

Project Scope of Work Template

This Project Scope of Work template has been developed to include the minimum tasks that all Applicants will be required to perform in **grey-shaded, bold text**. The method each Applicant uses to complete each task (milestone) can vary. SANDAG has provided sample milestones that could be used to successfully achieve each task, as shown below. Applicants must update these sample milestones to demonstrate how they will complete the task.

DEFINITIONS

Access Provider means an organization or entity that directly provides, or contracts with a separate organization or entity to provide, On-Demand Transportation to meet the needs of persons with disabilities, as defined in Public Utilities Code Section 5431.5(a).

Fulfilled Trip means a rider requests a trip, the trip is accepted by a provider, and the rider reaches their requested destination.

On-Demand means a transportation service that does not follow a fixed route or schedule, and the provider can fulfill trip requests within twelve hours.

On-Demand Response Time is the time between when a trip is requested and when the passenger is picked up. For on-demand trips, this cannot exceed twelve hours.

Pre-Scheduled Trip Response Time is the time between the passenger's scheduled pickup time and when the vehicle arrives. If the vehicle arrives before the passenger's scheduled pickup time, the pickup delay shall be "0".

Wheelchair-Accessible Vehicle (WAV) means a vehicle equipped with a ramp or lift capable of transporting non-folding motorized wheelchairs, mobility scooters, or other mobility devices, as defined in Public Utilities Code Section 5431.

Applicant Name		
Task #1	Task/Milestone Description	Deliverables
1.	Access Provider Selection and Preparedness	Access Providers ready and able to begin providing On-Demand services
A.	Identification of Initial Third-Party Access Providers GRANTEE identification of initial third-party Access Providers to provide On-Demand WAV services.	Access Providers Ready and Able to Begin Providing On-Demand Services Care7 Transport is an established asset-based local company in the Non-Emergency Medical Transportation (NEMT) industry. Care7 transport is well versed in providing WAV services in the county of San Diego and currently own and operate a fleet of 20 vehicles, consisting of:

		• 10 ambulatory vehicles • 10 wheelchair-accessible vans (WAVs) To meet the demand for AFA WAV rides, Care7 Transport plans to expand its fleet by purchasing an additional 5 wheelchair vans. This expansion will bring our total number of wheelchair-accessible vehicles to 25 vehicles. Our procurement and deployment processes are streamlined to ensure these additional vehicles will be operational within 30 days of contract receipt, enabling us to start receiving AFA rides immediately. Partnerships and Additional Capacity: Care7 Transport has established a strategic partnership with Eleet Transportation, enhancing our service capacity. Eleet Transportation operates 17 NEMT vehicles, including: • 7 wheelchair-accessible vans • 10 ambulatory vehicles In addition to our partnership with Eleet Transportation, Care7 Transport is actively vetting and has identified two additional strong WAV local service providers in the County of San Diego. These providers will be brought on board within 30 days of winning the contract, further expanding our operational capacity and enabling us to meet the demand for AFA rides promptly. In addition, Care7 transport will hire a dedicated service provider recruiter and compliance person to ensure that more providers join the program for full zip code coverages and to enhance program outreach. Within 4 weeks, Care7 Transport will be ready to receive and fulfill AFA rides, leveraging our expanded fleet and strategic partnerships to ensure efficient and timely service delivery.
B.	Contracting with Additional Third-Party Transportation Vendors	Care7 Transport AFA Program Launch Timeline: Within 4 weeks of receiving the

