to follow-up testing also will remain in the standard random pool and will be tested whenever subject to random testing, even if as a result the employee is tested twice in the same month, week, or day.

**In addition to the foregoing, and separate from any FTA requirements, Pace requires that any employee who participates as a volunteer in Pace's EAP comply with all drug and/or alcohol testing recommended by the EAP counselor.**

2. Conduct that Constitutes a Refusal to Submit to a Test

The following conduct will be regarded by Pace as a refusal to submit to a drug and/or alcohol test and constitutes a positive test result:

- Fail to appear for any test (except a pre-employment test) within a reasonable time, as determined by Pace.
- Fail to remain at the testing site until the testing process is complete. Provided, that an employee who leaves the testing site before the testing process commences for a pre-employment test is not deemed to have refused to test.
- Fail to attempt to provide a urine or breath specimen. Provided that an employee who does not provide a urine specimen because he or she has left the testing site before the testing process commences for a pre-employment test is not deemed to have refused to test.
- In a case of a directly observed or monitored collection in your drug test, fail to permit the observation or monitoring of your provision of a specimen including the failure to follow the collector's instructions to raise and lower your clothing and to turn around to permit the observer to determine if there is evidence of a prosthetic or other device that could be used to interfere with the collection process.
- Fail to provide a sufficient amount of urine or breath when directed and it has been determined, through a required medical evaluation, that there was no adequate medical explanation for the failure.
- Fail or decline to take a second test Pace or collector has directed you to take.
- Fail to undergo a medical examination or evaluation, as directed by the MRO as part of the verification process.
- Fail to sign the certification at step 2 of the Alcohol Testing Form.



- Fail to cooperate with any part of the testing process, including refusal to wash hands after being directed to do so.
- Admitting to collection site personnel or Medical Review Officer that he/she has adulterated or substituted their specimen.
- The employee possesses or wears a prosthetic or other device that could be used to interfere with the collection process.
- As an employee, if the MRO reports that you have a verified adulterated or substituted test result, you have refused to take a drug test.

## V. Methodology

All federally mandated drug and alcohol testing will be conducted in accordance with 49 CFR Part 40 and will include the procedures that will be used to test for the presence of illegal drugs, the non-prescribed use of semi-synthetic opioids or alcohol misuse, protect the employee and the integrity of the drug and alcohol testing process, safeguard the validity of the test results, and ensure the test results are attributed to the correct employee.

### A. Drug Testing

#### 1. Collection Procedures

When ordered to do so by Pace, an employee shall submit to drug testing through urine analysis. At the time specimens are collected, the employee will be given written instructions setting forth his/her responsibilities. The employee's identity will be verified through the use of a photo identification card or through a representative designated by Pace.

Forty-five (45) milliliters (mL) (about 1 ½ ounces) of urine will be collected. The collection site technician will pour fifteen (15) mL into one bottle to be used as a split specimen. The remainder (at least thirty (30) mL) will be retained in the collection bottle or poured into another bottle to be used as the primary specimen.

If the employee is unable to provide at least forty-five (45) mL of urine the specimen will be discarded. The collection site technician will instruct the employee, who must remain at the collection site, to drink up to forty (40) ounces of fluids, distributed reasonably through a period of up to three (3) hours, or until the employee has provided a new urine specimen, whichever occurs first. The employee will then provide a new sample using a fresh collection container. If the employee is still unable to provide an adequate specimen, testing will be discontinued and the employee will be directed to obtain, within 5 days after the attempted provision of urine, an evaluation from a licensed physician who is acceptable to the MRO concerning the employee's ability to procure an adequate amount of urine.

Within four (4) minutes of receiving the specimen, the temperature of the specimen will be recorded. Any specimen temperature out of the range of 32°C to 38°C/90°F to 100°F will require that an observed collection take place. The collection site technician also will examine the specimen visually for any unusual color or sediment, and note the results on the custody and control form.

Both bottles will be sealed and labeled in the presence of the employee. The donor will initial the labels verifying the specimen is his/hers. A custody and control form will be completed and signed by the collection site technician and the donor. Both the primary and split specimen will be sealed in a single shipping container, together with the appropriate pages of the custody and control form. The tape seal on the container will bear the initials of the collection person and the date of closure for shipment. The specimen will be placed in secure storage until dispatched to the laboratory.

Procedures for collecting urine specimens shall allow individual privacy. If, however, any of the following circumstances exist, a collection site person of the same gender as the individual providing the urine specimen shall obtain a specimen by direct observation.

Direct observation shall include the lifting of clothing to just above the navel or lowering to mid-thigh and turning towards the same sex collector to prove the individual is not concealing a prosthetic device to beat the test.

- The individual previously has been determined to have used a controlled substance without medical authorization and the test being conducted is a return to duty or follow-up test.
- The individual has provided a urine specimen that falls outside the normal temperature range (32°C to 38°C/90°F to 100°F)
- The collection site person observes conduct indicating an attempt to substitute or adulterate the specimen. In such event, the collection site person will prepare and maintain a written report concerning the observation.
- Individuals who have tested positive, adulterated or substituted and their split sample was not available for testing. (Splits not collected, missing or destroyed in transit.)
- Individuals providing a specimen resulting in a creatine level between 2 and 5.

## 2. Laboratory Testing

All drug testing will be completed in a laboratory certified by the Department of Health and Human Services (DHHS). Pace has contracted with Phamatech, Inc.

(15175 Innovation Dr. San Diego, CA 92128) to conduct all drug testing administered on its behalf under this policy. As of the revised date of this policy, the Federal Register has identified Phamatech, Inc. as DHHS-certified.

An immunoassay test will be performed initially on the specimen. If any prohibited drug registers above the cutoff level on the immunoassay screen, an aliquot of the same urine specimen will be confirmed by using gas chromatography/mass spectrometry (GC,MS). All FTA and Pace mandated tests will undergo validity testing which is designed to deter and detect attempts to adulterate or substitute specimens. Testing must conform with 49 CFR Part 40 as amended and effective January 18, 2001.

All FTA-mandated drug testing will be performed to detect for the presence of the following five (5) substances: Marijuana; Cocaine; Opioids; Phencyclidine; and Amphetamines. The following initial cutoff levels will be used when screening specimens to determine whether they are negative for the identified drugs:

Initial Test Analyte	Initial Test Cutoff <sup>1</sup>	Confirmatory Test Analyte	Confirmatory Test Cutoff Concentration
Marijuana metabolites (THCA) <sup>2</sup>	50 ng/mL <sup>3</sup>	THCA	15 ng/mL
Cocaine metabolites (Benzoyllecgonine)	150 ng/mL <sup>3</sup>	Benzoyllecgonine	100 ng/mL
Codeine/Morphine	2000 ng/mL	Codeine Morphine	2000 ng/mL 2000 ng/mL
Hydrocodone/Hydromorphone	300 ng/mL	Hydrocodone Hydromorphone	100 ng/mL 100 ng/mL
Oxycodone/Oxymorphone	100 ng/mL	Oxycodone Oxymorphone	100 ng/mL 100 ng/mL
6-Acetylmorphine	10 ng/mL	6-Acetylmorphine	10 ng/mL
Phencyclidine	25 ng/mL	Phencyclidine	25 ng/mL
Amphetamine/Methamphetamine	500 ng/mL	Amphetamine Methamphetamine	250 ng/mL 250 ng/mL
MDMA <sup>4</sup> /MDA <sup>5</sup>	500 ng/mL	MDMA MDA	250 ng/mL 250 ng/mL

<sup>1</sup> For grouped analytes (i.e., two or more analytes that are in the same drug class and have the same initial test cutoff):

*Immunoassay:* The test must be calibrated with one analyte from the group identified as the target analyte. The cross-reactivity of the immunoassay to the other analyte(s) within the group must be 80 percent or greater; if not, separate immunoassays must be used for the analytes within the group.

*Alternate technology:* Either one analyte or all analytes from the group must be used for calibration, depending on the technology. At least one analyte within the group must have a concentration equal to or greater than the initial test cutoff or, alternatively, the sum of the analytes present (i.e., equal to or greater than the laboratory's validated limit of quantification) must be equal to or greater than the initial test cutoff.

<sup>2</sup> An immunoassay must be calibrated with the target analyte, Δ-9-tetrahydrocannabinol-9-carboxylic acid (THCA).

<sup>3</sup> *Alternate technology (THCA and Benzoyllecgonine):* When using an alternate technology initial test for the specific target analytes of THCA and Benzoyllecgonine, the laboratory must use the same cutoff for the initial and confirmatory tests (i.e., 15 ng/mL for THCA and 100 ng/mL for Benzoyllecgonine).

<sup>4</sup> Methylenedioxyamphetamine (MDMA).

<sup>5</sup> Methylenedioxyamphetamine (MDA).

All Pace-mandated testing using non-DOT forms will be performed to detect for the presence of, in addition to the foregoing five (5) substances, the following five (5) substances: Barbiturates; Benzodiazepine metabolites; Methadone; Methaqualone; and Propoxyphene.

The following initial cutoff levels will be used when screening specimens to determine whether they are negative for the identified drugs:

<u>Drug</u>	<u>Cutoff Levels (ng/mL)</u>
Barbiturates	300
Benzodiazepine metabolites	300
Methadone	300
Methaqualone	300
Propoxyphene	300

The following confirmatory cutoff levels will be used:

<u>Drug</u>	<u>Cutoff Levels (ng/mL)</u>
Barbiturates	200
Benzodiazepine metabolites	200
Methadone	200
Methaqualone	200
Propoxyphene	200

Long-term frozen storage (-20 °C or less) ensures that positive urine specimens will be available for any necessary retest during administrative or disciplinary proceedings. All confirmed positive specimens will be retained by the laboratory in their original labeled specimen bottles for a minimum of one (1) year in properly secured long-term frozen storage.

Within this one (1) year period, Pace or any other person designated by DOT regulation may request the laboratory to retain the specimen for an additional period of time. If no such request is received, the laboratory may discard the specimen after the end of one (1) year, except the laboratory shall maintain any specimen known to be under legal challenge for an indefinite period.

3. Review by Medical Review Officer (MRO)

All drug testing laboratory results shall be reviewed by a qualified medical review officer ("MRO") designated by Pace to verify and validate the test results. As of the revised date of this policy, Pace has contracted with Dr. David Nahin, National Drug Screening Inc. to serve as its MRO. Dr. Nahin has offices located at 9501 Northfield BLVD, Denver, CO 80238. Phone (877) 295-3381.

The MRO will conduct an administrative review of the control and custody form to ensure its accuracy. The MRO will review and interpret an individual's confirmed positive test by: (1) reviewing the individual's medical history; (2) affording the individual an opportunity to discuss the test result; and (3) deciding whether there is a legitimate medical explanation for the result, including legally prescribed medication. In addition, to ensure fairness to employees, the MRO will review the test results when a laboratory indicates that an employee's specimen may have been adulterated or substituted. The foregoing applies to both FTA-mandated and Pace-mandated drug testing.

4. Notification and Split Sampling

The MRO will notify each employee who has a verified positive test that the employee has seventy-two (72) hours within which to request a test of the split specimen. If the employee requests an analysis of the split specimen, the MRO will direct the laboratory, in writing, to ship the split specimen to another DHHS laboratory for analysis. An employee may also request an analysis of the split specimen for any specimen deemed to have been adulterated or substituted.

If the analysis of the split specimen fails to confirm the presence of the drug(s), drug metabolite(s), or evidence of adulteration or substitution, found in the primary specimen, or if the split specimen is unavailable or inadequate for testing, the MRO will cancel the test and report the cancellation and the reasons for it to the DOT, the employer, and the employee.

If the employee has not contacted the MRO within seventy-two (72) hours of being notified of a verified positive drug test or evidence of adulteration or substitution, the employee may present to the MRO information documenting that serious illness, injury, inability to contact the MRO, lack of actual notice of the verified positive test or evidence of adulteration or substitution, or other unavoidable circumstances that prevented the employee from contacting the MRO in time. If the MRO concludes that there is a legitimate explanation for the employee's failure to contact the MRO, the MRO will direct that an analysis of the split sample be performed. If the MRO concludes that there is no legitimate explanation, the MRO is not required to direct the analysis of the split specimen.

If, after the MRO makes all reasonable efforts (and documents them), the MRO is unable to reach the individual directly, the MRO will contact a designated Pace representative who will direct the employee to contact the MRO as soon as possible. If, after making all reasonable efforts, the designated Pace

representative is unable to contact the employee, Pace may place the employee on temporary unqualified status or medical leave.

The MRO will report each verified test result to the person designated by Pace to receive the results. Reporting of a verified positive result or taking action required as a result of a positive drug test will not be delayed pending the split sampling analysis. The MRO will maintain all necessary records and send test result reports to Pace's General Manager and Chief Operating Officer (or a designated representative), Pace's drug and alcohol program manager.

The MRO will also report all negative drug tests which indicate the urine was diluted. It is Pace policy to ensure that the retesting of employees is consistent and therefore require the immediate retesting for all negative pre-employment reasonable suspicion, return to duty and follow-up testing where results have indicated a diluted urine sample. Such re-collections will not be collected under direct observation, unless there is another basis for use of direct observation.

B. Alcohol Testing

1. Breath Testing Procedures

When ordered to do so by Pace, an employee shall submit to breath alcohol testing through the use of an evidential breath testing device ("EBT"). Upon arrival at the collection site, the employee's identity will be verified through the use of a photo identification card or through a representative designated by Pace. The testing procedures will be explained to the employee after which the employee and a breath alcohol technician ("BAT") designated by Pace will complete, date and sign the alcohol testing form.

The BAT will inform the employee of the need to conduct a screening test. The BAT and the employee will read the sequential test number displayed by the EBT. The BAT will open an individually sealed, disposable mouthpiece in view of the employee and attach it to the EBT. The BAT will instruct the employee to blow forcefully into the mouthpiece for at least six seconds or until an adequate amount of breath has been obtained. Following the screening test, the BAT will show the employee the result displayed on the EBT or the printed result. If the result of the screening test is an alcohol concentration of less than 0.02, no further testing is required and the test will be reported to Pace as a negative test. The employee may then return to his/her safety-sensitive position. If the result of the screening test is an alcohol concentration of 0.02 or greater, a confirmation test will be performed. The confirmation test will be conducted at least fifteen (15) minutes, but not more than thirty (30) minutes, after the completion of the initial test. This delay prevents any accumulation of alcohol in the mouth from leading to an artificially high reading. The employee will be instructed not to eat, drink, or put any object or substance in his/her mouth. The BAT will instruct the employee not to belch to the extent possible while awaiting the confirmation test. The BAT will inform the employee that the test

will be conducted at the end of the waiting period, even if the employee has disregarded the instructions.

Before the confirmation test is administered, the BAT will conduct an air blank on the EBT. If the reading is greater than 0.00, the BAT will conduct one more air blank. If the second air blank is greater than 0.00, the EBT will not be used to conduct the test. The confirmation test will be conducted using the same procedure as the screening test. A new mouthpiece will be used.

If the initial and confirmatory test results are not identical, the confirmation test result will be deemed to be the final result. If the result displayed on the EBT is not the same as that on the printed form, the test will be cancelled and the EBT removed from service.

The BAT will sign and date the alcohol testing form. The employee will sign and date the certification statement, which includes a notice that the employee cannot perform safety-sensitive duties or operate a motor vehicle if the results are 0.02 or greater. The BAT will attach the alcohol test result printout directly onto the alcohol collection form with tamper proof tape (unless the results are printed directly on the form).

If a screening or confirmatory test cannot be completed, the BAT will, if practicable, begin a new alcohol testing form with a new sequential test number. Refusal by an employee to complete and sign the alcohol testing form, to provide breath, or otherwise to cooperate with the collection process will be noted on the form and the test will be terminated.

2. Notification

The BAT will transmit all non-negative results to a designated Pace representative immediately.

3. Positive Test Results at Designated Threshold Levels

In the event of a test result of 0.02 or greater but less than 0.04, the employee shall be removed from duty for at least eight (8) hours following the administration of the test. **Separate from any FTA requirements**, in no event will the employee be allowed to return to duty unless he/she passes an alcohol test showing an alcohol concentration of less than 0.02.

In the event of a federally mandated test result equal to or greater than 0.04, the employee shall be prohibited from performing any safety-sensitive duties until he/she has been evaluated by a substance abuse professional and has passed a return to duty test.

C. Substance Abuse Professional (SAP) Evaluation

Any individual who has a verified positive drug test result or a breath alcohol concentration of 0.04 or greater will be advised of the resources available to evaluate and resolve problems associated with drug abuse or alcohol misuse, including the names, addresses, and telephone numbers of substance abuse professionals and counseling and treatment programs. The employee also will be assessed by a substance abuse professional ("SAP") designated by Pace who will determine what assistance the employee needs in resolving problems associated with prohibited drug use or alcohol misuse.

As of the revised date of the policy, Pace has contracted with Morneau Shepell, (800) 272-2727 to serve as its SAP. Morneau Shepell, also manages Pace's EAP. As discussed in *Section III, B.* of this policy, the EAP is designed to assist Pace employees with personal problems, including problems associated with drug abuse or alcohol misuse.

The SAP will carry out the following responsibilities:

- A qualified SAP will recommend education and/or treatment during the return-to-duty process.
- Evaluate whether any employee who previously tested positive and desires to return to work has properly followed the SAP's recommendations for treatment.
- Recommend whether a returning employee who previously tested positive for drug use also should be subject to return to duty and/or follow-up testing for alcohol misuse.
- Document all contacts with referred employees and present regular periodic reports to Pace's drug and alcohol program manager or his/her designee.
- Recommend whether a returning employee who previously tested positive for alcohol misuse also should be subject to return to duty and/or follow-up testing for drug use.

The foregoing applies to FTA-mandated testing only.

VI. Enforcement of Policy Through Discipline

Separate from any FTA requirement Pace will under its own authority exercise the following discipline as a result of drug and or alcohol misuse.

A. Pre-Employment

Any applicant who tests positive for drugs and/or alcohol will be disqualified from consideration for a safety-sensitive position with Pace.



B. Reasonable Suspicion

Any employee who tests positive for drugs and/or alcohol pursuant to a reasonable suspicion test administered under this policy will be discharged.

C. Post-Accident

Any employee involved in an accident who tests positive for drugs and/or alcohol pursuant to a test administered under this policy will be discharged.

D. Random

Any employee who tests positive for drugs and/or alcohol pursuant to a random test administered under this policy will be discharged.

E. Return to Duty

Any employee who tests positive for drugs and/or alcohol pursuant to a return to duty test administered under this policy will be discharged.

F. Follow-Up

Any employee who tests positive for drugs and/or alcohol pursuant to a follow-up test administered under this policy will be discharged.

G. Refusal to Take Test and/or Non-Compliance with Testing Procedures

Any employee who refuses to submit to any drug or alcohol test administered under this policy, to complete and sign the requisite testing forms, or otherwise to cooperate with the testing process in a way that prevents the completion of the test will be discharged.

H. Inability to Provide Adequate Amount of Urine Specimen or Breath

Any applicant or employee who is unable to provide an adequate amount of urine specimen for drug testing will be directed to drink up to forty (40) ounces of fluid, distributed reasonably through a period of up to three (3) hours, or until the employee has provided a new urine specimen, whichever occurs first. If the employee refuses to provide a new specimen within the three (3) period, the collection site person shall terminate the collection.

In all cases involving an employee who cannot provide an adequate specimen within the three (3) hour period, a Pace designated MRO shall refer the employee for a medical evaluation to develop pertinent information concerning whether the employee's inability to provide a specimen is genuine or constitutes a refusal to provide a specimen. If the former, Pace will make whatever accommodation is reasonable in light of all circumstances relevant to the case. If the latter, the employee's failure to provide an adequate amount of urine will be regarded as a refusal to submit to take the test and the employee will be discharged. In pre-employment testing involving an applicant who

cannot provide an adequate specimen within the three (3) hour period, the applicant will be disqualified from consideration for employment with Pace (without resort to an MRO referral).

An employee who is unable to provide an adequate amount of breath for alcohol testing will be directed to obtain an evaluation from a licensed physician who is acceptable to Pace concerning the employee's medical ability to provide an adequate amount of breath. If the physician concludes that a medical condition has or could have precluded the employee from providing an adequate amount of breath, the employee's failure to do so will not be regarded as a refusal to take the test. If the physician is unable to make such a determination, the employee's failure to provide an adequate amount of breath will be regarded as a refusal to take the test and the employee will be discharged. An applicant who is unable to provide an adequate amount of breath for alcohol testing will be disqualified from consideration for employment with Pace (without referral to a physician).

I. Urine Specimen Alteration

In any case where it has been determined that an employee has altered or attempted to alter his/her urine specimen for a drug test administered under this policy, the employee will be discharged. In any case where it has been determined that an applicant has altered or attempted to alter his/her urine specimen for a drug test administered under this policy, the applicant will be disqualified from consideration for employment with Pace.

J. Unsatisfactory Employee Assistance Program Participation

An employee allowed entry into Pace's EAP who fails to participate in the recommended treatment program, fails to comply with the terms of his/her EAP plan, or refuses to take a drug and/or alcohol screen when ordered to do so will be discharged.

K. Conviction for a Violation of a Criminal Drug Statute

As a condition of employment with Pace, an employee must notify Pace in writing of his/her conviction for a violation of any criminal drug statute no later than five (5) calendar days after such conviction. Any employee convicted for such a violation occurring on Pace property will be discharged. In all other cases, discipline, up to and including discharge will be issued based upon all circumstances relevant to the case.

L. Applicability of Policy to Pace Contractors

All Pace contractor employees who are engaged in the performance of safety-sensitive functions for Pace are subject to the provisions of this policy pertaining to *Deterrence (Section IIIA)*, *Provisions for Drug and Alcohol Testing (Section IV)*, and *Methodology (Section V)*. Employees of third party contractors which operate transportation service for Pace contractors who are engaged in the performance of safety-sensitive functions also are subject to these provisions. Pace does not mandate the application of other

provisions of this policy relating to *Treatment and Rehabilitation (the Employee Assistance Program, Section IIIB)* and *Rehabilitation Policy Through Discipline (Section VI)* to contractor employees. These areas are left to the contractor's discretion. However, any contractor employee who violates Pace's policies on *Deterrence (Section IIIA)*, *Provisions for Drug and Alcohol Testing (Section IV)*, and *Methodology (Section V)* shall not be allowed to perform safety-sensitive functions in Pace-funded service.

## Appendix A: Terms and Definitions

<b>Adulterated Specimen</b>	A specimen that has been altered, as evidenced by test results showing either a substance that is not a normal constituent for that type of specimen or showing an abnormal concentration of an endogenous substance.
<b>Air Blank</b>	In evidential breath testing devices (EBTs) using gas chromatography technology, a reading of the device's internal standard. In all other EBTs, a reading of ambient air containing no alcohol.
<b>Alcohol</b>	The intoxicating agent in beverage alcohol, ethyl alcohol, or other low molecular weight alcohols including methyl or isopropyl alcohol.
<b>Alcohol Concentration</b>	The alcohol in a volume of breath expressed in terms of grams of alcohol per 210 liters of breath as indicated by a breath test.
<b>Alcohol Use</b>	The drinking or swallowing of any beverage, liquid mixture, or preparation (including any medication), containing alcohol.
<b>Aliquot</b>	A fractional part of a specimen used for testing. It is taken as a sample representing the whole specimen.
<b>Breath Alcohol Technician (BAT)</b>	A person who instructs and assists employees in the alcohol testing process and operates an evidential breath testing device.
<b>Cancelled or Invalid Test</b>	In drug testing, a drug test that has been declared invalid by a Medical Review Officer. A cancelled test is neither a positive nor a negative test. A sample that has been rejected for testing by a laboratory is treated the same as a cancelled test. In alcohol testing, a test that is deemed to be invalid is neither a positive nor a negative test.
<b>Collection Container</b>	A container into which the employee urinates to provide the specimen for a drug test.
<b>Collection Site</b>	A place selected by Pace where employees present themselves for the purpose of providing a urine specimen for a drug test.
<b>Collection Site Person</b>	A person who instructs and assists individuals at a collection site and who receives and makes a screening examination of the urine specimen provided by those individuals.
<b>Confirmation (or Confirmatory) Test</b>	In drug testing, a second analytical procedure performed on a different aliquot of the original specimen to identify the presence of a specific drug or metabolite that is independent of the screening test and that uses a different technique and chemical principle from that of the screening test to ensure reliability and accuracy. (Gas chromatography/mass spectrometry [GC,MS] is the only authorized confirmation method for cocaine, marijuana, opiates, amphetamines, and phencyclidine.) In alcohol testing, a second test,

	following a screening test with a result of 0.02 or greater that provides quantitative data of alcohol concentration.
<b>Contractor</b>	A person or organization that provides a service for Pace consistent with a specific understanding or arrangement. The understanding can be a written contract or an informal arrangement that reflects an ongoing relationship between the parties.
<b>Controlled Substance</b>	The substances defined and included in the Schedules of Article II of the Illinois Controlled Substances Act, 720 ILES 570/201 <u>et seq.</u>
<b>DOT</b>	The Department of Transportation or any designee of the Secretary of the Department of Transportation.
<b>Drug Metabolite</b>	The specific substance produced when the human body metabolizes a given prohibited drug as it passes through the body and is excreted in urine.
<b>Drug Test</b>	The laboratory analysis of a urine specimen collected in accordance with regulations promulgated by the DOT and analyzed in a DHHS-approved laboratory.
<b>Evidential Breath Testing Device (EBT)</b>	A device that is approved by the National Highway Traffic Safety Administration (NHTSA) for the evidential testing of breath at the .02 and .04 alcohol concentrations, and appears on ODAPC's Web page for "Approved Evidential Breath Measurement Devices" because it conforms with the model specifications available from NHTSA.
<b>FTA</b>	Federal Transit Administration
<b>HHS</b>	The Department of Health and Human Services or any designee of the Secretary, Department of Health and Human Services.
<b>Initial Drug Test</b>	(Also known as a "Screening drug test"). The test used to differentiate a negative specimen from one that requires further testing for drugs or drug metabolites.
<b>Initial Specimen Validity Test</b>	The first test used to determine if a urine specimen is adulterated, diluted, substituted, or invalid.
<b>Invalid Drug Test</b>	The result reported by an HHS-certified laboratory in accordance with the criteria established by HHS Mandatory Guidelines when a positive, negative, adulterated, or substituted result cannot be established for a specific drug or specimen validity test.
<b>Laboratory</b>	Any U.S. laboratory certified by HHS under the National Laboratory Certification Program as meeting the minimum standards of Subpart C of the HHS Mandatory Guidelines for Federal Workplace Drug Testing Programs; or, in the case of foreign laboratories, a laboratory approved for participation by DOT under this part.

<b>Limit of Detection (LOD)</b>	The lowest concentration at which a measurand can be identified, but (for quantitative assays) the concentration cannot be accurately calculated.
<b>Limit of Quantitation</b>	For quantitative assays, the lowest concentration at which the identity and concentration of the measurand can be accurately established.
<b>Medical Review Officer (MRO)</b>	A person who is a licensed physician and who is responsible for receiving and reviewing laboratory results generated by an employer's drug testing program and evaluating medical explanations for certain drug test results.
<b>Narcotic</b>	The substance defined and included in Section 102 of the Illinois Controlled Substances Act, 720 ILES 570/102.
<b>Negative Result</b>	The result reported by an HHS-certified laboratory to an MRO when a specimen contains no drug or the concentration of the drug is less than the cutoff concentration for the drug or drug class and the specimen is a valid specimen.
<b>Pass a Drug Test</b>	An individual passes a drug test when a Medical Review Officer determines, in accordance with procedures established by the DOT, that the results of the test: <ul style="list-style-type: none"> <li>• Showed no evidence or insufficient evidence of a prohibited drug or drug metabolite</li> <li>• Showed evidence of a prohibited drug or drug metabolite for which there was a legitimate medical explanation</li> <li>• Were scientifically insufficient to warrant further action</li> </ul>
<b>Performing a Safety-Sensitive Function</b>	A covered employee is considered to be performing a safety-sensitive function and includes any period in which he or she is actually performing, ready to perform, or immediately available to perform such functions.
<b>Positive Result</b>	The result reported by an HHS-certified laboratory when a specimen contains a drug or drug metabolite equal to or greater than the cutoff concentrations.
<b>Prescribed Drug</b>	Any controlled substance or narcotic prescribed by a qualified, licensed health provider.
<b>Prohibited Drug</b>	Marijuana, Cocaine, Opiates, Amphetamines, or Phencyclidine
<b>Reconfirmed</b>	The result reported for a split specimen when the second laboratory is able to corroborate the original result reported for the primary specimen.

<b>Rejected for Testing</b>	The result reported by an HHS-certified laboratory when no tests are performed for a specimen because of a fatal flaw or a correctable flaw that is not corrected.
<b>Safety-Sensitive Position</b>	A duty, position, or job category that requires the performance of a safety-sensitive function(s).
<b>Screening Test (or Initial Test)</b>	See "Initial Drug Test" definition.
<b>Shipping Container</b>	A container that is used for transporting and protecting urine specimen bottles and associated documents from the collection site to the laboratory.
<b>Specimen Bottle</b>	The bottle that, after being sealed and labeled according to procedures in 49 CFR Part 40,, is used to hold the urine specimen during transportation to the laboratory.
<b>Split Specimen</b>	In drug testing, a part of the urine specimen that is sent to a first laboratory and retained unopened, and which is transported to a second laboratory in the event that the employee requests that it be tested following a verified positive test of the primary specimen or a verified adulterated or substituted test result.
<b>Split Specimen Collection</b>	A collection in which the urine collected is divided into two separate specimen bottles, the primary specimen (Bottle A) and the split specimen (Bottle B).
<b>Substance Abuse Professional (SAP)</b>	A person who evaluates employees who have violated a DOT drug and alcohol regulation and makes recommendations concerning education, treatment, follow-up testing, and aftercare.
<b>Validity Testing</b>	Tests conducted by the laboratory designed to deter and detect attempts to adulterate or substitute specimens.
<b>Volunteer</b>	A permanent, temporary, or part-time worker who is not compensated for his/her services unless involved either in the operation of a vehicle designed to transport sixteen or more passengers, including the driver, or in the provision of a charitable service with the expectation of receiving a benefit. The term volunteer includes any vanpool driver who pursuant to FTA regulations is not subject to drug or alcohol testing.

**ATTACHMENT 2**  
**CERTIFICATION OF COMPLIANCE WITH**  
**PACE'S DRUG & ALCOHOL POLICY AND TESTING PROGRAM**


Date: July 24, 2019

I, Stanley C Rakestraw, Vice President/COO  
(Printed Name of Official) (Title of Official)

SCR Medical Transportation, Inc.  
(Name of Company/Municipality)

**DO HEREBY CERTIFY** that an anti-drug and alcohol misuse prevention program has been established in accordance with the terms of the *Code of Federal Regulations, Title 49, Part 40, Part 655* ("Federal regulations"). I further certify that the program specifically includes provisions for:

1. Training for safety-sensitive employees and training for supervisors in accordance with the Federal regulations and Pace policy.
2. Testing of safety-sensitive employees for drugs and alcohol in accordance with the approved testing protocols and procedures set forth in the Federal regulations and Pace policy under the following circumstances:
  - Pre-employment (drug testing only)
  - Reasonable Suspicion
  - Post-accident
  - Random
  - Return to duty
  - Follow up
3. Use of a Medical Review Officer ("MRO") for all drug tests and a Substance Abuse Professional ("SAP") for evaluations and follow-up treatment and testing recommendations for all individuals who test positive under any drug or alcohol test, as these requirements are set forth in the Federal regulations and Pace policy.
4. Maintenance of records in accordance with the Federal regulations and Pace policy, which records will be made available upon request to Pace or its designee.

  
\_\_\_\_\_  
(Signature of Official)



**Insurance Requirements - Paratransit**

**The Insurance documentation must be submitted, reviewed and approved by Pace, the Suburban Bus Division of the Regional Transportation Authority (further known as Pace) prior to the Contract award. At Pace's discretion, the bidder or proposer's failure to submit the required compliant insurance documents may result in a "Not Responsible" determination against your company. Pace also reserves the right to accept or reject the evidence of insurance coverage or other documentation provided at its own discretion.**

The Contractor, Supplier and/or Vendor (further known as *Contractors*) or Subcontractors and/or Independent Contractors (further known as *Subs/Independents*) shall provide and maintain insurance coverage required by this Contract. Evidence of required insurance coverage shall be provided on an **Acord 25** (or equivalent) Certificate of Insurance form. It is the *Contractors'* responsibility to verify that all *Subs/Independents* insurance coverage meets or exceeds the insurance requirements outlined in this exhibit/contract. All insurers must maintain a rating of **A-VII** or better as rated by A. M. Best Company. If an A.M. Best rating is not available due to insurance coverage being underwritten by an alternative Risk Financing Method (i.e. Self-Insurance, Pooling, Captive) then the *Contractors* and/or insurer(s) shall provide **Pace** with the most recent audited financial statement, audit report notes, and any applicable State Insurance Department self-insurance approval documents.

**It is important to note that "Additional Insured" endorsements such as CG 2010 & CG 2037 or CG 2026 or comparable endorsement {General Liability}, CA 2048 {Automobile Liability}, and other policy endorsements (or their equivalents) required by this exhibit shall be submitted to Pace with the Acord 25 Certificate of Insurance before award of contract.**

The *Contractors* shall insert the substance of this Insurance Exhibit in subcontracts under this Contract and shall require all *Subs/Independents* to provide and maintain the insurance required. **It is the Contractors' sole responsibility to ensure all Subcontractors/Independent Contractors insurance is in compliance with these requirements.**

**Minimum** insurance requirements are those paragraphs below marked with an **X**:

- Certificates of Insurance** shall provide evidence of all required insurance coverage, limits and endorsements and shall be issued to **Pace** for the duration of the contract or agreement term **plus** one additional year. If a *Contractors'* warranty or material warranty applies, evidence of insurance coverage shall be provided to **Pace** for the entire length of *Contractors'* warranty, and/or the length of materials warranty, whichever is greater. The *Contractors'* agent, broker, or insurer shall issue an updated Certificate of Insurance accompanied by required endorsements to **Pace** prior to the insurance policy renewal date each year.
- Workers' Compensation and Employer's Liability Insurance** affording the following limits: **Coverage A-Statutory Benefits and Coverage B-Employer's Liability-\$500,000 Each Accident, \$500,000 Disease-Each Employee, \$500,000 Disease-Policy Limit.** Executive Officers, Sole Proprietors, General Contractor's utilizing Independent Contractor labor, and/or others not required by the Illinois Workers Compensation Act to obtain Workers Compensation insurance coverage agree to execute a **hold-harmless agreement**.
- Workers' Compensation Waiver of Subrogation**  
The *Contractors* and its insurer shall agree to waive their rights to subrogate against **Pace** and the Regional Transportation Authority. **Pace** shall be scheduled and/or named on the ISO WC 00 03 13 endorsement or equivalent WC Waiver of Subrogation.
- Commercial General Liability Insurance (Broad Form)** with coverage and limits that meet or exceed the following parameters; coverage is written on an ISO CG 00 01 or other equivalent coverage form with the following limits:  
Each Occurrence-\$5,000,000  
General Aggregate-\$10,000,000  
Products/Completed Operations Aggregate-\$2,000,000  
Personal & Advertising Injury-\$1,000,000

- With respect to the **Commercial General Liability Insurance**, the **Regional Transportation Authority (RTA)** and **Pace, the Suburban Bus Division of the RTA**, shall be added by endorsement as Additional Insureds on the *Contractor's* CGL policy.
- Business Automobile Insurance** with a Combined Single Limit (CSL) of not less than \$5,000,000 per accident for bodily injury and property damage liability arising from owned, non-owned, and hired vehicles.
- With respect to the **Business Auto Liability Insurance**, the **Regional Transportation Authority (RTA)**, and **Pace, the Suburban Bus Division of the RTA**, shall be added by endorsement as Additional Insureds on the *Contractor's* Auto policy.
- Automobile Physical Damage** with coverage afforded for **Comprehensive perils** including losses from fire, theft, vandalism, falling or flying objects, malicious mischief, lightning, windstorm, water, flood, earthquake, hail, impact with animals, missiles, riot, civil commotion, rising water, and breakage of glass (other than when caused by collision), and; **Collision perils**, including upset or collision with another vehicle, person, or any object including the ground or highway; impact with an object on or in the ground. The Physical Damage coverage limit (valuation) shall be based on the **Replacement Cost** value of the vehicle(s). Replacement Cost is defined as cost to replace new with like kind and quality and zero (\$0) in accumulated depreciation.
- If the *Contractors* are leasing **Pace** property or using **Pace**-owned vehicles/property and are contractually obligated to insure **Pace**-owned property, the *Contractors'* insurer or agent/broker shall name Pace Suburban Bus Service as the **Loss Payee**. Pace shall be provided with a BP 12 03 Loss Payee (or equivalent) endorsement that specifically schedules Pace as a Loss Payee.
- Umbrella Liability Insurance** affording limits of not less than **\$5,000,000** each occurrence and **\$5,000,000** aggregate coverage. Such umbrella coverage shall contain the following policy provisions and/or endorsements: defense, investigation, and supplementary payments "outside" or "in addition to" the policy limits, 30 day Notice of Cancellation, Definition of "Who is an insured" (includes "Any person or organization" that is an insured under any policy of underlying coverage) and the *Contractor* must maintain underlying insurance as scheduled when the Umbrella coverage was bound. **Note: The Umbrella Liability Insurance is required when the General Liability or the Automobile Liability Insurance Limits are less than the limits required above. The Umbrella Liability Insurance requirement is not required when the Automobile CSL Limit and the General Liability Occurrence and Aggregate Limits noted above are provided.**
- The *Contractors'* **"Other Insurance" policy clause** shall be shown on the Certificate of Insurance with the following wording **"This insurance is primary, non-contributory, and not excess of any other insurance of Pace."**

#### **Notice of Cancellation on all Policies**

The Insurer and/or Agent/Broker shall endeavor to provide the written notice of cancellation to **Pace's** Insurance Liaison **10** days prior to the effective date of cancellation. Failure to do so shall impose no obligation or liability of any kind upon the insurer, its agents or representatives.

#### **Disclosure of a Deductible or Self-Insured Retention (SIR)**

If your company is self-insured or utilizes a Risk Financing Mechanism in which a deductible or SIR (self-insured retention) exceeds \$25,000, **Pace** reserves the right to request the most recent audited financial statements from the contractor and documents from the State Insurance Department granting self-insurance approval.

**Within five (5) business days of Pace's request and prior to contract award the insurance company, or its representative, shall submit an insurance certificate and corresponding endorsements that meet or exceed Pace's requirements.**

Pace, the Suburban Bus Division of the Regional Transportation Authority  
Attn: Insurance Liaison  
550 West Algonquin Road  
Arlington Heights, IL 60005-4412

FAILURE to comply with **Pace's** Insurance Requirements and provide evidence of insurance coverage as required by contract may result in your bid or proposal being rejected as not responsible. The *Contractors'* failure to carry, maintain and/or document required insurance shall constitute a breach of the contract. Any failure by **Pace** to demand or receive proof of insurance coverage shall not constitute a waiver of *Contractors'* obligation to obtain the required insurance. The *Contractors'* expressly agree that these insurance provisions in no way limit the *Contractors'* responsibilities under other provisions of the Contract, including the hold harmless and indemnification clause. *Contractors'* insurance agent shall, upon request by **Pace**, furnish a copy of the insurance policy addressed to the Insurance Liaison. *Contractors* shall not commence work herein until they have obtained the required insurance and has received **Pace's** approval.



**Paratransit Manual for Private  
Providers Contracting Directly with Pace**

**November 27, 2018**

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**APPENDIX A**

Pace’s Drug and Alcohol Policy and Testing Program (See Exhibit E of RFP)

**APPENDIX B**

Pace’s Systems Security and Emergency Preparedness Plan (See Exhibit I of RFP)

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## INTRODUCTION

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The purpose of the Pace Paratransit Contractors Manual is to document Pace policies and procedures for Private Providers Contracting Directly with Pace. A separate Paratransit Manual exists for projects funded through agreements with municipalities.

The Pace Paratransit Contractors Manual is a supplement to Pace contracts with private providers and does not replace those documents. Should any requirements of the Pace Paratransit Contractors Manual conflict with the terms and provisions of the contract with Pace, the terms and provisions of the contract shall take precedent.

Persons responsible for the overall administration of paratransit projects as well as all staff involved in day-to-day project operations should be familiar with this Manual. It is intended to serve as a reference guide for handling routine matters, such as monthly operations reporting, as well as special situations, such as accident reporting. Pace routinely provides operating bulletins to contractors providing direction on operating procedures. These bulletins automatically become a part of this Manual and must be maintained as part of this Manual. In addition to this Manual, all Pace bulletins must be disseminated to appropriate staff.

For more information regarding any of the items described in this Manual, please contact Pace's Paratransit Department Staff.



## **PARATRANSIT CONTACT INFORMATION**

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### **Pace Paratransit Services**

547 W. Jackson Boulevard  
Chicago, IL 60661  
Main phone number: 312-341-8000  
Fax number: 312-341-8050  
Email format: [firstnamelastname@pacebus.com](mailto:firstname.lastname@pacebus.com)

### **OPERATIONS EMERGENCIES**

Accident & Incident Reporting Phone Number – **847-228-4200**  
– This should be used to report accidents and incidents that occur in Pace Paratransit Service

### **TRAPEZE & TECHNOLOGY SUPPORT**

Trapeze, MDTs & Phone Systems Support Line – **847-275-1487**  
– This should be used for technical support issues relating to Trapeze, MDTs and phone systems

### **Compliance Department**

Email – [compliance@pacebus.com](mailto:compliance@pacebus.com)  
Fax Number – 312-341-8052

### **Paratransit Operations Reporting**

Email – [para.operations@pacebus.com](mailto:para.operations@pacebus.com)

### **PARATRANSIT OPERATIONS STAFF**

Melinda Metzger, Deputy Executive Director, Revenue Services  
Email – [melinda.metzger@pacebus.com](mailto:melinda.metzger@pacebus.com)  
Arlington Heights Office – 847-228-2477  
Chicago Office (312)341-8022  
Cell Phone (847)650-7223

Sally Ann Williams, Division Manager, Paratransit Services  
Email – [sally.williams@pacebus.com](mailto:sally.williams@pacebus.com)  
Chicago Office (312)341-8020  
Cell Phone (847)489-6185

Rosemary Gerty, Manager, Contract Administration, Paratransit Services  
Email – [rosemary.gerty@pacebus.com](mailto:rosemary.gerty@pacebus.com)  
Chicago Office (312)341-8025  
Cell Phone (224)279-3319

Maurice Sanders, Manager, Quality Assurance/Compliance, Paratransit Services  
Email – [maurice.sanders@pacebus.com](mailto:maurice.sanders@pacebus.com)  
Chicago Office – (312)341-8073  
Cell Phone (708)502-8664

### **MAINTENANCE STAFF**

Corey Padgett, Superintendent of Maintenance, Paratransit/Vanpool  
Email – [corey.padgett@pacebus.com](mailto:corey.padgett@pacebus.com)  
Office (708)225-3052  
Cell (847) 212-9712



## **1. PERSONNEL STANDARDS AND REQUIREMENTS**

---

### **A. PERSONNEL**

#### **1. Employment Standards**

Employees must be selected on the basis of their qualifications, in accordance with Federal, State, and local laws and regulations, and the applicable provisions in the contract between Pace and the contractor. Pace has no interest in the manner in which Providers oversee their employees except in matters that impact upon the delivery of Pace mass transit service to the general public. Nor is Pace intent upon establishing any terms or conditions of employment as Pace is not the employer.

#### **2. Required Documentation for Employees of Paratransit Projects**

The following documentation must be submitted to Pace's Paratransit Department for review and approval before allowing an employee to operate in Pace service. No employee may operate a Pace vehicle, or any vehicle used in Pace service or perform any safety sensitive tasks without first receiving approval of documentation from Pace. Pace forms and instructions are included in this chapter:

Pace forms and instructions are included in this chapter:

#### **Employee Information Form**

*FOR*

- Anyone who works in any capacity for the contractor's Pace-funded paratransit project (This includes full time employees, part time employees, and volunteer employee).

*WHEN*

- Whenever an employee is hired by the contractor.
- Whenever any item listed on the Employee Information Form changes.

#### **Medical Examiner's Certificate Documenting the U.S.DOT Physical**

*FOR*

- Any employee who operates a paratransit vehicle at any time for any reason. This requirement applies to operators of both Pace owned and contractor owned vehicles.

*WHEN*

- Whenever an employee is hired by the contractor.
- Prior to expiration on the current Medical Examiner's Certificate.
- Return to duty.

#### **Pace Report Form of Compliance with Drug/Alcohol Testing Requirements**

*FOR*

- Any employee who holds a safety sensitive position, defined by the federal regulations as:



- A position which operates a Pace revenue service vehicle, whether or not the vehicle is in service
- A position which maintains Pace revenue service vehicles or equipment used in Pace service
- A position which directly controls or dispatches movement of a Pace revenue service vehicle
- A position which carries a firearm for security purposes

*WHEN*

- Whenever an employee is hired by the contractor.
- Biennially, thereafter.
- Any other time an employee is tested for drugs and alcohol required under the FTA guidelines. (See Section 4.5 Drug/Alcohol Testing for specific requirements.)

**Motor Vehicle Report**

*FOR*

- Any employee/individual who operates a Pace owned or contractor owned vehicle at any time or any vehicle in Pace service. This applies to operators of Pace owned vehicles and contractor owned vehicles.

*WHEN*

- Whenever an employee is hired by the contractor.
- Annually
- At Pace’s request

**Criminal Background Check**

*FOR*

- Any employee/individual who operates a Pace owned or Contractor owned vehicle at any time in Pace service and any individual who has contact with the customers either in person or by telephone. This includes drivers, management personnel, reservationists, and dispatchers.

*WHEN*

- Whenever an employee is hired by the contractor
- Every 3 years
- Return to duty/ when an employee is on an extended leave of absence for 6 months or more
- When an employee is rehired
- At Pace’s request

Any employee who is arrested for any reason must immediately notify the appropriate manager. The employee may be prohibited from operating in Pace service, if appropriate. Appropriate disciplinary action should be taken by the employer in the event that an employee is discovered to have an unreported criminal charge. Pace must be immediately notified of any arrest, charges, or pending charges of criminal behavior by Provider employees operating in Pace service.



**Copy of Employee's Drivers License**

*FOR*

- Any employee/individual who operates a Pace owned vehicle at any time or any vehicle in Pace service. This applies to operators of Pace owned vehicles and contractor owned vehicles, as well as mechanics

*WHEN*

- Whenever an employee is hired by the contractor
- Whenever the driver's license is renewed
- Return to duty

**Copy of Driver Training/Retraining Checklist**

*FOR*

- Any employee/individual who operates a Pace or Contractor owned vehicle in Pace service.

*WHEN*

- Whenever an employee is hired by the contractor.
- At Pace's request

**3. Specific Requirements for Operators of vehicles in Pace service or Pace funded service**

The following requirements must be met **BEFORE** an Operator is placed in Pace service or Pace funded service:

1. Operators must be 21 years of age or older and have held a driver's license for at least the last five (5) years without breaks or suspensions prior to the date of application for more than two (2) months. Breaks of more than two (2) months with an acceptable explanation may be considered. An acceptable explanation includes: relocation or financial hardship.
2. Operators have unsupervised access to vulnerable individuals therefore, Contractors must perform a criminal background check to ensure that a potential Operator is qualified. The following may be disqualifying:
  - a) Conviction of or conduct related to a sex crime or offense, violence, abuse, or endangerment of any person.

However, Contractor will then conduct an individualized assessment of the applicant's criminal history in accordance with the Equal Employment Opportunity Commission's enforcement guidance, including an assessment of the nature and gravity of the offense or conduct, the time that has passed since the offense, conduct and/or completion of any sentence, and the nature of the job held or sought.

3. Operators must successfully pass the U.S. Department of Transportation (U.S. DOT) physical examination. Instructions for U.S. DOT physical examination testing can be found in this chapter. Operators must have a current and valid Medical Examiner's Certificate which documents that they have successfully passed the U.S. Department of Transportation (U.S. DOT) physical examination. U.S.DOT physicals must be renewed prior to the expiration date on the Medical Examiner's Certificate.

4. Drivers must successfully pass drug/alcohol testing. Specific instructions for drug/alcohol testing can be found in section 4.5, Drug/Alcohol Testing. A copy of the Pace Report of Compliance with Drug/Alcohol Testing Requirements and instructions can be found in this chapter.
5. Operators must have a valid Commercial Driver License (CDL), in order to operate a vehicle requiring a CDL. The CDL must be a minimum class "C" license with a passenger (P) endorsement. It is the Contractor's responsibility to determine that the operator's license is valid, and of the correct classification. It is the Contractor's responsibility to assure that a vehicle requiring a CDL is assigned to an Operator with the proper CDL license and endorsements.
6. Contractors must obtain the Motor Vehicle Record(s) (MVR) of anyone operating in Pace service ("Operator") from each state where the Operator held or holds a commercial driver's license during the preceding five years and, upon receipt of an MVR, forward a copy to Pace. Each MVR shall be individually assessed in accordance with applicable EEOC guidelines.
7. Any Operator who receives a moving violation resulting from the operation of a paratransit vehicle in Pace service or a personal vehicle or who has his/her driver's license suspended, revoked, or canceled by a state or jurisdiction, loses the right to operate a commercial motor vehicle in a state or jurisdiction for any period, or is disqualified from operating a commercial motor vehicle for any period, shall notify Contractor, in writing, of such moving violation, suspension, revocation, cancellation, lost privilege, or disqualification, before the end of the business day following the day the Operator received the moving violation or notice of the suspension, revocation, cancellation, lost privilege, or disqualification by completing a Notification of Moving Violation Form, attaching a copy of the ticket or letter of suspension, and submitting it to the appropriate manager. Contractor must immediately send a copy of Operator's Notification of Moving Violation and all attachments to Pace. The Operator may be prohibited from operating in Pace service based upon the violation. An Operator shall not be allowed to operate in Pace service during any period in which he/she has a commercial driver's license disqualified by a state, has lost the right to operate a commercial motor vehicle in a state, or has been disqualified from operating a commercial motor vehicle.

## **B. PARATRANSIT DRIVER TRAINING**

### **1. Contractor's Driver Training**

All vehicle operators must receive comprehensive Paratransit training before being permitted to drive in Pace-funded service. The contractor will provide or arrange for this training before allowing any operator to drive in Pace-funded service. At a minimum, this training should address the areas listed below. A more detailed listing of driver training requirements can be found on the Driver Training Checklist located in this chapter. Contractor driver training procedures and documentation are subject to review and approval by Pace.

#### 1. Accidents

- Pace Accident/Incident Report Form
- General Accident Procedures
- Drug/Alcohol Procedures

#### Driving Skills

- Definitions



- Starting and Stopping
- Following Moving Traffic
- Intersection Operation
- Right Hand Turns
- Left. Turn/Double Left Turn
- Changing Lanes
- Passing and Being Passed
- Backing Buses
- Service Stops
- Slippery Streets
- Railroad Crossing
- General Defensive Driving Techniques

Emergency Equipment Operations

- Review Emergency Procedures
- Location of Emergency Equipment in Vehicle
- Use of Emergency Equipment
- Vehicle Evacuation
- Fire Protection

Fare Collections

- Fare Instruments
- Collection/Handling of Fares
- Fare Box Operations
- Other Related Procedures

Lift Usage

- Position Vehicle
- Automatic Operation of Lift
- Manual Operation of Lift

Loading/Unloading Passengers on Lift

- Boarding and Alighting Mobility Limited Passengers
- Operations and Movement of Stand Wheelchairs

Passenger Interaction

- Passenger Relations
- Disability Awareness
- Sensitivity Training



- Service Animals

Vehicle Operations

- Pre-Pullout Checklist Form
- Pre-Pullout Inspection on Vehicle
- Radio Procedures
- Driver Seat Adjustment
- Mirror Adjustment and Usage
- Vehicle/Console Switches
- MDT Usage
- Drive Cam

Securement

- Hands on Securement Training
- Securement of Various Types of Assistive Devices (Amigos, Oxygen Tanks, Mobility Aids, etc.)
- Lap Belts, Etc.
- Oversized Wheelchairs (see chapter 6)

Supervised Behind the Wheel Training

- On the Road Training

Other

- Checking IDs
- No Show Procedures
- 60 Minute Drug/Alcohol Training

**2. Pace's Paratransit Drivers Training Program**

The contractor will provide all training necessary to assure safe operations by drivers. In specific situations, Pace may also require paratransit drivers to participate in Pace's Paratransit Drivers Training program. Pace's Paratransit Drivers Training Program is offered monthly and is intended to supplement training provided by the contractor. It is not designed to replace contractor training. Every effort will be made to schedule drivers for training at the convenience of the driver and the contractor. However, it may be necessary to require a driver to attend a specific session.

Drivers required to participate in Pace's Drivers Training Program who consistently are unable to attend may be prohibited from operating a vehicle in Pace-funded paratransit service until the Drivers Training Program has been successfully completed. Drivers who attend the Drivers Training Program and do not meet Pace standards will be prohibited from driving.

**C. DRUG/ALCOHOL TESTING**

**1. Pace Drug and Alcohol Policy**



Projects must maintain a current copy of Pace's Drug and Alcohol Policy and Testing Program in Appendix A of this Manual. Projects must have an official drug and alcohol policy which includes the requirements, procedures, and standards contained in Pace's Drug and Alcohol Policy and Testing Program.

The following sections summarize information contained in Pace's Drug and Alcohol Policy and Testing Program. This summary is not intended to replace Pace's Drug and Alcohol Policy and Testing Program but is provided to familiarize the Contractor with key elements of the policy.

Pace requires testing for paratransit drivers and persons holding other safety sensitive positions in the following circumstances:

- Pre-employment.
- Post-accident.
- Random.
- Reasonable suspicion.
- Return to Duty/Follow-up
- Biennially.

## **2. Pre-employment Drug Testing**

In accordance with the Federal Transit Administration (FTA) Drug and Alcohol Testing Regulations, contractors must perform a NIDA-5 Pre-employment drug test and received a verified negative test result before allowing an employee to perform safety sensitive duties for the first time. Employees, applicants, and transferees who refuse to submit to pre-employment drug testing may not perform in a safety sensitive position. The following individuals must undergo a NIDA-5 Pre-employment drug test:

- All Applicants for safety sensitive positions
- All transferees into safety sensitive positions
- Any safety sensitive employee who has not performed safety sensitive duties for 90 consecutive calendar days, regardless of the reason, and the individual was not in the random pool.
- Any applicant for a safety sensitive position who was tested more than 90 days before they performed safety sensitive duties.

In addition to performing a Pre-employment drug test, contractors must obtain written consent from applicants to request their drug and alcohol testing information from previous DOT regulated employers that had employed the individual within the previous 2 years. Contractors must obtain this information from the previous employer and review it for DOT rule violations before allowing the employee to perform safety sensitive duties for the first time. Contractors must also ask applicants whether he/she has tested positive or refused to test on any pre-employment drug or alcohol test within the last two years. Contractors must obtain this information in writing. (Refer to DOT regulations 49 CFR Part 40 for procedures on employees and applicants with DOT rule violations.)



### 3. Post-Accident Drug and Alcohol Testing

All safety sensitive employees involved in an accident shall undergo **NIDA-5** drug testing and breath alcohol testing if any of the following conditions are met:

- An individual die;
- An individual suffers a bodily injury and immediately receives medical treatment away from the scene of the accident and if the employee cannot be discounted as a contributing factor to the accident; or
- Any vehicle involved incurs disabling damage and is transported away from the scene by a tow truck or other vehicle and if the employee cannot be discounted as a contributing factor to the accident.

Any other safety sensitive employee (e.g., mechanic, dispatcher, etc.) whose performance could have contributed to the accident or incident must also be tested for drugs and alcohol. This will be determined by the project manager/supervisor, using the best information available at the time of the accident or incident. Pace's Drug and Alcohol Policy and Testing Program in the Appendix of this Manual provides specific information on post accident drug and alcohol testing.

If safety sensitive employees must be tested for drugs and alcohol, they may not operate, dispatch, or perform maintenance on any vehicle in paratransit service until Pace has been notified of the drug/alcohol test results and has authorized the individual to resume safety sensitive functions. Refusal to sign the necessary forms for drug/alcohol testing or refusal to be tested will result in the employee being prohibited from performing safety sensitive functions.

*Note:* The employee **must be accompanied** to the testing facility by a supervisor, trainer, or other staff person.

### 4. Random Drug and Alcohol Testing

All safety sensitive employees are required to submit to random **NIDA-5** drug testing and/or breath alcohol testing. Contractors are to ensure that at least the percentage required by FTA of the total number of safety sensitive employees providing Pace service are randomly selected for drug and alcohol testing each year. Projects may participate in Pace's random drug and alcohol testing pool, or in an approved consortium pool. Random drug and alcohol test must be unannounced and unpredictable, and the dates for administering random test must be spread reasonably throughout the year. Random test must be conducted at all times of the day when safety sensitive functions are performed. Pace's Drug and Alcohol Policy and Testing Program in the Appendix of this Manual provides specific information on random drug and/or alcohol testing.

For projects participating in Pace's random drug and alcohol testing pool or an approved consortium pool, the above percentages do not apply. The designated contact person at these projects will be notified when safety sensitive employees have been selected for random testing.

### 5. Drug and Alcohol Testing for Reasonable Suspicion

Safety sensitive employees will be required to submit to **NIDA-5** drug testing and/or breath alcohol testing when observation of an employee indicates the possibility that the employee may be reporting for work or working under the influence of drugs or alcohol. Requests for employees to undergo reasonable suspicion tests will be based on specific contemporaneous, articulable observations concerning the appearance, behavior, speech, or body odor of the person to whom the request is directed. Supervisors who are in a position to make this determination must receive a minimum 2 hours training in the facts, circumstances, physical evidence, physical signs and symptoms, and patterns of performance and/or behavior associated with drug use and alcohol misuse.



Each contractor must have an individual trained and available to perform reasonable suspicion evaluations at all times of the day when safety sensitive functions are performed.

Safety sensitive employees who are tested for drugs and alcohol as a result of reasonable suspicion may not operate, dispatch, or perform maintenance on any vehicle in paratransit service until Pace has received a Pace Report Form of Compliance with Drug/Alcohol Testing Requirements and has authorized the individual to resume safety sensitive functions. Refusal to sign the necessary forms for drug/alcohol testing or refusal to be tested will result in the employee being prohibited from performing safety sensitive functions.

*Note:* The employee must be accompanied to the testing facility by a supervisor, trainer, or other staff person.

### **6. DOT Return to Duty/Follow-up Drug and Alcohol Testing**

Before any employee is allowed to return to duty to perform a safety sensitive function following a verified positive drug test result, an alcohol test result of 0.04 or greater, or a refusal to submit to a test, the employee will be required to:

- Be evaluated by a Substance Abuse Professional (SAP) to determine whether the employee has followed the recommendations for action by the SAP, including participation in any rehabilitation program. Specific information regarding Substance Abuse Professional Evaluations is contained in Pace's Drug and Alcohol Policy and Testing Program.
- Pass a return to duty drug and alcohol test. The employee must have a verified negative drug test result and alcohol test result of less than 0.02 to return to duty to perform a safety sensitive function.
- An employee who is allowed to return to duty to perform a safety sensitive function following a verified positive drug test result, an alcohol test result of 0.04 or greater, or a refusal to submit to a test will be subject to unannounced follow-up testing for at least twelve (12), but not more than sixty (60) months. The frequency and duration of the follow-up testing will be determined by the SAP but will be subject to the conducting of a minimum of six (6) tests during the first twelve (12) months after the employee has returned to duty.

Follow-up drug testing is separate from and in addition to Pace's random testing program. Employees subject to follow-up testing also will remain in the standard random pool and will be tested whenever subject to random testing, even if as a result, the employee is tested twice in the same month, week, or day.

### **7. Non-DOT Return to Duty Following a Leave of Absence of More Than 30 Days**

If a safety sensitive employee is absent from work for a period of more than 30 consecutive days, a 10 panel drug test is required prior to resuming safety sensitive duties in accordance with Pace requirements.

### **8. Biennial Drug Testing**

All operators and employees in safety sensitive positions, as part of the routine biennial recertification, shall undergo 10 panel drug testing. Alcohol testing is not required as part of the biennial recertification. If the initial drug screen result is positive, the result may be confirmed by a second, more sophisticated laboratory method on the same specimen, at the discretion of the project. If there is evidence of any drug other than supported prescribed drugs, the employee will be removed from performing in Pace service.

If an employee fails to provide an authentic urine specimen at the time of examination or to sign the necessary consent for drug testing with authorization to release the test results to the project, the employee may not perform in a safety sensitive position.



## 9. Drug and Alcohol Testing Guidelines

- (a) Contractors must make arrangements with a medical facility to have testing done.
- (b) Only tests which screen for the **five drugs (NIDA-5) and/or alcohol** (Ethanol) are acceptable for pre-employment, post-accident, random, and reasonable suspicion testing. Any employee testing positive for drugs or ethanol may not operate, dispatch, or maintain a vehicle in Pace service, or operate a Pace owned vehicle.
- (c) Only tests which screen for the **ten drugs (10 panel)** are acceptable for biennial recertification. Any employee testing positive for drugs may not operate, dispatch, or maintain a vehicle in Pace service, or operate a Pace owned vehicle.
- (d) Any employee testing positive for drugs may request that a confirmatory test (split sampling analysis) be conducted using samples obtained from the initial test. Pace recommends the use of confirmatory tests. However, if the employee tests positive on the initial test and does not request a confirmatory test, Pace will require that the employee be removed from Pace service.

**Note:** If an employee tests positive on the initial test, the employee must be removed from Pace service pending the results of the confirmatory test.

- (e) Whenever notified by a Medical Review Officer (MRO) of a positive test result, either initial or confirmatory, immediately notify the Pace's Compliance Department. Pace's Compliance Department email address is [compliance@pacebus.com](mailto:compliance@pacebus.com). A copy of the Pace Report form of Positive Drug and Alcohol Test is included in this chapter.
- (f) Test cut-off levels for the five (NIDA-5) required drugs and the ten (10-panel) required drugs are contained in Pace's Drug and Alcohol Policy and Testing Program.
- (g) Once testing is completed and a confirmed negative result is received, fill out the Pace Report Form of Compliance with Drug/Alcohol Testing Requirements and submit it to Pace's Compliance Department. A copy of the Pace Report Form of Compliance with Drug/Alcohol Testing Requirements is included in this chapter.

## 10. Reporting Requirements

In compliance with Federal Transit Administration (FTA) requirements regarding drug and alcohol testing, several reports must be submitted to the FTA by Pace on a recurring basis. Contractors must track the number and type of all drug and alcohol tests, as well as the reasons for testing (e.g., pre-employment, post accident, random, etc.). Pace will provide each contractor with specific forms and instructions for the annual reporting of this information.

Pace will submit the annual report to FTA on behalf of the Paratransit contractors.

## D. PACE FORMS AND INSTRUCTIONS

1. Employee Information Form
2. Employee Separation Form
3. U.S. Dot Physical Form (Sample)
4. Pace Report Form of Compliance With Drug/Alcohol Testing Requirements



Paratransit Division

1. Personnel Standards and Requirements

5. Pace Report Form of Positive Drug And Alcohol Test
6. Pace Driver Training Checklist
7. Dispatcher Training Checklist
8. Call Taker Training Checklist
9. Notice of Moving Violation Form



### CONTRACTOR EMPLOYEE INFORMATION

NEW APPLICANT (date of hire): \_\_\_\_\_

CHANGE OF INFORMATION (explain): \_\_\_\_\_

RESIGNATION/TERMINATION (date of resignation/termination): \_\_\_\_\_

ELIGIBLE TO DRIVE IN PACE SERVICE:  YES  NO

Name: \_\_\_\_\_ Gender: \_\_\_\_\_ Badge #: \_\_\_\_\_

Home Address: \_\_\_\_\_

City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_

Paratransit Project: \_\_\_\_\_

Position: \_\_\_\_\_ Safety Sensitive:  YES  NO

Date of Birth: \_\_\_\_\_ Social Security #: \_\_\_\_\_

Driver's License #: \_\_\_\_\_ State D/L Issued: \_\_\_\_\_ Class: \_\_\_\_\_

CDL:  YES  NO Endorsement: \_\_\_\_\_ Restrictions: \_\_\_\_\_

D/L Expiration Date: \_\_\_\_\_ Number of Years with U.S. D/L: \_\_\_\_\_

MVR Check: \_\_\_\_\_ Date of Background Check: \_\_\_\_\_

Previously drove in Pace service:  NO  YES (if yes, provide Agency/Municipality/Company below)

\_\_\_\_\_

Date of Substance Abuse Training: \_\_\_\_\_  1-hour (Driver)  2-hour (Supervisor)

Date of Sensitivity Training: \_\_\_\_\_

Date of Pre-Employment (NIDA 5-panel Drug Test): \_\_\_\_\_

(Please include the Pace Drug & Alcohol Compliance Form) Results:  NEGATIVE  POSITIVE

Date of D.O.T. Medical Examiner Certificate: \_\_\_\_\_

Expiration Date of D.O.T. Physical: \_\_\_\_\_

Transportation Coordinator (Print Name): \_\_\_\_\_

\_\_\_\_\_  
(Signature) Date: \_\_\_\_\_



## 1. Employee Information & Employee Separation Forms and Instructions

The Pace Report Form for Employees of Paratransit Projects - Employee Information must be submitted for anyone who works in any capacity for the Paratransit project. This form must be submitted for full time employees, part time employees, and volunteer employees. This includes drivers, project supervisors, mechanics, bus janitors, and any other employees who are involved in the operation of the Paratransit project.

The Pace Report Form for Employees of Paratransit Projects - Employee Information must also be submitted to notify Pace of changes in an employee's status.

Submit a Pace Report Form for Employees of Paratransit Projects - Employee Information to Pace to provide the following information:

- New Employees.
- Change of employees' address or telephone number.
- Change of position, or full-time/part-time status.
- Change of driver's license class or new expiration date.

The Pace Report Form for Employees of Paratransit Projects – Employee Separation must be submitted whenever a employees resigns or is terminated.

Email the completed Pace Report Form for Employees of Paratransit Projects - Employee Information to:

[Compliance@pacebus.com](mailto:Compliance@pacebus.com)

**Employee Separation Form**

Division/Property/Company: \_\_\_\_\_

Name: \_\_\_\_\_ Badge#: \_\_\_\_\_

Social Security Number: \_\_\_\_\_

Position: \_\_\_\_\_

Date of Termination: \_\_\_\_\_

Reason for Separation:

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Eligible For Re-hire

Not Eligible for Re-hire



## 2. U.S. DOT Physical Examination Instructions and Sample Form

The U.S. DOT physical examination must be successfully passed in both of the following circumstances:

- Driver applicants and any other employee who may drive a paratransit vehicle at any time must successfully pass the U.S. DOT physical examination prior to beginning work.
- Drivers on staff and any other employee on staff who may drive a paratransit vehicle at any time must be recertified by successfully passing the U.S. DOT physical examination every other year.

The examination facility will provide the U.S. DOT Physical Examination Form. The physician must date and sign his findings upon completion of the examination.

Only applicants who successfully pass the physical examination and meet the other employee information requirements may operate a paratransit vehicle in any capacity. Employees must successfully pass the physical examination on a biennial basis in order to operate a paratransit vehicle in any capacity. Individuals who do not pass the U.S. DOT Physical examination are prohibited from operating a Pace vehicle or any vehicle in Pace service until corrective action has been taken and the individual receives a Medical Examiner's Certificate.

Upon successfully completing the U.S. DOT Physical Examination, the driver or applicant will be issued a Medical Examiner's Certificate.

Email a copy of the Medical Examiner's Certificate to:

**[Pace.Compliance@pacebus.com](mailto:Pace.Compliance@pacebus.com)**

**DO NOT SUBMIT THE U.S. DOT PHYSICAL EXAMINATION FORM TO PACE.**





Medical Examination Report
FOR COMMERCIAL DRIVER FITNESS DETERMINATION

649-F (6045)

1. DRIVER'S INFORMATION
Driver completes this section
Driver's Name (Last, First, Middle) Social Security No. Birthdate M/D/Y
Age Sex M F New Certification Recertification Follow-up
Address City, State, Zip Code Work Tel: ( ) Home Tel: ( )
Driver License No. License Class A B C D Other State of Issue

2. HEALTH HISTORY
Driver completes this section, but medical examiner is encouraged to discuss with driver.
Yes No
Any illness or injury in the last 5 years?
Head/brain injuries, disorders or fitnesses
Seizures, epilepsy
Medication
Eye disorders or impaired vision (except corrective lenses)
Ear disorders, loss of hearing or balance
Heart disease or heart attack, other cardiovascular condition
Medication
Heart surgery (valve replacement/bypass, angioplasty, pacemaker)
High blood pressure
Medication
Muscular disease
Shortness of breath
Lung disease, emphysema, asthma, chronic bronchitis
Kidney disease, dialysis
Liver disease
Digestive problems
Diabetes or elevated blood sugar controlled by:
Diet
Pills
Insulin
Nervous or psychiatric disorders, e.g., severe depression
Medication
Loss of or alleged consciousness
Stroke or paralysis
Fainting, dizziness
Sleep disorders, pauses in breathing while asleep, daytime sleepiness, loud snoring
Missing or impaired hand, arm, foot, leg, finger, toe
Spinal injury or disease
Chronic low back pain
Regular, frequent alcohol use
Narcotic or habit forming drug use

For any YES answer, indicate onset date, diagnosis, treating physician's name and address, and any current limitation. List all medications (including over-the-counter medications) used regularly or recently.

I certify that the above information is complete and true. I understand that inaccurate, false or missing information may invalidate the examination and my Medical Examiner's Certificate.
Driver's Signature \_\_\_\_\_ Date \_\_\_\_\_

Medical Examiner's Comments on Health History (The medical examiner must review and discuss with the driver any "yes" answers and potential hazards of medications, including over-the-counter medications, while driving. This discussion must be documented below.)

Blank lines for medical examiner's comments.

**TESTING (Medical Examiner completes Section 3 through 7)** Name: Last, First, Middle.

**3. VISION** Standard: At least 20/40 acuity (Snellen) in each eye with or without correction. At least 70 degrees peripheral in horizontal meridian measured in each eye. The use of corrective lenses should be noted on the Medical Examiner's Certificate.

**INSTRUCTIONS:** When other than the Snellen chart is used, give test results in Snellen-comparable values. In recording distance vision, use 20 feet as normal. Report visual acuity as a ratio with 20 as numerator and the smallest type read at 20 feet as denominator. If the applicant wears corrective lenses, these should be worn while visual acuity is being tested. If the driver habitually wears contact lenses, or intends to do so while driving, sufficient evidence of good tolerance and adaptation to their use must be obvious. **Monocular drivers are not qualified.**

**Numerical readings must be provided.**

ACUITY	UNCORRECTED	CORRECTED	HORIZONTAL FIELD OF VISION
Right Eye	20/	20/	Right Eye <input type="checkbox"/>
Left Eye	20/	20/	Left Eye <input type="checkbox"/>
Both Eyes	20/	20/	

Applicant can recognize and distinguish among traffic control signals and devices showing standard red, green, and amber colors?  Yes  No

Applicant meets visual acuity requirement only when wearing:  Corrective Lenses

Monocular Vision:  Yes  No

Complete next line only if vision testing is done by an optalmologist or optometrist.

Date of Examination \_\_\_\_\_ Name of Ophthalmologist or Optometrist (print) \_\_\_\_\_ TEL No. \_\_\_\_\_ License No./ State of Issue \_\_\_\_\_ Signature \_\_\_\_\_

**4. HEARING** Standard: a) Must first perceive forced whispered voice > 5 ft, with or without hearing aid, or b) average hearing loss in better ear ≤ 40 dB

Check if hearing aid used for tests.  Check if hearing aid required to meet standard.

**INSTRUCTIONS:** To convert audiometric test results from ISO to ANSI, -14 dB from ISO for 500 Hz, -10 dB for 1,000 Hz, -8.5 dB for 2000 Hz. To average, add the readings for 3 frequencies tested and divide by 3.

**Numerical readings must be recorded.**

a) Record distance from individual at which forced whispered voice can first be heard.	Right ear \ Feet	Left Ear \ Feet	b) If audiometer (insert, record hearing loss in decibels (acc. to ANSI Z24.5-1981)	Right Ear	Left Ear				
				500 Hz	1000 Hz	2000 Hz	500 Hz	1000 Hz	2000 Hz
				Average:			Average:		

**5. BLOOD PRESSURE/PULSE RATE** Numerical readings must be recorded. Medical Examiner should take at least two readings to confirm BP.

Blood Pressure	Systolic	Diastolic	Reading	Category	Expiration Date	Recertification
Driver qualified if ≤140/90.			140-159/90-99	Stage 1	1 year	1 year if ≤140/90. One-time certificate for 3 months if 141-159/91-99.
Pulse Rate: <input type="checkbox"/> Regular <input type="checkbox"/> Irregular			160-179/100-109	Stage 2	One-time certificate for 3 months.	1 year from date of exam if ≤140/90
Record Pulse Rate: _____			≥180/110	Stage 3	6 months from date of exam if ≤140/90	6 months if ≤ 140/90

**6. LABORATORY AND OTHER TEST FINDINGS** Numerical readings must be recorded.

Urinalysis is required. Protein, blood or sugar in the urine may be an indication for further testing to rule out any underlying medical problem. Other Testing (Describe and record) \_\_\_\_\_

URINE SPECIMEN	SP. GR.	PROTEIN	BLOOD	SUGAR



**7. PHYSICAL EXAMINATION**

Height: \_\_\_\_\_ (in.) Weight: \_\_\_\_\_ (lbs.)

Name: Last, \_\_\_\_\_

First, \_\_\_\_\_

Middle, \_\_\_\_\_

The presence of a certain condition may not necessarily disqualify a driver, particularly if the condition is controlled adequately, is not likely to worsen or is readily amenable to treatment. Even if a condition does not disqualify a driver, the medical examiner may consider deferring the driver temporarily. Also, the driver should be advised to take the necessary steps to correct the condition as soon as possible particularly if the condition, if neglected, could result in more serious illness that might affect driving.

Check YES if there are any abnormalities. Check NO if the body system is normal. Discuss any YES answers in detail in the space below, and indicate whether it would affect the driver's ability to operate a commercial motor vehicle safely. Enter appropriate item number before each comment. If organic disease is present, note that it has been compensated for. See *Instructions to the Medical Examiner* for guidance.

BODY SYSTEM	CHECK FOR:	YES*	NO	BODY SYSTEM	CHECK FOR:	YES*	NO
1. General Appearance	Marked overweight; tremor; signs of alcoholism; problem drinking, or drug abuse.			7. Abdomen and Viscera	Enlarged liver; enlarged spleen; masses; bruits; hernia; significant abdominal wall muscle weakness.		
2. Eyes	Pupillary equality; reaction (light, accommodation); ocular motility; ocular muscle innervation; extraocular movement; nystagmus; exophthalmos. Ask about retinopathy, cataracts, aphakia, glaucoma, macular degeneration and refer to a specialist if appropriate.			8. Vascular System	Abnormal pulse and amplitude; carotid or arterial bruits; varicose veins; Hernias.		
3. Ears	Scarring of tympanic membrane, occlusion of external canal, perforated eardrums.			9. Genito-urinary System			
4. Mouth and Throat	Irreparable deformities likely to interfere with breathing or swallowing.			10. Extremities- Limb	Loss or impairment of leg, foot, toe, arm, hand, finger. Perceptible limp, deformities, atrophy, weakness, paralysis, clubbing, edema, hypotonia. Insufficient grasp and prehension in upper limb to maintain steering wheel grip. Insufficient mobility and strength in lower limb to operate pedals properly.		
5. Heart	Murmurs; extra sounds; enlarged heart; pacemaker; implantable defibrillator.			11. Spine, other musculoskeletal	Previous surgery; deformities; limitation of motion; tenderness.		
6. Lungs and chest, not including breast examination	Abnormal chest wall expansion; abnormal respiratory rate; abnormal breath sounds including wheezes or atelectatic; impaired respiratory function; cyanosis. Abnormal findings on physical exam may require further testing such as pulmonary tests and/ or xray of chest.			12. Neurological	Impaired equilibrium, coordination or speech pattern; asymmetric deep tendon reflexes; sensory or positional abnormalities; abnormal patellar and Babinski's reflexes; ataxia.		

**\*COMMENTS:**

Note certification status here. See *Instructions to the Medical Examiner* for guidance.

- Meets standards in 49 CFR 391.41; qualifies for 2 year certificate
- Does not meet standards
- Meets standards, but periodic monitoring required due to \_\_\_\_\_
- Driver qualified only for:  3 months  6 months  1 year  Other \_\_\_\_\_

Temporarily disqualified due to (condition or medication): \_\_\_\_\_

Return to medical examiner's office for follow up on \_\_\_\_\_

Wearing corrective lenses  Waiver/ exemption. Driver must present

Wearing hearing aid  Accompanied by a \_\_\_\_\_

Exempt from time of certification.  Skill Performance Evaluation (SPE) Certificate

Driving within an exempt intracity zone (See 49 CFR 391.62)

Qualified by operation of 49 CFR 391.64

Medical Examiner's signature \_\_\_\_\_

Medical Examiner's name \_\_\_\_\_

Address \_\_\_\_\_

Telephone Number \_\_\_\_\_

**If meets standards, complete a Medical Examiner's Certificate as stated in 49 CFR 391.43(h). (Driver must carry certificate when operating a commercial vehicle.)**

**49 CFR 391.41 Physical Qualifications for Drivers**

**THE DRIVER'S ROLE**

Responsibilities, work schedules, physical and emotional demands, and lifestyles among commercial drivers vary by the type of driving that they do. Some of the main types of drivers include the following: turn around or short relay (drivers return to their home base each evening); long relay (drivers drive 9-11 hours and then have at least a 10-hour off-duty period); straight through haul (cross country drivers); and team drivers (drivers share the driving by alternating their 5-hour driving periods and 5-hour rest periods.)

The following factors may be involved in a driver's performance of duties: abrupt schedule changes and rotating work schedules, which may result in irregular sleep patterns and a driver beginning a trip in a fatigued condition; long hours; extended time away from family and friends, which may result in lack of social support; tight pickup and delivery schedules, with irregularity in work, rest, and eating patterns; adverse road, weather and traffic conditions, which may cause delays and lead to hurriedly loading or unloading cargo in order to compensate for the lost time; and environmental conditions such as excessive vibration, noise, and extremes in temperature. Transporting passengers or hazardous materials may add to the demands on the commercial driver.

There may be duties in addition to the driving task for which a driver is responsible and needs to be fit. Some of these responsibilities are: coupling and uncoupling trailer(s) from the tractor, loading and unloading trailer(s) (sometimes a driver may fit a heavy load or unload as much as 50,000 lbs. of freight after sitting for a long period of time without any stretching period); inspecting the operating condition of tractor and/or trailer(s) before, during and after delivery of cargo; lifting, installing, and removing heavy tire chains; and, lifting heavy tarpaulins to cover open top trailers. The above tasks demand agility, the ability to bend and stoop, the ability to maintain a crouching position to inspect the underside of the vehicle, frequent entering and exiting of the cab, and the ability to climb ladders on the tractor and/or trailer(s). In addition, a driver must have the perceptual skills to monitor a sometimes complex driving situation, the judgment skills to make quick decisions, when necessary, and the manipulative skills to control an oversize steering wheel, shift gears using a manual transmission, and maneuver a vehicle in crowded areas.

**§391.45 PHYSICAL QUALIFICATIONS FOR DRIVERS**

(a) A person shall not drive a commercial motor vehicle unless he is physically qualified to do so and, except as provided in §391.67, has on his person the original, or a photographic copy, of a medical examiner's certificate that he is physically qualified to drive a commercial motor vehicle.

(b) A person is physically qualified to drive a motor vehicle if that person:

- (1) Has no loss of a foot, a leg, a hand, or an arm, or has been granted a Skill Performance Evaluation (SPE) Certificate (formerly Limb Waiver Program) pursuant to §391.49.
- (2) Has no impairment of: (i) A hand or finger which interferes with prehension or power grasping; or (ii) An arm, foot, or leg which interferes with the ability to perform normal tasks associated with operating a commercial motor vehicle; or any other significant limb defect or limitation which interferes with the ability to perform normal tasks associated with operating a commercial motor vehicle; or has been granted a SPE Certificate pursuant to §391.49.
- (3) Has no established medical history or clinical diagnosis of diabetes mellitus currently requiring insulin for control.
- (4) Has no current clinical diagnosis of myocardial infarction, angina pectoris, coronary insufficiency, thrombosis, or any other cardiovascular disease of a variety known to be accompanied by syncope, dyspnea, collapse, or congestive cardiac failure.
- (5) Has no established medical history or clinical diagnosis of a respiratory dysfunction likely to interfere with his ability to control and drive a commercial motor vehicle safely.
- (6) Has no current clinical diagnosis of high blood pressure likely to interfere with his ability to operate a commercial motor vehicle safely.

(7) Has no established medical history or clinical diagnosis of rheumatic, arthritic, orthopedic, muscular, neuromuscular, or vascular disease which interferes with his ability to control and operate a commercial motor vehicle safely.

(8) Has no established medical history or clinical diagnosis of epilepsy or any other condition which is likely to cause loss of consciousness or any loss of ability to control a commercial motor vehicle.

(9) Has no mental, nervous, organic, or functional disease or psychiatric disorder likely to interfere with his ability to drive a commercial motor vehicle safely.

(10) Has distant visual acuity of at least 20/40 (Snellen) in each eye without corrective lenses or visual acuity separately corrected to 20/40 (Snellen) or better with corrective lenses; distant binocular acuity of at least 20/24 (Snellen) in both eyes with or without corrective lenses; field of vision of at least 70 degrees in the horizontal meridian in each eye; and the ability to recognize the colors of traffic signals and devices showing standard red, green and amber.

(11) First perceives a forced whispered voice in the better ear not less than 5 feet with or without the use of a hearing aid, or, if tested by use of an audiometric device, does not have an average hearing loss in the better ear greater than 40 decibels at 500 Hz, 1,000 Hz and 2,000 Hz with or without a hearing device when the audiometric device is calibrated to the American National Standard (formerly ASA Standard) Z24.5-1951.

(12) (i) Does not use a controlled substance identified in 21 CFR 1308.11 Schedule I, an amphetamine, a narcotic, or any other habit-forming drug. (ii) Exception: A driver may use such a substance or drug, if the substance or drug is prescribed by a licensed medical practitioner who: (A) Is familiar with the driver's medical history and assigned duties; and (B) Has advised the driver that the prescribed substance or drug will not adversely affect the driver's ability to safely operate a commercial motor vehicle; and (iii) Has no current clinical diagnosis of alcoholism.

**INSTRUCTIONS TO THE MEDICAL EXAMINER**

**General Information**

The purpose of this examination is to determine a driver's physical qualification to operate a commercial motor vehicle (CMV) in interstate commerce according to the requirements in 49 CFR 391.41-49. Therefore, the medical examiner must be knowledgeable of these requirements and guidelines developed by the FMCSA to assist the medical examiner in making the qualification determination. The medical examiner should be familiar with the driver's responsibilities and work environment and is referred to the section on the form, **The Driver's Role**.

In addition to reviewing the **Health History** section with the driver and conducting the physical examination, the medical examiner should discuss common prescriptions and over-the-counter medications relative to the side effects and hazards of these medications while driving. Educate the driver to read warning labels on all medications. History of certain conditions may be cause for rejection, particularly if required by regulation, or may indicate the need for additional laboratory tests or more stringent examination perhaps by a medical specialist. These decisions are usually made by the medical examiner in light of the driver's job responsibilities, work schedule and potential for the conditions to render the driver unsafe.

Medical conditions should be recorded even if they are not cause for denial, and they should be discussed with the driver to encourage appropriate remedial care. This advice is especially needed when a condition, if neglected, could develop into a serious illness that could affect driving.

If the medical examiner determines that the driver is fit to drive and is also able to perform non-driving responsibilities as may be required, the medical examiner signs the medical certificate which the driver must carry with his/her license. The certificate must be dated. **Under current regulations, the certificate is valid for two years, unless the driver has a medical condition that does not prohibit driving but does require more frequent monitoring.** In such situations, the medical certificate should be issued for a shorter length of time. The physical examination should be done carefully and at least as complete as is indicated by the attached form. Contact the FMCSA at (202) 366-1790 for further information (a vision exemption, qualifying drivers under 49 CFR 391.64, etc.).

**Interpretation of Medical Standards**

Since the issuance of the regulations for physical qualifications of commercial drivers, the Federal Motor Carrier Safety Administration (FMCSA) has published recommendations called Advisory Criteria to help medical examiners in determining whether a driver meets the physical qualifications for commercial driving. These recommendations have been condensed to provide information to medical examiners that (1) is directly relevant to the physical examination and (2) is not already included in the medical examination form. The specific regulation is printed in italics and its reference by section is highlighted.

**Federal Motor Carrier Safety Regulations - Advisory Criteria**

**Loss of Limb:**  
**§391.41(b)(1)**  
 A person is physically qualified to drive a commercial motor vehicle if that person:  
*Has no loss of a foot, leg, hand or an arm, or has been granted a Skill Performance Evaluation (SPE) Certificate pursuant to Section 391.49.*

**Limb Impairment:**  
**§391.41(b)(2)**  
 A person is physically qualified to drive a commercial motor vehicle if that person:  
*Has no impairment of: (i) A hand or finger which interferes with prehension or power grasping; or (ii) An arm, foot, or leg which interferes with the ability to perform normal tasks associated with operating a commercial motor vehicle; or (iii) Any other significant limb defect or limitation which interferes with the ability to perform normal tasks associated with operating a commercial motor vehicle, or (iv) Has been granted a Skill Performance Evaluation (SPE) Certificate pursuant to Section 391.49.*

**Person who suffers loss of a foot, leg, hand or arm or whose limb impairment in any way interferes with the safe performance of normal tasks associated with operating a commercial motor vehicle:**  
**§391.49**  
 Evaluation/ Certification Program pursuant to section 391.49, assuming the person is otherwise qualified.  
 With the advancement of technology, medical aids and equipment modifications have been developed to compensate for certain disabilities. The SPE Certificate Program (formerly the Limb Waiver Program) was designed to allow persons with the loss of a foot or limb or with functional impairment to qualify under the Federal Motor Carrier Safety Regulations (FMCSRs) by use of prosthetic devices, or equipment modifications which enable them to safely operate a commercial motor vehicle. Since there are no medical aids equivalent to the original body or limb, certain risks are still present, and thus restrictions may be indicated on individual SPE certificates when a State Director for the FMCSA determines they are necessary to be consistent with safety and public interest.

If the driver is found otherwise medically qualified, §391.41(b)(3) through (13), the medical examiner must check on the medical certificate that the driver is qualified only if accompanied by a SPE certificate. The driver and the employing motor carrier are subject to appropriate penalty if the driver operates a motor vehicle in interstate or foreign commerce without a current SPE certificate for his/her physical disability.

**Diabetes:**  
**§391.41(b)(3)**  
 A person is physically qualified to drive a commercial motor vehicle if that person:  
*Has no established medical history or clinical diagnosis of diabetes mellitus currently requiring insulin for control. Diabetes mellitus is a disease which, on occasion, can result in a loss of consciousness or disorientation in time and space. Individuals who require insulin for control have conditions which can get out of control by the use of too much or too little insulin, or food intake not consistent with the insulin dosage. Incapacitation may occur from symptoms of hypoglycemia or hypoglycemic reactions (drowsiness, semiconsciousness, diabetic coma or insulin shock).*

The administration of insulin is, within itself, a complicated process requiring insulin, syringe, needle, alcohol sponge and a sterile technique. Factors related to long-haul commercial motor vehicle operations, such as fatigue, lack of sleep, poor diet, emotional conditions, stress, and concomitant illness, compound the dangers. The FMCSA has consistently held that a diabetic who uses insulin for control does not meet the minimum physical requirements of the FMCSRs.

Hypoglycemic drugs, taken orally, are sometimes prescribed for diabetic individuals to help stimulate natural body production of insulin. If the condition can be controlled by the use of oral medication and diet, then an individual may be qualified under the present rule. CMV drivers who do not meet the Federal diabetes standard may call (202) 366-1790 for an application for a diabetes exemption.

(See **Conference Report on Diabetic Disorders and Commercial Drivers and Insulin-Using Commercial Motor Vehicle Drivers** at <http://www.fmcsa.dot.gov/rulesregs/medreports.htm>)

**Cardiovascular Condition**  
**§391.41(b)(4)**  
 A person is physically qualified to drive a commercial motor vehicle if that person:  
*Has no current clinical diagnosis of myocardial infarction, angina pectoris, coronary insufficiency, thrombosis or any other cardiovascular disease of a variety known to be accompanied by syncope, dyspnea, collapse or congestive cardiac failure.*  
 The term "has no current clinical diagnosis of" is specifically designed to encompass: "(1) a current cardiovascular condition, or (2) a cardiovascular condition which has not fully stabilized regardless of the time limit. The term "known to be

accompanied by" is designed to include a clinical diagnosis of a cardiovascular disease (1) which is accompanied by symptoms of syncope, dyspnea, collapse or congestive cardiac failure; and/or (2) which is likely to cause syncope, dyspnea, collapse or congestive cardiac failure.

It is the intent of the FMCSRs to render unqualified, a driver who has a current cardiovascular disease which is accompanied by and/or likely to cause symptoms of syncope, dyspnea, collapse, or congestive cardiac failure. However, the subjective decision of whether the nature and severity of an individual's condition will likely cause symptoms of cardiovascular insufficiency is on an individual basis and qualification rests with the medical examiner and the motor carrier. In those cases where there is an occurrence of cardiovascular insufficiency (myocardial infarction, thrombosis, etc.), it is suggested before a driver is certified that he or she have a normal resting ante stress electrocardiogram (ECG), no residual complications and no physical limitations, and is taking no medication likely to interfere with safe driving.

Coronary artery bypass surgery and pacemaker implantation are remedial procedures and thus, not disqualifying due to risk of syncope. Coumadin is a medical treatment which can improve the health and safety of the driver and should not, by its use, medically disqualify the commercial driver. The emphasis should be on the underlying medical condition(s) which require treatment and the general health of the driver. The FMCSA should be contacted at (202) 366-1790 for additional recommendations regarding the physical qualification of drivers on coumadin.

(See Cardiovascular Advisory Panel Guidelines for the Medical Examination of Commercial Motor Vehicle Drivers at: <http://www.fmcsa.dot.gov/rulesregs/mrereports.htm>)

**Respiratory Dysfunction**

**§391.41(b)(6)**

A person is physically qualified to drive a commercial motor vehicle if that person:  
*Has no established medical history or clinical diagnosis of a respiratory dysfunction likely to interfere with ability to control and drive a commercial motor vehicle safely.*

Since a driver must be alert at all times, any change in his or her mental state is in direct conflict with highway safety. Even the slightest impairment in respiratory function under emergency conditions (when greater oxygen supply is necessary for performance) may be detrimental to safe driving.

There are many conditions that interfere with oxygen exchange and may result in incapacitation, including emphysema, chronic asthma, carcinoma, tuberculosis, chronic bronchitis and sleep apnea. If the medical examiner detects a respiratory dysfunction, that in any way is likely to interfere with the driver's ability to safely control and drive a commercial motor vehicle, the driver must be referred to a specialist for further evaluation and therapy. Anticoagulation therapy for deep vein thrombosis and/or pulmonary thromboembolism is not unqualifying once optimum dose is achieved, provided lower extremity venous examinations remain normal and the treating physician gives a favorable recommendation.

(See Conference on Pulmonary/Respiratory Disorders and Commercial Drivers at: <http://www.fmcsa.dot.gov/rulesregs/mrereports.htm>)

**Hypertension**

**§391.41(b)(6)**

A person is physically qualified to drive a commercial motor vehicle if that person:  
*Has no current clinical diagnosis of high blood pressure likely to interfere with ability to operate a commercial motor vehicle safely.*

Hypertension alone is unlikely to cause sudden collapse; however, the likelihood increases when target organ damage, particularly cerebral vascular disease, is present. This regulatory criteria is based on FMCSA's Cardiovascular Advisory Guidelines for the Examination of CMV Drivers, which used the Sixth Report of the Joint National Committee on Detection, Evaluation, and Treatment of High Blood Pressure (1997).

Stage 1 hypertension corresponds to a systolic BP of 140-159 mmHg and/or a diastolic BP of 90-99 mmHg. The driver with a BP in this range is at low risk for hypertension-related acute incapacitation and may be medically certified to drive for a one-year period. Certification examinations should be done annually thereafter and should be at or less than 140/90. If less than 160/100, certification may be extended one time for 3 months.

A blood pressure of 160-179 systolic and/or 100-109 diastolic is considered Stage 2 hypertension, and the driver is not necessarily unqualified during evaluation and institution of treatment. The driver is given one time certification of three months to reduce his or her blood pressure to less than or equal to 140/90. A blood pressure in this range is an absolute indication for antihypertensive drug therapy. Provided treatment is well tolerated, the driver demonstrates a BP value of 140/90 or less, the driver may be certified for one year from date of the initial exam.

The driver is certified annually thereafter. A blood pressure at or greater than 180 (systolic) and 110 (diastolic) is considered Stage 3, high risk for an acute BP-related event. The driver may not be qualified, even temporarily, until reduced to 140/90 or less and treatment is well tolerated. The driver may be certified for 6 months and biannually (every 6 months) thereafter if at recheck BP is 140/90 or less.

Annual recertification is recommended if the medical examiner does not know the severity of hypertension prior to treatment. An elevated blood pressure finding should be confirmed by at least two subsequent measurements on different days.

Treatment includes nonpharmacologic and pharmacologic modalities as well as counseling to reduce other risk factors. Most antihypertensive medications also have side effects, the importance of which must be judged on an individual basis. Individuals must be alerted to the hazards of these medications while driving. Side effects of somnolence or syncope are particularly undesirable in commercial drivers.

Secondary hypertension is based on the above stages. Evaluation is warranted if patient is persistently hypertensive

on maximal or near-maximal doses of 2-3 pharmacologic agents. Some causes of secondary hypertension may be amenable to surgical intervention or specific pharmacologic disease.

(See Cardiovascular Advisory Panel Guidelines for the Medical Examination of Commercial Motor Vehicle Drivers at: <http://www.fmcsa.dot.gov/rulesregs/mrereports.htm>)

**Rheumatic, Arthritic, Orthopedic, Muscular, Neuromuscular or Vascular Disease §391.41(b)(7)**

A person is physically qualified to drive a commercial motor vehicle if that person:  
*Has no established medical history or clinical diagnosis of rheumatic, arthritic, orthopedic, muscular, neuromuscular or vascular disease which interferes with the ability to control and operate a commercial motor vehicle safely.*

Certain diseases are known to have acute episodes of transient muscle weakness, poor muscular coordination (ataxia), abnormal sensations (paresthesia), decreased muscular tone (hypotonia), visual disturbances and pain which may be suddenly incapacitating. With each recurring episode, these symptoms may become more pronounced and remain for longer periods of time. Other diseases have more insidious onsets and display symptoms of muscle wasting (atrophy), swelling and paresthesia which may not suddenly incapacitate a person but may restrict his/her movements and eventually interfere with the ability to safely operate a motor vehicle. In many instances these diseases are degenerative in nature or may result in deterioration of the involved area.

Once the individual has been diagnosed as having a rheumatic, arthritic, orthopedic, muscular, neuromuscular or vascular disease, then he/she has an established history of that disease. The physician, when examining an individual, should consider the following: (1) the nature and severity of the individual's condition (such as sensory loss or loss of strength); (2) the degree of limitation present (such as range of motion); (3) the likelihood of progressive limitation (not always present initially but may manifest itself over time); and (4) the likelihood of sudden incapacitation. If severe functional impairment exists, the driver does not qualify. In cases where more frequent monitoring is required, a certificate for a shorter period of time may be issued. (See Conference on Neurological Disorders and Commercial Drivers at: <http://www.fmcsa.dot.gov/rulesregs/mrereports.htm>)

# 1. Personnel Standards and Requirements

## Epilepsy

**§391.41(b)(8)**  
A person is physically qualified to drive a commercial motor vehicle if that person:  
Has no established medical history or clinical diagnosis of epilepsy or any other condition which is likely to cause loss of consciousness or ability to control a motor vehicle.

Epilepsy is a chronic functional disease characterized by seizures or episodes that occur without warning, resulting in loss of voluntary control which may lead to loss of consciousness and/or seizures. Therefore, the following drivers cannot be qualified: (1) a driver who has a medical history of epilepsy; (2) a driver who has a current clinical diagnosis of epilepsy; or (3) a driver who is taking antiseizure medication.

If an individual has had a sudden episode of a nonepileptic seizure or loss of consciousness of unknown cause which did not require antiseizure medication, the decision as to whether that person's condition will likely cause loss of consciousness or loss of ability to control a motor vehicle is made on an individual basis by the medical examiner in consultation with the treating physician. Before certification is considered, it is suggested that a 6 month waiting period elapse from the time of the episode. Following the waiting period, it is suggested that the individual have a complete neurological examination. If the results of the examination are negative and antiseizure medication is not required, then the driver may be qualified.

In those individual cases where a driver has a seizure or an episode of loss of consciousness that resulted from a known medical condition (e.g., drug reaction, high temperature, acute infectious disease, dehydration or acute metabolic disturbance), certification should be deferred until the driver has fully recovered from that condition and has no existing residual complications, and not taking antiseizure medication.

Drivers with a history of epilepsy/seizures off antiseizure medication and seizure-free for 10 years may be qualified to drive a CMV in interstate commerce. Interstate drivers with a history of a single unprovoked seizure may be qualified to drive a CMV in interstate commerce if seizure-free and off antiseizure medication for a 5-year period or more.  
(See Conference on Neurological Disorders and Commercial Drivers at: <http://www.fmcsa.dot.gov/rulesregs/medreports.htm>)

## Mental Disorders

**§391.41(b)(9)**  
A person is physically qualified to drive a commercial motor vehicle if that person:  
Has no mental, nervous, organic or functional disease or psychiatric disorder likely to interfere with ability to drive a motor vehicle safely.

Emotional or adjustment problems contribute directly to an individual's level of memory, reasoning, attention, and judgment. These problems often underlie physical disorders. A variety of functional disorders can cause drowsiness, dizziness, confusion, weakness or paralysis that may lead to incoordination, inattention, loss of functional control and susceptibility to accidents while driving. Physical fatigue, headache, impaired coordination, recurring physical ailments and chronic "aching" pain may be present to such a degree that operating a commercial driving is inadvisable. Somatic and psychogenic complaints should be thoroughly examined when determining an individual's overall fitness to drive.

Disorders of a periodically incapacitating nature, even in the early stages of development, may warrant disqualification. Many bus and truck drivers have documented that "nervous fatigue" related to neurotic, personality, or emotional or adjustment problems is responsible for a significant fraction of their preventable accidents. The degree to which an individual is able to appreciate, evaluate and adequately respond to environmental stress and emotional stress is critical when assessing an individual's mental alertness and flexibility to cope with the stresses of commercial motor vehicle driving.

When examining the driver, it should be kept in mind that individuals who are under chronic emotional upset may have deeply ingrained maladaptive or erratic behavior patterns. Excessive antagonistic, instinctive, impulsive, openly aggressive, paranoid or severely depressed behavior greatly interfere with the driver's ability to drive safely. Those individuals who are highly susceptible to frequent states of emotional instability (schizophrenia, affective psychosis, paranoia, anxiety or depressive neuroses) may warrant disqualification. Careful consideration should be given to the side effects and interactions of medications in the overall qualification determination. See Psychiatric Conference Report for specific recommendations on the use of medications and potential hazards for driving.  
(See Conference on Psychiatric Disorders and Commercial Drivers at: <http://www.fmcsa.dot.gov/rulesregs/medreports.htm>)

## Vision

**§391.41(b)(10)**  
A person is physically qualified to drive a commercial motor vehicle if that person:  
Has distant visual acuity of at least 20/40 (Snellen) in each eye with or without corrective lenses or visual acuity separately corrected to 20/40 (Snellen) or better with corrective lenses, distant binocular acuity of at least 20/40 (Snellen) in both eyes with or without corrective lenses, field of vision of at least 70 degrees in the horizontal meridian in each eye, and the ability to recognize the colors of traffic signals and devices showing standard red, green, and amber.

The term "ability to recognize the colors of" is interpreted to mean if a person can recognize and distinguish among traffic control signals and devices showing standard red, green and amber, he or she meets the minimum standard, even though he or she may have some type of color perception deficiency. If certain color perception tests are administered (such as Ishihara, Pseudisochromatic, Yam) and doubtful findings are discovered, a controlled test using signal red, green and amber may be employed to determine the driver's ability to recognize these colors.

Contact lenses are permissible if there is sufficient evidence to indicate that the driver has good tolerance and is well adapted to their use. Use of a contact lens in one eye for distance visual acuity and another lens in the other eye for near vision is not acceptable, nor telescopic lenses acceptable for the driving of commercial motor vehicles.

If an individual meets the criteria by the use of glasses or contact lenses, the following statement shall appear on the Medical Examiner's Certificate: "Qualified only if wearing corrective lenses."  
CMV drivers who do not meet the Federal Vision standard may call (202) 366-1790 for an application for a vision exemption.  
(See Visual Disorders and Commercial Drivers at: <http://www.fmcsa.dot.gov/rulesregs/medreports.htm>)

## Hearing

**§391.41(b)(11)**  
A person is physically qualified to drive a commercial motor vehicle if that person:  
First perceives a forced whispered voice in the better ear at not less than 5 feet with or without the use of a hearing aid, or if tested by use of an audiometric device, does not have an average hearing loss in the better ear greater than 40 decibels at 500 Hz, 1,000 Hz, and 2,000 Hz with or without a hearing aid when the audiometric device is calibrated to American National Standard (formerly ADA Standard) Z24.5-1951.

Since the prescribed standard under the FMCSRs is the American Standards Association (ANSI), it may be necessary to convert the audiometric results from the ISO standard to the ANSI standard. Instructions are included on the Medical Examination report form.

If an individual meets the criteria by using a hearing aid, the driver must wear that hearing aid and have it in operation at all times while driving. Also, the driver must be in possession of a spare power source for the hearing aid.

For the whispered voice test, the individual should be stationed at least 5 feet from the examiner with the ear being tested turned toward the examiner. The other ear is covered. Using the breath which remains after a normal expiration, the examiner whispers words or random numbers such as 66, 18,

23, etc. The examiner should not use only sibilants (s sounding materials). The opposite ear should be tested in the same manner. If the individual fails the whispered voice test, the audiometric test should be administered.

If an individual meets the criteria by the use of a hearing aid, the following statement must appear on the Medical Examiner's Certificate "Qualified only when wearing a hearing aid."

(See Hearing Disorders and Commercial Motor Vehicle Drivers at: <http://www.fmcsa.dot.gov/rulesegs/mvdreports.htm>)

#### **Drug Use**

**§391.41(b)(12)**  
A person is physically qualified to drive a commercial motor vehicle if that person:

*Does not use a controlled substance identified in 21 CFR 1308.11, Schedule I, an amphetamine, a narcotic, or any other habit-forming drug, drug is prescribed by a licensed medical practitioner who is familiar with the driver's medical history and assigned duties, and has advised the driver that the prescribed substance or drug will not adversely affect the driver's ability to safely operate a commercial motor vehicle.*

This exception does not apply to methadone. The intent of the medical certification process is to medically evaluate a driver to ensure that the driver has no medical condition which interferes with the safe performance of driving tasks on a public road. If a driver uses a Schedule I drug or other substance, an amphetamine, a narcotic, or any other habit-forming drug, it may be cause for the driver to be found medically unqualified. Motor carriers are encouraged to obtain a practitioner's written statement about the effects on transportation safety of the use of a particular drug.

A test for controlled substances is not required as part of this biennial certification process. The FMCSA or the driver's employer should be contacted directly for information on controlled substances and alcohol testing under Part 382 of the FMCSRs.

The term "uses" is designed to encompass instances of prohibited drug use determined by a physician through established medical means. This may or may not involve body fluid testing. If body fluid testing takes place, positive test results should be confirmed by a second test of greater specificity. The term "habit-forming" is intended to include any drug or medication generally recognized as capable of becoming habitual, and which may impair the user's ability to operate a commercial motor vehicle safely.

The driver is medically unqualified for the duration of the prohibited drug(s) use and until a second examination shows the driver is free from the prohibited drug(s) use. Recertification may involve a substance abuse evaluation, the successful completion of a drug rehabilitation program, and a negative drug test result. Additionally, given that the certification period is normally two years, the examiner has the option to carry for a period of less than 2 years if this examiner determines more frequent monitoring is required.

(See Conference on Neurological Disorders and Commercial Drivers and Conference on Psychiatric Disorders and Commercial Drivers at: <http://www.fmcsa.dot.gov/rulesegs/mvdreports.htm>)

#### **Alcoholism**

**§391.41(b)(13)**

A person is physically qualified to drive a commercial motor vehicle if that person:

*Has no current clinical diagnosis of alcoholism.*

The term "current clinical diagnosis of" is specifically designed to encompass a current alcoholic illness or those instances where the individual's physical condition has not fully stabilized, regardless of the time element. If an individual shows signs of having an alcohol-use problem, he or she should be referred to a specialist. After counseling and/or treatment, he or she may be considered for certification.





**MEDICAL EXAMINER'S CERTIFICATE**

I certify that I have examined \_\_\_\_\_ in accordance with the Federal Motor Car-  
rier Safety Regulations (49 CFR 391.41-391.49) and subject knowledge of the driving duties. I find this person is qualified, and, if applicable, only when:

wearing corrective lenses  driving within an exempt intracity zone (49 CFR 391.52)  
 wearing hearing aid  accompanied by a Skill Performance Evaluation Certificate (SPE)  
 accompanied by a \_\_\_\_\_ driver exemption  Qualified by operation of 49 CFR 391.54

The information I have provided regarding the physical examination issue and complete A complete examination form with any attachment embodies my findings completely and correctly, and is on file in my office.

<b>SIGNATURE OF MEDICAL EXAMINER</b>	<b>TELEPHONE</b>	<b>DATE</b>
<b>MEDICAL EXAMINER'S NAME (PRINT)</b>	<input type="checkbox"/> MD <input type="checkbox"/> DO <input type="checkbox"/> Chiropractor	
	<input type="checkbox"/> Physician Assistant <input type="checkbox"/> Advanced Practice Nurse	
<b>MEDICAL EXAMINER'S LICENSE OR CERTIFICATE NO./ISSUING STATE</b>		
<b>SIGNATURE OF DRIVER</b>	<b>DRIVER'S LICENSE NO.</b>	<b>STATE</b>
<b>ADDRESS OF DRIVER</b>		
<b>MEDICAL CERTIFICATE EXPIRATION DATE</b>		



### 3. Pace Report for Drug/Alcohol Testing Requirements Forms and Instructions

Pace requires drug/alcohol testing for paratransit drivers and persons in safety sensitive positions in the following circumstances:

- Pre-employment.
- Post-accident.
- Random.
- Reasonable suspicion.
- Return to Duty/Follow-up.
- Biennially (drug testing only).

Each time an applicant or employee is tested for drugs and alcohol, the Pace Report Form of Compliance with Drug/Alcohol Testing Requirements must be completed and submitted to Pace's Compliance Department. Contractors should complete the form. It is important that each blank is filled in.

Each time an applicant or employee receives a verified positive test result, an alcohol test result of 0.04 or greater, or refuses to submit to a test, the Pace Report For of Positive Drug/ Alcohol Testing Results must be completed and submitted to Pace's Compliance Department. Contractors should complete the form, It is important that each blank is filled in.

Email completed Pace Report Form of Compliance with Drug/Alcohol Testing Requirements to:

**Compliance@pacebus.com**

**DO NOT SUBMIT THE ACTUAL DRUG AND ALCOHOL TEST RESULTS TO PACE.**



**Compliance with Drug Testing Requirements Pace report form**

Paratransit Project: \_\_\_\_\_ Date: \_\_\_\_\_

Each time an operator is tested for drugs and alcohol, complete this form and submit it to:

Pace – Compliance Department

**By Email:**compliance@pacebus.com **or** **By Fax:** 312-341-8052

**EMPLOYEE OR APPLICANT INFORMATION**

NAME: \_\_\_\_\_

SOCIAL SECURITY #: \_\_\_\_\_

**TESTING INFORMATION:**

Date Test Performed: \_\_\_\_\_

Date MRO Verified Drug Test Results: \_\_\_\_\_

Time Drug Test Performed: \_\_\_\_\_ Time Alcohol Test Performed: \_\_\_\_\_

Reason for Testing:

- Pre-Employment (NIDA 5)
- Post Accident (NIDA 5 & Breath Alcohol)  
Date/Time of Accident: \_\_\_\_\_
- Reasonable Suspicion (NIDA 5 & Breath Alcohol)
- Return to Duty/Follow-up (NIDA 5& Breath Alcohol)
- Biennial Recertification (10 Panel)
- Random (NIDA 5& Breath Alcohol)
- Other (indicate type of test, explain) \_\_\_\_\_

Testing Facility: \_\_\_\_\_ Date: \_\_\_\_\_

This is to confirm that the employee named above was tested for drugs and alcohol in accordance with Pace guidelines and FTA regulations, and is in compliance with Pace’s Drug and Alcohol Testing Policy. Evidence of the testing is on file at the Paratransit project.

\_\_\_\_\_



Paratransit Division

1. Personnel Standards and Requirements

Signature

Title



**Positive Drug/Alcohol Testing Results Pace report FORM**

Paratransit Project: \_\_\_\_\_ Date: \_\_\_\_\_

Each time an employee test positive for drugs and/or alcohol, complete this form and submit it to:  
Pace – Compliance Department

**By Email:**compliance@pacebus.com **or** **By Fax:** 312-341-8052

**EMPLOYEE OR APPLICANT INFORMATION**

NAME: \_\_\_\_\_

SOCIAL SECURITY #: \_\_\_\_\_

**TESTING INFORMATION:**

Date Test Performed: \_\_\_\_\_ Time: \_\_\_\_\_

Date MRO Verified Drug Test Results: \_\_\_\_\_

Drug Results: Positive  Negative      Alcohol Results: \_\_\_\_:\_\_\_\_\_

Time Drug Test Performed: \_\_\_\_\_ Time Alcohol Test Performed: \_\_\_\_\_

Refusal to Test

Reason for Testing: \_\_\_\_\_

Testing Facility: \_\_\_\_\_ Date: \_\_\_\_\_

This is to confirm that the employee named above tested positive for drugs and/or alcohol and has been removed from Pace service and is prohibited from performing any safety sensitive functions. This individual has been referred to a substance abuse professional. Evidence of the testing and referral is on file at the Paratransit project.

\_\_\_\_\_

Signature

\_\_\_\_\_

Title



#### **4. Pace Driver, Dispatcher, and CSR Training Checklist Forms and Instructions**

The Pace Training Checklist must be completed for any employee who operates in Pace-funded Paratransit service in both of the following circumstances:

- Whenever an employee is hired by the contractor.
- Whenever an employee undergoes retraining for any reason.

Contractors are responsible for training or retraining employees and/or verifying prior training in all areas outlined on the Training Checklist. The contractor's Trainer should record the date of training on the checklist and should initial that the training in each area has been successfully completed.

Anytime an employee undergoes retraining, the contractor's Trainer should record the date of refresher training on the checklist and should initial that the training in that particular area has been successfully completed.

Email copies of completed Pace Training Checklists to:

**Compliance@pacebus.com**





**Accidents**

1. Pace Accident/Incident Report Form
2. General Accident Procedures
3. Drug/Alcohol Procedures

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**Driving Skills**

1. Definitions
2. Starting and Stopping
3. Following Moving Traffic
4. Intersection Operation
5. Right Hand Turns
6. Left Turn/Double Left Turn
7. Changing Lanes
8. Passing and Being Passed
9. Backing Buses
10. Service Stops
11. Slippery Streets
12. Railroad Crossing
13. General Defensive Driving Techniques
14. Other \_\_\_\_\_

**Emergency Equipment Operations**

1. Review Emergency Procedures
2. Location of emergency Equipment in Vehicle
3. Use of Emergency Equipment
4. Vehicle evacuation
5. Fire Protection

**Fare Collection**

1. Fare Instruments
2. Collection/Handling of Fares
3. Fare box Operations
4. Other Related Procedures

**Lift Usage**

1. Positioning Vehicle
2. automatic Operation of Lift
3. Manual Operation of Lift

**Loading/Unloading Passengers on Lift**

1. Boarding & Alighting Mobility Limited Passengers
2. Operations & Movement of Standard Wheelchairs

**Passenger Interaction**

1. Passenger Relations
2. Disability Awareness
3. Sensitivity Training
4. Service Animals

Training Date	Trainer	Retraining Date	Retraining Date





**Vehicle Operations**

- 1. Pre-Pullout Checklist Form
- 2. Pre-Pullout Inspection on Vehicle
- 3. Radio Procedures
- 4. Driver Seat Adjustment
- 5. Mirror Adjustment and Usage
- 6. Vehicle/Console Switches
- 7. MDT Usage
- 8. Sending canned messages via MDT
- 9. Drive Cam


**Securement**

- 1. Hands on Securement Training
- 2. Securement of Various types of Assistive Devices (Amigos, Oxygen Tanks, Mobility Aids, etc.)
- 3. Lap Belts, etc.
- 4. Oversized Wheelchairs


**Supervised Behind the Wheel Training**

- 1. On the Road Training
- 2. \_\_\_\_\_
- 3. \_\_\_\_\_
- 4. \_\_\_\_\_
- 5. \_\_\_\_\_


**Other**

- 1. Checking IDs
- 2. No Show Procedures
- 3. No Pay Procedures
- 4. 60 min Drug/Alcohol Awareness Training
- 5. \_\_\_\_\_
- 6. \_\_\_\_\_


Driver \_\_\_\_\_  
(Name)

My signature below indicates that I have received training in the subjects indicated on this Driver Training Checklist and I have sufficient comprehension and skills to operate a vehicle in Pace Service.

SIGNATURE \_\_\_\_\_ DATE \_\_\_\_\_  
(Driver)

LOCAL PROJECT MANAGER \_\_\_\_\_  
(Name)

My signature below indicates that I have verified that the above driver was trained in the subjects indicated on the Driver Training Checklist and has demonstrated and skills to operate a vehicle in Pace service.

SIGNATURE \_\_\_\_\_ DATE \_\_\_\_\_





**Client Emergencies**

1. Passenger Illness
2. Violent Passenger
3. Disruptive Passenger
4. Injured Passengers
5. When to call the police

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**AVL**

1. Locating Vehicles
2. Reviewing Driver Routes
3. Locating Client D/O and P/U
4. Using AVL for Corrective Action

**Dispatching**

1. Voice Dispatching
2. Effective Routing Decision Making
3. Drive Cam Procedures
4. No Show Procedures
5. No Pay Procedures

**Cancelling and Creating Trips**

1. Scheduling Trips
2. Moving Trips

**Effectively Communicating with Driver**

1. Using the MDT to send messages.
2. Radio Procedures

**Passenger Interaction**

1. Passenger Relations
2. Disability Awareness
3. Sensitivity Training

**Accident Procedures**

1. Notifying Pace
2. Sending Driver for D/A testing Procedures
3. DOT post accident d/a test
4. Non-DOT post accident d/a test

**Drug and Alcohol Testing**

1. 60 min Drug/Alcohol Awareness Training

Training Date	Trainer	Retraining Date	Retraining Date



**Other Procedures**


1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_

Dispatcher \_\_\_\_\_  
(Name)

My signature below indicates that I have received training in the subjects indicated on this Dispatcher Training Checklist and I have sufficient comprehension and skills to operate a vehicle in Pace Service.

SIGNATURE \_\_\_\_\_  
\_\_\_\_\_  
(Dispatcher)

DATE

LOCAL PROJECT MANAGER/SUPERVISOR \_\_\_\_\_  
(Name)

My signature below indicates that I have verified that the above dispatcher was trained in the subjects indicated on the Dispatcher Training Checklist and has demonstrated the skills required for Pace service.

SIGNATURE \_\_\_\_\_  
\_\_\_\_\_  
(Local Project Manager/Supervisor)

DATE





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**Trip Booking**

1. Common booking error
2. Reservations Script
3. Common locations for addresses
4. Verify Appointment Times
5. Note if Client is transferring to a seat on the vehicle
6. Always enter comments on all trip bookings
7. Repeat information back to client before exiting the Trip Booking Screen
8. Slow down, listen intently to the client, and repeat the information in Origin and Destinations boxes before scheduling trips
9. Confirm all information in trip booking (comments, PCAs, and Mobility aid)
10. Speak Clearly
11. Do not double book trips
12. Refer to appropriate entities to update information (i.e. address changes RTA and/or Pace Subscription Department
13. IVR

**Edit a Booking in Trapeze**

1. We do not edit bookings, cancel and create a new trip
2. Client eligibility has expired

**Scheduling Trips**

1. If a trip creates a violation on the run selected, then try another solution
2. Please do not schedule trips if violations are created

**Reviewed Pertinent Handouts**

1. Suburban Codes
2. Common Locations
3. Transfer Points
  - Telephone Numbers for Suburban Carriers
  - PACE Services Blue Card
4. Denials, Client Restrictions, Eligibility
5. Copy of Paratransit Customer Guide

**Passenger Interaction**

1. Passenger Relations
2. Disability Awareness
3. Sensitivity Training


Training Date	Trainer	Retraining Date	Retraining Date



**Other Procedures**

- 5. \_\_\_\_\_
- 6. \_\_\_\_\_
- 7. \_\_\_\_\_
- 8. \_\_\_\_\_


Employee \_\_\_\_\_  
(Name)

My signature below indicates that I have received training in the subjects indicated on this CSR Training Checklist and I have sufficient comprehension and skills for Pace Service.

SIGNATURE \_\_\_\_\_  
\_\_\_\_\_  
(Driver)

DATE

LOCAL PROJECT MANAGER \_\_\_\_\_  
(Name)

My signature below indicates that I have verified that the above CSR was trained in the subjects indicated on the CRS Training Checklist and has demonstrated the skills required for Pace service.


SIGNATURE \_\_\_\_\_  
\_\_\_\_\_  
(Local Project Manager/Supervisor)

DATE

**5. Notice of Moving Violation Form and Instructions**

**Fields on Form**

---



## Notification of Moving Violation

**PRIOR TO REPORTING TO WORK, Commercial Drivers must notify Pace immediately in writing of:**  
 A. Any and all traffic violations, and  
 B. Any and all suspensions, revocation or cancellation of their driving privileges, as well as any disqualification of out-of-service actions.

**Commercial Drivers must notify Pace prior to returning to work and the Secretary of Sats within 30 days in writing of:**  
 A. Any and all out-of-state traffic violations, and  
 B. Any and all out-of-state suspensions, revocation or cancellation of their driving privileges, as well as any disqualification of out-of-service actions.

State law requires that Commercial Drivers report any changes of address within 10 days. Then the driver has 30 days to go to a state facility to obtain a corrected CDL.

---

**Notification**

DRIVER'S FULL NAME: 1

Driver's Social Security Number: XXX-XX- 2

Driver's License Number: 3

Date of Violation: 4

Location of the Offense: 5

Nature of the Violation: 6

---

WAS THERE ANY OTHER VIOLATION ISSUED?  YES  NO 7

NATURE OF OTHER VIOLATIONS: 8

WAS THE VIOLATION IN A COMMERCIAL VEHICLE?  YES  NO 9


LOCATION OF THE OFFENSE: 10

COURT DATE: 11      CONVICTION  Yes  No 12  
 SUPERVISION  Yes  No 13

DRIVER'S SIGNATURE: 14      DATE: 15

RECEIVED BY SAFETY - NAME: 16      DATE: 17

---

 Revised 11-10      Copies      1. Employee File      2. Employee Copy



<b><u>Field Descriptions</u></b>	
1	<b>DRIVER'S FULL NAME:</b> - Enter Driver's name. Format is First name, Middle initial, Last name.
2	<b>Driver's Social Security Number:</b> - Enter Driver's social security number. Type only the 9 digits without spaces or dashes. The number will be reformatted automatically in the format 123-45-6789. When the form is printed only the last digits will remain visible XXX-XX-6789.
3	<b>Driver's License Number:</b> - Enter driver's license number.
4	<b>Date of Violation:</b> - Enter the date of the violation. Date is selected from a drop-down calendar in the field or typed in the format MM/DD/YY. The date will appear as MMM DD, YYYY.
5	<b>Location of the Offense:</b> - Enter a brief description of the location of offense.
6	<b>Nature of the Violation:</b> - Enter a brief description of the violation.
7	<b>WAS THERE ANY OTHER VIOLATION ISSUED?</b> - Left mouse click in response box for Yes or No to the question. A mouse click in one box will unselect the other box.
8	<b>NATURE OF OTHER VIOLATIONS:</b> - Enter a brief description of any other violation.
9	<b>WAS THE VIOLATION IN A COMMERCIAL VEHICLE?</b> - Left mouse click in response box for Yes or No to the question. A mouse click in one box will unselect the other box.
10	<b>LOCATION OF THE OFFENSE:</b> - Enter a brief description of the location of the offense.
11	<b>COURT DATE:</b> - Enter the court date. Date is selected from a drop-down calendar in the field or typed in the format MM/DD/YY. The date will appear as MMM DD, YYYY.
12	<b>CONVICTION Yes/No</b> - Left mouse click in response box for Yes or No to the question. A mouse click in one box will unselect the other box.
13	<b>SUPERVISION Yes/No</b> - Left mouse click in response box for Yes or No to the question. A mouse click in one box will unselect the other box.



14	<b>DRIVER'S SIGNATURE:</b> - Handwritten signature of the driver.
15	<b>DATE:</b> - Handwritten date driver signed form.
16	<b>RECEIVED BY SAFETY - NAME:</b> - Handwritten signature of member of safety staff.
17	<b>DATE:</b> - Handwritten date safety staff member signed form.



# Notification of Moving Violation

PRIOR TO REPORTING TO WORK, Commercial Drivers must notify Pace immediately in writing of:

- A. Any and all traffic violations, and
- B. Any and all suspensions, revocation or cancellation of their driving privileges, as well as any disqualification of out-of-service actions.

Commercial Drivers must notify Pace prior to returning to work and the Secretary of Sate within 30 days in writing of:

- A. Any and all out-of-state traffic violations, and
- B. Any and all out-of-state suspensions, revocation or cancellation of their driving privileges, as well as any disqualification of out-of-service actions.

State law requires that Commercial Drivers report any changes of address within 10 days. Then the driver has 30 days to go to a state facility to obtain a corrected CDL.

## Notification

DRIVER'S FULL NAME: \_\_\_\_\_

Driver's Social Security Number: XXX-XX-\_\_\_\_\_

Driver's License Number: \_\_\_\_\_

Date of Violation: \_\_\_\_\_

Location of the Offense: \_\_\_\_\_

Nature of the Violation: \_\_\_\_\_

WAS THERE ANY OTHER VIOLATION ISSUED?  YES  NO

NATURE OF OTHER VIOLATIONS: \_\_\_\_\_

WAS THE VIOLATION IN A COMMERCIAL VEHICLE?  YES  NO

LOCATION OF THE OFFENSE: \_\_\_\_\_

COURT DATE: \_\_\_\_\_ CONVICTION  Yes  No  
 SUPERVISION  Yes  No

DRIVER'S SIGNATURE: \_\_\_\_\_ DATE: \_\_\_\_\_

RECEIVED BY SAFETY - NAME: \_\_\_\_\_ DATE: \_\_\_\_\_



Revised 11 -10

Copies:

1. Employee File

2. Employee Copy

## E. GENERAL RULES AND STANDARDS FOR EMPLOYEES

### 1. Local Project Manager

Each contractor must have a designated Project Manager to oversee all facets of the paratransit operation. The local project manager's duties include, but are not limited to the following:

The Project Manager must be knowledgeable of the conditions and requirements in the contract between Pace and the contractor and in the Paratransit Manual, and assure that these conditions and requirements are adhered to by the paratransit project.

The Project Manager must be familiar with Pace reporting requirements in all areas, and be responsible for the submittal of the appropriate reports.

The local Project Manager must oversee or is responsible for the paratransit project's compliance in the following areas:

#### A. Service Delivery

The Project Manager is responsible for all facet of the operation necessary to assure the safe delivery of paratransit service in compliance with Pace policies and requirements. This includes the following:

- Maximizing productivity.
- Ensuring on-time-performance.
- Resolving service issues in a timely manner.
- Responding to Pace service complaints within the required time frame.
- Ensuring the timely delivery of all reports requested by Pace.
- Ensuring all technologies required to perform the terms of this contract are fully operational at all times. This includes MDTs, drive cams, computer systems, telephone systems, TTYs, and radio communications.
- Ensuring that any issue that impacts the delivery of Pace paratransit service is immediately reported to the appropriate Pace staff and resolved.
- Ensuring that emergency plans are implemented and followed during times of emergency. The most common emergencies are power failure, inclement weather, and phone system failures.

#### B. Vehicle Maintenance

The Project Manager is responsible for the maintenance of paratransit vehicles to ensure that:

Pace vehicle maintenance procedures are followed.

- Vehicles are maintained in good, safe operating condition.

- The exterior and interior of the vehicles are clean whenever the vehicles are in service.
- Vehicles are personally inspected by the local project manager on a regular basis in addition to the daily inspections performed by the driver.

### C. Employees

The Project Manager is responsible for employment practices and employees' performance to ensure that:

- Only people who meet Pace's requirements and the FTA regulations are hired to provide service.
- Drivers are operating vehicles in a safe and responsible manner in accordance with the Standard Operating Procedures and Defensive Driving Procedures outlined in the Pace Paratransit Operator's Manual.
- Appropriate disciplinary action is taken whenever an employee does not comply with Pace standards.

### D. Driver Training

The Project Manager is responsible for ongoing driver training to assure that:

- All newly employed operators receive comprehensive driver training through an in-house training program before operating vehicles in paratransit service. At a minimum, all vehicle operators should receive training in the areas outlined in section 4-4, Paratransit Driver Training. \* Each operator's performance is periodically reviewed and retraining is provided if necessary.
- Operators participate in Pace's Paratransit Drivers Training Program, when requested.

### E. Accidents and Incidents

The Project Manager is responsible for ensuring proper accident/incident reporting procedures to include the following that:

- All Pace reporting requirements are complied with.
- Drivers are immediately taken for drug/alcohol testing in accordance with Pace requirements and FTA regulations.
- Vehicle damage is repaired in a timely manner and in accordance with Pace procedures.
- Passenger incidents and problems are reported to Pace in a timely manner. Incidents of any nature which involve the safety of an individual, other passengers, or the driver must immediately be reported to Pace using the Pace emergency number. This includes incidents which involve violent, illegal, or seriously disruptive behavior.

## **2. Drivers**

The operation of paratransit vehicles is governed by the laws and safety regulations of the state, county and city in which the paratransit project operates, and by the standards outlined in the Contractors Manual. Local project managers must be familiar with these laws, safety regulations, and standards, and must establish procedures to assure that their paratransit drivers know and abide by them at all times. The following general rules and standards are supplemental to the Pace Paratransit Operators Manual.

Office personnel at each paratransit project should always be aware of the location of their drivers, and the vehicles operated in their service. The dispatcher must maintain regular contact with the drivers, and know the location of the vehicles at all times.

#### A. Driver Guidelines

1. At minimum Pace requires that all drivers present the following to the dispatchers at pullout:

- Valid CDL drivers License
- Valid Medical Examination Certificate
- Paratransit driver placard and arm badge
- Pace transfer receipts as required by Pace
- Seat belt extension

Drivers are required to perform a pre-pullout check prior to operating a vehicle. See Chapter 2 for instructions on the pre-pullout checklist.

Drivers must use the headlights at all times while operating a Pace vehicle or any vehicle in Pace service.

Should a mechanical failure occur after a vehicle is in service, the driver must immediately notify dispatch. Drivers must never operate vehicles that are unsafe or when continued operation may cause further damage to the vehicle.

Before leaving his/her seat, drivers must take the following steps:

- Place the gear shift lever in the Park position
- Set the emergency brake
- Activate the flashers

Drivers must never leave passengers in an unattended vehicle, except to operate the lift or to assist a passenger to or from the vehicle when it is safe to do so.

The driver must never leave the line of sight of the vehicle. It is an Illinois State Law that no vehicle is to be left unattended with the engine running. The only exception for paratransit vehicles is during pick-ups and drop-offs.

Drivers operating vehicles with fareboxes must not handle fares or make change. Passengers must be instructed to deposit exact fare into the farebox. Exceptions may be made only in the case of persons who may not be able to complete this task independently due to a disability. Some contracts with Pace may provide for specific fare collection procedures which allow for the driver to collect fares and/or tickets. In cases where there is a conflict in procedures, the contractor must follow procedures outlined in their Contract with Pace.

Drivers should offer assistance to passengers who, in the driver's best judgment, need assistance in safely boarding or exiting the vehicle. If requested, drivers may assist passengers to or from the exterior door of their pick-up point or destination if it is determined that the assistance will enhance the safety of the passenger, the safety of the driver or other passengers in the vehicle will not be compromised, and the driver can maintain line of sight of the vehicle.

Drivers must verify that all passengers are seated in a regular seat or wheelchair position prior to moving the vehicle. Sitting on the floor and standing are not permitted on paratransit vehicles in motion.



Drivers must use the floor restraints to secure wheelchairs or other mobile assistive devices to the vehicle. If the passenger refuses the use of the floor restraints, the driver should immediately notify dispatch for further instructions.

Drivers must offer the lap and shoulder belts to passengers riding in wheelchairs or other mobile assistive devices. If a passenger refuses the lap and/or shoulder belt, the driver should notify dispatch and note on the driver log that the lap and/or shoulder harnesses were refused.

Drivers are to ensure that all passengers are clear of the doors before opening or closing them. The doors must always be closed when the vehicle is in motion.

Passengers are to be picked up and dropped off only at locations where passengers can safely enter or exit the vehicle. Paratransit vehicles should not be driven into a passenger's driveway or on private property; unless the passenger cannot be safely dropped off or picked up from an adjacent street. Paratransit vehicles may use public parking lots, shopping centers, or large building complex parking lots where there is sufficient room to enter without backing to get out.

Drivers must never pull from the curb until fares are collected and all passengers are seated. Driver must give their full, undivided attention to the operation of the vehicle and must not engage in conversation with the passengers while the vehicle is in motion.

Backing is not recommended. Drivers should avoid backing the vehicle if at all possible. If backing is unavoidable, extreme caution must be used.

Drivers should report to dispatch any weather condition, traffic problem or other situation which may impact the safe operation of the vehicle.

Drivers must keep the dashboards clear of thermos bottles, clipboards, snow brushes and other paraphernalia that could become a projectile in an accident. The driver area must be kept neat and free from unnecessary clutter and debris.

Vehicles must never be operated with any of the doors open or while the lift is activated or extended.

Drivers are prohibited from accepting tips.

Operators and contractor employees are prohibited from making statements to the public or the press regarding Pace service, policies or other Pace business.

Drivers are not permitted to use radios, earphones or other electronic devices while operating a vehicle.

Cell phones may only be used in paratransit service when necessary for the efficient operation of the service. Drivers may only use cell phones which were issued by the contractor or personal cell phones which have been authorized for use in Pace Paratransit service. If authorized, cell phones should only be used when vehicles are parked. Use of cellular phones for personal business is prohibited. Lapel microphones/ear plugs/headphones/ear buds, etc., are prohibited. Personal cell phones must be turned off while operating a vehicle in Pace service.

Drivers are not permitted to smoke at any time in vehicles used in Pace service.

Drivers are not permitted to eat or drink on the bus when passengers are on board or while the vehicle is in motion.

#### B. Dress Standards

1. Drivers are required to wear a uniform. Driver's attire must be appropriate to reflect a professional appearance and must be suitable for driving.

2. Driver must prominently display their identification card in clear view on board the vehicle that they are driving. Drivers must wear the Pace assigned arm band on their right arm. The arm band must be clearly visible to passengers at all times.
3. Excessive or dangling jewelry is a safety hazard and is not permitted.
4. Shoes that interfere with the safe operation of the vehicle must not be worn. Shoes must have closed toes. Sandals are not permitted. Heels in excess of 1 ¼ inches are not permitted.

### C. Retraining and Corrective Action Standards

Each paratransit contractor is responsible for providing safe, courteous, reliable, and efficient transportation to the public. Careful attention to personnel selection and management creates a sound basis for achieving this goal. Each contractor must establish written job descriptions, work rules, and procedures to meet this goal.

Pace requires that all drivers be fully trained in paratransit operations and that drivers conduct themselves in a professional manner at all time. However, circumstances may arise which necessitate retraining and/or corrective action. The following list cites examples of situations that require the local project manager to consider retraining and/or corrective action. Because this list is not exhaustive, the local project manager should be aware of any unusual circumstances which may indicate a need for retraining and/or corrective action. In each case, the local project manager should review the driver's records and performance history to determine if retraining, corrective action, or termination is warranted.

Examples of situations that require the local project manager to consider retraining and/or corrective action:

1. One or more preventable accidents within a 12-month period.
2. Two or more non-preventable accidents within a 12-month period.
3. Failure of the driver to report an accident/incident.
4. Observation by Pace staff or the contractor's staff of non-compliance with Standard Operating Procedures and/or Defensive Driving procedures.
5. One or more convictions for a moving violation.

Retraining may include, but is not limited to the following:

1. Verbal discussion with the driver regarding the proper procedure for the situation.

Review of video/written material pertaining to the situation.

2. Immediate retraining by the project's driver trainer.
3. Attending Pace's Driver Training Program.

Corrective action is the responsibility of the contractor and must be handled in accordance with the contractor's written personnel policies

While retraining and corrective actions are the contractor's responsibility, Pace may require that a driver be retrained either by the contractor's personnel, by another qualified individual authorized by Pace, or by participating in Pace's Paratransit Driver Training Program. Pace requires that all retraining be documented.

Also, Pace may require the removal of a particular employee from Pace-funded service, if with reasonable cause and in Pace's judgment, it would be in the best interest of Pace that the employee be removed.





However, it should be noted that Pace has no interest in the manner in which the contractor performs its business, except as such matters impact on the delivery of Pace mass transit service to the general public. Nor is Pace intent upon establishing any terms or conditions as to an individual's continued employment as Pace is not the employer.

D. Driving Standards

Anyone operating Pace owned vehicles, or non-Pace owned vehicles in Pace service must have the appropriate driver's license to operate that vehicle, and the driver's license must be valid. Any operator who receives a moving violation, license suspension, or revocation must immediately notify their employer.

Pace must be notified of Class I and Class II moving violation citations and/or convictions, suspension, and revocations. Pace may elect to remove these drivers from service temporarily or permanently depending on the circumstances.

## 2. MAINTENANCE PROCEDURES

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### INTRODUCTION

**Purpose:** This chapter outlines Pace's maintenance program requirements for all Paratransit contractors. It establishes policies and procedures for carrying out the required level of maintenance, and specifies the required documentation.

**Policy:** Pace policy requires that all equipment used in paratransit operations be maintained in a safe and clean condition, and that all repairs be made in a timely manner to achieve the maximum life expectancy from the vehicles.

**Note:** This policy applies to both Pace owned vehicles and to contractor owned vehicles.

Paratransit Department staff is available to answer questions regarding maintenance reporting requirements and procedures. Questions of a technical nature will be addressed by Pace's Paratransit Maintenance Specialists, who can be reached at (708) 331-9127.

### A. RESPONSIBILITIES OF PACE PARATRANSIT CONTRACTORS

It is the responsibility of the contractor to ensure that vehicles are properly and adequately serviced and maintained. The contractor must establish and submit a written plan to Pace as to its record keeping, daily servicing, washing and cleaning of the vehicles, and vehicle maintenance. Required servicing and maintenance procedures are below.

#### Record Keeping

The contractor must establish a daily record keeping system and maintain a vehicle history folder.

#### Daily Servicing

The contractor must have a program outlining procedures for vehicle inspections (both pre-pullout and post-trip), refueling and checking of both oil levels and water coolant levels.

#### Washing and Cleaning

The contractor must have a program outlining the procedures for scheduled vehicle washings and daily internal cleanings.

#### Vehicle Maintenance

The contractor must have a program outlining the procedures for preventive maintenance performed at required intervals, as needed maintenance, accident related repair, and warranty repair work.

