For service of process contact the Secretary of State's office.

LLC Member information is now confidential per Act 865 of 2007

For access to our corporations bulk data download service click here.

Corporation Name
CENTRAL ARKANSAS DEVELOPMENT COUNCIL

Fictitious Names

Filing # 100010617

Filing Type Nonprofit Corporation

Filed Under Act Dom Nonprofit Corp; 176 of 1963

Status Good Standing

Principal Address P.O. BOX 580 BENTON, AR 72018

Reg. Agent RANDY MORRIS

Agent Address 321 EDISON AVE BENTON, AR 72015

Date Filed 06/24/1965

Officers
SEE FILE, Incorporator/Organizer
SANDRA FAISON, Director
DARLENE JONES, Director
LISA SMITH, Director
KYSHIA JOHNSON, Director
CHARLES GASTINEAU MR, Director
ALLIE GREEN, Director

ERIKA BUENRROSTRO MS, Director ED ALBARES MR, Director ED DUNLAP, Director JOHNNIE MITCHELL, Director ANNETTE PATE, Director TAMIKO JOHNSON, Director JOHNATHON BOYCE MR, Director ETHAN DUNBAR, Director ANNETTE JOHNSON MS, Director THERESA TYREE, Director **DELORIS ALLISON, Director** MARION HOOSIER, Director JERALDINE SANDERS, Director DEE COX, Director TAMIKO JOHNSON, Director CARLTON HAAS MR, Director ALBERTA JAMES, Director ROBERT COATES MR, Director WORNEST LAMBERT MR, Director **BEVERLY MEEKS, Director** ROBBY TINGLE MR, Director **BRENDA PORTER, Director**

Foreign Name

_

Foreign Address

State of Origin
AR
Purchase a Certificate of Good Standing for this Entity
Submit a Nonprofit Annual Report
Change this Corporation's Address

Official Bid Price Sheet 710-25-049 Under Separate Cover

REVISED BID RESPONSE PACKET 710-25-049

BID SIGNATURE PAGE

Type or Print the following information.

	PROSPE	CTIVE CONTRACTOR	'S INFORM	ATION		
Company:	Central Arkansas Deve	lopment Council				
Address:	P.O. Box 580					
City:	Benton			AR	Zip Code:	72018
Business Designation:	☐ Individual ☐ Partnership	☐ Sole Propriet ☐ Corporation	orship		☐ Public Serv ■ Nonprofit	ice Corp
Minority and Women-Owned Designation*:	■ Not Applicable □ African American □ Asian American AR Certification #:	□ American Indian □ Hispanic Americ □ Pacific Islander /*	an 🗆 American	Women-Ov	sabled Vetera vned -Owned Busi	
		rmation to be used for t			atters.	
Contact Person:	Dana Bates	Title:		Transport	tation Progra	am Manager
Phone:	501-315-1121	Alterna	te Phone:	501-860-	2839	
Email	dbates@cadc.com					
	CON	IFIRMATION OF REDA	CTED COP	Y		
NO, a redacted documents will Note: If a redacte neither box pricing), will	ed copy of submission documed copy of submission documed be released if requested. It copy of the submission does not checked, a copy of the notes of the released in response to dicitation for additional information.	nents is <u>not</u> enclosed. I ocuments is not provide non-redacted document o any request made und	d with Prosp s, with the e)	pective Cont eception of f	ractor's respo	onse packet, ar (other than
	CONTRACTOR OF THE PARTY OF THE	VIBINDED CERTIFICA	IONS FOR	M		
	ractor has included, in this she State of Arkansas.	submission packet, the	signed Attac	chment H-Co	ombined Cert	ifications for
The signature below	Randy Morris	any exception that confoe disqualified:	icts with a R	Chief E		

SECTIONS 1 - 4 VENDOR AGREEMENT AND COMPLIANCE

	Any requested exceptions to items in this section which are <u>NON-mandatory</u> must be declared below or as an attachment to this page. Vendor must clearly explain the requested exception and should label the request to reference the specific solicitation item number to which the exception applies.
_	Expensions to Paguiroments chall cause the vander's proposal to be disqualified

By signature below, vendor agrees to and shall fully comply with all requirements as shown in the bid solicitation.

Vendor Name:	Central Arkansas Development Council	Date:	Le · 30·25
Signature:	Ray ~	Title:	Chief Executive Officer
Printed Name:	Randy Morris		

PROPOSED SUBCONTRACTORS FORM

• Do not include additional information relating to subcontractors on this form or as an attachment to this form.