	GRANTEE contracting with additional transportation vendors. • GRANTEE will coordinate with other providers who could provide AFA service • GRANTEE will work with each potential Access Provider vendor to complete the following before the vendor provides AFA service: ○ Meeting the necessary CPUC charter-party carrier permit requirements (or meeting additional requirements if non-permitted) ○ Finalize rates and establish contract parameters (e.g., service area and vehicles).	contract, Care7 Transport will deploy this timeline to ensure the successful launch of the AFA program. Given our existing experience and strong fleet, several tasks will happen concurrently, potentially reducing the overall timeline. Day 1-5: Initial Contract and Mobilization • Day 1: Receive and review the San Diego County funded WAV program contract. • Day 2: Convene an internal project kickoff meeting to outline key milestones and responsibilities. • Day 3-5: Identify AFA volume and review demand. Add additional vendors to the contract for AFA services to plan for growth in demand. • Notify existing partners (Eleet Transportation and identified providers) about the contract award and initiate detailed coordination and credentialing. Day 6-10: Fleet Expansion and Coordination • Day 6: Finalize purchase agreements for the additional 5 wheelchair vans. • Day 7: Start the procurement process for the new vehicles. • Day 8-10: Coordinate with Eleet Transportation to align schedules and operational plans for joint service delivery. Day 11-15: Onboarding Additional Providers • Day 11-12: Conduct final vetting and selection of the two additional WAV service providers. • Day 13: Formalize partnership agreements with the selected providers. • Day 14-15: Integrate the new providers into the operational plan, ensuring compliance with program standards and expectations.
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		Day 16-20: Contracting with Additional Third-Party Transportation Vendors • Day 16-18: Coordinate with additional providers to ensure they meet necessary CPUC charter-party carrier permit requirements. Facilitate help if needed on MTS requirements. • Day 19: Finalize rates and establish contract parameters (e.g., service area coverages and vehicles) with each vendor. • Day 20: Complete necessary documentation and agreements for third-party vendor integration. Day 21-25: Training and Integration • Day 21-23: Conduct comprehensive training sessions for all drivers and staff on the new WAV program requirements and protocols. • Day 24-25: Test and refine communication and coordination systems between Care7 Transport, Eleet Transportation, and the additional providers. Day 26-30: Final Preparations • Day 26: Inspect and finalize the deployment of the newly purchased wheelchair vans. • Day 27-28: Conduct dry-run operations to test fleet readiness and service coordination. • Day 29: Review and finalize all operational and contingency plans. • Day 30: Officially launch the expanded WAV services in San Diego County, ensuring all vehicles and providers are ready for operation. Start monitoring volumes and location coverage to ensure AFA trip execution progress. This structured timeline ensures a smooth and efficient launch of the AFA program, leveraging Care7 Transport's existing capabilities and industry expertise
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Task #2	Task/Milestone Description	Deliverables
2.	Additional Support Services and Equipment Selection and Preparedness	Support services were established, and equipment was purchased to assist with On-Demand service.
A.	Contracting with Third-Party Paratransit Consultant GRANTEE will identify consultants specializing in paratransit operations, training and development, contracting strategies, and sustainability to help develop or amend the detailed Operations Plan. GRANTEE will establish rates and contract parameters with the selected paratransit consultant.	Within 5 Weeks Following the Notice to Proceed: - CARE7 Transport will identify a suitable third-party paratransit consultant to help develop a detailed operation plan. Within 6 Weeks Following the Notice to Proceed: - A signed contract agreement with the selected paratransit consultant will be finalized and executed. - The contract will clearly establish the rates for services provided by the consultant. - The paratransit consultant will begin work within the defined parameters of the contract.
B.	Contracting with Third-Party Vehicle Mechanic/Inspector or Hiring Vehicle Mechanic/Inspector GRANTEE will select a Mechanic/Inspector specializing in transit vehicles and driver requirements to develop a detailed, sustainable operations strategy and streamline service. GRANTEE will establish rates and contract parameters with the selected Mechanic/Inspector.	Within 1 Weeks Following the Notice to Proceed: - Care7 Transport will position a mechanic. Care7 Transport already has fully established NEMT operations and works with a third-party vehicle mechanic inspector who is highly qualified and currently inspects all Care7 vehicles for MTS, safety compliance and insurance compliance requirements. - Care7 will inform the third-party mechanic about volume outcomes and vehicle inspection timelines within the first week (1 week) following the notice to proceed. - A signed third-party agreement will be finalized to align with this AFA contract and executed with the selected vehicle mechanic/inspector.

