

PART III

SCOPE OF SERVICES - GENERAL REQUIREMENTS

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PART III – SCOPE OF SERVICES – GENERAL REQUIREMENTS

1. BACKGROUND AND INTRODUCTION

1.1 Background

MetroAccess began operation 22 years ago (May 1994) as WMATA's ADA complementary paratransit service. WMATA has outsourced its paratransit operations from their inception, and at the time, the service volume was approximately 15,000 trips per month. Fares were charged at twice the equivalent fixed-route fare, but the service area extended to the borders of all jurisdictions in the Metro Compact. Some service in the region was still being provided by jurisdictions, but this practice was discontinued. Since 1998, MetroAccess has been the official provider of paratransit for the Washington metropolitan area. In 1999, WMATA established a flat fare structure for MetroAccess that continued until 2011, and in the intervening years, demand for specialized transportation services grew exponentially. In 2004, a class-action lawsuit was filed against MetroAccess related to complaints of poor service quality, and at the same time, it was clear that the original infrastructure could no longer support the burgeoning service levels.

The previous service contract began in January 2006 and introduced a number of major changes, to include automated scheduling, integrated with in-vehicle GPS and a smart telephone system; over 200 new MetroAccess vehicles; a new customer database; and increased contract oversight by both Metro and contract personnel. In 2008, following WMATA's demonstrated commitment to service improvement, the class-action lawsuit was settled and door-to-door service was launched. Ridership continued to climb along with greater customer satisfaction. Cost containment measures were implemented, but by 2009, service volume was increasing by as much as 22% from the previous year, and MetroAccess had become financially unsustainable. At the same time, WMATA launched an aggressive demand management program of augmented travel training, centralized eligibility certification, and conditional eligibility, and in 2010, WMATA realigned the MetroAccess service area to the ADA definition of a ¾-mile corridor around fixed-route services. The fare structure became indexed to twice the fixed-route equivalent in the following year.

The combination of these demand management initiatives has resulted in hundreds of thousands of trips being taken on bus and rail services instead of paratransit and has returned MetroAccess to sustainability. In preparing this solicitation, WMATA looks to its contractors to ensure that the service remains sustainable so that the greatest number of customers can be served at the highest level of service quality possible. This must be achieved through a careful balance of qualitative and quantitative performance objectives, and the system of incentives and liquidated damages in each of the scope elements of the solicitation are designed to obtain this balance.

Contractors responding to this solicitation should be mindful of the unique characteristics of operating in our nation's capital. Washington is a destination of choice for many people with disabilities because of the many opportunities that are available in this region and because of the robust presence of regulatory agencies that generate many of the policies that ensure equal access. Forty percent of WMATA's customers are federal employees, and a great number of them also utilize MetroAccess. Because even routine customer inquiries can lead to review by multiple parties, both internal and

external, and because of the continuous scrutiny placed on WMATA and the MetroAccess service, contractors should be prepared to devote substantial administrative resources to ensure their ability to provide consistent and prompt responses to inquiries of all kinds.

Of all the performance metrics applied to MetroAccess service, safety is the highest priority. In recent years, WMATA has made significant investments in building a safety culture, and the results have been noteworthy. MetroAccess has been a part of this change, demonstrating substantial reductions in both injuries and in accident frequency. Active and visible safety campaigns and regular training opportunities have been a driving force behind these results, complemented by a robust vehicle maintenance program that has been bolstered by third party audits of 100% of the MetroAccess fleet each year. The bar for safety and maintenance performance has been raised in this solicitation, and all MetroAccess contractors will be expected to perform accordingly.

WMATA emphasizes that the paratransit customer base has the same needs as all users of public transit—they expect to receive a safe, clean, comfortable, and courteous ride that picks them up and drops them off at their destinations on-time. WMATA will look favorably upon operational, technological, or other innovative practices that will accomplish these objectives. MetroAccess is a customer-driven service, and the successful contractors will operate it accordingly.

1.2 Introduction

Pursuant to the Americans with Disabilities Act of 1990 (ADA), the federal regulations included in 49CFR, Part 37, Subpart F-Paratransit as a Complement to Fixed Route Service, require that each public entity operating a fixed route system shall provide paratransit or other special service to individuals with disabilities that is comparable to the level of service provided to individuals without disabilities who use the fixed route system.

The Washington Metropolitan Area Transit Authority (WMATA) operates bus and rail fixed route service; and contracts for ADA paratransit service, referred to as MetroAccess service (MACS), on behalf of its member jurisdictions - the District of Columbia, Maryland, and Virginia. In Maryland, MetroAccess service is provided in Montgomery County and Prince George's County. In Virginia, MetroAccess service is provided in the City of Alexandria, Arlington County, the City of Falls Church, the City of Fairfax, and Fairfax County. WMATA has contracted for the operation of ADA paratransit services since 1994.

WMATA seeks Contractors with demonstrated effectiveness in managing and providing ADA-compliant, complementary paratransit services that are safe, clean, reliable, cost-efficient, and responsive to the needs of customers. The Contractors shall assist WMATA in accomplishing its mission: *“Metro operates and maintains a safe, reliable and effective transit system that enhances mobility, improves the quality of life, and stimulates economic development in the Washington metropolitan area.”*

The Contractors selected shall be responsible for service transition and implementation, operation, program controls, and day-to-day management of MetroAccess Service Delivery. The provision of these services shall meet all ADA requirements, comply with Federal Transit Administration (FTA) requirements, and meet or comply with other statutory requirements.

WMATA anticipates awarding multiple contracts (see Section 4, **Purpose of This Request for Proposals**).

WMATA may continue to implement changes in policies, procedures, and rules in the structure of its contract for services. WMATA reserves the option to offer additional demand response programs or services that may be developed and separately contracted during the period of performance of this Contract.

2. ABBREVIATIONS AND DEFINITIONS

As used throughout this document, the following abbreviations and terms shall have the meanings set forth in this section (except where, by the context, it is clear that another meaning is intended).

These summaries are not to be considered the precise limit or definition of these concepts. In the event that a definition herein conflicts with a more detailed definition in this Specification, the more detailed definitions or system characteristics, WMATA Policy, or federal and state regulations will prevail.

2.1. Abbreviations

ACCS	WMATA Department of Access Services
ACD	Automatic Call Distribution
ADA	Americans with Disabilities Act of 1990
ATIS	Automated Transit Information System (Trapeze)
AVL	Automatic Vehicle Locator
CDRL	Contract Deliverable Requirements List
COTR	Contracting Officer's Technical Representative
CSVC	WMATA Office of Customer Service
DVI	Daily Vehicle Inspection
ELIG	WMATA Office of Eligibility Certification, located in the Transit Accessibility Center
FTA	Federal Transit Administration, U.S. Department of Transportation
FY	Fiscal Year
GPS	Global Positioning System
JGB	Jackson Graham Building, WMATA's headquarters building
MACS	WMATA Office of MetroAccess Service

MDC	Mobile Data Computer
NOC	Network Operations Center
NSLC	No-Show/Late Cancellation
NTD	National Transit Database
OCC	Operations Control Center
PASS	Paratransit Automated Scheduling System (Trapeze)
PCA	Personal Care Attendant
PGP	Prince George's Plaza (MACS-OCC facility)
PM	Program Manager
QA	Quality Assurance
SDP	Service Delivery Provider (or SP - Service Provider, or SDC - Service Delivery Contractor)
TAC	Transit Accessibility Center
WMATA	Washington Metropolitan Area Transit Authority
WMR	Where's My Ride

2.2. Definitions

Amendment shall mean the additional Contract provisions relating to the Contract issued in writing by the Authority prior to the Award Date.

Americans with Disabilities Act of 1990 or **ADA** shall mean the Federal Civil Rights legislation, 42 U.S.C. §§12101 etc. seq. and 49 U.S.C. §322; Section 504 of the Rehabilitation Act of 1973, as amended, 29 U.S.C. §794; and Section 16 of the Federal Transit Act, as amended, 49 U.S.C. app. §1612, requiring, among other things, that paratransit service comparable to fixed route service be provided to persons with disabilities who meet ADA paratransit eligibility criteria.

Authority or **Metro** or **WMATA** shall mean Washington Metropolitan Area Transit Authority, an interstate compact agency which by the terms of its enabling legislation, Public Law No. 89-774, 80 Statutes 1324 (1966) codified at D.C. Code §9-1107.01 (2001 Ed.), is a common agency and instrumentality of the District of Columbia, the State of Maryland, and the Commonwealth of Virginia.

Automated Reservation and Scheduling System shall mean the automated reservation, scheduling and dispatch software system, used by the contractor to provide centralized trip reservation and scheduling.

Automatic Vehicle Locator (AVL) shall mean a computerized system that utilizes a global positioning system with mobile data computers to produce two-way, wireless data communication concerning the speed and directional movement of subject vehicles via dynamic, graphic display screens at remote dispatch/control locations.

Certification/Assessment Trip shall mean complimentary transportation provided to a person traveling to and/or from the WMATA Transit Accessibility Center for the purpose of determining eligibility for MetroAccess service.

Closed Run shall mean a run listed on any given day that is not planned on being utilized.

Collision shall mean any unscheduled contact between a MetroAccess vehicle and any other object(s), to include vehicle(s), person(s), and/or other fixed object(s).

COM (PASS-COM) shall mean software application module of Trapeze PASS, used by MetroAccess to manage collection and response to customer feedback.

Companion shall mean any person (excluding a Personal Care Attendant or a child five years old or younger) that accompanies a MetroAccess Customer on a trip. A companion is responsible for paying full fare for the trip.

Completed Passenger Trip shall mean the performance of a planned passenger pick-up and drop-off event.

Contract Data Requirements List (CDRL) – A matrix listing data, such as plans, policies, procedures, reports, notices, and samples, required to be submitted by the Contractors. Also known as Proposal Requirements see Solicitation Instructions Clause 18.

Customer shall mean a person with one or more disabilities who, as determined by WMATA, meets ADA paratransit eligibility criteria and has been issued a MetroAccess identification card.

Customer No-Show (Customer-NS) shall mean the customer failed to meet the vehicle as scheduled, declines the trip, or is unable for any reason to take the trip when the vehicle operator has arrived and waited for the customer in accordance with the Contract standards and procedures.

Customer Feedback shall mean any complaint, suggestion, or commendation about MetroAccess service.

Daily Vehicle Inspection (DVI) shall mean the vehicle operator's inspection report that is completed prior to vehicle pull-out for revenue service.

Deadhead shall mean the miles and hours that a vehicle travels in MetroAccess service leaving the garage or yard facility prior to the first customer pickup or returning to the garage or yard facility after the last customer pickup when no passengers are on board.

Dedicated Service shall mean paratransit service performed by dedicated vehicles.

Dedicated Vehicles shall mean revenue vehicles owned by WMATA exclusively for performance of MetroAccess service.

Dispatcher shall mean the individual responsible for directing, monitoring and communicating with vehicle operators and service delivery contractors from the MACS-OCC.

Division Manager shall mean the service delivery contractor representative responsible for an operating facility (garage or yard) with assets used to provide MetroAccess service.

Door-To-Door Service shall be defined as the obligation of the MetroAccess vehicle operator to escort a customer between the vehicle and the outermost exterior door closest to the public right-of-way at serviceable stops in accordance with the Customer Guide to MetroAccess (see **Appendix A1**). To receive door-to-door service, the following conditions must be met:

- The outermost exterior door must be no more than 150 feet from the vehicle
- The operator must be able to maintain sight of the vehicle at all times
- There must be safe access from the vehicle to the door
- There must be safe parking on a public roadway or public parking lot
- The parked vehicle must not block or impede traffic

Dwell Time shall mean the period of time that a vehicle spends at a scheduled event from the moment of stopping to that of restarting, including Door-to-Door Service, customer loading and unloading, and door closure.

Extraboard shall mean spare vehicle operators required to maintain On-Time Performance as a contingency for absenteeism and service interruptions.

Event shall mean vehicle activities to include pull-out, pull-in, pick-up, drop-off, lunch, break, and out of service.

Excessively Late Trip shall mean a completed trip where the vehicle arrived at the pick-up location more than 30 minutes after the end of the scheduled pick-up window.

EZ-Pay shall mean the prepaid fare system used by customers for MetroAccess paratransit service.

Fatigue Management is the practice of monitoring and restricting employees from performing work when they are physically unfit for duty due to insufficient rest prior to their work shift.

Federal or words of like import shall mean the United States of America.

Federal Transit Administration (FTA) shall mean the Federal agency of the USDOT that, *inter alia*, promulgates and enforces drug and alcohol testing program regulations for public transportation providers, including their contractors, pursuant to the Federal Omnibus Transportation Employee Testing Act of 1991.

Fiscal Year shall mean the 12-month period ending June 30th.

Fixed Cost shall mean cost related to staff hourly labor rates, facility(ies), maintenance and upkeep, and utilities, etc.

Garage shall mean an operating facility for vehicles performing MetroAccess service.

GPS shall mean Global Positioning System.

General Manager shall mean the locally responsible Contractor's manager.

Grandfathered shall mean predefined number of MetroAccess customers who are permitted to schedule trips outside the ADA-defined 3/4-mile service area and hours.

Holiday shall mean New Year's Day, Inauguration Day, Martin Luther King Day, President's Day, Memorial Day, Independence Day, Labor Day, Columbus Day, Veterans Day, Thanksgiving Day, and Christmas Day.

Incident shall mean any event with a negative outcome for health, vehicle, or property, including but not limited to collisions, injuries, altercations, illness requiring EMS transport, and any events the FTA defines as being NTD reportable.

Injury shall mean any physical damage or harm to a person(s) resulting from a collision or other aspect of MetroAccess service that requires immediate medical attention away from the scene.

Instant Access shall mean the customer identification system used by MetroAccess for accessing IVR technologies.

Jurisdiction shall mean the official geographical MetroAccess service area. MetroAccess service is provided in two (2) jurisdictional areas in Maryland, five (5) jurisdictional areas in Virginia, and one (1) for the District of Columbia.

JGB (Jackson Graham Building) shall mean WMATA's headquarters building, located at 600 Fifth Street NW, Washington, DC. 20001.

Late Pick-Up shall mean a stop made after the end of the pick-up window.

Late Cancellation (LC) shall mean a Customer-initiated cancellation that was received less than 120 minutes before the beginning of the Customer's scheduled pick-up window.

Liens shall mean any and every lien of any kind whatsoever against the Work, against any monies due or to become due from the Authority to the Contractor, and/or against any other property of the Authority, for or on account of the Work, including any Public Lien.

MACS Reportable Incident includes collisions resulting in damage to the MetroAccess vehicle, adverse vehicle, property, or any passenger injury.

Manifest shall mean the schedule provided to a vehicle operator listing all stops and time points during a vehicle tour or route.

MetroAccess (MACS) shall mean WMATA's paratransit service.

Missed Dwell shall mean a Stop where the vehicle operator did not wait the required Dwell time within the pick-up window.

Missed Trip (NM) shall mean a Stop for which the Service Delivery Contractor does not arrive within the pick-up window, and the customer is not transported.

Mobility Aid shall mean devices used by physically disabled persons for mobility and/or communication such as canes, walkers, oxygen equipment, etc.

National Transit Database (NTD) shall mean the reporting system maintained by the FTA, which uses uniform categories and a uniform system of accounts to accumulate financial and operating information on public transit service.

Negotiated Time shall mean the time at which a pick-up for a customer has been scheduled after negotiations between the reservationist and the customer are completed.

Non-ADA Service shall mean specialized service provided to select MetroAccess-eligible customers on behalf of Metro by an entity subcontracted to the Service Delivery Contractor.

Non-Dedicated Vehicle shall mean a vehicle used in revenue service that is not owned by WMATA.

No-Show (Customer-NS): See **Customer No-Show**.

Notice shall mean a written notice.

Notice of Award shall mean a procurement notice to the Contractor advising that the Contract has been approved by WMATA.

Office Equipment shall mean standard office furnishings and equipment such as telephones, computers, fax machines, printers and supplies used by the Contractor to perform the Contract.

Office of Customer Service (CSVC) shall mean the WMATA office that provides customer information and complaint management.

On-Time Performance shall mean the count of on-time Stops divided by all Stops.

Paratransit shall mean a mode of accessible demand-responsive transportation complementary to fixed-route transit as required by the ADA.

PASS (Paratransit Automated Scheduling System) shall mean the computer system software provided by Trapeze Software Group. Other modules include CERT, COM, IPA, IVR, MON, PLAN, WEB.

Passenger shall mean any person, except the Vehicle Operator, transported by a vehicle operating MetroAccess service.

Passenger Mile shall mean the cumulative mileage of each passenger on board a vehicle from pick-up to drop-off, including taxi service.

Personal Care Attendant (PCA) shall mean a person who is authorized to accompany the customer for the purpose of providing travel and other assistance to the customer.

PGP – Prince George’s Plaza Building shall mean the WMATA leased space used for the MACS-OCC and located at 6505 Belcrest Road, Hyattsville, MD.

Preventable Incident: Any incident in which a MetroAccess Contractor employee fails to act in a reasonable, prudent or expected manner to prevent it.

Productivity is the measurement of service efficiency in percentage in which the total number of dedicated passenger trips completed is divided by the total number of dedicated revenue hours.

Pull-in shall mean the return of a Revenue Vehicle to the assigned garage upon completion of MetroAccess service.

Pull-out shall mean the departure of a Revenue Vehicle from the assigned garage to perform MetroAccess service.

Recovery shall mean the use of same-day taxi service to either prevent or respond to a late-running trip on a dedicated vehicle.

Reservations Agent shall mean the person who is responsible for answering phone calls promptly and ensuring MetroAccess reservations calls are completed accurately with all pertinent information recorded.

Revenue Hour shall mean the period of time the vehicle operator is performing the customer transportation services required under this Contract including authorized deadheading and meal breaks in accordance with minimums under the Fair Labor Standards Act.

Revenue Service Start Date shall mean the date on which the Contractor begins initial operation of revenue service.

Revenue Vehicles shall mean the vehicles used by the Contractor to perform passenger transportation services required under this Contract.

Ridership shall mean the sum of all passengers over a designated timeframe.

Road Call (See **Service Interruption**).

Run shall mean a continuously scheduled group of trips that could be completed by a single vehicle in an operating day. A run typically includes a series of events starting with the run’s pull-out from the garage, pick-ups, drop-offs, and the garage pull-in.

Same-Day Cancellation (CS) shall mean a customer-canceled trip request where the customer notified MACS-OCC on the day of service 120 minutes or more before the beginning of the negotiated pick-up window.

Scheduled Pick-Up Window shall mean the confirmed pick-up window as agreed upon by the Customer and the Contractor and that appears on the manifest.

Scheduler shall mean the person(s) responsible for creating runs for MetroAccess service.

Service Area shall mean the eight jurisdictions of the tri-state Compact in which MetroAccess vehicles will operate within $\frac{3}{4}$ -mile of fixed-route service. Grandfathered customers may travel beyond the $\frac{3}{4}$ -mile corridor to any destination in the Compact Transit Zone.

Service Day shall mean the period of time between 3:00 a.m. and 2:59 a.m. on the following day (For purposes of these Technical Specifications, it is referred to as 03:00 to 26:59 or “core hours.”). Grandfathered customers may use MetroAccess service without time restrictions.

Service Delivery Provider (SDP), Service Provider, or Provider shall mean a firm contracted to provide paratransit or other service, also known as a **Service Delivery Contractor**.

Service Hour shall mean the period of time from pull-out to pull-in.

Service Interruption shall mean any event that terminates or suspends service on a run and results in the next scheduled customer event (pick-up or drop-off) to be moved to another run. Service interruptions may be caused by environmental, vehicle, vehicle operator, dispatch, or other internal and external factors that adversely impact delivery of MetroAccess service.

Service Mile shall mean the mileage distance from revenue vehicle pull-out to pull-in.

Service Ready shall mean that the vehicle is clean, mechanically safe and reliable, all inspections are up to date, and all accessories are operable.

Stop(s) shall mean the pick-up leg for all completed trips or attempted pick-ups.

Transit Accessibility Center (TAC) shall mean the location of Metro’s Office of Eligibility Certification where information, materials, consultations, functional assessments, travel training, MetroAccess Customer ID administration, and support for MetroAccess customers occurs.

Template shall mean the basic outline (or model) of a daily schedule, to include an existing body of runs with set pull-out and pull-in times and subscription trips.

Trapeze (“Trapeze Applications,” “Trapeze Software”) shall mean the core set of demand response transit software applications associated with MetroAccess service.

Trip shall mean the completed pick-up and drop-off and can refer to customers, passengers, and vehicles.

Trip Insertions shall mean trips not included in the Daily Manifest that are dispatched real-time to the vehicle operator.

Trip Movement shall mean dispatcher-initiated trip order changes to runs.

Trip Ticket shall mean a document that includes the date of the trip, pick-up and destination locations, beginning and ending odometer readings, and the Trip Identification (Confirmation) Number.

Trip Identification (Confirmation) Number shall mean the individual number generated and assigned by the automated reservation and scheduling system when reserving and scheduling a trip.

Unauthorized Dwell shall mean the operator has not proceeded directly to the next scheduled pick-up location using the most progressive route.

Valid Service Complaint shall mean a customer communication, which after investigation, reveals that some allegations provided by the customer against the Service Delivery Contractor are found to be correct.

“Where’s My Ride” shall mean the business process associated with responding to customer requests to locate or ascertain the estimated time of arrival (ETA) of a MetroAccess trip on the day of service.

Window Dispatcher shall mean the individual (at a garage) responsible for the assignment of a run to a vehicle operator.

Yard Supervisor shall mean the individual (at a garage) responsible for the assignment of a vehicle to an operator who has been assigned a run from the Window Dispatcher.

3. METROACCESS SERVICE DESCRIPTION

MetroAccess is WMATA’s ADA complementary paratransit service. MetroAccess is a shared-ride, door-to-door transportation service for people whose disability prevents their use of fixed-route public transit service. “Shared ride” means that multiple passengers may ride together in the same vehicle; and “door-to-door service” means escorting customers from the outermost exterior door of the customer’s pick-up address and onto the vehicle, and from the vehicle to the outermost exterior door of the customer’s drop-off address.

MetroAccess service operates 7 days a week, 365 days a year and is offered in the same service areas and during the same hours of operation as Metrorail, Metrobus, and other jurisdictional bus services. The government jurisdictions that comprise the service area include:

- District of Columbia
- Montgomery County, MD
- Prince George’s County, MD
- Arlington County, VA

- Fairfax County, VA
- City of Alexandria, VA
- City of Fairfax, VA
- City of Falls Church, VA

Customers may take trips that begin and end within 3/4-mile from the nearest bus route or Metrorail station and are charged two times the fastest fixed-route equivalent fare up to a maximum of \$6.50. Customers are required to pay the exact fare to the vehicle operator prior to boarding the vehicle, and EZ-Pay allows customers to prepay.

WMATA's Transit Accessibility Center (TAC) assists customers with disabilities by providing information and application materials for MetroAccess service, and conducting consultations and functional assessments to determine eligibility for MetroAccess service.

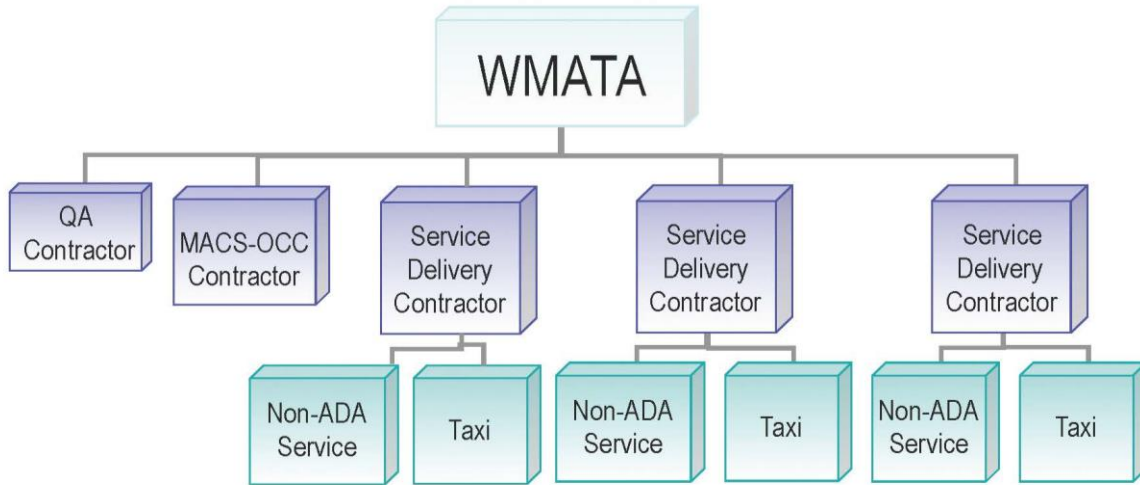
MetroAccess eligible customers can schedule trips one to seven days in advance; no same day service is provided. Trips can be scheduled by telephone (reservation agents assist customers) or online. MetroAccess service is currently provided by a primary contractor-broker with multiple subcontractors and taxicab providers.

4. PURPOSE OF THIS REQUEST FOR PROPOSALS

The purpose of this Request for Proposal (RFP) is to award competitive contracts to multiple SD Contractors in order to provide regional paratransit service for WMATA through these components:

- Quality Assurance (QA) – see Part IV of the Technical Specification for a detailed scope of work (for information/reference only)
- MetroAccess Operations Control Center (MACS-OCC) – see Part V of the Technical Specification for a detailed scope of work (for information/reference only)
- Service Delivery – see Part VI of the Technical Specification for a detailed scope of work

MetroAccess Business Model Structure * **



* - Diagram for illustrative purposes only; the number of SDCs will be at WMATA's discretion.

** - Non-ADA Service and Taxi solely at WMATA's request.

4.1. Quality Assurance (QA)

The purpose of the QA function is to provide independent review and monitoring of MetroAccess service in accordance with WMATA policies and procedures. The QA Contractor is responsible for interface with WMATA and various functions related to the scope of services provided by the MACS-OCC, Service Delivery Contractor(s), and other third-party contracted services. The QA Contractor provides Administrative QA and Operations QA functions with some shared responsibilities.

The Administrative QA responsibilities include but are not limited to:

1. Safety oversight in conjunction with WMATA staff
2. Review and monitor of MACS-OCC functions
3. Complaint resolution process
4. "No Show" review
5. Review and monitor manifest reconciliation process

The Operations QA responsibilities include but are not limited to:

1. Safety oversight in conjunction with WMATA staff
2. Review and monitor Service Delivery functions such vehicle maintenance, operator training and performance, as well as Service Delivery facility inspections and AM and PM pullouts

4.2. MetroAccess Operations Control Center (MACS-OCC)

The function of the MACS-OCC Contractor is to interface with WMATA and the QA Contractor, and to provide customer communications support in conjunction with the Service Delivery Contractor(s). The responsibilities include but are not limited to:

1. Reservations
2. Dispatch
3. Where's My Ride
4. Scheduling
5. Information Technology
6. Reconciliation

4.3. Service Delivery

The function of the Service Delivery Contractor(s) is to provide transportation service in conjunction with the MACS-OCC Contractor and to interface with WMATA and the QA Contractor. The responsibilities include but are not limited to:

1. Safe, clean, on-time, courteous transportation service for all customers and employees
2. Quality customer service
3. Garage facilities management
4. Fleet maintenance
5. Reporting and record keeping
6. Manifest reconciliation
7. Taxi Service
8. Hiring, training, and management of all personnel involved in Service Delivery
9. Enforcement of the Fatigue Management Policy
10. Pass-thru of subcontracted Non-ADA Service

5. GENERAL INFORMATION

5.1. MetroAccess Operating Policies

WMATA has established policies and procedures that apply to MetroAccess service, most of which are included in the Customer Guide to MetroAccess. The guide and MetroAccess policies and procedures governing Quarantinable Communicable Diseases; Major Incident Notification; and Direct Threat/Abusive Behavior are included in **Appendix A**.

5.2. Severe Weather Operation

During severe weather operation, WMATA determines the MetroAccess service level, and the Contractor shall seek WMATA guidance on all operational service changes.

5.3. Service Levels

From time to time, WMATA may adjust the permanent service level (e.g., number of runs available) during all or some hours to maintain its policy of zero denials and maximize productivity. WMATA monitors incoming trip requests and may adjust service when appropriate (especially during peak hours). WMATA will notify the Contractors of such changes in advance when possible, and the Contractors shall be responsible for ensuring appropriate adjustment of resources.

For reference purposes only, **Appendix B** contains information about existing service levels, as well as projections based on historical data. Information includes the operational data for FY 2015 and FY 2016 year-to-date and actuarial analysis of MetroAccess projected ridership for FY 2017 through FY 2021. WMATA makes no guarantees of any kind regarding future service levels.

5.4. Information Systems

Currently, WMATA uses several enterprise applications. Sufficient licenses for the purpose of managing MetroAccess service will be obtained by WMATA for contractor use. WMATA reserves the right to update, upgrade, and/or replace its enterprise applications at any time during the course of the Contract period.

WMATA anticipates providing dedicated IT staff to support the MetroAccess enterprise systems and infrastructure; however, the MACS-OCC Contractor will be required to furnish dedicated IT staff in accordance with Part V, Section 2.7).

The current IT infrastructure for MetroAccess includes a mix of physical and virtual servers located at the JGB Network Operations Center (NOC) with a backup environment at Carmen Turner Facility (CTF). A separate Microsoft Active Directory (AD) network domain isolates MetroAccess logical traffic, allowing independent management of specialized MetroAccess IT functions within the network. MACS-OCC users currently connect via Citrix, and remote access for named users may be made available through SSL-VPN. The Trapeze database currently resides on a Microsoft SQL 2012 database server.

WMATA may schedule upgrades to enterprise applications at its discretion and expense, and any upgrades will be coordinated with the MetroAccess Contractors. The Contractors shall have their staff attend appropriate software training on a regular basis to ensure staff stays fully up-to-date and trained on WMATA-provided software. Staff attendance at software training will be at each Contractor's expense.

5.4.1. Trapeze

The Trapeze Group supplies MetroAccess with the core applications that calculate routes and schedules, create reservations, and certify customers' eligibility. In addition, Trapeze provides integrated modules for interactive voice response system (IVR) and web functionality, vehicle monitoring, customer complaints processing, and planning. Exhibit 5.4.1 details the Trapeze applications in use at MetroAccess.

EXHIBIT 5.4.1 Trapeze Applications

Application Name	Description
PASS with CT	Core application for demand-response trip booking, scheduling and routing. The Trapeze Workstation application is a Citrix Published Application.
PASS-CERT	Customer master records, ADA certification and eligibility information is stored in CERT. Contractor employees do not generally have access to the CERT application because the ELIG office is responsible for maintaining MetroAccess customer records.
PASS-MON with AVL	PASS-MON (MDT Server) is the data communications conduit for dispatch functions between the MACS-OCC and service vehicles. Trapeze MDTInAVL (AVL Agent) assists the MDT Server with processing vehicle location information.
ATIS	ATIS (Automated Transit Information System) is a web-based trip planning and information system used by Metro’s bus and rail modes. ATIS information is passed to Trapeze through its PASS-IPA (Itinerary Planning) interface, and provides comparable fixed-route ride time and fare information for paratransit trips.
PASS-COM	Customer Service application for the intake and investigation of commendations, complaints and inquiries regarding MetroAccess service. Feedback from customers is received by CSVC. Investigations are conducted by Contractor employees.
PASS-IVR	IVR is used for both inbound and outbound calls. Inbound calls reach an auto-attendant and customers have the choice of speaking to an agent or interacting directly with the Trapeze system, using their client ID and password to check on the status of their trips, or to confirm or cancel their trips. IVR “Reminder” calls go out to customers the evening before the day of service. “Arrive” calls are triggered at the time the vehicle operator presses a button on their MDC, indicating their arrival at the pick-up location.
PASS-WEB	There are two web portals providing customer access to the Trapeze system: the “standard” portal and the “text-only” portal. Using their client ID and password, customers can book new trips, check on the status of their trips, or confirm or cancel their trips. Additionally, they can verify personal information and update phone numbers related to their MetroAccess account. Also, they can submit requests for updating other personal information and can file commendations or complaints via the web portal.
PASS-PLAN	Demographic and Location analysis tool is used to report on and provide spatial views of historical data.

5.4.2. EZ-Pay

EZ-Pay is the cashless, media-less system used by MetroAccess customers to pre-pay their fares. It includes a Web-based software application, transaction processing platform, and an IVR to enable automated fare collection, capture of fare, and trip data.

5.4.3. Cognos BI

Cognos is WMATA's official enterprise historical and real-time reporting and Business Intelligence (BI) tool, used to present MetroAccess operational data. MetroAccess now utilizes a proprietary report package provided by the current contractor. All data, information and reports held in this system will be transferred to WMATA's COGNOS reporting system. All data will be retained and adhere to the data retention policy of WMATA.

Currently four (4) existing report groups (Summary, Operations, Early/Late, and On-Time Performance) will be consolidated down to two (2) reports (Historical Summary, Real Time). Reports will operate from Live and Archived databases. All current data fields and functionalities will be maintained in COGNOS. COGNOS will provide for data security and report distribution controls. COGNOS reports only will be "Reports of Record." Additional queries and customize reports maybe maintained outside of COGNOS with the approval of and full access rights granted to WMATA.

5.4.4. Trapeze Reports

The Crystal runtime Trapeze Reports provided by Trapeze are generally not used in support of MetroAccess operations; however, some of these reports as well as some custom Crystal reports have been developed and are accessible through the Trapeze Reports shell.

5.4.5. Avaya Aura Call Center (AACC) and Avaya Call Management System (CMS)

Avaya is the WMATA enterprise phone system that incorporates an advanced Automatic Call Distribution (ACD) system for call-center applications. The core switch is located at JGB, where all inbound calls for the MACS-OCC are passed to the Trapeze IVR for processing. A separate "shelf" switch is located at PGP.

Avaya CMS provides real-time and historical agent and ACD queue information to MACS-OCC supervisors and managers using a desktop application.