PROSPECTIVE CONTRACTOR PROPOSES TO USE THE FOLLOWING SUBCONTRACTOR(S) TO PROVIDE SERVICES.

Type or Print the following information City, State, ZIP **Subcontractor's Company Name Street Address** Hot Springts, AR 71901 First Step, Inc. 407 Carson Street

☐ PROSPECTIVE CONTRACTOR DOES NOT PROPOSE TO USE SUBCONTRACTORS TO PERFORM SERVICES.

STATEMENT OF ATTESTATION

The Broker shall provide written assurance to DHS that all vehicles used for Beneficiary transport will be in compliance with all requirements of the Arkansas Transportation Department for Arkansas Intrastate Renewal prior to award and upo any contract renewal periods.
By signature below, the Prospective Contractor agrees to and shall fully comply with all requirements as described in this attestation.
Authorized Signature: Rank
Printed Name: Randy Morris Date: 10-30:25

CENTRAL ARKANSAS DEVELOPMENT COUNCIL

Equal Employment Opportunity (EEO) Policy

October 23, 2021 Reaffirmed 10/28/2023 Revised 10/26/2024

NOTICE OF NONDISCRIMINATION: Central Arkansas Development Council (CADC) complies with all civil rights provisions of federal statues and related authorities that prohibited discrimination in programs and activities receiving federal financial assistance. Therefore, the CADC does not discriminate on the basis of race, sex, color, age, national origin, religion, or disability, in the admission, access to and treatment in CADC's programs and activities, as well as the CADC's hiring or employment practices. Translation services available upon request. Complaints of alleged discrimination and inquires regarding the CADC's nondiscrimination policies may be directed to Lavel Neal, (ADA/504/Title VI Coordinator), P. O Box 580, Benton, AR 72018 or call 501-315-1121 or email EEOofficer@cadc.com or email lneal@cadc.com.

This notice is available from the ADA/504/Title VI Coordinator in large print, on audiotape and in Braille.

Free language assistance for Limited English Proficient individuals is available upon request.

Revised 12/2013 Revised 6/27/2015 Revised 6/25/2016 Reaffirmed 6/17/2017

CENTRAL ARKANSAS DEVELOPMENT COUNCIL

EEO Policy

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CENTRAL ARKANSAS DEVELOPMENT COUNCIL EEO Policy

L PURPOSE

The purpose of the Equal Employment Opportunity (EEO) Policy of Central Arkansas Development Council (CADC) is to develop and initiate a set of specific and result-oriented procedures which will be used by CADC to apply every good faith effort to achieve and maintain equal opportunity employment.

IL BOARD AFFIRMATION

This EEO Policy is the expressed policy of the Board of Directors of CADC. In order to promote the policies stated herein and to make them an integral part of the managerial philosophy and practice of CADC, the Board of Directors has adopted or reaffirmed said policy at its meeting on 10/26/2024.

III. STATEMENT OF POLICY

This is to affirm Central Arkansas Development Council's policy of providing Equal Opportunity to all employees and applicants for employment in accordance with all applicable Equal Employment Opportunity laws, directives and regulations of Federal, State and Local governing bodies or agencies thereof.

Central Arkansas Development Council will take action to ensure that all employment practices are free of such discrimination. Such employment practices include, but are not limited to, the following: hiring, promotion, transfer, compensation, benefits, educational assistance, layoff and recall, disciplinary action, social and recreational programs, employee facilities, termination and recruitment.

Further, no person or group of persons shall be discriminated against on the basis of race, religion, color, age, sex (including pregnancy), national origin, disability, military status, genetic information, or any other characteristic protected by applicable Federal or State law, or in any manner be excluded from participation in or be denied the benefits of any program of activity sponsored by CADC.

Central Arkansas Development Council has appointed Lavel Neal to manage the Equal Employment Opportunity Program. Ms. Neal's responsibilities will include monitoring all Equal Employment Opportunity and reporting the effectiveness of this Policy. The Chief Executive Officer of Central Arkansas Development Council will receive and review reports on the progress of the policy.

If any employee or applicant for employment believes he/she has been discriminated against, please contact Lavel Neal, P. O. Box 580, Benton, AR 72018 or call 501-315-1121.