C.	Contracting with Third-Party Marketing Consultant or Hiring Marketing Staff (if applicable)	Within 4 Weeks Following the Notice to Proceed:
	GRANTEE will select a Marketing Consultant or Marketing staff to develop and implement a comprehensive outreach and marketing plan	Care7 Transport will hire or solicit within 4 weeks the Notice to Proceed a Marketing Consultant and will be under contract. The marketing consultant will be ready to develop a comprehensive outreach and marketing plan.
D.	Identification of Service Analyst GRANTEE will interview candidates and select a qualified person to hire as one new GRANTEE staff position, a Service Analyst, who will track all AFA service and expense data for reporting and invoicing.	Within 5 Weeks Following the Notice to Proceed: Care7 Transport will identify a new Service Analyst position. CARE7 will hire a qualified person as the new Service Analyst. This new staff member will track all AFA service and expense data for reporting and invoicing.
E.	Contracting with Third-Party Backup Call Center GRANTEE will begin backup call center service or extend its backup call center service contract to provide service to requestors during Business Hours and Extended Hours, seven days a week. GRANTEE will respond to requests within Business Hours, and backup call center will respond to requests during Business Hours and Extended Hours.	Within 4 Weeks Following the Notice to Proceed: Care7 Transport will extend its already-in-house dispatch team with setting /contracting with backup call center service contract to provide a service to AFA riders during its business hours and extended hours, seven days a week, Monday to Sunday. - Care7 Transport will respond to requests from 5:00 AM to 8:00 PM, Monday to Sunday - The backup call center will respond to requests during Business Hours of 5:00 AM to 8:00 PM and Extended Hours of 8:00 PM to 5:00 AM. - Care7 has an in-house dispatch team and will hire additional teams and supervisor lead to oversee and to handle the volume of calls during business hours. - Any calls not answered within the first minute will roll over to the call center during business hours. - Care7 Transport will provide 24-hour phone coverage to ensure all call requests are handled timely.

F.	Contracting with Third-Party Trip Management Software	Within 1 Week Following the Notice to Proceed:
	GRANTEE will develop or amend its existing reservation and trip management application as needed.	- Care7 Transport will work with its current existing software, Route Genie, which is robust and will begin software enhancement requirements if additional efficiency is required. Care7 transport is currently using this software. - Any additional software updates, modification will be completed within 4 weeks of software add-ons. - Care7 Transport and Route Genie have an excellent working relationship and are aware of Care7 pursuing this contract and are ready to align with future demands
G.	Purchase of WAV Vehicles and Other Equipment	Within 4 Weeks Following the Notice to Proceed:
	GRANTEE will procure WAV vehicles and/or other equipment necessary to provide On-Demand WAV services such as cameras, software, and software integration.	- Care7 Transport will purchase 1 accessible hybrid-fueled WAV minivan. - Care7 Transport will purchase 4 additional WAV vehicles. - All Care7 Transport vehicles will have cameras installed (Linxup) and be software integrated with Fairmatics, which tracks drivers' behavior, speeding, harsh braking, and safety violations. CARE7 transport takes safety compliance seriously and currently have all its working vehicles equipped with cameras.
H.	Conducting Vehicle Inspections	Within 4 Weeks Following the Notice to Proceed:
	- The GRANTEE's contracted mechanic/inspector will thoroughly inspect all vehicles before use GRANTEE's WAV service. - GRANTEE or GRANTEE's vendor(s) will conduct general daily vehicle inspections - Once AFA service goes live, GRANTEE's Safety and Compliance Coordinator will perform vehicle inspections outlined in GRANTEE's Operations Plan.	- Care7 Transport will establish a final list of vehicles, which will be updated as needed to reflect ongoing demand changes. The list will be provided to SANDAG upon request and will be updated every 30 days thereafter to align with demand projections. - Once AFA service goes live, Care7 Transport's Safety and Compliance Manager will perform vehicle inspections as outlined in the Care7 Transport Safety Operations Plan. Additionally, all vehicles will be

inspected by the MTS regulatory team. All drivers will have their sheriff's license and badges to be in compliant.