The Pace standards for maintenance are outlined in the following sections. Maintenance reports which are cited in the following sections are to be submitted to Pace's Arlington Heights office.

#### 1. Record Keeping

Contractors must establish and maintain accurate records and files for all vehicles used to provide paratransit service. A vehicle history file on each vehicle must be maintained. The vehicle history file will contain the following maintenance service records:

1. Copies of the Pace Paratransit PM Report Form or contractor's PM form. PM forms must be kept in the file for one year and stored after that for the lifetime of the vehicle or until the vehicle is removed from Pace service at which time all vehicle records, for Pace owned vehicles, are to be turned over to Pace. The contractors must retain copies of the vehicle records even though they are no longer maintaining the vehicle.

Fuel and oil usage records (kept in the file for one year and stored after that for three years).

Copies of the Monthly Vehicle Summaries (MVS) for Pace owned vehicles. (See Chapter1)

Shop Work Orders and Equipment Repair Orders.

Accident Repair Orders.

Any other records regarding the vehicle such as IDOT safety inspection forms and a copy of the vehicle registration.

**Whenever a Pace owned vehicle is returned to Pace or transferred from one project to another on a permanent basis, the vehicle history file with all required contents must be transferred along with the vehicle.**

## 2. Daily Servicing

### *Pre-Pullout/Post Trip Checklist*

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Operators must perform a pre-trip inspection each time a vehicle is used in Pace Paratransit service. Contractors may use the Pace Operators Pre-Pullout Checklist books or contractors may supply their own pre-trip inspection forms. Contractors who prefer to use their own pre-trip inspection forms must submit a sample form to Pace for review and approval. A copy of the Pace Pre-Pullout Checklist is included in this chapter.

When performing the pre-trip inspection, the operator must inspect each item listed, and place a check mark in each column when the item is in proper working order. If a defect is found, the operator must circle the item that needs repair and report the problem. Defects that pose a potential safety hazard must be reported immediately. A vehicle must not be put into service if the operator discovers a defect that could result in unsafe operation of the vehicle. Each contractor must establish a procedure for handling reports of defects and a procedure to ensure that repairs are completed in a timely manner. Each contractor must develop a procedure for driver to submits a pre-trip pull-out form check list prior to putting a vehicle in service. The procedure must include a process where a mechanic or designated employee reviews the pre-trip pull out checklist and prevents a vehicle with unsafe conditions from going into service. The procedure should also include a method for documenting the repairs for each item identified on the Pre-Pullout/Post Trip Checklist. A copy of the pre-trip inspection should remain in the vehicle. Operators must also perform a post trip inspection at the end of each run.

### *Fuel and Fluid Levels*

---

Servicing must be a daily scheduled activity. The contractor must service the vehicle as follows:

- Fill the fuel tank to specified level and assure replacement of the cap.
- Check the oil level and replenish to within safety levels.
- Check and fill the radiator cooling system with specified coolant, as required.
- Check other fluids and replenish as necessary (including windshield solvent, brake and automatic transmission fluids).

After daily servicing, an attendant, driver, or mechanic must record his or her activity on a daily fuel and oil report. The contractor must establish its own daily record keeping system. Fuel and oil consumption for all vehicles must be reported to Pace on the Monthly Vehicle Summary.

### 3. Washing and Cleaning

Vehicles cannot be put in service if they are dirty.

Vehicles should be washed on a daily basis if at all possible, but at a minimum they must be washed twice a week. The washing should include the following items.

- Wash exterior - Scrub front, back, sides, and roof. Give special attention to cleaning all mirrors, light lenses, and windows.
- Wash wheels and fender wells.
- Scrub step wells and interiors of doors.
- Mop floors and wash ceilings.
- Wash window interiors.
- Wash wheelhousing.
- Clean seats, stanchions, window ledges, and interior walls.
- Clean interior light lenses.
- Clean driver's compartment.
- Clean the vehicle dash board.
- Clean the driver door panel.
- Clean the front floor.
- Clean the lift.
- Clean the seat belts
- Clean the lap and shoulder belts.
- Clean the securement belts.

Vehicles should be swept or vacuumed on a daily basis and at a minimum the seats and interior windows should be wiped down. Standing water should not be left on the floor.

The contractor must establish its own schedule and procedures to ensure proper cleaning of vehicles. Cleaning schedules and procedures must be approved by Pace. The contractor's administrative staff is responsible for performing periodic checks of vehicle cleanliness.

## B. VEHICLE MAINTENANCE

### 1. Preventive Maintenance

Preventive maintenance (PM) is regularly scheduled service which includes the inspection of each vehicle and its working components, and scheduled oil changes, lubrication and servicing as required by the vehicle manufacturer and the Pace Paratransit Manual. Pace provides a PM Inspection form which must be used for Pace owned vehicles. A copy of the Pace PM Inspection form is included in this chapter. A copy of forms used by contractors for non-Pace owned vehicles must be submitted to Pace for review and approval.

PM inspections (preventive maintenance inspection) must be performed on each Pace owned vehicle every 3,000 miles or every 3 months, whichever comes first. PM inspections must be performed once monthly for

non-Pace vehicles. Intervals for specific maintenance functions for non-Pace owned vehicles must be performed in accordance with the recommended manufacturers' standards. Whenever the PM is performed, the Pace Paratransit PM Inspection Form or contractor PM form must be filled out to document that the preventive maintenance inspection has been completed.

Preventive maintenance inspections on vehicles must be reported on the Monthly Vehicle Summary (MVS) for each vehicle, and a clear copy of both sides of completed PM Report Forms must be attached to the appropriate MVS form and submitted to Pace as part of the contractor's monthly report. Copies of PM forms for vehicles must be submitted to Pace by the 5th of the each month for PM's performed during the prior month. Original PM Report Forms must be maintained in individual vehicle Files.

## **2. As Needed Maintenance**

Preventive maintenance helps minimize emergency repairs, but there will always be some unscheduled repairs that come up from time to time. The contractor must establish its own instructions and procedures for performing as needed repairs which will encompass those emergency repairs, parts, or component unit change-outs that are necessary between and during any preventive maintenance service.

It is the responsibility of the contractor to ensure that repairs are carried out in a timely, efficient manner and that the equipment is returned to service as promptly as possible.

The repair work performed on Pace owned vehicles is to be reported on the MVS form.

The contractor should contact the Paratransit Department to arrange for a loaner vehicle if the repair of a Pace owned vehicle leaves the project without sufficient equipment to handle normal operations.

## **3. Accident Repair to Pace Owned Vehicles**

Pace expects the contractor to perform repairs to Pace owned vehicles in a timely manner. If the damage is major, the contractor should contact Pace to discuss the proposed repairs. The contractor must submit a copy of the final invoice or work order documenting that the repairs have been performed.

## **4. Warranty Repairs to Pace Owned Vehicles**

It is important that the contractor is familiar with the conditions of the warranty on the Pace owned vehicles assigned to the project. It is the contractor's responsibility to insure that repairs to Pace owned vehicles or components covered by warranty are made at a Pace authorized warranty service center so as to ensure full validations of the manufacturer's warranty.

Contractors should refer to the warranty information provided with the vehicle or contact Pace's Maintenance Department with questions regarding the manufacturer's warranty.

There is a procedure in place for reporting warranty repairs on the Monthly Vehicle Summary. If warranty repairs are performed, or parts that are under warranty are exchanged or replaced, indicate this in the appropriate column on the Monthly Vehicle Summary and submit a copy of the Warranty Claim Form to Pace with your monthly report.

## **5. Associated Capital For Pace Owned Vehicles**

Pace Compensation for Major Repairs Not Related To Accidents. Pace will compensate the contractor for certain components used for major repairs to Pace owned vehicles which are not the result of accidents as long as capital grant funds are available to cover the cost. In order to be eligible for compensation,

- The single component cost must exceed one thousand (\$1,000.00). Pace may require that a satisfactory rebuilt component be used. If the rebuilt component cost exceeds one thousand (\$1,000.00), Pace will reimburse the contractor for the component. If the rebuilt component cost is under one thousand (\$1,000.00), the contractor will be responsible for the cost of the component.
- The component must not require replacement due to neglect, improper maintenance or failure to maintain, operator or mechanic error, vandalism, or abuse. Pace's determination of reason for replacement will be final.
- The contractor must submit at least two comparable, written estimates which includes the warranties from the vendors for review by Pace.
- The contractor must obtain prior approval from Pace.
- When the repair is completed, the contractor must submit a written request for compensation, a copy of the invoice from the vendor for the purchase of the component, and documentation that the repair was completed.
- The contractor shall be responsible for installation costs and for other expenses associated with the repair such as associated parts and fluids. Repairs must be performed in a professional manner.

Pace reserves the right to limit the compensation to the cost at which the component is available to Pace. Compensation is limited to engines, engine components, transmissions, air conditioning, catalytic converters, or other major repair systems. Brake systems, suspension systems, electrical systems, seating, windshield wiper and washer systems, body damage, door systems, and other wearing items and systems are not eligible for compensation.

## C. OTHER REQUIREMENTS

### 1. Illinois Department of Transportation

#### (IDOT) Safety Inspections

All vehicles used in Pace paratransit service are required to undergo an IDOT Safety Inspection every 6 months. Vehicles with expired IDOT stickers and vehicles which fail the IDOT Inspection **CANNOT BE OPERATED** in any capacity, except to and from the inspection center, until the IDOT Inspection is successfully completed and a new IDOT Safety Sticker is issued.

Vehicles must be taken to an IDOT Safety Inspection lane prior to the last day of the month in which the sticker expires, unless the vehicle is not operable due to required repairs. In this case, the vehicle must be inspected and pass the IDOT Safety inspection before being put into service. Once the vehicle has passed the IDOT Safety Inspection, submit the REPORT OF IDOT INSPECTION CHANGE form with the new expiration date to the Pace Paratransit Department.

### 2. Loaner Vehicles

Loaner vehicles are available at various sites to assist contractors when repairs to Pace owned vehicles leave the contractor without sufficient equipment to handle normal operations. Arrangements for a loaner vehicle can be made by contacting Paratransit Compliance staff at 312-341-8000. If a loaner vehicle is available, arrangements will be made for a temporary assignment. Contractors will be required to sign Pace Paratransit Vehicle Transfer Form each time a vehicle is loaned to or returned from a contractor. The Paratransit Vehicle Transfer Form becomes a part of the contract with Pace, and the loaner vehicle is subject to the terms and conditions of the contract, and must be maintained in the same manner as a permanently assigned vehicle.

While the loaner vehicle is on assignment, the contractor must perform pre-pullout/Post trip checks, and other daily servicing requirements. Contractors must also perform minor repairs and PM's when necessary. The contractor must include a separate MVS for the loaner with the monthly report. If a loaner vehicle requires extraordinary repairs, contact Paratransit Compliance staff for further instructions.

Loaner vehicles must be returned to Pace in good operating condition. **Please notify Pace's Paratransit Department before returning any loaner vehicles.** Be sure that the vehicle is clean, and has a full tank of fuel. Also, be sure to return any additional equipment, such as spare tires, that were issued with the loaner.

### 3. Other Use of Pace Owned Vehicles

The Pace owned vehicle or vehicles assigned to a contractor may be used only to provide transportation as specifically described in the contract with Pace. The vehicle(s) may not be used in any other capacity without advance written approval from the Pace Paratransit Department.

### 4. Pace Operations Bulletins

Periodically, Pace will issue Operations Bulletins or other documents that provide important maintenance and/or operational information about Pace owned vehicles. Contractors must ensure that these bulletins are immediately made available to the contractor's maintenance facility and/or maintenance staff. The information contained in Operations Bulletins or other Maintenance Department documents becomes part of the Pace Paratransit Contractors Manual.

**D. PACE FORMS AND INSTRUCTIONS**

Pace's Operator's Pre-Pullout Checklist for Pace Owned Vehicles

Pace's Operator's Post-Trip Checklist for Pace Owned Vehicles

Pace Paratransit Pm Report Form



### 1. Pace's Operator's Pre-Pullout Checklist Form and Instructions for Pace Owned Vehicles

The Pace Pre-Pullout Checklist must be filled out by each driver prior to the start of service.

The operator must fill in the date, inspect each item listed and place a checkmark in each column when the item is in proper working order.

If a defect is found, the driver must circle the item that needs repair and report the problem. Defects that pose a potential safety hazard must be reported immediately. A vehicle must not be put into service if the driver discovers a defect that could result in unsafe operation of the vehicle.

The Pre-Pullout Checklist is a two part form. The white top copy must be torn off and turned in to the proper person as prescribed by company policy before putting the vehicle into service. The yellow duplicate copy must remain in the booklet. **The booklet must be kept in the vehicle until it is filled and replaced with another booklet.**

Pace requires that completed Pre-Pullout Checklist books be retained in the Contractor's files for two (2) years past the life of the contract. Pace reserves the right to retain the pre-trip/post trip checklist.

### Operator's Pre-Pullout Checklist

**BUS#** \_\_\_\_\_ **DATE** \_\_\_\_\_ **ODOMETER** \_\_\_\_\_

**EXTERIOR**

- \_\_\_\_\_ Tires/wheels/lug nuts
- \_\_\_\_\_ Hood and access panels secure
- \_\_\_\_\_ Mirrors
- \_\_\_\_\_ Fuel filler cap secure
- \_\_\_\_\_ No body damage or broken windows
- \_\_\_\_\_ Exterior is clean
- \_\_\_\_\_ Valid safety sticker
- \_\_\_\_\_ License plates in front and rear
- \_\_\_\_\_ Check fluid levels: \_\_\_\_\_ Oil \_\_\_\_\_ Coolant \_\_\_\_\_ Washer fluid

**INTERIOR**

- \_\_\_\_\_ Vehicle registration and insurance
- \_\_\_\_\_ Steps are clean and free of tripping hazards
- \_\_\_\_\_ Fire extinguisher
- \_\_\_\_\_ Inside engine access cover secure
- \_\_\_\_\_ Parking brake applied
- \_\_\_\_\_ Transmission selector level in park position
- \_\_\_\_\_ Farebox and vault in place
- \_\_\_\_\_ Dashboard clean and clear of all debris
- \_\_\_\_\_ Box containing three emergency triangles

**START ENGINE AND CHECK**

- \_\_\_\_\_ Master switch
- \_\_\_\_\_ Warning light/gauges
- \_\_\_\_\_ Windshield wipers and washers
- \_\_\_\_\_ Interior lights
- \_\_\_\_\_ Headlight-high & low beams
- \_\_\_\_\_ All lights and 4-way signals
- \_\_\_\_\_ Lift switch
- \_\_\_\_\_ Horn

**GET OFF BUS, THEN CHECK**

- \_\_\_\_\_ Operate lift through one full cycle
- \_\_\_\_\_ Lights, signals, barrier plates, lift safety belts

**RE-ENTER BUS AND CHECK**

- \_\_\_\_\_ Seats and floor clean
- \_\_\_\_\_ Stanchion bars secure
- \_\_\_\_\_ Wheelchair restraints and seatbelts
- \_\_\_\_\_ Mobility device securement belts stored properly
- \_\_\_\_\_ Roof hatches latched and secure
- \_\_\_\_\_ Overhead compartment secure
- \_\_\_\_\_ Check emergency exits
- \_\_\_\_\_ Adjust seat
- \_\_\_\_\_ Check seatbelt
- \_\_\_\_\_ Radio, MDT, AVL
- \_\_\_\_\_ Air conditioning, heat and defroster
- \_\_\_\_\_ Steering wheel play
- \_\_\_\_\_ Adjust mirrors
- \_\_\_\_\_ Parking brake hold
- \_\_\_\_\_ Test stop brakes

**DRIVER'S NAME (PLEASE PRINT)** \_\_\_\_\_

**DRIVER'S INITIALS** \_\_\_\_\_

**DESCRIPTION OF DEFECTS & DAMAGE**

\_\_\_\_\_

## 2. Post Trip Inspection Checklist Form and Instructions

A post trip inspection check of the condition of each vehicle must be performed by the Operator each time a vehicle is used in Pace service. The Operator must inspect each item listed and place a check mark in each column when the item is found in proper working order. The Operator does not check items that are defective and/or needs repair. There must be a clear paper trail documenting that defects are repaired. Defects that pose a potential safety hazard must be reported immediately. A vehicle must not be put into service if the Operator discovers a defect that could result in unsafe operation of the vehicle.

After the checklist is complete, the Operator must sign the form. The top copy is to be torn off and turned in to the proper individuals as prescribed by Provider policy before the vehicle goes into service.

Each Provider must establish its own procedures for handling reports of defects and for ensuring that repairs are completed in a timely manner.

### Operator's Post-Trip Inspection Checklist

**BUS#** \_\_\_\_\_ **DATE** \_\_\_\_\_ **ODOMETER** \_\_\_\_\_

**EXTERIOR**

- \_\_\_\_\_ Fuel filler cap secure
- \_\_\_\_\_ Mirrors
- \_\_\_\_\_ No body damage or broken windows

**INTERIOR**

- \_\_\_\_\_ Steps are clean and free of tripping hazards
- \_\_\_\_\_ Fire extinguisher
- \_\_\_\_\_ Dashboard clean and clear of all debris
- \_\_\_\_\_ Box containing three emergency triangles
- \_\_\_\_\_ Items left on board the vehicle
- \_\_\_\_\_ Mobility device securement belts store properly
- \_\_\_\_\_ No mechanical failure noted during route
- \_\_\_\_\_ No safety issues

**DRIVER'S NAME (PLEASE PRINT)** \_\_\_\_\_

**DRIVER'S INITIALS** \_\_\_\_\_

**DESCRIPTION OF DEFECTS & DAMAGE**

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### 3. Pace Paratransit PM Report Form and Instructions

The Pace Paratransit PM Report Form is used to document the performance of manufacturers' required maintenance intervals and Pace required component checks for Pace owned vehicles. This inspection must be performed on each Pace owned vehicle, including loaners, every 3,000 miles or every 3 months, whichever comes first.

Before giving the form to the mechanic to carry out the work, the contract manager or maintenance supervisor must fill in the heading of the PM form with the vehicle number, date, and the odometer reading at the last inspection. The date and mileage at the time of the last changes on the designated components must also be filled in.

The mechanic must perform parts or component replacements/change-outs as authorized by the contract manager. The contractor should contact the Pace Paratransit Department or Maintenance Department whenever a major change-out or repair is needed.

Maintenance staff should refer to the appropriate vehicle manuals for maintenance procedures. All maintenance work on the vehicles must be done in accordance with the manufacturer's recommendations. Once the work is completed, the PM Form must be signed by the mechanic who performed the work or the maintenance manager who is responsible for ensuring that the work is performed.

The PM Report Form is not a complete list of all possible repairs that may be required. Any time a vehicle component or system is not operating properly repair work should be done immediately.

The maintenance manager or designated personnel is responsible for determining that all required inspections are done and that all needed repairs are performed. The original PM Report Form should be filed in the vehicle history file. A clear copy of both sides of the completed PM Report Form must be attached to the appropriate MVS, and submitted to Pace in accordance with the reporting requirements in the contract.



# PARATRANSIT PM FORM

**FOR PARATRANSIT VEHICLES:** Refer to the Maintenance Chapter in the Paratransit Manual for detailed information on Pace Paratransit maintenance requirements.

PM's must be performed every 3,000 miles or 3 months, whichever comes first.

(See below for Fluid Change Intervals)

Vehicle No. \_\_\_\_\_ Date of Last Inspection \_\_\_\_\_  
 Date Completed \_\_\_\_\_ Mileage at Last Inspection \_\_\_\_\_  
 Mileage \_\_\_\_\_ IDOT Due Date \_\_\_\_\_

PM	O.K.	Repairs Made	Add'l Repairs Needed	DESCRIPTION	O.K.	Repairs Made	Add'l Repairs Needed
<b>INTERIOR</b>							
1) Check & Lube operators seat & seatbelt				<b>ENGINE COMPARTMENT</b>			
2) Check horn				36) Check & repair all fuel, oil, coolant, transmission & power steering leaks			
3) Check steering wheel for excessive play				37) Check all fluid levels			
4) Check instrument panel lights & gauges				38) Inspect all hoses & clamps			
5) Check all seats				39) Lube accelerator & transmission linkage			
6) Check all mirrors				40) Check exhaust system			
7) Check windshield wiper & washer operation				41) Check alternator output			
8) Check sun visor				42) Check motor mounts			
9) Check insurance decal and vehicle registration				43) Check serpentine belt			
10) Check step & floor coverings				44) Drain fuel separator			
11) Check door operation - all				45) Check fan shroud			
12) Lube all door locks, latches and hinges				<b>UNDERCARRIAGE</b>			
13) Check handrail & stanchions				46) Inspect for any frame or cross-member damage			
14) Check fire extinguisher-gauge & tag				47) Check brake lining - lines & hoses - brake test			
15) Check all interior trim & panels				48) Check ball joints			
16) Check all interior lighting & mountings				49) Check all steering components			
17) Check front & rear heater operation				50) Check all suspension components			
18) Inspect all restraint belts				51) Check differential for leaks & fluid level			
19) Check all windows, latches & rear optical lens				52) Check drive line			
20) Check emergency windows & roof hatch operation				53) Check fuel tank for leaks & strap condition			
21) Clean A/C evaporator filter				54) Clean then grease all grease fittings			
22) Check front & rear A/C operation				<b>LIFT MAINTENANCE</b>			
23) Check emergency brake operation & light				55) Clean the Bridge Hinge			
24) Check reflector kit				56) Lube with penetrating oil as designated in the lift service manual			
25) Check shift/lock system				57) Lube with Multi-purpose grease as designated in the lift service manual			
26) Check Echovision & back-up alarm system				58) Check fluid level			
<b>EXTERIOR</b>				59) Check manual operation of lift			
27) Check all exterior lights & reflectors				60) Check interlock & warning alarm			
28) Inspect for body damage; report all				<b>ROAD TEST</b>			
29) Check & replace any worn or damaged tires							
30) Check & inflate tires to proper tire pressure							
31) Torque all axle studs							
32) Torque all wheel studs							
33) Clean battery & tighten cable ends							
34) Clean A/C Condenser							
35) Check mud flap condition							

FILTERS & FLUIDS	FILL IN DATE & MILEAGE OF LAST CHANGE		INDICATE CHANGES MADE DURING CURRENT PM
	DATE	MILEAGE	
61) Change engine oil & filter - □ 3,000 miles 6.5 & 7.3 □ 5,000 miles 6.0 turbo diesel			
62a) Replace fuel filter - 6.0 & 7.3 turbo diesel 15,000 miles			
62b) Replace fuel filter - 6.5 turbo diesel 30,000 miles			
63) Check air intake system, change air filter - 15,000 miles			
64) Check radiator cap pressure - annually (10-30 psi)			
65a) Change coolant 6.0 & 7.3 turbo diesel - Green - 30,000 miles, Consult maintenance schedule for required additives Yellow - 100,000 miles. After initial change every 50,000 miles			
65b) Change coolant 6.5 turbo diesel - 150,000 miles (Dex cool)			
66a) Change trans fluid & filter - 6.0 & 7.3 turbo diesel - 30,000 miles			
66b) Change trans fluid & filter - 6.5 turbo diesel - 50,000 miles			
67a) Change differential fluid - 6.0 & 7.3 turbo diesel - 50,000 miles			
67b) Change differential fluid - 6.5 turbo diesel - 15,000 miles			
68) Check crankcase depression regulator valve system - 6.5 turbo diesel - 60,000 miles			

**September 2005**

**TURN FORM OVER.**

**BACK OF PM FORM MUST BE COMPLETED.**

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### 3. ACCIDENT & INCIDENT HANDLING PROCEDURES

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#### DEFINITIONS

Accident: Collision of a vehicle with any object (e.g. another vehicle, a stationary object, etc.), or an occurrence involving the vehicle that results in passenger endangerment (e.g. braking causing a passenger to fall, etc.) regardless of damage, passenger injury, or possible injury, or an occurrence that results in passenger injury.

Preventable Accident: An accident that occurs because the driver did not do everything that could reasonably be expected in order to avoid the accident.

Non-preventable Accident: An accident that occurs even though the driver has done everything that could reasonably be expected in order to avoid the accident.

Incident: Any unusual occurrence near a Pace vehicle such as observed passenger altercations, vandalism, or an observed accidents with no vehicle involvement. Incidents of any nature which involve the safety of an individual, other passengers, or the driver must immediately be reported to Pace in accordance with Pace's Accident Notification Procedures cited in this chapter.

#### A. ACCIDENT HANDLING AND REPORTING PROCEDURES

The accident handling and reporting procedures outlined in this section apply to Pace and non-Pace owned vehicles unless otherwise noted.

##### 1. General Accident Procedures for the Driver

Each accident/incident must be reported to the dispatcher or carrier project manager immediately. Any driver involved in an accident/incident must complete a Pace Accident/Incident Report Form before leaving the garage on the day of the accident/incident.

In the event of an accident the following steps should be taken:

##### STEP 1

Keep calm and be courteous.

##### STEP 2

Stop immediately.

Determine or ask if anyone needs medical assistance. If assistance is required, notify the dispatcher. (The dispatcher should call for an ambulance and notify the carrier's project manager and/or police.)

Report accident to dispatcher or carrier's project manager. Be sure to notify them of any injuries that may have occurred.

Get the license numbers of any other vehicles that may be involved

Determine damage. Avoid obstructing traffic if possible.



STEP 3

Ask passengers and witnesses to complete and sign courtesy cards.

Record information on the Accident/Incident Report Form enclosed in the accident report packet.

Wait for the police to arrive. Provide police with facts and information regarding the accident. (Make no statements regarding your innocence or guilt.)

STEP 4

Check with your carrier's project manager on the necessity and arrangements for drug/alcohol screening.

Submit to drug/alcohol screening, if requested.

**IMPORTANT** - Make no statement to anyone except an officer of the law or a Pace representative or your bus company's representative at the accident/incident scene. (Make no statements regarding your innocence or guilt. Provide only facts and information regarding the accident.)

If the accident involves an unattended vehicle or a fixed object, take reasonable steps to locate and notify the owner. Whether or not you find the owner, ask your dispatcher to notify the police and when the police arrive, file a report.

Whenever a passenger is involved in an accident/incident on your vehicle, even if the passenger does not claim injury, the driver must fill out a Pace Accident/Incident Report.

Any driver who is involved in an accident/incident and fails to complete a Pace Accident/Incident Report Form on the day of the occurrence or fails to report the occurrence at any time may be prohibited from performing service for a Pace funded paratransit project. Pace has no interest in the manner in which contractors performs its business or oversees its employees except as such matters impact upon the delivery of Pace mass transit service to the general public. Nor is Pace intent upon establishing any terms or conditions as to this individual's continued employment as Pace is not his/her employer.

**2. Accident Procedures for Dispatcher and/or Project Managers**

Each contractor must have written procedures for handling accidents and other emergencies which comply with Pace requirements. All staff members, including drivers, must be familiar with the contractor's procedures and with Pace requirements.

In the event of an accident, the driver will immediately report the accident to the dispatcher or local project manager.

Once notified of an accident, the dispatcher and/or project manager must take the following steps:

STEP 1

Determine if anyone is injured and notify the local police and emergency vehicles.

STEP 2

Immediately contact Pace.

STEP 3

Dispatch a road supervisor to the scene of a serious accidents/incidents.

### 3. Serious Accident/Incident Notification procedures

Serious accident/incidents which involve injuries requiring transport from the scene or requiring any vehicle to be towed from the scene or any other event of a serious nature must be immediately reported to Pace, regardless of the time of the occurrence by calling the following number:

**Accident/Incident PACE Emergency Line (847) 228-4200**

### 4. Minor Accident/Incident Notification Procedures

Accident/Incidents which do not involve injuries requiring transport from the scene or require any vehicle to be towed from the scene or any other event of a serious nature, but do involve claims of bodily injury, potential claims of bodily injury, and/or combined property damage in excess of \$500.00 must be reported to Pace at 1-847-228-4200 during normal business hours. If this category of accident/incident occurs after hours, a completed Pace Preliminary Report of Bus Accident/Service Interruption Form detailing the events of the accident/incident must be emailed to [compliance@pacebus.com](mailto:compliance@pacebus.com) on the day of the accident/incident.

**Note:** It is important that you notify Pace if you are uncertain as to the amount of damage or if it appears that the damage could possibly exceed \$500.00.

### 5. Vehicle Accidents and Breakdowns

The carrier will be required to respond to vehicle accidents/breakdowns in a timely manner. A summary of the procedures for handling a vehicle accident/breakdown is as follows:

- The driver is required to inform the dispatcher that a vehicle accident or breakdown has occurred.
- The dispatcher will record the incident in the tracker notes in the scheduling software, time stamping the occurrence.
- The carrier must send a rescue vehicle within thirty (30) minutes of the accident/breakdown. This standard shall be met unless extenuating circumstances exist.

### 6. Post Accident Drug and Alcohol Testing Procedures

Complete the Pace post accident drug and alcohol testing decision maker form to determine if the driver needs to be sent for post accident drug/alcohol testing.

All safety sensitive employees involved in an accident shall undergo **NIDA-5** drug testing and breath alcohol testing if any of the following conditions are met:

- An individual dies
- An individual suffers injury and immediately receives medical treatment away from the scene of the accident (this includes injuries to the driver) **AND** the employee's performance cannot be discounted as contributing to the accident
- If any vehicle involved incurs disabling damage and is transported away from the scene by a tow truck or other vehicle **AND** the employee's performance cannot be discounted as contributing to the accident

Any other safety sensitive employee (e.g. mechanic, dispatcher, etc.) whose performance could have contributed to the accident or incident must also be tested for drugs and alcohol. This will be determined by the project manager/supervisor, using the best information available at the time of the accident or incident. If it is determined that the employee could have contributed to the accident than a separate decision maker form should be filled out and a determination should be made as to a drug and alcohol test on the other employee.

Instructions and procedures for drug/alcohol testing can be found at the end of Chapter 4.

**NOTE:** If any employee must be tested for drugs and alcohol following an accident or incident, that person may not perform safety sensitive functions in Pace paratransit service until Pace has received the required post accident drug/alcohol testing documentation and has authorized the individual to resume safety sensitive functions. Refusal to sign the necessary forms for drug/alcohol testing, or refusal to be tested will result in the employee being prohibited from performing safety sensitive functions in Pace funded service.

## 7. Accident & Incident Report Procedures

Every contractor must follow the Accident/Incident Reporting Procedures outlined in this chapter. These are the same procedures taught during Paratransit Drivers Training and contained in the Pace Paratransit Bus Operator's Manual.

A Pace Accident/Incident Report must be completed and submitted to Pace for each and every accident or incident that occurs with Pace or non-Pace owned vehicles. Even occurrences where passengers do not claim injury or where there is no vehicle damage must be reported. Events of an unusual nature must also be reported on the Pace Accident/Incident Report form. Incidents of any nature which involve the safety of individuals, other passengers, or the driver should immediately be reported to Pace using the Pace Emergency number 847-228-4200. This especially includes events which involve violent, seriously disruptive, and/or unsafe behavior by passengers.

Please note the following examples of occurrences requiring a Pace Accident/Incident Report:

- The bus is at the curb waiting to pick up a passenger when a car strikes the rear bumper. There is damage to the bus or the car. (The police must also be notified.)
- The car in front of your bus stops suddenly. You strike the rear bumper of the car. There is no damage to either vehicle. (The police must also be notified.)
- The car in front of you brakes suddenly causing you to put the brakes on. A passenger slips off the seat while the bus is stopped. The passenger insists that he is not hurt, and refuses to give you his name.
- Two passengers on your bus are having an argument. One of the passengers strikes the other. No one is injured.
- You operate a non-Pace owned van in your service. You have finished your route for the day and while returning to the garage another car strikes the side of your vehicle. Your van is not damaged and there is no apparent damage to the other car. (The police must also be notified.)

### Review, Sign and Mail The Pace Accident/Incident Report

A Pace Accident/Incident Report form must be emailed to Pace the same day as the accident and the original report must be mailed to Pace **within 24 hours** of any accident or incident. In the event of an accident the Post Accident Drug and Alcohol Testing Decision Maker Form must be mailed in with the Pace Accident Report. Pace reserves the right to require Accident/Incident Reports to be submitted immediately.

#### Email a copy of the Pace Accident/Incident Report to:

*Compliance@pacebus.com.*

#### Mail the original Pace Accident/incident Report (Pace and non-Pace owned vehicles) to:

*Pace Paratransit Compliance  
547 W. Jackson Boulevard – 10th Floor  
Chicago, IL 60661*

**Maintain a copy of the Pace Accident/Incident Report in your files.**

*A copy of the Pace Accident/Incident Report and copies of all other information related to the accident should be maintained in such a manner as to make it easily accessible. The contractor should have this information readily available should it be needed by Pace's staff.*

**Notify your insurance carrier of the accident/incident.**

**Evaluate driver's performance**

*Contractors must evaluate the performance of any employee involved in an accident or incident to determine the need for retraining and/or disciplinary action. Specific Pace guidelines relating to retraining and disciplinary action are contained in Chapter 4.*

**Physical Damage to Pace Owned Vehicles**

*Pace expects the contractor to perform repairs to Pace owned vehicles in a timely manner. If the damage is major, the contractor should contact Pace to discuss the proposed repairs. The contractor must submit a copy of the final invoice or work order documenting that the repairs have been performed.*

**B. PACE FORMS AND INSTRUCTION**

Pace Accident Incident Report

Post Accident Drug and Alcohol Decision Making Form

Pace Preliminary Report of Bus Accident/Service Interruption

## 1. Pace Accident/Incident Report Form and Instructions

- (a) A Pace Accident/Incident Report must be completed for any accident or incident which occurs in Pace Paratransit service, regardless of whether the vehicle is Pace owned or non-Pace owned.
- (b) The driver must fill out the Pace Accident/Incident Report form by the end of the work day during which the accident/incident occurred. Assistance may be provided if necessary, but the report must be filled out by the driver in his/her own handwriting.
- (c) All boxes on the report must be filled out. If the information requested does not apply to the accident or incident being reported, the driver should write N/A in the box. Do not leave any blank spaces.
- (d) When filling out the report, enter the name and location of the paratransit project in the space for Bus Company (e.g. John Doe Bus Company, Anywhere, IL). Enter the vehicle number in the space for the vehicle.
- (e) Ensure that information about other vehicles, drivers, and/or fixed objects is complete.
- (f) The driver must sign the report.
- (g) The contractor's project manager must review the Pace Accident/Incident Report to ensure that it has been properly completed. Once the report is reviewed, it must be signed by the project manager and emailed to Pace the same day or next business day. Do not hold the Accident/Incident Report for additional information such as the police report and/or estimates. Police reports and estimates must be sent to Pace as soon as they are received.


### **Email a copy of the Pace Accident/Incident Report to:**

*Compliance@pacebus.com.*

### **Mail the original Pace Accident/incident Report (Pace and non-Pace owned vehicles) to:**

*Pace Paratransit Compliance  
547 W. Jackson Boulevard – 10th Floor  
Chicago, IL 60661*

PACE REPORT # \_\_\_\_\_

		<b>ACCIDENT / INCIDENT REPORT</b> PLEASE PRINT ALL INFORMATION			<b>FOR PACE USE ONLY</b>			
		BUS DIVISION / PROJECT / SERVICE		DATE OF OCCURRENCE		DAY OF WEEK S M T W R F S		
ROUTE #		RUN #	# OF PASSENGERS	DIRECTION OF TRAVEL		VEHICLE #		
STREET WHERE INCIDENT OCCURRED				AT INTERSECTION WITH				
CITY			COUNTY					
IF NOT AT INTERSECTION								
FEET		MILES		<b>N E S W</b> (CIRCLE ONE) OF _____				
NEAREST HIGHWAY, STREET OR LANDMARK								
<b>OCCURRENCE</b> <input type="checkbox"/> 1 FRONT END <input type="checkbox"/> 2 SIDESWIPE <input type="checkbox"/> 4 AT AN ANGLE <input type="checkbox"/> 5 BACKING <input type="checkbox"/> 6 REAR END <input type="checkbox"/> 7 VANDALISM <input type="checkbox"/> 8 PASS. INJURY <input type="checkbox"/> 9 FIRE <input type="checkbox"/> 11 BLIND REPORT <input type="checkbox"/> 12 OTHER		<b>INVOLVING</b> <input type="checkbox"/> 1 PEDESTRIAN <input type="checkbox"/> 2 MOTOR VEH. IN TRAFFIC <input type="checkbox"/> 3 PARKED MOTOR VEHICLE <input type="checkbox"/> 6 LIFT <input type="checkbox"/> 7 FIXED OBJECT <input type="checkbox"/> 8 MOTORCYCLE <input type="checkbox"/> 9 DOOR <input type="checkbox"/> 10 OTHER		<b>PASSENGER ACTION</b> <input type="checkbox"/> 1 BOARDING <input type="checkbox"/> 2 ALIGHTING <input type="checkbox"/> 4 FELL OFF SEAT <input type="checkbox"/> 5 IN MOTION WITHIN VEHICLE <input type="checkbox"/> 6 DISTURBANCE <input type="checkbox"/> 7 OTHER		<b>TYPE OF TRIP</b> <input type="checkbox"/> 1 DIAL-A-RIDE <input type="checkbox"/> 2 REGULAR <input type="checkbox"/> 3 OFF ROUTE / DETOUR <input type="checkbox"/> 4 DEADHEAD <input type="checkbox"/> 5 AT GARAGE <input type="checkbox"/> 6 SERVICE CALL <input type="checkbox"/> 7 OTHER		
<b>DRIVER #1 PACE DRIVER</b>		SOCIAL SECURITY #		DRIVERS LICENSE #		EXPIRATION DATE		
		NAME			HOME PHONE #		BADGE #	
		ADDRESS				NATURE OF INJURIES, IF ANY		
		CITY		STATE	ZIP	IF INJURED, TAKEN TO		
		DESCRIBE DAMAGE TO PACE VEHICLE						
<b>DRIVER VEHICLE #2</b>		NAME			DRIVERS LICENSE #		HOME PHONE #	
		ADDRESS			NATURE OF INJURIES, IF ANY		WORK PHONE #	
		CITY		STATE	ZIP	IF INJURED TAKEN TO		
<b>VEHICLE #2 INFORMATION</b>		DIRECTION OF TRAVEL #2	# OF PASSENGERS #2	TYPE OF VEHICLE	MAKE	MODEL	YEAR	
		LICENSE PLATE # / STATE & YEAR			INSURANCE COMPANY		FIXED OBJECT	
		DAMAGE TO VEHICLE #2, IF ANY						
		OWNERS NAME #2		STREET ADDRESS			CITY	STATE
<b>PASSENGER PEDESTRIAN</b>		NAME			SEX	DATE OF BIRTH	HOME PHONE #	
		ADDRESS			NATURE OF INJURIES		WORK PHONE #	
		CITY		STATE	HOSPITAL TAKEN TO			
<b>PASSENGER PEDESTRIAN</b>		NAME			SEX	DATE OF BIRTH	HOME PHONE #	
		ADDRESS			NATURE OF INJURIES		WORK PHONE #	
		CITY		STATE	HOSPITAL TAKEN TO			
<b>PASSENGER PEDESTRIAN</b>		NAME			SEX	DATE OF BIRTH	HOME PHONE #	
		ADDRESS			NATURE OF INJURIES		WORK PHONE #	
		CITY		STATE	HOSPITAL TAKEN TO			





## 2. Post Accident Drug and Alcohol Testing Decision Maker Form and Instructions

1. This form must be completed for every accident which occurs in Pace Paratransit service. See section 3.1 of your Pace Paratransit Contractors Manual for the definition of an accident.
2. When filling out the form, you must complete the section under accident information providing the date and time of the accident, the employee name and the employee ID#.
3. All questions on the forms must be answered. If the question does not apply to the accident, you should write N/A in the space provided.
4. If there was a human fatality a DOT post accident drug and alcohol test must be performed.
5. If an individual suffered a bodily injury and immediately received medical treatment away from the scene (regardless if the individual was in the Paratransit vehicle or not) **AND** the employee's performance CANNOT be discounted as a contributing factor to the accident, a DOT post accident drug and alcohol test must be performed. *(If the employee's performance can be discounted as a contributing factor to the accident you must NOT perform a DOT post accident drug and alcohol test.)*
6. If there was disabling damage to the Paratransit vehicle or any other vehicle and the vehicle was towed away from the scene **AND** the employee's performance CANNOT be discounted as a contributing factor to the accident, a DOT post accident drug and alcohol test must be performed. (See Federal Regulations Section 655.4 for the definition of disabling damage). *If the employee's performance can be discounted as a contributing factor to the accident you must NOT perform a DOT post accident drug and alcohol test.)*
7. Contractors must also determine if any other covered employees performance could have contributed to the accident, as determined by the employer using the best information available at the time of the decision. If it is determined that the employee could have contributed to the accident than a separate decision maker form should be filled out and a determination should be made as to a drug and alcohol test on the other employee.
8. If the alcohol test is not administered within two hours following the accident, you must indicate this on the form stating the reasons the alcohol test was not promptly administered.
9. If the alcohol test is not administered within eight hours following the accident, you must cease attempts to administer an alcohol test and indicate on the form the reason for not performing the alcohol test.
10. If the drug test is not administered within 32 hours following the accident, you must indicate on the form the reason for not performing the drug test.
11. The decision maker form must be signed by the dispatcher or individual designated to determine if a post accident d/a test is required and the road supervisor.
12. An employee who is subject to post-accident testing who fails to remain readily available for such testing will be deemed to have refused to submit to testing.
13. You must submit a copy of the post accident decision making form to Pace with the Pace Accident Report form.

**Post-Accident Drug and Alcohol Testing Decision Maker form**

**DECISION MAKER FORM**

The Federal Transit Administration (FTA) drug and alcohol testing regulation (49 CFR Parts 655) requires that safety-sensitive employees involved in a vehicle accident (as defined below) submit to tests for alcohol misuse and prohibited drug use as soon as possible following the accident. 49 CFR Part 655 also requires the testing of any other safety-sensitive employee whose performance could have contributed to the accident, as determined by the manager or supervisor at the scene using the best information available at the time of the decision.

**Accident Information:**

Date of Accident \_\_\_\_\_ Time of Accident: \_\_\_\_\_ AM/PM

Employee Name: \_\_\_\_\_ Employee ID #: \_\_\_\_\_

**Decision Questions:**

**Was it an FTA-defined accident (49 CFR Part 655.4)?**

- 1. Was there a human fatality? Yes \_\_\_ No \_\_\_ (If **Yes**, a DOT/FTA Post-Accident test is required)
- If there was **no** fatality, ask the following questions:
  - 2. Has any individual suffered a bodily injury and immediately received medical treatment away from the scene of the accident? Yes \_\_\_ No \_\_\_
  - 3. Was there a disabling damage to the company vehicle (if bus, van, or automobile) or any other vehicle as a result of the occurrence and the vehicle was transported away from the scene by a tow truck or other vehicle? Yes \_\_\_ No \_\_\_

*If you answer YES to any of these three questions, a DOT/FTA Post-Accident test is required unless you also answer YES to the following question*

- *Can you determine, using the best information available at the time of the decision, that the employee's performance can be completely discounted as a contributing factor to the accident? Yes \_\_\_ No \_\_\_*

*(Any reason for NOT conducting a Post-Accident test after you've answered YES to questions 1,2 or 3 MUST be documented )*

\_\_\_\_\_

- Did the Alcohol Test occur within two hours of the accident? Yes\_\_ No\_\_
- Did the Alcohol Test occur within eight hours of the accident? Yes\_\_ No\_\_
- Did the drug test occur within 32 hours of the accident? Yes\_\_ No\_\_

*(If you check no to any of the above questions please explain)*

\_\_\_\_\_

On scene supervisor: \_\_\_\_\_

Regional Manager \_\_\_\_\_

### 3. Pace Preliminary Report of Bus Accident/Service Interruption Form and Instructions

Accident/Incidents which do not involve injuries requiring transport from the scene or require any vehicle to be towed from the scene or any other event of a serious nature, but do involve claims of bodily injury, potential claims of bodily injury, and/or combined property damage in excess of \$500.00 must be reported to Pace at 1-847-228-4200 during normal business hours. If this category of accident/incident occurs after hours, you must email a completed Preliminary Report of Bus Accident/Service Interruption Form detailing the events of the accident/incident to [compliance@pacebus.com](mailto:compliance@pacebus.com) on the day of the accident/incident.


1. All boxes on the report must be filled out. If the information requested does not apply to the accident or incident being reported, the dispatcher/supervisor should write N/A in the box. Do not leave any blank spaces.

When filling out the report, enter the name of the Paratransit project, date and time the accident or incident occurred. Enter the vehicle number, route/run number, and operator name in the spaces provided.

Ensure that all passenger information including names and I.D#s are included on this form.

Please email this form to [compliance@pacebus.com](mailto:compliance@pacebus.com) on the day the accident/incident occurs.

**Pace Preliminary Report of Bus Accident/Service Interruption Form**

		PRELIMINARY REPORT OF BUS ACCIDENT/SERVICE INTERRUPTION	
Carrier		Caller/Phone#	
Date of Report	Date of Incident	Time of Report	Time of Incident
Route #		Operator	
Bus #		Extent of Damage <input type="checkbox"/> Major <input type="checkbox"/> Minor	
Vehicle Towed <input type="checkbox"/> Yes <input type="checkbox"/> No	Operator Cited <input type="checkbox"/> Yes <input type="checkbox"/> No	Persons Transported to Hospital <input type="checkbox"/> Yes <input type="checkbox"/> No	
D.O.T. D&A Test <input type="checkbox"/> Yes <input type="checkbox"/> No	Hospital		
Location/Direction			
SPECIFIC DETAILS			
ALL INJURED PERSONS AND EXTENT OF INJURY (* - Pace Employees)			
Name	Address	Phone#	Injury
2002 (05-04) Taken by		Routed to	
WHITE-Operations GREEN-Insurance CANARY-MUM PINK-Paratransit GOLD-Communications			

## 4. MOBILITY DEVICES

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### A. WHEELCHAIR DEFINITIONS ASSOCIATED WITH PACE ADA TRANSPORTATION

#### Broken or Damaged Wheelchair

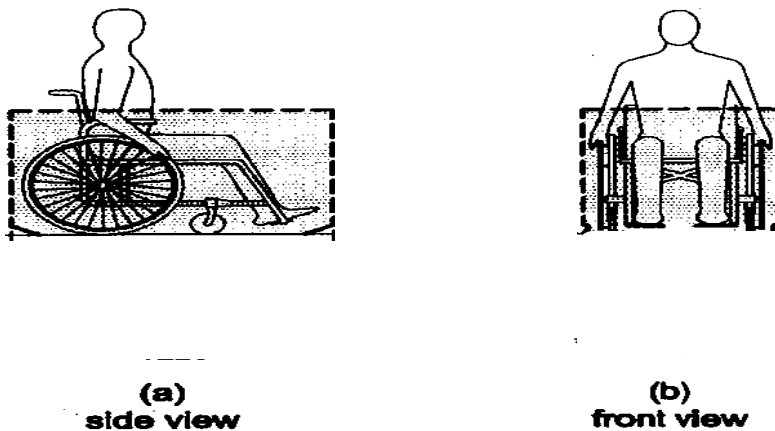
This can be any wheelchair that is battery operated and does not have sufficient power to operate the wheelchair. This can also be any wheelchair that has sufficient damage to wheels, operation handle, seat, etc. that does not allow the wheelchair to operate properly and/or safely. Finally, this can be any wheelchair that cannot be operated properly and/or safely by the rider.

Note: In the event a rider cannot be transported, the driver should contact dispatch for immediate follow up.

### B. WHEELCHAIR PROCEDURES

Pace reserves the right to deny service for a wheelchair that due to the size and weight of the wheelchair cannot be accommodated by the vehicle's equipment used in service. If a wheelchair can be loaded, but cannot be secured forward facing, Pace reserves the right to deny service. See **figure 1**

**Note:** Where necessary or upon request the Contractor may recommend that a wheelchair passenger transfer to the vehicle seat. The Contractor may not require the rider to transfer.




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**Figure 1**  
**Wheelchair or Mobility Aid Envelope**

### 1. How to Measure a Wheelchair

- Place wheelchair on a flat or even surface.
- Measure the width of the wheelchair, from the front outside wheel to the front outside wheel on the opposite side.
- Measure the width of the wheelchair, from the rear outside wheel to the outside wheel on opposite side.
- Measure the length of the wheelchair, from the front outside wheel to the outside wheel (note this is if the foot rest is not connected to the wheelchair).
- If the foot rest is connected to the wheelchair, measure from the front of the foot rest (which should be measured 2 inches from the ground) to the back of the rear wheel.
- Be sure to record the make and model number for any wheelchair that's measured.
- Also, document any special features that are present on the wheelchair.
- All wheelchair measurements must be forwarded to Pace's Quality Assurance Department for review.

### 2. How to take Pictures of a Wheelchair

- Stand in front of the wheelchair and take two pictures that show the front view of the wheelchair.
- Stand in the rear of the wheelchair and take two pictures that show the rear view of the wheelchair.
- Stand on both sides of the wheelchair and take two pictures that show both side views of the wheelchair.

E-mail or send a copy of the pictures to Pace's Quality Assurance Manager for the rider's permanent file. Pace will maintain the file and use for future reference.

### 3. Difficulties Securing a Wheelchair

Individuals who use a wheelchair must permit his/her wheelchair to be secured. If they refuse, the driver should contact the dispatcher for instructions. These individuals are not allowed to ride. However, if the individual permits the driver to secure his/her wheelchair but they are unable to properly secure it, the individual using the wheelchair is allowed to ride. Contractors cannot deny transportation to a wheelchair or its user on the ground that the device cannot be secured or restrained satisfactorily by the vehicle's securement system. In the event the driver cannot secure a wheelchair the driver and dispatcher will follow the procedures below.

- The driver must activate the vehicle drive-cam
- The driver must notify the dispatcher that he cannot secure the wheelchair and wait for dispatcher instructions.
- The dispatcher will code the trip a cancel at the door and add the appropriate tracker notes.
- The dispatcher will confirm the rider's pickup location and inform the driver the ETA of a road supervisor who will be sent to provide the trip.

- When the road supervisor arrives he/she should recommend that the individual transfer to a seat but the passenger is not required to do so. The road supervisor will deliver the passenger to their destination.
- If a road supervisor is unavailable, the dispatcher will instruct the driver to proceed with extreme caution and deliver the passenger to their destination. If seating is available and the passenger is able to do, the driver should recommend that the individual transfers to a seat but the passenger is not required to do so.
- The passenger should be referred to Pace's Quality Assurance Manager so that an alternative securement device aid can be provided to the passenger.

If the rider wants to file a complaint, the rider should be referred to Pace Customer Relations at 800-606-1282, option #2.

#### **4. Difficulties Loading a Wheelchair**

In some cases drivers maybe unable to load a wheelchair or the secure it forward facing due to the size or positioning of passengers already on board the vehicle. In the event the driver cannot load a passenger due to these type circumstances the driver and dispatcher will follow the procedures below.

- The driver must activate the vehicle drive-cam.
- The driver must notify the dispatcher that the wheelchair cannot be loaded or secured forward facing.
- The dispatcher will code the trip a cancel at the door and add the appropriate tracker notes.
- The dispatcher will confirm the rider's pickup location and inform the driver the ETA of the second vehicle being dispatched to provide the trip.

If the rider wants to file a complaint, rider should be referred to Pace Customer Relations at 800-606-1282, option #2.

## 5. FARE COLLECTION INFORMATION

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Fares are payments for rides on Pace-funded Paratransit services. While the use of fare instruments may vary from service to service, the following general information is provided for all Paratransit services. Refer to your contract for specific guidelines and requirements, or to your Project Manager, regarding fare collection for your service.

### A. GENERAL GUIDELINES

Fares can be collected three ways:

1. Cash
2. Transfers (when and where allowed)
3. Prepaid passes or tickets (when and where used)

Fares are collected as passengers board the vehicle. Passengers should pay the exact fare when boarding the vehicle. Vehicle operators are not permitted to make change or handle fares, except as noted below.

As passengers board the vehicle and pay their fares, the fare categories must be noted on the driver's log.

Attendants must pay a fare when accompanying a mobility limited passenger, except on ADA Paratransit services (see below).

Whenever there is a problem with the farebox, the vehicle operator must report it to the dispatcher immediately.

A maximum of two children six years of age and younger may ride free when accompanied by a fare paying passenger.

### B. RIDERSHIP CATEGORIES

One-way passenger trips are recorded by the categories defined below. These categories are general Pace definitions. Refer to your contract for specific information on ridership categories and eligibility for your service.

- **Full Fare Passenger:** Non-disabled rider, twelve years to sixty-four years of age.
- **Non-disabled Elderly:** Any non-disabled rider, age sixty-five and older.
- **Disabled:** Any rider, regardless of age, classified as disabled per the terms of your contract.
- **Student/Children (seven and older):** All grade school children (seven years to eleven years of age) and students ages twelve to twenty traveling to or from school with a valid grade school or high school identification. Passengers who are twelve years and older, not traveling to or from school, are counted as adults.
- **Free Children:** Children six years and younger (or as described in the current service guidelines) accompanied by a fare paying passenger and going to the same destination as the fare paying passenger may ride for free. A maximum of two children accompanied by a fare paying passenger may ride free. Children six years and younger may not ride the vehicle unaccompanied at any time.



### C. CASH FARE PROCEDURES

Drivers operating Pace owned vehicles with fareboxes must not handle fares. Drivers must never make change.

When collecting fares, the operator must do the following:

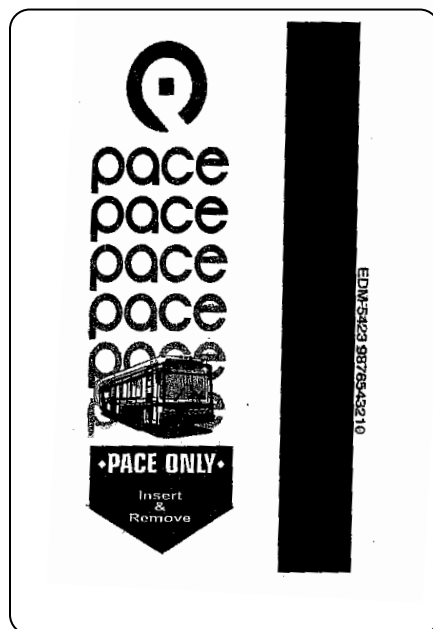
- Direct passengers to deposit money directly into the farebox.
- If a passenger pays with currency, instruct the passenger to unfold bills before depositing in the farebox (portions of bills have no value).
- After money has been deposited, check inspection plate for correct fare.
- If the fare is correct, trip the inspection plate to clear it for the next fare. Do not let more than one fare accumulate on the inspection plate. If the fare is not correct, ask the passenger to deposit the correct fare. If the passenger is unable to deposit the correct fare, contact the dispatcher for further instructions.
- For passengers who are physically unable to deposit their fare into the farebox, the passenger may give the fare to the vehicle operator. The vehicle operator will verify the correct fare amount and will immediately deposit the fare into the farebox. If the passenger is accompanied by an attendant, the attendant, not the driver, should deposit the fare into the farebox.

### D. CASH FARE PROCEDURES FOR VEHICLES WITHOUT A FAREBOX

Drivers will collect the exact cash fare or an ADA Ride Ticket at the time of boarding and before proceeding to the next scheduled destination. Riders should have the exact fare ready at the time of boarding. If the rider cannot produce the exact fare or an ADA Ride Ticket, the driver should immediately notify dispatch for instructions. Drivers are strictly prohibited from making change.

### E. TRANSFERS

Transfers are tickets entitling the bearer to continue from one service or route to another in order to reach their destination, without paying an additional fare.




**REGULATIONS**  
 A transfer card may only be used by the person to whom the transfer card was issued. Expiration date and time are printed to the right. Any transfer card rejected by fare collecting equipment is invalid.


By purchasing a transfer card the rider agrees that the use of the transfer card is subject to any regulations established by Pace.

*Pace expressly reserves the right to make changes to the transfer card rules, regulations, and policies at any time without any advance notice.*

*Additional cash fares may be applicable on certain bus services.*



## CHICAGO ADA PARATRANSIT TRANSFER TICKET SAMPLE

	
<b>Pace ADA Paratransit Receipt/Transfer</b>	
<b>Customer ID#:</b>	_____
<b>Date of Issuance:</b>	_____
	(Month/Day/Year)
<b>Pick Up Time:</b>	_____
	A.M. P.M.
M-0209 10/06	Pace Paratransit Operations, 547 W. Jackson, 10th Floor, Chicago, IL 60661

**1. Procedures for issuing a valid transfer:**

- Drivers must fill out transfer ticket completely
- The transfer must be valid (e.g. the date of the transfer is the current date).
- The transfer must have the passenger's name or ID# clearly written on it.
- The transfer must have the correct time.

**2. Pace Transfer Regulations**

- A transfer ticket is only valid on the date issued for a maximum of two hours between transferring vehicles.
- A transfer may be used only by the person to whom it is issued.
- A transfer is non-negotiable. It cannot be exchanged for a cash refund at any time. It is not good for a round trip on the same service.
- A transfer is valid for a two hour limit from the time issued on any Pace carrier.

- A penalty exists for fraudulent use of a transfer. Anyone using a transfer in violation of these rules is subject to the cost of the fare and suspension of service.
- Transfers are subject to all rules and regulations of Pace.

## **F. HANDLING OF SPECIAL SITUATIONS**

### **1. Objects Accidentally Dropped in Farebox and Over Payment**

If foreign coins, jewelry, or other objects of value are accidentally dropped into the farebox:

1. Ask the passenger to complete a Courtesy Card.
2. Notify the dispatcher.
3. On the back of the Courtesy Card, enter:
  - Time
  - Date
  - Vehicle Number
  - Location of Occurrence
  - Description of Object

Instruct passenger to call the dispatcher or Pace and request the return of the object.

Turn in completed Courtesy Card to dispatcher.

If a passenger accidentally overpays the fare and/or deposits a \$5 bill or larger instead of a \$1 bill, the same procedure is followed, except instruct the passenger to call the dispatcher or Pace and request a refund. Drivers are not permitted to provide change or to collect fares from other passengers to provide change.

### **2. Farebox is Inoperable**

If a farebox is inoperable or broken in such a manner that passengers cannot deposit their fares, the driver should immediately notify the dispatcher to obtain further guidance. Additionally, the contractor should immediately notify the Pace Paratransit Department if any farebox is inoperable for any reason.

### **3. Passenger Refuses To Pay A Fare**

All passengers should pay a fare for each ride taken. If a passenger is unable or refuses to pay a fare, the driver should do the following:

- Ask the rider for the fare
- Activate the drive-cam
- Notify the dispatcher
- Wait for further instructions from the dispatcher
- An operator should never embarrass or accuse the passenger

In the event the driver calls dispatch to report a rider does not have or refuses to pay the full fare the dispatcher should do the following.

- Ensure the driver has requested the correct fare
- Ensure the driver has activated the drive-cam

- Add proper tracker notes in Trapeze to record the incident
- Make a determination if the fare will be waved and the rider transported
- Document the incident and forward to Pace Quality Assurance for follow up
- Always remember that a rider can never be stranded

**Note: If a rider is not at home, Pace has a no strand policy. Therefore, the carrier will be required to transport the rider home. However, the carrier has the right to refuse transport if a rider is at home and does not have the proper fare.**

#### **4. Passenger Does Not Have Correct Fare/Change**

If a passenger does not have the correct fare, the driver should contact the dispatcher for further instructions.

#### **5. Passenger Tries to Use Invalid Method of Payment**

If a passenger attempts to use an invalid method of fare payment (e.g. invalid transfer, expired pass, etc.), the driver should request that the passenger use the proper fare instrument. If the passenger is unable or refuses to present a valid fare instrument or cash, the driver should contact the dispatcher for further instructions. The driver should also complete a Pace Accident/Incident Report form.

**Note: If the dispatcher is not sure how to address a specific situation, contact Pace's Paratransit Department for guidance.**

## **G. ADA PARATRANSIT FARES**

### **1. ADA Paratransit Service**

In addition to the general guidelines outlined in section 5.1, the following items apply to pace ADA Paratransit Service.

- Transfers and ADA/Special Services Tickets are the only non-cash fare instruments accepted on ADA Paratransit services.
- One attendant or companion accompanying a mobility limited passenger may ride at no fare. If space permits, additional companions may accompany the passenger for the same fare as the ADA certified passenger.

### **2. Definition of Riders for ADA Paratransit Service**

Refer to Guidelines and Regulations for definition of riders for services other than ADA. One -way Passenger Trips

Each time a rider boards the vehicle at his pick-up point and leaves the vehicle at his drop off point, it is counted as 1 one-way passenger trip. This includes consecutive stops when riding the same vehicle. Should that same rider use the vehicle for a return trip, it is counted as a second one-way passenger trip (e.g. around trip equals two one-way passenger trips).

## 6. TECHNOLOGY

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### A. PACE MDT SERVICE GUIDELINES & TROUBLESHOOTING GUIDE

The following are general guidelines for troubleshooting Pace owned MDTs.

#### System Wide Issues Related to MDTs

**Emergency MDT Problems** – System wide issues related to MDTS must be reported immediately by calling (847) 275-1487. If a significant number of MDT's are down, if all MDT's are down, if NAK's from a majority of the MDT's at a contractor site are down, or there are problems with numerous MDT's, the issue or issues must be immediately reported regardless of time of day. Such issues indicate potential overall system problems that Pace need to be aware of immediately.

#### Issues Related to a Single Unit

1. **MDT Repairs for a Single Unit** – Issues related to a single MDT must be reported to Pace Paratransit Operations Support at (847) 275-1487 **during normal office hours** (8:00 a.m. – 5:00 p.m. Monday through Friday). Issues with a single unit MDT are not considered emergencies. (See Pace Owned MDT Troubleshooting Guide below).

For normal MDT issues, all appropriate Troubleshooting procedures should be completed before calling the Paratransit Operations Support number.

When calling to report issues with a single unit have the following information:

- The Pace Asset Tag number of the Ranger or BBX
  - Vehicle number in which the Ranger or BBX is installed or was removed.
2. All Rangers and BBX's to be exchanged or to be returned to Pace for repairs must be brought to Pace Headquarters, 550 W. Algonquin Road, Arlington Heights, IL. A date and time must be scheduled with operations support staff.
  3. When exchanging equipment assigned to a specific paratransit vehicle (i.e. rangers, BBXs, etc...) the contractor must complete a Pace Asset Transfer Form so that the equipment's location can be tracked at all times. Spare equipment will not be provided without a completed Asset Transfer Form.

### B. PACE OWNED MDT TROUBLESHOOTING GUIDE

*Problem: No Pickups or Drop-offs are displaying on the MDT unit.*

#### Procedures for Drivers:

1. Make sure that the vehicle is not parked inside the garage.
2. Make sure that the unit is ONLINE. If the unit IS ONLINE the following message will appear at the very top of the screen (*Please note this message may differ slightly depending on which version of the Mentor Mobility software is installed on the Ranger, but it will indicate whether the unit is "online"*):  
  
**“MOBILITY V04R01: ONLINE”.**
3. If the MDT is NOT ONLINE, log off, and log back on to the unit.

4. If the unit is still NOT ONLINE after logging back in, check to see that the BBX is working correctly. The BBX is located in the compartment over the driver. If the BBX is working correctly, the lights on the BBX should be as follows:
  - USB LED – blinking green
  - STAT LED – green or blinking red
  - COV LED – solid green
  - TXD – flashes only when transmitting data
  - GPS – solid green or blinking green (it will likely blink when indoors indicating no GPS lock)

If the LED's do not match the description above, or they are flashing red, report this to the maintenance staff. (Maintenance should contact Pace Operations Support at (847) 275-1487 during normal office hours to do further remote troubleshooting and/or arrange an appointment to pick up available spare equipment at Pace Headquarters in Arlington Heights. When the call is made to Pace the caller must supply the Pace Asset Tag Number on the BBX, which lights, if any, are lit, and the vehicle number in which the BBX is installed.)

#### **Procedures for Dispatchers:**

1. Make sure that the Run is assigned to the correct vehicle. If the assigned vehicle is incorrect and a new vehicle is assigned to the Run, the driver must logoff and log back on to the MDT.

Manually mark all the unperformed trips on the run as '**UNSENT**' (in the Dispatch or Schedule Editor screen). The system should then send the trips to the MDT unit. Progress on resending the trips can be monitored as follows:

- After the trips are marked Unsent, the Send column will first display either no indicator ' ', or three dots '...' on the Trapeze screen.
- The three dots will change to '**TS**' as the Schedule Server processes the trip.
- The "TS" will then change to '**DM**'. The 'DM' indicates "Dispatched By MDT" and the trip or trips will appear on the driver's Ranger MDT screen.
- These status indicators appear automatically as the system processes and sends the trips.

**NEVER** manually mark the Send column with '**DM**'. Trips manually marked as DM will never be sent to the MDT as this means the trip has already been sent.

Make sure that the trips for the assigned run are within four (4) hours of the current time. The Ranger will only display unperformed trips that are within a window of TWO (2) hours before and FOUR (4) hours after the current time.

If the trips still do not appear on the screen and the driver has performed all of the troubleshooting procedures listed above, the dispatcher must manually dispatch the run for the remainder of the day. All trips manually dispatched/sent must be marked with 'DV' (Dispatched By Voice) and all actual trip arrivals and departs must be done manually on these trips. Report this problem to the Maintenance staff. **(Maintenance should contact Pace Operations Support during normal office hours at (847) 275-1487 to do further remote troubleshooting and/or arrange an appointment to pick up available spare equipment at Pace Headquarters in Arlington Heights. When the call is made to Pace the caller must supply the Pace Asset Tag Number on the unit, which lights, if any, are lit, and the vehicle number of the vehicle in which the BBX is installed.)**

*Problem: Vehicle is Displaying "NAK" in MDT Center.*

#### **Procedures for Dispatchers:**

1. If “NAK” messages are being displayed on the MDT Center screen for a vehicle having MDT problems, it means that communication between Dispatch and the vehicle is not available. This occurs for the following reasons and may be corrected as indicated:
  - Vehicle is parked in the garage or in an area which does not have wireless coverage. No wireless signal is available for the MDT to communicate. **Recommended Action** – Direct the driver to move to new location (may only require a few feet.) and attempt to login again.
  - Direct the driver to log in and out more than once.
  - Verify that the vehicle is assigned to proper RUN. – If not, assign the correct vehicle to the Run and ask the driver to logout and log back in. Follow the procedures under **No Pickups or Drop-offs are displaying on the MDT unit: Procedures for Dispatchers** described above.
  - Other vehicles are also displaying NAK’s in the MDT Center Screen – This means a potential overall communication or Pace system problem exists. **IF MULTIPLE VEHICLES ARE DISPLAYING NAK’S, CONTACT PARATRANSIT OPERATIONS SUPPORT IMMEDIATELY AT (847) 275-1487 TO REPORT THE PROBLEM.**
  - The unit is not ONLINE – If the screen displays ‘**MOBILITY V04R01: ONLINE**’ at the very top of the screen, the unit is already online. (*Please note this message may differ slightly depending on the version of the Mentor Mobility software installed on the Ranger, but it will indicate whether the unit is “online”.*): If not, it is NOT online. If the MDT is NOT ONLINE, **Recommended Action** - Direct the driver to log off and log back on to the unit.

**IF THE UNIT IS STILL NOT ONLINE AFTER a. THROUGH e. above are completed,** verify the BBX is working correctly. The BBX is located in the compartment over the driver. The lights on the BBX should be as follows:

- USB LED – blinking green
- STAT LED – green or blinking red
- COV LED – solid green
- TXD – flashes only when transmitting data
- GPS – solid green or blinking green (it will likely blink when indoors indicating no GPS lock).

If the LEDs are not displayed as described, they are flashing red, or none of the other possible solutions have worked, report this to the maintenance staff. (**Maintenance should contact Pace Operations Support during normal office hours at (847) 275-1487 to do further remote troubleshooting and/or arrange an appointment to pick up available spare equipment at Pace Headquarters. When the call is made to Pace the caller must supply the Pace Asset Tag from the BBX, IP address from the BBX, if known, and which lights, if any, are lit.**)

*Problem: Some Assigned Pickups or Drop-offs are NOT displaying on the MDT unit.*

#### **Procedures for Drivers:**

1. Log off and log back on to the unit.
2. Make sure that the unit is ONLINE. If the unit IS ONLINE the following message will appear at the very top of the screen(*Please note this message may differ slightly depending on the version of the Mentor Mobility software installed on the Ranger, but it will indicate whether the unit is “online”.*):

### “MOBILITY V04R01: ONLINE’.

If the unit is still not ONLINE, check to see that the BBX is working correctly. The BBX is located in the compartment over the driver. The lights on the BBX should be as follows:

- USB LED – blinking green
- STAT LED – green or blinking red
- COV LED – solid green
- TXD – flashes only when transmitting data
- GPS – solid green or blinking green (it will likely blink when indoors indicating no GPS lock)

If the LED’s not displayed as described above, report this to the maintenance staff. (Maintenance should contact Pace Operations Support at (847) 275-1487 during normal office hours to do further remote troubleshooting and/or arrange an appointment to pick up available spare equipment at Pace Headquarters in Arlington Heights. When the call is made to Pace the caller must supply the Pace Asset Tag Number from the BBX and which lights, if any, are lit.)

#### Procedures for Dispatchers:

1. Manually mark all the unperformed trips on the run as ‘UNSENT’ (in the Dispatch or Schedule Editor screen). The system should then send the trips to the MDT unit. Progress on resending the trips can be monitored as follows:
  - After the trips are marked Unsent, the Send column will first display either no indicator ‘ ’, or three dots ‘...’ on the Trapeze screen.
  - The three dots will change to ‘TS’ as the Schedule Server processes the trip.
  - The “TS” will then change to ‘DM’. The ‘DM’ indicates that the trip appears on the MDT screen.

These status indicators appear automatically as the system processes and sends the trips.

**NEVER** manually mark the Send column with ‘DM’ or ‘DL’, or ‘DV.’ Since these status indicators mark the trip as already sent, the trip will never be sent to the MDT unit.

Make sure that the trips for the assigned run are within four hours of the current time. The Ranger will only display unperformed trips that are within a window of TWO hours before to FOUR hours after the current time.

If the Pickups or Drop-offs are still not appearing on the screen, and the driver has performed all of the troubleshooting procedures listed above, the driver should work off of the paper manifest and the dispatcher will need to manually dispatch the run for the rest of the day. **IMPORTANT: NOTE THE ‘EVID’ AND THE VEHICLE NUMBER FROM THE TRAPEZE SCREEN FOR THE EVENTS THAT ARE NOT DISPLAYING. REPORT THIS INFORMATION TO PACE OPERATIONS SUPPORT STAFF.**

*Problem: There is a wrong time on the MDT unit*

#### Procedures for Maintenance:

2. The Ranger unit should be displaying the system time. It does not generate the displayed time from within the unit. Make sure that all the connections are secure. The lights on the BBX should be as follows:
  - USB LED – blinking green
  - STAT LED – green or blinking red



- COV LED – solid green
- TXD – flashes only when transmitting data
- GPS – solid green or blinking green (it will likely blink when indoors indicating no GPS lock)

*NOTE: It is important to verify that the GPS light on the BBX is GREEN. Since GPS and the time displayed are linked. If the GPS light on the BBX is red, check the antenna on the roof of the vehicle to be sure there is no physical damage or it is missing. If there is damage to the antenna, please call the Operations Support number (847) 275-1487 to set up an onsite service call to repair or replace the antenna.*

Try switching the Ranger unit (if a unit is available).

- If this corrects the problem, report the new equipment serial numbers by calling Paratransit Operations Support at (847) 275-1487 during normal office hours to schedule a time when the malfunctioning Ranger unit can be returned to Pace Headquarters.
- If the time is wrong on the new unit also, this suggests that there is a problem with the BBX/vehicle. Reinstall the Ranger unit which was originally in the vehicle. Contact Pace Operations Support at (847) 275-1487 for further remote troubleshooting and/or direction for resolution of the problem.

*Problem: The map freezes on the MDT unit*

#### **Procedures for Drivers:**

1. Normal operation of the MDT will dim the screen and not allow use of the MDT while the bus is in motion. The voice turn by turn directions will still be working. To be sure that the unit has a problem, park the bus and, if the map is still frozen, report to Maintenance.

#### **Procedures for Maintenance**

1. If a frozen map screen has been reported, verify that the map is frozen.
2. If the map screen is not working, remove and replace the Ranger with another Ranger. If this corrects the problem, report the serial number and assigned vehicle number of the new Ranger to Paratransit Operations Support at (847) 275-1487 during normal office hours and arrange delivery of the malfunctioning Ranger unit to Pace Headquarters. If a spare Ranger is required please inform Operations Support staff during the phone call to allow a spare unit to be prepared and ready for pickup, if available.
3. If problem isn't corrected, replace original Ranger unit and contact Paratransit Operations Support at (847) 275-1487 during normal office hours for further remote troubleshooting and/or direction.

*Problem: The screen is totally dark on the MDT unit*

#### **Procedures for Maintenance:**

1. Check the fuses in the bus.

Check that all the power and cable connections are secure.

Disconnect the power to the Ranger for a minimum of 10 minutes. This can either be done by disconnecting the cable at the rear of the unit, or taking out the fuse. Reconnect the power and see if it works.

If the unit is still not working, replace the Ranger unit with a spare unit.

- If a spare is available and installed, contact Paratransit Operations Support during normal office hours at (847) 275-1487 to report the serial number of the original and replacement Ranger, the vehicle number to which it is assigned, and to schedule an appointment for return of the Ranger to Pace Headquarters.
- If no spares are available at your site, contact Operations Support to schedule return of the old unit and assignment of a spare unit.
- If problem isn't corrected when the Ranger is replaced, contact Paratransit Operations Support during normal office hours at (847) 275-1487 to get further direction on resolving the problem.

*UNDER NO CIRCUMSTANCES SHOULD ANYTHING BE INSERTED INTO ANY OF THE OPENINGS ON THE RANGER OR BBX UNITS. COST OF REPAIRING DAMAGE TO THE EQUIPMENT CAUSED BY THIS ACTION WILL BE CHARGED TO THE CONTRACTOR TO WHICH THE EQUIPMENT WAS LAST ASSIGNED.*

*KEEP IN MIND THAT EQUIPMENT BEING RETURNED TO PACE SHOULD BE WIPED OFF WITH A SOFT DAMP RAG (WATER ONLY).*

*To all Pace Paratransit Contractors who operate vehicles with Pace owned MDT's installed:*

The following steps must be followed when an installed MDT is reported by Pace Paratransit Carrier staff as "down". This applies to all BBX's and Rangers assigned to a carrier site; installed or spare.

*Please note that the attached Guide contains both general guidelines for troubleshooting, return, and repair of MDT's as well as more specific Troubleshooting steps which need to be completed before calling Paratransit Operations Support. Both are important. Please read both and communicate the General and Troubleshooting guidelines to your managers, dispatchers, and maintenance staff.*

1. When a driver reports that the MDT will not connect and receive scheduled trips, the driver cannot login to the MDT, the MDT does not power up, or other problems which prevent the driver from using the installed MDT in service, the first step is to follow the procedures outlined in the attached ***Pace MDT Service Guidelines & Troubleshooting Guide***. Merely following these procedures may get the Ranger or BBX working and avoid having to remove the unit(s) and replace them with a spare.

If the problem remains after completing the steps in the ***Pace MDT Service Guidelines & Troubleshooting Guide*** Pace Operations Support staff should be contacted at (847) 275-1487 to do one of the following:

- If the carrier site already has a spare Ranger or BBX assigned by Pace onsite, the Paratransit Operations Support staff should be contacted at (847) 275-1487 to provide the Pace Asset Tag # of both the broken, removed unit and the unit which is being installed. In addition, if the broken unit is a BBX, Pace will need to make a change on the MDT server within the Pace Trapeze system to activate the new BBX for service. The new BBX will not receive and send data if this change is not made. **A new BBX unit should NEVER be installed in a vehicle without contacting the Operations Support number to alert Pace staff to the change and to allow activation of the new unit.** The Carrier shall also schedule a time and date for return of the BBX or Ranger to Pace Headquarters, 550 W. Algonquin Road, Arlington Heights, IL 60005 for testing and repair.
- If the Carrier site has no spare equipment onsite to replace the Ranger or BBX, the Paratransit Operations Support staff should be contacted at (847) 275-1487 and schedule a time and date for exchange of the problem BBX or Ranger for working equipment at

Pace Headquarters, 550 W. Algonquin Road, Arlington Heights, IL 60005. At the time of exchange of units, Carrier staff will be required to present Asset Transfer forms for the equipment being returned and sign Transfer forms for the receipt of spare equipment received. **NEVER** swap equipment between vehicles without informing Pace.

## **7. REPORTING REQUIREMENTS**

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All private contractors providing paratransit service under direct contract with Pace must comply with Pace Paratransit reporting requirements as specified in this Contract with Pace. Reports contained in this chapter may not be required for all contracts. Refer to the Contract with Pace for specific information regarding reporting requirements

Section I of Exhibit A deals with only some of the reporting requirements. Other reporting requirements are outlined in other sections of this contract. Pace reserves the right to require additional reports.

## A. OPERATING DATA FORM AND INSTRUCTIONS

### Section I

These questions highlight any exceptions to normal operations within the month being reported. Answer the questions regarding condition of the vehicles noting any exceptions by vehicle number.

**Fareboxes and Vaults:** Pace owned Paratransit vehicles must have working fareboxes and vaults. If you have a vehicle with a non-working farebox or vault, list the vehicle number and the farebox number and/or vault number.

**Loaner Vehicles:** Accurate records need to be kept on Pace owned loaner vehicles. If a Pace owned loaner vehicle was in your possession during the month, list the vehicle number and be sure to submit a Monthly Vehicle Summary report form for the loaner even though you may have had the vehicle for only a portion of the month.

### Section II

This section cannot be completed until a **Monthly Vehicle Summary** (MVS) has been compiled for each vehicle. After a MVS has been prepared for each vehicle, summarize the information from each MVS and present the totals on this page.

The information to be provided in this section is for the following categories:

- **Odometer Reading - Pace Owned Vehicles:** For Pace owned vehicles, enter the Pace assigned vehicle number and the beginning and ending odometer readings for the month.
- **Odometer Reading - Vehicles Not Owned by Pace:** For non-Pace owned vehicles, enter the four character vehicle designation assigned by Pace and the beginning and ending odometer readings for the month.

### SECTION III

#### *Monthly Operating Total for All Vehicles*

From your daily records, summarize the following information:

- **Total Revenue Miles:** The total number of miles driven while in revenue service for the month rounded off to the nearest mile. Revenue miles begin when drivers make their first pick-up and end when they make their last drop-off. Miles not associated with actual paratransit service should not be included in the total. Examples of the types of miles that should not be included in this total are deadhead miles (travel to the first pick-up and travel to the garage after the last drop-off), unless specifically authorized in your Contract, trips for IDOT inspections, maintenance work, travel for lunch, etc. Revenue miles will always be less than total vehicle miles.
- **Total Revenue Hours:** The total number of hours the paratransit project is providing revenue service each month (report to the nearest quarter hour. For example, 15 minutes is .25 hours, 30 minutes is .50 hours, and 45 minutes is .75 hours).  
Service hours begin when drivers make their first pick-up and end when they make their last drop-off. Time spent traveling from a drop-off to the next pick-up is included in this category. Hours during which drivers are not actually available for service calls should not be included. This would include deadhead time (unless specifically authorized in your Contract), lunch breaks, trips for IDOT inspections, maintenance work, etc.  
While time spent by drivers for pre-pullout checks and other activities prior to the beginning of service, and time spent to close out the vehicle and records after the end of service, are included in payroll hours, they are not included in total revenue hours.
- **Total Days in Service:** The total number of days the paratransit project is in service for the month.



## B. MONTHLY VEHICLE SUMMARY FORM (MVS) AND INSTRUCTIONS

### 1. Vehicle Information Section

**Pace-assigned Vehicle Number:** Pace owned vehicles will have an assigned four digit number. Non-Pace vehicles will have an assigned four character designation.

**Vehicle Type:** Champion, Eldorado, Dodge Caravan, Ford E350, Toyota Prius, etc.

**Possession of Vehicle:** Indicate whether or not the vehicle was in your possession all month. If not, indicate starting and ending dates. Even if the vehicle was not in your possession the entire month, you must submit a MVS for the number of days the vehicle was at your property.

### 2. Odometer Mileage Section

From your daily records, enter the ending mileage from the end of the last day of service for the month.

Also from your records, enter the beginning mileage from the start of the first day of service for the month. If the vehicle was in your possession all month, the beginning reading you report must always be the same as the previous month's ending reading.

If reporting on a loaner vehicle that was not in your possession all month, enter the ending mileage from the end of the last day of service at your property. The beginning mileage for a loaner vehicle must be the beginning mileage recorded on the date the vehicle arrived at your property.

Enter the total cumulative miles for the month by subtracting the beginning odometer reading from the ending odometer reading.

### 3. Monthly Fuel And Oil Usage Section

From your daily records, enter the total gallons of fuel used in the month. Also, total and enter the total quarts of engine oil added, the total quarts of engine oil changed, and the total transmission oil added during the month.

### 4. Monthly Equipment Repair Section

Information for this section must be summarized from work orders or bills for vehicle service during the month. Do not attach the work orders or bills to the MVS. Keep these in your vehicle file folder for your records. Summarize and report all work performed on each vehicle during the month, including preventative maintenance (PM). Enter information into the appropriate column on the forms as follows:

- **Date:** Enter the date the work was performed.
- **System Code:** Enter one of the twelve system codes listed at the bottom of the MVS. A detailed breakdown of components that fall under each system code has been provided, beginning on page 1-9. Contact your paratransit project manager if you have any questions about which system code to use.
- **Accident Related:** If the work performed was a result of an accident, place a check in the column labeled A/R. (Authorization from Pace Paratransit Department must be received prior to conducting any A/R work on Pace owned vehicles. See Chapter 2, Maintenance.)
- **Under Warranty:** If the work performed was done under warranty, place a check in the column labeled U/W. A copy of the Warranty Claim Form must be submitted with your Monthly Report. (See Chapter 2, Maintenance.)

- **Total Cost:** Enter the total cost (parts and labor) of the work performed. If more than one system was worked on, enter the cost for each system. If it is not possible to break down costs by system, enter the total cost for all work performed.
- **Brief Description of Work Performed:** Enter a brief description of the work performed for each system. For example, if preventative maintenance was performed, it would be system code 01 and the description would indicate "PM." If you had the brakes relined during the month, it would be system code 07 and the description would indicate "Front brakes relined" or "Back brakes relined."

Report the actual date and mileage of repairs that are listed on the bottom of the PM Form when these items are repaired and a full PM is not completed.

An example of a completed MVS form is included in this section.







## 5. System Codes

### 01 PREVENTATIVE MAINTENANCE

Indicate that a PM was performed by using the code PM. If work is performed that is not part of the standard PM procedure, that work must be noted separately under its appropriate system code.

### 02 ENGINES

Engine: Basic engine components only (i.e. block, pistons, crankshaft, camshaft, heads, oil pumps, governors, flappers, throttle, vortex - fast idle.)

Cooling System: Radiator assembly, fan, water pump, thermostats, and all related fittings, hoses and hardware.

Exhaust System: All exhaust pipes, manifold, mufflers, clamps.

### 03 DRIVE ASSEMBLIES

Transmission: Complete transmission assembly including gears, lines, filters, breathers, electric units, F.I.P.L. sensor, neutral safety switch.

Propeller Shafts: Includes the drive shaft, yokes, u-joints, and differential.

### 04 CHASSIS/FRAME/BODY

Body and Frame: All bulkheads, sheet metal, fiberglass, supports, struts, channels, frames, wheel, wheel wells, bumpers.

Interior: Seats, grab rails, interior mirror brackets, flooring, wall coverings.

Glazing: All glass, mirrors, and window moldings.

Doors, Door Operation: Door mechanisms - including door control valve, motors and emergency exits.

### 05 ELECTRICAL

Electrical and Lighting: Interior and exterior lights, lenses, and related wiring. Battery, alternators, generators, regulators, relays, switches, terminal blocks, and solenoids not included in other parts. Horns and flashers.

Instruments and Gauges: All gauges, corresponding units and sensors.

Ignition System: For gasoline engine vehicles only. Spark plugs, PCV valve, PCV system.

### 06 AC/HEATING/VENTILATION

Air Conditioner: A/C clutch, compressor, condenser, evaporator, heat exchanger, A/C generator, hoses, A/C propeller shaft, condenser fan/motor, filters, blowers, and related items.

Heater/Vent Systems: Heater cores, hoses, motors, filters and related electrical system.

Defroster: Defroster cores, hoses, motors, filters and related electrical equipment.

### 07 BRAKES

Brakes: Drums, lining, pins, bushings, wheel cylinders, rotors, calipers, and all components directly related to brakes.

Pneumatic/Hydraulic: Air lines and necessary tanks, fittings, valves, air dryer, compressor. Not low air gauge.

## **08 STEERING/SUSPENSION**

Front Axle and Suspension: Front axle assembly, all suspension parts, front radius rods, kingpins, draglink, strut rod bushings.

Steering: All steering related items - steering gears, gear housing, drag links, hydraulic pump, propeller shaft, pitman, shafts, steering wheel and column, all related u-joints and yokes, and constant velocity (CV) boots.

Rear Axle and Suspension: Rear axle assembly (axle shafts, differential, gears, housing) and all rear suspension parts, sway bar link, rear radius rods.

## **09 TIRES**

Any work relating to tires, including tire changes and retorquing lug nuts.

## **10 FUEL SYSTEM**

Fuel filter, fuel lines, fuel pump, injectors, fuel tank, fuel vapor system, glow plugs and associated items.

## **11 WHEELCHAIR LIFTS**

All associated lift parts including hydraulic electrical systems, hydraulic cylinder, hydraulic hoses, SAF-T barrier, hand control assembly.

## **12 OTHER**

Radio: Radio, antenna, and necessary wiring.

Farebox: All farebox parts including vaults.

Miscellaneous Accessories: Wipers, wiper motors, destination signs, Q-Straints.

Safety Inspections (IDOT): Semi-annual IDOT safety inspections.



## D. INSTRUCTIONS FOR THE FTA NATIONAL TRANSIT DATABASE SURVEY

### Vehicle Trip Sheet

This form is used by Pace to calculate various passenger and trip statistics for the annual Federal Transit Administration (FTA) report.

In order to compile this data, Pace requires periodic samplings throughout the year. Every quarter, a computer generated random sample is selected to do a daily survey. You will be notified about the specific day and vehicle that are to be surveyed.

If the specified vehicle is out of service on the scheduled day, or if for any other reason the survey cannot be completed as assigned, call Pace Paratransit Department to arrange to substitute a different vehicle or to make up the survey on a different day.

**Vehicle Trip Sheet** must be used for each driver of the survey vehicle for the day. If more trips are taken than can fit on one Vehicle Trip Sheet, additional Vehicle Trip Sheets should be used, and the page numbers should be written in the upper right hand corner. Drivers should be supplied with extra Vehicle Trip Sheets in the event that this is necessary.

Use the following instructions to complete the form:

**Driver Instructions:** It is important to complete this form as accurately as possible. Fill out the non-shaded portions of the form. Please print neatly.

- **Service:** Enter the name of the paratransit project for which this survey is being completed.
- **Driver:** Enter the name of the paratransit driver. If more than one driver uses the vehicle during the survey day, each driver must prepare a separate Vehicle Trip Sheet.
- **Survey Date:** Enter the date in this order - Month/Date/Year - then circle the correct day (“M” for Monday, “T” for Tuesday, etc.).
- **Survey Vehicle:** Enter the number of the vehicle designated for this survey.
- **Vehicle Capacity:** Enter the maximum seating capacity including the driver.

**Deadhead Data Section:** This section provides data on the miles and hours when a vehicle is not in revenue service such as time and miles for travel from the garage to the first pick-up and from the last drop-off to the garage, and time and miles for out of service travel for fueling, maintenance, and other non-revenue activities.

Line 1     **Beginning Odometer Reading:** Enter the odometer reading each time the bus goes into service. For example, enter the odometer reading when leaving the garage at the start of the shift, and when returning to service after lunch, fueling, maintenance, or other out of service activities.

Line 2     **Beginning Time:** Enter the time whenever the bus goes into service. For example, when leaving the garage at the start of the shift, and when returning to service after lunch, fueling, or other out of service activities.

Line 3     **Odometer Reading @ First Pick-up:** Enter the odometer reading at the first pick-up of the shift and the odometer reading at the first pick-up after returning to service from out of service activities.

Line 4     **Time @ First Pick-up:** Enter the time of the first pick-up of the shift, and the time of the first pick-up after returning to service from out of service activities.

- Line 7 **Odometer Reading @ Last Drop-off:** Enter the odometer reading at the last drop-off prior to going out of service for lunch, fueling, maintenance, or other out of service activities and the last drop-off at the end of the shift.
- Line 8 **Time @ Last Pick-up:** Enter the time of the last drop-off prior to going out of service for lunch, fueling, maintenance, or other out of service activities and the last drop-off at the end of the shift.
- Line 9 **Ending Odometer Reading:** Enter the odometer reading when returning to the garage at the end of the shift, and when arriving at the destination for lunch, fueling, or maintenance, or other destination for out of service activities.
- Line 10 **Ending Time:** Enter the time of arrival at the garage at the end of the shift, and the time of arrival at the destination for lunch, fueling, maintenance, or other destination for out of service activities.

**Revenue Data Section:** This section provides data on the miles and hours when a vehicle is in revenue service.

- Line 15 **Number of Passengers:** Enter the number of passengers riding from the pick-up address to the drop-off address. If more than one passenger boards the bus at the same pick-up address, but they travel to different drop-off address, then each trip to a different drop-off address should be recorded on a separate line.
- Line 16 **Pick-up Address:** Enter the address where the passenger(s) is picked-up.
- Line 17 **Pick-up Odometer Reading:** Enter the odometer reading when the passenger(s) is picked-up.
- Line 18 **Time of Pick-up:** Enter the time that the passenger(s) boards the bus.
- Line 19 **Drop-off Address:** Enter the address where the passenger(s) is dropped off.
- Line 20 **Drop-off Odometer Reading:** Enter the odometer reading when the passenger is dropped-off.
- Line 21 **Time of Drop-off:** Enter the time that the passenger(s) departs the bus.

Completed surveys should be returned to the supervisor/dispatcher at the end of the shift.

**Supervisor/Dispatcher Instructions:** Calculate the data in the shaded columns and enter totals as soon as possible after the survey is completed. Calculate and enter the information according to the following directions:

*Start of Service - Deadhead Totals*

- Line 5 **Deadhead Miles:** Subtract Line 1 (Beginning Odometer Reading) from Line 3 (Odometer Reading @ First Pick-up) and enter the result on Line 5. Add the numbers in Column 5 and enter the result on Line 5 Total.
- Line 6 **Deadhead Time:** Calculate the minutes from Line 2 (Beginning Time) until Line 4 (Time @ First Pick-up) and enter the result on Line 6. Add the numbers in Column 6 and enter the result on Line 6 Total.

*End of Service - Deadhead Total*

- Line 11 **Deadhead Miles:** Subtract Line 7 (Odometer Reading @ Last Drop-off) from Line 9 (Ending Odometer Reading) and enter the result on Line 11. Add the numbers in Column 11 and enter the result on Line 11 Total.
- Line 12 **Deadhead Time:** Calculate the minutes from Line 8 (Time @ Last Drop-off) until Line 10 (Ending Time) and enter the result on Line 12. Add the numbers in Column 12 and enter the result on Line 12 Total.
- Line 13 **Total Deadhead Miles:** Add the number on Line 5 Total and the number on Line 11 Total and enter the result on Line 13.
- Line 14 **Total Deadhead Time:** Add the minutes on Line 6 Total and the minutes on Line 12 Total, and enter the total minutes on Line 14.

*Revenue Service Data*

- Line 22 **Trip Distance:** Subtract Line 17 (Pick-up Odometer Reading) from Line 20 (Drop-off Odometer Reading) and enter the result on Line 22.
- Line 23 **Passenger Miles:** Multiply Line 15 (# of Passengers) times Line 22 (Trip Distance) and enter the result on Line 23.
- Line 24 **Time of Trip:** Calculate the minutes from Line 18 (Time of Pick-up) from Line 21 (Time of Drop-off) and enter this on Line 24.

*Totals*

- Line 25 **Total Passengers in Sample:** Add the column of numbers in Line 15 (# of Passengers) and enter the total on Line 25.
- Line 26 **Total Vehicle Trips:** Count the number of trips (not passengers) taken by counting each line with an entry. The total Vehicle Trips will be equal to the total number of lines completed in the Revenue Service Data Section. Enter this number on Line 26.
- Line 27 **Total Trip Distance:** Add the column of numbers in Line 22 (Trip Distance) and enter the total on Line 27.
- Line 28 **Total Passenger Miles:** Add the column of numbers in Line 23 (Passenger Miles) and enter the total on Line 28.
- Line 29 **Time of Trip:** Add the minutes in Line 24 (Time of Trip) and enter the total on Line 29.

Mail the completed survey to Pace Paratransit Department within one week of the survey date.





## E. REVENUE VEHICLE INVENTORY FORM (A-30) AND INSTRUCTIONS

### Overview

The purpose of the A-30 form is to detail the characteristics of all vehicles in the revenue vehicle inventory at the end of the fiscal year.

### Approach

The reported data represents the inventory of all revenue vehicles (i.e., those used to transport passengers) used to provide public transportation at the end of the fiscal year. For commuter rail (CR), both passenger cars and the locomotives used to pull or push them are included in the inventory.

This inventory identifies the vehicles in total fleet. You should include all revenue vehicles in the inventory:

- Vehicles in operation, (i.e., providing revenue service)
- Spare vehicles
- New vehicles purchased and delivered (but not yet put into revenue service)
- Vehicles out for long term repair
- Vehicles in storage
- Vehicles in a Federal Transit Administration (FTA) approved emergency contingency plan
- Vehicles awaiting sale.

The inventory includes only revenue vehicles at the fiscal year end (FYE). Vehicles in total fleet do not include vehicles that were in use part of the year but were sold or scrapped, and therefore, do not appear on the transit agency books at the FYE.

### Non-Dedicated Vehicles

When the seller of PT service uses non-dedicated vehicles under the agreement (i.e., the vehicles are not used exclusively for the services under contract), you should report data for a representative subset (or sample) of the vehicles. The subset should be large enough to include the number of vehicles operated in annual maximum service (VOMS) and spare vehicles.

For example, a PT agreement is for 20 vehicles for annual maximum service and two spare vehicles. However, the seller used 50 different vehicles at various times throughout the reporting year to satisfy the agreement. You should report data for 22 vehicles that represent the type, age, and manufacturer of the vehicles predominantly used and that are still part of the vehicle inventory at the FYE.

There are reduced reporting requirements for non-dedicated vehicles including demand response –taxi mode (DT/PT).

Taxicab operations are unique in NTD reporting. Typically vehicles are independently owned by the driver. Not all of the vehicle characteristics apply, so the form will automatically classify vehicles for the DT/PT mode as non-dedicated. Also, it would be unusual to have inactive vehicles (e.g., vehicles in storage or awaiting sale) or vehicles purchased with public funding.

- Number of vehicles in total fleet
- Vehicle type code
- Ownership code
- Funding source
- Number of active vehicles in fleet
- Number of Americans with Disabilities Act of 1990 (ADA) accessible (lift-equipped and low floor, with ramp) vehicles in fleet
- Fuel type code
- Seating capacity.

### Grouping Vehicles by Like Characteristics (Sub-Fleet)

You should group all dedicated transit revenue vehicles in the transit agency's total fleet at the end of the fiscal year, by mode and TOS, according to identical characteristics for the following:

- Vehicle type
- Ownership
- Funding source
- Year of manufacture
- Year of rebuild
- Manufacturer
- Model number
- Fuel type
- Vehicle length
- Seating capacity
- Standing capacity.

You report data for each group of vehicles on one row.

### Detailed Instructions

#### Number of Vehicles in Total Fleet

You should report the number of vehicles in the total fleet at fiscal year end (FYE) for the group of vehicles. Total vehicles include both active vehicles and inactive vehicles held at the end of the fiscal year, including those in storage, emergency contingency and awaiting sale.

Active vehicles are the vehicles available to operate in revenue service. Active vehicles include spare vehicles and vehicles temporarily out of service for routine maintenance and minor repairs. Often the number of active vehicles equals or is very close to the number of vehicles available for annual maximum service reported on the Service form (S-10).

Inactive vehicles are either not readily available to be used in revenue service, (i.e. vehicles in storage, emergency contingency vehicles, and vehicles out of service for an extended period of time for major repairs). Inactive vehicles also include vehicles that have been pulled from the active fleet and are awaiting sale.

#### Dedicated Fleet

Dedicated fleet is applicable only to PT services. You should use the **Dedicated Fleet** drop-down menu to indicate that the fleet is dedicated: "Yes", i.e., the vehicles are used exclusively, for the service, otherwise, select "No".

#### Vehicle Type

You should select the vehicle type from the **Vehicle Type** drop-down menu.

### 2011 Annual Reporting Manual 184 — Revenue Vehicle Inventory form (A-30) Detailed Instructions

Except for mileage data, Internet Reporting pre-fills the Revenue Vehicle Inventory form (A-30) from the prior year NTD.

## 7. Reporting Requirements

You should edit the pre-filled data as necessary and enter the required data for each group of vehicles. You should use the **Add Vehicle Fleet** button at the bottom of the form to enter data for a new group of vehicles. You should use the **Delete Vehicle Fleet** check box at the end of a row of pre-filled data to delete the row of data for a group of vehicles.

### Number of Vehicles in Total Fleet

You should report the number of vehicles in the total fleet at fiscal year end (FYE) for the group of vehicles. Total vehicles include both active vehicles and inactive vehicles held at the end of the fiscal year, including those in storage, emergency contingency and awaiting sale.

Demand response-taxi (DT/PT) is a new mode beginning in the 2010 Report Year. Previously, taxicabs were part of the demand response mode. You must delete this information from DR vehicle inventory and re-enter under DT/PT mode with any edits.

Active vehicles are the vehicles available to operate in revenue service. Active vehicles include spare vehicles and vehicles temporarily out of service for routine maintenance and minor repairs. Often the number of active vehicles equals or is very close to the number of vehicles available for annual maximum service reported on the Service form (S-10).

Inactive vehicles are either not readily available to be used in revenue service, (i.e. vehicles in storage, emergency contingency vehicles, and vehicles out of service for an extended period of time for major repairs). Inactive vehicles also include vehicles that have been pulled from the active fleet and are awaiting sale.

### Dedicated Fleet menu selections:

- Yes
- No

### Dedicated Fleet

Dedicated fleet is applicable only to PT services. You should use the **Dedicated Fleet** drop-down menu to indicate that the fleet is dedicated: "Yes", i.e., the vehicles are used exclusively, for the service, otherwise, select "No".

### Vehicle Type

You should select the vehicle type from the **Vehicle Type** drop-down menu.

Vehicle Type menu selections:	
Articulated bus	RL Commuter rail locomotive
AG Automated guideway vehicle	RP Commuter rail passenger coach
AO Automobile	RS Commuter rail, self-propelled passenger car
BR Over-the-road bus	SB School bus
BU Bus	TB Trolleybus
CC Cable car	TR Aerial tramway
DB Double decked bus	TS Taxicab sedan
FB Ferryboat	TV Taxicab van
HR Heavy rail passenger car	TW Taxicab station wagon
IP Inclined plane vehicle	VN Van
LR Light rail vehicle	VT Vintage trolley / streetcar

### Ownership Code selections:

1. LPPA – Leased under lease purchase agreement by a public agency
2. LPPE – Leased under lease purchase agreement by a private entity
3. LPPA – Leased or borrowed from related parties by a public agency
4. LRPE – Leased or borrowed from related parties by a private entity
5. OOPA – Owned outright by public agency (includes safe harbor leasing agreements where only the tax title is sold)
6. OOPE – Owned outright by private entity (includes safe harbor leasing agreements where only the tax title is sold)

- 7. TLPA – True lease by a public agency
- 8. TLPE – True lease by a private entity
- 9. OR - Other

**Funding Source Code selections:**

- 1. UA – Urbanized Area Formula Program
- 2. OF – Other Federal funds
- 3. NFPA - Non-Federal public funds
- 4. NFPE - Non-Federal private funds

**Year of Manufacture**

You should report the year of manufacture for the vehicles. This is when the vehicles were originally built.

**Year of Rebuild**

If applicable, you should report the year of rebuild for the vehicles. This is for work done to vehicles to increase their useful lives so that they will operate longer at an acceptable level of reliability.

**Manufacturer**

You should report the original manufacturer of the vehicle. The manufacturer of the vehicle body (final vehicle manufacturer) is defined as the manufacturer (e.g., National Coach Corporation (NCC) is the manufacturer of a vehicle with an Escort chassis, but manufacture by NCC). For vehicles manufactured by Fixible Corporation, use the choice FLX – Fixible Corporation.

AAI	Allen Ashley Inc.	EDN	EIDorado National (formerly El Dorado/EBC/National Coach/NCC)	NEO	Neoplan - USA Corporation
ABI	Advanced Bus Industries	EII	Eagle Bus Manufacturing	NFA	New Flyer of America
ACF	American Car and Foundry Company	ELK	Elkhart Coach (Division of Forest River, Inc.)	NOV	NOVA Bus Corporation
ACI	American Coastal Industries	FDC	Federal Coach	OBI	Orion Bus Industries Ltd. (formerly Ontario Bus Industries)
AEG	AEG Transportation Systems	FIL	Flyer Industries Ltd (also known as New Flyer Industries)	OCC	Overland Custom Coach Inc.
AII	American Ikarus Inc.	FLT	Fixette Corporation	OTC	Oshkosh Truck Corporation
ALL	Allen Marine, Inc.	FLX	Fixible Corporation	PCI	Prevost Car Inc.
ALX	Alexander Dennis Limited	FRC	Freightliner Corporation	PLY	Plymouth Division-Chrysler

AMD	AMD Marine Consulting Pty Ltd	FRD	Ford Motor Corporation	PST	Corporation Pullman-Standard
AMG	AM General Corporation	FRE	Freeport Shipbuilding, Inc.	PTE	Port Everglades Yacht & Ship Rico Industries
AMT	AmTran Corporation	FSC	Ferrostaal Corporation	RIC	
ARB	Arboc Mobility LLC	GCC	Goshen Coach	SBI	SuperBus Inc.
ASK	AAI/Skoda	GCA	General Coach America, Inc.	SHI	Shepard Brothers Inc.
ATC	American Transportation Corporation	GEO	GEO Shipyard, Inc.	SCC	Sabre Bus and Coach Corporation (formerly Sabre Carriage Comp.)
AZD	Azure Dynamics Corporation	GIL	Gillig Corporation	SPC	Startrans (Supreme Corporation)
BBB	Blue Bird Corporation	GIR	Girardin Corporation	SPC	Supreme Corporation
BFC	Breda Transportation Inc.	GLF	Gulf Craft, LLC	SPR	Spartan Motors Inc.
BIA	Bus Industries of America	GLH	Gladding Hearn	SSI	Stewart Stevenson Services Inc.
BLN	Blount Boats, Inc.	GLV	Glaval Bus	STE	Steiner Shipyards, Inc.
BOM	Bombardier Corporation	GMC	General Motors Corporation	STR	Starcraft
BOY	Boytown Auto Body Works	GML	General Motors of Canada Ltd.	SUB	Name? Subaru of America or Fuji Heavy Industries Ltd.
BRA	Braun	GOM	Gomaco	SUL	Sullivan Bus & Coach Limited
BRX	Breaux's Bay Craft, Inc.	HMC	American Honda Motor Company, Inc.	SVM	Specialty Vehicle Manufacturing Corporation
CBC	Collins Bus Corporation (formerly Collins Industries Inc./COL)	HSC	Hawker Siddeley Canada IKU - Ikarus USA Inc.	TBB	Thomas Built Buses
CBW	Carpenter Industries LLC (formerly Carpenter Manufacturing Inc.)	INT	International	TEI	Trolley Enterprises Inc.
CCC	Cable Car Concepts Inc.	IRB	Name? Renault & Iveco	TMC	Transportation Manufacturing Company

CCI	Chance Bus Inc. (formerly Chance Manufacturing Company/CHI)	KIA	Kia Motors	TOU	Tourstar
CEQ	Coach and Equipment Manufacturing Company	KKI	Krystal Koach Inc.	TOY	Toyota Motor Corporation
CHA	Chance Manufacturing Company	MAN	American MAN Corporation	TRN	Transcoach
CHR	New Chrysler	MBZ	Mercedes Benz Motor Coach Industries	TRT	Name? Transtec
CMC	Champion Motor Coach Inc.	MCI	International (DINA) Mid Bus Inc.	TRY	Name? Trolley Enterprises
CMD	Chevrolet Motor Division - GMC	MDI	Ford or individual makes	TTR	Terra Transit
CVL	Canadian Vickers Ltd.	MER	Mitsubishi Motors; Mitsubishi Motors	TTT	Turtle Top
DAK	Dakota Creek Industries, Inc.	MNA	North America, Inc.	VAN	Van Hool N.V.
DER	Derektor	MOL	Molly Corporation	VOL	Volvo
DIA	Diamond Coach Corporation (formerly Coons Manufacturing)	MTC	Metrotrans Corporation	VTH	VT Halter Marine, Inc. (includes Equitable Shipyards, Inc.)
DKK	Double K, Inc. (formerly Hometown Trolley)	NAB	North American Bus Industries Inc. (formerly Ikarus USA Inc./IKU)	WCI	Wheeled Coach Industries Inc.
DMC	Dina/Motor Coach Industries (MCI)	NAT	North American Transit Inc.	WDS	Washburn & Doughty Associates, Inc.
DTD	Dodge Division - Chrysler Corporation	NAV	Navistar International Corporation (also known as International/INT)	WOC	Wide One Corporation
DUC	Dutcher Corporation	NBB	Nichols Brothers Boat Builders	WTI	World Trans Inc. (also Mobile-Tech Corporation)
DUP	Dupont Industries	NBC	National Mobility Corporation	WYC	Wayne Corporation (formerly Wayne Manufacturing)

EBC	Eldorado Bus (EBC Inc.)	NCC	National Coach Corporation Ebus, Inc.	ZZZ	Company/WAY Other (Describe)
EBU					

**Model Number**

You should report the model number of the vehicle as used by the manufacturer. You should not use any spaces, dashes, or other punctuation when you enter the model number.

**Number of Active Vehicles in Fleet**

You should report the number of active vehicles in fleet, which are vehicles used in revenue service during the year and still active at fiscal year end (FYE). These include spares and vehicles that are in for scheduled preventive maintenance and minor repairs. Active vehicles do not include emergency contingency vehicles. If vehicles reported were not active at the fiscal year end (FYE) but remained in the fleet because they had not been disposed of, you should report the number of active vehicles as zero. When reporting zero active vehicles for a fleet, the number of Americans with Disabilities Act of 1990 (ADA) accessible vehicles, the total miles on active vehicles during the period and the average lifetime miles per active vehicle should also be reported as zero.

**ADA Accessible Vehicles**

You should report active vehicles that meet Americans with Disabilities Act of 1990 (ADA) requirements for accessibility. There are two types of vehicle design for accessibility:

1. Lift-equipped vehicles
2. Ramp / low floor vehicles.

Lift-equipped vehicles use wheelchair lifts. Low floor vehicles do not have stairs inside the front or rear doors. They are equipped usually with a front door accessible ramp and a kneeling feature. This allows easier access for persons with mobility aids, or who have difficulty climbing steps or who may use a wheelchair.

**Number of Emergency Contingency Vehicles**

You should report the number of vehicles in an approved Federal Transit Administration (FTA) Emergency Contingency Plan. These are vehicles that FTA normally requires your agency to dispose of when they are replaced by vehicles funded through FTA. However, FTA can permit your transit agency to keep the vehicles in an inactive fleet to be used in the event of energy and other local emergencies that requires more vehicles than are available in the active fleet.

Your agency must request FTA approval of its Emergency Contingency Plan for keeping replaced vehicles in an inactive fleet. If your agency makes substantial changes to an Emergency Contingency Plan (10 percent or more of the vehicles), it must request re-approval of the plan by FTA

**Fuel Type Code selections:**

- BD Bio-diesel
- BF Bunker fuel (low grade of diesel fuel often used in ferryboat operations)
- CN Compressed natural gas (CNG)
- DF Diesel fuel
- DU Dual fuel
- EB Electric battery
- EP Electric propulsion
- ET Ethanol
- GA Gasoline
- GR Grain additive (typical in Midwestern parts of the US)



HD Hybrid diesel  
 HG Hybrid gasoline  
 KE Kerosene  
 LN Liquefied natural gas (LNG)  
 LP Liquefied petroleum gas (LPG)  
 MT Methanol  
 OR Other fuel (Describe)

### **Vehicle Length**

You should report the total length of the vehicles in feet (e.g. 30, 35, 40, 44, and 60).

### **Seating Capacity**

You should report the seating capacity of the vehicle. This is the actual number of seats on-board the vehicle and generally is cited in the specification used in manufacturing the vehicle.

### **Standing Capacity**

You should report the standing capacity of the vehicle. This is the number of standees allowed by transit agency policy. If local policy prohibits standing, you should report zero. If there is no local policy on the maximum number of standees, you should report the manufacturers rated standing capacity.

### **Total Miles on Active Vehicles and Average Lifetime Mileage per Active Vehicle**

Two statistics are reported:

1. Total miles on active vehicles during period
2. Average lifetime mileage per active vehicle.

### **Total Miles on Active Vehicles during Period**

You should report the total miles accumulated by revenue vehicles in the active fleet during the fiscal year.

Total miles on active vehicles during the period are only for mileage operated by the active vehicles during the current fiscal year that are in the revenue fleet at fiscal year end (FYE). The total miles operated includes: 1) the actual vehicle miles reported on the Service form (S-10) and; 2) other miles operated during the reporting period such as mileage accumulated in operator training when the vehicle is not in revenue service, and mileage accumulated moving vehicles between and within maintenance facilities / garages.

For vehicles with working odometers / hubodometers, you should calculate the total miles by subtracting the odometer / hubodometer readings from the beginning of the fiscal year from those at the end of the fiscal year. If vehicles have damaged or defective odometers / hubodometers you should estimate total vehicle mileage from available records. You can start with mileage from schedules, subtract mileage for missed trips and add mileage for extra service that was operated and was not on the schedule. For non-scheduled services, you can use trip logs to estimate mileage.

### **Average Lifetime Mileage per Active Vehicle**

You should report the average mileage on the vehicles at the end of the fiscal year.

Average lifetime mileage per active vehicle is average mileage, since the date of manufacture, on active vehicles that are in the revenue fleet at FYE. You should calculate the average lifetime mileage per active vehicle by dividing the cumulative mileage on the active vehicles at the end of the fiscal year by the number of active vehicles at the end of the fiscal year.

For rebuilt vehicles, average lifetime mileage does not re-start at the year of rebuild. Average lifetime mileage always begins with the original date of manufacture.

For vehicles with working odometers / hubodometers, you should calculate cumulative mileage by summing the odometer / hubodometer readings, from the date of manufacture through FYE, for all active vehicles. If vehicles have damaged or defective odometers / hubodometers you should estimate total vehicle mileage from available records.

### **Supports Another Mode**

You should use the **Supports Another Mode** drop-down menu to indicate that all of the active vehicles are used to provide service on another mode of service. You should select only one mode. You should report a fleet group shared between modes on both A-30 forms for each mode for which it is used. All fields, for shared vehicles, should be identical on the A-30

## 7. Reporting Requirements

forms for each applicable mode. You should only report this for vehicles that are used to provide service on both modes. If you use your buses to provide a bus bridge between rail stations during breakdowns or constructions, these buses are not reported as supporting the rail mode as the service they are providing is bus service, not rail. If only some of the active vehicles are used for other modes, you should report the grouped characteristics on two lines (rows). For example, one grouping of vehicles has twenty vehicles with the same characteristics, except five of the vehicles are used for both MB and DR mode. You should report the vehicles on two lines — one with fifteen vehicles and the other with five vehicles.





# Pace System Security and Emergency Preparedness Plan

## Transit Safety and Security 2007

Revised 2009

Revised 2013

Revised 2015

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- Exhibit #13 CTAN

## EXECUTIVE SUMMARY

While transit safety has historically been a concern to transit operators, the events of September 11, 2001 heightened concerns relative to security and emergency preparedness. Even though terrorism may be unlikely, it is important that transit agencies be able to respond to a variety of emergencies. Effective policies, procedures and training are in place to respond to fires, floods, tornadoes, blizzards, explosions, civil disobedience, and train/bus/plane accidents, as well as terrorism.

The Core Elements are summarized below.

- Driver Selection: Licensing, Driver Record (convictions, violations, employment history, qualifications), Physical Requirements
- Driver/Employee Training: Traffic Regulations, Defensive Driving and Accident Prevention, Type of Vehicle, Basic Maneuvers
- Vehicle Maintenance: Periodic Service Needs, Periodic Inspections, Interval-Related maintenance, Failure Maintenance
- Drug and Alcohol Programs
- Safety Data Acquisition and Analysis
- Security Program Plans The following appendices are included as background and support information.

## CORE ELEMENT DESCRIPTIONS

The paragraphs below provide detail regarding each of the FTA Core Elements. The first five Core Elements are discussed in a relatively generic way, since these have been ongoing considerations for transit agencies over the years. The fifth core element, Security Program Plans, is outlined within the document itself, since this is a new emphasis area since September 11, 2001, more detail was provided in this area.

In general the language used to describe each Core Element below was taken directly from FTA's Draft Model Bus Safety Program published in July 2001.

### **Driver Selection**

Driver selection is process is highlighted in this document.

Licensing -The driver must be properly licensed and the license must be appropriate for the type of vehicle the driver is assigned. Licensing may also need to consider local jurisdiction requirements.

Driving record -The driver should have an acceptable past driving record over a reasonable period of time. The driving record should demonstrate an ability to follow traffic rules and regulations and thus avoid accidents.

Physical requirements - The driver must be physically able to perform the functions associated with the assignment. The driver must be able to pass D.O.T. physical.

Reference: Exhibit #1 Application Criteria

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## **Driver/Employee Training**

Once qualified candidates are identified and hired, initial and ongoing training is conducted. Proper qualification of operating and maintenance personnel is a vital part of a safe transit environment. Driver training addresses specific safety-related issues appropriate to the type of vehicle and driving assignment.

**Traffic regulations** - Training addresses state and local traffic rules and regulations, including traffic signs and signals.

**Defensive driving and accident prevention** - Training stresses defensive driving principles, collision prevention, and concepts of preventable accidents as a measure of defensive driving success.

**Type of vehicle in service** - Training focuses on the type of vehicle that will be used in service; significant differences can exist among different bus models and among different manufacturers, and equipment may have characteristics that are unique to the service environment.

**Basic driving maneuvers, including backing and stopping** - Training includes all core driving maneuvers for the type of vehicle in service, including the difficulties in backing maneuvers that can lead to accidents, stopping distance requirements, and equipment-specific functions such as door opening and closing procedures for passenger boarding and alighting.

**Other training** - This includes training on agency policies and procedures, including safety and security procedures, training for transportation of elderly and/or disabled riders, and other training as needed.

Pace maintains records of all driver training and certification, as well as the training materials and grading mechanism. Drivers are required to demonstrate skill and performance competency in the types of vehicle to which they will be assigned as a part of training requirements. Training transit operations personnel is not a onetime activity. Ongoing/recurring training is provided to reinforce policies and procedures as well as providing a mechanism to brief drivers on new policies, procedures, and/or regulations.

## **Vehicle Maintenance**

Maintenance is highlighted in this document.

Safety-related equipment is inspected during a pre-trip inspection to ensure that the vehicle is fit for service.

Reference: Exhibit #2 Pre-Trip Inspection Card



Pace has a formal plan to address the maintenance requirements of the vehicles and equipment. This can be found in document entitled "Vehicle Facility and Equipment Maintenance Manual."

- Daily servicing needs -This relates to fueling, checking and maintaining proper fluid levels (oil, water, etc.), vehicle cleanliness, pre-trip inspections and maintenance of operational records and procedures.
- Preventive Maintenance -These activities are scheduled to provide maintenance personnel an opportunity to detect and repair damage or wear conditions before major repairs are necessary.
- Failure maintenance - Regardless of the preventative maintenance activities, in-service failures will occur. When a failure is encountered that makes the vehicle unable to continue operation, the vehicle is removed from service and returned to the garage for repair.
- 

Reference: Exhibit #3 Vehicle, Facility and Equipment Maintenance manual

### **Drug and Alcohol Abuse Programs**

Pace complies with the F.T.A. Drug and Alcohol Testing Requirements. Pace's specific policies and responsibilities are referred to in the document "Drug and Alcohol Policy and Testing Program."

Reference: Exhibit #4 Drug and Alcohol Procedures

# **PACE**

## **System Security and Emergency Preparedness Plan (SSEPP)**

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## Section 1: Introduction

### 1.1 Background

The terrible tragedy of September 11, 2001 combined with the nation's continuing war on terrorism, has created a heightened threat environment for public transportation. In this new environment, the vulnerabilities of public agencies and the communities they serve to acts of terrorism and extreme violence have greatly increased. Threat assessments issued by the Federal Bureau of Investigation (FBI) have consistently placed public transportation at the top of the *critical infrastructure protection agenda*, along with airports, nuclear power plants, and major utility exchanges on the national power grid.

To establish the importance of security and emergency preparedness in all aspects of our organization, Pace has developed this System Security and Emergency Preparedness (SSEP) Program Plan. This SSEP Program Plan outlines the process to be used by Pace to make informed decisions that are appropriate for our operations, passengers, employees and communities regarding the development and implementation of a comprehensive security and emergency preparedness program.

As a result of this program, Pace hopes to achieve not only an effective physical security program, but also to enhance our coordination with the local public safety agencies in our service area improved communication will increase their awareness of our resources and capabilities, and improve our readiness to support their efforts to manage community-wide emergencies, including but not limited to terrorism.

In order to be effective, the activities documented in this SSEP Program Plan focus on establishing responsibilities for security and emergency preparedness, identifying our methodology for documenting and analyzing potential security and emergency preparedness issues, and developing the management system through which we can track monitor our progress in resolving these issues.

### 1.2 Authority

The authority for implementing the SSEP Program Plan resides with the Pace Deputy Executive Director of Revenue Services.

### 1.3 Purpose, Goals and Objectives of SSEP Program

This Program demonstrates our process for addressing *system security and emergency preparedness*:

**System Security** - The application of operating, technical, and management techniques to reduce threats and vulnerabilities to the most practical level through the most effective use of available resources.

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**Emergency Preparedness** - A uniform basis for operating policies and procedures for mobilizing transit agency and other public safety resources to assure rapid, controlled, and predictable responses to various types of transit and community emergencies. The SSEP Program will support Pace's efforts to address and resolve critical incidents on our property and within our community.

**Critical Incidents** - May include accidents, natural disasters, crimes, terrorism, high jacking, sabotage, civil unrest, hazardous materials spills and other events that require emergency response. Critical incidents require swift, decisive action from multiple organizations, often under stressful conditions. Critical incidents must be stabilized prior to the resumption of regular service or activities.

Critical incidents often result from emergencies and disasters, but can be caused by any number of circumstances or events. Successful resolution of critical incidents requires the cooperative efforts of both public transportation and community emergency planning and public safety agencies.

### 1.3.1 Purpose

The overall purpose of Pace's SSEP Program is to optimize within the constraints of time, cost, and operational effectiveness, the level of protection afforded to Pace's passengers, employees, volunteers and contractors, and any other individuals who come into contact with the system, both during normal operations and under emergency conditions.

### 1.3.2 Goals

The SSEP Program provides Pace with a security and emergency preparedness capability that will:

1. Ensure that security and emergency preparedness are addressed during all phases of system operation, including the hiring and training of agency personnel; the procurement and maintenance of agency equipment; the development of agency policies, rules, and procedures; and coordination with local public safety and community emergency planning agencies
2. Promote analysis tools and methodologies to encourage safe system operations through the identification, evaluation and resolution of threats and vulnerabilities, and the ongoing assessment of agency capabilities and readiness
3. Create a culture that supports employee safety and security and safe system operations (during normal and emergency conditions) through motivated compliance with agency rules and procedures and the appropriate use and operation of equipment

### 1.3.3 Objectives

In this new environment, every threat cannot be identified and resolved, but Pace can take

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steps to be more aware, to better protect passengers, employees, facilities and equipment, and to stand ready to support community needs in response to a major event. To this end, our SSEP Program has five objectives:

1. Achieve a level of security performance and emergency readiness that meets or exceeds the operating experience of similarly-sized agencies around the nation
2. Increase and strengthen community involvement and participation in the safety and security of our system
3. Develop and implement a vulnerability assessment program, and based on the results of this program, establish a course of action for improving physical security measures and emergency response capabilities
4. Expand our training program for employees, volunteers and contractors to address security awareness and emergency management issues
5. Enhance our coordination with others regarding security and emergency preparedness issues.

#### 1.4 Scope

Pace's SSEP Program Plan is applicable to all aspects of our current service, ensuring that our operations, training, coordination with local public safety agencies, and general security and emergency preparedness planning address concerns resulting from heightened threat levels. Key elements of the Scope of our SSEP Program Plan include:

1. An evaluation of our current capabilities to identify and prevent security incidents that may occur on our property
2. Development of a Vulnerability Assessment Program to identify our weaknesses and guide planning activities
3. Improved Physical Security
4. Review and expansion of our training program for security and emergency response
5. Enhanced emergency planning and procedures development
6. Improved coordination with the Public Safety Agencies in our service area
7. Improved coordination with others

## Section 2: Transit System Description

### 2.1 Organizational Structure

The Pace Suburban Bus is a Municipal Corporation that is governed by The Pace Suburban Bus Board of Directors, which consists of thirteen members.

### 2.2 Operating Characteristics and Service

2.2.1 Service Area DuPage, Kane, Lake, McHenry, Will and Cook counties.  
3,446 sq. miles the addition of Chicago Paratransit service brings it to 3,673 square miles.

Population served: 8.4 million

Communities served: 210

Total ridership in 2012: 39,194,457 million

Average daily ridership; 130,000

#### 2.2.2 Service Design

Pace, the suburban bus division of the Regional Transportation Authority provides fixed bus routes, Paratransit services, vanpools and special-event buses throughout Chicago's six-county region.

1. Fixed Route
2. Paratransit
3. Vanpool

### 2.3 Vehicles and Facilities

#### Operating Divisions

Fox Valley (North Aurora)	River (Elgin)
Heritage (Joliet)	South (Markham)
North (Waukegan)	Southwest (Bridgeview)
North Shore (Evanston)	West (Melrose Park)
Northwest (Des Plaines)	

#### Other Facilities

Headquarters  
South Holland Acceptance Facility  
Paratransit Facility-McHenry (Leased to First Transit)

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## Elgin Transportation Center

Pace also contracts out service to municipalities and private contractors

### Park-N-Ride facilities

Blue Island	Harvey
Buffalo Grove	Bolingbrook (2)
Elk Grove Village	Burr Ridge
Homewood	Hillside
Schaumburg	South Holland

### Other Facilities

Aurora Transportation Center	Gurnee Mills Bus Turnaround
Chicago Heights Terminal	Home Bus Turnaround
Riverdale Bus Turnaround	Lake-Cook Road Metra Bus Turnaround
Prairie Stone Transfer Center (at Sears in Hoffman Estates)	

## 2.4 Measures of Service

Total Fixed Route Buses	750
Paratransit Buses	437
Chicago ADA	612 (contractor owned)
Vanpools	736

**Reference: Exhibit #6 Pace Carrier**

**List Reference: Exhibit #7 Vehicle List**



## Section 3: Roles and Responsibilities

### 3.1 Mission

Pace hopes to ensure that, if confronted with a security event or major emergency, Pace personnel will respond effectively, using good judgment, ensuring due diligence, and building on best practices, identified in drills, training, rules and procedures.

This level of proficiency requires the establishment of formal mechanisms to be used by all Pace personnel to identify security threats and vulnerabilities associated with Pace's operations, and to develop controls to eliminate or minimize them. The SSEP Program also requires Pace's process for:

1. Coordinating with local law enforcement and other public safety agencies to manage response to an incident that occurs on a transit vehicle or affects transit operations, and
2. Identifying a process for integrating Pace's resources and capabilities into the community response effort to support management of a major event affecting the community.

Pace management expects all employees, volunteers and contractors, especially those working directly with passengers, to support the SSEP Program.

### 3.2 Division of Responsibilities

#### 3.2.1 All Personnel

Pace personnel must understand and adopt their specific roles and responsibilities, as identified in the SSEP Program, thereby increasing their own personal safety and the safety of their passengers, during normal operations and in emergency conditions.

To ensure the success of the SSEP Program, the following functions must be performed by Pace personnel:

1. Immediately reporting all suspicious activity, no matter how insignificant it may seem, to their immediate Supervisor or Pace Management
2. Immediately reporting all security incidents
3. Using proper judgment when managing disruptive passengers and potentially volatile situations
4. Participation in all security and emergency preparedness training, including drills and exercises
5. Becoming familiar with, and operating within, all security and emergency preparedness procedures for the assigned work activity

### 3.2.2 Deputy Executive Director Revenue Services

Under the authority of the Pace Executive Director, the Deputy Executive Director, Revenue Services has the overall authority to develop and execute the agency's SSEP Program. In addition, the Deputy Executive Director, Revenue Services is responsible for the following specific activities:

1. Ensuring that sufficient attention is devoted to the SSEP Program, including:
  - Development of standard operating procedures related to employee security duties
  - Development and enforcement of safety and security regulations;
  - Development of Contingency Plan for Recovery to maximize transit system response effectiveness and minimizing system interruptions during emergencies and security incidents;
  - Provision of proper training and equipment to employees to allow an effective response to security incidents and emergencies
2. Development of an effective notification and reporting system for security incidents and emergencies
3. Designating a Point of Contact (POC) to manage the SSEP Program
4. Communicating security and emergency preparedness as top priorities to all employees
5. Developing relations with outside organizations that contribute to the SEPP Program, including local public safety and emergency planning agencies

### 3.2.3 SSEP Program Point of Contact (POC)

To ensure coordinated development and implementation of the SSEP Program, the Deputy Executive Director of Revenue Services has designated Department Manager Safety, Training and Security as the Security and Emergency Preparedness Point of Contact (POC) for development and implementation of the SSEP Program. The POC, who reports directly to the Deputy Executive Director of Revenue Services, has the authority to utilize available Pace resources to develop the SSEP Program and Plan, to monitor its implementation, and to ensure attainment of security and emergency preparedness goals and objectives.

The Department Manager Safety, Training and Security has the responsibility for overseeing the SEPP Program on a daily basis. The Department Manager Safety, Training and Security will also serve as Pace's primary contact with public agencies. To the extent that liaison is necessary with state and federal agencies, the Deputy Executive Director of Revenue Services will serve as the lead liaison for the agency. The Department Manager Safety, Training and Security will also be responsible for the security-related agenda items for Revenue Services Staff meetings.

In managing this Program, the POC will:

1. Be responsible for successfully administering the SSEP Program and establishing, monitoring, and reporting on the system's security and emergency preparedness objectives

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2. Review current agency safety, security and emergency policies, procedures, and plans, and identify needed improvements
3. Develop and implement plans for addressing identified improvements
4. Coordinate with local public safety agencies, local community emergency planning agencies, and local human services agencies to address security and emergency preparedness; including participation in formal meetings and committees
5. Develop, publish, and enforce reasonable procedures pertinent to agency activities for security and emergency preparedness
6. Provide adequate driver training and continuing instruction for all employees (and volunteers and contractors) regarding security and emergency preparedness
7. Review new agency purchases to identify security-related impacts
8. Ensure performance of at least one emergency exercise annually

[The following list of sample procedures and plans to support the implementation of the SSEPP procedures can be found in the corresponding appendices of this document]

- Appendix A Vehicle Safety Program Implications
- Appendix B Security/Emergency Capabilities and Points of Emphasis
- Appendix C Security and Emergency Considerations
- Appendix D Bomb Threat Checklist & Procedures
- Appendix E Sample Emergency Telephone Directory
- Appendix F Sample Types of Preparation Exercises
- Appendix G Tips on Reporting Criminal Activity
- Appendix H Sample Emergency Action Plan
- Appendix I Example Emergency Procedures
- Appendix J Sample Memorandum re: Coordination with First Responders
- Appendix K Sample Threat and Vulnerability Assessment Forms
- Appendix L Draft Memorandum of Executive Approval
- Appendix M Contacts and Other resources
- Appendix N Homeland Security Advisory System Recommendations
- Appendix O System Safety Program Plan
- Appendix P Comprehensive Recovery Plan Appendix Q Security Vehicle Inspection Check List
- Appendix R Post 911 Security Action and Documentation

#### 3.2.4 Revenue Service

As a continuing responsibility of Revenue Services, there will be a permanent agenda oriented toward security and emergency preparedness matters, ranging from comments on the management of the SSEPP Program Plan to liaison with public agencies and feedback from employees. It will also be an ongoing part of the security agenda to determine the level of compliance with agency policies, rules, regulations, standards, codes, and procedures, and to identify changes or new challenges as a result of incidents or other operating experience.

The Department Manager Safety, Training and Security will be responsible for managing the

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security agenda during the Revenue Service meetings.

Revenue Services provides the primary mechanism through which the agency:

1. Identifies security conditions and problems at the agency
2. Organizes incident investigations and develops and evaluates corrective actions to address findings
3. Obtains data on agency security performance
4. Develops strategies for addressing agency security problems
5. Coordinates the sharing of security responsibilities and information
6. Manages the integration of security initiatives and policies in agency operations
7. Evaluates the effectiveness of the security program
8. Ensures document reviews and configuration management
9. Manages the development and revising of agency policies, procedures, and rulebook
10. Coordinates interaction with external agencies

Revenue Services also ensures that all agency employees, volunteers and contractors:

1. Have a knowledge of the security program and emergency preparedness programs
2. Understand that emergency preparedness and security is a primary concern while on the job
3. Cooperate fully with the agency regarding any incident investigation
4. Raise security and emergency preparedness concerns

### 3.2.5 Supervisors

Supervisors are responsible for communicating the transit agency's security policies to all employees, volunteers and contractors. For this reason, supervisors must have full knowledge of all security rules and policies. Supervisors must communicate those policies to Pace operations personnel in a manner that encourages them to incorporate SSEP practices into their everyday work. The specific responsibilities of supervisors include the following:

1. Having full knowledge of all standard and emergency operating procedures
2. Ensuring that drivers make security and emergency preparedness a primary concern when on the job
3. Cooperating fully with the SSEP Program regarding any incident investigations as well as listening and acting upon any security concerns raised by the drivers
4. Immediately reporting security concerns to their Manager.

In addition, when supporting response to an incident, supervisors are expected to:

1. Provide leadership and direction to employees during security incidents
2. Handle minor non-threatening rule violations
3. Defuse minor arguments
4. Determine when to call for assistance
5. Make decisions regarding the continuance of operations
6. Respond to fare disputes and service complaints
7. Respond to security-related calls with police officers when required, rendering assistance

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- with crowd control, victim/witness information gathering, and general on-scene assistance
- 8. Complete necessary security related reports
- 9. Take photographs of damage and injuries
- 10. Coordinate with all outside agencies at incident scenes

### 3.2.6 Drivers

In addition to the general responsibilities identified for all personnel, drivers (including volunteers and contractors) are responsible for exercising maximum care and good judgment in identifying and reporting suspicious activities, in managing security incidents, and in responding to emergencies. Each driver will:

1. Take charge of a security incident scene until the arrival of supervisory or emergency personnel
2. Collect fares in accordance with Pace policy (if applicable)
3. Attempt to handle minor non-threatening rule violations
4. Respond verbally to complaints
5. Attempt to defuse minor arguments
6. Determine when to call for assistance
7. Maintain control of the vehicle
8. Report all security incidents to Pace dispatch
9. Complete all necessary security-related reports
10. Support community emergency response activities as directed by Pace policies and procedures

### 3.2.7 Other Personnel

Other personnel who support Pace also have responsibilities for the SSEP Program. Dispatchers are expected to:

1. Receive calls for assistance
2. Dispatch supervisors and emergency response personnel
3. Coordinate with law enforcement and emergency medical service communications centers
4. Notify supervisory and management staff of serious incidents
5. Establish on-scene communication
6. Complete any required security-related reports
7. Provide direction to on-scene personnel

Maintenance personnel are expected to:

1. Report vandalism
2. Report threats and vulnerabilities of vehicle storage facilities
3. Provide priority response to safety and security critical items such as lighting
4. Maintain facility alarm systems

Human Resources personnel are responsible for:

1. Ensuring all pre-employment screening processes are carried out effectively

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2. Doing background checks of new employees

Communications is responsible for:

1. Designating a Public Information Officer (PIO) for media contact regarding security incidents and issues.

### **Reference: Exhibit #8 Security Information for Riders**

#### 3.3 Existing SSEP Capabilities and Practices

\*A summary of the existing proactive methods, procedures, and actions to prevent, deter, or minimize security incidents include:

1. Emphasis on agency personnel awareness
2. Participation in available training
3. Review of other materials, as needed
4. Analysis of security incidents and suspicious activity to determine a proper course of action including:
  - Identifying potential and existing problem areas
  - Developing action plans
  - Implementing the plans
  - Measuring results
5. Review of local and transit agency emergency plans
6. Review of FTA documentation on system security and emergency preparedness

In addition, Pace utilizes the following proactive actions and systems to prevent, deter or minimize security incidents:

1. Local police notification/participation in employee discharge and/or discipline process as needed
2. Evaluation of security/emergency response procedures
3. Presentations by local police and transit agency personnel to employees, the public or other groups interested in transit security matters
4. Development and distribution of crime prevention information on agency brochures for passengers and the public.
5. Intelligent Bus Systems (I.B.S.) Satellite tracking for existing equipment.
6. Camera equipped buses.

### **Reference: Exhibit # 9 SSEPP**

#### 3.4 Training and Exercising

The purpose of this task is to provide necessary and sufficient training and refresher courses for Pace

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personnel. New security methods and procedures are identified, defined and, as applicable, made an integral part of the daily activities of the entire operation.

Listed below are the elements exercised in performing this task: Identify requirements, methods and courses for system security training.

1. Obtain and/or develop courses and material necessary to train personnel in system security.
2. Present and maintain course material for:
  - Security overview
  - Identification and reporting of suspicious persons, activities and packages
  - Chemical, biological and radioactive agents
  - Improvised explosive devices
  - Pre-trip security inspection
  - Emergency reporting procedures
  - Bus evacuation
  - Roles and responsibilities of employees at various levels
3. Evaluate effectiveness of materials and training.
4. Establish requirements for additional security safety training based on ongoing vulnerability assessment, historical data and current events.

Safety and security training and material has been provided to operators and maintenance personnel at all divisions, contract and municipal carriers and is incorporated into basic training for new employees.

Safety managers, instructors, supervisors / dispatchers, materials management personnel and managers at various levels received additional training parallel to their responsibilities.

### **Reference: Exhibit #10 Safety and Security Procedures**

#### 3.5 Coordination with Local Emergency Response Entities

To support improved emergency and incident preparedness and response, Pace will participate in, at a minimum, one exercise or drill with local public safety organizations in order to:

1. Review current plans and policies
2. Identify current security and emergency considerations
3. Develop procedures (if necessary)
4. Establish and maintain ongoing communication
5. Coordinate service and response following the guidelines of the ICS (Incident Command System)

### **Reference: Exhibit #11 After Hours Emergency Phone Call Procedures**

#### 3.6 Coordination with Other Transit Agencies

Transit agencies within our counties and neighboring communities that may need to be contacted in the event of a critical incident.

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**Reference: Exhibit #12 CTA Evacuation Plans**

**Reference: Exhibit #13 CTAN**

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## Section 4: Threat and Vulnerability Process

### 4.1 Threat and Vulnerability Identification

The primary method used by Pace to identify the threats to the transit system and the vulnerabilities of the system is the collection of incident reports submitted by employees and information provided by law enforcement and contractors.

Information resources include the following:

1. Employees incident reports
2. Property Safety and Security Inspections
3. Bus maintenance reports
4. Passenger surveys
5. Passengers' letters and telephone calls
6. Statistical reports
7. Special requests
8. Labor Organizations

Revenue Services will review security information and determine if additional methods should be used to identify system threats and vulnerabilities.

Security testing and inspections may be conducted to assess the vulnerability of the transit system.