Randy Morris, Chief Executive Officer

Annette Pate, Board Chair

IV. AUTHORITY

The authority for this policy is contained in various Executive Orders, Public Laws and instructions from funding sources. Means for enforcement are contained in these sources as well. Failure to abide by this policy may result in the loss of financial assistance to CADC. Any employee failing to abide by this policy will be subject to disciplinary measures up to and including loss of employment.

V. ASSIGNMENT OF RESPONSIBILITY FOR EEO POLICY

(Designation of Personnel Responsibility)

The Board of Directors of CADC, the Chief Executive Officer and the EEO Manager shall ensure that CADC complies with the provisions of this policy and the laws and instructions pertaining to it.

The EEO Manager is responsible for ensuring compliance with affirmative action rules and regulations and for monitoring and evaluating the effectiveness of the total program. Other specific responsibilities shall include, but shall not be limited to:

- A. Develop EEO/AA policy statements, so that it is consistent with agency policies, and that it establishes goals and objectives.
- B. Implement the policy including internal and external dissemination of the EEO policy.
- C. Ensure that managers and supervisors understand it is their responsibility to take action to prevent the harassment of protected class employees and applicants for employment.
- D. Complete the annual EE0-1 report.
- E. Identify problem areas and recommend solutions.
- F. Receive, investigate and attempt to resolve all EEO complaints.

VI. DISSEMINATION OF EEO POLICY

A. Internal Dissemination:

CADC's policy of nondiscrimination in employment will be brought to the attention of its employees through implementation of the following methods:

- 1. CADC's statement of policy and attitude with regard to equal employment is included in its personnel policies.
- 2. EEO posters are displayed at all worksites.
- 3. Equal Opportunity Employer statement is included on CADC stationary

letterhead, employment applications, purchase requisitions and other CADC forms.

- 4. All executive, management and supervisory personnel will be furnished a copy of the Policy.
- 5. A diverse depiction of individuals, male, female and minority will be featured in illustrated publications.
- 6. CADC's policy regarding equal employment opportunity is included in the orientation of all new employees.
- 7. Supervisors have been advised that recruitment, placement, assignment of work, equipment and work area will be accomplished on a nondiscriminatory basis.
- 8. Supervisors have been advised that reprisals against complainants are illegal and forbidden.

A. External Dissemination:

CADC's policies of nondiscrimination in employment will be communicated in its recruiting area through utilization of the following methods:

- 1. References to Equal Opportunity on all agency stationery letterhead, purchase orders, advertisements recruiting employees and independent contractors and on employment application and in-kind forms.
- 2. CADC's commitment to EEO will be communicated at pre-bid conferences.
- 3. CADC will notify current and future sources of temporary employees of our EEO policy.
- 4. A diverse depiction of individuals, male, female and minority will be featured in illustrated publications.

VII. DEVELOPMENT AND EXECUTION OF PROGRAM (Goals and Timetables)

A. Employment

CADC will develop and implement a compensation program which will have, as an integral part, detailed job descriptions and evaluations of all positions within the organization. Each position will be analyzed to ensure that the position description accurately reflects the position functions. Job positions and descriptions will be consistent for the same position from one location to another.

All job specifications will be analyzed to ensure they meet at least the minimum requirements of the organization for an individual to appropriately perform in the position. Education, experience and acquired skills will not be required as to constitute discrimination. All job specifications will be consistent for the same job title in all locations and will be free from bias with regard to race, religion, color, age, sex, national origin, disability, military status, or any other characteristic protected by applicable Federal or State law.

All position descriptions within the organization will be available to all members of management upon request. Also, each supervisor will have within his/her office a copy of the position descriptions for the employees who report to him/her.

CADC is committed to observing the requirements of the EEOC Uniform Guidelines on employee selection procedures.

CADC will evaluate and monitor its selection process to ensure nondiscrimination in hiring, promoting and other terms and conditions of employment within its organization.

All employees of CADC are invited and normally do attend all organization sponsored activities. We expect this type of participation to continue and sincerely feel that it will further promote our asserted support of the EEO Policy contained herein.

All benefits and educational opportunities are afforded every employee within CADC. It is our desire to have all employees participate in as many programs as possible. We want our employees as knowledgeable and as efficient in their positions as possible. This will not only assist the employees with progression within this organization but will also provide this organization with up-to-date, efficient and successful employees.