Task #3	Task/Milestone Description	Deliverables
3.	Development of Operations Plan	Completed Operations Plan
A.	Conducting Needs Assessment and Development of Draft Operations Plan GRANTEE will conduct a needs assessment on the current demand for WAV services, the fleet size and capability, the number of trained drivers, etc. GRANTEE will accomplish this assessment by analyzing past service data and client feedback regarding accessible trip supply and demand. The project will be discussed during regional meetings such as Council on Access and Mobility (CAM) and the SANDAG Social Services Transportation Advisory Council (SSTAC). Regular meetings with each Access Provider will ensure GRANTEE understands each vendor's needs to expand WAV capacity. These discussions will assess driver training, insurance expenses, additional vehicles needed, vehicle sharing, etc. GRANTEE will develop a draft On-Demand WAV services Operations Plan to include: • Description of day-to-day operations • Performance measures to assess daily operations • Techniques to deploy to adapt to changing needs or inability to meet minimum performance measures • Techniques to deploy to improve	Within 2 Months Following the Start of the AFA Service Contract: • Care7 Transport will conduct and complete a needs assessment to identify and address specific requirements and challenges. Within 6 Weeks Following the Notice to Proceed: • A draft operations plan will be developed that details the following aspects: ○ Service Delivery: Outline the scope of services, including types of trips covered, geographic areas served, and operational hours. ○ Program Monitoring: Establish protocols for tracking service performance, vehicle maintenance, and driver compliance. ○ Performance Measures: Define key performance indicators (KPIs) such as response times, customer satisfaction, trip completion rates, and safety metrics. ○ Resource Allocation: Plan for the allocation of vehicles, staff, and other resources to meet demand efficiently.

	Response Times and/or On-Demand WAV presence and availability	○ Contingency Plans: Develop strategies for handling emergencies, service disruptions, and peak demand periods. ○ Reporting and Invoicing: Detail processes for collecting, analyzing, and reporting data on service utilization and expenses, ensuring transparency and accountability. ○ Quality Assurance: Implement continuous improvement processes, including regular reviews and audits to maintain high service standards. Project Updates and Vendor Coordination: • Care7 Transport will provide AFA project updates that will be discussed during regional meetings such as the Council on Access and Mobility (CAM) and the SANDAG Social Services Transportation Advisory Council (SSTAC). • Care7 Transport will conduct monthly regular meetings with each third-party transportation Provider to ensure understanding of each vendor's needs to expand WAV capacity. These discussions will assess driver training, insurance expenses, additional vehicles needed, vehicle sharing, and conduct gap analysis. Care7 transport will also work with other service providers to negotiate cost down initiatives, such as insurance, driver training cost and share this leverage with its transportation providers so they can benefit the savings to benefit the program performance
B.	Development of final Operations Plan	• Within 8 Weeks Following the Notice to Proceed • Care7 transport is seasonal NEMT WAV service provider that has worked in this industry for extensive number of years and therefore this structured plan will ensure that CARE7 follows a robust timeline, a comprehensive approach to launching and managing the AFA service, focusing on efficiency, safety, and customer satisfaction to meet program deliverables • Care 7 transport will have a final

		Operations Plan will in place and completed.
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Task #4	Task/Milestone Description	Deliverables
4.	Deployment of WAV Service	WAV trips
A.	Providing On-Demand WAV Service to the Public GRANTEE will begin providing On-Demand WAV service to the public. - On-Demand requests and reservations will be accepted by GRANTEE via telephone only until the reservation and trip management software application is available (Task 2.F.). - Service request/reservation hours will be 5:00 a.m. to 9:00 p.m., seven days per week, with a Response Time of _____ (#) hours after GRANTEE receives the request. - Requests received outside Business Hours and Extended hours will have a twelve hour Response Time - GRANTEE will stage _____ (#) vehicles in different locations of the region to minimize Response Time and match demand.	Within 30 Calendar Days Following the Notice to Proceed: CARE 7 On Demand Dispatch Protocols: Care7 Transport will begin providing AFA WAV trips to members of the public, following these prioritization steps: First Priority: Wheelchair users who need a WAV. Second Priority: Non-wheelchair users with a disability. Third Priority: Non-wheelchair users without a disability, if capacity allows, and the first two priorities have already been met. Care7 Transport will begin providing an On-Demand WAV service to the public: Service Requests and Reservations: Accepted via telephone only until the reservation and trip management software application is available within 4 weeks of the AFA service launch. Service Request/Reservation Hours: Operational hours will be 5:00 a.m. to 9:00 p.m., seven days per week, with a response time of 3-4 hours after Care7 Transport receives the request. East County calls will be dispatched in less than 3 hours, and North County calls will be dispatched within 4-5 hours. Extended Hours Response Time: Requests received outside business