# Appendix A

## Vehicle Safety Program Implications

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VEHICLE SAFETY PROGRAM PLAN		COVERED POLICIES AND PROCEDURES	ADDITIONAL ISSUES IN SSEP PROGRAM
SECTION	TITLE		
1	MANAGEMENT COMMITMENT	<ul style="list-style-type: none"> <li>Safety Policy Statement</li> </ul>	<ul style="list-style-type: none"> <li>MEMORANDUM AUTHORIZING SYSTEM SECURITY AND EMERGENCY PREPAREDNESS (SSEP) PROGRAM</li> </ul>
2	COMPLIANCE RESPONSIBILITIES	<ul style="list-style-type: none"> <li>Deputy Director Revenue Services</li> <li>Drivers</li> <li>Mechanics</li> <li>Others Operating Agency Vehicles (and volunteers)</li> <li>Safety Incentive Program(s)</li> </ul>	<ul style="list-style-type: none"> <li>EXPANDED TO ADDRESS SSEP PROGRAM</li> <li>CREATION OF SSEP PROGRAM POINT OF CONTACT (POC)</li> <li>NEW RESPONSIBILITIES FOR REVENUE SERVICES</li> <li>SSEP PROGRAM AGENDA FOR REVENUE SERVICE</li> </ul>
3	DRIVERS – INITIAL	<ul style="list-style-type: none"> <li>Qualifications</li> <li>Initial Training</li> </ul>	<ul style="list-style-type: none"> <li>COMMITMENT TO ADDRESS SSEP ISSUES</li> </ul>
	QUALIFICATIONS	<ul style="list-style-type: none"> <li>Application</li> <li>Interviews</li> <li>Physical Requirements</li> <li>Age</li> <li>Knowledge of English</li> <li>Driver Licensing</li> <li>Criminal Record</li> <li>Checks</li> <li>Ability to Perform Simple Math</li> </ul>	<ul style="list-style-type: none"> <li>EXPANSION OF NEW HIRE BACKGROUND CHECK</li> </ul>

VEHICLE SAFETY PROGRAM PLAN		COVERED POLICIES AND PROCEDURES	ADDITIONAL ISSUES IN SSEP PROGRAM
SECTION	TITLE		
	INITIAL TRAINING	<ul style="list-style-type: none"> <li>• Agency Policies and Procedures</li> <li>• Federal and State Guidelines and Regulations</li> <li>• Pre- and Post-Trip Inspections</li> <li>• Vehicle Familiarization</li> <li>• Basic Operations and Maneuvering                             <ul style="list-style-type: none"> <li>○ Special Driving Conditions</li> </ul> </li> <li>• Backing</li> <li>• Bad Weather</li> <li>• Boarding and Alighting Passengers</li> <li>• Defensive Driving Course (DDC)</li> <li>• Passenger Assistance Training – Driver</li> <li>• Training</li> <li>• On Road</li> <li>• Fares</li> <li>• Disability &amp; Sensitivity</li> </ul>	<ul style="list-style-type: none"> <li>• ADDITIONAL TRAINING TO ADDRESS SECURITY AWARENESS, REPORTING SUSPICIOUS ACTIVITY, REPORTS AND DOCUMENTATION, AND PRE- AND POST TRIP INSPECTIONS</li> </ul>
4	DRIVERS – ONGOING SUPERVISION AND TRAINING	<ul style="list-style-type: none"> <li>• Training - Refresher/Retraining</li> <li>• Evaluation and Supervision</li> <li>• Motor Vehicle Record Checks</li> <li>• Biannual Physical Examination</li> <li>• Safety Meetings</li> <li>• Seat-belt Usage</li> <li>• Discipline/Recognition</li> <li>• Preventable Accidents/Injuries</li> </ul>	<ul style="list-style-type: none"> <li>• REFRESHER TRAINING AND “TESTS” FOR KNOWLEDGE OF EMERGENCY PROCEDURES</li> <li>• ADDITIONAL RESPONSIBILITIES FOR SUPERVISION</li> </ul>

VEHICLE SAFETY PROGRAM PLAN		COVERED POLICIES AND PROCEDURES	ADDITIONAL ISSUES IN SSEP PROGRAM
SECTION	TITLE		
5	EMERGENCY DRIVING PROCEDURES	<ul style="list-style-type: none"> <li>• Emergency Driving Procedures</li> <li>• Accident Causes                             <ul style="list-style-type: none"> <li>o Slippery road surfaces</li> <li>o Driving at night</li> <li>o Driving through water</li> <li>o Winter driving</li> <li>o Driving in very hot weather</li> </ul> </li> <li>• Vehicle Breakdowns and Unavoidable</li> <li>• Stops</li> <li>• Vehicle Fire/Evacuation</li> <li>• Hold Up/Robbery</li> <li>• Natural Disasters                             <ul style="list-style-type: none"> <li>o Tornado</li> <li>o Flood procedures - vehicle</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• EXPANSION OF EMERGENCY PROCEDURES TO INCLUDE ADDITIONAL SECURITY AND EMERGENCY CONDITIONS</li> <li>• EXPANSION OF EMERGENCY PROCEDURES</li> <li>• EMERGENCY TRAINING</li> </ul>
6	PASSENGER SAFETY	<ul style="list-style-type: none"> <li>• General Guidelines</li> <li>• Mobility Device Securement and</li> <li>• Passenger Restraint Systems</li> <li>• Difficult Passengers                             <ul style="list-style-type: none"> <li>o Medical Condition</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• EXPANSION OF PROCEDURES FOR MANAGING DIFFICULT PASSENGERS</li> </ul>

VEHICLE SAFETY PROGRAM PLAN		COVERED POLICIES AND PROCEDURES	ADDITIONAL ISSUES IN SSEP PROGRAM
SECTION	TITLE		
7	VEHICLES & EQUIPMENT	<ul style="list-style-type: none"> <li>• Vehicles &amp; Equipment Preventive Maintenance Program</li> <li>• Preventive Maintenance Needs</li> <li>• Master Vehicle Service and Repair Record</li> <li>• Maintenance History</li> <li>• Preventive Maintenance Intervals               <ul style="list-style-type: none"> <li>o A Level Inspection</li> <li>o B Level Inspection</li> <li>o C Level Inspection</li> </ul> </li> <li>• Pre- and Post-Trip Inspections</li> <li>• Emergency Equipment on Vehicles and Usage</li> <li>• Vehicle Procurement               <ul style="list-style-type: none"> <li>o Exterior</li> <li>o Visibility</li> <li>o Interior</li> </ul> </li> <li>• Vehicle Security</li> <li>• Vehicle Safety In and Around the Shop or Yard</li> </ul>	<ul style="list-style-type: none"> <li>• EXPANSION OF VEHICLE SECURITY PROCEDURES</li> <li>• EXPANSION OF MAINTENANCE PROCEDURES FOR IDENTIFYING AND REPORTING VANDALISM, SUSPICIOUS SUBSTANCES, OR VEHICLE TAMPERING</li> <li>• EXPANSION OF VEHICLE PROCUREMENT PROCEDURES TO ADDRESS SECURITY TECHNOLOGY</li> </ul>

VEHICLE SAFETY PROGRAM PLAN		COVERED POLICIES AND PROCEDURES	ADDITIONAL ISSUES IN SSEP PROGRAM
SECTION	TITLE		
8	ACCIDENT MANAGEMENT	<ul style="list-style-type: none"> <li>• Accident Documentation Packet</li> <li>• Accident Notification Procedures – driver responsibility</li> <li>• Accident Investigation – management responsibility</li> <li>• Accident Investigation Kit</li> <li>• Drug and Alcohol Tests</li> <li>• Media Relations and Crisis</li> <li>• Communication After an Accident</li> </ul>	<ul style="list-style-type: none"> <li>• ADDITIONAL TOOLS FOR ACCIDENT</li> <li>• DOCUMENT PACKET TO ADDRESS SECURITY</li> <li>• ADDITIONAL TOOLS FOR MEDIA RELATIONS</li> </ul>
9	INSURANCE	<ul style="list-style-type: none"> <li>• Dealing with Adjusters</li> </ul>	<ul style="list-style-type: none"> <li>• ADDITIONAL CONSIDERATIONS FOR COVERAGE</li> </ul>
	CLAIMS AND LITIGATION MANAGEMENT	<ul style="list-style-type: none"> <li>• Dealing with Attorneys – ours/theirs</li> </ul>	
	DAY TO DAY OPERATIONS – MONITORING FOR SAFETY	<ul style="list-style-type: none"> <li>• Record Keeping</li> <li>• Keeping Informed                             <ul style="list-style-type: none"> <li>o Websites</li> <li>o Publications</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• ADDITIONAL REPORTS FOR SECURITY RELATED INCIDENTS</li> </ul>

# **Appendix B**

## **Security/Emergency Capabilities and Points of Emphasis**

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Appendix B

<b>SECURITY BASELINE PLANNING WORKSHEET</b>	Yes	No	Notes
Has Executive Management accepted responsibility for the management of security vulnerabilities during the design, engineering, construction, testing, start-up and operation of the transit system?	<b>x</b>		
Has Executive Management endorsed a policy to ensure that security vulnerabilities are identified, communicated, and resolved	<b>x</b>		
Does Pace have clear and unambiguous lines of authority and responsibility for ensuring that security is addressed at all organizational levels within the operation (including contractors)?	<b>x</b>		
Does Pace have access to personnel with security management experience, knowledge, skills, and abilities?	<b>x</b>		
Does Pace ensure that resources are effectively allocated to address security considerations?	<b>x</b>		
Is the protection of passengers, employees, contractors, emergency responders and the general public a priority whenever activities are planned and performed at Pace?	<b>x</b>		
Wherever possible, does Pace guide design, engineering, and procurement activity with an agreed-upon set of security standards and requirements (including design criteria manuals, vehicle specifications and contracting guidelines)?	<b>x</b>		
Does Pace routinely evaluate its capabilities to provide adequate assurance that the public, and employees are protected from adverse consequences?	<b>x</b>		
Has Pace committed to developing security mitigation measures to prevent and manage security vulnerabilities?	<b>x</b>		
Has Pace appropriately documented its security measures in plans, procedures, training, and in project requirements, specifications and contracts?	<b>x</b>		
Does Pace have a formal System Security Program, documented in a System Security Program Plan (Security Plan)?	<b>x</b>		
If "yes," is the Security Plan current, reflecting current security operations and system configuration?	<b>x</b>		

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If "no," does Pace have plans in place to develop a Security Plan?			
If "no," prepare a brief list of all activities performed at your agency that address security concerns (for example, include facility access control; procedures for handling difficult people; workplace violence program; bomb threat management plan; procedures for identifying and reporting suspicious activity; facility and vehicle evacuation and search procedures; coordination with local law enforcement, etc.)			ATTACH LIST

<b>GENERAL EMERGENCY RESPONSE CAPABILITIES</b>	Yes	No	Notes
Does Pace have an Emergency Plan?	x		
Does Pace have Emergency Operating Procedures?	x		
Does Pace have an Incident Response Plan for Terrorism, as an appendix to the Emergency Plan or as a separate plan?	x		
Does Pace coordinate with local public safety organizations on the development, implementation and review of the Emergency Plan and procedures?	x		
Does your Emergency Plan specify use of the Incident Command System?	x		
Have your employees been trained in the Emergency Plan and Procedures?	x		
Does Pace conduct routine drills, table-tops and refresher training?	x		
Does Pace coordinate its drilling and training for emergency response with local public safety organizations?	x		
Does Pace conduct briefings of after-action reports to assess performance during the drill or exercise and identify areas in need of improvement?	x		
Have members of Pace participated in Domestic Preparedness Training Programs sponsored by the Federal government (FEMA, FBI, DOD, etc.)?	x		
<b>PREVIOUS EXPERIENCE</b>			

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Has Pace experienced an emergency in the last 12 months? If yes were you satisfied with the response?		<b>x</b>	
Has Pace received a bomb threat in the last 12 months?		<b>x</b>	
Has Pace evacuated its facilities in the last 12 months as the result of a bomb threat?		<b>x</b>	
Has Pace conducted a physical search of a facility in response to a bomb threat?		<b>x</b>	

### Points of Emphasis

1. *Awareness* - Train all security and maintenance personnel to spot suspicious-looking or unfamiliar people or objects.
2. *Communication* - Teach employees and/or tenants the importance of awareness; encourage them to identify and report anything that appears out-of-the-ordinary.
3. *Screening* - Develop and implement systems for identifying and controlling visitor access to the building.
4. *Inspection* - Establish strict procedures for the control and inspection of packages and materials delivered to the building, particularly those intended for critical areas.
5. *Procedures* - Instruct all personnel, particularly telephone switchboard or reception personnel, on what to do if a bomb threat is received.
6. *Surveillance* - Instruct security and maintenance personnel to routinely check unattended public or open areas, such as rest rooms, stairways, parking garages and elevators.
7. *Lighting* - Make sure that all of the facility's access points are well-lit.
8. *Systems Awareness* - Unexpected interruptions in the building's fire or security systems may not be coincidental; train personnel to identify and address immediately.
9. *Local Authorities* - Contact local government agencies to determine their procedures for dealing with bomb threats, search, removal and disposal.
10. *Contingency* - Assure adequate protection and off-site backup for classified documents, proprietary information, critical records and activities essential to the operation of your business.

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# **Appendix C**

## **Security and Emergency Considerations**

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## **Appendix C**

### **Emergency Response Planning, Coordination, and Training Considerations**

1. Emergency Response planning, coordination, and training is formalized and documented, and identifies responsibilities of employees by function
2. Service continuation, restoration/recovery plan developed
3. Emergency drills and table-top exercises scheduled on a regular basis
4. Coordination and training with outside agencies, including:
  - a. Fire/rescue units; Hospitals; Police; Hazardous materials/Environmental agencies/Regional Office of Emergency Management
5. Media relations/information control procedures and policies established (internal and external to agency)
6. Documentation of drills maintained; drill critiques held; recommendations recorded with follow-up
7. Emergency procedures reviewed by Management on a regular basis and updated as needed
8. Regular assessments of employee proficiency conducted
9. Emergency contacts list developed/current/and responsibility for call-outs identified
10. Employees issued quick reference guidelines for emergency situations
11. Support systems developed to provide post-incident support to customers and employees
12. Regular functional testing / inspection of emergency support equipment and systems
13. Contingency plans for loss of electrical power and radio or phone communication.

### **System Security Considerations**

1. Security Plan established, which addresses all operations modes and contracted services
2. System security responsibilities and duties established
3. Personal safety awareness/education programs for passengers and employees and community outreach
4. Security equipment regularly inspected, maintained and functionally tested; including personal equipment issued to security personnel
5. Contingency **SOPs** developed; drills and table-top exercises conducted for extraordinary circumstances:
  - a. Terrorism (including chemical/ biological agents/ weapons of mass destruction); Riot/Domestic unrest; Catastrophic natural events; and System-wide communications failure
6. Planning, coordination, training and mutual aid agreements with external agencies (state, local police, FBI and other federal agencies)
7. Security **SOPs** reviewed on a regular basis and updates made as needed to Security Plan
8. Security equipment installed, inspected, and maintained to monitor trespass activities
9. Data collection established for all security issues/incidents; analysis performed and recommendations made; as necessary
10. Security risk/vulnerability assessments conducted, documented and reviewed
11. Contingency plans for loss of electrical power and radio or phone communications
12. Procedures for critical incident command, control, and service continuation/ restoration
13. Security training provided to all staff levels
14. Background checks on employees and contractors (where applicable)
15. Regular assessments of employee security proficiencies conducted

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16. Employees issued quick reference guidelines for security situations
17. Emergency contacts list developed/current/and responsibilities for call-outs identified
18. Visitor, deliveries and contractor facility access procedures developed/ visible identification required
19. Concepts of crime prevention through environmental design (CPTED) applied in reviews of facilities and in new design and modifications
20. Security checklists developed and regularly used for verifying status of physical infrastructure and security procedures
21. Agency employees identifiable by visible identification and/or uniform
22. Policy and procedures in place for facilities key control

## **Bomb Threat Checklist**

### Questions to Ask the Caller:

- What will cause it to explode?
- Did you place the bomb?
- Why did you place the bomb?
- Where are you calling from?
- What is your address?
- What is your name?

### Observations

- If the voice is familiar, whom did it sound like?
- Were there any background noises?

Telephone number call received at:

Person receiving call:

Any additional remarks:

## **Bomb Threat Procedures**

In recent years the use and threatened use of explosives in our society has increased at an alarming rate. Organizations must prepare a plan of action to respond effectively. This brief provides guidelines that will assist transit agencies in developing a procedure specific to their particular environment.

### **Steps to Be Considered**

When faced with a bomb threat, the primary concern must always be the safety of passengers, employees, and emergency responders. Many transit agencies already have a disaster or emergency procedure for responding to smoke, fire, or medical emergencies in stations, administrative facilities, and shops/yards. Several aspects of these procedures remain viable in a bomb threat procedure.

However, new problems must be addressed when a bomb threat is received. For example, in the instance of a fire, effort is directed at evacuating the occupants in a quick and orderly manner. In the case of a bomb threat, if evacuation is initiated, the exit routes and assembly areas should be searched prior to vacating the premises. The potential hazard remains when a building is evacuated before a search has been made. Personnel cannot safely re-occupy the building and resume normal activities until a search has been conducted. Such problems require a procedure with 7 logical steps:

- Step 1: Threat Reception
- Step 2: Threat Evaluation
- Step 3: Search Procedure
- Step 4: Locating Unidentified Suspicious Objects
- Step 5: Evacuation Procedure
- Step 6: Re-occupation of Building
- Step 7: Training of Essential Personnel

Each of these steps is discussed below:

#### **Step 1: Threat Reception**

Threats are transmitted in several ways:

Telephone Threats (threat to detonate explosive is phoned into system)

- Caller is the person who placed the device
- Caller has knowledge of who placed the device
- Caller wants to disrupt system operation

Written Threats (threat to detonate explosive is written into system)

- May be more serious than phoned-in threats



- Written threats are generally more difficult to trace than phoned-in threats

#### Letter and Package 'Threats (suspicious package or letter is delivered to agency)

- These threats serve a variety of purposes, but, generally, they are directed at specific system personnel rather than at the system as a whole.
- The personal motivations of the criminal may be more important in these types of threats

Bomb threats are normally transmitted by phone. The person receiving the call should be prepared to obtain precise information, including:

- The time the call was received and on which telephone number or extension
- The exact words of the person making the threat should be recorded
- Indicate whether it was a male or female voice and an approximate age
- Note any accent or speech impediment or slurring of speech which could indicate intoxication or an unbalanced condition
- Listen for the presence of any background noises such as traffic, music, or other voices
- Decide if the voice is familiar
- The person receiving the threatening call should be prepared to ask the caller certain questions if the information has not been volunteered:  
Where is the bomb? -When is it going to explode?  
What does it look like? -What kind of bomb is it?  
Why did you place the bomb? -What is your name?

The caller may provide specific information by answering these questions. Often the type of person making a threat of this nature becomes so involved that they will answer questions impulsively. Any additional information obtained will be helpful to police and explosive technicians. To assist the person receiving the call, it is suggested a printed form be readily available. A sample is provided in Appendix D. Typically, this checklist is kept readily available to the transit dispatcher or administrative personnel most likely to receive such a threat.

Written and Letter/Package 'Threats should be treated as "suspicious objects" (see Step 4).

### **Step 2: Threat Evaluation**

Two basic descriptions of threats can be identified:

- Non-specific threat: This is the most common type of threat, usually with little information given other than, "There is a bomb in your building."
- Specific threat: This threat is given in more detail. Reference is often made to the exact location of the device, or the time it will detonate.

Specific threats should be considered more serious in nature, requiring a more concerted effort in the response. The non-specific threat, however, cannot be ignored. A policy must be developed to respond effectively to both threat levels.

Certain actions should be taken regardless of the threat category:

- Notify law enforcement (whether internal transit police and/or security or local law enforcement)
- Notify management personnel
- Initiate the search procedure
- Search before evacuation of personnel (employee search)
- Search after evacuation of personnel (volunteer search)

Notification to internal and/or external law enforcement, security and management personnel should be prompt, and include as much detail as possible. The person who received the threatening call should be available immediately for interviewing. Copies of the completed threat checklist should be readily available to all who may need it.

The appropriate search procedure should be initiated. Searches in the transit environment – as in many other environments – have two major constraints:

- Radio communication cannot be used (it may detonate the device)
- The environment is specialized, therefore, it cannot be searched effectively by outsiders

To address these concerns, personnel who work in a particular area, or who are responsible for an area, should be used. Not only will these personnel provide a much more thorough search than outside responders, but they are knowledgeable concerning station or facility emergency communication systems, and can access "land line" telephones to manage communications more effectively during the search. A system that utilizes the employees - after evacuations have been ordered -- should always and only use volunteers.

The following criteria help determine what immediate action to take:

Factors favoring a search before the movement of personnel (occupant search):

- There is a high incidence of hoax telephone threats
- Effective security arrangements have been established
- Information in the warning is imprecise or incorrect
- The caller sounded intoxicated, amused, or very young
- The prevailing threat of terrorist activity is low

Factors favoring movement of personnel before searching (volunteer search):

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- The area is comparatively open
- Information in the warning is precise as to the matters of location, a description of the device, the timing, and the motive for the attack
- A prevailing threat of terrorist activity is high

### **Step 3: Search Procedure**

Pre-planning and coordination of employees are essential in implementing an effective search of transit premises, particularly for large stations and facilities. A central control mechanism is necessary to ensure a thorough and complete response. A printed station and/or facility schematic should be identified for each major transit facility. Wherever possible, stations should be divided into zones or sections (prior to the actual conduct of the search), and volunteer personnel - familiar with the zone or section - identified to support the search, by shift or position. Back-ups and supporting volunteers should also be identified for each zone or segment. A compendium of station/facility schematics should be available to those responsible for managing bomb threats and searches. Not only will these schematics support identification and assembly of the volunteer search team, but also, as the search is conducted, each area can be "crossed off" the plan as it is searched.

Areas that are accessible to the public require special attention during a search, and may be vitally important if an evacuation is to be conducted. The level of the search should be commiserate with the perceived threat level:

An occupant search is used when the threat's credibility is low. Occupants search their own areas. The search is completed quickly because occupants know their area and are most likely to notice anything unusual.

- The volunteer team search is used when the threat's credibility is high. The search is very thorough and places the minimum number of personnel at risk. Evacuate the area completely, and ensure that it remains evacuated until the search is complete. Search teams will make a slow, thorough, systematic search of the area.

During the search procedure the question often arises, "What am I looking for?" The basic rule is: Look for something that does not belong, or is out of the ordinary, or out of place. Conduct the search quickly, yet thoroughly, keeping the search time to a maximum of 15 to 20 minutes. Both the interior and exterior of the station or facility should be searched.

Historically, the following areas have been used to conceal explosive or hoax devices in the transit environment:

Outside Station Areas	Inside Stations
<ul style="list-style-type: none"> <li>• Trash cans</li> <li>• Dumpsters</li> <li>• Mailboxes</li> <li>• Bushes</li> <li>• Street drainage</li> <li>• Storage areas</li> <li>• Parked cars</li> <li>• Shrubbery</li> <li>• Newspaper stands</li> </ul>	<ul style="list-style-type: none"> <li>• Ceilings with removable panels</li> <li>• Overhead nooks</li> <li>• Areas behind artwork, sculptures and benches</li> <li>• Recently repaired/patched segments of walls, floors, or ceilings</li> <li>• Elevator shafts</li> <li>• Restrooms</li> <li>• Behind access doors</li> <li>• Crawl spaces</li> <li>• Behind electrical fixtures</li> <li>• Storage areas and utility rooms</li> <li>• Trash receptacles</li> <li>• Mail rooms</li> <li>• Fire hose racks</li> </ul>

Depending on the nature of the threat, searches may expand to include transit vehicles. In extremely rare instances, dispatchers have instructed operators on certain bus routes or rail lines to immediately bring their vehicles to a safe location, deboard passengers, and walk-through the vehicle looking for unidentified packages. In other instances, evacuated vehicles have been met by law enforcement officers, who actually conduct the search, including the vehicle undercarriage and rooftop areas.

#### Step 4: Locating an Unidentified Suspicious Package

If an unidentified or suspicious object is found, all personnel should be instructed (1) not to move it and (2) to report it to central dispatch or the search team leader immediately. The following information is essential:

- Location of the object
- Reason(s) suspected
- Description of the object
- Any other useful information -how difficult to secure area, evacuate, nearest emergency exits, etc.

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Based on this information, decisions will be made regarding the following:

- Removal of persons at risk
- Establishment of perimeter control of the area to ensure that no one approaches or attempts to move the object
- Activities to establish ownership of the object. (In the event that legitimate property has been left behind in error prior to the bomb threat being received.)
- Assignment of someone familiar with the building and the area where the object is located to meet the Explosives Disposal Unit personnel on their arrival (in the event that they have been called)
- Continue implementation of search procedure until all areas have reported to the central control, as there may be more than one unidentified object

While volunteers and public safety personnel are conducting the search, and particularly while they are managing response to a suspicious package, they should keep in mind the following information:

- Improvised Explosive Devices (IEDs) and other types of bombs inflict casualties in a variety of ways, including the following:
  - Blast over pressure (a crushing action on vital components of the body; eardrums are the most vulnerable)
  - Failing structural material
  - Flying debris (especially glass)
  - Asphyxiation (lack of oxygen)
  - Sudden body translation against rigid barriers or objects (being picked up and thrown by a pressure wave)
  - Bomb fragments
  - Burns from incendiary devices or fires resulting from blast damage
  - Inhalation of toxic fumes resulting from fires
- The following are four general rules to follow to avoid injury from an IED:
  - Move as far from a suspicious object as possible without being in further danger from other hazards such as traffic or secondary sources of explosion
  - Stay out of the object's line-of-sight, thereby reducing the hazard of injury because of direct fragmentation
  - Keep away from glass windows or other materials that could become flying debris
  - Remain alert for additional or secondary explosive devices in the immediate area, especially if the existence of a bomb-threat evacuation

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assembly area has been highly publicized

- Historically, perpetrators of bombings in the transit environment (in foreign countries such as Israel, France, India, and England) have used two tactics that intensify the magnitude of casualties inflicted by detonation of an explosive device:
- Perpetrators have detonated a small device to bring public safety personnel to the site; a larger, more deadly device has detonated sometime after the first device, thereby inflicting a large number of casualties on the first responder community.
- Perpetrators have used a real or simulated device to force the evacuation of a facility only to detonate a much more substantial device in identified bomb-threat evacuation assembly areas. These attacks are especially harmful because the evacuation assembly areas often concentrate transit personnel and passengers more densely than would otherwise be the case.

### **Step 5: Evacuation Procedure**

If an unidentified object is found, a quiet and systematic evacuation from the area should be conducted. Prior to evacuation, all areas used in the evacuation route must be searched: stairwells, corridors, elevators, and doorways. When these areas have been checked, volunteer personnel should be assigned to direct other personnel along the searched exit routes.

As a general guideline, evacuation should be to a minimum distance of 300 feet in all directions from the suspicious package, including the area above and below the site, giving regard to the type of building construction (thin walls, glass) and the size of the suspicious package. Elevators should not be used to evacuate people under normal circumstances. A power failure could leave them trapped in a hazardous area. Attention should be paid to the need for special transportation requirements of persons with disabilities.

The essential task in evacuation procedures is to direct people to quietly leave the premises, using tact and power of suggestion, in an effort to maintain control and avoid panic. Once a complete or partial evacuation has taken place, there must be some form of accounting for all personnel. This may be a difficult task, but a necessary one to ensure the safety of all personnel.

Assembly areas should be pre-selected and well-known to personnel. Establish a clearly defined procedure for controlling, marshalling, and checking personnel within the assembly area. If possible, for major transit stations, assembly areas should be coordinated with local police in advance.

Assembly areas are selected using the following criteria:

- Locate assembly areas at least 300 feet from the likely target or building (if possible).
- Locate assembly areas in areas where there is little chance of an IED being hidden.

Open spaces are best. Avoid parking areas because IEDs can be easily hidden in

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- vehicles.
- Select alternate assembly areas to reduce the likelihood of ambush with a second device or small-arms fire. If possible, search the assembly area before personnel occupy the space.
  - Avoid locating assembly areas near expanses of plate glass or windows. Blast effects can cause windows to be sucked outward rather than blown inward.
  - Select multiple assembly areas (if possible) to reduce the concentration of key personnel. Drill and exercise personnel to go to different assembly areas to avoid developing an evacuation and emergency pattern that can be used by perpetrators to attack identifiable key personnel.

### **Step 6: Re-Occupation of Station/Facility**

Re-occupation of the building is a decision that must be made by an appropriate transit agency or law enforcement official. If the evacuation was made without a search, the premises should be searched before re-occupation.

### **Step 7: Training**

Any effective threat procedure must be accompanied with an adequate training program. Training the essential personnel should encompass both the preventative and operational aspects of the procedure. Prevention can be accomplished through employee awareness, developing good housekeeping habits, and being on the alert for suspicious items and persons.

Operational training may include lectures by transit police and security instructional staff or guest speakers, in-service training classes, and practical training exercises. Evacuation and search drills should be performed periodically under the supervision of transit police or local law enforcement. Coordination with local law enforcement is particularly important for those small agencies with no internal security.

### **Conclusion**

Considering recent events, it is advisable to consider all threats serious. A well-prepared and rehearsed plan will ensure an effective, quick search with minimal disruption of normal operation. Panic and possible tragedy can be avoided. Appropriate security, heightened employee and passenger awareness, and good housekeeping controls will identify many potential problems.

## Appendix E Emergency Telephone Directory

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## Appendix F Grant Info

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## Appendix G

# Reporting Criminal Activity

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## Dispatch Form

If you observe a crime in progress or behavior that you suspect is criminal, immediately notify [dispatch or local police]. Report as much information as possible including:

Activity: What is happening? (In plain language and with as few assumptions as possible)

Description of Involved People: For each involved person, provide:

- Height
- Weight
- Gender
- Clothing
- Weapons
- Distinguishing characteristics

Location: Describe exactly where the criminal activity is occurring. If the activity is "moving," describe the direction of travel.

Vehicle: If a vehicle is involved, please provide the following:

- Color
- Year
- Make
- Model
- License

**DO NOT APPROACH OR ATTEMPT TO APPREHEND THE PERSON(S) INVOLVED.**

Stay on the telephone with the police dispatcher and provide additional information as changes in the situation occur, until the first police officer arrives at your location.

# Appendix H

## Emergency Action Plan

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## PACE SUBURBAN BUS PANDEMIC INFLUENZA EMERGENCY PREPAREDNESS

### Potential Impact of an Influenza Pandemic

An influenza pandemic occurs when a novel strain of the influenza virus becomes easily transmissible among people, at which point global spread typically occurs. Three influenza pandemics occurred in the 20<sup>th</sup> century, 1918, 1957, and 1968. 1918 an estimated 40-50 million people died worldwide, 500,000 of them in the United States.

Many experts consider influenza pandemics to be inevitable, although it is not possible to predict when one will next occur. The impact of such an event could have a devastating effect on the health and wellbeing of the American public. In Illinois alone, over the course of 12 weeks:

- 2 million people may become ill
- 1.8 million people may require outpatient care
- 30,000 people may require hospitalization
- 8,700 people may die

### Avian Influenza

Avian Influenza is a highly contagious viral disease affecting the respiratory, digestive, and/or nervous system of many species of birds and is highly contagious among birds. Human cases of Avian Influenza have been reported among persons who handled affected poultry. If transmission of Avian Influenza from human to human begins and is sustained, a pandemic may result because most humans will not have antibodies to the new strain.

### Pandemic Influenza Preparedness and Response Plan

The State of Illinois Pandemic Influenza Preparedness and Response Plan was finalized on March 17, 2006. The plan is a comprehensive framework for Illinois to stop, slow or otherwise limit the spread of an influenza pandemic and sustain infrastructure and mitigate the impact to the economy and reduce social disruption. The plan is intended to be implemented within the context of a unified command emergency operating structure involving representation from local, state, and federal governments. Pace is a resource asset/support agency that is prepared to be called upon to provide buses and drivers.

### Agency Specific Contingency Plans

All state and local agencies should have plans in place to ensure maintenance of essential services during periods of high absenteeism due to illness. Pace has all hazard contingency plans which include utilizing maintenance and management personnel to operate buses and other transit vehicles in the event of high absenteeism among its bus operators.

An avian influenza outbreak will require the use of much of the same infrastructure and action as

that needed for response to other disasters in and around the Pace service area.

Pace has established the System Safety Emergency Preparedness Plan (SSEPP), conducted threat and vulnerability assessments and has established contingency plans for recovery of corporate and all operating divisions which include:

- All Hazards Approach
- Chain of Command/Unified Command
- Disaster agencies
- Alternate sites
- Public Information
- Communications
- Company records and documents

Pace is categorized as a resource asset/support agency for the State Emergency Operations Center as well as local Incident Command structures in the event of an emergency.

Pace response capabilities are enhanced by:

- Employees dedicated to public service
- Driver call up lists maintained
- More than 100 non-operating management personnel maintaining CDL licenses
- Intelligent Bus System (IBS)
- Back-up communication equipment
- Well maintained equipment
- Operator training
- Familiarity with the National Incident Management System (NIMS) and the Incident Command System (ICS)  
And ongoing planning and preparedness training

#### Pace Suburban Bus Emergency and Contingency Planning

Pace response capabilities to external emergencies are built upon a strong foundation. Pace currently participates in all hazard emergency preparedness planning and training with various federal, state and local government agencies such as the Red Cross, Salvation Army, Crusade of Mercy, U.S. Postal Service, Illinois Department of Transportation, Illinois Terrorism Task Force, U.S. Department of Homeland Security, U.S. Transportation Security Administration, local police and fire departments (MABAS, ILEAS) as well as county offices of emergency operations and other 151 Responder agencies in Pace's six county service area. Pace also participates in the Chicago Area Transit Alert Network (CTAN).

## Appendix H Emergency Action Plan

### **Contingency Plan for Recovery Definitions:**

1. *Incident Command System (ICS)* – A standard organizational system for the management of emergencies. The purpose of the ICS is to bring people, communications, and information together to manage emergency situations. ICS provides common terminology and procedures to ensure effective coordination among a variety of agencies.
2. *Incident Commander* - The person that is responsible for the overall direction and control of a disaster or other emergency.
3. *Inner Perimeter* -The immediate areas of a disaster site or police emergency.
4. *Outer Perimeter* - The demarcation of the area subject to controlled access. Areas outside the Outer Perimeter are deemed safe and open to the public. The areas inside the Outer perimeter are deemed unstable or dangerous.
5. *Operating Commander* -The person in charge of any operation unit handling an emergency. The operations commanders include the police supervisor, fire supervisor, medical director or public service coordinator. These individuals are under the direction of the Incident Commander.
6. *Safety Officer* -The officer assigned responsibility for assessing hazardous or unsafe situations and developing measures for assuring personnel safety. Although the safety officer may exercise emergency authority to take immediate action to address a critical safety issues, he/she normally works through the Incident of Operations Commanders.
7. *Staging Area* - Location away from the site for congregation of equipment and personnel.
8. *Temporary Morgue* -A facility established to temporarily store, process and identify the deceased at the scene of a disaster.

### **POSSIBLE OR CONFIRMED TERRORIST ATTACK**

1. Remain calm and be patient. Follow the advice of local emergency officials and listen to your radio for news and instructions. If possible, get in touch through your vehicle radio or cell phone with Red Cross.
2. If a disaster occurs near you, check for injuries. Give first aid if possible and get help for seriously injured people. Remember to avoid direct contact with blood and other body fluids. Each vehicle should have a bag with disposable gloves, first aid kit and other items.
3. If time allows, contact your family and let them know where you are.
4. If there is terrorist activity that is an immediate threat, go to a public building and take shelter as quickly as possible. Public schools and hospitals are some of the best places to go.
5. If you have passengers with you, assist them into a shelter.
6. If you are told to evacuate the area or the city, listen to radio announcements for evacuation procedures and, if possible, stay in touch with base. Follow the

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evacuation routes broadcast and do not attempt to take a shortcut as this could put you in the path of danger.

7. For large emergencies like these, you may hear a siren or the tone on the radio that you usually hear as emergency testing. Please keep your radio tuned to that station for information.



Appendix J  
DRAFT MEMORANDUM OF UNDERSTANDING  
LOCAL TRANSIT AGENCY AND COMMUNITY FIRST RESPONDERS  
(as part of a local government Critical Incident Response Plan, for example)

Purpose: To establish specific agreement between Pace Staff and Community First responders in the event of a community incident/emergency on board a Pace vehicle or on Pace property.

Hold Harmless Agreement

## Appendix K

### THREAT AND VULNERABILITY ASSESSMENT FORMS

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<b>CRITICAL ASSET THREAT AND VULNERABILITY ASSESSMENT</b>		
<b>Criticality (Level of Impact in the Event of Loss)</b>		
<b>Assets</b>	<b>People (1)</b>	<b>System (1)</b>
<b>Vehicles</b>		
Buses/vans		
Administrative vehicles		
Radios		
Fareboxes		
Other		
<b>Maintenance Area</b>		
In-house		
Entrances/exits		
Restrooms		
Equipment		
Other		
Contractor		
<b>Storage Lots</b>		
Vehicles		
Entrances/exits		
Fuel areas		
Other		
<b>Office Facilities and Equipment</b>		
Office furniture		
Computers		
Communications systems		
Entrances/exits		
Restrooms		
Storage areas		
Revenue collection facilities		
Employee parking lots		
Other		
<b>Transit Center</b>		
Entrances/exits		
Common areas		
Restrooms		
Other		
Notes: 1) Rate as "High," "Medium," or "Low"		

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<b>THREAT AND VULNERABILITY ASSESSMENT</b>				
	<b>Impact of Loss</b>			
<b>Probability of Loss</b>	<b>1 Catastrophic</b>	<b>2 Very Serious</b>	<b>3 Moderately Serious</b>	<b>4 Not Serious</b>
<b>A - Certain</b>				
<b>B - Highly Probable</b>				
<b>C - Moderately Probable</b>				
<b>D - Improbable</b>				
1A, 1B, 1C, 2A, 2B, 3A: Unacceptable-Management must take action (i.e. "high" and "serious") 1C, 2C, 2D, 3B, 3C: Acceptable - with Management action and/or monitoring (i.e. "medium") 3D, 4A, 4B, 4C, 4D: Acceptable - No action required (i.e. "low")				

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**PRIORITIZED VULNERABILITY REPORT**

Transit Assets	Elements of Vulnerability	Current Levels of Protection	Assessment of Adequacy of Current Levels of Protection	Action Required? (Yes/No)
<b>Vehicles</b>				
Buses/vans				
Administrative vehicles				
Radios				
Fareboxes				
Other				
<b>Maintenance Area</b>				
In-house				
Entrances/exits				
Restrooms				
Equipment				
Other				
Contractor				
<b>Storage Lots</b>				
Vehicles				
Entrances/exits				
Fuel areas				
Other				
<b>Office Facilities/Equipment</b>				
Office furniture				
Computers				
Communications systems				
Entrances/exits				
Restrooms				
Storage areas				
Revenue collection facilities				
Employee parking lots				
Other				
<b>Transit Center</b>				
Entrances/exits				
Common areas				
Restrooms				
Other				

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## **Appendix L**

### **DRAFT MEMORANDUM OF EXECUTIVE APPROVAL**

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## MEMORANDUM OF EXECUTIVE APPROVAL

To: All Employees, Volunteers and Contractors  
From: T. J. Ross  
Date: April 1, 2007  
Subject: System Security and Emergency Preparedness Program

It is the objective of Pace, to provide safe, secure and reliable service for its passengers and employees. To demonstrate our commitment, Pace has developed this System Security and Emergency Preparedness Program Plan (SSEPPP).

This SSEP Plan describes the policies, procedures and requirements to be followed by management, maintenance and operating personnel in order to provide a secure environment for agency employees, volunteers, and contractors, and to support community emergency response. All personnel are expected and required to adhere to the policies, procedures, and requirements established herein and to properly and diligently perform security-related functions.

Each Pace employee, is governed by the requirements and terms of this Plan, and must conscientiously learn and follow prescribed security and emergency rules and procedures. Each employee shall take active part in the identification and resolution of security concerns.

The responsibility for security falls within the Revenue Services area. If you should have any questions concerning the Security Plan, please contact Department Manager, Safety, training & Security, at (630) 801-3012.

Thank you for your cooperation.

## Appendix M

### CONTACTS AND OTHER RESOURCES

#### Contacts

For additional information contact the following.

Pat Loose, Manager  
Transit Unit  
Colorado Department of Transportation  
4201 E. Arkansas Avenue 8606  
Denver, CO 80222  
303 757-9769  
FAX 303 757-9727  
Pat.Loose@dot.state.co.us

Rick Evans  
RAE Consultants, Inc.  
1 029 E. 8th Avenue, Suite 807  
Denver, CO 80218 303 860-  
9088 FAX 303 860-9087  
Rick@RAEConsultants.com

Don Cover  
FTA Region Office  
216 16th Street Mall, #650  
Denver, CO 80202 303  
844-3242 FAX 303 844-  
4217  
Don.Cover@fta.dot.gov

Harry Saporta  
Office of Safety and Security  
Federal Transit Administration  
400 7th Street, SW, Room 9305  
Washington, D.C. 20590  
www.fta.dot.gov  
www.volpe.dot.gov

Federal Emergency Management Agency  
Contact phone number: 303 235-4800

#### Colorado Department of Public Health and Environment

Martin A. Stollmack  
MCI/Counter-Terrorism Planning and Management  
Colorado Department of Health and Environment  
4300 Cherry Creek Drive South  
Denver, CO 80246-1530  
303 692-2988  
martin.stollmack@state.co.us



**Colorado Office of Emergency Management**  
**Colorado Department of Local Affairs** Day time  
contact number: 303 272-1622  
Emergency line: 303 279-8855

**Colorado Regional Planners**

Bob Wold  
303 273-1778 FAX  
303 273-1795

Steve Denney  
970 248-7308 FAX  
970 248-7317

Kevin Kuretich 970  
679-4503 FAX 970  
669-7717

Patricia Gavelda 970  
247-7674 FAX  
970 247-7032

Cindy Mohat  
719 544-6563 FAX  
719 545-1876

Colorado Local Emergency Managers and Sheriffs are listed at  
[www.dola.state.co.us/oem/localem.htm](http://www.dola.state.co.us/oem/localem.htm).

**Intermountain Region:** Boulder, Broomfield, Chaffee, Clear Creek, Douglas, Gilpin, Jackson, Jefferson, Grand, Lake, Park, and Summit counties

**Northwest Region:** Moffat, Routt, Rio Blanco, Eagle, Garfield, Mesa, Delta, Montrose, Pitkin, Gunnison, San Miguel and Ouray counties

**Northeast Region:** Larimer, Weld, Logan, Morgan, Washington, Denver, Adaros, Arapahoe, Elbert, Lincoln, Sedgwick, Philips, Yuma, Kit Carson and Cheyenne counties

**Southwest Region:** Dolores, Montezuma, La Plata, San Juan, Archuleta, Mineral, Hinsdale, Saguache, Rio Grande, Alamosa, Conejos and Costilla counties

**Southeast Region:** Teller, El Paso, Fremont, Custer, Pueblo, Huerfano, Las Animas, Crowley, Otero, Kiowa, Bent, Prowers, and Baca counties

## Other Resources

Additional technical resources include the following:

Title: Transit System Security Program Planning Guide

Author(s): John Balog and Anne Schwarz

Year: 1994

Sponsoring Agency: Federal Transit Administration (FTA)

Volpe Report #: DOT-VNTSC-FTA-94-01

DOT Number: FTA-MA-90-7001-94-1

NTIS Number: PB94-161973

Available: <http://www.transit-safety.dot.gov>

Title: Transit Security Handbook

Author(s): Annabelle Boyd and James Caton

Year: 1998

Sponsoring Agency: Federal Transit Administration (FTA)

Volpe Report #: DOT-VNTSC-FTA-98-03

DOT Number: FTA-MA-90-9007-98-1

NTIS Number: PB98-157761

Available: <http://www.transit-safety.dot.gov>

Title: Critical Incident Management Guidelines

Authors: Annabelle Boyd and James Caton

Year: 1998

Sponsoring Agency: Federal Transit Administration (FTA)

Volpe Report #: DOT-VNTSC-FTA-98-05

DOT Number: FTA-MA-26-7009-98-1

Available: <http://www.transit-safety.dot.gov>

Title: Transit Security Procedures Guide

Author(s): John Balog and Anne Schwarz

Year: 1996

Sponsoring Agency: Federal Transit Administration (FTA)

Volpe Report #: DOT-VNTSC-FTA-94-08

DOT Number: FTA-MA-90-7001-94-2 9

Available: <http://www.transit-safety.dot.gov>

Title: Emergency Preparedness for Transit Terrorism

Authors: Annabelle Boyd and John P. Sullivan

Year: 1997

Sponsoring Agency: Transportation Research Board

Report Number Transit Cooperative Research Program Synthesis Number

27 Web site: <http://nationalacademies.org/trb/publications/tcm/tsyn27.pdf>

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Perspectives on Transit Security in the 1990s: Strategies for Success  
Author(s): Annabelle Boyd and Patricia Maier  
Year: 1996  
Sponsoring Agency: Federal Transit Administration (FTA)  
Volpe Report #: DOT-VNTSC-FTA-96-02  
DOT Number: FTA-MA-90-7006-96-01  
NTIS Number: PB96-185871  
Available: <http://www.transit-safety.dot.gov>

Title: Transit Security in the 90's  
Author(s): Kathryn Powell and Annabelle Boyd  
Year: 1996  
Sponsoring Agency: Federal Transit Administration (FTA)  
Keywords: Local transit-Security measures  
Volpe Report #: DOT-VNTSC-FTA-96-11  
DOT Number: FTA-MA-26-  
NTIS Number: PB97-146989  
Available: <http://www.transit-safety.dot.gov>

Title: Protecting Surface Transportation Systems and Patrons from Terrorist Activities - Volume One  
Author: Brian Michael Jenkins  
Year: January 1997  
Sponsoring Agency: San Jose University, Mineta International Institute for Surface Transportation Policy Studies  
Report Number: IISTPS 97-4  
Full text available at: <http://www.transweb.sjsu.edu/publications/terrorism/Protect.htm>

Title: Protecting Surface Transportation Systems Against Terrorism and Serious Crime- 2001 Update  
Author: Brian Michael Jenkins  
Year: October 2001  
Sponsoring Agency: San Jose University, Mineta International Institute for Surface Transportation Policy Studies  
Report Number: IISTPS 01-7  
Full text available at: <http://www.transweb.sjsu.edu/publications/terrorism/Protect.htm>

Title: Improving Transit Security  
Authors: Jerome A. Needle and Renee M. Cobb, J.D.  
Year: 1997  
Sponsoring Agency: Transportation Research Board  
Report Number: Transit Cooperative Research Program Synthesis Number 21  
Web site: <http://nationalacademies.org/trb/publications/tcrp/tsyn21.pdf>

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## **Appendix N**

# **HOMELAND SECURITY ADVISORY SYSTEM RECOMMENDATIONS**

The Homeland Security Advisory System Recommendations for businesses are presented on the following page. This was taken from the American Red Cross web site [www.redcross.org/services/disaster/beprepared/hsas/business.pdf](http://www.redcross.org/services/disaster/beprepared/hsas/business.pdf)

Effective immediately, the procedures outlined below will be followed corresponding to the level of alert recommended by the Department of Homeland Security.

LEVEL 1 ALERT (ELEVATED).

- Maintenance foremen to inspect garage area at least two (2) times per shift and complete proper documentation.
- All doors are to be closed and locked except gated and authorized entry doors.
- All employees must display their employee identification card at all times while on Pace property. The only exception would be for employees in uniform, who are required to carry their Pace ID at all times.
- All visitors must sign in and out at the appropriate location at each property and display visitor passes at all times while on the premises.
- Employees are not to allow entry for any visitor, except at designated entry locations.
- Employees are to request that anyone not displaying proper identification identify themselves and their visiting purpose, and report the person to management staff.
- All employees are to be on the lookout for any suspicious activity or person on Pace property without the proper employee or visitor identification. If you encounter what appears to be a suspicious person, report this immediately to management staff.
- All employees are to be on the lookout for any unattended packages in the buildings or buses, or any unattended or abandoned vehicles in parking lots or at terminals. Do not attempt to touch or move suspicious objects, but report them immediately to your immediate supervisor, dispatcher or management staff.
- Properties are responsible to see that all vehicles are accounted for.

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*LEVEL 2 ALERTS (HIGH)*

- Complete recommended actions at *Level 1*, and:
  - Supervision to check terminals and buildings and fill out check-off sheet.
  - Maintenance foremen to inspect garage area, building outside perimeter and fence, at least two (2) times per shift and complete proper documentation.
  - While vehicles are in for repair, maintenance employees will inspect vehicles in all areas for signs of tampering
  - Service lane employees will check the underside of seats using an extension type mirror (checking for packages which may be taped underneath seat bottoms).
  - Only vehicles with Pace authorized permits will be permitted in the building.

*LEVEL 3 ALERT (SEVERE!)*

- Complete all actions at both the *Level 1* and *Level 2* alert levels, and:
  - Restrict all entrance points.
  - Maximize work force.
  - Re-deploy staff as appropriate.
  - Provide staffing at appropriate locations to inspect underside of both bus body and under seats (using an extension type mirror), before allowing vehicles into building, parking or designated areas.
  - Assign staff to check identification cards of all personnel who wish to enter, including uniformed employees.

MJM\_/molsecuritycodesmemoreg grs

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**Exhibit I**

**2020 to 2030**

**RFP# 419292  
City of Chicago  
ADA Paratransit Services**

**City of Chicago ADA Paratransit Services**

**Amendment #4 November 20, 2019**

**Sally Ann Williams**

**Pace Suburban Bus Service**

**EXHIBIT I  
CITY OF CHICAGO  
ADA PARATRANSIT SERVICES  
SCOPE OF WORK**

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## SCOPE OF WORK

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### DEFINITIONS

***Americans with Disabilities Act (ADA):*** Public Law 336 of the 101st Congress, enacted July 26, 1990 (42 U.S.C. 12101 et seq.). The ADA prohibits discrimination and ensures equal opportunity for persons with disabilities in employment, State and local government services, public accommodations, commercial facilities, and transportation. Public entities that operate fixed route transportation services for the general public are required by the U.S. Department of Transportation (DOT) regulations implementing the ADA to provide complementary paratransit service for persons who, because of their disability, are unable to use the fixed route system. These regulations (49 CFR Parts 27, 37, and 38) include eligibility requirements and service criteria that must be met by complementary paratransit service programs.

***ADA Paratransit:*** It is the demand response service required to provide comparable transportation service in accordance with ADA transportation regulations for individuals with disabilities who are not able to access the fixed route system. This service is to be comparable to the fixed route system in the service area.

***Demand Responsive System:*** Any non-fixed route system of transporting individuals that requires advanced scheduling including services provided by public entities, non-profits, and private providers. An advance request for service is a key characteristic of demand responsive service.

***Dispatch:*** This is the communication of trip information to designed transportation vehicles and or service providers and monitoring for proper service delivery. This also includes eligible rider assistance with trip status, modifications or cancellations.

***Driver:*** A person who operates a vehicle in revenue service providing passenger transportation.

***Eligible Rider (also referenced to as a rider):*** An eligible rider is a person with disabilities who is certified as eligible by the Regional Transportation Authority and has an identification number beginning with "P" or possess an RTA ADA Paratransit permit or a person Pace has approved for service. Persons accompanying a rider, such as a companion or a personal care attendants (PCA), are not eligible riders. Companions and PCAs may only travel with an eligible rider.

***Facilitate:*** This is the comprehensive management of eligible rider trips provided by service providers. Facilitating includes dispatching, monitoring, providing service provider oversight for compliance with Pace guidelines, coordinating service providers for seamless service when transfers are part of the eligible rider itinerary and assistance eligible rider to accomplish eligible travel plans as requested.

***Fixed Route System:*** Public transportation service provided in vehicles operated along pre-determined routes according to a fixed schedule.

**Human Service Transportation:** Transportation services provided by or on behalf of a human service agency to provide access to agency services and/or to meet the basic, day-to-day mobility needs of transportation-disadvantaged populations, especially individuals with disabilities, older adults, and people with low incomes.

**Individual with a Disability:** An individual who, because of illness, injury, age, congenital malfunction, or other incapacity or temporary or permanent disability (including an individual who is a wheelchair user or has semi-ambulatory capability), cannot use effectively, without special facilities, planning, or design, public transportation service or a public transportation facility. 49 U.S.C. 5302(a)(5).

**Mobility Management:** Mobility management is intended to build coordination among existing public transportation providers and other transportation service providers with the result of expanding the availability of service. Mobility management activities may include: The operation of transportation brokerages to coordinate providers, funding agencies and customers; Travel coordination activities such as coordinating individualized trip or travel planning activities for customers; The operation of one-stop transportation Call Centers to coordinate transportation information on all travel modes and to manage eligibility requirements and arrangements for customers among supporting programs.

**Non-profit Organization:** A corporation or association determined by the Secretary of the Treasury to be an organization described by 26 U.S.C. 501(c) which is exempt from taxation under 26 U.S.C. 501(a) or one which has been determined under State law to be non-profit and for which the designated State agency has received documentation certifying the status of the non-profit organization.

**Operator:** An individual employed by a service provider that may operate a vehicle, used in Pace service, in revenue or non-revenue services

**Paratransit:** A mode of transportation provided in accessible and non-accessible vehicles on a demand response basis.

**Productivity:** Productivity shall be calculated by dividing the total number of one-way trips provided to eligible rider by the total number of revenue hours. Companions and Personal Care Attendants are not included in trip counts or productivity measures.

**Reservation:** The processing of a trip request by eligible riders for paratransit demand response service.

**Service Provider/Contractor:** A transportation carrier under contract with Pace to provide transportation services. This includes but is not limited to Taxi Independent providers, Taxi Affiliations, Companies in Livery service and Paratransit bus or van providers.

**Sponsor:** A local jurisdiction or human service agency that sponsors paratransit service provided by Pace.

**Taxi/Accessible Taxi:** A taxi is a vehicle that is used by a private provider of on-demand transportation service to the public that is regulated and licensed for such use by the municipality, county or other government entity. An accessible taxi is one which has the capacity to accommodate an eligible rider who uses a wheelchair as defined under 49 CFR 37.3, at a minimum, while remaining in his/her personal mobility device inside the vehicle, and meets the same requirements for lifts, ramps and securement systems specified in 49 CFR Part 38, Subpart B.

**Trip:** A trip shall be defined as transporting an eligible rider from the scheduled origin to destination. Travel from an origin to a destination is one trip.

**Trip Broker:** The feature in the Trapeze system to process the distribution of trip information for service delivery to the appropriate and cost-effective service provider.

## ACRONYMNS

ADA	Americans with Disabilities Act of 1990
ASE	Automotive Service Excellence
AVL	Automatic Vehicle Location
CDL	Commercial Driver's License
CTA	Chicago Transit Authority
DAR	Dial-a-Ride
DOT	Department of Transportation
ETA	Estimated Time of Arrival
FMVSS	Federal Motor Vehicle Safety Standards
FTA	Federal Transit Administration
IDOT	Illinois Department of Transportation
IVR	Interactive Voice Response
LEP	Limited English Proficiency
MD	Mobility Direct
MDC/MDT	Mobile Data Computer/Mobile Data Terminal
NDV	Non-Dedicated Vehicle
NTD	National Transit Database
NMMCC	North Mobility Management Call Center
RMMCC	Regional Mobility Management Call Center
PCA	Personal Care Attendant
RTA	Regional Transportation Authority
SP	Service Provider/Carrier/Service Contractor
TAP	Taxi Access Program
USDOT	U.S. Department of Transportation

## INTRODUCTION

Pace Suburban Bus, the Suburban Bus Division of the Regional Transportation Authority (RTA) invites proposals in response to the *Request for Proposal (RFP) No. 419292*. This RFP is for the procurement of:

Service Providers (Contractors) to provide origin-to-destination, demand response paratransit service for people with disabilities in the City of Chicago ADA service area and in areas designated by Pace and for the purpose of coordinating paratransit services with Pace Suburban services. Paratransit services under this contract shall be provided to and from origins and destinations that lie within an area approximately 3/4 of a mile on either side of existing Chicago Transit Authority (CTA) fixed routes and rail stations in the City of Chicago during the hours and days the service operates and in areas designated by Pace. Paratransit service includes but is not limited to scheduling and dispatching of vehicles according to Pace policy and procedures. Call center services, including reservations, scheduling and same-day service facilitation, will be provided through the Regional Mobility Management Call Center (RMMCC), described below.

The contracted services will run from **April 1, 2020 through March 31, 2027, with one (1) three (3) year option to renew until March 31, 2030.**

Contractor shall provide pricing for service to be provided as described in this *Exhibit I, Scope of Work*.

Please see *Exhibit A, Price Proposal* for more details on proposal pricing requirements.

All documents required and described in **each** exhibit of this RFP shall be submitted in response to this proposal. This includes detail on the firm's experience, certification documents, and itemized cost sheets for each proposed rate. Reference *Exhibit B, RFP Process for bid submission instructions*.

*Pace reserves the right to make multiple awards. Pace anticipates selecting four or more service providers operating under this Contract.*

**BACKGROUND**

Pace, the Suburban Bus Division of the Regional Transportation Authority (RTA), is a public transit agency based in Arlington Heights, Illinois, providing fixed route bus, ADA Paratransit, Vanpool, Suburban Dial-a-Ride and On Demand services to a six-county region of northeastern Illinois made up of Chicago and the suburbs. Total annual ridership across these services is approximately 40 million. The agency was established as a unit of local government in 1983 via state legislation and began operation a year later. Pace is governed by a 13-member board of directors comprised of current and former suburban mayors or village presidents, along with the City of Chicago Commissioner of the Mayor's Office for People with Disabilities. Pace operates one of the largest fleets in North America and one of the largest ADA Paratransit (accessible transportation for people with disabilities) systems in the county. Dial-a-ride services in suburban areas are provided in partnership with municipalities and some human service agencies; each sponsoring entity sets its own rules for eligibility, fares, advance-reservations, and service area. Additional agency information is available on the Pace website: [www.pacebus.com](http://www.pacebus.com).

Pace has been a leader in demonstrating innovative methods to coordinate paratransit services in the six-county service area. Pace first began coordinating paratransit service delivery in the mid-1980s in four of the six counties. Multiple paratransit operations in these four counties were pulled into one service contract per county, each with one call/dispatch center. Pace took these coordination efforts to a new level with the implementation of Ride DuPage in 2004, North Cook County - Township Riders Initiative Pilot (TRIP) in 2005, Ride in Kane in 2008, MCRide in 2010, Lake County DOT Coordinated Paratransit service in 2011 and Will Ride in 2013.

Pace contracted for centralized mobility management centers for service access to the constituents of entities purchasing demand response service. Riders call one number to access service in their respective county to access a myriad of services. Trips are assigned to a low-cost paratransit, taxi or livery provider, operating under contract with Pace. In 2008, the mobility management functions for DuPage and Kane counties were consolidated in a single Regional Mobility Management Call Center (RMMCC). In 2012, this call center also assumed responsibilities for mobility management functions in Will County and City of Chicago services. In 2013 mobility management functions for McHenry and Lake counties were consolidated into the North Mobility Management Call Center (NMMCC), operated by the McHenry County Contractor. The NMMC service is provided at a Pace-owned facility in McHenry County.

Pace currently contracts with 12 paratransit Contractors and 10 taxi companies to provide paratransit services in the six-county region. Pace has eight contracted paratransit call centers that take calls from riders, schedule trips, and dispatch vehicles; three call centers currently serve the City of Chicago and five call centers serve suburban areas. Seven of the call center contractors operate vehicles and are responsible for all aspects of service operation, including the three in Chicago as well as North Cook, West Cook, South Cook and McHenry counties.

Currently, the RMMCC is responsible for reservations, scheduling, and day-of-service facilitation for DuPage, Kane, and Will counties, as well as trip distribution and day-of-service facilitation for all four City of Chicago ADA Paratransit contractors (and four taxi contractors). Effective August 1, 2019, the RMMCC also will be responsible for reservations, scheduling and day of service

facilitation for the South Cook service area. The RMMCC does not operate vehicles. In contrast, the NMMCC Contractor is responsible for reservations, scheduling and day-of-service facilitation for Lake and McHenry counties, and operates vehicles for McHenry County.

**The Trapeze PASS automated program is used for scheduling, dispatching and to maintain a database of all paratransit service information.**

In addition to City of Chicago ADA Paratransit service, Pace also administers the Taxi Access Program (TAP). TAP service is mandated by a City of Chicago ordinance and all Chicago taxi providers are required to accept TAP cards. TAP provides ADA Paratransit-eligible riders the option of using taxis at reduced rates for same-day trips that begin within the City of Chicago. In 2018, TAP provided more than 170,000 rides. This service is **not** included in this contract.



**SUMMARY**

Pace, the Suburban Bus Division of the Regional Transportation Authority in Chicago, IL is the second largest paratransit transit system in the United States. Pace provides Americans with Disabilities Act (ADA) complementary paratransit, vanpool and other coordinated paratransit services for Cook, DuPage, Kane, Lake, McHenry and Will counties. In addition, Pace provides fixed route service in the six- county suburban areas surrounding the City of Chicago including Suburban Cook County.

**Request for Proposal (RFP) No. 419292** is for the procurement of a service provider (referred to as the **Contractor**) to provide the following transportation services in the CTA City of Chicago service area:

- ADA origin-to-destination, demand-response Paratransit service for people with disabilities
- Regional Transportation Authority ADA Certification transportation
- Additional service to meetings and hearings

ADA Paratransit services under this Contract shall be provided to and from origins and destinations that lie within an area approximately three-fourths (3/4) of a mile on either side of existing CTA fixed routes in the City of Chicago during the hours and days the service operates and in areas designated by Pace. The City of Chicago ADA Paratransit service is available only to people who are registered for ADA service. The Contractor shall be compliant with all applicable U.S. Department of Transportation (DOT) and Federal Transit Administration (FTA) rules and regulations during the term of the Contract.

The RTA Certification Transportation program provides transportation to/from assessment sites for the purpose of ADA certification. Paratransit service includes but is not limited to scheduling and dispatching of vehicles in accordance with Pace policy and procedures.

Pace currently employs the **Trapeze** scheduling and routing database for managing all services.

The City of Chicago ADA Paratransit services are operated using multiple service providers including dedicated paratransit services and non-dedicated service providers under a central call center environment. Trip distribution is based on service performance, trip cost and provider capacity. Attachment 3 in this Exhibit I Scope of Work is a table of estimated revenue hours and one-way trips based on potential productivity levels and daily trip requests assuming four (4) dedicated service providers. This illustrates potential service demand based on two (2) service providers operating 20% of ridership and two (2) service providers operating 30% of ridership. (See **Attachment 1 Potential Daily ADA Paratransit Service Demand Data in this Exhibit I Scope of Work** for daily average information).

Contracted service providers/Carriers are required to maintain vehicle and driver capacity to meet the demand for paratransit services in the City of Chicago. Minimum service capacity of the daily service demand for each day of the week shall be affirmed by Pace after the assessment of Carriers proposed daily service capacity. A week is defined as Monday through Sunday including holidays.

**I. GENERAL DESCRIPTION OF SERVICE**

The Contractor shall provide the paratransit services described in Components I through III. This includes all tasks and function required for delivery of service as described herein. Routing/Scheduling, and dispatching of vehicles and drivers, as well as vehicle operations, including direct service delivery, window dispatching and vehicle maintenance in accordance with Pace policies and procedures. The Contractor shall provide detailed procedures as required in *Exhibit B*.

Under this contract, reservation requests will be taken and initially scheduled by the Regional Mobility Management Call Center, which is under contract to Pace to perform these services. The RMMCC also will be responsible for day-of-service trip facilitation for riders. RMMCC staff in Pace service shall be employed by the RMMCC Contractor.

*The Contractor shall be flexible in the methods of operation and assignment of staff. The Contractor shall have the ability to increase or decrease scheduling and dispatch personnel, as needed, and have the expertise to employ innovative techniques and technology to effectively provide service as required by Pace. Pace reserves the right to adjust the boundaries of the service areas described in this Contract at any time. The Contractor shall have the ability to expand services into adjacent Pace service areas to meet public transit service demand and FTA DOT ADA requirements for complementary paratransit services.*

The Contractor agrees to comply with Pace policies and procedures as outlined in *Pace's Paratransit Manual for Private Providers Contracting Directly with Pace (Exhibit G)* and in this *Scope of Work (Exhibit I)*.

Contractor personnel shall be familiar with and abide by the operating standards set forth in *Exhibit G and Exhibit I*. In addition, personnel performing the delivery of service shall fully understand Pace's overall goals and policies as defined in this Contract when carrying out their responsibilities. In the event of a conflict between the policies and procedures as defined in *Exhibits G and I, Exhibit I* shall take precedence.

**Component I – City of Chicago ADA Paratransit Service:** This component of service is open and limited to persons with disabilities who are certified as eligible by the Regional Transportation Authority and have an identification number beginning with “P” or possess an RTA ADA Paratransit permit. The Contractor shall provide origin-to-destination, demand response paratransit service for people with disabilities. Service shall be provided to persons with disabilities whose trip origin and destination lie within an area approximately three-fourths (3/4) of a mile from existing CTA fixed-routes in the City of Chicago. Service shall be provided during the hours and days fixed-route service operates and in areas designated by Pace. Contractor shall be responsible for coordination of Chicago ADA services with suburban ADA services as directed by Pace.

*At Pace's discretion, other non-ADA certified riders may be provided transportation under Component I, subject to approval by Pace and consistent with the standards of service provided under this Component.*

**Component II – Regional Transportation Authority ADA Certification Transportation:**

During the term of this contract, Pace may require the Contractor to provide origin-to-destination, demand response paratransit service for people with disabilities to and from the designated RTA certification interview/assessment sites. All trips provided under this component shall be booked by Pace and scheduled by the Contractor. This component of service is limited to persons who are applying for ADA Paratransit service eligibility. All trips provided under this component shall first be authorized by Pace.

**Component III – Additional Service to Meetings and Hearings:** During the term of this Contract, Pace may require the Contractor to provide service to and from meetings, public hearings, and other events as specified by Pace.

***Pace may require the Contractor to add other service components during the life of the Contract at the stated hourly rates. The Contractor shall be capable of expanding dispatch, maintenance, and vehicle storage capabilities to accommodate added service components.***

## II. DETAILED DESCRIPTION OF SERVICE

The service requirements below apply to each Component unless otherwise specified. Pace reserves the right to adjust the boundaries of the service areas described in this Contract at any time. Pace will provide the Contractor with specific information detailing any boundary changes.

Holidays are run as Sunday service days. Where the term “**holiday**” is used, it means the day of observation for the six (6) following holidays (unless otherwise specified in each component):

- New Year’s Day
- Memorial Day
- Independence Day (Fourth of July)
- Labor Day
- Thanksgiving Day
- Christmas Day

*Pace reserves the right to increase or decrease the hours of service upon written notice to the Contractor. The Contractor shall be given no less than 14 days’ notice of such changes.*

*Pace reserves the right to modify service guidelines for implementation by the Contractor upon providing written notice. The Contractor shall be given no less than 14 days’ notice of such changes.*

The Contractor shall coordinate transfers with adjacent Pace funded services and other public transportation services within the service area and in the surrounding region whenever required by Pace. The Contractor shall honor all Pace fare instruments as directed by Pace and shall follow the requirements contained in *Pace’s Paratransit Manual for Private Providers Contracting Directly with Pace (Exhibit G)*.

The actual number of revenue hours and trips for all components of service shall depend on actual demand and on Pace’s budget. Trips assigned to Contractors shall be at the discretion of Pace. Pace reserves the right to increase or decrease the number of daily trips. Daily trips stated in each section are only included to give proposers a historical perspective of past service levels. A summary of recent historical performance is included in *Attachments 1 and 2* at the end of this *Exhibit I*.

The Contractor shall be flexible in the deployment of vehicles and vehicle revenue hours throughout the day. The Contractor shall schedule rider trips and deploy vehicles to provide service to meet as much of the demand for service as possible in the most efficient manner possible.

Where necessary, the Contractor shall be prepared to employ split shifts to provide more service during peak hours and be prepared to deploy a vehicle to provide a single trip, if

necessary. Pace may give the Contractor direction regarding deployment of vehicle hours throughout the day.

The Contractor shall deploy vehicles and schedule trips to maximize the efficiency of all services to meet demand. **The Contractor shall provide detailed procedures as required in *Exhibit B*.**

The Contractor shall monitor service in real-time and to be aware of Contract performance levels during all hours of operation. The Contractor shall have a constant knowledge of their compliance with required performance measures for all aspects of the Contract including but not limited to: service on the street, dispatch, reservations, window dispatching, and vehicle maintenance.

The Contractor shall maintain a recordkeeping system to identify trips by each component of service and type of trip. Pace will provide guidance to the Contractor to develop a recordkeeping system which will provide the information required by Pace and other funding sources. This includes such information as vehicle hours, trips, and other service data by component of service. Contractor shall reconcile data daily.

Details specific to each Component are listed below.

**IMPORTANT SERVICE DESCRIPTION NOTE:** During the term of the Contract, service components described in this Contract may be restructured to accommodate the goals and service guidelines of the project. It is the stated goal of the project to provide coordinated demand response type transportation across the service area in an efficient manner, which permits the greatest amount of service for the funds available. The service component descriptions below are intended to be descriptions of current services provided in the City of Chicago service area. These services may be restructured over the term of this Contract to create a more efficient service system as additional services are added.

Pace reserves the right to modify the service guidelines described below for any or all Service Components covered by this Contract, including the defined service area, hours of operation, fares, eligibility guidelines, subscription definition, reservation guidelines, and, in general, any guideline applicable to an individual service component or all service components collectively. The Contractor will be given as much notice of such changes as possible and will be given no less than 14 days' notice.

**Component I – City of Chicago ADA Paratransit Service**

Service shall be origin-to-destination, demand response ADA Paratransit as described in this Service Component. Service shall be provided to persons with disabilities whose trip origin and destination lie within an area three-fourths ( $\frac{3}{4}$ ) of a mile on either side of an existing Pace fixed route within the boundaries described on the map(s) attached to this contract. Services are to be provided during the hours and days the Pace fixed route service operates and in areas designated by Pace for the purpose of coordinating ADA Paratransit services.

1. **Service Area** – The Contractor shall provide origin-to-destination ADA Paratransit service within the City of Chicago service area. Service shall be operated to mirror the level of fixed route bus service provided by Chicago Transit Authority (CTA) and Pace in the City of Chicago service area.

The ADA Paratransit service area is generally within three-fourths ( $\frac{3}{4}$ ) of a mile of CTA and Pace bus routes and up to ( $\frac{3}{4}$ ) of a mile radius of each CTA rail station. The service area includes O'Hare and Midway airports and may also include other areas as designated by Pace (see *Attachment 4*). A map showing the distribution of pick-ups throughout the City of Chicago service area during March 2018 is included for reference in *Attachment 5* of this *Exhibit I*.

The Contractor will be provided with service area maps that will specify boundaries. The service areas are coded in the Trapeze scheduling system. Pace reserves the right to update the service area map periodically to reflect changes in fixed route services. The Contractor will provide service across service boundaries within a reasonable distance as authorized by Pace. An ADA Service area map is included as *Attachment 4* of this *Exhibit I*.

**Any changes in the service areas specified in the service area description must have the prior approval of Pace. Pace may extend or reduce the boundaries of the ADA service areas described in this Contract at any time with no less than 14 days' notice to Contractor.**

2. **Hours of Service** – The Contractor shall provide service within the CTA and Pace Paratransit service area described above during the days and hours regular (non-commuter) fixed route bus and rail services operate in the area as directed by Pace. Pace Chicago ADA Paratransit Service shall generally mirror the level of service provided by CTA fixed-route services. The service area and hours of service may vary by day of week and time of day.
  - a. Currently, ADA Paratransit service is operated 24 hours a day, seven days a week.
  - b. Any changes in the hours of service or service area specified in the service description must have the prior approval of Pace. Pace, at any time, may extend or reduce the boundaries or service hours of any or all of the ADA service areas described in this Contract.

3. Deployment of Vehicles – The Contractor shall deploy vehicles throughout the service area in the most efficient manner possible. In the event that a transfer is arranged, the Contractor shall ensure that the vehicle carrying the eligible rider to the transfer location waits with the eligible rider until the second transfer vehicle arrives. The Contractor shall record each leg of the trip as a separate trip. The eligible rider will not be charged an additional fare for a Contractor-arranged transfer. Under no circumstances will an eligible rider be required to transfer more than once within the service area.
4. Eligibility – Prior to using the City of Chicago ADA Service, an individual must be eligible and registered for ADA Paratransit Services and possess an ADA Paratransit I.D. card or letter verifying eligibility. Eligible individuals will be identified in the client files in Trapeze. Registration applications shall not be accepted by the Contractor, nor shall the Contractor provide paratransit service to an individual who is not registered for ADA Paratransit without prior approval from Pace. Pace reserves the right to expand or reduce the number of certified riders, and to modify the method(s) and standard(s) used for the certification of riders.

If the Contractor receives a trip request from an unregistered/unauthorized person, that person must be referred to the RTA for ADA registration information.

*The Contractor will not be reimbursed for service provided to any rider who is not registered for ADA Paratransit Services or other registration method as authorized by Pace, unless such service has been specifically authorized by Pace staff.*

5. Personal Care Attendants (PCAs) and Companions – The Contractor shall allow eligible riders to have one (1) non-fare paying PCA while utilizing the services under Component I, as described above. In addition to one non-fare paying PCA, a full cash fare paying Companion may ride with the eligible rider. A total of two attendants/companions shall be allowed to travel with the eligible rider.

Attendants and/or companions shall be picked up and dropped off at the same location as the eligible rider. Additional companions may accompany the eligible rider if vehicle capacity permits. Additional attendants/companions will pay the full cash fare. The Contractor shall not provide an attendant for eligible riders.

Pace reserves the right to change the definition and/or policy regarding Personal Care Attendants and Companions.

6. Fares – Each eligible rider will pay the one-way fare in effect at the time of the delivery of the ride. The Contractor shall be responsible for collecting the required fare from each eligible rider. The Contractor shall be required to accept tickets, transfers, or other fare mechanisms as approved by Pace. The Contractor's Bus Operators shall be required to properly punch and issue transfers in accordance with Pace's transfer policies and fare structure. The Contractor shall require drivers to carry an accurate time piece and transfer punch while on duty. The Contractor shall provide the fare amount to collect at the time of

the trip when communicating trip information to the driver. Pace reserves the right to change the fare during the period of the Contract.

7. Subscription Service – Subscription service is limited to currently approved subscription riders. The Contractor shall not provide new subscription service unless authorized by Pace.
8. Reservations – For this component of service, reservations shall be made one day in advance of the day service is required, with the exception of authorized subscription requests. The RMMCC shall take reservations for this service on the following days and times:
  - Monday through Friday 6:00 a.m. to 6:00 p.m.
  - Saturday, Sunday, Holidays 6:00 a.m. to 6:00 p.m.

Requests for same-day service will only be accepted based on available vehicle capacity without adversely affecting trips already scheduled for the day (see *Section V, Item A.5* below).

At its option, Pace may change the number of days in advance that reservations may be accepted or adjust the hours during which reservations are accepted.

9. Estimated Daily Service – This information is made available for an overview of service based on historical data. The Contractor is responsible for projecting service demand. A summary of recent historical performance is included in *Attachments 1 and 2* in this *Exhibit I*.



**Component II – Regional Transportation Authority (RTA) ADA Certification Transportation**

This component is for transportation to and from ADA Paratransit certification interview sites operated by the RTA. Currently, service is primarily provided by taxi operators; however, during the course of the Contract the Contractor may be required to provide trips under this Component.

1. Service Area – Service shall be provided from the City of Chicago service area to the ADA Paratransit certification interview sites, currently located at 8753 S. Greenwood Avenue and 4320 W. Montrose Ave in Chicago, or as designated by Pace.
2. Hours of Service – The Contractor shall provide service to and from the designated interview site for appointments from approximately 7:30 a.m. to 5:30 p.m., Monday through Friday. Some Saturday and evening service may be required.
3. Deployment of Vehicles – The Contractor shall deploy vehicles throughout the service area in the most efficient manner possible. Applicants may share transportation with ADA-certified riders. However, riders traveling under this component of service are not subject to transfers.
4. Eligibility – Pace is notified by the RTA when applicants are eligible for transportation to certification interviews. Contractors shall provide transportation service only to those RTA customers referred to the Contractor by Pace. Except as otherwise noted in this section, riders traveling to and from RTA certification locations are subject to the same rules and entitled to the same privileges as ADA certified riders.
5. Personal Care Attendants and Companions – The Contractor shall accommodate each applicant to travel with up to two accompanying persons. Additional accompanying persons shall be accommodated if space permits.
6. Fares – The Contractor shall not collect any fares from RTA clients or their companions.
7. Subscription Service – The Contractor shall not provide subscription service under this component.
8. Reservations – Pace will book trips for RTA certification riders to be transported to evaluation appointments during regular business hours. Pace will book the appointment time for arrival at the interview site. The Contractor shall schedule a pick-up time in the origin section of the trip booking screen that shall allow the rider to meet the required arrival time. For the return trip Pace will book the pick-up time. Contractors shall have trips scheduled by 11:00 p.m. the same day Pace books the trip into the Pace-provided scheduling and dispatch system. Requests for same-day service shall be accommodated only if the schedule will allow it.
9. Estimated Daily Service – Service under this Component is primarily provided through taxis but may be assigned to Contractors during the term of this Contract.

**Component III – Additional Service to Meetings and Hearings**

Periodically during the term of the Contract, Pace may require the Contractor to provide transportation service to and from meetings and public hearings, or to and from other events as specified by Pace. Depending on the location and the starting time of these meetings, the Contractor may be required to provide service to ADA-eligible riders, or other riders identified by Pace, beyond normal service area or hours, as directed by Pace. For such events, the Contractor shall provide the service authorized by Pace until the last rider is transported to his/her final destination after the meeting has concluded. Pace will inform the Contractor of the meeting schedule prior to each meeting, hearing or other event for which transportation will be required under this component.

**III. INTEGRATION AND COORDINATION OF SERVICE**

- A. **Integration of Service:** The Contractor shall make every attempt to integrate service provided for Components and shall make every effort to increase service efficiency and capacity through such integration of services.

Wherever possible, within the guidelines of this Contract, the Contractor shall schedule trip requests for the eligible component of service which will provide service in the most efficient, least expensive method, taking into account the cost to the rider.

The Contractor is responsible for the distribution of trips, for all service components, to the appropriate and cost-effective service provider for service delivery in compliance with all Pace guidelines and DOT ADA regulations.

- B. **Coordination of Service:** The Contractor shall coordinate service with Pace and other public transportation services where available. The service dispatcher shall be knowledgeable of other public transportation services available in the service area covered by this Contract.

The Contractor shall coordinate all transfer trips required for trips originating within the contracted service area. This includes but is not limited to communication with the connecting Contractor to accomplish the transfer in an efficient and safe manner. The Contractor shall document communication of transfers as required by Pace. If the Contractor will be late to pick-up or drop-off a rider for a vehicle-to-vehicle transfer and does not try to contact connecting provider or contract manager, liquidated damages may be imposed.

For efficient transfer to Pace and other public transportation services, Pace may designate transfer points. In the absence of designated transfer points, all transfers shall be made at points which give the safety and convenience of the rider a high priority.

It will be the responsibility of the eligible rider traveling into other service areas to contact the respective service providers to arrange a transfer between service areas. However, the RMMCC may assist eligible riders, when required, in coordinating such transfers. This may include contact with other Contractors to facilitate the transfer.

**IV. VEHICLES (This entire section has changed)**

Pace shall coordinate with all Contractors to provide a standard uniform fleet for ADA Paratransit services in the City of Chicago. Pace reserves the right to remove and exclude any vehicle from use in Pace service.

The Contractor is required to keep vehicle information current during the contract period and abide by all requirements of non-Pace vehicles as described in *Pace's Paratransit Manual for Private Providers Contracting Directly with Pace (Exhibit G)*.

All vehicles providing services under the terms of this Contract shall be licensed and meet the minimum vehicle requirements as mandated by Federal regulations, the State of Illinois Vehicle Code, and all applicable laws or regulations of governmental bodies having jurisdiction over the Contractor's operations.

Contractors are required to maintain a minimum 10% spare fleet ratio to assure Contractor operates at capacity required daily.

The proper vehicle credentials shall always be displayed as required.

All vehicles shall include Title VI and any other signage as required by DOT/FTA Regulations and provided by Pace.

The Contractor shall ensure each vehicle shall be equipped with an operating two-way radio or equivalent communicating device for voice communication with the Contractor's dispatcher.

Vehicles must be cleaned and wash at minimum as described in *Pace's Paratransit Manual for Private Providers Contracting Directly with Pace (Exhibit G)*. In addition, vehicles shall be equipped with seat belt covers and/or seat covers to maintain a neat and clean appearance, as needed. Pace reserves the right to inspect vehicles and remove any vehicle from Pace service which Pace representatives deem to be unsafe, mechanically unsound, dirty, in non-compliance with the terms of this Contract, or unacceptable to Pace.

The Contractor shall use all vehicles assigned for this Contract interchangeably, as needed, in the most efficient manner possible to satisfy the demand for all services covered by this Contract. The Contractor must oversee vehicle usage to ensure all vehicles are rotated into service regularly. Contractor-owned vehicles approved for Pace service shall only transport Pace riders. Non-Pace Vehicles

**A. Non-Pace Vehicles**

1. All Contractor-owned vehicles shall comply with vehicle requirements described herein and with *Attachment 6 Revenue Vehicle Requirements* of this *Exhibit I*.
2. All vehicles shall comply with all applicable ADA requirements to ensure equal access

- to persons with disabilities (DOT/FTA vehicle requirements are described in 49 CFR Part 37 and Part 38). DOT/FTA vehicle accessibility requirements may be obtained via the FTA website: [www.transit.dot.gov](http://www.transit.dot.gov).
3. The Contractor shall submit, and maintain current, a roster of vehicles, in compliance with the vehicle requirements herein, to be used in Pace service. This information is to be submitted in the format provided in *Attachment 7 Sample Fleet Information and submitted with* the Contractor's technical proposal.
  4. The Contractor shall ensure all vehicles providing services under this Contract meet or exceed the Federal Motor Vehicle Safety Standards (FMVSS), are equipped with properly functioning restraints/seat belts available for all riders transported, have working heaters and air conditioners, and are clean, safe and in proper operating condition. A vehicle in Pace service shall not exceed 200,000 original vehicle miles or be more than six (6) years old. Prior to the six (6) year maturity of a vehicle, the Contractor may request a waiver to extend the use of a vehicle. The waiver may be granted at the discretion of Pace. Pace reserves the right to approve or remove any vehicle in Pace service.
  5. Contractor-owned vehicles shall display the Pace logo and accessibility decals as required by Pace. All vehicles shall have their paint colors approved by Pace before being placed in service. **Decals, labels, graphics, and or advertisements not approved by Pace are prohibited.** All color schemes and/or displays in the interior or exterior of the vehicle shall be approved by Pace.
  6. The Contractor shall ensure Pace has access to company and/or owner-operated vehicles, used in Pace service, for inspection upon request.

#### **B. Pace-Owned Vehicles**

Pace-owned vehicles may be provided to the Contractor at the discretion of Pace to meet service demand. In reference to Pace vehicles, the Contractor agrees to comply with Pace policy and procedures as outlined in *Pace's Paratransit Manual for Private Providers Contracting Directly with Pace (Exhibit G)*. Pace vehicles shall be used exclusively for Pace service.

Pace-owned vehicles may be equipped with Pace owned fareboxes. The farebox vault keys are the responsibility of the Contractor. Pace is responsible for the farebox mounting keys. A mounting key shall be provided to the Contractor for the duration of the contract. The Contractor agrees to comply with Pace policy and procedures as outlined in *Pace's Paratransit Manual for Private Providers Contracting Directly with Pace (Exhibit G)*.

**V. RESERVATIONS, SCHEDULING, DISPATCHING, WINDOW DISPATCHING AND RELATIONSHIP OF CONTRACTOR TO CALL CENTER**

The Regional Mobility Management Call Center or RMMCC, shall take reservations for each service at the times and on the days specified for each component of service contained in *Section II. Detailed Description of Service of Exhibit I. Call-taking/Reservation functions include trip screening.*

The RMMCC shall ensure that reservation and dispatch functions are always staffed by adequately trained personnel and all scheduling, dispatching, facilitating, and call taking tasks are handled in a manner that meets or exceeds the terms of the Contract during all service and call-taking hours.

The RMMCC shall have sufficient staff on site and physically present in the call center to adequately carry out all duties during both standard operating circumstances and in the event of an emergency.

For this Contract, the Contractor shall notify Pace, in writing, prior to the start of the Contract, of the scheduled hours that each dispatcher and scheduler will work. The Contractor shall provide schedules to Pace, in order of staff position, indicating level and adequacy of training coverage being maintained. These staffing reports shall be submitted weekly or upon request. The Contractor shall keep Pace informed throughout the term of the Contract of changes in staff.

Natural disasters, power or other equipment failures, on the road emergencies or other service problems do not relieve the Contractor from the requirement to maintain sufficient staff in the office to meet the Contract terms.

All Contractors shall comply with Executive Order No. 13166, "Improving Access to Services for Persons with Limited English Proficiency," 42 U.S.C. §2000d, and with the provisions of U.S. Department of Transportation Notice, "DOT Guidance to Recipients on Special Language Services to Limited English Proficient (LEP) Beneficiaries," 70 Fed. Reg. 74087, December 14, 2005.

**A. Reservations and Scheduling Requirements – RMMCC**

1. Reservations: Reservations shall be made in accordance with the procedures set forth in the *Reservations* section of each component. The call taker shall follow the reservation script provided by Pace (included for reference in *Attachment 8 Pace Reservation Script*). Pace reserves the right to modify the script at any time.

The RMMCC shall provide sufficient, adequately trained personnel who are capable of taking rider calls to meet the standards required in its contract with Pace.

2. Reservation Information to Record: The call-taker shall record the information listed below for each trip request. Please note that riders may request a pick-up time or a drop-off time, but not both.
  - a. Name of rider
  - b. Name of person requesting trip for rider (if other than rider)
  - c. Component of service/funding source
  - d. Caller's ADA Paratransit ID Number, when appropriate
  - e. Trip origin address
  - f. Trip destination address
  - g. Desired pick-up time (if requested by rider)
  - h. Desired drop-off time/appointment time (if requested by rider)
  - i. Telephone number where caller can be reached at the trip origin and destination
  - j. If the rider chooses to receive an IVR call-back, a call-back phone number for the rider
  - k. Number of riders for trip requested (PCA, companion(s), children etc.)
  - l. Mobility device(s) (including those needed for companions and/or PCAs)
  - m. Space type(s) (including those needed for companions and/or PCAs)
  - n. Other required information for trip booking as instructed by Pace
  - o. Trip purpose (for information only) as specified by Pace for each component

The call-taker shall inform the rider of the negotiated pick-up time. The RMMCC shall not change the rider's negotiated pick-up time without contacting and negotiating a new time with the rider a day in advance of the date of service. If the rider does not agree to the new pick-up time the change cannot be made. If the rider agrees to a new pick-up time. The RMMCC is to code the original request as an Advance Cancel and book a new trip with the new pick-up time. Notification of the amended pick-up time shall be documented, recording the time of the call and identifying the RMMCC's staff member that contacted the rider. The original trip booking shall be canceled, and a new trip booking created with the amended negotiated pick-up.

The RMMCC shall be responsible for screening the conditional eligibility of rider trip requests. This function is termed *trip screening*. Pace reserves the right to modify these procedures.

3. Reservations for Transfer Trips: Reservation information for each leg of a trip request requiring a transfer shall be taken by the RMMCC who makes the reservation where the trip originates. The RMMCC shall coordinate all transfers required for trips originating within the contracted service area. This includes but is not limited to communication with the connecting Contractor to accomplish the transfer in an efficient and safe manner.
4. Cancellations: Any scheduled ride cancelled by the rider at least two (2) hours prior to the scheduled pick-up time. Rides which are cancelled by the Contractor for any reason shall be recorded. For the purposes of this Contract, cancellations shall be classified as follows:

- a. **Late Cancellations:** Any scheduled ride that is canceled by the rider less than two (2) hours prior to the scheduled pickup.
  - b. **Advance Cancellations:** Any Scheduled ride that was cancelled the day before the pickup.
  - c. **Same Day Cancellations:** Any ride that was canceled on the same day that the trip was scheduled two (2) or more hours prior to the scheduled pickup time.
5. **Same-Day Requests:** The RMMCC shall allow same day trip requests only when the schedule allows changes to be made. For a same-day trip request to be accommodated, the request shall be made by the rider with enough notice so that the RMMCC can book the trip without any interruptions or negative impacts on service. If the same day trip request can be accommodated, and is a modification of a previously booked trip, the original trip shall be canceled, and the new trip booked.
6. **Trip Status:** The RMMCC shall provide an estimated time of arrival (ETA) and or status or information on trips as requested by the riders.
7. **Trip Denials:** Trip Denials shall be defined as follows:
- a. **Eligibility Denial:** Any ride request that cannot be accommodated within the guidelines of this Contract. This includes the following:
    - i. The rider is not eligible for the service under any of the components of this Contract
    - ii. The request is outside the service area of the Contract
    - iii. The requested trip time is outside of service hours for the relevant component
    - iv. The trip is not an eligible trip
  - b. **Adversarial Denial:** A trip offered by the RMMCC that is within one useable hour of the trip request which is declined by the rider.
  - c. **Capacity Denial:** The rider requests a trip which the RMMCC declines to book and does not offer a new time to the eligible rider within one useable hour.

For ADA Paratransit service, capacity denials are not allowed and violate the DOT ADA regulations. ADA Capacity denials shall be reported to Pace by the Call Center Contractor within one (1) working day. For more information, refer to the FTA website at [www.transit.dot.gov](http://www.transit.dot.gov). The RMMCC shall accommodate trip requests as required by the DOT ADA regulations. Pace may provide assistance in extenuating circumstances should the Contractor be unable to fulfill this requirement.

The RMMCC shall record all trip denials of any type using the Pace provided scheduling software. If a capacity denial violation occurs, the Call Center Contractor shall notify Pace within one business day.



**B. Scheduling/Routing Dispatching and Window Dispatching Requirements – Contractor**

1. Scheduling/Routing: The Contractor is responsible for finalizing the schedules and routing for all the specific services provided under this Contract according to guidelines established for each service Component herein and Pace guidelines. The Pace provided scheduling and dispatching software shall be used as the tool for scheduling trip requests. If there is a failure of the scheduling and dispatch system, the Contractor shall schedule and dispatch using manual processes. It is the Contractor's responsibility to ensure appropriate scheduling is achieved taking into account travel time, geographic area, traffic patterns, appointment times, requested pick-up times, requested travel plan and other factors that may affect the timely delivery of service.

The Contractor is responsible for scheduling/routing and providing all trips assigned daily as part of the final trip distribution process. An assigned trip not provided by the Contractor may be coded as a Missed Trip Not Transported (NM). This includes trips reassigned to an alternate Contractor due to poor performance by the assigned Contractor.

The Contractor shall provide sufficient, adequately trained personnel who are capable of schedule optimization and dispatching during hours of operation described and at all times service is on the street. Scheduling/routing optimization includes using system scheduling and routing features including batching to reduce deadhead, dwell time, slack time, and all processes for fine tuning runs to maximize on-time performance and productivity and minimize travel time. The Contractor shall have sufficient staff on site and physically present in dispatch to adequately carry out these duties during both standard operating circumstances and in case of emergencies.

2. Dispatching: The County Contractor shall be responsible for the communication of trip information to designated transportation vehicles and monitoring for proper service delivery. This also includes eligible rider assistance with trip status, modifications or cancellations. Eligible rider assistance with trip status, modification or cancellations shall be assumed by the RMMCC (see **Section A, Item 6. Trip Status** of this section).
3. Window Dispatching: The Contractor shall direct the movement of vehicles through a dispatch center where in-service vehicles are based, and pull-outs and pull-ins can be monitored in person. On-the-road vehicles are to be directed from the dispatch center where real-time adjustments to vehicle assignment and runs can be made on-the-fly in response to weather conditions, vehicle breakdowns, traffic conditions, or any other circumstances that might impact schedule performance.

The Contractor shall assign drivers their runs, vehicles, keys and all other tools and documents required to perform their duties. Drivers shall be checked for Pace in-service status, valid driver's license, proper DOT identification, uniform and that their appearance meets Pace dress standards before being given their keys.

4. Dispatch Monitoring Subscription Trips: The Contractor shall monitor Subscription Trips and report patterns of no shows or cancel at the door to the RMMCC and Pace staff. A pattern is defined as five consecutive pick-up attempts for which a rider is no showed or cancels at the door. Dispatch shall document the no shows or cancel at the door using the Trapeze tracker note feature.
5. Deviation from Scheduled Pick-Up Time: The dispatcher may **not** notify the rider of a delay in service. The dispatcher may request the RMMCC to contact the rider of the delay in service and the estimated time of arrival. If the rider requests a new pick-up time, the RMMCC is to code the original request as a Missed Trip Not Transported (NM) and book a new trip with the new scheduled pick-up time (unless otherwise advised by Pace staff). The RMMCC shall document the time of the call and identify the RMMCC staff that contacted the rider. Scheduled rider pick-up times are never to be changed. The original trip information shall be maintained in the system. Tracker notes are required to document all pertinent information.

### C. Relationship of Contractor to RMMCC

The functions listed herein describe the relationship between the Contractor and the RMMCC.

1. Overview of Call Center/Mobility Management Functions: Reservations and other Mobility Management functions will be provided by the RMMCC. The RMMCC shall be responsible for reservations, scheduling and the comprehensive facilitation and management of rider trips. Facilitation includes dispatching, monitoring, and oversight for compliance with Pace guidelines, coordinating transfers for seamless service when transfers are part of the rider itinerary, and assisting riders to accomplish eligible travel plans as requested.

The Contractor shall communicate and cooperate with the RMMCC to achieve efficient service delivery to Pace eligible riders. If there is a failure of the scheduling and dispatch system, the Contractor shall schedule and dispatch using manual processes. In case of a failure of the scheduling and dispatch system, the Contractor and the RMMCC shall communicate via phone, two-way radio or by other means.

2. Reservations and Scheduling: The RMMCC shall be responsible for reservations and scheduling defined in *Section V, Item A Reservations and Scheduling Requirements*. The RMMCC shall inform the eligible rider of the approximate pick-up time.

The RMMCC will be responsible for scheduling trip requests for all of the specific services provided under the Components of this Contract according to guidelines established for each service and Pace guidelines. The Pace provided scheduling and dispatching software shall be used as the tool for scheduling trip requests. Trips are scheduled and confirmed with the rider at the time of the reservation request by the RMMCC. It shall be the RMMCC's responsibility to ensure appropriate scheduling is

achieved, taking into account travel time, geographic area, traffic patterns, appointment times, requested pick-up times, requested travel plan and other factors that may affect the timely delivery of service.

The RMMCC shall work with each service provider to optimize a master schedule of runs (sometimes called a run schedule or run structure) for each day of the week. The run schedules shall specify the start and end times of each dedicated vehicle run for each contracted service provider, along with the capacity and characteristics of the vehicle. As non-dedicated vehicles (NDVs) are added to the service mix, NDV runs may also be established. The run schedules shall be developed in consultation with Pace and the service provider with final approval by Pace. The run schedules shall be based on the actual mix of vehicles operated by each service provider and shall observe any parameters established in the contracts between Pace and service providers, such as any service area limitations, vehicle revenue hour ranges for specific service providers, limitations to specific trip types (e.g., subscription trips), etc. It will be the responsibility of the service providers to hire and schedule drivers to operate service.

Within these limitations, the RMMCC shall, in coordination with the service providers, establish run schedules that permit the most productive possible scheduling of trips while maintaining service quality standards taking into account typical demand patterns and productivity at each time of day. As NDVs are added to the service mix, the run schedules shall take advantage of the availability of NDVs.

The run schedule for each service provider should include some contingency runs that can be opened as needed to serve unusually heavy demand. Run schedules shall be reviewed and revised at least twice a year or as directed by Pace.

The RMMCC shall be responsible for monitoring the automated batching job, when applicable and the final daily trip distribution. for the City of Chicago services. All trips are to be assigned to all service providers no later than 20:00 daily. This schedule is subject to change as needed to achieve efficient scheduling of services. The Contractor shall provide Pace with revenue hours, trips and productivity pre- and post-service daily.

The RMMCC may review and assist the Contractor to optimize schedules for the next service day using the tools available in Trapeze. The Contractor shall also make adjustments to the run schedule for the next service day, including modification of start and end times or deletion of unneeded runs.

The Contractor is responsible for scheduling/routing and providing all trips assigned daily as part of the final trip distribution process. An assigned trip not provided by the Contractor may be coded as a Missed Trip Not Transported (NM). This includes trips reassigned to an alternate Contractor due to poor performance by the assigned Contractor.

The RMMCC shall communicate with the Contractor to coordinate service between connecting service providers to accomplish transfers in an efficient and safe manner.

The Contractor is responsible for optimizing their run structure post scheduling, as defined in *Section V, Item B. Scheduling/Routing, Dispatching and Window Dispatching Requirements*. This includes using the tools in the routing and scheduling software to identify slack time and or gaps in service and adjust runs accordingly.

The Contractor shall **not** change the eligible rider's scheduled pick-up time without notifying the RMMCC. Notification of the amended pick-up time shall be documented recording the time of the call and identifying the Contractor's staff that contacted the RMMCC. The RMMCC shall receive permission from the eligible rider to change the scheduled pick up time for trips in advance of the day of service. The original trip booked shall be cancelled by the RMMCC and a new trip booked with the amended negotiated pick up time. Detailed tracker notes are required for amended bookings.

3. Trip Denials: The RMMCC is responsible for recording trip denials in accordance with Pace policies and procedures. All trip denials shall be recorded by the RMMCC according to Pace guidelines in effect and submitted to Pace on a form supplied by Pace. A separate "Trip Denial" list shall be maintained for each service component. The information required shall include, but not be limited to, trip request date, time request call was received, rider's name, requested trip date, trip origin, trip destination, requested pick-up time, requested return pick-up time, alternate times offered to the rider by the RMMCC, reason for the trip denial, and other information relevant to the trip request.
4. Deviation from Scheduled Pick-Up Time: On the day of service, the Contractor may contact the RMMCC if a deviation of more than fifteen (15) minutes from the scheduled pick-up time will occur. The Contractor shall notify the RMMCC of the delay and the estimated pick-up time. The RMMCC shall document that the call was made recording the time of the call and identifying the RMMCC's staff that contacted the eligible rider. The dispatcher may not notify the rider of a delay in service. The dispatcher may request the RMMCC to contact the rider of the delay in service and the estimated time of arrival. If the rider requests a new pick-up time, the RMMCC is to code the original request as a Missed Trip Not Transported (NM) and book a new trip with the new scheduled pick-up time (unless otherwise advised by Pace staff). The RMMCC shall document the time of the call and identify the RMMCC staff that contacted the rider. Scheduled rider pick-up times are never to be changed. The original trip information shall be maintained in the system. Tracker notes are required to document all pertinent information.
5. No-Shows/Cancel at the Door: The Contractor shall document the attempt to contact the eligible rider. The driver must request an authorization from Contractor's dispatch for a no show or cancel at the door. The dispatcher shall enter the appropriate code for a No Show (NS) or Cancel at the Door (CD). The Contractor shall record the time of the call, the customer phone number called and who was contacted to confirm the

- eligible rider was canceling, and that the vehicle was at the correct location. The location shall be confirmed via Automatic Vehicle Location (AVL) The Contractor shall document all information regarding the No Show/Cancel at the Door in the Trapeze Tracker feature. The Contractor shall contact the RMMCC to authorize the no show or cancel at the door. The RMMCC is responsible for confirming the proper cancellation code was used and the No Show/Cancel at the door procedure was followed.
6. Cancellations: The RMMCC is responsible for recording all advance, same-day and late rider cancellations.
  7. Same-Day Requests: A same-day request or a requested change of an existing reservation is not always possible and will only be allowed if the Contractor's schedule can accommodate the request. In addition, the RMMCC is responsible for same-day requests or reservation changes in accordance with Pace policies and procedures. Reservation changes by the RMMCC must be approved by the eligible rider. Changes that are not confirmed by the eligible rider are not considered eligible trip changes.
  8. Service Capacity: The Contractor shall be responsible for maintaining the capacity that is necessary to meet the daily service demand. The Contractor shall provide guaranteed services for trips submitted by the RMMCC.
  9. Dispatching: The Contractor is responsible for dispatching and managing the service on the street in real time as described in *Section V, Item B Scheduling/Routing, Dispatching and Window Dispatching Requirements*.
  10. Service Performance: The Contractor is responsible for monitoring their service performance. This includes evaluating their performance measures (e.g., productivity, dwell time, on board time and on time performance) perpetually during the day of service. In addition, the Contractor is responsible for evaluating potential outcomes prior to the day of service and reviewing final outcomes of performance measures post day of service. The Contractor is responsible for adjusting the runs or addressing operating issues as they occur to achieve the performance measure goals and adhere to the Pace Contract requirements. **The Contractor shall provide detailed procedures as required in *Exhibit B*.**
  11. Data Reconciliation: The Contractor shall reconcile trip information in the Pace provided scheduling and dispatching software for each run provided, on a daily basis, as described in *Exhibit I. Section VII. Standards/Requirements, Item H. Trip Data Reconciliation*.

**VI. TRIP DELIVERY PROCEDURE****A. Pick-Ups**

When the vehicle arrives at a pick-up location, the driver shall sound the horn to inform the rider of the vehicle's arrival and record the vehicle's arrival time. The pick-up window is zero (0) to twenty (20) minutes after the scheduled pick-up time. The driver is required to wait five (5) minutes past the scheduled pick-up time or five (5) minutes past the vehicle time of arrival, whichever is later, for the rider to board the vehicle. When the rider boards, the driver shall communicate with the dispatcher, indicating that the pick-up has been made. The driver shall then record the items listed below:

1. Actual arrival and departure time
2. Actual fare or fare media collected from the rider
3. Whether a transfer was issued
4. Other information as may be required by Pace

**B. No Shows/Cancel at the Door**

If the rider does not appear at the arrival of the vehicle, the driver shall request instructions from the dispatcher. Dispatchers shall make every attempt to contact the rider to notify the passenger that the vehicle has arrived for the scheduled pick-up. The Contractor shall document the attempt to contact the eligible rider. The dispatcher shall enter the appropriate code for a No Show (NS) or Cancel at the Door (CD). The Contractor shall record the time of the call, the customer phone number called and who was contacted to confirm the eligible rider was canceling trip, the RMMCC facilitator authorizing the no show/cancel at the door, and that the vehicle was at the correct location. The location is may be identified shall be confirmed via Automatic Vehicle Location (AVL). The Contractor shall document all information regarding the No Show/Cancel at the Door in the Trapeze Tracker feature. The Contractor shall contact the RMMCC to authorize the no show or cancel at the door. The dispatcher may direct the driver to continue to the next scheduled pick-up, providing all the conditions listed below are met:

1. Every possible attempt has been made to notify the rider that the vehicle is waiting.
2. The vehicle has waited no less than five (5) minutes after the scheduled pick-up time or arrival time of the vehicle, whichever is later.
3. The schedule does not permit additional waiting time for the vehicle.
4. The dispatcher shall document the attempt to contact the rider and document who they made contact with, the time of the call, and the dispatchers name. If the Contractor is not successful in making contact, they shall record other details such as answering machine messages heard to verify the attempt.

**C. Recording No Shows**

For the purposes of this Contract a no-show will be recorded, when all of the following conditions occur:

1. The rider has a scheduled paratransit trip.
2. The driver arrives at the scheduled pick-up point no later than twenty (20) minutes after the scheduled pick-up time.
3. The driver waits at least five (5) full minutes beyond the scheduled pick-up time or five (5) full minutes beyond the time the vehicle arrives, whichever is later, and the rider fails to approach the vehicle. When scheduling a trip, visually impaired riders can request to be notified when the vehicle approaches.

**D. Recording Missed Trips Not Transported**

For the purposes of this Contract a missed trip not transported will be recorded, when all of the following conditions occur:

1. The rider has a scheduled paratransit trip.
2. The driver arrives at the scheduled pick-up point more than thirty-five (35) minutes after the scheduled pick-up time.
3. The driver waits at least five (5) full minutes beyond the time the vehicle arrives, and the rider fails to approach the vehicle. When scheduling a trip, visually impaired riders can request to be notified when the vehicle approaches.
4. Record the trip as a “Missed Trip Not Transported” in the system.

**E. Drop-offs**

Upon arrival at the destination, the driver shall communicate with the dispatcher that the drop-off has been made. The driver shall then record the following:

1. Actual drop-off time.
2. Other information as required by Pace.

**F. Cancellations**

Any scheduled ride canceled by the rider at least two (2) hours prior to the scheduled pick-up time. Rides that are canceled by the Contractor for any reason, shall be recorded. For the purposes of this Contract cancellations shall be classified as follows:

1. Cancel at Door: Any scheduled ride that is canceled at the pickup location by the rider or guardian of the rider, after the vehicle arrives on location.
2. Site Closure Cancel: Any scheduled ride that was canceled due to emergency circumstances or closure at the pickup location.

**G. Trip Changes Through Dispatch Center**

Destination changes are not permitted while on board the vehicle or at the time of pick-up unless authorized by the dispatcher. When warranted by the dispatcher a destination change to a scheduled trip may be accommodated in accordance with Pace policy and procedures.

Original booked trip is to be canceled with the appropriate cancellation code and a new trip is to be booked with the new trip request. Drivers are not permitted to make any unscheduled changes to a trip.

Riders requesting to exit a vehicle at a safe location prior to reaching their destination may be allowed to exit before completing their trip if the requested stop does not require any deviation from the scheduled route and the driver receives approval from dispatch. Vehicles may not deviate their routing to accommodate requests to alight prior to the scheduled destination.



**VII. STANDARDS/REQUIREMENTS****A. Rider Travel Time**

While the dispatcher shall attempt to schedule a series of pick-ups so as to load the vehicle to the highest capacity and operate at the highest possible productivity, the dispatcher shall also attempt to minimize a rider's ride time to ensure that it is not excessive.

**Standard:** Rider travel time shall be comparable to or less than the travel time for the same trip on fixed-route buses, including walk time and all bus transfers associated with the trip. The Contractor shall use the *RTA Trip Planner* at [www.rtachicago.org](http://www.rtachicago.org) to determine if their travel times are equal to or less than the fixed-route travel time. This standard shall not apply when verifiable circumstances exist beyond the Contractor's control, such as inclement weather, unusually heavy traffic, etc.

**Requirement:** Contractor shall comply with FTA requirements regarding rider travel time. For trips provided where the rider travel time exceeds comparable travel time for fixed-route service, the Contractor shall provide a written explanation for the additional travel time, upon Pace request.

**B. On-Time Performance for Pick-up Time**

**Definition:** Picking up a rider on-time shall be defined as making the pick-up within twenty (20) minutes after the scheduled time.

**Requirement:** The Contractor shall be expected to achieve on-time performance equaling or exceeding 95% of the pick-ups within twenty (20) minutes of the scheduled pick-up time. On-time performance shall be calculated using data collected through Pace-supplied scheduling software and submitted by the Contractor. **On-time performance is calculated by dividing the number of on-time trips for eligible riders by the total number of trips provided. Personal Care Attendants and Companions are not included in on-time performance calculations.**

**C. On-Time Performance for Appointment Time**

**Definition:** Dropping off a rider on-time for their appointment shall be defined as dropping the rider off at their destination within zero (0) to thirty (30) minutes before the recorded appointment time.

**Requirement:** The Contractor shall be expected to achieve on-time performance equaling or exceeding 90% of the drop-off appointment times. On-

time performance shall be determined based on data submitted through Pace owned software described in *Section VII. Standards/Requirements, Item K Computerized Scheduling and Dispatch System.*

#### D. Trip

**Definition:** A trip shall be defined as transporting an eligible rider from the scheduled origin to destination. Travel from an origin to a destination is one trip.

**Requirement:** A trip occurs when the Contractor picks up and drops off an eligible rider at their scheduled origin and destination. A non-eligible rider transported with other eligible riders such as PCAs and companions do not count towards performed trips. For example, when a Pace eligible rider is transported from origin to destination with a companion this will be counted as a single trip.

#### E. Missed Trip

**Definition:** A missed trip shall be defined as follows:

1. A scheduled trip for which the Contractor does not make the pick-up for any reason other than rider cancellation or rider no-show. Unless a cancellation is first requested by the rider, rides cancelled by the Contractor shall be considered a missed trip.

OR

2. A scheduled trip for which the pick-up is made more than sixty (60) minutes late from the scheduled pick up time.

OR

3. A scheduled trip for which the Contractor arrives at the pick-up location more than (15) minutes past the twenty (20) minute window (i.e., thirty-five (35) minutes after the scheduled pick-up time) and does not transport the rider. This situation would be a “missed trip not transported.”

**Requirement:** The Contractor shall report to Pace each missed trip by submitting a *Provider Missed Trip Report* generated through the Pace-provided scheduling and dispatching describing all details of the missed trip, including an explanation for the missed trip, the date and time of the missed trip, the rider whose pick-up was missed, the origin and destination of the missed trip, and the communication with the rider,

shall be recorded in the Pace provided scheduling software. The Contractor shall submit such report via email as soon as possible, but no later than twenty-four (24) hours after each occurrence. (See *Attachment 9* for a copy of a *Sample Missed Trip Report* to be submitted by the Contractor.)

#### F. Unauthorized Service

**Definition:** Unauthorized Service to Ineligible Riders - Service provided to an ineligible rider is defined as a trip provided to a rider who is not eligible for the component of service under which his or her ride is provided.

Unauthorized Service to Ineligible Location - An unauthorized location is defined as a location outside of the service boundaries that are in effect at the time of the trip.

**Standard:** The Contractor shall not provide unauthorized service. The Contractor shall not be reimbursed for service provided to unauthorized riders, or to unauthorized locations.

Prior Pace Authorization - Periodically during the term of the Contract Pace may require the Contractor to provide service to riders who are not considered eligible under the components of this Contract. The Contractor shall not provide service to such persons without prior approval from Pace.

#### G. Vehicle Maintenance

**Standard:** The Contractor shall provide their own maintenance facility and maintenance staff. The Contractor shall perform preventive maintenance inspections and general routine repairs in-house. Pace recognizes that it may be necessary for the Contractor to use outside vendors to perform some maintenance functions such as engine, transmission, or differential replacements.

**Requirement:** The Contractor shall follow Pace guidelines and schedules for all vehicle maintenance as outlined in *Pace's Paratransit Manual for Private Providers Contracting Directly with Pace (Exhibit G)*. The Contractor shall ensure that all vehicles providing services under this Contract meet or exceed the Federal Motor Vehicle Safety Standards, are equipped with properly functioning seat belts available for all riders transported, have working heating and air conditioning, are clean, and are safe and in proper operating condition.

Pace reserves the right to remove any vehicle from Pace service at any time.

#### **H. Trip Data Reconciliation**

***Standard:***

The Contractor shall reconcile trip information in the Pace provided scheduling and dispatching software for each run provided, on a daily basis. The Contractor is responsible for capturing all data required by Pace. When data cannot be entered in real-time through the MDTs/Tablets or the Pace provided scheduling and dispatch software due to equipment or other failure, the Contractor shall have processes to manually record all data. The Contractor shall enter data required into the scheduling and dispatch software. The Contractor's monthly reimbursement may be withheld until such time as information on incomplete logs is resolved to Pace's satisfaction. Reconciliation shall include:

1. Driver's name
2. Date
3. Vehicle number
4. Time the driver leaves the terminal
5. Time of arrival at all pick-up locations
6. Time of each departure from all pick-up locations
7. Time of arrival for all drop-offs
8. Time of departure after all drop-offs
9. Time of arrival back at the terminal
10. Odometer reading leaving the terminal
11. Odometer reading at first pick-up
12. Odometer reading at the driver's last drop-off
13. Odometer reading on arrival at the terminal
14. Other information as required by Pace

***Requirement:***

Trip data reconciliation shall be complete and accurate and submitted on-time daily.

Pace will assist the Contractor in developing procedures and forms or, if the Contractor already has procedures and forms in place that will provide the desired information, Pace may accept those procedures and forms. This information may be produced using Pace's scheduling and dispatch computerized system, however the Contractor is responsible for providing this information. Manual procedures are required to maintain information and services as a failsafe in the event the operation of the computerized system is interrupted.

**I. Personnel*****Standard:***

The Contractor shall, at a minimum, employ sufficient, trained personnel to meet the terms and guidelines of this Contract. Prior to the effective date of the Contract, the Contractor shall submit to Pace in writing, the names of the individuals who will have management, supervision, safety, and training responsibilities. The key management, administrative and operating personnel proposed for this service shall be the people who will actually perform the duties associated with their respective positions. No substitution of key personnel shall be allowed without prior written approval from Pace. Resumes shall be submitted for the people proposed, and Pace may require interviews of the candidates.

The Contractor may choose to subcontract the provision of some portion of service delivery to a subcontractor. If so, the Contractor shall comply with all provisions of ***Section X. Provisions for Subcontracting***. In addition, the Contractor shall submit to Pace in writing, the names of the individuals employed by all subcontractors who will have management, supervision, safety, and training responsibilities. The key subcontractor administrative and/or operating personnel proposed for this service must be the people who will actually perform the duties associated with their respective positions. No substitution of personnel shall be allowed without prior written approval from Pace. Resumes shall be submitted for the people proposed, and Pace may require interviews of the subcontractors' and/or their key employees. ***Please see Attachment 10 of this Exhibit I for additional requirements regarding Key Minimum Staff Qualifications.***

Pace shall deduct cost of staff positions accordingly for management and maintenance staff positions proposed that are vacant for more than 60 days and for the General Manager/Project Manager position vacant for more than 90 days.

***Requirement:***

Provide sufficient staff to meet Contract requirements and ensure that they are sufficiently trained to perform their duties. In addition, The Contractor shall:

1. Submit documentation of the ongoing training provided for Contractor and or subcontractor employees during the previous month with each monthly billing for service.
2. Receive approval for all key Contractor and or subcontractor personnel before they are put in Pace service.
3. Submit a staffing plan monthly to show how each required position is being filled.

4. Shall comply with all requirements as described in *Pace's Paratransit Manual for Private Providers Contracting Directly with Pace (Exhibit G)*.

## **J. Telephone Systems and Peripheral Equipment and Services**

### Telephones – .

The Contractor shall maintain adequate phone equipment capacity and staffing to insure an efficient and expedient response time to the RMMCC and for outgoing calls to passengers when required.

The phone system shall accommodate a specified line to expedite access for the purpose of communicating with the RMMCC for canceling trips, obtaining estimated time of arrival (ETA) calls or other coordination functions via a single phone system. The phone system shall have the capabilities to expand as service demand dictates and as Pace requires for service design.

In addition, the Contractor must maintain two-way voice communication via a compatible direct connect services with the RMMCC. Direct connect communication must be adequate to meet the service demand.

The Contractor shall also maintain separate administrative phone lines for conducting business calls and other calls not related to passenger services. This number(s) need not be toll free.

The Contractor may be required to assign phone numbers to Pace or its Agent.

Hearing and Speech Impaired Callers – The Contractor shall ensure that the communication and language needs of all callers are addressed. This applies to people who have vision impairments, hard of hearing or deaf individuals. **Contractors are not required to provide a TTY line for deaf or hard of hearing individuals; communication will be made through the free 711 State Relay System.**

1. Limited English Proficiency –The Contractor shall provide its plans for meeting the needs of non-English speaking riders, including maintaining compliance with Federal guidelines for responsibilities to assist persons with Limited English Proficiency (LEP). The recipient cannot be charged for translator or interpreter services. The recipient (rider) cannot be charged for a translator or interpreter services.
2. Voice Logging/Call Recording System – The Contractor shall be responsible for the purchase, installation, connection and maintenance of a voice logging telephone conversation recording device to the Contractor's telephone system. The system shall record telephone conversations for both dispatchers and call takers in compliance with the appropriate laws governing this activity which may include caller notification and audible tones during the call. The Contractor must regularly review laws and process

to ensure continuous compliance. It is not Pace's intent to monitor or record Contractor administrative telephone lines or conversations. To avoid recording calls related to conducting company business, the Contractor must separate the handling of administrative and eligible rider calls by installing a separate phone system or structuring the installed phone system to separate these calls. If the Contractor installs any phone equipment which is intended to handle both eligible rider calls via the toll-free number and company business calls, Pace shall require the Contractor to permit recording of calls handled by this equipment regardless of call purpose.

The purpose of the system is to provide a tool by which Pace and the Contractor shall monitor the quality of service provided by reservation and dispatch staff, as well as to provide documentation for complaint and conflict resolution. The Contractor shall insure the recordings are secure, in compliance with HIPPA standards, with controlled electronic access through VPN or equivalent security levels and are digitally archived for a minimum of three (3) months. The Contractor shall maintain sufficient trained personnel to listen to and review calls as required by Pace. Pace shall be provided a secure electronic access to the stored files for access at any time. The access process, including logins, shall be consistent with Contractor voice recording systems at other locations under Pace contracts. Pace's remote access shall be accomplished securely over the internet and shall not require special software. The Contractor will train their personnel on the use of the system and shall provide Pace with similar training on access to necessary voice files. The Contractor shall monitor and maintain the system and report to Pace any problems that arise. The Contractor shall notify Pace to report any change to the Contractor's telephone system including relocation of phones.

#### **K. Computerized Scheduling and Dispatch System**

Pace services are networked through the region. Trapeze software is employed to manage transportation services. This includes the use of Trapeze compatible mobile data computers/terminals (MDC/MDT/Tablet).

1. Trapeze PASS Computerized Scheduling and Dispatch System – The Contractor should be aware that the Trapeze system should not be considered a replacement for Contractor's scheduler, or Contractor knowledge of the service guidelines, service areas, and riders. While Pace staff shall endeavor to create and maintain whatever features are necessary to operate the service, the Contractor will remain responsible for the day to day knowledge of the service area to assist riders whenever needed and/or whenever the automated system cannot supply the necessary information. All Contractor personnel whose responsibilities include the functions of scheduling and/or dispatching of service under this Contract, as well as the management of Contractor staff performing these functions, shall be required to have sufficient knowledge of service guidelines and Trapeze/MDT/Tablet software use to perform their assigned functions and schedule/dispatch trips in the absence of regular staff assigned to these duties.

The Contractor shall provide all training of the Contractor's personnel in the use of the system. The Contractor to maintain sufficient trained personnel to operate the system once installed. Additionally, the Contractor shall have at least one person on-site who will serve as the system supervisor, with the ability to train and support other Contractor personnel in the use of the system.

The hardware and software assigned to this project for the scheduling and dispatching of vehicles under this Contract is the property of Pace or Trapeze Software Group, Inc., who has granted the usage of this product through proper contractual arrangement. Contractor shall use this hardware and software only for the scheduling and dispatch of service under this Contract. All terms and conditions regarding the Contractor's responsibility for Pace-issued equipment as stated in *Exhibit J Equipment* shall apply to the equipment issued to the Contractor for the scheduling and dispatching system. Pace will pay for the maintenance and upkeep of the hardware and software.

The Contractor shall have the capability to manually schedule and dispatch trips, and collect service data, in the event of a failure of the Pace provided computer system. **The Contractor shall provide detailed procedures as required in *Exhibit B*.**

2. Mobile Communication Required for Service Implementation – The Contractor shall install, at the Contractor's expense, Trapeze Ranger 4.4 or later MDC hardware and software or Android Tablet hardware with Trapeze DriverMate software in Pace-owned vehicles assigned to the Contractor to provide service under this Contract. Contractor equipment must be compatible to communicate with and operate within the Pace Trapeze and MDC or Tablet networks in operation at the start of the Contract. The Contractor' equipment shall be, at minimum, 4G cellular and IPv6 compatible. In order to ensure compatibility with Pace's Private Network IP environment, the contractor shall contact Pace Operations Support to confirm the Destination Address which is internally programmed in MDCs before purchase or configured in the DriverMate software for Tablet hardware. The software, hardware, and Verizon data communication shall successfully interface with the current version of Pace's Trapeze software.

Verizon is the current Pace wireless communication provider. The wireless communication provider may change during the life to this contract at Pace's discretion. The Contractor shall adhere to the transition plan and timeline to be implemented by Pace if migrating from Verizon to a new wireless communication provider.

**Specifically, the MDC equipment supplied by the Contractor shall be:**

The Trapeze Ranger 4.4 or later All-In-One unit or the newest version of the Trapeze Ranger which is compatible with existing Pace system hardware and software. Each Ranger 4.4 or later version MDC shall include the following:



1. The Ranger Mobility software license and the most recent version of the Ranger Mobility software application required to operate the Ranger4 that will run in the Pace environment;
2. Navigation software which permits drivers to utilize Trapeze geocoded addresses for on the road navigation assistance;
3. GPS Odometer option or other odometer connection to the vehicle which provides accurate calculation of miles traveled by the vehicle in which the Ranger is installed;
4. XGate software license and the required XGate software installed;
5. XMM software license and the most recent version of any XMM software required installed on the Ranger;
6. Wireless modem which communicates with the Verizon Wireless network.

Note: Pace uses Verizon Wireless for communication between the Ranger and the Trapeze System. Ranger communication via Verizon Wireless service is a requirement for this Contract. The wireless communication provider may change during the life to this contract at Pace's discretion. The Contractor shall adhere to the transition plan and timeline to be implemented by Pace if migrating from Verizon to a new wireless communication provider.

The Contractor shall have an arrangement with Trapeze or a third party for ongoing service of the Ranger hardware after the Trapeze supplied new unit warranty period expires. This service arrangement shall provide reasonable turnaround on units submitted for repair by the Contractor. The Contractor is responsible for maintaining a sufficient number of Ranger 4.4 or later units to permit continuous MDC service in all vehicles on the street, regardless of the number of units that are off-site for repair. This includes spare requirements for fleet expansion. Accurate quantification of MDC installed will be required of the Contractor and provided to Pace.

**Specifically, the Tablet hardware for mobile communication supplied by the Contractor, at a minimum, shall have:**

1. Processor type must be ARM
2. Minimum API / OS of 4.4.2
3. Large clear screen (7 inches or greater)
4. Verizon cellular modem
5. Integrated speakers and microphone
6. GPS with at minimum updates every two (2) years
7. WiFi
8. Bluetooth
9. Camera (Front, Rear or Both) is optional

The Tablet hardware equipment supplied by the Contractor shall be compatible with the Trapeze hardware recommendations above.

If utilizing tablets, cellular communication costs will be the responsibility of the Contractor either directly or indirectly through cost allocation from Pace. Accurate quantification of tablets installed will be required of the Contractor and provided to Pace.

Tablet internet access is provided through Pace's Private Network IP environment. Contractor tablets shall be used for Pace's scheduling activity only. Pace reserved the right to dictate usage and site access and Pace requires EndPoint-type security to be installed on individual tablets at the carrier's expense. Pace reserves the right to revoke tablet use upon violation of these parameters including fines for costs associated with unauthorized internet use.

The Contractor's MDT/Tablet install and start-up plans, including timelines, shall be approved by Pace and subject to Pace's cellular communications and system preparation and configuration plans.

**The Contractor shall be responsible for the following:**

1. Installation of the required wiring, cabling and optional antenna (if not installed by Pace) to operate the Ranger in Pace-owned vehicles.
2. Maintenance of the vehicle wiring, cabling, and optional antenna, if failure of the wiring, cabling, or antenna occurs. The Contractor shall be responsible for payment for the repair of damage to any wiring, cabling, or optional antenna caused by Contractor personnel. Pace shall determine whether the required repairs are due to failure of the installation or damage by Contractor personnel.
3. The Contractor shall maintain a paid annual software maintenance contract with Trapeze which provides ongoing software support for all Ranger MDCs or DriveMate Tablet licenses and software under this Contract.
4. Contractor shall notify Pace of any in-bus hardware or SIM changes/relocations by emailing at [ParaOpsSupport@pacebus.com](mailto:ParaOpsSupport@pacebus.com). Pace system reconfigurations may be necessary.
5. The Contractor shall implement a current mapping system at the start of the contract. The Contractor shall maintain an updated mapping system for mobile data computers or tablets to provide accurate GPS information to drivers. This includes updating system maps at minimum every two (2) years.

**Pace shall be responsible for the following:**

1. Pace shall be responsible for providing Verizon static IP addresses to cover all Rangers or Tablet hardware which will be operating in daily service and all spare vehicles assigned to the Contractor. IP addresses required for future expansion of the fleet size over the term of the Contract will be provided by Pace when additional MDCs/Tablets are placed in service.
2. Pace's responsibility extends to initial setup and configuration of the block of Verizon IP addresses assigned to the Contractor by Verizon. Pace will accomplish the initial setup and configuration of the Rangers or Tablets with Verizon and in

- the Pace system, and will ensure that sufficient, configured IP's are available prior to the start and throughout the term of the Contract.
3. Transition to tablet technology, if approved by Pace, may require review and changes to IP ownership as stated in this section.
  4. Pace is responsible for maintenance of a central server system that interfaces with the Trapeze Ranger equipment.
  5. Pace is responsible for the Trapeze PASS MON licenses sufficient to cover the number of Ranger 4 MDCs or Tablets required to operate service under the Contract.
  6. Pace is responsible for the communication between the Pace servers and the Verizon Wireless system.
  7. Pace is responsible for all central system Trapeze components not specifically covered under this Contract.
  8. Verizon is the current Pace wireless communication provider. The wireless communication provider may change during the life to this contract at Pace's discretion. The Contractor shall adhere to the transition plan and timeline to be implemented by Pace if migrating from Verizon to a new wireless communication provider.

All Contractor personnel whose responsibilities include the functions of scheduling and/or dispatching of service under this Contract, as well as the management of Contractor staff performing these functions, shall be required to have sufficient knowledge of service guidelines and Trapeze/MDC or Tablet software use to perform their assigned functions and schedule/dispatch trips in the absence of regular staff assigned to these duties.

#### **L. Video Surveillance System**

Pace will require the Contractor to purchase and install surveillance cameras, computer equipment, and software in vehicles used in Pace service. A comprehensive on-board surveillance system is required with off-board data collection and maintenance for managing incidents and operations. The system shall include, but not be limited to, the following features:

1. Cameras with video resolution of at minimum 1920x1080 is required for event investigation
2. Continuous recording, inconspicuous manual activation, and event-based camera activation including the ability to retain continuous recording access for a period of no less than thirty (30) days up to sixty (60) days
3. Camera system data, including date/time, location, speed, door status, alarm sensor, event sensor information, etc.
4. Off-board data management
5. Industry standard encryption for evidence audit and anti-tamper protection
6. Maintenance and status reporting of the system and cameras

The Contractor shall provide Pace a copy of its policies and procedures for using video surveillance data to address safety issues identified, including driver training and retraining.

**M. Minimum Driver/Operator Standards**

Driver/Operators shall have a valid Commercial Driver License (CDL), in order to operate a vehicle requiring a CDL. The CDL shall be a minimum class "C" license with a passenger (P) endorsement. It is the Contractor's responsibility to determine that the operator's license is valid, and of the correct classification. It is the Contractor's responsibility to assure that a vehicle requiring a CDL is assigned to an Operator with the proper CDL license and endorsements. The Contractor shall follow all driver/operator standards outlined in *Pace's Paratransit Manual for Private Providers Contracting Directly with Pace (Exhibit G)*.

**N. Driver Training**

The Contractor shall provide Pace with evidence that all drivers have completed the training program offered by the Contractor as proposed in the Contractor's Proposal. Prior to being placed on the road for service under this Contract, all drivers shall demonstrate sufficient knowledge of the area in which they will drive to prevent service delays due to getting lost. This training should be documented on the Driver Training Checklist found in *Pace's Paratransit Manual for Private Providers Contracting Directly with Pace (Exhibit G)*. The Contractor will receive information regarding the Pace program.

Prior to being placed on the road for service under this Contract, all drivers shall demonstrate sufficient knowledge of the area in which they will drive to prevent service delays due to getting lost. Drivers shall also be trained in the use of MDTs/Tablet and demonstrate the ability to use them before being put into service by the Contractor. For each driver regularly assigned to any component of service, the Contractor shall be able to document to Pace, upon request, that the driver possesses sufficient geographical knowledge of the area, service guidelines, and the ability to use on-board MDTs/Tablet.

**O. Voice Communication**

The Contractor shall provide two-way voice communications between the dispatcher and driver that can be expected to ensure immediate and continual contact between the dispatcher and any vehicle in service. Voice communication is to be used only when mobile communication is not available or sufficient.

Two-way radio communication shall be on a dedicated channel. The Contractor shall implement procedures to minimize or eliminate the broadcasting of radio communication in the vehicle.

**P. Rider Complaints**

The Contractor shall respond to Pace on all complaints. A summary of the procedures for handling complaints follows:

1. Customers that wish to file a complaint shall be referred to Pace Customer Relations at (800) 606-1282, option #2.
2. The Contractor shall not respond to eligible rider service complaints. However, the Contractor shall address real-time service issues for eligible riders.
3. The Contractor shall provide a complaint response within three (3) business days after receiving a complaint from Pace. An extension beyond three (3) business days are at the discretion of Pace's Quality Assurance Manager.
4. Pace may require immediate responses for complaints that are serious in nature

**Q. Vehicle Dispatching**

It shall be the responsibility of the dispatcher to know the location of each vehicle in service at all times. The Contractor shall receive data reported by drivers via MDTs/Tablets. The Contractor is responsible for receiving and recording all data required in ***Section VII. Standards/Requirements, Item H. Trip Data Reconciliation***. Data shall be recorded by the Contractor in real-time as it is reported to dispatch from the drivers via MDTs/Tablets. In addition, the driver shall notify the dispatcher of any situation which will make him arrive at a pick-up or drop-off point after the scheduled time, breaks, lunches, break-downs, accidents or any situation out of the ordinary. If there is a failure in MDT/Tablet communication, the Contractor shall receive all required data from the drivers via two-way voice communication.

**R. On-the-Road Service Monitoring**

The Contractor shall perform random on the road monitoring of drivers. Observations of drivers shall include both on-board monitoring and physical observation, unknown to the driver. Observations are to determine compliance with Contract guidelines, proper procedures, and that safe driving principles are being followed. Observations shall include but not be limited to:

1. On-time performance for rider pick-ups and appointments as defined in this Contract.
2. Knowledge of the geographical area and street system. This includes the ability to minimize rider travel time by using the most direct route to the specified destination.
3. Rider assistance when appropriate.
4. Completeness and accuracy of required driver record keeping, including use of MDTs/Tablet if installed.
5. Personal appearance of the driver.
6. Appearance of the interior of the vehicle with respect to bus equipment maintenance and cleanliness.
7. Use of wheelchair securement devices and rider restraints.
8. Driver compliance with Pace procedures.

## 9. Following defensive and safe driving principles.

The Contractor shall provide road supervisors for special events and other meetings or hearings as required by Pace to ensure rider pick-ups and drop-offs are provided in a safe and efficient manner. Special events requiring Contractor supervisors and the number of supervisors required for events will be determined by Pace. Special event pick-up and drop-off locations shall be coordinated by Pace with other municipal authorities as required.

The Contractor shall submit a plan for on the road monitoring with the proposal for this Contract and be able to demonstrate the plan is being followed. If during the term of this Contract the plan is changed, a new plan shall be submitted to Pace for approval. Documentation of on-the-road service monitoring shall be submitted with the Contractors monthly billing to Pace.

**S. Emergency Procedures**

In addition to those outlined in *Pace's Paratransit Manual for Private Providers Contracting Directly with Pace (Exhibit G)* the Contractor shall provide Pace with a written outline of the company's emergency procedures prior to the start of the contract. Procedures provided to Pace by the Contractor shall include detailed processes for each action in case of natural disasters, strike, power failures or telephone failures, and other unanticipated disruptions of service that may be beyond the Contractors control. The Contractor is responsible for implementing and maintaining an alternate power source (e.g. generator) in the event of a power outage. The written Emergency Procedure shall name specific personnel responsible for emergency actions and for implementing these procedures during service operation. A copy of the emergency procedures shall be posted in the Contractor's dispatch and driver areas.

**T. Vehicle Storage and Maintenance Facility**

The Contractor shall provide Pace with a detailed plan for storage, maintenance, and window dispatching of vehicles. Any change to the storage, maintenance and window dispatching of vehicles shall be submitted to Pace for review and approval.

**U. Uniforms**

Drivers shall display a neat and clean appearance at all times and be attired in a *Pace-approved* uniform. Uniform colors and type shall be approved by Pace prior to use in Pace service. The Contractor shall provide drivers with an armband containing the company name and driver number. Pace will provide driver numbers. This armband shall be visible on drivers at all times. The armband is required on the exterior of any outer garment for easy identification at all times. No denim slacks, collarless shirt, gym shoes, sandals or toeless shoes are allowed at any time. Shirts shall be tucked in at all times except for maternity shirts and worn by pregnant drivers.

**V. Fuel Provision Policy** (This entire section has changed)

As part of this Contract, Pace will provide fuel to the Contractor for Pace services. The following provisions apply:

1. Pace agrees to supply the fuel for the Components listed in this *Exhibit I*. Fuel will be provided by fuel cards provided by Pace to be used at designated facilities in the region or by fueling on site at the Contractor facility. Fueling on site is preferred.
2. If using fuel cards, the Contractor shall be responsible for the security of fuel cards to avoid misuse and for the reconciliation of fuel purchased. The Contractor shall provide Pace detailed procedures for the security of fuel cards, the distribution and reconciliation of fuel used.
3. If the Contractor is fueling on site, they shall have a minimum two 2,500-gallon fuel tank at their facility. The tank shall meet requirements of the local municipal code. All fuel supplied by Pace will be delivered in loads of 5,000 gallons at no cost to the Contractor.
4. Contractor shall comply with all Federal, State, and local environmental laws, rules and regulations regarding the use, storage, and dispensing of diesel fuel. In the event of any kind of a leak or spill as a result of a defective fuel tank used for storing diesel fuel for this service, or as a result of any other action by the Contractor, the Contractor shall be responsible for the clean-up and removal of all contaminated soil in compliance with all applicable laws, rules and regulations.
5. Contractor agrees to follow Pace Fuel Delivery Acceptance procedures.
6. In accordance with this policy, Contractor shall supply miles per gallon data per vehicle on a monthly basis or as determined by Pace.
7. Contractor shall indemnify and hold Pace harmless for all actions, claims, or costs arising out of the use of the fuel by the Contractor or the violation by the Contractor of any applicable laws, rules or regulations.
8. Contractor understands that the fuel provided by Pace pursuant to this policy is exempt from the Illinois Motor Fuel Tax, so long as the fuel is used in public transportation service.

**VIII. LIQUIDATED DAMAGES FOR NON-COMPLIANCE WITH PERFORMANCE STANDARDS**

Pace requires the Contractor to meet or exceed the Performance Standards specified in this Contract.

Pace may waive liquidated damages for Contractor failure to meet the contract service standards and requirements if Pace determines extenuating circumstances beyond the control of the Contractor exist and Pace determined the Contractor made a good faith effort to meet the contract service standards and requirements. Pace may consider waiving liquidated damages in full or in part for each required standard, for which a liquidated damage is assessed, on a case-by-case basis.

The following liquidated damages shall apply for non-compliance:

**A. Liquidated Damages for On-Time Performance**

**Late Pick-ups:** On a monthly basis, liquidated damages shall be assessed at 40% of the contractor hourly rate for the balance of trips below the On-Time Performance standard (see *VII. Standard/Requirements B. On Time Performance for Pick-up Time*).

For example: 100 trips are performed. According to the 95% Standard, 95 of the 100 trips are required to be on time. The monthly OTP was 90%, or 90 of the 100 trips were on time. Therefore, 5 trips failed to meet the 95% on-time standard and will be used to assess LDs. With an hourly rate of \$50.00, the LD would be \$100 (5 x \$50.00 x .40).

**B. Liquidated Damages for Missed Trips**

For each reported missed trip as defined in *Section VII. Standards/Requirements, Item E Missed Trips, Definition 1 and 2 (does not include Definition 3)* the value of two (2) times the Contractor's hourly rate or twice the trip rate shall be deducted from the Contractor's monthly reimbursement. For any missed trip **not** reported the value of four (4) times the Contractor's hourly rate or four (4) times the trip rate shall be deducted from the Contractor's monthly reimbursement.