To further the upward mobility of its employees, all vacancies are posted in all work sites. All factors, both educational and benefit related, are administered without regard to race, religion, color, age, sex, national origin, disability, military status, or any other characteristic protected by applicable Federal or State law and decisions will be based totally on job-related factors.

CADC is committed to this approach of equal opportunity and intends to continue to reflect it within CADC in the future.

B. Community

CADC is a community action agency supporting the efforts of community boards and community organizations. Management employees are members of many of these boards and organizations. CADC pays a portion of the membership fee to encourage participation.

CADC's personnel are civic minded individuals who volunteer their time to help support the various community programs and projects.

As an employer, CADC provides several hundred persons with the means to support their families and, in so doing, helps to perpetuate the economic livelihood of their communities.

VIII. PRESENTATION AND INTERPRETATION OF DATA (Utilization Analysis)

A. Workforce Analysis

CADC will conduct a Workforce Analysis annually, following completion of the EEO-1 report, which will contain a listing of job categories, the total number/percent of incumbents and the total number/percent according to job categories, sex and race.

B. Identification of Problem Areas (Assessment of Employees Practices)

CADC will review the workforce analysis to determine if and where problem areas exist. The following are statements addressing any potential problem areas or concerns.

- 1. The total selection process including position descriptions, position titles, worker specifications, application forms, interview procedures, final selection process and similar factors have been reviewed and found to be in compliance with EEO policy and are free of discrimination.
- Facilities, agency sponsored recreation and social events and special programs such as educational assistance are open and offered to all employees regardless of race, religion, color, age, sex, national origin, disability, military status, or any other characteristic protected by applicable Federal or State law.
- 3. All agency training programs are open to all employees within the agency and the selection process is free from discrimination.
- 4. Agency sponsored activities and/or programs are open to eligible participants regardless of race, religion, color, age, sex, national origin, disability, military status, or any other characteristic protected by applicable Federal or State law
- 5. It is the responsibility of supervisors to take action to prevent harassment of employees.
- 6. Segregation does not exist at CADC.

IX. MONITORING AND EVALUATING PROGRAM EFFECTIVENESS (Monitoring and Reporting Plan)

The monitoring and reporting system of CADC's EEO policy is a key element in ensuring that established policies of this program are being followed.

Revised 12/2013 Revised 6/27/2015 Revised 6/25/2016 Reaffirmed 6/17/2017 Revised 6/23/2018 The primary document for monitoring and reporting affirmative progress is the annual EEO-1. This will provide a method for measuring the effectiveness of the EEO policy. Through the use of this information, CADC will have an opportunity to identify problem areas. In some cases, the information may point out potential problem areas that can be addressed before they become problems.

Recommendations for changes and remedial actions will be a significant result of this system.

X. FILING A COMPLAINT OF DISCRIMINATION

A. Can File

Any individual, including program participants or recipients, who feels that he/she has been discriminated against may file a complaint. CADC employees should first follow the Grievance Procedure contained in CADC's Personnel Policies.

B. When to File

As long as the discriminatory practice continues, there is no time limit for filing a complaint. If the discriminatory instance was a single, rather than recurring event, the individual must file the complaint within 180 days of the alleged discriminatory act.

C. How to File

A complaint can be filed with the Equal Employment Opportunity Commission (EEOC) in person, by telephone, or by mail, or online at https://publicportal.eeoc.gov. If the individual does not live near an EEOC office, the complaint can be filed by telephone and verified by mail. The type of information that will be requested from a charging party may include:

- 1. The charging party's name, address and telephone number.
- 2. CADC's name, address and telephone number.
- 3. The basis or bases of the discrimination claimed by the individual
- 4. The issue or issues involved in the alleged discriminatory act(s).
- 5. The date of the alleged discriminatory act(s).
- 6. Details of what allegedly happened.
- 7. Identity of witnesses who have knowledge of the alleged discriminatory act(s).

XI. NO RETALIATION

- A. No one will be subject to, and the Company prohibits, any form of discipline, reprisal, intimidation, or retaliation for good faith reports or complaints of incidents of discrimination of any kind, pursuing any discrimination claim, or cooperating in related investigations.
- B. Anyone who violates this policy will be subject to discipline, up to and including termination of employment.