5.4.6. NICE (Call Center Quality Management)

While real-time call monitoring is available to supervisors through the Avaya CMS, all MACS-OCC calls are recorded for training and quality-monitoring purposes via the NICE system. Capabilities of the NICE system include both voice and screen capture.

5.4.7. Safety Measurement System (SMS)

WMATA implemented the Safety Measurement System (SMS) in October 2011. SMS is WMATA's primary repository of incident investigation data for all Authority operations. Functions include the following:

1. Incident intake
2. Incident investigation
3. Outcome
4. Safety statistics (preventability, incident type, etc.).

5.4.8. DriveCam

DriveCam is a video driver safety program used by WMATA that focuses on identifying and addressing the root causes of poor driving behavior by combining sight and sound with real-time driver feedback and coaching. The DriveCam program transforms volumes of data into simple priorities, guiding operators to take appropriate action. The web-based application, DriveCam Online[®], ensures accountability and allows for benchmarking across MetroAccess service delivery.

The DriveCam hardware is owned by WMATA, and WMATA provides the wireless service and the software license to DriveCam Online[®].

5.4.9. Two-Way Radios

A standardized two-way radio system (Verizon) is currently used for voice communications between MACS-OCC and vehicle operators. This system does not have the capability of recording these communications, and does not include the ability to circumvent busy signals. As part of the technical proposal the contractor shall submit a plan for the establishment of a communications system between QA, the MACS-OCC, and Service Delivery contract personnel, preferably with improvements beyond the current system. This system will be procured and administered by the OCC Contractor. (***CDRL MACS-OCC-1***)

5.4.10. Third Party Applications

Contractors may provide, subject to WMATA's approval, software applications, programs and/or databases, that the Contractors deem necessary for the provision of MetroAccess service during the term of this Contract. Contractors shall provide licensing and rights to the associated applications, etc. for unlimited use by WMATA for the term of the Contract.

5.5. WMATA-Provided Support

It is anticipated that as part of this Contract, WMATA will support the following elements:

1. Policy direction
2. Provide program and contract management, and oversight of all Contractors' activities
3. Evaluate Contractors' compliance with applicable federal regulations governing the provision of ADA paratransit service, Federal Drug and Alcohol Testing Program, and National Transit Database reporting requirements
4. Provide annual updated estimates of service demand
5. Make final determination of on-time performance and all other performance standards, indicators, and results

6. Maintain telecommunications system(s) for the MACS-OCC (this may be expanded to other WMATA-approved facilities)
7. Provide access as necessary to the Trapeze system and other enterprise technology systems for limited use by the Contractors, at WMATA's discretion and as specified otherwise in this RFP
8. Provide fuel for dedicated WMATA fleet operations
9. Perform checks on dedicated vehicle maintenance at WMATA's discretion
10. Monitor Contractors' performance for service quality and contract compliance
11. Monitor Contractors' complaint investigation and resolution
12. Provide public and media relations support
13. Maintain timely payment for services
14. Determine customer eligibility and manage customer records
15. Perform customer complaint intake
16. Audit financial and performance data
17. Provide in-vehicle technologies
18. Background checks for all safety sensitive employees (refer to Section VI, 3.3 – Background Checks).

5.6. WMATA-Furnished Facilities and Equipment

WMATA anticipates providing the following facilities and/or equipment for use by the Contractors:

1. MACS-OCC facility at PGP (Hyattsville, MD), or other facilities as determined by WMATA
2. Office space at PGP including existing:
 - a. Desks, cubicles
 - b. Chairs
 - c. Computer peripherals (mouse, keyboards)
 - d. Telephone Headsets

Note: The Contractor shall provide ongoing maintenance and replacement of the above items as needed.

3. Utilities at PGP
4. Surface parking spaces (25) at PGP
5. Automated Call Distribution (ACD) and Call Recording Equipment
6. Revenue service vehicles (see **Appendix C**)
7. A "parking lot, with offices and restrooms with parking capacity for up to 50 vehicles, located at 6851 Industrial Road, Springfield, VA 22150 (see **Appendix D** for a detailed description of the "Backlick Facility"). This location will be utilized by a Service Delivery Contractor as assigned by WMATA.

6. COMPLIANCE REQUIREMENTS

All entities performing contracted or subcontracted services as specified in this Request for Proposals will be required to maintain full compliance with all applicable provisions of the Americans with Disabilities Act (ADA) of 1990; and, all subsequent and currently applicable policies, regulations and standards of the ADA, the FTA, other federal, state or local governmental agencies, and WMATA.

7. QUALITY REQUIREMENTS

WMATA expects that MetroAccess Contractors will operate in accordance with Metro's mission statement and strategic goals (as cited on WMATA's website):

The Contractor(s) shall demonstrate experience with the following:

1. Maximizing the availability and quality of ADA paratransit services with limited and often diminishing fiscal resources.
2. Consistently demonstrating a professional sensitivity in serving people with disabilities in every phase of the Contractor's operations.
3. Implementing and promoting policies and procedures that advance WMATA's corporate goals and values.
4. Efficiently utilizing operational and financial resources allocated to the contracted services.

8. PERFORMANCE STANDARDS

WMATA is committed to providing its customers the safest, most courteous, timely, and efficient service possible. Contractors shall be required to support that commitment by adhering to WMATA's performance standards. These standards may be modified periodically to ensure continued improvement in the service. Incentives may be awarded and liquidated damages may be assessed in relation to the Contractor's performance relative to these standards. All measurements will be taken monthly in accordance with the billing cycle. A list of the performance standards applicable to each function (OCC, QA and Service Delivery) is located in each of the corresponding sections of this document. Some of the measures are common to the OCC and SD Contractors, because they have shared responsibility toward their attainment.

WMATA and the QA Contractor will review all Contractor performance and may increase focus on certain areas. Contractors shall identify problem areas and voluntarily investigate, provide details, reports, and possible recommendations as requested by MACS and/or QA Contractor.

9. CUSTOMER SERVICE

MetroAccess customer service includes but is not limited to the following functions:

1. Complaint investigation, resolution, and correspondence
2. Public communications and media relations

9.1. Complaint Investigation, Resolution, and Correspondence

WMATA CSVC has primary responsibility for initial intake of customer feedback using the Trapeze COM application and will coordinate with the QA Contractor to ensure expeditious investigation and

equitable resolution of complaints. Additionally, the QA Contractor will handle escalation of customer issues from OCC or CSVC in order to address them immediately, whenever possible. The QA Contractor will forward customer feedback to the MACS-OCC and Service Delivery contractors for investigation and response. WMATA advises all MetroAccess customers that complaints are to be phoned in, or written or e-mailed to WMATA's CSVC.

Occasionally, customers file complaints with WMATA's Office of MetroAccess Service or with other WMATA units. This does not absolve the Contractors of responsibility for investigating and resolving service problems and assisting customers with problems.

It is in the best interest of WMATA and its customers to have WMATA fully informed of uncorrected or recurring service deficiencies. Accordingly, the Contractors shall notify customers who wish to file complaints directly with the Contractors that their complaints should be filed with WMATA's CSVC. In addition, the Contractors shall promptly provide to WMATA's CSVC the details and specifics of all complaints received directly by the Contractors.

For information purposes only, WMATA's process flow map for customer feedback resolution is provided in **Appendix E**.

9.2. Public Communication and Media Relations

The Contractors shall meet with WMATA weekly to discuss and review Contract compliance and address operational issues. WMATA also meets occasionally with disability commissions, representatives from WMATA's member jurisdictions, advocacy organizations; and holds public meetings and public hearings with MetroAccess users and interested persons. The Contractors shall attend WMATA's Accessibility Advisory Committee (AAC) meetings that are held twice per month - one for the AAC meeting and one for the MetroAccess subcommittee meeting.

9.3. Media Contact Prohibition

Contractors and their employees, agents, and subcontractors shall not communicate with the print, television, radio, or electronic/social media without the prior, expressed written approval of WMATA. All inquiries from the press; local, state and federal agencies; or by public interest or private for-profit or non-profit interest groups directed to the Contractors and its employees, agents, and subcontractors shall be redirected to WMATA. The Contractors and their employees, agents, and subcontractors are prohibited from conducting community outreach or marketing of MetroAccess service except as specifically authorized by WMATA.

9.4. Additional Service Delivery Support

As required by WMATA, the Contractors shall participate in and fully support service requirements for any additional events that may occur during normal business hours, on weekdays after normal business hours, or on weekends.

9.5. Community Outreach Events

As required by WMATA, the Contractors shall participate in and represent WMATA at community outreach events where information or presentations on MetroAccess service are required. These events may occur during normal business hours, on weekdays after normal business hours, or on

weekends.

The Contractors and their employees, agents, and subcontractors are prohibited from conducting community outreach or marketing of MetroAccess service except as specifically authorized by WMATA.

9.6. Production and Distribution of Service Bulletins

The Service Delivery Contractor(s) shall reproduce and distribute on all vehicles used to provide MetroAccess service, excluding taxis, service bulletins issued by WMATA to advise customers of upcoming holiday schedule service changes, public hearings, policy changes, and other WMATA approved information to MetroAccess customers.

10. FARE ADMINISTRATION AND CASH MANAGEMENT

Full and exact payment of MetroAccess fares is required for all trips. Fares are calculated by the Trapeze PASS system at the time a trip is booked and reservation agents inform the customer what the fare will be. As of May 2012, fares are either deducted from a customer's EZ-Pay account at the time of booking, or the customer pays the exact cash fare to the vehicle operator before they board the vehicle. Part V of this Technical Specification delineates the MACS-OCC Contractor's responsibilities with the EZ-Pay system. The Service Delivery Contractor(s)' responsibilities for cash management are delineated in Part VI of this Technical Specification.

Personal Care Attendants (PCA) traveling with certified customers ride for free. Companions, including children age six and older, must pay the full fare. All fares are required to be paid and will be deducted from and credited against invoices presented to WMATA. Fares collected should be equal to the fares for all trips completed, minus trips completed for Personal Care Attendants (PCAs), one child under the age of six WMATA employees who are MetroAccess eligible, and trips for eligibility interviews/functional tests and appeal process hearings.

Any shortfall in the collection of fare revenue is the responsibility of the Contractor. In the monthly report, the Contractor shall provide the total fare that should have been collected and the amount that was actually collected.

WMATA recognizes there are multiple options related to fare administration and cash management in transit operations. The Contractors may propose an innovative fare administration and cash management option for review and approval by WMATA.

In the future, WMATA may have Contractors use other means of electronic fare collection, and WMATA will work with the Contractors if such a change is to be implemented.

11. HIRING AND TRAINING OF PERSONNEL

The Contractors shall recruit, hire, and train personnel in accordance with WMATA's policies, procedures, and requirements. All Contractor staff shall be trained in a Customer Sensitivity Course.

Most employees of the current Contractor are represented by collective bargaining agreements.

11.1. Workforce

The Contractors shall provide an experienced and high quality workforce for MetroAccess service that is highly motivated and has an understanding of the region's transportation network and traffic flow. The Contractors are encouraged to provide a work environment that minimizes turnover.

The Contractors' staff shall, at all times, present themselves and carry out their functions in a highly professional manner, befitting their role as customer service representatives. The Contractors shall employ methods that will ensure a positive public perception of WMATA and utilize industry standard practices and guidelines for customer service.

11.2. Requirement of Contractors to Provide Employee Roster

The Contractors shall maintain and provide WMATA with an employee roster that identifies names of all employees who are assigned duties under the Contract. This list will be transmitted to a WMATA-specified distribution every month on the first of the month. All changes from the previous month will be marked with a status and effective date such as, new hire, separation, reassignment, promotion, etc.

The Contractors shall also maintain a separate list of all employee names with Social Security Numbers. This list will be transmitted to WMATA-specified distribution list comprised of Police and Medical personnel. This list shall be delivered every month on the first of the month in a secure, encrypted manner so as to fully protect personally identifiable information. Distribution for this list will be severely restricted and will only be used for purposes such as drug and alcohol compliance, motor vehicle record checks, background checks et cetera. All changes from the previous month will be marked with a status and effective date such as, new hire, separation (by type), reassignment, promotion etc.

11.3. WMATA's Right to Remove Employees

WMATA acknowledges that the Contractor has the right and obligation to hire, train, and dismiss personnel to carry out the Contract requirements. However, deficiencies in performance, noted by WMATA, attributed to a Contractor's employee(s) shall be brought to the Contractor's attention for the Contractor's immediate corrective action.

The Contractor acknowledges that any person assigned to work under or in support of this Contract must perform their duties so as to not unduly impair Contract performance. By assigning a person to work under this Contract, the Contractor agrees to be fully responsible for the behavior of that person during Contract performance.

All Contractor personnel shall at all times be under the sole control and direction of the Contractor, and shall not be deemed for any reason to be employees of WMATA. The Contractor assumes all liability and agrees to hold WMATA harmless from any subsequent claims or actions on behalf of the employee(s).

The Contractor acknowledges that WMATA has the right to require the removal of any Contractor employee from the MetroAccess contract (to include managerial and corporate) at any time for any reason. Upon receipt of written notice from WMATA, the Contractor agrees to remove that person from doing any further work on the contract, and to cause that person to be removed from the worksite.

The Contractor is entitled to appeal the decision in writing to the Director, Office of MetroAccess Service. Such appeal shall specifically delineate the objective reasons that the contractor identifies that support a review of the decision. Such an appeal will be reviewed by WMATA and a response rendered within 10 business days. All appeal decisions shall be final. The Contractor agrees that it is not entitled to any additional costs it may incur as a result of the removal of the person named by WMATA.

11.4. Staffing Level Report

The Contractor shall submit itemized staffing level reports - including job function, job title, and full-time or part-time status- for all staff assigned to the Contractor, as required by WMATA. Payroll records shall serve as backup documentation for staffing levels and must also be submitted as required by WMATA for this purpose.

12. DATA ADMINISTRATION AND REPORTING REQUIREMENTS

WMATA has substantial data administration and reporting requirements, and Contractors shall submit reports that are accurate and timely. WMATA may require ad hoc reports from time to time and these will be provided by the Contractors. Reports and supporting data and records are subject to review and approval by WMATA.

Specific data administration and reporting requirements for areas related to MetroAccess service are described in Parts IV, V, and VI of the Technical Specification.

12.1. WMATA Ownership of Data and Work Products

All data, records and work products produced by, for or on behalf of the Contractors pursuant to this scope of work shall become the sole property of WMATA. Work products include but are not limited to items such as documents, audio recordings, field notes, records, computations, calculations, work sheets, sketches, drawings, specifications, cost estimates, intellectual property, laboratory data, custom applications, scripts, queries, test results, correspondence and all other products resulting from the work performed by the Contractors under this scope of work.

12.2. Records Management and Retention

Paratransit service generates a high volume of paper records. The Contractor shall maintain, and the Contracting Officer shall have the right to examine and audit, all records sufficiently to properly reflect all costs incurred or anticipated to be incurred directly or indirectly in performance of this Contract. This right of examination shall include inspection of the Contractor's facilities engaged in performing this Contract at all reasonable times.

The Contracting Officer shall have the right to examine and audit all of the Contractor's records related to: (1) any proposal for the Contract, subcontract, or modification; (2) any clarifications or discussions conducted on the proposal; (3) pricing of the Contract, subcontract or modification; or (4) performance of the Contract, subcontract or modification.

The accounts, records and cost information required to be originated under this Contract, and together with all other accounts, records and cost information related to this Contract, shall be maintained and

made available by the Contractor and subcontractor(s) at their offices at all reasonable times for inspection, audit, reproduction or such other purposes as the Contracting Officer or by anyone he or she authorizes may require or pursuant to any other provision of this Contract.

WMATA requires all contractors to retain and maintain these records throughout the life of the contract and three (3) years after contract closeout. For the purpose of this requirement, closeout shall mean the date of final settlement or the date of final payment whichever is later.

For the majority of WMATA inquiries, retrieval of electronic records is preferred, but offsite storage of paper records shall be required. WMATA shall receive within 48 hours, any paper records from offsite storage that it requests.

WMATA may, at its sole discretion, approve the conversion of selected paper records to an electronic format. To this end, contractor(s) shall propose an electronic document scan system for all retained records that are paper based and not available using other systems. The paper based source shall be organized and retained in accordance with the requirements above, so that a hard copy is readily accessible in 48 hours. The system shall be capable of scanning, storing, using storage media access, including index searchable criteria. The proposed system shall be accessible by WMATA.

As part of the Technical Proposal, the Contractor shall submit an Electronic Documentation and Archive System Plan, including security features. **(CDRL SD-16)**

12.3. Confidential Information

No reports, information, data, documents, or correspondence given to or prepared or assembled by the Contractors or the Contractors to subcontractors under this Contract shall be made available to any individual or entity without prior written approval of WMATA.

13. FRAUD PREVENTION AND DETECTION POLICIES AND PROCEDURES

Contractors shall have an employee training program and standard operating procedures in place to prevent, investigate, and report alleged or suspected fraud, theft, or other criminal behavior.

Contractors shall immediately report to WMATA any and all instances of alleged or suspected employee, provider, vehicle operator, or customer fraud or theft that is detrimental to service, of a criminal nature, and/or creates a potential unsafe environment.

14. SAFETY PROGRAM

The safety and security of passengers, employees, and the general public is of primary concern to WMATA and Contractors shall comply with WMATA's System Safety Program Plan (SSPP). WMATA's SSPP is included in **Appendix F**.

14.1. Safety Measurement System

WMATA has implemented a Safety Measurement System (SMS) designed to eliminate the manual recording of accident and incident investigation data and will be WMATA's primary repository of accident and incident investigation data for all WMATA operations. Functions include the following:

1. Incident intake

2. Incident investigation
3. Outcome
4. Corrective Action
5. Safety statistics (preventability, accident/incident type, etc.)
6. Real-time coordination with MACS-OCC

14.2. Alcohol and Drug Testing

This Contract is subject to a Drug and Alcohol Testing Program consistent with 49 CFR Parts 40, 653 and 654. On a monthly or quarterly basis, as appropriate, WMATA's medical office and the Office of the Inspector General will monitor each Contractor's compliance with the Drug and Alcohol Testing Program. Additional information regarding this program is contained in Paragraph 35 of the Special Provisions.

The Contractor is required to be 100 percent compliant with the FTA Drug and Alcohol Program, including but not limited to 100 percent compliance with random, post-accident, and reasonable suspicion assurance testing. Further, no new hires shall begin safety sensitive work without full clearance of pre-employment and results requirements' testing. Compliance will be determined by WMATA.

In order to enhance the verifiable accuracy of this effort, the contractor shall submit to WMATA on the first day of the month, a comprehensive list of ALL employees with such specific information as determined by WMATA's medical department. All changes from the previous month will be marked with a status and effective date such as new hire, separation (by type), reassignment, promotion, etc.

14.3 Fatigue Management

Although vehicle operation is primarily a part of the Service Delivery component of this solicitation, all contractors are required to have as part of their safety procedures, a mechanism for ensuring that contract employees are fit for duty and not permitted to work excessively long hours before performing contract duties. Such procedures shall mirror WMATA's policy - *Hours of Service Limitations for Prevention of Fatigue* as it applies to Transportation and Bus Maintenance. WMATA will review and approve such procedures for all contract operations.

15. TRANSITION SUPPORT

There are two transition periods – transition-in when the new Contractors begin providing services and transition-out, which occurs at the end of the Contract.

Upon expiration and/or termination of the Contract, the Contractors shall provide assistance to WMATA and any successor contractors as may be required to effect a smooth transition to new contractors.

16. CORPORATE SUPPORT

Each contractor selected shall provide its local Contractor team support sufficient to ensure that start-up and on-going requirements are met. Specific support is required to ensure that financial accounts

and service reporting processes are established and provided in a manner acceptable to the WMATA Inspector General. The Contractor shall be required to provide annual financial statements and other financial information and/or documentation as requested by the WMATA Office of the Inspector General. Other types of corporate support required include supporting the local Contractor team in areas such as procurement, vehicle specification, operations, maintenance, IT systems training, and service management.

Contractors shall provide demonstrated capability to provide resources to make local teams successful, such as providing periodic assistance with adjusting service schedules (i.e., run-cuts).

PART IV
SCOPE OF SERVICES - QUALITY ASSURANCE

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PART IV – SCOPE OF SERVICES – QUALITY ASSURANCE

1. DESCRIPTION

This section is provided only for information and reference and has not been revised since the original solicitation in 2012. There is no existing dedicated Quality Assurance (QA) Contractor for MetroAccess service. WMATA is seeking a QA Contractor to monitor and review multiple Contractors including but not limited to the MACS-OCC Contractor, the Service Delivery Contractor(s) including Taxi service, and other third-party contracted services.

WMATA and the current contractor perform some functional QA related processes using existing equipment, services, and applications supported at various locations, including the MACS-OCC. The current QA functions are integrated in the work flow; however, WMATA intends to separate QA monitoring and reviews to report directly to WMATA.

The new QA Contractor will be dedicated to performing QA functions including but not limited to service monitoring, data sampling, data analysis, report preparation, and reviewing information from the new MACS-OCC and Service Delivery contractors. The MACS-OCC and Service Delivery contractors will also perform other internal QA activities.

The current contractor and MACS staff perform the following functions:

1. Ensure data integrity of all operational and financial reporting
2. Compile service statistics for federal, state, local, and WMATA stakeholders
3. Review compliance with MACS policies and procedures
4. Review and correct supporting documentation related to all contractor invoices
5. Conduct specific QA team inspections of facilities, vehicles, and passenger trips in accordance with WMATA direction
6. Review and monitor customer feedback and provide complaint response and resolution
7. Review all customer “No Shows” and “Cancels at Door”
8. Perform reservations and dispatch call reviews
9. Conduct contractor reviews:
 - a. Fleet condition
 - b. Fleet maintenance compliance
 - c. Drug and alcohol policy adherence
 - d. Vehicle operator training and standards
 - e. Street service
10. Coordinate activities with third-party contractors

For information purposes, the QA functions are currently performed by:

1. Managers (3)

2. Customer Service staff (8)
3. No Show monitoring and reviews (4)
4. Facility and maintenance (2)
5. Safety and street service supervision (4)
6. Reporting (4)
7. Billing Auditors (2)
8. Real-Time MACS-OCC monitoring (2)

It should be noted that many of the staff also have other duties outside of the QA function and are not devoted to QA full time.

2. SCOPE OF WORK

The QA Contractor's work shall be divided between two functional areas identified as Administrative QA and Operations QA. Each functional area shall review and monitor various aspects of MetroAccess Contractors' performance including applicable incentive and liquidated damages schedules in accordance with WMATA standards.

The QA Contractor shall perform in accordance with provisions of the Technical Specification, unless specified otherwise. The QA Contractor shall provide all staff labor and all materials associated with provision of QA services to monitor and review multiple contractors including but not limited to the MACS-OCC Contractor, Service Delivery Contractor(s) including taxi service, and other third-party contracted services.

The QA contractor shall work cooperatively with WMATA and MetroAccess Contractors and shall be familiar with the entire RFP and all contracted roles.

The QA Contractor shall provide experienced staff capable of performing complex quantitative and qualitative data review, precision analysis, investigation, report writing and presentation. WMATA desires a contractor with paratransit experience. Products of QA work and analysis shall include quantitative and qualitative reports to WMATA that are timely and accurate.

The QA Contractor shall:

- Review, evaluate and report on performance data, including reconciliation process review with respect to WMATA standards and incentives/liquidated damages
- Perform inspections of all Service Delivery and MACS-OCC activities including but not limited to facilities, vehicles, and passenger transport
- Establish and monitor "Mystery Rider" program
- Monitor MetroAccess operations and report deficiencies to ensure a high-quality customer experience
- Manage the customer complaint and No Show review processes, including handling customer issue escalation, and communicating complaint investigation results

- Assist WMATA as needed in facilitating review and closure of any corrective action plans from the MACS-OCC and Service Delivery contractors

WMATA anticipates providing facility space for the QA Contractor, which will be located near the MACS-OCC but not co-located with the MACS-OCC Contractor.

The QA Contractor will have immediate and unrestricted access to all areas of Contracted MetroAccess Service. Unrestricted access includes both scheduled and unscheduled visits and inspections.

QA functions may change, and roles and responsibilities of the QA Contractor may be modified and evolve as a result of changing technology, service characteristics, or other factors. New responsibilities may be added and others may be discontinued at the sole discretion of WMATA.

As part the Technical Proposal, the QA Contractor shall submit a summary of their Quality Assurance Program Plan and describe how the plan would support WMATA. **(CDRL QA-1)** The QA Operating Plan shall describe the processes and methods that will be used to manage the QA function.

2.1. Administrative QA

The Administrative QA team shall review and monitor, in accordance with WMATA standards, all aspects of MetroAccess service related to the MACS-OCC including but not limited to reservations, dispatch, "Where's My Ride?" and scheduling.

The Administrative QA team shall manage the process of investigation and resolution of customer complaints and other service-related feedback, including communicating results to customers.

The Administrative QA team shall manage No Show review processes as well as communications with customers regarding the Late Cancellation and No Show Policy.

Some responsibilities are shared with the Operations QA team. In addition, the Administrative QA team shall review MACS-OCC and Service Delivery data to ensure data integrity; and prepare a variety of reports used to measure the performance of the MACS-OCC and Service Delivery contractors.

As part of the QA Program Plan **(CDRL QA-1)**, the QA Contractor shall provide an Administrative QA Work Plan, which describes the approach to the Administrative QA function.

2.1.1. Customer Feedback Management

The Administrative QA team shall be responsible for customer feedback management and ensuring that all passenger concerns are investigated and resolved in accordance with WMATA standards. The Administrative QA team shall provide recommendations for correction of future occurrences and help promote proactive interactions to build positive relationships with MetroAccess customers.

WMATA CSVC has primary responsibility for initial intake of customer feedback using the Trapeze

COM application.

The Administrative QA team shall process responses from the MACS-OCC and Service Delivery contractors detailing the findings of the investigation and the corrective actions taken. Additionally, the Administrative QA team will be responsible for handling escalation of customer issues from OCC or CSVC in order to address them immediately, whenever possible. The Administrative QA team shall determine the validity of customer feedback, provide written summaries of findings to WMATA for review, and communicate findings to the customer (using telephone, email, letter, or other available media).

The Administrative QA team shall report to WMATA occurrences when the MetroAccess contractors do not perform customer feedback responsibilities according to WMATA standards.

Data on customer feedback, including complaints, is provided in **Appendix B**.

As part of the Technical Proposal, the Contractor shall describe procedures to investigate, resolve, and prevent reoccurrence of complaints; and to comply with the notification, coordination, and response requirements delineated herein. **(CDRL QA-1)**

2.1.2. Late Cancellation and No-Show Review

The Administrative QA team shall be responsible for managing Late Cancellation and No-Show review processes. The Administrative QA team shall review the Trapeze trip information of every late cancellation, no show, and cancel at door performed by the MACS-OCC and Service Delivery.

The Contractor shall review and record for each trip whether the procedure was correctly performed and upheld, correctly performed and the violation excused, or incorrectly performed and invalidated. The QA Contractor review process includes reporting to WMATA for disposition and follow-up with MACS-OCC and Service Delivery Contractor(s).

The QA contractor shall be responsible for communications with customers regarding the Late Cancellation and No Show Policy, including printing warning and suspension letters to customers that result from violation of the No Show Policy. WMATA will provide envelopes, letterhead, and postage.

The QA contractor shall be the telephone point of contact for customers who wish to dispute or excuse a trip deemed to be in violation of the No Show Policy.

The QA Contractor shall provide summary reports of findings to WMATA weekly and monthly and at other intervals as determined by WMATA.

Data on the number and rate of No-Shows is provided in **Appendix B**.

2.2. Operations QA

The Operations QA team shall review and monitor, in accordance with WMATA standards, all aspects of MetroAccess service related to the Service Delivery, including but not limited to vehicles,

vehicle operators, on-street monitoring, facility and garage inspections and report findings to WMATA.

The Operations QA team shall have access to Contractor facilities, personnel, and vehicle records at all times. The Operations QA team shall review and monitor MetroAccess operations activities in real time using electronic and physical observance, and attend training sessions and conduct interviews of Contractor's personnel regarding the contract, in accordance with WMATA standards.

Some responsibilities are shared with the Administrative QA team. In addition, the Operations QA team shall review MACS-OCC and Service Delivery data to ensure data integrity; and prepare a variety of reports used to measure the performance of the MACS-OCC and Service Delivery contractors.

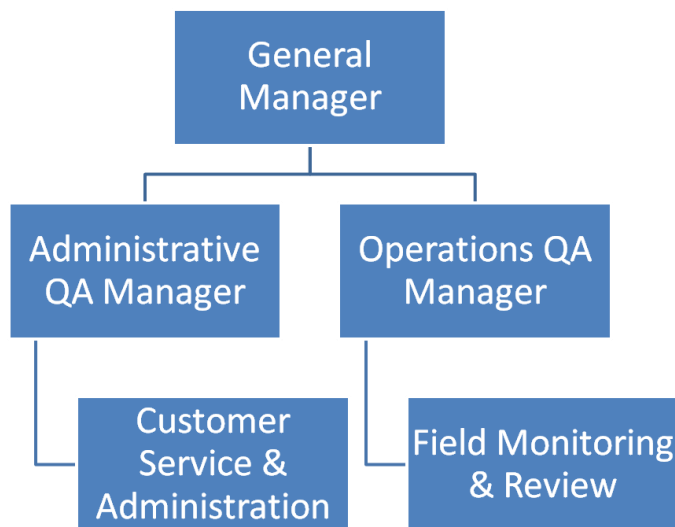
As part of the QA Program Plan (**CDRL QA-1**), the QA Contractor shall provide an Operations QA Work Plan, which describes the approach to the Operations QA function.

3. STAFFING REQUIREMENTS

The QA Contractor shall provide well-trained personnel to manage and staff the QA function with a goal of minimizing turnover. The QA Contractor shall provide the following Key Management staff. The QA Contractor shall submit Key Management staff resumes (Key Management staff is subject to WMATA review and approval):

1. Full-time General Manager
2. Full-time Administrative QA Manager
3. Full-time Operations QA Manager

These individuals may not be removed or replaced without written notification to WMATA. Should a replacement be required, WMATA reserves the right to approve the proposed replacement and to require an interview with the proposed replacement, as well as a resume and references.



As part of the Technical Proposal, the Contractor shall submit a summary of their QA Staffing Plan including an organization chart for each major OA functional area, along with a copy of the Contractor's employee handbook (or equivalent). **(CDRL QA-2)** The QA Staffing Plan shall describe the QA Contractor's approach, including ratios of staff in relations to demand forecasts for MetroAccess service as appropriate. The Staffing Plan must also describe the Contractor's approach to minimizing turnover, handling work slowdown or stoppage situations, and include the benefit plans available and which staff (e.g., full-time vs. part-time) are eligible for benefits. This description must indicate the employer's contribution to benefits and the employee's contribution to benefits.

3.1. General Manager

The most important duty of the General Manager is to be responsive to WMATA and be timely on deliverables. The General Manager directs operations of QA. Duties include daily communication and interaction with staff and direct reports. The General Manager must also organize and conduct activities related to review and monitoring of MetroAccess service to assure safe, cost-effective, operating performance. It is expected that the QA General Manager will meet with WMATA at least once per week on all matters associated with the contractor's responsibilities for this project. The QA General Manager will be available when requested by WMATA for attendance at meetings with the public, advisory groups, or other meetings as required for MetroAccess.

As a minimum, the individual must have at least five years of management experience on large contracts of a highly technical nature. Additionally, a bachelor's degree in accounting, business administration, information technology, public policy, statistics, transportation planning, or a related field from an accredited college or university is required, but may be substituted with five additional years of public transit experience. The individual also must also demonstrate a high level of customer service commitment.

3.2. Administrative QA Manager

The Administrative QA Manager is responsible for staff performance in conducting monitoring and review functions of the MACS-OCC as well as customer service investigation and response, and Late Cancellation and No Show Policy review, in compliance with WMATA policies and procedures. The Administrative QA Manager will be responsive to WMATA and timely on deliverables, and interfaces primarily with the MACS-OCC Contractor and resolves complaints to ensure that safe and professional high quality customer service is emphasized and reinforced in all phases of service to MetroAccess customers.

Required knowledge, skills, and abilities include:

1. Demonstrated ability to observe, document, and evaluate paratransit operations, including the ability to identify problems that affect service, and to develop and implement effective solutions to complex operational and technical problems.
2. Demonstrated ability to effectively interpret and analyze data, and ability to prepare and present comprehensive technical reports and briefings.

3. Demonstrated success in completing difficult assignments displaying innovative solutions to complex problems.
4. Proficiency in the review, coordination and monitoring of contractor invoicing/payment disbursement.
5. Demonstrated ability to conduct financial analysis and forecasting, to coordinate payables/revenue accruals, and to assist management with cost impact studies and trend analysis.
6. Ability to use a personal computer for word processing, spreadsheet analysis, database management, presentation graphics, general SQL query writing, creation and modification of Crystal Reports, and other standard software applications.

Minimum requirements include:

1. At least five years of management experience with large urban ADA paratransit services, and at least seven years total experience in public transportation.
2. A bachelor's degree from an accredited college or university is required, but may be substituted with five additional years of public transit experience.
3. A working knowledge of Trapeze PASS paratransit software suite or event-based paratransit application is required and a detailed understanding of Trapeze is a plus.
4. Demonstrated history of high performance in customer service.

3.3. Operations QA Manager

The Operations QA Manager is responsible for performance of staff conducting trip, vehicle, and facility inspections, incident response and reporting, and data review, in compliance with the policies of WMATA. The Operations QA Manager will be responsive to WMATA and timely on deliverables, and is responsible for monitoring and reviewing daily system performance and quality assurance functions for service operations. The Operations QA Manager interfaces primarily with Service Delivery Contractors and resolves complaints to ensure that safe and professional high quality customer service is emphasized and reinforced in all phases of service to MetroAccess customers.