**C. Liquidated Damages for Failure to Communicate Transfers**

For each instance where the Contractor fails to communicate with the connecting Contractor to accomplish a transfer as required in *Section III, Integration and Coordination of Service*, 100% of the value of one revenue hour will be deducted from the Contractor's monthly reimbursement.



**D. Liquidated Damages for Unauthorized Service**

The revenue hour(s) billed as a result of providing the trip will be deducted from the Contractor's reimbursement.

Or

If the specific hours required to provide the trip cannot be identified, liquidated damages of two-times (2X) the hourly rate will be assessed for each unauthorized trip performed.

**E. Liquidated Damages for Failure to Coordinate Dispatch Procedures**

For any monthly reporting period, failure to consistently adhere to dispatch procedures as listed in *Section V., Item B. Scheduling/Routing, Dispatching and Window Dispatching Requirements – Contractor* and *Item C. Relationship of Contractor to RMMCC*, and perform all required data entry accurately and completely as required by Pace may result in liquidated damages assessed in the amount of \$500.00 per month.

**F. Liquidated Damages for Vehicle Maintenance**

Pace may impose liquidated damages in the amount of \$150.00 per day, or \$0.33 per mile, whichever is greater, for each day or mile beyond the Pace-required preventive maintenance schedule the vehicle is in operation.

If Pace requires a vehicle to be repaired and the repair is not made as required by Pace according to the schedule, Pace may impose liquidated damages in the amount of \$1,000.00 monthly and/or \$100.00 per vehicle per day, for each day beyond the schedule or for which the required repair has not been performed. This liquidated damage may not be levied if, in the opinion of Pace, the Contractor is making a good faith effort to respond in a timely manner and/or there are extenuating circumstances.

For other maintenance not performed to the standards required in *Pace's Paratransit Manual for Private Providers Contracting Directly with Pace (Exhibit G)*, Pace reserves the right to have the maintenance performed and charge the Contractor for all costs incurred. The Contractor shall receive seven (7) days written notice of Pace's intention to take such action.

**G. Liquidated Damages for Reporting Requirements**

The liquidated damages listed below may be imposed if the Contractor exhibits a pattern of neglect with regard to submittal of reports and information as required by this Contract. It is not the intent of Pace to levy these liquidated damages for minor oversights on the part of the Contractor or failure to meet Pace guidelines due to extenuating circumstances. The intent of these liquidated damages is to ensure that accurate and timely reporting occurs.

1. General Monthly Reporting – Pace may impose liquidated damages in the amount of \$500.00 per month if the Contractor exhibits a pattern of failure to comply with Pace’s reporting requirements by submitting inaccurate or incomplete reports.
2. Responses to Complaints – Pace may impose liquidated damages in the amount of \$500.00 and/or \$50.00 per complaint (to be determined by Pace staff) per month if the Contractor fails to comply with Pace’s guidelines concerning responses to complaints or by submitting inaccurate or incomplete reports. **Multiple liquidated damages may be assessed on a complaint until it comes into compliance with Pace requirements.** This liquidated damage may not be levied if, in the opinion of Pace, the Contractor is making a good faith effort to respond in a timely manner and/or there are extenuating circumstances.
3. Accident Reporting – Pace may impose liquidated damages in the amount of \$500.00 per incident if the Contractor exhibits a pattern of failure to comply with Pace guidelines on accident reporting and handling.
4. Denial Reporting – Pace may impose liquidated damages in the amount of \$500.00 per month if the Contractor exhibits a pattern of failure to record and report denials.

**H. Liquidated Damages for Failure to Comply with Pace Policy, Procedures, Standards/Requirements**

**Pace’s Policy and Procedure including Standard/Requirements as Described within Exhibit I Scope of Work** – Pace may impose liquidated damages in the amount of \$100.00 to \$500.00 per incident, dependent on the severity of the incident, if the Contractor exhibits a pattern of failure to comply with Pace policies and procedures described in this *Exhibit I*.

**Pace Policies and Procedures as Described within Exhibit G Pace’s Paratransit Manual for Private Providers Contracting Directly with Pace** – Pace may impose liquidated damages in the amount of \$100.00 to \$500.00 per incident, dependent on the severity of the incident, if the Contractor exhibits a pattern of failure to comply with Pace policies and procedures described in *Exhibit G*.

**IX. DATA AND REPORTING****A. General**

The Contractor shall provide reports as requested by Pace. Pace reserves the right to withhold payment to the Contractor subject to receipt of all required monthly reports, including responses to rider complaints. Reports the Contractor shall provide include, but not be limited to the following:

1. Daily
  - a. Accident/Incident Reports (see *Exhibit G*).
  - b. Telephone Report: Sequencer Reports are required as defined in *Section VII. Standards/Requirements, J. Telephone Systems and Peripheral Equipment and Services* under Electronic Answering Device. **This report is not required for Service Providers.**
  - c. Missed Trip Reports: Contractors shall submit Missed Trip Reports as defined in *Section VII. Standards/Requirements, E. Missed Trip*.
2. Weekly
  - a. Transfer Reports: Contractors shall report the transfer of vehicles that are Pace owned when they are returned by the Contractor to Pace or re-assigned from one Contractor to another.
  - b. Customer No Pay Reports: Contractors shall provide trip information for riders who over the course of a week did not pay the correct fare.
  - c. Contractor Staffing Schedules: Contractors shall provide Pace with a schedule of all management, supervisors, dispatchers and reservationists by Friday prior to the start of a new week.
  - d. Saturday and Sunday On-time Performance: Contractors shall report their On-time performance via email to Pace on weekends.
  - e. Productivity Report: Contractors shall submit their pre- and post-productivity weekly.
3. Monthly
  - a. Monthly Vehicle Reports (see *Exhibit G*).
  - b. Report of IDOT Inspection Change: Contractors shall report to Pace all IDOT inspections for vehicles in Pace service monthly.
  - c. Operating Data Sheet (see *Exhibit G*).
  - d. NTD R-20 Form Revenue Vehicle System Failure: Contractors shall report vehicle breakdowns per NTD requirements.
  - e. NTD R-30 Form Energy Consumption Summary: Contractors shall report vehicle fuel consumption per NTD requirements.
4. Quarterly

Quarterly Verification Reports: Contractors shall verify that Contractor employee information reported to Pace is current and that there are no employees working for the Contractor that have not been reported to Pace.

5. Annually

- a. Peak Fleet Vehicle Usage Survey: The Contractor shall report to Pace vehicles that were in service on the highest service day of the year.
- b. MIS Drug and Alcohol Report: The Contractor shall submit all DOT Drug and Alcohol tests and results for the calendar year.
- c. NTD Revenue Vehicle Inventory (see *Exhibit G*).

**B. Monthly Invoice and Service Report**

All monthly data shall be submitted by the Contractor with the monthly invoice. Data to be collected on a daily basis for the monthly Pace summary include, but are not limited to, the following. Pace may require the Contractor to collect and report some or all of the following data separately by component as required for reporting and billing purposes.

1. Number of one-way rider trips and attendants by weekday service and weekend service
2. Total weekday days of service
3. Total weekend days of service
4. Total weekday vehicle hours of service
5. Total weekend vehicle hours of service
6. Total cost to provide the service based on the contracted rates
7. Imputed and collected fares
8. Net cost to provide service (total cost less imputed fares)
9. Trip requests that are denied, by denial category
10. Documentation of the Contractor's on-the-road monitoring work during the month and a summary of the results of the on the road monitoring done
11. Summary of the Contractors on-the-road observations made for the month
12. Documentation providing the number of employees trained and retrained during the month
13. Agendas and rosters from each Safety and Training meeting
14. Monthly video surveillance system data and reports

The Contractor shall provide all required monthly data, along with a billing statement, which shall be delivered to Pace within five (5) days of the end of the month for which the billing is being submitted. Pace will work with the Contractor to develop a monthly summary report prior to the start of the Contract which includes the desired information and data. Data required in this report may change at any time during the Contract term at the discretion of Pace.

At Pace's request, the Contractor shall be prepared to provide Pace, each Tuesday, with service data by component for the previous week (Monday through Sunday). The information shall include, but not be limited to, the following:

1. Number of one-way rider trips
2. Total hours of vehicle service
3. Copies of the trip tickets and/or log sheets, whichever is applicable

### C. Vehicle Revenue Hours

Vehicle revenue hours as used in this Contract shall mean an hour that an individual vehicle is operated by the Contractor in connection with this Contract in the service of transporting riders, going to or coming from a rider delivery or pick-up, providing service as described in this Contract, or otherwise available for service as authorized by Pace, provided that any time taken for driver's breaks, lunches, other personal business or other "out of service" activities is excluded.

**No deadhead time shall be paid under this Contract. Hours incurred traveling to and from the terminal are not reimbursable,** except as authorized in the Component detailed description or as specified under *Section IX. Data and Reporting, D. Additional Payment for Non-Revenue Hours* below.

A vehicle shall **not** be considered in revenue service under this Contract until the first pick-up of the day is made or the vehicle is available for service to meet documented demand. Also, once a vehicle has made the last scheduled drop-off on its scheduled shift of service, and the Contractor does not plan to keep the vehicle available for service to meet a documented demand, the vehicle shall be considered out of service under this Contract. Documented demand for this Contract shall mean a scheduled ride that is picked-up or a no-show or late cancellation.

Vehicle revenue hours shall not include time taken or assessed for lunch, which shall be calculated by deducting the time taken between the last drop-off before lunch and the first pick-up after lunch. This time shall be clearly identified on the driver log sheets. If there is no deduction for meals on a route of 7.5 hours or more, and there is not a deduction for time during which a meal may have been taken, Pace may designate free time in the route as meal time.

Vehicle revenue hours shall not include the following other "out of service" activities:

1. Travel time to and from the garage or other facilities for fueling, vehicle maintenance, etc.
2. Breakdowns or accidents, except that the disabled vehicle shall be considered "in revenue service" until all riders have been transferred to a relief vehicle, at which time the relief vehicle shall be considered "in revenue service". In the event of a breakdown or accident when there are no riders on board, the disabled vehicle shall be considered "out of service" at the time the breakdown or accident occurs.

3. Elapsed time from the last drop-off to the next pick-up in excess of 90 minutes, unless an explanation for the elapsed time is submitted to Pace by the Contractor with the Monthly Report Package and it is found to be reasonable by Pace. For the purposes of determining elapsed time in excess of 90 minutes, no shows and late cancels may be considered to be a reasonable explanation for such an occurrence.

The Contractor shall deploy vehicles in the most efficient manner possible and to deploy vehicles to meet documented demand. Where necessary, the Contractor shall be prepared to employ split shifts to meet demand during peak service times and maintain a high level of efficiency throughout the remainder of the day.

**D. Additional Payment for Non-Revenue Hours**

For Component-IV III, Pace may at times require the Contractor to provide service beyond the regular parameters of this Contract. For these special trips, Pace staff shall provide the Contractor with the trip schedule as soon as the information is available.

The calculation of vehicle revenue hours for these trips shall include deadhead travel time to and from the pick-up and drop-off of these trips, and approved staging time. Staging times shall be determined and approved by Pace prior to the event or trip. Deadhead shall be calculated from the location the bus was last used (i.e., Component drop-off), or the garage, whichever is less, and the location to the next Component pickup, or the garage, whichever is less.

**E. Data Collection**

Driver log sheets or other trip data collection tools shall be kept in each vehicle or be available to drivers at all times and are to be used each time there is a software or MDT/Tablet failure. The Contractor shall have a procedure in place to collect service data in the event of such a failure. All data shall be provided to Pace upon request. The Contractor shall not be reimbursed for revenue hours that are not reported. This procedure shall collect all data in real-time and shall capture all information specified below for each run to verify that the service was provided.

1. Date
2. Vehicle number
3. Driver's name
4. Rider names and I.D. numbers
5. Complete pick-up addresses
6. Complete drop-off addresses
7. Requested pick-up time
8. Requested drop-off time
9. Number of PCAs/Attendants
10. Fare amount to be collected
11. Actual fare amount collected

12. Indicate if rider cancels or is a no-show
13. Time the driver leaves the terminal
14. Time of arrival at all pick-up locations
15. Time of each departure from all pick-up locations
16. Time of arrival for all drop-offs
17. Time of departure after all drop-offs
18. Time of arrival back at the terminal
19. Odometer reading leaving the terminal
20. Odometer reading at first pick-up
21. Odometer reading at the driver's last drop-off
22. Odometer reading on arrival at the terminal
23. Other information as required by Pace

**F. Scheduling and Dispatching**

The Contractor shall be responsible for reconciling all required data in Pace's scheduling and dispatch system daily. The Contractor is responsible for all Contractor staff errors. The Contractor shall have the capability to manually schedule and dispatch trips, and collect service data, in the event there is a failure of the Pace-provided computer system.

**G. Trip Denial Request Reports**

The Contractor shall submit a complete report showing each ride request turned down for the month, and returned to Pace with the other materials, for the month for which Pace is being billed. If for any reason, there should ever be a Capacity Denial in violation of federal regulations, Pace staff shall be notified immediately.

**H. Contractor Employee Standards**

The Contractor shall follow all requirements of *Pace's Paratransit Manual for Private Providers Contracting Directly with Pace (Exhibit G)* regarding Personnel Standards.

**X. PROVISIONS FOR SUBCONTRACTING**

- A. The Contractor shall identify any and all major subcontractor(s) proposed to be utilized in the provision of Pace Paratransit Services prior to award of the underlying contract. A major subcontractor is a subcontractor providing a significant part of the Scope of Work of the underlying Contract. The Contractor shall not subcontract the direct operations of the call center/dispatch functions of the service. The call center/dispatch staff in Pace services shall be employed by the Contractor.
- B. The Contractor shall provide documentation to Pace of compliance with all applicable federal, state, and local regulations and statutes and Pace standards and requirements, as described in the underlying Contract, for any and all subcontractor(s) proposed to provide Pace Paratransit Services.
- C. The Contractor shall not substitute proposed subcontractor(s) without prior written approval from Pace. The Contractor shall notify Pace in advance of any modifications to a major subcontractor(s) agreement or Contract.
- D. The Contractor agrees to include the clause below in each subcontract to be used for the underlying Contract. It is further agreed that the clause shall not be modified, except to identify the subcontractor who will be subject to its provisions:

***It is understood between the parties that Pace is not a party to this Agreement and is not subject to the obligations of the Parties in this Agreement.***

- E. The Contractor shall provide documentation to support the indemnification clauses in the underlying Contract.
- F. The Contractor shall provide Pace the following documentation for each major subcontract(s):
  - 1. Identification of the proposed subcontractor.
  - 2. A copy of the major subcontractor(s) agreement or Contract including the full detailed description of the services to be subcontracted that will be used in performance of the Contract.
  - 3. Identification of the type of subcontract to be used.
  - 4. The proposed subcontract pricing.
  - 5. The Contractor shall give Pace immediate written notice of any action or suit filed and prompt notice of any claim made against the Contractor by any subcontractor or vendor that, in the opinion of the Contractor, may result in litigation related in any way to this Contract.

- G. The Contractor shall insert the following clauses in major subcontracts:

- 1. Contractor Code of Business Ethics and Conduct (Apr 2010) (Pub. L. 110-252, Title VI, Chapter 1 (41 U.S.C. 251 note)), if the subcontract exceeds \$5,000,000



and has a performance period of more than 120 days. In altering this clause to identify the appropriate parties, all disclosures of violation of the civil False Claims Act or of Federal criminal law shall be directed to the agency Office of the Inspector General, with a copy to the Contracting Officer.

2. Whistleblower Protections Under the American Recovery and Reinvestment Act of 2009 (Jun 2010) (Section 1553 of Pub. L. 111-5), if the subcontract is funded under the Recovery Act.
3. Utilization of Small Business Concerns (Dec 2010) (15 U.S.C. 637(d)(2) and (3)), if the subcontract offers further subcontracting opportunities. If the subcontract (except subcontracts to small business concerns) exceeds \$650,000 (\$1.5 million for construction of any public facility), the subcontractor shall include 52.219-8 in lower tier subcontracts that offer subcontracting opportunities.
4. Equal Opportunity (Mar 2007) (E.O. 11246).
5. Equal Opportunity for Veterans (Sep 2010) (38 U.S.C. 4212(a)).
6. Affirmative Action for Workers with Disabilities (Oct 2010) (29 U.S.C. 793).
7. Notification of Employee Rights Under the National Labor Relations Act (Dec 2010) (E.O. 13496).
8. Drug and Alcohol Testing 49 U.S.C. §533149 CFR Parts 653 and 654 The Contractor agrees to establish and implement a drug and alcohol testing program that complies with 49 CFR Parts 653 and 654, produce any documentation necessary to establish its compliance with Parts 653 and 654, and permit any authorized representative of the United States Department of Transportation or its operating administrations, the State Oversight Agency of Illinois and or Pace to inspect the facilities and records associated with the implementation of the drug and alcohol testing program as required under 49 CFR Parts 653 and 654 and review the testing process. The Contractor agrees further to certify annually its compliance with Parts 653 and 654 and to submit the Management Information System (MIS) reports. To certify compliance the Contractor shall use the "Substance Abuse Certifications" in the "Annual List of Certifications and Assurances for Federal Transit Administration Grants and Cooperative Agreements," which is published annually in the Federal Register.
9. Any other clause as required in *Exhibit D*.

**XI. PERIOD OF PERFORMANCE**

The contract period will be seven (7) years, with one (1) three-year option. This Contract shall be effective as of the date executed by Pace. Service provided under this Contract shall commence on April 1, 2020 and terminate after the last scheduled revenue vehicle hour on March 31, 2027. In the event that the three-year Pace option is exercised, the services provided under this contract shall terminate after the last scheduled revenue vehicle hour on March 31, 2030. The three-year option may be added at Pace's sole discretion.

# ATTACHMENTS

**CITY OF CHICAGO PARATRANSIT SERVICES**  
**ATTACHMENT 1: DEDICATED PARATRANSIT SERVICE HISTORICAL DATA\***

<b>2017</b>	<b>2018</b>
Percentage of Ambulatory Trips 88%	Percentage of Ambulatory Trips 88%
Percentage of Subscription Trips 19%	Percentage of Subscription Trips 18%
Average Weekday Ridership 8,420	Average Weekday Ridership 8,036
Average Saturday Ridership 3,660	Average Saturday Ridership 3,943
Average Sunday Ridership 4,963	Average Sunday Ridership 4,788
Average Revenue Miles per Trip 10.03	Average Revenue Miles per Trip 9.85
Average Direct Miles per Trip 7.30	Average Direct Miles per Trip 7.21

\*Does not include taxi information

CITY OF CHICAGO PARATRANSIT SERVICES  
ATTACHMENT 2: TRIP & RIDERSHIP INFORMATION

(UPDATED TABLE)  
City of Chicago  
Summary Updated Information: 2017

2017 Monthly Total by Day of Week	Trips	Non Ambulatory Trips	% of Non Ambulatory trips to total trips	Subscription Trips	% of subscription trips to total trips	Revenue Miles	Service Miles	Revenue Hours	Productivity	No Shows	Transfer Trips	On time Performance	Missed Trips	Average Ridership
Saturday	15,285	1,898	12%	672	4.40%	187,914	217,577	12,637.92	1.21	969				3,821
Sunday	27,149	2,930	11%	139	0.51%	298,571	345,362	19,437.38	1.40	1,717				4,525
Weekday	171,855	21,287	12%	42,257	24.59%	1,722,001	1,992,074	124,265.72	1.38	9,946				8,184
January Total	214,289	26,115	12%	43,068	20.10%	2,208,486	2,555,013	156,341.02	1.37	12,632	5,885	93%	1,276	
Saturday	17,237	2,280	13%	660	3.83%	207,228	239,237	13,632.10	1.21	1,125				4,309
Sunday	21,418	2,378	11%	113	0.53%	226,749	261,198	14,623.50	1.42	1,229				5,355
Weekday	185,190	22,755	12%	46,705	25.22%	1,837,014	2,121,301	120,136.40	1.40	10,046				9,260
February Total	223,845	27,413	12%	47,478	21.21%	2,270,991	2,621,736	148,392.00	1.39	12,400	5,952	93%	1,211	
Saturday	16,010	2,063	13%	669	4.18%	193,077	224,659	13,335.13	1.20	1,002				4,003
Sunday	20,906	2,317	11%	120	0.57%	217,589	246,566	14,433.25	1.45	1,260				5,227
Weekday	194,325	23,969	12%	47,432	24.41%	1,889,473	2,240,234	139,223.42	1.40	10,442				8,449
March Total	231,241	28,349	12%	48,221	20.85%	2,300,139	2,711,459	166,991.80	1.38	12,704	6,800	92%	1,822	
Saturday	20,159	2,623	13%	816	4.05%	233,709	267,575	16,162.32	1.25	1,207				4,032
Sunday	26,054	2,959	11%	152	0.58%	267,343	300,640	17,845.99	1.46	1,658				5,211
Weekday	170,069	21,293	13%	40,457	23.79%	1,659,877	1,914,711	120,997.17	1.41	8,709				8,503
April Total	216,282	26,875	12%	41,425	19.15%	2,160,929	2,482,926	155,005.48	1.40	11,574	6,381	92%	1,651	
Saturday	15,887	1,967	12%	636	4.00%	186,815	213,282	12,605.87	1.26	963				3,972
Sunday	23,150	2,769	12%	106	0.46%	251,735	286,475	16,464.14	1.41	1,456				4,630
Weekday	186,466	22,569	12%	44,801	24.03%	1,816,170	2,100,404	134,188.71	1.39	9,180				8,476
May Total	225,503	27,305	12%	45,543	20.20%	2,254,720	2,600,161	163,258.72	1.38	11,599	6,760	91%	2,022	
Saturday	16,114	2,168	13%	593	3.68%	190,096	218,596	13,052.53	1.23	1,089				4,029
Sunday	21,099	2,433	12%	110	0.52%	214,294	240,711	14,262.79	1.48	1,244				5,275
Weekday	181,909	22,145	12%	42,411	23.31%	1,801,559	2,086,974	133,267.94	1.36	9,618				8,269
June Total	219,122	26,746	12%	43,114	19.68%	2,205,948	2,546,281	160,583.26	1.36	11,951	6,690	91%	1,934	

Summary Updated Information: 2017 – cont'd

2017 Monthly Total by Day of Week	Trips	Non Ambulatory Trips	% of Non Ambulatory trips to total	Subscription Trips	% of subscription trips to total	Revenue Miles	Service Miles	Revenue Hours	Productivity	No Shows	Transfer Trips	On time Performance	Missed Trips	Average Ridership
Saturday	19,522	2,599	13%	724	3.71%	232,733	266,317	15,965.18	1.22	1,408				3,904
Sunday	28,581	3,384	12%	161	0.56%	306,086	346,801	19,919.01	1.43	1,689				4,764
Weekday	164,420	20,130	12%	37,859	23.03%	1,638,839	1,896,668	118,414.09	1.39	9,436				8,221
<b>July Total</b>	<b>212,523</b>	<b>26,113</b>	<b>12%</b>	<b>38,744</b>	<b>18.23%</b>	<b>2,177,658</b>	<b>2,509,786</b>	<b>154,298.28</b>	<b>1.38</b>	<b>12,533</b>	<b>6,742</b>	<b>91%</b>	<b>1,712</b>	
Saturday	15,982	2,169	14%	569	3.56%	191,613	217,061	12,861.85	1.24	1,138				3,996
Sunday	20,643	2,445	12%	132	0.64%	213,633	238,885	13,887.60	1.49	1,155				5,161
Weekday	189,650	23,572	12%	43,028	22.69%	1,889,588	2,175,574	135,017.32	1.40	10,447				8,246
<b>August Total</b>	<b>226,275</b>	<b>28,186</b>	<b>12%</b>	<b>43,729</b>	<b>19.33%</b>	<b>2,294,834</b>	<b>2,631,520</b>	<b>161,766.76</b>	<b>1.40</b>	<b>12,740</b>	<b>7,511</b>	<b>91%</b>	<b>1,792</b>	
Saturday	20,124	2,563	13%	714	3.55%	236,934	267,171	15,893.27	1.27	1,278				4,025
Sunday	23,620	2,693	11%	127	0.54%	251,545	282,932	16,248.41	1.45	1,431				4,724
Weekday	171,002	20,905	12%	38,706	22.63%	1,672,975	1,915,522	120,918.49	1.41	9,553				8,550
<b>September Total</b>	<b>214,746</b>	<b>26,161</b>	<b>12%</b>	<b>39,547</b>	<b>18.42%</b>	<b>2,161,453</b>	<b>2,465,625</b>	<b>153,060.17</b>	<b>1.40</b>	<b>12,262</b>	<b>7,050</b>	<b>89%</b>	<b>2,506</b>	
Saturday	15,290	1,815	12%	573	3.75%	177,617	202,170	12,081.05	1.27	1,252				3,823
Sunday	25,150	2,731	11%	146	0.58%	259,860	291,677	17,085.63	1.47	1,606				5,030
Weekday	187,874	23,321	12%	42,042	22.38%	1,820,336	2,075,983	132,712.55	1.42	10,915				8,540
<b>October Total</b>	<b>228,314</b>	<b>27,867</b>	<b>12%</b>	<b>42,761</b>	<b>18.73%</b>	<b>2,257,813</b>	<b>2,569,830</b>	<b>161,879.24</b>	<b>1.41</b>	<b>13,773</b>	<b>7,491</b>	<b>89%</b>	<b>2,701</b>	
Saturday	14,964	1,853	12%	533	3.56%	172,129	196,090	11,820.26	1.27	1,032				3,741
Sunday	24,450	2,775	11%	116	0.47%	265,497	299,187	17,063.74	1.43	1,546				4,890
Weekday	175,105	21,489	12%	38,400	21.93%	1,690,283	1,939,975	124,314.31	1.41	10,767				8,338
<b>November Total</b>	<b>214,519</b>	<b>26,117</b>	<b>12%</b>	<b>39,049</b>	<b>18.20%</b>	<b>2,127,910</b>	<b>2,435,252</b>	<b>153,198.31</b>	<b>1.40</b>	<b>13,345</b>	<b>6,979</b>	<b>89%</b>	<b>2,332</b>	
Saturday	19,645	2,401	12%	631	3.21%	227,518	257,744	15,648.03	1.26	1,476				3,929
Sunday	28,588	3,037	11%	117	0.41%	302,332	340,195	19,816.83	1.44	2,249				4,765
Weekday	158,438	18,822	12%	32,259	20.36%	1,568,707	1,839,781	114,004.81	1.39	10,986				7,922
<b>December Total</b>	<b>206,671</b>	<b>24,260</b>	<b>12%</b>	<b>33,007</b>	<b>15.97%</b>	<b>2,098,558</b>	<b>2,437,720</b>	<b>149,469.68</b>	<b>1.38</b>	<b>14,711</b>	<b>6,605</b>	<b>89%</b>	<b>2,936</b>	
<b>GRAND TOTAL</b>	<b>2,633,330</b>	<b>321,507</b>	<b>12%</b>	<b>505,686</b>	<b>19.20%</b>	<b>26,519,440</b>	<b>30,567,309</b>	<b>1,884,245</b>	<b>1.39</b>	<b>152,224</b>	<b>80,846</b>	<b>91%</b>	<b>23,895</b>	
<b>Avg Month</b>	<b>219,444</b>	<b>26,792</b>	<b>12%</b>	<b>42,141</b>	<b>19%</b>	<b>2,209,953</b>	<b>2,547,276</b>	<b>157,020</b>	<b>1.39</b>	<b>12,685</b>	<b>6,737</b>	<b>91%</b>	<b>1,991</b>	
<b>Avg Sat</b>	<b>17,185</b>	<b>2,200</b>	<b>13%</b>	<b>649</b>	<b>4%</b>	<b>203,115</b>	<b>232,290</b>	<b>13,808</b>	<b>1.24</b>	<b>1,162</b>				<b>3,965</b>
<b>Avg Sun</b>	<b>24,234</b>	<b>2,738</b>	<b>11%</b>	<b>128</b>	<b>1%</b>	<b>256,269</b>	<b>290,052</b>	<b>16,757</b>	<b>1.44</b>	<b>1,520</b>				<b>4,963</b>
<b>Avg Wkday</b>	<b>178,025</b>	<b>21,855</b>	<b>12%</b>	<b>41,363</b>	<b>23%</b>	<b>1,750,569</b>	<b>2,024,933</b>	<b>126,455</b>	<b>1.40</b>	<b>10,004</b>				<b>8,413</b>

Source: Trapeze reconciled data

(UPDATED TABLE)  
City of Chicago Summary Updated Information: 2018

2018 Monthly Total by Day of Week	Trips	Non Ambulatory Trips	% of non Ambulatory trips to total trips	Subscription Trips	% of subscription trips to total trips	Revenue Miles	Service Miles	Revenue Hours	Productivity	No Shows	Transfer Trips	On time Performance	Missed Trips	Average Ridership
Saturday	15,374	1,708	11%	522	3.40%	176,068	199,275	12,017.26	1.28	938				3,844
Sunday	21,996	2,081	9%	115	0.52%	232,966	263,973	15,027.45	1.46	1,347				4,399
Weekday	177,951	20,571	12%	38,457	21.61%	1,718,290	1,968,145	125,180.26	1.42	10,396				8,089
January Total	215,321	24,360	11%	39,094	18.16%	2,127,325	2,431,393	152,224.96	1.41	12,681	6,628	90%	2,030	
Saturday	15,057	1,790	12%	511	3.39%	173,080	196,435	11,934.15	1.26	1,149				3,764
Sunday	18,028	1,700	9%	100	0.55%	190,355	213,988	12,741.48	1.41	1,229				4,507
Weekday	158,512	18,606	12%	33,904	21.39%	1,517,888	1,789,548	112,678.62	1.41	12,329				7,926
February Total	191,597	22,096	12%	34,515	18.01%	1,881,323	2,199,971	137,354.26	1.39	14,707	5,934	84%	5,621	
Saturday	20,413	2,378	12%	598	2.93%	232,502	263,605	15,894.27	1.28	1,395				4,083
Sunday	20,944	2,225	11%	86	0.41%	208,773	234,358	13,920.15	1.50	1,534				5,236
Weekday	182,555	22,013	12%	40,135	21.99%	1,726,207	1,972,572	125,820.14	1.45	11,223				8,298
March Total	223,912	26,616	12%	40,819	18.23%	2,167,483	2,470,536	155,634.56	1.44	14,152	6,880	88%	3,063	
Saturday	16,078	1,892	12%	468	2.91%	191,525	216,333	12,959.91	1.24	1,088				4,020
Sunday	25,426	2,767	11%	101	0.40%	265,443	296,991	17,373.39	1.46	1,502				5,085
Weekday	175,827	20,977	12%	39,153	22.27%	1,664,162	1,888,974	122,008.31	1.44	9,861				8,373
April Total	217,331	25,636	12%	39,722	18.28%	2,121,130	2,402,299	152,341.61	1.43	12,451	6,756	88%	2,784	
Saturday	15,991	1,958	12%	432	2.70%	189,081	213,880	13,061.65	1.22	1,134				3,998
Sunday	22,662	2,592	11%	91	0.40%	251,503	284,703	16,364.82	1.38	1,412				4,532
Weekday	180,404	21,915	12%	39,799	22.06%	1,738,153	1,977,384	129,045.05	1.40	10,199				8,200
May Total	219,057	26,465	12%	40,322	18.41%	2,178,737	2,475,968	158,471.52	1.38	12,745	6,698	89%	2,616	
Saturday	19,831	2,607	13%	545	2.75%	240,043	271,126	16,181.38	1.23	1,433				3,966
Sunday	20,142	2,264	11%	74	0.37%	215,242	240,119	14,273.52	1.41	1,294				5,036
Weekday	169,538	20,833	12%	36,522	21.54%	1,645,383	1,874,474	121,857.97	1.39	10,029				8,073
June Total	209,511	25,704	12%	37,141	17.73%	2,100,668	2,385,718	152,312.87	1.38	12,756	6,412	89%	2,726	

Summary Updated Information: 2018 – cont'd

2018 Monthly Total by Day of Week	Trips	Non Ambulatory Trips	% of non Ambulatory trips to total trips	Subscription Trips	% of subscription trips to total trips	Revenue Miles	Service Miles	Revenue Hours	Productivity	No Shows	Transfer Trips	On time Performance	Missed Trips	Average Ridership
Saturday	15,394	2,140	14%	443	2.88%	187,444	212,996	12,850.19	1.20	1,046				3,849
Sunday	28,297	3,330	12%	97	0.34%	305,618	344,785	20,281.05	1.40	2,038				4,716
Weekday	166,722	21,218	13%	36,508	21.90%	1,617,009	1,840,521	118,917.33	1.40	9,704				7,939
<b>July</b>														
<b>Total</b>	<b>210,413</b>	<b>26,688</b>	<b>13%</b>	<b>37,048</b>	<b>17.61%</b>	<b>2,110,071</b>	<b>2,398,302</b>	<b>152,048.57</b>	<b>1.38</b>	<b>12,788</b>	<b>6,883</b>	<b>90%</b>	<b>2,315</b>	
Saturday	16,311	2,180	13%	431	2.64%	194,217	218,732	13,198.92	1.24	1,180				4,078
Sunday	20,284	2,371	12%	76	0.37%	211,160	234,816	13,953.84	1.45	1,329				5,071
Weekday	181,588	23,265	13%	39,144	21.56%	1,767,066	2,007,564	129,847.24	1.40	10,416				7,895
<b>August</b>														
<b>Total</b>	<b>218,183</b>	<b>27,816</b>	<b>13%</b>	<b>39,651</b>	<b>18.17%</b>	<b>2,172,443</b>	<b>2,461,113</b>	<b>157,000.00</b>	<b>1.39</b>	<b>12,925</b>	<b>7,380</b>	<b>90%</b>	<b>2,102</b>	
Saturday	19,734	2,409	12%	568	2.88%	230,204	261,137	16,009.06	1.23	1,558				3,947
Sunday	28,252	3,229	11%	108	0.38%	295,856	331,696	19,695.76	1.43	1,776				4,709
Weekday	156,796	19,715	13%	34,240	21.84%	1,482,401	1,677,824	111,087.80	1.41	9,194				8,252
<b>September</b>														
<b>Total</b>	<b>204,782</b>	<b>25,353</b>	<b>12%</b>	<b>34,916</b>	<b>17.05%</b>	<b>2,008,461</b>	<b>2,270,658</b>	<b>146,792.62</b>	<b>1.40</b>	<b>12,528</b>	<b>6,754</b>	<b>86%</b>	<b>3,731</b>	
Saturday	16,254	2,092	13%	478	2.94%	188,289	212,277	12,910.66	1.26	1,106				4,064
Sunday	19,751	2,126	11%	78	0.39%	206,479	230,414	13,722.72	1.44	1,426				4,938
Weekday	188,528	23,364	12%	40,390	21.42%	1,782,627	2,017,513	132,830.11	1.42	11,949				8,197
<b>October</b>														
<b>Total</b>	<b>224,533</b>	<b>27,582</b>	<b>12%</b>	<b>40,946</b>	<b>18.24%</b>	<b>2,177,395</b>	<b>2,460,205</b>	<b>159,463.49</b>	<b>1.41</b>	<b>14,481</b>	<b>7,152</b>	<b>86%</b>	<b>3,997</b>	
Saturday	15,648	1,924	12%	451	2.88%	180,039	204,104	12,297.79	1.27	1,123				3,912
Sunday	22,861	2,561	11%	72	0.31%	248,349	280,827	16,307.66	1.40	1,843				4,572
Weekday	164,438	20,052	12%	33,275	20.24%	1,580,362	1,797,259	117,833.42	1.40	11,839				7,830
<b>November</b>														
<b>Total</b>	<b>202,947</b>	<b>24,537</b>	<b>12%</b>	<b>33,798</b>	<b>16.65%</b>	<b>2,008,751</b>	<b>2,282,190</b>	<b>146,438.86</b>	<b>1.39</b>	<b>14,805</b>	<b>6,310</b>	<b>87%</b>	<b>3,852</b>	
Saturday	18,941	2,545	13%	529	2.79%	214,948	244,523	14,907.55	1.27	1,464				3,788
Sunday	27,941	3,298	12%	76	0.27%	291,696	329,379	19,127.34	1.46	2,571				4,657
Weekday	147,242	18,424	13%	27,780	18.87%	1,421,894	1,735,809	105,630.47	1.39	11,214				7,362
<b>December</b>														
<b>Total</b>	<b>194,124</b>	<b>24,267</b>	<b>13%</b>	<b>28,385</b>	<b>14.62%</b>	<b>1,928,538</b>	<b>2,309,711</b>	<b>139,665.36</b>	<b>1.39</b>	<b>15,249</b>	<b>6,138</b>	<b>88%</b>	<b>3,312</b>	
<b>GRAND TOTAL</b>	<b>2,531,711</b>	<b>307,120</b>	<b>12%</b>	<b>446,357</b>	<b>17.60%</b>	<b>24,982,324</b>	<b>28,548,063</b>	<b>1,809,749</b>	<b>1.40</b>	<b>162,268</b>	<b>79,925</b>	<b>88%</b>	<b>38,149</b>	
<b>Avg Month</b>	<b>210,976</b>	<b>25,593</b>	<b>12%</b>	<b>37,196</b>	<b>17.60%</b>	<b>2,081,860</b>	<b>2,379,005</b>	<b>150,812</b>	<b>1.40</b>	<b>13,522</b>	<b>6,660</b>	<b>88%</b>	<b>3,179</b>	
<b>Avg Sat</b>	<b>17,086</b>	<b>2,135</b>	<b>12%</b>	<b>498</b>	<b>2.92%</b>	<b>199,787</b>	<b>226,202</b>	<b>13,685</b>	<b>1.25</b>	<b>1,218</b>				<b>3,943</b>
<b>Avg Sun</b>	<b>23,049</b>	<b>2,545</b>	<b>11%</b>	<b>90</b>	<b>0.39%</b>	<b>243,620</b>	<b>273,838</b>	<b>16,066</b>	<b>1.44</b>	<b>1,608</b>				<b>4,788</b>
<b>Avg Wkday</b>	<b>170,842</b>	<b>20,913</b>	<b>12%</b>	<b>36,609</b>	<b>21.39%</b>	<b>1,638,454</b>	<b>1,878,966</b>	<b>121,061</b>	<b>1.41</b>	<b>10,696</b>				<b>8,036</b>

Source: Trapeze reconciled data



**CITY OF CHICAGO RIDERSHIP: January – December 2017  
(ADA-ELIGIBLE RIDERS INCLUDING PCAs & COMPANIONS)**

City ADA & RTA Cert Services	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Total 2017
Contractors	247,042	238,280	265,789	250,765	260,540	254,602	249,073	264,559	249,156	263,606	248,140	240,676	3,032,228
Contracted Taxi	2,863	3,623	5,044	6,526	8,708	8,439	2,841	3,215	4,205	4,788	5,044	6,025	61,321
<b>Subtotal ADA</b>	<b>249,905</b>	<b>241,903</b>	<b>270,833</b>	<b>257,291</b>	<b>269,248</b>	<b>263,041</b>	<b>251,914</b>	<b>267,774</b>	<b>253,361</b>	<b>268,394</b>	<b>253,184</b>	<b>246,701</b>	<b>3,093,549</b>
RTA ADA Certifications*	3,147	3,216	3,422	3,496	3,738	3,646	3,217	3,750	3,411	3,055	3,520	3,284	40,902
<b>Total City Services ADA &amp; RTA</b>	<b>253,052</b>	<b>245,119</b>	<b>274,255</b>	<b>260,787</b>	<b>272,986</b>	<b>266,687</b>	<b>255,131</b>	<b>271,524</b>	<b>256,772</b>	<b>271,449</b>	<b>256,704</b>	<b>249,985</b>	<b>3,134,451</b>

\*RTA ADA Certification trips primarily provided by taxi

Note: Pace cannot verify loads for Personal Care Attendants (PCAs) and Companions

**CITY OF CHICAGO RIDERSHIP: January – December 2018  
(ADA-ELIGIBLE RIDERS INCLUDING PCAs & COMPANIONS)**

City ADA & RTA Cert Services	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Total 2018
Contractors	248,573	220,781	259,304	250,888	253,799	244,366	246,497	255,319	236,793	259,270	234,935	226,651	2,937,176
Contracted Taxi	5,660	7,928	11,287	8,814	10,686	8,064	8,883	9,123	9,297	11,028	10,648	14,646	116,064
<b>Subtotal ADA</b>	<b>254,233</b>	<b>228,709</b>	<b>270,591</b>	<b>259,702</b>	<b>264,485</b>	<b>252,430</b>	<b>255,380</b>	<b>264,442</b>	<b>246,090</b>	<b>270,298</b>	<b>245,583</b>	<b>241,297</b>	<b>3,053,240</b>
RTA ADA Certifications*	3,910	3,132	4,004	3,686	3,545	3,545	3,580	3,886	3,184	4,102	3,070	4,066	43,710
<b>Total City Services ADA &amp; RTA</b>	<b>258,143</b>	<b>231,841</b>	<b>274,595</b>	<b>263,388</b>	<b>268,030</b>	<b>255,975</b>	<b>258,960</b>	<b>268,328</b>	<b>249,274</b>	<b>274,400</b>	<b>248,653</b>	<b>245,363</b>	<b>3,096,950</b>

\*RTA ADA Certifications primarily provided by taxi

Note: Pace cannot verify loads for Personal Care Attendants (PCAs) and Companions

Source: Trapeze reconciled data

**NEW TABLE**  
**Supplemental Information**  
**City of Chicago Trips by Hour**  
**(Paratransit Bus Only)**  
**October 1-5, 2018**  
**Weekdays**

<b>Hour</b>	<b>Weekday Total Trips Booked</b>	<b>Weekday Total Trips Performed</b>	<b>% Trips Performed</b>	<b>% Trips Canceled</b>
<b>0 Hour</b>	192	68	35%	65%
<b>1 Hour</b>	63	49	78%	22%
<b>2 Hour</b>	116	92	79%	21%
<b>3 Hour</b>	322	273	85%	15%
<b>4 Hour</b>	844	749	89%	11%
<b>5 Hour</b>	1,399	1,182	84%	16%
<b>6 Hour</b>	2,505	2,102	84%	16%
<b>7 Hour</b>	5,306	4,538	86%	14%
<b>8 Hour</b>	5,282	4,351	82%	18%
<b>9 Hour</b>	3,780	3,047	81%	19%
<b>10 Hour</b>	3,629	2,763	76%	24%
<b>11 Hour</b>	3,754	2,717	72%	28%
<b>12 Hour</b>	3,946	2,826	72%	28%
<b>13 Hour</b>	4,076	2,954	72%	28%
<b>14 Hour</b>	6,477	4,927	76%	24%
<b>15 Hour</b>	4,517	3,355	74%	26%
<b>16 Hour</b>	2,892	1,971	68%	32%
<b>17 Hour</b>	1,943	1,261	65%	35%
<b>18 Hour</b>	1,354	862	64%	36%
<b>19 Hour</b>	871	596	68%	32%
<b>20 Hour</b>	972	668	69%	31%
<b>21 Hour</b>	696	476	68%	32%
<b>22 Hour</b>	494	344	70%	30%
<b>23 Hour</b>	335	246	73%	27%
<b>24 Hour</b>	1	0	0%	100%
<b>Total</b>	<b>55,766</b>	<b>42,417</b>	<b>76%</b>	<b>24%</b>

Source: Trapeze

**NEW TABLE**  
**Supplemental Information**  
**City of Chicago Trips by Hour**  
**(Paratransit Bus Only)**  
**October 6, 2018**  
**Saturday**

<b>Hour</b>	<b>Saturday Total Trips Booked</b>	<b>Saturday Total Trips Performed</b>	<b>% Trips Performed</b>	<b>% Trips Canceled</b>
<b>0 Hour</b>	39	16	41%	59%
<b>1 Hour</b>	14	10	71%	29%
<b>2 Hour</b>	26	17	65%	35%
<b>3 Hour</b>	57	47	82%	18%
<b>4 Hour</b>	111	97	87%	13%
<b>5 Hour</b>	97	85	88%	12%
<b>6 Hour</b>	136	107	79%	21%
<b>7 Hour</b>	281	227	81%	19%
<b>8 Hour</b>	415	333	80%	20%
<b>9 Hour</b>	566	438	77%	23%
<b>10 Hour</b>	583	442	76%	24%
<b>11 Hour</b>	491	335	68%	32%
<b>12 Hour</b>	524	352	67%	33%
<b>13 Hour</b>	407	265	65%	35%
<b>14 Hour</b>	430	308	72%	28%
<b>15 Hour</b>	409	273	67%	33%
<b>16 Hour</b>	298	204	68%	32%
<b>17 Hour</b>	215	130	60%	40%
<b>18 Hour</b>	205	130	63%	37%
<b>19 Hour</b>	154	99	64%	36%
<b>20 Hour</b>	114	74	65%	35%
<b>21 Hour</b>	106	64	60%	40%
<b>22 Hour</b>	111	72	65%	35%
<b>23 Hour</b>	70	41	59%	41%
<b>24 Hour</b>	0	0	0%	0%
<b>Total</b>	<b>5,859</b>	<b>4,166</b>	<b>71%</b>	<b>29%</b>

Source: Trapeze

**NEW TABLE**  
**Supplemental Information**  
**City of Chicago Trips by Hour**  
**(Paratransit Bus Only)**  
**October 7, 2018**  
**Sunday**

<b>Hour</b>	<b>Sunday Total Trips Booked</b>	<b>Sunday Total Trips Performed</b>	<b>% Trips Performed</b>	<b>% Trips Cancelled</b>
<b>0 Hour</b>	43	13	30%	70%
<b>1 Hour</b>	24	16	67%	33%
<b>2 Hour</b>	17	13	76%	24%
<b>3 Hour</b>	17	13	76%	24%
<b>4 Hour</b>	31	24	77%	23%
<b>5 Hour</b>	81	60	74%	26%
<b>6 Hour</b>	221	168	76%	24%
<b>7 Hour</b>	408	331	81%	19%
<b>8 Hour</b>	765	599	78%	22%
<b>9 Hour</b>	795	588	74%	26%
<b>10 Hour</b>	624	443	71%	29%
<b>11 Hour</b>	485	321	66%	34%
<b>12 Hour</b>	615	415	67%	33%
<b>13 Hour</b>	870	547	63%	37%
<b>14 Hour</b>	568	354	62%	38%
<b>15 Hour</b>	288	164	57%	43%
<b>16 Hour</b>	229	126	55%	45%
<b>17 Hour</b>	256	170	66%	34%
<b>18 Hour</b>	180	104	58%	42%
<b>19 Hour</b>	118	77	65%	35%
<b>20 Hour</b>	110	66	60%	40%
<b>21 Hour</b>	95	54	57%	43%
<b>22 Hour</b>	75	51	68%	32%
<b>23 Hour</b>	50	34	68%	32%
<b>24 Hour</b>	2	2	100%	0%
<b>Total</b>	<b>6,967</b>	<b>4,753</b>	<b>68%</b>	<b>32%</b>

Source: Trapeze

**CITY OF CHICAGO PARATRANSIT SERVICES  
ATTACHMENT 3: POTENTIAL DAILY ADA PARATRANSIT SERVICE DEMAND**

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The City of Chicago ADA Paratransit services are operated using multiple service providers including dedicated paratransit services and non-dedicated service providers under a central call center environment. Trip distribution is based on service performance, trip cost and provider capacity. Below is a table of estimated revenue hours and one-way trips based on potential productivity levels and daily trip requests assuming four (4) dedicated service providers. This illustrates potential service demand based on two (2) service providers operating 20% of ridership and two (2) service providers operating 30% of ridership.

Contracted service providers/Carriers are required to maintain vehicle and driver capacity to meet the demand for paratransit services in the City of Chicago. Minimum service capacity of the daily service demand for each day of the week shall be affirmed by Pace after the assessment of Carriers proposed daily service capacity. A week is defined as Monday through Sunday including holidays.

City of Chicago Potential Daily ADA Paratransit Service Demand

Rev Hour Distribution		1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5
Productivity	Trips	12,000	11,500	11,000	10,500	10,000	9,500	9,000	8,500	8,000	7,500	7,000	6,500	6,000	5,500	5,000	4,500	4,000	3,500	3,000	2,500	2,000	1,500	1,000
Hours	8,000	7,667	7,333	7,000	6,667	6,333	6,000	5,667	5,333	5,000	4,667	4,333	4,000	3,667	3,333	3,000	2,667	2,333	2,000	1,667	1,333	1,000	667	333
30%	2,400	2,300	2,200	2,100	2,000	1,900	1,800	1,700	1,600	1,500	1,400	1,300	1,200	1,100	1,000	900	800	700	600	500	400	300	200	100
20%	1,600	1,533	1,467	1,400	1,333	1,267	1,200	1,133	1,067	1,000	933	867	800	733	667	600	533	467	400	333	267	200	133	67
100%	8,000	7,667	7,333	7,000	6,667	6,333	6,000	5,667	5,333	5,000	4,667	4,333	4,000	3,667	3,333	3,000	2,667	2,333	2,000	1,667	1,333	1,000	667	333

Trip Distribution		1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5
Productivity	Trips	12,000	11,500	11,000	10,500	10,000	9,500	9,000	8,500	8,000	7,500	7,000	6,500	6,000	5,500	5,000	4,500	4,000	3,500	3,000	2,500	2,000	1,500	1,000
Hours	8,000	7,667	7,333	7,000	6,667	6,333	6,000	5,667	5,333	5,000	4,667	4,333	4,000	3,667	3,333	3,000	2,667	2,333	2,000	1,667	1,333	1,000	667	333
30%	3,600	3,450	3,300	3,150	3,000	2,850	2,700	2,550	2,400	2,250	2,100	1,950	1,800	1,650	1,500	1,350	1,200	1,050	900	750	600	450	300	150
20%	2,400	2,300	2,200	2,100	2,000	1,900	1,800	1,700	1,600	1,500	1,400	1,300	1,200	1,100	1,000	900	800	700	600	500	400	300	200	100
100%	12,000	11,500	11,000	10,500	10,000	9,500	9,000	8,500	8,000	7,500	7,000	6,500	6,000	5,500	5,000	4,500	4,000	3,500	3,000	2,500	2,000	1,500	1,000	500

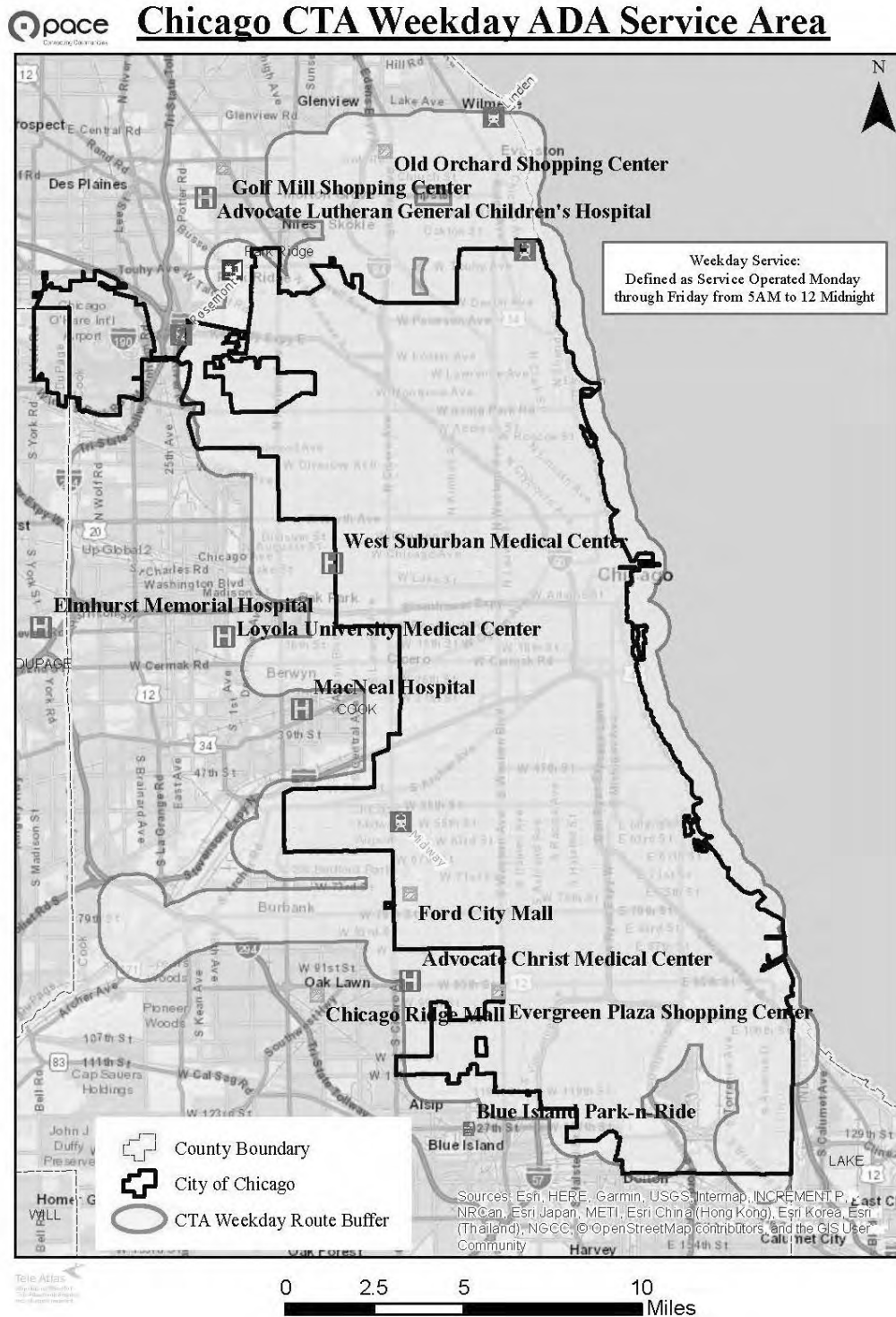
Rev Hour Distribution		1.45	1.45	1.45	1.45	1.45	1.45	1.45	1.45	1.45	1.45	1.45	1.45	1.45	1.45	1.45	1.45	1.45	1.45	1.45	1.45	1.45	1.45	1.45
Productivity	Trips	12,000	11,500	11,000	10,500	10,000	9,500	9,000	8,500	8,000	7,500	7,000	6,500	6,000	5,500	5,000	4,500	4,000	3,500	3,000	2,500	2,000	1,450	1,450
Hours	8,276	7,931	7,586	7,241	6,897	6,552	6,207	5,862	5,517	5,172	4,828	4,483	4,138	3,793	3,448	3,103	2,758	2,414	2,069	1,724	1,379	1,450	1,450	1,450
30%	2,483	2,379	2,276	2,172	2,069	1,966	1,862	1,759	1,655	1,552	1,448	1,345	1,241	1,138	1,034	931	828	724	621	517	414	1,450	1,450	1,450
20%	1,655	1,586	1,517	1,448	1,379	1,310	1,241	1,172	1,103	1,034	966	897	828	759	690	621	552	483	414	345	276	1,450	1,450	1,450
100%	8,276	7,931	7,586	7,241	6,897	6,552	6,207	5,862	5,517	5,172	4,828	4,483	4,138	3,793	3,448	3,103	2,758	2,414	2,069	1,724	1,379	1,450	1,450	1,450

Trip Distribution		1.45	1.45	1.45	1.45	1.45	1.45	1.45	1.45	1.45	1.45	1.45	1.45	1.45	1.45	1.45	1.45	1.45	1.45	1.45	1.45	1.45	1.45	1.45
Productivity	Trips	12,000	11,500	11,000	10,500	10,000	9,500	9,000	8,500	8,000	7,500	7,000	6,500	6,000	5,500	5,000	4,500	4,000	3,500	3,000	2,500	2,000	1,450	1,450
Hours	8,276	7,931	7,586	7,241	6,897	6,552	6,207	5,862	5,517	5,172	4,828	4,483	4,138	3,793	3,448	3,103	2,758	2,414	2,069	1,724	1,379	1,450	1,450	1,450
30%	3,600	3,450	3,300	3,150	3,000	2,850	2,700	2,550	2,400	2,250	2,100	1,950	1,800	1,650	1,500	1,350	1,200	1,050	900	750	600	1,450	1,450	1,450
20%	2,400	2,300	2,200	2,100	2,000	1,900	1,800	1,700	1,600	1,500	1,400	1,300	1,200	1,100	1,000	900	800	700	600	500	400	1,450	1,450	1,450
100%	12,000	11,500	11,000	10,500	10,000	9,500	9,000	8,500	8,000	7,500	7,000	6,500	6,000	5,500	5,000	4,500	4,000	3,500	3,000	2,500	2,000	1,450	1,450	1,450

Rev Hour Distribution		1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4
Productivity	Trips	12,000	11,500	11,000	10,500	10,000	9,500	9,000	8,500	8,000	7,500	7,000	6,500	6,000	5,500	5,000	4,500	4,000	3,500	3,000	2,500	2,000	1,400	1,400
Hours	8,571	8,214	7,857	7,500	7,143	6,786	6,429	6,071	5,714	5,357	5,000	4,643	4,286	3,929	3,571	3,214	2,857	2,500	2,143	1,786	1,429	1,400	1,400	1,400
30%	2,571	2,464	2,357	2,250	2,143	2,036	1,929	1,821	1,714	1,607	1,500	1,393	1,286	1,179	1,071	964	857	750	643	536	429	1,400	1,400	1,400
20%	1,714	1,643	1,571	1,500	1,429	1,357	1,286	1,214	1,143	1,071	1,000	929	857	786	714	643	571	500	429	357	286	1,400	1,400	1,400
100%	8,571	8,214	7,857	7,500	7,143	6,786	6,429	6,071	5,714	5,357	5,000	4,643	4,286	3,929	3,571	3,214	2,857	2,500	2,143	1,786	1,429	1,400	1,400	1,400

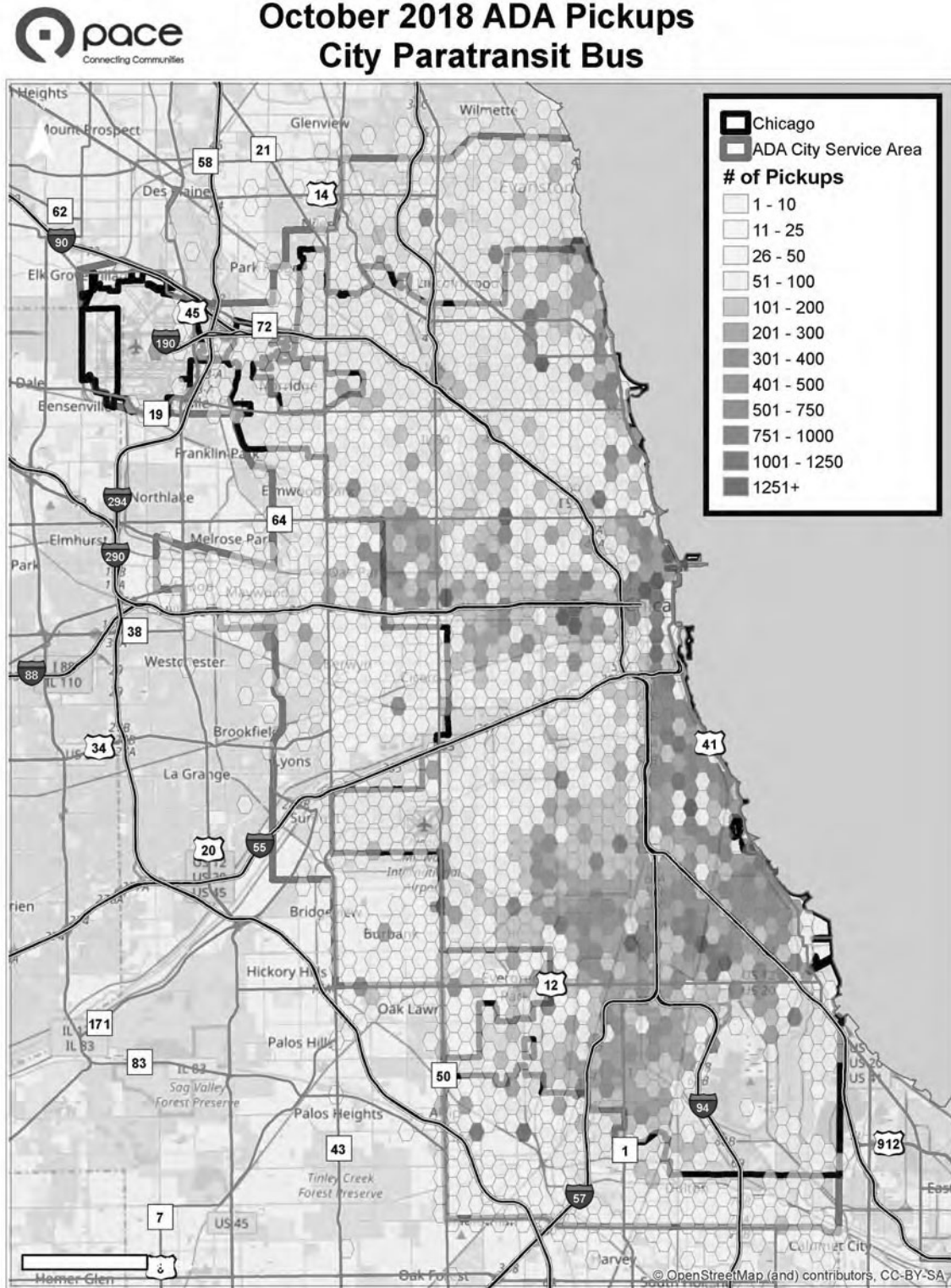
Trip Distribution		1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4
Productivity	Trips	12,000	11,500	11,000	10,500	10,000	9,500	9,000	8,500	8,000	7,500	7,000	6,500	6,000	5,500	5,000	4,500	4,000	3,500	3,000	2,500	2,000	1,400	1,400
Hours	8,571	8,214	7,857	7,500	7,143	6,786	6,429	6,071	5,714	5,357	5,000	4,643	4,286	3,929	3,571	3,214	2,857	2,500	2,143	1,786	1,429	1,400	1,400	1,400
30%	3,600	3,450	3,300	3,150	3,000	2,850	2,700	2,550	2,400	2,250	2,100	1,950	1,800	1,650	1,500	1,350	1,200	1,050	900	750	600	1,400	1,400	1,400
20%	2,400	2,300	2,200	2,100	2,000	1,900	1,800	1,700	1,600	1,500	1,400	1,300	1,200	1,100	1,000	900	800	700	600	500	400	1,400	1,400	1,400
100%	12,000	11,500	11,000	10,500	10,000	9,500	9,000	8,500	8,000	7,500	7,000	6,500	6,000	5,500	5,000	4,500	4,000	3,500	3,000	2,500	2,000	1,400	1,400	1,400

**CITY OF CHICAGO PARATRANSIT SERVICES  
ATTACHMENT 4: CHICAGO CTA WEEKDAY ADA SERVICE AREA MAP\***



\*Additional information regarding CTA service available at [www.transitchicago.com](http://www.transitchicago.com)

CITY OF CHICAGO PARATRANSIT SERVICES  
ATTACHMENT 5: OCTOBER 2018 ADA PICKUPS CITY PARATRANSIT MAP





**CITY OF CHICAGO PARATRANSIT SERVICES**  
**ATTACHMENT 6: REVENUE VEHICLE REQUIREMENTS**  
(This entire section has changed)

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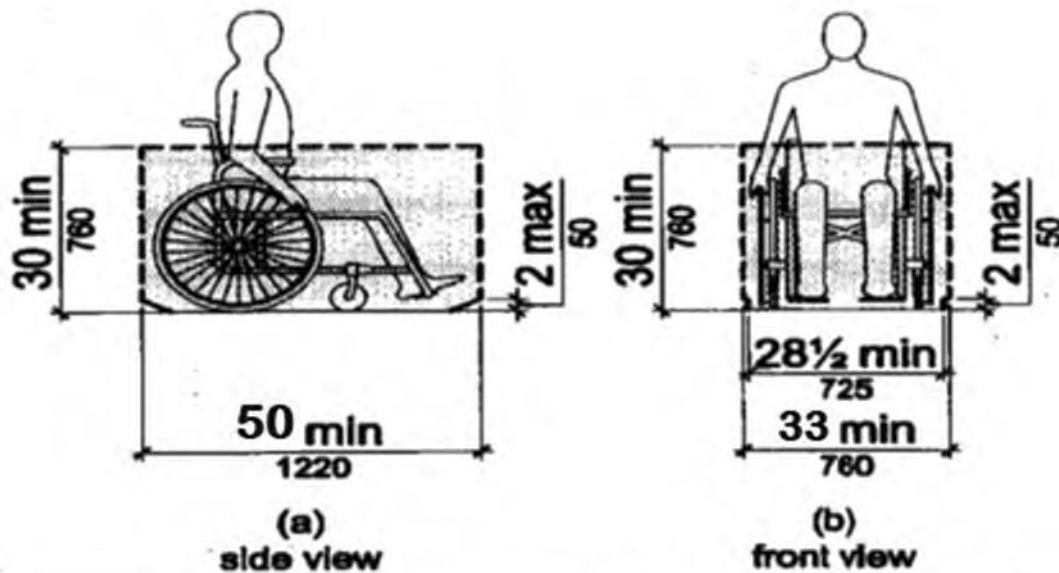
**Minimum Vehicle Requirements in Pace ADA Service**

Recommendation from the ADA Advisory Committee held October 31, 2019 have been incorporated into the following vehicle requirements:

1. One hundred percent (100%) of the vehicles in Pace revenue service shall be wheelchair accessible and compliant with all applicable U.S. Department of Transportation (DOT) Americans with Disabilities Act of 1990 (ADA) vehicle regulatory requirements included in 49 CFR Parts 37 and 38.
2. All vehicles entering Pace revenue service shall be new 2019 or 2020 model vehicles. New vehicles shall not have more than five hundred (500) miles at time of certification for Pace service. Ride quality is a prime concern for Pace for the safe and comfortable transportation of our passengers. Vehicles shall be designed for passenger transportation. ***Conversion of commercial utility vehicles for passenger transit are not acceptable.***
3. All vehicles in Pace revenue service shall not exceed two hundred (200,000) miles or six (6) years whichever occurs first. The age requirement is based upon the model year of the manufacturer of the vehicle and not the year in which it was placed in Pace service.
4. Vehicles shall be a body on cutaway chassis based on a **Ford Transit model T350 with a wheelbase of one hundred fifty-six inch (156") as long as it has a flat floor with no wheel wells present or one hundred seventy-eight inch (178") with Dual Rear Wheels (DRW) not to exceed 282 ¾ inch total vehicle length.**
5. Vehicles shall have a lift/ramp in the middle of the side and a full-size door for ambulatory passengers.
6. Vehicles shall be equipped with slip resistant composite flooring.
7. Seating configurations shall be compartmentalized for passenger safety. No aisle seating.
8. Seats shall be permanently installed and pull tested to Federal Motor Vehicle Safety Standards (FMVSS) requirements.
9. Fold up passenger seats are to be deployed when wheelchair seating is not in use. Fold up seats shall be permanently installed and shall be pull tested to Federal Motor Vehicle Safety Standards (FMVSS) requirements.
10. A minimum of two percent (2%) of the Contractor's fleet in service shall accommodate three (3) passengers using mobility devices (e.g. standard wheelchairs, motorized wheelchairs or scooters). Floor plan shall accommodate four (4) ambulatory **and** three (3)

mobility device spaces, *excluding* the driver, and shall preclude a front passenger seat in the cab area.

11. All vehicles in service shall accommodate a minimum of two (2) passengers using mobility devices (e.g. standard wheelchairs, motorized wheelchairs or scooters) with a maximum ambulatory passenger capacity of eight (8). Floor plan shall accommodate eight (8) ambulatory **and** two (2) mobility device spaces, *excluding* the driver, and shall preclude a front passenger seat in the cab area.
12. Passenger seating dimensions for third row, if applicable, at **minimum** Leg Room thirty-five (35) inches, Head Room forty-one (41) inches, Shoulder Room fifty-six (56) inches, Hip Room forty-seven (47) inches.
13. Vehicles shall provide each mobility device space with a minimum of thirty-three (33) inches in width and fifty (50) inches in length. See Figure I. illustration below:



**Figure 1**

**Oversized Wheelchair or Mobility Aid**

14. Passenger seating shall be forward facing. The vehicle interior dimensions shall accommodate adequate space between seats for passenger boarding and alighting.
15. Vehicles shall have a driver modesty panel between the driver's seat and passenger area.
16. Vehicle shall employ a 3-point passenger restraint at all passenger seating locations.

17. Vehicle shall be equipped with a Q-Straint slide and click surface mounted pucks to accommodate all mobility devices (e.g. standard wheelchairs, motorized wheelchairs or scooters) that are able to board the vehicle.
18. Vehicles shall operate a separate heating and air conditioning system for the passenger area which is independent from the chassis manufacturers system in the front.
19. Vehicles shall provide adequate lighting in the passenger area.
20. Vehicles shall be equipped with adequate stanchions and grab handles to allow for safe ingress and egress of ambulatory passengers. Stanchions and grab handles shall be positioned for ease of access by passengers and shall be ADA compliant when applicable.
21. Passenger windows shall have an opening for ventilation and shall meet FMVSS 217 for emergency egress.
22. Vehicles may be equipped with manual or power passenger doors to board and alight passengers. Power doors shall have the ability to deploy manually.
23. The following standards shall apply to all vehicles used in Pace revenue service under this Contract:
  - a. Vehicles shall be equipped with Braille vehicle identification signs displayed in and on the vehicle as required by Pace for identification by visually impaired riders. Braille signs are to be located behind the driver's seat unless otherwise directed by Pace. The vehicle fleet number shall be displayed on a plate similar in size, format and legibility to the example below. **The plate shall be no less than 1.5 inches high by 3.0 inches wide. The sign shall be compliant with *ADA Standards for Transportation Facilities requirements (Sec. 703 Signs)*, published by the U.S. Access Board (<https://www.access-board.gov/>). The vehicle fleet number shall be presented in Braille and raised lettering. The plate shall be vandal resistant and permanently affixed in place.**



- b. Vehicles shall be identified with an alphanumeric identifier assigned by Pace on four sides and the roof.

- c. The interior of the vehicles shall be gray.
  - d. Vehicles shall utilize passenger mid high seating upholstered in anti-microbial fabric or vinyl for durability and cleanliness.
  - e. Vehicles shall be equipped with seat belt covers and/or seat covers to maintain a neat and clean appearance, as needed. (See below sample seat belt covers)
  - f. No rear vehicle entry door shall be permitted.
  - g. Vehicles shall have ramps or lift platforms capable of loading passenger mobility devices with of width of 34 inches at the ramp or platform level between any rails or barriers. The wheelchair lift access door shall be manual.
  - h. Vehicles shall be equipped with an audible and light lift deployment alert system of for passenger safety.
  - i. Vehicles shall have features that assist ambulatory passenger when boarding and alighting including handrails and running board steps.
  - j. Vehicles shall have seats and shall have Anti-Vandal grab handles on seats tops to assist with passenger stability.
24. Vehicles shall be adequately air conditioned and heated for passenger comfort throughout the year. No vehicle shall be operated in revenue service with non-working climate controls.
25. The following technology features shall be installed on all vehicles operating in Pace revenue service under this contract and as specified in *Exhibit I. Scope of Work, Section VII. Standards and Requirements*.
- a. Vehicle used in Pace service shall have a backup camera system and reverse warning audible alert system.
  - b. Vehicles used in Pace service shall be equipped with forward collision avoidance warning and lane departure warning systems.
  - c. Vehicles used in Pace service shall be equipped with a surveillance system capable of continuous recording of views forward of and inside of the vehicle.
  - d. Vehicles used in Pace service shall be equipped with Tablets.
  - e. Vehicles used in Pace service shall be equipped with GPS tracking systems.
26. In addition to the requirements listed above, all vehicles in Pace revenue service shall be compliant with the following requirements:
- a. Vehicles modified by a manufacturer to include accessibility features such as ramps, lifts, securements systems, handrails and other accessibility features, shall be certified as ADA compliant and have completed Altoona Test reports in the minimum four (4) years/100,000-mile test category.
  - b. Vehicles shall have letters on file certifying that the ramp, lift, seats and securements were installed according to the manufacturer's requirements.
  - c. Vehicles shall have seats that are permanently installed and pull tested to Federal Motor Vehicle Safety Standards (FMVSS) requirements.
  - d. Vehicle shall maintain current State of Illinois Department of Transportation (IDOT) safety inspections.
  - e. Vehicles shall be equipped with the minimum safety equipment as required by Illinois DOT (IDOT) for the class of passenger vehicle.

27. The following are **not** acceptable features for vehicles in Pace service:
- A passenger seat relocatable track system is not acceptable.
  - L track wheelchair securements are not acceptable.
  - Floor mounted auxiliary heaters are not acceptable.
28. Seating capacity shall allow for equal access of service for people with disabilities requiring an accessible vehicle. During the life of the contract the seating capacity shall be evaluated and balanced to meet the needs of people with disabilities.
29. Vehicles exterior shall be white with Pace Logo on each side of the vehicle. Graphics illustrated below:



**Fleet Acquisition and Implementation Plan:**

- Contractor shall provide Pace floor plans and procurement specifications for approval prior to placement of the order.
- Contractor shall provide a detailed fleet acquisition plan inclusive of the procurement progression and milestones.
- Contractor may propose an interim fleet replacement plan outlining the use of an interim fleet pending the acquisition and rollout of new fleet entering service. Proposed interim fleet is subject to approval by Pace and shall comply with all Pace and manufacturer safety requirements. In addition, fleet shall be in compliance with accessible wheelchair ratio requirements.
- The interim plan shall include a timeline for the use of the interim fleet, the list of vehicles detailing, vehicle number, license plate number, mileage, model year and make, replacement schedule showing procurement progression and vehicle rollout through complete fleet compliance and the number of new vehicles anticipated to be put into service April 1, 2020. Full implementation of new fleet shall be completed by ***October 1, 2020***.

**SAMPLE SEAT BELT COVERS**



**CITY OF CHICAGO PARATRANSIT SERVICES  
ATTACHMENT 7: SAMPLE FLEET VEHICLE INFORMATION FORM**

Fleet/Vehicle Information									
#	Vehicle ID#	Year	Make	Model	Ambulatory Capacity	# WC Positions	Odometer Reading	MDT/ Tablet/AVL/ GPS/Other	Attach Floor Plan and Specs
1									
2									
3									
4									
5									
6									
7									
8									
9									
10									

*(List each vehicle) Form will be provided in Excel*

CITY OF CHICAGO PARATRANSIT SERVICES  
ATTACHMENT 8: PACE PARATRANSIT SAMPLE RESERVATION SCRIPT

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## ★ IMPORTANT NOTES:

- a) Riders are to be offered a notification call after each leg of every trip they book.
- b) For trips which are copied from trip history, the Call-Back Client box may be checked, the Imminent Arrival Reminder selected, and a phone number may be entered in the Alternate IVR Call-Back Phone blank. **If already completed, the Call-Taker must still verify the rider wants a call and the number at which he/she wants to receive the call.**

1. Res: **Good Morning! PACE ADA Carrier Name. This is Reservationist Name. What is your paratransit ID number please?**
2. Res: **Is this customer name?**
3. Res: **We have you listed at home address. Is this where we will be picking you up?**
4. Res: **To what address will we be taking you?**
5. Res: **What is the name of the facility?**

**Put in an appointment time only if requested by caller. DO NOT ASK IF THEY WANT ONE.**

6. Res: **Thank you. Will you be using any mobility aids such as a walker, or wheelchair? (Mobility aids are identified so the correct type of vehicle is sent.)**
7. Res: **Will anyone else be riding with you for this trip?**
8. Res: **Are there any other special instructions I should give the driver?**
9. Res: **(Only if appointment time is given) To accommodate your requested arrival time we will pick you up at pick-up time.**
10. Would a taxi be acceptable if available? **They cannot request Taxi only**
  - a. If yes, place "Taxi OK" in right comment field in Trip Booking Screen.

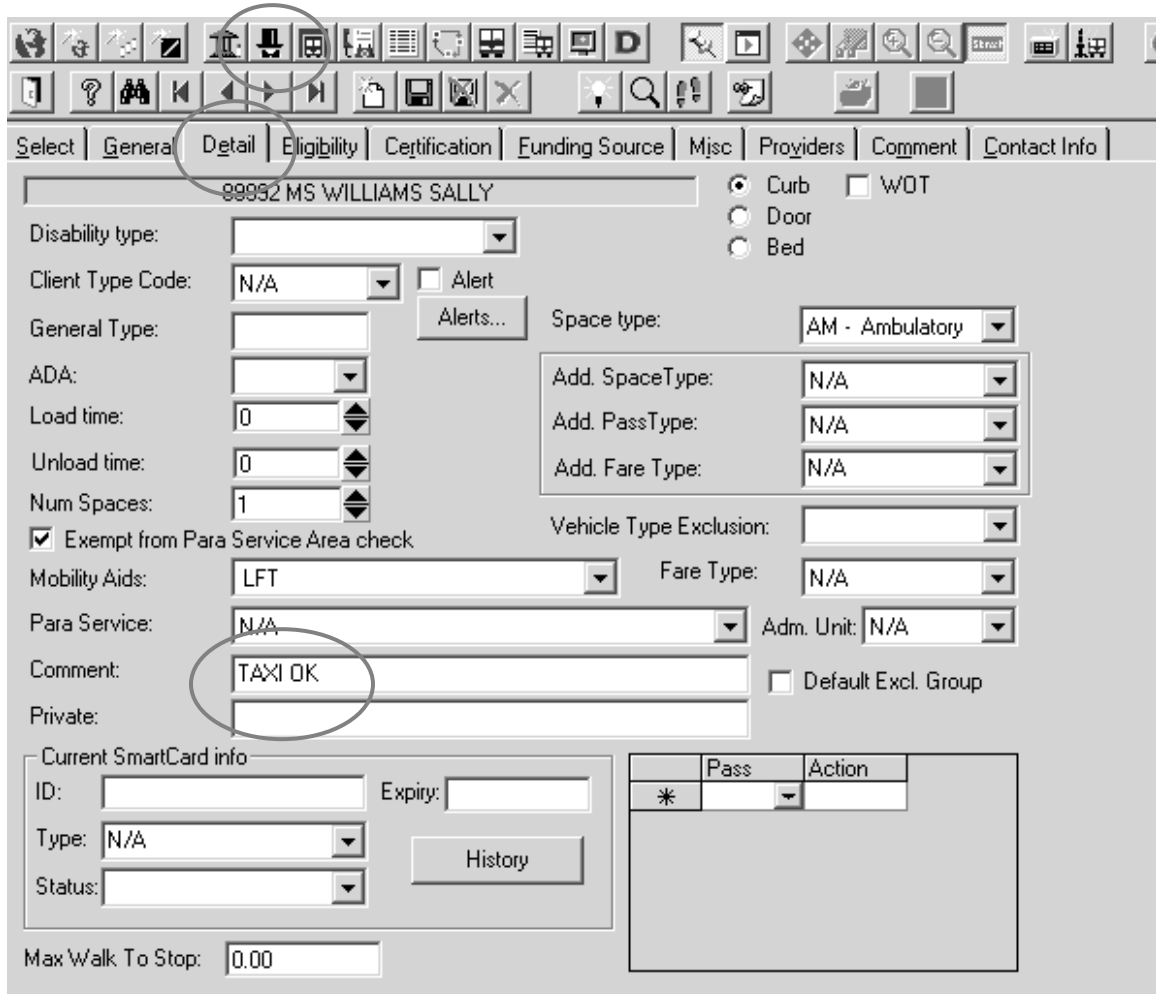


Detail | Supplementary Data | Group Booking | Itinerary

Detail  
Booking ID: <new> CASUAL NOT GEOCODED  
Purpose: N/A Provider: N/A Cost  
Funding Source  
1. N/A  
2. N/A  
3. N/A  
4. N/A  
5. N/A  
Elig Conditions:  
Jurisdiction:  
ParaService: N/A MaxDBT: 0 Bed:   
Curb:   
Door:   
Group: Exc.Grp:   
Client Type: N/A  
Mobility Aids:  
Comment: TAXI OK  
Elig. com:

Leg Detail - ORIGIN  
\$ Jurisdiction Polygon:  
Pass Space PU DO Calc FareType Client FSr  
\*

Once it has been placed in comment field when booking the trip please open the Client File, Detail tab and insert TAXI OK in the comment field and click save.



11. **Res:** Would you like an automated call shortly before the vehicle arrives? (If the Passenger says “No” skip to step 15 and continue).
12. Click on the Supplementary Data Tab then a) Click in the Call-Back Client box, placing an “x” in the box, and b) Select, “Imminent Arrival Reminder” using the pulldown arrow in the IVR Notifications section.
13. **Res:** At what number would you like to be contacted? We highly recommend a cellular number. (The phone number at which the rider wants to receive the call is entered in the “Alternate IVR Call-Back Phone” blank. (Cell phone number is preferred).

Detail Supplementary Data Group Booking Itinerary

Created by: weildi Date: 09-22-2011 @ 13:33

Modified by: weildi Date: 09-22-2011 @ 13:33

WOT  Excuse  Co Driver  Call  Priority: 0

Alternate IVR Call-back Phone: 847-364-7223

IVR Notifications

Call-back client  Imminent Arrival Remi...

M/F: M Reminder Method: [dropdown] [gear icon]

Call-back Status: [dropdown]

14. **Res:** Great! And will you need a return ride from destination name?
15. **Res:** (If Yes) After flipping the trip ask the rider, “Would you like an automated call shortly before the vehicle arrives?”. (If Yes) At what number would you like to be contacted? (For riders who do not want a reminder call,, Uncheck the “Call-back client” box. NO FURTHER ACTION IS REQUIRED).
16. **Res:** Are there any other trips I can book for you?
17. **Res:** (After final trip leg is booked) Ok, let me confirm your trip information (reservationist repeats trip booking information for each trip and any special instructions the customer has provided).
18. **Res:** Is that correct? Thank you, have a nice day.

**CITY OF CHICAGO PARATRANSIT SERVICES  
ATTACHMENT 9: SAMPLE PROVIDER MISSED TRIP REPORT**

**Missed Trip Report for 06/25/2018**

<b>Date</b>	<b>Driver Name/ Driver #</b>	<b>Rider Name</b>	<b>Pick-Up Address</b>	<b>Scheduled Pick-up Time</b>	<b>Actual Pick-up time</b>	<b>Late HH:MM</b>	<b>Comment</b>
06/25/2018	Smith #9999	Doe, Jane	2123 W 119 <sup>th</sup> St Chicago, IL	5:05	6:29	1:24	Dispatcher error
06/25/2018	Jones #1111	Doe, John	1508 Canal St Chicago, IL	12:05	13:53	1:48	Bad routing
06/25/2018	Smith #4444	Garcia, Maria	303 W. Erie St Chicago, IL	13:47	14:53	1:06	Unexpected street closures delayed service

Note: Data is available for export in Excel format from Trapeze. Contractor shall use Excel format to report reason for the missed trip(s) in a Comment field.

**CITY OF CHICAGO PARATRANSIT SERVICES  
ATTACHMENT 10: KEY STAFF MINIMUM QUALIFICATIONS**

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At all times, the Contractor shall provide a sufficient number of qualified and properly trained staff necessary to perform all Contractor responsibilities within the standards established by Pace. Proposals must show the numbers of staff for each function or title and the methodology used to determine the number of staff needed. Sufficient supervision at all levels shall be provided to ensure effective oversight of all staff.

Pace has no interest in the manner in which the Contractor oversees its employees except in matters that impact upon the delivery of Pace paratransit service to the public. Nor is Pace intent upon establishing any terms or conditions of employment as Pace is not the employer.

Proposers are free to deviate from the exact division of responsibilities given in this section; however, must justify and demonstrate the advantages to Pace of whatever staffing plan is proposed. Proposers must demonstrate how they will ensure that all Pace standards for this Contract are met; all required responsibilities are always staffed by personnel who are trained to proficiency; and all tasks are handled in a timely, reasonable, and efficient manner, both during peak as well as non-peak service times. Cross-training is encouraged.

The Contractor shall provide an experienced and high-quality workforce that is highly motivated and has an understanding of the region's transportation network and traffic flow. The Contractor shall employ best practices to minimize staff turnover, including hiring, training, supervision, compensation, work environment, and incentive and morale programs.

All personnel assigned to this Contract shall, at all times, present themselves and carry out their functions in a highly professional manner, befitting their role. The Contractor shall employ methods that will ensure a positive public perception of Pace and utilize best practices and guidelines for customer service.

In the event the Contractor makes use of any subcontractors, including companies and independent contractors, to fulfill the requirements of this Contract, the Contractor shall be responsible for compliance of subcontractor staff with the requirements of this Contract.

Key Personnel for this Contract shall include a General Manager/Project Manager, Operations Manager, Safety Manager, Maintenance Manager and other management level staff responsible for scheduling, dispatching, training, maintenance, quality assurance, and information systems. Key personnel must be named in the proposal and those named must be the people who will actually perform the duties. No substitution of Key Personnel will be allowed without the prior written approval of Pace. Contractor shall continue to meet qualifications for Key Personnel throughout the term of this contract.

**ALL RESUMES SHALL INCLUDE MONTH AND YEAR FOR BEGINNING AND ENDING WORK DATES FOR EACH POSITION HELD.**

All Key Personnel shall have:

- Excellent written and verbal communication skills
- Understanding of all applicable federal and state laws and regulations. It is critical that all Key Personnel and staff are knowledgeable and understand the requirements of the Americans with Disabilities Act of 1990 (ADA) DOT regulations pertaining to Paratransit service, as well as other federal and state laws and regulations cited throughout this Contract
- A good working knowledge of Microsoft Office, the functions and capabilities of Trapeze, all specialized software used in their respective area(s) of responsibility, and the telephone and mobile communications systems needed for operations
- Knowledge of the geography and street network of the City of Chicago service area and adjacent county service areas (particularly Suburban Cook County), including the locations and characteristics of major trip generators and transfer points

Additionally, the Key Management staff shall have the following qualifications:

**General Manager/Project Manager Qualifications**

- Minimum of five (5) years of relevant and recent experience managing paratransit operations or similar position. A similar position would be defined as having experience as a General Manager or Project Site Manager overseeing operations, safety and training, scheduling and dispatching or call center, human resources/labor relations, vehicle maintenance, vehicle inventory and rolling stock, regulatory requirements (e.g. FTA DOT ADA and Drug & Alcohol, DOJ Title VI. as well as State DOT regulations) and other transportation related areas.
- Demonstrated ability to recruit and develop staff
- Evidence of building solid relationships with supervisors, peers, and subordinates
- Demonstrated ability to build and continuously motivate highly effective teams
- Successful track record in managing budgets and/or profit & loss responsibility
- Ability to interface with Pace directors, elected officials, and all levels of hourly and salaried employees, including senior management
- Ability to obtain successful results without supervision

**Operations Managers Qualifications**

- Minimum of five (5) years of relevant and recent experience managing paratransit operations or similar position. A similar position would be defined as having experience as a manager overseeing day to day operations of demand response passenger transportation, including managing of staff and driver schedules to meet service demand; scheduling, routing and dispatch or call center functions, development and implementation of operation policies and procedures. In addition, knowledge of regulatory requirements to assure compliance with applicable Federal, State and local laws for operating demand response transportation services (e.g. FTA DOT ADA and Drug & Alcohol, DOJ Title VI. as well as State DOT regulations).
- Experience overseeing schedulers, dispatchers and drivers
- Excellent organization and planning skills

- Excellent customer service skills
- Ability to handle multiple tasks accurately and effectively
- Proficiency in Trapeze

**Safety Manager Qualifications**

- Minimum five (5) years of recent experience managing paratransit safety/training programs or similar position. A similar position would be defined as having experience as a manager overseeing safety and training programs for demand respond or fixed route passenger transportation including lift and or ramp use. In addition, knowledge of regulatory requirements to assure compliance with applicable Federal, State and local laws for operating demand response transportation services (e.g. FTA DOT ADA and Drug & Alcohol, DOJ Title VI. as well as State DOT regulations).
- Knowledge of safety programs, policies, and practices
- Ability to develop and implement a safety and training program
- Possess a Commercial Driver's License (CDL) with Passenger Endorsement
- Driving experience in revenue services preferred.

**Maintenance Manager Qualifications**

- Minimum five (5) years of recent experience managing fixed route or paratransit fleet
- Ability and recent, relevant experience maintaining a fleet of 70 buses or more
- Ability and experience developing, implementing and maintaining a qualified maintenance program
- Experience with Eldorado or equivalent paratransit or fixed route buses
- Completed all ASE certifications (A1-A9, H8) or equivalent manufacturer training and certifications related to Pace vehicle operations

**Scheduler/Router Qualifications**

- Minimum three (3) years of experience scheduling within the paratransit or passenger transportation industry
- Computer Skills with Knowledge of Microsoft Office, Trapeze or industry related scheduling software
- Proficient in use of scheduling/routing tools available to manage trips (e.g., Schedule Editor, AVL tools, Trapeze –ViewPoint, Route Optimization)
- Excellent leadership, organizational, and communication skills

**Dispatcher Qualification**

- Minimum three (3) years of experience dispatching within the paratransit or passenger transportation industry
- Computer Skills with Knowledge of Microsoft Office, Trapeze or industry related dispatching software
- Proficient in use of dispatch tools available to manage trips (e.g., Trapeze – ViewPoint, Dispatch Manager and Schedule Editor)
- Excellent leadership, organizational, and communication skills

**CITY OF CHICAGO PARATRANSIT SERVICES  
ATTACHMENT 11: PACE FUEL DELIVERY PROCEDURES**

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**The Pace Fuel Delivery Procedures are to be provided post contract award and shall be part of the contract.**



**REQUEST FOR PROPOSAL NO. 419292**  
**TERMS AND CONDITIONS APPLICABLE TO PACE**  
**PARATRANSIT EQUIPMENT**

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1. **Pace Rights to Pace Equipment.** This Exhibit applies to all Pace Equipment provided by Pace to the Contractor at any time during the term of the agreement, including the list of Pace Equipment attached as Exhibit I Attachment 7. Pace reserves the absolute right, in its sole discretion, to (1) determine the number and type of Pace Vehicles provided to the Contractor, (2) substitute or replace any Pace Vehicles provided to the Contractor and (3) direct to Pace, or its designee, the return of any or all Pace Vehicles at any time. In the absence of fault by the Contractor or other good cause, Pace shall not take action that would prevent, or materially and adversely affect, the ability of the Contractor to provide bus service as provided for in this Contract.
2. **Pace Equipment Provided: Inventory and Documentation.** The Contractor agrees to comply with all Pace procedures for handling Pace Equipment as described in the Pace Paratransit Manual for Private Providers Contracting Directly with Pace (Exhibit G) and in this Scope of Work (Exhibit I). The Contractor agrees to cooperate fully with Pace in developing and maintaining an accurate inventory of all Pace Equipment which may periodically be in the Contractor's possession. The Contractor shall complete and process all documentation necessary to evidence and record the receipt, possession, return or transfer of any Pace Equipment coming into, being in, or leaving its possession, all as required by Pace. Copies of all such documentation with respect to Pace Vehicles shall be attached to and become part of the Pace vehicle permanent file.
3. **Equipment Inspection Upon Delivery or Return.** The Contractor and Pace shall jointly inspect all Pace Equipment prior to being provided to the Contractor and prior to when such Equipment is being returned to Pace. The Pace Equipment is to be fully maintained, serviced, and cleaned prior to each joint inspection. The Contractor and Pace shall each sign the inspection sheet which will include notes on any deficiencies found during the inspection including any damaged or malfunctioning components. The deficiencies noted on the inspection sheet shall be corrected by the receiving party with costs incurred in performing such corrective work being billed to the other party. In the event that any Equipment is returned to Pace in such poor condition that it cannot be safely used in revenue service or if the maintenance records reveal gross violations of maintenance requirements, then the Contractor shall be assessed liquidated damages of \$350.00 per day for each day the vehicle is out of service in addition to the actual costs to correct the deficiencies.
4. **No Consideration.** The Contractor shall not be required to pay any separate consideration for the use of Pace Equipment during the Contract Term.
5. **Contractor Acceptance of Pace Equipment.** The Contractor shall accept delivery of Pace Equipment at such times and places within the six-c o u n t y region as Pace shall designate, upon notice to Contractor that such Equipment is available for delivery. In the case of any unreasonable delay, neglect, refusal, or failure to accept any Pace Equipment at the time and place designated, all costs and expenses incurred by Pace arising from such delay, neglect,

refusal or failure shall be reimbursed by the Contractor immediately upon written demand by Pace.

6. **Pace Equipment Returns and Substitutions.** Any Pace Equipment that Pace designates to be returned or transferred shall, upon reasonable notice, be delivered by the Contractor at a time and place designated by Pace within the six-county region. Contractor shall also accept delivery of any substitute Pace Equipment at a time and place designated by Pace within the six-county region. All terms and conditions of this Exhibit shall apply to such substitute Pace Equipment.
7. **Surplus Pace Equipment.** Any Pace Vehicle not scheduled for use in providing or supporting the bus service, and not required as a spare as determined by Pace, for a period of ten days or more, shall be considered surplus Pace Equipment. Any other Pace Equipment not required, as determined by Pace, for providing bus service or other services pursuant to this Exhibit shall be considered surplus Pace Equipment. Pace may require the Contractor either to return such surplus Pace Equipment to Pace, to transfer it to Pace's designee, or to store it at such locations as Pace may direct. Contractor shall have ten working days after such surplus Pace Equipment is deemed so to return the equipment as directed. Contractor shall be assessed liquidated damages of \$150.00 per day for each day the vehicle(s) are not returned to Pace.
8. **Pace Right to Repossess Pace Equipment.** Upon failure by the Contractor to return or deliver any Pace Equipment as directed by Pace, or if the Contractor fails to use, repair or maintain any Pace Equipment as required by this Exhibit, the Contractor shall permit Pace, without demand, legal process, or breach of the peace, to enter any premises where the Pace Equipment is or may be located and to take possession of and remove the Pace Equipment. The Contractor shall not prosecute, or assist in the prosecution, of any claim, suit, action, or other proceeding arising out of any such repossession by Pace. The Contractor shall reimburse Pace for any and all costs incurred by Pace in connection with actions taken by Pace pursuant to this Subsection.
9. **Pace Equipment Inspection.** Pace shall have the right to inspect any and all Pace Equipment or cause any or all Pace Equipment to be inspected, at any time, with or without prior notice to the Contractor. Pace shall also have the right to demand, from time to time, a written statement from the Contractor setting forth the condition of the Pace Equipment, or any part of it. The Contractor shall furnish such a statement to Pace within ten days after receipt of Pace's demand therefor. Should Pace or its designee determine, in their sole discretion, that any Pace Equipment has not been maintained in accordance with this Contract, Pace or its designee shall report all deficiencies to the Contractor in writing. Except for safety related deficiencies, which shall be corrected as soon as reasonably possible and prior to placing the vehicles in service, the Contractor shall have 30 days to correct the reported deficiencies. If Contractor has failed to repair the reported defects within the 30-day period, the Contractor will be required to deliver and pick up the vehicle from a Pace facility or a facility designated by Pace where these repairs will be completed.

Pace shall have the option of deducting amounts from future payments for Pace maintenance and or repair services provided to the Contractor during the operation of this Contract. These may include, but are not limited to bus parts, bus repairs and outstanding insurance deductibles.

Pace shall supply the Contractor with supporting documentation of these charges in the month the charges are deducted from the Contractor's payment.

10. **Return of Pace Equipment and Related Records Upon Termination.** Immediately following termination of this Contract, whether by completion of the Contract Term or for any reason, The Contractor shall surrender and deliver to Pace all Pace Equipment and related records subject to the provisions in Paragraph 3.
  
11. **Title to Pace Equipment Licensing and Registration.** The Contractor acknowledges and agrees that Pace owns all Pace Equipment. All Pace Vehicles shall be licensed and registered by Pace, in Pace's name and at Pace's expense. Nothing contained herein shall affect Pace's absolute ownership of and title to, the Pace Equipment, such ownership and title being hereby expressly reserved to and retained by Pace. The Contractor shall not obtain, acquire, or otherwise be construed to own any property or other interest in the Pace Equipment, except the right to use it for the purposes and under the conditions stated in this Contract during the Contract Term. The Contractor further agrees that it will not, in any manner, allow or permit the Pace Equipment or any part of it to be pledged, seized, or held for any tax, debt, lien or other obligation. Should the Pace Equipment or any part of it become subject to or encumbered by, any tax, debt, lien or other obligation during the Contract Term, or before the actual delivery of the Pace Equipment to Pace after the Contract Term, the Contractor shall, subject to its right to in good faith protest any such tax, debt, lien or other obligation, promptly pay or discharge such tax, debt, lien or other obligation and relieve such Pace Equipment from the encumbrance thereof.
  
12. **Warranty.** NEITHER PACE NOR THE CONTRACTOR IS THE MANUFACTURER OF THE PACE EQUIPMENT, NOR THE MANUFACTURERS' AGENT, AND NEITHER MAKES ANY EXPRESS OR IMPLIED WARRANTY OF ANY NATURE REGARDING THE PACE EQUIPMENT, INCLUDING, BUT NOT LIMITED TO: ITS MERCHANTABILITY OR FITNESS FOR ANY PARTICULAR PURPOSE; ITS DESIGN OR CONDITION; ITS WORKMANSHIP; ITS FREEDOM FROM LATENT DEFECTS; ITS COMPLIANCE WITH THE REQUIREMENTS OF ANY LAW, RULE, SPECIFICATION OR CONTRACT; OR ITS NON-INFRINGEMENT OF ANY PATENT, TRADEMARK OR LICENSE. Provided Pace, or the manufacturer, has supplied required warranty documents to the Contractor, the Contractor shall take all actions authorized by this Contract to preserve any and all manufacturer's warranties regarding the Pace Equipment. This Contract shall not operate to release or waive any rights of Pace or the Contractor against any person not a party hereto, including the manufacturer of the Pace Equipment. Provided that Pace or the manufacturer has supplied required warranty documents to the Contractor, the Contractor shall take all actions it is authorized to take under this Contract to preserve any and all manufacturers' warranties regarding the Pace Equipment. This Contract shall not operate to release or waive any rights of Pace or the Contractor against any person not a party hereto, including the manufacturer of the Pace Equipment.

13. **Maintenance Requirements.** The Contractor shall at all times maintain all Pace Equipment in good mechanical condition and in conformity with all applicable safety practices, laws and regulations. In addition, the Contractor shall, at all times, maintain all Pace Equipment in accordance with the terms and provisions of this Contract, shall comply with all maintenance policies, practices, procedures, conditions and requirements as described in the Pace Paratransit Manual for Private Providers Contracting Directly with Pace (Exhibit G), and shall comply with all manufacturers' maintenance schedules and warranty requirements. The Contractor shall keep both the exterior and interior of all Pace Vehicles neat, clean and in first class condition at all times. The Contractor shall assure all Pace Vehicles are at all times maintained in accordance with the requirements of the Illinois Department of Transportation. The Contractor shall assure all Pace Vehicles at all times have valid Illinois Department of Transportation stickers affixed to them. All maintenance and repair costs should be entirely paid for by the Contractor, except as provided for by paragraph 15.
  
14. **Maintenance Records.** The Contractor shall prepare and maintain accurate records relating to all maintenance work performed by or for the Contractor on all Pace Equipment, and in that regard, shall comply with the provisions of this Contract and with all applicable Pace policies, practices, procedures, conditions and requirements as set forth in the Pace Paratransit Manual for Private Providers Contracting Directly with Pace (Exhibit G) and in the Scope of Work (Exhibit I). The Contractor shall maintain a separate maintenance file for each Pace Vehicle containing all maintenance records pertaining thereto. The Contractor shall also complete, maintain and transmit to Pace all maintenance forms required in Pace's preventative maintenance program, and any other records requested by Pace including, without limitation, Vehicle maintenance records, fuel consumption records as more particularly set forth in the Pace Paratransit Manual for Private Providers Contracting Directly with Pace (Exhibit G). The Contractor shall comply with all applicable requirements of any lease agreements through which tires are provided for the Pace Equipment and fuel consumption records.
  
15. **Pace Compensation for Major Repairs Not Related To Accidents.** Major repairs are repairs not resulting from accidents to engine, transmission, air conditioning or other major repair systems (not including brake systems, suspension systems, electrical systems, seating systems, windshield wiper and washer systems, body damage, door systems, and other wearing items and systems) where actual cost of components exceed \$1,000, according to the coach manufacturer's current parts price list. Pace will compensate the Contractor for certain components used for major repairs which are not the result of accidents as long as capital grant funds are available to cover the cost. The Contractor shall be responsible for major repairs as required in the *Pace Paratransit Manual for Private Providers Contracting Directly with Pace* (Exhibit G). Major repairs shall be performed by the Contractor upon receiving prior written approval by Pace Paratransit. Pace may provide parts for repairs that exceed \$1,000.00, and the Contractor shall be responsible for installation of these parts in a professional manner. In certain cases, when the cost of a new part exceeds \$1,000.00 but a satisfactory rebuilt part may be obtained for less than \$1,000.00, Pace may authorize purchase of

a rebuilt part at Pace's expense. The Contractor shall be responsible for all installation costs.

16. **Damage Caused By Accidents.** The Contractor is solely responsible for all loss or damage to the Pace Equipment which is accident related which includes, but is not limited to, vehicular collision or overturn, fire, lightning, explosion, theft, windstorm, hail, earthquake, flood, mischief, and vandalism. If the equipment is damaged to the extent that it is rendered a constructive total loss and cannot be repaired, it is the Contractor's responsibility to **replace** it with equipment based on Replacement Cost defined as new with like kind and quality and zero (\$0) in accumulated depreciation or **reimburse** Pace the Replacement Cost value of the equipment defined as new with like kind and quality and zero in accumulated depreciation. The replacement equipment must meet Pace's approval and comply with the Illinois Department of Transportation Safety Regulation for public transit equipment as well as comply with all Federal Motor Carrier Safety Regulations. All repairs or replacement/reimbursement of equipment by the Contractor required herein shall be made as soon after the accident as possible and in no event shall such repairs or replacement take longer than 4 weeks unless otherwise approved in writing by Pace's Bus Operations Department. As provided in the insurance section of the base Contract, the Contractor is required to have insurance in effect for the actual cash value of the Pace-owned equipment but will still be required to replace or reimburse Pace based upon Replacement Cost as defined within this paragraph. The Contractor is responsible for all loss of or damage to the Pace Equipment whether or not insurance coverage applies.
17. **Damage or Stolen Pace Equipment Excluding Vehicles.** The Contractor is solely responsible for all loss or damage to the Pace Equipment. It is the Contractor's responsibility to replace it with similar equipment of like kind and quality or reimburse Pace the actual replacement value of the equipment based on like kind and quality. As provided in the insurance section of the base Contract, the Contractor is required to have insurance in effect for the actual cash value of the Pace-owned equipment. The Contractor is responsible for all loss of or damage to the Pace Equipment whether or not insurance coverage applies.
18. **Pace Vehicle Identification.** The Contractor shall maintain, and not change or obstruct in any way, all identification markings and decals on all Pace Vehicles as supplied and affixed by Pace. Unless otherwise approved in writing by Pace, the Contractor shall not affix to, or display on, any Pace Vehicle any identification markings or decals other than those supplied and affixed by Pace.
19. **Advertising.** Contractor shall allow Pace or its Contractor access to the Contractor's premises where the Pace Vehicles are stored in order to install and maintain advertising frames and advertising posters on Pace Vehicles. Contractor shall not remove, damage, change or take any other action to affect the advertising on Pace Vehicles. Unless otherwise approved by Pace, Contractor shall not install or display any advertising on Pace Vehicles.

20. **Storage of Pace Equipment.** The Contractor shall store all Pace Equipment at suitable locations, where such Equipment is protected from vandalism and theft. The Contractor must receive Pace approval of the storage facility for Pace Equipment. Indoor storage shall have adequate fire protection, which complies with all applicable federal, state and local laws and regulations, and shall have the approval of the Fire Underwriters' Laboratory. The Contractor is responsible for all Pace-issued Equipment, including fareboxes, which may be lost, damaged, or stolen. Any planned change in location of storage or repair facilities after approval of the Contract must be approved in writing by the Pace Paratransit Department.
  
21. **Fareboxes.** Except as expressly approved in writing by Pace, the Contractor shall utilize only fareboxes and related equipment provided by Pace. The Contractor shall install and maintain such fareboxes in good condition.

**REQUEST FOR PROPOSAL NO. 419292  
CHICAGO ADA DEDICATED PARATRANSIT SERVICES  
FREQUENTLY ASKED QUESTIONS**

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This exhibit provides a list of questions that are frequently asked on Pace paratransit service Requests for Proposals along with their answers. The Attachments to *Exhibit I, Scope of Work* referenced in the answers below contain the most current data available at this time.

Question 1: We request that the Contractor be provided sufficient lead time to transition services from the current contractor.

**Pace Response:** **Pace anticipates awarding this contract in late October which will provide close to five months for transition before the April 1, 2020 start date.**

Question 2: Can Pace provide the current union contract, the current seniority list for drivers, and their current rate of pay?

**Pace Response:** **Pace does not have access to this information.**

Question 3: Can Pace provide the revenue hours for the current contract?

**Pace Response:** **See Attachment # 2 to *Exhibit I, Scope of Work***

Question 4: Do the office staff or union members receive medical benefits, sick days, and holidays? What is the office staff / union members' contribution percentage on their medical plan? What is the health care plan and 401K participation by position?

**Pace Response:** **Pace does not have access to this information.**

Question 5: Please verify that there is no Disadvantaged Business Enterprise goal established for this contract.

**Pace Response:** **Confirmed. The Disadvantaged Business Enterprise goal for this contract is 0%.**

Question 6: Can Pace provide the current call volume per day for reservationists, dispatchers and schedulers?

**Pace Response:** **Pace does not have call volume information for dispatchers and schedulers All reservations will be handled by the Regional Mobility Management Call Center (RMMCC). Pace does not have information on call volume for dispatchers and schedulers for Will County because the majority of dispatching and scheduling calls are handled by the RMMCC.**

Question 7: The estimated annual Hours for Year 1 are set at 1,826,459. Please confirm the volume of hours on which proposers should base their proposals for each component. Please describe plans, if any, for any changes to the volume of hours in the next 12 months.

**Pace Response:** **Proposers shall base their proposals on all information given in the RFP including all attachments. The annual hours are based on anticipated growth of all of the components listed in this RFP. Pace does not anticipate any changes in revenue hours at this time.**

Question 8: Please provide the current performance achieved in each of the services as it relates to the listed performance standards in the RFP.

**Pace Response:** **See *Exhibit I, attachment 2***

- Question 9: Can Pace provide the Revenue miles vs. the Service miles for the current contract?  
**Pace Response:** See *Exhibit I*, attachment 2
- Question 10: Can Pace provide the Dead Head miles for or the current contract?  
**Pace Response:** **Pace does not have access to this information.**
- Question 11: At various times, federal, state and local governments consider laws, rules and regulations which require an increase to wages or benefits mandated for the employees that will be employed under this contract. If such an event occurs during the term of the agreement, how will Pace respond for an application for increased compensation?  
**Pace Response:** **All costs should be accounted for in the bidder's pricing proposal.**
- Question 12: Please confirm that the Contractor will be responsible for dispatching and scheduling functions  
**Pace Response:** **All reservations will be handled by the Regional Mobility Management Call Center (RMMCC).**
- Question 13: Can Pace provide the locality of the current union in place?  
**Pace Response:** **Pace does not have access to this information.**
- Question 14: Please confirm that all bidders will be required to provide uninsured motorist insurance.  
**Pace Response:** ***Exhibit F, Insurance Requirements*, does not include a requirement for uninsured motorist insurance.**
- Question 15: How many hours are required for driver, scheduler or reservationist training?  
**Pace Response:** **Proposers shall outline training hours in the training documentation in their proposals.**
- Question 16: Please verify if there is a bid bond due at the time of the bid submission.  
**Pace Response:** **A bid bond is not required for this RFP.**
- Question 17: Given the region-wide difficulty in recruiting CDL drivers, will Pace consider establishing a minimum starting wage to insure qualified drivers can be effectively hired and retained in this challenging labor market?  
**Pace Response:** **Driver wages are determined by the Contractor.**
- Question 18: We understand that proposers are required to submit the full original contract document with all exhibits in RFP responses. Please confirm that it is permissible to send one completed, signed, full copy of the contract and all exhibits, and that it is not necessary to submit the full document with all 8 copies as well?  
**Pace Response:** **Yes, proposers may submit one (1) copy of all signed and completed contract documents. The contract documents are not required to be included in the eight (8) copies of the technical proposal.**
- Question 19: Can you provide the daily and annual revenue hours?  
**Pace Response:** **Daily revenue hours are not available, see Attachment# 2 to *Exhibit I, Scope of Work* for annual revenue hours.**
- Question 20: If the Contractor is not performing the Call Center functions, are they still required to provide an 800 number for inquiries; Hearing & Speech Impaired accessibility services; and Voice Logging/Call Recording System requirements listed in this section?



- Pace Response:** Yes, the Contractor still needs a voice logging and Call Recording system.
- Question 21:  
**Pace Response:** Does Pace provide vehicles for this contract?  
**The Contractor shall be responsible for providing all vehicles. See Exhibit I, Scope of Work for vehicle requirements**
- Question 22:  
**Pace Response:** Please provide a copy of the current contracts.  
**A copy of the current contracts can be obtained by filing a Freedom of Information Act (FOIA) request. Please go to [www.pacebus.com](http://www.pacebus.com), About Pace, Freedom of Information, to file a Freedom of Information Act (FOIA) request.**
- Question 23:  
**Pace Response:** Please confirm who is responsible for trip reservations and scheduling. If trip reservations and scheduling are shared between PACE and the Contractor, please confirm the amount required by each.  
**The RMMCC is responsible for trip reservations and initial assignment of trips to runs; the Contractor is responsible for final trip scheduling.**
- Question 24:  
**Pace Response:** Please provide a current list of all employees with hire dates, rate of pay and detailed benefits information.  
**Pace does not have access to this information.**
- Question 25:  
**Pace Response:** Will the Contractor or the RMMCC process trip requests and inquiries (i.e. “Where’s My Ride” calls)?  
**The RMMCC will handle trip requests and inquiries.**
- Question 26:  
**Pace Response:** What is the turnover rate for drivers over the last 12 months, for the current provider?  
**Pace does not track this information. This is the responsibility of the Contractor**
- Question 27:  
**Pace Response:** Will the cost forms be made available in Excel?  
**Yes. To receive an Excel copy of Exhibit A, Price Proposal please send an e-mail request to [opal.walls@pacebus.com](mailto:opal.walls@pacebus.com).**
- Question 28:  
**Pace Response:** Does Pace provide fuel for this contract?  
**No**
- Question 29:  
**Pace Response:** Exhibit B, Page 2: RFP States that 1 CD of the original Technical and 1 CD of Original Price must be submitted with the response. Would Pace accept USB thumb drives instead of CD’s?  
**Yes.**
- Question 30:  
**Pace Response:** Please provide a current list of all employees with hire dates, rate of pay and detailed benefits information.  
**This information is proprietary to the current Contractor.**
- Question 31:  
**Pace Response:** What is the hourly pay for the current Pace Chicago Paratransit Contractor FTE employees base?  
**This information is proprietary to the current Contractor.**
- Question 32:  
**Pace Response:** Is the current workforce represented by a labor union?  
**This information is proprietary to the current Contractor.**
- Question 33:  
**Pace Response:** If yes, can bidders obtain a copy of the current Collective Bargaining Agreement (CBA)?  
**This information is proprietary to the current Contractor.**

**Exhibit L**

**TECHNICAL PROPOSAL**

# TECHNICAL PROPOSAL

Chicago ADA Dedicated Paratransit Services  
July 25, 2019

RFP No. 419292



*The Vision to Move Forward*

**Prepared For:**  
Pace Suburban Bus  
Attn: Purchasing Department  
550 W. Algonquin Road  
Arlington Heights, IL 60005  
Tel: 847-228-3594

**Submitted By:**  
SCR Medical Transportation, Inc.  
8835 S. Greenwood Ave.  
Chicago, IL 60619  
Tel: 773-967-6400  
Fax: 773-768-7099

Information contained in this document is considered CONFIDENTIAL and is for the sole use of Pace employees, agents and other pre-appointed personnel. Any dissemination or use of any of the information contained herein outside Pace's specifically designated recipients must have SCR's prior written consent.

# Technical Proposal

## Chicago ADA Dedicated Paratransit Services - July 25, 2019 - RFP No. 419292

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## 1.0 EXECUTIVE SUMMARY

*SCR Medical Transportation, Inc. has been providing complementary paratransit service under contract to Pace Suburban Bus since 2009. During the most recent contract cycle which began in 2013, SCR has had the **lowest cost per trip** and the **highest productivity** when adjusted for evening and overnight service. The total cost of our service remains very competitive for this next contract cycle (2020-2030). On average, the On Time Performance (OTP) for SCR has been the highest among the current Carriers since 2013. SCR understands the requirements of the contract with Pace as indicated in Request for Proposal (RFP) 419292; our company is prepared to deliver demand response services in compliance with the Pace Paratransit Manual for Private Providers Contracting Directly with Pace and in a way that conforms with the expectations of the customer as expressed in the Rider's Guide. With this knowledge and our years of experience, SCR will continue to provide complementary paratransit services in the City of Chicago that are safe, reliable, customer-oriented, and cost effective. As an incumbent service provider our company will have minimal start-up costs, little in the way of leasehold improvements, and a "Go Live" plan that virtually eliminates the risk of service disruptions. SCR Medical Transportation Inc. looks forward to continuing its professional relationship with Pace over the course of the next ten (10) years.*

Some consistent themes are repeated throughout RFP 419292.

- The priority of service reliability (i.e., OTP)
- The need for a competitive cost per trip through improvements in system productivity
- Improvements in safety and vehicle monitoring through state-of-the-art technology

SCR Medical Transportation, Inc. is the most qualified company to achieve all three (3) objectives.

SCR is the premier, Chicago-based provider of complementary paratransit services in the second largest ADA system in the United States. Our company has worked in a cooperative fashion and collaborative manner with Pace Suburban Bus Co. since 2007 and the Chicago Transit Authority (CTA) we have provided specialized transportation services in the Chicago Metropolitan area since 1986.

- *With over 33 years delivering demand response service in Chicago, SCR brings more than thirteen (13) years of experience and lessons-learned working alongside Pace*
- *Our collaborative approach and utilization of lessons learned enables us to build on our accomplishments, allowing immediate program execution on the "Go Live" date of April 1, 2020*
- *We bring demonstrated financial soundness, strong corporate support, and executive level involvement to give Pace the committed vendor required for continued successful program execution*
- *Our experienced local team has the agility and flexibility to deliver innovative solutions to reserve, schedule, monitor and support service productivity*
- *SCR continually invests in the technology and infrastructure necessary for the low risk and reliable CCO required by all stakeholders*

The SCR proposal provides a comprehensive and detailed plan for the six (6) most critical aspects of any complementary paratransit service:

- Preserving Service Quality and Promoting System Productivity
- Recruitment and Retention of Drivers
- Maintenance of the Revenue Fleet
- Project Management
- Staffing the Operation
- Optimizing the Schedule
- Customer Service as an Ethos.





**Approach and Benefits to Selecting SCR**

Items	SCR's Approach Theme	Why?/So What?	Benefits
<b>Expectation of improved performance results</b>	<p>SCR knows how to drive real change in ADA Paratransit performance.</p> <p>Little bureaucracy, we are close, intimate and able to develop strategic partnership.</p>	<p>We have succeeded in one of the toughest operating environments</p> <p>Ability to respond to and excel in complicated operating environments: ADA, Mobility Management, special needs transportation, NEMT, Shuttle Bus and private ride services. - Remain a sharp focus on wheelchair-accessible transportation.</p>	Pace and Pace passengers
<b>Management, Staff and Qualifications</b>	<p>We have a Project Team that is familiar with the Chicago ADA service and with one another. We will build on existing knowledge and resources to meet Pace requirements. While others rely on regional support, we believe in placing the strongest Project team possible, the first time, and one capable of managing daily operations without the constant intervention of regional support.</p>	<p>Because we will be providing a cohesive team that is familiar working with one another, Pace will benefit from having an experienced team, yet with a set of fresh eyes to stay out ahead of issues and deliver the outstanding customer service Pace demands long into the future. We will build on knowledge and not start from scratch.</p> <p>Carry over the knowledge of expert Trapeze users, proprietary monitoring tools and high standards for quality of work.</p> <p>In addition, our team is positioned and experienced for future growth.</p> <p>Highly technical PM with skillset to drive innovation.</p>	Pace and Pace passengers
<b>Training, Service Delivery and Safety Program</b>	<p>Turning tried and tested processes, tools and programs to enhance driver engagement. We have invested in automation and technical advancement.</p> <p>Proven to take business from a community service and transform it into an industry leader within the Chicago market by making the necessary investments, at our own cost</p>	<p>SCR's service monitoring equipped with modern camera and GPS tracking technology will provide reliable service delivery to Pace passengers</p> <p>Comprehensive Dispatch Training Program - SCR has developed a comprehensive training program to address the specific challenges in paratransit as it relates to Drivers and Dispatchers. It comes with student and facilitator workbooks with customized videos that were produced in our call center.</p> <p>Strong Driver Training Program - Mixed with industry-leading tools to prepare operators for real-life scenarios.</p>	Pace and Pace passengers
<b>Cost-efficient Vehicle and Facility Maintenance</b>	<p>We have a state-of-the-art vehicle and preventative maintenance program, currently maintaining over 500 vehicles and various types.</p>	<p>We have developed and will be upgrading proprietary schedule optimization tools for driver shifts that are used in our operation today. Optimal schedules will be fully operational on Day One of the new contract to address on-time performance and productivity requirements.</p>	Pace and Pace passengers

Figure 1: SCR's approach and benefits. SCR has provided excellent transportation services to Pace passengers since our first contract.

### *Recruitment and Retention of Drivers*

Our driver staffing number is based on operating 25% of the service. The headcount of 285 FTE is well below our current number of “active” drivers. SCR is proposing a *dedicated local Recruiter* to keep the classroom occupied and the driver roster full. Our proposed wage progression reflects the current “buyers’ market” for paratransit bus operators and will not be subject to the pressure exerted by minimum wage requirements.

### *Maintenance of the Revenue Fleet*

SCR has proposed 175 new vehicles in Year 1 of this contract. They conform with the 75/25 percent requirement of wheelchair-accessible to ambulatory vehicles. A second fleet replacement is scheduled for Year 5 of the ten-year contract cycle. Maintenance will be performed in accordance with the recommendations of the original manufacture and in a way that reflects the “best practices” that have been developed over the years at SCR.

### *Project Manager*

SCR is proposing Justin Rakestraw as its Project Manager for the Pace ADA contract. Mr. Rakestraw has the background, experience, and expertise in paratransit required in an operation of this size.

Justin embodies the customer service ethos of SCR; no less important is his attention to the operational details and dedication to the proposition that service quality results from “doing the right things and doing things right”

Mr. Rakestraw has been the Project Manager for SCR on the City of Chicago ADA Paratransit Service Contract since 2019.

### *Optimizing the Schedule*

On Time Performance (OTP) and Productivity begin with a run cut that properly aligns response with demand based upon historical trip patterns. SCR will be utilizing proprietary software that allows us to design vehicle tours that provide the appropriate level of service by day of the week, hour of the day, time of the month, and seasonally. Vehicle tours will be linked together to produce driver assignments.

Management will preserve the essential feature of any cost-effective complementary paratransit service: flexible response. SCR will incorporate “flex” and “clean up” shifts in its driver assignments. This will provide the company with the capability to start drivers earlier and extend operators out beyond their “end time” when the demand for service requires it.

Extra Board assignments, approximately 10% of the total, will be customized in a way that provides maximum protection against no call/no shows, call-offs, and late arrivals. Once the AM/PM pullout is complete, routes will be created for extra board operators not deployed, if warranted.

### *Preserving Service Reliability and Promoting System Productivity*

Driving in revenue service is the most difficult job in any complementary paratransit operation.

The Dispatch Function is the second hardest job, particularly when it comes to balancing service reliability with system productivity.

The Dispatcher must possess extraordinary customer service skills when interacting with drivers and passengers. This person must know the service area; appreciate the capabilities and limitations of each driver; recognize the needs and habits of the passenger who utilize the service.

The Dispatcher must understand how to use the scheduling software to monitor service in real time, intervene when trips are “at risk”, and adjust service levels in near-real time.

This person must understand that service reliability and system productivity have an “inverse relationship” to one another and therefore be opportunistic in recognizing when conditions are right to increase one or the other.

The Dispatcher must never forget that the *primary* service that we offer is “safety”. Alex Persu is the Dispatch Manager proposed by SCR on this contract. Mr. Persu will have *direct oversight* responsibility for the dispatch, scheduling and routing functions. He is well-versed in the use of Trapeze and understands what constitutes effective dispatch in a demand/response operating environment.

### *Customer Service as an Ethos*

Customer service is not merely a slogan at SCR Medical Transportation, Inc.; it is the animating principle of our organization. SCR recognizes that customer service is best expressed through actions rather than words. This “ethos” is at work when we design and deliver complementary paratransit services that are safe, reliable, customer-oriented, and cost effective.

Customer service is taught to new hires through the recruitment and hiring process; it is present every day when we provide training to our employees. SCR understands that it has external and internal customers-with different needs and varying expectations.

For over thirty (30) years, Pamela and Stanley Rakestraw have infused the organization at SCR with the idea that losing sight of the customer is tantamount to forgetting why we are in business.

SCR appreciates the commitment required in the restoration of trust between provider and passenger.

The key individuals who have been hand-selected for the SCR proposal will be held accountable for delivering services that are customer-centric; incumbent employees and new hires will be introduced to and immersed in our “customer service culture”.

SCR will measure our success on the customer service front on a routine and regular basis. We will attend meetings with customers as directed by Pace in order to determine if we understand their expectations and are meeting their needs. SCR will use the complaint process to identify customer service deficiencies and target remedial efforts.



Organization	
Features of SCR's Approach	Benefits to Pace Suburban Bus
<b>Deep experience implementing and managing ADA complimentary operations</b>	The proposed SCR project team organization brings high-quality, well-seasoned personnel to work with the Pace project team to successfully deliver the project. Combined, our proposed staff for the project has more than 85 years of relevant experience working ADA transportation projects.
<b>Senior advisors and management complement project staff</b>	Our team is supported by an advisory and management group of senior executives who bring extensive knowledge of best practices from industry and will have ready access to the broader set of SCR resources to successfully deliver the Pace ADA project.
<b>Cohesive Team with previous experience working as a unit</b>	SCR has witnessed the pitfalls when contractors promise significant results by gathering a group of qualified, yet random individuals to form a project team. Because it's impossible to know how people will work together, it's a gamble that Pace and Pace customers can avoid by selecting SCR.

Figure 2: Our Approach to meeting your Organizational Requirements. SCR's proposed project team consists of people that have deep ADA experience and understand the intricacies of the business behind providing transportation services.

By establishing trust in what we do and how we do it, SCR will validate the decision made Pace to choose our company as the next provider for the City of Chicago ADA dedicated paratransit services. We look forward to continuing our long-standing relationship with Pace.

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## II. PROPOSAL CONTENT AND RFP SUBMISSION REQUIREMENTS

### II. A Contract Documents

Contract Documents have been executed and submitted in a separate binder.

### II.B Technical Proposal

## III. PRIOR EXPERIENCE

### III. A. Firm and Staffing

SCR Medical Transportation, Inc. (SCR) was founded in 1986, by Pamela and Stanley Rakestraw. The Rakestraw's noticed there was a large void in the medical transportation service industry for the medically and physically challenged customer, serving as the motivating factor in the founding of SCR. Recognizing these needs, the Rakestraw's committed themselves to their core values of encompassing patience, compassion, and empathy from the very first phone call which SCR received in 1986 to today, thirty-three years later.

SCR, responding to the Chicago Transit Authority (CTA) Request for Proposal in 1998, was one of six firms chosen to provide Americans with Disabilities Act (ADA) Paratransit Service in the City of Chicago. Initially starting with three percent of the Chicago Paratransit market under the customer choice system, the company's share grew to the 40 percent contract-maximum value, accomplished through positive customer referrals.

After Pace assumed management of the Chicago Paratransit Program, SCR implemented further improvements in productivity and competitive cost per hour, making SCR the most cost-effective Paratransit operator in the Chicago Transit Authority.

In June 2007, SCR served as the pilot test site for the implementation of Trapeze Dispatching Software in the City of Chicago, becoming the leader in system use and effectiveness. Pace selected SCR in 2016 as the contractor for the Pace Regional Mobility Management Call Center (RMMCC), using Trapeze to book and manage this complex operation.

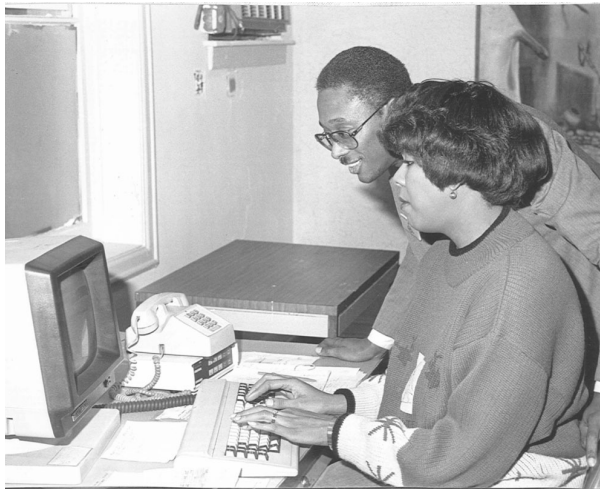
SCR played a crucial part in the successful implementation of a trip brokering software in the RMMCC in 2013 to incorporate Taxi providers into ADA service. In terms of scheduling and dispatch, there is no substitute for experience, and our expertise makes SCR the best choice to meet the goals that this Request for Proposal (RFP) has identified for dispatch performance.

SCR's experience with demand-responsive service in the greater Chicagoland area has enabled us to build the most exceptional dispatch team in the region, comparable to the best in the nation. We have successfully integrated new technologies into our processes and systems to enhance service to both the customer and passenger community.

### *Why ADA Mass Transit, Hospitals and Social Services Agencies Choose SCR*

SCR has focused on creating life-enhancing experiences for transportation customers and their passengers. Our success is the result of profound and meaningful partnerships with the most respected transportation organizations in the country, with these successful relationships founded on the principle that innovative, insight-driven services and associated technologies engage our passengers and improve customer service, positively impacting our clients. More than a dozen organizations across the region regard SCR as their trusted partner.

Our founders began operations with a few used vans, a wealth of ideas, and a vision for the future. Today, they actively serve on SCR's Board of Directors as well as daily operations, continuing to guide the strategic vision to lead and support our Project Team. Our team's capabilities allow our clients to entrust us with planning, implementing, and managing Illinois' first and only Regional Mobility Management program in concert with the regional transit authorities.



Employing a workforce of more than 1,200 transit professionals while operating a fleet of over 500 privately owned vehicles to schedule and perform nearly 4,000 trips each weekday within the third largest transportation market in North America, we have a demanding regional presence with passenger trips reaching as far as Indiana, Michigan, and Wisconsin.

Since SCR's inception, we have developed a deep understanding of the transportation industry, our customers' values, and the passenger community. Throughout our tenure, we have developed an expertise in every critical function of paratransit service delivery, including but not limited to scheduling, dispatching, routing, fleet maintenance, and driver training.

We understand the essential critical success factors each of our customers considers mandatory to achieve optimum performance. SCR's comprehensive understanding of the transportation industry supports the continuing partnership, supporting Pace's goals and objectives, while improving passenger quality, reliability and safety.

We continue to develop products and services that embrace the diversity and needs of our unique customers. For example, in 2006, SCR was instrumental in leading the transition from manual ticket-based reservation system to the automation of trips utilizing a computer-based scheduling and dispatch software system.

Our culture of listening to our customers and understanding the passenger community is stronger than ever. We take a comprehensive approach to developing strategies that drive our services and technology solutions. By carefully identifying and understanding our customers' missions and short- and long-term business plans, we work as a partner to help achieve your objectives. Pace's business plan is our roadmap to mutual success.

### *A Balanced History that Drives the Future*

A rich timeline has emerged that includes several major contract awards and innovations that followed the creation of the company in 1986. In December 2011, we initiated a restructuring plan that better aligned our business with the needs of our clients and attracted the best and brightest talent with a comprehensive understanding of passenger transportation. Our primary objective was to plant the seed for a more professional organizational structure, nurture it with our innovative operational spirit and let it grow into an opportunity to share our services to passengers who rely on paratransit and deserve a better option. Additionally, we were awarded the Pace RMMCC contract in 2016.

Figure 3 highlights other select activities and accomplishments from our inception until present.

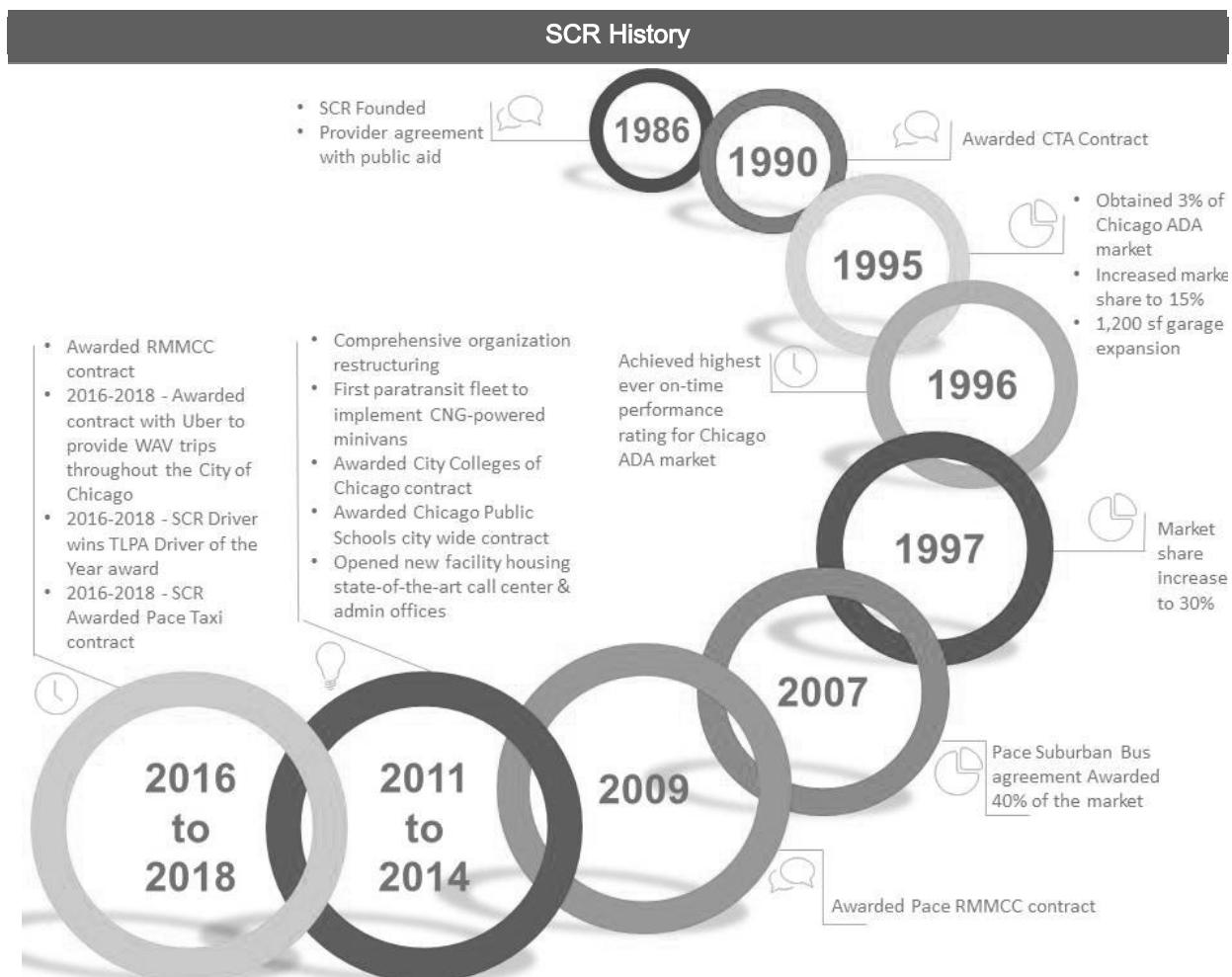


Figure 3: SCR History. Our long history demonstrates a strong commitment to success and results. As a dedicated transportation partner, our success becomes [Name of Agency]’s success.



### *Strong Commitment to the Success of Our Customers*

SCR is a majority woman and minority-owned transportation company managing ADA Paratransit, government contracts, and a multitude of private sector contracts throughout the Chicago area. We offer Non-Emergency Medical Transportation (NEMT), special needs student transportation, luxury wheelchair accessible transportation, and shuttle bus services for members of the public and private sector.

SCR's national perspective and presence allows us to provide our transportation partners with the most advanced technology, products, and services. Our experienced team members dedicate themselves to understanding the unique needs of each customer, leveraging our resources and experience to meet those needs. Our customers' focus is our focus: peak financial performance, simplified operations, market understanding, and tailored solutions.

A healthy corporate culture leads to better customer service by fostering increased creativity and objectivity through collaboration, ethics, and the use of the organization's resources. SCR continuously utilizes performance data and lessons learned in the selection process of potential employees, ensuring they meet not only the basic criteria but go above and beyond to share common values, interests, and goals.

After three decades, we still subscribe to our original core value; Sensitive, Caring, and Responsive, established by our founders, Stanley and Pamela Rakestraw. These values served as the impetus of the company name-SCR.

Figure 4 provides the underlying precepts that make these values timeless—as real today as they were 30 years ago.

SCR Core Values		
Value	Tenet	Success Factors
<b>Sensitive</b>	We are sensitive to the needs of others and embrace people with warmth, respect, dignity and compassion.	<ul style="list-style-type: none"> <li>▪ Treats people with respect and dignity, including customers, employees, and others in the community</li> <li>▪ Deals with people in a warm and positive manner</li> <li>▪ Listens with empathy and responds appropriately</li> <li>▪ Is helpful and shows compassion, kindness and appreciation</li> </ul>
<b>Caring</b>	We care about the well-being of others and demonstrate our caring through a visible and personalized showing of appreciation and acceptance.”	<ul style="list-style-type: none"> <li>▪ Demonstrates awareness and understanding of the way people think, behave, and work within the SCR organization</li> <li>▪ Sensitive to the diversity within the company and responds to others, regardless of their backgrounds, beliefs, or experiences</li> <li>▪ Has the desire and commitment to achieve outstanding results within the framework of the business and/or position requirements</li> </ul>
<b>Responsive</b>	We openly and actively respond to the needs of our customers, our fellow employees and our community.	<ul style="list-style-type: none"> <li>▪ Actively listens and responds to the feelings and needs of others</li> <li>▪ Is positive and helpful in approach</li> <li>▪ Willingly provides prompt, attentive service</li> <li>▪ Readily adjusts priorities to responds to changing client demands</li> <li>▪ Seeks opportunities for new learning and new experiences that enhance one’s skills, talents, and abilities that bring value to the company</li> </ul>

Figure 4: SCR Core Values. Inbred in the culture of SCR, our values resonate with the entire SCR team and guide us internally and externally—ensuring the best possible customer service experience.

### *Customer Service Philosophy*

Everyone who works at SCR has heard Stanley Rakestraw speak about the "Inverted Pyramid" philosophy that he has consistently applied to the management of SCR. This philosophy recognizes the vehicle operator to be at the highest level of our organization, responsible for providing quality service to passengers.

All of our proposed procedures/methods for managing day-to-day ADA services are based on and stem from our company mission and philosophy.

Only through total coordination of the support services we extend to drivers can we give each driver the tools to provide active, client-sensitive service to passengers.

As Figure 5 illustrates, every SCR team member in every department, from the vehicle cleaners to the owners of the company, commit never to forget that we are all here, irrespective of physical location, to support the drivers so that they can do the very best job in serving our passengers.