C. This policy is not intended to restrict communications or actions protected or required by state or federal law.

State of Arkansas DEPARTMENT OF HUMAN SERVICES 700 South Main Street P.O. Box 1437 / Slot W345 Little Rock, AR 72203

ADDENDUM 1

TO: All Addressed Vendors FROM: Office of Procurement DATE: June 6, 2025 SUBJECT: 710-25-049 Non-Emergency Medical Transportation Services
The following change(s) to the above referenced IFB have been made as designated below:
Change of specification(s) Additional specification(s) Change of bid opening date and time Cancellation of bid X Other
OTHER
Attachment D – remove and replace with Attachment D Revised Terms and Conditions.
The specifications by virtue of this addendum become a permanent addition to the above referenced IFB. Failure to return this signed addendum may result in rejection of your proposal.
If you have any questions, please contact: Ian Cunningham, DHS.OP.Solicitations@dhs.arkansas.gov ; (501) 682-0120.
Vendor Signature Lo-30-25 Date
CADC doa SCAT Company

State of Arkansas DEPARTMENT OF HUMAN SERVICES 700 South Main Street P.O. Box 1437 / Slot W345 Little Rock, AR 72203

ADDENDUM 2

TO: All Addressed Vendors FROM: Office of Procurement DATE: June 24, 2024 SUBJECT: 710-25-049 Non-Emergency Me	edical Transportation S	ervices
The following change(s) to the above refere	nced IFB have been m	ade as designated below:
Change of specification(s) Additional specification(s) Change of bid opening date and time Cancellation of bid X Other	10	
	OTHER	
	049 Exhibit 3 049 Exhibit 4 vith 710-25-049 Solicita e with Revised Attachn place with Revised 710	ntion Revision 1 (Redline and Clean versions) nent C (Redline and Clean versions) 1-25-049 Response Packet
Deadline for Receipt of Writ		June 26, 2025
Response to Written Quest	ions, On or About	June 30, 2025
The specifications by virtue of this addendur to return this signed addendum may result in the second of the secon		
Vendor Signature	Date	0-30-25
CADO doa SCAT		

State of Arkansas DEPARTMENT OF HUMAN SERVICES 700 South Main Street P.O. Box 1437 / Slot W345 Little Rock, AR 72203

ADDENDUM 3

TO: All Addressed Vendors FROM: Office of Procurement DATE: June 30, 2025

SUBJECT: 710-25-049 Non-Emergency Medical Transportation Services

The foll	owing change(s) to the above referenced IFB have been made as designated below:
X	Change of specification(s)
	Additional specification(s)
X	Change of bid opening date and time
	Cancellation of bid
	Other
	Otter
	CHANGE OF SPECIFICATIONS

CHANGE OF SPECIFICATION

- Section 2.31.E Remove and replace with:
 - E. The Broker **must** comply with DHS/Office of Information Technology (OIT) Standard information technology requirements, as specified in Attachment J ARDHS OIT-Standard IT Requirements.
 - For verification purposes, the Prospective Contractor shall include the completed Attachment J: ARDHS OIT Standard IT Requirements within fourteen (14) days of contract award. If a Prospective Contractor responds with "Does Not Apply" to a requirement in Attachment J, the Prospective Contractor shall add an explanation in the Comments column. DHS will review the submission and incorporate the submission and any updates required by DHS to the Contractor in the resulting contract.
- Solicitation remove and replace with 710-25-049 Solicitation Revision 2 (Redline and Clean versions)

CHANGE OF BID OPENING DATE AND TIME

- Bid Submission date and time has been extended to July 7, 2025, 10:00 a.m. CST
- Bid Opening date and time has been extended to July 7, 2025, 11:00 a.m. CST

OTHER

 710-25-049 Written Question and Answers — Remove and replace with 710-25-049 Revised Written Questions and Answers

The specifications by virtue of this	addendum become a	permanent addition	to the above	referenced IFB.	Failure
to return this signed addendum ma	y result in rejection of	your proposal.			