Required knowledge, skills, and abilities include:

1. Demonstrated ability to observe, document, and evaluate paratransit operations, including the ability to identify problems that affect service, and to develop and implement effective solutions to complex operational and technical problems.
2. Demonstrated ability to effectively interpret and analyze data, and ability to prepare and present comprehensive technical reports and briefings
3. Knowledge and understanding of and sensitivity to the travel needs of persons with disabilities, including related accessibility / mobility issues.
4. Ability to use a personal computer for word processing, spreadsheet analysis, database management, presentation graphics, general SQL query writing, creation and modification of Crystal Reports, and other standard software applications.
5. Ability to multi-task, prioritize work and collaborate effectively under pressure.

Minimum requirements include:

1. At least five years of management experience with large urban ADA paratransit services, and at least seven years total experience in public transportation.
2. A bachelor's degree from an accredited college or university is required, but may be substituted with five additional years of public transit experience.
3. A working knowledge of Trapeze PASS paratransit software suite or event-based paratransit application is required and a detailed understanding of Trapeze is a plus.
4. Demonstrated history of high performance in customer service.

3.4. Dress Code

QA Contractor employees are required to wear uniforms. The uniform shall consist of a white collared dress shirt, dark blue slacks, and depending upon the season, a dark blue sweater. Shoes shall be black and serviceable having flat, non-skid soles. No high heels, tennis shoes or open sandals are allowed. Tee-shirts, tank tops, jeans and shorts are prohibited. The Contractor shall ensure that employees adhere to the dress code and take appropriate corrective action if they fail to comply.

All uniforms must be tidy (no rips, stains, etc.). All employees will also carry a Contractor-issued and WMATA-approved photo identification card. The Contractor shall ensure that employees wear or display only a "MetroAccess" insignia, patch or emblem. No employee shall wear or display any insignia, patch or emblem other than those approved by WMATA. The Contractor shall not display contractor's name or logo unless specified otherwise.

4. FACILITY AND VEHICLES

4.1. Facility

WMATA anticipates providing facility space at PGP for the QA Contractor, located in the Metro I building at 6505 Belcrest Road in Hyattsville, MD. The QA Contractor space will be located near the MACS-OCC but not co-located with the MACS-OCC Contractor.

The QA Contractor shall provide maintenance and repairs for WMATA-furnished facilities and equipment (see Part III General Requirements, Section 5.6). At the end of the QA contract, all WMATA-furnished facilities, furniture, and equipment utilized by QA Contractor shall be returned to WMATA in working order. WMATA reserves the right to recoup the cost of damaged property from the QA contractor.

WMATA will provide access control cards to WMATA-provided facilities for QA Contractor employees. The QA Contractor shall be responsible for interfacing with WMATA to ensure adequate inventory control and management of access control cards and related hardware. The QA Contractor shall be responsible for the cost of replacing lost or stolen cards.

WMATA's current 10-year lease agreement expires in 2019; however, WMATA reserves the right to move the facility at its discretion.

4.2. Vehicles

WMATA does not provide vehicles for the provision of QA Contractor services. The Contractor shall provide any fleet vehicles needed to support the work associated with the provision of the services subject to review and approval by WMATA. The Contractor shall brand or mark the Contractor provided vehicles subject to review and approval by WMATA.

As part of the Technical Proposal, the Contractor shall submit a summary of their QA Vehicle Plan, including the Contractor's approach to securing, maintaining and storing of vehicles. **(CDRL QA-3)**

5. DATA ADMINISTRATION AND REPORTING REQUIREMENTS

The QA Contractor shall monitor, review, analyze and report on activities related to MetroAccess service.

The data administration and reporting requirements for the QA Contractor are substantial, and include but are not limited to preparation and distribution of real-time, daily, weekly, monthly, quarterly and annual reports which may be necessary to support WMATA.

The Contractor must include, as part of their Technical Proposal, information about proprietary or custom reporting capabilities, subject to WMATA approval and in accordance with requirements specified elsewhere in this Technical Specification. **(CDRL QA-6)**

5.1. Electronic Documentation and Archive System (EDAS)

The Contractors shall propose an electronic document scan system for all retained records that are paper based and not available using other systems. The paper based source shall be organized

and retained in accordance with Part III General Requirements, Section 12, so any hard copy is readily accessible in 48 hours. The system shall be capable of scanning, storing, using storage media access, including index searchable criteria. The proposed system shall be accessible by WMATA.

As part of the Technical Proposal, the Contractor shall submit a summary of their QA Electronic Documentation and Archive System Plan, including security features. **(CDRL QA-4)**

6. INSURANCE REQUIREMENTS

The QA Contractor shall comply with WMATA's insurance requirements (see Special Provisions).

7. INVOICING AND BILLING REQUIREMENTS

Refer to Special Provisions.

8. PERFORMANCE STANDARDS

The goal of WMATA is to provide a service that is on-time 100 percent of the time, with zero accidents, zero injuries, zero missed trips using properly maintained vehicles.

WMATA seeks to ensure that its MetroAccess program provides the most effective and efficient service and consistently meets all the requirements of the ADA. To help meet the program goals and objectives, the Contractor shall be required to meet specified service and performance standards. These standards may be modified periodically to ensure continued improvement in the service. Incentives may be awarded and liquidated damages may be assessed in relation to the Contractor's performance relative to these standards. WMATA will review all Contractor performance and may increase focus on certain areas. Contractors shall identify problem areas and voluntarily investigate, provide details, and reports as requested by WMATA and/or the QA Contractor.

Performance standards for the QA Contractor are summarized in Section 8.1 Performance Standards Matrix Summary, and described with additional detail in Section 8.2. Performance Standard Details. Performance standards for other functions (OCC and SD) are found in their respective sections.

As part of the Technical Proposal, the Contractor shall submit a summary of their QA Performance Plan **(CDRL QA-5)**. The QA Performance Plan shall provide policies and procedures that have been demonstrated to have a positive impact on performance standards.

8.1. Performance Standards Matrix Summary

The Performance Summary Matrix includes a table by item including measure, goals, standard and contractual assessment for QA.

The following matrix summarizes the performance standards: (Description of measure for each line item listed is detailed below in the Performance Standard Details)

Item #	Measure	Standard	Contractual Assessment
1	Monthly Reporting or Administrative Failure to Perform	Timely, accurate, and consistent	\$1,000 per occurrence
2	Timely Response to Complaints	95% Closed within 5 business days	\$5,000 per month

8.2. Performance Standards Details

The Performance Standards Details further describes the items listed in the Performance Standards Matrix Summary. This is a performance-based contract. Contractor shall meet with WMATA staff to confer about the reasons for adverse performance standards and provide recommendations for corrective actions. The performance standards included herein are based on anticipated improvements from current performance levels. While reducing cost per trip is important, the Contractor must strive at all times to provide service in a manner which also maximizes customer service.

8.2.1 Monthly Reporting or Administrative Failure to Perform

WMATA requires timely, consistent, and accurate submittal of reports. Failure will result in an assessment of \$1,000.00 per occurrence per day. Examples include:

- Performance and other statistical data
- Complaint and No-Show Review
- Reports of all Service Delivery and MACS-OCC activities (facilities, vehicles, and passenger transport)

8.2.2 Timely Response to Complaints

WMATA requires timely responses to complaints; 95% of all complaints must be closed and fully investigated, with resolution to customer provided within 5 business days.

9. SERVICE INTERRUPTIONS

The QA Contractor shall collect, categorize, quantify and analyze data collected from MetroAccess Contractors related to service interruptions. Service interruptions may be caused by environmental, vehicle, vehicle operator, dispatch, or other internal and external factors that adversely impact delivery of MetroAccess service. The QA Contractor shall provide reports to WMATA, and collaborate with WMATA and MetroAccess Contractors to identify trends and make recommendations to mitigate future service interruptions to MetroAccess service.

10. SEVERE WEATHER OPERATIONS

The QA Contractor staff may not be required to report for work during severe weather events. The QA Contractor shall collect, categorize, quantify and analyze data collected from MetroAccess Contractors related to severe weather operations and its impact on delivery of MetroAccess service and report findings. The Contractor shall provide reports to WMATA, and collaborate with WMATA

and MetroAccess Contractors to provide recommendations for modifications to update WMATA's Severe Weather Plan. WMATA will provide direction on a case-by-case basis, and the GM will consult with WMATA before changing staff deployment or closing operations.

11. INFORMATION SYSTEMS

WMATA will provide the QA Contractor with the hardware and software necessary for accessing enterprise applications used for MetroAccess service, including specialized or specific access required by the Contractor to conduct duties related to the review and reporting of MetroAccess operations data.

Enterprise applications that will be provided by WMATA to the Contractor are listed in Part III Section 5.4 (Information Systems).

Pursuant to Part III Section 5.4.10, the Contractor may provide, subject to WMATA's approval, software applications, programs, databases, that Contractor deems necessary for conducting duties related to the QA function during the term of this contract. Contractor shall provide licensing and rights to the associated applications, etc. for unlimited use by WMATA.

As part of the Technical Proposal, the Contractor shall submit a summary of their QA Information Systems Plan. (**CDRL QA-6**)

12. INTERFACE WITH MACS-OCC

The QA Contractor shall perform work in accordance with this technical specification but shall have no operational authority or control over MACS-OCC Contractor employees.

13. INTERFACE WITH SERVICE DELIVERY

The QA Contractor shall perform work in accordance with this technical specification but shall have no operational authority or control over Service Delivery Contractor employees.

14. START-UP PLAN / TRANSITION

There are two transition periods – transition-in when the new QA Contractor begins providing services and transition-out, which occurs at the end of the Contract. During the transition periods, QA Contractor cooperation and support are expected.

14.1. Description

WMATA requires additional QA services to monitor and inspect multiple Contractors including but not limited to MACS-OCC Contractor, Service Delivery Contractor(s) including Taxi service, and other third party contracted services. This start-up shall include assuming some functions currently integrated in the MACS-OCC and Service Delivery work flow.

WMATA will determine the date and time for transition of QA Service, but the maximum transition period will be 120 days.

Many of the functions are mission-critical to daily operations meaning that the processes require seamless transition from existing QA-related work to new service as QA Contractor.

As part of the Technical Proposal, the QA Contractor shall submit a summary of their QA Start-up Plan/Transition Plan. **(CDRL QA-7)** The plan shall include the Contractor's approach to ensure the transition-in and the transition-out is seamless, and there is no degradation of MetroAccess service.

14.2. Transition/Implementation Plan

The Contractor shall prepare timeframes and milestones for each task of the implementation. This should include, but not be limited to; hiring of staff, occupancy of facilities, utilities, telephones and vehicles (all shall be in place at least thirty (30) days prior to first day of service). Training of all staff shall be completed five (5) business days prior to first day of revenue service.

14.3. Recruitment

The Contractor shall develop a plan to recruit, hire and train QA employees, without interfering with current MetroAccess service. Specifically, if the Contractor recruits existing employees, WMATA must be assured that the employees continue to work for the current Contractor until the new service starts. The Contractor shall provide details, and include a plan for ensuring that there is no degradation of service. This plan shall be included in the Contractor's technical proposal. **(CDRL QA-2)**

14.4. Transition Out

The Contractor shall cooperatively participate in the transition of QA functions at the end of the Contract term, whether base or option period. Prior to the transition-out to a succeeding contractor, the QA Contractor shall participate in required activities including but not limited to:

1. Meetings
2. Transfer of records
3. Access to property/vehicles
4. Inspection and certification of vehicles (as determined by the WMATA)
5. Transfer of all electronic, communication devices and equipment
6. Transition responsibilities for fueling facilities

During the transition phase, WMATA will conduct meetings, as deemed necessary by WMATA, with the incumbents and new contractor(s) to discuss specific operations, records, and other transition events and the time frame in which they shall occur. As requested by WMATA, the incumbent shall make pertinent records and equipment including vehicles accessible to both WMATA and new contractor within three days of WMATA's request.

15. REQUIRED CDRLS

CDRL #Description (Section Reference)

CDRL QA-1	QA Program Plan (Sections 2.0, 2.1, 2.1.1 & 2.2)
CDRL QA-2	QA Staffing Plan (Sections 3.0 & 14.3)
CDRL QA-3	QA Vehicle Plan (Section 4.2)
CDRL QA-4	QA Electronic Data and Archiving System (Section 5.1)
CDRL QA-5	QA Performance Plan (Section 8.0)
CDRL QA-6	QA Information Systems Plan (Sections 5.0 & 11.0)
CDRL QA-7	QA Start-up/Transition Plan (Section 14.1).

PART V

SCOPE OF SERVICES –

METROACCESS OPERATIONS CONTROL CENTER

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PART V – SCOPE OF SERVICES – METROACCESS OPERATIONS CONTROL CENTER

1. INTRODUCTION

This section is provided only for information and reference and has not been modified since the original solicitation in 2012. WMATA intends to retain a single Contractor to operate the MetroAccess Operations Control Center (MACS-OCC) that will be responsible for MetroAccess trip reservations, trip scheduling, and total service dispatch. The WMATA-provided MACS-OCC is located near the Prince George's Plaza Metrorail Station in the Metro I building at 6505 Belcrest Road in Hyattsville, MD (designated with the WMATA acronym PGP).

2. SCOPE OF WORK

The MACS-OCC Contractor shall perform in accordance with provisions of the Technical Specification, unless specified otherwise. Where applicable, the Contractor shall provide sufficient personnel to achieve the MACS-OCC Performance Standards, and in accordance with WMATA policies and procedures.

The MACS-OCC Contractor's responsibilities include but are not limited to the following:

1. Work responsively and cooperatively with WMATA, the Service Delivery Contractor(s), and the QA Contractor to ensure safe, effective, efficient, and customer-friendly service with an emphasis on customer service.
2. Provide an experienced and qualified General Manager and operational and technical support staff to manage the MACS-OCC, train MACS-OCC staff, manage local IT systems in conjunction with WMATA IT, and provide required reports to WMATA
3. Provide qualified, experienced and motivated personnel for MACS-OCC functions.
4. Accept and process calls for trip requests and take reservations with a customer-service focus.
5. Accept and process "Where's My Ride?" (WMR) and respond appropriately and accurately.
6. Handle a fluctuating volume of calls while meeting "speed-to-answer," and other metrics.
7. Determine responses related to any service interruptions of the Service Delivery Contractor(s).
8. Accept advance and late cancellations during any time when vehicles are in MetroAccess service, record cancellations in Trapeze, and immediately communicate cancellations to in-service vehicle operators, including Taxi.
9. Provide schedules that are productive (scheduled productivity) and realistic. Schedule trips for the most effective combination of passenger needs, vehicle availability, and efficiency. Determine daily service hours for each Service Delivery Contractor.
10. Schedule trips for Taxi contractors, based on Contractors' declared and WMATA-authorized capacity to provide taxi-based MetroAccess trips.

11. Distribute manifests electronically to the Service Delivery Contractor(s).
12. Dispatch the vehicle operators of each Service Delivery Contractor and manage daily service operations, including day-of-service adjustments, to ensure efficient service and maximize productivity.
13. Manage customer, vehicle, and other related emergencies and incidents - coordinating with all MetroAccess Contractors and maintaining communication with emergency services and WMATA management points of contact.
14. Assist in the investigation of service and employee-related complaints.
15. Track and review No-Shows and provide follow-up in accordance with MetroAccess policies and procedures.
16. Review completed schedules and receive feedback on a regular basis from other MetroAccess Contractor(s) and WMATA.
17. Provide required reports and records in accordance with WMATA's policies and procedures.
18. Comply with WMATA policies and procedures.
19. Establish and maintain a professional working environment.
20. Be prepared and manage situations related to environmental or other systems-related events that adversely affect the normal business flow.

As part of its Technical Proposal the Contractor shall submit a MACS-OCC Operating Plan. **(CDRL MACS-OCC-1)** The MACS-OCC Operating Plan shall describe the processes and methods that will be used to manage the MACS-OCC including but not limited to the following areas:

1. Accepting and processing trip reservations.
2. Accepting and processing "Where's My Ride" calls promptly and accurately. This includes using AVL global positioning technologies and confirming estimated arrival times with vehicle operators by text or voice as needed and providing customers with "real-time" information regarding scheduled pick-up if the call is made within or after the pick-up window and the trip is projected to be late.
3. Managing day-of-service dispatch to ensure adequate supervision of vehicle operators while conducting MetroAccess service including voice and non-voice communications systems.
4. Determining the staffing ratios, based on number of trips scheduled, number of reservations calls, and number of WMR calls.
5. Evaluating and refining schedules by personnel knowledgeable of the geography, street locations, and traffic patterns of the service area.
6. Providing procedures to be followed in the event of failure of the automated reservations, dispatching, and scheduling system.
7. Providing procedures to be followed in the event the MACS-OCC facility cannot be occupied by Contractor staff.

8. Providing procedures that will be used to ensure that the schedules are not altered or modified by service delivery contractors, and that original times produced at the time of booking are not changed.

WMATA and the QA Contractor shall have immediate and unrestricted access to all MetroAccess related records and data. Unrestricted access shall include scheduled or unannounced visits or inspections.

As part of the Technical Proposal, the Contractor shall submit a summary of their MACS-OCC Operating Plan to WMATA. **(CDRL MACS-OCC-1)**

2.1 Reservations

Trip reservations shall be handled exclusively by the MACS-OCC Contractor. Reservations are entered by Contractor staff at the MACS-OCC and by customers using the IVR and WEB. Only customers who have been pre-certified by WMATA are eligible to make reservations. Once a trip is requested, the Trapeze PASS system will verify that the trip is ADA-eligible and will assign it to a run. Each Service Delivery Contractor is required to efficiently operate all runs assigned by the MACS-OCC so that trips can be delivered on-time and within ride-time standards.

Reservations can be made from one (1) to seven (7) days in advance, from 8:00 a.m. to 4:30 p.m. daily, every day of the year. For each trip requested, the customer provides the pick-up location and destination, the requested pick-up time, number of people traveling, mobility devices used, and location/contact phone number. The reservation process will generate potential pick-up times within the negotiation window. Customers may request trips based either on pick-up or appointment time. As of Spring 2012, approximately 50% of demand trips are reserved the day before service.

The PASS system will automatically calculate, provide, and populate the fare information for each trip. The Trapeze PASS system attaches an Estimated Time of pick-up to each trip, which is dynamic and subject to change based on prior events in the run, both scheduled and performed. Estimates will generally be updated as previous trips in a run are inserted, cancelled, and performed.

The PASS system currently uses a 30-minute negotiated pick-up window, and this is determined and confirmed at the point of reservation. The window is based on a -15/+15 minute variance from the system-generated Scheduled Time. Customers are quoted only the pick-up window when scheduling their trips.

MetroAccess ride times are comparable with fixed-route alternatives. The Trapeze PASS system provides Violation warnings for any pick-up estimated to be late and for other specific scheduling problems.

Currently, customers may ride MetroAccess service based on whether fixed-route service is available (see **Appendix A1 - MetroAccess Customer Guide**). Certain customers ("Grandfathered") may ride MetroAccess service without restriction to available fixed-route service at the time of travel.

The reservations function includes but is not limited to:

1. Processing customer requests for trips
2. Processing cancellations
3. Processing adjustments to trips
4. Documenting customer requests for changes to customer profile
5. Any other reservations functions required by WMATA not specified elsewhere in this Technical Specification

The Contractor shall provide fully trained Reservations Agents to take calls and book trips for MetroAccess service, make internal call transfers as appropriate, and to take calls and process trip cancellations. The Reservations Agents are responsible for answering phone calls promptly and keeping hold times to a minimum (**See Performance Standards – Call Management; Section 5.1 and 5.2.9**).

The Contractor shall provide sufficient Reservations Agents to ensure prompt answering and processing of all customer calls and have available Reservations Agents who speak Spanish fluently. (The current Contractor has four Spanish speaking Reservations Agents available in the MACS-OCC, with a minimum of two reservation agents per shift who speak Spanish fluently.)

Reservations Agents shall adhere to WMATA approved scripts and procedures to book trips, and shall be encouraged to use Trapeze Common Locations to ease customer-vehicle connections and permit greater trip scheduling flexibility for customers. To help achieve WMATA's goal of improved productivity, the trip reservation function shall make maximum use of the negotiation of trip pick-up times in accordance with WMATA policies and procedures. Provisions shall be made to comply with required handling of other languages as may arise using internal or external resources.

Reservations Agents shall complete each call as received and not process multiple calls concurrently.

Trip reservations are also provided via the Internet, using Trapeze PASS-Web, and over the phone, using Trapeze PASS-IVR. As part of the Technical Proposal for the MACS-OCC Operating Plan (**CDRL MACS-OCC-1**), the MACS-OCC Contractor shall provide a Trip Reservation Work Plan, which describes the approach to the trip reservations function.

2.1.1 EZ-Pay Queue

The Contractor shall provide trained personnel in the Reservations department who shall accept calls from customers during Reservations hours for the purpose of addressing customer inquiries related to MetroAccess EZ-Pay system. The staff members responsible for addressing EZ-Pay inquiries utilize specific training, tools, and techniques in the course of their work. EZ-Pay inquiries from customers are typically administrative in nature, and can include the availability of funds in their account, how late trip credits are applied, online access issues, and how EZ-Pay works with subscription trips. The staff assigned to the EZ-Pay ACD queue may be required to answer both Reservations and EZ-Pay calls (assigned to multiple skill sets), depending on call volumes.

2.2 Dispatch

The Contractor shall provide 24-hours-per-day, seven days per week, day-of-service dispatch including all management of trip movement. Excessive trip movements shall be discouraged. The MACS-OCC Contractor shall ensure that sufficient staff is assigned during all hours of MetroAccess operation to maintain the performance levels specified by WMATA until all trips for the day are completed.

The Contractor shall provide highly trained dispatchers for the dispatch function who shall manage the daily service operations through effective communications with the Service Delivery Contractors' vehicle operators, using radios and MDCs, and revising schedules to effectively manage day-of-service changes. The dispatch function shall communicate on a real-time basis throughout the service day with Service Delivery Contractor(s) regarding vehicle and operator availability, schedule adherence, and any other operational issues.

Using Trapeze, dispatchers shall maintain records of all pull-out and pull-in times, vehicle and vehicle operator assignments, and operational difficulties and incidents. Dispatchers shall annotate trip records, including but not limited to, each incoming WMR call, every trip movement, and every No-Show, utilizing the Trapeze Tracker Action log. The log notes shall be written in clear language. Dispatchers must adhere to all WMATA-established policies and procedures.

Dispatchers work to direct on-street operations and shall organize and conduct activities to ensure safe, cost-effective, and on-time performance. Dispatchers track and report on sign-in/sign-out times, ensure runs are timely, and communicate service issues to dispatch supervisors and/or dispatch managers. Dispatch supervisors are responsible for ensuring the dispatch department maintains effective daily communication with vehicle operators and taxi companies, and continually monitor service, making proactive adjustments to maximize on-time performance and productivity.

The MACS-OCC dispatchers shall work closely with the dispatchers of the taxi companies to monitor trips, validate No-Shows, respond to WMR calls, and address other operational issues of the MetroAccess service.

Effective coordination, communication, and interface between dispatchers and the Service Delivery Contractor(s) vehicle operators are critical for ensuring efficient service and high levels of performance, including improved productivity and trip timeliness. Achievement of an effective working relationship between the two requires good training and technical skills on the part of dispatchers and good training and experience on the part of vehicle operators. Achievement also requires mutual understanding and respect between dispatchers and vehicle operators.

The current MetroAccess service Contractor uses a combination of "base supervisors" and "floor supervisors" to manage rescheduling and trip movement activities in the MACS-OCC on the day of service. Base supervisors have localized responsibilities for a particular Service Delivery Contractor and the dispatchers assigned to that contractor. Floor supervisors have general responsibilities and are available to assist any or all Service Delivery Contractors, depending on the situation.

As part of the Technical Proposal for the MACS-OCC Operating Plan (**CDRL MACS-OCC-1**), the Contractor shall provide a Dispatch and Trip Movement/Rescheduling Work Plan, which describes its approach to the Dispatch and Trip Movement/Rescheduling function.

The Contractor shall describe and explain how they plan to ensure an effective and positive working relationship between dispatchers and vehicle operators; and offer suggestions for accomplishing and sustaining this effort during the term of the Contract.

2.3 “Where’s My Ride?” (WMR)

The MACS-OCC Contractor shall provide fully trained staff to respond to all WMR calls, using Trapeze and AVL technology and provide customers with real-time information regarding scheduled pick-up and estimated arrival times, including confirmation with vehicle operators when needed.

The WMR staff is responsible for answering phone calls promptly and keeping hold times to a minimum (see **Performance Standards, Call Management, Sections 5.1 and 5.2.9**). Duties include but are not limited to ensuring MetroAccess customer calls are completed accurately and all pertinent information and assistance is provided.

The MACS-OCC Contractor shall accept WMR calls from customers 24-hour-per-day, seven days per week for the purpose of helping customers find the vehicle assigned to their trip. The MACS-OCC Contractor shall provide sufficient staff to permit prompt answering and processing of all customer calls to achieve MACS-OCC Performance Standards, and in accordance with WMATA policies and procedures.

The Contractor shall also respond to WMR inquiries related to taxi trips in accordance with WMATA policies and procedures and to achieve MACS-OCC Performance Standards. The Contractor shall establish communication methods with the taxi companies that do not have AVL technology to respond to WMR calls.

As part of the Technical Proposal for the MACS-OCC Operating Plan (**CDRL MACS-OCC-1**), the Contractor shall provide a WMR Work Plan to WMATA that describes the approach to the WMR function.

2.4 Internal Customer Service/Quality Assurance

The MACS-OCC Contractor shall provide trained staff who will be responsible for working with MetroAccess customers, the QA Contractor and Service Delivery Contractor(s), as well as MACS-OCC staff to ensure the highest level of professional internal customer service and quality assurance. Internal QA staff shall be available during peak operating hours (7:00 a.m. until 7:00 p.m., weekdays) to perform functions such as customer service and quality call monitoring (NICE).

The Internal Quality Assurance staff is responsible for researching and resolving complaints to ensure customer retention and satisfaction, and must have the ability to communicate effectively and pay close attention to detail. Additional responsibilities include, but are not limited to using

software to review the phone conversations of reservations agents, customer service, and dispatch departments for quality and training purposes.

As part of the Technical Proposal for the MACS-OCC Operating Plan (**CDRL MACS-OCC-1**), the MACS-OCC Contractor shall provide an Internal Customer Service/Quality Assurance Work Plan that describes its approach to the Internal Customer Service/Quality Assurance function.

2.4.1 Customer Service

The MACS-OCC Contractor shall assist in the investigation of complaints and other customer service issues, including both real-time concerns as well as those processed through CSVC. The QA Contractor is responsible for resolution of complaints and other customer service issues received through CSVC, and the MACS-OCC Contractor must coordinate and cooperate as required.

The MACS-OCC Contractor shall respond to any request from WMATA concerning any complaint or other customer service issue. The MACS-OCC response must include written information regarding the issue as well as actions that shall be taken, as appropriate, to resolve the complaint or issue.

2.4.2 Quality Call Monitoring and Communications Review

The MACS-OCC Contractor shall assign trained quality assurance staff to monitor and review inbound and outbound telephone calls and other communications between MACS-OCC staff and customers, vehicle operators and other Service Delivery Contractor(s) staff, as well as between departments in the MACS-OCC. The staff shall use a combination of technology-based solutions such as the NICE call monitoring system as well as physical monitoring of activities in the MACS-OCC.

Currently, there is no automated system that allows for the monitoring of voice communications between MACS-OCC and vehicle operators. The Contractor must recommend a system that affords such functionality as part of its Technical Proposal. (**CDRL MACS-OCC-1**)

2.5 Scheduling

Using the WMATA IT enterprise and applications, the MACS-OCC Contractor shall schedule trips using the Trapeze PASS-CT software and related technology as appropriate.

The MACS-OCC Contractor shall ensure that the full range of Trapeze capabilities are used to produce productive and realistic schedules, with the best mix of trip assignment for customer needs, vehicle availability, and efficiency. To ensure realistic schedules, the MACS-OCC Contractor shall solicit and make use of ongoing feedback from dispatchers, vehicle operators, the Quality Assurance Contractor, and Service Delivery Contractor(s).

The MACS-OCC Contractor shall review and analyze scheduled and actual productivity and proactively recommend to WMATA program parameter changes to improve productivity. The

Contractor shall research and determine high volume areas, and work to specifically maximize productivity in these areas.

WMATA will determine fleet mix and taxi percentage and will set performance goals for productivity.

The MACS-OCC Contractor's scheduling staff shall have the primary responsibility to create runs for MetroAccess vehicle operators to perform on the day of service for all trips scheduled through the MACS-OCC's automated scheduling system.

Scheduling staff shall ensure that the schedule produced meets service level requirements and optimizes the number of rides, minimizes circuitous routing, identifies maximum opportunities for group trips, avoids trips in violation of MetroAccess ride time standards, makes use of Trapeze tools and techniques, analyzes service delivery challenges, and recommends and implements changes if necessary, subject to WMATA's approval.

The MACS-OCC Contractor shall demonstrate strong expertise with Trapeze and ability to use Trapeze to ensure productive MetroAccess service. The Contractor shall ensure that staff is fully trained, fully proficient, and fully able to use all Trapeze capabilities from the start of the Contract and throughout the Contract term.

As part of the Technical Proposal for the MACS-OCC Operating Plan (***CDRL MACS-OCC-1***), the Contractor shall provide a Scheduling Work Plan that describes its approach to the Scheduling function. The Scheduling Work Plan shall include provisions for periodic on-site training, development, and run-cut activities. The Scheduling Work Plan shall also include strategies for using Trapeze to ensure productive and realistic schedules for vehicle operations.

2.5.1 Subscriptions

Subscription service is provided for MetroAccess customers whose travel patterns warrant its use. Subscription trips are made for the same time, between the same locations, and on the same day of the week for an indefinite period of time. Once Subscription service is established, customers do not have to call and schedule pre-arranged trips. Established Subscription service creates the foundation for the MACS-OCC scheduling process and Subscription trips represent approximately 35 percent of total trips. The current Contractor has two dedicated staff assigned to Subscriptions management.

The MACS-OCC Contractor shall assign trained subscriptions staff to perform tasks including but not limited to the following:

1. Responding to customer calls for new or existing Subscription service
2. Scheduling and negotiating scheduled pick-up or appointment times with customers in order to maximize the efficiency of the overall service
3. Creating Master Subscriptions in Trapeze PASS
4. Assigning Subscription trips to runs, using Trapeze templates
5. Editing and/or cancelling Subscriptions, based on customer request or WMATA policy.

The MACS-OCC Contractor shall perform Subscription service functions in accordance with WMATA's Subscription Service policy in the MetroAccess Customer Guide (see **Appendix A1**).

2.5.2 Schedule Optimization

Each day, the Scheduling department is responsible for coordinating activities in preparation of the next day's service. The MACS-OCC Contractor shall assign trained staff to the function of optimizing trip distribution, and preparing and sending electronic manifests to the Service Delivery Contractor(s) and their subcontractor taxi companies the night before service, every day of the year.

The schedulers shall ensure that the full capabilities of the Trapeze PASS scheduling system are utilized to prepare an effective, attainable set of runs for the Service Delivery Contractor(s).

2.5.3 System Adjustments (Run-Cuts)

The Contractor shall provide adjustments to the MetroAccess run structure subject to WMATA review and approval. These periodic system adjustments require a coordinated and comprehensive review and analysis of customer trip patterns and Service Delivery data to determine the best possible, most efficient run structure. The MACS-OCC Contractor shall solicit feedback from the other MetroAccess Contractors, and work closely with WMATA to ensure system adjustments are implemented so that MetroAccess service is optimized without negatively impacting the customer experience.

2.6 Support to the Office of Eligibility Certification

WMATA's Office of Eligibility Certification (ELIG) located in the Transit Accessibility Center (TAC) at JGB provides services to customers with disabilities including in-person consultations and functional assessments to determine eligibility for MetroAccess service. In-person consultations and functional assessments are conducted by appointment only. MetroAccess vehicles are used to transport applicants and their PCAs to and from TAC.

Trips are reserved based on appointment times for people arriving for in-person eligibility interviews and functional assessments, and every attempt is made to group applicants geographically to improve service productivity and efficiency. To enhance effective communication, a two-way radio system is currently used so on-site Contractor staff can communicate with other on-site staff as well as vehicle operators. Evaluation does not begin until the applicant is checked in at the TAC reception desk, after being escorted to that location by on-site Contractor staff. For customers departing TAC, communication with on-site Contractor staff allows applicants to begin to make their way to the MetroAccess vehicle drop-off area in the rear of the JGB.

ELIG staff will make a concerted effort to accurately identify the appropriate amount of time required for an applicant to complete all eligibility tasks while at TAC, so a return reservation may be scheduled in advance. However, during the course of evaluating an applicant, adjustments to a scheduled departure from TAC may be necessary. For example, some applicants who were expected to attend an interview and functional evaluation may be ready to leave significantly earlier if during the interview ELIG staff realizes a functional evaluation is not required to make an accurate

eligibility determination. Whenever possible the applicant will be rescheduled to leave prior to the originally scheduled departure time. Conversely, ELIG staff may identify an applicant needs a more extensive functional evaluation once they come for the in person interview despite an expectation identified during the pre-screening telephone call that the applicant would require less time to complete the eligibility process. Since the applicant will already be on site, it is in the best interest of the customer to complete a thorough evaluation at that time instead of bringing the applicant to TAC on another date.

The current Contractor provides four employees at TAC who perform functions related to receptionist support, administrative support, on-site scheduler/reservations agent, and dispatcher. Generally, support is provided 5 days-per-week, 10-hours-per-day; however, additional weekend hours may be requested at the discretion of WMATA's ELIG Director. The ELIG Director or his/her designate reserves the right to make "same day adjustments" to trips.

The MACS-OCC Contractor shall provide staff support for WMATA's ELIG department as specified in Part V, Section 3.8.

As part of its Technical Proposal the Contractor shall submit an ELIG Support Plan. **(CDRL MACS-OCC-2)**

2.7 Information Systems

WMATA will provide enterprise applications to support MetroAccess service, as described in Part III General Requirements, Section 5.4. WMATA expects to provide dedicated IT staff to support the MetroAccess enterprise systems and infrastructure such as server and database administration, applications, and network/telephony and wireless technology including on-board vehicle systems. The MACS-OCC Contractor may be required to provide dedicated IT staff for these functions in the event WMATA is unable to secure the resources, and shall include staffing for these roles as part of their proposal.