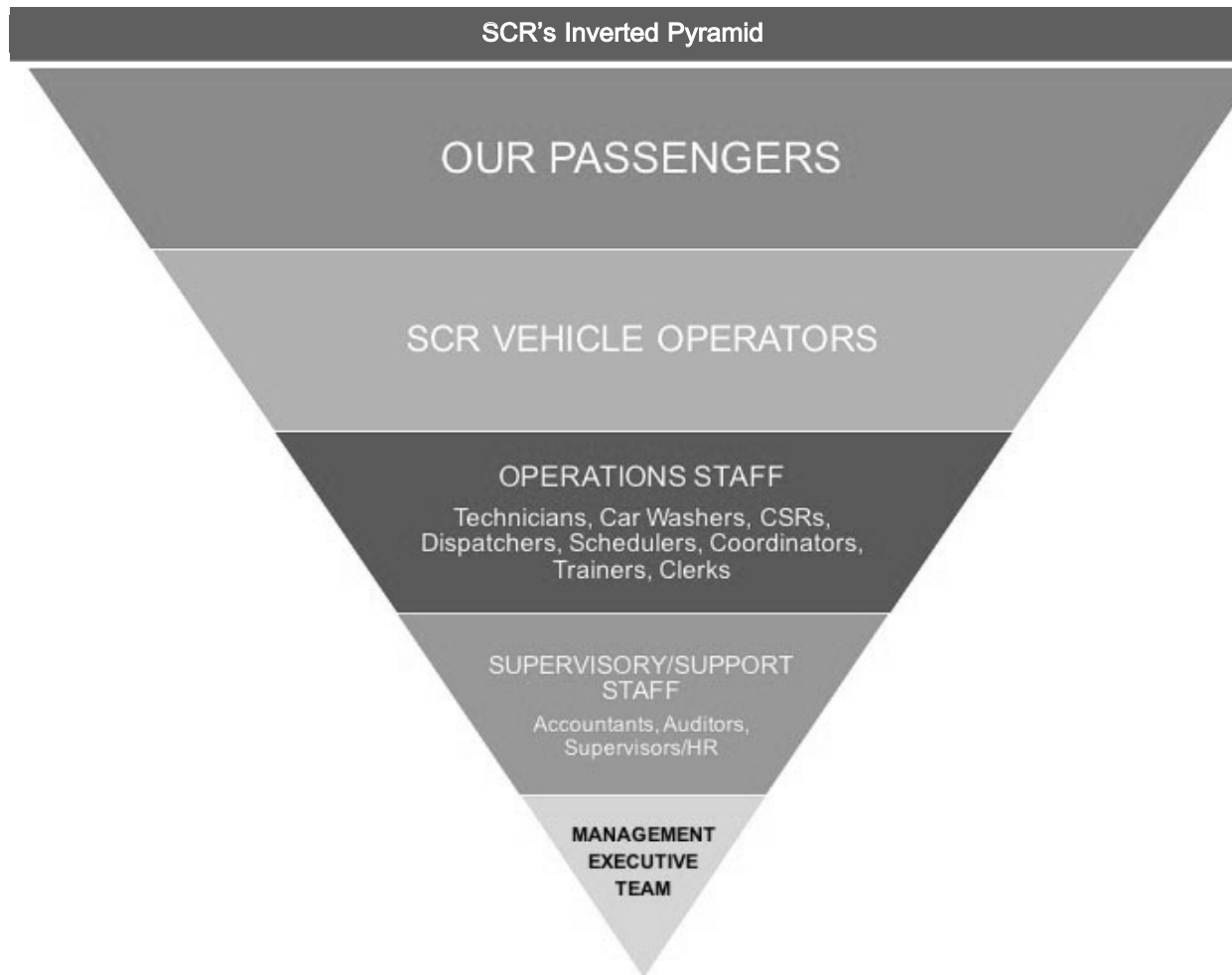


Figure 5: Inverted Pyramid Philosophy. Real-time decision making and active issue resolution are among the key benefits of our non-traditional service management philosophy.

*Our Vision Motivates Continuous Services Expansion to the Physically and Mentally Challenged Community*

The vision to move forward represents how we would like to be perceived in the ADA community and the transit industry.

As competition continues to drive down prices, the quality of Paratransit services is diminished, often sacrificing rider safety and overall quality of life to an underserved portion of our community. SCR's vision is to remain true to our timeless system of putting the customer's needs first in a new system that far is too eager to put profits and market share ahead of people. These are the types of best practice standards we deliver to Chicago ADA service area residents.

In an age when it is common for shareholders and venture capitalists to focus solely on corporate profit, SCR remains true to its core values and ownership structure. We remain minority and family-owned and led, with our purpose for existing continuing being to focus on serving the special needs of our customers with distinction.

The Rakestraw's believed from the very beginning that if they took good care of their staff, that staff members would take the best possible care of the customers, and the bottom line would take care of itself. Thus, 33 years ago and today, the focus has continued to be on personal, hands-on development of each individual in the company to drive outstanding customer services. This passenger-centric attitude of dealing honestly, fairly and respectfully extends to the client agencies who entrust SCR with contracts to provide transportation services to their public.

### III.A.1 Non-Pace Service Operations

SCR is a leading innovator in the transportation industry. Beginning with public aid transportation services in 1986, we continue to innovate with technology and research-driven programs, delivering customers the highest levels of safety, security, integrity and ethical standards.

Following is a list of Paratransit service contracts performed during the past five years with annual value of at least \$5M. Each brief synopsis shows SCR's capability in managing comparable contracts similar to the Pace Chicago ADA service.

#### *Chicago Public Schools: Special Needs Student*

SCR entered into a contract with the Chicago Public Schools (CPS) to transport special education students utilizing wheelchair accessible vans. CPS has a large number of special education routes that were formerly accommodated by large 60+ passenger school buses.

Across the nation, this model of employing a variety of vehicles to supplement traditional school bus service has cut costs for special-needs students. SCR was selected to operate this service a success, and has made transportation more efficient and effective for the district, students, and their families.



On April 29, 2013, SCR began operating routes to various Chicago Public Schools, which required hiring and training of more than 80 drivers and 59 support staff to initiate operations. The contract was renewed by CPS in 2016, increasing the number of routes assigned to SCR by 25%. Since contract initiation, SCR has reduced the transportation costs and drive time for students.

This start-up is an example of our abilities to identify, hire and train quality employees, regardless of the size, duration, or complexity of the project. Over the term of this agreement, SCR will save the Chicago Public Schools taxpayers millions of dollars that can be reinvested into valuable programs that benefit the education for our youth.

Client	Bureau of Student Transportation Services . Clark Street, 16th Floor go, IL 60603
Value of Contact	illion
	ervations/scheduling development tch
	nal staff including 120 drivers / 5 bus aides, 3 dispatchers and 11 rt staff ologies used: StrataGen ADEPT dispatching software integrated )DS mobile data computers

Figure 6: Chicago Public Schools: Special Needs Transportation. SCR continues to serve the students and schools of Chicago Public Schools, providing excellent service at a savings to the area taxpayers.

### III.A.2 Pace Service Operated

SCR has operated the Chicago Transit Authority (CTA) Paratransit system continuously since 1988, with SCR’s contract renewed in 2013. Initially, this contract was held with CTA directly and was transferred to Pace in 2006 when the agency assumed control of Chicago ADA Paratransit responsibilities.



During program initiation, software was limited to a "reservations-only" system, requiring extensive manual routing and scheduling of vehicles. This process became difficult to use as the number of vehicles to route and schedule increased. After assuming responsibility, Pace and SCR led the implementation of the Trapeze PASS Dispatching Systems into the Chicago Paratransit Services in 2007, restructuring the manual processes to mirror the new technological system. SCR currently reserves and schedules an average of 2,500 - 3,000 daily trips using Trapeze.

Dependent on daily trip volume, SCR utilizes 240 weekday peak vehicles and a staff of 800 drivers to cover peak-period demand, providing flexibility in meeting ever changing customer needs. The vehicles we are presenting are a mix of wheelchair accessible vans which consist of Ford Transit 150s and Ford Transit 350s.

In 2016, Pace made several improvements allowing SCR to increase our daily on-time performance. Most notably, the ‘zone system’ was abolished, decreasing the number of transfer

trips, reducing the average distance per trip. These improvements allowed SCR to stabilize driver staffing levels, resulting in a 7% increase in on-time performance in one year.

Using our proprietary management tools, and by strengthening our collaborative relationship with Pace, SCR has consistently remained the top overall performer in the Chicago ADA Market.

Pace Chicago ADA Dedicated Paratransit Services.	
<b>Client</b>	Pace Suburban Bus 550 West Algonquin Road Arlington Heights, IL 60005
<b>Agency Contact</b>	Desiree Barron, Senior Project Manager, Paratransit Operations Desiree.Barron@Pacebus.com Phone: (312) 341-8071
<b>Value of Contract</b>	\$190 Million
<b>Length of Service</b>	2006 – Present; New contract award 4/1/2014
<b>Services Delivered</b>	Demand Response ADA Paratransit Service Reservations/Scheduling Dispatch
<b>Size of Services</b>	Vehicle Types: Caravans, Ford E350 wheelchair lift van conversions Ridership of 4,000 client trips per day Trapeze PASS dispatching software integrated with DDS Vector 9000 mobile data computers

Figure 7: Pace Chicago ADA Dedicated Paratransit Services.

### *Pace Suburban Bus: Regional Mobility Call Center*

SCR has managed the Regional Mobility Call Center (RMMCC) since 2009, providing centralized reservations, scheduling and facilitation service for greater than 10,000 trips daily. Additionally, the RMMCC may be used as a backup Call Center for Pace in case of an emergency.



In 2016, SCR was given additional responsibilities providing oversight of the City of Chicago ‘Where’s My Ride Calls’ ADA Program and its carriers in addition to suburban services. This enhancement increased SCR’s RMMCC staffing levels by 178%.

Today, we allocate dozens of funding resources and implement regional ADA and local non-ADA programs, as well as oversee transportation providers’ on-time performance and productivity. This is achieved utilizing a combined service structure including dedicated and non-dedicated services, including paratransit, taxi and human service agencies to minimize overall cost per trip.

Overseeing more than 10,000 trips on a typical weekday, the RMMCC utilizes Trapeze and Trip Broker software to push trips to third party providers. The multiple sets of differing eligibility rules and funding sources makes the reservations aspect of the service complex, with SCR acting as the main coordination coordinator between riders and service providers for same day service.

Funding sources seek to maximize the most effective and cost-efficient means of meeting each individual’s transportation needs. SCR rapidly identifies the most cost-effective trip resource and books the trip meeting the passenger’s requirements. SCR additionally operates travel-planning services for trips outside of the service area and often using other modes of mass and public transit outside of the ADA Paratransit Services, as show in Figure 8.

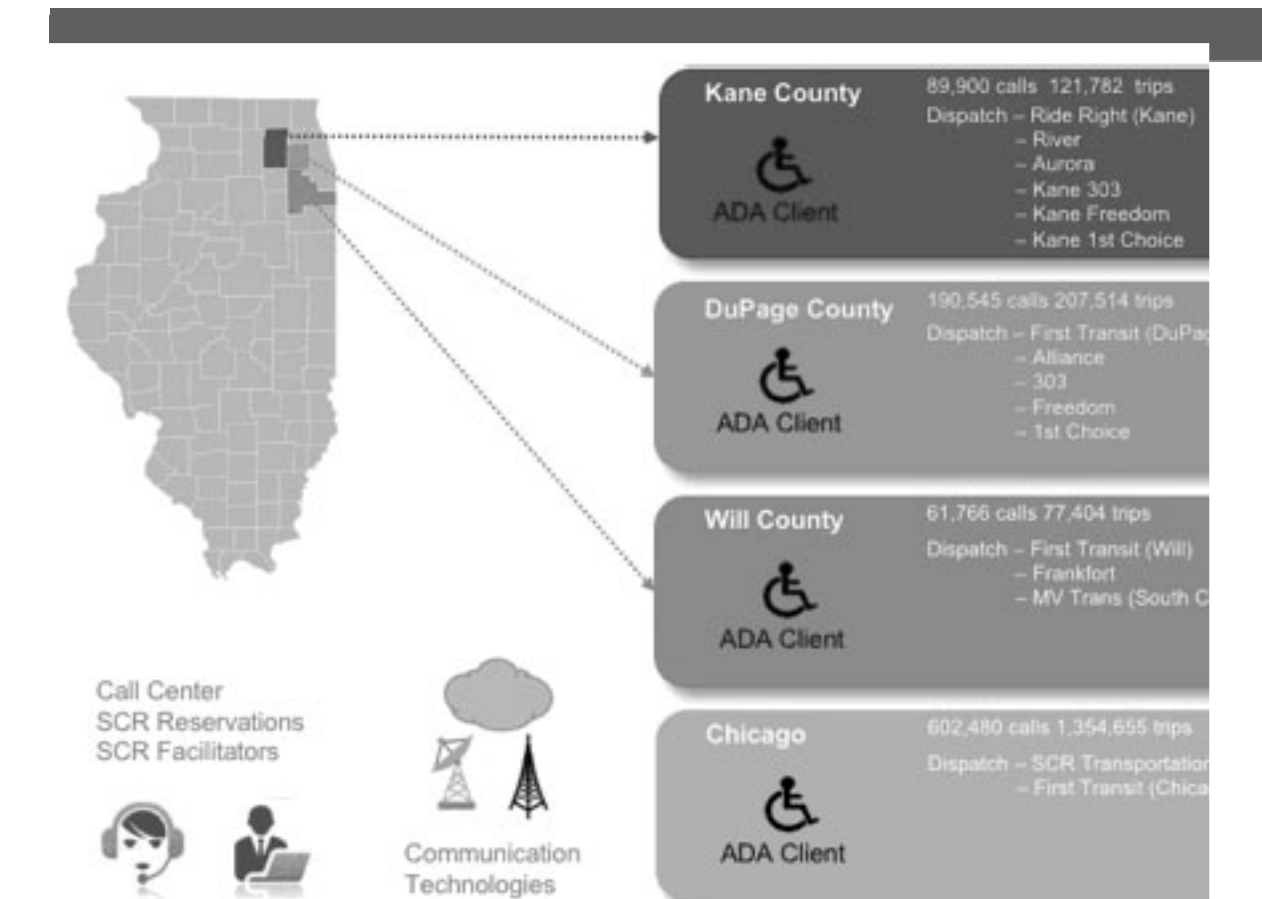


Figure 8: Pace RMMCC Results. SCR produces remarkable outcomes including the management 2,000 calls per day at a 96.6 percent compliance rate for answering calls in less than 120 second while enjoying a 94 percent overall performance rating.

Our dedication to improve carrier service and productivity has enabled Pace staff to implement multiple additions to the RMMCC service network.

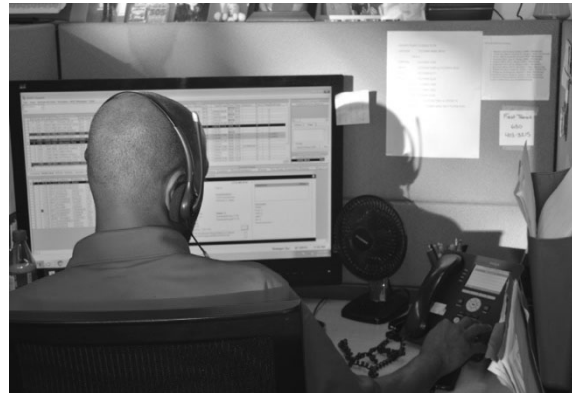
Regional Mobility Management Call Center	
<b>Client</b>	Pace Suburban Bus 550 West Algonquin Road Arlington Heights, IL 60005
<b>Agency Contact</b>	Victor Ortiz, Project Manager, Revenue Services/Paratransit Victor.ortiz@pacebus.com Phone: 312-341-8070
<b>Value of Contract</b>	\$10 Million
<b>Length of Service</b>	2009 – Present
<b>Services Delivered</b>	Reservations/Scheduling Dispatch/Facilitation
<b>Size of Services</b>	Assume responsibility over dozens of local vendors to perform 1,500 trips per day Operate from custom-designed Centralized Call Center (CCC) facility in Chicago Trapeze PASS dispatching software with Trip Broker integrated to provider mobile data computers

Figure 9: Regional Mobility Management Call Center

### *Pace Taxi/Livery Service*

SCR was awarded a Taxicab/Livery contract with Pace Suburban Bus in August 2018 to handle overflow/unscheduled ADA client trips utilizing wheelchair accessible vans.

SCR began the operation of the Taxicab/Livery service November 6, 2018, requiring the hiring and training of more than 15 drivers and 5 support staff for operations start. Since operating this service, SCR has continued to hire and train drivers, increasing the capacity of the service. SCR Taxi now operates over 300 trips per weekday in the City of Chicago.





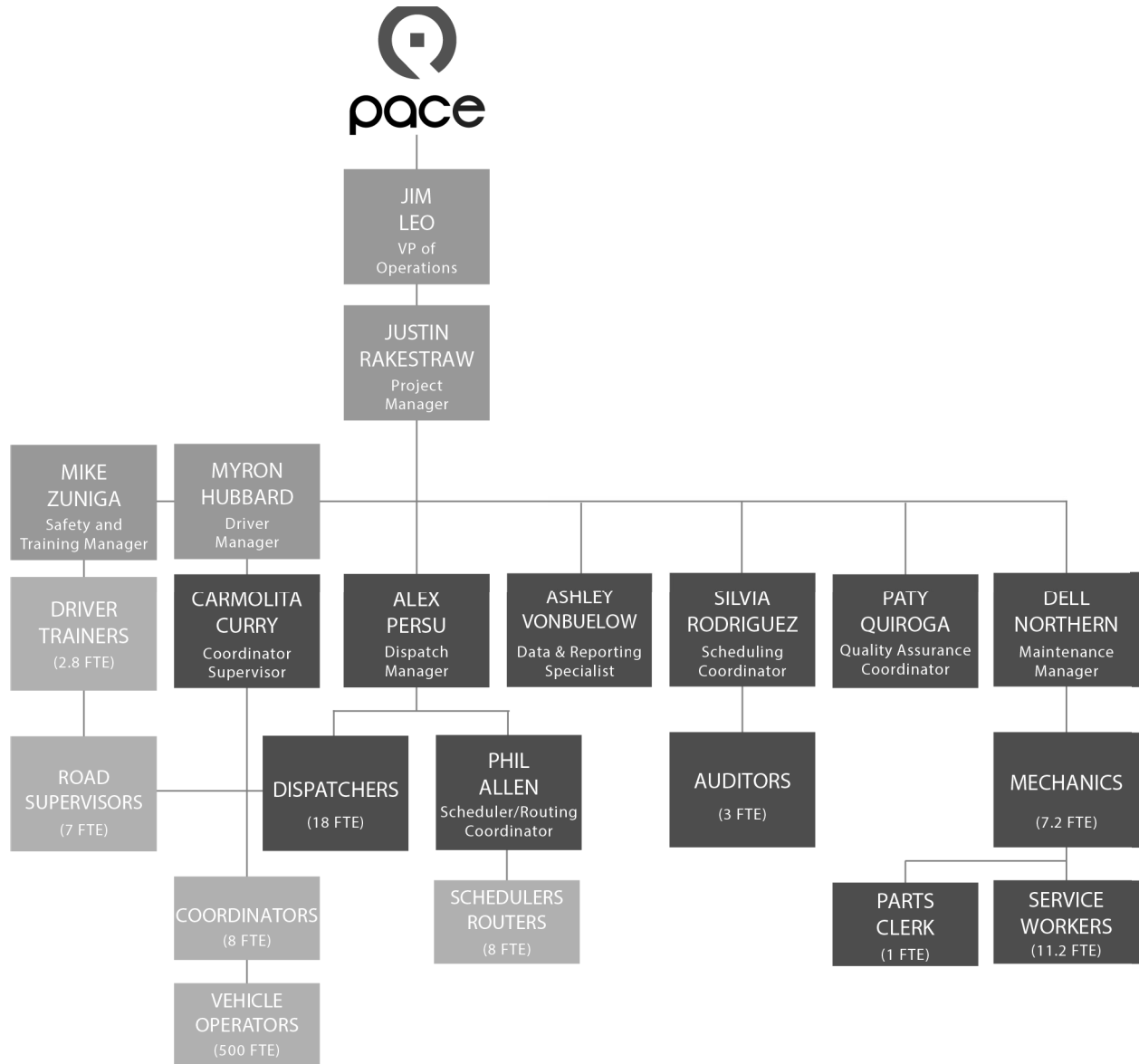
Pace Taxi/Livery; City of Chicago and South Cook County	
<b>Client</b>	Pace Suburban Bus 550 West Algonquin Road Arlington Heights, IL 60005
<b>Agency Contact</b>	Victor Ortiz, Project Manager, Revenue Services/Paratransit Victor.ortiz@pacebus.com Phone: 312-341-8070
<b>Value of Contract</b>	\$4 Million
<b>Length of Service</b>	2018 – Present
<b>Services Delivered</b>	Taxicab/Livery services for the City of Chicago ADA Program as well as the South Cook County Service
<b>Size of Services</b>	Vehicle Types: Wheelchair accessible minivans 130 total staff including 120 drivers, 5 dispatchers and 5 support staff Technologies used: StrataGen ADEPT dispatching software integrated with DDS mobile data computers

Figure 10: Pace Taxi/Livery; City of Chicago and South Cook County

### III.A.3 Organizational Chart with Key Personnel

SCR’s approach to structuring a project team fosters a strong sense of teamwork when working together with our customers. This approach has resulted, over the past thirty-three years, in the development of many long-lasting customer relationships with agencies and transit entities through which we have successfully delivered a wide variety of transportation services. When developing a project organization and making team assignments, we consider the knowledge and experiences of our qualified team members, mapping them against specific customer requirements.

For the Chicago ADA service, we have tailored our organizational layout and lines of management authority to align with Pace. The effect is a structure that optimizes management efficiencies meeting the operational, tactical, and strategic requirements for the Pace Program. We propose leaders with proven experience in paratransit management and Pace operations. The SCR team was developed allowing direct integration with Pace and its organization structure, organized for accountability and responsiveness. Figure 11 identifies the critical resources that have been identified to meet Pace’s Chicago ADA Paratransit requirements. We designed our organization around this relationship, allowing us to identify and resolve issues, continuously improve services, while keeping passengers safe and on time, all of the time.



companywide resources when necessary, we developed the capability to respond to critical needs when customers are faced with the unexpected or when specialized skills are required.

Figure 12 Figure 12 shows a tabular, Gantt-style view of our proposed organizational structure.

Organizational Table-Gantt-view										
Labor	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Category										
<b>Project Management</b>										
<b>Project Manager</b>	1	1	1	1	1	1	1	1	1	1
<b>Operations Manager</b>	1	1	1	1	1	1	1	1	1	1
<b>Safety &amp; Training Manager</b>	1	1	1	1	1	1	1	1	1	1
<b>Maintenance Manager</b>	1	1	1	1	1	1	1	1	1	1
<b>Driver Manager</b>	1	1	1	1	1	1	1	1	1	1
<b>Dispatch Manager</b>	1	1	1	1	1	1	1	1	1	1
<b>Dispatch Leads</b>	2	2	2	2	2	2	2	2	2	2
<b>Coordinator Supervisor</b>	1	1	1	1	1	1	1	1	1	1
<b>Coordinators (Window Dispatchers)</b>	8	8	8	8	8	8	8	8	8	8
<b>Routing Supervisor</b>	1	1	1	1	1	1	1	1	1	1
<b>Quality Assurance Supervisor</b>	1	1	1	1	1	1	1	1	1	1
<b>Data &amp; Reporting Coordinator</b>	1	1	1	1	1	1	1	1	1	1
<b>Scheduling Coordinator</b>	1	1	1	1	1	1	1	1	1	1
<b>Dispatchers</b>	18	18	18	18	18	18	18	18	18	18
<b>Routers/Schedulers</b>	8	8	8	8	8	8	8	8	8	8
<b>Road Supervisors</b>	7	7	7	7	7	7	7	7	7	7
<b>Mechanics</b>	7	7	7	7	7	7	7	7	7	7
<b>Parts Clerk</b>	1	1	1	1	1	1	1	1	1	1

Off-Site Facility	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Gas Cards										
<b>Utility Workers</b>	3	3	3	3	3	3	3	3	3	3
<b>Security</b>	3	3	3	3	3	3	3	3	3	3
<b>Coordinators (Window Dispatchers)</b>	2	2	2	2	2	2	2	2	2	2

Figure 12: Organizational Table-Gantt-view. SCR’s proposed project team consists of people that have deep call center experience and understand the intricacies of the business behind providing transportation services.

In addition to an experienced organization designed specifically for Pace, we provide corporate organizational support. Our Project Team will be backed by select expert guidance, receiving overview and support from a team of corporate resources. The SCR Organization Approach, Figure 13 outlines the key features of this approach and the benefits to Pace.

Our Approach to meeting your Organizational Requirements	
Features of SCR Approach	Benefits to Pace
<b>Deep experience implementing and managing paratransit operations</b>	The proposed SCR Project Team organization brings high quality, experienced personnel to work with Pace for successfully project execution. Combined, our proposed staff for the project has more than 11 years of relevant experience working call center and transportation projects.
<b>Senior advisors and management complement project staff</b>	Our team is supported by an advisory and management group of senior executives who bring extensive knowledge of best practices from the industry and will have ready access to the broader set of SCR resources to successfully deliver the services of the project.

Figure 13: Our Approach to meeting your Organizational Requirements. SCR’s proposed project team consists of people that have deep call center experience and understand the intricacies of the business behind providing transportation services.

### III.A.4 Organizational Chart of Subcontractor

SCR utilizes ITIC Solutions as a vendor for Information Technology. More information can be found in Section VI, Subcontractors.

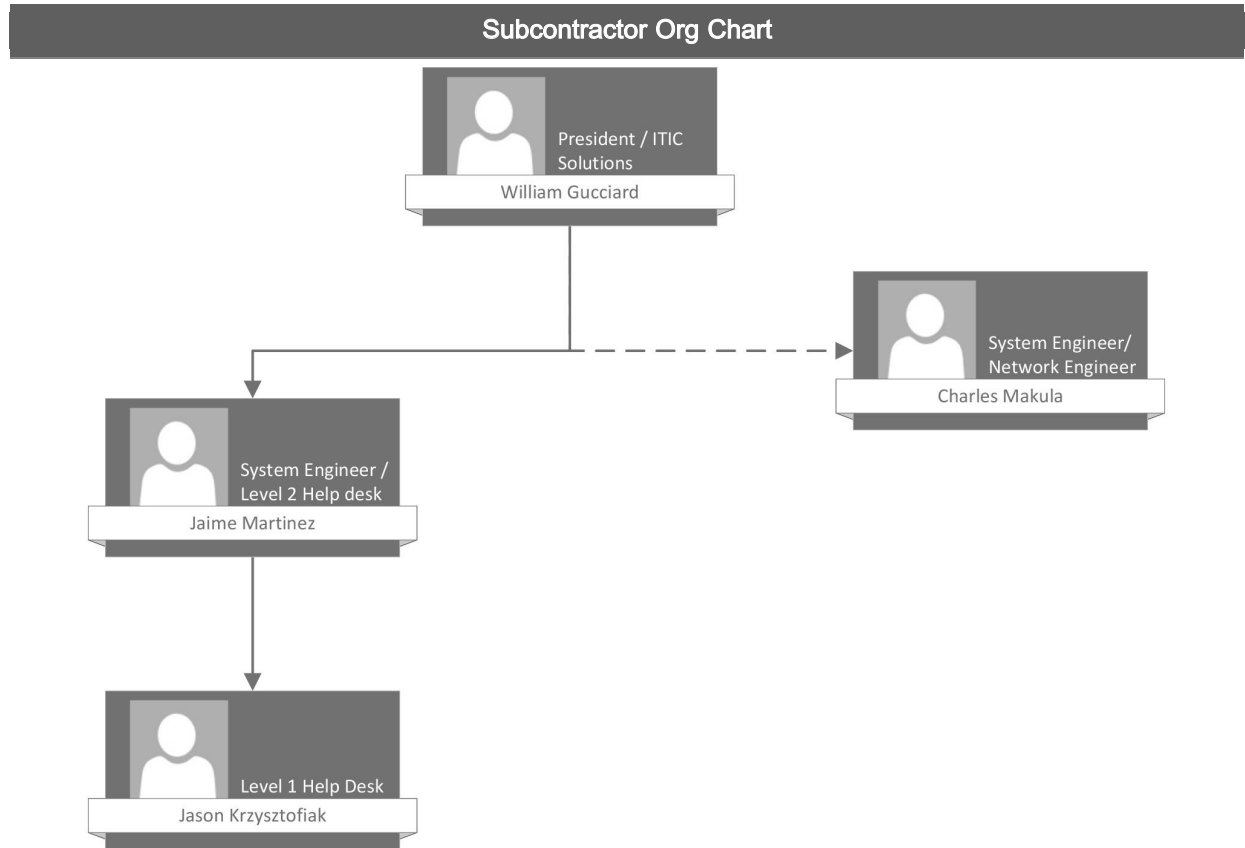


Figure 14: ITIC Solutions Org Chart, Information Technology vendor for SCR.

## III.B. Qualifications and Experience

### III.B.1 Project Manager Qualifications and Experience

Our proposed Project Manager, Justin Rakestraw, brings 12 years of dedicated Americans with Disability Act (ADA) transportation-related project experience. He will work closely with Pace and the entire Project Team to successfully guide the delivery of ADA services provided by SCR.

Justin possesses the requisite skills and experiences as identified in the Request for Proposal (RFP). Justin will be the primary liaison between SCR and Pace, coordinating communications between managers and team leaders, while reporting to Pace’s Management Team. As such, he will be available to the ADA Paratransit project full-time for the duration of the contract.



Figure 15 highlights Justin's ADA Project Management experience and associated benefits this experience provides Pace.

Project Manager Experience	
Experience	Benefits to Pace
12 Years of transportation industry experience, including four years managing within the Pace ADA system	A seasoned manager who can guide the team and meet the project deadlines and ongoing operations.
Developed SCR’s Driver Management performance mechanism to increase accountability and improve individual performance	First-hand experience with driver management and the proposed solution implementation will provide reliable performance to Pace passengers
Improved service reliability for on-time performance	Experience with transportation performance measures and performance improvement will help Pace enhance and develop processes.

Figure 15: Project Manager Experience. Justin brings the experience in dedicated ADA paratransit transportation to ensure the project timeline is met and reduce implementation and on-going operational risks.

### *Project Manager Report to the Pace Vendor Management Team*

- As the Project Manager on the Pace ADA Paratransit Project, Justin is responsible for continually monitoring internal and external considerations and constraints that could affect service delivery. These responsibilities include serving as the front-line day-to-day manager responsible for administration and supervision of the performance of the tasks specified in this RFP. His primary responsibility is monitoring and ensuring that daily performance is met according to the agreed upon schedule, procedures, and performance standards and that the appropriate deliverables are submitted to and accepted by Pace.
- Additionally, he will also monitor external factors and constraints that could affect the outcome and quality of service. Justin will collaborate with Pace and service providers to keep the overall project effort on track, identifying risks and issues minimizing associated passenger impacts.
- Some of these external factors and constraints include:
  - Effective and timely communication with stakeholders regarding the coordination strategies between the RMMCC, SCR and other service providers
  - Identification and mitigation of critical service risks and issues across the project threads
  - Adherence to established performance standards, and alignment with regulatory bodies
  - Execution of tasks based on agreed upon timeframes in the start-up plan
  - Management of staffing and resources

### *Front-line Administrator for the Project Team*

- As the front-line administrator responsible for the day-to-day execution of the project, Justin's role as Project Manager enables him to monitor operations and identify potential issues that may adversely impact the timeline or overall success of the project.
- In the event issues are identified, Pace will be informed in writing within 24 hours of their discovery. In doing so, the Project Manager leverages an issue escalation process that will be defined and mutually agreed upon by the SCR Project Manager and Pace.

### *Communicating Pertinent and Timely Status*

Timely, transparent, and consistent communication (formal and informal) is a necessary foundation for effective project coordination. Keeping the participants and stakeholders informed of project status and events throughout the project life cycle is essential for avoiding miscommunication and issue escalation. To improve communication, report on project health metrics and any other critical project issues, SCR will conduct a Weekly Status Meeting with the Pace Project Manager and Project Team, with Justin will act as the facilitator.

### *Sustaining and Delivering Project Tasks On-time*

Within 15 days of Contract Award, SCR will work with Pace's Project Manager and Project Team to prepare a Project Schedule that identifies and outlines project tasks, resources, and timelines for each project deliverable. Pace stakeholders will review this project schedule, and once approved, this Project Schedule will serve as the Project Plan Baseline with weekly updates and reports submitted to Pace.

### *Planning the Work and Working the Plan*

- The SCR Project Manager is responsible for the implementation of new deliverables and ensuring the Project Plan execution. Deliverables and adherence to project requirements are monitored against the Project Plan Baseline, monitoring progress against scheduled tasks, identification of any tasks or deliverables which may be at risk, and implementation of preventative and corrective action to either remain on or return to schedule.
- This review enables the Project Team to examine overall project progress, explore lessons learned, consider implications of new and evolving technology, and make necessary adjustments to the business and technological components of the project. The results of this review provide inputs for making adjustments to the overall Project Plan and addressing changes in the service design and technical direction over the life of the project.
- We recognize that implementation phases are not a one-time activity but instead set the foundation for a safe, efficient, and on-time transportation service. The approved Project Plan will be the primary tool to manage and control the project based upon tools, processes, and procedures that will be established. Justin will be responsible for updating the Project Plan and keeping it current.

## III.B.2 Project Manager Skills and Experience

- Justin brings comprehensive and applicable experience within the Pace operating systems, his experience with Pace has been the basis of his work for the last twelve years.
- Justin was hired recently appointed as the Project Manager for SCR's ADA Service Delivery contract with Pace, where his skills and experience are critical for bringing about improvements in daily on-time performance. Requiring little training, he immediately assumed responsibility for all functional areas, and is put an increased focus on process and service delivery improvements.
- Justin redesigned SCR's Dispatcher Training Program, which has reduced the training curve from orientation to in-service by 50%, helping to increase average on-time performance. His leadership in all departments has enabled increased cross-departmental efficiencies to take place while maintaining the contractual productivity and performance standards.



- Part of Justin's success in managing SCR's operational units is his knowledge of technological components to improve performance. Justin led the implementation of Samsara to provide GPS functionality to track and monitor SCR's fleet and drivers, which has improved safety and operational efficiencies.
- Justin has spent a significant amount of time working with SCR's Human Resource Department to address staffing levels and put into place Driver and staff Retention campaigns to lower companywide turnover.

### *Justin's Qualifications Meet Your Project Manager Requirements*

As SCR's Project Manager, Justin is uniquely qualified for the role of Project Manager for the ADA Paratransit Project as demonstrated by the following:



- Increasing responsibilities as a Senior Level Manager in the transportation industry with project management experience
- Twelve years of experience applying project management methodologies, including creation and maintenance of detailed project plans and schedules, budget monitoring, scope definition, change management, risk and issue management and resolution
- Experienced in developing performance management framework, driver management enforcement, and recommending and execution process improvements through written policies and procedures
- Availability to the Pace worksite during regular business hours due to residing in Chicago, Illinois
- Strong relationship skills with a customer service orientation

### III.B.3 Paratransit Operations Experience

- Justin oversees SCR’s day-to-day operation of the Pace Chicago ADA Paratransit Service, which has given him the managerial and operational background required for this project. Justin’s background, Figure 16 includes Paratransit operations knowledge that was gained through several progressive positions of responsibility within the industry and throughout his 12-year career in transportation.
- Figure 16 lists Justin’s Paratransit Operations Experience.

Paratransit Operations Experience				
Employer	Service Type	Term	Responsibilities	Service Size
SCR	ADA Paratransit	> 1 year	General Management	1 million trips annually
SCR	ADA Paratransit	4 years	VP of Operations/Business Process Improvement	1 million trips annually
SCR	ADA Paratransit	1 year	Senior Driver Manager	1 million trips annually
SCR	ADA Paratransit	2 years	VP of Business Development	1 million trips annually
SCR	ADA Paratransit	5 years	Project Manager/Asst. General Manager	1 million trips annually

Figure 16: Paratransit Operations Experience. Justin has the requisite experience with five paratransit projects throughout his career.

### III.B.4 Qualifications for Project Manager

Qualifications for Project Manager and all key staff is covered under section III.C.2 [Functional Roles and Responsibilities]

### III.C. Other Key Staff

- The Pace ADA Staffing Plan was developed to ensure a smooth staffing transition to full contract performance while reducing disruption to daily operations. Our Management Teams knowledge and proven execution of Pace contracts, coupled with lessons learned, acts a baseline, enhancing our ability to deliver services in a rapidly changing environment.
- SCR has developed and based our staffing strategy and solution on the understanding of the Pace mission, values, culture, and strategic direction. Our thirty-three years of Paratransit experience, coupled with our insight into the impending challenges facing the transportation industry and the Chicago Paratransit service demand, allowed us to develop a low-risk experienced staffing approach to support Pace’s operational requirements.
- To ensure both the near and long-term success of the Pace ADA Contract, SCR attracts, retains, and motivates highly qualified personnel. Providing competitive compensation and benefits, job satisfaction, ethical leadership, a welcoming company culture, growth opportunities, and advancement to attract and retain employees. We continue to help bolster



### III.C.1. Proposed Staff Highlight

Our Key Staffs Members Biographies are shown in Figure 17. Resumes for other Key Personnel are provided in Appendix A.

Proposed Team Qualifications	
Name/Role	Biography
<b>Justin Rakestraw, Project Manager</b>	<p>Justin Rakestraw joined the Paratransit Services industry more than a decade ago. As the son of SCR’s founders Pam and Stan Rakestraw, his passion for transportation began at a young age. Hailing from a family immersed in the ADA Paratransit industry, Justin spent his formative years gaining comprehensive knowledge of the structure, mission and all operational aspects of ADA Paratransit operations. He has broad leadership and extensive experience in dispatch, fleet maintenance, call center operations, quality assurance, talent acquisition and training.</p> <p>Justin oversees the Chicago ADA Paratransit Operations that includes Dispatch and the current Reservations Call Center which consists of Dispatch Manager, Call Center Manager, 46 Dispatchers/Routers, and 75 Call Agents. He also oversees the supervision and performance for more than 500 Pace drivers and is well known and respected in the Chicago paratransit industry by agencies and competitors alike.</p> <p>As Project Manager he is responsible for the execution of all PACE operations, dispatching of all routes and customer pick-up, optimizing processes and driving the team to exceeding on-time performance and productivity goals.</p> <p>His knowledge of the Pace Paratransit service area will be an invaluable asset during the start-up and on-going operations. He has demonstrated departmental and company-wide leadership by developing strategies, improving on-time performance, streamlining vehicle scheduling, and daily trip routing.</p> <p>It is of paramount importance to Justin to maintain and enhance the core values established at the company by his parents, Pam and Stan Rakestraw. He is poised to keep SCR on the leading edge of processes and technology while maintaining the family and community values which helped SCR become the company it is today.</p>
<b>Mike Zuniga, Safety &amp; Training Manager</b>	<p>Mike Zuniga is the Safety &amp; Training Manager at SCR Medical Transportation and has an Illinois CDL Class C License with passenger endorsement.</p> <p>He is responsible for all classrooms and behind the wheel driver training, tracks the progress of driver trainee through the training program and ensures that all drivers operating company vehicles maintain all necessary certifications as outlined by company, federal, and state regulations.</p> <p>Mike has 33 years of experience in the Transportation Industry and has served at Continental Airport Express as Director of Safety and Training and the Fleet &amp; Operations Manager. He has also served as the Operation &amp; Safety &amp; Training Manager at MV Transportation.</p> <p>In addition, he served in the United States Marine Corps where he gained skills in ground surveillance reconnaissance and communications which launched his career into the transportation industry as a Dispatcher, from which he transitioned quickly through the ranks. Throughout his tenure in the industry, he has collaborated with</p>



	<p>various consulting firms and company personnel to ensure all safety regulations were upheld.</p> <p>As a Certified TAPTCO Trainer, Certified Defensive Driving Instructor, Certified Drug &amp; Alcohol Supervisor Trainer and Accident Reconstruction certification, Mike has provided high quality driver and passenger safety training to large volumes of recruits each year and continues to set the bar in the transportation industry in terms of safety and training.</p>
<p><b>Dell Northern, Maintenance Manager</b></p>	<p>Dell Northern is an ASE Certified Master Automotive Technician with more than 42 years of experience in the automotive field. He joined SCR 22 years ago and is currently the Maintenance Manager responsible for ensuring that the fleet of 500+ Pace vehicles are ADA compliant and meet the requirements of the Pace contract</p> <p>He has oversight for shop operations and leads a team of 10 mechanics. Dell places a high focus on preventative maintenance and the use of data diagnostics systems. He builds and manages strong relationships with auto body shops, dealerships and vendors for parts and periodic repairs and works closely with Pace and the leadership team for vehicle matrix changes and determining vehicle retirement plans.</p> <p>During his tenure with SCR he has guided the fleet acquisition process to include coordinating with the conversion manufacturer to observe the assembly and makes recommendations for safety improvements and compliance with ADA regulations.</p> <p>Dell has served as an Adjunct Instructor at local community colleges teaching Advanced Automotive Technology courses. He continues to stay abreast of the latest technologies and has taken AbiliTrax Repair Training, BraunCentury Lift training, Chrysler Corporation Technical Training, ACDelco Service Training, Advanced Lab Oscilloscopes and OSHA training to name a few.</p>
<p><b>Myron Hubbard, Driver Manager</b></p>	<p>Myron Hubbard is a 21-year industry veteran. After serving in the United States Air Force, his passion for transportation and safety began as a Transportation Equipment Operator for Southeast Michigan Authority for Regional Transportation. He has also served as a Dispatch Supervisor and Operations/Driver Manager positions with notable transportation providers such as Greyhound Lines Inc. He has an Illinois CDL Class B License with passenger endorsement, is a Certified CDL Safety Officer and Certified Community Transit Supervisor.</p> <p>For the past 9 years, Myron has held various positions as a Paratransit Operator, Driver Trainer and Driver Manager for SCR. He is also the Chair for the SCR Safety Council where he leads a team of safety ambassadors that promote safety compliance and best practices.</p> <p>As Driver Manager, he is responsible for the continued onboarding, integration and support of 500+ Pace drivers to ensure on-time performance, road supervision and driver compliance with DOT regulations.</p> <p>In 2018, Myron was nationally recognized by the Taxicab, Limousine &amp; Paratransit Association (TLPA) as its Paratransit &amp; Contracting Driver of the Year, the top driver award in the industry. He has a proven track record of training and managing strong teams dedicated to operational excellence and delivering the safest ride with the utmost care.</p>

<p><b>Alex Persu, Dispatch Manager</b></p>	<p>Alex has worked in the transportation industry for more than 14 years and has been the Dispatch Manager at SCR for the past three years. In his current role, he provides direct oversight to a team of 46 dispatchers and routers. Alex has been instrumental in ensuring that SCR provides productive and on-time service on a daily basis to Pace passengers.</p> <p>Beginning as a Customer Service Representative at Select Ride in 2004, a company providing ADA paratransit services which incorporated three fleets (ADA paratransit, limousines and taxis), totaling 100 vehicles. He then served as Dispatch Manager and was later promoted to Vice President, Director of Operations for all fleets with oversight for 25 dispatchers and call center representatives.</p> <p>Additionally, Alex worked as Dispatch Manager for Yellow Cab of Tallahassee managing the operations of the fleet of 85 taxi cabs and over 500 trips per day.</p>
<p><b>Carmolita Curry, Coordinator Supervisor</b></p>	<p>As Coordinator Supervisor, Carmolita Curry is responsible for providing efficient yard management and window dispatch services for 250+ Pace vehicles during peak service. Carmolita joined SCR more than 10 years ago and has used her proven leadership skills to improve the pull out and pull in processes, procedures and coordination of vehicle servicing and cleaning to elevate our service levels.</p> <p>She and her team of Coordinators are a critical link with our 500+ Pace drivers and work diligently to ensure and sustain driver uniform compliance, well-being and work readiness.</p> <p>Carmolita holds an Illinois CDL Class C license with passenger endorsement and is a Certified Breath Alcohol Tester/Trainer and Certified Urine Specimen Collector and Trainer.</p>
<p><b>Phil Allen, Routing Supervisor</b></p>	<p>Phil Allen started his career 25 years ago in same day transportation as a Driver and quickly progressed to the role of Dispatcher for Dynamics Courier Service. Since that time, Phil has held Dispatch and Router leadership positions working with, supporting and enhancing the SCR driver experience over the last 13 years.</p> <p>He has oversight for the scheduling and routing of between 3000-4000 trips per weekday and optimizes our runs to ensure service is efficient and timely. Phil has vast knowledge of the Pace paratransit service area to ensure that service reliability is preserved, system productivity is promoted and the ride time for passengers is minimized.</p>
<p><b>Paty Quiroga, Quality Assurance Supervisor</b></p>	<p>Paty Quiroga has been in the Paratransit Services industry for over 13 years. She has held positions with increasing levels of responsibility in Call Center Operations and Quality Assurance.</p> <p>Paty is responsible for managing the customer compliant process at SCR, performing investigative activities, writing complaint reports, routing reports for approval, managing commendations and maintaining files of completed investigations.</p>
<p><b>Ashley VonBuelow, Data and Reporting Supervisor</b></p>	<p>Ashley VonBuelow began her career with SCR and has been heavily involved in Operational Efficiency and Effectiveness. Her 11-year tenure with SCR has led her to various positions where she has been able to gain a vast amount of experience with</p>

	<p>Data Analysis, Reporting and Call Center Operations. She helped to launch and operationalize the SCR Driver Auditing Department Operating Model.</p> <p>As a Data and Reporting Coordinator, she is a subject matter expert in the use of Trapeze Software and various databases and develops daily, weekly and monthly operational reports for leadership that focus on Operator Efficiency Ratios (OER), Productivity and Carrier Reporting to Pace.</p> <p>Ashley also maintains Pace driver credentials, driver license and DOT card compliance and driver scorecards. She works closely with all departments to efficiently integrate Pace drivers into the SCR community and processes.</p>
<p><b>Silvia Rodriguez, Scheduling Coordinator</b></p>	<p>Silvia Rodriguez has more than a decade of experience at SCR Medical Transportation, specializing in call center operations and driver schedule optimization. She gradually built up her career from a Call Service Representative, Lead Auditor, Scheduling Coordinator and most recently she has oversight for the Audit team.</p> <p>As the Scheduling Coordinator she manipulates and analyzes a vast amount of data to evaluate trends and trip demand in order to successfully develop and execute schedules to optimize on-time performance and productivity goals.</p>

Figure 17: Proposed Team Qualifications. **A project’s success depends substantially on the quality and experience of the people involved. Imperative to the organization is staffing personnel who possess proper knowledge, experience, and capabilities for their assigned roles.**

### III.C.2. Functional Roles and Responsibilities

SCR proposes the use of existing staff, eliminating both Startup and Onboarding costs, while reducing risk involved with development of a Technical Team at Contract Award. Figure 18, below, provides the proposed roles and functions for each position.

Roles and Responsibilities	
Project Team Role	Responsibilities
<b>Vice President of Operations Implementation/Start-up Manager</b>	<ul style="list-style-type: none"> <li>▪ Directs, manages, monitors, and coordinates the Paratransit operations of SCR including the Pace ADA Program, Private Contract Division, Call Center Operations, Fleet Maintenance, and Contract Administration to ensure effective and efficient transportation services to SCR customers. Direct reports are the Pace General Manager and Private Contract Division General Manager.</li> <li>▪ Trains and develops team members to meet or exceed customer expectations</li> <li>▪ Communicates the SCR Values and expected outcomes, providing feedback accordingly</li> <li>▪ Monitors and ensures all appropriate reporting is completed per contractual timelines and requirements</li> <li>▪ Completes all Accident/Incident Reports and mails to Pace within 24 hours</li> <li>▪ Conducts periodic departmental audits</li> <li>▪ Monitors On-the-Road Reporting, ensuring plan is followed and reported to appropriate agencies</li> <li>▪ Manages and ensures SCR passes agency audits. If audit issues arise, develop and implement action plans to resolve issues. Communicate plans and actions to the President and COO</li> <li>▪ Develops and recommends long and short-term department plans for improvements</li> <li>▪ Oversight of vehicle maintenance plan and ensures fleet availability to meet service requirements</li> <li>▪ Manages daily, weekly, and monthly reviews of all key operational metrics for each contract, customer or agency</li> <li>▪ Assists with oversight of safety and training programs, plans and processes to ensure compliance with company, contract and regulatory requirements</li> <li>▪ Manages ongoing financial metrics, reports variances and develops action plans to ensure the company meets its financial goals based upon operational metrics</li> <li>▪ Develops practices, procedures and strategies that produce an efficient, effective and safe working environment</li> <li>▪ Monitors the development and implementation of operating policies and procedures, including the development and implementation of an ongoing performance measurement and feedback systems</li> </ul>
<b>Project Manager</b>	<ul style="list-style-type: none"> <li>▪ Plans, directs, and coordinates the operation of an ADA Paratransit operation under contract with transit agencies and/or municipalities providing Paratransit services.</li> <li>▪ Manages scheduling and dispatching and/or monitoring of real time trip performance.</li> <li>▪ Monitors trip planning efficiency, driver scheduling, vehicle maintenance and ensuring accurate reporting to Pace.</li> <li>▪ Ensures effective creation and implementation of provider SOPs for accurate trip performance and billing</li> </ul>



	<ul style="list-style-type: none"> <li>▪ Utilizes Trapeze software for paratransit scheduling</li> <li>▪ Develops strategies for building productivity without compromising high quality service</li> </ul>
<p><b>Operations Manager</b></p>	<ul style="list-style-type: none"> <li>▪ Provides general oversight by planning, directing, and coordinating operations</li> <li>▪ Organizes and coordinates trip distribution with the RMMCC, monitoring route scheduling for productive and efficient execution of all operations</li> <li>▪ Ensures all dispatch and driver procedures are performed within Pace contractual guidelines and organizational goals</li> <li>▪ Monitors daily performance and analyze data to forecast staffing needs and levels</li> <li>▪ Completes reporting requirement as needed</li> <li>▪ Ensures adequate staffing levels to meet contractual obligations</li> <li>▪ Serves as a liaison between provider and contractor, maintaining effective working relationships while providing responsive service</li> <li>▪ Monitors and maintains daily schedules to support operational productivity and on-time performance goals</li> <li>▪ Ensures that quality assurance activities are in place to monitor daily activity</li> <li>▪ Assists in Route Batching and Scheduling to meet the required productivity and on time performance goals</li> <li>▪ Works with the RMMCC during trip intake to ensure routes are kept logical and available to the trip-booking process</li> <li>▪ Maintains a weekly update of the trip volume analysis, monitoring for volume increases or decreases that might render the current service monitoring run structure strategy ineffective</li> <li>▪ Monitors changes to Daily Runs/Schedules due to service interruptions are reviewed and addressed by coordinating with the RMMCC</li> </ul>
<p><b>Safety and Training Manager</b></p>	<ul style="list-style-type: none"> <li>▪ Ensures proper and efficient training of all staffing, working with the Human Resources Department to interview, select, and set up training requirements and files on all employees.</li> <li>▪ Conducts facility audits, records and documents audit results, communicates audit results to the appropriate area and Senior Management</li> <li>▪ Participates on ride along driver evaluations</li> <li>▪ Interviews drivers involved in vehicle collisions, conducts accident investigation and preventability analysis, reviews and determines disciplinary actions, and schedules driver retraining as required</li> <li>▪ Participates in Drive Cam Reviews of driver on-the-road behavior. Identifies appropriate retraining where required</li> <li>▪ Interviews employees involved in worker compensation injuries, determines root causes, and initiates corrective actions including employee retraining or discipline if required</li> <li>▪ Conducts Safety Meetings and OSHA Training Seminars with all employees on a regular scheduled basis</li> <li>▪ Complete all duties as assigned by Senior Staff, completing them in accordance with the law, Pace contractual requirements, and SCR policies and procedures</li> </ul>
<p><b>Maintenance Manager</b></p>	<ul style="list-style-type: none"> <li>▪ Responsible for the proper use of SCR Fleet and maintenance of assets related to vehicles and equipment. Performs other related duties as required, management tools and systems developed to achieve the department’s performance standards.</li> <li>▪ Plans, coordinates and directs the activities, staffing and operations of the maintenance and repair of Pace vehicles and equipment; oversees and/or</li> </ul>

	<p>participates in the development, implementation and maintenance of the Fleet Maintenance department goals, objectives, policies and procedures; ensures that goals are achieved</p> <ul style="list-style-type: none"> <li>▪ Performs and oversees activities related to acquisition, utilization, repair, preventative maintenance and replacement of the vehicle fleet; assures adequate levels of personnel, supplies and equipment to complete department activities; initiates and authorizes requisitions for parts and supplies; coordinates response to emergency needs.</li> <li>▪ Coordinates the selection, orientation, training and evaluation program for Fleet Maintenance personnel; provides or coordinates staff training; identifies and resolves staff deficiencies; fulfills discipline procedures.</li> <li>▪ Oversees updates and maintains the computerized maintenance program for the Fleet.</li> <li>▪ Oversees and participates in the development of the departmental budget; participates in the forecast of necessary funds for staffing, materials and supplies; coordinates with other department staff and Pace to determine needs and provides recommendations concerning vehicle and equipment purchases; prepares and assures purchases comply with equipment and vehicle specifications.</li> <li>▪ Directs and participates in the preparation and maintenance of a variety of narrative and statistical reports, records and files related to vehicle inspections, maintenance, repairs, personnel, financial activity and assigned duties; Prepares and presents staff reports and other necessary documents or correspondence to appropriate boards, groups and/or committees; coordinates fleet maintenance activities with other departments and Pace.</li> </ul>
<p><b>Driver Manager</b></p>	<ul style="list-style-type: none"> <li>▪ Develop practices, procedures and strategies that produce an efficient, effective and productive paratransit driver operation in strict conformance with SCR policy and Pace procedures.</li> <li>▪ Develop plans and initiatives to support the ongoing development and retention of SCR Drivers, to include: In-service training, award programs, leadership counsels, safety committees, etc.</li> <li>▪ Oversee the Scheduling function of all SCR drivers through the Scheduling Department. Maintain and monitor the execution of daily schedules and advise senior operations management on existing and upcoming trends in scheduling.</li> <li>▪ Conducts meetings with supervisors and subordinates on a regular basis to review and discuss operating concerns, while developing comprehensive work plans for, and provide direction and guidance to, staff to assure the timely completion of work and reports.</li> <li>▪ Supervise the functional structure of the Driver’s Department to support the training, safety, compliance and scheduling of all drivers operating within Pace services.</li> <li>▪ Maintain performance to budget as it relates to driver labor hours as compared to driver non-revenue hours. Play an active role in the development, implementation and execution of annual operating budget.</li> <li>▪ Monitor the success of all driver training and retraining programs that cover the orientation and on-boarding of all new hire drivers, as well as, ongoing issues that arise during the normal course of performing one’s job as a driver.</li> <li>▪ Review and Approve all Policy application and disciplinary actions to ensure that all corrective and progressive disciplinary actions are being taken according to the parameters of the policy.</li> </ul>

	<ul style="list-style-type: none"> <li>▪ Review departmental reports that provide a summarization and analysis of staffing in support of operational performance.</li> <li>▪ Counsel and discipline drivers that demonstrate difficulty in performing their daily responsibilities. Refer to training as needed on all performance related issues.</li> <li>▪ Consolidates departmental reports that provide a summarization and analysis of staffing in support of operational performance.</li> <li>▪ Direct the scheduling, Vehicle assignment and other activities of Driver’s engaged in providing services to the Pace contracts.</li> <li>▪ Adjust schedules daily after call in-take to ensure that daily driver schedules support the operational trip volumes, productivity and non-revenue hour’s goals.</li> <li>▪ Play an active role in resolving driver concerns and issues in order to retain good drivers with valid complaints.</li> <li>▪ Provide driver’s schedule two days in advance of call in-take by ensuring that the Trapeze Master Schedules are maintained, and Daily Live Schedules are updated to reflect any requested time off, out of service time and terminations.</li> <li>▪ Review driver attendance no less than weekly while applying the appropriate documented corrective and progressive disciplinary action to policy offenses. Approve or Deny all request for time off and record appropriately.</li> <li>▪ Improve driver performance, productivity, retention and retraining.</li> <li>▪ Provide driver annual performance reviews and assist with the management of TDP (Total Driver Performance)</li> <li>▪ Working closely with the Safety &amp; QA department manages the A/I process including driver interviews and other incidents as they occur. Insure 100% compliance with Pace reporting requirements.</li> </ul>
<p><b>Dispatch Manager</b></p>	<ul style="list-style-type: none"> <li>▪ Responsible for the proper use of management tools and systems developed to achieve the department’s performance standards, and all dispatchers are operating in accordance with SCR Processes and Procedures</li> <li>▪ Possesses and demonstrates a thorough understanding and working knowledge of SCR services, Pace, Trapeze Dispatching Systems and quality requirements</li> <li>▪ Responsible and accountable for attaining established on-time performance and productivity objectives</li> <li>▪ Develops, with the Project Manager, the goals, budgets and objectives for implementation of the overall performance evaluation on an ongoing basis and leads the dispatch team in achieving those defined goals and analyzing the results</li> <li>▪ Supervises the daily activities of all dispatchers and monitor performance metrics to identify potential field service issues</li> <li>▪ Participates in Weekly Management Meetings focusing on productivity issues, works with other service providers to identify issues and present solutions to the SCR Management Team</li> <li>▪ Monitors and investigates all performance issues, identifying root cause and development of corrective and preventative actions to implement permanent solutions</li> <li>▪ Monitors staffing and projected work levels, communicating with the Project Manager regarding anticipated changes in required staffing levels</li> <li>▪ Investigates and prepares responses to customer complaints related to daily service</li> <li>▪ Ensures that employee evaluations and reviews are administered on time and objectively</li> </ul>

	<ul style="list-style-type: none"> <li>▪ Communicates operating issues, plans, goals and results to the Project Manager</li> </ul>
<p><b>Coordinator Supervisor</b></p>	<ul style="list-style-type: none"> <li>▪ Report to the Driver Manager on Key Performance Indicators that monitors the attendance, scheduled to departure times, equipment usage and violations for all drivers through the maintenance of metrics.</li> <li>▪ Utilize extra board driver resources efficiently and cost effectively to ensure that productivity and on time performance is maintained during demand surge and driver attendance situations.</li> <li>▪ Monitor individual driver performance to identify those who require additional training or some level of assistance in meeting the minimum driver performance standards. Assist in managing to those minimum standards to include attendance, tardiness, on time performance and safety.</li> <li>▪ Identify and investigate driver performance issues to determine the cause and first step corrective action to be implemented.</li> <li>▪ Support and utilize a driver retraining program that identifies drivers that demonstrate difficulty in performing their daily responsibilities.</li> <li>▪ Supervise the hourly activities of the driver's and their on the road concerns through the monitoring of the dispatch radio system and answering of incoming driver calls to ensure that SCR is always aware of potential field service issues.</li> <li>▪ Conduct pre-shift Driver meetings as instructed by senior management or as the need arises for topics of concern.</li> <li>▪ Oversee the Pre-trip vehicle inspections to ensure that the driver has properly inspected the vehicle and all associated equipment and that everything is in proper working order prior to leaving the base, to include: Wheel Chair straps, seatbelt extensions, vehicle seats and wheel chairs (when applicable)</li> </ul>
<p><b>Routing Supervisor</b></p>	<ul style="list-style-type: none"> <li>▪ Build organized and efficient routes for Driver and Dispatch staff.</li> <li>▪ Ensure that routes are built to ensure the most direct and timely trips possible.</li> <li>▪ Keeping abreast of changes that may impact service such as service trends, Driver-to-Trip ratio, and Driver availability.</li> <li>▪ Ensure that performance goals are met in spite of operational challenges including, but not limited to vehicle shortages, staffing levels, and inclement weather conditions.</li> </ul>
<p><b>Quality Assurance Supervisor</b></p>	<ul style="list-style-type: none"> <li>▪ Plans, directs, and coordinates the Quality Assurance Program for the Pace ADA Paratransit project</li> <li>▪ Formulates service delivery policies, record data and lead performance improvement efforts to enhance the quality of service to passengers</li> <li>▪ Manages the customer complaint process. Performs the investigative activities, development of complaint reports, submits complaint reports for approval and maintains files of completed investigations</li> <li>▪ Analyzes, creates and implements quality improvements policies, procedures and controls in response to internal and external findings</li> <li>▪ Monitors the reporting and data reconciliation procedures to ensure that SCR is providing safe, compliant service to passengers</li> <li>▪ Communicates service delivery information to all relevant departments or Pace staff</li> <li>▪ Monitors the appropriate use of Trapeze for accurate record-keeping and trip information</li> <li>▪ Monitors daily, weekly and monthly reconciliation of data for submission to Pace for reporting purposes</li> </ul>

	<ul style="list-style-type: none"> <li>▪ Provides guidance on appropriate run structures, shift types, or ways to eliminate deficiencies</li> </ul>
<p><b>Data and Reporting Supervisor</b></p>	<ul style="list-style-type: none"> <li>▪ Calls and solicits drivers daily in efforts to fill the optimized schedules daily</li> <li>▪ Assists in the planning, organizing, coordinating and overseeing of the scheduling function for the company’s Pace paratransit operations.</li> <li>▪ Monitor and track attendance for drivers, the TDP database with correct information and ensures that employees in violation of the attendance policy are forwarded to the driver managers.</li> <li>▪ Helps maintain accurate schedules and attendance and assists with the execution of corrective actions plan to address driver scheduling issues.</li> <li>▪ Assists in the development and implement tools such as templates and master schedules that will ensure the optimization of driver start times and first pick-ups to achieve a 98% daily driver on-time pull out and 98% daily on time first pick up and 95% on-time-performance.</li> <li>▪ Assists with the data entry of Volume Analysis Report.</li> <li>▪ Assist with maintaining and overseeing the Extra Board drivers’ schedules to ensure all extra board drivers are scheduled properly.</li> <li>▪ Reports to the Scheduling Coordinator on Key Performance Indicators that monitors the attendance, scheduled to departure times and violations for all drivers through the development and implementation of metrics.</li> <li>▪ In absence of Scheduling coordinator fills their role and responsibilities.</li> <li>▪ Responsible for daily reports: Maintain Driver Active Count and accurate scheduling to meet client demand, Attendance Report, Driver scheduling goals, Prior day scheduling goals vs. Actual, Projected next week goals</li> <li>▪ Prepares and provides compliance/operations reports, and correspondence to Pace and SCR administration in a timely manner ensuring accuracy and compliance with all SCR and Pace reporting processes.</li> <li>▪ Promotes the visibility and awareness among all employees of the company’s commitment to provide Sensitive, Caring and Responsive service to every customer every time.</li> </ul>

Figure 18: Roles and Responsibilities. **SCR is committed to providing a team whose responsibilities align with Pace goals and the requirements of your RFP.**

### III.C.3. Other Executive Staff

Our focus on insight-driven innovation is unparalleled and is reinforced with our commitment to customer service excellence. We exemplify this commitment through every team member, and it is at the heart of how we develop our people and teams. From the executive team, up to our drivers in the field, we employ top transportation professionals. Their experience, dedication, and determination drive industry-leading, award-winning, and industry-leading programs for our customers.

We have built an Executive Management Team with a comprehensive and in-depth experience base. Each team member has a proven track record of success in their respective functional area and shares an unwavering focus on the customer. They are conscious of their “operating rhythm,” and group focus and departmental interactions to facilitate the exchange of ideas and solutions.

By selecting SCR, Pace maintains an experienced on-the-spot team of professionals who will continue to manage the Chicago ADA dedicated Paratransit service in compliance with Pace standards.

A Team Dedicated to Driving Results	
Name/Title	Biography
<b>Pamela M. Rakestraw President and Chief Executive Officer</b>	<p>Pamela’s passion and hands-on development of the structure of SCR has made it the number one medical transportation company in Chicago and one of the most productive transportation providers in the United States. Moreover, as a fierce advocate of equality and justice, Pamela has led the charge in implementing and protecting the rights of customers who face challenges.</p> <p>As a co-founded of SCR in 1986, Pamela drew on her experience with Health Maintenance Organizations (HMO) and hospitals to realize a vision of a company that would provide safe, efficient, smart and reliable transportation to the physically challenged community.</p> <p>Pamela methodically built strategies with a clear goal of creating an environment of sensitivity and professionalism. Through her foresight and vision, SCR evolved from a company that provided 300 trips per day to its current successful coordination and provision of more than 3,500 trips per day.</p> <p>Leading the transition from a manual to a computerized booking, scheduling and dispatching system, Pamela paved the way by being among the first to learn and use the new Trapeze computerized dispatching program, directing all facets of the new system and spearheading the implementation throughout the organization. Her philosophy is that if she is going to manage the company’s operations expertly, there is no substitute for her own understanding of the new systems she expects her staff to use. As a result, SCR has achieved the highest on-time performance of all of the zoned carriers in Chicago, excelling over nationally recognized carriers.</p>
<b>Stanley Rakestraw Executive Vice President and Chief Operating Officer</b>	<p>Stanley is an experienced and skilled financial manager who focuses extensively on quality service, customer satisfaction, staffing, and intellectual asset development. He recognizes that alternative service providers may boast better profit margins, but strongly believes that SCR’s level of customer service, cleanliness of its fleet, respect for its customers and satisfied and productive staff is second to none.</p>

	<p>In his more than 30 years’ experience as a manager in healthcare and transportation, Stanley has learned how to motivate others to share his high standards, encouraging them to strive for the same levels of quality and service that he espouses.</p> <p>A hands-on executive, Stanley maintains a close relationship with SCR’s customers, who can always reach him directly with complaints, compliments or just a greeting. Since co-founding SCR with his wife, Pamela in 1986, he has always felt that there should be direct contact between SCR’s customers and the company’s owners. This direct line of communication approach extends to all the internal workings of the company.</p> <p>Stanley prides himself in keeping abreast of national trends, chosen to lead many multifaceted projects, involving some of the brightest minds from the various functional and academic areas within the industry. He continues to lead advancements in industry service standards while ensuring that SCR remains at the forefront of the industry’s best practices. Stanley has also led SCR’s resolve to be at the forefront of relevant emerging technology.</p>
<p><b>London Rakestraw  Vice President,  Business  Development</b></p>	<p>London, the eldest son of Pamela and Stanley Rakestraw, is the Vice President of Business Development. While earning his MBA in 2009, London simultaneously worked full time at SCR as a Special Projects Manager. Because of his passion for public service, London accepted a key support role as Legislative Assistant and Assistant to the House Liaison at the White House. From 2009 to 2011, he worked as Associate Director for Governmental Affairs in the US Department of Transportation in Washington DC. The work involved communication, liaison and troubleshooting between the Secretary of Transportation and a number of sub-agencies within the DOT, coordinating various staffers and working on policy and strategy issues in a support role to the Secretary.</p> <p>In late 2013, London returned to SCR as Vice President of Corporate Development and now serves as the Vice President of Business Development. As the company rapidly expands, his experience is ideal for his role in developing the company and managing its growth and improvement.</p>
<p><b>Jim Leo, Vice  President,  Operations</b></p>	<p>Jim Leo serves as Vice President of Operations at SCR Medical Transportation, Inc. and directs its day-to-day finance and accounting operations. Mr. Leo has over twenty (20) years in the transportation industry. His record of success includes numerous start-ups, mergers/acquisitions, and turnaround projects-with both private companies and public entities. Mr. Leo has spent the bulk of his career with Laidlaw Transit and was there during its acquisition by First Transit. He served as Vice President of Financial ... Operations and Director of IT. Jim Leo ran the Illinois Ambulance Operations for MedTans- Laidlaw. During his career in the transportation industry, Mr. Leo served as the finance manager for Chicago Trolley and Airport Supersaver Operations at Coach USA. His professional credentials include an Illinois Certified Public Accountant designation and an Ontario, Canada CPA designation. Mr. Leo holds a bachelor’s degree in Finance and Accounting from McMaster University and an MBA from Kellogg School of Management.</p>
<p><b>Chris Salvador,  Controller</b></p>	<p>Chris Salvador is the Controller at SCR Medical Transportation, Inc. Alongside Jim Leo, Chris works on the company’s finances, payroll, and day to day accounting responsibilities. Prior to coming on full time at SCR, Chris worked as an operational/financial consultant in a variety of different fields, including transportation, international importing/exporting, and the automotive industry. Mr. Salvador also worked in public accounting as a Tax associate working on one of the largest medical supply companies in the US. Prior to his work in accounting, Mr. Salvador was the Vice President of Solutions at a manufacturing company focusing on process improvement, streamlining work flow, and implementing 5S practices throughout the company, both from the finance team and operations. Mr. Salvador holds his Bachelors degree from the University of Illinois Chicago in Accounting and Finance.</p>

**Figure 19: A Team Dedicated to Driving Results.** Because we are a local company, our corporate executives, project management and support staff members are available at all times for this project, during the start-up period and ongoing operations.

The success of SCR is a result of emphasis on customer service, employee development, employee pride through community involvement, ensuring that we use the most advanced technology available to help each employee achieve maximum productivity and quality of service in their jobs. Everything we do, every decision we make and every person we employ is committed to the advancement of these beliefs through “teamwork and innovation.”

Figure 20, below, shows the timeframes for resource requirements and allocation during initial project start-up through ongoing operations. For clarity we have allocated overall project and technology team time to both aspects of the project.

Resource Allocation			
Team Member and Title	FTE	% Start-up	% Ongoing
<b>Jim Leo, VP of Operations</b>	1	100 percent	60 percent
<b>Justin Rakestraw, Project Manager</b>	1	100 percent	100 percent
<b>Alex Persu, Dispatch Manager</b>	1	100 percent	100 percent
<b>Myron Hubbard, Safety Manager</b>	1	100 percent	100 percent
<b>Ashley VonBuelow, Quality Assurance Manager</b>	1	100 percent	100 percent
<b>Dell Northern, Maintenance Manager</b>	1	100 percent	100 percent
<b>Mike Zuniga, Training Manager</b>	1	100 percent	100 percent
<b>Scheduler/Router</b>	7	100 percent	100 percent
<b>Dispatchers</b>	18	100 percent	100 percent

**Figure 20: Resource Allocation.** Our approach to resource planning accurately evaluates factors related to people, technology and processes, and the economic implications necessary to produce the desired project outcome.



### III.D. Effectiveness in Addressing Paratransit Issues

#### *Examples of Managing Day-To-Day Operating and Service Issues*

- Complementary paratransit ridership has grown considerably since January 1997, continuing to do so as the generation of “Baby Boomers” gets older. Public transit authorities who have the requirement to provide complementary paratransit services will need to find ways to reduce the cost per trip for this service segment or contain the rate of growth.
- Transit authorities throughout the United States are experimenting with alternate approaches to the provision of complementary paratransit service through enhancements to existing technology, the use of non-dedicated providers (e.g., taxi or on-demand services) or innovations to traditional fixed-route services (i.e., those that can be designed without an ADA requirement).
- By necessity, the Carriers who provide City of Chicago ADA Paratransit Service under the new contract (RFP No. 419292) will need to increase the number of trips performed per hour if the cost per trip is to be lowered. The challenge, as always, will be to increase productivity without sacrificing service reliability.
- In the pages that follow, SCR provides an overview of our standard operating procedures for addressing typical issues encountered in the course of providing complementary paratransit services. Examples for managing day-to-day operating and service issues are delineated.
- These include:
  - Standard Operating Procedures (SOPs) Used in Day-to-Day Operations;
  - Implementation of Day-to-Day Procedures;
  - Dealing with Day-to-Day Issues;
  - Regulatory Understanding and Compliance;
  - Driver Schedule Optimizer Software (OptiRun);
  - Coordination Strategies; and
  - Issue Management.



#### *Standard Operating Procedures Used in Day-to-Day Operations*

- SCR uses a set of written Standard Operating Procedures (SOP’s) that are based on our years of experience in providing demand response service. The “best practices” that are

incorporated in each SOP provides consistency and continuity for the different functional areas within our paratransit operation. Each SOP clearly defines duties and responsibilities. They have been created over time, updated/upgraded in response to changes in the operation and/or modifications to contract requirements. The development of any SOP is a collaborative effort and is subject to a formal review process. Prior approval for issuance of an SOP is required by the department manager and Project Manager. Communicating information regarding the SOP, implementation of a new one, or changes to an existing one, takes place by memorandum and during regularly scheduled departmental meetings. The SOP is incorporated into the training course: classroom and on-the-job.

- SCR Standard Operating Procedures are identified in Figure 21

Standard Operating Procedures	
SOP Name	Description
<b>DISP-001 Same Day Trips</b>	<b>Purpose:</b> Governs the way passengers are provided a trip(s) on a same day basis or when trips are reassigned due to service disruptions. <b>Benefit:</b> Provides the capability to accept same day trips on a “space available” basis.
<b>DISP-002 Passenger Cancel at the Door</b>	<b>Purpose:</b> Governs the way that a passenger’s Cancel at the Door (CD) are communicated, verified and authorized. <b>Benefit:</b> Ensures that the Cancel at the Door (CD) process is compliant with the Contract.
<b>DISP-003 Unscheduled Trips</b>	<b>Purpose:</b> Governs the way unscheduled trips are treated after the optimization process, managed during the “live” service day, and inserted into a route in way that preserves service reliability and promotes system productivity. <b>Benefit:</b> Affords the Dispatch Department an opportunity to create efficient and productive routes by moving “illogical” trips into unscheduled status, thereby preserving the reliability of service <i>as scheduled</i> .
<b>DISP-004 Passenger Ride Times</b>	<b>Purpose:</b> Governs the way passenger ride times are managed in order to maintain compliance with the requirements of the ADA and the standards established by the RTA. <b>Benefit:</b> Provides comparability and minimizes the ride time of the passenger.
<b>DISP-005 Dispatch Tracker Notes</b>	<b>Purpose:</b> Governs the way the dispatcher, and other operations personnel in the Dispatch Department, documents activities that take place in the Trapeze scheduling software. <b>Benefit:</b> To provide a part of the historical record for the service day.
<b>DISP-006 Dispatch Log Book</b>	<b>Purpose:</b> Governs the way the Dispatch Department records information for non-Trapeze events as part of the historical record for the service day. <b>Benefit:</b> To ensure that all information for the service day at SCR is properly documented every day.
<b>DISP-007 Dispatch Vehicle Change Over</b>	<b>Purpose:</b> Governs the way the Dispatch Department manages the fleet exchange during the transition from AM to PM and PM to overnight service. <b>Benefit:</b> Promotes service reliability through the timeliness of vehicle deployments between shifts.
<b>DISP-008 Missed Trips</b>	<b>Purpose:</b> Governs the way passenger Missed Trips are documented and reported. <b>Benefit:</b> Ensures compliance with the Pace “Missed Trip” policy and facilitates the associated reporting requirement.

<p><b>DISP-009</b>  <b>Client No Show</b></p>	<p><b>Purpose:</b> Governs the process for declaring a passenger “No Show”. Guides the Dispatcher’s actions prior to the no showing of a client.  <b>Benefit:</b> Ensures full compliance with the Pace “No Show” policy and provides the means to document that the proper steps were taken for any trip not transacted when the passenger fails to show. Provides the means for replying to customer inquiries or responding to a Customer Action Form (CAF).</p>
<p><b>DISP-010</b>  <b>Passenger Illness</b></p>	<p><b>Purpose:</b> To govern the actions of the dispatcher when a passenger becomes sick.  <b>Benefit:</b> Ensures that these types of events are handled in a way to protect the passenger and provide an appropriate level of care in a timely manner.</p>
<p><b>DISP-012</b>  <b>Trip Comments</b></p>	<p><b>Purpose:</b> Governs the way which <i>special instructions</i> are communicated to the driver in order to facilitate and expedite the passenger pickup or drop off.  <b>Benefit:</b> Ensures that the driver has all the information needed to provide service that is on time and that the level of passenger assistance is appropriated. Seeks to minimize the number of “No Shows” caused by locations that are difficult to find or where multiple boarding locations exist.</p>
<p><b>DISP-013</b>  <b>Non-Systems Aided Routing</b></p>	<p><b>Purpose:</b> To provide routing capabilities in the event that the Trapeze Scheduling software is inoperative.  <b>Benefit:</b> Ensures that the ability to schedule service exists in the event that the automated system is not available. Provides an approximation of the processes that constitutes the operating system of the automated scheduling software. Facilitates the linkage of trips and the optimization of the schedule for the service day and on an hourly basis.</p>
<p><b>DISP-014</b>  <b>Voice Dispatch and Trip Performance</b></p>	<p><b>Purpose:</b> Governs how manual post-trip data entry is performed if the Trapeze Scheduling software is inoperative to ensure that complete and accurate is available for collection, review, and reporting purposes.  <b>Benefit:</b> Ensures that all scheduled service is delivered, and performance times are complete and accurate for purposes of service monitoring, in near-real time, in an effort to maintain service quality (i.e., OTP and TPH).</p>
<p><b>DISP-016</b>  <b>Communications Provider and RMMC</b></p>	<p><b>Purpose:</b> Governs the way communications will be transacted between the Regional Mobility Management Call Center (RMMCC) and the Service Provider.  <b>Benefit:</b> Ensures that the communication process is facilitated and expedited, particularly when responding to “Where’s My Ride” inquiries from passengers.</p>
<p><b>DISP-017</b>  <b>Manual Ticket Dispatch</b></p>	<p><b>Purpose:</b> Governs the way the Dispatch Department conducts service monitoring using trip tickets.  <b>Benefit:</b> Ensures that the dispatch function maintains continuity of service in the event of a catastrophic system failure.</p>
<p><b>DISP-018</b>  <b>Emergency Procedures</b></p>	<p><b>Purpose:</b> Governs the way the Dispatch Department operates in the event of loss of electrical power caused by a natural disaster or other catastrophic event.  <b>Benefit:</b> Ensures that all dispatchers respond to an emergency event in a consistent fashion in order to maintain service continuity.</p>
<p><b>DISP-019</b>  <b>Driver Lunches</b></p>	<p><b>Purpose:</b> Governs the way the Dispatch Department-schedulers, routers, and dispatchers manage breaks, lunch, and other (BLO).  <b>Benefit:</b> Ensures compliance with Wage and Hour regulations Pace requirements.</p>
<p><b>DISP-020</b>  <b>Passenger Cancel at the Door</b></p>	<p><b>Purpose:</b> Governs the way trips are cancelled in the Dispatch Department in the event of that a passenger does not take a trip after the driver arrives at the pickup point (PU) and makes contact with the customer.</p>

	<b>Benefit:</b> Expedites the cancellation process while distinguishing between a cancellation made in advance and one that occurs at the time and place of service delivery.
<b>DISP-021 Dispatcher Shortages</b>	<b>Purpose:</b> Governs the way the Dispatch Manager/designee adjusts the monitoring scheme in the event of a “spike” in absenteeism. <b>Benefit:</b> Ensures that service is monitored in a way that preserves service reliability and promotes system productivity.
<b>DISP-023 Customer No Pays</b>	<b>Purpose:</b> Governs the way dispatchers instructs drivers who are confronted with a situation where the customer who unable to pay the fare. <b>Benefit:</b> Ensures that “No Pays” are managed in a customer-oriented manner and documented properly while complying with Pace policies-most notably the prohibition on stranding passengers.
<b>DISP-024 Transfer Trips</b>	<b>Purpose:</b> Governs the way that the Dispatch Department facilitates and expedite the transfer of passengers between Carriers. <b>Benefit:</b> Ensures consistency in the way in which the transfer process is managed.
<b>DISP-026 Offsetting Manual MDT Entries</b>	<b>Purpose:</b> Governs the way dispatchers respond to a MDT that is inoperative so that trips information is recorded and on time performance is maintained. <b>Benefit:</b> Ensures that all dispatcher follow a standardized process when making manual entries in Trapeze while limiting the percentage to <i>less than 3%</i> .
<b>DISP-027 Bio-Hazard Exposure</b>	<b>Purpose:</b> Governs the way Dispatch Department responds to a Bio-Hazard exposure. <b>Benefit:</b> Ensures that dispatchers are aware that in the event of exposure to unknown substances or bodily fluids that the vehicle should be cleaned and sanitized immediately.
SOP Name	Description
<b>SCHD-001 Run Cut Scheduling</b>	<b>Purpose:</b> Governs the method by which response is aligned with demand in the creation of vehicle tours and driver assignments. <b>Benefit:</b> Preserves service reliability and promotes system productivity.
<b>SCHD-002 New Hire Driver Scheduling</b>	<b>Purpose:</b> Governs the scheduling and deployment of paratransit bus operators into revenue service during their probationary period of employment (i.e., first 90 days). <b>Benefit:</b> Ensures that “new hires” are assigned work and released into revenue service after they have completed the required training and are “Pace certified”.
<b>SCHD-003 Driver Scheduling</b>	<b>Purpose:</b> Governs the scheduling and deployment of paratransit bus operators into revenue service in accordance with the driver assignment: day of week, start time, and end time. <b>Benefit:</b> Ensures that driver scheduling issues are complete and accurate in order to eliminate service disruptions.
<b>SCHD-004 Daily Schedule Optimizing</b>	<b>Purpose:</b> Standardizes the process of schedule “optimization” in a way that preserves service reliability and promotes system productivity through a proper alignment of response to demand for next day service.  <b>Benefit:</b> Produces driver routes that are scheduled to be on time and productive.
<b>SCHD-005 Daily Scheduling for Flex and Clean Up Drivers</b>	<b>Purpose:</b> Standardizes the process for starting flex drivers earlier than the scheduled start time or extend clean up drivers beyond the scheduled end time.

	<b>Benefit:</b> Creates a “flexible response” capability on any given service day in order to respond to fluctuations in demand or occurrences that affect the level of response (e.g., accidents, incidents, vehicle issues, etc.)
<b>SCHD-006 Daily Scheduling Hours of Service</b>	<b>Purpose:</b> To govern the number of hours worked by the paratransit bus operator and any given day/week. <b>Benefit:</b> Guarantees that the daily vehicle tour conforms with the start and end times of the driver and complies with DOT regulations regarding the time behind the wheel and the hours between shifts.
SOP Name	Description
<b>DRVR-001 Flex Scheduling</b>	<b>Purpose:</b> Governs how flex and clean up drivers are utilized and the method for communicating schedule changes in a timely manner. <b>Benefit:</b> Ensures that the “flexible response” capability is available on any given service day, where indicated.
<b>DRVR-002 Driver MDT Trip Performance</b>	<b>Purpose:</b> Governs the use of the MDT by the driver when recording trip information. <b>Benefit:</b> Ensures the timely performance of trips within Trapeze-information that is indispensable to the <i>effective</i> monitoring of service by the Dispatch Department.
<b>DRVR-003 Driver Pull from Service</b>	<b>Purpose:</b> Governs the process to be followed when a driver is pulled from service. <b>Benefit:</b> Ensures compliance with Pace contract requirements while documenting the action in an effort to minimize the time that the paratransit bus operator is out of service.
<b>DRVR-004 Lunch Breaks</b>	<b>Purpose:</b> Governs the management of breaks, lunch, and other (BLO). <b>Benefit:</b> Ensures that drivers have the appropriate amount of time for BLO and that this non-revenue time is properly documented.
<b>DRVR-005 Same Day Trips - Bus</b>	<b>Purpose:</b> Governs the method by which the Dispatch Department accepts same-day trip requests and the means for insertion into the driver schedule. <b>Benefit:</b> Ensures timely communication of schedule changes to the paratransit bus operator.
<b>DRVR-006 Driver Pre &amp; Post Trip Inspection</b>	<b>Purpose:</b> To standardize the driver pre-trip and post-trip inspection of the revenue vehicle before/after the service day and the use of the driver vehicle inspection report (DVIR) form. <b>Benefit:</b> Ensures that a proper inspection is conducted by the driver before entering revenue service and after the return to the yard in compliance with DOT regulations and Pace contract requirements.
<b>DRVR-007 Accident/Incident Process</b>	<b>Purpose:</b> To govern and standardize the process for communicating information on accidents/incidents (A/I) among the paratransit bus operator, Coordinators (i.e., Window Dispatch), and the Dispatch Department. <b>Benefit:</b> Ensures that the A/I report is complete and accident and that notification to Pace takes place in a timely fashion.
<b>DRVR-010 Passenger Medical Emergency</b>	<b>Purpose:</b> Governs the actions of the paratransit bus operator in the event of a passenger medical emergency. <b>Benefit:</b> Ensures that timely notification of a medical emergency to first responders takes place in order to protect the passenger. To provide complete and accurate information to Pace in an expeditious manner.

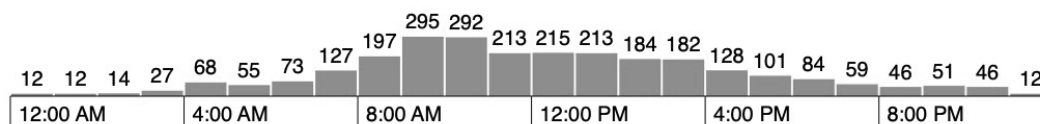
Figure 21: Standard Operating Procedures. SOPs help ensure a predictable end results that can be repeated again and again, enabling consistent day-to-day paratransit operating and service issue management.

## Implementation of Day-To-Day Procedures

The information that follows provides some examples of how SCR implements the SOP describe above for issues that typically occur every day in the City of Chicago ADA Paratransit operation.

### On-Time Trips

- SCR understands that trips are considered to be “on-time” if the vehicle arrives at the pick-up (PU) location within the 20-minute window or drops the passenger off at the destination before the designated “appointment time”, as scheduled.
- From the customer’s perspective, on time performance (OTP) is the best measure of service quality.
- Throughout this “Technical Proposal”, SCR has described the processes and procedures it utilizes in the design of service quality defined as service that is reliable and productive.
- The chart below provides a visual representation of the variation in the levels of demand reliability within a twenty-four (24) hour service day. Using the historical record of trip demand-by day of week, time of day, week of the month, and seasonally-is the first step in the process for determining the amount of response (i.e., number of routes deployed into revenue service) that is utilized by SCR in order to achieve a proper alignment between demand and response.
- Additional “spikes” in demand that may occur on an *unplanned* basis are addressed by SCR through the utilization of flex, clean up, and “no route” (i.e., extra board) drivers. Such a “flexible response” capability is indispensable in the preservation of service reliability and the promotion of system productivity by SCR.



Two (2) examples of typical operational challenges, and the way in which SCR addresses them, are discussed below.

- **Preserving service reliability when service interruptions occur.** Service interruptions have a number of different causes. Among them are accidents, injuries, passenger incidents, or vehicle issues. Communication is the key to minimizing the impact on service reliability. After the driver notifies the Coordinator at SCR about an accident, injury, passenger incident, or vehicle issue, the Coordinator contacts the Dispatch Department. The Coordinator, in turn, determines whether the Chicago Police Department (CPD) or the Chicago Fire Department (CFD) should be contacted. In many cases the matter can be resolved by the driver, but in some cases a Road Supervisor and/or rescue vehicle and/or tow truck must be sent to the scene. While the Coordinator manages the “first response” (including the notification to Pace), the Dispatch Department begins to assess the impact on service.

Depending on the nature of the event, and its likely duration, trips will most likely need to be reassigned by the real time router in order to preserve on time performance (OTP).

- Documentation in the form of an “Accident/Incident (A/I) Report” is handled by the Coordinator; the Dispatch Department provides tracker notes in Trapeze in order to document the reassignment of trips that result from an accident, injury, passenger incident, or vehicle issue.
- **Promoting system productivity in response to cancellations and “No Shows”.** The most significant “drain” on system productivity is caused by same-day cancellations (at times with less than the required 2-hour notice) and passenger who “no show” for a scheduled trip. More times than not, the trip not taken occurs mid-route. In some cases, the Dispatch Department may be able to insert a trip that is unscheduled into the route. In other cases, Dispatch may choose to re-assign a trip that is scheduled to another route but *projected* to run late. If the cancellation or no show occurs toward the end of the route, Dispatch may choose to “clear” the route if the remaining scheduled trips can be managed without adversely impacting service reliability.
  - Throughout the course of the day, the Dispatch Department utilizes the “Slack Time Report”, available in Trapeze, to identify routes with periods of unproductive time in its efforts to promote system productivity.

Some standard operational processes are discussed below.

### *Roll in as the Foundation for Effective Roll-Outs*

At SCR, we know that the first step to achieving a high degree of service reliability is taken when we deploy service every morning and afternoon. An expedited pull-out in the AM and PM deployment begins with the roll-in process (i.e., return to yard) from the previous day and night. Therefore, our explanation of procedures begins with the “Roll-in”.

Foundation for Effective Roll-Outs	
Procedure	Procedure Description
<b><i>Vehicle Inspection (Pull-in)</i></b>	<ul style="list-style-type: none"> <li>▪ Roll-in begins with vehicle’s return to the yard. As each vehicle arrives at the yard, its return is noted by the Coordinator who is working in the parking lot</li> <li>▪ The driver conducts a required post-trip inspection of the vehicle</li> <li>▪ The Coordinators reviews the Daily Vehicle Inspection Report</li> <li>▪ Reviews the Daily Vehicle Inspection Checklist to ensure that no damage has been done to the vehicle throughout the day</li> <li>▪ Ensures that the vehicle has a full tank of fuel and is free of any litter</li> <li>▪ Checks that Camera and MDTs are functional</li> <li>▪ Visually checks that all wheelchair securement devices are present and properly stowed</li> <li>▪ Determines whether a vehicle requires a washing prior to being return to service and, if so, signals this to maintenance by extending the driver side windshield wiper</li> <li>▪ Collect all driver defect reports for immediate delivery to the maintenance department</li> </ul>
<b><i>Driver Auditing Process (Fare Reconciliation)</i></b>	<ul style="list-style-type: none"> <li>▪ During the roll-in period, operations staff at the window, “audit” to make certain driver reporting is complete, and to reconcile any variations between the driver reporting and the data reported via the MDT. If an MDT on the vehicle was not functional for any part of that day, the auditor ensures that all driver documentation is gathered so the information on those documents can be accurately posted to Trapeze.</li> </ul>
<b><i>Vehicle Washing (Interior/Exterior)</i></b>	<ul style="list-style-type: none"> <li>▪ After the vehicle inspection process, the yard dispatcher directs every vehicle that has not been washed to the wash line. Vehicles that have been washed are directed to the assigned parking location where the cleaning crew performs all elements of required daily cleaning.</li> </ul>
<b><i>Minor Maintenance</i></b>	<ul style="list-style-type: none"> <li>▪ Concurrently, a service worker checks fluid levels, looks for visible concerns under the vehicle, and records any issue that maintenance should look at in more detail. If an issue is found by the service worker, the vehicle is taken to the maintenance department. During midday shift “changeover” period, light maintenance is performed unless the vehicle is found to have any defects.</li> </ul>
<b><i>Vehicle Staging</i></b>	<ul style="list-style-type: none"> <li>▪ After the other vehicles have been cleaned, the yard dispatcher ensures that every vehicle is placed in the proper space inside the yard for the following day’s pull-out. By placing the vehicles in assigned spaces we alleviate pull-out delays that occur when drivers must search to find their assigned vehicle.</li> </ul>
<b><i>Trip Scheduling</i></b>	<ul style="list-style-type: none"> <li>▪ By the time roll-in is in full swing, the scheduler has developed an initial target for the number of runs needed for the next service day. This is not a final number, but rather the best available estimate based on looking at trip volume as it is showing by 3-4 PM. Based on this number the scheduler confirms whether any additional drivers will likely be needed on the following day’s schedule.</li> </ul>



<p><b><i>Flex Scheduling/Work Day off Drivers</i></b></p>	<ul style="list-style-type: none"> <li>▪ Additional drivers are assigned from those drivers who have requested extra workdays. We prefer to cover the difference between a “low” day and a “high” day with drivers working overtime. This way we can scale the service up and down to match trip volume without reducing any driver’s regularly scheduled days, an issue that can cause a driver financial hardship and job dissatisfaction which may lead to excessive driver turnover. This scaling to match the next service day is an essential part of maintaining our company’s leadership position for productive operations.</li> </ul>
<p><b><i>Vehicle Availability</i></b></p>	<ul style="list-style-type: none"> <li>▪ Upon completion of vehicle staging, the window dispatcher consults with the maintenance foreman to assess the current vehicle down list. With that information, the coordinator can complete a preliminary inventory of all vehicles available for service the next day.</li> </ul>
<p><b><i>Run/Route Creation/Vehicle Assignment</i></b></p>	<ul style="list-style-type: none"> <li>▪ The routers/schedulers have a near final list of next day required runs by about 10 p.m., which goes to our window dispatch office where the process of assigning a specific driver and vehicle to each required run is initiated.</li> <li>▪ When the matching is complete, the dispatcher does a final check with maintenance to make certain there are no additional down vehicles.</li> <li>▪ After all these checks are completed the dispatcher begins the process of entering all the vehicle and driver data into Trapeze for the next day’s service.</li> <li>▪ At the same time, any final adjustments required to ensure full driver coverage are made by the coordinators using the driver lists provided by the scheduler.</li> </ul>
<p><b><i>Extra Board Drivers</i></b></p>	<ul style="list-style-type: none"> <li>▪ Once all information is entered, a roll-out sheet is created for the following morning.</li> <li>▪ The roll-out sheet includes extra board drivers.</li> <li>▪ The extra board drivers have individual report times that are spread across the entire roll-out period to ensure adequate coverage throughout the day.</li> <li>▪ There are different extra board drivers for the morning roll-out and any mid-day roll-out.</li> <li>▪ Once the roll-out documentation is completed the coordinators make a final check with maintenance to again make certain of the down list before preparing a listing of available spare vehicles for the following day.</li> </ul>
<p><b><i>AM Pull-Out</i></b></p>	<ul style="list-style-type: none"> <li>▪ During the AM pull-out, the yard dispatchers are responsible for:</li> <li>▪ Answering the window dispatch phone for sick and late calls from drivers</li> <li>▪ Handling any issues regarding time-off requests, the schedule, internal complaints, and/or accident reporting</li> <li>▪ Greeting each driver and conducting a “clean and sober” check</li> <li>▪ Ensuring the drivers are in uniform and have all credentials with them</li> <li>▪ Assigning an extra board driver if an assigned driver is not present or has been determined to be unfit or unequipped to drive</li> <li>▪ Ensuring that drivers have performed their pre-trip vehicle inspections</li> <li>▪ Ensuring that vehicle issues voiced by drivers are handled appropriately, which may require providing a substitute vehicle</li> </ul>
<p><b><i>PM Pull-Out</i></b></p>	<ul style="list-style-type: none"> <li>▪ Yard dispatchers are also responsible for the staging of the PM roll-out. This includes:</li> <li>▪ Post-trip inspection of vehicles returning in the middle of the day</li> <li>▪ Reviewing driver defect reports to get immediate shop attention for any vehicle needed for the PM pull-out</li> <li>▪ Identifying any vehicle that needs cleaning attention from the service workers prior to PM pull-out</li> <li>▪ Directing drivers to park in a location in the yard that creates the most efficient PM pull-out</li> </ul>

- Communicating the vehicle number to the office coordinator of any vehicle that returns to base

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Figure 22: Foundation for Effective Rollouts. At SCR, we know that the first step to achieving a high degree of service reliability is taken when we deploy service every morning and afternoon

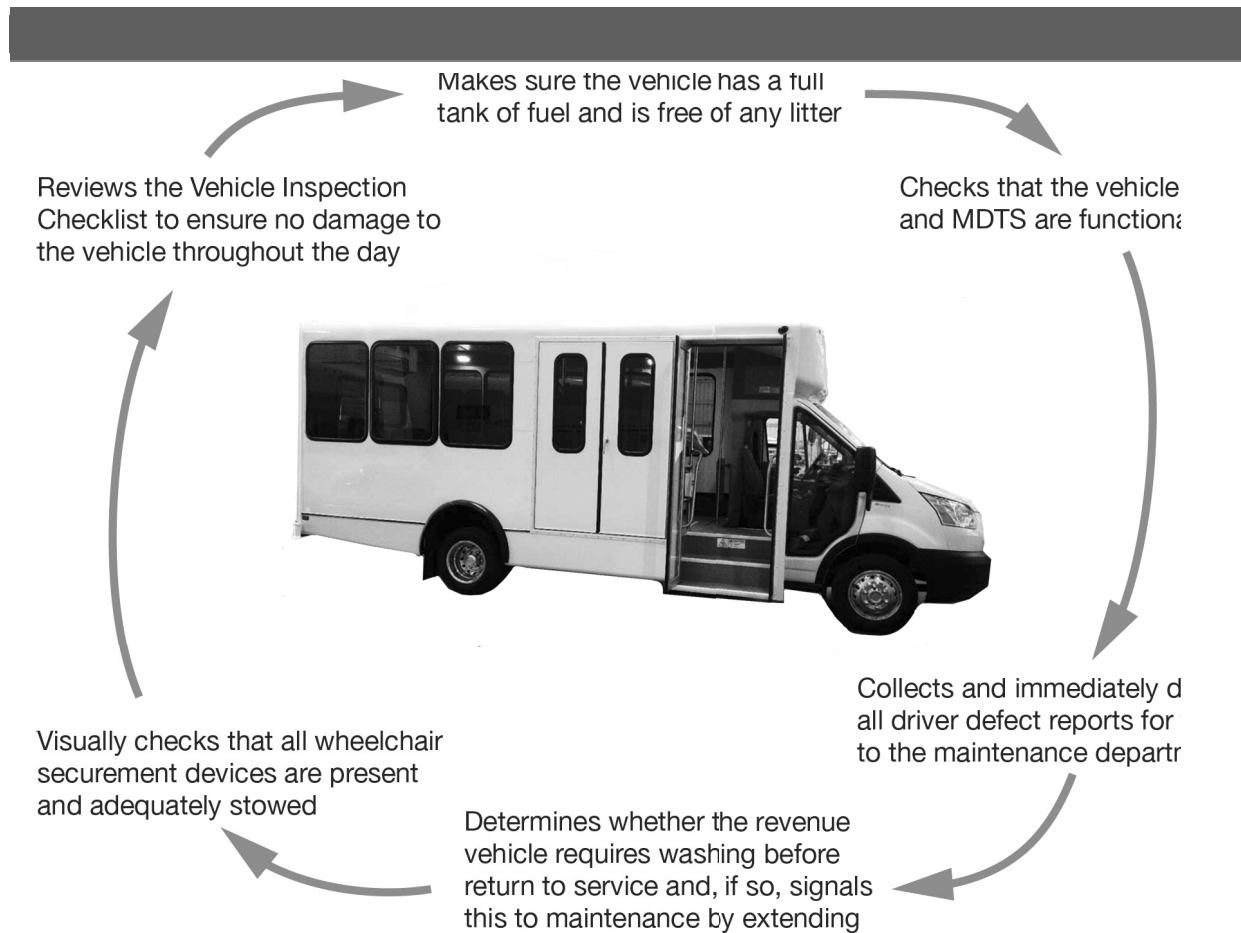


Figure 23: Detailed Procedures for Managing Day-to-Day Service and Identifying Vehicle Defects SCR's Roll Out consistently works well due to efficient Roll In procedures, guaranteeing clean and prepared vehicles are ready to hit the street when the driver arrives for their scheduled shift.

### *Dealing with Day-To-Day Operating and Service Issues*

When daily operating and service plans are interrupted by external circumstances requiring management intervention and or contingency planning, specific documented processes have been identified and developed to address and reduce service issues.

Specifically, the following Operating and Service Issues are detailed below:

- Driver Absenteeism
- Trip Cancellation
- Accidents/Incidents
- Unforeseen Disasters
- Computer System Failures

- Power Loss
- Weather Delays

Day-to-Day Operating and Service Issues	
Service Issue	Response to Service Issue
<b><i>Schedule Coverage for Driver Absenteeism</i></b>	<p>SCR schedules are developed in advance to address driver absenteeism. Our standard daily scheduling includes 7% additional drivers than minimally required. The additional 7% of operators are considered, “Extra Board” Operators and are aligned in proportion to driver scheduling requirements.</p> <p>In the infrequent occurrence where the day requires more coverage than our Extra Board Drivers can cover, we have available in-house supervisors, trainers, and other certified staff to meet demand until additional drivers become available.</p>
<b><i>Trip Cancellations</i></b>	<p>Monitoring of trip cancellations within the routes is monitored and reported by the Dispatch Department. Slack time is utilized to restore service reliability or to insert unscheduled trips, minimizing down time.</p> <p>On service days where on-time performance and the number of unscheduled trips does not pose a problem, slack time is used to reduce excess street capacity.</p>
<b><i>Managing Accidents/Incidents Response for Service Effectiveness</i></b>	<p>SCR requires its staff to immediately initiate an Accident/Incident Reporting Procedures following any accident or incident. Restoration of service after accidents or incidents requires close coordination among Dispatchers, Coordinators, Safety &amp; Training, and management. During any Accident or Incident, SCR’s first concern is passenger comfort and safety.</p> <p>Depending on the degree of severity, responses range from allowing the vehicle to continue in service to a requirement for police, ambulance, towing services, or a vehicle to transport passengers, and an accident investigator.</p>
<b><i>Preparedness and Disaster Recovery Planning</i></b>	<p>SCR continually reviews and updates its Disaster Recovery Plan (DRP) to address new and changing situations which may impact the general Paratransit Industry and specific SCR operations. The DRP identifies and addresses a full range of potential threats to our systems, including the potential loss of our operating facility, telecommunications, vehicle issuers, and weather. Our DRP identifies the facilities, equipment and personnel resources necessary to continue operations under all of these circumstances.</p> <p>In the event of a major issue, we have identified and are being prepared to continue emergency program operations from remote facilities. The primary SCR facility is equipped with primary and backup capabilities to deal with power failure, telephone interruption and equipment failure. The plan covers a full range of potential threats to our systems, including the possible loss of part or all our operating facility.</p> <p>The Disaster Recovery Plan (DRP) is reviewed and updated as necessary to identify new and emerging issues, a copy is included in our Exhibit Section.</p>
<b><i>Preparation</i></b>	<p>The company’s technology systems include planned redundancies, providing for operations continuation in the event of a disaster. These redundancies are detailed below as well as in other technical sections of this proposal and the attached</p>

	<p>exhibits. Additionally, SCR maintains proficiency and preparedness training for both the manual and automated systems identified in the DRP.</p> <p>In preparing for the worst-case scenarios, it is critical that operations have access to information systems and databases to allow for uninterrupted service. Copies of all software and electronic information are maintained off-site allowing for recovery at alternate facilities and necessary.</p>
<p><b><i>On-Call Support, Cross Training</i></b></p>	<p>All management personnel at SCR are required to carry mobile phones, allowing management to be advised in real time of an emergency and provide timely responses to address problem resolution. This addresses the requirement for the Chicago ADA paratransit contract.</p> <p>SCR has available trained, experienced backup personnel on call 24/7/365, ready to report to duty in an emergency, supporting and supplementing additional staff during recovery efforts. SCR cross-trains all personnel within their functional area and key staff have the requisite backgrounds and experience to move within all areas of the operation.</p>
<p><b><i>Computer System Failures</i></b></p>	<p>SCR has developed and rehearsed specific procedures for the SCR and Pace computer system to respond to possible computer system failures. These include:</p> <ul style="list-style-type: none"> <li>• In the event of lost internet connectivity, despite multiple redundant connections, we can utilize laptops equipped with cellular data connectivity to access the Pace/Trapeze website. These laptops can be used on-site as well as off-site. We have frequently tested this procedure in live situations.</li> <li>• In the event of a Pace Trapeze outage, we manually print the saved PDF manifests, which are saved hourly, allowing dispatchers to work from paper manifests.</li> </ul>
<p><b><i>Loss of Power</i></b></p>	<p>In the event of a power outage, SCR has installed a 150KW generator with the capacity to run power for the entire facility. When power is lost from ComEd, transfer switch in the facility segregates the building from ComEd power then engages our generator to provide continuous, uninterrupted power to the entire building.</p> <p>We regularly start and test this system to ensure readiness, and all our tests are logged and recorded. These practices, including the backup generator failover capability, will be a design feature of our proposed facility.</p>
<p><b><i>Weather Delays</i></b></p>	<p>In the Metropolitan Chicago service area, weather can affect traffic and operations at almost any time during the year. SCR tracks predicted weather changes, allowing in advance accommodation for weather-related emergencies. Although weather related incidents vary depending on the season and severity, a combination of the following steps is taken to reduce service impact while providing effective service:</p> <ul style="list-style-type: none"> <li>▪ Pace offers a Call Center message when severe weather is predicted ensuring passengers will have all available information before deciding to book trips during a forecasted weather event</li> <li>▪ When a weather event occurs, we initiate a passenger notification process. We identify if they intend to cancel or alter their requirements and are notified if their trip will be late and timing impact. This procedure serves to keep the passenger safe while waiting and allows each the ability to cancel their trip, if necessary</li> </ul>

- Operationally, one of the most challenging weather situations are conditions that are severe enough to affect navigation throughout the service area, but not enough to prompt passengers to cancel trips. During these events, additional capacity is added to preserve on-time performance and customer safety
- In the event of severe weather situation, Dispatch prioritizes trips to ensure passengers who are away from home are accommodated before adding new passengers, reducing the risk of a passenger being stranded. For those waiting at home, the reason for the trip may change before a vehicle gets to them as many offices will close and events will be canceled.

The movement of trips and the adjustment of scheduled times will be the purview of the RMMCC; providing the centralized Call Center with continuous updates on routes, provided by Dispatch. The fundamental requirement for these critical interactions is ensuring that no client is stranded and to minimize exposure to risk among passengers and drivers alike.

Figure 24: SCR’s response to day-to-day service issues. SCR adequately trains and prepares its staff in the event of any service issue.

### *Regulatory Understanding and Compliance*

SCR ensures continued compliance with Federal, State and Local regulatory requirements through the periodic reviews of our operations, in-service training, and internal audits through a Corporate Quality Assurance (QA) Team, as detailed in the first section of this document “Mission and Philosophy.”

The SCR Corporate QA Team reports directly to the Executive Staff, most notably the Director of Human Resources, in matters of compliance where Federal, State, and Local entities have jurisdiction. Compliance oversight includes the requirements of the Americans with Disabilities Act (ADA) and Title VI of the Civil Rights Act of 1964.

SCR employs members of the ADA community who conduct sensitivity training classes with every employee who works for our company.

The SCR staffing plan for the Chicago ADA Paratransit Service includes dedicated individuals responsible for handling human resource matters, responses to customer complaints, and compliance with Pace requirements, first and foremost the administration of the Drug and Alcohol Testing Program.

Our QA Coordinator is responsible for processing and responding to all customer complaints per Pace requirements. This individual provides information to the Project Manager, identifying trends in customer complaints while providing resolution of the complaint and associated preventative and corrective action. This information, where appropriate, is incorporated into our required, remedial and refresher employee training.



At SCR, we understand and fully comply with the requirements of the Americans with Disabilities Act of 1990, and the expectations of Pace for its service providers as delineated in the *Pace Paratransit Manual for Private Providers Contracting Directly with Pace (November 2018)*. SCR has developed its policies, procedures, and processes to conform to the letter and spirit of the Paratransit Manual and the requirements of the operative Request for Proposal (RFP).

SCR understands the importance of program oversight. The continuous monitoring of services, the actions of employees, and the experience of the passenger are all critical metrics that indicate how SCR is performing against the requirements of the contract, we recognize that Pace assets are funded by public monies and taxpayer dollars, and we take the responsibility to execute in a fiscally responsible, public accountable manner at all times.

Accountability is hard-wired into the organization and by extension, the operation. Our operations are transparent, our data accessible and reliable, and reporting regimen robust. If it is true that to manage effectively an organization must measure continually, it is no less the case that measurement without action leaves a company no better off than if it did not compile, collate, and share data at all. This information is available to Pace as requested and required.

SCR is well-versed and has historically fully complied with the reporting requirements of Pace. Our company appreciates the value inherent in the on-site weekly vehicle inspection process by Pace and welcome the opportunity to engage in the future responsibilities offered by this proposal.

#### *Driver Schedule Optimizer Software (OptiRun)*

SCR has teamed with DemandTrans Solutions to develop the OptiRun optimizer software, optimizing the Driver Master Schedule while increasing efficiencies of the Trapeze System in development and providing route productivity. Implemented in 2009, there has been a measured increase in productivity without any loss of service quality.

SCR has initiated a project to upgrade our OptiRun software, the goal being providing a greater level of control over schedule development. These upgrades will directly impact how proper route structures are developed based on trip distribution during the trip intake process.

Functional enhancements include:

- Capability to set via parameter(s) the amount of effective vehicle utilization time (the percentage of time of a driver's shift that can actually be scheduled for revenue service)
- Improved capability to adjust the maximum or minimum number of vehicles starting service at different times of day
- Capability to use driver shifts that have a different number of hours on different days of the weeks, such as 1 or 2 10-hour daily shifts combined with 1 or 2 6-hour daily shifts and the remaining daily shifts being 8-hours in duration

- Ability to automatically smooth demand patterns, avoiding large spikes in the number of required vehicles between time periods
- Capability to schedule multiple meal shift lengths, allowing them to be assigned in a single OptiRun generated driver schedule
- Capability to ensure that vehicle deployment schedules with no scheduled lunches will contain sufficient slack to be able to ensure that drivers receive a lunch break
- Ability to adjust received trip numbers (demand) received from RMMCC within a specific range of distribution values, (20% to 30%+ of all daily relevant trips)
- Capability to generate run structure for the entire set of RMMCC trips and providers with multiple options for various demand settings and other parameters
- Capability to determine impacts on SCR of different percentages of demand allocated to SCR

### Detailed Functionality of SCR's OptiRun Software

Process	Instructions	Inputs/Parameters
<b>Input Historical Data</b>	Based on volume analysis. Enter data on trip demand, vehicle productivity, driver shifts and vehicle characteristics for the desired schedule optimization period (adjusted seasonally)	<b>Trip Demand</b> <ul style="list-style-type: none"> <li>▪ Anticipated number of trips by half hour</li> <li>▪ Vehicle productivity</li> <li>▪ Anticipated productivity standard by half hour</li> <li>▪ Adjusted for average travel speeds and average time to pick/drop (weather-related)</li> </ul> <b>Driver Shift Types</b> <ul style="list-style-type: none"> <li>▪ Based on trip demand patterns and driver workforce preferences.</li> <li>▪ 8-hour regular</li> <li>▪ 8-hour split-shift with 3-hour break</li> <li>▪ 8-hour split-shift with 4-hour break</li> <li>▪ 6-hour part-time</li> <li>▪ 10-hour regular</li> <li>▪ 10-hour split-shift with 3-hour break</li> </ul>



		<p><b>Vehicle Characteristics</b></p> <ul style="list-style-type: none"> <li>▪ Vehicle ID</li> <li>▪ Vehicle Type</li> <li>▪ Ambulatory Capacity</li> <li>▪ Wheelchair Capacity</li> <li>▪ Odometer</li> <li>▪ Available?</li> </ul>
<p><b>Set/Review Parameters</b></p>	<p>Enter data that establishes basic parameters and constraints used by the driver scheduling model</p>	<p><b>Trip Demand/Vehicle Parameters</b></p> <ul style="list-style-type: none"> <li>▪ Adjust Trip Demand for Cancellations</li> <li>▪ Smooth M-F Day-to-Day Trip Demand per Time Period</li> <li>▪ M-F Smoothing Approach</li> <li>▪ Maximum Vehicles in Service Per Day</li> <li>▪ Minimum % of Vehicles in Active Service That are Wheelchair Accessible</li> <li>▪ Demand Growth Factor</li> </ul> <p><b>Shift Scheduling Parameters</b></p> <ul style="list-style-type: none"> <li>▪ Allow different starting times on weekdays and weekends? 4-Day Shifts allowed to have non-consecutive days off? (Minimum of 2 consecutive days off)</li> <li>▪ 3-Day Shifts allowed to have non-consecutive days off? (Minimum of 2 consecutive days off)</li> </ul> <p><b>Driver Shift Constraints</b></p> <ul style="list-style-type: none"> <li>▪ Minimum # of Daily Shifts by Shift Type</li> <li>▪ Maximum # of Daily Shifts by Shift Type</li> <li>▪ Allocate Time in Schedule for Lunch Breaks?</li> </ul>
<p><b>Optimize Shifts/Runs</b></p>	<p>Run driver/vehicle scheduling model to find optimum set of drivers shifts and vehicle runs</p>	<p><b>Daily and Weekly Shifts Scheduled</b></p> <ul style="list-style-type: none"> <li>▪ By Shift Type</li> </ul> <p><b>Number of Driver Shifts Scheduled by Day of Week</b></p> <ul style="list-style-type: none"> <li>▪ Total per Shift Type</li> <li>▪ Total per Week</li> <li>▪ % Total by Shift Type</li> <li>▪ % Total by Day</li> </ul> <p><b>Optimization Results</b></p> <ul style="list-style-type: none"> <li>▪ Minimum Weekly Driver Cost</li> <li>▪ Annual Driver Cost- Weekly Vehicle Hours (TVH)</li> <li>▪ Schedule Efficiency</li> <li>▪ Adjusted Schedule Efficiency</li> <li>▪ Minimum Surplus to Lunch Slot Ratio</li> </ul> <p><b>Driver Scheduling Results</b></p> <ul style="list-style-type: none"> <li>▪ Weekly Driver Shifts</li> <li>▪ # of in-service Vehicles Required</li> <li>▪ Maximum Allowed Vehicles</li> </ul>

		<ul style="list-style-type: none"> <li>▪ % Straight 8- hour Shifts</li> <li>▪ % Straight 10-hour Shifts</li> <li>▪ % of All Straight Shifts</li> <li>▪ % of M-F Shifts</li> </ul>
<b>View/Save Results</b>	View/save optimized driver/vehicle scheduling results	<p><b>Drivers Starting</b></p> <ul style="list-style-type: none"> <li>▪ By Day of Week</li> <li>▪ By Start Time</li> </ul> <p><b>Drivers in Service</b></p> <ul style="list-style-type: none"> <li>▪ By Day of Week</li> <li>▪ By Start Time</li> </ul> <p><b>Drivers Leaving Service</b></p> <ul style="list-style-type: none"> <li>▪ By Day of Week</li> <li>▪ By Start Time</li> </ul> <p><b>Shifts</b></p> <ul style="list-style-type: none"> <li>▪ By Type</li> <li>▪ By Day</li> <li>▪ Lunch Start</li> <li>▪ Lunch End</li> <li>▪ Split 1 Start</li> <li>▪ Split 1 End</li> <li>▪ Split 2 Start</li> <li>▪ Split 2 End</li> </ul>

Figure 25: SCR’s OptiRun functionality. SCR utilizes several sets of data regarding trip demand and vehicle availability to develop effective schedules for the Chicago ADA paratransit service.

### *Coordination Strategies*

Several coordination strategies are employed to calculate the required number of vehicles assigned to the road as required and needed to provide high quality and productive service.

The following list of the key elements demonstrate our understanding of Paratransit Service requirements:

- **Utilization** of OptiRun to build a more effective Trapeze Schedule Master
- **Incorporating a flexible response capability into daily operations:** Weekday trip volume varies by 20-23% on a daily basis based on data from historical demand levels. To operate productively in this environment, the driver schedule includes assignments providing for “flexible response”, including flex and cleanup routes, routes that can be adjusted in near-real time to start earlier or remain in service longer. The start times of flex routes are adjusted the evening before the day of service delivery; cleanup routes are adjusted on a same-day basis
- **Managing vehicles and driver resources:** The right balance of vehicles and drivers coupled with properly scheduled trips is critical for on-time service and delivery and customer safety

SCR has been involved supplying Paratransit services to the local community for over thirty-three years. In addition to their riders, SCR answers to the general public, fund providers, policy makers, social service agencies, local businesses and other diverse groups. SCR understands its

roles and responsibilities to each of these groups and works with each agency in serving its diverse needs.

SCR employs more than 500 local community vehicle operators performing approximately 3,000 trips per day at a 92 percent on-time performance rate. We have extensive experience managing an active driver workforce and fleet and have developed advanced strategies around Pace policies and procedures to manage client trips on the day of service.

We train, support and monitor our dispatchers to ensure ride requests are monitored and performed in compliance with Pace Paratransit procedures. No dispatcher is released to service until they fully demonstrate coordinating trips proficiently.

These important initiatives continue to strengthen SCR’s position as the leader in the Paratransit market, demonstrating quality service improvements to the client. These efforts continue to put the company firmly on the road to attaining the incentive level for service productivity.

Paratransit service is a dynamic process and is the provider’s responsibility to prepare and respond to emerging issues determining whether the delivered services are exceptional for the passenger and productive for the agency. SCR has historically met or exceeded the challenges of Paratransit issues throughout its tenure with Pace and look forward to continuing and improving on that level of performance in the future.

### *Issue Management*

SCR’s issue management process ensures that issues are identified, evaluated, resolved and documented in a timely manner. The process creates a framework for promptly assigning issue ownership, while allowing for historical data collection, trend analysis and preventative action to prevent future recurrence.

Failure to recognize and address project issues can reduce service productivity, increase rework, and jeopardize the quality and timeliness of deliverables. We have implemented processes to identify issues, resolving them before there is an impact to the project. Our issue resolution process is collaborative, drawing upon the experiences and lessons learned gained throughout other projects, as well as leveraging our knowledge obtained as the incumbent on the Pace contract.

The Key Features of Our Issue Management Methodology and Approach and Benefits to are outlined in Figure 26.

Managing Issues Effectively	
Methodology Features	Benefits to Pace
<b>Established Issue Management Methodology</b>	We utilize a proven methodology and approach to Issue Management, giving Pace confidence that we will continue project execution with reduced risk and higher quality
<b>Comprehensive and Regular Communications</b>	Strong project communication between SCR and Pace is utilized to resolve issues while preventing project delays
<b>Developing Sound Resolution to Program Issues</b>	SCR reviews and analyzes identified Program issues, selecting the most suitable option to resolve and institute corrective action

**Figure 26: Managing Issues Effectively.** Pace and SCR combined knowledge and experience with issue management over the years means our team can hit the ground running.

## *Our Approach to Issue Management*

Continued communication between the Pace stakeholders and SCR Project Team is an important component of the issue management process. SCR has developed the processes and procedures necessary to facilitate the communication process, report current project issues, and modification of this approach as necessary to address changes to Pace processes or requirements of the Pace ADA Paratransit project.

The Issue Management Plan and the associated processes utilized by SCR for the Pace ADA Project include:

- **Identify Issue:** The Project Team and stakeholders may identify issues that impact service, technology or customer safety, working together to identify preventative and correct action for resolution. Project issues may be identified at any point during the project life cycle or execution, and after appropriate analysis, must be analyzed, reviewed and resolved.
- **Track Issue:** SCR and Pace Project Managers are responsible for tracking identified issues through closure. As the issue is investigated, and depending on severity, an issue may change in priority within the project. By maintaining all the project issues within the issue register tracking log, issue status and disposition remain visible and actionable to owners and management. Additionally, issues are documented and are categorized as project management, business, or technical upon identification. SCR and Pace Project Managers are responsible for verifying that identified issues are maintained in the issue tracking log for tracking and reporting purposes.
- **Review and Prioritize of the Issue:** Each open issue, along with suggested resolutions are reviewed at the Weekly Project Team Meeting. This team can accept, reject or escalate the issue, depending on the initial investigation and determination of its applicability.

The project team assigns a responsible person, resolution due date, and priority to each issue, with the Priority determined according to project impact, the time period required for resolution, and authority levels required to resolve the issue.

The priority assignments are listed below.

- Priority 1 - High probability, high consequence/impact, regardless of time horizon. All safety issues are assigned a Priority 1 Rating.
- Priority 2 - High probability, medium or low consequence/impact, short or medium time horizon.
- Priority 3 - Medium or low probability, high or medium consequence/impact, short or medium time horizon.
- Priority 4 - Low probability, low consequence/impact, short or medium time horizon.

**Analyze and Develop Issue Resolution:** The assignee is responsible for reviewing, analyzing and researching the suggested resolutions, then documenting and submitting a recommended solution for review.

The issue owner completes the issue resolution declaration, including preparation of the action items required to implement issue resolution and initiation of resolution activities. The SCR Project Management Team then conducts the following activities to determine issue resolution:

- Reviews the issue resolution options and analysis summary information to verify the information is sufficient
- Determines if the issue requires escalation to project leadership
- Determines schedule, cost, and resource impacts providing approvals
- Determines the appropriate issue resolution

Our issue resolution approach identifies potential issues, initiating appropriate preventative and corrective actions before they become critical.

- **Expedite Issue:** If an issue is not resolved by the proposed resolution date, and the lack of resolution affects other project activities, the issue is expedited. The Project Manager evaluates the reason that the issue was not resolved, defining the activities required to resolve the issue. The Project Manager may assign additional team members to assist in the issue resolution, and may increase priority of the issue, rearranging the project schedule to accommodate issue's resolution.
- **Escalate Issue:** Unresolved issues are escalated to next level of authority if resolution closure is not achievable, with the SCR Project Manager working with Pace Management to escalate issues past their initial due dates.
- **Communicate Issue:** The SCR and Pace Project Managers communicate the status of open issues to applicable stakeholders as part of the Weekly Project Status Report and are reviewed during the Weekly Project Status Meetings. The combined SCR and Pace Project Teams review the status of open issues, including obstacles in the resolution process, change requirements for the current work plan and any new issues recently submitted.

## III.E. Performance Measures

SCR takes great pride in our continued delivery of on-time, productive, efficient and safe transportation services to our passengers. While Pace is our ultimate customer, we understand that our performance directly impacts the everyday livelihood of our riders. As such, we have structured our firm and train our staff on the importance of meeting contractual obligations.

### III.E.1. On-Time Performance

SCR understands our role in ensuring system reliability in terms of providing on-time performance. Since 2013, SCR has performed at a rate of 89.11% on-time performance, 1.6% points higher than the system average. In 2018, SCR performed at an 89.92% on-time performance, within a 20-minute pick-up window.

Pace policy through 2016 was drivers must possess a CDL, which due to availability of qualified drivers created a shortage of available personnel. The Contract was amended in 2016 removing the requirement for CDL Licensing, affecting 98% of the fleet, allowing SCR to identify and hire additional drivers. Since this time SCR has performed at driver capacity.

Traffic patterns and weather conditions in the City of Chicago create challenges that we have learned to understand and manage. We realize that regardless of the situation, we must continue to provide on-time critical services to our passengers despite external circumstances. In all of these cases, there is no acceptable trade-off between quality and cost.

We have described throughout this proposal our approach, processes, and procedures to meet on-time performance standards.

### III.E.2. Productivity

In the Chicago ADA service area, multiple factors can impact productivity, or the average trips performed per hour.

As identified in earlier proposal sections, efficient productivity cannot exist without researching and identifying proper route structures. The understanding of trip demand and its fluctuations are identified some of the basic requirements of the Request for Proposal (RFP).

Maintaining continuing levels of high productivity requires an intimate knowledge of the service area. This familiarity includes the basic knowledge important to trip success, such as knowing the location of an entrance to a facility to knowing distinct challenges when transporting a particular passenger.

Since 2013, SCR has achieved an average productivity level of 1.46, performing at a productivity level of 1.45 trips performed per hour in 2018.

Productivity has been negatively impacted due to the requirement for 24-hour driver coverage, where every driver is available during off-hours, creating an over-staffing condition. This creates the necessity to complete long or extended trips, reducing peak hour productivity, which in turn negatively impacts peak performance hours.

To improve productivity, we monitor Select Time performance, eliminating non-productive or unnecessary routes, allowing the driver to be reassigned to more critical routes.

### III.E.3. Average Travel Time per Trip

The effective execution of balancing schedule optimization with on-time performance and productivity directly relates to the average travel time per trip. If a passenger experiences a trip that exceeds the comparable travel time to fixed-route services, this is typically, but not always, the result of misalignment between the scheduling and deployment of routes.

When this occurs, dispatchers find solutions to picking up passengers within the 20-minute window, with drivers driving in unproductive patterns across the city. Using an inadequate number of resources on the road to meet scheduled demand increases the total trips performed per driver, however, creating excessive passenger travel time violations.

We continue to describe the use of the OptiRun Software Program throughout the proposal, stressing its importance in providing resources levels to balance on-time performance and productivity.

In 2018, SCR's average travel time per trip was 36.5 minutes.

### III.E.4. Average Number of Downed Mobile Data Terminals

Our early adoption of automated scheduling and dispatching software led SCR to outfit our fleet with Mobile Data Terminals (MDT), which are not associated with Trapeze. This basic technological feature allows for the transmission of trip information between the MDT and Trapeze. Through a preventative maintenance program, we ensure our MDT's remain operable, minimizing the average number of non-operating MDT's to three (3) per day in 2017 and 2018.

### III.E.5. Ratio of Service Complaints to Trips for 2018

SCR monitors and tracks substantiated and unsubstantiated service complaints per 1,000 trips, with the complaint investigation and response process allowing the opportunity for improvement. In 2018, SCR averaged 7 complaints per 1,000 trips.

### III.E.6. Completed Performance History for Service Areas Comparable to the City of Chicago Paratransit Services

As instructed, SCR has included a completed copy of *Exhibit B - Attachment I - Performance History for Service Areas Comparable to Chicago ADA Paratransit Services* as part of the contract documents.



## IV. SERVICE PLAN

### IV.A. Scheduling, Routing and Dispatching

#### IV.A.1. Handling Ride Requests

##### *Overview*

- Our capability to continue providing quality dispatch and reservation services to Pace is proven through our historical results with Pace. SCR's team has carefully reviewed and understand the RFP as it pertains to the critical functions regarding reservations, scheduling, dispatching and monitoring ride requests and trips.
- We recognize that reservations under this RFP will be provided by the RMMCC and these functions include:
  - Passenger Registration
  - Trip Reservations
  - Service Monitoring
  - Service Optimization
  - Performance Assessments
- Our complete understanding of Pace requirements, combined with our experience with both manual and automated systems, including Trapeze and other software, will be valuable to Pace during execution of the new contract.

##### *Role of the Dispatch Manager*

- The Dispatch Manager is responsible for monitoring and achieving the department's performance standards through the use of SCR management tools and Trapeze. This includes making sure the Company achieves the 95% on-time pick-up goals, which our customer measures SCR drivers and dispatchers.
- The Dispatch Manager oversees all functions related to dispatch, scheduling and routing, and is the main point of contact Dispatch Lead service issues. The Dispatch Manager is responsible for communicating service and performance issues to the Project Manager and is reachable by phone throughout the day.
- Alex Persu has been identified as our Dispatch Manager, and responsible for the following:



- Maintaining an in-depth understanding of Trapeze scheduling software
  - Direct management and training of Dispatchers, Schedulers and Routers
  - Development of Dispatch Department practices that increase communications between dispatchers and drivers
  - Execution of the department's operating goals, including performance in the areas of customer satisfaction.
- Alex monitors and enforces Dispatch Procedures established by Pace and SCR, making certain all dispatchers are operating in accordance with the client's goals and objectives.
  - The Dispatch Department is structured to maintain highly cooperative working relationships with all other functional areas and to assist in the continuing development of process improvement.
  - A more complete description of the Dispatch Manager qualifications, role and responsibilities can be found in Section III.C. Other Key Staff.

### Ride Requests

- All ride requests from clients will be handled by the RMMCC, with the operating facility receiving trips through Trapeze. Our scheduler is the first contact of all trips scheduled, and is responsible for building a safe, efficient, productive and on-time runs.
- The RMMCC answers all calls with the appropriate greeting according to Pace telephone requirements including telephone numbers, TTY equipment, and electronic answering devices. This includes coverage during standard operating circumstances and in the event of an emergency, 7 days a week.

### Routing Procedures

#### **Pre-Batch: 16:00 – 18:00**

Once the RMMCC has completed the booking process for next-day service, the SCR routers develop and optimize routes for the following day. Below highlights a multi-step process that routers follow during the pre-batch phase:

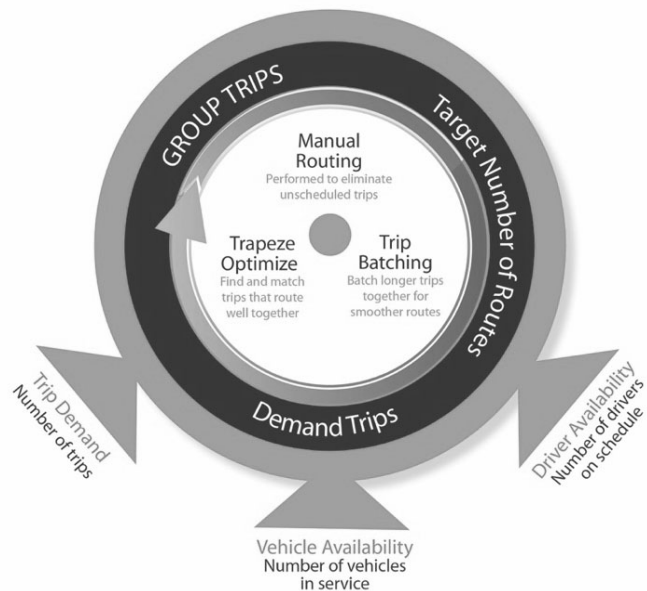
- Identify a target number of routes for the next day based on the scheduled trip volume. In practice, meaning either assigning or unassigning routes
- Reassign vehicles types to increase or decrease available capacity on a route
- Check that subscription group trips are on the routes and frozen
- Ensure Driver Schedule matches with what is in Trapeze for the next day
- Check that lunches and refuels are on the routes correctly

### Post-Batch (time batch is complete until 22:00)

- Un-schedule all the Runs
- Manually combine trips, centers and groups to maximize the big vehicles and passenger vans
- Manually group the Medical District and The Loop area trips
- Manually group trips over 10 miles that may be shared

### Manual Checks (22:00 – 00:30)

- Hand schedule early morning trips up to 6:00 am
- The remainder of the day is auto-batched by each hour
- Manually schedule left over trips for each hour
- Run reports and run data



#### SCR ROUTING PROCEDURE

- Multi-step process
- Set for productivity
- Relies on information from multiple departments

*Identify potential problem routes and communicates them with Dispatch  
Achieving High Levels of Productivity*

To achieve a high level of productivity we have the following proven features:

- Develop of a Proper Route Structure
- Expanding and Contracting Service Levels
- Managing Subscription Schedules for Optimal Performance
- Service Delivery Monitoring by Dispatch

### Building a Proper Route Structure

SCR utilizes OptiRun schedule optimization software, producing vehicle routing based on historical patterns of demand. This historical demand is referred to as the “Volume Analysis” is updated monthly, and are loaded into Trapeze, providing the framework for daily route development. The updated volume analysis is regularly compared with the route structure in Trapeze, determining what modifications should be made to individual driver assignments.

## Expanding and Contracting Service Levels

The SCR Scheduling Department has the ability to adjust the amount of service on the street, based on the number of trips required for next day service.

Silvia Rodriguez, our Scheduling Coordinator, works with the routers to modify or remove drivers from the schedule using the Run Screen within Trapeze.

SCR has developed additional types of runs that we deploy daily, which include:

1. **Flexible Shift (FX):** Flexible shifts are designed to better meet the variable demands of operating paratransit services
2. **Clean-Up Shift (CU):** In the event that service is running behind schedule during customary peak service hours, aids with assigning Clean up drivers and specifically authorizes SCR dispatchers to extend the shift up to two (2) hours without prior notification
3. **Extra-Board/No-Route (NR):** Drivers scheduled without routes that are designed to respond to any unforeseen circumstances and cover routes in the event of driver absences

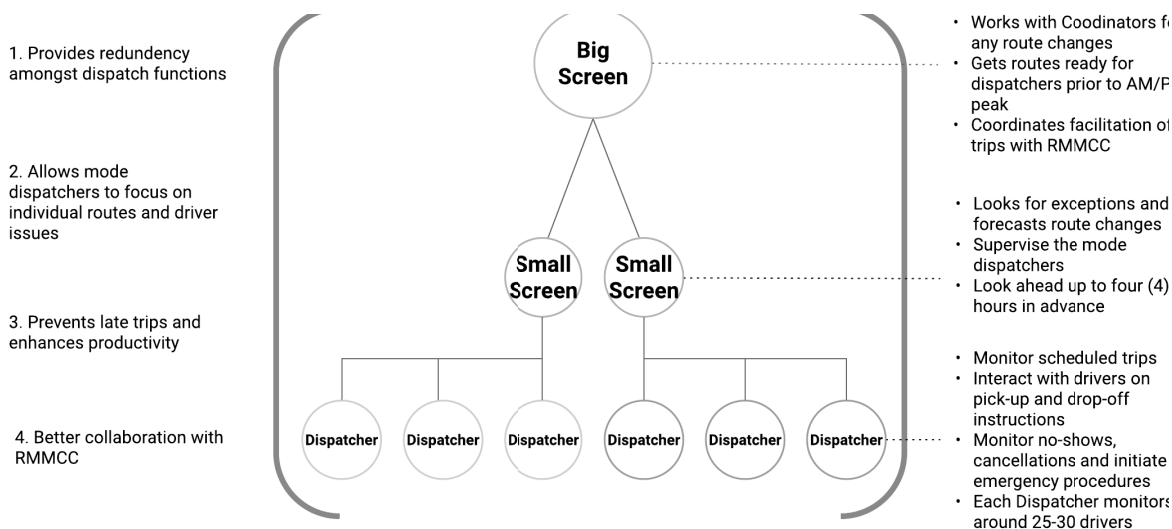


## Managing Subscriptions Schedules for Optimal Performance

- Subscription Service is provided to passengers who have re-occurring trips, with SCR using this re-occurring service to increase productivity and on time performance.
- Group trips can be scheduled in advance with set stops and one point of destinations.

## *Service Delivery Monitoring by Dispatch*

- Dispatch monitoring of service delivery is accomplished through Trapeze as supported by MDTs and Global Positioning Systems (GPS) tracking.
- The Dispatch Department is structured to provide additional redundancy against unplanned service violations by staffing the following positions:
  - Dispatch Big Screen
  - Dispatch Small Screen
  - Individual Mode Dispatchers



## The Big Screen Dispatcher

- The Big Screen Dispatcher starts the day with “signing off” with the schedulers and begin to, if necessary, find solutions for the remaining unscheduled trips on the live day.
- The Big Screen Dispatcher uses several resources including flex drivers, clean up drivers, and help from RMMCC to accomplish this process. Big Screen is the main point of contact between RMMCC and Dispatch, with communications conducted via phone and two-way radio. The Big Screen Dispatcher is also the main contact person between Dispatch and Coordinators.
- The Big Screen Dispatcher utilizes several reports to maximize productivity and on time performance:
  1. **Late Trip Report:** Trips at risk re-scheduled to run on time
  2. **Individual Route Slack Report:** Shows routes where better solutions can be found
  3. **Productivity Report:** Low producing routes re-batched for productivity
  4. **Viewpoint:** Individual route assessment by time of day

## Small Screen Dispatcher

The Small Screen Dispatcher is responsible for identifying exceptions and forecasting what individual modes are experiencing in real time. The Individual Mode Dispatcher and the Small Screen Dispatcher both monitor real time service delivery.

The Small Screen Dispatcher supervises the Mode Dispatchers, ensuring they are assisting each other with scheduled trip issues and resolution development. Figure 27 provides a visualization to understand how the “Small Screen” works ahead to optimize dispatcher routes.

One of the “Small Screen” dispatcher’s critical roles is to assist individual mode dispatchers in identifying and resolving route issues, minimizing service delays and down-time.