		hours (after 9:00 PM and before 5:00 AM) will have a twelve-hour response time. ○ Vehicle Staging: Care7 Transport will stage minimum of 4 vehicles in different locations of the region to minimize response time and match demand requests. The staged minimum number of vehicles will be adjusted as we determine the volumes of calls, to continuously reduce dispatch timelines. Care7 Transport uses these systems already in house and will further enhance them and implement them to the AFA program • Dynamic Scheduling: Implement dynamic scheduling to optimize vehicle deployment based on real-time demand and traffic conditions. • Automated Dispatch System: Utilize an automated dispatch system integrated with Route Genie to improve response times and reduce manual intervention. • Regular Monitoring: Monitor call volumes and response times regularly to adjust the number of staged vehicles and dispatch strategies accordingly. • Driver Communication: Ensure continuous communication with drivers through mobile devices to provide real-time updates and reroute instructions • Customer Feedback: Collect feedback from customers to identify areas for improvement in the dispatch process and service quality
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Task #5	Task/Milestone Description	Deliverables
5.	Outreach efforts to publicize and promote available On-Demand WAV services to disability communities	Completed outreach efforts and well-informed disability communities
A.	Preliminary AFA Outreach and Marketing Preliminary AFA outreach will consist of meetings with other specialized transportation providers that may be interested in becoming an Access Provider, and presentations at the City of San Diego's Accessibility Advisory Board and the MTS Accessible Services Advisory Committee.	Within 4 Weeks Following the Notice to Proceed: Marketing Campaign Development: - Care7 Transport's marketing consultant will develop a comprehensive marketing campaign and related materials to publicize and promote WAV services. This effort will ensure the program is widely promoted within the Health Equity Zip Codes, disability communities in low-income and minority areas, and populations with limited English proficiency. CARE 7 approach will include: Marketing and Advertising: - Distribute flyers and posters in high-traffic areas. - Place ads in local newspapers. Community Engagement: - Employ strategies to engage low-income older adults and their caretakers. - Leverage existing partnerships with trusted community-based organizations, social service agencies, faith communities, and health systems. Utilizing Existing Networks: - Disseminate program information to CARE 7's current client base of 6,000 low-income families and medically insured participants. - Recruit new participants through referrals and word-of-mouth. Collaborations and In-Person Outreach: - Partner with adult day care facilities. - Conduct outreach at adult day health care centers, senior centers, places of worship, and assisted living facilities across the county. - Use face-to-face meetings, phone calls, and group presentations to share program details and enroll