The MACS-OCC Contractor is responsible for performing duties related to ensuring MACS-OCC staff is able to access and use hardware and software for MetroAccess service. The MACS-OCC Contractor shall have primary responsibilities for maintenance and upkeep of WMATA-provided hardware systems used by MACS-OCC staff including but not limited to desktop support, troubleshooting IT issues to determine root cause, and repair or replacement of IT and telephony equipment.

The MACS-OCC Contractor shall work closely with WMATA IT to ensure all users have appropriate access to resources managed by WMATA IT, such as Avaya telephone logins, and shall be responsible for user management for Trapeze and other applications and services accessed via the MetroAccess Windows Active Directory domain. The MACS-OCC Contractor shall provide support for Commercial-Off-The-Shelf (COTS) applications as required and shall demonstrate proficiency with Trapeze; Citrix application publishing technologies; Crystal Reports; Business Intelligence software; and Microsoft SQL scripting language.

The MACS-OCC Contractor shall provide IT and communications technology support staff on-site at the MACS-OCC between the hours of 7:00 a.m. and 6:00 p.m., seven days per week. In addition, the MACS-OCC Contractor shall have IT staff available on-call at all times to support the various technology and communications equipment used by the MACS-OCC, including systems maintenance activities. From time to time, IT system failures and service emergencies may occur, and the MACS-OCC Contractor shall be prepared to provide appropriate resources to work in concert with WMATA IT to ensure issues are addressed immediately and resolved as quickly as possible to maintain continuity of service. MACS-OCC Contractor staff must be well versed in the technology and be capable of addressing technology issues and problems.

Pursuant to Part III Section 5.4, the Contractor may provide, subject to WMATA's approval, software applications, programs, databases, that Contractor deems necessary for conducting duties related to MACS-OCC functions during the term of this contract. Contractor shall provide licensing and rights to the associated applications, etc. for unlimited use by WMATA.

As part of the Technical Proposal, the Contractor shall submit a summary of their MACS-OCC Information Systems Plan. (**CDRL MACS-OCC-3**) The plan shall include provisions for additional corporate support for periodic on-site training, upgrade and development activities, as well as System Adjustments (Run-Cut). WMATA will favor IT plans that include innovative technology that assists the customer in meeting the MetroAccess driver in a timely manner and in gauging the vehicle's estimated time of arrival.

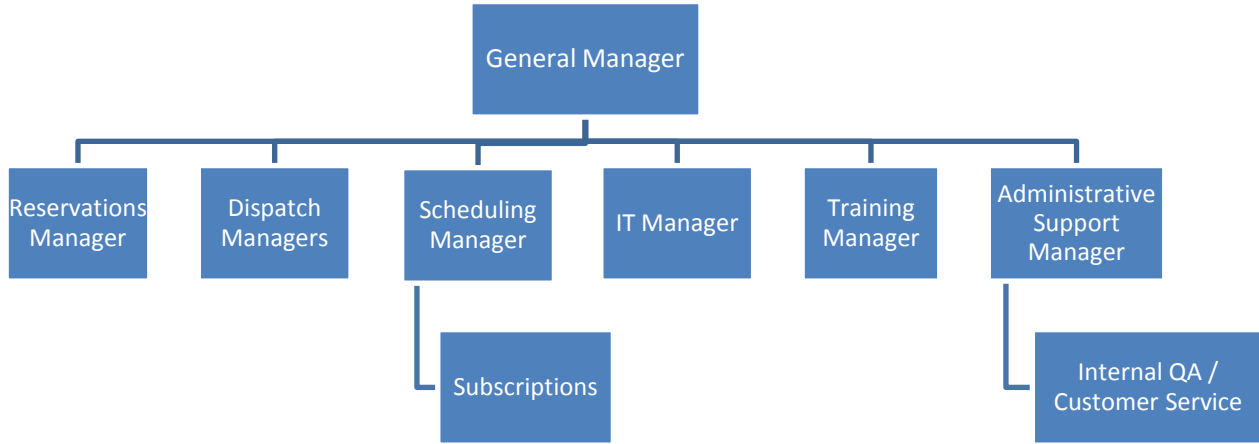
3. STAFFING REQUIREMENTS

The MACS-OCC Contractor shall provide well-trained personnel to manage and staff the operation of the MACS-OCC with a goal of minimizing turnover. The MACS-OCC Contractor shall provide the following Key Management staff for the MACS-OCC. The MACS-OCC Contractor shall submit Key Management staff resumes (Key Management staff is subject to WMATA review and approval):

1. Full-time General Manager
2. Full-time Reservations Manager(s)
3. Full-time Dispatch Managers(s)
4. Full-time Scheduling Manager(s)
5. Full-time IT Manager(s)
6. Full-time Training Manager(s)
7. Full-time Administrative Support Manager(s)

These individuals may not be removed or replaced without written notification to WMATA. Should a replacement be required, WMATA reserves the right to approve the proposed replacement and to require an interview with the proposed replacement, as well as a resume and references.

MACS-OCC Management Team



As part of the Technical Proposal, the MACS-OCC Contractor shall submit a MACS-OCC Staffing Plan, along with a copy of the Contractor’s employee handbook (or equivalent). **(CDRL MACS-OCC-4)** The MACS-OCC Staffing Plan shall describe the MACS-OCC Contractor’s approach, including ratios of staff in relations to demand forecasts as appropriate and specific to measures including but not limited to trips, hours, vehicles, or runs. The Staffing Plan must also describe the Contractor’s approach to minimizing turnover, handling work slowdown or stoppage situations, and include the benefit plans available and which staff (e.g., full-time vs. part-time) are eligible for benefits. This description must indicate the employer’s contribution to benefits and the employee’s contribution to benefits. Also, the MACS-OCC Contractor shall provide an organization chart for each of the major functional areas, defined as reservations, dispatch, WMR, internal customer service/quality assurance, scheduling, ELIG support, IT and administrative support.

3.1 General Manager

The most important duty of the General Manager is to be responsive to WMATA and be timely on deliverables. The General Manager directs operations of the MACS-OCC. Duties involve daily communication and interaction with schedulers, dispatchers, reservations agents, etc. The General Manager must also organize and conduct activities to assure safe, cost-effective, on-time operating performance. It is expected that the General Manager will meet with WMATA at least once per week on all matters of the MACS-OCC Contractor’s responsibilities. The General Manager will be available and responsive to WMATA for attendance at meetings with the public, advisory groups, WMATA committees, or other meetings as required.

At a minimum, the individual must have at least seven years of management experience with large urban ADA paratransit services, five of which must be experience with a paratransit call center or paratransit service delivery and at least ten years (total) experience in public transportation. A

bachelor's degree from an accredited college or university is required, but may be substituted with five additional years of public transit experience.

3.2 Reservations Manager

The Reservations Manager directs the operation of the Reservations Department and related activities, and is responsible for ensuring continuous access to the reservations system by customers during all hours of operation, hiring and training of Reservations Department staff, and delivering courteous, accurate service. Duties involve daily communication and interaction with staff reporting to the Reservations Manager, staff and other Managers in the MACS-OCC, as well as staff from the QA Contractor and Service Delivery Contractor(s). The Reservations Manager shall be responsive to WMATA's requests, and is responsible for ensuring that the service provided by the Reservations Department staff is in accordance with WMATA's policies and procedures.

At a minimum, the individual must have at least five years of management experience with large urban ADA paratransit services, three of which must be experience with control center activities and at least seven years (total) experience in public transportation. A bachelor's degree from an accredited college or university is required, but may be substituted with five additional years of public transit experience.

3.3 Dispatch Managers

The Dispatch Managers work to direct the 24-hours-per-day, 7-days-per-week operation of the Dispatch Department and related activities. Duties involve daily communication and interaction with staff reporting to the Dispatch Manager, staff and other Managers in the MACS-OCC, as well as staff from the QA Contractor and Service Delivery Contractor(s). Dispatch Managers are responsible for managing the WMR function and ensuring responsiveness to customers. The Dispatch Managers work in shifts to ensure 24-hours-per-day, 7-days-per-week coverage of the Dispatch function. The Dispatch Managers shall be responsive to WMATA's requests, and are responsible for ensuring that the service provided by the Dispatch Department staff is in accordance with WMATA's policies and procedures.

At a minimum, the individual must have at least five years of management experience with large urban ADA paratransit services, three of which must be experience with call center activities and at least seven years (total) experience in public transportation. A bachelor's degree from an accredited college or university is required, but may be substituted with five additional years of public transit experience. Experience in window and radio dispatching is required; proficiency in Trapeze PASS is also required.

3.4 Scheduling Manager

The Scheduling Manager directs the operation of the Scheduling Department and related activities, including but not limited to Subscriptions management, Future Day Schedule Optimization efforts, and periodic System Adjustments (Run Cuts), subject to WMATA review and approval. The Scheduling Manager is responsible for ensuring that the schedules produced for MetroAccess service are achievable, efficient, utilize the full range of technological tools to assist in their production, and are in accordance with WMATA policies and procedures. Duties involve daily communication and interaction with staff reporting to the Scheduling Manager, staff and other Managers in the MACS-OCC, as well as staff from the QA Contractor and Service Delivery Contractor(s).

The Scheduling Manager is responsible for ensuring that the service provided by the Scheduling staff is in accordance with WMATA's policies and procedures, and that system parameters are safeguarded from any unauthorized changes. It is expected that the Scheduling Manager will be highly interactive with WMATA staff and will work collaboratively to assist with making Trapeze parameters recommendations for continuing improvement of the quality of the scheduling results for MetroAccess service.

At a minimum, the individual must have at least five years of management experience with large urban ADA paratransit services, three of which must be experience with call center activities and at least seven years (total) experience in public transportation. A bachelor's degree from an accredited college or university is required, but may be substituted with five additional years of public transit experience. Proficiency of Trapeze PASS is required, and a detailed knowledge is desired.

3.5 IT Manager

The IT Manager is responsible for all information technology and communications functions and equipment provided by WMATA at the MACS-OCC. The IT Manager manages desktop support, and coordinates directly with WMATA IT staff on the appropriate interfaces with communications and networking devices. The IT Manager monitors all equipment and troubleshoots areas of concern when required, and serves as the primary liaison to IT vendors, the MACS-OCC Contractor's IT corporate support team, and WMATA. Duties include but are not limited to interacting with WMATA and other contractors on all levels to help resolve IT-related issues, including after-hours, weekend, and remote support for other MetroAccess contractors that need access to MACS-OCC systems.

Some specific responsibilities include:

1. Desktop Support for MACS-OCC
2. Active Directory Maintenance for the domain (includes QA and Service Delivery window dispatchers, employee (driver) managers, manifest reconcilers, SMS, Road Supervisors, and other staff as required)
3. Trapeze User Maintenance
4. Interfacing with WMATA IT (i.e., provide information for Avaya, CMS and NICE)
5. Weekly Report creation for Trapeze

As a minimum, the individual must have a bachelor's degree from accredited college or university in IT-related discipline, or five (5) years of progressive, related experience in applications implementation, support, and training. Experience with transportation-related applications, especially Trapeze PASS, is required.

Preferred knowledge, skills, abilities and qualifications include:

1. In addition to experience with Trapeze PASS, also Crystal Reports, SQL Query Analyzer, SQL database management, Microsoft Office Professional applications, MCSE.
2. Proficient in support of all Windows desktop OS- XP, Vista, Windows 7
3. Proficient in support of Windows Server 2003 & 2008 Active Directory
4. Proficient in support of Citrix MetaFrame Presentation Server
5. Remote support tools experience (Kaseya, Remote Desktop, DameWare, PCAnywhere)
6. Firewall administration experience (Cisco)
7. WAN/VPN experience (Cisco, Juniper)
8. Microsoft SQL2000/2005 database management & query writing
9. Experience in Telecom System administrative support
10. Experience in network administration
11. Experience in database management

3.6 Training Manager

The Training Manager is responsible for providing training to the MACS-OCC staff and ensuring that the Reservations, WMR, Dispatch, Scheduling, and Internal Quality Assurance staff are fully trained, proficient in their position duties, and can perform their jobs to help achieve WMATA's goals for MetroAccess. Duties involve daily communication and interaction with staff on all levels and other Managers in the MACS-OCC, as well as staff from the QA Contractor and Service Delivery Contractor(s). The Training Manager shall work closely with the other MACS-OCC managers to ensure staffs are well-trained and shall continually assess any needed skills or deficiencies in the work performed by the MACS-OCC staff, and shall be responsive to WMATA.

At a minimum, the individual must have at least five years of supervisory experience with large urban ADA paratransit services, three of which must be experience with call center activities and at least seven years (total) experience in public transportation. A bachelor's degree from an accredited college or university is required, but may be substituted with five additional years of public transit experience.

3.7 Administrative Support Manager

The Administrative Support Manager is responsible for ensuring that all WMATA- and Contractor corporate-required functions - including but not limited to Human Resources, Payroll, Accounts Payable/Receivable, and internal and external reporting requirements of the Contract - are coordinated and effective, and help achieve WMATA's goals for its MetroAccess service. The Administrative Support Manager is also responsible for the timely processing of management reports and will ensure that all incoming complaints received from the QA Contractor are promptly investigated and responded to. Additionally, the Administrative Support Manager is responsible for

any staff required to fulfill Contract and the Contractor's corporate requirements including but not limited to Internal Customer Service and Quality Assurance, as well as administrative staff.

At a minimum, the individual must have at least five years of management experience, preferably in the transit industry, with expertise in human resources and accounting. A bachelor's degree from an accredited college or university is required, but may be substituted with five additional years of public transit experience. Proficiency of Trapeze PASS is required, and a detailed knowledge is desired.

3.8 Office of Eligibility Certification (ELIG) Support

The Contractor shall provide staff and ensure coverage and coordination as needed to fully support ELIG. ELIG is located at the Transit Assistance Center inside WMATA's JGB. The current level of support for ELIG includes a receptionist, an ELIG reservations coordinator, and an ELIG dispatch support staff. WMATA reserves the right to change ELIG support requirements based on operational needs.

3.8.1 ELIG Office Receptionist

The MACS-OCC Contractor shall provide staff at the TAC to provide general administrative support for ELIG.

3.8.2 ELIG Reservations Coordinator

The MACS-OCC Contractor shall provide staff at the TAC to coordinate ride reservations for applicants traveling to and from ELIG. Primary functions include contacting customers to provide the pick-up window(s) one day prior to service, coordinating with Scheduling, and/or scheduling dedicated vehicle(s) prior to the day of service.

3.8.3 ELIG Dispatch Support

The MACS-OCC Contractor shall provide staff at the TAC for dispatch support for MetroAccess trips scheduled to bring MetroAccess applicants to and from ELIG.

3.9 Dress Code

MACS-OCC employees are required to wear uniforms. The uniform shall consist of a white collared dress shirt, dark blue slacks, and depending upon the season, a dark blue sweater. Shoes shall be black and serviceable having flat, non-skid soles. No high heels, tennis shoes or open sandals are allowed. Tee-shirts, tank tops, jeans and shorts are prohibited. The Contractor shall ensure that employees adhere to the dress code and take appropriate corrective action if they fail to comply.

All uniforms must be tidy (no rips, stains, etc.). All employees will also carry a Contractor-issued and WMATA-approved photo identification card. The Contractor shall ensure that employees wear or display only a "MetroAccess" insignia, patch or emblem. No employee shall wear or display any insignia, patch or emblem other than those approved by WMATA. The Contractor shall not display contractor's name or logo unless specified otherwise.

4. FACILITY AND VEHICLES

WMATA currently provides the MACS-OCC facility (PGP) located in the Metro I building at 6505 Belcrest Road in Hyattsville, MD.

WMATA does not provide vehicles that may be needed for MACS-OCC services.

4.1 Facility

WMATA will provide the MACS-OCC facility located at PGP including utilities and technology services as specified in the Technical Specifications. There is surface and garage parking as well as free shuttle service from the Prince George's Plaza Metrorail station, located 1/4-mile away. The building is also located adjacent to numerous local bus routes. WMATA will provide the MACS-OCC Contractor with approximately 25 surface parking passes.

The MACS-OCC is located on the fifth floor of the building, and is protected by an emergency diesel back-up generator. The generator covers all electrical and environmental conditions, such as air conditioning and heating. A floor plan of the MACS-OCC is included in **Appendix G**. In the event of major interruptions, hourly electronic copies of vehicle operator manifests are automatically generated for Service Delivery.

WMATA will provide access control cards for the MACS-OCC for Contractor employees. The MACS-OCC Contractor shall be responsible for interfacing with WMATA to ensure adequate inventory control and management of access control cards and related hardware. The MACS-OCC Contractor shall be responsible for the cost of replacing lost or stolen cards.

The MACS-OCC Contractor shall provide maintenance and repairs for WMATA-furnished facilities and equipment (see Part III General Requirements, Section 5.6). At the end of the MACS-OCC contract, all WMATA-furnished facilities, furniture, and equipment utilized by MACS-OCC Contractor shall be returned to WMATA in working order. WMATA reserves the right to recoup the cost of damaged property from the MACS-OCC contractor.

WMATA's current 10-year lease agreement expires in 2019; however, WMATA reserves the right to move the facility.

Plans for a back-up location for the MACS-OCC are pending. WMATA's Continuity of Operation Plan (COOP) includes possible relocation of MACS-OCC in the event of service interruptions affecting the Contractor's ability to occupy the MACS-OCC.

4.2 Vehicles

WMATA does not provide vehicles for the provision of MACS-OCC services. The MACS-OCC Contractor shall provide any fleet vehicles needed to support the work associated with the provision of the MACS-OCC services, subject to review and approval by WMATA.

5. PERFORMANCE STANDARDS

The goal of WMATA is to provide a service that is on-time 100 percent of the time, with zero missed trips, zero incidents and using properly maintained vehicles.

WMATA seeks to ensure that its MetroAccess program provides the most effective and efficient service and consistently meets all the requirements of the ADA. To help meet the program goals and objectives, the Contractor shall be required to meet specified service and performance standards. These standards may be modified periodically to ensure continued improvement in the service. WMATA and the QA Contractor will review all Contractor performance and may increase focus on certain areas. Contractors shall identify problem areas and voluntarily investigate, provide details, and reports as requested by MACS and/or QA Contractor.

As part of the Technical Proposal, the Contractor shall submit a MACS-OCC Performance Plan. **(CDRL MACS-OCC-5)** The MACS-OCC Performance Plan shall provide policies and procedures that have been demonstrated to have a positive impact on performance standards for WMATA review and approval.

5.1 Performance Standards Summary

The following matrix summarizes the performance standards: (Description of measure for each line item listed below in Performance Standards Details)

WASHINGTON METROPOLITAN AREA TRANSIT AUTHORITY

SUPPLY AND SERVICE CONTRACT

RFP No. CQ17128/KAM

Item #	Measure	Minimum Standard	Incentive	Liquidated Damages
1	On-Time Performance (OTP) Vehicle Arrives within 30-minute pick-up window	92.00% of all stops are on time	<p>OTP \geq 95.00% of stops are on time and productivity must be 1.10 or higher OCC: \$10,000 Service Delivery: \$20,000 divided among contractors based on percentage of total dedicated stops performed per contractor</p>	<p>90.00% \leq OTP < 92.00% of stops are on time OCC: \$10,000 Service Delivery: \$20,000 divided among contractors based on percentage of total dedicated stops performed per contractor - OR - OTP < 90.00% of stops are on time OCC: \$15,000 Service Delivery: \$30,000 divided among contractors based on percentage of total dedicated stops performed per contractor</p>
2	Excessively Late Trips: Vehicle arrives more than 30 minutes past on-time window and customer takes trip	0.75% of all completed customer trips	<p>\geq 0.25% < 0.50% customer trips excessively late OCC: \$2,500 Service Delivery: \$5,000 divided among contractors based on percentage of total customer trips completed by dedicated vehicles - OR - < 0.25% customer trips excessively late OCC: \$5,000 Service Delivery: \$10,000 divided among contractors based on percentage of total customer trips completed by dedicated vehicles</p>	<p>> 0.75% < 1.25% customer trips excessively late OCC: \$2,500 Service Delivery: \$5,000 divided among contractors based on percentage of total customer trips completed by dedicated vehicles - OR - \geq 1.25% customer trips excessively late OCC: \$5,000 Service Delivery: \$10,000 divided among contractors based on percentage of total customer trips completed by dedicated vehicles</p>

WASHINGTON METROPOLITAN AREA TRANSIT AUTHORITY

SUPPLY AND SERVICE CONTRACT

RFP No. CQ17128/KAM

Item #	Measure	Minimum Standard	Incentive	Liquidated Damages
3	Missed Trips: Any trip for which a vehicle arrives after the end of the pick-up window and the customer does not take the trip, or any trip for which the vehicle does not dwell for the required amount of time and the customer does not take the trip	0.75% missed trips as a percentage of completed customer trips	<p>≥ 0.25% < 0.50% Missed Trips OCC: \$2,500 Service Delivery: \$5,000 divided among contractors based on percentage of total customer trips completed by dedicated vehicles</p> <p>- OR -</p> <p>< 0.25% customer trips missed OCC: \$5,000 Service Delivery: \$10,000 divided among contractors based on percentage of total customer trips completed by dedicated vehicles</p>	<p>> 0.75% < 1.25% customer trips missed OCC: \$2,500 Service Delivery: \$5,000 divided among contractors based on percentage of total customer trips completed by dedicated vehicles</p> <p>- OR -</p> <p>≥ 1.25% customer trips missed OCC: \$5,000 Service Delivery: \$10,000 divided among contractors based on percentage of total customer trips completed by dedicated vehicles</p>
4	Productivity: Dedicated passengers divided by dedicated revenue hours	1.10 dedicated passengers per dedicated revenue hour	<p>≥ 1.35 dedicated passengers per dedicated revenue hour and OTP must be 92.00% or higher OCC: \$15,000 Service Delivery: \$30,000 divided among contractors based on percentage of total passenger trips completed by dedicated vehicles</p>	<p>< 1.10 passengers per dedicated revenue hour OCC: \$15,000 Service Delivery: \$30,000 divided among contractors based on percentage of total passenger trips completed by dedicated vehicles</p>
5	Complaints: Valid complaints received per 1,000 trips requested	5.00 valid complaints per 1,000 trips requested	<p>< 3.00 valid complaints per 1,000 trips requested OCC: \$7,500 Service Delivery: \$22,500 divided among contractors based on percentage of total dedicated stops performed per contractor</p>	<p>> 5.00 valid complaints per 1,000 trips requested OCC: \$7,500 Service Delivery: \$22,500 divided among contractors based on percentage of total dedicated stops performed per contractor</p>
6	Timely Response to Complaints	95% response to QA within 2 business days		\$5,000 per month
7	Timely Reporting of Incidents to WMATA	Within 15 minutes of receipt from SD		\$1,000 per occurrence per day
8	Monthly Reporting or Administrative Failure to Perform	Timely, consistent, and accurate		\$1,000 per occurrence per day

Item #	Measure	Minimum Standard	Incentive	Liquidated Damages
9	Call Management: Percentage of reservations and WMR calls answered in less than 2 minutes	95.00% of calls answered in less than 2 minutes	≥98.00% Reservations & WMR must both independently meet incentive goal OCC: \$10,000	< 95.00% Either Reservations or WMR fail to meet goal OCC: \$25,000

5.2 Performance Standards Details

The Performance Standards Details further describes the items listed in the Performance Standards Matrix Summary. This is a performance-based contract. Contractor shall meet with WMATA staff to confer about the reasons for adverse performance standards and provide recommendations for corrective actions.

The performance standards included herein are based on anticipated improvements from current performance levels. While reducing cost per trip is important, the Contractor must strive at all times to provide service in a manner which also maximizes customer service.

For all of these performance measures, WMATA, utilizing the QA Contractor, will monitor and evaluate the MACS-OCC Contractor.

5.2.1 On-Time Performance (OTP)

The goal of 92.00% represents the minimum performance standard for OTP.

For performance calculation purposes, the OTP measure is calculated by dividing on-time stops by all stops for a calendar month, expressed as a percentage rounded to two decimal places (i.e., 92.00%).

The MACS-OCC Contractor will receive a static incentive or liquidated damages, while the Service Delivery Contractors will split the incentive or liquidated damages based on the percentage of dedicated stops each Contractor provided. For the OTP incentive to be awarded, productivity must be 1.10 or higher.

For example, consider a scenario in which the Contractors provide 170,000 total dedicated stops in a month. Three Service Delivery Contractors provide 76,500 (45%), 51,000 (30%), and 42,500 (25%) dedicated stops. If the Contractors, including taxi subcontractors, achieve an OTP of 95.00% in that month and productivity is 1.20, the calculation for OTP incentives will be as follows:

- MACS-OCC Contractor incentive = \$10,000
- Service Delivery Contractor 1 incentive = $(76,500 / 170,000) \times \$20,000 = \$9,000$
- Service Delivery Contractor 2 incentive = $(51,000 / 170,000) \times \$20,000 = \$6,000$
- Service Delivery Contractor 3 incentive = $(42,500 / 170,000) \times \$20,000 = \$5,000$

Should OTP for the month be greater than or equal to 90.00% but less than 92.00%, there will be a first level liquidated damages assessed. Should OTP for the month be less than 90.00%, there will be a second level liquidated damages assessed instead.

Using the same number of dedicated stops and contractors as above, in a month in which the Contractors and taxi subcontractors achieve an OTP of 90.50% the liquidated damages calculation will be:

- MACS-OCC Contractor liquidated damages = \$10,000
- Service Delivery Contractor 1 liquidated damages = $(76,500 / 170,000) \times \$20,000 = \$9,000$
- Service Delivery Contractor 2 liquidated damages = $(51,000 / 170,000) \times \$20,000 = \$6,000$
- Service Delivery Contractor 3 liquidated damages = $(42,500 / 170,000) \times \$20,000 = \$5,000$

5.2.2 Excessively Late Trips

For performance calculation purposes, the measure is calculated by counting all completed customer trips for which the vehicle arrived at the pick-up location more than thirty (30) minutes after the end of the scheduled pick-up window and the customer accepted the trip, divided by the total number of completed customer trips, expressed as a percentage, and rounded to two decimal places. This measure includes taxi.

Should excessively late trips be 0.25% or higher but less than 0.50% of completed customer trips, a first level incentive will be awarded. Should excessively late trips be less than 0.25%, a second level incentive will be awarded instead.

Should excessively late trips exceed 0.75% but be less than 1.25% of completed customer trips, first level liquidated damages will be assessed. Should excessively late trips be 1.25% or greater, a second level liquidated damages will be assessed instead.

The MACS-OCC Contractor will be assessed a static incentive or liquidated damages, while the Service Delivery Contractors will split the incentive or liquidated damages based on the percentage of completed dedicated customer trips each Contractor provides.

Where excessively late trips exceed 0.75% of completed customer trips, the Contractor shall meet with WMATA staff to confer about the reasons for the increased number of missed trips and excessively late trips and develop solutions to improve performance.

5.2.3 Missed Trips

For performance calculation purposes, a missed trip shall be defined as either:

- Any stop for which the operator arrived at the pick-up prior to or during the scheduled pick-up window but for which the operator failed to wait the required wait time within the window before leaving the pick-up location and the customer did not board and take the trip (Missed Dwell).

- Any stop for which the vehicle operator arrived at the pick-up after the scheduled pick-up window and the customer does not board and take the trip.

The measure is calculated by counting the total missed trips as defined above, divided by the total number of completed customer trips, rounded to two (2) decimal places. This measure includes taxi.

Should missed trips be 0.25% or higher and less than 0.50% of completed customer trips, a first level incentive will be awarded. Should missed trips be less than 0.25%, a second level incentive will be awarded instead.

Should missed trips exceed 0.75% but be less than 1.25% of completed customer trips, first level liquidated damages will be assessed. Should missed trips be 1.25% or greater, a second level liquidated damages will be assessed instead.

The MACS-OCC Contractor will be assessed a static incentive or liquidated damages, while the Service Delivery Contractors will split the incentive or liquidated damages based on the percentage of completed dedicated customer trips each Contractor provides.

Where missed trips exceed 0.75% of completed customer trips, the Contractor shall meet with WMATA staff to confer about the reasons for the increased number of missed trips and excessively late trips and develop solutions to improve performance.

5.2.4 Productivity

The productivity goal of 1.20 is the minimum performance standard goal for dedicated passengers per dedicated revenue hour, calculated by dividing the number of dedicated passengers by dedicated revenue hours, rounded to two (2) decimal places (i.e., 1.45).

Incentives are awarded to the MACS-OCC and Service Delivery Contractors when productivity in a calendar month is 1.35 or higher and OTP is 92.00% or higher.

Liquidated Damages are assessed to the MACS-OCC and Service Delivery Contractors when productivity in a calendar month is lower than 1.10.

The MACS-OCC Contractor will be assessed a static incentive or liquidated damages, while the Service Delivery Contractors will split the incentive or liquidated damages based on the percentage of dedicated passenger trips each Contractor provides.

5.2.5 Complaints

The goal for Complaints is 4.00 valid complaints per 1,000 trips requested, calculated as the total number of valid complaints in a calendar month, multiplied by 1,000, divided by the total number of trip requests that month, rounded to two (2) decimal places.

Complaints against the Contractor(s) will include complaints from or on behalf of customers or the general public concerning the Contractor. They do not include complaints against WMATA policies or complaints about eligibility determinations. Complaints will not be counted if the Contractor demonstrates that they are without merit.

Where total complaints exceed three (3) per thousand trips requested, the Contractors will meet with WMATA staff to confer about the reasons for the increased complaints and develop solutions to improve performance.

The MACS-OCC Contractor will receive a static incentive or liquidated damages, while the Service Delivery Contractors will split the incentive or liquidated damages based on the percentage of dedicated stops each Contractor provided. Incentives will be applied when complaints in a calendar month are below 3.00 per 1,000 trips requested. Liquidated Damages will be applied when complaints in a calendar month are 5.00 per 1,000 trips requested or more.

5.2.6 Timely Response to Complaints

WMATA requires timely responses to customer complaints; Contractors will ensure 95% of responses to complaints are delivered to QA within two (2) business days. Contractors will be assessed \$5,000 for any month when the percentage falls below 95%.

5.2.7 Timely Reporting Incidents

Initial information about an incident shall be reported to WMATA within 15 minutes of receipt of the incident from SD Contractor. Failure will result in an assessment of \$1,000.00 per occurrence per day.

5.2.8 Monthly Reporting or Administrative Failure to Perform

WMATA requires timely, consistent, and accurate submittal of reports. Failure will result in an assessment of \$1,000.00 per occurrence per day. Examples include:

- Reconciliation Process
- Performance and other statistical data
- Complaint response and No-Show input
- Reports of all Service Delivery and MACS-OCC activities (facilities, vehicles, and passenger transport)

5.2.9 Call Management

Passenger phone call management shall be measured as a percentage of calls answered by MACS-OCC Reservations and WMR staff in less than two (2) minutes, rounded to two (2) decimal places (i.e., 98.00%). The objective is to ensure that each call fully satisfies the concerns and needs of the customer.

Incentives are awarded to the MACS-OCC Contractor when Call Management in a calendar month is 98.00% or higher in both Reservations and WMR. Liquidated Damages are assessed to the MACS-OCC Contractor when Call Management in a calendar month is less than 95.00% in either Reservations or WMR.

No incentives or liquidated damages are assessed for Call Management Performance between 95.00-97.99%.

	Res < 95.00%	95.00% ≤ Res < 98.00%	Res ≥ 98.00%
WMR < 95.00%	Liquidated damages	Liquidated damages	Liquidated damages
95.00% ≤ WMR < 98.00%	Liquidated damages	N/A	N/A
WMR ≥ 98.00%	Liquidated damages	N/A	Incentive

The incentive for Call Management is \$10,000. The liquidated damages for Call Management are \$25,000.

6. WMATA SAFETY PROGRAM

The safety and security of passengers, employees, and the general public is of primary concern to WMATA and shall be a primary focus of the MACS-OCC Contractor. The MACS-OCC Contractor shall follow all federal, state, and local government environmental health and safety regulations in the performance of the work. Work activities may be impacted by numerous environmental health and safety regulations including but not limited to those promulgated by the U.S. Environmental Protection Agency (EPA), the Occupational Safety and Health Administration (OSHA), the U. S. Department of Transportation (DOT)/Federal Transit Administration (FTA).

The MACS-OCC Contractor shall comply with WMATA’s System Safety Program Plan (SSPP) **Appendix F** and MetroAccess Special Orders No. 1-001, on Quarantinable Communicable Diseases, and No 2-001, on Major Incident Notifications, in **Appendix A**.

7. INSURANCE REQUIREMENTS

The MACS-OCC Contractor shall comply with WMATA’s insurance requirements (see Special Provisions).

8. DATA ADMINISTRATION AND REPORTING REQUIREMENTS

The MACS-OCC Contractor will have access to real-time and historical reports from the WMATA provided enterprise systems, including the ability in some cases to create and run ad hoc or

customized reports that may be required by WMATA. WMATA reserves the right to request additional reports. The Contractor shall provide records and reports related to MACS-OCC functions on a minimum of daily, weekly and monthly basis to indicate performance or other metrics, including but not limited to telephony, staffing, customer service, on-time performance, scheduling, and productivity.

The Contractor may include, as part of their Technical Proposal, information about proprietary or custom reporting capabilities, in accordance with requirements specified elsewhere in this Technical Specification. **(CDRL MACS-OCC-3)**

8.1 Reconciliation

For the purpose of data integrity and accuracy in billing, a daily reconciliation process is required to verify the disposition of all trips in terms of:

- a) Trips delivered by all Service Delivery Contractors per WMATA policies (i.e. within pick-up window and customer took trip)
- b) Any Late Cancellation or No-Show properly documented
- c) Any discrepancy (e.g., trip reassignments, or differing arrival times or destination information) between driver paper manifests and Trapeze trip records is resolved
- d) For taxi trips, review of vouchers
- e) Collection of fare owed by customer and companion(s)

Monthly certification of the reconciliation process shall be executed per WMATA direction.