**Overview of the Small Screen Dispatch Function**

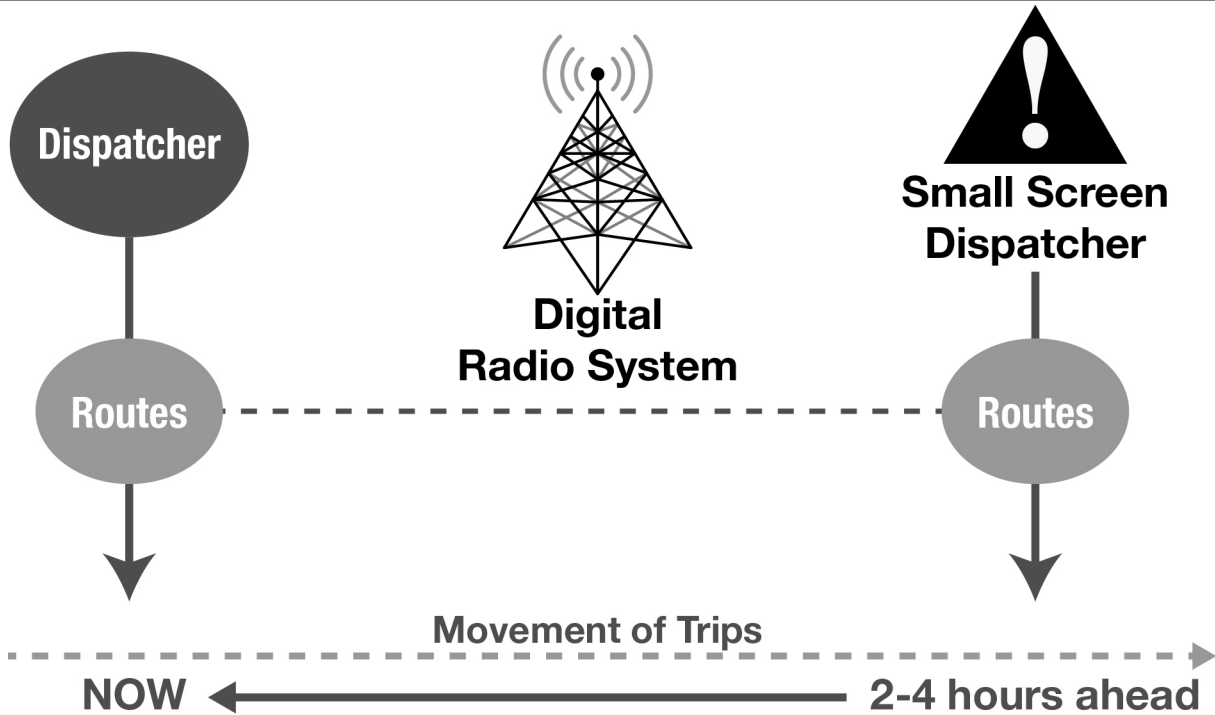


Figure 27: Big Screen Sees the Big Picture. SCR understands that things change throughout the day – client cancellations, no shows, driver call-offs and vehicle breakdowns. The Small Screen Dispatcher plays a pivotal role in adjusting to these changes and smoothing out the day so that routes remain productive and on time.

As the Mode Dispatcher resolves immediate issues in real time, the Small Screen Dispatcher can conduct a route look ahead, making adjustments optimizing performance once issues are resolved. This forecasting ability reduces the possibility of the Mode Dispatcher moving directly from one problem to another.

## Mode Dispatcher

- Every SCR driver in-service is assigned to a specific dispatcher using digital radios. The number of vehicles assigned to dispatcher constitutes that dispatcher's "mode," and thus we refer to them as Mode Dispatchers. A Mode Dispatcher typically handles 25-30 drivers with assistance of the Big and Small Screen Dispatchers, providing assistance allowing them to focus on their routes.
- The Mode Dispatchers utilize Trapeze Workstation 14 to monitor drivers, ensure routes remain on schedule and facilitate trips between Small Screen and other Mode Dispatchers. Dispatchers are trained to monitor scheduled trips, address no shows, cancellations at the door, and service emergencies.
- The end goal is to safely instruct the drivers, utilizing the dispatch system, to achieve contracted performance requirements. Dispatchers follow Pace Guidelines, reporting all accidents, incidents, and missed trips.
- SCR records all related information within the computerized dispatching system, eliminating the need for paper manifests, in the case of MDT outages, procedures are in place to reduce service impact. In the event an MDT becomes nonfunctional, the dispatcher will voice dispatch all trip information to the driver, entering pick up and drop off times via two-way radio.



## Dispatcher Guidelines

Below are the SCR Dispatcher guidelines:

- Dispatcher will never deny a passenger a trip without authorization from a Supervisor, with the exception of the passenger not having his/her RTA ID, for which there is a zero-tolerance policy. The passenger must be at their home location for the RTA ID to become an issue, SCR will never leave a passenger stranded away from home.
- It is the responsibility of the Dispatcher to control the communications over the radio, utilizing a 10-code system. The use of the client's names over the radio is not allowed, with the passenger address substituted when necessary
- In the event that a driver uses a CODE 30 thru 36 all other communications should cease, and the mode should be cleared for communication with that driver
- Seatbelts or lap belts are required for any passenger riding in the front seat or front wheel chair position. Passengers are required to provide their own child safety seat for infants

- In the event of an accident, Dispatchers are required to obtain the status of all passengers and vehicle prior to turning over the administration of the accident to the Coordinator. All notes should be entered into Tracker Action for that trip and the rescue, if needed, shall be arranged within 30 minutes
- Any trip more than sixty (60) minutes late is considered a “Missed Trip”. Any dispatcher having a missed trip on his/her route is required to complete and sign a Form B-4 and document the event in the Tracker Action for that trip
- Dispatchers are expected to review the late board, re-arrange the board in order of their route using Viewpoint to monitor their routes. Dispatchers run the Slack Report from Trapeze to monitor progress on their assigned runs as indicated on the Daily Mode Sheet
- Whenever an accident or incident occurs, the Dispatcher is required to enter the necessary notes in the Tracker Action for that trip and complete an A/I Report prior to the end of their shift
- It is the responsibility of the Dispatcher to recognize that a route on his/her mode has not been logged on in time to complete the first trip. In these situations, the Coordinator must be notified, with a Manager notified if the problem continues
- Performance times on each route are imperative to performing the job of dispatcher. Occasionally, MDT’s may be down, or a driver may make a mistake in his execution of a route. In these situations, it is the responsibility of the Dispatcher to ensure that all routes are populated with correct and logical times at the actual time of pick up or drop off
- There is a Zero Tolerance for rudeness towards drivers and fellow co-workers. Each driver will be treated as a customer, for without them the dispatch job cannot be done
- Not every driver will be accustomed to every street in the area to which they have been dispatched. In the event that one is lost or turned around it is the responsibility of the Dispatcher to provide directions or a resource, sometimes another driver or dispatcher, for directions until the driver is back on track
- Lunch Breaks are automatically deducted from each driver’s hours as it is the law to provide them with one. Under no circumstances will a driver be denied a lunch break, and is the Dispatcher’s responsibility to schedule one during the driver’s shift
- In the event that a passenger will not be taking the trip upon arrival, the Dispatcher is required to cancel the trip using the correct Cancel Code
- Should the driver feel that they have not received proper instruction from the Dispatcher, the Dispatcher will not deny them the ability to discuss the issue with Management
- Any events taking place outside of a normal pick up or drop off are recorded in the Tracker Action for that particular trip
- Dispatchers assist in routing any unscheduled trips in order to contribute to the overall goal of 95% On Time Performance and 1.75 passenger pick-ups per revenue hour
- A Dispatcher may be assigned other duties and should be capable of completing those duties in a timely and accurate manner.



- Dispatchers are expected to submit a Daily Dispatch Report form prior to the end of their shift
- Under no circumstances will a driver be placed in a position to have to deny a ride without assistance from Dispatch

### Travel Time Standards

Long range trips are not always scheduled accurately through Trapeze. Our schedulers and routers develop a specific template for the RMMCC to use in planning more extended trips to ensure that we give passengers an accurate time while maintaining compliance with ride time standards. SCR uses multiple resources to ensure accurate travel time forecasting and can compare trip times against the Regional Trip Planner in real time.

In addition, we train dispatchers on how to identify and resolve all run violation codes, including excessive travel time.

Proactive Methods to Reduce Excessive Travel Times for Pace Passengers	
Action Items	Explanation
<b>Detecting Early Warning Signals</b>	Violation codes appear on Schedule Editor – Run Itinerary Screen for each run. Dispatchers look for this violation code by scrolling through runs.
<b>Diagnosis of Excessively Long Trips</b>	<p>Excessive travel time occurs when a client is on-board a vehicle for longer than the expected travel time (as compared to fixed-route). The violation code and the estimated excessive time is listed in minutes (“OB##”).</p> <ul style="list-style-type: none"> <li>▪ Dispatchers determine the reason for the excessively long trip for each violation</li> <li>▪ Dispatchers look at the violation code and the amount of time the trip is excessive.</li> </ul> <p>In doing so, they determine and report the cause of the excessive travel time by categorizing each trip by:</p> <ul style="list-style-type: none"> <li>▪ Illogical routing by the routing department</li> <li>▪ Placement of additional trips</li> <li>▪ Driver route selection</li> <li>▪ Adverse weather and traffic conditions</li> <li>▪ Special events, road closures</li> <li>▪ Other unforeseen circumstances</li> </ul>
<b>Methods to Remedy Excessive Travel Times</b>	<p>Dispatchers decide to reschedule the trip or leave it on the run based on the reason for the excessive trip.</p> <ul style="list-style-type: none"> <li>▪ If the onboard time is more than 60-minutes, it should be rescheduled to find a better solution</li> <li>▪ If there is no solution, tracker notes must be inserted for the trip explaining the reason</li> </ul> <p>Dispatch implements preventative measures to avoid the potential for further excessive travel times:</p> <ul style="list-style-type: none"> <li>▪ Report illogical routing to management</li> <li>▪ Report driver who is lost or makes illogical route decision</li> <li>▪ For adverse weather and traffic conditions, contact clients who we know will experience an excessively long trip</li> <li>▪ Send message over MDT and radio communications notifying drivers to avoid certain areas</li> </ul>

Figure 28: Proactive Methods to Reduce Excessive Travel Times for Open Door Passengers

Excessively long trips have “ripple effects” that impact customer complaints and the overall passenger experience. We understand the fixed-route travel time comparison requirements and our methods to ensure compliance are integrated throughout the Operational Plan.

### Same-Day Requests

Same-day requests are handled on a “space available” basis in compliance with Pace guidelines. The RMMCC will confirm availability before booking. In practice, many same day requests are generated from no-shows at medical or related facilities where our passenger was not able to get to a phone to advise us of a required delay in their pickup time. Since Same Day space is often needed, SCR monitors slack time to ensure additional capacity is available for RMMCC to be able to schedule the trips. These trips are handled in full compliance with Pace policies to prevent passengers from being stranded at a destination.

### No Shows

No shows are initiated by the driver’s arrival to the trip location and not immediately being able to contact the customer. Drivers communicate directly with dispatch when this occurs and are instructed to attempt to make visual contact with the passenger. If the driver is unable to make visual contact with the passenger after five (5) full minutes beyond the scheduled pick-up time, they again contact their dispatcher who makes the attempt to contact the customer by phone. If the dispatcher is unable to contact the passenger by phone, the dispatcher will verify that the driver is at the correct pickup location by checking the Trapeze AVL feature. If the driver is at the correct pick-up location, the driver is instructed to proceed to the next trip and the dispatcher enters tracker notes to establish that all No-Show procedures were met.

### Eligibility Requirements

Eligibility requirements will be handled by the RMMCC. We train staff to consider eligibility requirements and integration of service components. This is especially important in where there are significant differences in eligibility by time of day and day of week based on the fixed route service operating times.

### *Driver, Dispatcher and Window Dispatcher (Coordinator) Procedures*

The major advantage that SCR presents is the use of an effective Pull-Out process. At the beginning of a shift, drivers check in at the dispatch window, where they are then given their vehicle assignment and trip sheet.

Figure 29 below describes the Driver Guidelines during Pull-Out and while in service.

Coordinated Pull-Out Effort		
Window Dispatchers	Driver Compliance Check	Reasonable Suspicion
<ul style="list-style-type: none"> <li>▪ Driver Check-In, ensures run coverage</li> </ul>	<ul style="list-style-type: none"> <li>▪ During check-in, the window Dispatcher makes certain each driver has their</li> </ul>	<ul style="list-style-type: none"> <li>▪ SCR window dispatchers and supervisors are trained in Drug and Alcohol</li> </ul>

<ul style="list-style-type: none"> <li>▪ Supervise and certify driver requirements</li> <li>▪ Support Pace dispatch to concentrate on trip coverage while managing the drivers and situations in the field</li> </ul>	<p>license and that their uniform complies with standards.</p> <ul style="list-style-type: none"> <li>▪ Drivers’ uniforms, white shirts and dark pants reflect a professional appearance; that shirts and jackets display the Pace patch and driver ID number.</li> </ul>	<p>reasonable suspicion procedures. This allows them to ensure each driver exhibits no evidence of impairment before taking the road. The process also allows screening for drivers that are ill (flu, cold, etc.) and not in a condition to drive.</p>
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Figure 29: Pull-Out Procedures. SCR utilizes tried and tested methods to ensure that drivers are compliant, prepared and ready for duty.

## Driver Guidelines for Service Delivery

Drivers operate their vehicles in a safe and responsible manner, in accordance with The Pace Paratransit Operator's Manual, as follows:

1. Drivers are required to carry their valid driver's license and Medical Examiner's Certificate Card on their person at all times while in Pace service and their PACE ID Card displayed at the front of the vehicle while in operation.
2. Drivers are required to perform a pre-pullout check prior to operating a vehicle, verified by a Coordinator. The drivers Pace ID Card, Pace ID Badge, Driver's License, and Medical Examiners Certification are checked and verified prior to departing the garage.
3. Drivers are required to be logged into Trapeze prior to departing the garage, in accordance with DRVR-007 Driver Pre-Trip Check In.
4. Headlights must be used by the driver at all times while operating a Pace vehicle.
5. Mechanical failures may occur while a vehicle is in service. The driver immediately notifies the dispatcher when there is a mechanical failure. A driver may not operate a vehicle that is unsafe or when continued operation may cause further damage.
6. If a driver must leave his/her seat, the following steps must be taken:
  - a. Place the gear shift lever in the Park position
  - b. Set the emergency brake
  - c. Activate the flashers
7. Driver may not leave passengers in an unattended vehicle, except to operate the lift or to assist a passenger to and from the vehicle when it is safe to do so. The vehicle may not be out of the driver's sight for any reason.
8. Unscheduled stops are not permitted. Drivers are required to follow their manifest and offer assistance to Dispatch if they notice slack on their run.
9. SCR drivers are required to exit the vehicle and open the door for any passenger during on or off-boarding. Drivers offer assistance to passengers who, in the driver's best judgment, need assistance in safely boarding and exiting the vehicle. Drivers may assist passengers to or from the exterior door of their pickup or drop off point if it is determined that assistance will enhance the safety of the passenger, the driver or other passengers.
10. Drivers are required to check the passenger's RTA Identification Card prior to operation of the vehicle door. If a passenger refuses or is unable to present their identification, they immediately contact the dispatcher.
11. Passengers may have a Personal Care Attendant (PCA) that may ride free. In the event that a third person intends to board with the passenger, that person must pay the full cash fare.

12. Under no circumstances is a driver permitted to enter the passenger's home. Drivers may enter the lobby or vestibule of a medical facility or building complex to identify themselves or ring the passenger's doorbell, if necessary.
13. Drivers must secure passengers in a seat or wheelchair position, if required. Floor seating and standing are never permitted on the vehicle.
14. Drivers must use floor restraints to secure wheelchairs or other mobile assistive devices to the vehicle. If the passenger refuses the use of restraints the driver will immediately notify dispatch for instructions.
15. Drivers must offer the lap and shoulder belt to passengers riding in wheelchairs or other mobile assistive devices. If a passenger refuses the use of lap and/or shoulder belt, the driver should notify dispatch and note on the driver log that it was refused.
16. Drivers check to be sure that passengers are clear of the doors before opening or closing them. The doors must always be closed while the vehicle is in motion.
17. Passengers are to be picked up and dropped off only at locations where passengers can safely enter or exit the vehicle.
18. Drivers must give their full attention to driving and are not permitted to engage in exhaustive, distracting or physical interactions with the passenger while the vehicle is in motion.
19. Backing up is not recommended. Drivers avoid pulling into places where backing will be required to exit. If backing is unavoidable, extreme caution must be used.
20. Driver should notify dispatch of any traffic or weather conditions that may endanger the safe operation of the vehicle. Often times this information can be broadcast to other vehicles for avoidance or safety precautions.
21. The dashboard must remain clear of all objects, including clipboards, bottles or anything that may become a projectile in an accident. The driver area must be kept free of debris, with personal items stored safely beside the driver.
22. In the event of a loss of MDT usage, the driver records and receive all trips in accordance with the Standard Operating Procedure for Inoperable MDT's. This includes the manual



recording of pick-up and drop-off times on a paper records sheet, and calls into the Call Center to record the data into Trapeze.

23. At the end of each shift Drivers are required to complete a Post Trip Check-In Process. Inspection forms, fuel receipts and Driver Logs must be submitted to the auditor’s desk, reviewed and signed. Schedules allow and have built in 15 minutes to the end of the driver’s log-off for the Check in process.

24. Drivers are prohibited from accepting tips.

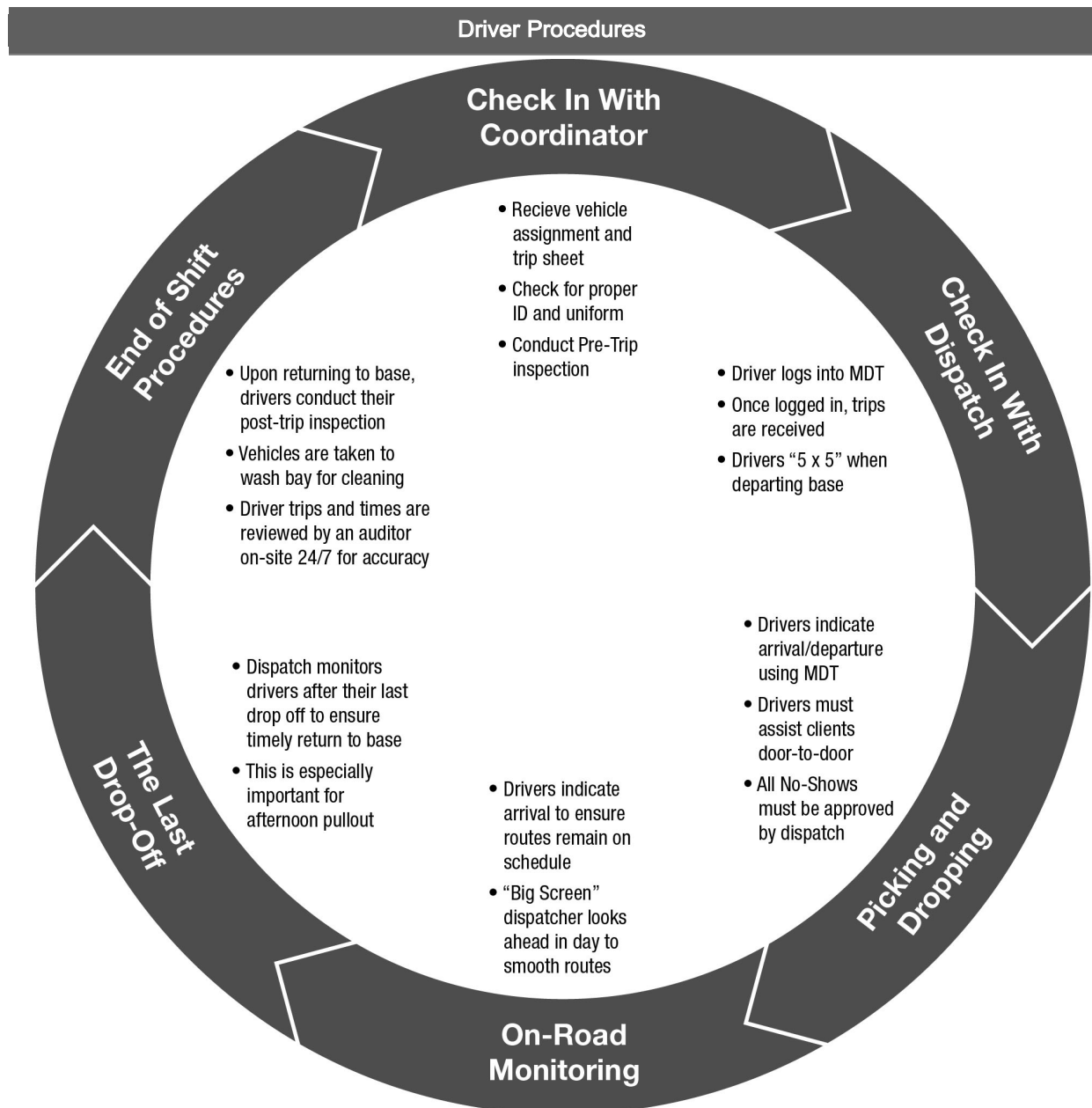


Figure 30: Driver Procedures. Beginning with End of Shift Procedures, drivers follow a strict set of guidelines in accordance with Pace policies and procedures.

### *Procedures for Monitoring On-Time Performance*

Once on the road, dispatchers monitor the driver runs and interact with the Trapeze system to ensure trip coverage and timely trip delivery.

Trips are assigned by MDT; SCR does not issue paper manifests to drivers due to the manifest having the ability to confuse the driver as to which resource should be used. For more information on the MDTs to be supplied by SCR, see our Exhibit Section V.I. Revenue Vehicles.

### *Dispatch and Driver Radio Communications*

Driver and dispatchers radio procedures include the following.

- Two-way radios must be turned on at all times. Each driver is required to give a radio check-in to their dispatcher as they exit our gate. This check allows the dispatchers to make sure that all of their drivers are on the proper radio channel, are assigned the correct route number, vehicle number and first pickup is confirmed.
- Trips are transmitted to drivers by software to an MDT in their vehicles. In the case of a communication issue, trips are then verbally communicated to the drivers via our two-way radio system.
- When the driver arrives at the pickup location, the time of arrival and departure are recorded using the MDT.
- If a driver arrives at a pick-up address and the passenger cannot be found, or in person requests that they do not wish to take the trip, the driver relays this information to Dispatch. The Dispatcher then identifies the trip as a Cancel at the Door or then follows the Pace No Show procedures.

### *Additional Monitoring Using Road Supervisors*

In addition to Dispatchers monitoring routes, SCR performs daily on-the-road inspections of all drivers through the utilization of Road Supervisors. A schedule of ride checks (i.e., scheduled on-board assessments) and trail checks (i.e., unannounced street inspections) are developed, with “Spot Checks” conducted in response to customer complaints or as a result of substandard service issues.

Our monitoring regimen includes assessments of on time performance, knowledge of the service area, passenger assistance techniques, record keeping, personal appearance, vehicle cleanliness (exterior and interior), use of wheelchair securement devices, adherence to Pace mandated procedures, and defensive/safe driving principles.

Additionally, the Safety and Training Department and Cadet Trainers assist the Road Supervisor in their duties as needed.

## ADDITIONAL MONITORING OF SERVICE, REPORTING

Reports to Pace meet all contractual and regulatory requirements. SCR will provide performance reports including but not limited to on-time performance, unusual incidents, special drop-offs, accidents, and driver information including screening information.

SCR has named Ashley VonBuelow as our Data and Reporting Specialist responsible for the accurate collection and submission of operational data. She will either submit or facilitate the submission of reports required to Pace as well as internal reporting for service monitoring by coordinating with Department Heads and the Project Manager.

Ashley currently is responsible for reporting on our Chicago ADA Contract and is an expert user of Trajectory functions and other related systems necessary to fulfill reporting requirements for this RFP.



## ADDITIONAL MONITORING USING TOTAL DRIVER

SCR develops Assessment Plans for drivers, which is called the Total Driver Performance System (TDP), which measures every factor defining overall driver performance. Drivers start with a point value of 100, with each infraction of a rule or service causing the driver to lose points as indicated on the chart below.

A driver's score can rise only when a client gives a verbal or written commendation for the driver. The commendation can be in a written form or through a call to the company. This program has been so successful that drivers who demonstrate a commitment to improvement can earn their way back to higher performance levels. Additionally, these scores are used in several different ways to establish an overall incentive program for our drivers.

- Any score under 80 has the driver placed on an immediate Performance Improvement Plan (PIP) where they cannot show any further negative movement in score. If further declines occur the driver will not be retained on the job.
- We have additionally introduced an incentive program that provides performance bonuses for all drivers maintaining a score of 95 points or more. Currently, over 70% of our drivers are maintaining bonus eligible scores.

This program has become a powerful tool in our operation. Drivers are keenly aware of their TDP score due to scores being posted (using a private PIN#) in the Drivers' Room. This allows for continuous communication and increased awareness of the messages we continually put out about safety and service quality.

For additional pertinent information, please see also Section IV.D. Safety Program later in this document.



### *Manual Dispatching Procedures if Trapeze is Non-Functional*

SCR has worked closely with Pace on the implementation of Trapeze automated dispatching for our City of Chicago ADA system, with over 10-years of experience using the system.

One of the most important elements of operating in an automated dispatch system is that of maintaining the capability to switch to a manual environment when a system outage occurs. SCR has maintained the capability to immediately migrate to a manual operation in the event of an automated system outage.

Our process for manual system implementation during an automated system outage:

System Outage Tasks by Function	
Function	Tasks
<b>Dispatch</b>	<ul style="list-style-type: none"> <li>▪ Immediately contact drivers to communicate every trip on their screen and are advised that we are going manual. We have found that this improves efficiencies up to a half hour or more with most vehicles due to their ability still see trips on their screen</li> <li>▪ Immediately print manifests and cross reference indexes. SCR IT and dispatch staff have developed a specific automated process that allows for manifests and the cross reference to be backed up every 15 minutes on a secure server location so that dispatchers will be working with current trip information if they must convert to manual operation.</li> <li>▪ Distribute dispatchers' manifests for their runs.</li> </ul>
<b>Routing</b>	<ul style="list-style-type: none"> <li>▪ If the outage is expected to last through the night, we will assemble extra staff to assist with hand routing of trips. We will organize the process utilizing several experienced dispatchers.</li> <li>▪ The person managing the process will assign capacity types to each dispatcher, who will in turn attach capacity types to individual runs.</li> <li>▪ Dispatchers begin to assign trips to routes using the trip ticket copy to represent each passenger, which will be organized in pick up order with the "blue sheet" on top. The dispatcher retains the other copy of the trip tickets in route order.</li> </ul>

Figure 31: Responsibilities during a system outage. SCR is experienced and prepared to respond accordingly to system outages to ensure service reliability and maintain passenger safety.

### *Additional Monitoring Using Real-Time GPS Fleet Telematics*

SCR plans to equip its fleet with Samsara, providing real-time location and telematic capabilities. Our proposed technology solution enhances driver safety, improves daily operations and provides instantaneous feedback for vehicle defects better maintaining our fleet.



The OM-82 Dash Camera and the Vehicle Gateway make this possible, providing continuous recording, live-view of the on-board camera, and telematic data for vehicle speed, location, fuel levels and vehicle defect or warning notifications.

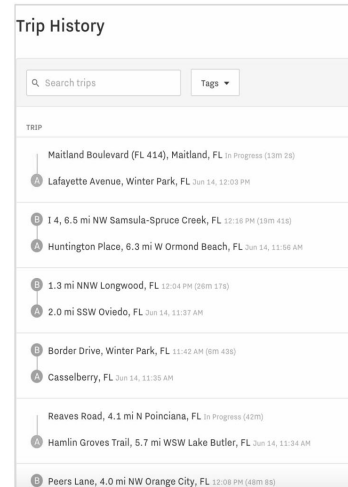
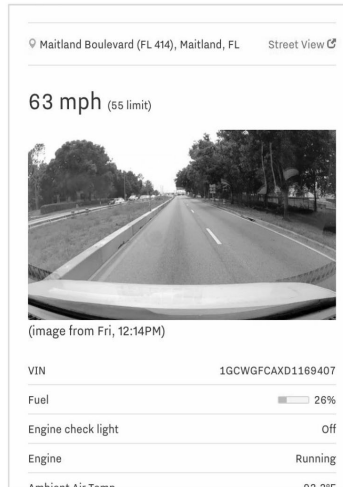


Upon Pace approval, the platform is capable of integration with Trapeze to import routes, allowing Dispatchers to have more accurate indicators regarding driver on-time performance. These predictions serve as a back-up dispatching mechanism in the case Trapeze becomes inoperable.

SCR will assign Project Management staff to utilize specific features of the platform. The relevant functions of Samsara that will be used to monitor service delivery are:

#### *Continuous-Recording Camera and GPS Tracking Functionality*

- Dispatchers can verify the location and trip history of the vehicle and driver
- Dispatchers receive and can provide passengers with a real-time estimation of arrival for drivers based on location and traffic
- Dispatchers can provide assistance to drivers by using the mapping feature found in Google Maps
- Dispatchers receive automatic push notifications when a driver has logged into their vehicle and departed base
- Dispatchers and Coordinators receive notification of driver idling or unauthorized use of a vehicle
- Dispatchers, Coordinators and Road Supervisors receive instant alerts if an accident is detected
- Coordinators can track drivers in-route back to base and receive notifications when the vehicle has entered the parking lot
- Road Supervisors have an exact location of any accident and incident involving a vehicle
- Road Supervisors utilize speeding alerts and driver safety scores to locate, intervene and make observation reports
- Still images are produced from onboard dash to observe road conditions and driver visibility
- Provides minute to minute updates of on fuel consumption, idle time, vehicle utilization and time on-site



Samsara will provide an additional layer of service monitoring that will have a positive impact on Pace passengers, providing on-time performance and high-levels of productivity. We provide more information on the use and specifications of the Samsara platform in Section IV.D. Safety Program and the Exhibit Section.

## IV.A.2. Scheduling and Dispatching Personnel

SCR's Scheduling and Dispatch personnel are trained and available for staffing Day 1 of the new contract. We deliver the expertise, training, recruitment methods, and management team that Pace requires to provide services and deliver enhancements. SCR's unique capabilities have been developed by working collaboratively alongside Pace since 2003 and working with our team to monitor and govern on-time performance and productivity.

We leverage our extensive experience, knowledge, and local familiarity with ADA Paratransit to ensure delivery of the appropriate and most cost-effective approach to staffing, while maintaining collaborative teams and the staffing required to deliver effective and quality service. SCR's goal is to provide continuous excellent customer service for a highly sensitive population of consumers.

From the beginning, SCR has recruited and invested in resources to complement our project team. Our overall leadership team and staff are eager to assist Pace in overcoming the inherent challenges our industry faces given constrained governmental budgets, the issues drivers face on our roads and bridges, the dynamics faced daily within the communities we serve and the impact on passengers when resources become constrained.

### *Planning the Staffing Numbers*

SCR understands that the RFP requires proposers to present staffing based on the assignment of 25% of capacity. SCR currently operates nearly 38% of the weekday capacity and over 50% of the capacity during weekends and is staffed to meet this demand.

Schedules are created to cover service seven days a week. SCR utilizes the following methodologies to determine the appropriate staffing levels for the positions of scheduling and dispatching:

Figure 32 shows a sampling of the resource planning approach for the appropriate staffing levels for Dispatchers, Schedulers and Routers.

Staffing Methodology	
Labor Category	Methodology
<b>Dispatchers</b>	<ul style="list-style-type: none"> <li>▪ Total number of trips listed in <b>Section Exhibit I, Addendum 3, City of Chicago Trips by Hour</b> from October 2018 was used to determine the daily route requirements to meet service</li> <li>▪ Assumed a total of 159 routes with 10% extra board to equal 175 average daily routes</li> <li>▪ Assumed a ratio of one dispatcher to 25 routes for overall service</li> </ul>
<b>Routers/Schedulers</b>	<ul style="list-style-type: none"> <li>▪ Assumed 16.0 hours per day for schedulers</li> <li>▪ Assumed 32.0 hours per day for routers</li> </ul>

Figure 32: SCR Delivers a Proven Resource Planning Methodology. Working alongside Pace, our approach to staffing is backed by tried and tested methods delivering services passengers can rely on.

The SCR staffing plan features:

- Two (2) Lead Dispatchers
- Sixteen (16) Dispatchers
- Two (2) FTE Schedulers
- Six (6) FTE Routers
- Figure 33 highlights the staffing requirements to accommodate the scope of the new Chicago ADA paratransit contract.

SCR's Plan for Staffing the Dispatch, Scheduling and Routing Functions	
Function	Staff Numbers
Dispatchers	18 (2 leads, 16 dispatchers)
Routers/Schedulers	8 (2 schedulers, 6 routers)

Figure 33: Accommodating New Scope. SCR's proposed dispatching, scheduling and routing staffing levels to meet 25% capacity at the start of the contract.

#### IV.A.3 Attach copies of any forms that may be used in the scheduling and or dispatching.

SCR minimizes the use of paper forms in its Paratransit operations, particularly when Trapeze can be utilized to document interactions. We believe that using scheduling software, a greater degree of transparency is supplied to Pace, laying out a clear audit trail.

For the Chicago ADA Contract, we will create route manifests which are backed-up electronically for utilization in the case of a system failure.



We use the below forms, copies of which are included in our Exhibit Section:

- **Router’s Daily KPI Report:** This report is distributed at the end of scheduling process, providing an overview of route numbers and trips by hour of the day; allowing calculation of *scheduled* productivity by hour of the day.
- **Dispatch Incident Reports:** Used to allow dispatchers to report to the Operations Manager about driver performance problems.
- **Daily Dispatch Report Form:** The form required to be submitted by dispatchers at the end of their shift that summarizes their individual performance for the day.

Wherever required by the RFP, Pace forms will be utilized or customization of our existing reports (operating data, accident reports, vehicle route sheet, monthly reports, etc.) completed to meet Pace requirements. Experience shows duplication of Pace’s existing forms is best practice, with subsequent training of SCR staff to meet Pace’s guidelines.

### MONITORING DISPATCHER PERFORMANCE

SCR has developed a tool using the same program of our Total Driver Performance (TDP) system to monitor individual dispatch performance.

Dispatchers are instructed to complete a Dispatch Report Form throughout the day to track their individual on-time performance and other data for each hour. The process in completing this report requires that dispatchers “scroll” through their runs in at least an hourly basis. Once their shift is complete, the dispatcher submits the report to the supervisor or manager on duty. The manager or supervisor then enters daily information into the system.

Dispatcher Name	OTP (avg)	Shift Productivity (avg)	Dispatch Efficiency (avg)	Est. Revenue per Shift (avg)	Est. Total Damages (avg)	Damages to Revenue % (avg) (The higher the better)	Trips Rescheduled (avg)	Total Trips Dispatched (avg)	Re-sch/Disp (avg)	Disps per Hour
	95.33%	1.61	1.50	\$20795.55	\$1141.05	93.81%	70	465	16.28%	
	96.54%	1.00	0.97	\$16842.21	\$5629.41	66.58%	54	231	23.38%	
	97.68%	1.08	1.06	\$19193.56	\$5561.78	71.36%	231	283	81.46%	
	97.86%	1.22	1.19	\$15991.59	\$3528.38	77.94%	137	267	51.87%	
	98.25%	1.13	1.11	\$19248.24	\$5117.57	73.83%	244	295	82.85%	
	98.31%	1.61	1.58	\$12886.84	\$382.24	97.41%	83	283	29.71%	
	98.50%	1.12	1.11	\$12977.98	\$3374.28	74.00%	70	200	35.00%	
	99.35%	0.61	0.61	\$14995.16	\$7263.54	49.35%	142	135	163.47%	
<b>Total</b>	<b>97.21%</b>	<b>1.26</b>	<b>1.21</b>	<b>\$17667.12</b>	<b>\$2516.24</b>	<b>79.20%</b>	<b>125</b>	<b>210</b>	<b>56.17%</b>	

Dispatchers are coached and counseled based on their performance and the Dispatch Manager conducts a monthly review to spot any outliers or make adjustments to a dispatcher’s mode until they improve.

The following list the Key Performance Indicators (KPI’s) tracked in this report to monitor dispatcher performance:

- **On-Time Performance:** The average on-time performance for each dispatcher’s mode per shift

- **Shift Productivity:** The average trips performed per hour by the drivers on each dispatcher's mode
- **Dispatch Efficiency:** A ratio of the total number of trips dispatched per shift
- **Estimated Revenue per Shift:** The estimated number of revenue hours dispatched by each dispatcher
- **Estimated Total Damages:** The estimated number of liquidated damages by each dispatcher per shift
- **Damages to Revenue %:** The average percentage of revenue to damages per dispatcher
- **Trips Rescheduled:** The average number of trips that a dispatcher reschedules per shift. An indicator that they are making attempts to find on-time solutions
- **Total Trips Dispatched:** The average number of trips dispatched per dispatcher per shift
- **Rescheduled to Dispatch %:** The average percentage of trips re-scheduled to average trips dispatched per shift
- **Trips Dispatched per Hour:** The average number of trips that a dispatcher monitors on their mode per hour per shift
  - There is an on-going teaching and review of these KPI's with dispatchers. We also do not share revenue and liquidated damage data with dispatchers as it is solely for management evaluation purposes.

**IV.A.4. Provide background and experience of anyone you intend to assign as schedulers, or dispatchers. If individuals are not yet identified, describe qualifications and experience you desire.**

We have reviewed the duties and responsibilities *Pace Paratransit Manual* and the Chicago ADA paratransit RFP. As described elsewhere in our proposal, SCR emphasizes qualified and experienced personnel as an integral part of its management philosophy. Based on these requirements, and to minimize program risk at Contract Award, SCR will retain our current experienced and trained leads for the dispatch, scheduling and routing functions.

The individuals listed below have been identified for the following functions:

Background and Experience of Personnel		
Name	Position	Background
Phil Allen	Routing Coordinator	8 years of ADA dispatch and routing experience
Silvia Rodriguez	Scheduling Coordinator	8 years of ADA call center and scheduling experience
Janine Hudson	Dispatch Supervisor	9 years of dispatch and operations management experience
Laura Levere	Dispatch Assistant	12 years of call center, dispatch, quality assurance experience

Figure 34: Background and Experience of Personnel. SCR is able to retain key staff members that currently provide and oversee dispatch, scheduling, routing.

SCR will actively recruit, if necessary, individuals with the qualifications required by the RFP. Members of the dispatch, scheduling and routing staff will have proven competency in the following areas:

- Prior scheduling experience in complementary Paratransit or demand response service.
- Proficiency with Trapeze or other demand response scheduling software.
- Familiarity with the Chicago service area.
- Ability to conceptualize the relationship between productivity and on time performance.
- Aptitude for understanding the tactical use of unscheduled trips
- Demonstrated ability to link trips in a way that promotes service quality

## IV.B. Staffing Plan

Our staffing plan indicates a driver headcount of 500 full-time equivalents (FTE) which includes a built-in 10% extra board capability to meet 40% of the citywide capacity.

### IV.B.1. State the number of drivers. How many full-time? How many part-time? How many split-shifts?

Using OptiRun, SCR analyzed all possible run combinations to delivers a driver “bid ready” set of runs that supports trip booking while maximizing productive operations. Based on the trip demand data found in Addendum No. 3, Exhibit I, City of Chicago Trips by Hour, SCR calculated the following below results for optimal driver shifts:

Driver Scheduling Results	
Weekly Driver Shifts	<b>446</b>
No. of InSvc Vehicles Required	<b>260</b>
Maximum Allowed Vehicles	<b>275</b>
Straight 8 hour Shifts	<b>31.2%</b>
Straight 10 hour Shifts	<b>59.9%</b>
All Straight Shifts	<b>91%</b>
Monday-Friday Shifts	<b>15.5%</b>

Figure 35: Driver Scheduling Results.





#### IV.B.2. Indicate driver deployment. Show numbers available by time of the day or provide a staffing chart.

The following table for the City of Chicago ADA Paratransit service demonstrates the results of the Shift Profile shown superimposed over the Trip Demand. See also Exhibit 7 for more detail.

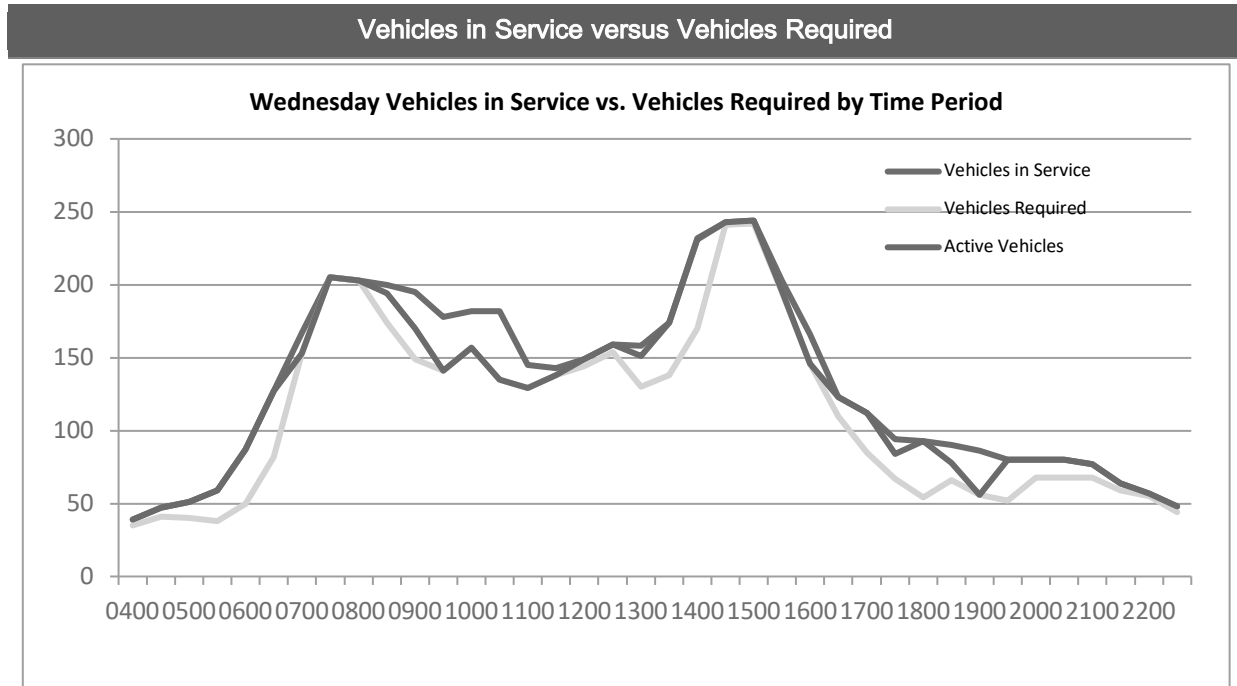


Figure 36: Vehicles in Service versus Vehicles Required. The graphic demonstrates how SCR handles peak and non-peak demand hours with the vehicles we have in service by hour.

The data developed is for a typical demand profile on a Wednesday. The effect of the 10-hour splits is seen in the tight conformity between the ramp up and ramp down of service in the morning and afternoon. The advantage of this split is also evident as mid-day capacity is reduced to match the demand curve.

The red line represents vehicles required to meet trip demand at a 1.8 passengers per hour productivity rate. The trip information used by OptiRun utilizes historical data of actual trips delivered, not on trips booked. The green line represents the vehicles actually delivering trips, with the blue line representing vehicles in service. The difference between the blue line and the green line is the productivity gain realized from the split shifts and their ability to reduce billable hours to the agency.

SCR’s approach to schedule optimization is conceptually sound, representing one of our best practices, and validated by historical data on our performance relating to productivity and on time performance.

#### IV.B.3 State the number of dispatchers/schedulers. How many full-time? How many part-time? How many split-shift?



Show numbers available by time of the day or provide a staffing chart.

Figure 37 below provides a breakdown for the Dispatch, Scheduling and Routing personnel by hours of the service day. Each position listed represents a full-time equivalent. We are not

SCR's Staffing Levels by Day and Hour																								
Dispatch	0:00	1:00	2:00	3:00	4:00	5:00	6:00	7:00	8:00	9:00	10:00	11:00	12:00	13:00	14:00	15:00	16:00	17:00	18:00	19:00	20:00	21:00	22:00	23:00
M	1	1	1	1	1	6	6	6	7	7	6	6	8	8	8	6	6	6	6	6	3	1	1	1
Tu	1	1	1	1	1	6	6	6	7	7	6	6	8	8	8	6	6	6	6	6	3	1	1	1
Wed	1	1	1	1	1	6	6	6	7	7	6	6	8	8	8	6	6	6	6	6	3	1	1	1
Th	1	1	1	1	1	6	6	6	7	7	6	6	8	8	8	6	6	6	6	6	3	1	1	1
Fr	1	1	1	1	1	6	6	6	7	7	6	6	8	8	8	6	6	6	6	6	3	1	1	1
Sa	1	1	1	2	4	5	6	6	6	6	6	6	6	6	6	6	6	6	4	4	2	1	1	1
Su	1	1	1	1	16	6	6	6	6	6	6	6	6	6	6	6	6	6	4	4	2	1	1	1

Router	0:00	1:00	2:00	3:00	4:00	5:00	6:00	7:00	8:00	9:00	10:00	11:00	12:00	13:00	14:00	15:00	16:00	17:00	18:00	19:00	20:00	21:00	22:00	23:00
M																	3	3	3	3	3	3	3	3
Tu																	3	3	3	3	3	3	3	3
Wed																	3	3	3	3	3	3	3	3
Th																	3	3	3	3	3	3	3	3
Fr																	2	2	2	2	2	2	2	2
Sa																	2	2	2	2	2	2	2	2
Su																	3	3	3	3	3	3	3	3

headcounts by day of week and by hour of day.

## IV. C. Training

### IV.C.1. Provide a detailed description of proposed driver training program.

SCR Medical Transportation, Inc.'s Professional Driver Development Program develops a workforce of Safe, Caring and Responsive drivers through a culture of safety awareness and high standards of excellence.

Training covers all aspects of the driver's job duties, including general approaches to assisting passengers; sensitivity in physical, cognitive limitations and behavioral areas; customer courtesies; safe and professional driving; and handling emergencies.

Key principles and concepts are delivered through Self-Directed Computer-Aided Courses, delivered through the use of a central server or DVD-ROM, depending on the volume of media and file size. At the completion of training testing is conducted, with the results gathered and retained within SCR's Learning Management System (LMS).

To support learning while providing an additional job-aids, each new employee receives their own Study Guide, which includes outlines of the key points for each subject, quizzes, frequently asked questions (and their answers) and a Journal to document experiences, challenges and questions encountered during their first six months of employment.



We use the results of the Study Guide to develop and implement supervisory follow-up. SCR is also developing a mentorship and career development processes for all employees.

### *Commercial Driver’s License (CDL) Training*

As an approved Third-Party Certification entity, SCR provides the necessary instruction assisting each driver in attaining a Commercial Driver’s License (CDL) with Passenger Endorsement, as required for Pace service. Training includes detailed explanations of all company and Pace policies and procedures, from understanding the service area to the requirements for reporting accidents and incidents.

### *Subject Matter*

All new hires attend a fifteen-day training program delivered in a comprehensive curriculum, compartmentalized into four specific training modules:

SCR Driver Training Modules	
<b>Module 1</b>	Consists of CDL General Knowledge training and skills related to a Passenger Endorsement for ten days (eight of which are on the road,). Trainees that must obtain their CDL permit must take and pass their written exam at the Secretary of State’s Office before advancing any further in class
<b>Module 2</b>	Focus on defensive driving, pedestrian awareness and topics covered in TAPTCO. Students are given on-the-road assessments and are challenged to make safe real-time driving decisions
<b>Module 3</b>	Classroom-based training on company and contractual policies and procedures while introducing new hires to the ADA Rules and Regulations. This module establishes the service standards and level of quality expected with regards to culture, contracts and compliance
<b>Module 4</b>	The final performance assessment for students. This four day on-the-road training with a Behind-the-Wheel (BTW) Trainer allows trainees to demonstrate what they learned in class. Students are given a service familiarization tour of common pick/drop locations, take their final CDL road examination, and after demonstrating excellence in each module, are certified for Pace service.

Figure 38: Driver Training Modules. A breakdown of the classroom and on-road training modules for SCR drivers.

- **Course Syllabus** - Outlines each training topic and the time required to effectively train new drivers. An index designates classroom topics, behind-the-wheel observations and assessments.
- **Classroom Trainer’s Guide** - Used to help trainers facilitate classroom learning and discussion in a professional manner. This guide provides instructions on navigating the study guide, when and how to use videos, begin discussion through appropriate questions, and review answers to quiz questions for each classroom topic.
- **Classroom DVDs** - Address specific topics trainers can use to reinforce the training manuals provided to every driver trainee.
- **Classroom Assessment Tests** - Measures every trainee’s progress throughout the program. The assessments use a variety of written, oral and computer-based testing, which gauge the trainee’s ability to demonstrate their level of understanding of the SCR curriculum.

- **Study Guide** - Includes all components of the training program and is provided to all driver trainees, who are required to complete the guide as the course progresses. Following course completion graduates are encouraged to refer to their guide while working as a driver.
- **Behind-the-Wheel (BTW) Guide and Assessment** - This guide is provided to BTW Instructors to ensure every BTW Instructor is assessing every driver trainee on every issue that is important to be a safe and caring driver. The guide has clear instructions, guiding the BTW Instructor step-by step through the course trainees must complete and provides methods for the instructor to use to ensure proper assessment of each trainee's behind-the-wheel performance. This assessment is then used in making the final determination of whether or not a trainee will be retained as an SCR driver, ready to meet our expectations of exceptional safety and service.

TAPTCO Modules include all of the following:

- In early 2012, SCR redesigned its driver Paratransit training programs, retaining an industry leading Passenger Assistance curriculum and introducing new materials for driver training. After reviewing multiple vendors, SCR selected a fully-integrated program designed by the Transit and Paratransit Company (TAPTCO.). TAPTCO worked with numerous providers of transit and Paratransit service to develop this advanced training program. The result is a multi-media program developed specifically for drivers in Paratransit service and it is a significant improvement over older courses used in the industry.
- The TAPTCO Defensive Driving Program (called LLLC for Look Ahead, Look Around, Leave Room and Communicate) was custom-designed for the transit industry, unlike the commonly used National Safety Council or Smith System Courses, which are directed at automobiles and trucks.

- Components of the TAPTCO Integrated Program include:

- While most of our training materials are taken from the TAPTCO Program, we also use materials from the nationally recognized Passenger Assistance Curriculum taught at the University of Wisconsin/Milwaukee.
- Instead of using an outdated manual chair and having the trainees take turns as the passenger, SCR retain the services of real wheelchair passengers with modern power chairs. This allows the trainees to get real world experience and hear from real passengers about the problems that they will encounter.



Course Subject	Course Subject
<ul style="list-style-type: none"> <li>▪ Preventing Driver Distractions</li> <li>▪ Following Distance</li> <li>▪ Intersections</li> <li>▪ Railroad Crossings</li> <li>▪ Pedestrian Awareness</li> <li>▪ Preventing Backing Accidents</li> <li>▪ Mirror Adjustments and Reference Points</li> <li>▪ Accident and Emergency Procedures</li> <li>▪ Merging, Lane Changing and Passing</li> <li>▪ Special Driving Conditions</li> <li>▪ Introduction to ADA and Sensitivity</li> <li>▪ ADA, Lifts, Ramps and Securement</li> </ul>	<ul style="list-style-type: none"> <li>▪ Introduction to Professional Driving</li> <li>▪ Hazards Communications</li> <li>▪ Creating a Drug and Alcohol-Free Workplace</li> <li>▪ Preventing Harassment</li> <li>▪ Bloodborne Pathogens</li> <li>▪ Fatigue Management</li> <li>▪ Wellness</li> <li>▪ Introduction to the Bus</li> <li>▪ Pre-Trip Inspections</li> <li>▪ Conflict/Aggression Management</li> <li>▪ LLLC Defensive Driving</li> <li>▪ Professionalism/Customer Service</li> </ul>

Figure 39: Training Course Subjects. TAPTCO training subjects covers every aspect of professional driving for paratransit operators. We teach according to program design and have had success thus far.

### Driver Trainer Instructors

- Qualified Instruction are critical in the training of employees prior to approval to be released and provide quality and safe service to our customer base.
- SCR has minimum qualifications for our training staff, which all must meet or exceed, before being allowed to train new candidates.
- We have named Rodney Champion as our Lead Trainer for SCR. He began working as a driver for SCR and has worked as a trainer for the past 8 years.
- *As a minimum, SCR’s Classroom Instructors have at least (2) year of professional driving experience and at least (1) year of supervisory or management experience.*



### Classroom Instructor Qualifications

Classroom Instructors must have at least two (2) years of professional driving experience and at least one (1) year of supervisory or management experience. In addition, Classroom Instructors must possess the following qualifications:

1. A license and relevant certifications applicable to the type of vehicles and or service being taught;
2. Demonstrated proficiency in delivery of the TAPTCO and LLLC materials;
3. Successful completion of Supervisory Level Drug and Alcohol training; and
4. Successful completion of a train-the-trainer program.



### Behind-the-Wheel Instructors

SCR policy is that BTW Instructors are responsible for developing driver trainees into professional service operators by teaching, monitoring and communicating safe driving practices while maintaining superb service delivery. These instructors are handpicked by the Training Department and are only considered after demonstrating an impeccable safety and performance record.

Behind-the-Wheel Instructors (BTWIs) must be employed with the company for more than one (1) year and meet the following standards:

5. No preventable accidents in the last three years
6. No substantiated complaints regarding discourtesy
7. No more than four (4) attendance points in one year
8. Compliance with policies regarding professional neat attire and full uniform compliance; and
9. Interview with and approval from SCR Senior Management

BTWIs are assigned to mentor and perform all needed retraining for drivers for up to one (1) year from the date the driver is placed in service.

- For the first year of a new hire's career, the BTWI will periodically check and review progress based on the final performance assessment versus actual performance for that period of time

- All safety infractions by the driver during the one-year period results in immediate retraining and counseling from his or her respective BTWI

Drivers undergo annual performance reviews using the criteria identified in our Total Driver Performance (TDP) system. TDP is a real time system, maintaining a ranking every driver's performance. Drivers are evaluated and ranked among their peers on Pace Service, with a member of the BTW staff discussing any issues with a driver after the review. These reviews are a part of the driver training files.

### Driver Training Syllabus and Detail

SCR has designed its Driver Training Program to include a combination of classroom and behind-the-wheel training, both detailed below. Training must be fully completed before any driver moves to SCR Behind-the-Wheel training, conducted during the third week of training.

SCR is a certified 3<sup>rd</sup> Party Testing facility for Commercial Driver's License (CDL) training. We will extend the training by an additional two (2) weeks for drivers that require a CDL with Passenger endorsement.

Detailed Driver Training Course Syllabus and Detail	
Week 1	Overview of Training
<b>Day 1</b>	<p>The first two hours of the day are for completion of all necessary SCR New Hire Paperwork and an overview of all company policies, expectations and benefits. After a break all the trainees spend 90-minutes on the Introduction to the Vehicle and the requirements of the Vehicle Pre-trip Inspection, using materials from the TAPTCO training program.</p> <p>The trainees are then divided into two groups. One group begins by meeting with Coordinators and the second with Vehicle Technicians. The groups then switch so that all trainees get small group meetings with both. The purpose is for the trainees to hear from a member of those teams what the duties of the coordinator or vehicle technician includes, explain what issues are to be raised with coordinators or technicians, and how to do that.</p> <p>After lunch all trainees spend two hours on an Introduction to the TAPTCO LLLC - Look Ahead, Look Around, Leave Room and Communicate program.</p>
<b>Day 2</b>	<p>Classroom training, 90 minutes, covers the issues of vision lines and space, or as termed by TAPTCO Leave Yourself Space. Many trainees have not driven vehicles the size and dimension of a paratransit vehicle and need to be reminded of the specifics of maneuvering with this larger size in mind. The in-vehicle session allows each trainee to get the feel of the vehicle from behind the wheel and to practice maneuvers.</p>
<b>Day 3</b>	<p>The 75 minutes of classroom training covers merging, lane changing, passing and issues with special driving conditions. It also covers the issues of backing. Although the company policy is to back only if it is absolutely necessary, every driver must be trained and know how to do this maneuver safely. While on the road with the trainers on this day, the trainer will take trainees to specific places where backing is required so that each can have time learning these skills.</p>
<b>Day 4</b>	<p>The morning session begins with an introduction to the American with Disabilities Act. This is followed by a session about recognizing and preventing harassment, both in the workplace and in dealing with riders and others. There is also a brief review of company policies, benefits, and other issues in the handbook.</p>



	<p>Before lunch there is a two-hour course regarding Professionalism in work and the importance of Customer Service in all aspects of work as a paratransit bus driver, using the TAPTCO materials. The afternoon session begins with a half hour covering MDT and GPS usage using our e-learning training module. This program offers instructions and scenarios to trainees on how to successfully operate the device, confirm trips, no shows and GPS functionality. It is then followed by three hours dedicated to sensitivity and awareness in working with passengers with challenges.</p> <p>The materials used include a program developed by Justin Rakestraw about the company policies and practices emphasizing the need of being sensitive, caring and responsive to our clients. During this part of the program volunteer riders of the system come in and talk about service delivery from their perspective and engage in conversation about how to best assist them in their travels.</p>
<b>Day 5</b>	<p>The morning begins with 90 minutes of Accident and Emergency Procedures. This is followed by a class regarding Management of Conflict and Aggression using TAPTCO materials but supplemented with examples taken from actual SCR incidents and case histories, in which the names are obviously changed.</p> <p>The afternoon sessions begin with a test on the materials covered about the route selection module. The last two hours teach the importance of driver awareness with emphasis on managing driver fatigue, using TAPTCO materials.</p>
<b>Week 2</b>	<b>Overview of Training</b>
<b>Day 1</b>	<p>A 90-minute morning session is classroom information presented about turning the vehicle around (the 3- or 6-point turn) and stopping issues, particularly related to required distances to make safe stops. This is the first day where the trainees are assessed on their actual driving skills in the vehicle, looking at all vehicle-handling issues that have been covered thus far.</p>
<b>Day 2</b>	<p>The 75-minute early session is teaching the Route Selection Mode, which includes navigation, map reading and GPS. Although every vehicle in Pace service has MDTs and GPS with turn-by-turn navigation, that technology does not have the capability to respond to traffic tie-ups that are frequent in Chicagoland. This training includes:</p> <ul style="list-style-type: none"> <li>▪ Basic elements of direction,</li> <li>▪ Map reading,</li> <li>▪ The Chicago boundaries that change addresses from east to west and north to south,</li> <li>▪ Identifying on which side of a street necessary highway entrance ramps are,</li> <li>▪ Which side of the street odd and even street addresses will be on, so that the driver can plan arrival such that the vehicle arrives on the correct side of the street for pick-up or drop off of passengers,</li> <li>▪ How to identify directions of highways by the numbering system, and</li> <li>▪ Specific locations of destinations that are common to many riders.</li> </ul> <p>And it is true that at times a driver’s particular knowledge of an area of the City allows them to find routes that will help them arrive in less time, when they find themselves in a traffic snarl. Trainers can communicate when it is appropriate for them to use that knowledge.</p> <p>The drivers are again assessed individually on their driving skills in the vehicle in the afternoon.</p>
<b>Day 3</b>	<p>The 75 minutes in the classroom covers pedestrian awareness while driving, and the means to prevent backing accidents. After which the trainees are on the road in small groups with a driver trainer who explains and performs the actions on the road. Each trainee is also given limited time behind the wheel to perform the action individually and be assessed and coached about how to</p>

	perform the procedure. The trainees in the bus are then able to learn from the performance of other trainees as well their own.
<b>Day 4</b>	<p>Training begins with defensive driving as set forth by TAPTCO, which uses the acronym, <b>LLLC</b> - <b>L</b>ook <b>A</b>head, <b>L</b>ook <b>A</b>round, <b>L</b>eave <b>R</b>oom and <b>C</b>ommunicate. The last hour of morning training session is used to cover merging, lane changes, and passing.</p> <p>After classroom training, the trainees spend the rest of the day on the Behind-the-Wheel LLLC Drive. During this driving session the trainees for the first time will drive while also using the 2-way radio and GPS navigation. Trainers are watching carefully to see each trainee’s ability to concentrate and be safe while handling these tasks.</p>
<b>Day 5</b>	<p>The first session involves body mechanics for the driver, and in particular when involved in a passenger transfer. For this class SCR brings an ergonomics expert into the classroom to assist and demonstrate correct body procedures to avoid injury. This is followed by a discussion of passenger assistance.</p> <p>Clients with disabilities join the trainers for this session and they stay as the class moves on to training about ADA lift ramps and securement of mobility devices and the hour and a half covering all issues of passenger assistance. In the afternoon session each trainee is practicing the techniques of loading and securing mobility assistance devices.</p>
<b>Week 3</b>	<b>Overview of Training</b>
<b>Day 1</b>	<p>This last day of classroom training begins with a session on Blood Borne Pathogens, using materials provided by the Red Cross and federal regulations. It is followed by a detailed explanation of the Drug and Policy with emphasis on Driver Guidelines. The importance of being alert and aware are covered as well as the consequences of failing a drug screen, including loss of employment and losing their CDL.</p> <p>The morning session ends with the trainees meeting available company and department managers, and introduction of the company’s “open door policy.” After lunch there is an hour review of their classroom training. This last classroom day finishes with a Classroom Mastery Test, which includes the TAPTCO written test as extended by additional questions added by SCR’s training department.</p>
<b>Day 2</b>	<p>Trainees are assigned to their Behind-the-Wheel Instructor (BTWI) and spend the next three days with the assigned BTWI. In this environment the driver is involved in all the tasks and is corrected and guided by the experienced BTWI.</p> <p>The final two days of training, each trainee is assessed as to their actual performance on the road in service, which is provided with the BTWI at their side. This final assessment determines whether they will become an SCR driver on Pace service. When trainees move to driver, each remains in touch with their BTWI who acts as mentor and guide as they develop in the job. Having a mentor who knows them makes it easier for the new driver to seek advice and talk openly about the experience.</p>
<b>Day 3</b>	BTW Training
<b>Day 4</b>	BTW Training
<b>Day 5</b>	Graduation

Figure 40: Detailed Driver Training Course Syllabus and Detail

## CDL Training Module

As indicated earlier, SCR trains its drivers in-house to obtain their CDL with Passenger Endorsement. Trainees begin with individual coaching by trainers and use of the CDL Exam Pro materials in preparation for the CDL exam.

Trainees undergo testing at the Secretary of State’s offices for their CDL. Trainees who fail the exam are paid for their time. Explanation of the options for reapplying for employment after a waiting period is provided as well.

Following successful completion of their written test at the Secretary of State, drivers begin an additional week of on-the-road training and finish with their Road Exam conducted by our 3<sup>rd</sup> Party CDL Trainer.

## DRIVER TRAINING CHECKLIST

Figure 41 provides a snapshot of the key elements of training by functional area. All drivers are capable and fully certified before their individual “go live” date.

Driver Training Certification Checklist by Function	
<b>Accidents/Emergencies</b> <ul style="list-style-type: none"> <li>▪ Pace Accident/Incident Report Form</li> <li>▪ General Accident Procedures</li> <li>▪ Drug/Alcohol Procedures</li> <li>▪ Review Emergency Procedures</li> <li>▪ Location of emergency</li> <li>▪ Equipment in Vehicle</li> <li>▪ Use of Emergency Equipment</li> <li>▪ Vehicle evacuation</li> <li>▪ Fire Protection</li> </ul>	<b>Driving Skills</b> <ul style="list-style-type: none"> <li>▪ Definitions</li> <li>▪ Starting and Stopping</li> <li>▪ Following Moving Traffic</li> <li>▪ Intersection Operation</li> <li>▪ Right Hand Turns</li> <li>▪ Left Turn/Double Left Turn</li> <li>▪ Changing Lanes</li> <li>▪ Passing and Being Passed</li> <li>▪ Backing Buses</li> <li>▪ Service Stops</li> <li>▪ Slippery Streets</li> <li>▪ Railroad Crossing</li> <li>▪ General Defensive Driving Techniques</li> </ul>
<b>Lift, Loading and Passenger Interactions</b> <ul style="list-style-type: none"> <li>▪ Positioning Vehicle</li> <li>▪ Automatic Operation of Lift</li> <li>▪ Manual Operation of Lift</li> <li>▪ Boarding &amp; Alighting Mobility Limited Passengers</li> <li>▪ Operations &amp; Movement of Standard Wheelchairs</li> <li>▪ Passenger Relations</li> <li>▪ Disability Awareness</li> <li>▪ Sensitivity Training</li> <li>▪ Service Animals</li> </ul>	<b>Fare Collection</b> <ul style="list-style-type: none"> <li>▪ Fare Instruments</li> <li>▪ Collection/Handling of Fares</li> <li>▪ Fare box Operations</li> <li>▪ Other Related Procedures</li> </ul>

Figure 41: Training Certification Checklist. Drivers must complete and be tested for competency prior to taking on the full scope of their duties independently. Our approach ensures that our drivers have are fully capable and able to execute quality service.

## Monthly Driver Safety Meetings

SCR requires driver attend monthly safety meetings in addition to our initial and re-training programs. These monthly meetings allow us to address specific procedures, issues and driver safety topics, which allow us to remain proactive in the development of our operators.

The Monthly Safety Meetings and the subjects covered during 2019 are listed below:

2019 Safety Meeting Calendar	
Month	Topic
<b>January</b>	<ul style="list-style-type: none"> <li>Following Distance / Merging, Lane Changing &amp; Passing</li> </ul>
<b>February</b>	<ul style="list-style-type: none"> <li>Safety Best Practices / Operations Review</li> </ul>
<b>March</b>	<ul style="list-style-type: none"> <li>Special Driving Conditions</li> </ul>
<b>April</b>	<ul style="list-style-type: none"> <li>Accident and Emergency Procedures</li> </ul>
<b>May</b>	<ul style="list-style-type: none"> <li>Preventing Backing Collisions / Ops Review</li> </ul>
<b>June</b>	<ul style="list-style-type: none"> <li>Railroad Crossing Safety / Ops Review</li> </ul>
<b>July</b>	<ul style="list-style-type: none"> <li>Preventing Driver Distractions</li> </ul>
<b>August</b>	<ul style="list-style-type: none"> <li>Following Distance / Merging, Lane Changing &amp; Passing</li> </ul>
<b>September</b>	<ul style="list-style-type: none"> <li>LLLC Defensive Driving and Operational Review</li> </ul>
<b>October</b>	<ul style="list-style-type: none"> <li>Intersection Safety / Mirror Adjustments / Reference Points / Ops Review</li> </ul>
<b>November</b>	<ul style="list-style-type: none"> <li>Preventing Slips and Falls, Inclement Weather Preparation</li> </ul>
<b>December</b>	<ul style="list-style-type: none"> <li>Professionalism/Customer Service</li> </ul>

Figure 42: Monthly Safety Meetings. Drivers are required to attend a minimum of eight (8) out of the twelve (12) monthly meetings. Each month features a relevant topic based on cyclical and operational needs.

IVC.2 Provide a detailed description of dispatcher training program. Include subjects, training industry modules, number of days in the classroom and on the road, and the procedure and form certifying an individual is ready to dispatch/schedule in the service. Include materials; electronic media formatted material, videos, etc.

*Depending on the progress of the individual Dispatch be extended to more days of supervised operation with a dispatch trainer trainee the training can. Trainees will be expected to continue learning all aspects of the Trapeze Pass software and are expected to become proficient in, Schedule Editor and Dispatching.*

### *Detailed Description of SCR's Dispatcher Training Program*

SCR has a full complement of dispatchers, but when vacancies occur the position is filled by someone coming from the following categories.

- Existing Trapeze Customer Service Agents who have shown aptitude for growth while working in our system.
- SCR Drivers with an outstanding customer service record and significant computer experience.
- Dispatchers from another company with Trapeze experience.
- Experienced Dispatchers transitioning from another type of service (ambulance, Medi-Car, public safety) but without any Trapeze experience.

Depending on the source of the replacement, the training program is tailored to fit the specific needs of the individual. All trainees, except existing SCR drivers, complete week three of the SCR Driver Classroom training curriculum. This provides a clear awareness of driver training and familiarity with system policies and passenger disabilities.

Every trainee completes as a minimum one ride along with an SCR Behind-The-Wheel Trainer operating in live service, allowing the dispatch trainee to experience service and fully understand all components. The training covers the FTA Drug and Alcohol Program and the Dispatcher's place in that program as a safety sensitive employee.

After completion, Dispatch Trainees transition to Trapeze training, with those not experienced in Trapeze dispatching working directly with the Dispatch Manager or a Lead Dispatcher learning system basics. Those with Trapeze dispatching experience are accelerated through the early phases of the following schedule to the appropriate point reflecting their skill level.

### *Dispatch Training Program Outline*

SCR extends employment opportunities to all current qualified Dispatchers working on this system. When vacancies occur, or if additional staff is required, the positions are filled by someone coming from one of the following categories:

- Existing Trapeze Customer Service Representatives who have shown aptitude for growth while working in our system
- Dispatchers from another company who have Trapeze experience
- Experienced Dispatchers transitioning from another type of service (ambulance, Medicare, public safety) without Trapeze experience

Depending on progress, individual training may be extended to additional days of supervised operation with a Trainer. Trainees are expected to continue learning all aspects of the Trapeze Pass Software and become proficient in Reservations, Schedule Editor and Facilitation of Trips.



Every trainee completes as a minimum one ride along with a service provider vehicle operator, currently operating in live service, allowing the facilitator trainee to experience service while fully experiencing all the components. The training covers the FTA Drug and Alcohol Program and their place in that program as a safety-sensitive employee.

After completion, trainees move to Trapeze training. Those without experience in Trapeze dispatching work one-on-one with the Dispatch Manager or a Lead Dispatcher, learning the system basics. Those with Trapeze dispatching experience will be accelerated through the early phases of the training to the appropriate point reflecting their skill set.

Customer Service Reservationist new hires, even with previous experience in general customer service, require training including SCR policies, Pace policies, and in most cases Trapeze usage. We make employment offers to all current qualified reservations staff, and if additional staff is needed, use our demonstrated training program to deliver fully qualified staff.

Dispatcher Training Outline	
Week 1	Overview of Training
<b>Day 1</b>	<u>Dispatching: Dispatch Purpose and Objectives</u> <ul style="list-style-type: none"> <li>▪ Dispatch Guidelines and Drivers guidelines</li> <li>▪ Discuss military time and radio codes</li> <li>▪ Understanding the service area</li> <li>▪ Transfer trips</li> <li>▪ Use of Map books</li> <li>▪ Accident/Incident Reporting</li> </ul>
<b>Day 2</b>	<u>Trapeze Training</u> <ul style="list-style-type: none"> <li>▪ Dispatch Screen</li> <li>▪ Schedule editor/Trip Administration</li> <li>▪ AVL and MDT'S</li> <li>▪ Use of Viewpoint</li> <li>▪ Performing / Un-performing trips</li> <li>▪ Canceling &amp; Rebooking trips</li> <li>▪ Unscheduled trips</li> <li>▪ Find the closest vehicle wizard (F8)</li> <li>▪ Breakdown wizard</li> <li>▪ Rescue Trips</li> <li>▪ Violations codes</li> <li>▪ Understanding the RTV (real time view) application</li> <li>▪ Daily Reports <ul style="list-style-type: none"> <li>○ Late report</li> <li>○ OTP report</li> <li>○ TPH report</li> <li>○ Slack report</li> <li>○ Optimization report</li> </ul> </li> <li>▪ Dispatch SOPs as well as Policy handbooks are handed out, during this day to emphasize the material and policies.</li> </ul>
<b>Day 3</b>	<u>Dispatching</u> <ul style="list-style-type: none"> <li>▪ Use of 2-way radio/radio 10 codes</li> <li>▪ Effective Radio Communication</li> <li>▪ Radio Etiquette</li> <li>▪ Routing procedures</li> <li>▪ Geo-Coding</li> <li>▪ Trip scheduling</li> <li>▪ On-time performance/Productivity</li> <li>▪ Emergency procedures</li> <li>▪ Rescue Trips</li> <li>▪ Trip – turnarounds</li> <li>▪ Complaints</li> <li>▪ Discussions and handouts regarding the materials will be handed out.</li> </ul>
<b>Day 4</b>	<u>Dispatching</u> <ul style="list-style-type: none"> <li>▪ Trapeze Pass live trials</li> <li>▪ Live Dispatching with trained Dispatcher</li> </ul>
<b>Day 5</b>	<u>Dispatching</u> <ul style="list-style-type: none"> <li>▪ Trapeze Mapping system</li> </ul>

	<ul style="list-style-type: none"> <li>▪ Maps</li> </ul>
<b>Week 2</b>	<b>Overview of Training</b>
<b>Day 1</b>	<u>Dispatching</u> <ul style="list-style-type: none"> <li>▪ Trapeze Pass live trials</li> <li>▪ Live Dispatching with trained Dispatcher</li> </ul>
<b>Day 2</b>	<u>Dispatching</u> <ul style="list-style-type: none"> <li>▪ Trapeze Pass live trials</li> <li>▪ Live Dispatching with trained Dispatcher</li> </ul>
<b>Day 3</b>	<u>Dispatching</u> <ul style="list-style-type: none"> <li>▪ Trapeze Pass live trials</li> <li>▪ Live Dispatching with trained Dispatcher</li> </ul>
<b>Day 4</b>	<u>Dispatching</u> <ul style="list-style-type: none"> <li>▪ Trapeze Pass live trials</li> <li>▪ Live Dispatching with trained Dispatcher</li> </ul>
<b>Day 5</b>	Graduation

Figure 43: Dispatcher Training Outline.

### Measurement and Evaluation

Success of the Customer Service and Dispatcher Training Program is reviewed and measured in two ways:

1. Upon completion of the self-directed courses, employees take a written test to ensure mastery of key concepts and principles
2. Upon completion of the skills-based workshop, employees either participate in a one-on-one structured interview to evaluate both knowledge and skills, or participate in a job simulation (as described above) while under the observation of the Dispatch Trainer
3. Traditional key performance indicators will be monitored and tracked to watch for improvement, with data regularly charted for all employees to review. Optionally, SCR engages in motivational/reward programs for departmental and individual improvements.
4. Twice yearly, employees participate in a survey that doubles as a test of knowledge and an opportunity to contribute new ideas for improved group performance

### IV.C.3 Describe on-going training programs, including subjects covered and proposed schedule for such training.

#### *General Employee Training*

- Our training program begins with orientation and training topics for all of employees, from drivers to maintenance employees to management. A specific Orientation and Training Program is developed for each employee (excepting drivers, reservations and dispatch described above). This program begins with the company orientation module, attended by all new employees, with the module providing an overview of the goals of our training programs and of the various instructions that will follow the orientation. Additionally, this training covers the mission and goals of the organization as a whole; organizational structure, history and the types of transportation and programs we serve. A tour and orientation to the facility



and introductions to key personnel are provided. From there the training moves to the department where specific job requirements and daily procedures are covered.

- SCR prides itself on our commitment to the continued training, developing and mentoring of all employees. This ongoing training additionally includes senior level employees who are regularly scheduled for industry training opportunities, with one on one executive coaching. As services change or issues within the Paratransit community arises, SCR stands ready to address them through innovation, teamwork and training.
- So that our staff is kept abreast of these changes, SCR schedules periodic re-training, resulting in our employees performing at the highest level of competency and understanding.

### *SCR Employee Handbook*

SCR utilizes a comprehensive Employee Handbook for procedural items and training requirements. This comprehensive manual is used in addition to other outside resources we use in our training program as described throughout the Training Section of this proposal.

### *Drivers In-Service Training*

- At SCR, we believe that the use of additional training is effective in having a direct impact on driver safety and service performance. We have developed an approach to driver in-service training that allows us to deliver training sessions, allowing our employees to be exposed to a minimum of eight refresher sessions per year delivered by our Safety Department. Our In-Service Program is delivered through the use of pre-shift meetings conducted by a member of the Safety Department (Safety Manager, Field Supervisor or Safety Council Member), with seven drivers per meeting scheduled 45 minutes in advance of their normal sign on time. During the first 20 minutes of training a TAPTCO subject module or other relevant topic is delivered, with modules rotated monthly. The remainder of the meeting is used as an open discussion about safety or any other subject the attendees want to discuss. We have found the feedback from these meetings to be invaluable in providing a barometer on driver's feelings about issues within the company.
- Training records are maintained, verifying 100% training coverage for all employees at an in-service session every six weeks. Based on lessons learned and historical performance, we have found this model to be far more effective than the traditional "safety meeting" with many attendees. The key to this meeting effectiveness is the small group setting promoting real discussion, giving everyone a chance to provide input and participate.

### *Manager Training Outline*

SCR combines internal resources with industry standard material for training our Management Team. Managers are required to display proficiency in eight different areas prior to being approved for Pace service:

Manager Training Outline	
Week 1	Overview of Training
<b>Safety</b>	<ul style="list-style-type: none"> <li>▪ Review Driver Training</li> <li>▪ Accident Reporting/Investigation</li> <li>▪ Safety Discipline and Retraining</li> <li>▪ Safety Compliance</li> <li>▪ Shop Safety</li> <li>▪ Environmental Issues</li> <li>▪ Road Supervision</li> </ul>
<b>HR/Personnel</b>	<ul style="list-style-type: none"> <li>▪ Policies and Procedures</li> <li>▪ Drug and Alcohol Program</li> <li>▪ Discipline Process</li> <li>▪ Driver Files</li> <li>▪ Hiring Procedures</li> <li>▪ Accident Prevention</li> <li>▪ Benefits</li> <li>▪ Wage Scale Administration</li> <li>▪ Performance Evaluations and Separations</li> </ul>
<b>Accounting/Financial</b>	<ul style="list-style-type: none"> <li>▪ Payroll Regulations</li> <li>▪ File Management/Organization</li> <li>▪ Payroll Process</li> <li>▪ A/P Process</li> <li>▪ General Ledgers and Income Statements</li> <li>▪ Invoice Accounting</li> <li>▪ Financial Statements</li> <li>▪ Budget Process</li> <li>▪ Cost Containment</li> <li>▪ Reporting Procedures</li> </ul>
<b>Maintenance</b>	<ul style="list-style-type: none"> <li>▪ PM Program Overview</li> <li>▪ Fueling Procedures</li> <li>▪ Fleet Makeup</li> <li>▪ Shop Operations</li> <li>▪ Maintenance FMIS</li> <li>▪ Vehicle Service Requirements</li> <li>▪ Parts/Supplies Ordering and Inventory</li> <li>▪ Manpower Scheduling</li> <li>▪ Vehicles in Service</li> <li>▪ Procurement</li> </ul>
<b>Operations</b>	<ul style="list-style-type: none"> <li>▪ Dispatch Procedures</li> <li>▪ Personnel Scheduling and Bid Procedures</li> <li>▪ Scheduling Procedures</li> <li>▪ Telephone Techniques</li> <li>▪ Radio Procedures</li> <li>▪ DBE Reports (if applicable)</li> <li>▪ NTD Reporting</li> <li>▪ Monthly Management Reports</li> <li>▪ Quality Assurance Audits</li> </ul>
<b>Contracts and Clients</b>	<ul style="list-style-type: none"> <li>▪ Contract Understanding</li> <li>▪ Client Interactions</li> <li>▪ Contract Administration</li> </ul>

	<ul style="list-style-type: none"><li>▪ Vehicle Maintenance Agreements</li><li>▪ Press Relations</li></ul>
<b>Risk Management</b>	<ul style="list-style-type: none"><li>▪ Insurance Coverage</li><li>▪ Accident Reporting Standards</li><li>▪ Accident Procedures</li><li>▪ Accident Statements</li><li>▪ Legal Terminology</li><li>▪ Worker's Compensation</li></ul>
<b>Leadership Skills</b>	<ul style="list-style-type: none"><li>▪ Management Skill Development</li><li>▪ Customer Service, Emotional Intelligence, Goal and Objective Statements, Problem Solving</li><li>▪ ADA Overview and Training</li></ul>

Figure 44: Manager Training Outline

## IV.D. Safety Program

IV.D.1. Present safety program. Describe accident procedures, monitoring program, safety meetings (including frequency of meetings), awards programs, discipline steps, retraining programs, on the road monitoring, etc.

### *Safety Program*

The SCR World Class Safety Plan is a comprehensive approach to safety and risk management, which filters through every level of management and company operations. The program is dependent and built upon uniform, cultural “norms” of behavior wherein risk averse behavior is considered a priority for every member of the organization.



Figure 45: s that provide a... SCR WORLD CLASS SAFETY PLAN | This model depicts the synergistic relationship between various policies, jures that provide a... World Class Safety organization.

### *The Model- Description*

This model demonstrates how the three main areas support the center of focus, our most influential employee – our drivers.

## Senior Level Support

Effective management begins at the top of the organization. Senior management needs to consistently promote the process and models the behaviors exemplified by the plan. When this occurs, employees will perceive it to be important and valuable. By following this process, senior management will help establish cultural norms and the expected ways of behaving. Being safe for both our passengers and employees is a condition of employment.

## Policies and Procedures

Standardized policies and procedures (SSPP) cover all aspects of the safety plan. The SSPP is the foundation of our Safety Model. Our policies and procedures can be found in our System, Safety and Security program. The SSPP has eight core sections that outline our “norms.” The core sections are:

- Core 1: Requirements
- Core 2: Employee Selection
- Core 3: Employee Training and Retention
- Core 4: Employee Performance Monitoring, Evaluations and Incentives
- Core 5: Substance Abuse and Prevention
- Core 6: Security Awareness
- Core 7: Accident and Safety Data Acquisition
- Core 8: Total Driver Performance

## Values and Cultural Norms

Safety is Risk Aversion and is caused by having effective cultural norms in the organization. Norms are the “accepted way of behaving.” At SCR, Operational Excellence is a norm that ensures our people do the right thing, the right way, the first time, and every time. Everyone in the organization has to understand the meaning of Safety, and importance of risk averse behavior.

Accidents and injuries are always the result of human behavior mistakes. The values of SCR are set at a high level to avoid mistakes. Cultural Norms (programs, policies and procedures) help guide us to minimize the mistakes and correct human behavior.

### *Core 1: Requirements*

A comprehensive approach to safety and risk management begins at the top of the organization and filters down through every level of management and company operations. Achieving our Safety status is dependent upon building a uniform cultural norm wherein risk averse behavior is considered a priority for every member of the organization.

SCR has integrated the “norms” of risk averse behavior into daily business practices. The most influential safety strategies at SCR are employee recruiting, selection, orientation, training, in-service education, and management support.

### *Core 2: Employee Selection*

SCR hires staff, regardless of position, using a proven model to guide SCR's interview team to ensure proper screening and selection of applicants. SCR requires that applicants for all positions complete a structured employment interview as part of the hiring process.

We have developed a guide that provides step-by-step instructions for conducting the structured employment interview. It is designed to provide recruiters with a sense of confidence that they can conduct the interview in a flawless and professional manner.

The structured interview kit includes the following to be used during every interview:

- The exact questions recruiters should ask during the interview and each question is numbered consecutively
- The rating scales used to score each question are included and recruiters used to guide notetaking during the interview, which enables us to effectively rate the applicant when the interview is complete

A full training session is conducted for all interviewers to ensure the proper use of materials and the structured interview process, making the interview process flow smoothly.

Structured interviews are good predictors of job performance because the interview questions are directly related to job requirements. Whether it be for IT specialist, reservationist or facilitators, the structured interviews are conducted the same way with all applicants to enhance hiring practices, maintain consistency and fairness, and to reduce the risk of litigation if the hiring decisions are challenged by an applicant claiming differential treatment during the interview.

The following procedures must be followed to ensure the interview is conducted consistently and fairly for all applicants:

- Interview questions must be based on job requirements and derived directly from performance criteria stated in the job description
- Interview questions should be behaviorally based, focusing on behaviors the applicant performed in past situations relevant to the position
- Every applicant must be asked the same interview questions for the same or similar positions
- The interviewers must take detailed notes and document responses to interview questions

### *The Structured Interview Process*

The structured interview process is divided into three parts: 1.) Pre-Interview, 2.) Conducting the Interview, and 3.) Post-Interview.

## 1.) Pre-Interview

Interviewers are trained to ensure proper preparation prior to meeting with the applicant by following these steps:

1. Interviewers review the Structured Interview Guide as necessary
2. Interview tools are gathered in preparation
3. SCR interviews are scheduled with sufficient time for the interview. Time immediately after the interview is also scheduled for rating the applicant's responses and calculating the interview scores. Recruiters set aside at least one hour per applicant.
4. Interviews are scheduled for a time and place that avoids interruptions
5. After a review of the applicant's job application, recruiters take note of "red flags" or follow-up areas such as gaps in employment history, and refer to the "Legal Questions Reference Guide" in the interview material appendix to review the proper way to ask legally sensitive questions
6. Having thoroughly reviewed the job description, recruiters must also be prepared to answer any basic questions about SCR and the specific job, such as work schedule, salary, and company benefits

## 2.) Conducting the Interview

The second part of the structured interview process is to conduct the interview. Interview questions have been prepared on laminated sheets for recruiters' reuse. Recruiter materials include a scoring pad. The structured interview itself consists of three parts: the introduction, the structured interview and the closing.

### **Part One: Introduction**

The introduction is intended to welcome and build rapport with the applicant. Recruiters ask clarifying questions about the applicant's employment application and previous jobs. The introduction consists of the following steps:

1. Build rapport with the applicant with a handshake and a smile. Applicants may be nervous, and it is the recruiters' job to help them feel comfortable
2. Explain the format of the interview
3. Ask the applicant a few clarifying questions about the employment application and previous jobs. This portion of the interview will not be scored. It is designed to help build a friendly rapport and allow the applicant to "warm up". This allows recruiters to verify specific employment information reported on the application.
4. Address any "red flags" that are discovered when reviewing the application. Inquire about any gaps in employment history and any information left blank. If necessary, the applicant should clarify or explain information on the application. If any changes are made on the application, the applicant should initial and date it. Recruiters are trained to remain friendly and relaxed and allow the applicant to feel at ease.
5. Keep the opening dialogue limited ONLY to the employment application, SCR, and the job itself

6. Rate the applicant's verbal communication skills after the interview. Consider the fluency and effectiveness of the applicant's verbal communication during the interview.
7. Rate the applicant's level of professionalism after the interview. Consider the applicant's punctuality, cleanliness, attire and non-verbal cues, such as eye contact, during the interview.

### Part Two: The Structured Interview

The structured interview consists of questions designed to measure key behaviors required of successful SCR employees. Recruiters will take careful, detailed notes on the applicant's responses, but will not rate responses until after the interview.

The SCR structured interview approach for specific positions measures job-related competencies or dimensions.

Figure 46 highlights the competencies addressed in the structured interview process for the Driver position.

Driver – Structured Interview Approach Addresses Competencies and Job Dimension	
Competency/Dimension	Attributes Related to Competency and Dimension
<b>Compliance</b>	<ul style="list-style-type: none"> <li>▪ Relies on established procedures when faced with uncertainty</li> <li>▪ Appreciates having rules to guide behavior</li> <li>▪ Recognizes consequences of failing to abide by rules</li> <li>▪ Follows rules even when conflict with own personal agenda</li> </ul>
<b>Response to Stress</b>	<ul style="list-style-type: none"> <li>▪ Handles ambiguous or novel situations effectively</li> <li>▪ Maintains expected levels of work performance during periods of high stress</li> <li>▪ Carries out an effective course of action despite pressure or anxiety</li> <li>▪ Remains rational and objective during conflict and tension</li> </ul>
<b>Safety Orientation</b>	<ul style="list-style-type: none"> <li>▪ Views oneself as being in control of behaviors and unsafe acts</li> <li>▪ Values and follows safety precautions</li> <li>▪ Recognizes and avoids potential hazards</li> <li>▪ Takes responsibility for personal safety and the safety of others</li> </ul>
<b>Customer Focus</b>	<ul style="list-style-type: none"> <li>▪ Maintains a courteous attitude always when dealing with passengers</li> <li>▪ Shows consideration and concern for passengers</li> <li>▪ Spends time and effort fulfilling passenger needs</li> <li>▪ Readily volunteers to help passengers even when it is not expected</li> </ul>

Figure 46: Vehicle Operator Competency and Dimension Checklist. SCR makes behavioral assessments to confirm those filling the vehicle operator role meet competency requirements, such as the ability to meet passenger needs while staying safe and meeting compliance requirements while providing service.

Figure 47 highlights the competencies addressed in the structured interview process for the Dispatcher role.



Dispatcher – Structured Interview Approach Addresses Competencies and Job Dimension	
Competency/Dimension	Attributes Related to Competency and Dimension
<b>Adaptability</b>	<ul style="list-style-type: none"> <li>Performs multiple responsibilities simultaneously</li> <li>Adapts work behavior and work methods in response to new information, processes, requirements or cultures</li> <li>Adjusts priorities quickly in the event of new situations requiring attention and resolution</li> <li>Organizes information and plans ahead to proactively handle changes</li> </ul>
<b>Response to Stress</b>	<ul style="list-style-type: none"> <li>Handles ambiguous or novel situations effectively</li> <li>Maintains expected levels of work performance during periods of high stress</li> <li>Carries out an effective course of action despite pressure or anxiety</li> <li>Remains rational and objective during conflict and tension</li> </ul>
<b>Teamwork</b>	<ul style="list-style-type: none"> <li>Cooperates with others to accomplish tasks</li> <li>Offers help and support to coworkers when needed</li> <li>Shares resources and information for the good of the team</li> <li>Does not allow interpersonal conflicts to affect work outcomes</li> </ul>
<b>Customer Focus</b>	<ul style="list-style-type: none"> <li>Maintains a courteous attitude at all times when dealing with passengers</li> <li>Shows consideration and concern for passengers</li> <li>Spends time and effort fulfilling passenger needs</li> <li>Readily volunteers to help passengers even when it is not expected</li> </ul>

Figure 47: Dispatcher Competency and Dimension Checklist. SCR conducts a structured interview process to confirm those filling the dispatcher role meet competency requirements, such as ability to adapt, work as a team, and collaborate to ensure effective customer solutions.

Figure 48 highlights the competencies addressed in the structured interview process for the Scheduler/Router role.

Scheduler/Router – Structured Interview Approach Addresses Competencies and Job Dimension	
Competency/Dimension	Attributes Related to Competency and Dimension
<b>Communication</b>	<ul style="list-style-type: none"> <li>Conveys information and expectations in a clear and timely manner</li> <li>Effectively uses information to improve current processes</li> </ul>
<b>Decision-making</b>	<ul style="list-style-type: none"> <li>Consistently incorporates elements of the big picture when making decisions</li> <li>Conducts appropriate investigative work before making decisions</li> </ul>
<b>Work Standards</b>	<ul style="list-style-type: none"> <li>Inspires staff to continuously improve on past performance</li> <li>Encourages others to take responsibility for high quality</li> </ul>

Figure 48: Scheduler/Router Competency and Dimension Checklist. SCR conducts a structured interview process to confirm those filling the facilitator role meet competency requirements, such as the ability to consistently address the big picture and appropriate investigate work before determining final solutions.

Recruiters silently review the descriptions of each dimension before beginning the interview. This helps when probing for relevant information from the applicant if they have trouble answering or do not provide enough information specific to the question.

### **Part Three: Closing**

After the last interview question is answered, the recruiter is trained to allow time to answer any questions the applicant may have and provide information on what happens next:

1. Recruiters inform the applicant that the interview has concluded and thank them for their interest in the position
2. Applicants are asked if they have any questions and recruiters are prepared to answer basic questions about SCR or the job, such as work schedule, salary, training required, benefits, etc.
3. At this point, recruiters should spend a few minutes telling the applicant about their own experience with SCR, and why it is a desirable place to work. Part of the recruiters' job is to "sell" SCR to potential employees.
4. Recruiters tell the applicant what happens next. They explain SCR is interviewing other candidates for the position and that Human Resources will contact them with a decision.
5. Recruiters conclude the interview on a positive, enthusiastic note.

### **3.) Post-Interview (Rating the Interview)**

This section of the interview process provides detailed steps to follow when recruiters rate the applicant's interview responses. All responses should be rated AFTER the applicant has been excused from the interview:

1. Immediately after the interview, interviewers set aside time to score the applicant's responses. Scoring occurs right away while the responses are fresh in the mind of the recruiter.
2. Interviewers rate the applicant's responses for each behavioral interview question. Each interview question includes benchmark answers to assist with ratings. The benchmark answer represents an ideal response for each question and its corresponding rating.
3. Applicant's verbal communication skills are rated using the Communications Skills rating scale
4. Applicant's level of professionalism is rated using the Professionalism rating scale
5. After circling a rating for each interview question, interviewers transfer the scores to the appropriate spaces on the Interview Evaluation Form
6. Interviewers use the Interview Evaluation Form to determine if the applicant meets the minimum cut-off scores required on each behavioral interview dimension. If the applicant scores above the cut-off for each dimension, then they are recommended for hire.

### *Core 3: Employee Training Programs*

SCR constantly seeks to improve and reinforce the customer service and service operation skills for its staff. Employees play an essential role in meeting one of the Chicago ADA paratransit major objectives— “to meet or surpass customer needs in the widest variety of circumstances.”

Each group of employees has a unique set of duties and responsibilities. However, each group must be dedicated to providing superior customer service. This mindset must be a widely accepted cultural norm. The day-to-day skills needed for each job vary, but there is significant overlap. This overlap provides us with an opportunity to develop two complimentary educational tracks.

The dispatcher and scheduler/router positions require certain innate abilities to be successful, including traits such as:

- Ability to simultaneously communicate, interface and coordinate with multiple software systems, service providers and other staff
- Effective memory to recall client and trip details, addresses and driver traits
- Patience to handle external circumstances out of their control
- Customer service and communication skills to effectively lead a team
- Negotiation skills to perform extra trips and cooperate with changes
- Understanding of the driver’s role in ensuring the safe delivery of our clients

SCR rigorously screens for these traits by putting candidates through several rounds of interviews, real life knowledge and computer aptitude tests, ensuring we hire qualified staff with the capability to adapt to a highly demanding environment. The project team presented for this proposal is accustomed to meeting high trip volumes on a daily basis, providing a reliable and proven team to manage the Chicago ADA paratransit operation.

SCR currently provides on-the-job initial and customer service training to its newly hired office staff members. This takes place during a two week on-boarding process that includes instruction on Pace and ADA policies and procedures, use of the MDT, computer and phone systems and customer service skills.

### *Driver Training Program*

The SCR Training program will allow the new driver to learn in two categories, Knowledge and Skills.



1. **Knowledge based learning is simply put “Learning about Things.”** It is through the collection of principles and concepts that we learn and store in our memory for later recall. Most of the knowledge the new drivers learn is done in the classroom sessions. Examples of learning topics are Safety Principles, about our Vehicles, and Principles of Good Customer Service. Our classroom sessions are instructor led with multimedia presentations and a student study guide.
2. **Skill based learning deals with standards.** This learning is all about “How to do Things?” Each standard is merely a collection of related skills that are outlined in the operator study guide and delivered by our instructors. Examples of the skills that a driver will learn are:
  - How to conduct a Pre-Trip inspection
  - How to maneuver the vehicle when preparing to make a pickup or drop off
  - How to safely merge onto the highway
  - How to provide superior customer service

We teach new students that the biggest difference between skills and knowledge is that skills, by their very definition, require some physical act or movement. By understanding “how to” and “why,” we start to teach the new employee risk averse behaviors. A good example of this is how to make a right turn properly and why we make that turn at a speed of 5 MPH.

Our SCR Training program provides the standards that a new driver will need to learn and “master.” Mastering a standard usually requires a number of related skills. Learning a skill through our Instructor led Classroom and BTW training program requires the driver to follow these five learning steps:

- Understand the importance of the skill
- Understand the requirements of the skill
- Observing someone performing the skill (Instructors demonstrate each skill)
- Model the other person’s behavior (Copy what they have just learned)
- Practice, practice, practice until:
  - It becomes easy
  - It becomes routine
  - You can do it without thinking about it

It is with this learning process that we instill a risk averse behavior program in our drivers. When they finish with training, they will understand what it means to be a Paratransit driver and avoid taking unnecessary risks.

### *Dispatcher, Scheduler and Router Training*

Dispatchers are responsible for the timely and efficient assignment of trips to ensure that passengers are picked up and safely delivered as scheduled. The dispatchers monitor and are responsible for several key performance indicators, such as:

- Arrival times
- Departure times
- Individual route productivity
- System productivity, including the costs associated
- Delays
- Safety
- Customer service

Employment turnover among this group is very low and involuntary terminations are rare.

Dispatchers play a critical role in SCR's ability to deliver superior customer service and ensure customer safety. Throughout the day, they must scroll through their scheduled runs looking for possible delays. They need to proactively reassign bookings, based on schedule commitments and driver availability.

Dispatchers demonstrate productive planning as well as strong communication, interpersonal and leadership skills. When they notice that delays might occur, they call ahead and notify the customer. They make timely and accurate entries into the dispatch system against a hectic backdrop of over 3,000 trips per day.

### *Staff Continuity and Retention*

Careful planning takes place to ensure our customers have staffing consistency. Continuity means you know your team and they know you—there is no need to repeatedly explain background and history and why you do what you do. It enables us to focus on substantive issues rather than onboarding concerns and fosters strong working relationships among our personnel.

We proactively plan for succession, accounting for those team members who may be promoted or leave SCR. We commit to upholding the overall integrity of the team structure and plan for normal attrition.

The two major reasons for turnover in services organizations are normal attrition and staff transfers. While we cannot eliminate normal attrition, we have taken the following steps to minimize it: providing clearly defined human resource policies, work life balance programs, diversity and inclusion initiatives, staff training and development programs, career counseling and a competitive benefits package.

Beginning with only six employees in 1986, Figure 49 features our headcount growth over three decades. Currently we have more than 1,200 employees.

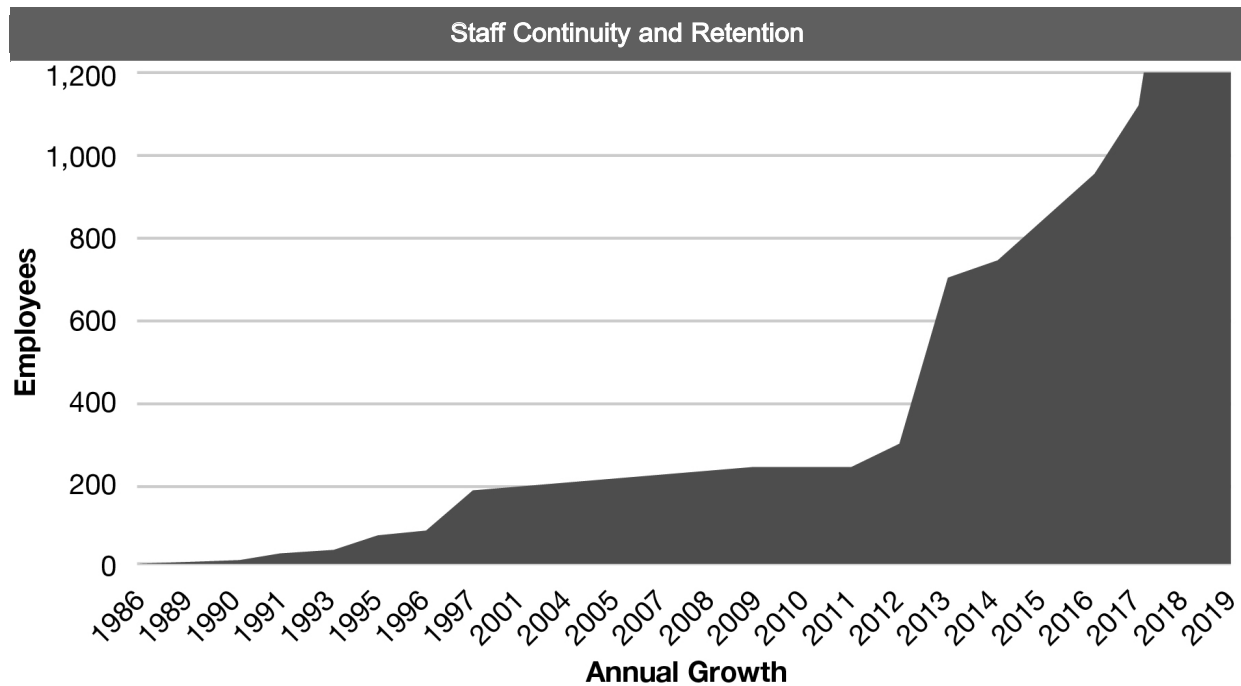


Figure 49: SCR Continually Meets the Demand. Our headcount has increased significantly since our first year in business, consistently meeting the growing needs of our customers and their passengers. Unlike others who understaff to cut costs, SCR manages optimal staffing, effectively with an eye on compliance, low risk for Pace, and quality customer service for passengers.

### Providing Quality Initial Training Aides in Retention

Once on board, SCR puts vehicle operators and operations staff thorough an immersion training experience to confirm new hires can touch and feel the vehicle and tools they will hear about in the classroom. This preview and immersion have proven successful for SCR.

Further cross-training is critical in dispatch, scheduling and routing functions. Ensuring staff can backfill and fill gaps whenever required is a critical goal for training. It also enables effective collaboration and moral support when staff is faced with challenges. Solutions come from knowing the issues, what can go wrong, and how to fix problems based on experience.

Inadequate training for vehicle operators is detrimental to providing quality service and meeting performance standards. We have adopted a proven training program that focuses on reducing the behaviors that cause incidents, accidents providing them with the knowledge, skills and motivation for success. Before released from class, our program ensures vehicle operators understand and acknowledge SCR's company handbook, Pace policies and FTA Drug and Alcohol testing procedures.

While no organization can provide absolute assurance of staff continuity, we have selected a solid and stable team to serve Pace, and we will do our utmost to achieve staff continuity year after year.

When needed changes in personnel become apparent, changes in key personnel will be discussed including the options of replacing that individuals with members of Pace.

#### *Core 4: Employee Performance, Communication and Re-Training*

##### Staff Appraisals

The performance appraisal of all SCR's project and operations team members is linked to their performance in a customer project setting. Our project teams follow a rigorous protocol to ensure that our staff achieves the desired results.

- **Annual goals linked to project goals:** The team member's annual goal is linked to their role at the client project
- **Project counseling:** Each team member is assigned to a project counselor who coaches the counselee on their performance with the client
- **Review cycles:** Each team member has to go through detailed performance reviews twice a year
- **Feedback components:** Feedback consists of both strengths and development needs of the staff members. This structure creates the platform for continuous improvement.

In case of performance issues or concerns, project management (Pace and SCR) will address issues together. If a team member is replaced, SCR will take ownership of proper knowledge transfer.

Through our experience as a transportation service provider, SCR has learned that our customers' experiences are achieved by delivering services with teams that possess an in-depth understanding of business and the technology that supports the operation. Accordingly, we are proposing a team that consists of people that:

- Have deep transportation experience
- Possess the business acumen and understand the intricacies of the transportation industry
- Understand the technology to meet Pace's requirements

By proposing a team that has the best balance of experience and skills required to complete the work associated with this project, we are confident in our ability to continue to deliver transportation solutions that meets your expectations.

##### Compensation and Incentives

Due to the nature of the job and scope of our client base, both internal and external, SCR offers a variety of incentives and morale programs, such as the following:

- Employee Assistance Plan
- Free weekly massages
- Free weekly chiropractic adjustments

- Free shoe/boot shine
- Paid time off incentives

SCR’s compensation protocol is competitive and meets industry standards.

One of SCR’s leadership principals is “no employee left behind”. The concept is leadership is responsible for the employee’s development and success. Another leadership principal SCR uses is “the teacher has not taught until the student has learned.” These two principals combined aid in producing productive and dedicated employees with high morale.



Figure 50: The 10-4 Communications program helped SCR keep safety top of mind by communicating important topics at our facility,

### Communication for safety awareness.

This area has evolved tremendously during SCR’s history. Starting out with a few handmade posters and daily radio calls, it now encompasses all of these elements:

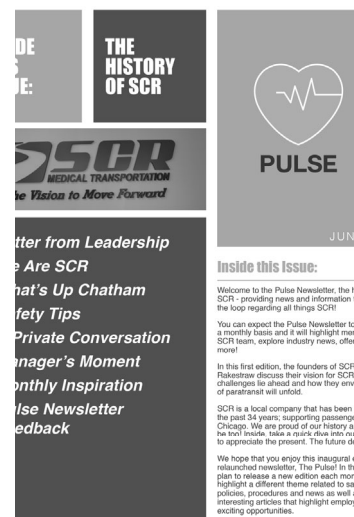
#### “10-4” Boards

These boards are large flat screen TVs that are in the check-in area and in the drivers’ room. We produce a streaming output that is primarily safety related focusing on a particular topic for a month at a time.

The board can also supply updated traffic and weather reports as well as general news items. The 10-4 Communications Program has helped SCR keep safety on top of everyone’s mind by communicating important topics at the facility all day.

#### The Pulse Newsletter

We produce a newsletter every month titled, “The Pulse”. It is designed with an overall message of safety, operational updates and other relevant news to create engagement amongst our team.





### In-service training (Safety Meetings)

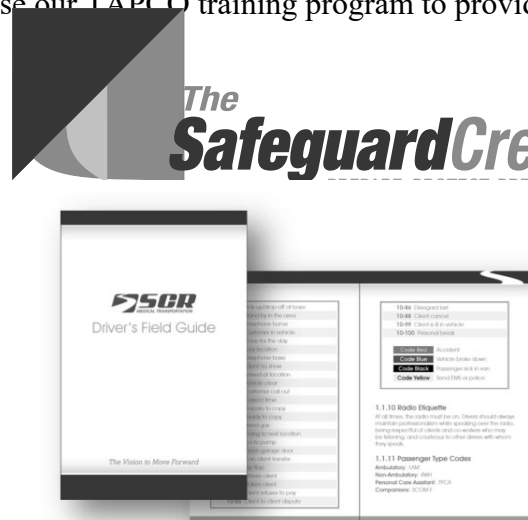
These classes are set up to coincide with the monthly topics on the 10-4 board and include an opportunity to have a round table discussion with management members of the safety team.

Topics included cover operating issues and refresher training topics. Examples of some of the topics we choose are: Railroad Grade Crossing Procedures, Loading and Unloading Passengers, following Distance, and Backing Procedures. We use our TAPCO training program to provide material for handouts and the DVD presentations.

### SCR Safety Council (The Safeguard Crew)

SCR uses a multi-disciplinary safety council to assist with the promotion of a safety culture in the company. The council's membership includes representation from every department.

Drivers on the Safety Council meet once a month and act as ambassadors for the safety program. Their regular meetings generate an ongoing feedback source for enhancement of our safety programs. This also fosters better communication between departments.



### Driver Field Guides

SCR developed custom-made driver field guides that contain important information, policies and procedures and contact numbers in the case of an emergency for drivers to use while on the road.

### Performance Monitoring and Assessment Tools

SCR is proud to name Mr. Mike Zuniga as our Safety and Training Manager. For the past five years, Mr. Zuniga has provided oversight of our Safety and Training Program. His plays a crucial role in ensuring that SCR provides safe and reliable transportation services to Pace passengers.

Mike, along with the team of Road Supervisors and Driver Trainers utilize the following monitoring and assessment tools to determine if drivers are compliant with company and Pace safety standards.



### Observation Reports

Many of our field supervisor observations are directed at employees that we suspect are failing to properly assist passengers or who have had recent camera coaching or “How’s m addition, every driver will be evaluated for driving skills once per year. During the evaluation, behavior issues that a driver might develop are identified and training given on how to correct the behaviors.

### How’s My Driving?

All vehicles are involved with this service. They will be equipped with a decal on the back end that advertises an 800 number for other motorists to call when one of our drivers is observed doing some action that is deemed unsafe. Investigation of the action is completed with each report.

### Accident and Incident Investigations

Every accident or incident is investigated by our SCR Safety and Training Manager, Mike Zuniga, before the end of the operating day. Accident investigations are completed to understand the root cause, determine retraining and discipline. Reporting of these occurrences is completed in full compliance with procedures outlined in the Pace Paratransit Manual. We have included a copy of our Incident and Reporting policy in the Exhibits Section of our proposal.

### Accident/Incident Response

Following any accident, a determination will be made by the drug/alcohol program manager (DAPM), operations manager, or project manager as to whether all criteria are present to require an FTA drug/alcohol test. Accident reports will be filled out with the safety department after any drug testing compliance has been completed.

Any accident involving injuries or towing of any vehicle from the scene requires an immediate phone report to the Pace.

Any other accidents will require a telephone report to Pace during business hours.

If the accident does not meet either of these categories (very minor or non-FTA qualifying), dispatch will handle any required passenger transfer with a vehicle replacement if directed. A field supervisor or other investigator will proceed to the scene for investigation and validate the determination of FTA criteria.

Window Dispatch office will ensure that the trip sheets and other trip paperwork (vouchers, etc.) are secured and completed by the driver.

During the time that reporting is being completed in the office, the supervisor will take images of any damage on the vehicle, record any damage or defects that have occurred on the Vehicle.

Figure 51: Accident and Incident Response. SCR has prepared each team member on their duties following any accident or incident involving a driver, passenger or vehicle.

## Retraining

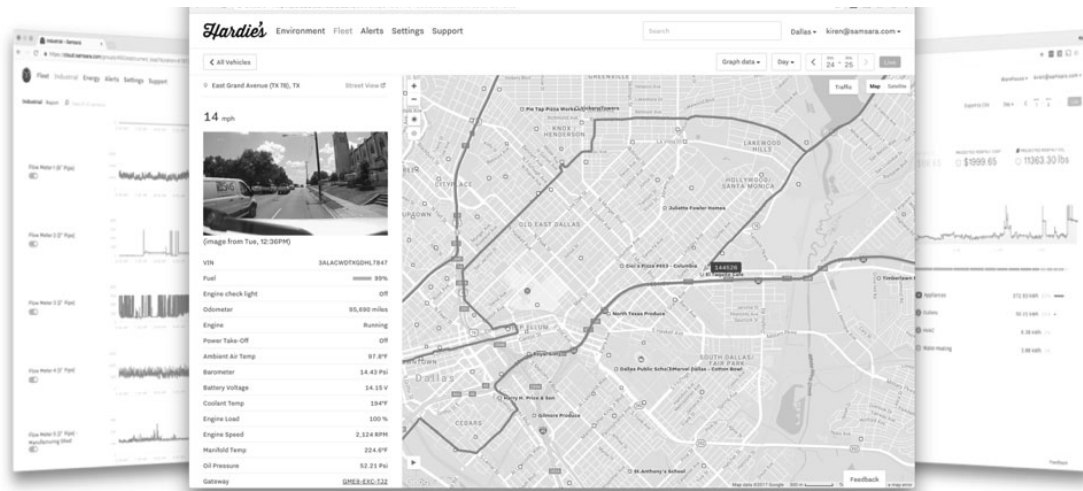
Retraining begins in the classroom to review the accident/incident circumstances and understand what error was made. Trainers then conduct the second portion of the retraining by using the simulator and taking drivers on-the-road for Behind-the-Wheel training. Trainers then complete and submit a post-training evaluation to the Safety and Training Manager before allowing the driver to return to revenue service.

Those employees in retraining that cannot pass the evaluation will not be returned to revenue service. Retraining at SCR is completed under the following circumstances:

- Collision-based
- Evaluation-based
- Complaint-based
- Observation-based

## Camera Safety Review Process

SCR's proposed camera technology has the capability of providing us with a greater level of driver and passenger safety. Unlike our previous system that recorded based on harsh events only, the cameras we propose offer real-time views, instant alerts to drivers if the camera detects distracted driving and notifications to monitoring staff of vehicle location, any speed limit infractions, collisions, vehicle defects or excessive idling.



## Samsara Data Platform



We provide an overview of the Samsara Dash Camera system features and the Safety Review Process below:

- Full HD, Continuous recording, Artificial Intelligence (AI) Dash Cams with internet connectivity
- Wide angle lens with full HD 1080p video with HDR and Infrared LED for low-light recording and night vision
- Distracted Driving in Real-time Leveraging Artificial Intelligence
- Built-in audio speaker for customizable in-cab alerts Video-based driver safety and event scoring
- Video of events (speeding, harsh acceleration, harsh braking), still shots every 1-2 minutes as well as multi-day storage all fully integrated into the Samsara Dashboard.
- Auto-uploads event footage to cloud. On-demand video available for past 40 hours of drive time Ability to sync routing and dispatch features with Trapeze for an in-vehicle redundancy
- Instantaneous, direct messaging between dispatch and drivers


- Ability for electronic driver forms to record trip information and fare collected
- OBD-II connection for real-time vehicle health and diagnostic information to notify Fleet of any vehicle defects
- Electronic document storage for Daily Vehicle Inspection Reports (DVIR)
- Advanced computing for live scene analysis and object detection
- Purpose-built for extreme temperatures

With our new camera system, Samsara’s in-house trained team reviews SCR driver’s harsh events as they occur and prioritizes important events that require action. This process adds a layer of detail to events that need further review or coaching and dismiss uninteresting events.

### Safety Review Steps

#### Driver Safety Report ⊖

Driver Vehicle

	Total Miles Driven: 154765 mi	Harsh Acceleration: 93 events
	Total Time Driven: 3730h 53m	Harsh Braking: 178 events
	Time Over Speed Limit: 118h 52m	Harsh Turning: 2 events

#### Drivers

243 drivers from Sep 3, 10:02 PM - Sep 10, 10:02 PM

RANK	NAME	SCORE (%) ▲	VIOLATIONS	DISTANCE
243rd	Yoemis Sosa-Gonzalez	59	5	135 mi
242nd	Edgar Jaimes-Ortiz	60	1	31 mi

Increased monitoring also streamlines SCR’s safety operations and makes coachable incidents available for quick and targeted action.

Below is a brief overview of the Safety Event Review Process:

---

#### *Step 1: Event Occurs*

---

Event footage is automatically uploaded to the Safety Inbox stored in Pending folder until being reviewed.

**Safety Inbox** More Actions ▾

Inbox Resolved Dismissed Starred Pending

Search events [ ] Tags ▾ Event Type ▾ Safety Manager ▾ 10 events from May 1, 2019 12:00 AM - May 23, 2019 2:52 PM

TIME ▾	DRIVER	VEHICLE	EVENT TYPE	STATUS	SAFETY MANAGER
☆ May 17, 2019 4:09 PM	Tim	A413	● HARSH BRAKE ● FOLLOWING OF 3-45 + 1	NEEDS REVIEW	Unassigned
☆ May 17, 2019 7:41 AM	Arnold	A413	● HARSH BRAKE + 2 ● LATE RESPONSE	NEEDS COACHING	Richard
☆ May 15, 2019 5:45 PM	Tim	A413	● HARSH TURN + 1 ● FOLLOWING OF 1-25	NEEDS COACHING	Richard
☆ May 14, 2019 2:16 PM	Josh	A450	● HARSH TURN ● OBSTRUCTED CAMERA	NEEDS REVIEW	Unassigned
☆ May 9, 2019 4:49 PM	Craig	A479	● HARSH BRAKE + 2 ● LATE RESPONSE	NEEDS COACHING	John

Feedback

### Step 2: Samsara Reviews Video

Trained reviewer watches:

☆ Mar 21, 1:17 PM Pending ▾

Event: ● HARSH TURN AUTOMATED X + ADD

Driver: Joey C

Vehicle: Truck 43

Location: 4th Street, San Francisco, video Viewed By: No views yet

Safety Manager: Unassigned

Activity

Add comment

- DRIVER RISK
- Distracted
- Drowsy
- Mobile Usage
- No Seatbelt
- Late Response
- ROAD RISK
- Rolling Stop

### Step 3: Status Changes

Reviewer changes event status to:

- Needs Coaching
- Needs Review
- Dismissed

**Safety Inbox** Bulk Operations ▾

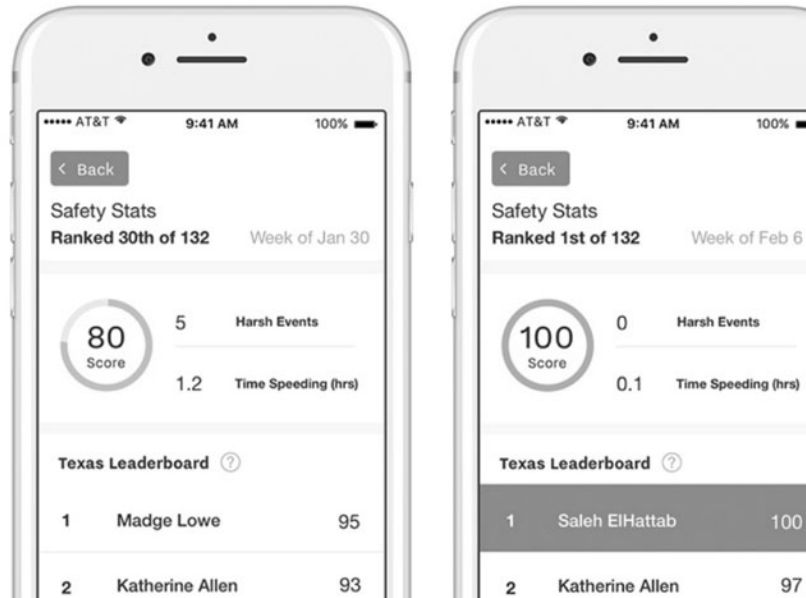
Inbox Resolved Dismissed Starred Pending

Search events [ ] Tags ▾ Event Type ▾ 4 events from Mar 15, 2019 10:19 AM - Mar 22, 2019 10:19 AM

TIME ▾	DRIVER	VEHICLE	EVENT TYPE	STATUS	SAFETY MANAGER
☆ Mar 20, 2019 2:41 PM	Sam	B176	● HARSH BRAKE ● FOLLOWING OF 1-25 + 1	NEEDS COACHING	Taylor
☆ Mar 20, 2019 4:22 AM	Thomas	A920	● FOLLOWING OF 3-45	NEEDS COACHING	Rachel
☆ Mar 19, 2019 1:41 PM	Andrew	A466	● HARSH BRAKE ● FOLLOWING OF 3-45	NEEDS COACHING	Cameron

### Driver Safety Gamification

SCR can allow drivers to see their own scores via the Samsara Driver App and safety leader boards. Driv



### *Core 5: Substance Abuse and Prevention*

As part of our Safety and Drug and Alcohol program, SCR incorporates procedures for substance abuse prevention throughout our pre-trip and post-trip process. The purpose of this Pre-Trip inspection for coordinators to take notice if there is a driver that may be under the influence of a substance of any kind.

In addition, our random selection drug test as part of our Compliance and Drug and Alcohol program ensure that SCR takes the proper steps to mitigate risk to our passengers or other motorists.



## Prohibited Behaviors

The use, bringing onto company property or job site, possession, concealment, transportation, promotion or sale of the following substances or items by any employee as well as our subcontractors and their employees of the below items:

- Illegal drugs, unauthorized controlled substances, look-a-likes, designer, synthetic or any other drug which may affect an employee's motor functions or alter a person's perception working
- Prescription drugs/over the counter medication except under the following conditions:
  - The employee shall inform his supervisor prior to using any prescription drug or over the counter medication and receive written permission to possess such drug while working on the job.
  - The prescription vial shall be labeled by the dispensing pharmacy and the label shall show the employees name, physician, prescription number, date the prescription was filled and the dosage rate. Prescriptions more than 30 days old will not be allowed.
  - The over the counter medication will be in its original package or container.
  - The employee may only possess enough medication for his normal shift.
- Alcoholic beverages.
- Firearms, weapons, explosives, and ammunition.
- Unauthorized items such as stolen property or drug paraphernalia.

As a means of enforcement, to the extent allowed by law, all employees will be subject to searches and inspections of their person, vehicle and personal effects for the presence the above prohibited items.

## Drug Free Workplace Policy

Because the type of work we perform can result in serious injury if employees are not capable of focusing not only on their job task, but their surroundings, and others with whom they work, it is our policy to hire only persons free from any evidence of illegal use of controlled substances or other drugs including alcohol.

The involvement in the illegal manufacture, distribution, dispensing, possession or use of a controlled substance or other drug on company property or while performing company business will result in termination of employment.

While Drug-Free Workplace Act of 1988 does not apply to all employers, it does apply to employers who have received a Federal contract worth \$100,000.00 or more. Essentially, every state has some sort of incentive to have a drug free workplace, i.e., reduced workers compensation rates. We will comply with our state drug testing laws.

All supervisors will receive a minimum of 2 hours training in substance abuse detection.

## Drug Testing

Drug testing will be performed by certified laboratories and all results will be confidential.

Any analysis of specimens utilized to evaluate whether evidence of illegal controlled substance or other drug use exists will be confidential and remain confidential.

All initial drug tests will be paid for by our company.

Failure to pass an initial drug test will not be considered conclusive evidence of drug miss-use. A second test will be administered to ensure that a false reading has not occurred.

Further, all positive tests will be reviewed by a Medical Review Officer and the employee may consult with this officer before the results are provided to us.

The following five classes of drugs will be tested for:

- Marijuana
- Cocaine
- Amphetamines
- Opiates
- Phencyclidine (PCP)

## When Tests Are Administered

**Job Application:** All applicants for full or part-time employment must submit to a “job applicant” drug test. Refusal to participate in the drug test in the manner required, or a positive confirmed drug test result indicating the illegal use of a controlled substance or other drug will be a basis for rejecting the applicant.

**Fitness for Duty:** consistent with applicable law or regulations, an employee must submit to a drug test conducted as part of a routinely scheduled employee fitness-for-duty medical examination. Additionally, this test will be given there is a concern that an employee is incapable of performing his or her assigned duties.

**Reasonable Suspicion:** an employee must submit to drug testing when there is a belief drawn from specific objective and articulable facts and reasonable inferences that the employee is illegally using or has illegally used a controlled substance or other drugs. This will only be required upon the recommendation of a supervisor who has had training in this type of detection.

**Random or periodic:** conducted, as permitted by statute or regulation. These tests will be without cause, suspicion, detectable performance problems, or the occurrence of an accident, incident or safety violation.

## Laboratory Testing

- The employee's stay will be extended at the designated collection site, if feasible, until an acceptable specimen can be collected.
  - The selected laboratory will perform substance testing on blood or urine specimens in accordance with standards set forth by the National Institute for Drug Abuse. Employees may be asked by collection site personnel to indicate whether there is the potential that they will test positive for prescription or other substances. A consent form and information sheet will be provided. If the employee fails to provide an acceptable urine specimen, one of the following steps will be taken:
- The test may be rescheduled due to unusual circumstances, i.e. post-operative situations.
- The employee will be disciplined up to and including termination on the first offense for failing to cooperate or refusing to provide an acceptable specimen.
  - All positive urine specimen test results for employees on active status will be confirmed by standard laboratory procedures, generally gas chromatography/mass spectrometry (GC/MS), using a portion of the same specimen. In case of testing by means other than urine (i.e. breath or other samples), reliable laboratory or instrument testing procedures will be followed.

## Non-Lab Testing

- In the event of a positive reading, the specimen will be sealed, and a chain of custody form will be completed, and it will be sent to a NIDA certified lab for GC/MS analysis.
  - A visual one-step panel immunoassay for the simultaneous, qualitative detection of multiple drugs and metabolites in human urine may be used for the purpose of administering Random, Post Accident and For Cause drug screens in the field.
- If the additional test results are positive, or if the employee fails or refuses execute the Chain of Custody forms as directed, termination will result.
- If the additional drug screen results are negative, the employee will be returned to work and compensated for time lost from the job.

## Enforcement

- No search, inspection or drug test will be conducted without written consent. However, any employee who refuses to provide such written consent and fully cooperate with our policies will be subject to disciplinary action up to and including discharge from employment.
- Under certain circumstances, disciplinary action may include a mandatory referral to and enrollment in an approved rehabilitation program at the employee's expense. This action may also require an indefinite suspension of regular employment.
- An employee's job is not in jeopardy by reason of his voluntary admission to having a substance problem and request for help and referral to an approved rehabilitation program, provided there has been no prior violation of this policy, and the employee has not previously

been through rehabilitation while employed with the company, and provided that such request is made prior to, and well in advance of, any consideration of being tested under the provisions of this policy. The cost of this rehabilitation will be at the employee's expense. The employee will be placed on a one-time administrative leave, without pay, for no longer than 30 calendar days. Employees participating in this rehabilitation program will be subject to follow-up or "maintenance" testing for a 5-year period.

- If the final result of a "random", "for cause", "post-accident" or "maintenance" drug screening is positive, the employee will be terminated from employment, and he may not then request rehabilitation. No terminated employee can be reconsidered for reemployment sooner than six (6) months following termination.
- Any terminated employee who is subsequently rehired and later fails another drug screen will no longer be eligible to be reconsidered for employment under any circumstances.

### *Core 6: Security Awareness*

The SCR Safety and Security manual acts as a Toolbox for our managers. In this toolbox are the procedures that are to be used during a time of crisis. The toolbox is made up of five sections that is listed below:

Safety and Security Manual Sections and Topics	
Section	Topic
<b>Section 1</b>	<ul style="list-style-type: none"> <li>▪ Introduction</li> <li>▪ What is a Crisis?</li> </ul>
<b>Section 2</b>	<ul style="list-style-type: none"> <li>▪ Preparation</li> <li>▪ Operation Database</li> <li>▪ Media Database</li> <li>▪ Internal Database</li> <li>▪ Law Enforcement Data Base</li> <li>▪ Access Point review</li> <li>▪ Internal Security Issues</li> </ul>
<b>Section 3</b>	<ul style="list-style-type: none"> <li>▪ Prevention</li> <li>▪ Security Check list</li> <li>▪ Recommended Protective Measures</li> </ul>
<b>Section 4</b>	<ul style="list-style-type: none"> <li>▪ SCR Position regarding:</li> <li>▪ Bomb Threat facility</li> <li>▪ Bomb Threat vehicles</li> <li>▪ Suspicious Objects Procedures</li> <li>▪ Employee Responsibilities</li> <li>▪ Hostage Situations and Prevention</li> <li>▪ Mail Room Security</li> </ul>
<b>Section 5</b>	<ul style="list-style-type: none"> <li>▪ Employee Identity Protection / ID Tags / Passenger Protection.</li> </ul>

Figure 52: Sections of SCR's Safety and Security Manual. Managers and Supervisors are required to take annual refresher training on crisis and emergency management.

In addition to these processes, the SCR Management Group completes a review of the FTA Management Protective Measures, a review of the FTA Emergency Preparedness Program for Transit Employees, and the System Security Awareness for Transit Employees. Drivers receive the System Security Awareness for Transit Employees.

### *Core 7: Accident and Safety Data Acquisition*

The acquisition of information and response to accidents and procedures is controlled by a pre-set protocol that are established by SCR and by Pace. These protocols are as follows:

#### **Protocol for Accidents and Incident Data Acquisition**

If a non-Federal Transit Administration (FTA) minor accident occurs with minimal damage and no injuries (a good example would be the SCR vehicle clipping mirrors with a UPS truck), dispatch would allow the vehicle to remain in service after the drivers exchanged information. An accident report is then completed with the safety manager on return to the facility. In this example, the Pace report would be rendered by the window dispatchers after the driver returns to the base at the end of the day.

If an accident meets FTA damage or injury criteria for drug testing, dispatch would direct a field supervisor or operations supervisor to the scene for investigation. Depending on dispatch capacity, a replacement vehicle may or may not be needed as determined by a dispatch assessment and direction. The driver would return to base as directed by the on-scene investigator and/or law enforcement.

A determination will be made by the drug/alcohol program manager (DAPM), operations manager, or project manager as to whether all criteria are present to require an FTA drug/alcohol test. Accident reports will be filled out with the safety department after any drug testing compliance has been completed. We have fully certified collection capabilities at our facility so there are no time-consuming trips to a clinic for testing. Pace reporting in this case will depend on the facts of the accident.

Accidents involving injuries or towing of any vehicle from the scene requires an immediate phone report to the Pace. In a situation where there are injuries, we typically make several reports to Pace as more information becomes available. Written reports are completed before the driver involved leaves the terminal. Our driver supervisors also make an immediate phone report to SCR's project manager and operations manager so that they can ensure that all reporting and drug/alcohol responses are made appropriately.

Any other accident within this category will require a telephone report to Pace during business hours. During non-business hours, the report is made by emailing a preliminary report. Once again, all written reports will be completed before the driver leaves the terminal.

If the accident does not meet either of these categories (very minor or non-FTA qualifying), dispatch will handle any required passenger transfer with a vehicle replacement if directed. A field supervisor or other investigator will proceed to the scene for investigation and validate the determination of FTA criteria. The driver will report to the Safety Department after return to the terminal for completion of accident reports. In this case, a telephone report or preliminary email report is not required but the accident report will still be completed before the driver leaves the terminal.

In any of these cases, our Window Dispatch office will ensure that the trip sheets and other trip paperwork (vouchers, etc.) are secured and completed by the driver and auditor when the driver has completed all other requirements.

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In the case of non-collision incidents there are too many iterations to describe each effectively, however, some procedures can be generalized into the following categories:

- At times, incidents are reported simply to make sure things get on the record. An example would be a passenger being upset about the vehicle routing. The driver makes the report to dispatch and completes a written report with the supervisors upon return to base.
- Some incidents require a replacement vehicle to be brought from base. An example would be any kind of body fluid or biohazard incident in the vehicle. The driver may continue their shift after vehicle exchange is made. The driver will make a report at the end of the shift.
- With an incident requiring a medical response where the driver was not involved at all, the driver may remain in service after the paramedics come. An example would be a passenger reporting trouble breathing and the driver reports to dispatch, which leads to a paramedic response.
- With any incident where the driver was involved, even peripherally, as with an injury occurrence, dispatch would direct a field supervisor or operations supervisor to the scene for investigation. Depending on dispatch capacity a replacement vehicle may or not be needed. The driver would return to base as directed by the on-scene investigator with a report to be filled out with the safety department on return to base. The same Pace reporting process will be used when the injuries are caused by a vehicular accident, including the decision about drug testing.

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During the time that reporting is being completed in the office, the supervisor will take images of any damage on the vehicle, record any damage or defects that have occurred on the Vehicle Service, complete a Post Trip Inspection Report, and then physically drive the vehicle to maintenance where it will be held until released by the safety department. In all cases, accident/incident reporting to Pace is handled exactly in compliance with Pace ADA requirements.

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Figure 53: Accident and Incident Data Acquisition. SCR is fully aware of the required steps to respond to accidents and incidents in accordance with Pace and other regulatory bodies.

### *Core 8: Total Driver Performance Program*

Total Driver Performance (TDP) is a performance management program that grades every SCR driver providing a real-time assessment between 0-100 points. In any environment where continuous improvement is necessary, people share a desire to be evaluated and to, "know how they're doing" with regards to their performance. SCR designed a system to identify driver behaviors, assign each behavior with a point value, (whether positive or negative, based on the severity and significance of the occurrence) and track driver performance based on the actual behaviors they exhibit. This system provides a purely objective manner to evaluating driver performance and allows management to make decisions easier than ever before.

#### *Probationary Period*

After the probationary period (first 90 days of employment), every driver begins their tenure with a perfect score of 100. After this period has elapsed, drivers are able to gain and lose points based on their behavior and the occurrences that happen. If any drivers are written up for violating any policies and procedures or are the cause of a preventable accident and/or incident during their probationary period, they must speak with a manager directly before working beyond their 90th day as this is a serious concern.

#### *Earning and Losing Points*

The system is structured so drivers are given a "perfect score" and it is up to them whether that score increases or decreases. Any violation or commendation that is attributed to a driver must be

actual and substantiated. All occurrences are initially submitted by the departmental head or supervisor and verified by the Quality Assurance Coordinator who enters them into the TDP database.

### Calculation of Points:

1. All drivers are given 100 points at the beginning of their employment
2. For existing drivers, current point status and occurrences from prior system were imported into the new system
3. Infractions are deducted from the total points a driver has available
4. Commendations are added to the total points a driver has available
5. Drivers are evaluated on a real-time basis, meaning we assess them "a year from today" unless they have more than 5 years of employment.
6. Drivers with more than 5 years of employment are assessed on their anniversary date

### Appeal Process

We have setup an Appeal Process for drivers who'd like to repeal a substantiated occurrence on their record by filling out the Appeal form made available to them at all times. This provides drivers with a fair opportunity to explain their position on the occurrence and why they believe they should or shouldn't be held accountable for a particular instance.

### Performance Categories and Subcategories

Each of the five categories of performance being tracked has a subcategorized list of occurrences that is assigned a specific point value. When a driver is accountable for a substantiated occurrence from the list, the point value of the occurrence is either added or subtracted from the driver's cumulative score. The design of the TDP program sets SCR's policies on Driver Performance.

TDP Point Category and Subcategories		
Category	Policy	Pts
<b>Safety</b>	No Minor Vehicle Clearance Accident	- 2
	No Preventable Passenger Injury	- 6
	No Substantiated How's My Driving Incidents	- 3
	No Cell Phone Usage	- 6
	Properly Secures/Transports a Wheelchair	- 3
	No Camera Violations (5-9 points)	- 3
	No Camera Violations (10 points and above)	- 6
	No Preventable Accident w/o Careless Disregard	- 6
	No Red-Light Violation Before Limit Line	- 6
	No Red-Light Violation After Limit Line	- 3
	No Careless Disregard Accident or Incident	- 13
<b>Customer Service</b>	No Substantiated Discourtesy Complaints	- 10

	No Policy Violations (Conduct, Insubordination)	- 4
	No Substantiated Low-Level Complaints	- 2
	No Substantiated High-Level Complaints	- 5
<b>Service Operations</b>	Conducts Pre-Post Trip Inspection	- 3
	Maintains Company Uniform	- 3
	No Driver-at-Fault Missed Trips, No Shows	- 5
	Follows Dispatch Instructions (Internal Incidents)	- 5
<b>Attendance</b>	No Attendance Point Received	- 1
	No NCNS (No Call, No Show)	- 5
<b>Commendations</b>	Commendation from client	+1

Figure 54: TDP Categories. SCR's fully developed driver performance monitoring program provides a mechanism to identify driver deficiencies and provide coaching when necessary.

The subcategories are editable, meaning SCR can add to or omit any occurrence from the list at any time.

Each of the categories also has a threshold where drivers are put on a Performance Improvement Plan (PIP) if their points fall below:

- 18 Points in Safety Category
- 12 Points in Customer Service Category
- 10 Points in Service Operations Category
- 10 Points in Attendance Category

### Driver Report Card and Performance Improvement Plan

Drivers are given a Report Card that is exported from the TDP database which identifies:

1. Driver's Current Score
2. All occurrences charged against the driver
  - a) Date/Time of each occurrence
  - b) Details of each occurrence

This report card is generated every month and ranks SCR's entire driver workforce, from first to last place driver in terms of TDP points. Drivers are given a special TDP Identification Number which they use when viewing their scores, which are posted in the garage and breakroom area at the beginning of the month.

Once the driver's TDP score falls below 80 Points, they are put on a Performance Improvement Plan (PIP) until their score reaches above an 80 again. The Driver Manager is responsible for managing driver PIP's and ensuring that drivers on a PIP are receiving additional monitoring and attention while on the road.



## Receiving Scores

Driver Scores are updated monthly and posted in the garage and breakroom areas. Scores are listed by driver TDP ID#'s which are unique and anonymous.

At any time, drivers may also request a report card from the TDP administrator, who can print out a full report of occurrences with details. Since TDP scores are part of drivers' employment files, we make them available at all times for employees to review.

## *Utilization of Program and Data*

### Driver Coordinators (Window Dispatchers)

Driver Coordinators can impact TDP scores in the following ways:

- Ensure that Pre/Post-Trip Inspections are completed
- Ensure Vehicle Operators report to work in accordance with SCR's Presence Guidelines and Dress Code Policy
- Improve Pull-Out performance
- Report any internal incidents in or outside of the facility
- Reduce times drivers fail to report accidents
- Coordinators may use TDP in order to:
- Assign "newer" vehicles to the "safer" drivers
- Coach up specific drivers during pre-shift meetings on any category they are struggling with; review policies and procedures
- Monitoring attendance points for those with poor attendance

### Dispatchers

Dispatchers can impact TDP scores in the following ways:

- Reducing Driver at-fault missed trips
- Reducing incorrect pick/drops
- Improve the dispatch/driver communication
- Ensure drivers assist passengers from door-to-door

Dispatchers may use the scores by identifying drivers on their mode that have certain problems on the road and working with them accordingly by gently reminding them of policies that they have a history of neglecting.

## Training/Road Supervisors

Driver Trainers and Road Supervisors can use the scores in the following ways:

- Help be proactive by retraining drivers in areas in which they are the weakest (i.e. Low safety score)
- Provide guidance to Road Supervisors as to which drivers to monitor more closely

### *Discipline Steps*

We do use a progressive disciplinary process as described in our employee handbook, but that does not mean that there are not additional steps. If we feel that a particular offense provides evidence that a driver, or other employee, does not possess the discipline, talent or inclination to follow established rules or procedures, we will not hesitate to terminate on the first offense. Conversely, if we believe that a driver does possess those attributes, we will not hesitate to give that driver the coaching needed and the chance to make those improvements.

### *Retraining Programs*

Any driver that drops below 85 on their TDP score will be required to participate in a performance improvement plan aimed at correcting their particular issues.

## IV.D.2. Describe how complaints will be handled with regard to investigation, discipline, and prevention.

All complaints sent from Pace are logged and investigated. SCR QA representatives track complaints, trends, and related information to identify the best corrective action and to further incorporate changes into our policies and procedures to improve quality of services. SCR has a proprietary database for recording complaints and tracking the status of the response. This database also provides historical trends and reporting on complaints per 1,000 trips.