		eligible participants. ○ Post information on Care7 Transport and partner agency websites. ○ Collaborate with partner referrals (e.g., 211 San Diego). ○ Organize program workshops and leverage social media for broader reach. ○ Advertise and market the service through the call center and website referral program. •
B.	Development and Deployment of Marketing Outreach with Third-Party Marketing Consultant GRANTEE and its marketing consultant will develop a marketing campaign and related materials to publicize and promote GRANTEE's WAV services to disability communities in low-income and minority areas and populations with limited English proficiency. GRANTEE's Operations Plan will detail the complete outreach and marketing strategy. Outreach activities will include fliers (direct market mailing and partner distribution), community presentations, stakeholder meetings, GRANTEE and partner agency website postings, partner referrals (e.g., 211 San Diego), program workshops, and social media. GRANTEE will also advertise and market the service through its call center and website referral program.	Within 7 Weeks Following the Notice to Proceed: • Care7 Transport Complete Outreach Strategy Implementation plan will take place ○ The full outreach strategy will be implemented. ○ Care7 marketing consultant will be under contract with Care7 Transport. ○ All marketing materials will be finalized and utilized to advertise the service. • 90-Day Marketing Campaign Activities: ○ Care 7 Transport will Produce a photoshoot/video shoot to be published on Care7's website and advertised through social media and paid media. ○ Will develop a press release to announce the service to local media. ○ Care 7 transport will continue to conduct targeted outreach and follow-ups. ○ Will initiate and provide a high-level report on press release pickup, media coverage. Ongoing Outreach and Marketing: • Outreach and marketing of AFA service will continue throughout the grant term to ensure sustained awareness and engagement.

C.	Adjustments to Outreach Activities The effectiveness of outreach activities will be monitored and adjusted by GRANTEE based on the response/demand of the target population. GRANTEE will ensure that: • Its On-Demand WAV services are effectively publicized and promoted to disability communities • It markets and promotes public awareness of its On-Demand WAV services in both low-income and minority areas as well as populations with limited English proficiency • Its services are made available to individuals who do not have a smartphone or internet or need additional assistance in requesting the service	Adjustments to Outreach activities To ensure the effectiveness and efficiency of outreach activities, Care7 Transport will continuously monitor and adjust its strategies based on the response and demand from the target population. Key efficiency deliverables and program success will be achieved through the following approaches: Publicizing On-Demand WAV Services: • Utilize diverse marketing channels to promote On-Demand WAV services to disability communities. • Focus on reaching low-income and minority areas, as well as populations with limited English proficiency. • Care7 will create program materials in multiple languages, detailing: • Application procedures. • Eligibility requirements. • Links to the program website. • Dedicated 800 number for the call center. • Care7 will distribute these materials to senior-serving organizations, including senior centers, senior living facilities, and hospitals. • Care 7 will conduct outreach at religious centers (churches, mosques, temples, etc.), food banks, and other social service agencies. • Ensure that individuals without a smartphone or internet access, or those needing additional assistance, can easily request the services.
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Task #6	Task/Milestone Description	Deliverables
6.	Monitoring program	Completed reports and monitoring checklist, tracking performance measures