8.2 Electronic Documentation and Archive System (EDAS)

The Contractors shall propose an electronic document scan system for all retained records that are paper based and not available using other systems. The paper based source shall be organized and retained in accordance with Part III General Requirements, Section 12, so any hard copy is readily accessible in 48 hours. The system shall be capable of scanning, storing, using storage media access, including index searchable criteria. The proposed system shall be accessible by WMATA.

As part of the Technical Proposal, the Contractor shall submit details about their EDAS Plan, including security features **(CDRL MACS-OCC-6)**

9. INVOICE AND BILLING REQUIREMENTS

Refer to Special Provisions.

10. SERVICE INTERRUPTIONS

The MACS-OCC Contractor shall manage all vehicle and passenger emergencies, incidents, and other interruptions in real time. The MACS-OCC Contractor shall monitor service to ensure timely pick-ups and will dispatch replacement or supplemental service to maintain on-time performance when scheduled service is delayed.

Once notified of an emergency or incident by a vehicle operator, Dispatch shall immediately take appropriate measures to mitigate the situation, including notifying the appropriate law enforcement or medical assistance personnel.

The MACS-OCC Contractor shall coordinate any and all road service, change-off, or towing requests with the service delivery contractor. The MACS-OCC Contractor shall choose the most efficient response method and track response time.

As part of the Technical Proposal, the Contractor shall submit a MACS-OCC Service Interruptions Plan. **(CDRL MACS-OCC-7)** The Plan shall include the Contractor's approach to managing various emergencies and incidents for all vehicles involved in MetroAccess service, including taxis.

11. SEVERE WEATHER OPERATIONS

The MACS-OCC Contractor shall prepare in advance of severe weather to coordinate and support operations. WMATA determines the MetroAccess service level, and the Contractor shall seek WMATA guidance on all decisions related to changing service levels.

If MetroAccess service is suspended, and in accordance with WMATA's severe weather policies and procedures, the MACS-OCC Contractor shall contact all customers whose first trips are scheduled but have not started. The MACS-OCC Contractor shall have the responsibility to contact customers who are awaiting transport home and the Service Delivery Contractor(s) shall provide such transport. ***In no event shall a customer be left stranded due to severe weather.***

12. TELEPHONY SYSTEMS

12.1 Trapeze IVR

WMATA will provide the Trapeze IVR system, which provides automated menu selections and is capable of playing messages to customers calling in. At WMATA's request, the MACS-OCC Contractor shall incorporate announcements into the IVR system regarding various subjects including, but not limited to: service change announcements; special programs; or policies. Generally, these announcements pertain to service modifications due to holiday schedules, inclement weather, special events or reminders or updates regarding MetroAccess policies.

12.2 Avaya Automated Call Distribution

WMATA will provide Avaya phone system and associated Automated Call Distribution (ACD) and reporting applications. The ACD equipment monitors and generates reports on the number of calls received, by phone group, during time periods, times response to calls, length of calls, calls abandoned, etc.

WMATA will provide an initial supply of headsets and other equipment necessary for the MACS-OCC Contractor staff to process phone calls in the MACS-OCC at the start of the Contract resulting from this RFP. The Contractor shall be responsible for ensuring adequate inventory control and management of headsets and related hardware, and shall be responsible for the cost of maintenance and replacement of such equipment.

12.3 NICE Call Recording and Monitoring

WMATA will provide the NICE (Call Center Quality Management) application for use by the MACS-OCC Contractor. Real-time call monitoring is available to supervisors through the Avaya phone system, and all MACS-OCC calls are recorded for training and quality-monitoring purposes via the NICE system. Capabilities of the NICE system include both voice and screen-capture.

13. INTERFACE WITH QUALITY ASSURANCE

13.1 Description

WMATA currently provides staff responsible for monitoring, which includes daily review of real-time and post-day-of-service MACS-OCC functions such as physical observations of staff, review of reports, monitoring of phone calls, and ensuring that adequate MACS-OCC functions are being conducted.

13.2 Scope of Work

The MACS-OCC Contractor shall provide full support and interface with the QA Contractor and WMATA. WMATA and the QA Contractor shall have immediate and unrestricted access to all MACS-OCC related records and data. Unrestricted access shall include scheduled or unannounced visits or inspections. The QA Contractor provides review support for the overall operations of the MACS-OCC Contractor's work, including but not limited to:

1. Announced and unannounced field observations of operations
2. Requests for reports or other information related to MetroAccess service
3. Monitoring staffing levels including control center functions and their training, which may include announced and unannounced visits to observe the MACS-OCC Contractor's training program
4. Safety oversight including announced and unannounced safety audits.

While QA Contractor has responsibility for review of contract compliance, the MACS-OCC Contractor is responsible for overseeing and monitoring all aspects of its own operation, including accuracy and completion of data collection and editing, as well as other aspects of its operation.

The MACS-OCC Contractor shall be responsible for monitoring and for taking appropriate actions to correct any deficiencies identified.

As part of the Technical Proposal, the Contractor shall submit details of their QA Interface Plan. **(CDRL MACS-OCC-8)**

14. INTERFACE WITH SERVICE DELIVERY

Effective coordination between WMATA and MetroAccess service Contractors is essential for ensuring safe, effective, efficient, and customer-focused service for the ADA paratransit-eligible riders who use and rely on the service. All Contractors must recognize and commit to being part of a team that provides the service, coordinating with and supporting the other MetroAccess Contractors to ensure high quality service day-to-day. Each Contractor must take responsibility not only for its own requirements, but for working cooperatively with each other.

The MACS-OCC Contractor and WMATA's other MetroAccess Contractors shall establish effective communication channels between each other so that efforts requiring shared responsibility are, in fact, shared appropriately.

WMATA expects that the MACS-OCC Contractor and the Service Delivery Contractor(s) will coordinate on an ongoing basis to revise and refine the scheduling (based on actual demand) to maximize efficiency and effectiveness.

The MACS-OCC Contractor is responsible for revenue service control and for all real-time communication interaction with vehicle operators while in revenue service, including but not limited to the following:

1. Ensuring safety
2. Achieving on-time pull-out
3. Preventing, managing, and communicating delays
4. Navigating traffic conditions
5. Customer issues
6. Vehicle or vehicle operator incident and service interruption response.

As part of the Technical Proposal, the Contractor shall submit details of their Service Delivery Interface Plan. (***CDRL MACS-OCC 9***)

15. START-UP/TRANSITION PLAN

There are two transition periods – transition-in when the new MACS-OCC Contractor begins providing services and transition-out, which occurs at the end of the Contract.

15.1 Description

The existing MACS-OCC is currently fully staffed and located at PGP. Many of the functions are mission critical to daily operations meaning that the processes require seamless transition from the existing Contractor responsible for MACS-OCC-related work to a new MACS-OCC Contractor.

WMATA will determine the date and time for transition of MACS-OCC Service, but the minimum transition period will be 120 days.

WMATA intends to provide all equipment, services, and applications for operation of the MACS-OCC unless specified otherwise. There are some equipment, services, and applications that are provided by the current Contractor. It is anticipated that existing equipment, services, not currently owned or provided by WMATA will be transferred to the new MACS-OCC Contractor including but not limited to the video surveillance system and the fingerprint time and attendance hardware.

15.2 Transition/Implementation Plan

A seamless transition to the new MACS-OCC Contractor may require simultaneous operation by out-going and incoming contractor staff.

As part of the Technical Proposal, the Contractor shall submit a MACS-OCC Start-up/Transition Plan. (**CDRL MACS-OCC-10**) The plan shall include the Contractor's approach to ensure the transition-in and the transition-out is seamless, and there is no degradation of MetroAccess service.

Also as part of the MACS-OCC Start-up/Transition Plan, the Contractor shall prepare timeframes and milestones for each transition implementation task. These include but are not limited to hiring of staff, co-occupancy of facilities, utilities, inspections, telephones, and vehicles (all shall be in place at least thirty (30) days prior to first day of revenue service). Training of all staff shall be completed five (5) business days prior to first day of revenue service.

15.3 Recruitment

WMATA intends to provide space to assist with transition efforts so that the new MACS-OCC Contractor may be able to conduct interviews of existing MACS-OCC staff, and training for new staff.

The Contractor shall develop a plan to recruit, hire and train MACS-OCC employees, without interfering with the current service. Specifically, if the Contractor recruits current Contractor employees, WMATA must be assured that they continue to work for the current Contractor until the new MACS-OCC Contractor begins work.

15.4 Transition-Out

The MACS-OCC Contractor shall cooperatively participate in the transition of MACS-OCC functions at the end of the Contract term, whether base or option period. Prior to the transition-out to a succeeding contractor, the MACS-OCC Contractor shall participate in required activities including but not be limited to:

1. Meetings
2. Transfer of records
3. Access to property/vehicles
4. Inspection and certification of vehicle (as determined by WMATA)
5. Transfer of all electronic, communication devices and equipment.

During the transition phase, WMATA will conduct meetings, as deemed necessary by WMATA, with the incumbents and new contractor(s) to discuss specific operations, records, and other transition

events and the time frame in which they shall occur. As requested by WMATA, the incumbent shall make pertinent records and equipment accessible to both WMATA and new contractor within three days of WMATA's request.

16. REQUIRED CDRLS¹

CDRL #Description (Section Reference)

CDRL MACS-OCC-1	MACS-OCC Operating Plan (Part III Section 5.4.10 AND Part V, Sections 2.0, 2.1, 2.2, 2.3, 2.4, 2.4.2 & 2.5)
CDRL MACS-OCC-2	ELIG Support Plan (Section 2.6)
CDRL MACS-OCC-3	Information Systems Plan (Sections 2.7 & 8.0)
CDRL MACS-OCC-4	MACS-OCC Staffing Plan (Section 3.0)
CDRL MACS-OCC-5	MACS-OCC Performance Plan (Section 5.0)
CDRL MACS-OCC-6	Electronic Data and Archiving System (Section 8.2)
CDRL MACS-OCC-7	Service Interruptions Plan (Section 10.0)
CDRL MACS-OCC 8	QA Interface Plan (Section 13.2)
CDRL MACS-OCC 9	Service Delivery Interface Plan (Section 14.0)
CDRL MACS-OCC-10	MACS-OCC Start-up Plan/Transition Plan (Section 15.2)

¹ All Section References for the above CDRLs are in Part V except as noted in CDRL MACS-OCC-1

PART VI – SCOPE OF SERVICES – SERVICE DELIVERY

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PART VI – SCOPE OF SERVICES – SERVICE DELIVERY

1. DESCRIPTION – SERVICE DELIVERY

The MetroAccess service delivery portion is currently contracted to three prime contractors providing approximately 95 percent of the total service delivery based on trips, and 5 percent taxi for the remaining portion of the service. There are a total of four dedicated garage locations plus a WMATA-owned garage location “parking lot” without maintenance capability. The service delivery contractors currently operate from these four garage locations and one “parking lot”, all of which are within the service area. WMATA intends to continue to have all service delivery provided by dedicated contractors with approximately 5 percent (but not more than 10 percent) provided by taxi.

The service delivery contractors receive the scheduled trips from the MACS-OCC. The MACS-OCC contractor is a distinct contracted service in accordance with Part V of this RFP.

The MACS-OCC provides daily manifests the evening before service. Real-time trips adjustments are communicated using in-vehicle technology. In-vehicle technology using Mobile Data Computer (MDC) transactions are supplemented using paper manifests.

The items necessary to perform a successful MetroAccess service delivery operation include, but are not limited to the following:

1. Operations Management:
 - a. Transition between current and new service/operation provided under this RFP
 - b. Safely manage MetroAccess Service Delivery operations and maintenance
 - c. Provide supplemental capacity taxi services
 - d. Provide fare collection
 - e. Implement management control systems including reporting
 - f. Interaction with QA and OCC
 - g. Daily, weekly, monthly, quarterly and annual operations reporting
 - h. Auto liability, general liability insurance
2. Information Systems:
 - a. Develop and test Disaster Recovery, Continuity of Operations Plans (COOP) and Emergency Plans
 - b. Prepare back-up plans for system failures and/or power outages
 - c. Enforce compulsory use of WMATA-provided DriveCam event recorders, and Mobile Data Computers (MDC) with Automatic Vehicle Locators (AVL) for WMATA-provided vehicles
 - d. Utilize mobile two-way vehicle communications provided and administered by the OCC
 - e. Provide land line communications
 - f. Manage overall DriveCam Safety Program (WMATA-owned subscription)

- g. Provide workstations unless specified otherwise
 - h. Provide Citrix SSL VPN network connectivity via Internet to WMATA enterprise
 - i. Provide WMATA-approved Fleet Management Information System.
3. Staffing:
- a. Employee recruiting, selection, training, and placement
 - b. Administer an FTA-compliant Drug and Alcohol Testing Program
 - c. Street supervisors for on-street service monitoring
 - d. Provide QA support staff for interface with oversight work associated with the MACS-OCC Contractor and the QA Contractor
 - e. Provide customer complaint investigation and resolution.
4. Facility – Paved, lit, secure, and navigable facility to house WMATA-owned fleet:
- a. Vehicle operator Dispatch functions
 - b. Yard dispatch functions
 - c. Training including technicians
 - d. Parking lot access control security (24/7)
 - e. Adequate and accessible parking for fleet, staff, support and visitor vehicles
 - f. Garage access control
 - g. Include WMATA in the Assignment Provisions for any property lease
 - h. Power back-up provisions.
5. Vehicle Management:
- a. Provide labor for vehicle fueling (WMATA will provide the fuel)
 - b. Preventive and corrective maintenance
 - c. Parts and materials
 - d. Vehicle cleaning
 - e. Incident and injury investigation and prevention
 - f. Warranty administration
 - g. Road service response capability.
6. Policy:
- a. Understanding of operational components of all WMATA policies and procedures.
7. Other Duties, as assigned:
- a. Participate in Community Outreach on request; interaction with Accessibility Advisory Committee.
 - b. Distribute Service Bulletins.

2. SCOPE OF WORK – SERVICE DELIVERY

The Service Delivery Contractor(s) shall provide the service delivery portion (supplemented by taxi) as the service contractor in accordance with the Technical Specifications unless otherwise specified.

The Service Delivery Contractor(s) shall report to the MACS-OCC for service requirements in accordance with these specifications.

The Service Delivery Contractor(s) shall provide labor, material, equipment, and all necessary incidentals to manage, operate, and maintain MetroAccess service delivery. The Service Delivery Contractor(s) shall inspect, repair, clean, disinfect, and maintain the WMATA-provided paratransit service vehicles in accordance with vehicle Original Equipment Manufacturer (OEM) specifications and WMATA vehicle requirements.

The Service Delivery Contractor(s) shall utilize a Fleet Management Information System that will include the tracking of ALL maintenance, fuel, inspection, cleaning, MDT replacement, DriveCam replacement, and asset management functions. WMATA expects all contractors to utilize a single shared system with WMATA maintenance personnel granted full and unfettered access to the system at the highest security level.

WMATA reserves the right to determine which segments of service are to be provided by taxi and to revise such determinations from time-to-time. WMATA shall have the right to solicit proposals at any time for additional Service Delivery Contractors and to reassign work to these additional Contractors.

The Service Delivery Contractor(s) shall comply with the U.S Department of Labor's Occupational Safety and Health Administration (OSHA) standards. The Contractor shall conduct a safety program, which ensures the greatest extent possible, that the MetroAccess vehicles are maintained and operationally provide a System Safety Plan that includes WMATA-provided vehicles and equipment.

WMATA desires a Continuity of Operation Plan (COOP) that includes but is not limited to possible relocation of Service Delivery locations in the event of service interruptions that could affect the Service Delivery Contractor(s)' ability to occupy any garage, facility or location.

The Service Delivery Contractor(s) shall assign trained staff to reconcile operating data from the MDCs and paper manifests used by the vehicle operators and taxi drivers. Reconciliation staff shall handle all straightforward changes that are needed to reconcile paper manifests and MDC data.

As part of the Technical Proposal, the Contractor shall submit a Service Delivery Work Plan. **(CDRL SD-1)**

2.1 Distribution of Service Delivery

WMATA shall determine the vehicle hours for each Service Delivery Contractor. WMATA reserves the right to adjust the number of runs and/or vehicle hours assigned to each Contractor and to reassign that work and vehicles. WMATA shall have no obligations to a Contractor and there shall be no price adjustments or cost negotiations for hours or vehicles reassigned.

Vehicle hour projections provided are estimates to be used for estimating cost purposes (see **Appendix B**). The estimated vehicle hours are provided as an approximation only, and the number is not binding upon WMATA, and is without expressed or implied guarantee.

The Service Delivery Contractor(s) shall abide by the following service distribution provisions related to MetroAccess service:

1. Operating from multiple garage (dispatch) locations that minimize deadhead
2. Operating no more than 50 percent system service volume
3. Providing a maximum of 10 percent of the service using taxi.

As part of the Technical Proposal, the Contractor shall submit a Distribution of Service Delivery Plan. (**CDRL SD-2**).

2.2 Vehicle Management Plan

WMATA has developed a vehicle replacement schedule for MetroAccess service that establishes a five (5) year life expectancy for all vehicles. The vehicle replenishment schedule targets the replacement of every asset to occur during its final year (i.e., when it has served over four but less than five years).

WMATA reserves the right to operate any vehicles beyond the defined life expectancy. Vehicles operating beyond the defined life expectancy shall meet the same cleanliness and maintenance standards as all other vehicles. WMATA may consider and reimburse the Service Delivery Contractor(s) for major component replacement or overhaul subject, to WMATA review and approval after such request has been properly submitted to MACS fleet.

2.3 Taxi Service

The Service Delivery Contractor(s) shall provide taxicab supplemental service. The Contractor shall ensure that ADA regulations governing the use of taxicabs in complementary ADA paratransit are observed and followed by the taxicab companies.

It is the Service Delivery Contractor(s)' responsibility to ensure that any taxicab company providing service maintain the required insurance coverage. The Service Delivery Contractor(s) shall provide WMATA, on a continuous basis, evidence of any taxicab company's compliance with regulatory requirements, including the taxicab company's commercial insurance coverage as set forth in the Taxi Contractor Evaluation Criteria (see **Appendix I**).

Taxicab companies providing MetroAccess service shall perform criminal background checks in accordance with jurisdictional taxi commission requirements and subject to review by the QA Contractor. Taxi vehicle operators shall be subject to FTA Drug & Alcohol Testing regulations. Taxi vehicle operators shall remain in compliance with all training and service requirements and shall maintain and provide training records to the Service Delivery Contractor(s).

The Taxi Service shall provide maximum of one hour response time for same day trips as assigned by the MACS-OCC.

Service Delivery Contractor(s) or designee shall submit legible and substantive supporting documentation for taxi billing and mileage on a weekly basis to the MACS-OCC for reconciliation purposes and as an attachment to its monthly invoice to WMATA. WMATA requires timely, consistent, and accurate submittal of reports and completion of administrative processes. Failure will result in an assessment of \$1,000 per occurrence per day.

The Service Delivery Contractor(s) and WMATA will maintain ongoing communication regarding trip distribution. The Director of MetroAccess or designee will provide Service Delivery Contractor(s) with periodic direction regarding taxi trip distribution.

As part of the Technical Proposal, the Contractor shall submit a Taxi Service Plan including a summary of the Taxi Contract Requirements Reference Sheet. **(CDRL SD-3)**

2.4 Non-ADA Service

The Service Delivery Contractor(s) may be required to have a subcontractor pass-thru arrangement with one or more entity providing a limited amount of Non-ADA transportation services on behalf of Metro. As demand for specialized transportation in the Metropolitan Washington region continues to grow, particularly for trips serving the special needs of clients of human services agencies (HSA), Metro is facilitating the development of alternative services for people whose trips require care and aspects that go beyond the basic scope of paratransit service. The goals of these alternatives are to improve the travel experience for the customers; lower the costs of providing transportation services for people with disabilities; and allow the MetroAccess Service Delivery Contractor(s) to focus on general paratransit service.

The Service Delivery Contractor(s) will not be responsible for any aspect of the transportation services provided by the entity delivering Non-ADA service. The entity will create an invoice on its own letterhead. The entity will submit the invoice to the Service Delivery Contractor, which will submit the invoice along with its own MetroAccess service delivery invoice. Metro will review aspects of the entity's invoice separately from the aspects of the Service Delivery Contractor's invoice.

Entities can be added to the contract of a Service Delivery Contractor without the need for a contract modification.

3 STAFFING AND EXPERIENCE REQUIREMENTS

If the Contractor proposes multiple garage locations, WMATA anticipates the Contractor may propose a General Manager responsible for Division Managers who are responsible for one of the multiple garage location. The General Manager shall be the single point of contact for WMATA unless specified otherwise.

The Service Delivery Contractor shall propose the following Key Management Staff for Service Delivery:

1. Full-time General Manager (for multiple division concept)
2. Full-time Division Manager(s)
3. Full-time Operations Manager(s)

4. Full-time Maintenance Manager(s)
5. Full-time Safety Manager

As part of the Technical Proposal, the Service Delivery Contractor shall submit a Staffing Plan, along with a copy of the Contractor's employee handbook (or equivalent). **(CDRL SD-4)**

The Staffing Plan shall describe the Contractor's approach, including ratios of staff in relation to demand forecasts (see **Appendix B**) as appropriate and specific to measures including but not limited to trips, hours, vehicles, or runs.

The Staffing Plan must also describe the Contractor's approach to minimizing turnover, handling work slowdown or stoppage situations, and include the benefit plans available and which staff (e.g., full-time vs. part-time) are eligible for benefits. This description must indicate the employer's contribution to benefits and the employee's contribution to benefits.

3.1 English Proficiency

Each employee must be sufficiently versed in the English language to be able to communicate effectively, both orally and in writing, with WMATA staff and MetroAccess customers in performing their assigned responsibilities. All Service Delivery Contractor employees under this contract are expected to be able to comprehensively understand questions asked by customers and WMATA staff and respond in a clear, coherent, and understandable manner in English. Any employees found to have insufficient command of the English language by WMATA staff shall be reported to the Service Delivery Contractor(s) for immediate replacement. WMATA encourages the employment of multi-lingual employees.

3.2 Valid Vehicle Operator's License and Driving Record

All Service Delivery Contractor(s) employees who must operate vehicles as part of their job duties shall possess and maintain a valid vehicle operator's license issued by Maryland, Virginia, or the District of Columbia. The Contractor(s) shall also ensure that each successful candidate has on file a statement from a licensed physician that they are medically fit to drive. These employees must provide proof of such license and a physician's statement prior to the commencement of their employment on this Contract. Vehicle operators shall have a minimum of 5 years documented domestic driving experience. The Service Delivery Contractor(s) must also confirm the validity of the vehicle operators' licenses daily. WMATA will provide notification of changes in drivers' license status. Enrollment in the WMATA monitoring of these activities is accomplished when a contractor employee is first cleared to serve on the contract following successful completion of the criminal history check, provided by WMATA.

In order to ensure accuracy of the effort the contractor shall submit to WMATA a comprehensive list of ALL employees on the first day of the month with specific information as determined by WMATA. Such list shall include whether the employee is in a safety sensitive position. As a redundant method to ensure accuracy, all differences from the previous months list are to be explained (new hire, separation, transfer etc.).

The Service Delivery Contractor(s) shall report and/or remove any employee whose license is invalidated or suspended. Person(s) undergoing sentence of imprisonment, except as provided by Public Law 89-176, September 10, 1965 (18 U.S.C. 4082)(2) and Executive Order 11755, December 29, 1973, as amended, **shall not** provide services by the Contractor in connection with this Contract.

3.3 Background Checks

The Service Delivery Contractor(s) shall ensure compliance regarding background checks of all employees working on this Contract. WMATA will provide the Service Delivery Contractor(s) with background check consent forms that the Contractor's employees shall complete and sign. SDCs will submit a plan for their initial background check procedure prior to employees commencing training.

Upon receipt of the signed forms, WMATA will provide, at no cost to the contractor, pre-employment and annual background checks including criminal court searches and social security number verifications for all employees as well as periodic driver's license checks for suspensions or moving violations. WMATA will advise contractor(s) of adverse findings, and contractor(s) will be expected to remove the affected employees from service immediately upon notification. Contractor(s) shall have a redundant checklist methodology that ensures no person is added to Trapeze until ALL required onboarding steps, including (but not limited to) background checks have been completed.

The Contractors shall also maintain a separate list of all employee names with Social Security numbers. This list will be transmitted to a WMATA-specified distribution list comprised of Police and Medical personnel. This list shall be delivered every month on the first day of the month in a secure, encrypted manner so as to fully protect personally identifiable information. Distribution for this list will be severely restricted and will only be used for purposes such as drug and alcohol compliance, motor vehicle record checks, etc. All changes from the previous month will be marked with a status and effective date such as new hire, separation (by type), reassignment, promotion, etc.

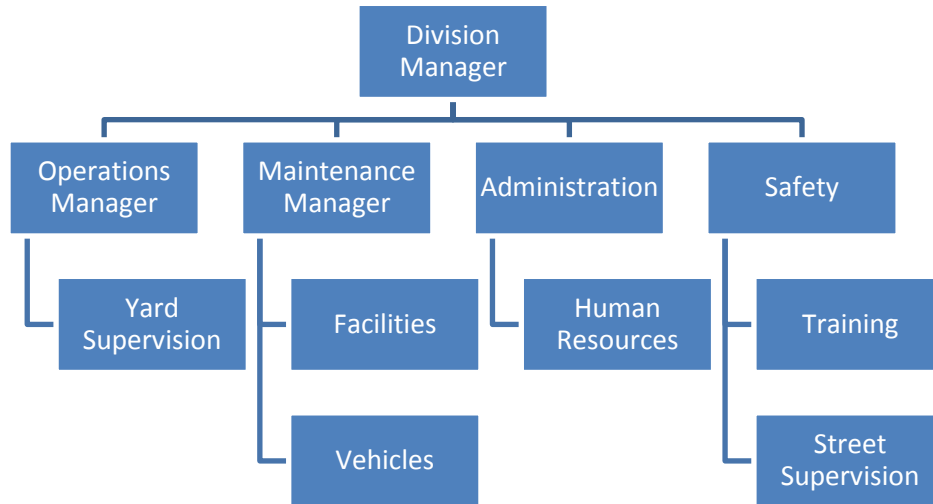
3.4 Contact Information

The Service Delivery Contractor(s) shall provide WMATA with a directory of phone numbers and work schedules (including office, cell phone, and home phone numbers) for all management employees assigned to this Contract or who have a direct role over contract functions and any senior management to whom these individuals directly report.

3.5 Staffing Concept

Contractors are free to design and implement their own methods to achieve contract requirements. In the end, contractor performance is judged based upon achievement of objective metrics, and not adherence to any organizational chart. In an effort to be helpful to new entrants, and to share expectations, WMATA provides the following detailed and **illustrative example** of successful garage management and staffing. The job titles, duties and responsibilities, as well as other specific aspects of the position descriptions (e.g. experience levels) are merely exemplary generalizations based on past success. Individuals may vary from these parameters, and adherence to these

guidelines is no guarantee of future success. Where professional credentials are required, they are specified.



3.6 General Manager

The most important duty of the General Manager is to be responsive to WMATA and be timely on deliverables. The General Manager is responsible for all aspects of operating on-street delivery of MetroAccess service. Duties involve daily communication and interaction with multiple division managers supporting their maintenance, operations, and administrative areas. The General Manager must also organize and conduct activities to assure safe, cost-effective, on-time operating performance. It is expected that the General Manager shall meet with WMATA at least once per week on all matters of the Contractor’s responsibilities. The General Manager shall be available when requested by WMATA for attendance at meetings with the public, advisory groups, or other meetings as required.

This individual may not be removed or replaced without written notification to WMATA. Should the individual need to be replaced, WMATA reserves the right to approve the proposed replacement individual and to require an interview with the proposed replacement, as well as a resume and references.

The General Manager must have a bachelor’s degree and 7-10 years of paratransit industry experience, the majority of which should be in a project management capacity at a medium (100-200 vehicles) to large (200+ vehicles) operation. Additionally, they must possess strong communication and customer service skills.

3.7 Division Manager

The Division Manager directs the operation of a single garage. Duties involve daily communication and interaction with maintenance, operations, and administrative areas. The Service Delivery Division Manager must also organize and conduct activities to assure safe, cost-effective, on-time operating performance. It is expected that the Division Manager shall meet with WMATA at least once per week on all matters of the Contractor’s responsibilities. The Division Manager shall be

responsive to WMATA and timely on deliverables. The Division Manager shall be available when requested by WMATA for attendance at meetings with the public, advisory groups, or other meetings as required.

This individual may not be removed or replaced without written notification to WMATA. Should the individual need to be replaced, WMATA reserves the right to approve the proposed replacement individual and to require an interview with the proposed replacement, as well as a resume and references.

The Division Manager must have at least five years of management experience with large urban ADA paratransit services, three of which must be experience with service delivery activities and at least seven years total experience in public transportation. A bachelor's degree from an accredited college or university is required, but may be substituted with five additional years of public transit experience. The successful candidate will also demonstrate a high customer service commitment. Knowledge of Trapeze is required.

Responsibilities include but are not limited to the following:

1. Responsive to WMATA and timely for deliverables
2. On-time performance, productivity and service
3. To clearly communicate and establish all MetroAccess strategies and procedures at various levels
4. To provide feedback regarding operation of Service Delivery including maintenance, operations, performance management, and goal setting
5. To demonstrate effective implementation of MetroAccess policies
6. To implement service delivery operating systems, procedures and policies to include: implementation; development; and improvement in order to achieve overall goals of WMATA
7. Managing service delivery team and directing staff activities for the achievement of performance targets and goals
8. Monitoring team performance to ensure that performance targets and goals are met and supporting call center quality and training efforts.
9. To provide leadership and management to employees
10. Be knowledgeable of ADA regulations and ADA complementary paratransit
11. Meet with WMATA as required
12. Responsible for influencing positive employee morale and quality customer service
13. Monitors daily system performance
14. Participates in analysis and review of operating performance
15. Reviews reports
16. Work cooperatively with other Service Delivery Contractors

3.8 Maintenance Managers

The primary responsibility of this role is to assist in the on-going development, implementation and oversight of the Maintenance Program. This includes establishing applicable policies and procedures at operating divisions. Maintenance managers shall ensure maintenance and operational personnel have resources needed to resolve problems that occur.

Maintenance Managers will have a minimum of five years comprehensive experience in maintenance management and a combination of ten years of general vehicle maintenance experience. Formal education beyond high school is desirable and may be substituted for a portion of the experience requirement. The manager should have thorough knowledge of mechanical maintenance and repair methods and practices. WMATA prefers ASE Master Technician status and that the manager shall be proficient using the Fleet Management Information System selected by the contractor with WMATA approval.

Responsibilities include but are not limited to the following:

1. Responsive to WMATA and timely for deliverables
2. On-time performance, productivity and service
3. Ensure division in compliance with all local, state, and federal environmental laws
4. Ensures an effective process is place at division which have vehicles that are under warranty for recovery of all parts and labor
5. Ensure all factory recalls are implemented in a timely manner
6. Ensure preventive maintenance schedule requirements are met
7. Shall be on duty (or have a delegate on duty) during all maintenance hours of operation and shall meet with WMATA as required
 - o Shall ensure that access to all records is made available at all times
8. Work cooperatively with other Service Delivery Contractors

3.9 Safety Manager

The Safety Manager is responsible for the overall on-the-street safety performance of the division. The individual must possess excellent verbal, written and relational communication skill with the ability to appropriately interact WMATA representatives. The Safety Manager is expected to meet with WMATA at least once a week on all matters related to safety. The Safety Manager must be responsive to WMATA, and timely on deliverables. The individual must possess the ability to work cooperatively with other Service Delivery Contractors in an effort to achieve world-class safety excellence.

The Safety Manager shall have direct responsibility for the administration of all aspects of the DriveCam program including but not limited to, daily reporting to WMATA, adding operators to the system, reviewing clips, coaching operators, ensuring correct assignment of event recorders to vehicles, managing the repair of devices, and maintaining stellar Overdue for Coaching, Overdue for Download, Coaching Effectiveness, and Program Effectiveness metrics.

This individual should have 6+ years in paratransit training and safety management experience at a medium (100-200 vehicles) to large (200+ vehicles) operation. A bachelor's degree and CSP certification are highly desirable. This individual may not be removed or replaced without written notification to WMATA. Should the individual need to be replaced, WMATA reserves the right to approve the proposed replacement and to require an interview with the proposed replacement, as well as a resume and references.

3.10 Operations Managers

The Operations Manager (OM) controls the daily operation of the service, in compliance with the policies of WMATA. The OM will be responsible for overseeing daily system performance in all functions of operations, including the dispatch, scheduling, accounting, maintenance and internal quality assurance functions. The Operations Managers work in shifts to ensure 24-hours-per-day, 7-days-per-week coverage. The OM will be the primary lead working with the MACS-OCC, and Dispatch Managers. Interfaces with the QA Contractor and resolves complaints. The OM will also work with the training team to ensure that professional high quality customer service is emphasized and reinforced in all phases of service to MetroAccess customers. The preference is for five or more years of experience in the operations of a Paratransit system with at least three or more of those years in a supervisory capacity. The ideal candidate will have experience with scheduling, personnel management, run cutting, and route development. Advanced skills with Microsoft Office products including Word and Excel are required. A high level of customer focus and proficiency using Trapeze PASS are required.

Responsibilities include but are not limited to the following:

1. Responsive to WMATA and timely for deliverables
2. On-time performance, productivity and service
3. Daily Operations
4. Ensures adequate staffing levels
5. Ensures vehicle operator training, attendance, and discipline
6. Prepares reports
7. Meet with WMATA as required
8. Work cooperatively with other Service Delivery Contractors

3.11 Supervisory Staff

Supervisory Staff shall be responsible for ensuring the effective daily communication with vehicle operators, including work performed by subcontractors. To continually monitor service making proactive adjustments to maximize on-time performance and productivity. Demonstrate effective use of scheduling software, two-way radio communication, telephone, and data analysis skills. Preference includes minimum education of a High School Diploma or equivalent. At least three to five years successful supervisory experience preferred. High level of customer focus and proficient using Trapeze PASS is required.