If you have any questions, please contact: lan Cunningham

DHS.OP.Solicitations@dhs.arkansas.gov

(501) 682-0120

Vendor Signature

Date

Central Arkansas Development Council doa South Central Arkansas Transit

Company

Attachment Nu		ı				
Action Number	0	ONTRACT AND GRANT	DISCLOSUR	CONTRACT AND GRANT DISCLOSURE AND CERTIFICATION FORM		
Failure to complete all of the follor	wing information m	ay result in a delay in obtaining a co	ntract, lease, purch	Failure to complete all of the following information may result in a delay in obtaining a contract, lease, purchase agreement, or grant award with any Arkansas State Agency.	Agency.	I
SUBCONTRACTOR: SUBCON	IRACIOR NAME:					
TAXPAYER ID NAME: Central	Arkansas Deve	Central Arkansas Development Council		IS THIS FOR: Goods? ☐ Services? ✓ I	Both?	
YOUR LAST NAME: MOFFIS		FIRST NAME RE	Randy	M.I.:		
ADDRESS: P.O. Box 580						
спу: Benton		STATE: A	AR ZIP C	ZIP CODE: 72018	COUNTRY: USA	
AS A CONDITION OF OBTAINING. EXTENDING. AMEND OR GRANT AWARD WITH ANY ARKANSAS STATE AGE	BTAINING, E TH ANY ARK	A CONDITION OF OBTAINING, EXTENDING, AMENDING, GRANT AWARD WITH ANY ARKANSAS STATE AGENCY.	OR RENEWIN THE FOLLO	NING. OR RENEWING A CONTRACT. LEASE. PURCHASE AGREEMENT. ENCY, THE FOLLOWING INFORMATION MUST BE DISCLOSED:	GREEMENT. SED:	Ų.
		FOR]	NDIVI	DUALS*		
Indicate below if: you, your spouse or the brother, sister, parent, or child of you Member, or State Employee:	se or the brother, s	ister, parent, or child of you or your	spouse is a current	or your spouse is a current or former: member of the General Assembly, Constitutional Officer, State Board or Commission	nal Officer, State Board or Comm	ission
Position Held	Mark (√)	Name of Position of Job Held	For How Long?	What is the person(s) name and how are they related to you? [i.e., Jane Q. Public, spouse, John Q. Public, Jr., child, etc.]	hey related to you? blic, Jr., child, etc.]	
	Current Former	board/ commission, data entry, etc.]	From To MM/YY	Person's Name(s)	Relation	
General Assembly						
Constitutional Officer						
State Board or Commission Member						
State Employee						
None of the above applies	es					
		FOR AN EN	NTITY	(BUSINESS)*		
Indicate below if any of the follow Officer, State Board or Commissi Member, or State Employee. Pos	ing persons, currer on Member, State I sition of control me	Indicate below if any of the following persons, current or former, hold any position of control or hold any ownership interest of 10% or greater in Officer, State Board or Commission Member, State Employee, or the spouse, brother, sister, parent, or child of a member of the General Asses Member, or State Employee. Position of control means the power to direct the purchasing policies or influence the management of the entity.	trol or hold any ow ster, parent, or chil ng policies or influe	Indicate below if any of the following persons, current or former, hold any position of control or hold any ownership interest of 10% or greater in the entity: member of the General Assembly, Constitutional Officer, State Employee, or the spouse, brother, sister, parent, or child of a member of the General Assembly, Constitutional Officer, State Board or Commission Member, or State Employee. Position of control means the power to direct the purchasing policies or influence the management of the entity.	of the General Assembly, Constitu officer, State Board or Commission	tional
	Mark (√)	Name of Position of Job Held	For How Long?	What is the person(s) name and what is his/her % of ownership interest and/or what is his/her position of control?	of ownership interest and/or	
	Current Former	senator, representative, name or board/commission, data entry, etc.]	From To MM/YY	Person's	Ownership Position of Interest (%) Control	
General Assembly						
Constitutional Officer						
State Board or Commission Member						
State Employee						
✓ None of the above applies	es					

Attachment I Client History Form NON-EMERGENCY MEDICAL TRANSPORTATION SERVICES 710-25-049

Attachment I

Non-Emergency Medical Transportation Services

Instructions: This form is intended to help the State gain a more complete understanding of each Respondent's experience. This form **must** be completed completely and accurately.

The State reserves the right to verify the accuracy of these answers by contacting any of the listed clients, and all applicable clients **must** be listed. Omission of a client will constitute a failure to complete this form.

For purposes of this form, the "client" is not an individual but the entity which held the contract. By way of explanation, in the Contract resulting from this IFB, Arkansas DHS will be the client. For each listed client, Respondents may (but are not required) provide the contact information for a person at the client entity who is knowledgeable of the named project. If the State contacts clients listed on this form, the State reserves the right to contact the listed individual or another person at the listed client.

The boxes below each prompt will expand if necessary. The form **must** be signed (please see the final page) by the same signatory who signed the Response Signature Page.