QA representative are responsible for recording the details of the complaint, investigation, and corrective action. Complaint occurrences are considered valid unless an investigation finds otherwise. If the complaint is determined invalid the complaint is closed.

### *Complaint and Resolution Methodology*

- *The SCR management team is responsible for ensuring seamless daily operations and brings extensive knowledge of Pace policies, service requirements, hands-on familiarity with routes, relationships with the RMMCC, and ensure our teams are effectively using the tools and technology available to expeditiously perform our responsibilities*

## Investigation

The following highlights the steps in the process for receiving, recording, and following up on complaints:

- A Customer Assistance Form (CAF) is sent via the Customer Assistance System (CAS). The system is accessible to Quality Assurance (QA) staff. On receipt, SCR resolves complaints within three business days and provides a response to PACE, as required.
- The SCR QA team print each CAF to paper form and prepares the CAF for the appropriate departments involved in the complaint and each CAF into SCR's complaint database for tracking purposes
- An e-mail is sent nightly and any paper copies are distributed to each department
- Department supervisors have two business days to investigate the complaint in its entirety and to respond using a 5-Why Form which is retrieved from the Customer Complaints folder within the T-drive (SCR server)
- Once the 5-Why Form is completed, the relevant Department saves the response into the appropriate Departmental file with an associated complaint number identifier
- The paper copy is returned to the QA department inbox along with all appropriate documentation (A/I report, vehicle reports/inspections and any corresponding disciplinary action or retraining documents)
- Once QA receives the complaint, we retrieve the corresponding electronic 5-Why Form for review and/or editing and will immediately follow-up if unclear on the response
- QA completes a final 5-Why Form response for PACE. The response is copied from the 5-Why Form, pasted to the response section in the CAF in the CAS inbox, and updated to PACE.
- QA e-mails PACE all appropriate documentation (A/I report, vehicle reports/inspections and any corresponding disciplinary action or retraining documents) associated with the CAF
- If an extension is needed, or the complaint is not completed within three business days—QA e-mails a request to PACE to assist in expediting a complete CAF

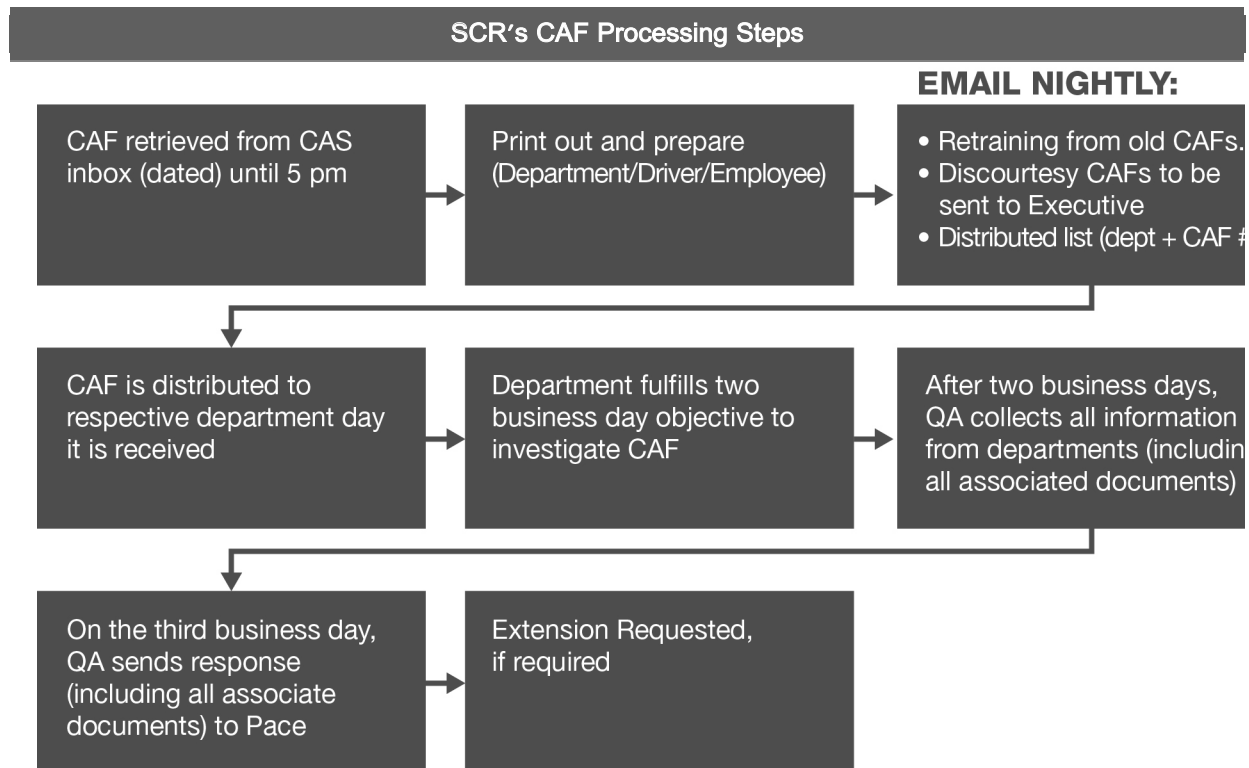


Figure 55: Complaint Processing Steps. SCR takes complaints and the response to Pace very seriously. Our Quality Assurance team is responsible for escalating any serious complaints to the Project Manager or Executive Team.

### *Discipline*

A second response signed by the training manager or supervisor of the SCR employee or employees involved is submitted under separate cover. This report will show the actions taken to prevent future occurrences. Depending on the issue raised by the complaint this report could show discipline and retraining of an employee, modification or introduction of a procedure, or repair of a vehicle issue.

In all cases if an SCR employee is found to have engaged in behavior that caused or escalated a problem, remedial action will be taken. The actual action will be determined on a case-by-case basis in accordance with fair employment standards and practices, as well as SCR and Pace expectations.

### *Prevention*

The Quality Assurance department prepares a detailed monthly report for the Project Manager that maintains a record of all substantiated service defects found through the investigation and resolution of CAFs, as well as the corrective action taken to address each. These reports allow for evaluation and identification of any trends such that additional in-house modifications must be made to reduce problems. These trends are analyzed on a monthly and annual basis so that we can use our prior history to benchmark performance improvement.

### Quality Assurance Personnel

SCR's QA process essentially enables us to monitor interactions with customers over the phone in real-time and review calls from passengers after the fact.

QA has developed an after-action process for investigating service disruptions/failures or in response to a customer's complaint. Standard report from Trapeze will be generated (e.g., OTP and TPH).

These and other reports will be reviewed by the QA coordinator to determine where performance fail to meet the standards established by Pace and who was responsible for that failure. If the service/failure or customer complaint was the result of activities by SCR, a detailed analysis will be developed, called a "Post-Mortem Report" and discussed with the PM and Operations Manager and a corrective action plan will be developed where indicated.

As part of our continuing quality improvement process should the investigation conducted by the QA coordinator identify opportunities for improving the process of the service, those findings will be shared with all parties concerned.

SCR is proud to name Paty Quiroga as our Quality Assurance Coordinator. She has worked at SCR for the past 13 years and has hands-on experience with compliant responses to Pace.



### Service Delivery Monitoring

The Project Team and Quality Assurance shall monitor the following to identify quality issues in service delivery. The reports referenced below are to be developed, if not already available in Trapeze, in collaboration with Pace staff:

## Service Delivery Monitoring

A report that compares requested pick-up times to scheduled pick-up times.

A report that shows stated appointment times, scheduled pick-up times, scheduled drop-off times, and actual drop-off times to determine if scheduled and actual times are appropriate given the stated appointment times.

A trip length report. This report should show the direct (non-shared) trip distance in miles and the actual (shared) on-board miles. It should also show the scheduled on-board time in minutes and the actual on-board time in minutes. The analysis should determine if the ratio of actual to direct miles is excessive (e.g., actual distance of 20 miles for a trip that is only 5 miles direct) to help identify circuitous and inappropriate routing.

- By comparing scheduled to actual on-board ride times, this report should allow determination if any excessive ride time was a result of scheduling or same-day dispatch actions. To minimize the number of trips in the report, the query may be constructed to only select and display trips where the ratio of actual to direct miles is greater than two, or for trips with on-board ride times in excess of 60 minutes and the ratio is greater than two.

A report identifying all trips where the scheduled time was changed on or after the day of service. The original and final scheduled times should be included, along with trip notes and an identification of the persons who made the changes. This report should be used to make sure that any changes to scheduled times were appropriate, and that riders were made aware of the changes. It should also be used to check on the appropriateness of changes made during the reconciliation process. Finally, it should be used to ensure that times are not being changed inappropriately after reconciliation has been completed.

A report comparing the X-Y coordinates of scheduled pick-up and drop-off locations to the X-Y coordinates of performed pick-ups and drop-offs. This report should be run once a month for a randomly selected day and should identify all pick-ups and drop-offs where the difference in coordinates is greater than a certain distance (e.g., 0.5 miles). Trips with large variations should be examined in more detail using available AVL data. Any instances of trips being performed inappropriately by drivers or dispatchers should be recorded. If trips were inappropriately performed by drivers, the provider should be notified to take appropriate disciplinary action and report back to the on the action taken. If trips are inappropriately performed by dispatchers, QA shall take and record appropriate disciplinary actions.

A report of trips coded as no-shows or “cancels at door” (CAD). This report should capture information for all trips coded as no-shows or CAD to ensure that the coding’s were correct. The report should include the X-Y coordinates of the scheduled pick-up locations, the X-Y coordinates of the no-shows or CADs when they were performed, the scheduled pick-up time, the vehicle arrival time, the time the no-shows or CADs were performed, and any trip notes. The report should be run each month for one randomly selected day. No-shows and CADs listed in the report should then be reviewed to ensure that: (1) vehicles were at the scheduled pick-up locations (or within reasonable proximity); (2) vehicles waited the required time within the pick-up window (or trip notes indicate contact with the rider and reasons for departing early); and (3) there is required documentation by dispatchers of appropriate no-show or CAD review and approval. SCR shall run this report, analyze the random sample of no-shows and CADs, and either refer identified issues to providers for appropriate action or take appropriate internal action.

A report of same-day cancellations. This report should ensure that trips are cancelled appropriately. In particular, the report should be used to ensure that trips are not cancelled and then rebooked when they are running late as a way of masking late pick-ups. This report shall identify multiple trips for the same rider, with the same origins and destinations. For each such trip identified, trip notes shall be examined to determine if there was a legitimate reason for the re-booking. QA and Driver Management shall provide regular coaching to employees to correct any deficiencies and incorporate the results in regular employee reviews. QA shall conduct regular reviews and analysis of performance data to identify the source of any problems and opportunities for improvement, identify strategies to address these, and work cooperatively with Pace to implement the strategies.

**Figure 56: Service Delivery Monitoring Through Reporting.** SCR utilizes Trapeze effectively to cross-reference complaint data with employee statements. Our multi-step process to verify and review operational data keeps us compliant and our passengers safe.

## IV.E. Emergency Procedures

### Emergency Procedures

SCR is prepared for emergencies of all types, including having procedures for vehicles breakdowns or accidents and incidents, but also extending to planning and procedures for backup equipment, power outages, etc.

In terms of vehicle breakdowns, accidents and incidents, SCR understands that the contractor is responsible for service delivery and to be an advocate for the passenger to complete the trip requested and confirmed in a timely manner. Thus, in the event a vehicle breaks down or an accident or incident occurs it is our responsibility to react timely and properly in terms of servicing the customers, including those on the vehicle and those who were scheduled to be picked up by the vehicle.

SCR's familiarity with Pace procedures as well as our emphasis on customer service will be instrumental in this regard.

#### IV.E.1. Describe procedures for vehicle breakdowns and provide examples.

If a vehicle breaks down in service, the operator is required to dispatch a back-up vehicle to the site of the break down. The backup vehicle shall arrive within thirty (30) minutes of the breakdown. This standard shall be met unless extenuating circumstances exist.

The driver must immediately notify the dispatcher of the vehicle breakdown with an exact location (address) and determine if the vehicle can be driven back to base or must be towed. If a vehicle is non-operable and passengers are on board, the following steps should be taken:

- If cold weather conditions exist, passengers should be taken to a warm building to wait for replacement vehicle.
- Office should be notified of names of passengers on the vehicle and their trips called into the dispatch office to be rebooked using the current location as the termination of that trip on that route and booking an additional trip originating at the current location and terminating at the original requested destination.
- A replacement vehicle will be immediately dispatched to pick up the passengers and a "B" (breakdown route) will be created to continue the route.

If a vehicle is non-operable and was in route to pick up passengers, the following steps should be taken:

- A spare vehicle will be immediately dispatched to take over the route as a "B" route.
- Passengers will be notified, if possible, if vehicle breakdown will cause excessive delay in their pickup.

- If the vehicle is non-operable with no passengers on board and no scheduled pick-ups, the driver should remain with this vehicle until a tow truck arrives.
- If the driver and/or shop personnel determine that the malfunctioning vehicle can be driven into the garage, the driver should proceed immediately, driving with caution.

Wheelchair lift failure - Although all vehicle drivers will be trained in the manual operation of a lift, should a wheelchair lift failure occur while boarding or de-boarding a disabled passenger, a field supervisor or coordinator will report immediately to the location to offer assistance. Additionally, a replacement vehicle and/or road supervisor may be dispatched in an effort to minimize service disruption.

#### IV.E.2. Describe procedures for accidents/incidents and provide examples.

##### *Driver Procedures for Accidents/Incidents*

Any accident, of any severity, must be reported to dispatch immediately. This even includes accidents that do not appear to have resulted in damage or injury. Drivers are taught to ensure that comments are specific to the information requested and/or needed by management, this does not include giving an opinion of causation, fault, etc.

Accident/Incident Procedures
1. Drivers are to find a safe location and immediately call dispatch
2. Coordinator documents event and sends field supervisor
3. Coordinator calls Pace emergency line to report
4. Conduct testing, if necessary
5. Complete accident report
6. Secure client and vehicle

Figure 57: Accident and Incident Procedures. A brief overview of SCR’s accident and incident procedures.

- Drivers receive training about the appropriate conduct at the accident scene. Training and reinforcement from the dispatcher reinforce that the first few minutes are extremely important in ensuring that the investigation is fair and thorough. Drivers are taught that nothing is more important than speaking about the accident only to company officials or law enforcement and in particular to NOT make any statements to any press representatives or give interviews of any kind. They are taught that when speaking to law enforcement, it is very important to confine their responses to their questions about facts actually observed. They are told to never theorize on the cause of the accident. The insurance company’s investigation will identify the cause or causes.
- **Personal Injury** – In case of injuries, protect the injured party, but DO NOT attempt to move them. If an individual request an ambulance, the driver must immediately call dispatch to tell them an ambulance is requested.



- When personal injury is evident, the vehicle should not be moved until Dispatch is notified and orders are received from the safety and training department or a law enforcement officer to move the vehicle.
- **Passenger slips/falls.** There will be times when a passenger stumbles or falls getting on or off the van. Drivers should be certain to ask if the passenger is all right. Even if the passenger assures that they are fine, the driver must report the incident and complete an incident report. Reporting these incidents promptly will protect the driver when people change their minds later about what happened.
- **Giving Identification at the Scene** – The driver should only supply the following information to the other party involved in an accident – driver name, company name, company phone number, vehicle number and the insurance carrier name/number from the insurance card contained in the vehicle.
- **Obtaining Information at the Scene** – Obtain the name and address of the other driver(s), owner and other occupant(s) of the vehicles involved. Check driver’s license and insurance company information. Obtain make, color, model and year of vehicle involved, as well as license number (include year and state), and the extent of damage.
- **Courtesy Cards** – It is extremely important to obtain as many courtesy cards as possible. When approaching people to obtain their names, the driver should be courteous and professional. Asking, “Would you please fill out this card? I am required to obtain these cards from anyone who witnessed the accident.” Obtain the names and addresses of as many passengers as possible, as well as of persons in the street or immediate vicinity. When courtesy cards are returned, look at them carefully to determine if they are legible and the address or phone number is complete. When law enforcement officers are present, it will be sufficient to obtain their badge numbers, the name of the ambulance company, and the hospital to which injured persons were taken.
- **Striking an unattended vehicle.** If a Company vehicle strikes an unattended vehicle, the driver should make a reasonable effort to locate the owner or driver of the vehicle. If unable to do so, they are directed to leave a written notice in a conspicuous place on the vehicle giving the Company vehicle number and the name and address of the Company. They must also contact dispatch immediately to report the incident, and upon arrival at the yard submit an accident report.
- **Return to the Facility.** Upon return to the facility after the accident or incident whether it is at the end of the shift or immediately following the event, the driver is required to complete a full accident report and answers question of the Safety Department, and/or company management.

### *Dispatch Procedures*

- The dispatcher’s first concern is to make sure no one is injured, that the vehicle and passengers are not exposed to additional injury, and to find out what Clients are on board. Dispatch will notify police and EMS if there appears to be an injury involving the need for immediate medical treatment. Pace designated personnel will be notified in according to

procedures (and written follow-up) per the below procedures. Appropriate Management will be contacted. When released by the authorities, SCR will see that Clients are transported to their destinations.

- The dispatcher will automatically reroute or send another vehicle/road supervisor and operator to complete the run. The operator, if unhurt and not too shaken up, will stay with the damaged vehicle until it can be towed in. As soon as the operator arrives at base, he or she will complete all paperwork. Our insurance carrier is also immediately notified of the accident and provided completed accident reports and other relevant information. Safety supervisors will be available to assist with all accidents/incidents and emergencies.
- The dispatcher will ensure that the accident/incident is entered in the tracker notes and time stamped.

### *Coordinator Procedures*

3. **Initial Telephone Reports.** Coordinators handles all required telephonic and e-mail Pace accident/incident reporting. Serious Accidents/Incidents as defined by the Pace Paratransit Manual are reported telephonically to Pace immediately.
4. **Email reports.** Minor accidents outside of business hours and emailed on the day of the occurrence.
5. **Written Accident Reporting.** Coordinators will ensure that the driver completes a Pace accident/incident report before leaving the garage on the day of the accident/incident. All written accident/incident reports are required to be submitted to Pace within 24 hours. Documented information is essential. A Pace Accident/Incident Report must be completed for each and every accident or incident that occurs with Pace owned vehicles. SCR will ***submit these reports for Pace owned vehicles and non-Pace owned vehicles operated in our service.*** Even occurrences where passengers do not claim injury or where there is no vehicle damage will be reported. Since a claim against the project could be filed at a later date, we understand that Pace must have a record of the occurrence. Because the Accident/Incident Report is used as a record, SCR will submit an Accident/Incident Report for any occurrence that is out of the ordinary. Incidents of any nature which involve the safety of an individual, other passengers, or the driver will ***immediately*** be reported to Pace.
  - Finally, the coordinators communicate with all required management staff, including the Drug/Alcohol Program Manager (DAPM), Project Manager or Operations manager to confirm proper completion of post-accident drug/alcohol procedures. Post-accident drug and alcohol testing are conducted pursuant to FTA and Pace guidelines.
  - All safety sensitive employees involved in an accident or incident shall undergo NIDA-5 drug testing and breath alcohol testing if any of the following conditions are met:
  - An individual dies;

- An individual (including the driver) suffers a bodily injury and immediately receives medical treatment away from the scene of the accident and the employee's performance cannot be discounted as contributing to the accident; or
- Any vehicle involved incurs disabling damage and is transported away from the scene by a tow truck or other vehicle and the employee's performance cannot be discounted as contributing to the accident.
- Any other safety sensitive employee (e.g., mechanic, dispatcher, etc.) whose performance could have contributed to the accident or incident must also be tested for drugs and alcohol. This will be determined by the project manager/supervisor, using the best information available at the time of the accident or incident.
- If safety sensitive employees must be tested for drugs and alcohol, they may not operate, dispatch or perform maintenance on any Paratransit Services vehicle until Pace has been notified of the drug/alcohol test results and has authorized the individual to resume safety sensitive functions. Refusal to sign the necessary forms for drug/alcohol testing or refusal to be tested will result in the employee being prohibited from performing safety sensitive functions. Employees will be accompanied to the testing facility by a supervisor, trainer or other staff person.

**Original Pace Accident/Incident Report are forwarded to:**

Pace Safety Department  
550 West Jackson Blvd  
Chicago, IL

SCR Corporate Offices  
Quality Assurance Department  
Fax: 773 768-7093

The following are examples of occurrences that will require a Pace Accident/Incident Report:

- A vehicle is at the curb waiting to pick up a passenger when a car strikes the rear bumper.
- There is damage to the bus or the car.
- A passenger boards the vehicle and falls on the ramp. The passenger thinks his ankle is sprained.
- A car in front of the vehicle stops suddenly. The van strikes the rear bumper of the car. There is no damage to either vehicle.
- A passenger slips off the seat while the vehicle is stopped. The passenger insists that he/she is not hurt and refuses medical attention.
- Two passengers on the vehicle are having an argument. One of the passengers strikes the other. Neither passenger is hurt, and they continue on their way.

- Another car strikes the side of the vehicle. The van is not damaged and there is only minor damage to the other car.
- 6. **Claim Form - Auto Liability.** A loss report is submitted on the SCR's standard claim form.
- 7. **Evaluation.** The Safety and Training Manager is also required to evaluate the A/I Report and the drivers account of the accident and determine whether it was preventable or non-preventable for the purposes of counseling, retraining and disciplinary actions. The Safety and training Manager will ensure that a trained staff member investigates the accident to determine what factors led up to the occurrence and what can be done to possibly avoid a similar occurrence in the future. The project manager reviews all accidents daily.
- 8. **Submission.** SCR's Safety and Training Manager or designated accident investigator are required to complete and sign all accident reports.
- 9. **Claims Processing.** SCR claims adjuster will handle all additional investigation and communication after internal investigations have been done. The Project Management Staff will not make contact with any persons outside its own driver and will not be involved in the external investigation, other than to supply the adjuster with information that they may request.

#### IV.E.3. Describe procedures for facility utility incidents - electrical failure, flood and fire that may impact service.

##### *Planning Principles*

SCR's Business Continuity Plan (BCP) is used as a reference guide following any system disruption. However, it will be activated only according to the activation criteria defined herein. While this plan does not identify contingencies for every possible outage that may occur, it addresses two levels of severity, described as follows:

- **Minor System Failures:** Any disruption in the availability or operational status of the systems or components, where the disruption time is expected to be less than the recovery time expectation (RTE). The overall RTE for General System Services or Master Applications are less than eight hours.
  - *Exceptions to this RTE are:* Any disruption that results in the obvious incapacitation of service to the General Service Systems and Master Applications
- **Major System Failures:** Any disruption in the availability or operational status of the system or component where the disruption time is expected to be equal to or greater than the RTE. *A major system failure may require activation of the DRP.*

This plan addresses the notification of key personnel, system recovery, and system reconstitution. We refer to the appropriate plans for the recovery of associated IT entities outside the scope of this system, for example, telecommunications, network, interconnected servers, facility disruption; etc.).

## Assumptions

Based on these principles, the following assumptions were used when developing the Disaster Recovery Plan (DRP):

- Services and applications are inoperable at the 8801-8835 S. Greenwood Avenue Chicago Illinois and cannot be recovered locally in an acceptable timeframe
- Activation is in response to a worst-case scenario and all critical services require the use of the alternate processing site/location
- Recovery Team personnel have been identified and trained in their emergency response and recovery roles and either primary or alternate team members are available to carry out the DRP
- Full functionality of services or applications will not be restored; rather, functionality sufficient to carry out the most critical business processes is the most likely outcome of the DRP
- Current backups of the system software and data are intact and available at the off-site storage facility
- The equipment, connections, and capabilities required to operate support systems or application are available at an alternate site
- Service Level Agreements (SLA) between the SCR and providers/vendors providing hardware, software, and communications equipment in support of General Support Systems or Master Applications exist, are consistent with the recovery time and other parameters of this plan, up-to- date, and accessible to key personnel responsible for executing this plan
- Service Level Requirements (SLR) between SCR and Administrators are consistent with the recovery time and other parameters of this plan, up-to-date, and accessible to key personnel responsible for executing this plan
- The DRP has been developed in consideration of related plans, including all relevant BCPs and DRPs, the facility's management and Continuity of Operations (COOP) plans, and others, as applicable

### *Minimizing Impact to Service*

All critical data pertinent to business operations are backed up multiple times a day, both locally and to an off-site facility.

The recovery locations and strategy are designed to sustain continued operation of all network and application services, to retrieve all backup media and information, and to acquire all required hardware, to recover functional components of Trapeze, telephone and radio communication at the recovery location.

### Recovery Locations

Several contingency options exist in the event the site at 8801-8835 South Greenwood becomes unavailable due to a major disaster. A dedicated alternate location is not required, as this plan is

location independent, however, SCR has included a secondary location and other local establishments as recovery locations. The essential components are internet capability and accessible computers and additionally a telephone for communication to support all incoming calls.

### Recovery Location Options

Recovery Location: 8801 Greenwood Ave., Chicago, IL 60619.

Alternate site point of contact contingent on 1st available commandeered location:

- Providence Bank – 7801 S. State St., Chicago, IL 60619
- Dispersed locations to pre-approved list of staff with phone and computer access

On securing alternate locations and providing a definitive head count, activation of network redirection and phone redirection can occur.

### Backup Generator

- At the heart of SCR's infrastructure solution is our network and phone system. As such, and with our new building, constructed in 2014, SCR made significant facility investments necessary to protect against power failure.
- Each SCR agent's desk has a power receptacle that is both UPS and generator backed. In the event of a power outage, the UPS batteries take over for the entire operation and generators are automatically engaged to quickly supply generator power. Therefore, staff can continue to function regardless of a power outage and with no interruption to service for customers.
- Having power at each dispatcher's desk would be meaningless if the systems they connect to were not also up during a power outage, and so our server room is backed by the same UPS and generator capacity as the Call Center. This means that during a power outage our servers, switches, and associated firewalls all remain running without interruption as power input automatically fails from ComEd to UPS to generator (and back again as services are restored).
- This UPS and generator-backed power additionally covers the wallboards and reporting/logging systems, allowing us to both maintain data collection during a power outage, and to maintain real-time and historic reporting during the same.
- SCR's facility maintenance team checks the generator diesel fuel levels bi-weekly and conduct preventative maintenance tests every Tuesday morning.
- Depending on the situation, we refuel twice a year using Black-Cat diesel fueling company and the tank is refueled when levels fall below 50% capacity. Finally, the generator is refueled up to 95 percent to prevent high fuel alarms

### *Recovery Time Expectations (RTE)*

Figure 58 below describes SCR's recovery response times. The specified times on average to recover and resume operations for each type of system enable us to gauge any impact to service and the appropriate solution.

Recovery Time Expectations		
System Component	Time	Comment
Servers	< 4 Hours	Re-direct to virtual environment, however no primary systems require server access beyond Pace hosted Trapeze
Workstations	< 1 Hour	Deployment of reserve emergency laptops
Phone Systems	< 30 minutes	Re-direct Hosted PBX emergency account (Grasshopper)
Network Infrastructure	< 1 Hour	All network connectivity will be handled wirelessly in the event of a failover to an offsite location
2-way Radio Communications	< 30 Minutes	Switch to cellular communications

Figure 58: Recovery Response Time. We avoid the impact of lengthy recovery periods per unit and have set procedures to ensure the return to normal operations callers waiting in queue during a major disaster.

### *Recovery Point Objective (RPO)*

The RPO is the maximum acceptable level of data loss following an unplanned “event”, like a disaster (natural or man-made), act of crime, or any other business or technical disruption that could cause such data loss. The RPO represents the point in time, prior to such an event or incident, to which lost data can be recovered (given the most recent backup copy of the data). The recovery time objective (RTO) is a period of time in which business and/or technology capabilities must be restored following an unplanned event or disaster.

SCR's recovery point will restore from the last entry from the previous known good backup, copied offsite thrice daily.

### *DATA Recovery Process*

System recovery for Pace's Trapeze does not require restoration of data by SCR, however technical resources must be in place for continued operation. Access to Trapeze requires systems able to run a Citrix client. In addition to having the capabilities of maintaining network communication with Pace it is equally as important for the company to be able to continue to maintain and field phone calls from Pace's registered customers and the general public. Therefore, in the event that the phone systems are deemed to have failed all inbound calls will be redirected to a virtual PBX capable of directing calls to selected mobile, home or other office phone lines. Redirecting the direct dial numbers (DID's) to a virtual PBX will restore functionality and allow SCR to continue to transact business, with minimal interruption.

### *Disaster Recovery Team Roles and Responsibilities*

Key DRP roles for this system are outlined in below. Note that BCP personnel transition to disaster recovery roles when the DRP is activated.

<b>Disaster Recover Team Roles and Responsibilities</b>		
<b>BCP/DRP Role/Title</b>	<b>Name and Title</b>	<b>Responsibilities</b>
<b>BCP/DRP Director</b>	Bill Guiccard, IT Manager	<p>Overall responsibility for the development, execution, and maintenance of the BCP and DRP</p> <p>Ensures that the BCP and DRP are developed with the cooperation of a broad set of managers associated with the functionality and business processes supported by the system</p> <p>Confirms expected duration of the system disruption with the BCP/DRP Coordinator after an outage assessment has been developed</p> <p>Declares formal activation of the BCP and DRP</p> <p>Determines if interim/secondary processing procedures should be initiated to maintain current business operations or if operations should be temporarily suspended until the system has been recovered</p> <p>Contacts officials in the event recovery operations are not progressing and the situation needs to be escalated</p> <p>Responsible for the testing, maintenance, and distribution of the BCP and DRP, which may be delegated to other personnel</p> <p>Authorizes all future changes to the BCP and DRP</p>
<b>BCP/DRP Coordinator</b>	Justin Rakestraw, Project Manager	<p>Monitors the status of outage assessment, recovery, and resumption activities until the system is fully recovered</p> <p>Monitors and coordinates all activities ensuring that contingency operations are being performed as planned or stated in any SLAs</p> <p>Provides periodic updates for recovery operations to the BCP/ DRP Director, as appropriate</p> <p>Contacts the BCP/ DRP Director and files an after-action report (AAR) upon resumption of normal operations</p> <p>Assists the BCP/DRP Director in testing, maintenance, and distribution of the BCP and DRP</p>
<b>Recovery Team</b>	Designated Personnel	<p>Assists in determining the nature and expected duration of the outage</p> <p>Assists in all recovery and resumption activities for minor system failures, as necessary</p> <p>Assists in all recovery and resumption activities for major system failures, as necessary</p>



**Figure 59: Disaster Recover Team Roles and Responsibilities.** SCR supports general support services and master application BCP/DRP roles and responsibilities (both primary and alternate).

### BCP/DRP Director

The BCP/DRP Director is responsible for the development, execution, maintenance, and implementation of IT contingency planning policies as set forth by this document. The BCP/DRP Director has ultimate responsibility for including recovery strategies that are developed with the cooperation of functional and resource managers associated with the business processes supported by the system. Additionally, the BCP/DRP Director ensures currency of the BCP and DRP by reviewing and authorizing changes/updates to the document. The BCP/DRP Director may delegate all or part of these responsibilities, other than ultimate responsibility for planning and execution, to the BCP/DRP Coordinator or other personnel, as appropriate.

In the event of a major system failure, the BCP/DRP Director will be notified by the BCP/DRP Coordinator after a formal outage assessment has been conducted. The BCP/DRP Director will meet with the BCP/DRP Coordinator and the RMMCC Project Manager to confirm the expected duration of the disruption and officially declare the BCP and/or DRP activated, provided that all activation criteria have been met. In addition, the BCP/DRP Director will determine if interim secondary processing activities should be initiated to maintain business operations during the outage or if the DRP must be activated.

The BCP/DRP Director also is responsible for contacting the BCP/DRP Coordinator and other support organization personnel in the event recovery operations are not being executed as planned or defined in SLRs/SLAs. In this situation, the BCP/DRP Director should ensure the event is escalated to appropriate support organization officials to ensure that recovery operations are resumed or completed as efficiently as possible. If the BCP/DRP Director is not available for assessing an emergency situation and directing the activation of the plan, the BCP/DRP Director's designated alternate will assume all responsibilities.

### BCP/DRP Coordinator

BCP Coordinator is responsible for contacting key Recovery Team personnel to monitor the status of contingency activities until the system is fully recovered. When the BCP Coordinator is the first point of contact during a system disruption, they will direct the Recovery Team to perform an outage assessment to determine the expected duration of the system's outage, as appropriate (i.e., major system failure or minor system failure).

The BCP Coordinator is responsible for discussing the system outage assessment report with the BCP/DRP Director before formal activation of the plan. If interim secondary processing activities are initiated during the disruption, the BCP/DRP Coordinator is often the one who will coordinate and instruct the users on what to do, as appropriate.

When the system has been recovered and normal operations have been resumed, the BCP Coordinator is responsible for completing an AAR (after action report) and filing it with the

BCP/DRP Director. The BCP/DRP Coordinator may be assigned certain responsibilities for the periodic maintenance, testing, and distribution of the plan by the BCP/DRP Director, as needed. If the BCP/DRP Coordinator is unavailable, the BCP/DRP Coordinator's designated alternate is responsible for executing the outlined responsibilities.

### Recovery Team

The Recovery Team consists of key personnel involved in outage assessment, recovery, and resumption activities. Team members are personnel who are also responsible for the daily operations and maintenance of the system.

Activities and extent of participation is dependent on the nature of the outage. Member teams work in concert to determine the nature and expected duration of the outage and to recover General Support Service's operations. The BCP/DRP Coordinator monitors the status of overall outage assessment, recovery, and resumption activities as performed by the Recovery Team and reports status information to the BCP/DRP Director, as appropriate. The recovery team is shown below.

Recovery Team for the Chicago ADA Program	
Name	Job Title
Justin Rakestraw	Chicago ADA Project Manager
Bill Guiccard	Help Desk Manager
Eric Hall	Facilities Manager
Jim Leo	Vice President of Operations

Figure 60: Chicago ADA Recovery Team. SCR's designated individuals have the required experience and skills to respond.

## IV.E.4. Describe procedures for voice communication interruptions that may impact service.

### *Telecommunications*

SCR's phone system solution, Avaya IP Office, is configured with a redundant hot standby—a backup component, which is put into service if the primary component fails. This allows all phone traffic to automatically move from the primary system to a dedicated secondary system in the event of a hardware failure. This solution also allows for multiple additional redundant systems to be deployed, providing the opportunity for extensive redundancy while enabling SCR to maintain a fully functional and redundant systems while relying on a single platform.

In the event that there is an interruption in phone service that prevents us from a failover to a redundant Avaya IP office node, a fallback VoIP PBX service is maintained to provide a fully independent communication solution in order to maintain necessary communications. Local area related internet and phone outage, for example, that may be due to road or building construction

nearby. This interruption would result in SCR re-routing AT&T phone traffic to this alternative system to maintain communications.

Having these redundant systems enables us to manage inbound and outbound traffic by routing calls to extensions. These extensions are linked to designated phone numbers, or end points, that agents have access to, such as cell phones. To accommodate this solution SCR simply adds cell phones to the routing configuration for each dispatcher on duty. Calls then go directly to the agent and route independently from our local internet and voice services.

#### *Malfunction of Two-way Communication*

In the event of an interruption in the cellular network or Sprint/Nextel phones, dispatchers will be provided with an alternate contact number at SCR until service is restored.

#### *Internet Connectivity (Firewall Issue)*

Our Sonicwall NSA 2600 is configured in a high availability redundant pair with a redundant hot standby that is ready to take over in the event of a hardware issue with the primary unit. The secondary unit mirrors the configuration from the primary, along with traffic and WAN connections, allowing it to take over readily.

Should the failover not occur automatically, cutting power to the primary unit forces failover to the secondary Sonicwall unit.

#### *Internet Connectivity (ISP Issue)*

Should an ISP have an outage, we engage our redundant ISP, allowing us to fail services to the secondary ISP. Primary is AT&T fiber, with the secondary being WOW fiber, and a tertiary connection with Comcast cable.

Also, since we are not using VoIP for our inbound phone services (save for one of our failover options should we have phone system issues) we do not require the same level of service from our secondary ISP as we would if we ran a pure VOIP environment.

## IV.F. Understanding of the Project and Service To Be Provided (including integration of service components using both manual and automated scheduling)

SCR has reviewed Request for Proposal (RFP) No. 419292; our company has paid particular attention to Exhibit I, “Scope of Work”. Our company has taken note of any changes to the contract that SCR Medical Transportation, Inc. has operated for complementary paratransit services in the City of Chicago with Pace since 2009.

We have a complete understanding of the three (3) service components:

Service Components for RFP No. 419292 – Chicago ADA Paratransit	
Component	Overview
<b>Component I-City of Chicago ADA Paratransit Service</b>	During the life of the current contract, SCR Medical Transportation, Inc. has performed, on average, approximately 1,000,000 trips per year under Component I. On average, through the first six months of 2019, our company has performed over 78,000 trips per month. On a typical weekday, SCR is scheduled to perform between 3,000 and 4,000 trips.
<b>Component II-Regional Transportation Authority (RTA) ADA Certification Transportation</b>	SCR performs between 30 and 40 trips traveling to/from the RTA Certification center every weekday. Typically, these trips are performed on a “dedicated basis”; by design, these trips are not comingled with Component I service.
<b>Component III-Additional Service to Meetings and Hearings</b>	SCR provides service to the ADA Advisory Committee Meetings at Willis Tower in downtown Chicago and public hearings throughout the service area. Special event transportation to destinations for the Taste of Chicago, the 4th of July Fireworks at Navy Pier, and the Air & Water Show is currently provided by SCR. In addition, our company provides Road Supervisors, or other personnel, on the ground to expedite and facilitate the movement of passengers and vehicles. Component III transportation is provided, at times, on a dedicated basis; at other times, it is not.

Figure 61: Service Components. SCR’s experience with the several components of the Chicago ADA paratransit program makes us well qualified as a provider for the upcoming contract.

Over the years, our company has developed policies, procedures, and processes for next-day scheduling, real-time routing, and dispatching. The Trapeze scheduling software system automates practices that are rooted in the days when SCR filled out trip tickets and scheduled service “manually” (i.e., by hand).

In Section IV.A. Scheduling, Routing and Dispatching of this “Technical Proposal”, we described in great detail how our route structure is developed, the way in which vehicle tours are designed, various scheduling strategies, and the monitoring of service through the dispatch function and by Road Supervisors.

The performance of SCR since 2015 speaks for itself: we have had the best on time performance (OTP) among the current Carriers; our company has also had the highest productivity (i.e., trips

per hour), when adjusted for evening/overnight service. With that stipulation in mind, the average cost per trip performed by SCR is the lowest among the four (4) current Carriers.

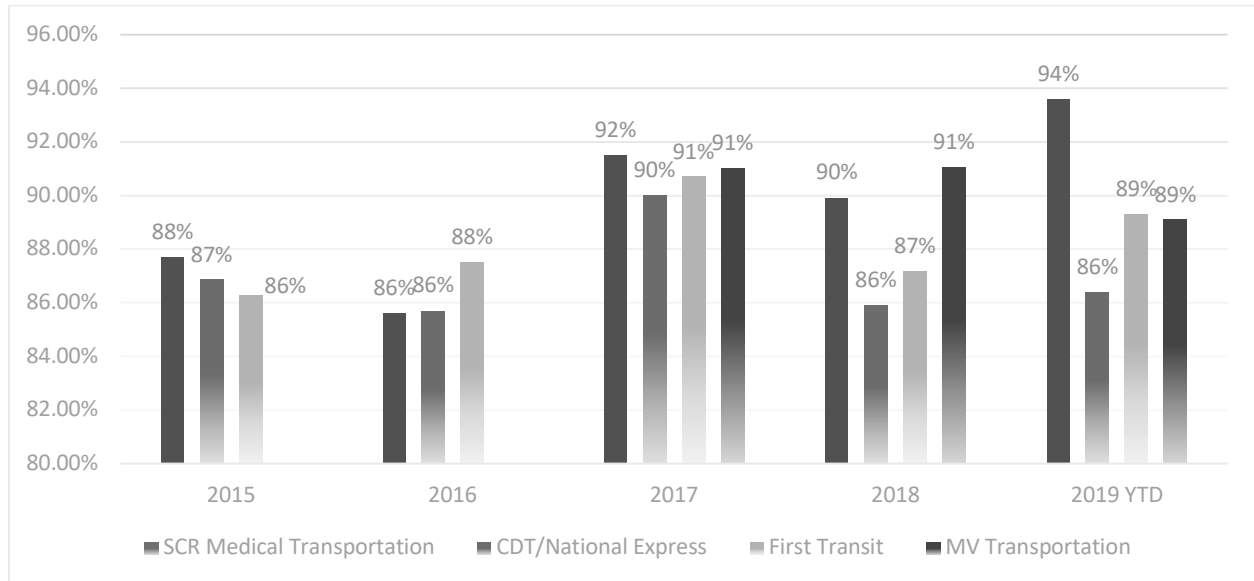


Figure 62: Chicago ADA paratransit OTP by Provider. SCR has consistently outperformed the three other carriers in terms of on-time performance since 2015.

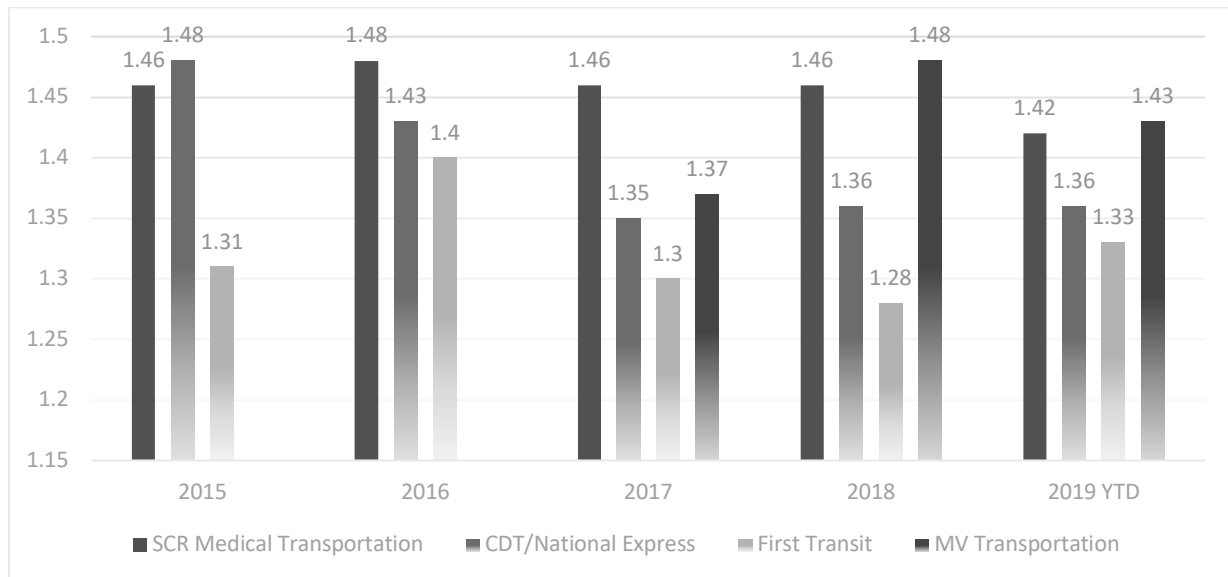


Figure 63: Chicago ADA paratransit TPH by Provider. SCR's provides reliable productivity to Pace, year after year.

Given our experience, and years of service under contract to Pace, our company is well-versed in the policies, procedures, and processes delineated in the *Pace Paratransit Manual for Private Providers Contracting Directly with Pace*. We understand the expectations for how the service is

to operate as expressed in the *Pace ADA Customer Guide*. With that said, SCR is ready, willing, and able to discharge its contractual obligations to Pace in the delivery of complementary paratransit service in the City of Chicago.

#### IV.F.1. Identify the aspects of the project that you view as the most challenging to handle. What specific actions do you plan to take?

There are three (3) aspects of the City of Chicago ADA Paratransit Services contract that SCR recognizes as posing the greatest challenges:

1. Providing complementary paratransit services that are safe, reliable, customer-oriented, and cost effective on a consistent basis;
2. The recruitment of experienced paratransit bus operators; and
3. The evolving relationship with the RMMCC

*1. Providing complementary paratransit services that are safe, reliable, customer-oriented, and cost effective;*

##### Service that is safe

In 2016, the most recent year for which accident frequency statistics are available, the Illinois Department of Transportation listed over 100,000 accidents in the City of Chicago-numbers in excess of 300 *per* day. Into this operating environment, we deploy paratransit bus operators with varying levels of commercial driving experience.

At SCR, our prevention-based safety program is encapsulated by Henrich's Law which postulates that every serious/catastrophic event has as its antecedent 29 minor events which in turn were preceded by 300 "near-misses" (i.e., 300:29:1). Our approach to defensive driving, which is at the core of the Driver Training Program, is best expressed by the acronym LLLC: Look Ahead, Look Around, Leave Room, and Communicate.

Our company combines classroom instruction, behind-the-wheel (BTW) training, and "cadetring"-the live experience of revenue service under the tutelage of a driver-instructor.

The course of instruction at SCR differentiates between trainees with considerable commercial driving experience and those without. Course work is customized accordingly for those with limited commercial driving experience. In the classroom, special emphasis is placed upon the principles of defensive driving and passenger assistance; extra time and attention is afforded on the closed course during BTW training. "Cadetring", for all trainees, is concluded only when the driver-instructor is confident that the trainee can perform the job of a paratransit bus operator in a way that meets the requirements of Pace and the expectations of SCR.

SCR requires that an on-board ride check and/or trail check is conducted by a Road Supervisor or a Trainer for every driver during their first 90 days in revenue service.

Our company provides targeted remedial training in the event of an accident or as the result of a Customer Action Form (CAF). In addition, annual refresher training is a standard practice at SCR.

Mandatory safety meetings are conducted each month. Accident and injury trends are reviewed; discussions are encouraged for operators who have questions or concerns about safety-related issues.

The monthly *Pulse Newsletter* has a section devoted to topics about accidents, injuries, and preventative measures.

The SCR Safety Council is actively involved in the cultivation of a “culture of safety”.

Messages are sent in real-time to alert the paratransit bus operator about conditions in the service area.



*R's Safety Council discussing upcoming safety topic  
1 accident prevention techniques for drivers.*

A more detailed description of the Safety Program can be found in Section IV.D. Safety Program of the “Technical Proposal”.

### **Steps to address the Challenge of Providing Safe Service:**

- SCR will utilize state-of-the-art technology and the required safety-related equipment to promote service that is safe.
- Our company will educate drivers on current best practices using up-to-date training materials developed by the Transit and Paratransit Company (TAPCO).
- SCR will provide training in passenger assistance techniques (PAT) developed by the University of Wisconsin at Milwaukee.
- Our company will monitor drivers actively, often, and where indicated in order to promote accountability and discourage “at risk” behaviors.
- Our company will collect information and collate data in order to identify trends regarding “at risk” behavior by drivers and other employees. SCR will use this information to coach employees, most notably bus operators, on how to eliminate risk-or provide them with the means to employ other measures to reduce accidents and injuries, when the risk cannot be eliminated.
- SCR will use every resource available to enrich and enhance our “culture of safety”.

### Service that is reliable

For SCR, the definition of reliable service is a trip that is “performed” by arriving during the designated 20-minute pickup window and takes the most direct route from origin to destination taking into account the shared-ride nature of the operation. When a customer indicates an appointment time during the reservation process, the standard for on time performance (OTP) is expanded to include the drop off-never late to the drop off, and ideally as close to the designated time as possible.

Service reliability begins with a proper alignment of response with demand.

As we have mentioned elsewhere in this document, historical patterns of demand dictate levels of response. Fluctuations in demand, by day of the week and hour of the day, must be taken into account when service is being designed properly. *Spikes* in the level of monthly demand, both within a given month and on a seasonal basis, have to be incorporated into the route structure.

The ability to adjust service levels due to *unplanned* increases in demand, or because of driver absenteeism, provides a “flexible response” capability that is indispensable in a service that seeks to be on time and productive.

SCR has designed driver assignments with such a “flexible response” capability: flex routes and clean up routes. Flex route drivers can be required to report up to two (2) hours before their regular report time; a clean-up driver can be required to stay beyond the scheduled “end time” by up to two (2) hours.



The intelligent design of an Extra Board (i.e., No Route drivers as they are called at SCR), provides another method for ensuring that a “flexible response” capability exists. The extra board is sized based on our experience with employee attendance. The number of these “No Route” (NR) drivers vary by day of the week and time of the month. Since these “no routes” are a percentage of the daily driver deployment, the number will differ by shift-AM versus PM. Often times, NR drivers are deployed into

revenue service in order to provide additional capacity, when indicated.

On a *planned* basis, SCR offers off-day drivers the ability to work overtime during days and hours where demand reaches its peak, most notably the first week of the month.

If the prerequisite for service reliability begins with a well-designed route structure that features “flexible response” capabilities, then the imperative for service reliability resides within the



dispatch function at SCR. For this new service contract, schedulers assigned to the Dispatch Department will “optimize” the next day schedule after the Regional Mobility Management Call Center (RMMCC) completes the processing of trip requests and the batching (i.e., final distribution) process.

This optimization process at SCR is described in greater detail in Section IV.A. Scheduling, Routing and Dispatching of the “Technical Proposal”. As a standard practice, the SCR scheduler will systematically take the following steps to ensure service reliability.

- Un-schedule all trips except for subscription trips, most notably group trips, that are templated to individual routes
- “Drop and drag” untemplated subscription trips, or demand trips, that can be linked with templated trips
- Batch, or distribute among the routes, trips that have the greatest trip distance
- Batch the remaining demand trips and subscription trips that are not templated to a route, using the Trapeze scheduling software
- Optimize any trips that are left unassigned to a route, on an hour-by-hour basis
- Conduct a final review of any unscheduled trips to see if any of them can be “hand scheduled”
- Leave trips unscheduled if the number is *less than 5%* of the total trips for the day-or in any given hour of the day
- Open up a “No Route(s)” if the number of unscheduled trips is *greater than 5%* of the total trips for the day

If the design of the route structure/vehicle tours and the scheduling process can be considered the “science” behind service reliability, then the “art” of on time performance takes place in Dispatch.

The dispatch function at SCR is active and interventionist; it focuses on the moment but does not lose sight of what is *projected* to take place in the next two (2) hours on any service day. Dispatchers constantly “scroll” through routes in order to identify problems with service delivery. Real-time routers, working in close coordination with dispatchers, move trips throughout the service day in a way to preserve service reliability.

These “Big Screen” and “Small Screen” routers at SCR are expected to operate in a forward-facing manner. When it works as designed, the real time routing function moves trips in anticipation of a *potential* service issue and places trips that were left unscheduled in a way that promotes system productivity by filling slack time in routes caused by same-day cancellations and “No Shows”.

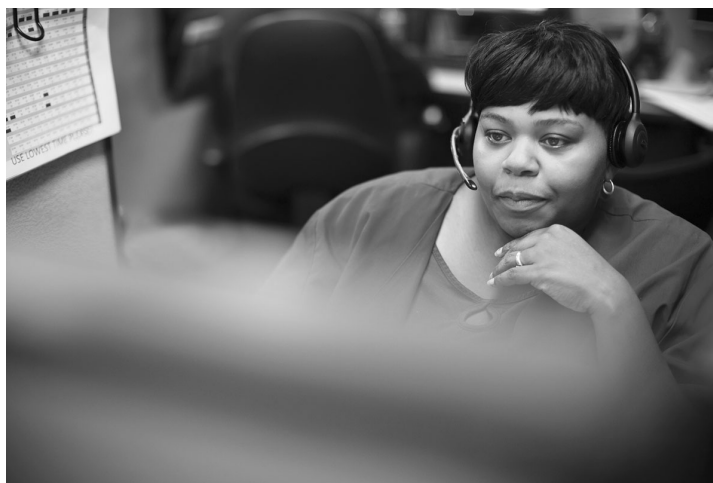
Updates regarding OTP are provided by the Dispatch Department to the Project Manager and Vice President of Operations between the hours of 6:00 AM and 8 PM seven (7) days a week.

These “OTP Reports” indicate the current performance of the SCR service and cumulative information on trips performed, trips that were late, and trips that were “missed”. This report also provides information on service in the previous hour: the numbers of trips performed *on time*, the number of trips that were late, and the number of “missed” trips. The internal “OTP Report” also lists the number of routes that are currently in revenue service.

Pace has developed its own report for system service reliability. This report which is titled, “OTP-City with Total Trips Booked Report” is distributed to all of the Carriers nine (9) times a day-Sunday through Saturday. This Pace report is in turn re-distributed within the Dispatch Department by the Project Manager.

These two (2) reports provide near-real time information regarding service reliability and can serve as timely “alerts” when the OTP begins to decline.

It should be noted that the development and refinement of the “Viewpoint” feature of Trapeze by Pace ParaOpsSupport has served to expedite and facilitate real-time routing at SCR. With our wall-mounted monitor, system OTP-by Carrier-is constantly on display. On the desktop, the real time routers can view routes “at risk” quickly and easily identify individual trips that are *projected* to be late.



Real-time service monitoring also takes place at the street level at SCR. Road Supervisors are tactically placed throughout the service area. Their presence and “visibility” at major trip generators and high-profile locations (e.g. Access Living) serves to remind paratransit bus operators and passengers that service reliability is a priority for SCR. On-board ride checks and trail checks allow Road Supervisors and Trainers to narrow the focus on a single operator when it comes to the timeliness of pickups and drop offs as well as the safe operation of the revenue vehicle and the proper practice of Passenger Assistance Techniques (PAT).

### **Steps to Address the Challenge of Service Reliability**

- SCR will continue to design its route structure and vehicle tours using historical data regarding trip demand.
- Our company will properly align response with demand in order to promote service reliability.
- SCR will continue to make advancements in the “science” behind service reliability.
- Our company will continue to support the “fine art” of service reliability.

- SCR will remain active and “interventionist” as it relates to real time adjustments to driver routes.
- Our company will work with Pace on further refinements to “Viewpoint”, most notably in the development of real-time information on vehicle slack time.
- SCR will continue to target its street level monitoring of service as a way of increasing the level of service reliability.

**It should be noted that in *three of the four years* from 2015-2018, SCR was first in OTP among the current Carriers. In response to question #13 in Addendum 3 issued by Pace on July 17, 2019, SCR had the best service reliability among the four (4) Carriers for the City of Chicago ADA Paratransit Service.**

#### Service that is customer-oriented

Service that is customer-oriented in complementary paratransit systems recognizes the disability of the passenger but responds to the needs of the customer. The *primary focus* at SCR, as it relates to the needs of the customer is in the provision of the appropriate level of passenger assistance. This begins with a simple question posed by the driver when contact with the passenger is initiated: “How may I assist you?”

Customer-oriented service arrives within the twenty-minute pickup window; it minimizes the amount of the time that the passenger spends on the vehicle; it arrives early to appointments-but not excessively so.

Service that is customer-oriented balances the need for service reliability with the imperative to be productive.



Customer-oriented service is provided from the threshold of the pickup location to the entrance of the destination. It is expressed in the proper securement of any mobility device utilized by the passenger; it is delivered through the deployment of the ramp for an ambulatory passenger who requests it; it is provided through the support of a hand on an elbow when the customer enters or exits the vehicle; it is expressed in the accompanying admonition to “watch your head”.

At SCR, we recognize that not all interactions with the customer are cordial. It is at these times where the best customer service skills must be applied. Bus operators are trained to practice “active listening” in these types of situations. They are instructed to de-escalate encounters that have the *potential* to become conflicts if left unmanaged. These types of situations are not to be “personalized”; customers are to be treated in a professional manner even in the most trying circumstances.

Elsewhere in this section, SCR discusses how we provide complementary paratransit services that are reliable and compliant with ride time requirements within a shared-ride environment.

### **Steps to Address the Challenge of Service That Is Customer-Oriented**

- SCR will train its paratransit bus operators, and other employees who interact with passengers, in the art of customer service during classroom instruction.

- SCR will monitor the performance of drivers and non-drivers, as it relates to interactions with customers, through direct observation and by reviewing call recordings.
- SCR will use the opportunity provided by the Customer Action Form (CAF) to provide remedial training, reinforce expectations, and promote accountability.
- SCR will train its paratransit bus operators to provide Passenger Assistance Techniques (PAT), including the proper use of the accessibility features of the revenue vehicle.

### Service that is cost effective

A *natural* tension exists between service reliability and system productivity. Complementary paratransit operations are required to find the “sweet spot”: OTP that meets the expectations of the passenger regarding service reliability and the requirements of the public transit authority for service that is cost-effective. Paratransit operations that are committed to improving the quality of the service (i.e., that which is reliable and productive) are never satisfied with the *status quo*.

That search for the right balance in service quality must be ongoing and relentless.

The activities outlined for “service that is reliable” (see above), are nearly identical, and just as necessary, for deploying cost effective service every day.

System productivity also begins with the proper alignment of response with demand. It can be argued that the “flexible response” capability that SCR has built into its route structure/driver assignments is even more essential to productivity than it is to on time performance since the ability to expand/contract the level of response-both before and during the service day-has a direct correlation to the number of trips performed in any given hour. This factor, and the number of cancellations and “No Shows” on any given day, are what determine whether the service that was provided was cost effective or not.

Typically, the schedulers at SCR will end the optimization process with the number of trips per hour (TPH) at, or above, 1.75. It is not unusual to experience a cancel/no show factor (i.e. trips not taken by passengers) in the range of 15-20%. Consequently, this “erosion” of productivity would produce an ending TPH of 1.40 to 1.49- a number at the bottom of the *scheduled* range of 1.75 TPH.

The other factor that drives productivity downward is the addition of revenue hours. This occurs at SCR in three ways:

1. “Flex” drivers begin the service day earlier;
2. “Clean Up” drivers end the service day later; and
3. “Stand By” drivers are converted into “No Route” drivers and deployed into revenue service.

There is a natural tendency on the part of dispatchers to deploy as many drivers in revenue service as possible. To protect the system against this inclination, SCR takes the following steps.

- The *maximum* available number of drivers for service is controlled by the Driver Scheduler, Silvia Rodriguez, using a model designed by OptiRun for each day of the week
- The decision to extend “Flex” drivers and “Clean Up” drivers is made by the Scheduler the night before
- The deployment of “No Route” drivers is a decision made by the Project Manager in consultation with the Window Dispatch Manager
- Extending the tour of any driver on a same-day basis happens only with the prior approval of the Dispatch Manager

The monitoring of TPH happens in a number of ways. Every hour the Dispatch Manager runs a “Slack Time Report” from Trapeze in an effort to identify unproductive routes. Routes with excessive slack time, defined as more than thirty (30) minutes in any given timeframe, are reviewed with the Routers. At that point in time a determination is made about the route:

- a. Add more trips to increase its productivity;
- b. Make no adjustments if the OTP of the route is substandard; or
- c. End the route earlier than planned.

Five days a week, SCR submits a “Daily Productivity Report” to Pace. This report indicates information on productivity, including the TPH number-scheduled and actual. In addition, the productivity number is reviewed, every weekday, at the SCR Daily OPS Meeting, for the prior day and on a month-to-date basis.

On a weekly basis, the Operations Group reviews productivity and the “off-loading” of trips through the RMMCC to taxi providers. This practice takes place when the OTP is substandard or when the decline in service reliability is steady. In this circumstance the only trips that can be sent to the RMMCC, with the prior authorization of the Dispatch Manager, are those in an hour of the day where *scheduled* TPH exceeded 1.50 and/or the number of unscheduled trips has increased to more than 5% for that hour.

It should be noted that the new contract for RFP No. 419292 will have a *built-in disincentive* for productivity that is substandard: a decrease in the revenue hour rate. SCR recognizes that maintaining a proper balance between service reliability and system productivity will be more critical than ever over the life of the next contract with Pace.

**Since 2015, SCR has had the lowest cost per trip among the four (4) Carriers operating the City of Chicago ADA Paratransit Service, when adjusted for evening/overnight service.**

**Steps to address the Challenge of Service That Is Cost Effective:**

- SCR will continue to refine its approach to productive service through improvements in technology, particularly vehicle software that is “smarter”.
- Our company will continue to review our policies, procedures, and processes so that our practices are “best in class”.
- SCR will work with OptiRun in the development of run cutting services that adapt to changes in the City of Chicago operating environment, where indicated.
- Our company will work with the RMMCC, under the direction of Pace, on route structures that balance service reliability with system productivity.

## *2. The recruitment and retention of experienced paratransit bus operators*

Arguably, the work of a complementary paratransit bus operation is the most difficult driving job in public transportation in the United States.

The physical demands of the job are considerable. The stress of operating in the third largest major metropolitan area of the country is real. Maintaining a schedule with traffic, weather, and other motorists to contend with is a constant battle that must be waged every day.

While the introduction of turn-by-turn navigation systems have made the journey from Point A to Point B easier, the knowledge possessed by an experienced paratransit bus operator will always prove to be an invaluable resource for preserving service reliability and minimizing the time that the passenger spends on the vehicle. At times, interacting with persons with disabilities can create a dynamic that might prove to be challenging.

Wages and benefits for the paratransit bus driver have historically lagged behind those for fixed route operators, particularly those employees who work for public transit authorities.

*Metro Magazine* in its January 2019 issue asked leaders in the transportation industry what their number one challenge was. The overwhelming response was consistent: driver recruitment.

With all of these considerations in mind, SCR has developed a recruiting process that we believe to be “robust”. SCR utilizes social media in a number of ways. Our company has “sponsored ads” on Facebook, Instagram, and Twitter that are targeted demographically and by the users’ interests. We have a database of over 35,000 individuals culled from employment-related search engines such as Indeed, Career Builder, and



Zip Recruiter. SCR has the capability to send “text blasts” to individuals in this database using key words such as “driver” to provide information on career opportunities and upcoming job fairs.

Our “ground game” is no less formidable. The HR Department, and our *dedicated* Recruiter, have established relationships within the local community that are broad and deep. Our outreach efforts have been directed at employment centers, community groups, social service agencies, religious organizations, and educational institutions to make them aware of career opportunities and job openings at SCR. Regular communication is maintained with the local aldermanic offices.

A more detailed description of the recruitment process at SCR appears in Section IV.D. Safety Program of our proposal.

#### **Steps to Address the Challenge of Recruitment:**

- SCR will continue to expand and enhance its utilization of social media for recruitment purposes.
- Our company will continue to extend its reach into the local community for recruitment purposes.

#### *3. The Evolving Relationship with the RMMCC*

- With the consolidation of the three (3) City of Chicago call centers within the Regional Mobility Management Call Center (RMMCC), the next step in the evolution of the RMMCC will take place.
- On or before April 1, 2020, the RMMCC will have sole responsibility for the processing of trip requests for the City of Chicago ADA Paratransit Service. This will provide the RMMCC with an additional level of control over how this service is scheduled, deployed, and performed.
- It is expected that over the life of the new contract the RMMCC will become what its name has always implied: a call center that manages mobility for persons with disabilities who utilize Pace services-in the City of Chicago and in most of the surrounding suburbs.
- SCR looks forward to collaborating with the RMMCC and Pace to make that vision a reality.
- Within the last year, a centralized batching process was instituted. This involved the distribution of trips on a pre-determined percentage basis among the four (4) Carriers operating the City of Chicago ADA Paratransit Service. The Central Batch took place after the three (3) carrier call centers had processed all trip requests for the following service day. During this batching process, any trip that was not “templated” (i.e., fixed in place) on a particular route-subscription and demand trips alike-were unscheduled and redistributed to all routes in the system. In theory, the process of rescheduling *most* trips produced schedules



that were more reliable and service that was more productive. Unfortunately, the Central Batch has been discontinued for all intents and purposes.

- Likewise, a Perpetual Batch was instituted within the last year. The Perpetual Batch was designed to operate during the day of service. Trips would be unscheduled periodically over the course of the day and redistributed among the four Carriers. As its *primary* design feature, the Perpetual Batch would increase the productivity of the system by “filling gaps” that had been created on individual routes as the result of cancellations and “No Shows”. The Central Batch suffered the same fate as that which befell the full-blown Central Batch.
- SCR is committed to working with the RMMCC, under the guidance of Pace, in the restoration of the Central Batch and the Perpetual Batch. It is our belief that a “big picture” approach to next day and same day optimizing of the carrier schedules (i.e., using the majority of trips while utilizing all Carriers) is a very effective method of promoting service reliability and system productivity as it relates to the scheduling process.
- On a related matter, the RFP for the RMMCC envisions its pivotal role in the design of route structures for any Carrier operating complementary paratransit service in the City of Chicago. As has been previously discussed in this section of the “Technical Proposal”, and elsewhere in this document, the route structure serves as the foundation upon which service reliability and system productivity is constructed.
- SCR is committed to working with the RMMCC, under to the guidance of Pace, in the design of our route structure and vehicle tours. Furthermore, our company is interested in being part of a collaborative effort among all the Carriers and Pace in the creation of capacity by hour templates that could be designed for each day of the week and in particular for the first week of the month when demand “spikes”. Establishing minimum/maximum requirements, for daily and hourly levels of response-on a pre-determined basis according to market share-should help to “standardize” capacity while encouraging a “flexible response” capability for each of the Carriers. This in turn would serve to facilitate both the Central Batch and the Perpetual Batch.
- In the interim, SCR will continue to work in close association with the RMMCC in its efforts to preserve service reliability and promote system productivity.

#### **Steps to address the Evolving Relationship with the RMMCC:**

- SCR will work with the RMMCC in the enhancement and/or expansion of the centralized batching process.
- Our company will help the RMMCC to facilitate the movement of trips on the day of service that are “at risk”.
- SCR will adjust service levels, to the extent possible, in response to fluctuations in demand as requested by the RMMCC.
- Our company will provide near-real time updates regarding on time performance.
- SCR will help to expedite the process for validating “No Shows”.

- Our company will provide timely updates to the RMMCC for trips that are transferring between Carriers.

IV.F.2. Explain the phone system you will utilize for this project. If an alternative phone system structure is being proposed, explain how requests for each service component will be identified. Be specific on the system's capabilities, number of lines, expansion capabilities, etc.

#### *Telecommunications and ACD System Overview*

SCR will utilize a telephone system that meets all Pace RFP requirements. The proposed telephone system is an Avaya IP Office 500 ACS System with Voice Mail and message storage capacity. We are presenting the same platform on which we have been operating during the current contract term.

#### *Avaya Support*

There are multiple phone system providers to choose from and it is rarely the technology features or system architecture that makes them effective but rather the support that is provided as upgrades, fixes or expansions are needed to support the product.

In that respect Avaya support, is provided through Bluewire Communications, a certified Avaya partner. Historically phone support packages have been marketed as in response levels (gold, platinum, etc.) promising a speed of response. In the case of Avaya, in every instance, we have had a technician dialed into the system within minutes, even for something as simple as changing a queue message or providing additional auto attendant options.

#### *Back Up System*

SCR maintains a fully redundant phone capability that can be used for the infrequent occurrence of an outage with the AT&T PRI phone trunks. In the event of an outage incoming 800 number calls are redirected to a cloud hosted phone system allowing agents to continue to answer calls during the outage until service can be restored. That forwarding can be accomplished in less than 15 minutes.

**IV.F.3. Explain the radio system for this project, including coverage area, channels available for voice communication, channels available for data communication (if any), and specifications of system. Indicate whether the system operated off a frequency assigned to or owned by the company or if a communications service or network is used.**

SCR plans to utilize Motorola TRBO Connect Plus Digital Radios provided by ESP Communications. Both voice and data are supported. The system operates in the frequency range of 471/474 MHz across eight (8) sites in the system with capacity of thirty (30) channels per site.

The mobile radios installed in SCR vehicles are XPR 5500's and the handheld units for dispatchers and supervisors are XPR 7550.

SCR's radios are programmed for fourteen (14) talk groups defined by geographic areas of the coverage area.

**Base Station**

Location of Transmitter:	Willis Tower
• Manufacturer:	• Motorola
• Power:	• 25 Watts
• Estimated Effective Range:	• 80 Miles
• Frequency:	• 450-572 MH Trunking

**Mobile Units**

Type	Quantity	Manufacturer
• Mobile	• 275	• Motorola XPR 5500
• Handheld for dispatch, back up and supervisors	• 20	• Motorola XPR 7550
• Handheld Chargers	• 12	• Motorola
• Extra Batteries	• 12	• Motorola

The multiple channel configuration of this system is critical to the effective operation of our dispatch center. Each dispatcher has their own channel, referred to as “radio modes” at SCR, to talk to the vehicles assigned to them. This keeps the dispatcher from being distracted by other dispatchers and drivers.

#### IV.F.4. Provide a detailed explanation of proposed plans to integrate service components.

The RMMCC will be responsible for trip processing. It is our understanding that the RMMCC will not coordinate trips for Component I and Component II on a shared ride basis, rather dedicated routes and vehicles will be utilized.

It will be during the “optimization process” performed by the Contractor where the integration of service components (i.e., ADA, non-ADA, and Dial-a-Ride) will take place.

The following is a brief description of the SCR optimization process.

- Step 1: Reviewing the subscription trips templated to routes.
- Step 2: Unschedule demand trips.
- Step 3: Hand-schedule (manually) any group trips not templated.
- Step 4: Batch by hour for trips of 10+ miles.
- Step 5: Batch by hour for trips less than 10 miles.
- Step 6: Determine which of the remaining unscheduled should be “dropped and dragged” to a route or remain in “unscheduled” status.

This proposal describes our optimization process throughout the document.

## IV.G. Understanding of Pace Policies

### IV.G.1. Describe differences between Pace policies listed in Exhibit G and your current policies. How will you make changes to comply with Pace policies?

#### *Operating Protocols and Policies*

SCR policies comply with Pace policies in every way. Given that our organization has grown substantially while performing Pace Paratransit Services, it is the Pace policies that have formed the basis for our overall policy structure. It is important to note that this compliance is not just on paper but ingrained in the company's managers and every person in our workforce.

As required by Pace, the RMMCC and service providers maintain policies, procedures, and processes for their respective operating areas. Current SCR protocols will be reviewed and modified in accordance with the new requirements of the Chicago ADA contract.

SCR recognizes that operational areas are consistently impacted by a dynamic and changing environment. This requires the knowledge and experience of industry professionals with extensive hands-on experience to review and manage service monitoring and facilitation decisions in a timely fashion for unique situations, such as when a route begins to "run down".

The respective duties and responsibilities of the RMMCC and service providers must be clear and complementary for paratransit service to run reliably and productively.

We acknowledge that the RMMCC has the ability to look at the entire system when it comes to seeking solutions for trips and routes at risk (i.e., optimizing service); in contrast, the service providers focus is on drivers and dispatch with limited visibility to the network of trips being performed across the program. Service providers rely on the RMMCC, essentially, to manage the options and to articulate the alternatives given the dispatcher's restricted sight lines. Dispatchers only see their own operators and vehicles.

Given our understanding of the decisions initiated by the RMMCC and how they impact service providers, SCR's strategy includes developing helpful protocols for when trips are distributed and moved amongst SP. Such protocols are strategically designed to foster service reliability and promote system productivity.

SCR recognizes that the added scope and enhancements for the Chicago ADA program requires we continue to work closely and collaboratively with Pace to deliver integrated and complementary paratransit services. It is our goal to support Pace and program customers in delivering safe, reliable, customer-sensitive, and cost-effective transportation.

## IV.G.2. List individual(s) responsible for Submittal of Monthly Reports, Employee Information and Accident/Incident Information

To improve what we do, and more importantly, how we do it, SCR has made certain that the degree of managerial oversight and the extent of a supervisory presence required in an operation with the size and complexity of the Chicago ADA program is reflected in our staffing headcounts and the operating plan.

Below are individuals or positions responsible for monthly summary reports of service, trip denial sheets, dispatching logs, driver logs, sequencer reports, responses to passenger complaints and other service-related reports and employee information and accident / incident information.

Submittal of Monthly Reports	
Report Name	Time
Monthly Billing Statement and Cost Reports	Justin Rakestraw, Project Manager
Summary Reports of Service	Justin Rakestraw, Project Manager
Provider Summary and Invoice Report	Justin Rakestraw, Project Manager
Hours and Ridership Report	Ashley VonBuelow, Data and Reporting Coordinator
Pace Carrier Report	Ashley VonBuelow, Data and Reporting Coordinator
Productivity Report	Ashley VonBuelow, Data and Reporting Coordinator
Scheduling/Dispatch Reporting	Alex Persu, Dispatch Manager
Vehicle Maintenance Reports	Dell Northern, Maintenance Manager
Fleet Vehicle Information	Dell Northern, Maintenance Manager
Employee Information	Lacetti Fields, Human Resources Manager
Accident/Incident Information	Mike Zuniga, Safety and Training Manager
Quality Assurance	Paty Quiroga, Quality Assurance Coordinator
National Transit Database Reports and Surveys	Fleet Manager

Figure 64: Submittal of Monthly Reports. SCR has assigned key members of its Project Team for the monthly completion of operational reports to be submitted to Pace.

## IV.H. Start-Up Plan

### IV.H.1. List steps involved in the start-up plan, dates associated with each step, and individuals or positions responsible for implementation. BE SPECIFIC.

#### *Steps Involved in the Start-Up Plan, Dates Associated with Each Step, and Individuals or Positions Responsible for Implementation*

To ensure the Program Work Plan is complete and execution and service ready, SCR transition management is policy-based with procedural steps controlled by formal gate reviews. Supported by our historical experience and lessons learned supporting transportation contracts, our goal is to execute transition activities conforming and meet the requirements of Pace's policies, goals, objectives, services and culture.

Our implementation plan for Pace is a 3 Staged Approach with structured milestones. This phased-in approach ensures SCR will be ready to "go live" with the new Chicago ADA contract on April 1<sup>st</sup>, 2020.

#### *Transition*

- SCR's Transition Plan provides continuity, sustaining Pace's current service quality and project schedules while employing additional services. Understanding Pace's business objectives, underlying principles and motivators, our familiarity and historical working relationship with you ensures risk-free service continuity with a proven partner. With this approach, the risk associated with bringing on a new contractor who does not intimately understand your business purposes, processes, and the rationale behind your goals and objectives is minimal.
- Based on our historical knowledge of Pace's operations, any risk that would render you and your passengers vulnerable is minimized. SCR, as a local community supplier and operator with thirty-three years' experience in the Paratransit industry understands the regional environment while continuing to help Pace's continued success.
- Beginning as a Pace provider in 2007, the transition and conversion to SCR has resulted in Pace achieving an unprecedented phase of achievement, even when faced with challenging circumstances during that period. In the 12 years that Pace has partnered with SCR, you have experienced consistent performance, with a continued focus on process improvement.

SCR builds on its proven experience and existing infrastructure to deliver seamless and uninterrupted services throughout transition, while providing the following details of our solution:

- Established flexible and scalable infrastructure available at Contract Award Day 1.
- Experienced Management Team with a historical knowledge of Pace policies, challenges, funding source selection and trip distribution in a suburban environment.
- Strategic planning giving Pace a flexible and cost-effective approach to achieving immediate objectives, advancing the Chicago ADA Paratransit program on a growth path, utilizing knowledge and lessons learned.

- As the incumbent, SCR has plans for the augmenting of staff, ensuring knowledge retention while setting a path for future enhancements and efficiencies. This ensures knowledge retention based on lessons learned developed over the contract period of performance.
- Our transition approach, based on lessons learned from SCR’s successful history of program execution (including RMMCC) and delivery of services to our customers, has evolved into policies guiding the delivery of services from the initial approval decision to pursuing opportunities through post-award activities.
- SCR’s Vice President of Operations, Jim Leo, has been selected to manage the transition. The role of Start-Up Manager will provide Pace with a single point of contact relating to all implementation activities.
- Our “Start-Up Plan” for the Pace Chicago ADA Paratransit service includes three phases of transition: Pre-Award, Start-Up Phase and Post-Award. Details related to each phase are described in the following sections.

### *Pre-Award Phase*

With the release of Pace RFP No. 419292, SCR has initiated planning activities that address:

- Proposal preparation
- Team identification and formulation
- Identification and modeling of staffing requirements against program requirements
- Development of an understanding of those features of the service that are different from the requirements of Pace in the current design of the service

A “needs assessment” was conducted by executive management to identify current capability required to execute the proposed scope of work, and our ability to achieve the performance standards associated with the Chicago ADA Program. A comprehensive review by functional area re-examined staffing levels and determined “best fit” for existing frontline employees, we revisited our retention strategy and adjusted the current wage scale by position, and identified which positions are required to fulfill new contract requirements. Based on this data and analysis we implemented an outreach plan to fill those positions critical to our success.

### *Start-Up Phase*

On Day 1 of Contract Award, Jim Leo will initial the SCR “Start-Up Plan”, with a Kick-Off Meeting conducted shortly after the award of the Chicago ADA contract. This meeting will be used to finalize the SCR plan for transition, identify any “integration issues” requiring close collaboration of Pace and its contractors, and establish a schedule and agenda for weekly meetings.

Such a start-up regimen allows Pace and SCR to resolve issues identified during program transition, while documenting progress on action items and tasks associated with a successful start-up. Pace and SCR will take the opportunity provided by these sessions to refine any policies, procedures, and processes required by the RFP No. 419292.



### *Post-Award Phase*

The Post-Startup Phase is devoted to resolution of any outstanding issues identified prior the “go live” date. It is anticipated that some of the enhancements described in our technical proposal will be phased in immediately after start-up.

SCR’s Start-Up Plan Delivers a Smooth and Seamless Transition			
Phase One – Pre-Award Phase	Phase Two – Start-Up Phase	Phase Four – Post-Award Phase	Day One – April 1, 2020
Determine the proposed scope of work and our approach to achieve the performance standards associated with the Chicago ADA program	Finalize the SCR Plan for Transition and address issues-anticipated and unanticipated-that are a natural part of transitions	Implementation and coordination of the enhancements proposed for vehicles and vehicle technology	Begin the performance of trips for the City of Chicago ADA program

Figure 65: Start-up Phases. As an incumbent, SCR is prepared to begin service on Day One.

### *Knowledge Retention*

- We understand the Pace business environment, the strengths and constraints of your systems, as well as the environmental and logistical challenges that you face daily. SCR’s account, operations and maintenance teams understand these realities and are prepared to help Pace continue and enhance its success in the local community. Our knowledge is systemic and ingrained in our culture as a result of managing ADA contracted services for the past 33 years.
- Our Transition Manager develops and publishes a schedule of work sessions to facilitate knowledge transfers between SCR and Pace. This plan provides the structure necessary to promote the exchange of information while ensuring continuity of daily operations for the Chicago ADA Service.
- To maintain service continuity, we sequenced our actions to ensure the timing of activities does not disrupt the important work of the staff that supports the mission critical systems and services.

## Start-up Implementation

- **Infrastructure:** Physical location preparation including adjustments to our facility, renovating/construction, equipment purchase, space planning and acquisition
  - SCR uses standardized project management practices to perform activities during the start-up implementation period. Project management functions are managed by our Transition Manager, in collaboration with our Project Manager and support staff.
  - To manage and track Program implementation activities, a work breakdown structure decomposing work to the work package level is developed then further decomposed to the work plan activity level. Implementation work breaks down into five major activity categories that must be accomplished to ensure timely transition:
- **Staffing:** Staff acquisition and development involves acquiring qualified staff, conducting interviews, background checks, credentials verification and conducting training and company orientation.
- **Operations:** General management includes conducting project management, corporate, staff and Pace meetings, developing and adjusting policies and procedures while obtaining Pace consensus, and functional training
- **Information Systems:** System development encompasses gathering requirements, producing system documentation, building and installing software and interfaces, building reports, testing activities, user acceptance, system training and providing customer and technical support
- **Project Management:** Project Management addresses eight knowledge areas:
  - Integration Management
  - Scope Management
  - Schedule Management
  - Cost Management
  - Quality Management
  - Human Resource Management
  - Communications Management
  - Issue and Risk Management

Each of our team members bring a multidisciplinary, proven approach to managing paratransit, based on our experience and lessons learned on projects of similar size and scope. They have served a diverse set of customers including Pace as well as other transportation customers, resulting in our team's firsthand experience with ADA paratransit, allowing for a unique and in depth understand of the unique challenges confronting transportation agencies.

### *Strategic and Critical Focus on Start-up*

Jim Leo, SCR's Vice President of Operations, has been selected as the City of Chicago ADA Paratransit Project Start-up Manager. Jim brings 15 years of experience in the operation of leading similar paratransit services.

Jim Leo, SCR's Vice President of Operations, has developed a start-up plan in collaboration with the executive group and dedicated project team that includes the following:

- Action Items
- Associated Tasks
- Primary Responsibility
- Secondary Responsibility
- Task Due Date
- Expected Outcome
- Task "Opened"
- Task "Closed"

### *Key Plan Activities*

- Our staff, existing employees and new hires, will have been fully trained and able to demonstrate proficiency with Trapeze and in the performance of those duties and responsibilities within each functional area.
- SCR will provide Pace with available capacity, as directed, proving we have calculated staffing levels correctly and that the deployment of drivers is done in a productive manner-before, during, and after start-up.
- SCR will provide 40 hours of training for current employees and 120 hours for new hires, with the curriculum focused on the relevant sections of the RFP, most notably the performance standards, and features a review of the Pace Paratransit Manual for Private Providers Contracting Directly with Pace.

#### IV.H.2. List the individual(s) or position(s) responsible for the following during the start-up:

- a. Training of drivers
- b. Training of dispatchers
- c. Supervision of drivers/dispatchers/mechanics
- d. Submittal of employee information

SCR has designated the following individuals responsible for during start-up. In addition to these personnel, our remaining managerial team will be available as required throughout the start-up period and program execution.

Positions Responsible During Start-Up	
Item	Average Weekday
<b>Training of Drivers</b>	Mike Zuniga, Safety and Training Manager
<b>Training of Dispatchers</b>	Alex Persu, Dispatch Manager
<b>Training of Mechanics</b>	Fleet Manager
<b>Supervision of Drivers</b>	Myron Hubbard, Driver Manager
<b>Supervision of Mechanics</b>	Fleet Manager
<b>Submittal of Employee Information During (and after) Start-Up</b>	Ashley VonBuelow, Data and Reporting Manager

Figure 66: Positions Responsible During Start-up. SCR start-up responsibilities are assigned to key members of its Project Team. Each individual is expected to deliver on the key dates established by our Start-up plan.

#### IV.I. Revenue Vehicles

SCR is coordinating the potential procurement of new vehicles to enter service that are a minimum of Year 2020 vehicles with no more than 500 miles.

- SCR understands the vehicle requirements for RFP No. 419292 and is prepared to coordinate with Pace and other contractors to provide a standard uniform fleet for the Chicago ADA paratransit program.
- In addition, SCR currently maintains a fleet of 267 vehicles for Pace service.



#### IV.I.1 Revenue vehicles proposed must at a minimum comply with the requirements described in Exhibit B, Section IV. Vehicles and Attachment 6. Revenue Vehicle Requirements

SCR proposes to utilize the 2020 El Dorado Advance, which meets and exceeds all Federal Motor Vehicle Safety Standard (FMVSS) standards. Utilizing the Ford Transit chassis combined with El Dorado Advance body, the vehicle provides best-in-class fuel economy and a narrow body design.

From an operational standpoint, this vehicle is not only recommended for operational efficiency, but favorable for the safety and reliability of Pace passengers. Listed below are the key industry standards that the El Dorado Advance meets:

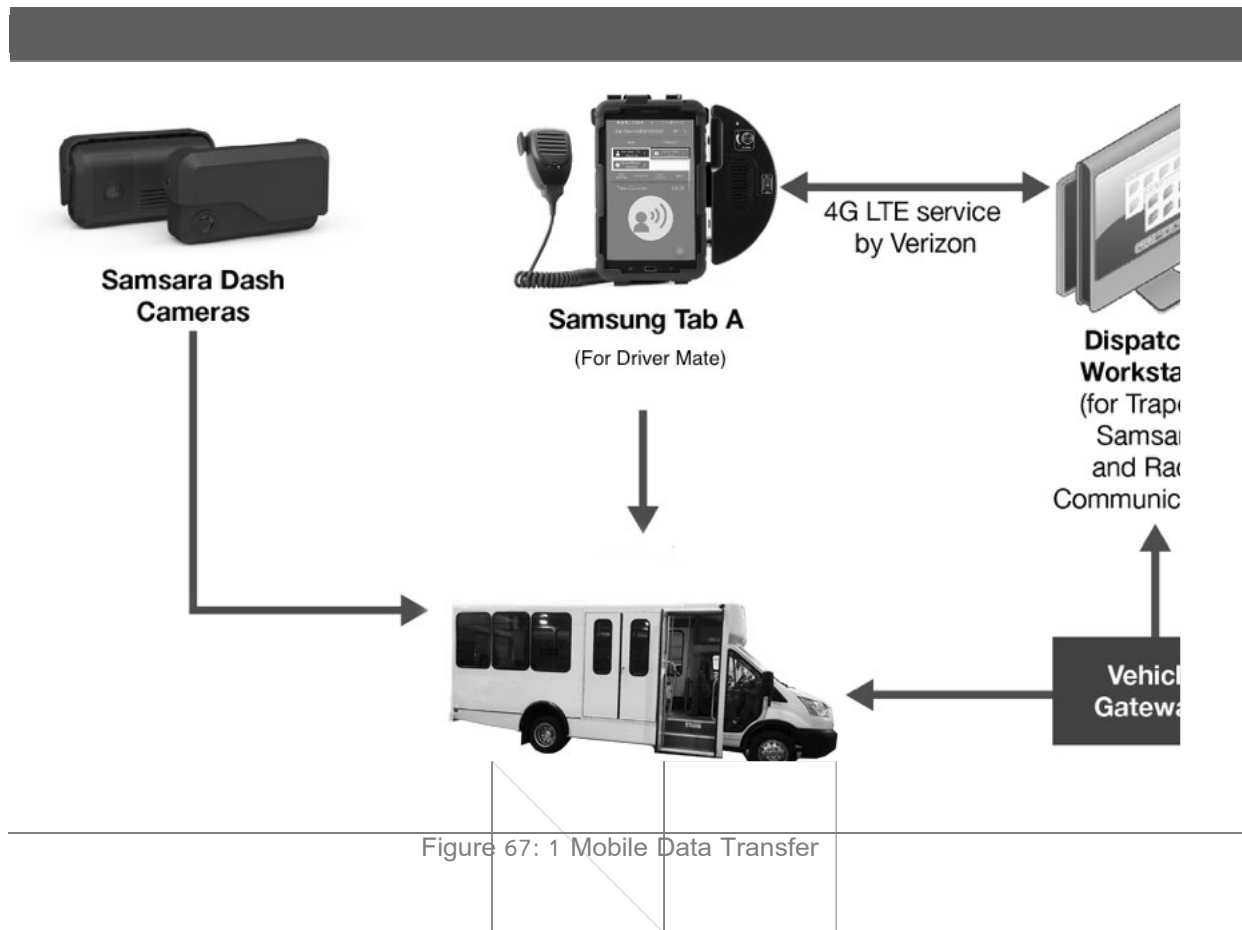
- 3.5 L Eco Boost Gasoline engine
- 11,000 GVWR
- 156" Wheelbase
- 250 AMP Alternator (gas)
- 10-Speed Automatic Transmission
- Co-Pilot 360 Technologies

#### *Mobile Data Terminals (MDTs)*

SCR proposes to equip our incoming fleet with Samsung Tab A Tablets to function as our Mobile Data Terminals. These tablets provide us the flexibility to run application simultaneously that will deliver reliable services to Pace ADA Services.

SCR plans to install these MDT's, with Verizon as the service provider, in every new vehicle procured for the contract.

Each tablet has the capability to operate Trapeze DriverMate software, serving as the equipment for radio communication between drivers and dispatchers. Below is a brief overview of the in-vehicle technology and how it meets Pace requirements:



#### IV.I.2 List fleet in Pace Revenue service on the form provided in Exhibit B. Scope of Work, Attachment 7. Sample Fleet Vehicle Information Form

SCR has submitted a completed Sample of Vehicle Information Form and submitted as part of the Contract Documents.

### IV.1.3 Provide vehicle specifications to be used for procurement of revenue vehicles in Pace service

#### *Vehicle Specifications and Floorplans for SCR's Wheelchair Accessible Vehicles*

All vehicles must meet the following specifications for Pace ADA paratransit service:

- Ford Transit Chassis with El Dorado Advance body; 156" Wheelbase
- Exterior width of 87" without mirrors or 103" including mirrors
- Exterior length of 282.5"
- Equipped with raised/flat floor in passenger cabin area including Braun Century Lift 34" x 54" wide platform
- Fiberglass exterior skin to prevent rust and electrolysis
- 36-inch wide electric passenger entry door with stainless steel frame
- Rear air conditioning – ACT 12S HD with 75,000 BTU in-wall evaporator, heat coil and skirt condenser
- Gerflor Sirius Anti-slip flooring with cove molding
- Pre-installed Seatbelt covers
- Three (3) Wheelchair restraints (Q-8100-A1-Slide and Click) for 3WC/4AMB configuration
- Two (2) Wheelchair restraints (Q-8100-A1-Slide and Click) for 2WC/8AMB configuration
- Co-Pilot 360 Technology with:
  - **Hill Start Assist: Post-Collision Braking.** Can potentially lessen the severity of a secondary collision by automatically applying moderate brake pressure when an initial collision event is detected
  - **Side Wind Stabilization: Pre-Collision Assist with Automatic Emergency Braking (AEB).** If a potential collision is detected, a warning flashes and an alert sound, and if the driver's response is not sufficient, the system can automatically apply the brakes to help minimize a frontal collision
  - **Lane-Keeping System: Includes Lane-Keeping Alert and Driver Alert.** This feature can alert the driver, during day or night, if their vehicle is unintentionally leaving its intended lane
  - **Rear View Camera.** Equipped with Rosco 7" in-mirror LCD screen to assist drivers when reversing the vehicle

**Referencing Exhibit 1 Amended Attachment 6:**

- 2% minimum of three (3) passengers using Mobility Devices with four (4) ambulatory spaces (excluding the Driver)

**Floorplan Configuration Options (3 WC/4AMB)**

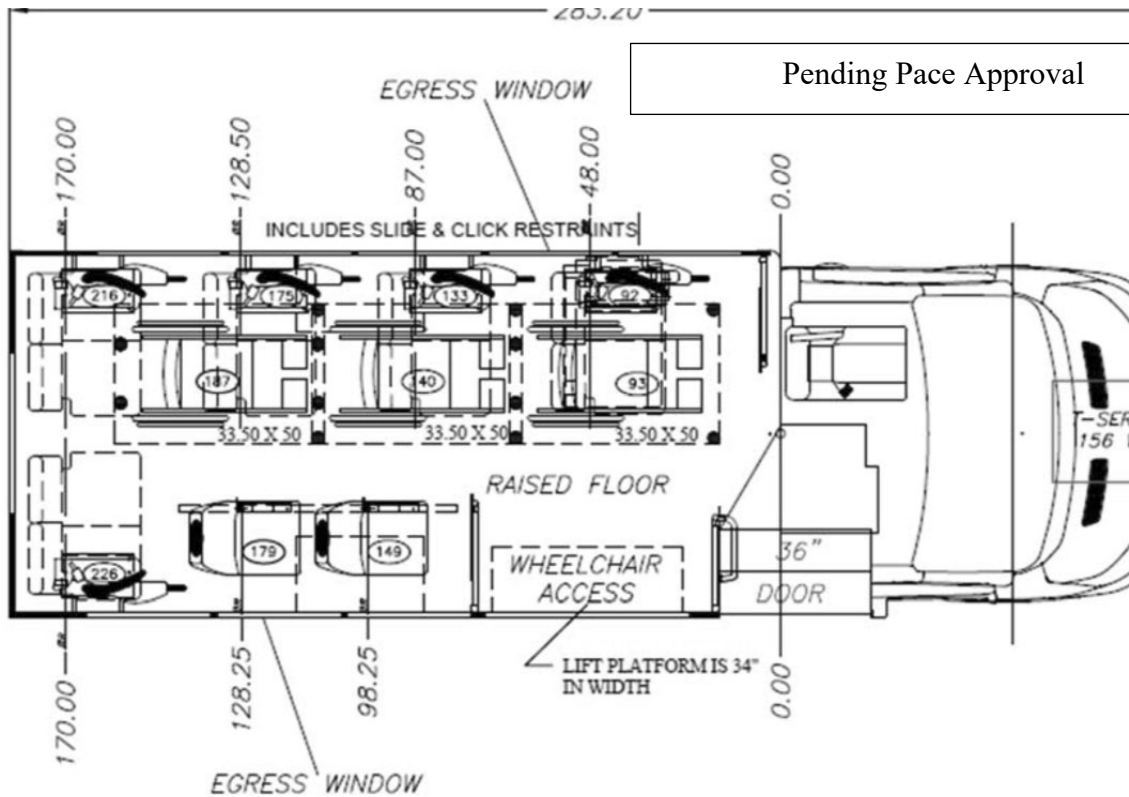


Figure 66: Floorplan Configuration Option



- Two (2) Passengers using Mobility Devices with Maximum Ambulatory Passenger Capacity of eight (8) (excluding the Driver)

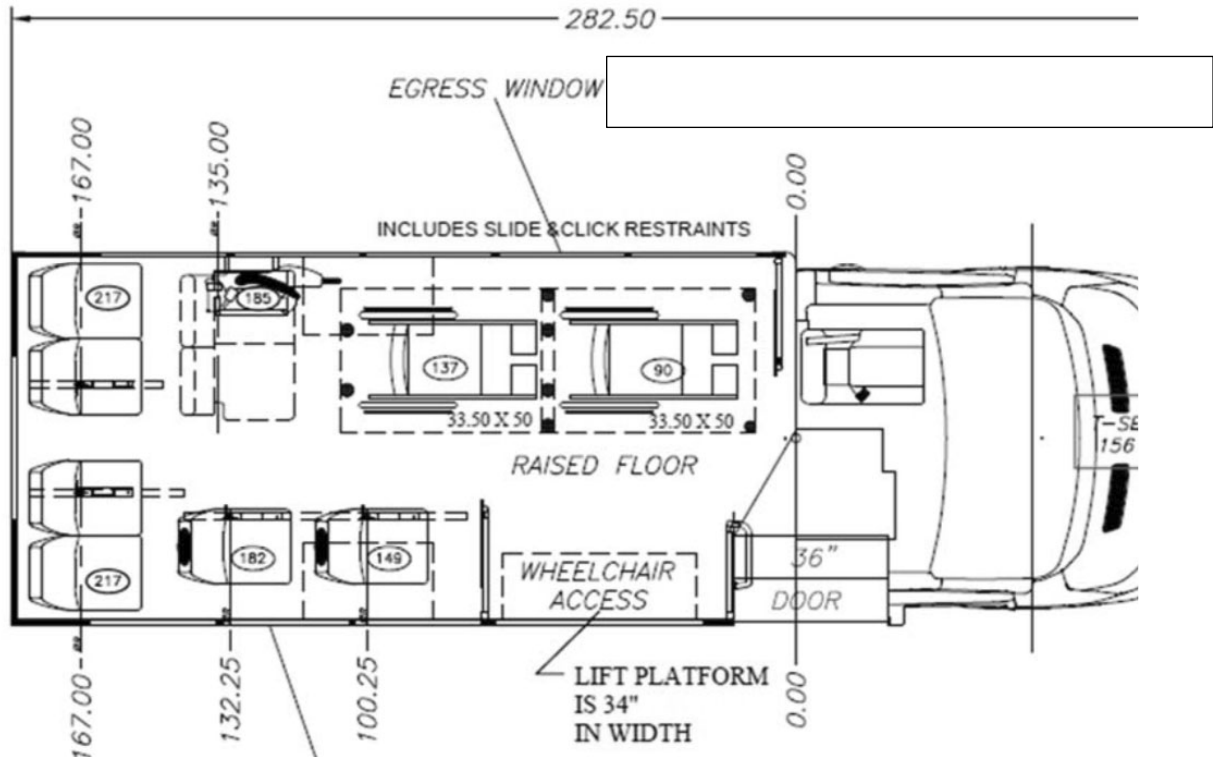


Figure 6 Floorplan Configuration

#### IV.1.4 Provide photos of proposed revenue vehicles for Pace service

Below are images of the proposed El Dorado Advance vehicles to be operated for Pace ADA paratransit services:







Figure 70: El Dorado Advance vehicles to be operated for Pace ADA paratransit services.

*Report: Vehicle Replacement Schedule*

Figure 71 below shows the number of vehicles SCR currently uses for Pace that will be used for the new Pace contract at the start of the contract period. SCR will purchase all vehicles by December 2019 and replace the existing fleet by increments of 14 new vehicles each week until September of 2020. Figure 72 depicts the number of vehicles SCR will replace each month, to maintain a fleet of 275 (40% of the market share). Lastly, Figure 72 summarizes the number of vehicles that will need to be acquired each year extending out the projection until Year 10 displaying SCR's plan to replace the fleet twice within the contract period (2030).

SCR will use the existing technology in the current fleet being replaced by September 2020, however, the new fleet being purchased will have all the required technological enhancements.

Completed units can be available starting on about the week of April 6, 2020. When the Altoona test certification is received (expected around/before May 1, 2020), completed units will be immediately available to SCR.

Active Vehicles Schedule					
Contract Period:	Year 1	Year 2	Year 3	Year 4	Year 5
April	267				
May	211				
June	155				
July	85				
August	29				
September	0				
October					
November					
December					
January					
February					
March					

Figure 71: Active Vehicles Schedule



Replacement Schedule						
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
April						
May	56					56
June	56					56
July	70					70
August	56					56
September	37					37
October						
November						
December						
January						
February						
March						

Figure 72: Replacement Schedule

## V. MAINTENANCE PROGRAM AND FACILITY

### *Maintenance Program and Facility*

#### V.A. Preventive Maintenance (PM)

##### V.A.1. Explanation of the PM Program and How it Meets the Pace Program

###### *Maintenance Preventative Management*

The mission of the SCR Maintenance Program is to effectively and efficiently provide a safe, reliable, comfortable vehicle for use by the drivers and passengers we serve. These goals are accomplished under Federal, State, Local, Client, and SCR rules and regulations.

##### V.A.2. Explain preventive maintenance to be done in-house and that which will be contracted out.

###### *Graduated Preventative Maintenance Program*

- The emphasis of SCR's Maintenance Program is preventative rather than reactive, where using a preventative maintenance program reduces overall maintenance costs by decreasing the number of road calls, ultimately reducing the high cost of unpredictable repairs caused by reactive maintenance.
- SCR utilizes a graduated Preventive Maintenance Program (PM) based on manufacturer's maintenance recommendations and modified for SCR use based on our experience and the local conditions. A solid PM Program maximizes the vehicles useful life, financially more efficient over the vehicle life, and ensures that the fleet remains in a safe operating condition.
- This is accomplished by documenting and following a fleet management policy with a single point of reference for all fleet-related issues. The purpose of this formal policy is to establish procedures for the use, maintenance, acquisition, billing, replacement and disposal of vehicles and equipment, as well as fueling, vehicle justification, and other operational requirements.
- SCR's PM Program is tailored to address the different types of assets in the fleet, including multiple echelons where the levels of service are progressively tiered according to the vehicle manufacturers' recommendations. This program is developed on the expected levels of use (in miles) that schedules vehicle inspections based on a variety of performance and usage



categories. Our Dossier Maintenance Software Program allows management of the service intervals, notifying the Maintenance Department of upcoming scheduled due dates.

- Figure 73 shown below outlines SCR’s PMI schedule:

SCR’s PMI Schedule		
Service Designation	Description	Frequency
PMI- A	Inspection/Lube/Oil/Filter	4,000 Miles
AF	Air Filter Replacement	30,000 Miles
CF	Coolant Flush	45,000 Miles
DS	Differential Flush	100,000 Miles
TF	Transmission Flush	100,000 Miles *
SP	Spark Plug Replacement	100,000 Miles*
Lift-A	Braun 750 Cycle Service	5,000 Miles
Lift-B	Braun 1500 Cycle Service	15,000 Miles
Lift-C	Braun 4500 Cycle Service	45,000 Miles

Figure 73: SCR’s PMI Schedule for the Chicago ADA Paratransit Program NOTE: SCR will maintain vehicles based on factory recommendations where the SCR intervals do not match those of the factory.



**Preventative Maintenance Processes that Keep the Fleet Moving**

Fleet Policy/Inspection Name	Policy Description
<b>On Time Inspection Variance</b>	The allowable variance with all mileage related preventative maintenance inspections is plus 300 miles to minus 500 miles, with any inspection completed within these parameters considered on time. Individual schedules have been built around the requirements for successful maintenance of the vehicles that will be used in this operation.
<b>Daily Vehicle Inspections</b>	<p>Drivers are required to perform a detailed pre-trip inspection of their assigned vehicle prior to putting a vehicle into service, with defects or concerns noted on the Daily Vehicle Inspection Report (DVIR). SCR uses a Department of Transportation (DOT) compliant DVIR process allowing drivers to review the prior day’s report before they operate the vehicle for the following service day.</p> <p>Every DVIR is forwarded to the Maintenance Department where defects are noted during the Pre-Trip Inspection process. When a defect is identified, the Shift Lead Mechanic reviews the Defect Report, noting all reported issues. Repairs are authorized and prioritized, ensuring all safety related defects are completed prior to the vehicle returning to revenue service. No vehicle with a safety defect is allowed to perform or be put into service past the date of the next regular scheduled preventative maintenance inspection.</p> <p>Drivers are trained in the Pre-Trip Inspection process and requirements and are not allowed into revenue service until they demonstrate full proficiency vehicle inspection. The effective performance of these inspections is a major item of emphasis for our service monitors. Drivers are also expected to leave their vehicle “broom” clean at the end of the day with all refuse removed.</p>
<b>PMI-A Inspections</b>	This inspection contains all the key elements of the vehicle, including the brake system, climate control, performance system, charging system condition, wheelchair lift, as well as manufacturer requirements for the 4000-mile inspection.
<b>Additional Inspections</b>	<p>Manufacturer’s recommendations call for several supplementary services at regularly scheduled parameters, with these items incorporated in our PMI-A at the 4000-mile interval. The only exceptions are:</p> <p>Engine Air Filter (AF) at 30,000-mile intervals  Engine Coolant (CF) at 45,000 miles (after the 1st change at 100,000 miles)  Synthetic Rear Axle Lubricant (DS), transmission fluid (TF) and the sparkplugs (SP) at 100,000-mile intervals.</p> <p>In all cases, manufacturer’s recommendations for changes of filters and lubricants are followed if they differ from the SCR recommendations.</p>
<b>Brake Inspections</b>	<p>Brake systems are assessed at each PMI-A Inspection, with the mechanic providing an estimate of the percentage of depth remaining on the pads. This allows the Maintenance Manager to schedule brake services in a way that directly addresses the wear rate on each axle.</p> <p>In every case the brakes are measured with the readings recorded on the repair order utilized during the inspection, ensuring the brakes continue to meet minimum wear requirements. Pads will be replaced with approved OEM quality pads.</p>

	<p>Disc Brake calipers are replaced with rebuilt calipers if in disassembly there is any evidence found to indicate they were not functioning optimally. Wheel bearings will be cleaned and inspections and before reassembly, and oil and grease seals will not be reused on reassembly.</p> <p>Since wear rates can vary significantly between front and rear axles, it is not necessary that brakes on both axles be disassembled at the same time, no single wheel brake repairs will be undertaken. If for some reason one brake on an axle requires repair, the other brake on that axle will be renewed as well.</p>
<b>Engine Services</b>	<p>SCR no longer utilizes a “tune-up service”, Spark plugs are changed at the 100,000-mile interval with the remaining engine maintenance is accomplished using computer diagnosis whenever a “check engine” light is encountered. We follow the recommended practice for single change of ignition wires or individual sparkplug coils, unless there are random or multiple codes, in which case we will replace all the coils or wires</p>
<b>Air Conditioning / Climate Control</b>	<p>SCR does not conduct seasonal air conditioning “campaigns”, we believe the climate controls need to work all year round. AC output is monitored at every A-Inspection as well as tested when it arises through the DVIR process. If diagnostic process does not evidence optimal performance, it is immediately repaired. We ensure that condenser coils are free of airflow impediments on every inspection</p>
<b>Wheel Chair Lifts and Securements</b>	<p>All manufactures recommended steps have been incorporated into the DVIR and the PMI, with checks and maintenance required by the manufacturer at 750, 1500, and 4500 cycles performed as required. Four-point securement straps and lap/shoulder belt equipment are inspected at each safety inspection. All manufacturers’ recommendations for checks and cycles will be followed if different than the SCR inspection program.</p>
<b>Vehicle Cleaning</b>	<p>All vehicles are cleaned on a regular basis as outlined in Exhibit E, with daily exterior daily washes completed (weather and temperatures permitting). Internal cleaning is performed on a scheduled basis, with the vehicle deep cleaned, and sanitized. Cleaners remove seats, floor boards, and clean all the areas of the vehicle interiors.</p>

Figure 74: Highlights the various preventative maintenance routines for our proposed fleet.

### *Directing and Controlling Maintenance Activities and Costs*

- Develop multiple preventive maintenance schedules tailored to each vehicle type, tracking deferred repairs
  - The Fleet Manager is responsible for developing and executing the vehicle and fleet Preventative Maintenance (PM) schedule. They ensure all activities are compliant with the manufacturer’s recommendations, complying with both Pace and SCR’s guidelines.



- Daily, the Lead Technician reviews the PM Tracking Report generated from Dossier™, identifying which vehicles are coming due for preventive maintenance. When possible, inspections are accomplished on the second maintenance shift when removal of the vehicle from service does not detract from operational capability.
- The Maintenance Manager assigns work to a Preventive Maintenance Technician who performs the PM, completing the appropriate inspection form. In addition to open DVIR Reports, the technician accomplishes minor necessary repairs found as part of the inspection.
- Technicians also carry out lower priority repairs before returning the vehicle to service if parts and maintenance time is available and the vehicle is not immediately required. The overall objective is to put the vehicle back in service with no deferred maintenance issues while reducing vehicle down time.
- SCR utilizes Dossier™ Maintenance Software by Arsenault to manage all areas of fleet maintenance, repair, and parts operations. This software provides the ability to:
  - Monitor parts inventory usages, purchase orders, stock levels, and costing
  - Track installed equipment (Cameras, MDT, Radios) information (serial and model numbers)
  - Merge information into usable, functional reports in customized formats
  - Monitor vehicle licenses, registrations, warranties and alerts
  - Track fuel purchases and usages by vehicle

### *Managing Performance*

- Dossier provides the capability for paperless administration of repair orders, with SCR uses this functionality during the repair process. When technicians complete the repair order, they note any DVIR documentation with the Dossier™ repair order number, saving it to the individual vehicle file.
- SCR backs up Dossier™ information on a central server and through cloud storage, ensuring secured retention of all vehicle electronic documents and maintenance history. We provide more information on Dossier™ in Section V.A.7 – Software Used to Track Maintenance and Parts.

The proposed Fleet Management Information System (FMIS) is Dossier™, which manages maintenance intervals, alerting the Maintenance Staff in advance of due dates, allowing efficient and effective inspection scheduling. It additionally provides the Director of Maintenance the capability of capturing and reporting on key measures of performance, allowing effective management of fleet activities.

We have developed several performance measures, established standards using a consistent method to manage our fleet, included throughout this section.

Key Performance Indicators	
Service Area	Benchmark
Fleet Availability	92%
Repair Turnaround Time Services Completed Within One day	80%
Repair Turnaround Time Services Completed Within Two days	90%
Scheduled vs Unscheduled Repairs	65%
PM Compliance	95%
Repeat Repairs/Comebacks	<2%
Mechanic Productivity	85%

Figure 75: Fleet Management Key Performance Indicators. The aforementioned KPI's list SCR's benchmark standards for its Pace fleet.

The performance a fleet management program is affected by the abilities and number of personnel employed to deliver services, matching staffing levels against the identified workload and amount of effort required to produce the scheduled services.

### *Meeting DOT Regulations and Industry Standards*

- SCR vehicles operated under full compliance with DOT regulations, which are the Federal Motor Carrier Regulations, Section 392.7; Equipment, Inspection, and Use, which is the foundation of the SCR DVIR program.
- We utilize a Maintenance Software Program that manages fleet maintenance, the recommended service intervals by the manufacturer, and SCR's data on vehicle usage and service history. While industry has a varied approach concerning vehicle maintenance when compared to SCR, our drivers utilize a DOT DVIR form, managed by our software, following the DOT inspection regulations.
- Inspection protocol for the State of Illinois and the Illinois DOT are followed, with each vehicles' record of maintenance, including inspections, completed and kept on file at the SCR facility. These records are available for review at any time.

### V.A.3. Number of Mechanics by Grade and Mechanic’s’ Helpers

- The SCR Staffing Plan for Mechanics and Mechanics Helpers include a total of 6.7 FTE and 1 FTE Clerical personnel. The Project Manager and Fleet Manager have responsibility for decision-making alongside Pace Maintenance staff when considering fleet recommendations throughout the year. Our program complies with the manufacturer’s recommendations and Pace’s specifications for this procurement.
- The number of mechanics by grade, is listed below. The Fleet Manager establishes mechanic schedules and prioritizes work activities on a daily basis. Proper staffing levels and efficient scheduling of maintenance personnel monitor that PM’s are completed in a timely manner, unplanned maintenance completed on an expedited basis, and all other maintenance activities are performed in accordance with the requirements delineated in the *Pace Paratransit Manual for Private Providers Contracting Directly with Pace*.

Number of Mechanics by Grade			
Name	FTE	Position	Qualifications
Dell Northern	1	Maintenance Manager	ASE Master Technician
Patrick Shy	1	Lead Technician (Supervisor)	ASE Master Technician
	3	Technician A	ASE or Ford Certified
	3	Technician B	3 + years’ experience with 3-4 certifications
	1	Parts Clerk	1-2 years of maintenance administrative experience
	1	Service Worker - Electronics	1-2 years of equipment installation experience

Figure 76: SCR’s Mechanics by Grade. SCR’s Maintenance Department entails the adequate staff to properly maintain and ensure up-time for Pace revenue vehicles.

#### *Additional Maintenance Staffing*

- SCR’s maintenance program is led by Dell Northern. As Maintenance Manager, Dell is responsible for overall management of the fleet, developing and implementing fleet policies and processes, overseeing all maintenance and repair, managing vehicle fueling and up fitting activities, improving use of the FMIS for fleet management purposes, coordinating all fleet-related issues and facility maintenance programs, including winter snow removal.
- Dell has been responsible for maintenance of virtually every type of passenger transportation vehicle from medicars and ambulances through public transit and motor coaches.
- His two plus year career also includes service at the manufacturer’s distributor level in addition to many years managing maintenance for major fleets. This unique perspective allows him to effectively manage fleet acquisitions and warranty administration as well as preventive maintenance and regular repairs. He is highly accomplished at establishing maintenance control systems using advanced technology to improve maintenance performance.

- Assisting the Fleet Manager, on the administrative side of the Project is a Maintenance Compliance Clerk. This position is responsible for maintaining vehicle records in Dossier™, parts inventory, coordinating state, local and contractual inspections and maintenance/vehicle reporting.
- Below are our daily shifts for mechanics:

SCR Mechanic Shifts								
Name	Sun	Mon	Tues	Wed	Thur	Fri	Sat	Position
Shy, Patrick	OFF	8:00-4:30	8:00-4:30	8:00-4:30	8:00-4:30	8:00-4:30	OFF	Foreman
	OFF	2:00-10:30	2:00-10:30	2:00-10:30	2:00-10:30	2:00-10:30	OFF	Technician
	OFF	7:00-3:30	7:00-3:30	7:00-3:30	7:00-3:30	OFF	6:00-2:30	Technician
	OFF	2:00-10:30	2:00-10:30	2:00-10:30	2:00-10:30	2:00-10:30	OFF	Technician
	OFF	6:00-2:30	6:00-2:30	6:00-2:30	6:00-2:30	6:00-2:30	OFF	Technician
	2:00-10:30	6:00-2:30	6:00-2:30	6:00-2:30	6:00-2:30	OFF	OFF	Technician
	6:00-2:30	6:00-2:30	6:00-2:30	6:00-2:30	6:00-2:30	OFF	OFF	Technician
	OFF	OFF	5:00-1:30	5:00-1:30	5:00-1:30	5:00-1:30	2:00-10:30	Technician
Dell Northern	OFF	11:00-7:30	11:00-7:30	11:00-7:30	11:00-7:30	11:00-7:30	OFF	Manager

Figure 77: SCR’s Mechanics Shifts. Our Maintenance team is adequately trained and staffed to meet vehicle maintenance requirements for Pace-operated vehicles.

#### V.A.4. Plans for Cleaning, and Washing the Buses

SCR takes a great degree of pride in the position that we have established for vehicle cleanliness. The cleaning of the vehicles will be completed by a staff of three.

There are three major elements to our vehicle-cleaning program:

- All vehicles, when returning from service, are moved to the designated staging area for cleaning.
- Vehicles are fueled by Operators with fuel cards provided by SCR at a designated fuel station prior at the end of their assigned run. SCR receives weekly electronic reporting containing the vehicle fueling information (date, vehicle ID, mileage, fuel dispensed, price per gal/total, and operator ID).
- Upon completion of fueling, the vehicle may be sent through a service station car wash, cleaning the vehicle exterior.
  - SCR is investigating the building of an on-site exterior vehicle washing station
- Servicicers assigned to the wash area daily clean the vehicles exterior and interior. Upon completion, the vehicle is moved to the designated area for following morning pullout.



Daily vehicle cleanings include the following activities:

- Drivers take vehicles to the car wash bay at our fueling station on 87<sup>th</sup> and Stony Island
- SCR has future plans of bring car washing in-house at our facility during this contract term
- Exterior washing, scrubbing front, back, sides and roof with special attention to cleaning all mirrors, light lens, wheel housings and windows. Graffiti, if present, is removed
- Removal of interior trash and sweep/mop the interior floors
- Wipe and clean all interior windows, light lenses, seat belts, handrails, passenger restraints, dashboard/dash, and both the driver and fare box areas and armrests
- Wipe and clean seats, stanchions, window ledges, and interior walls
- Clean any stained upholstery or flooring
- Clean all bodily fluids and sanitize as needed
- Deodorize as required

#### V.A.5. Other Equipment Firm is Responsible for Maintaining and Who Will Work on That Equipment

SCR will operate 179 revenue vehicles; with five (5) service vehicles for the Road Supervisors. Maintenance work on the service vehicles will be performed in-house except for warranty work and major component repairs.

#### V.A.6. Outside Vendors to be Used and Their Experience

SCR has approved the following vendors identified for body and heavy line repairs. These vendors have provided reliable service, historically performing quality work on a highly responsive basis for SCR. See Figure 78

SCR Vendors for Repair and Other	
Repair Type	Vendor Information
<b>Body Work</b>	DC Motive (previously Infinity Auto) 4849 W Warwick Chicago, IL 60641 (773) 251-1358
	P & S Auto Services and Auto Body 4701 South Union Ave Chicago, IL 60609 (773) 624-5871
	One Stop Collision Center, Inc. 10321 South Oxford Chicago Ridge, IL 60615 (708)428-7880
<b>Towing</b>	WW Towing 14101 Leavitt Ave, Blue Island, IL 60406 (708) 969-2159
<b>Snow Plowing</b>	Tim’s Snow Plowing Inc. (TSI) 1622 N. Kedzie Avenue Chicago, IL 60647 (773) 278-8467
<b>Major Repair – Engine and Transmissions</b>	Sutton Ford 21315 Central Avenue Matteson, IL 60443 (708) 720-8000
	Sherman Dodge 7601 N. Skokie Blvd. Skokie, IL 60077 (847) 982-9500
	TurboMatic Transmissions 5448 W. 79th Street Burbank, IL 60459 (708) 422-2713
	Midwest Transit 16725 Van Dam Road South Holland IL 60473 (815) 614-1367
	Mobility Works 155 E North Ave Villa Park IL. 60181 630 782-1950

Figure 78: SCR Vendors for vehicle maintenance. SCR’s long-standing relationship with our vendors provide us the resources and flexibility to ensure that our fleet remains on the road.



## V.A.7. List Software used to Track Maintenance and Parts

- Dossier™ provides accurate, easily accessible information essential to managing a proactive fleet management system. This system is tailored to our specific fleet needs, offering features such as vehicle inventory information, multiple methods for tracking vehicle use, scheduling maintenance work, parts inventory, labor hours and costs tracking, and other critical data.
- Dossier™ Maintenance Software is intuitive, allowing flexibility when developing critical reports for management analysis.
- Benefits of the Dossier™ Maintenance Software include:
  - Improved central management of the fleet
  - Timely response to meet reporting needs
  - Electronic inventory data and control
  - Current and complete electronically availability maintenance and fuel costs
  - Standard methodology for replacement planning
  - Tracking and reporting of fleet performance measures
  - Reduction or elimination of manual data capturing and calculation
  - Wi-Fi enabled tracking and re-ordering of vehicle fluids
- Internal records are maintained for mobile data terminals, radio communication devices, and video monitoring systems within Dossier™. This allows tracking of intermittent issues, reporting the status of communication devices to Pace maintenance staff.
- Dossier™ provides accurate, easily accessible information crucial to managing a real-time electronic fleet management system. Dossier™ is tailored to fleet management needs, offering features such as vehicle inventory information, multiple methodologies for vehicle tracking use and scheduling, parts inventory information, labor hour costs and tracking, and other key informational data.
- Dossier™ is also intuitive, allowing a range of users to be effective when working with the system, and flexible with respect to developing critical reports for management analysis.
- Some key benefits derived since implementing Dossier™ include:
  - Improved central management of the fleet
  - Timely response to meet reporting needs
  - Current and electronic inventory data
  - Current, complete and electronically availability maintenance and fuel costs
  - Availability of data essential to develop a comprehensive replacement plan
  - A standard method for replacement planning
  - Tracking and reporting of fleet performance measures

- Reduction or elimination of manual data capturing and calculation
- Wi-Fi enabled tracking and re-ordering of vehicle fluids

SCR maintains internal records for mobile data terminals, radio communication devices and video monitoring systems within Dossier™ to track any intermittent issues and report the status of communication devices to Pace maintenance staff.

Dossier™ Functions and Reporting Capabilities	
<b>Comprehensive Asset Management</b>	<ul style="list-style-type: none"> <li>▪ Dossier™ tracks each equipment unit from pre-acquisition to post disposition, including life-cycle status, location(s), department and operator assignments, availability, warranties, and other status information.</li> <li>▪ Unlimited asset/component tracking</li> <li>▪ Equipment records including type, serial number, model number/ID, manufacturer, purchase/lease date, and location</li> <li>▪ General ledger number, department, and cost center associated with each equipment unit, as well as original and replacement costs</li> <li>▪ Spare parts associated with each equipment unit</li> <li>▪ Multiple meter readings by run-time or usage cycles, along with rollovers</li> <li>▪ Warranty Information on equipment and components</li> <li>▪ Specification data (i.e., weights, capacities, etc.)</li> </ul>
<b>Work Order Management</b>	<ul style="list-style-type: none"> <li>▪ Work orders generation for single/multiple equipment units</li> <li>▪ Manage work order assignments, view all work orders, or view work orders assigned to an individual</li> <li>▪ Employee or vendor labor hours and costs, and assign and track labor costs by task</li> <li>▪ Parts and materials used, including the quantity of each part</li> <li>▪ Enter meter readings on work orders</li> <li>▪ Identify work as warranty or non-warranty</li> <li>▪ Assign pending complaints to a work order or defer them</li> <li>▪ Track past-due/due/imminent PM's and inspections, warranty status, potential comeback, or other open work orders</li> <li>▪ Manage multi-unit projects for campaign and recall work</li> <li>▪ Bar code support for labor and parts data</li> <li>▪ Predictive and preventive maintenance, including multi-level maintenance on single assets and inspections</li> </ul>
<b>Inventory Control (Including EOQ and Automatic Re-Ordering points)</b>	<ul style="list-style-type: none"> <li>▪ Create and manage vendor records for companies (either directly or via integration to SCR's ERP)</li> <li>▪ Specify tax type (sales or use) for each vendor, enter multiple tax rates per tax code, and code tax rates to each vendor</li> <li>▪ Maintain item numbers, stock locations, quantity on hand, and unit costs</li> <li>▪ Specify reorder quantity and reorder points based on minimum and maximum values</li> <li>▪ Updating physical inventory counts</li> <li>▪ Calculations of LIFO (Last in, First out), FIFO (First in, First out), or Weighted Average Parts cost</li> <li>▪ Physical inventory transactions tracking</li> <li>▪ Utilize ABC (Activity-Based Costing) and EOQ (Economic Order Quantity) analyses to determine cost-effective order quantities</li> <li>▪ Track vendor contracts, including amount spent and pending balance</li> <li>▪ Identify obsolete parts to reduce inventory carrying costs</li> </ul>

	<ul style="list-style-type: none"> <li>▪ Automatically assembles kits from component lists</li> <li>▪ Manage and track fuel/fluid inventory (both internal and external) and interfaces to fuel suppliers</li> </ul>
<b>Labor Management and Scheduling</b>	<ul style="list-style-type: none"> <li>▪ Manage all resources, including labor, parts, materials, tools, and equipment</li> <li>▪ Create detailed employee records for maintenance personnel</li> <li>▪ Enter employee skill requirements, completed training, and certifications</li> <li>▪ Schedule work by priority</li> <li>▪ Differentiate between critical repair orders and PM (preventive maintenance) work</li> <li>▪ Re-generate schedules at any time to account for changes in workload, available</li> <li>▪ Resource prioritization</li> <li>▪ Account for planned vacations and other employee absences in schedules</li> <li>▪ Provide analyses of resource requirements for scheduling, including personnel resources, tool and equipment requirements, work location requirements, and parts and material requirements</li> </ul>
<b>Ad Hoc Reporting</b>	<ul style="list-style-type: none"> <li>▪ Combine data from several tables into a single view or export</li> <li>▪ Select records with specified values or ranges in any data item</li> <li>▪ Sort data and arrange columns to suit your needs</li> <li>▪ Compute additional values from selected data</li> <li>▪ Save queries and reports for later use</li> <li>▪ Format data for export to spreadsheets, databases, and other applications</li> </ul>

Figure 79: Dossier™ Functions and Reporting Capabilities

## V.B. Facility

### V.B.1. Description of the Facility Proposed to House the Operation and Vehicles the Location of the Facility and the Square Footage by Function

#### *Corporate Facility Resources*

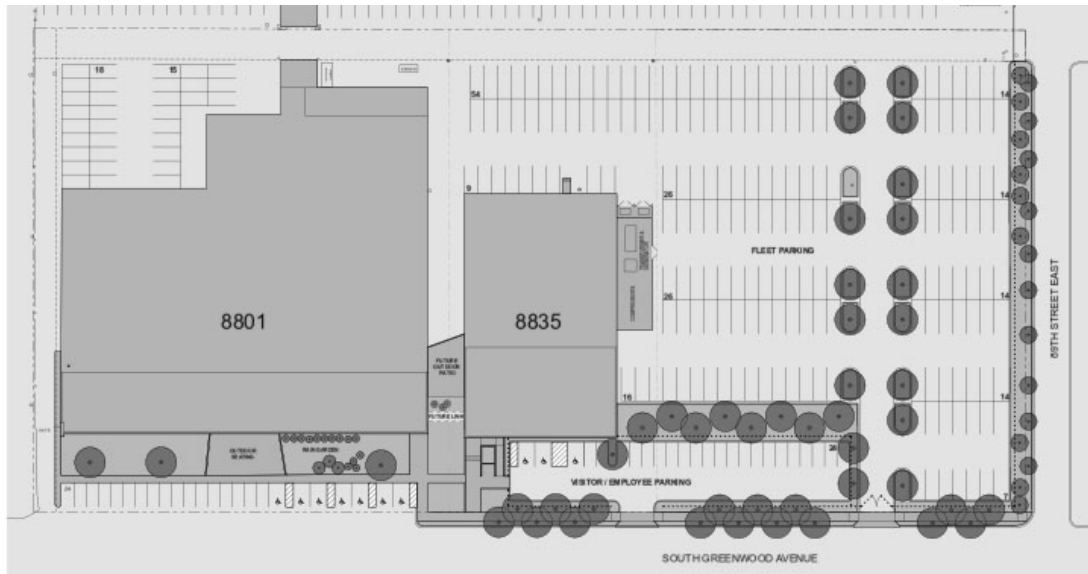
SCR operates its region-wide specialty transportation service from facilities located at 8801 and 8835 South Greenwood Avenue in Chicago. The 47,000 square foot facility on 4.5 acres has been SCR's home since 1998.

SCR began expansion planning in 2012 through the acquisition of the 16,000 square foot building next door at 8835 South Greenwood Avenue, with the resulting facility adding an additional 63,000 square feet of offices, maintenance and inside parking on almost 5 acres of land. These facilities now serve as the headquarters.



#### *Administration/Operations Center (8835 Building)*

SCR's Administrative and Senior staff are located directly on-site of the project team facility. The Administrative area features conference rooms, a lobby/reception, printers and filing cabinets for document storage. Adjacent to the Administrative office is the Operations Center, where we locate our dispatchers, schedulers and routers. The Dispatch department features workstations, each with dual-monitors for usage of Trapeze and Samsara.



SCR CAMPUS SITE PLAN

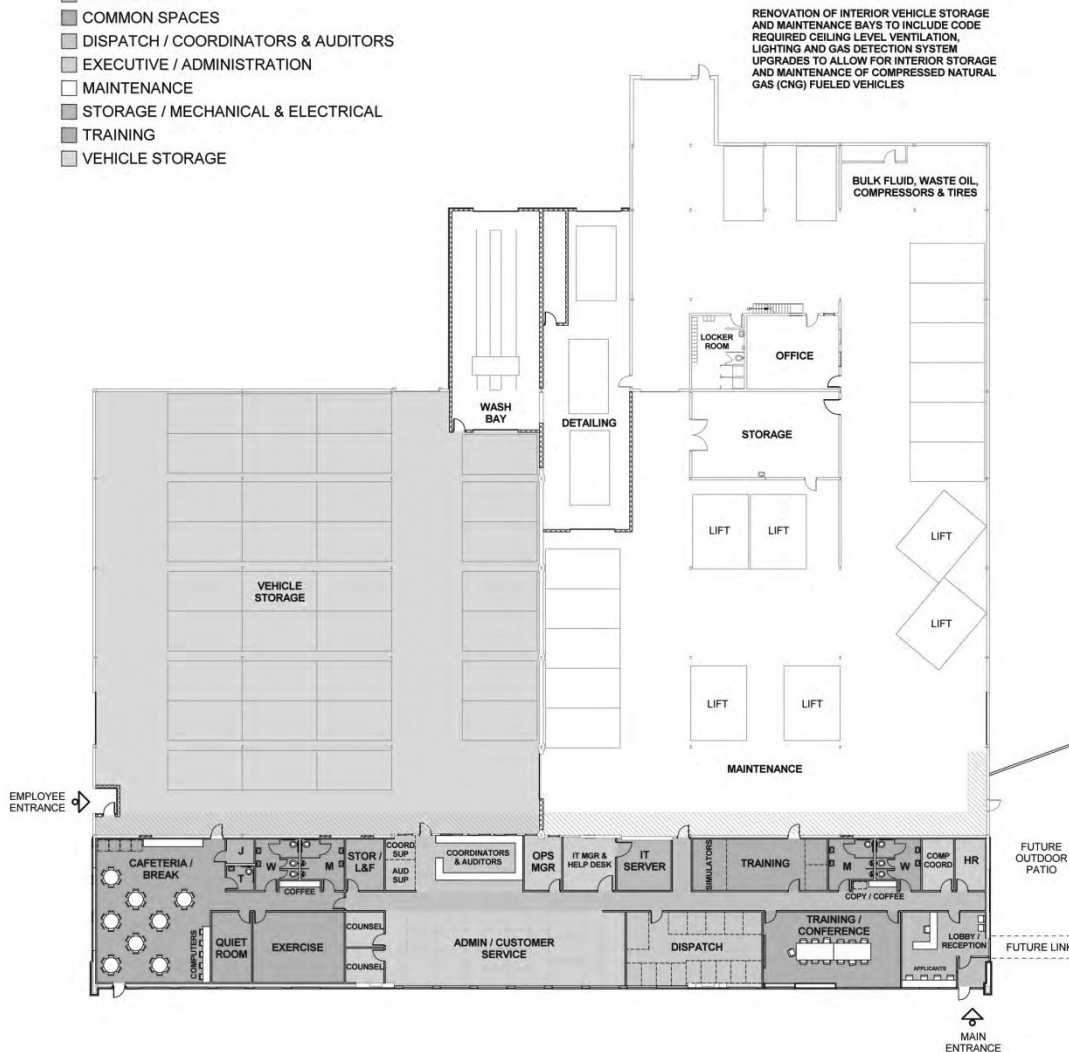
The Break room is used for employee breaks, lunches, and is appropriately equipped with a refrigerator, microwave, table, chairs, computer with internet access, food and drink vending machines, etc. A break room should be a comfortable area that is positioned away from the workplace that allows employees to “get away” from the shop floor.

### *Maintenance Facilities (8801 Building)*

SCR has high expectations for the storage and maintenance of our fleet – rightfully so because it is the backbone of the transportation services provided. The vehicles are to be maintained efficiently and effectively; reflect the major investment that they are and retain a high degree of reliability and availability.

**LEGEND**

- CIRCULATION
- COMMON SPACES
- DISPATCH / COORDINATORS & AUDITORS
- EXECUTIVE / ADMINISTRATION
- MAINTENANCE
- STORAGE / MECHANICAL & ELECTRICAL
- TRAINING
- VEHICLE STORAGE



**RENOVATED SCR OPERATIONS & MAINTENANCE FLOOR PLAN  
(47,800 SQ FT)**

Our maintenance facility has provided exceptional service to Pace during the contract term and it will remain fully operational through all of the planned renovations. We have further begun enhancement of its capability for the upcoming contract period. Enhancements include:

- Furnish and install all flooring material for 8,975 SF
- Install five (5) cubicles
- Install dedicated circuit for overhead door
- Replace approximately 60' of galvanized piping

- Clean, cut and remove wiring
- Re-wiring and installation of cables
- Replace existing building lights with LED Wallpack lights
- 8801 Bathroom – Office, Locker Room, and Garage Locker Room
- Asphalt work, barricade, clean, edge, re-seal and re-stripe lot

These facilities provide additional needed functional and administrative areas including:

- Driver Check-In Area: Area allows for driver preparation, complete with support forms, counters for completing paperwork, driver mail slots, and check-in counter
- Dispatch Department: Department is designed for efficient customer service and dispatching, including computerized dispatching, automatic vehicle location and mapping technologies
- Dispatcher and Telephone Operator Work Areas: Serves as the Communications Center housing dispatching equipment
- Employee and Management Training area
- Driver lobby and break area with vending machines and coffee, well-maintained restroom facilities, tables and chairs
- Conference rooms for meetings
- Management and Administration Support Offices
- Secured Parking Area with fencing, lighted parking area, automatic gate and closed-circuit television monitoring system
- Facility equipped with an ADT Security Alarm System

SCR will maintain the interior and exterior of the entire facility, including kitchens, restrooms, and lounges. A contracted service provider is responsible for all trash removal and waste handling inside the maintenance building. Shop floors are cleaned once a day and oil spills cleaned immediately, in accordance with OSHA regulations.

The facility includes the vehicle wash and interior cleaning areas, vehicle maintenance area, three repair bays, a parts storeroom and a tire and wheel service area. The vehicle maintenance department is equipped to perform a full range of repairs to the fleet, from replacement of lights to exchange of engines. The computerized diagnostic equipment permits maintenance technicians to quickly diagnose vehicle problems, enabling on-site repairs to be made, quickly returning vehicles to service.

Our maintenance staff attends on-site and on-line training classes to maintain efficiency in use of modern diagnostic service tools and equipment. SCR has a fully equipped maintenance and repair facility on-site, allowing for immediate preventative and corrective maintenance to the fleet, including:

- Access to Alldata online for OEM Manuals for all vehicles

- Air Compressor and back-up
- Air Lift and 3 Above Ground Lifts
- Air Powered Grease Gun
- Ammco Model 4000b Brake Lathe
- Preventive Maintenance Inspection Tools and Equipment
- Back-Up Power Supply Unit.
- Battery Charger and Maintenance Equipment, including 6, 12 and 24 Volt Midtronics Charging and Starting Analyzer
- Bench Vise and Grinder Equipment
- Cleaning Solvent Tank
- Cooling System Flushing Equipment and Recycle Equipment
- Cutting Torch's
- Engine Hoists
- Ford PDS Advanced Kit (Vehicle Communication Module)
- Heavy Duty Floor Jacks (3 Ton)
- Lubrication Equipment (Air Type)
- Oil Recovery System
- OTC Ball Joint Service Tool
- Robinair Air Conditioner Repair Equipment
- Sawsall Tool
- Shop and Parts Manuals – Alldata Maintenance and Software Program
- Strut Compressor
- System Diagnostics Laptop Computers and Software
- Tire Changing and Repair Equipment:
  - Coats Model 50EFS Balancer
  - OTC Model 3833 Tire Pressure Monitor and Programmer
  - Bartec Model TEC400 Tire Pressure Monitor and Programmer
- Transmission Flush (Flo-Dynamics Model TSD 450)
- Tru-Line Wheel Alignment System
- Wheel Balancing - Coats 1250



SCR proposes to lease a new location in addition to SCR's current facility in order to efficiently house its fleet. In order to do so, SCR has proposed 32,000 square feet of additional parking space to accommodate the El Dorado Advance vehicles and employee parking. The search of this facility is under way and SCR expects to engage in a letter of intent no later than January 30, 2019.

SCR's current facility at 8835 and 8801 S. Greenwood has space to house 175 fleet-operated vehicles and the new facility will house 100 vehicles.

### *Fueling*

The fueling of the Pace owned Revenue Fleet is performed by the Paratransit Bus Operator at the end of their work assignment. In the event of an immediate fueling need, Coordinators will be responsible for refueling the vehicle.

SCR proposes to utilize Pace Fuel Cards for the duration of the contract agreement. In order to properly manage the use of Pace Fuel Cards, SCR will implement its current Fuel Card Policy to manage and monitor fuel use.

### *Security of the Building*

Security is provided by security guards 24 hours per day 365 days per year and further augmented by a comprehensive camera surveillance system and electrically operated gates. All employees have proximity cards that allow access to the site and all non-employees are signed in and either granted access with a visitor card or escorted during their visit.

### *Repair Parts Inventory*

A second requirement of a well-run, rapid response vehicle maintenance facility is making available the appropriate repair parts when service to vehicles is needed. Our Dossier VMIS system has a fully integrated inventory capability that tracks the uses of parts and prompts our staff when restocking is required. It also tracks multiple sources for the acquisition of parts.

SCR's vehicle maintenance department will carry an inventory of selective, commonly used service parts. This provides the ability to replace parts quickly and return vehicles to daily service without undue delays caused by the need to procure parts from outside vendors.

In addition, to a significant in-house inventory of commonly used parts, we have arranged with our parts suppliers to provide, on demand, those service parts which are not normally carried in our parts inventory. This added availability of needed parts assures that vehicles used in the program can be quickly returned to service should breakdowns occur.

### *Whether the Facility is Properly Zoned*

The facilities proposed as potential sites are zoned properly for the storage and maintenance of commercial vehicles. In fact, the City and our local Alderman have been a major partner for SCR in the development of our facility plan.

### *What Remodeling is Required*

The facility is properly zoned, and no remodeling would be required for continued operation. The modifications that we are proposing are to enhance our operation and to provide the space for possible future service to Pace and other clients.

### *Who will do the Snow Plowing*

SCR has contracted with T. Cross Snow Removal to perform snow plowing and removal, pre-storm treatments and salting. This company will respond in advance of storm warnings and is available 24 hours a day, 7 days a week.

## V.B.2. Plans to Ensure the Security of the Building if Outside Storage is Proposed

SCR will continue to use a combination of inside and outside parking both before and after the planned facility renovation. SCR provides 24/7 security of the building with our in-house security personnel. The site is fully fenced, and our team provides both patrol and gate security to ensure only authorized parties enter the site.

## V.B.3. Inside Vehicle Storage and Plans to Ensure Security of the Building

An additional layer of security is provided by our own staff who are at the front desk and log all visitors in and out. These individuals also monitor our security camera system, which provides live views of all internal and external areas of the facility. Both of these security services are staffed 24 hours per day, 365 days per year.