Responsibilities include but are not limited to the following:

1. Responsive to WMATA and timely for deliverables
2. On-time performance, productivity and service
3. Supervisory functions related to Service Delivery
4. Work cooperatively with other Service Delivery Contractors
5. Emergency situations handled according to WMATA policy and with proper notification and documentation
6. Reporting in verbal and written forms
7. Investigating customer service issues
8. Meet with WMATA as required
9. In support of MACS-OCC, requirements include but not limited to the following:
 - a. Incident management
 - b. Accident response and investigation
 - c. Maintain communication with vehicle operators, providing information and directional assistance where necessary
 - d. Monitor vehicle operators and trip status, making adjustments and reassignments as necessary to ensure on time performance
 - e. Maintain scheduling and performance data
 - f. Provide assistance to vehicle operators in the event of emergency or vehicle malfunctions, communicating with operations, safety and maintenance staff where appropriate

3.12 Window Dispatcher

The Contractor shall provide adequate number of window dispatchers and shall coordinate with the MACS-OCC as required to ensure coverage from one hour before the start of the service and throughout all hours of service provided under this contract. A Window Dispatcher is responsible for ensuring that all vehicle operators are deployed for their scheduled shifts in appropriate clean, neat uniform, readiness for service, with all necessary equipment to provide the required services.

The Window Dispatcher shall provide direction and maintain two-way communications with all vehicle operators while monitoring system performance and making scheduling adjustments where necessary to maximize on-time performance, minimize service disruptions as a result of vehicle/vehicle operator availability and/or emergency situations. Preference includes minimum education of a High School Diploma or equivalent. The Window Dispatcher should have data entry experience and general knowledge of windows-based computer operating system and Microsoft Office. WMATA prefers that the Window Dispatcher have at least three to five years successful dispatcher experience. High level of customer focus and proficient using Trapeze PASS is required. Knowledge of the service area is preferred.

Responsibilities include but are not limited to the following:

1. On-time performance, productivity and service

2. Pull-outs according to schedule
3. Vehicle operator shift and scheduling adjustments
4. Spare vehicles effectively used to ensure vehicle availability for preventive maintenance program
5. Accurate and consistent documentation of daily items including vehicle operator attendance, passenger and scheduling issues, vehicle problems, emergency situations and other daily events or disruptions
6. Assign vehicles giving consideration to preventive maintenance schedules and capacity needs
7. Assign appropriate vehicles in order to ensure on-time performance and to maintain system productivity
8. Reconcile trip manifests and fares collected by vehicle operators upon check-in
9. Secure all equipment issued to vehicle operators at pull out upon check-in
10. Review post-trip inspections and communicate potential problems to maintenance staff
11. Document accurately and appropriately daily events related to service
12. Collect any lost and found articles and catalog, contact appropriate passengers where possible
13. Maintain a safe work area and a focus on safety to reduce the opportunity for injury to self or other employees.
14. Communicate effectively with operations staff regarding scheduling or issues

3.13 Yard Supervisor

The Contractor shall provide Yard Supervisor to coordinate any vehicle exchanges and vehicle operator replacement when needed, as well as coordinate with the MACS-OCC as required. The MACS-OCC shall assist and direct Contractor's vehicle operators from the time they enter the vehicle for revenue service until the end of their run. The Yard Supervisor ensures that vehicles are safe, clean, fueled, and prepared to support MetroAccess service in a timely manner. To continually monitor service requirements making proactive adjustments to maximize on time performance and productivity for pull-outs. Demonstrate effective use of scheduling software, two-way radio communication, telephone, and data analysis skills. Preference includes minimum education of a High School Diploma or equivalent. At least three to five years successful supervisory experience preferred. High level of customer focus and proficient using Trapeze PASS is required.

Responsibilities include but are not limited to the following:

1. Ensure vehicle assignment to routes
2. Ensure vehicle operator assignments
3. Provide outgoing Daily Vehicle Inspection review
4. Ensure on time pull-outs
5. Identify vehicles according to maintenance needs (Scheduled or DVI revealed)
6. Daily Condition Monitoring shall include the following processes:

- a. Daily cleaning – Remove trash, sweep vehicle
- b. Fluid check and top off Oil, ATF, Washer Fluid, Brake Fluid and Power Steering fluid to be checked and replenished during each pull-in cycle. All consumption to be recorded in the Fleet Management Information System chosen by the contractor with WMATA approval.

3.14 Street Supervision

The Street Supervisors shall fully support MACS-OCC Contractor and provide street level monitoring of service delivery for all services as required. The Street Supervisors shall be responsible for ensuring the effective daily communication with vehicle operators, including work performed by subcontractors. Supervisors shall continually monitor service to assist MACS-OCC with proactive adjustments to maximize on-time performance and productivity. Supervisors shall demonstrate effective use of scheduling software, two-way radio communication, telephone, and data analysis skills. Preference includes minimum education of a High School Diploma or equivalent. At least three to five years successful supervisory experience preferred. High level of customer focus and proficient using Trapeze PASS is required.

The Street Supervisors' day-to-day duties include, but are not limited to, the monitoring of:

1. On-time performance, productivity and service
2. Work cooperatively with other Service Delivery Contractors
3. Emergency situations handled according to WMATA policy and with proper notification and documentation
4. Meet with WMATA as required
5. Street Supervisory functions related to Service Delivery
 - a. Assist with vehicle pull-outs and pull-ins
 - b. Reporting in verbal and written form
 - c. Investigating customer service issues
 - d. Vehicle operator preparedness, performance and driving habits
 - e. Vehicle operator adherence to safety requirements
 - f. Vehicle functionality, cleanliness and inspection of equipment
 - g. Vehicle operator courtesy to patrons and customer service skills
 - h. Locations and trips with high levels of complaints or operational concern
 - i. Other activities that may result in substandard performance or noncompliance with the contract.
 - j. Special Events support
 - k. JGB Meetings and support
6. In support of MACS-OCC, requirements include but are not limited to the following:
 - a. Incident response, management, and investigation
 - b. Maintain communication with vehicle operators, providing information and directional assistance where necessary

- c. Monitor vehicle operators and trip status, making adjustments and reassignments as necessary to ensure on time performance
- d. Maintain scheduling and performance data
- e. Provide assistance to vehicle operators in the event of emergency or vehicle malfunctions, communicating with operations, safety and maintenance staff where appropriate
- f. Provide assistance to passengers in using the service as well as when inquiring about individual trip status

3.14.1 Road Supervisor Scheduling and Deployment Planning

The Service Delivery Contractor(s) is responsible for the optimized staffing, training and strategic daily deployment of Road Supervisors throughout the service area. They will be highly trained and well equipped in order to ensure the efficiency and quality of daily revenue service. They will wear distinctive uniform and drive well-marked and well-maintained vehicles.

As part of the Technical Proposal, the Service Delivery Contractor(s) shall submit details of their analysis of Road Supervisor staffing levels and proposed deployment plans. The plan will also include the equipment to ensure staff effectiveness, including support vehicles and effective monitoring tools. It is WMATA's position that properly trained and adequately staffed Road Supervisor are extremely critical to the daily Service Delivery functions.

3.15 Vehicle Operator Requirements

The Contractor shall ensure that each successful vehicle operator candidate has on file a statement from a licensed physician that they are medically fit to drive. Vehicle operators shall be licensed vehicle operators for at least five years in the United States, pass an alcohol and drug screen administered in compliance with FTA regulations, have safe driving records, with no previous suspensions for moving violations (e.g. speeding, failure to obey signal, DUI, etc.) and no record of a moving violation within one year prior to service start, and be able to speak, read and write the English language sufficient to communicate with customers, dispatchers, etc., record data, and read maps.

As part of the Technical Proposal, the Contractor shall submit a Vehicle Operator Staffing Plan. **(CDRL SD-5)**

3.15.1 Qualifications and History

The Contractor shall conduct the pre-screening, reference checks, and review of driving records for the vehicle operators operating the service for the Contractor. The Contractor shall ensure that records are in compliance with WMATA's standards from the original review.

The Contractor shall develop a standard set of questions for reference checks with prior employers that may be willing to disclose an applicant's demonstrated insensitivity towards persons with disabilities or complaints against the applicant for insensitive language or conduct.

As part of the Technical Proposal, the Contractor shall submit a Vehicle Operator Qualification Plan. **(CDRL SD-6)**

3.15.2 Driving Experience

The Contractor shall ensure all vehicle operators have a minimum of five years of domestic driving history. The simple possession of a domestic operator's permit shall not constitute driving history. The contractor shall ensure that actual vehicle operations are a significant part of the history.

3.15.3 Training

The Contractor is responsible for all training except where otherwise specified in this RFP. All training content shall be reviewed and approved by WMATA. The Contractor shall include the vehicle operator's full awareness and retention of prohibited conduct and consequences. The Contractor shall ensure that vehicle operators possess a complete understanding of the MetroAccess culture of service and safety, as well as passenger needs. The Contractor shall provide vehicle operator training to include at a minimum the following courses:

1. Customer Assistance Procedures
2. Sensitivity/Disability Awareness
3. Customer Service/Courtesy
4. Vehicle Orientation
5. Defensive Driving
6. Accidents and Vehicle Emergency Procedures
7. Basic First Aid
8. Map reading and use of GPS
9. Fare Structure and Collection Procedures
10. Schedule Reading and Completion
11. Mobile two-way vehicle and land-line communications
12. Use of MDCs
13. WMATA/MetroAccess Policies and Procedures (Customer Guide)
14. Sexual Harassment/Driver Conduct

Service Delivery Contractors shall provide commercially available, comprehensive, disability sensitivity training curricula for review and approval by WMATA. The training curriculum will require annual disability sensitivity training for all staff members working on the MetroAccess contract. The training shall include testing (pass/fail), and at a minimum, the following topics should be covered in detail: disability awareness & etiquette; definition of disability; visible vs. invisible disabilities; learning disabilities; ADA law; use of mobility aids; hearing disabilities; cognitive disabilities; vision disabilities; speech disabilities; language do's and don'ts; when not to leave persons with disabilities unattended; service animals; disability statistics; temporary disabilities; communication techniques for all disability types; how to remove barriers for persons with disabilities; myths and misconceptions regarding disabilities; and, assisting persons with disabilities.

The Contractor shall document and provide training for new vehicle operators and for re-training existing vehicle operators that convey the importance of the training information and materials to ensure vehicle operators retain the information. The Contractor shall provide the experience and qualifications of the one who is conducting the re-training.

The Contractor shall document and provide an annual minimum of behind the wheel training for each vehicle operator on an on-going basis to be followed by a formal evaluation of driving skills with the number of hours subject to WMATA review and approval. The Contractor shall provide annual vehicle operator re-certification.

All technicians shall undergo a similar training including all aspects not directly related to providing revenue service. Such training shall include the vehicle orientation, defensive driving, accidents and vehicle emergency procedures

The Contractor shall retain all records both hard copy and electronic including but not limited to: training and retraining records, certifications, and forms.

As part of the Technical Proposal, the Contractor shall submit a Training Plan including curriculum and materials, and supporting documents associated with training. After contract award, WMATA will confirm which sensitivity curriculum will be used across and all contractors, and then annually review and approve their training plans. **(CDRL SD-7)**

3.15.4 Operator Dress Code

Dedicated MetroAccess vehicle operators are required to wear uniforms. The uniform shall consist of a blue blouse or shirt with pocket, dark blue slacks or trouser, a dark baseball type cap (optional) and depending upon the season, a dark blue jacket, other dark blue outer garments, and safety vest with a MetroAccess logo, to be approved by WMATA. Shoes shall be black and serviceable having flat, non-skid soles. No high heels, tennis shoes or open sandals are allowed. Tee-shirts, tank tops, jeans and shorts are prohibited. The Contractor shall ensure that the vehicle operators adhere to the dress code and take appropriate corrective action if the vehicle operator(s) fail to comply with the dress code.

All vehicle operator uniforms must be tidy (no rips, stains, etc.). All vehicle operators will also carry a Contractor issued and WMATA approved card identifying the dates of training/certification and the date that re-training re-certification is required. Any vehicle operator observed in the field or noted in Trapeze as providing service in violation of the dress code and/or with missing/out of date certifications may be removed from service by WMATA or other designated party and all revenue hours of vehicle operator's run forfeited by contractor.

The Contractor shall ensure that vehicle operators shall wear or display "MetroAccess" insignia, patch or emblem. No vehicle operator shall wear or display any insignia, patch or emblem other than those approved by WMATA. The form and fit of the "MetroAccess" insignia patch or emblem is subject to review and approval by WMATA. The Contractor shall not display contractor's name or logo unless specified otherwise.

The Contractor shall provide each vehicle operator with a photo identification card. The photo identification card shall include the vehicle operator's name and the phrase "Providing Service for MetroAccess" and may include the contractors' company name. The Contractor provided photo identification card is subject to review and approval by WMATA.

The Contractor shall ensure each vehicle operator carries an accurate timepiece while in service. Each vehicle operator shall verify the time with MACS-OCC or MACS-OCC synchronized time source prior to leaving the garage and during shift change.

3.15.5 Reporting Requirements

Vehicle operators shall report any service problems to the MACS-OCC as they occur, including but not limited to: accidents, incidents, injuries, vehicle condition, manifest errors, schedule adherence problems, customer no-show, traffic condition, customer behavior problems, excessive customer assistance requirement, customer identification problems, fare payment problems, and any other clarification required by the vehicle operator.

Vehicle operators are required to conduct 100 percent ID card checks and validations of all customers for all trips and to be knowledgeable about the WMATA MetroAccess fare policy and any changes in the fare policy communicated by WMATA to the Contractor.

3.15.6 Pre-trip Inspection

Vehicle operators shall inspect their vehicles prior to pull-out. All equipment malfunctions shall be reported to yard dispatch. Equipment malfunctions include but are not limited to the following: inoperable wheelchair lifts (including FMVSS 403/404 checklist), inoperable MDCs, inoperable heating or cooling, and cracked mirrors or windshields. The Contractor shall develop a checklist for the vehicle operators to use in their daily inspection. The checklist completed by the operator shall be provided to yard supervisor prior to pull-out. Determination to remove a vehicle off the road is the responsibility of the yard supervisor, in coordination with the MACS-OCC. The Contractor shall ensure that all on-board vehicle technology shall be fully operational when the vehicle pulls out for service. All reported defects shall be validated by the maintenance staff and discrepancies reconciled with operations management.

Contractor must submit the proposed Pre-trip (DVI) inspection checklist to WMATA for approval. Such submittal shall include all items to be checked; those items which render the vehicle to be OOS; and the step by step method for handling the DVI from submission to repair.

At the conclusion of the day's operation, vehicle operators shall perform a post-trip inspection. The post-trip checklist completed by the operator shall be provided to yard supervisor, dispatch or other such approved staff function prior to the operator leaving the property. Additionally, all vehicle inspection activities shall fully comply with all elements of 49 CFR § 396.

3.15.7 Mobile Data Computer Operation

Mobile Data Computer (MDC) Operations are mandatory unless specifically authorized by WMATA in an emergency situation. The Contractor shall ensure that MDCs are fully operational and employ adequately trained personnel to diagnose, repair and change out MDC units. Vehicle operators shall activate and log-on their respective MDC upon pull-out. If the Service Delivery Contractor fails to provide a fully operational MDC for an assigned run, the MACS-OCC may move runs or trips to other contractors.

In the event an MDC fails while in revenue service, the vehicle operators are required to ACCURATELY, LEGIBLY and COMPLETELY record in accordance with Part VI, Section 3.15.8 Manifests.

Vehicle operators are required to accurately and timely process customer and trip information, including time and mileage of all vehicles' pull-outs and pull-ins, all breaks and all customer pickups and drop-offs, using the MDC.

3.15.8 Manifests

The information regarding run and trip assignments for manifests will be provided by the MACS-OCC. The MDC is the primary manifest of record and is must be utilized completely and accurately. The Contractor(s), and Taxi providers not able to use MDC's, shall provide paper manifest in a format subject to review and approval by WMATA. WMATA will use manifests for determination of WMATA performance standards.

The Contractor's vehicle operators shall complete the manifest, performing each pick-up, drop-off and other stop in the sequence given, unless otherwise directed by the MACS-OCC. The vehicle operator shall note any deviations from MACS-OCC directions. The Service Delivery Contractor shall review manifests as necessary for alterations, accuracy, legibility, and completeness.

As required, the Contractor shall provide original manifests to QA Contractor or WMATA to review for alterations, accuracy, legibility, and completeness.

Unauthorized deviation from the schedule sequence or falsification of information in writing or verbally communicated by the vehicle operator is sufficient grounds to remove the vehicle operator from service. Unauthorized deviation from the schedule includes, but is not limited to, running errands and/or side trips for the customer that have not been scheduled. WMATA reserves the right to extract unauthorized deviation and/or unauthorized dwell from revenue hours.

Altered, inaccurate, illegible, incomplete or unauthorized manifests including no signatures from client submitted to WMATA may result in nonpayment.

The Service Delivery contractor will retain primary responsibility for the retrieval of completed trip manifests from its operators. Furthermore, the contractor will commit trained staff that will ensure compliant manifest completion prior to the physical transfer to the OCC. The staff will ensure accurate completion of all relevant fields to include properly filled out coversheets with accurate route information including operator information, mileage, times, fare data. The contractor will ensure timely organization and delivery of manifests to the OCC. The contractor will also provide timely (48 hours) responses to inquiries from the OCC regarding manifest-related issues.

Manifest shall be retained in accordance with Part III Section 12.1 Retained Records.

3.15.9 Assisting and Locating Customers

Vehicle operators shall assist customers unable to sign a trip ticket by signing for them and noting on the ticket that the vehicle operator has done so. In the event that a vehicle operator cannot locate a customer upon arrival, the vehicle operator will immediately contact dispatch for assistance. Dispatch will attempt by telephone to locate the customer and will provide further instructions to the

vehicle operator. The vehicle operator will not leave the pick-up location until authorized to do so by MACS-OCC dispatcher. Upon arriving, and prior to leaving the pick-up location the vehicle operator will use the MDC device to document his/her location. Where the vehicle is not equipped with an MDC device (taxi), the vehicle operator shall note the no-show and the arrival and departure times on the trip ticket and vehicle operator manifest. WMATA will not pay for any no-show not supported by proper documentation.

3.15.10 Recruiting, Selection, Training and Placement

The Contractor is responsible for recruiting, selecting, training and supervising all Contractor employees. A detailed description of the procedures to recruit, select, train and retrain employees shall be submitted. The Contractor shall also describe the procedures to ensure and document that, prior to being placed "in service," all employees of the Contractor or subcontractors who interact with persons with disabilities receive the mandatory sensitivity training required by WMATA.

3.15.11 Responsibilities for Safety

Vehicle operators are responsible for reporting for work fit for duty. Fitness for duty requires proper rest and good health. To ensure that all MetroAccess operators have obtained proper rest, the contractor shall monitor hours worked (to evaluate fitness for duty and for the purpose of assigning overtime) and any secondary employment. The contractor is required to have a stated policy on fatigue management addressing these issues. This policy must be submitted as part of the Safety Plan (**CDRL SD-10**) with the technical proposal.

Operators shall adhere to speed limits and parking restrictions. Complaints of reckless driving, excessive speeds, and/or illegal parking shall be reported to the Contractor. The Contractor will provide a written response to the complaints. The response will detail the findings and the corrective action(s) taken to preclude future occurrences. If a pattern persists, then corrective action such as suspension of the vehicle operator or removal of the vehicle operator from the contract shall be considered.

Vehicle operators shall announce stops for customers. Vehicle operators shall use interior lighting of the vehicle at night to provide for a safe customer egress from the vehicle and shall not drop off customers into the path of traffic or at any location that would compromise the safety of customers or others.

Vehicle operators shall operate heating and air conditioning systems so as to provide for the comfort of customers. Heating and air conditioning units shall be operational at all times. The vehicle operator is not authorized to open windows for ventilation in lieu of air conditioning unless vehicle air conditioning systems have failed. Vehicle operators shall immediately report all such failures first to OCC, then to their base garage dispatch. The Contractor shall manage the dedicated MetroAccess vehicles to ensure that vehicles with heating and/or air conditioning problems are neither placed nor kept in service.

While in MetroAccess service, vehicle operators shall report all vehicle malfunctions to the MACS-OCC.

All tolls, citations and associated fees including photo enforcement citations shall be paid by the Contractors. The Contractor will maintain a full and complete record and accounting of all photo enforcement citation and will utilize such data in the safety scoring and evaluation of vehicle operators, divisions, and managers. All vehicles are required to be registered in the District of Columbia online citation system. All dedicated vehicles shall possess EZ-Pass transponders attached to a Contractor payment account.

3.15.12 Prohibition of Providing Custodial Care or PCA

Vehicle operators are not required to provide custodial care service or serve as PCA to any customer who cannot travel unattended. WMATA provides free transportation to PCAs who accompany customers. In the event that a customer needs but does not have a PCA with him/her, the vehicle operator shall immediately notify dispatch, which is required to immediately contact the Contractor for instruction.

3.15.13 Assisting Outside Vehicle

The Contractor shall not leave any customer in a situation where it is dangerous to the customer. Vehicle operators are prohibited from entering buildings.

Vehicle operators are required to assist customers in accordance with WMATA's Door-to-Door standards and are required to stay within sight of the vehicle at all times.

3.15.14 Medical Emergency Assistance

In the event of medical emergency, the vehicle operator shall immediately pull his vehicle out of traffic and notify dispatch of the emergency. Dispatch shall immediately take appropriate measures to mitigate the emergency, including notifying the appropriate law enforcement or medical assistance personnel. The vehicle operator shall provide any assistance reasonably required and as required by the training provided by the Contractor. The vehicle operator shall stay with the customer until emergency assistance arrives.

3.15.15 Abusive Behavior and Direct Threats

In the event that any customer engages in any illegal act, or acts in a manner that is unsafe to any vehicle occupant, and/or strikes or otherwise abuses the vehicle operator or any other vehicle occupant, the vehicle operator shall, at the earliest safe moment, report the incident to dispatch, and obtain further instructions. For all such verified incidents associated with abusive behavior and direct threats, the service delivery contractor will promptly prepare and submit required documentation to WMATA in accordance with WMATA policy (See **Appendix A-4**).

3.15.16 Vehicle Lift Operations

Vehicle operators shall operate vehicle lifts or ramps from outside of the vehicle in accordance with OEM lift specifications. Vehicle operators shall provide assistance to customers using adaptive devices in entering and exiting the lift platform and the vehicle. Vehicle operators shall also provide assistance to ambulatory customers who request to use the lift or ramp to enter and exit the vehicles.

3.15.17 Prohibited Acts and Devices

Vehicle operators shall not smoke or operate any type of audio device while transporting customers to their destinations. Smoking is prohibited within 20 feet of the vehicle. Use of cell phones while vehicles are in operation in any part of the service area is strictly prohibited unless for an emergency. Vehicle operators shall comply with WMATA's Electronic Devices Policy (see **Appendix F**).

Vehicle operators shall observe and shall require customers to observe rules of carriage to include: no standing while vehicle is in motion, no person will put a wheelchair in motion, occupied or unoccupied while the vehicle is moving; no person other than the vehicle operator will be allowed to operate the vehicle or the vehicle's two-way communications, lift or ramp device; and no person will be allowed to operate any audio or audiovisual device that can be heard by other customers.

For safety purposes, customers are prohibited from smoking, spitting, playing of audio unless through headphones and consuming alcoholic beverages in vehicles. The vehicle operator shall, at the earliest, safest moment, report any incidents to dispatch which will consult with the Contractor for further instructions. Drinking of non-alcoholic beverages may be allowed for certain disabilities which require either fluid replenishment or intake of sugars.

3.15.18 Transferable Customers

Customers using scooters to board vehicle may be requested but cannot be required to transfer to a seat. Vehicle operators are required to assist in the transfer if the transfer can be made without lifting or carrying the customer.

3.15.19 Securement

Vehicle operators shall ensure that all occupants of a MetroAccess vehicle properly use securement devices, including seatbelts and OEM provided extenders in accordance with OEM requirements. Operators will comply with waivers for seat belt and/or shoulder belt use as permitted by law and recorded in the customer's file by WMATA.

The MetroAccess customer is responsible for providing and securing infant and booster seats.

Vehicle operators are required to properly secure (lock-down or tie-down) wheelchairs, in addition to the proper use of seatbelts. Vehicle operators are responsible for securing strollers, pet carriers, and any other equipment brought by customers that may need to be secured during transportation.

The Contractor shall ensure zero-tolerance for incidents resulting from a failure to secure properly, removing employees from the contract who have done so.

3.15.20 Customer Privacy

Vehicle operators shall keep confidential any information that the vehicle operators may have about the medical or other condition of the customer except as needed to perform the work related to his

or her position. The vehicle operator can report medical information to authorized medical assistance personnel who report to the scene of an accident or to the scene of any medical emergency.

3.15.21 Etiquette

Vehicle operators shall at all times be courteous to customers. In the event of an abusive customer, Vehicle operators shall at all times comport themselves as they have been trained to do in the sensitivity training provided by the Contractor.

3.15.22 Solicitation

Vehicle operators are prohibited from soliciting, encouraging or accepting payment of a tip, gratuity, additional payment or any gift or service from any customer at any time. Engaging in such conduct is grounds for immediate removal from service.

3.16 Maintenance Staff

The Service Delivery Contractor(s) is responsible for maintenance, fueling and cleaning of revenue vehicles. The Service Delivery Contractor(s) provides all staffing responsible for providing supported services in accordance with this contract.

The Contractor shall provide an adequate number of qualified mechanics to maintain the specified vehicles for this project and to respond to defects identified during pre-trip operational inspections and unanticipated vehicle breakdowns. Mechanics shall be legally licensed to operate a paratransit vehicle in the WMATA service area and shall have at least one year of experience maintaining vehicles of similar type.

As part of the Technical Proposal, the Service Delivery Contractor(s) shall submit details of their analysis of Maintenance Staffing Levels and provide recommended staffing levels. **(CDRL SD-8)**

3.16.1 Maintenance Qualifications and Experience

The critical nature of vehicle maintenance cannot be overstated. The safety of our customers, our operators, and the general public is of paramount importance. In addition, the requirement to keep federally-funded vehicles in a state of good repair is a mandatory requirement. The contractor shall ensure that only fully-trained, qualified and certified technicians are allowed to perform maintenance on MetroAccess vehicles, components and equipment. Furthermore, the contractor shall ensure that a sufficient number of qualified personnel are available to perform ALL maintenance, repair, cleaning and fueling operations in a manner that ensures a targeted 95% vehicle availability rate at all times.

WMATA does not specify the specific method by which such training and certification must be accomplished, except as follows:

1. Complete and comprehensive records of ALL training are to be maintained at ALL times.
2. Technician certification may NOT be "in house," but must be administered through third-party testing.

- a. WMATA already recognizes the ASE certification series and will consider other third-party programs if these are proposed.
3. ALL maintenance personnel must have a driving record with the same standards as a vehicle operator. Furthermore, all maintenance personnel shall have an abbreviated training, similar to operators, with regard to the actual maneuvering and operation of the vehicles.
4. All maintenance personnel shall have mandatory training with regard to fueling operations and safety, vehicle hoist (lift) operations and safety, hazardous materials/waste operations, and safety wash bay operations and safety as well as any OSHA, EPA, state or federally mandated training.
5. Proper and complete HazCom requirements, including but not limited to a complete and up to date set of Safety Data Sheets shall be required at all times.
6. Hard copies of ALL DVIs for each and every vehicle for each and every day shall be maintained and available at ALL times.
7. Hard copies of ALL work orders shall be made available upon request at ALL times.

The following specific restrictions exist:

1. No person shall perform any brake repairs without possessing a certification in the area of brakes.
2. No person shall perform any air conditioning repair involving the opening of the refrigerant system, including recharging, without possessing an EPA Part 609 certification.
3. No person shall perform any maintenance or repair on any wheelchair lift without formal training from a factory authorized training program.
4. No person shall perform any repair or exchange of Ranger MDT units or DriveCam units without specific electrical certification and training. Furthermore, such exchanges of WMATA owned units will be subject to WMATA direction with regard to spare units, warranty process, vehicle assignment and record keeping.
5. The contractor shall ensure that the supervision and management of the maintenance operation is carried out by staff members with sufficient experience to ensure safe, clean and reliable operations at all times. This requirement shall be the responsibility of the contractor regardless of the manner by which the contractor delegates maintenance oversight. The contractor shall have a designated manager, supervisor, lead person or some other responsible supervisory staff member on duty at ALL times.

It is expected that the contractor will prioritize the maintenance process as one of the most important functions of the operation and will utilize various methods to attract and retain the best, safest, and most certified pool of technicians.

4 FACILITIES

4.1 Scope of Work

The Service Delivery Contractor(s) shall provide facilities that are within the core MetroAccess service area in order to minimize vehicle deadhead time and mileage. The facilities shall be sufficient to accommodate the number of staff, management functions, and vehicle storage and maintenance required under this contract. The Contractor(s) shall provide all commercial utilities for the facility.

The facility and all activities performed at the facility, including vehicle maintenance, shall comply with all federal, state, and local safety requirements and laws including but not limited to fire codes, building codes, OSHA requirements, and environmental regulations.

The Contractor(s) shall ensure that each facility is operational during required hours to support MetroAccess service including inclement weather days (snow days).

The Contractors shall equip all facilities, including but not limited to the following:

1. Paratransit operating facility dedicated for MetroAccess dedicated service
 - a. Springfield Virginia area currently called "Backlick Facility" provided by WMATA (see **Appendix D**)
 - b. Operating Divisions owned by Contractor(s)
 - c. Operating Divisions leased by Contractor(s), which shall be severable, with WMATA rights to assume lease
2. Office space dedicated for MetroAccess including all support functions (i.e., Training, Safety, Dispatch, Maintenance, Administrative, Secure Lost and Found area, etc.)
3. Technology, equipment and systems for communication needed to support Service Delivery
4. Facility located in close proximity to peak service demand density

The Contractor shall describe in detail how the vehicles shall be protected from vandalism, theft and related problems, and how employees and visitors shall be protected especially during hours when few may be on the property.

If the Contractor proposes to lease a facility, the contractor shall include leaseholder reassignment clause for lease transfer to WMATA subject to WMATA's sole decision to execute the clause at which point the Contractor will be released as leaseholder and WMATA will assume the role as lease holder assuming terms and conditions subject to inspection and WMATA legal review and approval. Any facility repairs required maintaining facility in accordance with lease terms and conditions shall be Contractor's responsibility.

4.2 Space Considerations

In order to assure that adequate space is available for the efficient movement of personnel, assets and maintenance activities. All locations should provide some excess capacity.

A portion of the building footprint should be devoted to vehicle maintenance and shall include the following:

1. Maintenance bays

2. Parts storeroom(s)
3. Wash bay(s)
4. Maintenance offices with restrooms
5. Component repair sub-shop areas
6. Tire shop and secure tire storage
7. Bulk oil room
8. Waste oil area
9. Battery management area

Each facility shall have a specified area that provides staging for ready spare vehicles.

4.3 Combined Operations and Maintenance Facility

Facilities shall include, but not be limited to, inside garage with vehicle bays and sufficient area to allow the contractor room for a maintenance area, parts storage area, revenue vehicle cleaning and servicing area, building, shop area, grounds, administrative offices, classroom/s for training use, vehicle parking lot, vehicle operator area, and a vehicle operator report area.

The contractor is required to provide an itemized list of all proposed facility related equipment, to include quantities, salient characteristics, make, model numbers, product life cycles and descriptive literature.

While the Authority will examine proposals for off-site maintenance, it is preferred that all locations utilize on-site maintenance. Where off-site or contracted maintenance is proposed, it is further preferred that a minimum maintenance facility capable of minor maintenance be maintained at all locations.

The Contractor shall be responsible for utilities associated with operations and maintenance facilities.

Each maintenance facility shall include but is not limited to the following functions:

1. Vehicle lifts
2. Wheelchair lift maintenance and Inspection
3. A controlled access storeroom
4. Wash Bay
5. Dedicated parking area for Vehicles
6. Bulk Fluids delivery system for Oil, ATF, Coolant
7. Waste Oil bulk tank
8. EPA approved battery storage area for both new and old batteries

As part of the Technical Proposal, the Contractor shall submit a Facility Plans including analysis of proximity to service demand, location, size, safety, security, space consideration and proposed layout. **(CDRL SD-9)**

4.4 Safety and Security

The Contractor shall segregate the parking of revenue vehicles from that of personal vehicles. The interaction between these two groups of vehicles presents increased opportunity for accidents, injuries and other issues including potential disruption of service operations. Therefore, the revenue vehicle parking area should prohibit personal vehicle parking. The Contractor shall, without this provision, submit in writing a specific daily operations plan indicating how the interaction between personal vehicles and revenue vehicles shall remain separated at all times.

Likewise, a one-way traffic pattern enhances the efficient operations of vehicles during both deployment and retrieval. This feature additionally enhances Safety and enables a more robust and standardized daily condition monitoring process. Therefore, to the extent possible all traffic flow should be one way.

The security of staff, as well as of assets, is of paramount importance. To this end, the access to the property should be tightly controlled. The revenue vehicle parking lots shall be fenced and gated with the ability to be locked, and will be well-lit. Any location without 24-hour coverage must ensure ALL revenue vehicles are secure behind fence and locked gate or secured inside a locked shop whenever the property is unattended.

All shops must meet or exceed all statutory and WMATA guidelines for Safety and Environmental, OSHA, and EPA and in accordance with WMATA's SSPP (see **Appendix F**).

As part of the Technical Proposal, the Contractor shall submit a Safety Plan. (**CDRL SD-10**)

5 GENERAL VEHICLE PROVISIONS

5.1 Description

The Service Delivery Contractor(s) is responsible for maintaining the vehicles used by the dedicated contractors in accordance with OEM maintenance standards and WMATA's requirements. The existing MetroAccess vehicles with useful life remaining will be provided for MetroAccess Service Delivery by WMATA for performance of the contract. The Contractor is responsible for the comprehensive inspection of revenue vehicles prior to placement in revenue service. It is anticipated that the existing MetroAccess vehicles with useful life will consist of approximately 700 vehicles, all of which are wheelchair accessible. It is anticipated that these vehicles will have varying years of useful life remaining. Additional vehicles will be added as needed by WMATA. Replacement vehicles will be provided as needed by WMATA.