A.	Adjustments to On-Demand WAV Service GRANTEE will review its Response Times and On-Demand WAV presence and availability and deploy strategies to ensure reasonableness and consistency with performance measures outlined in the Operations Plan and to ensure that Response Times are comparable to what a non-WAV on-demand requestor would receive from a Transportation Network Company (TNC). • Every month, GRANTEE's Service Analyst will monitor and review Response Times and On-Demand WAV presence and availability to ensure reasonableness and consistency with performance measures outlined in the Operations Plan • GRANTEE will deploy strategies that improve its Response Times or On-Demand WAV presence and availability as described in the Operations Plan	Care7 Transport Program Management and Monitoring Plan To effectively manage the program and ensure the success of the On-Demand WAV service, Care7 Transport will implement the following strategies and take the following crucial steps to ensure program success: 1. Monthly Reporting: • Objective: Provide comprehensive insights into the performance of the On-Demand WAV service. • Action: Prepare and submit a monthly report that describes response times, On-Demand WAV presence, and the availability of Care7 Transport and its Access Providers. • Content: Include detailed metrics such as average response times, the number of trips completed, areas served, and availability of WAV vehicles. 2. Monitoring and Addressing Delays: • Objective: Care7 transport will identify and address delays to improve service efficiency. • Action: Care 7 transport will monitor response times exceeding one hour on a monthly basis. • Review Process: ○ Review data with relevant Access Provider(s) to identify the causes of delays, whether due to driver actions, route issues, or vehicle availability. ○ Conduct thorough analyses to understand patterns and develop targeted solutions. 3. Strategies to Improve Response Times: • Objective: Enhance the efficiency and reliability of the On-Demand WAV service. • Actions: Route Optimization: Assist Access Providers in identifying the most time-
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		effective routes to minimize delays and improve service reliability. Vendor Contracting: Contract with new vendors to expand the pool of WAV service providers, ensuring adequate coverage and reducing wait times. 4. Continuous Improvement: • Objective: Foster a culture of continuous improvement to enhance service quality and customer satisfaction. • Actions: Regular Feedback: Collect and analyze feedback from customers and drivers to identify areas for improvement. Performance Reviews: Conduct regular performance reviews with Access Providers to discuss findings from the monthly reports and agree on action plans. Training and Support: Provide ongoing training and support to drivers and staff to ensure they are equipped with the knowledge and tools needed to deliver high-quality service. 5. Stakeholder Engagement: • Objective: Engage with stakeholders to ensure transparency and collaboration. • Actions: Regular Meetings: Hold regular meetings with stakeholders, including Access Providers, community organizations, and regulatory bodies, to discuss program performance and gather input. Transparency: Share monthly reports and performance metrics with stakeholders to maintain transparency and build trust. 6. Scalability and Adaptability: • Objective: Ensure the program can adapt to changing needs and scale as demand grows.
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		• Actions: Scalable Solutions: Develop scalable solutions for expanding service coverage and capacity. Flexibility: Maintain flexibility in operations to quickly adapt to new challenges and opportunities. By implementing these management strategies, Care7 Transport will be able to effectively oversee the On-Demand WAV service, continuously improve response times, and ensure high levels of service availability and customer satisfaction ○
B.	Compliance Monitoring of Vehicles GRANTEE's Safety & Compliance Coordinator will review the preventative and routine vehicle maintenance performed by Access Providers to ensure consistency with industry standards, inspection requirements mandated by the CPUC, and other procedures outlined in the Operations Plan. GRANTEE will maintain the weekly vehicle observations, initial vehicle inspections, and annual inspections as described in the Operations Plan.	Care7 Transport Compliance Monitoring and Key Deliverables Quarterly Reporting: ○ Objective: Ensure transparency and accountability in vehicle maintenance and service quality. ○ Action: Care7 Transport will provide a quarterly report that includes: ○ Findings from the review of preventative and routine vehicle maintenance. ○ Any issues reported to Care7 Transport and its Access Providers. ○ Complaints received by Care7 or an Access Provider regarding AFA service. Steps to Conduct Compliance Monitoring: 1. Preventative and Routine Maintenance Review: ○ Regular Inspections: Conduct regular inspections and maintenance checks as per the schedule outlined in the Operations Plan. ○ Documentation: Maintain detailed records of all maintenance activities, including dates, services performed, and any issues identified. ○ Certified Mechanic Feedback: Incorporate feedback from the certified mechanic during annual