## V.B.4. Cold Weather and Snow Plans If Outside Storage is Proposed

The first 60 vehicles to pull out on a snow day will be parked inside. Overnight coordinators work with the snow plowing vendor to ensure that drivers can have places to park their own vehicles and can get to the revenue vehicles. AM coordinators come to the site at least an hour early so that all vehicles parked outside will have all accumulated snow swept off and are started so that they are defrosted when the driver arrives. Drivers are advised to report at least 15 minutes in advance of their scheduled report time when this type of weather occurs.



## V.C. Other Vehicle Maintenance

### V.C.1. Procedures to Identify Needed Repairs

- Required vehicle and fleet repairs are identified through different means, each having an independent set of procedures for effectively planning and scheduling the repairs.
- Repairs resulting from a Preventive Maintenance Inspection (PMI) or a Pre or Post-Trip Inspection (DVIR) are handled according to the type of repair indicated.
- Minor repairs are done along with the inspection process on a PMI or immediately if a DVIR.
- Any repair that would compromise vehicle functionality, passenger comfort or safety must be accomplished before the vehicle is returned to service. No vehicle will be released for use if a repair is required that affects passenger safety.
- Running repairs not included in either category above is scheduled depending on shop and part availability. Repairs in this category are entered as Open Repairs in the Dossier Software and will appear whenever the vehicle is accessed in the software.



- Minor body repairs, completed by approved outside subcontractors, are prioritized and scheduled when vendors can accommodate the vehicles.
- Repairs resulting from a no start or road failure are diagnosed and repaired before the vehicle is returned to service.
- Manufacturer directed repairs (recalls) are handled strictly in compliance with the directions from the OEM manufacturer. If in our judgment an unaccomplished recall jeopardizes vehicle functionality or safety the vehicle will not be used in revenue service until the recall is performed.
- Accident repairs are accomplished as soon as Maintenance is advised by Risk Management that there is no future need for the vehicle. This may include additional potential inspections or ongoing investigative analysis.

### V.C.2. Procedures to Ensure Identified Repairs are Completed in a Timely Manner

- SCR ensures that repairs are scheduled and completed in a timely manner, accomplished by entering and tracking them on the Dashboard of the Dossier Fleet Maintenance Software. This dashboard is the information center allowing the Fleet Manager, Lead Mechanics and Part Manager to control the flow of work through the Maintenance Facility. The Dashboard schedules and shows a listing of pending repairs and scheduled preventive maintenance inspections, allowing prioritization of shop work resources and personnel.
- The Dossier Software also assists the technicians and lead mechanics on the floor to review scheduled repairs, ensuring pending repairs remain on schedule, reducing vehicle down time. When a repair order for a vehicle (or return to and existing repair order) is entered, every scheduled and pending repair for that vehicle is identified, allowing maximization of scheduling and resource management. This allows multiple repairs to be made on a vehicle, maximizing shop and repair resources while minimizing vehicle down time.

### V.C.3. Plans to Ensure Required Repair Parts are Available Either on-site or within a Reasonable Period after the Needed Part is Identified

- SCR's parts room inventory is monitored daily and maintained by our Parts Clerk. Utilizing Dossier Software parts usage is tracked, with the system recommended reorder levels. Parts availability is maintained by placing the order and making a response from vendors a mandatory of our vendor selection.
- If a required part is out of stock or not available, the system notifies the Parts Manager and that part is immediately located and placed on order. If required, night foremen have the ability to go directly to an established vendor or to show an order in Dossier that the Parts Manager can manage the next business day. The ability to have same day and evening delivery capabilities are a required part of our vendor selection criteria.
- With "consumption" data available, we plan parts orders and establish a delivery schedule.

- This includes ordering supplies such as:
  - Oil
  - Lubricants
  - Materials/Equipment
  - Safety Equipment (Fire extinguishers, reflectors, first aid kits, etc.)
  - Trailers/Equipment Storage
  - Towing/Vehicle Storage
  - Facility/Garage Cleaning Products

SCR will also establish a dollar threshold above which the Maintenance Manager must either obtain multiple quotes for parts or provide documentation regarding use of a selected vendor. The Maintenance Manager is also responsible for ensuring that all vehicles and operators meet the minimum requirements before going into service.

#### V.C.4. Plans Developed for Getting Required Bodywork Completed in a Timely Manner

- To get body work accomplished in a timely fashion we use a number of approved vendors. SCR does not allow vehicles to operate with visible dents or other visible vehicle damage. Once vehicle damage has been identified by either a driver or technician, they report the damage and a work order is created in Dossier.
- Once the work order has been created, the administrative maintenance clerk coordinates the delivery of the vehicle to one of our approved vendors with the Maintenance Manager. Once the vehicle has been delivered, we begin tracking the out of service time and communicate with our vendor on a return to service date.

#### V.C.5. Other Plans or Procedures Relating to the Repair of Vehicles

- Decisions on whether a repair is accomplished in house or contracted is based on vehicle priority and response to driver inspections. In general, all of the following repairs are provided by vendors.
  - Glass repairs.
  - Exhaust repairs.
  - Body work.
  - Warranty repairs



- SCR performs laptop OEM diagnostics for vehicles, then evaluates the results determining if the failure is most efficiently corrected in house or completed by the OEM dealership.
- Engine overhauls, while infrequent due to our aggressive preventive maintenance program, are completed by an approved vendor.
- Transmission rebuilds are completed by approved vendors, allowing SCR to receive a 3 year and 100k mile repair warranty. Data shows this is the most frequent major repair on paratransit minivans.

## V.D. Experience

### V.D.1. Prior Experience the Firm and the Maintenance Personnel Have Specific to the Type of Preventive and Regular Maintenance Required

- SCR operates and manages a fleet of approximately 500 revenue vehicles ranging in capacity from four passengers to 15 passengers. While more than 83% of our current vehicles are wheelchair accessible, SCR has standardized on the types and makes of its vehicles to simplify and standardize its maintenance operations.
- Our fleet processes and maintenance experience are derived by the procedures set forth by Pace. Pace has been the basis of our maintenance experiences and as such, we have specific background in maintaining PM and regular maintenance required for this contract.

### V.D.2. What will be Done to Ensure that the Personnel Assigned to Perform Vehicle Maintenance Maintains the Appropriate Level of Experience; Specifically with Regard to Employee Turnover and On-Going Education and Training

- SCR currently employs mechanics with specialized training in repair and maintenance of automotive vehicles. Our ratio of mechanics to vehicles for the Chicago ADA project will be approximately 1:25 It is anticipated that the maintenance staff will include mechanics with skills in all disciplines of automotive repair.
- When recruiting maintenance personnel, references and credentials (certificates and training) are checked. SCR employs fleet management and maintenance personnel according to individual qualifications and their ability to supervise the inspection, monitoring and repair of operating vehicles. Employees working in the maintenance division are encouraged to be certified according to the National Institute for Automotive Services



Excellence (ASE); however, all SCR trainees are instructed by ASE qualified technicians during their evaluation period.

- Training for maintenance staff includes a minimum of three hours of training each month. This training consists of a special workshop given by various manufacturer or suppliers, online training provided through Ford and offsite seminars or training.
- The training for all technicians includes "hands-on" methods of communicating SCR's policies, procedures, practices and standards. SCR will then provide ongoing training and education for mechanics through various means including:
  - Safety meetings conducted each month to discuss industry updates
  - Online training provided by vehicle manufacturers
  - Onsite workshops provided by vendors and offsite seminars/training classes
  - We also include successful completion of additional training as part of mechanics' overall evaluation. This approach helps us to maintain a high quality workforce with limited turnover.
- Additionally, new technicians will attend an orientation presented by the Human Resource department reviewing the SCR employee handbook, benefits and time clock procedures. As the final step of the HR led orientation the new employee will be introduced to their co-workers.
- Mechanic training includes the portion that vehicle operators receive on safe operations of vehicles and proper performance of vehicle checks and proper preparation of vehicle write-ups. By having mechanics attend this portion of training, there is a joint understanding of drivers and mechanics on the importance of the quality defect reporting and especially description of symptoms to facilitate diagnosis.
- A master mechanic oversees daily maintenance tasks for safety and training purposes. A certified trainer specializing in maintenance evaluates each technician, identifies their strengths and weaknesses and recommends training as necessary.
- In addition, SCR will provide OEM factory training from Ford. The goal of ASE training is for all mechanics to obtain "master" status.
- Maintenance technician training includes the following topics:

Mechanic Training Overview	
Training Type	Topics
<b>Basic Maintenance Training</b>	<ul style="list-style-type: none"> <li>▪ Brakes 1 and 2</li> <li>▪ Electrical/electronics</li> <li>▪ Systems diagnostics</li> <li>▪ Introduction to air conditioning</li> <li>▪ Powertrain performance 2</li> <li>▪ Steering and suspension</li> <li>▪ Battery, charging and starting</li> <li>▪ Engine performance</li> </ul>
<b>Hands-on, Specialized Training</b>	<ul style="list-style-type: none"> <li>▪ Lifts and ramp repairs</li> <li>▪ Sliding doors that have been retro-fitted</li> <li>▪ Electrical problem shooting</li> <li>▪ Suspension repairs</li> <li>▪ Warning and hazard lighting</li> </ul>

Figure 80: Mechanic Training Overview

SCR’s maintenance department conducts monthly meetings with staff including ongoing computer-based training available providing reinforcement of training.



## VI. SUBCONTRACTOR INFORMATION

### VI.A. List of any and all Major Subcontractor(s) Proposed to be Utilized in the Provision of Pace Paratransit Services. A Major Subcontractor is a Subcontractor Providing a Significant Part of the Scope of Work of the Underlying Contract

ITIC Solutions, LLC (ITIC) will be the only subcontractor proposed by SCR. SCR and ITIC entered into an agreement in November 2018 in which ITIC provides 24-hour, seven days a week IT support on SCR owned technology.

### VI.B. Submissions for any and all Major Subcontract(S) Proposed:

#### VI.B.1. Identification of the Proposed Subcontractor.

ITIC Solutions, LLC (ITIC)  
2019 N. Kenmore Ave.  
Chicago, IL 60614  
773-572-6866

#### VI.B.2. A Copy of the Major Subcontractor(S) Agreement or Contract that will be Executed Including the Full Detailed Description of the Services to be Subcontracted

Exhibit 7 contains the executed agreement between SCR Medical Transportation and ITIC Solutions, LLC. The current agreement expires on October 31, 2019, and is expected to be renewed annually.

#### VI.B.3. Documentation as Required in Exhibit I. X. Provisions for Subcontracting

Per Exhibit I. X Provisions for Subcontracting SCR has provided documentation for its subcontractors. See Exhibit 7.

## LIST OF EXHIBITS:

1. Resumes of Key Staff
2. Forms Used in Scheduling and/or Dispatch
3. SCR Revenue Vehicle Specifications and Floorplan
4. Samsara Dashcam and Vehicle Gateway Specifications
5. Mobile Data Terminal (MDT) and Radio (Voice Communication) Specifications
6. Start-Up Plan.
7. Driver Deployment Schedule (40%)
8. Sub-Contractor Agreement
9. Copy of BusRide Magazine



RESUMES OF KEY STAFF



# Jim Leo, CPA, MBA

1050 Ridgewood Drive  
West Chicago, IL 60185  
jimleo@outlook.com

773.505.4931

## PROFESSIONAL EXPERIENCE

SCR Medical Transportation Inc. Chicago, IL

November 2019 - Present

### **Vice President of Operations**

Para-Transit Company operating 500 vehicles in the Chicagoland area.

- Directly supervise Project Manager for Pace ADA Paratransit, Pace RMMCC and SCR Private Trip Department
- Responsible for daily operation of client contracts in compliance with policies of contracting agencies
- Oversee attainment of goals for operations and cost management
- Responsible for staff development to achieve maximum productivity and desired results
- Manage and ensure that SCR passes Pace audits

SCR Medical Transportation Inc. Chicago, IL

2015-2019

### **CFO**

Para-Transit Company operating 500 vehicles in the Chicagoland area.

- Analyze contract and business segment performance resulting in actionable recommendations.
- Responsible for market analysis and pricing for new investment or expansion opportunities.
- Develop and prepare KPI's and forecast data used internally to monitor performance.
- Oversee annual budget planning process. Monthly and quarterly reporting on actual to budget including rolling forecast and projections by line of business.
- Responsible for compliance to bank debt covenants.
- Oversee annual audit of financial statements and 401K plan.
- Prepare monthly financial statements.
- Cash Flow modeling including adherence to 13-week cash flow projections.

One Clique Media, LLC. Barrington, IL

2011 to 2015

### **CFO and Owner**

Start-up Company providing digital content (music, eBooks) to the incentive and loyalty industry, "Angel Investor funded".

- Negotiated supplier contracts for eBooks and music including agreement with UK based book publisher.
- Responsible for licensing agreements for software platform and content providers.
- Developed sales, partnership and revenue contracts.
- Business plan, finance plan, pricing model and projections.
- Presentations for potential customers and investors.
- Cash flow modeling and financial reporting.
- [www.onecliquemedia.com](http://www.onecliquemedia.com)

Marketing Concepts Technology, Inc. Schaumburg, IL

2005 to 2011

**VP of Operations** Finance and Operations leader for \$52M channel sales incentive software provider. Duties included management of PCI compliance over pre-paid card industry privacy regulations, directing the accounting and finance department, leading the client services and call center operations.

- Worked with team to save \$600K annually by reorganizing operations team and developing a call center workflow process including intelligent call routing.
- Developed dashboard with key financial and operating indicators.
- P&L responsibilities.
- Customer relations and sales calls.
- Call center with 0 agents
- Led internal finance team from LOI to company sales and purchase agreement.
- Worked with team to generate \$1.8M new capital infusion by establishing a banking arrangement permitting the company to maintain a portion of the unspent payment card capital.

Jim Leo & Associates, Vantage Appraisals and Management Consultants

1997-2005

### **Owner – Business Consultant M&A**

Provided "hands on" CFO and M&A services to clients in a variety of industries. Our engagements included pricing & bid modeling, organizational structure, acquisition analysis, due diligence, pro-forma development, asset valuation, post-acquisition integration and investor presentations. Service focus was on increasing enterprise value for clients in the metal recovery, pupil transportation, retail food service, technology and industrial service industry. Clients included both US and Canadian companies. Led field due diligence team for a \$500 Million acquisition of a publically traded industrial service company.

### Laidlaw Transit & Laidlaw Medtrans

1986-1997

#### **Managing Director /Director of Financial Operations** Laidlaw /Medtrans – Skokie, IL

Assigned to manage full P&L for \$21M multi-location ambulatory transportation company providing non-emergency transportation. Clients included area nursing homes, local hospitals, United Healthcare and the Chicago Bears Football Team. Oversaw regulatory compliance, public relations, business development, and marketing.

- Reduced operating costs \$1M annually and reversed underperforming organization within a 3-month period by consolidating 3 dispatch call centers to one centralized structure and combining multiple operational entities to a single operating unit.
- New revenue approximately \$200K annually as a result of modifying workflow and operations plans to compliment client's workflow.
- Defeated a union campaign by executing a paramedic and EMT centered focus, including education, on the job training, new equipment and collaborative team building.

Additional roles included Director of Financial Operations, Regional Controller Midwest School Bus Operations based in Chicago, IL and Acquisition Analyst at former Laidlaw Corporate offices located in Burlington, Ontario Canada.

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## **EDUCATION**

**MBA:** Northwestern University, Evanston, IL

**Bachelor of Commerce:** McMaster University, Hamilton, Ontario Canada.

**CERTIFICATIONS:** CPA Illinois, CPA Canada

**Hobbies and Interests:** BBQ Cooking. 50% owner of The Still Bar & Grill in Bartlett, IL, our twist on a Tennessean cuisine.

# Justin Rakestraw - Proposed Project Manager

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## **SKILL HIGHLIGHTS**

- Strategic Planning & Leadership
- Asset Management  
Policy and Procedure Development
- Brand Development and Advertising  
Sales, Marketing & Business Development
- Capital Project Budgeting
- Management Training and Performance Management  
Start-Up Enterprises & Ventures
- Vendor Relations/Negotiations

## **CORE ACCOMPLISHMENTS**

### *Business Development:*

- Led procurement efforts resulting in +\$250MM in new and renewed contracts
- Launched a new service line for a high growth transportation venture
- Awarded with a 10-year contract to manage the Regional Mobility Management Call Center for Pace Suburban Bus

### *Operations Management:*

- Reorganized and streamlined processes for a \$12M department with 220 employees and 250 vehicles
- Implemented company-wide time and attendance software, resulting in a 5% reduction in overtime
- Implemented fleet maintenance/inventory system for fleet of 450 vehicles and over \$650K in parts inventory

## **PROFESSIONAL EXPERIENCE**

### **04/2015 to Current VP Operations/Business Process Improvement**

#### **SCR MEDICAL TRANSPORTATION - Chicago, IL**

- Responsible for overall leadership in operating departments, including Finance, agency relations, human resources, marketing, purchasing, planning and fleet/facility maintenance.
- Increased revenues by 15% in one year through additional of new clients
- Managed a team of five department managers across call center, dispatch, driver and maintenance functions.

### **01/2012 to Current President**

#### **Q TRANSPORT - Chicago, IL**

- Orchestrated the launch of the regions first Luxury Accessible transportation service through partnerships with MV-1 and utilizing Compressed Natural Gas fueled vehicles.
- Full P&L responsibility for direct sales of \$100k in initial year, with sales reaching \$300k after two years
- Led procurement of major accounts including: Oak Street Health, St. Joseph's Hospital and Chicago Pain Clinic.
- Forged partnership with Uber Chicago to perform UberWAV trips on Uber platform

- Increased annual revenues for SCR's private trip department by 25% in one year.
- Championed internal reporting and online booking initiative that reduced call center operating costs for private trip department by 32% in one year.

**08/2014 to 04/2015 Senior Driver Manager**

**SCR Medical Transportation – Chicago, IL**

- Developed practices, procedures and strategies to produce an efficient, and productive paratransit driver operation in strict compliance with SCR and Pace policies and procedures.
- Developed plans and initiatives to support on-going development and retention of SCR drivers, which included: Awards and Programs, performance measures (Total Driver Performance) and reviews.
- Supervised the functional structure of the Driver's Department to support driver scheduling, routing and dispatching of all Customer Pick-ups in compliance with Pace
- Provide driver's schedule two days in advance of call in-take by ensuring that Trapeze and Master Schedules are maintained, and Daily Live Schedules are updated to reflect any requested time off, out of service time and terminations.

**02/2013 to 08/2014 Vice President Business Development**

**SCR Medical Transportation - Chicago, IL**

- Led procurement efforts for SCR to obtain four new contracts in two years, resulting in \$210MM
- Increased SCR revenues by 15%
- Grew number of SCR customers from 3 to 5 major clients

**01/2012 to 02/2013 Assistant General Manager**

**SCR Medical Transportation - Chicago, IL**

- Facilitated the implementation of an innovative run cut scheduling software that increased productivity by .22 passengers per service hour, decreased overtime by 15% and non-revenue hours by 8%.
- Supervised internal aspects of Veteran's Administration contract with staff of 70 drivers, 60 vehicles and 15 staff, the second largest contract for SCR.

**01/2007 to 01/2012 Project Manager**

**SCR Medical Transportation - Chicago, IL**

- Led effort to train 300 vehicle operators to become certified Commercial Driver's License (CDL) holders through the Illinois Secretary of State.
- Completed analysis and recommendations to reduce parts usage and vehicle turnover for fleet maintenance department.

- Established a Human Resource department, reorganizing and reinventing the on boarding process which included changes to the way SCR advertised for and selected staff, the application process, interview techniques and training procedures for new employees.
- Implemented various procedures and systems which have become stable tools used by SCR to maintain a high level of service
- Developed and implemented business processes for complete management support (e.g., real-time driver management performance tool; dispatcher on-time performance reporting; streamlined operating communication protocol; emergency back-up procedures; reservations booking tools; driver training curriculum; dispatch training curriculum).

### **EDUCATION/PROFESSIONAL DEVELOPMENT**

- **2007 Butler University - Indianapolis, IN**
  - **Bachelor of Arts: Marketing**
- **2012 Harvard Business School - Boston, MA**
  - Program for Leadership Development 13
  - Changing the Game: Negotiation and Competitive Decision-Making
- **2014 NTI – Rutgers, The State University of New Jersey**
  - Completed course on Paratransit: Scheduling and Dispatching Fundamentals
- **2016 NTI – Rutgers, The State University of New Jersey**
  - Completed course on Paratransit Management and Operations

### **PROFESSIONAL AFFILIATIONS**

- Member, Executives' Club of Chicago - 2012 to present (Host Committee Member)
- Member, Taxi, Limousine, Paratransit Association (TLPA) - 2009 to present (Nominating Committee Member and Board Member)

### **SKILLS**

- MS Office Suite
- Adobe Suite
- Trapeze PASS Dispatching Software
- Strategen Adept Dispatching Software
- iSi Dispatch and Scheduling Software
- Dossier Fleet Management Software
- Datel Call Sweet! Telephony Support
- Avaya Telephone System
- Samsara Fleet Tracking Software
- Lytx/DriveCam



# Mike Zuniga – Safety & Training Manager

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## OVERVIEW

Safety & Training Manager with more than 33 years of experience in the Transportation industry managing safety training processes, organizing and managing fleet operations, driver recruitment, billing, driver hiring and retention and continuing education training. As an excellent communicator and liaison, I have initiated and maintained professional business relationships with associated agencies including, but not limited to, DOT, DOD, OSHA and Secretary of State which has yielded superb safety ratings.

## PROFESSIONAL EXPERIENCE

### SCR TRANSPORTATION INC. – Chicago, IL

*Safety & Training Manager*

*01/2014-Present*

- Responsible for all classroom driver training and ensures that all drivers have met and remain current in all required areas as outlined in company policy and State/Federal law.
- Documents all training and determines when a driver has successfully met all requirements.
- Conducts accident and injury investigation as required, ensures compliance with all DOT regulations.
- Conducts monthly safety meetings and accurately records all in-service training
- Ensures safety regulations are being observed.

### MV TRANSPORTATION – Carol Stream, IL

*Operations/Safety Manager*

*11/2012-05/2013*

- Provides direct daily supervision of office and driver staff
- Manages and controls driver and office overtime; submits weekly reports to GM.
- Ensures prompt investigation and resolution of complaints and incidents as relates to service delivery and in compliance with company and client policy
- Identifies, selects, trains, coaches and manages the performance of the office and driver staff
- Addresses human resource issues promptly, accordingly and following the principles of progressive discipline where appropriate, emphasizing corrective actions to improve individual performance
- Ensures safety regulations are being observed.
- Conducts accident and injury investigation as required, ensures compliance with all DOT regulations.
- Responsible for all classroom driver training and ensures that all drivers have met and remain current in all required areas as outlined in company policy and State/Federal law.
- Documents all training and determines when a driver has successfully met all requirements.

- Processes all new-hire paperwork to include scheduling physicals, drug screens, criminal record checks and MVR review.
- Assist in administering the drug & alcohol program to include pre-employment screening, random testing, and testing for cause and maintains an accurate testing log and D& A files.
- In addition, they complete all retraining in a timely fashion following an accident or unfavorable Road Observation/Check Ride.
- Assists in preparing and conducting the monthly safety meetings and accurately records all in-service training.

**CONTINENTAL AIR TRANSPORT CO. INC – Chicago, IL**

*Director of Safety & Training*

01/1992-12/2011

*Operations/Fleet Manager*

01/1987-12/1992

- Consistently passed DOT and DOD audits with Exemplary Ratings.
- Thoroughly conducted accident investigations which decreased auto claims by 30%
- Managed and Oversaw Company Workers Compensation Claims.
- Analyzed OSHA & Accident Statistics Reports, as well as, motor vehicle accidents and injuries.
- Ensured company operations were in accordance with CSA 2010.
- Ensured company was in compliance with DOT, DOD, OSHA, Federal, and State Regulations.
- Procured necessary resources from various consulting firms which ensured DOT, OSHA, and Fleet Safety issues were identified and corrected.
- Supervised and oversaw all functions regarding NIDA Federal Drug and Alcohol Testing.
- Recruited, trained, and transitioned external Drivers in the capacity of Airport/Hotel Shuttle Drivers and Owner Operator
- Served as acting Defensive Driving Instructor during Employee Training Sessions.

**EDUCATION & LICENSES**

Northwestern Business College	IL	1982 – 1983
Mira Costa College	CA	1980 – 1981
United States Marine Corp CDL Class C Endorsement: P		1977 – 1981

**PROFESSIONAL DEVELOPMENT**

Certified TAPTCO Trainer	Chicago, Illinois
National Safety Council	Chicago, Illinois
Defensive Driving Instructor	Chicago, Illinois
Accident Reconstruction	Chicago, Illinois
Drug and Alcohol Supervisor Training	Chicago, Illinois

# Dell Northern – Maintenance Manager

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## OVERVIEW

Certified ASE Master Automotive Technician with a solid 42-year history of achievement in the automotive repair and maintenance industry. Motivated leader with strong organizational and prioritization abilities.

## PROFESSIONAL EXPERIENCE

### SCR TRANSPORTATION INC. – Chicago, IL

#### *Maintenance Manager*

*09/2000-Present*

- Maintain and update the Dossier Maintenance System.
- Maintains all records relating to vehicle inspections, vehicle retirement, vehicle downed and all local and state licensing and IDOT requirements on all fleet vehicles.
- Coordinate with other departments to determine needs and provide recommendations concerning vehicle, equipment, and parts purchases and assures purchases comply with equipment and vehicle specifications.
- Oversee all vehicle deliveries to ensure proper prepping, tagging, and numbering. Ensures that new vehicles are inspected, and proper paperwork in for contracted service.
- Assures shop area, equipment and materials are maintained in a safe and orderly fashion, assures security of storage and repair facilities.
- Manage vendor relationships to verify vehicle repairs in accordance with damage appraisals and to company standards.
- Manage a team of 10 automotive technicians.

#### *Lead Automotive Technician*

*10/1997-09/2000*

- Supervise and assist with preventative vehicle maintenance
- Assign and oversee all repairs to completion.
- Administer contractor approved maintenance program and ensure adherence to periodic maintenance practices as recommended by equipment manufacturer.
- Accurately document all repairs on vehicles.
- Implemented the entry of AC repair/service, repair of ABS systems, electrical diagnostics/repair and airbag repairs.
- Developed standard operating procedures for diagnostics.

### TRITON COLLEGE – River Grove, IL

#### *Adjunct Instructor*

*09/2003-12/2008*

- Taught Advanced Automotive Technology courses to include: Advanced Oscilloscope and Electronics & Diagnostics Systems to students in the Automotive Technology program.

**ROOSEVELT LARAMIE SERVICES CENTER – Cicero, IL**

*Lead Automotive Technician*

09/1994-10/1997

- Perform vehicle preventative maintenance.
- Accurately document repairs.
- Remove, clean, repair, reinstall, and adjust vehicle components.
- Ensure work orders are completed properly and accurately.
- Select appropriate course of action for repairs.

**GENERAL MOTORS/ACDELCO – Chicago, IL**

*Automotive Diagnostic Technician*

09/1990-09/1994

- Perform vehicle preventative maintenance.
- Diagnose and perform phases of vehicle and equipment repair.
- Accurately document repairs.
- Perform safety inspections for all vehicles.
- Review and approve completed work evaluations.

**EDUCATION & LICENSES**

Automotive Technical Institute

ASE Certified Master Automotive Technician

EPA 609 Certification

**PROFESSIONAL DEVELOPMENT**

Dossier System Software Training

Chrysler Corporation Technical Training

CNG Fuel System Inspector Training

NGV Technician & Fleet Operations Safety Training

ACDelco Service Training

General Motors Service Programming & Diagnostics System Training

Advanced Lab Oscilloscopes for Automotive Analysis

Ford Electronics & Diagnostics System Training

Bay Service Management Training

Energy & Engine Management Systems Training

OSHA Compliance Training

Urine Specimen Collection Procedures - Reasonable Suspicion Training

FORMS USED IN SCHEDULING AND/OR  
DISPATCH



# INTERNAL INCIDENT REPORT

This report form is intended for incidents that do not involve PACE clients.  
This report documents internal issues involving SCR personnel etc.

Date of Incident: \_\_\_\_\_ Time: \_\_\_\_\_ Dept.: \_\_\_\_\_  
(PACE, VA, CI UADA, RMMC, etc.)

Employee Reporting \_\_\_\_\_ Position at SCR \_\_\_\_\_

Did you notify Immediate Supervisor at time of Incident?      yes \_\_\_\_\_ no \_\_\_\_\_

To whom did you report? \_\_\_\_\_ Time: \_\_\_\_\_

Nature of Incident/Complaint (Explain):  
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\_\_\_\_\_  
\_\_\_\_\_

Employee Signature \_\_\_\_\_

Signature Receipt  
(Supervisor) \_\_\_\_\_

Time/Date \_\_\_\_\_

Incident Routed to: \_\_\_\_\_



*Use Second Sheet if Necessary*

# Daily Dispatch Report Form

Please fill out the checklist at the end of your shift and place in the appropriate location.

Name	Date	Mode	Start Time	End Time
------	------	------	------------	----------

### Late Trips

Check total late trips for the day. Run OTP report and write in the number below.

<b>Number of Late Trips:</b>	<b>OTP%</b>
------------------------------	-------------

### Missed Trips

Under Type, indicate whether the trip is a 21 minute or 61 minute missed trip.

Route	Driver Name	Reason	Type	Other, please specify
-------	-------------	--------	------	-----------------------

Hour	Drivers on Mode
12:00AM	
1:00AM	
2:00AM	
3:00AM	
4:00AM	
5:00AM	
6:00AM	
7:00AM	
8:00AM	
9:00AM	
10:00AM	
11:00AM	
12:00PM	
1:00PM	
2:00PM	
3:00PM	
4:00PM	
5:00PM	
6:00PM	
7:00PM	
8:00PM	
9:00PM	
10:00PM	
11:00PM	

### Total Trips Dispatched

Get a total count from Trip Administration

**Total Trips Dispatched**

Dispatch Signature: \_\_\_\_\_

Supervisor Approval: \_\_\_\_\_

### Total Trips Rescheduled:

**Trips Rescheduled:**

Date: \_\_\_\_\_

Date: \_\_\_\_\_

A) Add up total amount

B) Count number of hours

C) Average Drivers on Mode (Divide A by B)





SCR REVENUE VEHICLE  
SPECIFICATIONS AND FLOORPLAN



**PRICE QUOTE:** ELDORADO ADVANCE  
**CUSTOMER:** SCR MEDICAL TRANSPORTATION  
**CONFIGURATION:** (2) WHEELCHAIR + (8) AMBULATORY  
SALESPERSON: LEE ANN SPARKS  
EMAIL: [LEEANNS@SCHETKYNW.COM](mailto:LEEANNS@SCHETKYNW.COM)  
PHONE: 785-554-4195

DATE: 12/9/2019

WE ARE PLEASED TO SUBMIT A PRICE QUOTE FOR OUR VEHICLE, WHICH INCLUDES THE FOLLOWING FEATURES AND BENEFITS FOR YOUR CONSIDERATION:

# ELDORADO

REV GROUP



## **SCHETKY BUS AND VAN SALES: THE LEADER IN TRANSPORTATION SINCE 1942**

- ONE OF THE LARGEST AND LONGEST ESTABLISHED BUS DEALERS
- THE NATION'S LARGEST HEALTH CARE AND SENIOR LIVING BUS DEALER
- A PREFERRED TRANSIT BUS, SCHOOL BUS, AND RETAIL BUS DEALER, SERVING ALL TRANSPORTATION MARKETS
- FAMILY OWNED AND OPERATED, FOURTH GENERATION BUSINESS

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- NATIONWIDE SUPPORT AND WARRANTY, WITH QUALIFIED SPECIALISTS READY TO HELP

## VEHICLE CONFIGURATION

10 TOTAL PASSENGERS [8 AMBULATORY PASSENGERS + 2 WHEELCHAIR POSITIONS + DRIVER]

- *BEST-IN-CLASS FUEL ECONOMY, WHEN COMBINING ELDORADO ADVANCE BODY WITH THE FORD TRANSIT CHASSIS*
- *NARROW BODY DESIGN, FOR EASIER NAVIGATION OF TIGHT SPACES*
- *FIBERGLASS EXTERIOR SKIN, TO PREVENT EXTERIOR BODY RUST, DENTS AND PAINT CHIPS*

## 2020 FORD TRANSIT CUTAWAY CHASSIS EQUIPMENT

- 3.5L ECOBOOST GASOLINE ENGINE
- 11,000 GVWR
- 156" WHEELBASE
- 250 AMP ALTERNATOR (GAS)
- 10-SPEED AUTOMATIC TRANSMISSION
- TILT STEERING WHEEL, CRUISE CONTROL
- CHROME FRONT BUMPER
- DAYTIME RUNNING LIGHTS & FRONT FOG LAMPS
- OEM SYNC WITH 4" SCREEN
- PALAZZO GRAY INTERIOR
- CO-PILOT 360 TECHNOLOGIES - INCLUDING POST-COLLISION BRAKING, PRE-COLLISION ASSIST WITH AUTOMATIC EMERGENCY BRAKING (AEB), AUTO HIGH-BEAM HEADLAMPS, LANE-KEEPING SYSTEM & FORWARD COLLISION WARNING
- FORDPASS CONNECT/TELEMATICS MODEM INCLUDED FOR FLEET ONLY: 4G Wi-Fi MODEM PROVIDES DATA TO SUPPORT TELEMATICS & DATA SERVICES INCLUDING, BUT NOT LIMITED TO VEHICLE LOCATION, SPEED, IDLE TIME, FUEL, VEHICLE DIAGNOSTICS, & MAINTENANCE ALERTS. DEVICE ENABLES TELEMATICS SERVICES THROUGH FORD OR AUTHORIZED PROVIDERS.
- SHOCK ABSORBERS - GAS FILLED
- POWER BRAKES WITH FOUR (4) WHEEL DISCS
- FOUR (4) WHEEL ANTI-LOCK BRAKES
- PARKING BRAKE
- RADIAL TIRES - LT205/75R16C BSW (6)
- DUAL REAR WHEELS
- AUXILIARY TRANSMISSION OIL COOLER
- SUPER ENGINE COOLING
- DUAL ELECTRIC HORNS
- AUXILIARY BATTERY
- STABILIZER BAR
- FRONT AIR CONDITIONING, HEAT, & DEFROSTER
- 12" MIRROR
- SHOULDER HARNESS STYLE SEAT BELT FOR DRIVER
- INTERMITTENT WIPERS

- DRIVER'S SIDE AIR BAG
- 50 STATE EMISSION
- ENGINE BLOCK HEATER

## **STANDARD BODY FEATURES**

- MEETS AND EXCEEDS ALL FMVSS (FEDERAL MOTOR VEHICLE SAFETY STANDARDS) REQUIREMENTS
- CERTIFIED FORD QVM (QUALITY VEHICLE MANUFACTURER)
- CERTIFIED ISO 9001:2008 (QUALITY MANAGEMENT SYSTEMS) COMPANY
- MEETS AND EXCEEDS ADA REQUIREMENTS
- MEETS AND EXCEEDS ROLLOVER AND SIDE IMPACT TESTING
- FIBERGLASS EXTERIOR SKIN, DOES NOT RUST OR EXHIBIT ELECTROLYSIS, DOES NOT PAINT-CHIP
- SINGLE-PIECE FIBERGLASS ROOF, NO SEAMS ACROSS ROOF TO PREVENT LEAKS
- STEEL CAGE CONSTRUCTION WITH RUST-PROOFING TREATMENT
- 10 GAUGE STEEL, POWDER COATED REAR BUMPER
- LARGE TINTED PASSENGER WINDOWS
- EP4 ELECTRIC SYSTEM, PANEL INCLUDES LED TROUBLE-LIGHTS & SILKSCREEN LEGEND
- COLOR CODED AND FUNCTION CODED WIRING, LOOMED, AND PROPERLY ROUTED
- ERGONOMICALLY CORRECT DRIVER'S SWITCHES, BACK-LIT, ROCKER STYLE FOR EASE OF USE
- LED EXTERIOR LIGHTING: MARKER LIGHTS, TAG LIGHTS, SIDE TURN/MARKER LIGHTS, STOP-TAIL-TURN-BACKUP LIGHTS
- LED INTERIOR LIGHTING: LED DOME LIGHTS, DRIVER MAP LIGHT, ENTRY DOOR STEP LIGHT
- ALL FLOORING UNDERCOATED AND EDGES TO BE SEALED TO BEST PREVENT DECAY/CORROSION
- BUS TO UNDERGO THOROUGH ROAD AND WATER TESTING PRIOR TO DELIVERY

## **VEHICLE FEATURES**

- **RAISED/FLAT FLOOR IN PASSENGER CABIN AREA - NO WHEELWELLS**
- ADDITIONAL LEAF SPRING ON WC LIFT SIDE
- EXHAUST EXITS OUT STREETSIDE REAR CORNER AT 45-DEGREE ANGLE
- INPOWER FAST IDLE WITH INTERLOCK
- REAR WRAP BUMPER - WHITE POWDERCOATED STEEL
- 36-INCH WIDE ELECTRIC PASSENGER ENTRY DOOR WITH STAINLESS STEEL FRAME
- YELLOW POWDERCOATED GRAB HANDLE ON EACH ENTRY DOOR PANEL
- REAR EMERGENCY EGRESS WINDOW (NO REAR DOOR)
- WINDOW PACKAGE, TOP-T SLIDERS
- REAR A/C - ACT 12S HD 75,000 BTU IN-WALL EVAPORATOR WITH HEAT COIL & SKIRT CONDENSER
- HEATER BOOSTER PUMP WITH ELECTRIC VALVE
- QTY (1) HEATER SHUT-OFF VALVE, MANUAL 5/8"
- DUAL BATTERIES -(1) OEM UNDERHOOD & (1) G27 ON FRAME
- ELECTRICAL SYSTEM, E-FORD EP4
- CABLINER, PADDED GRAY VINYL
- OEM DRIVER SEAT, W/OEM COVER

- QTY (8) SEAT COVER, LEVEL 4  
D-90 VINYL - DEALER TO CONFIRM COLOR
- DRIVER SEAT COVER, OEM ONLY
- QTY (2) - 3-POINT FREEDMAN SINGLE PASSENGER SEATS
- QTY (2) - 3-POINT FREEDMAN DOUBLE PASSENGER SEATS
- QTY (1) - 3-POINT FREEDMAN DOUBLE FOLDSEAT
- QTY (3) - AV GRAB HANDLE, BLACK - AT AISLE SEATS EXCEPT REAR ROW
- QTY (1) -TDSS KIT, FREEDMAN SLIDE N CLICK STORAGE
- QTY (1) - SEATBELT EXTENSION, 12" (EA)
- FLOOR, 5/8" PLYWOOD - 220 WT
- DRIVER'S STANCHION WITH MODESTY PANEL - YELLOW POWDERCOATED
- LEFT-HAND ENTRY STANCHION WITH MODESTY PANEL - YELLOW POWDERCOATED
- HANDRAIL, RIGHT-HAND ENTRY ASSIST, YELLOW POWDERCOATED
- DOGLEG STANCHION ATTACHED TO THE RIGHT-HAND ENTRY ASSIST, EXTENDING TOWARD  
DRIVER TO ASSIST WITH PASSENGER ENTRY/EXIT
- DRIVER'S PLEX PANEL, SMOKED - HELPS PROTECT DRIVER'S SEAT
- BRAILLE ID PLATE, MINIMUM 1.5" H X 3" WIDE - INSTALLED ON DRIVER'S PLEX PANEL
- STANCHION, VERTICAL WITH MODESTY PANEL, YELLOW POWDERCOATED - BEHIND WC LIFT
- STANCHION, PADDED YELLOW
- QTY (1) - HANDRAIL, OVERHEAD 48" YELLOW POWDERCOAT
- QTY (1) - HANDRAIL, OVERHEAD 96" YELLOW POWDERCOAT
- EXTERIOR MIRRORS, ROSCO MANUAL E-FORD
- FIRST AID KIT, 16 UNIT
- QTY (1) - Q-STRAINT BELT CUTTER
- 5# FIRE EXT & REFLECTOR KIT
- INTERIOR LED DOME LIGHTS, SUPER BRIGHT - QTY (3) IN PASSENGER CABIN PLUS DRIVER'S MAP  
LIGHT & OVERHEAD STEPWELL LIGHT
- EXTERIOR LED LIGHTS - INCLUDES REAR TURN, CENTER MOUNT BRAKE LIGHT, SIDE MARKER,  
& TAG LIGHT
- LIFT DOOR AJAR BUZZER, WHEN IN GEAR
- REAR VIEW CAMERA, ROSCO 7" IN-MIRROR LCD
- REVERSE ALARM (102 DB)
- EXTERIOR LED ENTRY DOOR LIGHT, ILLUMINATING OUTSIDE PASSENGER ENTRY DOOR
- PREWIRE, IGNITION-BATTERY-GROUND BEHIND DRIVER
- PREWIRE, IGNITION-BATTERY-GROUND AT CURB SIDE DASH
- QTY (4) - SPEAKERS
- GERFLOR SIRIUS ANTI-SLIP FLOORING WITH COVE MOLDING
- WHITE STEP NOSING, INDICATING STEP EDGES AT ENTRY DOOR AND RAISED/FLAT FLOOR STEP
- HEADLINER, GRAY VINYL
- INTERIOR SIDEWALLS, GRAY VINYL
- DRIVER'S SIDE RUNNING BOARD
- MUD FLAPS, FRONT & REAR
- WHEELCHAIR DOOR, DOUBLE PANELS WITH WINDOWS

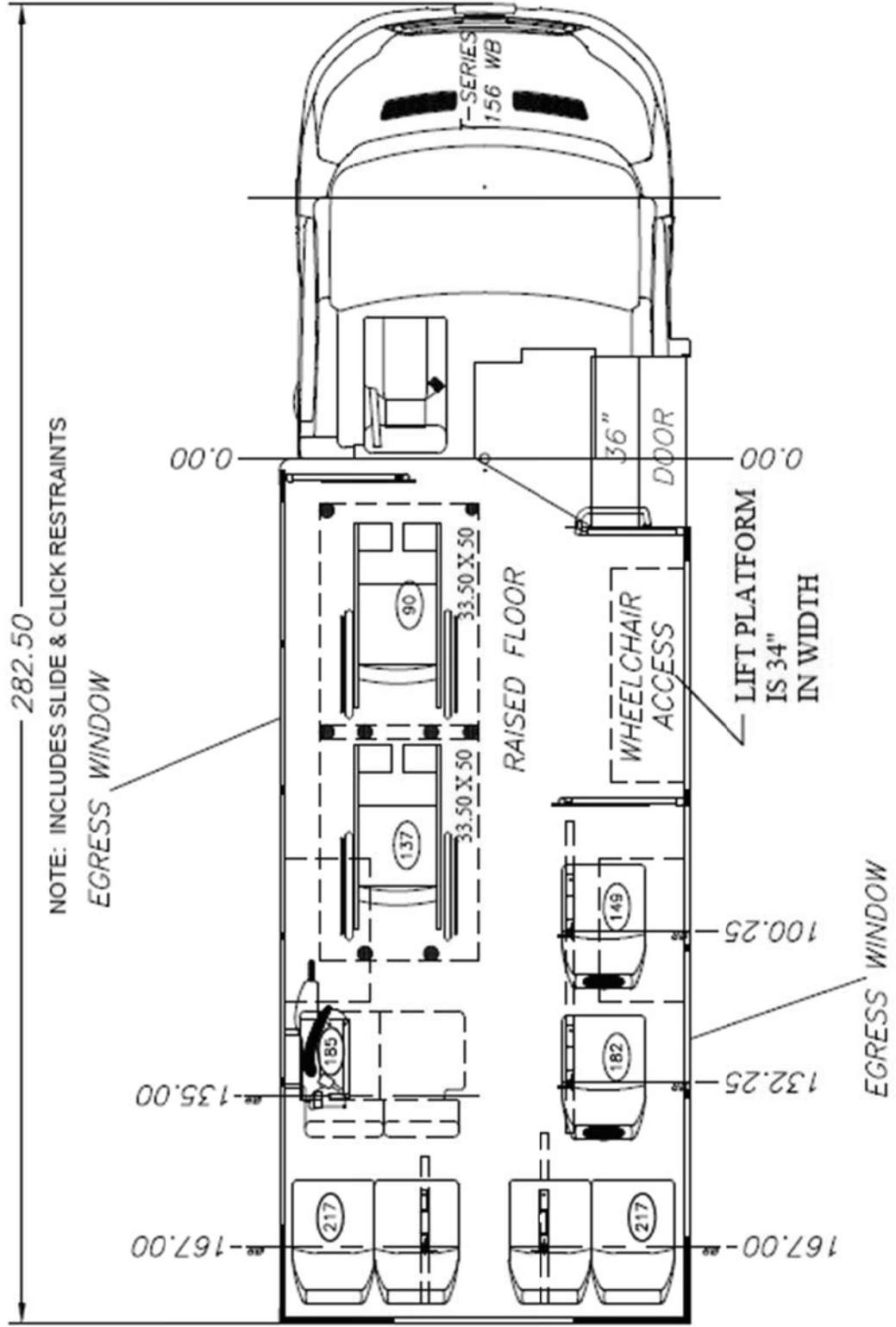
- BRAUN CENTURY NCL917FIBHB3454-2 WHEELCHAIR LIFT - 34" X 54" PLATFORM
- QTY (2) - WHEELCHAIR RESTRAINTS, Q-8100-A1-SLIDE & CLICK
- QTY (1) - STORAGE BAG, Q-STRAINT W/ MOUNT BRACKET
- DECALS, ADA SPEC
- INTERIOR LED CEILING MOUNT LIGHT ABOVE LIFT
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- UNDERCOATING, 76M
- DECALS, EXTERIOR FLEET NUMBER
  - 4" HIGH REFLECTIVE FLEET NUMBERS ON (4) SIDES PLUS FLEET NUMBERS ON ROOF, NON-REFLECTIVE VINYL - 12" HIGH PER NUMBER IN VERTICAL ORIENTATION FRONT-TO-BACK OF BUS ROOF - BLUE REFLECTIVE "PACE" GRAPHICS ON EACH SIDE PER APPROVED PROOF - ARTWORK PROVIDED BY AGENCY

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INCLUDES LOCAL WARRANTY AND SUPPORT AT A SERVICE FACILITY AS CLOSE AS POSSIBLE TO YOUR FACILITY. SCHETKY'S WARRANTY DEPARTMENT WILL ARRANGE THE WORK FOR YOUR VEHICLE AND PROVIDE THE LOCAL SERVICE FACILITY THE PROPER INSTRUCTION AND PARTS SO YOUR VEHICLE IS FIXED AS QUICKLY AND CONVENIENTLY AS POSSIBLE. IF YOU EVER SUSPECT THAT YOU NEED WARRANTY WORK, PLEASE CONTACT SCHETKY PRIOR TO TAKING THE VEHICLE FOR SERVICE, PER MANUFACTURER WARRANTY PROTOCOL.

**ELDORADO ADVANCE – 2 WHEELCHAIR LAYOUT**  
**PENDING PACE APPROVAL**





**PRICE QUOTE:** ELDORADO ADVANCE DATE: 12/9/2019  
**CUSTOMER:** SCR MEDICAL TRANSPORTATION  
**CONFIGURATION:** (3) WHEELCHAIR + (4) AMBULATORY - OR - (12) AMBULATORY  
**SALESPERSON:** LEE ANN SPARKS  
**EMAIL:** [LEEANNS@SCHETKYNW.COM](mailto:LEEANNS@SCHETKYNW.COM)  
**PHONE:** 785-554-4195

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- CHROME FRONT BUMPER
- DAYTIME RUNNING LIGHTS & FRONT FOG LAMPS
- OEM SYNC WITH 4" SCREEN
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- OXFORD WHITE CAB
- PALAZZO GRAY INTERIOR
- CO-PILOT 360 TECHNOLOGIES - INCLUDING POST-COLLISION BRAKING, PRE-COLLISION ASSIST WITH AUTOMATIC EMERGENCY BRAKING (AEB), AUTO HIGH-BEAM HEADLAMPS, LANE-KEEPING SYSTEM & FORWARD COLLISION WARNING
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- DUAL BATTERIES -(1) OEM UNDERHOOD & (1) G27 ON FRAME
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- LIFT DOOR AJAR BUZZER, WHEN IN GEAR
- REAR VIEW CAMERA, ROSCO 7" IN-MIRROR LCD
- REVERSE ALARM (102 DB)
- EXTERIOR LED ENTRY DOOR LIGHT, ILLUMINATING OUTSIDE PASSENGER ENTRY DOOR
- PREWIRE, IGNITION-BATTERY-GROUND BEHIND DRIVER
- PREWIRE, IGNITION-BATTERY-GROUND AT CURB SIDE DASH
- QTY (4) - SPEAKERS
- GERFLOR SIRIUS ANTI-SLIP FLOORING WITH COVE MOLDING
- WHITE STEP NOSING, INDICATING STEP EDGES AT ENTRY DOOR AND RAISED/FLAT FLOOR STEP
- HEADLINER, GRAY VINYL
- INTERIOR SIDEWALLS, GRAY VINYL
- DRIVER'S SIDE RUNNING BOARD
- MUD FLAPS, FRONT & REAR

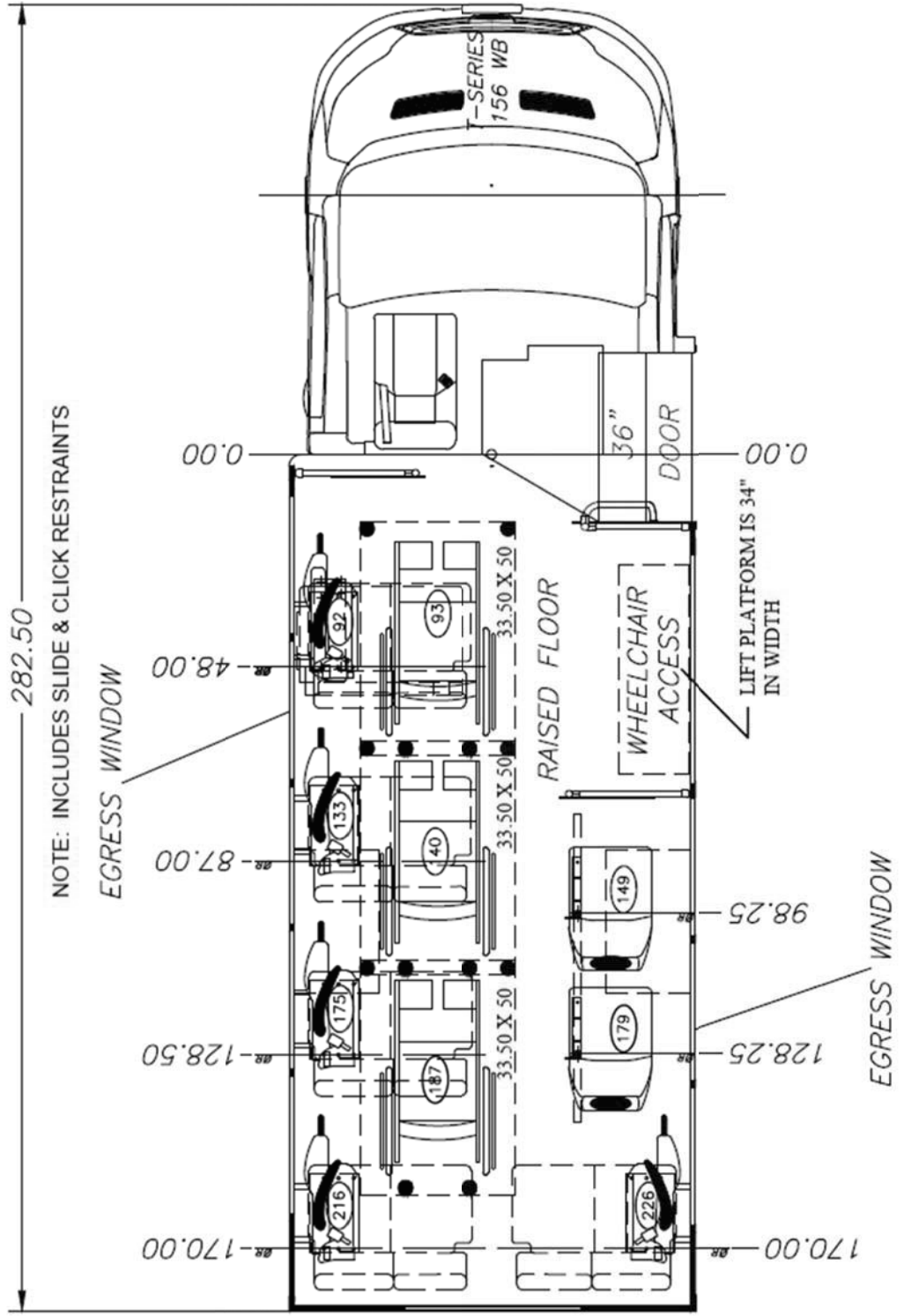
- WHEELCHAIR DOOR, DOUBLE PANELS WITH WINDOWS
- BRAUN CENTURY NCL917FIBHB3454-2 WHEELCHAIR LIFT - 34" X 54" PLATFORM
- QTY (3) - WHEELCHAIR RESTRAINTS, Q-8100-A1-SLIDE & CLICK
- DECALS, ADA SPEC
- INTERIOR LED CEILING MOUNT LIGHT ABOVE LIFT
- EXTERIOR LED SKIRT-MOUNT OVAL LIGHT BELOW LIFT DOOR
- UNDERCOATING, 76M
- DECALS, EXTERIOR FLEET NUMBER
  - 4" HIGH REFLECTIVE FLEET NUMBERS ON (4) SIDES PLUS FLEET NUMBERS ON ROOF, NON-REFLECTIVE VINYL - 12" HIGH PER NUMBER IN VERTICAL ORIENTATION FRONT-TO-BACK OF BUS ROOF - BLUE REFLECTIVE "PACE" GRAPHICS ON EACH SIDE PER APPROVED PROOF - ARTWORK PROVIDED BY AGENCY

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**ELDORADO ADVANCE – 3 WHEELCHAIR LAYOUT**  
**PENDING PACE APPROVAL**





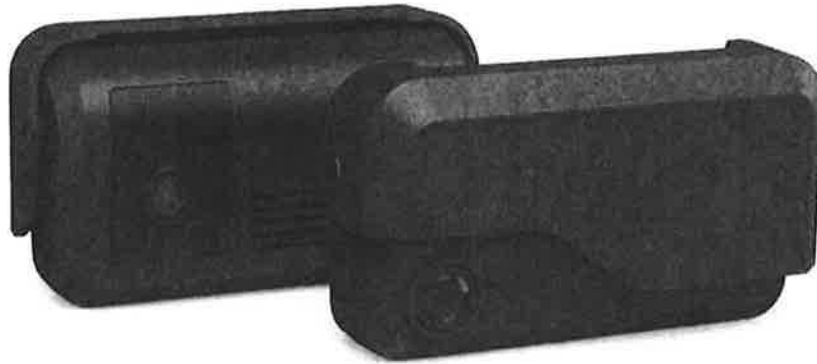
SAMSARA DASHCAM AND VEHICLE  
GATEWAY SPECIFICATIONS





# CM32 Dash Camera Datasheet

## Internet-Connected Dual-Facing HD Camera Module



The CM32 is a high-definition, Internet-connected dash camera designed to prevent accidents, exonerate drivers, and lower fleet costs. Dual-facing cameras simultaneously capture driver- and outward-facing video and automatically upload and analyze footage of accidents, harsh driving, and other events of interest. Samsara's intuitive cloud-based software provides reporting tools that enable fleet operators to implement safety coaching programs, prevent accidents, and lower costs.

### **HIGHLIGHTS**

- HD dual-facing camera with HDR and infrared LED for night recording
- Automatic uploads of incident footage, plus on-demand video retrieval
- Edge processing to enable real-time event and object detection
- Built-in audio speaker for hands-free, voice-based coaching
- Cloud-based dashboard with reports, trend analysis, and accident reconstruction
- Easy to install, no hard-wiring into vehicle required
- Part of Samsara's complete platform for fleet management, driver safety, and compliance

<b>Automatic upload</b>	Automatically uploads video footage of harsh braking, acceleration, turning, and crashes
<b>On-demand upload</b>	Stores continuous recordings on-camera, available for over-the-air retrieval on demand

## Mounting, Enclosure, and Power

<b>Dimensions</b>	Enclosure: 108 x 41 x 61 mm (4.2 x 1.6 x 2.4 in) Cable: 4m (13 ft)
<b>Mounting</b>	Mounts to windshield via industrial-grade adhesive tape (included)
<b>Power</b>	Connects to Samsara VG-series gateway via accessory port (power + data). No additional power source or wiring required
<b>Battery</b>	Internal 1300mAh battery for fallback power when vehicle is off
<b>Operating temperature</b>	-20 to 65° C

## Software Features

<b>Software features</b>	<p>HD video playback (inward and outward) from any Internet-connected device</p> <p>Safety incident reports, including accident reconstruction</p> <p>Driver safety rankings with scorecards</p> <p>On-demand retrieval (over the air) based on time or location</p> <p>Configurable audio coaching plays spoken alerts during unsafe driving behavior (e.g. excessive speeding, unbuckled seatbelts, etc.)</p>
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# Vehicle IoT Gateway

## VG34 DATASHEET



### OVERVIEW

The VG34 Vehicle IoT Gateway is an advanced sensor platform for fleets, providing operators with real-time location and analytics, sensor data, WiFi hotspot connectivity, and ELD-ready hours of service logging.

Designed for plug-and-play installation in a wide variety of vehicles, the VG34 offers a broad array of business-relevant fleet management features in an integrated, easy-to-use solution.

### HIGHLIGHTS

- High-precision GPS with real-time visibility
- Extensible platform works with Samsara wireless sensors, camera modules, Driver ID, and WiFi devices
- Includes high-speed 4G LTE WiFi hotspot
- Compatible with light, medium, and heavy duty vehicles
- Part of a complete hardware + software solution to enhance efficiency, safety, customer service, and compliance

## Power

<b>Power Consumption</b>	Vehicle on: 1.8W typical power draw. Vehicle off: 396mW sleep mode.
<b>Input Power</b>	12V and 24V vehicles via diagnostic port connection or direct wiring harness.
<b>Backup Battery</b>	Battery-powered tamper detection sends alert (via Samsara Cloud) if gateway is unplugged or power is interrupted.

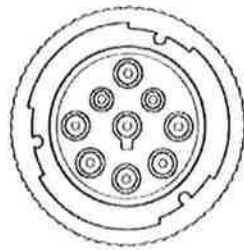
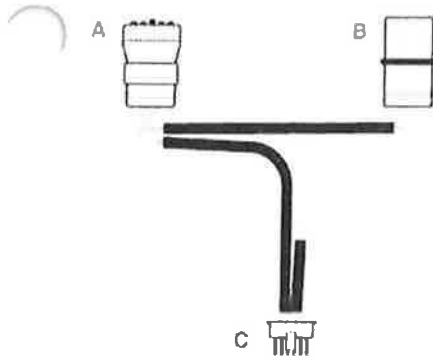
## Enclosure

<b>Dimensions</b>	117 x 72 x 26 mm (4.6 x 2.7 x 1.0 inches)
<b>Weight</b>	118g
<b>Operating temperature</b>	-40° to 85°C

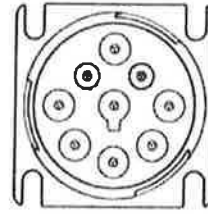
## Software Features

<b>Samsara Cloud</b>	Connects to Samsara Cloud to provide real-time location visibility, dispatch, reporting, and alerts
<b>Samsara Driver App</b>	ELD-ready Hours of Service logging when used with Samsara Driver App

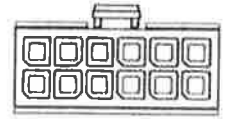
## Heavy Duty Vehicle Cable (OBD-II)



A  
J1939 (male)



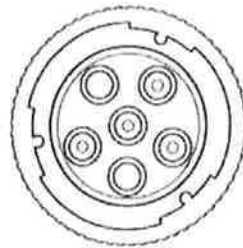
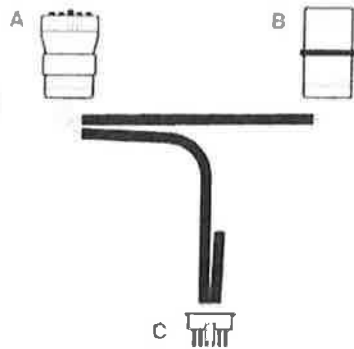
B  
J1939 (female)



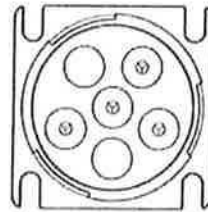
C  
Samsara Gateway (male)

### ACC-BJ1939-Y1

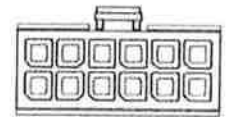
OBD-II (J1939) to Samsara Gateway cable with type 1 y-splitting bypass harness and auxiliary (discrete voltage) inputs



A  
J1708 (male)



B  
J1708 (female)



C  
Samsara Gateway (male)

### ACC-BJ1708-Y1

OBD-II (J1708) to Samsara Gateway cable with type 1 y-splitting bypass harness and auxiliary (discrete voltage) inputs

## **FCC Regulations**

This device complies with part 15 of the FCC Rules. Operation is subject to the following two conditions: (1) This device may not cause harmful interference, and (2) this device must accept any interference received including interference that may cause undesired operation.

Changes or modifications not expressly approved by the party responsible for compliance could void the user's authority to operate the equipment.

This device complies with radio frequency (RF) exposure limits adopted by the Federal Communications Commission for an uncontrolled environment. This equipment should operate with minimum distance 20 cm between the radiator & your body.

This equipment has been tested and found to comply with the limits for a Class B digital device, pursuant to" part 15 of the FCC Rules. These limits are designed to provide reasonable protection against harmful interference in a residential installation. This equipment generates, uses and can radiate radio frequency energy and, if not installed and used in accordance with the instructions, may cause harmful interference to radio communications. However, there is no guarantee that interference will not occur in a particular installation. If this equipment does cause harmful interference to radio or television reception, which can be determined by turning the equipment off and on, the user is encouraged to try to correct the interference by one or more of the following measures:

- Reorient or relocate the receiving antenna.
- Increase the separation between the equipment and receiver.
- Connect the equipment into an outlet on a circuit different from that to which the receiver is connected.
- Consult the dealer or an experienced radio/TV technician for help.

## **IC Regulations**

This device complies with Industry Canada's licence-exempt RSSs. Operation is subject to the following two conditions:

- (1) This device may not cause interference; and
- (2) This device must accept any interference, including interference that may cause undesired operation of the device.

Le présent appareil est conforme aux CNR d'Industrie Canada applicables aux appareils radio exempts de licence. L'exploitation est autorisée aux deux conditions suivantes:

- (1) l'appareil ne doit pas produire de brouillage, et
- (2) l'utilisateur de l'appareil doit accepter tout brouillage radioélectrique subi, même si le brouillage est susceptible d'en compromettre le fonctionnement."

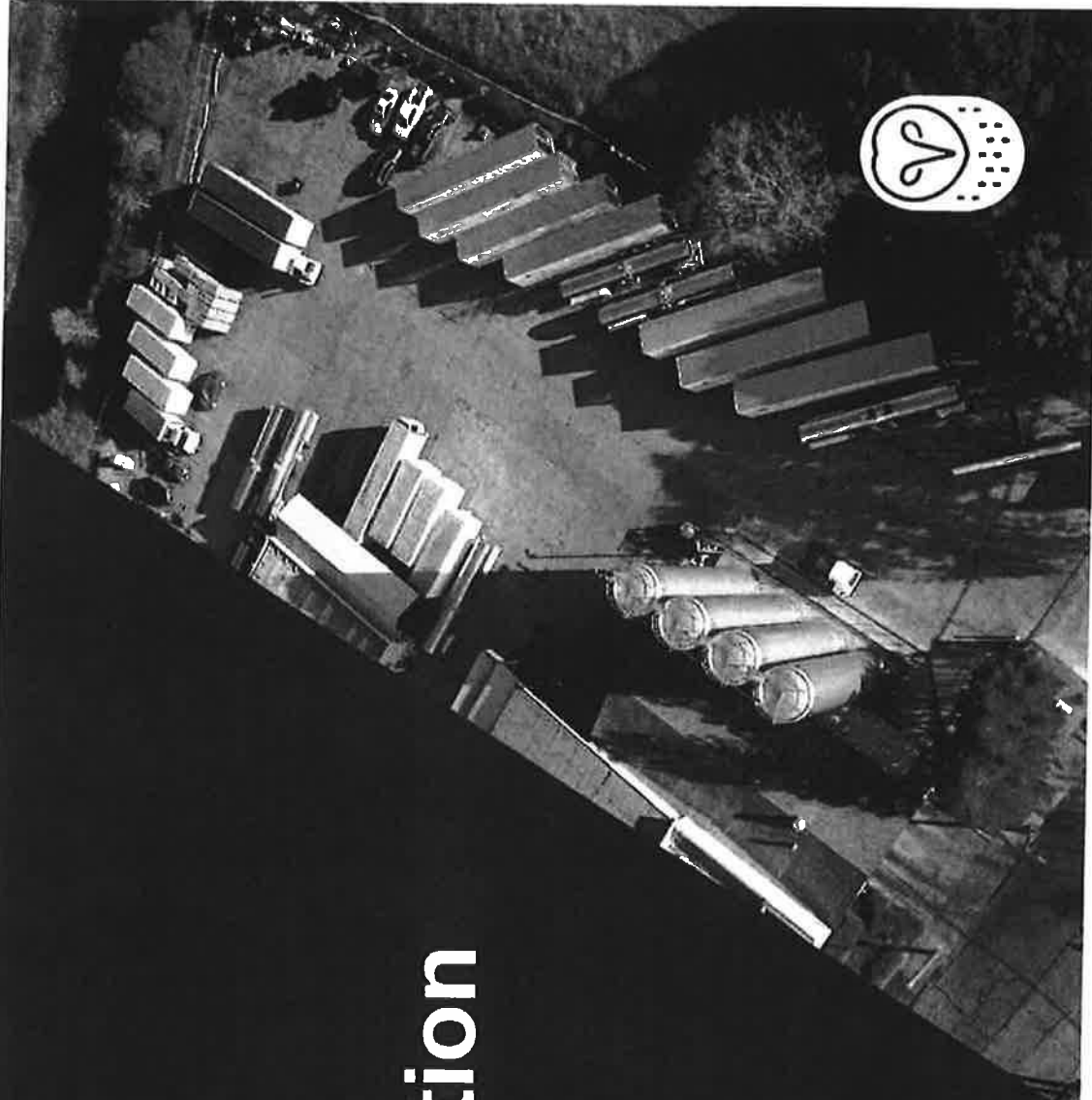
This equipment complies with Innovation, Science and Economic Development Canada RF exposure limits set forth for an uncontrolled environment. This equipment should be installed and operated to ensure a minimum of 20 cm spacing to any person at all times.

CAN ICES-3(B)/NMB-3(B)

DELIVERING THE ULTIMATE CUSTOMER EXPERIENCE

# SCR Transportation

Ashley Rad - Account Manager  
628.231.2081  
June 18, 2019





# Samsara – a complete platform for fleets



- **Real-time** location and telematics
- **Internet-Connected** AI Dash Cams
- Video-based driver **safety**
- In-Vehicle **free WiFi**
- Routing, dispatch, and messaging
- Electronic driver **documents**
- Preventive **maintenance** and DVIR



Driver App



AI Cameras and Sensors



GPS Gateways





A complete integrated  
software feature set.

# VG34 – Vehicle Gateway

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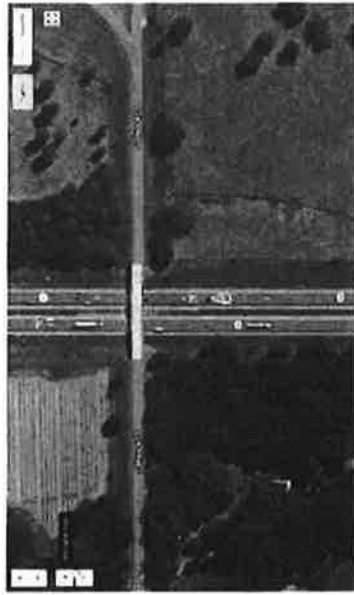


Modern technology, plug-and-play (**15-minute install**).



Real-time GPS, **DVIR**, routing, maintenance, safety, and fuel reporting. **4G LTE WiFi Hotspot included**.

**One Stop Impact:** Record and retain all driver & vehicle data, consolidate and modernize for a complete telematics system.



Warranty: **5-year replacement warranty**

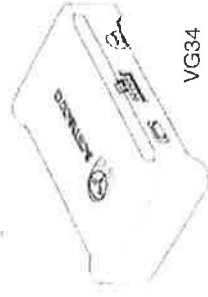
Link to data sheet:

<https://www.samsara.com/pdf/docs/vg34-datasheet.pdf>

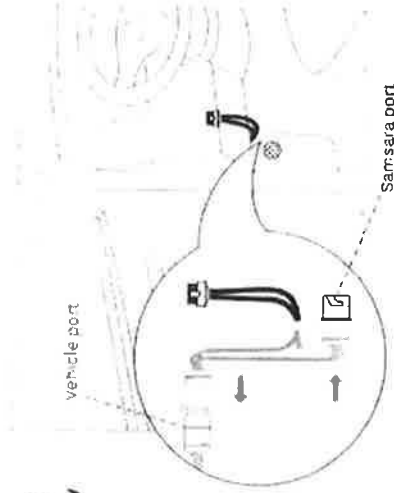
# Wireless Design - Installs in minutes



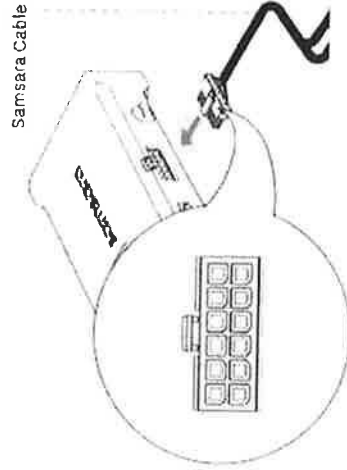
Example Vehicle Deployment:



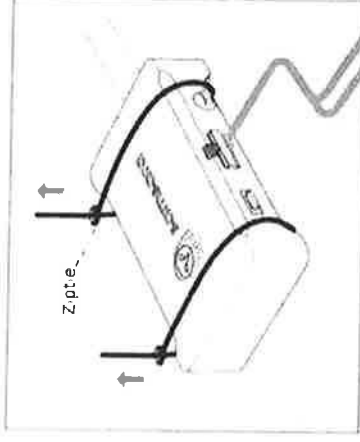
1. Locate Diagnostic port & install y-splitter



2. Plug provided cable into VG



3. Zip tie to something sturdy



Plug & play deployment - No software configuration, SIM card provisioning, or IT infrastructure



# Samsara Maintenance

VIN	1FVACWD1DHF4A116
Fuel	18%
DEF Level	53%
Engine check light	Warning, Protect and Emissions
Odometer	378,790 mi
Engine	Running
Ambient Air Temp	50.3°F
Barometer	14.14 Psi
Battery voltage	14.25 V
Coolant Temp	197.8°F
Engine Load	100 %
Engine Speed	2,186 RPM
Manifold Temp	172.4°F
Oil Pressure	\$2.78 Psi
Emergency Lights	Off
Power Take-Off	Off
Gateway	SAMSARA_AGS

**1 ENGINE FAULT**

- TxId 0 SPN 4384 - Aftertreatment (SCR Conversion Efficiency FMI: 18 (Low-moderate severity) Count: 1)

## Streamline Maintenance

Over-the-air vehicle diagnostics, engine utilization reports, and real-time fault code alerts.

Create a new schedule

Title	Description	Interval Type	Distance	Date	Engine Hours
Oil Change		Interval (mi)	5000		
<b>Vehicle/Asset Schedule</b>					
Add vehicles/assets					
W1			1607	1702	
W2			1605		
W3			1606		
W4			1607		

**Preventative Maintenance**  
 Reduce Downtime with Usage-Based Maintenance. Avoid breakdowns and reduce costs with usage-based maintenance. Schedule preventative maintenance based on time, actual mileage, or engine hours to extend vehicle and asset lifetimes.

## Upcoming Preventative Maintenance Items

Item ID	Item Name	Frequency	Current Mileage	Next Mileage	Action
389	October Garage Check: Every 365 days	10/01/2016			Resolve <input type="checkbox"/> Snooze <input checked="" type="checkbox"/> Ignore <input checked="" type="checkbox"/>
389	Hotshot oil change: Every 5,000 miles	362,861 miles			Resolve <input checked="" type="checkbox"/> Snooze <input type="checkbox"/> Ignore <input checked="" type="checkbox"/>
854	PM-A: Every 5,000 miles	219,405 miles			Resolve <input checked="" type="checkbox"/> Snooze <input type="checkbox"/> Ignore <input checked="" type="checkbox"/>
321	PM A: Every 5,000 miles	722,861 miles			Resolve <input checked="" type="checkbox"/> Snooze <input type="checkbox"/> Ignore <input checked="" type="checkbox"/>
321	Hotshot oil change: Every 5,000 miles	722,861 miles			Resolve <input checked="" type="checkbox"/> Snooze <input type="checkbox"/> Ignore <input checked="" type="checkbox"/>

# CM32 – Dual Facing AI Dash Camera

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High Definition Video - 1080p (Industry Leader). Easy to install, no hard-wiring into vehicle required

Auto-uploads footage of harsh driving events, driver coaching, AI detection, plus on-demand retrieval for up to 1 hour of footage.

Driver safety reporting, scorecard, and coaching for seamless event management

40 hours of drive time video storage - can be extended to 70 hours. Quality will adjust to 720p



Warranty: **5-year replacement warranty**

Link to data sheet:

<https://www.samsara.com/pdf/docs/CM32-Datasheet.pdf>

samsara

# Individualize driver coaching & impact on score



## Driver Safety Report - Roberto Ruiz - 87th

Safety Score

94

Distance Driven

1423 mi

Harsh Events

2 Events

Harsh Accel

2

Harsh Turn

5



### Harsh Events

8 Events from May 14, 2018 10:00 AM - Jun 14, 2018 10:00 AM

Date	Time	Event Type	Status
Jun 6, 2018	9:27 AM	VEP-DLE	
Jun 6, 2018	9:27 AM	655623	NEEDS REVIEW
Jun 6, 2018	7:51 AM	885673	NEEDS REVIEW
Jun 6, 2018	4:42 AM	655623	NEEDS REVIEW

## Improve driver safety score by coaching your drivers:

Categorize events and video footage by drivers - making it easy to access and manage when you review events and safety score.

## Facial recognition technology:

The camera's learning algorithm will learn your driver's faces overtime and automatically tag them in events.



samsara

# Exonerate driver with on-demand video footage

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Introducing Hyperlapse



\*On-demand video has helped Samsara customers improve their exoneration rates by more than 50%

samsara

# Multi-Tiered Customer Support - Included

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- **Dedicated Onboarding Specialist:**
  - Onboard and customized training services after initial purchase for 60 days
  - Deployment project planning consultation
  - Software setup consultation
  - 1 - 1 hour long kick off planning call
  - 3 - 1 hour long trainings sessions
  - Weekly check in calls
- **Dedicated Account Manager (Ashley):**
  - Additional training sessions and support - you have my direct line & cell
- **24/7 Customer Tech Support:**
  - Our US-based support team is available 24/7 via online chat, email or phone.
  - There is no limit or charge for this service
  - Any technical questions, 5-year hardware warranty etc can be handled by this team
  - Call them to try it out! (415) 329-6900
- **Knowledge Base:**
  - How-to articles, guides, videos available through your dashboard
  - Dashboard tutorials & driver app training
  - [Login to your dashboard to see!](#)



## SCR Medical Transportation | Samsara Partnership Commitments

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- Dedicated customer success & support: onboarding, **priority** support & ongoing **customer support**.
- Scalability: locking in proposed pricing for duration of term, **co-term all licenses** purchased during term.
- Long term guarantee: All Samsara products come with a **5-year warranty**.
- Free updates: Samsara's pace of innovation: **over 100+ new features** added since March 2018 and they will keep coming!
- Ensure that hardware/software will function for the duration of the license.
  - SLA: <https://www.samsara.com/pdf/hosted-software-sla.pdf>
  - Warranty: <https://www.samsara.com/pdf/hardware-warranty.pdf>



MOBILE DATA TERMINAL (MDT) AND  
RATIO (VOICE COMMUNICATIONS)



## Samsung Galaxy Tab A 10.1 32 GB Wifi Tablet Black (2019)



Screen Size	10.1 inches
Screen Resolution	1920x1200 pixels
Max Screen Resolution	1920x1200 pixels
Processor	1.8 GHz
RAM	32 GB
Hard Drive	32 GB
Graphics Coprocessor	Mali-G71 MP2
Card Description	Integrated
Wireless Type	802.11a/b/g/n/ac, 2.4 GHz Radio Frequency, 5 GHz Radio Frequency
Number of USB 2.0 Ports	1
Average Battery Life (in hours)	10 years



**YOUR VOICE JUST GOT STRONGER**

# MOTOTRBO™ XPR™ 5000 SERIES DIGITAL TWO-WAY MOBILE RADIOS

From the delivery driver crisscrossing the city to the sanitation crew clearing streets, MOTOTRBO can transform your enterprise and make employee interactions smarter and safer. Our best-in-class audio and exceptional data capabilities empower people like never before.

Versatile and powerful, MOTOTRBO combines the best of two-way radio functionality with the latest digital technology. XPR 5000 Series radios integrate voice and data seamlessly, offer enhanced features that are easy to use, and deliver operations-critical advantages like integrated Bluetooth® and Intelligent Audio.

The XPR 5000 Series can remaster your workplace and the way people collaborate to help you achieve even greater efficiency.

## PRODUCT DATA SHEET

MOTOTRBO™ XPR™ 5000 SERIES MOBILE RADIOS

### SUPERB AUDIO

When it comes to exceptional audio clarity, the quality of digital can't be denied. With XPR 5000 Series mobiles, you get all the benefits of digital plus unique features to help your employees hear and be heard clearly, wherever they work.

Intelligent Audio automatically adjusts the radio's volume in response to background noise: you can hear clearly when you're driving, and you're not deafened when the engine is switched off. IMPRES™ Audio filters out unwanted external clamor, so you can always be heard clearly at the other end. And integrated Bluetooth® Audio capability gives you the freedom to work without wires.

### FULL DATA CAPABILITIES

XPR 5000 Series radios allow you to exploit the full capabilities of digital two way radio. Beyond simple voice, you can use data, text messaging, location-tracking and work order ticket management to improve your workforce's safety, efficiency and accountability.

All XPR 5000 Series radios have integrated GPS, enabling location tracking of your mobile work teams. And to facilitate information collection in the field, you can use the Bluetooth® data option to wirelessly interface with Bluetooth®-enabled devices such as barcode scanners.

MOTOTRBO's Application Developer Program brings you the industry's largest selection of data applications. Our partnership with industry innovators empowers you to create a system that meets your business needs.

### COMPREHENSIVE PERSONALIZATION

A broad range of complementary accessories are available for XPR 5000 Series radios. The Long Range Wireless Mobile Microphone allows you to stay connected even when you're up to 100m (330 ft) from your vehicle. The Handheld Control Head puts total control into your hand, allowing you to install the radio in a convenient location. There's even a telephone-style handset for discreet communications to VIP bus and limousine drivers. However you communicate, your XPR 5000 Series radio can be customized to fit your style.

### FEATURE-RICH POWERHOUSE

XPR 5000 Series radios are designed for the demanding user. They offer advanced features such as transmit interrupt, enhanced privacy and text-to-speech. Four programmable buttons on the front panel allow you to customize the radio for quick access to frequently-used features.

### EXPANDED CAPACITY AND COVERAGE

Your work crews need the capacity, coverage and control of MOTOTRBO. Systems can be scaled to your needs, so as

your business grows, your communications capabilities can grow with you. The XPR 5000 Series is compatible with all MOTOTRBO system types:

**Direct Mode** (Talkaround) allows radios to communicate directly with other radios, for instance when the network is down.

**Single Site Conventional** systems offer baseline coverage and capacity through a MOTOTRBO repeater.

**IP Site Connect** connects multiple repeaters to enhance single site coverage or link geographically dispersed locations.

**Capacity Plus** implements cost-effective dynamic trunking to expand single-site capacity.

**Linked Capacity Plus** combines the benefits of Capacity Plus and IP Site Connect to give you dynamic trunking at multiple sites.

**Connect Plus** is MOTOTRBO's full trunking solution for single or multiple sites, giving you the best coverage, capacity and control.

### MIGRATE AT YOUR OWN PACE

Keeping operations running smoothly during a change in communication systems is vital to business. It's easy to migrate to digital with XPR 5000 Series radios because they can operate in analog and digital mode concurrently. MOTOTRBO repeaters further ease the transition with their mixed mode capability so you can begin using MOTOTRBO radios and repeaters on your existing analog system, and when your time and budget allow, move to digital at your own pace.

### DAY-IN, DAY-OUT DURABILITY

XPR 5000 Series radios are made to last. They are rated IP54 (splashproof, virtually dustproof), so they can be used even in harsh environments. Moreover, they have been proven tough in Motorola's grueling Accelerated Life Test program, in which the design must survive a simulated 5 years of hard service before it is accepted.

The XPR 5000 Series is backed by a two-year Standard Warranty (US and Canada) with a minimum one-year warranty on Motorola-branded accessories. Because wear and tear happens, Motorola recommends Service from the Start, which delivers accelerated turnaround on radio repairs and even covers shipping costs. By reducing your downtime, Service from the Start helps you to lower your total cost of ownership and focus on your business operations, not your technology.



## XPR 5000 SERIES SPECIFICATIONS

GENERAL SPECIFICATIONS										
		XPR 5550			XPR 5580	XPR 5350			XPR 5380	
		VHF	UHF Band 1	UHF Band 2	800/900	VHF	UHF Band 1	UHF Band 2	800/900	
Channel Capacity		Up to 1,000	Up to 1,000	Up to 1,000	Up to 1,000	32	32	32	32	
Typical RF Output	Low Power	1-25 W	1-25 W			1-25 W	1-25 W			
	High Power	25-45 W	25-40 W	1-40 W	806-870 MHz: 10-35 W 896-941 MHz: 10-30 W	25-45 W	25-40 W	1-40 W	806-870 MHz: 10-35 W 896-941 MHz: 10-30 W	
Dimensions (H x W x L)		2.1 x 6.9 x 8.1 in (53.3 x 175.3 x 205.7 mm)								
Weight		3.9 lbs (1.8 kg)								
Maximum Current Drain	Standby	0.81 A								
	Receive (Rated Audio)	2 A								
	Transmit	1-25 W: 11.0 A 25-45 W: 14.5 A	1-25 W: 11.0 A 25-40 W: 14.5 A	1-25 W: 11.0 A 25-40 W: 14.5 A	12 A	1-25 W: 11.0 A 25-45 W: 14.5 A	1-25 W: 11.0 A 25-40 W: 14.5 A	1-25 W: 11.0 A 25-40 W: 14.5 A	12 A	
FCC Description		1-25 W: ABZ99FT3086 25-45 W: ABZ99FT3087	1-25 W: ABZ99FT4087 25-40 W: ABZ99FT4088	1-40 W: ABZ99FT4085	AZ492FT5862	1-25 W: ABZ99FT3086 25-45 W: ABZ99FT3087	1-25 W: ABZ99FT4087 25-40 W: ABZ99FT4088	1-40 W: ABZ99FT4085	AZ492FT5862	
IC Description		1-25 W: 109AB-99FT3086 25-45 W: 109AB-99FT3087	1-25 W: 109AB-99FT4087 25-40 W: 109AB-99FT4088	N/A	109U-92FT5862	1-25 W: 109AB-99FT3086 25-45 W: 109AB-99FT3087	1-25 W: 109AB-99FT4087 25-40 W: 109AB-99FT4088	N/A	109U-92FT5862	

### RECEIVER

	VHF	UHF Band 1	UHF Band 2	800/900
Frequencies	136-174 MHz	403-470 MHz	450-512 MHz	851-870 MHz 935-941 MHz
Channel Spacing	12.5 kHz / 25 kHz*			851-870 MHz 12.5/25 kHz* 935-941 MHz: 12.5 kHz
Frequency Stability (-30°C, +60°C, +25°C Ref)	± 0.5 ppm			
Analog Sensitivity (12dB SINAD)	0.3 µV (12 dB SINAD) 0.22 µV (Typical, 12 dB SINAD) 0.4 µV (20 dB SINAD)			
Digital Sensitivity	5% BER @ 0.25µV (0.19µV typical)			
Intermodulation (TIA603D)	78 dB			75 dB
Adjacent Channel Selectivity (TIA603D)	50 dB @ 12.5 kHz 80 dB @ 25 kHz*	50 dB @ 12.5 kHz 75 dB @ 25 kHz*		
Spurious Rejection (TIA603D)	80 dB	75 dB		
Rated Audio	3 W (Internal), 7.5 W (External - 8 ohms) 13 W (External - 4 ohms)			
Audio Distortion @ Rated Audio	3% (typical)			
Hum and Noise	-40 dB @ 12.5 kHz/-45 dB @ 25 kHz*			
Audio Response	TIA603D			
Conducted Spurious Emission (TIA603D)	-57dBm			

### TRANSMITTER

	VHF	UHF Band 1	UHF Band 2	800/900
Frequencies	136-174 MHz	403-470 MHz	450-512 MHz	806-870 MHz 896-941 MHz
Channel Spacing	12.5 kHz / 25 kHz*			806-870 MHz 12.5/25 kHz* 896-941 MHz: 12.5 kHz
Frequency Stability (-30°C, +60°C, +25°C Ref)	± 0.5 ppm			
Low Power Output	1-25 W			
High Power Output	25-45 W		1-40 W	806-870MHz 10-35W 896-941MHz 10-30W
Modulation Limiting	± 2.5 kHz @ 12.5 kHz/± 5.0 kHz @ 25 kHz*			
FM Hum and Noise	-40 dB @ 12.5 kHz/-45 dB @ 25 kHz*			
Conducted/Radiated Emission	-36 dBm < 1 GHz/-30 dBm > 1 GHz			
Adjacent Channel Power	60 dB @ 12.5 kHz/70 dB @ 25 kHz*			
Audio Response	TIA603D			
Audio Distortion	3%			
FM Modulation	12.5 kHz: 11K0F3E / 25 kHz*: 16K0F3E			
4FSK Digital Modulation	12.5 kHz Data Only: 7K60F1D & 7K60FXD			
	12.5 kHz Voice: 7K60F1E & 7K60FXE			7K60FXE
	Combination of 12.5 kHz Voice & Data: 7K60F1W			N/A
Digital Vocoder Type	AMBE+2™			
Digital Protocol	ETSI TS 102 361-1, -2, -3			

**PRODUCT DATA SHEET**

MOTOTRBO™ XPR™ 5000 SERIES MOBILE RADIOS

MILITARY STANDARDS										
	810C		810D		810E		810F		810G	
APPLICABLE MIL-STD	METHOD	PROCEDURES	METHOD	PROCEDURES	METHOD	PROCEDURES	METHOD	PROCEDURES	METHOD	PROCEDURES
Low Pressure	500.1	I	500.2	II	500.3	II	500.4	II	500.5	II
High Temperature	501.1	I, II	501.2	I/A1, II/A1	501.3	I/A1, II/A1	501.4	I/Hot, II/Hot	501.5	I/A1, II
Low Temperature	502.1	I	502.2	I/C3, II/C1	502.3	I/C3, II/C1	502.4	I/C3, II/C1	502.5	I/C3, II
Temperature Shock	503.1	-	503.2	I/A1/C3	503.3	I/A1/C3	503.4	I	503.5	I/C
Solar Radiation	505.1	II	505.2	I	505.3	I	505.4	I	505.5	I/A1
Rain	506.1	I, II	506.2	I, II	506.3	I, II	506.4	I, III	506.5	I, III
Humidity	507.1	II	507.2	II	507.3	II	507.4	-	507.5	II - Aggravated
Salt fog	509.1	-	509.2	-	509.3	-	509.4	-	509.5	-
Dust	510.1	I	510.2	I	510.3	I	510.4	I	510.5	I
Vibration	514.2	VIII/F, Curve-W	514.3	I/10, II/3	514.4	I/10, II/3	514.5	I/24	514.6	I/24
Shock	516.2	I, II	516.3	I, IV	516.4	I, IV	516.5	I, IV	516.6	I, IV, V, VI

**GPS**

Accuracy specs are for long-term tracking (95th percentile values > 5 satellites visible at a nominal -130 dBm signal strength)

TTF (Time To First Fix) Cold Start	< 1 minute
TTF (Time To First Fix) Hot Start	< 10 seconds
Horizontal Accuracy	< 5 meters

**BLUETOOTH**

Version	Supports Bluetooth® 2.1 + EDR Specification
Profiles Supported	Bluetooth Headset Profile (HSP), Serial Port Profile (SPP), Motorola fast push-to-talk
Devices Supported	Radio supports 1 Bluetooth audio accessory and 1 Bluetooth data device simultaneously
Range	Class 2, 10 meters

**ENVIRONMENTAL SPECIFICATIONS**

Operating Temperature	-30° C / +60° C
Storage Temperature	-40° C / +85° C
Thermal Shock	Per MIL-STD
Humidity	Per MIL-STD
ESD	IEC 61000-4-2 Level 3
Dust and Water Intrusion	IP54, MIL-STD
Packaging test	MIL-STD 810C, D, E, F, and G

Case, dimensions subject to change without notice. All type I, type II, and III are typical.

Note: many applications require additional programming. See the user manual for more information.

For more information on how to strengthen your voice, visit [motorolasolutions.com/mototrbo](http://motorolasolutions.com/mototrbo)

Motorola Solutions, Inc.  
1301 East Algonquin Road Schaumburg, Illinois 60196, U.S.A. 800-367-2346  
[motorolasolutions.com](http://motorolasolutions.com)

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DIGITAL  
REMASTERED.





# START-UP PLAN





# Pace ADA Paratransit Start-up Plan



Task Name	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	
1 - Award of Contract																			
2 Determination of assigned capacity																			
3 Coordination of Revenue Vehicles																			
4 - Infrastructure																			
5 Determine vehicle staging for post-arrival of new vehicles																			
6 Facility Upgrades (current and on-going)																			
7 - Staffing																			
8 - Staff Reductions to meet 25%																			
9 Re-assignment of Chicago ADA Call Center staff																			
10 Notification of Staff Layoffs (WARN Act)																			
11 Driver layoffs to meet 25% capacity																			
12 Non-staff layoffs to meet 25%																			
13 Mechanic layoffs to meet 25%																			
14 - Hiring of Non-Driver Staff																			
15 Complete re-hiring process of non-driver staffing																			
16 Non-Driver Refresher Training																			
17 Non-Driver staff training of digital communication, Camera and GPS-tracking software																			
18 - Driver Staffing																			
19 Complete re-hiring process of driver staff																			
20 Driver Refresher Training																			
21 Driver training of new MDT and digital communication system																			
22 - Mechanic Staffing																			
23 Complete re-hiring of Mechanic Staff																			
24 Mechanic Refresher Training																			
25 - Operations																			
26 Kick-off Meetings with Pace																			
27 - Information Systems																			
28 Re-inventory of Pace-owned computers																			



Jan 5

Jan 12

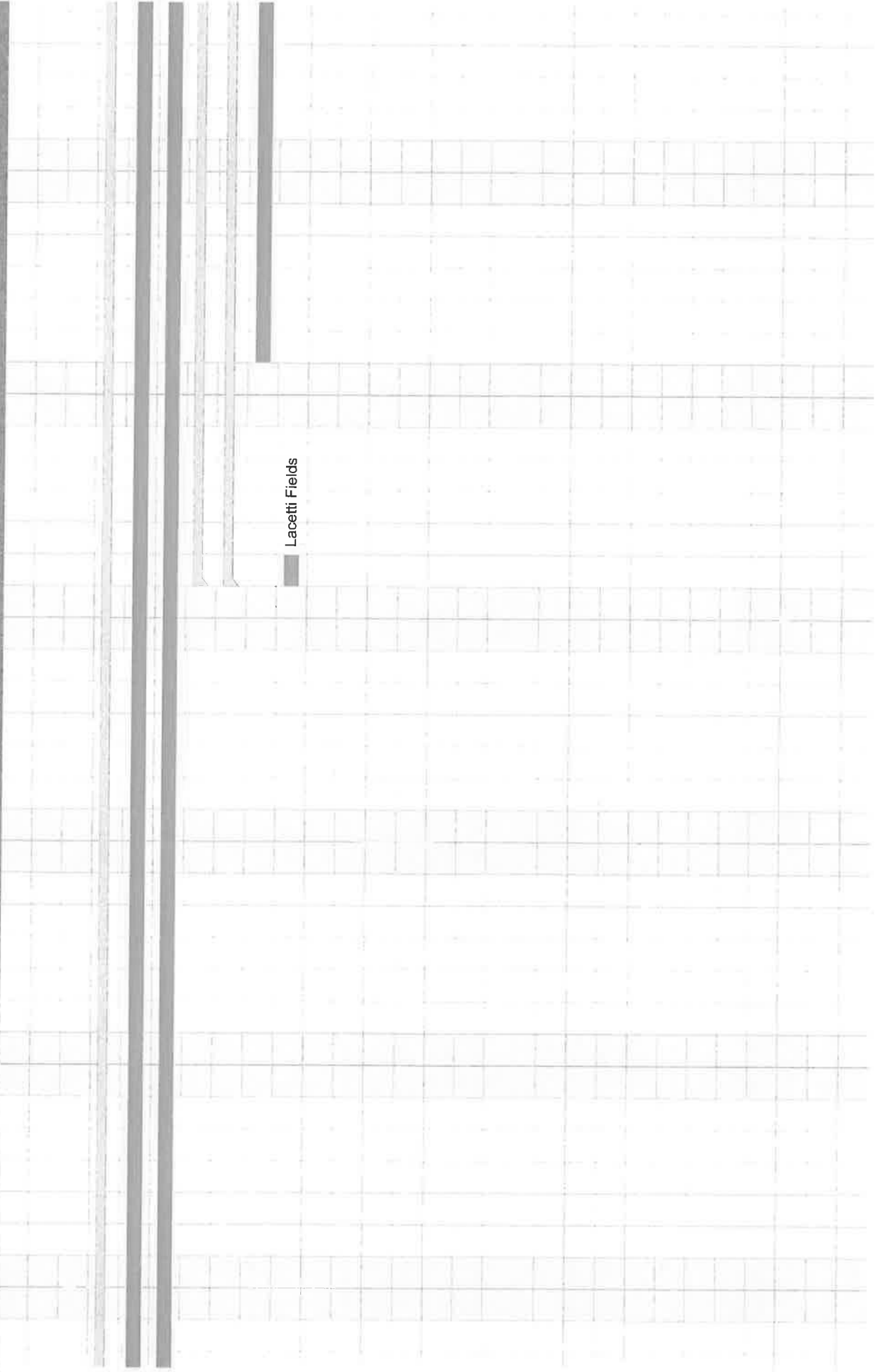
Jan 19

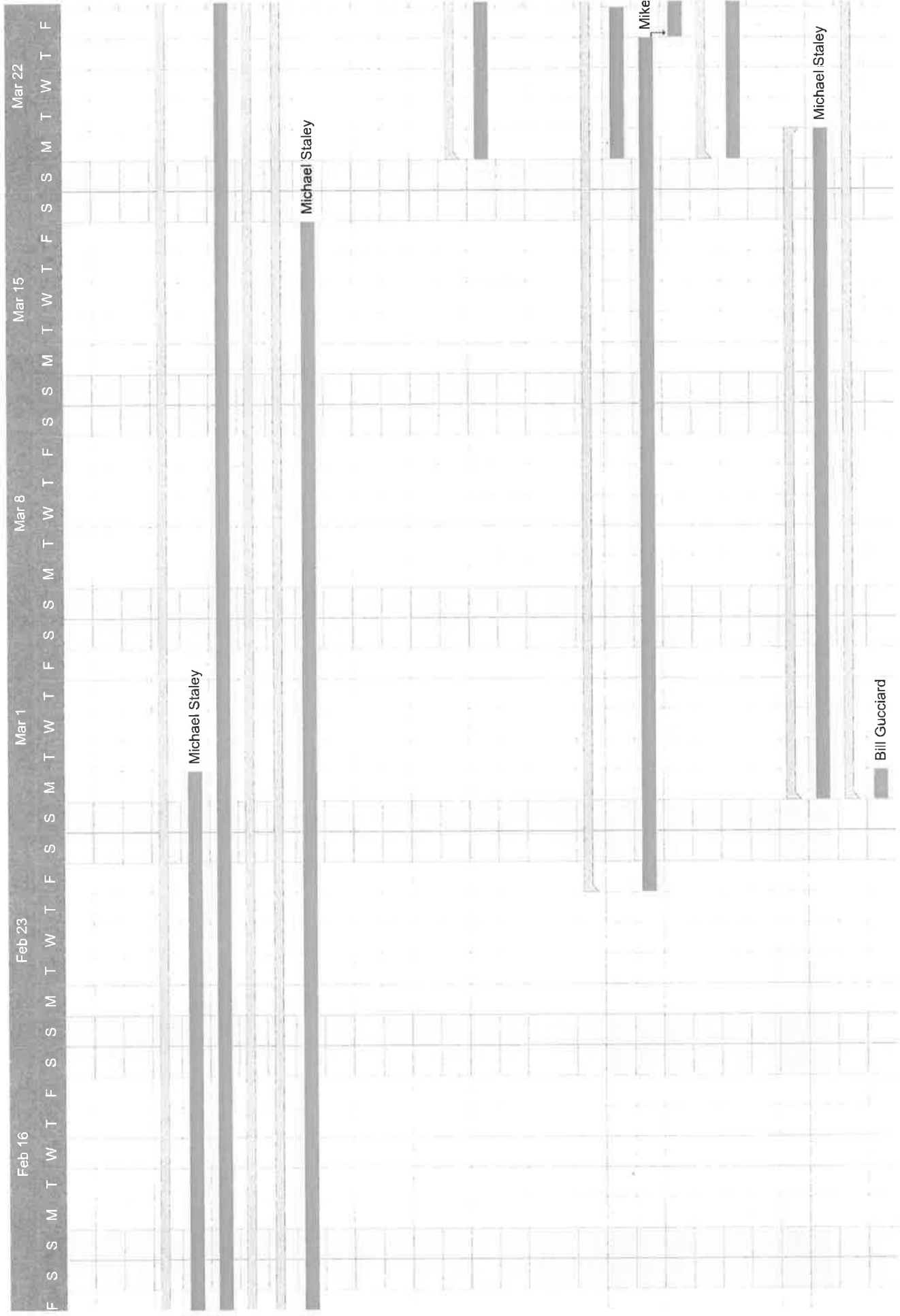
Jan 26

Feb 2

Feb 9

F S S M T W T F S S M T W T F S S M T W T F S S M T W T





Mar 29      Apr 5      Apr 12      Apr 19      Apr 26      May 3  
 S S M T W T F S S M T W T F S S M T W T F S S M T W T F S

Stanley Rakestrav

■ Lacetti Fields  
 ■ Lacetti Fields  
 ■ Lacetti Fields

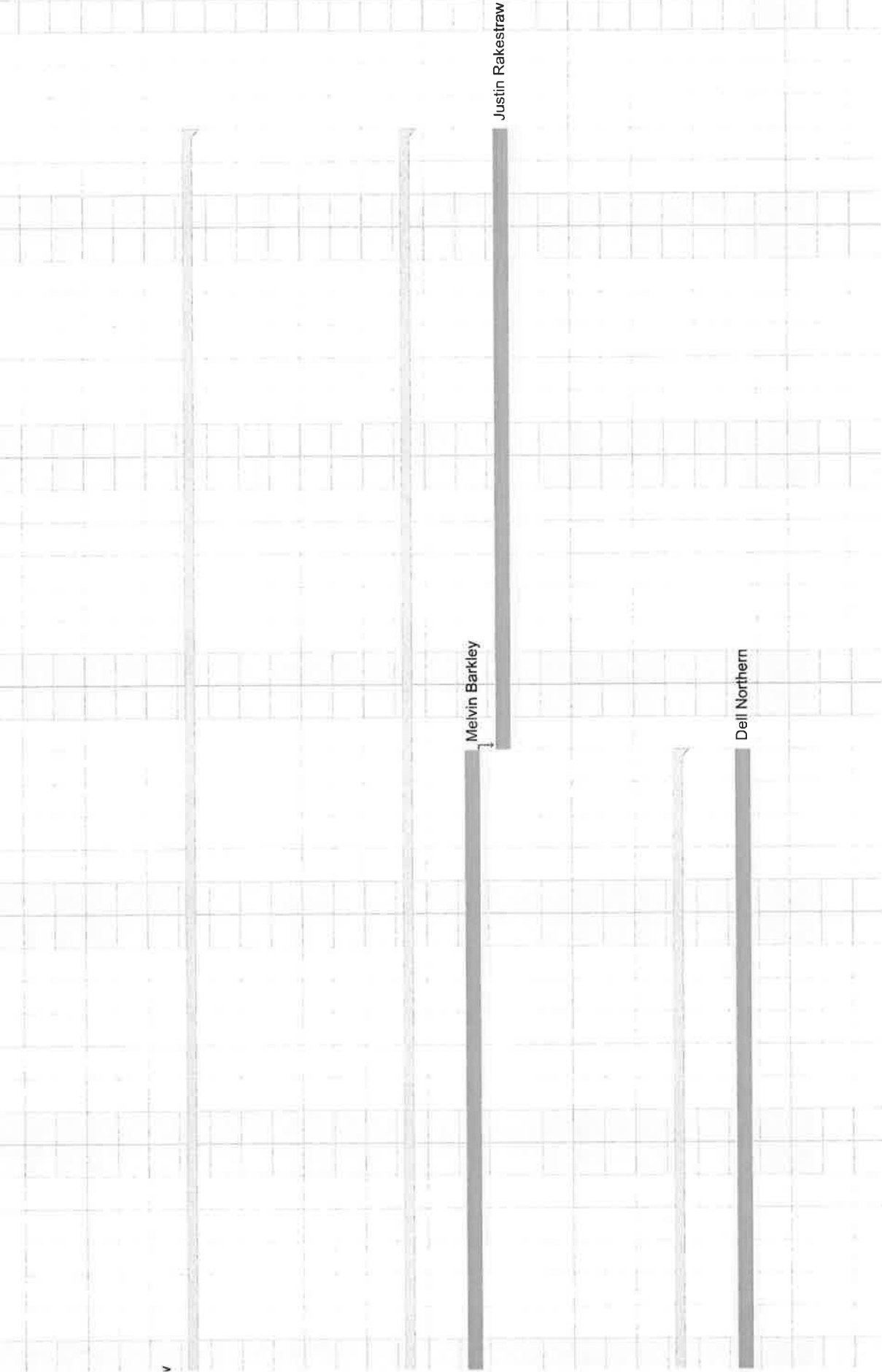
Lacetti Fields

Lacetti Fields  
 : Zuniga

Mike Zuniga

Lacetti Fields

May 10 May 17 May 24 May 31 Jun 7 Jun 14  
S M T W T F S S M T W T F S S M T W T F S



Melvin Barkley

Dell Northern

Justin Rakestraw

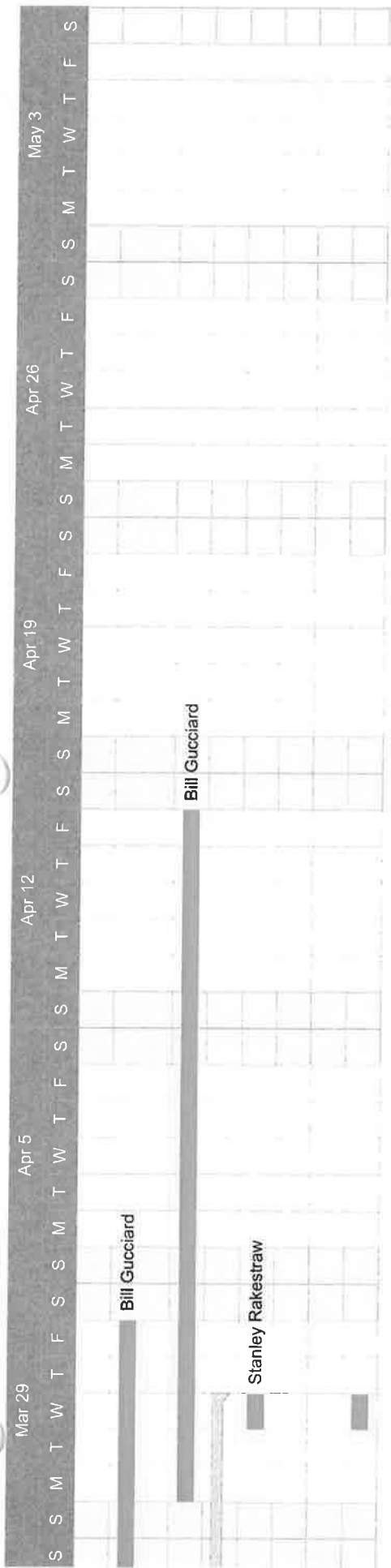
Task Name	Oct 27							Nov 3							Nov 10							Nov 17						
	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
29 Setup and configuration of Pace-owned computers																												
30 Configuration of Samsara technology for cameras and GPS tracking																												
31 Configuration of new MDT's with Pace																												
32 Vehicles																												
33 Arrival of 1st set of vehicles																												
34 Receive shipment of vehicle technology																												
35 Installation of vehicle technology in new vehicles																												
36 Start of Service																												













DRIVER DEPLOYMENT SCHEDULE  
(40%)

Daily Shifts Scheduled	Number of Driver Shifts Scheduled per Day of Week							Total Week	Pct. Total
	Mon	Tues	Wed	Thurs	Fri	Sat	Sun		
8 hour regular	103	98	94	94	95	85	118	139	31.2%
4 hour one-day shifts	0	0	0	0	0	0	0	0	0.0%
10 hour with 2 hr. lunch	0	0	0	0	0	0	0	0	0.0%
8 hour split total	0	0	0	0	0	0	0	0	0.0%
6 hour regular	0	0	0	0	0	0	0	0	0.0%
10 hour regular	181	172	181	177	201	201	65	267	59.9%
10 hour split-13 hr. spread	40	29	32	35	35	15	2	7	9.0%
12 hour	0	0	0	0	0	0	0	0	0.0%
<b>Total split shifts</b>	40	29	32	35	15	2	7	40	9.0%
<b>Total non-straight 8 hour shifts</b>	221	201	213	212	216	67	98	307	68.8%
<b>Total Shifts</b>	<b>324</b>	<b>299</b>	<b>307</b>	<b>307</b>	<b>301</b>	<b>169</b>	<b>216</b>	<b>446</b>	<b>100.0%</b>
<b>Total Vehicles Required</b>	<b>259</b>	<b>241</b>	<b>252</b>	<b>260</b>	<b>252</b>	<b>124</b>	<b>171</b>	<b>260</b>	

Weekly Shift Patterns Scheduled	Shift Type							All Shift Types	Percent of Total
	8 hr. regular	8 hr. split-11 spread	10 hr. w/2 hr. lunch	6 hr. regular	10 hr. regular	10 hr. split-13 spread	12 hour		
Mon-Fri/Mon-Thurs/Mon-Wed	4	0	0	0	2	21	0	27	6.1%
Tues-Sat/Tues-Fri/Tues-Thurs	17	0	0	0	40	0	0	57	12.8%
Wed-Sun/Wed-Sat/Wed-Fri	19	0	0	0	5	0	0	24	5.4%
Thurs-Mon/Thurs-Sun/Thurs-Sat	22	0	0	0	4	0	0	26	5.8%
Fri-Tues/Fri-Mon/Fri-Sun	23	0	0	0	3	0	0	26	5.8%
Sat-Wed/Sat-Tues/Sat-Mon	21	0	0	0	3	0	0	24	5.4%
Sun-Thurs/Sun-Wed/Sun-Tues	33	0	0	0	12	0	0	45	10.1%
Other Patterns	0	0	0	0	198	19	0	217	48.7%
<b>All Patterns</b>	<b>139</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>267</b>	<b>40</b>	<b>0</b>	<b>446</b>	<b>100.0%</b>

Weekly Shift Patterns Scheduled	Shift Type			
	8 hr. regular	8 hr. split-11 spread	10 hr. w/2 hr. lunch	6 hr. regular
Mon-Fri/Mon-Thurs	2.9%			
Tues-Sat/Tues-Fri	12.2%			
Wed-Sun/Wed-Sat	13.7%			
Thurs-Mon/Thurs-Sun	15.8%			
Fri-Tues/Fri-Mon	16.5%			
Sat-Wed/Sat-Tues	15.1%			
Sun-Thurs/Sun-Wed	23.7%			
Other Patterns	0.0%			

Schedule Efficiency	Unadjusted	Adjusted
Monday	1.44	1.36
Tuesday	1.34	1.26
Wednesday	1.35	1.27
Thursday	1.37	1.29
Friday	1.36	1.29
Saturday	1.22	1.15
Sunday	1.29	1.21

Scheduled Resources	Driver Hrs	Vehicle Hrs
Monday	3034.0	2690.0
Tuesday	2794.0	2480.5
Wednesday	2882.0	2559.0
Thursday	2880.0	2555.5
Friday	2840.0	2531.5
Saturday	1486.0	1316.0
Sunday	1924.0	1704.5





# SUBCONTRACTOR AGREEMENT





B:11



## Contract and Terms

### INFORMATION TECHNOLOGY SUPPORT AGREEMENT

THIS AGREEMENT is made this November 1, 2018 by and between ITIC Solutions, LLC ("Consultants") located at 560 W. Washington BLVD, Chicago IL 60661 and SCR Medical Transport, Inc. ("Client") located at 8835 S. Greenwood Ave. Chicago, IL 60619.

#### Agreements

In consideration of the mutual covenants set forth in this Agreement, Client and Consultants hereby agree as follows:

#### 1. Scope of Services.

Consultants shall, during the Term (as defined below) provide to Client the computer consulting services described below (the "Services" or "Work Product"), at such times as Client may reasonably request. Services will be delivered both on and off site (remotely) based on Consultants determination of Client need and the availability to provide an appropriate level of service.

#### Services include:

- 1) Install patches, fixes, and updates operating systems; install additional software packages to the operating systems; install patches, fixes, and updates to additional software packages.
- 2) Proactive monitoring, maintenance and remediation of workstation and server errors and processes to ensure maximum uptime on all systems.
- 3) Administration of Active Directory domain environment with approximately 150 users.
- 4) Install patches, fixes, and Microsoft updates for all server and workstation operating systems.
- 5) Tier 1 support (MAC) for Avaya phone system.
- 6) Install additional software packages, patches, fixes, and updates to additional software packages (Adobe, Sage Peachtree, Java, Adept, Dossier etc.) as needed.
- 7) Manage Office 365 tenants and ensure the correct licensing level and functionality for all assigned users.
- 8) Monitor and maintain anti-virus, anti-malware, and provide additional protections through internet behavior monitoring and malicious website blocking to further protect Client against virus, Trojan, spyware, ransomware and malware and any other unauthorized intrusion.
- 9) Maintain and monitor backup systems for servers and workstations and provide file and system recovery as needed.
- 10) Provide technology disaster recovery and business continuity plan based on business requirements.

- 11) Provide (Level 1 and Level 2) information technology help desk and troubleshooting services as needed by Client.
- 12) Maintain a current file library of all software, licenses, records, or purchases Consultants have made for Client.
- 13) Maintain a history log or other record for Client concerning all installations, upgrades, patches, or other Services performed for Client.
- 14) Offer general advice and guidance to Client's employees or end users and make recommendations to Client concerning their systems and software.
- 15) Liaise with hardware engineers and manufacturer support personnel for warranty related issues or other Services or entities related to the maintenance and upkeep of Client's systems and software.
- 16) Assist Client with determination of budgetary requirements for planning purposes.
- 17) Manage information technology vendors on Clients behalf and source and purchase hardware and software on Clients behalf.
- 18) Meet with Client staff as necessary to provide guidance, training and assistance with technology related business needs.

### **1.1 Limitation of Services.**

Consultants shall not be responsible for the following:

- 1) Liaising with billing and/or accounting on matters related to payment for software, licenses, Services, or other items unless directly provided by or acquired for Client by Consultants.
- 2) Monitoring Web Site or hosted Web Server status, unless otherwise specified and agreed upon.
- 3) Fixing errors and omissions contained in any third-party resource outside of the direct control of Consultants, unless otherwise specified.

### **2. Specifications.**

Consultants agree to perform the Services pursuant to the specifications set forth in Exhibit B attached hereto (the "Specifications"). Services will be provided both on and off site (remotely) based on consultant's determination and capability and Client need.

### **3. Term of Service.**

This Agreement shall commence on November 1, 2018 and shall continue in full force and effect until terminated by either party upon at least Sixty (60) days prior written notice. Absent a termination notice, no event (except breach) may terminate this Agreement prior to October 31, 2019. The terms of this agreement will remain in full force and effect until a new agreement is signed or a written letter of termination is received in order to provide continuity of service. Upon termination of this Agreement, Consultants shall transfer and make available to Client all property and materials in Consultants' possession or subject to Consultants' control that are the rightful property of Client. Consultants shall make every reasonable effort to secure all written or descriptive matter that pertains to the Services or Work Product and agree to provide reasonable cooperation to arrange for the transfer of all property, contracts, agreements, supplies, and other third-party interests, including those not then utilized, and all rights and claims thereto and therein. In the event of loss or destruction of any such material or descriptive matter, Consultants shall immediately notify Client of the details of the loss or destruction in writing and provide the necessary information for a loss statement or other documentation to Client.

#### **4. Ownership Rights.**

Consultants shall have ownership to all Consultants' Material. "Consultants' Material" consists of all copyrightable:

- (a) Materials that do not constitute Services or Work Product (as defined in Section 1. Scope of Services, and in Exhibit B, Specifications)
- (b) Materials that are solely owned by Consultants ("Pre-existing works") or licensed to Consultants.
- (c) Materials that are incorporated into the Work Product or a part of the Services.

Consultants shall hold all rights, title, and interest in and to Consultants' Material. Client shall not do anything that may infringe upon or in any way undermine Consultants' rights, title, and interest in Consultants' Material, as described in this paragraph 4. Notwithstanding the above, Consultants hereby grant Client an unrestricted, nonexclusive, perpetual, fully paid-up worldwide license for the use or for the sublicense of the use of any Consultants' Material employed under this Agreement.

#### **5. Compensation.**

For all of Consultants' Services under this Agreement, Client shall compensate Consultants by business check, ACH payment or Credit Card pursuant to the terms of Exhibit A attached hereto. In the event Client fails to make any of the payments referenced in Exhibit A by the deadline set forth in Exhibit A, Consultants have the right, but are not obligated, to pursue any or all of the following remedies: (1) terminate the Agreement (breach), (2) immediately stop all Services, (3) bring legal action.

#### **6. Mutual Confidentiality.**

Client and Consultants acknowledge and agree that the Specifications and all other documents and information related to the performance, production, creation or any expression of the Services or Work Product are the property of Client. Materials shared between Consultants and Client (the "Confidential Information") including, but not limited to, documentation, product specifications, drawings, pictures, photographs, charts, correspondence, supplier lists, financial reports, analyses and other furnished property shall be the exclusive property of the respective owner (the "Owning Party") and will constitute valuable trade secrets. Both parties shall keep the Confidential Information in confidence and shall not, at any time during or after the term of this Agreement, without prior written consent from the Owning Party, disclose or otherwise make available to anyone, either directly or indirectly, all or any part of the Confidential Information. Excluded from the "Confidential Information" definition is anything that can be seen by the public or had been previously made available by the Owning Party in a public venue.

#### **7. Limited Warranty and Limitation on Damages.**

Consultants warrant the Services or Work Product(s) will conform to the Specifications. If the Services or Work Product do not conform to the Specifications, Consultants shall be responsible for correcting the Services or Work Product without unreasonable delay, at Consultants' sole expense and without charge to Client, to bring the Services or Work Product into conformance with the Specifications. This warranty shall be the exclusive warranty available to Client. Client waives any other warranty, express or implied. Client acknowledges that Consultants are not responsible for the results obtained by Client

when using any Services or Work Product produced by Consultants. Client waives any claim for damages, direct or indirect, and agrees that its sole and exclusive remedy for damages (either in contract or tort) is the return of the consideration paid to Consultants as set forth in Exhibit A attached hereto. No action, regardless of form, arising out of the Services rendered or Work Product, under the Agreement, may be brought by either party more than one year after the cause of action has occurred. In no event shall Consultants be held liable for consequential damages.

## **8. Independent Contractor.**

Consultants are retained as independent contractors. Consultants will be fully responsible for payment of their own income taxes on all compensation earned under this Agreement. Client will not withhold or pay any income tax, social security tax, or any other payroll taxes on Consultants' behalf. Consultants understand that they will not be entitled to any fringe benefits that Client provides for Client's employees generally or to any statutory employment benefits, including without limitation worker's compensation or unemployment insurance.

### **8.1 Independent Contractor Behavior.**

Consultants agree to adhere to all of Client's policies and procedures concerning code and conduct while on Client's premises. Client agrees to make available to Consultants prior to the commencement of this Agreement all manuals, codes, rules, and regulations that Client requires Client's staff or employees to read and/or sign.

## **9. Equipment.**

Client agrees to make available to Consultants, for Consultants' use in performing the Services required by this Agreement, such items of hardware and software as Client and Consultants may agree are reasonably necessary for such purpose.

### **9.1 Expenses.**

Consultants will not be reimbursed for any expenses incurred in connection with the Services or Work Product, whether direct or indirect, without the express written approval of Client.

## **10. General Provisions.**

### **10.1 Entire Agreement.**

This Agreement contains the entire agreement between the parties relating to the subject matter hereof and supersedes any and all prior agreements or understandings, written or oral, between the parties related to the subject matter hereof. No modification of this Agreement shall be valid unless made in writing and signed by both parties hereto.

### **10.2 Governing Law.**

This Agreement shall be governed by and construed in accordance with the laws of the State of IL. Exclusive jurisdiction and venue shall be in the Cook County, IL Superior Court.

### **10.3 Binding Effect.**

This Agreement shall be binding upon and inure to the benefit of Client and Consultants and their respective successors and assigns, provided that Consultants may not assign any of their obligations under this Agreement without Client's prior written consent.

### **10.4 Waiver.**

The waiver by either party of any breach or failure to enforce any of the terms and conditions of this Agreement at any time shall not in any way affect, limit, or waive such party's right thereafter to enforce and compel strict compliance with every term and condition of this Agreement.

#### **10.5 Good Faith.**

Each party represents and warrants to the other that such party has acted in good faith, and agrees to continue to so act, in the negotiation, execution, delivery, performance, and any termination of this Agreement.

#### **10.6 No Right to Assign.**

Consultants have no right to assign, sell, modify, or otherwise alter this Agreement, except upon the express written advance approval of Client, which consent can be withheld for any reason. Client may freely assign Client's rights and obligations under this Agreement.

#### **10.7 Payments.**

In the event Client fails to make any of the payments set forth on Exhibit A within the time prescribed in Exhibit A, Consultants have the right to withhold Services, remove Work Product from Consultant-owned resources, or seek legal remedy until payment is made in full, plus accrued late charges of 5% per month.

#### **10.8 Indemnification.**

Client warrants that everything Client gives Consultants in the execution or performance of Services, or the creation of any and all Work Product is legally owned or licensed to Client. Client agrees to indemnify and hold Consultants harmless from any and all claims brought by any third party relating to any aspect of the Services or Work Product, including, but without limitation, any and all demands, liabilities, losses, costs, and claims including attorney's fees arising out of injury caused by Client's products/services, material supplied by Client, or copyright infringement.

#### **10.9 Use of Descriptions of Services or Work Product for Promotional Purposes.**

Client grants Consultants the right to use descriptive text, testimonials, performance metrics, and other images, photos, and/or graphics that demonstrate the Services or Work Product for promotional purposes, and/or to cross-link such items with other promotional resources developed by Consultants.

#### **10.10 No Responsibility for Theft.**

Consultants have no responsibility for any third party taking all or any part of the Services or Work Product, results of Services or Work Performed, or the improper use of any Services or Work Product produced by Consultants by any third party.

#### **10.11 Right to Make Derivative Works.**

Consultants have the exclusive rights in making any derivative works of any Services, Methodology, or Work Product.

#### **10.12 Attorney's Fees.**

In the event any party to this Agreement employs an attorney to enforce any of the terms of the Agreement, the prevailing party shall be entitled to recover its actual attorney's fees and costs, including expert witness fees.

**10.13 No responsibility for loss.**

Consultants are not responsible for any down time, lost files, equipment failures, acts of nature, or any damage resultant from activities considered beyond the control of Consultants, such as war, riots, natural disasters, vandalism, and other events.

***It is understood between the parties that Pace is not a party to this Agreement and is not subject to the obligations of the Parties in this Agreement.***

The parties represent and warrant that, on the date first written above, they are authorized to enter into this Agreement in its entirety, and duly bind their respective principals by their signatures below.

EXECUTED as of the date first written above.

**SCR Medical Transport, Inc**

By (please Print): Jim heo

Title: CFO

Signature:  Date signed: 11/30/18

**ITIC Solutions, LLC**

By: William E. Gucciard

Title: President

Signature:  Date signed: 11/1/2018

EXHIBIT A

PAYMENT TERMS

**Pricing Plan:**

- 1) Client agrees to pay Consultant a Monthly fee of \$ 35,336.00, in 12 monthly installments according to the following terms:
  - a) Onboarding fee of \$15,000.00  
(Includes transition of IT services from existing provider. Installation and configuration of all hardware/software, network, Domain, DNS configuration and hosted Office 365 account review and configuration changes if necessary) ~~\$15,000.00~~ <sup>48</sup>
  - b) 60-day deposit of \$ ~~70,672.00~~ upon execution of the Agreement.
  - c) Hardware purchased on behalf of client will require 50% deposit of total hardware cost prior to ordering with balance due on delivery of hardware.
  - d) Consultants invoice will be submitted to the Client on or about the 25th day of each month.
  - e) Monthly fee will be reviewed quarterly and may be raised or lowered dependent on consultant workload, addition or reduction of Client equipment, addition or reduction of consultant's duties.
  - f) Client will be notified of monthly rate changes in writing before new rate takes effect
  - g) Work items outside of the Specifications listed in Exhibit B will be billed at separate per hour rates listed in the table below.

Technical Level	Normal Rate	Off Hours Rate	Emergency
System Engineer	\$ 200.00	\$ 275.00	\$ 350.00
Technical Administration	\$ 150.00	\$ 200.00	\$ 250.00
Help Desk 1-3	\$ 135.00	\$ 185.00	N/A
Project Management	\$ 85.00	N/A	N/A
V-CIO services	\$ 200.00	N/A	N/A

- 2) Client agrees to pay for all out-of-pocket and additional expenses incurred by Consultant for:
  - a) Client required travel outside the Chicago land area.
  - b) License fees purchased on behalf of Client.
  - c) Hardware and Software purchased on behalf of Client
  - d) Outsource services billed for Client
  - e) Shipping charges
- 3) Consultant must submit receipts for expenses with the invoice following completion of travel.
- 4) Client agrees to pay for the Consultants fees and expenses as set forth above, within 30 days of invoice. All unpaid balances past due 30 days or more from their original due date shall accrue interest at 5 % per month.

Initials: 

**EXHIBIT B**  
**SPECIFICATIONS**

The project will contain the following components and/or services:

- A. Proactive monitoring, maintenance and remediation of workstation and server errors and processes to ensure maximum uptime on all systems.
- B. Administration of Active Directory domain environment with approximately 150 users.
- C. Install patches, fixes, and Microsoft updates for all server and workstation operating systems.
- D. Tier 1 support (MAC) for Avaya phone system.
- E. Install additional software packages, patches, fixes, and updates to additional software packages (Adobe, Sage Peachtree, Java, Adept, Dossier etc.) as needed.
- F. Manage Office 365 tenants and ensure the correct licensing level and functionality for all assigned users.
- G. Monitor and maintain anti-virus, anti-malware, and provide additional protections through internet behavior monitoring and malicious website blocking to further protect Client against virus, Trojan, spyware, ransomware and malware and any other unauthorized intrusion.
- H. Maintain and monitor backup systems for servers and workstations and provide file and system recovery as needed.
- I. Provide technology disaster recovery and business continuity plan based on business requirements.
- J. Provide (Level 1 and Level 2) information technology help desk and troubleshooting services as needed by Client.
- K. Maintain a current file library of all software, licenses, records, or purchases Consultants have made for Client.
- L. Maintain a history log or other record for Client concerning all installations, upgrades, patches, or other Services performed for Client.
- M. Offer general advice and guidance to Client's employees or end users and make recommendations to Client concerning their systems and software.
- N. Liaise with hardware engineers and manufacturer support personnel for warranty related issues or other Services or entities related to the maintenance and upkeep of Client's systems and software.
- O. Assist Client with determination of budgetary requirements for planning purposes.
- P. Manage information technology vendors on Clients behalf and source and purchase hardware and software on Clients behalf.
- Q. Meet with Client staff as necessary to provide guidance, training and assistance with technology related business needs.





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# BUS Ride™

THE GO-TO RESOURCE FOR THE TRANSIT BUS AND MOTORCOACH INDUSTRY

OFFICIAL  
**BUS Ride Field Test**

## SCR Medical Transportation accommodates mobility with AbiliTrax

TRANSIT 350  
**R3215**  
**SCR**



OFFICIAL  
**BUSRide Field Test:**

**SCR**  
MEDICAL TRANSPORTATION  
*Vision We Forward*

## SCR Medical Transportation accommodates mobility with AbiliTrax

Pamela and Stanley Rakestraw founded SCR Medical Transportation in 1986, with a mission to provide trips to Chicago's mobility-challenged riders and become a leader in paratransit transportation. Their operation has grown to include more than 1,200 employees and 500 vehicles, and strives to impress customers with a reliable, safe, clean and comfortable transit experience. 📍

*Keven Crawford, (L) managing partner at AbiliTrax, poses with fleet customers Stanley Rakestraw, VP and COO of SCR, and Pamela Rakestraw, president and CEO of SCR, located in Chicago, Illinois.*

SCR is essential for connecting passengers to friends, family and medical-based services. As a result, the Rakestraws select drivers and staff that express a desire to help people care for themselves. Driver outreach is crucial, said Justin Rakestraw, vice president of business process improvement at SCR and son of Pamela and Stanley. An ideal paratransit driver for SCR intuitively understands how to effectively and safely transport clients dealing with a variety of issues.

“The primary challenges in paratransit industry haven’t really changed since we founded SCR,” he said. “There is still a need for adequate vehicle operators, well-trained staff and managers, and well-maintained vehicles. These are the most precious resources in our industry, and we are constantly looking for ways to improve at all times.”

### A vision for mobility

SCR’s success over the years, the Rakestraws said, has been in large part due to the company’s dedicated employees, but also because of a desire to remain innovative. This means making sure SCR has the very best mobility equipment available for its passengers.

For much of its history, virtually all the vehicles in SCR’s fleet have been comprised primarily of structurally-modified low-floor minivans as well as a few body-on-chassis buses. While the company has had success with these minivans, they do have limitations – notably, they are very limited by side-door opening dimensions when it comes comfortably accommodating larger bariatric wheelchairs. Bariatric wheelchairs are a rapidly growing segment in wheelchair transport. Once a bariatric wheelchair is properly secured inside a lowered floor minivan, Pamela said, then there’s virtually no extra room for any other passengers in the rear of the minivan.

“Consequently, our operational efficiencies and passenger flexibility can at times become challenging due to the limited space inside these modified minivans, and the low ceilings can also be challenging for drivers working to secure passengers with wheelchairs,” she said.

### Enter AbiliTrax

Justin Rakestraw and his brother London spent a lot of time researching ways to possibly enhance the company’s service, increasing mobility for passengers and drivers. They were ultimately instrumental in connecting SCR Medical Transportation with the team at AbiliTrax.

AbiliTrax is a unique modular flooring platform that features a versatile “X” track system, allowing vehicle capabilities to



The SCR management team uses state-of-the-art fleet monitoring systems that allow them to track their paratransit fleet’s performance in real-time.



Pamela Rakestraw is very active in the company’s training and safety programs.

change as quickly as an operator’s needs. The “X” track is a rail that will accept both “L” and “A” style fittings and is the building block for AbiliTrax. Featured components include Step-N-Lock seats, CamLock seats, lift installation kit, and stretcher bracket. The AbiliTrax platform includes systems for the Ford Transit, Mercedes Sprinter, Chevrolet Express, and Ram ProMaster.

“Mobility” is a concept bred into the figurative DNA at AbiliTrax and Fenton Mobility.

The AbiliTrax product line was invented and founded by Scott Fenton and his family. Knowing that the AbiliTrax product line

was an innovative approach to advancing a better paratransit experience, Scott reached out to Keven Crawford about four years ago to join his team as a managing partner to assist him in launching his innovative product line. Crawford is known for his successful tenure at BraunAbility, which spanned almost 20 years. Keven’s father loaned money to Ralph Braun in the early 1970s, and as a teenager Keven would assemble Braun’s first product, called the Tri-Wheeler, in Ralph Braun’s father’s garage.

“I was very aware of Keven’s business development experiences while at BraunAbility, most specifically his



With the AbiliTrax Shift N Step system, the paratransit operator can now use the safer curbside location for both wheelchair and ambulatory access.

leadership in patent protection and overall product distribution. And we've already received several patents on various designs within our product line, and have several more in the patent pending stage," Fenton said.

Fenton, the president at Fenton Mobility and AbiliTrax, is a second-generation member of his family's mobility company and is the lead designer of the AbiliTrax product line. His father and mother, Richard and Sharon Fenton, started the company as an auto-service business before focusing entirely on vehicle mobility conversions, and his twin brother Sean runs Access Elevator and Lift, a sister company of Fenton Mobility.

"All of us at AbiliTrax are of course very happy and appreciative that subcontracting paratransit companies like SCR are benefiting from the flexibility designed into our product line," Crawford added. "We are also seeing numerous state DOT paratransit bids calling out our spec's, along with numerous transit agencies across the country. Not to mention other FTA certified TVM upfitters like NorCal, MTS, Sunset Vans, and others, installing our product line for their paratransit upfitting bid work as well."

### Realizing results

In 2017, at Justin and London's urging, SCR Medical Transportation added 15 Ford Transit vans, upfitted with AbiliTrax products, to its fleet. AbiliTrax sent their highly skilled technicians to SCR's Chicago facility to provide its mechanics with hands-on training.

The company quickly began to realize the benefits Justin predicted would come to fruition.

Firstly, the new mobility system gave dispatchers much more flexibility in meeting the hour to hour needs of SCR customers. The AbiliTrax mobility system, which bolts into the Ford Transit 350 van with no structural modifications required, allows SCR to not only comfortably transport more than one wheelchair, including bariatrics, but at the same time ambulatory and semi-ambulatory passengers as well, all through the same curbside slide door.

Pamela Rakestraw added that the mobility of the Ford Transit is exceptional.

"Believe me, here in the greater Chicago region we have some very crowded and narrow roads to negotiate - and body-on-chassis buses can be a handful for those very challenging conditions," she said. "Our drivers love these Ford Transits - they love the van's ease of driving and the extra room they have in the back for securing the wheelchairs."

She added that SCR's passengers love the exceptional visibility and comfort the Ford Transit van and AbiliTrax system provide, as well.

"Our drivers at SCR Medical Transportation, praise the vehicles' drivability and the Shift-N-Step's ease of use, and unlike our low-floor minivans, we have no bottoming out issues at all with the Ford Transit," said Justin Rakestraw. "Furthermore, with our cold Chicago winters, the special heating vents strategically located throughout the AbiliTrax floor is loved by both our customers and drivers. Suffice it to say, our flexibility, comfort, safety, and efficiencies are much better with the Shift-N-Step AbiliTrax system, not to mention having happier drivers due to all that extra maneuvering room - including the ability for our drivers to stand upright while inside the van, something they can't often do with the minivans. And the real "game-changer" is the Shift-N-Step's side slide-door dual-access system. Drivers now can access the safer curbside location for both wheelchair passengers and ambulatory passengers - a first in the mobility transport industry."

The Shift-N-Step is fully FMVSS 404 compliant and works with both the BraunAbility and Ricon wheelchair lift systems. From a safety evacuation position, with the Shift-N-Step positioned

rearward during transport, there is always an emergency evacuation opening available to all passengers at the side-door opening.

The AbiliTrax floor also helps SCR keep vehicle floor environments much cleaner during the day, as it allows floor debris to fall into the slotted areas. At the end of the day, cleaning crews simply vacuum the slots.

Drivers also like that by simply using their foot, the AbiliTrax seating design allows for hands-free latching and unlatching of the removable seat bases. This reduces significant bending and kneeling, and decreases the risk of the driver's knees or hands coming into contact with floor surfaces.

"As we compared the AbiliTrax system to other flooring systems in the market, we quickly saw that he other systems often require the driver to actually get down on their knees and reach under the seat to engage and disengage seat release mechanisms," Stanley Rakestraw said. "Drivers have enough challenges securing the various mobility devices each trip, and the AbiliTrax system actually gives our drivers a more comfortable environment in which to work."

### **Moving forward, safely**

Justin Rakestraw said that operators are well aware of the potential exposure to liquidated damages that agencies impose to regulate service performance under the Americans with Disabilities Act (ADA). In some cases, agencies may impose fines based on the productivity of a fleet throughout the course of a day or month, so it becomes imperative to carefully align route structure with demand.

In the cases where providers like SCR Medical Transportation perform thousands of ADA trips per day, every seat matters in terms of efficiency and limiting the exposure to liquidated damages. Rakestraw said that AbiliTrax really shows its worth in these cases.

"Finally, we have more flexibility over vehicle configurations that best match our trip demands and allow us to maximize our productivity," he said. "If we can essentially adjust our overall vehicle capacity while comfortably and safely transporting our clients all to meet the agencies' goals and objectives, then we are truly acting as a partner to provide superior ADA service to our community."

Just as SCR prioritizes training and continuing education for its employees in order to provide safe and reliable transportation services, the same holds true in operating the best vehicle equipment. Part of the purchasing decision-making process, Stanley Rakestraw said, is ensuring SCR's suppliers have the products and industry experience to properly support them.

"With the AbiliTrax team, I not only get state-of-the-art products, but also seasoned experience and support that's really second to none in this industry," he said. "In my more than 30 years in this specialized industry, I've never experienced the high level of after-sale service that AbiliTrax provides. They truly have 'game changer' mobility products, supported with that good old-fashioned service." ☐

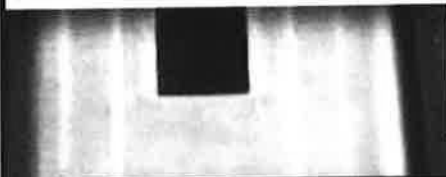


*AbiliTrax provides drivers with a much more user-friendly environment when they are changing seating configurations. By the driver simply using their foot, AbiliTrax allows for "hands free" latching and unlatching of the "Step-N-Lock" seat base.*

# SHIFT-N-STEP



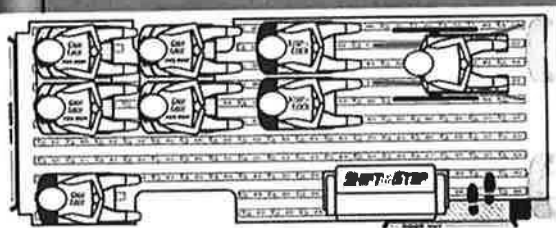
Curbside Service For All



**AbiliTrax**,  
the exclusive flooring  
system of the  
**New York State DOT**  
Contract, OGS #22945  
Lot B,  
and **Shift-N-Step** have  
reached coast-to-coast,  
appearing on several  
state contracts  
nationwide including its  
recent addition to the  
**State of California /**  
CalACT DOT Contract  
RFP#15-03, Class V

- Compatible with Braun & Ricon Commercial 34" Wide Lifts
  - Passed Static Load Test for 1,000lb Lift
- Lower Cost of Ownership vs. Body-On-Chassis Bus
- Fits on Ford Transit Medium and Extended Bodies  
(Also Available on RAM ProMaster and Mercedes Sprinter)
- ADA Compliant

- 30 inch Ambulatory Entrance
- Bolt in Design, No Structural Modifications Necessary
- Retains all Ford Factory Warranties
- FTA Buy America Compliant
- Patent Pending



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