Vehicle data including quantity, vehicle type, age, mileage, and physical condition is located in **Appendix C**.

5.2 Total Loss - Vehicle Replacement

The following process shall be used by the Contractor when WMATA-owned vehicles are rendered unserviceable as a result of a collision, theft, or fire, and deemed to be a potential total loss.

Within five (5) calendar days after the event, the Contractor shall advise WMATA that a potential total loss situation exists. Such notification shall be in writing to the Director of MACS or his or her

designee with a copy to the Manager, Third Party Liability or his or her designee. Until such time as the vehicle is no longer deemed a potential total loss, all communication on the matter shall utilize the same distribution.

After investigation of incident or event, the contractor shall secure at least two written repair estimates (if applicable) and shall work with WMATA to establish an actual cash value (ACV) for the vehicle immediately prior to loss. WMATA will make the determination whether the vehicle is a total loss. If the vehicle is not deemed a total loss, the contractor shall initiate repairs immediately. If the vehicle is deemed a total loss, the Contractor shall immediately proceed to negotiate settlement of the claim with WMATA claims personnel. The Contractor MUST offer to provide a like kind and quality vehicle as a component of the settlement options. WMATA will determine whether the offered vehicle meets the appropriate standards for entry into MetroAccess service. The Contractor shall ensure the process is completed within sixty (60) days after the vehicle is determined to be a total loss. In any instance where a vehicle is a total loss, all insurance payment for the casualty loss shall be made payable to WMATA.

If a WMATA-owned vehicle is expected to be out of service due to mechanical (or other) reasons for a period of 30 days or longer, the Contractor will notify WMATA as soon as it knows of the delay, and will meet and confer on the direction WMATA would like to take. The Contractor shall provide access for inspections to WMATA or approved third party contractors.

5.3 Daily Vehicles Status Reporting

Every 24 hours, at a time agreed upon by WMATA and the Contractor, a vehicle availability report shall be provided to WMATA for the entire revenue vehicle fleet. The report shall include each vehicle by vehicle number and indicate the following current status information:

1. Assigned Location
2. MDC/AVL active status (Y/N)
3. In-Service Status (Y/N)
4. If not in Service the following is to be noted
5. Location
6. Reason
7. Out of Service Date
8. Estimated Return to Service Date

The Contractor shall ensure that all components of each vehicle including its body, frame, furnishings, mechanical, electrical, wheelchair lift, hydraulic systems, on board technology, or other systems are maintained in proper working condition at all times, free from damage and malfunction.

In no event shall WMATA be required to repair, replace, or maintain any vehicle. The Contractor, at its sole cost and expense, shall provide consumables, lubricants, filters, fluids, parts and supplies required for routine service/maintenance and operation of all vehicles.

The Contractor shall ensure that all ADA components (including wheelchair lifts) of each vehicle are maintained in strict accordance with vehicle and equipment manufacturers.

The Contractor shall use and provide proper emissions equipment and compliance with all State and Federal Regulations concerning emission control. The type and grade of fuel used shall comply with manufacturer's recommended guidelines. It shall be the contractor's responsibility to resolve any design defects with the vehicle OEM or component manufacturer.

5.4 MetroAccess Vehicles

WMATA will provide vehicles to the Contractor to operate MetroAccess dedicated service. WMATA will not provide support vehicles. All vehicles used for MetroAccess service shall be branded in accordance with WMATA's vehicle requirements.

Vehicles used by the Contractor or its dedicated contractors in the performance of this contract are to be used exclusively for MetroAccess service. Use of WMATA provided vehicles as take-home vehicles, or for other services other than MetroAccess, is prohibited.

All vehicles used for MetroAccess dedicated service shall operate in compliance with systems identified in Section 17 Information Technology.

5.4.1 Passenger Service Vehicles

WMATA will provide vehicles to the Contractor to operate MetroAccess dedicated service. Currently there are a total of 673 vehicles available for contracted service, of which 657 are lift-equipped paratransit vans and 16 are ramp-equipped low floor vans.

WMATA anticipates that the Contractor(s) shall maintain and operate sufficient WMATA vehicles to cover its scheduled peak runs, with up to an additional 15 percent for spare/back-up purposes. The actual spare ratios operated by the Contractor(s) are subject to WMATA approval.

To ensure optimal use of fleet resources and in anticipation of active management of demand over the course of the contract, the Authority reserves the right to adjust the size of the fleet at its discretion.

WMATA will allocate the distribution of vehicles needed by the Service Delivery Contractors. It is anticipated that the existing MetroAccess vehicles available with useful life will be sufficient number of vehicles to perform current dedicated trip volume.

5.4.2 Authorization to Provide Vehicles

WMATA may authorize the Contractor to provide, lease, or purchase vehicles to respond to unanticipated increases in service demand. Vehicle requirements shall be in accordance with WMATA vehicle specifications and subject to WMATA's approval. WMATA will provide Contractor with vehicle license tags for authorized vehicle purchases and Contractor shall title the vehicles in WMATA's name.

5.4.3 Operating Vehicles – Beyond Normal Life

WMATA has developed a vehicle replacement schedule for MetroAccess service that establishes a five-year life expectancy for all vehicles. However, to provide for optimum flexibility to respond to

unforeseen fluctuations in ridership or expense, WMATA reserves the right to operate any vehicles beyond the defined life expectancy as needed. Under these circumstances, it shall be understood that those vehicles operating beyond the defined life expectancy will be held to the same maintenance standards as all other dedicated vehicles; however, the Contractor may be authorized to submit for reimbursement those costs associated with the replacement of major components. This request must be submitted prior to commencement of repairs. No such reimbursement is specifically guaranteed and will be subject to WMATA concurrence of maintenance, operations and budgetary necessity.

5.4.4 Support Service Vehicles

The Contractor shall provide all non-revenue vehicles needed to support MetroAccess service, including road supervisor vehicles or other service vehicles. The vehicle should present a professional image, be clearly marked, and be in good working order at all times. The vehicle should be no more than two (2) years old at the start of the contract. Based on the condition of the vehicle, this requirement may be waived by WMATA.

5.5 Dedicated Vehicles

The designation "Dedicated Vehicle" shall be defined as vehicles which are: 1) owned by WMATA or acquired by the Contractor with WMATA's written approval; and 2) are used exclusively to provide paratransit service for the MetroAccess program. Dedicated vehicles must be equipped with WMATA-supplied MDCs and DriveCams, and must display standardized and approved MetroAccess graphics at WMATA's initial expense.

5.6 Dedicated Service

The term "Dedicated Service" shall apply only to the vehicles and services defined in Section 5.5 Dedicated Vehicles. The Contractor will be reimbursed on a revenue hour basis at the contractually agreed-upon hourly rate only for vehicles which meet the above definition of a dedicated vehicle. In no case may rental or non-dedicated vehicles be used (except as specifically authorized in writing by WMATA under the vehicle replacement policy for stolen vehicles or those determined to be a total loss, or for other reasons at WMATA's sole discretion).

5.7 Vehicle Inspections

The Contractor shall conduct a safety inspection to occur each calendar month regardless of the number of miles operated. This inspection shall be performed using a checklist approved by WMATA. WMATA reserves the right to change the format or form during the contract period without additional consideration. Should the vehicle be off site when this inspection is due, it shall be the contractor's responsibility to perform all overdue inspections prior to re-insertion into revenue service.

WMATA reserves the right to perform a 100% quality assurance inspection of the vehicles, either by WMATA personnel or via the use of a third-party contractor. The Contractor may be present during inspections and to offer documentation of any disagreement(s) with the third party inspector; however, WMATA's determination will be binding on Contractor.

A list of defects will be provided to the Contractor and repaired/replaced/ within 30 days or prior to returning the vehicle to service. The Contractor shall repair any safety defects prior to returning vehicles to service.

The Contractor shall maintain and affix decals, MetroAccess logos, striping, and bumper placards to the vehicles before placing them in revenue service and properly remove same from the vehicles when the vehicles are returned to WMATA at the end of their useful life. WMATA will provide the decals, logos, striping, and bumper placards for vehicles being placed into service for the first time. Only WMATA provided decals, logos, striping and bumper placards are allowed to be placed on the vehicles. All other advertising is prohibited.

The Contractor shall meet the requirement continuously at all locations where dedicated vehicles are garaged and/or serviced.

Contractor shall ensure that all vehicle maintenance data be accurately entered into the Fleet Management Information System chosen by the contractor and approved by WMATA, in an accurate and contemporaneous manner. All maintenance staff shall be required to enter the data for their work. It is expressly understood that all vehicle maintenance records must be continuously available and are subject to review by WMATA at any time.”

The Contractor shall be solely responsible for all repairs at its cost. The Contractor shall at its sole expense be required to make all necessary repairs to restore and maintain standard any vehicle found to be out of compliance with requirements.

In the event any dedicated vehicle is operated beyond the five-year life expectancy established by WMATA, the Contractor may, at WMATA’s sole discretion, be entitled to reimbursement by WMATA in the event of the failure of a major vehicle component. The Contractor may request reimbursement for the replacement of major components subject to review and approval by WMATA in advance.

In the event any vehicle that has been in service less than five years requires replacement of a listed major component, Contractor shall ensure that such replaced components attain the expected lifespan in miles for the stated component.

Should any major component of any vehicle that has exceeded five years of service require a subsequent replacement of same component, any Contractor reimbursement shall be reduced on a pro-rata basis to be determined by the percentage of the expected component lifespan in mileage actually achieved.

As part of their proposal, the Contractor shall provide a detailed schedule for minor and major vehicle maintenance, repair and inspection as outlined in the relevant OEM vehicle manufacturer’s maintenance/service manual.

As part of the Technical Proposal, the Contractor shall submit Vehicle Inspection Plans including vehicle inspection for minor and major vehicle maintenance, repair and inspection (as outlined in relevant OEM maintenance/service manuals). **(CDRL SD-11)**

5.8 Vehicle Maintenance Cleaning

The Contractor shall be responsible to maintain, in a clean condition, all of the vehicles, both interior and exterior, at all times used to meet the requirements in this contract.

Contractor shall inspect the cleanliness of each vehicle prior to the commencement of each day of service and shall take all action necessary in order to cause such vehicle to be free from dirt, trash and debris, and willful vandalism (regardless of source) prior to the commencement of each such day.

All vehicles, at a minimum:

1. Shall keep the exterior clean from road dust, mud, and grime, and shall be washed at least once during each week of service on non-consecutive days, and within one day after each rainfall or any other condition affecting vehicle exterior cleanliness.
2. Shall wipe down the seats, clean entire wheelchair lift area, and sweep the interior prior to commencement of each day's service. The Contractor shall ensure service vehicles' windows and floors are kept clean, not less than once each day that vehicles are operated in MetroAccess service. On a weekly basis, and as needed, apply disinfectant to vehicle interior and seats.
3. Shall ensure that no bodily fluids or appearance of biohazards are present on all vehicle interior surfaces prior to commencement of service.
4. Shall ensure no graffiti is present on interior or exterior.
5. Shall ensure all interior seats are free from damage including wear through and tears.
6. Shall maintain the interior free from pests/insects and other vermin at all times.
7. Shall maintain the interior passenger compartment free of noxious odors from cleaning products, vermin control products, and exhaust fumes emitted by the engine of such vehicle.
8. Shall maintain a daily defect log to document visual and safety defects discovered by maintenance staff during fueling and/or cleaning activities.
9. Shall maintain the interior free from acts of vandalism to include graffiti, willful upholstery damage and abuse or damage to mechanical components among others.

The Contractor is expressly prohibited from using any vermin control product, or application procedure for such product, that would be hazardous to the health and well-being of the passengers, service animals, and vehicle operator of such vehicle. WMATA shall approve any and all such products in advance. Contractor shall require contractor's Q/A department to regularly inspect and report on condition of vehicles for cleanliness and compliance. The Service Delivery Contractor shall maintain a cleaning activity log for periodic review by WMATA or QA Contractor.

Any vehicle found not in compliance with these cleaning provisions will be removed from providing MetroAccess service without limiting Contractor's service obligations.

5.9 Vehicle Registrations, Governmental, Emissions Inspections, and Violations

The Contractor shall provide labor to complete all required vehicle registrations, governmental, and emissions inspections. Vehicle registrations (license tags), as well as state and local safety and emissions inspections must be maintained in a current jurisdiction for all dedicated vehicles under the care and control of the Contractor or its subcontractors. Contractor shall report the registration and inspection status of all dedicated vehicles to the Director of MACS or their designee on a monthly basis and will provide copies of all registration and inspection renewals as they are completed.

Failure by the Contractor or its subcontractors shall maintain 100 percent compliance with this requirement (extensions obtained by the Contractor or its subcontractors for ANY reason will not relieve the Contractor of its responsibility under this section) will be treated as an Administrative Failure to Perform

The Contractor shall provide monthly administrative assistance with violation documentation, assessment and sorting.

The Contractor shall provide all labor and cost associated with traffic violations related to provision of Service Delivery. The Contractor shall pay for any violation as a result of operating the Service Delivery.

As part of the Technical Proposal, the Contractor shall submit Registration, Inspection, and Violation Work Plans. **(CDRL SD-12)**

6 FUEL MANAGEMENT SERVICE

The preferred method of fuel management service is WMATA provided bulk fuel utilizing on site fueling operation by the Service Delivery Contractor(s). Service Delivery Contractor's currently utilize bulk fueling operations at most service delivery locations with fuel capacities of 10,000, or 12,000 gallons. Division fuel capacity maybe dependent on permits, number of vehicles assigned to a location, the demand for service from the garage.

Experience indicates that the 10,000-gallon capacity has difficulty attaining favorable results because the capacity of 10,000 gallons and delivery requirement of 8,000 gallons requires close monitoring of current and predictive levels of fuel by the Contractor. Therefore, WMATA will give preference to the 12,000 gallon configuration.

The Contractors are responsible for receiving, timely ordering, and capacity management for single location delivery of 8,000 gallons per delivery. The Contractor shall provide fuel usage reports in accordance with WMATA standards. The receiving contractor will document delivery date(s) and times, confirm quantities delivered and/or post-delivery readings and sign for each delivery. Per established requirements, copies of such documents will be submitted to WMATA.

WMATA reserves the right to explore alternative methods of purchasing fuel using the Government Services Agency Federal Supply Schedule without any change in cost to WMATA.

WMATA reserves the right to provide alternative fuel locations and/or options.

6.1 WMATA Provided Bulk Fuel Provisions

The Contractor shall identify suitable operating locations for bulk fuel tanks. Contractor shall certify to WMATA that proposed tanks shall be used exclusively to fuel MetroAccess revenue vehicles and not vehicles for any other purpose. The Contractor shall provide WMATA with notice 24 hours in advance for bulk fuel requests. The Contractor shall provide video surveillance security for fueling area to provide complete views of fueling operations subject to WMATA review and approval.

Fuel tanks shall be equipped with computerized inventory and dispensing mechanisms capable of generating WMATA required reports. The reports shall produce detailed records on the number of gallons dispensed, date and time of each transaction, vehicle number and vehicle mileage. The Contractor shall ensure that the odometer mileage shall be entered accurately. The reports shall be provided to the Director of MACS or their designee on a monthly basis as an attachment to the Contractor's monthly invoice.

When a fuel delivery is needed, Contractor will contact WMATA's MetroAccess Service Delivery Operations Manager or their designee. The fuel provider will deliver the fuel and provide a delivery receipt to Contractor showing the type of fuel and the number of gallons delivered, which the Contractor shall forward to the Director of MACS or their designee. The fuel supplier will also send the invoice to WMATA with this same information.

Notwithstanding the terms stated above, instances may occur whereby WMATA may choose to issue fuel credit cards or other media for the purchase of fuel for the MetroAccess operation.

Such instances would apply including but not limited to declared states of emergency, or when WMATA's Continuity of Operations Plan (COOP) is in effect. In the event of such occurrences, WMATA will, at the end of the given month, provide a copy of a fuel purchasing statement to Contractor.

If there are any interruptions due to the Contractor failing to request fuel, the Contractor shall provide uninterrupted fuel service for MetroAccess service and bear all cost without reimbursement from WMATA.

If there are any interruptions due to the WMATA fuel contractor failing fulfill the Contractor's request for fuel, the Contractor shall provide uninterrupted MetroAccess service and may seek reimbursement for fuel purchased by the Contractor with adequate detailed documentation provided to WMATA. WMATA may reimburse at the prevailing fuel market rate for the service area at the time of purchase.

As part of the Technical Proposal, the Contractor shall submit details of their Bulk Fuel Plans including security functions and continuity for continued operation plans. **(CDRL SD-13)**

6.2 WMATA Provided Cardkey Provisions

WMATA currently utilizes a third-party Cardkey system that provides service from eight locations. WMATA will provide the address list of currently used fueling locations (see **Appendix H**). Should WMATA choose accept a Service Division location for which bulk fueling is not an option, a WMATA provided Cardkey system shall be utilized. WMATA is responsible for the fueling contract. WMATA will provide Cardkey fuel usage by vehicle and employee. WMATA reserves the right to change third party Cardkey providers and fueling locations.

The Service Delivery Contractors shall provide all necessary labor at no additional cost to WMATA to fuel vehicles.

The Contractors shall assume responsibility for security of cards, access, and PINs associated with the Cardkey system. The Contractor shall ensure that each card shall be used only for the assigned vehicle. The Contractor shall ensure that each employee shall use only the PIN assigned to that employee and the odometer mileage shall be entered accurately.

WMATA recognizes there are multiple options related to Cardkey fueling, when to fuel, and location to fuel, in a revenue service operation. As part of the Technical Proposal, the Contractor may propose a Cardkey Fuel Management Plan describing how the plan would be responsive to WMATA. If proposed, the Contractor shall submit details of their Cardkey Fuel Management Plans including security functions and continuity of operation plan. **(CDRL SD-14)**

7 SAFETY PROGRAM

The Contractor shall comply with WMATA's System Safety Program Plan (SSPP).

7.1 Safety Measurement System Description

The Washington Metropolitan Area Transit Authority (WMATA) implemented the Safety Measurement System (SMS). SMS was designed to eliminate the manual recording of accident and incident investigation data and will be WMATA's primary repository of accident and incident investigation data for all WMATA operations. Functions include the following:

1. Incident intake
2. Incident investigation
3. Outcome
4. Corrective Action
5. Safety statistics (preventability, accident type, etc.)
6. Real-time coordination with MACS-OCC

7.2 Safety Measurement System Administration

The Contractor shall ensure that all accident and incident investigation data, as well as all service delivery observation data will be entered into the SMS database by the Road Supervisors within 24 hours of the initial incident. In preparation for implementation, all Road Supervisors shall attend WMATA provided Incident/Accident Investigation Training and SMS training and Contractor staff shall demonstrate proficiency in its use. WMATA will provide training schedule(s) and advanced notification to Contractor.

WMATA will provide laptops for Road Supervisors for investigation of incidents and accidents occurring while conducting MetroAccess service. Cellular wireless subscription service will be provided by WMATA under its cellular subscription plan.

1. The laptops will be configured with a Citrix connection to enable authorized users to access the Trapeze database for use in researching Vehicle operator and trip data. WMATA will provide Citrix licenses.

2. Contractor shall ensure that no Road Supervisor will deploy for a work shift without an operating laptop computer. Deployment of a supervisor without an operational laptop computer shall be subject to WMATA approval. Contractor shall ensure that all laptop computers and their associated components are returned and checked in at the end of each Road Supervisor's work shift.
3. Contractor will be solely responsible for ensuring the safe keeping, asset tracking, and continuous operational readiness of all equipment acquired for use in the SMS program.
4. All laptop and associated equipment repairs or replacements will be the sole responsibility of the Contractor. The end of laptop serviceable life the replacement is subject to WMATA's IT Plan.

7.3 Vehicle Safety Administration

WMATA reserves the right to conduct periodic inspections of vehicles and equipment being used for service throughout the term of the contract. Such inspections may be conducted at the paratransit operating facility, WMATA main facility, during the provision of service, or at another time and location as stipulated by WMATA. Inspections may include third party and/or QA contractor inspections as required by WMATA.

The Contractor shall provide vehicles and/or equipment available for inspection at no additional cost to WMATA.

If a vehicle does not pass a safety inspection, the contractor will be notified of specific safety violations and time period for correction shall be subject to approval by WMATA.

Passenger injuries shall include an accident or incident where the passenger was injured and required medical attention and was transported to the hospital or medical facility from the scene of the accident.

The Contractor shall coordinate any investigations in accordance with Section 17.4.3 DriveCam.

7.4 Facility Safety

The Contractor shall provide a System Safety Plan that includes facility safety related items and shall ensure that the Contractor's plan is in accordance with the WMATA's SSPP. Some elements of the plan include but are not limited to the following:

1. Compliance Environmental
2. OSHA
3. Furniture
4. Cubical space
5. Maintenance equipment
6. Security
7. Emergency evacuation /COOP coordinated with other contractors and WMATA
8. Fire

As part of the Technical Proposal, the Contractor shall submit details of their System Safety Program Plans and COOP. **(CDRL SD-15)**

8 LOST AND FOUND

The Contractor shall secure the lost item and those articles must be tagged with the day and date, the Contractor's name, vehicle operator's name, vehicle number, and MetroAccess customer's name (if known). The Contractor shall make necessary arrangements to house and make available for return the articles that were found.

9 INSURANCE REQUIREMENTS

The SD Contractor(s) shall comply with WMATA's insurance requirements (see Special Provisions).

10 DATA ADMINISTRATION AND REPORTING REQUIREMENTS

The Contractor shall provide data administration and reporting subject to WMATA review and approval. WMATA will work with the Contractor to establish the report content and format. The Contractor will have real-time access to Trapeze based data that may include real time and ad-hoc report access capabilities; however, the Contractor shall provide information and reports including but not limited to the following:

1. Other WMATA approved real-time service data reports
2. WMATA requests for immediate report written or verbal including updates
3. WMATA request for detailed report including updates
4. Safety
5. Customer Service
6. Ad-hoc reporting without additional compensation
7. WMATA will reserve the right to request additional reports that may be unpredictable, unforeseen and with little notice
8. As required by QA
9. Status
10. Corrective Action Plans proactively related to service delivery, deficiencies, anomalies, issues, etc.
11. Recommendations

10.1 Daily Reports

1. Incident/Accident
2. Performance Standards
3. Operations
4. Daily vehicle availability

10.2 Weekly Reports

1. Incident/Accident
2. Safety Performance summary
3. Late to First Pick-Up
4. Report package for Weekly Operations Meeting
5. Mean Distance Between Failures.

10.3 Monthly Reports

1. Incident/Accident
2. Safety Performance summary
3. NTD
4. Technician staffing and proof of ASE certifications
5. Vehicle registration and DC Inspection status.

10.4 Electronic Documentation and Archive System (EDAS)

The Contractors shall propose an electronic document scan system for all retained records that are paper based and not available using other systems. The paper based source shall be organized and retained in accordance with Part III General Requirements, Section 12, so that hard copy is readily accessible in 48 hours. The system shall be capable of scanning, storing, using storage media access, including index searchable criteria. The proposed system shall be accessible by WMATA.

As part of the Technical Proposal, the Contractor shall submit an Electronic Documentation and Archive System Plan, including security features. **(CDRL SD-16)**

11 INVOICE AND BILLING REQUIREMENTS

Refer to Chapter V of the RFP titled Invoices/Payments/Deductions.

12 INCENTIVES PROGRAM AND PERFORMANCE ASSESSMENTS

12.1 Performance Standards

The goal of the WMATA is to provide a service that is on-time 100 percent of the time, with zero missed trips, zero accidents and using properly maintained vehicles.

WMATA seeks to ensure that its MetroAccess program provides the most effective and efficient service and consistently meets all the requirements of the ADA. To help meet the program goals and objectives, the Contractor shall be required to meet specified service and performance standards. These standards may be modified periodically to ensure continued improvement in the service. Incentives may be awarded and liquidated damages may be assessed in relation to the Contractor's performance relative to these standards. WMATA and the QA Contractor will review all Contractor performance and may increase focus on certain areas. Contractors shall identify problem areas and voluntarily investigate, provide details, and reports as requested by MACS and/or QA Contractor.

Performance standards are summarized in Section 12.1 Performance Standards Matrix Summary and described with additional detail in Section 12.2. Performance Standard Details are identified in Section 8.3 Startup Exceptions.

As part of the Technical Proposal, the Contractor shall submit a Performance Plan including policies and procedures that have been demonstrated to have a positive impact on performance standards. **(CDRL SD-17)**

12.2 Performance Standards Matrix Summary

The following matrix summarizes the performance standards: (Description of measure for each line item listed is detailed in Section 12.3 Performance Standard Details)

Item #	Measure	Performance Standard	Incentive	Liquidated Damages
1	On-Time Performance (OTP) Vehicle Arrives within 30-minute pick-up window	≥92.00% of all stops are on time	OTP ≥ 95.00% of stops are on time and productivity must be 1.20 or higher Service Delivery: \$60,000 divided among contractors based on percentage of total dedicated stops performed per contractor	90.00% ≤ OTP < 92.00% of stops are on time Service Delivery: \$40,000 divided among contractors based on percentage of total dedicated stops performed per contractor - OR - OTP < 90.00% of stops are on time Service Delivery: \$100,000 divided among contractors based on percentage of total dedicated stops performed per contractor
2	Excessively Late Trips: Vehicle arrives more than 20 minutes past on-time window and customer takes trip	≤0.75% of all completed customer trips	≥ 0.25% < 0.50% customer trips excessively late Service Delivery: \$5,000 divided among contractors based on percentage of total customer trips completed by dedicated vehicles - OR - < 0.25% customer trips excessively late Service Delivery: \$10,000 divided among contractors based on percentage of total customer trips completed by dedicated vehicles	> 0.75% < 1.25% customer trips excessively late Service Delivery: \$25,000 divided among contractors based on percentage of total customer trips completed by dedicated vehicles - OR - ≥ 1.25% customer trips excessively late Service Delivery: \$40,000 divided among contractors based on percentage of total customer trips completed by dedicated vehicles
3	Missed Trips: Any trip for which a vehicle arrives after the end of the pick-up window and the customer does not take the trip, or any	≤0.75% missed trips as a percentage of completed customer trips	≥ 0.25% < 0.50% Missed Trips Service Delivery: \$5,000 divided among contractors based on percentage of total	> 0.75% < 1.25% customer trips missed Service Delivery: \$5,000 divided among contractors based on

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Item #	Measure	Performance Standard	Incentive	Liquidated Damages
	trip for which the vehicle does not dwell for the required amount of time and the customer does not take the trip		customer trips completed by dedicated vehicles - OR - < 0.25% customer trips missed Service Delivery: \$10,000 divided among contractors based on percentage of total customer trips completed by dedicated vehicles	percentage of total customer trips completed by dedicated vehicles - OR - ≥ 1.25% customer trips missed Service Delivery: \$10,000 divided among contractors based on percentage of total customer trips completed by dedicated vehicles
4	Productivity: Dedicated passengers divided by dedicated revenue hours	≥1.20 dedicated passengers per dedicated revenue hour	≥ 1.35 dedicated passengers per dedicated revenue hour and OTP must be 92.00% or higher Service Delivery: \$60,000 divided among contractors based on percentage of total passenger trips completed by dedicated vehicles	< 1.20 passengers per dedicated revenue hour Service Delivery: \$50,000 divided among contractors based on percentage of total passenger trips completed by dedicated vehicles
5	Complaints: Valid complaints received per 1,000 trips requested	≤5.00 valid complaints per 1,000 trips requested	< 3.00 valid complaints per 1,000 trips requested Service Delivery: \$30,000 divided among contractors based on percentage of total dedicated stops performed per contractor	> 5.00 valid complaints per 1,000 trips requested Service Delivery: \$30,000 divided among contractors based on percentage of total dedicated stops performed per contractor
6	Runs Covered	100%	N/A	\$1000 per uncovered route. WMATA also reserves the right to close runs or move runs to another Contractor.
7	Timely Response to Complaints	≥95% response to QA within 2 business days	N/A	80.00% ≤ response to QA within 2 business days < 95.00% \$5,000 per month - OR - Response to QA within 2 business days < 80.00% \$10,000 per Month
8	Vehicle cleanliness and condition	Per RFP Standards (5.8)	N/A	\$50 per occurrence
9	Operator Dress Code	Per Section VI; 3.15.4	N/A	\$100 per occurrence
10	Vehicle Body Damage	Per WMATA Standards (Appendix J)	N/A	\$250 per occurrence
11	Vehicle Inspections	Per D.C. Motor Vehicle Regulations and	N/A	\$250 per occurrence

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Item #	Measure	Performance Standard	Incentive	Liquidated Damages
		RFP Standards (5.9)		
12	Timely Reporting of Incidents to OCC	within 15 minutes from time of incident	N/A	\$1,000 per occurrence per day
13	Major Incident Notification	within 15 minutes, by telephone call, from time of qualifying major incident	N/A	\$5,000 per occurrence
14	Traffic related violations	Next week day	N/A	Full cost and any late fees
15	Incident Frequency (Total)	≤2.90 per 100K dedicated service miles	< 2.50 per 100,000 dedicated service miles. Each SD contractor that meets the requirement will be awarded a portion of the \$50,000 incentive based on their percentage of dedicated service miles, provided they simultaneously achieved an Injury Rate <3.00 per 100,000 passengers during the same period.	N/A
16	Incident Frequency (Preventable)	2.00 per 100K dedicated service miles	N/A	> 2.00 per 100K dedicated service miles. Each SD contractor that did not meet the requirement will absorb a portion of the \$50,000 liquidated damages based on their percentage of dedicated service miles
17	Customer Injury Rate (CIR) # Injuries divided by 100,000 passengers.	≤3.00 injuries per 100,000 passengers.	NOTE: >3.00 CIR will preclude any incentive for Total Incident (IFR) Rate during the same period.	
18	Road Supervisor Performance	Arrival within 30 minutes from time of incident	N/A	\$150 per 15-minute increment above 30 minutes
19	Monthly Reporting or Administrative Failure to Perform	Timely, consistent, and accurate	N/A	\$1,000 per occurrence per day
20	PMI Compliance	100% compliance with PMI and 30 day inspection requirements within 10% time/mileage tolerance	N/A	\$750 per occurrence

Item #	Measure	Performance Standard	Incentive	Liquidated Damages
21	Operator Refused Trips	100% coverage	N/A	\$150 per occurrence
22	Unauthorized Dwell	TBD	N/A	\$150 per occurrence
23	Failure To Maintain ADA Component	Per WMATA OEM Policy and Procedures (Ref 12.3.23 & Appendix K)	N/A	\$200 per occurrence
24	Vehicle Registration	Per D.C. Motor Vehicle Regulations and RFP Standards (5.9)	N/A	\$1000

12.3 Performance Standards Details

The Performance Standards Details further describes the items listed in the Section 12.1 Performance Standards Matrix Summary. This is a performance-based contract. Contractor shall meet with WMATA staff to confer about the reasons for adverse performance standards and provide recommendations for corrective actions. The Contractor’s corrective actions shall provide the steps, resources, and timeline to bring performance back into contract standards.

The performance standards, incentives, and liquidated damages included herein are based on anticipated improvements from current performance levels. While reducing cost per trip is important, the Contractor must strive at all times to provide service in a manner that also maximizes customer service.

For all of these performance measures, WMATA, utilizing the QA Contractor, will monitor and evaluate all contractors.

Where WMATA’s internal QA Unit conducts independent spot-checking of contractors, these spot checks will evaluate the combined population of the contractor.

12.3.1 On-Time Performance (OTP)

92.00% represents the minimum performance standard for OTP. WMATA expects sufficient extra board to ensure OTP.

For performance calculation purposes, the OTP measure is calculated by dividing on-time stops by all stops for a calendar month, expressed as a percentage rounded to two decimal places (i.e., 92.00%).

The Service Delivery Contractors will split the incentive or liquidated damages based on the percentage of dedicated stops each Contractor provided. For the OTP incentive to be awarded, productivity must be 1.20 or higher.

For example, consider a scenario in which the Contractors provide 170,000 total dedicated stops in a month. Three Service Delivery Contractors provide 76,500 (45%), 51,000 (30%), and 42,500

(25%) dedicated stops. If the Contractors, including taxi subcontractors, achieve an OTP of 95.00% in that month and productivity is 1.20, the calculation for OTP incentives will be as follows:

- Service Delivery Contractor 1 incentive = $(76,500 / 170,000) \times \$60,000 = \$27,000$
- Service Delivery Contractor 2 incentive = $(51,000 / 170,000) \times \$60,000 = \$18,000$
- Service Delivery Contractor 3 incentive = $(42,500 / 170,000) \times \$60,000 = \$15,000$

Should OTP for the month be greater than or equal to 90.00% but less than 92.00%, there will be a first level liquidated damages assessed. Should OTP for the month be less than 90.00%, there will be a second level liquidated damages assessed instead.

Using the same number of dedicated stops and contractors as above, in a month in which the Contractors and taxi subcontractors achieve an OTP of 90.50% the liquidated damages calculation will be:

- Service Delivery Contractor 1 liquidated damages = $(76,500 / 170,000) \times \$100,000 = \$45,000$
- Service Delivery Contractor 2 liquidated damages = $(51,000 / 170,000) \times \$100,000 = \$30,000$
- Service Delivery Contractor 3 liquidated damages = $(42,500 / 170,000) \times \$100,000 = \$25,000$

12.3.2 Excessively Late Trips

For performance calculation purposes, the measure is calculated by counting all completed customer trips for which the vehicle arrived at the pick-up location more than twenty (20) minutes after the end of the scheduled pick-up window and the customer accepted the trip, divided by the total number of completed customer trips, expressed as a percentage, and rounded to two decimal places. This measure includes taxi.

Should excessively late trips be 0.25% or higher but less than 0.50% of completed customer trips, a first level incentive will be awarded. Should excessively late trips be less than 0.25%, a second level incentive will be awarded instead.