		vehicle inspections to improve maintenance practices. 2. Issue and Complaint Tracking: ○ Report Collection: Collect reports of any issues or complaints from Access Providers and customers. ○ Logging: Log all issues and complaints in a centralized database for tracking and analysis. ○ Resolution Process: Implement a standardized process for investigating and resolving reported issues and complaints. 3. Training and Resources: ○ Training Resources: Provide Access Providers with training resources, including workshops and materials from the California Association for Coordinated Transportation (CalACT) and the Community Transportation Association of America (CTAA). ○ Workshops: Encourage Access Providers to participate in maintenance workshops to stay updated on best practices and new technologies. 4. Quarterly Report Preparation: ○ Data Analysis: Analyze maintenance records, issue logs, and complaint reports to identify trends and areas for improvement. ○ Report Compilation: Compile the findings into a quarterly report, highlighting key insights, actions taken, and recommendations for improvement. ○ Stakeholder Review: Share the quarterly report with relevant stakeholders, including Access Providers and regulatory bodies, for review and feedback. 5. Implementation of Improvement Strategies:
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		○ Mechanic Feedback: Use feedback from the certified mechanic to refine and enhance maintenance protocols. ○ Continuous Training: Continuously update and provide training resources to Access Providers to ensure high standards of vehicle maintenance. ○ Monitoring and Adjustment: Regularly monitor the effectiveness of implemented strategies and make necessary adjustments to improve compliance and service quality. Key Deliverables: • Quarterly Reports: Detailed reports outlining maintenance findings, issues, and complaints, along with actions taken and recommendations. • Improved Maintenance Practices: Enhanced maintenance protocols based on mechanic's feedback and ongoing training. • Increased Stakeholder Engagement: Regular communication with stakeholders through quarterly reports and feedback sessions. • Continuous Improvement: Ongoing refinement of maintenance and compliance strategies to ensure the highest standards of service quality. By following these steps, Care7 Transport will effectively monitor compliance, ensure rigorous vehicle maintenance, and continuously improve service delivery. •
C.	Compliance Monitoring of Drivers and Other CPUC Safety Requirements GRANTEE will review Access Provider files for all drivers who provide AFA service to ensure compliance with the safety requirements mandated by the CPUC: • Background checks • Driver training • Controlled substance and alcohol testing GRANTEE will deploy strategies to ensure compliance with the safety requirements mandated by the CPUC, including random	Ensuring Compliance with CPUC Safety Requirements: Care7 Transport will take key steps to ensure the success of this program 1. Care7 transport will maintaining Safety Records: • Insurance Requirements: Ensure all Access Providers maintain up-to-date insurance records. • Vehicle Inspections: Conduct regular vehicle inspections to comply with CPUC standards.

	requests for Access Providers to provide documentation for their drivers.	• Controlled Substance and Alcohol Testing: Implement a routine schedule for controlled substance and alcohol testing for all drivers. • Driver Training: Provide initial and ongoing training programs for drivers, focusing on safety and compliance. • Weekly Vehicle Observations: Perform weekly vehicle observations to monitor and ensure compliance with safety standards. 2. Care7 transport will conduct the following monitoring and reporting steps • Credentialing Monitoring: Use an in-house compliance app, such as RIMS, to monitor driver credentialing. The app will flag drivers nearing credentialing deadlines and red flag any drivers who fail to meet CPUC safety requirements. • Driver Certification: Require all in-house drivers and Access Providers to retrain and certify their drivers regularly. • Pre-Service Compliance Check: Ensure that any driver who fails to meet CPUC safety requirements is not permitted to provide AFA service. 3. Care7 Transport Quarterly Reporting: • Data Compilation: Collect and compile data from the previous two months, including maintenance records, testing results, training certifications, and vehicle inspection reports. • Complaints Tracking: Include in the report any complaints filed against Access Providers or their drivers and track these grievances for trends and areas needing improvement. • Grievance Reports: Maintain a comprehensive grievance report system to track complaints, identify training needs, and implement necessary system updates for service improvement. 4. Care7 Transport Continuous Monitoring and Improvement:
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		5. Continuous Improvement: ○ Use the quarterly reports to identify trends and areas for improvement. ○ Update training programs and operational procedures based on findings. ○ Engage with Access Providers to discuss report outcomes and implement necessary changes. By following these steps, Care7 Transport will ensure that all Access Providers comply with CPUC safety requirements, maintain high safety standards, and continuously improve service quality throughout the AFA contract
D.	Quarterly Reports GRANTEE will track all required service data and meet all necessary quarterly reporting deadlines.	Care7 Quarterly Reports Care7 Transport will meticulously track all required service data and ensure that all quarterly reporting deadlines are met. Each quarter, as outlined in the AGREEMENT, Care7 Transport will provide the following reports to SANDAG: • CPUC Quarterly Data Report • SANDAG Quarterly Status Report • Any other needed reports to keep programs levels success
E.	Project Budget and Schedule Monitoring	Care7 Transport Project Budget and Schedule Monitoring Budget will be a key focus here and to avoid budget over runs, Care7 Transport will closely monitor its monthly spending to ensure alignment with budgeted expenses. Additionally, the project schedule will be tracked to ensure that all tasks are completed on time, guaranteeing the project is finished by the grant termination date.