1. Provide a narrative detailing your five (5) years of qualifying experience where you (the prime contractor only) served as the prime contractor for providing non-emergency transportation as a broker. Subcontractor experience shall not substitute for Broker experience. For each client, please specify the organization/agency/division, not just the state or political subdivision. Please briefly describe the scope of the contract and duration of services. If there are no contracts which meet this definition, please state "none."

Please see the attached Minimum Qualifications Narrative.	

2. Please list job descriptions of staff proposed to fill the following required positions. A single staff member shall not serve in more than two (2) of these designated roles:

Project Director	Dana Bates
Safety Officer	Dan Waite
Quality Assurance Manager	Myrtis Rodgers
Investigator	John Mockabee
Trainer	John Mockabee

Authorized Signature:	Rouls	~	Title:	Chief Executive Officer
Printed/Typed Name:	Randy M	lorris	Date:	4-30-25



Department of Transformation and Shared Services

Governor Sarah Huckabee Sanders Secretary Leslie Fisken

COMBINED CERTIFICATIONS FOR CONTRACTING WITH THE STATE OF ARKANSAS

Pursuant to Arkansas law, a vendor must certify as specified below and as designated by the applicable laws.

- 1. Israel Boycott Restriction: For contracts valued at \$1,000 or greater. A public entity shall not contract with a person or company (the "Contractor") unless the Contractor certifies in writing that the Contractor is not currently engaged in a boycott of Israel. If at any time after signing this certification the Contractor decides to boycott Israel, the Contractor must notify the contracting public entity in writing. See Arkansas Code Annotated § 25-1-503.
- 2. **Illegal Immigrant Restriction:** For contracts valued at \$25,000 or greater. No state agency may contract for services with a Contractor who knowingly employs or contracts with an illegal immigrant. The Contractor shall certify that it does not knowingly employ, or contract with, illegal immigrants. See Arkansas Code Annotated § 19-11-105.
- 3. Energy, Fossil Fuel, Firearms, and Ammunition Industries Boycott Restriction: For contracts valued at \$75,000 or greater.

 A public entity shall not contract unless the contract includes a written certification that the Contractor is not currently engaged in and agrees not to engage in, a boycott of an Energy, Fossil Fuel, Firearms, or Ammunition Industry for the duration of the contract. See Arkansas Code Annotated § 25-1-1102.
- 4. Scrutinized Company Restriction: Required with bid or proposal submission. A state agency shall not contract with a Scrutinized Company or a company that employs a Scrutinized Company as a subcontractor. A Scrutinized Company is a company owned in whole or with a majority ownership by the government of the People's Republic of China. A state agency shall require a company that submits a bid or proposal for a contract to certify that it is not a Scrutinized Company and does not employ a Scrutinized Company as a subcontractor. See Arkansas Code Annotated § 25-1-1203.

By signing this form, the Contractor agrees and certifies they are not a Scrutinized Company and they do not currently and shall not for the aggregate term of any resultant contract:

- Bovcott Israel.
- Knowingly employ or contract with illegal immigrants.
- Boycott Energy, Fossil Fuel, Firearms, or Ammunition Industries.
- Employ a Scrutinized Company as a subcontractor.

Contract Number: 4	600043548		Non-Emergency Transportation (NET)
Agency Name: Depa	artment of Health (& Human Servi	ces - Division of Medical Services
Vendor Number: 600000822		Vendor Name:	Central Arkansas Development Council
Rouly	~		6.30-25
Vendor Signature			Date

Central Arkansas Development Council Job Description

Job Title: TRANSPORTATION PROGRAM MANAGER

Reports to: Chief Executive Officer or as assigned

FLSA Status: Exempt

Safety Sensitive Status: DOT Safety Sensitive

Last Reviewed/Revised: August 2023

JOB SUMMARY

The Transportation Program Manager plans, administers, and manages all aspects of the Transportation Program and related services in a multi-county area. Duties include ensuring program quality and compliance with all applicable regulations and directives; preparing grant proposals and budgets; and supervising staff.

ESSENTIAL DUTIES AND RESPONSIBILITIES

The Transportation Program Manager may be assigned to carry out duties in one or more of the following functional area/roles, as needed and as assigned, on a daily basis. Travel may be required to other locations in order to complete essential duties. <u>Initials of the individual Transportation Program Manager and the appropriate supervisor should indicate those duties for which the individual Transportation Program Manager is responsible on a primary and regular basis below.</u> However, this does not preclude assignment to other duties, as needed.