Should excessively late trips exceed 0.75% but be less than 1.25% of completed customer trips, first level liquidated damages will be assessed. Should excessively late trips be 1.25% or greater, a second level liquidated damages will be assessed instead.

The Service Delivery Contractors will split the incentive or liquidated damages based on the percentage of completed dedicated customer trips each Contractor provides.

Where excessively late trips exceed 0.75% of completed customer trips, the Contractor shall meet with WMATA staff to confer about the reasons for the increased number of missed trips and excessively late trips and develop solutions to improve performance.

12.3.3 Missed Trips

For performance calculation purposes, a missed trip shall be defined as either:

- Any stop for which the operator arrived at the pick-up prior to or during the scheduled pick-up window but for which the operator failed to wait the required wait time within the window before leaving the pick-up location and the customer did not board and take the trip (Missed Dwell).
- Any stop for which the vehicle operator arrived at the pick-up after the scheduled pick-up window and the customer does not board and take the trip.

The measure is calculated by counting the total missed trips as defined above, divided by the total number of completed customer trips, rounded to two (2) decimal places. This measure includes taxi.

Should missed trips be 0.25% or higher and less than 0.50% of completed customer trips, a first level incentive will be awarded. Should missed trips be less than 0.25%, a second level incentive will be awarded instead.

Should missed trips exceed 0.75% but be less than 1.25% of completed customer trips, first level liquidated damages will be assessed. Should missed trips be 1.25% or greater, a second level liquidated damages will be assessed instead.

The Service Delivery Contractors will split the incentive or liquidated damages based on the percentage of completed dedicated customer trips each Contractor provides.

Where missed trips exceed 0.75% of completed customer trips, the Contractor shall meet with WMATA staff to confer about the reasons for the increased number of missed trips and excessively late trips and develop solutions to improve performance.

12.3.4 Productivity

The minimum performance standard for passenger productivity is 1.20, calculated by dividing the number of dedicated passengers by dedicated revenue hours, rounded to two (2) decimal places (i.e., 1.45).

Incentives are awarded to the Service Delivery Contractors when productivity in a calendar month is 1.35 or higher and OTP is 92.00% or higher.

Liquidated Damages are assessed to the Service Delivery Contractors when productivity in a calendar month is lower than 1.20.

The Service Delivery Contractors will split the incentive or liquidated damages based on the percentage of dedicated passenger trips each Contractor provides.

12.3.5 Complaints

The minimum performance standard for Complaints is 5.00 valid complaints per 1,000 trips requested, calculated as the total number of valid complaints in a calendar month, multiplied by 1,000, divided by the total number of trip requests that month, rounded to two (2) decimal places.

Complaints against the Contractor(s) will include complaints from or on behalf of customers or the general public concerning the Contractor. They do not include complaints against WMATA policies or complaints about eligibility determinations.

Where total complaints exceed five (5) per thousand trips requested, the Contractors will meet with WMATA staff to confer about the reasons for the increased complaints and develop solutions to improve performance.

The Service Delivery Contractors will split the incentive or liquidated damages based on the percentage of dedicated stops each Contractor provided. Incentives will be applied when complaints in a calendar month are below 3.00 per 1,000 trips requested. Liquidated Damages will be applied when complaints in a calendar month are 5.00 per 1,000 trips requested or more.

12.3.6 Runs Covered (Missed runs)

The performance of scheduled runs will be closely monitored. The Contractor shall provide 100% assigned run coverage to ensure both vehicle operator and vehicles are available for revenue service.

For every event where the service delivery contractor fails to cover a scheduled run assigned by the OCC and accepted during the scheduling process, the liquidated damages shall be assessed.

12.3.7 Timely Response to Complaints

WMATA requires timely responses to customer complaints; Contractors will ensure 95% of responses to complaints are delivered to QA within two (2) business days. Contractors will be assessed a first level liquidated damages for any month when the percentage falls below 95%.

Should response to QA within 2 business days for the month be greater than or equal to 80.00% but less than 95.00%, there will be a first level liquidated damages assessed. Should response to QA within 2 business days for the month be less than 80.00%, there will be a second level liquidated damages assessed instead.

12.3.8 Vehicle Cleanliness

Per WMATA Policy and condition spot-checks (completed by QA).

12.3.9 Operator Uniform

Per Dress Code (Section VI; 3.15.4.). Contractor shall be assessed liquidated damages (per occurrence) when operators are found not to be in compliance.

12.3.10 Vehicle Body Damage

Service Delivery Contractors are responsible for the proper inspection and maintenance of MetroAccess revenue vehicles, both interior and exterior, under the requirements of the contract.

Service Delivery Contractors shall inspect the condition of each vehicle prior to the commencement of each day of service and shall take all action necessary in order to cause such vehicle to be free from body damage (interior and exterior) prior to being placed in service.

WMATA understands the majority of the vehicles are not “as new” and are subject to daily wear. Normal wear such as minor scuffing and light scratches is expected from regular use, and therefore excluded from performance standards and will not be subject to liquidated damages. However, any normal vehicle wear still requires maintenance cleaning as outlined in RFP No.CQ17128 part VI section 5.9. Poorly repaired body damage will be subject to the same performance standard as Vehicle Body Damage.

Vehicles discovered in the ready line or in revenue service with body damage will be assessed performance disincentives as outlined in RFP No.CQ17128 part VI section 12.2 item # 9.

Vehicle body damage may include;

1. Outer body dents
2. Heavy paint scratches (interior and exterior)
3. Cracked, damaged or missing trim and weather stripping (interior and exterior)
4. Graffiti, markings, and writing (interior and exterior)
5. Seat damage including tears
6. Floor damage including steps and securement tracks
7. Stanchion damage or missing components including hardware
8. Broken or cracked mirrors
9. Missing or damaged wheel covers
10. Missing or damaged stripes, decals and logos
11. Bumper (front and rear) visible damage/dents
12. Cracked, missing or broken windshield, wipers and windows
13. Roof damage
14. Outer body perforation
15. Doors (exterior and interior) damage or missing components including hardware

Service Delivery Contractors are responsible for maintaining the vehicles assigned.

12.3.11 Vehicle Inspection (District of Columbia)

All vehicles shall have a current valid inspection sticker from the jurisdiction. Contractor shall be assessed liquidated damages per vehicle/per occurrence for violation of the above standard. An occurrence is defined as each deployment into revenue service without proper and current compliance with jurisdictional inspection requirements outlined above.

12.3.12 Timely Reporting of Incidents to OCC

Initial information about an incident shall be reported to OCC within 15 minutes of occurrence. Failure will result in an assessment of liquidated damages (per incident, per day).

12.3.13 Major Incident Notification

MACS management shall be notified by the service delivery contractor, via telephone call, of any qualifying “major” incident related to MetroAccess service (see **Appendix A3**). Notification must occur within fifteen (15) minutes of the incident. Failure will result in assessment of liquidated damages.

12.3.14 Traffic-Related Violations

Contractors will be responsible for payment of traffic violations and any associated late fees, regardless of reason.

12.3.15 Incident Frequency (Total)

The performance goal for Incident Frequency is 2.90 incidents per 100,000 dedicated service miles, rounded to two (2) decimal places. Incident counts are to include those incurred by taxi subcontractors as they apply to specific SD Contractors. All incidents are to be reported to WMATA, but incidents not resulting in vehicle damage, property damage, or injury will not be counted towards the incident frequency performance goal.

The Incentives for Total Incident Frequency will be awarded based on the respective performance of each Service Delivery (SD) Contractor. Should the Total Incident Frequency for a month be less than 2.50 per 100,000 dedicated service miles, each Service Delivery Contractor that reached this goal and simultaneously achieved an injury rate of no more than 3.00 per 100,000 passengers during the same period will receive a portion of the incentive based on each contractor’s percentage of total dedicated service miles. The SD Contractors who did not meet the monthly Incident Frequency performance requirement (less than 2.50 per 100,000 dedicated service miles) will not receive the incentive.

There are no liquidated damages for incident frequency because it includes non-preventable incidents.

12.3.16 Preventable Incident Frequency

The performance goal for Preventable Incident Frequency is zero. The measure is to be calculated as preventable incidents, multiplied by 100,000, divided by dedicated service miles, rounded to two (2) decimal places. Incident counts are to include those incurred by taxi subcontractors. All incidents are to be reported to WMATA, but incidents not resulting in vehicle damage, property damage, or injury will not be counted towards the preventable incident frequency performance goal.

The liquidated damages for Preventable Incident Frequency will be based on the respective performance of each SD Contractor. Should the preventable incident frequency for a month be 2.00 per 100,000 dedicated service miles or greater, each Service Delivery Contractor will that fails to meet this threshold requirement will absorb a portion of the liquidated damages based on each SD Contractor’s percentage of total dedicated service miles. The SD Contractors who met the monthly Preventable Incident Frequency performance requirement (less than 2.00 per 100,000 dedicated service miles) will not be charged the liquidated damage.

There is no incentive for preventable incident frequency.

12.3.17 Customer Injury Rate (CIR)

The performance goal for Customer Injury Rate is not more 3.00 injuries per 100,000 passengers, rounded to two (2) decimal places. Injury counts are to include those incurred by taxi subcontractors as they apply to specific SD Contractors. All injuries, illnesses and related requests for medical attention or transports to a medical facility are to be reported to WMATA, but incidents that are not deemed to meet the definition of an injury will not be counted towards the customer injury rate performance goal.

The Customer Injury Rate (CIR) shall be calculated based on the respective performance of each SD Contractor. Should the (CIR) for a month be 3.00 per 100,000 passengers or greater, each Service Delivery Contractor that fails to meet this threshold requirement will be precluded from receiving any otherwise qualified incentive for achieving a total incident rate of <2.50 total incidents per month.

12.3.18 Road Supervisor Performance

WMATA requires timely responses to all incidents, regardless of location. The minimum standard for a Road Supervisor to arrive on the scene of an incident is thirty minutes from the time of incident. Failure to meet the minimum standard will result in the assessment of liquidated damages for each occurrence.

Failure to respond within thirty minutes will result in liquidated damages. Additional liquidated damages will be assessed per fifteen-minute increment beyond thirty minutes from the time of the incident.

12.3.19 Monthly Reporting or Administrative Failure to Perform

WMATA requires timely, consistent, and accurate submittal of reports and completion of administrative processes. Failure will result in an assessment of \$1,000 per occurrence per day. Examples include:

- Reconciliation and Data Archiving
- Official Invoice (package) submission to WMATA
- Financial reports to include fare revenue collected
- Accounting for usage of WMATA-supplied fuel
- Performance and other statistical data
- Complaint and No-Show Review
- Reports of all Service Delivery and MACS-OCC activities (facilities, vehicles, and passenger transport)

12.3.20 Preventive Maintenance Inspections (PMI & I-30) Compliance

Contractor(s) must complete all preventive maintenance inspections and thirty-day periodic inspections within a 10% tolerance of time and mileage intervals shown below.

Preventative Maintenance Inspections (PMI)

- The base PMI shall be designated as an “A” PMI and shall have an interval of 6,000 miles.
- The next level PMI shall be designated as a “B” PMI and shall have an interval of 12,000 miles.
- The next level PMI shall be designated as a “C” PMI and shall have an interval of 24,000 miles.
- The highest level PMI shall be designated as a “D” PMI and shall have an interval of 48,000 miles.
- MetroAccess vehicles shall have a PMI performed within 6,000 miles of the previous PMI. MetroAccess vehicles shall have a B PMI performed within 12,000 miles of the previous B PMI. MetroAccess vehicles shall have a C PMI performed within 24,000 miles of the previous C PMI. MetroAccess vehicles shall have a D PMI performed within 48,000 miles of the previous D PMI.
- Also, irrespective of miles accrued, every vehicle shall have a hands-on safety inspection every 30 days (I-30).

WMATA shall deem each inspection to meet the criteria of the subordinate inspection. The A PMI also meets the criteria for the 30-day inspection, the C PMI meets the criteria for the B PMI, A PMI and 30-day inspection.

In any case, where the inspection gap exceeds 10% (34 days for I-30s) or (6601 miles for PMIs) the contractor will be assessed liquidated damages.

12.3.21 Operator-Refused Trips

For performance calculation purposes, the measure is calculated by counting all bypassed customer trips for which the operator/contractor purposely refused to execute the trip that fell within the operational service hours scheduled for the route. This measure includes taxi. For every event where the service delivery contractor bypasses a trip, the liquidated damage shall be assessed.

12.3.22 Unauthorized Dwell

It is incumbent on Service Delivery contractors to appropriately assign and actively monitor their respective field resources (vehicles and operators) during revenue service to ensure on-time performance and maintain system productivity. Liquidated damages will be assessed for unauthorized route deviation, stops, and/or dwells by operators in the course of scheduled service.

12.3.23 Failure to Maintain ADA Component

The primary purpose of complementary paratransit service as delivered by MetroAccess requires fully functional ADA components including, but not limited to, the wheelchair lift. The contractor shall ensure that all such components receive periodic maintenance and proper repair. Periodic maintenance shall include daily vehicle inspections (DVI) where the FMVSS 403/404 checklist is used and verified to be in compliance (**Appendix K**).

At every PMI or I-30, the official Braun 750 cycle maintenance schedule is to be performed. At every B PMI, the official Braun 1500 cycle maintenance schedule is to be performed. At every C & D PMI, the official Braun 4500 cycle maintenance schedule is to be performed.

All maintenance is to be performed by technicians that have attended Braun approved training classes.

All repairs are to be performed by technicians that have attended Braun approved training classes.

Should a vehicle fail to perform a trip due to any failure of any ADA component, and the above referenced maintenance was not properly performed and fully documented, OR maintenance or repairs are performed by technicians who do not have certification of Braun training, the contractor shall be assessed liquidated damages.

12.3.24 Vehicle Registration

All vehicles shall display valid front and rear license plates and carry a valid registration card. Contractor shall be assessed liquidated damages levied per vehicle/per occurrence for violation of the above standard. An occurrence is defined as each deployment into revenue service without proper and current compliance with registration requirements outlined above.

13 SERVICE INTERRUPTIONS

Should a vehicle have a mechanical or non-mechanical failure while in revenue service, the Contractor's Vehicle operator shall notify the MACS-OCC immediately. The Contractor may be directed by the MACS-OCC to deploy a replacement vehicle immediately. All road calls, including the reason for the road call, the method of response and the elapsed time from report to conclusion shall be documented and reported to WMATA. Road calls shall be reported in the Fleet Management Information System chosen by the contractor and approved by WMATA on a daily basis and comply with mandatory NTD reporting purposes.

Service interruptions include but are not limited to the following:

1. Power
2. Technology
3. Coordinate with MACS-OCC Service Interruptions
4. Special events
5. Root Cause Analysis

14 SEVERE WEATHER OPERATIONS

WMATA operates during severe weather conditions and the Contractor shall be prepared to operate during extreme conditions and may operate comparable to fixed-route operations. The Contractor shall cooperate with WMATA regarding service delivery for any exceptions to the operating plans. The Contractor shall prepare in advance of severe weather to coordinate and support operations.

WMATA determines the MetroAccess service level, and the Contractor shall seek WMATA guidance on all decisions relating to service level changes.

The MetroAccess severe weather operating procedures are intended to provide safe and reliable transportation for MetroAccess customers. The severe weather conditions include but are not limited to the following:

1. Earthquake
2. Flooding
3. Freezing precipitation
4. Hurricane
5. Snow precipitation and accumulation
6. Tornado
7. Tropical Storms

During severe weather conditions, additional consideration must be given to the problems that persons with disabilities may experience; (e.g., the effects that cold temperatures have on some types of disabilities and the additional hazards persons with disabilities may encounter; such as unclear or otherwise impassable sidewalks or curb cuts, difficulty or the impossibility of loading/unloading wheelchairs due to curb-side snow windows, and unplowed subdivision streets.)

Due to these factors, many customers with disabilities cancel their MetroAccess trips during periods of severe weather. It is the goal of MetroAccess during severe weather to transport customers to their requested destinations, as long it is safe to do so. Generally, when weather conditions do not allow safe transport, outbound trips are discontinued and only return trips are provided.

Customers are notified if their trips are canceled. It is the policy of MetroAccess to attempt to operate all return or inbound trips before MetroAccess operations are discontinued. In the event that extreme weather conditions or natural disaster prevents operation, the Contractor shall consult with the Director of MACS or designee. Subject to WMATA's approval, the Contractor may be allowed to temporarily suspend or adjust service.

The Contractor shall under no circumstance modify or curtail the provision of service without the express approval of WMATA.

As part of the Technical Proposal, the Contractor shall submit details of their Severe Weather Operation Plans. **(CDRL SD-18)**

15 FARE COLLECTION REQUIREMENTS

WMATA intends to include EZ-Pay fare payment functionality and provide IT related support for this fare collection method. WMATA will establish and set fares for the various types of services provided under this contract. During the term of the contract, WMATA may modify the fare policy.

The Contractor shall be responsible for a good faith effort to collect and secure cash fares under this contract and reconciliation in accordance with WMATA's fare policy and requirements.

WMATA will presume that all cash fares expected, and based on scheduled and performed trips, have been collected by the Contractor. Any exceptions are covered by “no-pay, under-pay” policy and procedure. Operators may not pay a fare for any customer.

The Contractor may propose alternative method and technologies associated with Fare Collection.

16 TOLL CHARGES

The Contractor shall be responsible for all fees and costs related to tolls incurred for Service Delivery. WMATA requires that every vehicle be equipped with and EZ Pass transponder linked to a contractor payment account.

17 INFORMATION TECHNOLOGY (ON BOARD VEHICLE GARAGE/ DIVISION AND IN-VEHICLE)

17.1 Description

For the purposes of the Service Delivery Part of the RFP, Information Technology comprises hardware; software and communications systems used outside of but in coordination with the MACS-OCC to support operation of MetroAccess service, and include but are not limited to:

1. WMATA Furnished Facilities and Equipment
 - a. See Part III Section 5.6
 - b. In-vehicle technology equipment (MDC DriveCam)
2. Contractor Provided
 - a. Workstations and peripheral equipment (printers, etc.)
 - b. Network connections
 - c. Voice (radio) communications
 - d. Third-party applications, as approved by WMATA

17.2 Technology Staff Requirements

The Contractor shall have local staff available and on call at all times to support the various technology and communication equipment supplied by WMATA. All equipment failures shall be addressed and resolved within 24 hours. This staff shall be well versed in the technology and be capable of solving any technology problems. The Contractor shall ensure all MDCs are properly logged on by each vehicle operator for each shift.

As part of the Technical Proposal, the Contractor shall submit details of their Technology Staffing and IT Plans. **(CDRL SD-19)**

17.3 Workstation and Connectivity

For each Division/Garage supporting MetroAccess service, the Contractor shall provide all necessary Information Technology as required connecting through the Internet to the WMATA enterprise, using WMATA-provided Virtual Private Network (VPN) software, unless specified otherwise in these Technical Specifications. The Contractor shall ensure there is adequate bandwidth to fully support the Contractors' ability to fully support the MACS's Operation. The Contractor shall comply with all network configuration and security requirements mandated by WMATA.

The Contractor shall provide for 24-hour operations, with power backup systems to accommodate continuity of operations in the event of a power outage. The Contractor shall submit describe their plans and include as part of **CDRL SD-19**.

The Contractor shall provide all Information Technology, to include but not be limited to, the following contractor related activities:

1. Assignment of Vehicle operators, vehicles, and runs
2. Window Dispatch and monitoring functions
3. Printing manifests and various reports
4. Vehicle maintenance and service activities
5. Other functions approved by WMATA

WMATA will provide limited support for connectivity problems up to the last WMATA node interfaced with the Internet. The Contractor is responsible for all other services, maintenance, updates, security patches, and network connectivity to the last WMATA node, including their internet service provider.

The Contractor shall provide workstations that fully support and interface with MACS's enterprise systems that includes, but are not limited to, the following applications:

1. Mobility Trapeze applications and servers
2. Citrix applications
3. Maximo FIX hosted applications
4. Others as determined by WMATA

The Contractor shall describe their detailed Workstation and Connectivity design and work plan and include as part of **CDRL SD-19**.

17.4 On Board Vehicle Technology

Each vehicle operated under the terms of this contract, shall be equipped with a two-way communications capability to a base station operated by the MACS-OCC Contractor and capable of communication throughout the service area.

17.4.1 MDC Description

WMATA provides Mentor Rangers and associated components for non-verbal communication between the MACS-OCC and MetroAccess vehicles. WMATA also provides the wireless service used to facilitate the communication. The Rangers are used to receive, store and collect electronic manifest information, as well as vehicle location information (via GPS) and text communications. Data from the vehicles is collected in real-time and provides a view of the overall operational status of the vehicle.

The MDCs are mounted and positioned within reach of the Vehicle operator's seated position and where the Vehicle operators can access the MDC digital display.

17.4.2 MDC Maintenance

The Contractor shall identify and describe the proposed maintenance plans associated with MDC and AVL technology equipment. The AVL/MDC will be used in all of the dedicated vehicles to allow real-time recording and trip data transmission and vehicle location, which interfaces with the reservations and scheduling system.

17.4.3 DriveCam Description

DriveCam is a video Vehicle operator safety program used by WMATA which focuses on identifying and addressing the root causes of poor driving behavior by combining sight and sound with real-time Vehicle operator feedback and coaching DriveCam Program transforms volumes of data into simple priorities, guiding vehicle operators to take appropriate action. The web-based application, DriveCam Online®, ensures accountability and allows for benchmarking across the MetroAccess service delivery.

The DriveCam hardware is owned by WMATA, and WMATA provides the wireless service and the software license to DriveCam Online®.

17.4.4 DriveCam Maintenance

The Contractor shall provide maintenance and administrative support associated with the MetroAccess DriveCam systems. This shall include the timely identification of ALL Vehicle operators including maintenance personnel and the timely and effective coaching of all events. The Contractor shall maintain the equipment in accordance WMATA and OEM requirements.

WMATA will be responsible for repairs or replacement of all MDC and Drive Cam units which exceed four years from the date of purchase, except in the case of damage or loss, caused by the negligence of Contractor.

MDCs or DriveCams rendered inoperative due to physical damage or loss will be immediately repaired or replaced by the Contractor at its sole expense. The repair of units over four years old shall be subject to WMATA approval.

The Contractor shall conduct and provide the results of a semiannual physical inventory of WMATA-owned assets. The Contractor shall describe their semiannual physical inventory plans and include as part of **CDRL SD-19**.

18 INTERFACE WITH QUALITY ASSURANCE

18.1 Description

WMATA currently provides monitoring that includes random service delivery inspections of facilities, reports, and records. WMATA may adjust any requirements related to monitoring and inspections.

This inspection includes records accuracy, parts charged properly, and inventory.

WMATA may provide the contracted third party maintenance inspection services to inspect the revenue vehicles.

18.2 Scope of Work

The Service Delivery Contractor(s) shall provide full cooperation, support, access and interface with the QA Contractor and WMATA. The QA Contractor shall provide support related to review and monitoring for the overall operations of the Service Delivery Contractor's work, including but not limited to:

1. Announced and unannounced field observations of operations
2. Monitoring staffing levels, including Vehicle operators and their training, which may include announced and unannounced visits to observe Vehicle operator training program
3. Monitoring maintenance standards
4. Inspect vehicles and vehicle maintenance records, including:
 - a. Announced and unannounced inspections of vehicles or facilities
 - b. Announced and unannounced audits of preventive maintenance inspections (PMI) performance
 - c. Monitoring of the adequacy and conduct of repairs
 - d. Conducting pull-out inspections
 - e. Reports
 - f. Records
5. Safety oversight including announced and unannounced safety audits for vehicles and facilities

6. Other contracted services approved by WMATA

While QA Contractor has responsibility to monitor and review the overall aspects of service delivery, each Contractor is responsible for overseeing and monitoring all aspects of its own operation, including on-street observations of vehicle operator performance, pull-out performance, maintenance of vehicles, accuracy and completion of data collection and editing, as well as other aspects of operation.

Each Contractor shall have a detailed plan for monitoring and for taking appropriate correction actions to correct any deficiencies identified. This monitoring shall include an employee performance, evaluation and disciplinary program as well as a program to monitor and oversee vehicle maintenance.

WMATA and the QA Contractor shall have immediate and unrestricted access to all MetroAccess-related records and data. Unrestricted access shall include scheduled or unannounced visits or inspections at all MetroAccess contractor sites.

As part of the Technical Proposal, the Contractor shall submit details of their QA Interface Plans. **(CDRL SD-20)**

19 INTERFACE WITH MACS-OCC

The Contractor shall provide full cooperation, support, and interaction with the MACS-OCC. The support and interaction shall include, but not limited to the following:

1. Responding to service inquiry
2. Responding to service interruptions at the direction of the MACS-OCC
3. Providing service updates
4. Performing in accordance with service parameters
5. Ensuring compliant completion, organization and timely delivery of completed trip manifests

The MACS-OCC is responsible for all trip reservations and for the scheduling and vehicle control of trips for the Contractors. The MACS-OCC shall direct Contractor's Vehicle operators from vehicle pull-out until vehicle pull-in. MACS-OCC's responsibility includes but is not limited to:

1. Provide the Vehicle operator manifests to the Contractors
2. Authorizing Vehicle operators to mark a passenger as a no-show and depart from the pick-up location without the passenger
3. Informing Vehicle operators of any changes that affect their manifests (e.g. add-ons, cancels, changes)
4. Receive and record all information directly and immediately from Vehicle operators regarding any service interruptions, including but not limited to, road calls, incidents, accidents or major traffic delays
5. Assisting Vehicle operators as needed and managing emergencies
6. Establishing and maintaining times standard for the system

7. Other communications with Vehicle operators as necessary
8. Other contracted services approved by WMATA

The MACS-OCC reserves the right to transfer a passenger's trip to another service Contractor as needed to ensure service quality, timeliness and to meet WMATA's requirements.

The MACS-OCC shall schedule trips as necessary with no implied or expressed considerations other than the needs of the customers and WMATA. The needs of the passengers shall come first and MACS-OCC reserves the right to assign any trip to any Contractor to meet the needs of the service.

The MACS-OCC recognizes that feedback from Vehicle operators and other Contractor employees on the adequacy of schedules and dispatch support is an important part of a successful operation. WMATA encourages Contractors to set up methods to obtain this input and to bring any scheduling or dispatching issues to the attention of the MACS-OCC at Contractor meetings.

The level of service provided during inclement weather shall be at the discretion of the MACS-OCC and subject to WMATA approval.

In the event of a declared public emergency or disaster situation, the Contractor may be called upon to provide evacuation to post-disaster transportation. Once a Contractor is selected, WMATA may enter into negotiations with the selected Contractor to establish a variable vehicle hour rate of reimbursement appropriate to these situations. A contract amendment detailing the agreed upon payment and detailing the procedures and protocols in these situations may be executed.

As part of the Technical Proposal, the Contractor shall submit details of their MACS-OCC Interface Plans. **(CDRL SD-21)**

20 INTERFACE WITH OTHER SERVICE DELIVERY CONTRACTOR(S)

The Contractor shall provide full cooperation, support and interaction with the other Service Delivery Contractor(s). The MACS-OCC Contractor provides the primary interface between Service Delivery Contractor(s).

The Service Delivery Contractor, at the direction of the MACS-OCC, shall provide support including, but not be limited to the following:

1. Service interruptions
2. Road Supervision
3. Vehicle break downs
4. Vehicle operator relief
5. Vehicle changes

21 START-UP/TRANSITION PLAN

21.1 Description

The existing Service Delivery is fully staffed and located at various locations. Many of the functions are mission critical to daily operations meaning that the processes require seamless transition from existing Service Delivery Contractor and related work to new service as Service Delivery Contractor.

There is a transition period that shall occur with implementation of service that results from contracts negotiated with this procurement, and there is a transition period that shall occur at the end of the contract that results from this procurement.

WMATA will determine the date and time for transition of Service Delivery.

21.2 Transition/Implementation Plan

WMATA intends to provide vehicles for start-up transition purposes.

The Contractor shall provide space for start-up requirements.

This Transition plan shall include timeframes and milestones for each task of the implementation. The plan should include, but not be limited to; hiring of staff, occupancy of facilities, utilities, telephones and vehicles (all shall be in place at least thirty (30) days prior to first day of revenue service). Training of all staff shall be completed five business days prior to first day of revenue service.

21.3 Recruitment

The Contractor shall develop a plan to recruit, hire and train service delivery employees, without interfering with the current service. Specifically, if the incoming Contractor recruits existing Contractor employees, WMATA must be assured that they continue to work for the current Contractor until the new service starts. The Contractor shall provide details, and include a plan for ensuring that there is no degradation of service. This plan shall be included in the Technical Proposal. **(CDRL SD-22)**

21.4 Transition-Out

The Contractor shall cooperatively participate in the transition of this service at the end of the contract term. One hundred and twenty (120) days prior to such replacement or additional Contractor starting, participation on required shall include but not be limited to the following:

1. Meetings
2. Transfer of records
3. Access to property/vehicles
4. Inspection and certification of vehicle (as determined by the WMATA)
5. Transfer of all electronic, communication devices and equipment
6. Transition responsibilities for fueling facilities

A transition period is defined as the 120 day period of time prior to the end of the current contract term and the subsequent contract implementation-of-service date. The Contractor shall participate

in the smooth transition of service in such a manner as to ensure the transition results in minimum service disruption to operations.

During the transition phase, WMATA will conduct meetings, as deemed necessary by WMATA, with the incumbents and new contractor(s) to discuss specific operations, records, and other transition events and the time frame in which they shall occur. As requested by the WMATA, the incumbent shall make pertinent records and equipment including vehicles accessible to both WMATA and new contractor within three days of WMATA's request.

As part of the Technical Proposal, the Contractor shall submit details of their Startup Plan/Transition Plans. **(CDRL SD-22)**

22. REQUIRED CDRLS

CDRL #Description (Section Reference)

- CDRL SD-1 Service Delivery Work Plans (Section 2.0)
- CDRL SD-2 Distribution of Service Delivery Work Plan (Section 2.1)
- CDRL SD-3 Taxi Service Plans (Section 2.3)
- CDRL SD-4 Staffing Plan including analysis (Section 3.0)
- CDRL SD-5 Vehicle Operator Staffing Plan including analysis (Section 3.14)
- CDRL SD-6 Qualification Plans (Section 3.14.1)
- CDRL SD-7 Training Plan including supporting documents (Section 3.14.3)
- CDRL SD-8 Maintenance Staffing Levels (Section 3.15)
- CDRL SD-9 Facility Plans (Section 4.3)
- CDRL SD-10 Safety Plans (Section 4.4)
- CDRL SD-11 Vehicle Inspection Plans (Section 5.8)
- CDRL SD-12 Registration, Inspection, and Violation Work Plans (Section 5.10)
- CDRL SD-13 Bulk Fuel Plans (Section 6.1)
- CDRL SD-14 Cardkey Fuel Management Plans (Section 6.2)
- CDRL SD-15 System Safety Program Plans and COOP (Section 7.4)
- CDRL SD-16 Electronic Documentation and Archive System Plan (Section 10.4)
- CDRL SD 17 Performance Plan (Section 12.1)
- CDRL SD-18 Severe Weather Operation Plans (Section 14.0)
- CDRL SD-19 Technology Staffing and IT Plans (Sections 17.2, 17.3 & 17.4.4)
- CDRL SD-20 QA Interface Plans (Section 18.2)
- CDRL SD-21 MACS-OCC Interface Plans (Section 19.0)
- CDRL SD-22 Startup Plan/Transition Plans (Sections 21.3 & 21.4)

METROACCESS RFP APPENDIX LIST

Appendix	Description	RFP Part/ Section No.	RFP Page No.	Notes
A	MetroAccess Policies	III 2.2 III 5.1 V 2.1 V 2.5.1 VI 12.3.12	III-8 III-16 V-3 V-9 VI-51	A1. Customer Guide to MetroAccess: <ul style="list-style-type: none"> • Service Hours • Door-to-Door Service • Trip Scheduling • Vehicle Wait Time • Customer No-Shows • Driver Assistance • Direct Threat / Abusive Behavior • Vehicle Choice • Severe Weather • Subscriptions • EZ-Pay A2. MetroAccess Special Order No. 1-001 Quarantinable Communicable Diseases A3. MetroAccess Special Order No. 2-001 Major Incident Notification Process A4. MetroAccess Direct Threat/Abusive Behavior Standard Operating Procedure (SOP)
B	*Operating Data, Call Center Data, Ridership Forecast, and Trip Concentration	III 5.3 IV 2.1.1 IV 2.1.2 VI 2.1 VI 3	III-17 IV-4 IV-4 VI-9 VI-11	B1. Operating Data: <ul style="list-style-type: none"> • Trips Scheduled (2f) • Trips Completed (4a) • Late Cancels/Cancel at Door (3l, 3m) • Trips No Showed (3i) • Rides (3a-3h) • Ambulatory (3b) • Taxi Volume • Complaints by Category • Revenue Hours (10a) • Average Miles & Times (3q and 3r) B2. Call Center Data

Appendix	Description	RFP Part/ Section No.	RFP Page No.	Notes
				B3. Ridership Forecast and Analysis B4. MetroAccess Trip Concentration Map
C	Roster of Revenue Service Vehicles	III 5.6 VI 5.1	III-21 VI-32	
D	Backlick Facility Layout	III 5.6 VI 4.1	III-21 VI-30	
E	Customer Feedback Resolution Process Flow Map	III 9.1	III-23	
F	WMATA Policies	III 14 V 6 VI 3.15.17 VI 4.4	III-27 V-25 VI-27 VI-31	F1. WMATA System Safety Program Plan F2. WMATA Electronic Devices Policy F3. WMATA Fatigue Policy
G	Floor Plan of MACS-OCC at PG Plaza	V 4.1	V-17	
H	Fueling Locations	VI 6.2	VI-39	
I	Taxi Contractor Evaluation Criteria	VI 2.3	VI-9	
J	Body Damage Policy	VI 12.2	VI-45	
K	Lift Inspection	VI 12.2 (23) VI 12.2.3.23	VI-46 VI-54	

*Additional information, available to the public, can be found at the link below:

<https://www.wmata.com/service/accessibility/metro-access/index.cfm>