Oversee personnel who perform program activities to implement CADC's goals and policies. Ensure that responsibilities, authority and accountability of direct subordinates are defined and understood.
Plan coordinate, implement, and manage all components and program operations of the assigned program. Ensure program quality to meet requirements of funding sources. Monitor quality and perform periodic on-site inspections of the program.
Interpret all regulations, manuals, policies, instructions, transmittal notices, memoranda and guidelines pertaining to the assigned program.
Meet with leadership teams periodically to explain and clarify policy directives, transmittal notice, and to receive and discuss recommendations for program improvement and changes or expansion of services.
Prepare applications/proposals for funding and/or expansion with participation by staff, councils, families, and the community, as required by funding sources.

Prepare and recommend budgets to management. Review and analyze expenditure, financial, and operations reports.
Oversee property management and inventory control of the program.
Directly, or through subordinates supervise program staff.
Identify and interpret needs for program development. Provide leadership in coordinating activities of agencies, groups, and individuals to meet identified needs. Study and assess strengths and weaknesses of existing resources. Maintain contact with representatives of other agencies to exchange and update information on resources and services available.
Prepare or supervise preparation of reports and records; disseminate information as appropriate.
Write proposals to obtain government or private funding for projects to meet community needs.
Assist in attaining outside contracts.
Forward administrative and finance communications to field employees.
Approve purchase orders, invoices, and Program payroll.
Keep up-to-date and knowledgeable about applicable programmatic issues and trends; federal, state, and local regulations; and agency policies and procedures. Ensure compliance with all applicable laws, regulations, funding requirements, assurances, policies, and procedures.
Attend required staff meetings, training, and conferences.
Implement applicable CADC policies and goals
Maintain confidentiality.
Perform job duties in an ethical manner.
Perform other responsibilities and assist in other projects as required.

SUPERVISORY RESPONSIBILITIES

In accordance with CADC's policies and applicable laws, carry out supervisory responsibilities including interviewing, disciplining, and training employees; planning, assigning, and directing work; evaluating performance; and addressing complaints and resolving problems. Conduct staff meetings with Program staff, as appropriate.

OUALIFICATIONS

To perform this job successfully, an employee must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable an employee with a disability to perform the essential functions.

Education and/or Experience

Bachelor's degree from four-year college or university or one to two years related experience and/or training; or equivalent combination of education, training, and experience preferred.

Language Skills

Ability to read, analyze, and interpret professional journals, technical procedures, or governmental regulations. Ability to write reports, business correspondence, and procedure manuals. Ability to effectively present information and respond to questions from groups of managers, customers, and the general public.

Mathematical Skills

Ability to calculate figures and amounts such as discounts, interest, commissions, proportions, percentages, area, circumference, and volume. Ability to apply concepts of basic algebra and geometry.

Reasoning Ability

Ability to define problems, collect data, establish facts, and draw valid conclusions. Ability to apply common sense understanding to carry out instructions furnished in written, oral, or diagram form. The employee must have the ability to work in a constant state of alertness and in a safe manner

Physical Demands of Job

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable an employee with a disability to perform the essential functions.

While performing the duties of this job, the employee regularly is required to talk or hear. The employee occasionally is required to stand; walk; sit; use hands to finger, handle, or feel; climb or balance; and travel both in and out of state. The employee must occasionally lift and/or move up to 25 pounds. Specific vision abilities required by this job include close vision and ability to adjust focus. The employee must have the ability to drive safely.

Work Environment

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable an employee with a disability to perform the essential functions.

The work environment varies according to location. The noise level varies from quiet to moderately noisy.

Licensing and/or Certification Requirements

	Criminal Background Report
	Current and valid Arkansas driver's license
	Personal auto licensed and insured for staff travel mileage reimbursement
	Defensive driving certificate as required
	Child and/or Adult abuse registry as required
	Certified Community Action Professional preferred
	Supervisor Drug and Alcohol Awareness certificate as required.
I acknowled	ge receipt of this job description and accept the conditions as stated above.
Name	Date
Note: The C	Chief Executive Officer must approve Revisions to this job description.

Central Arkansas Development Council Job Description

Job Title: TRANSPORTATION ASSISTANT PROGRAM MANAGER

Reports to: Program Manager

FLSA Status: Exempt

Safety Sensitive Status: DOT Safety Sensitive

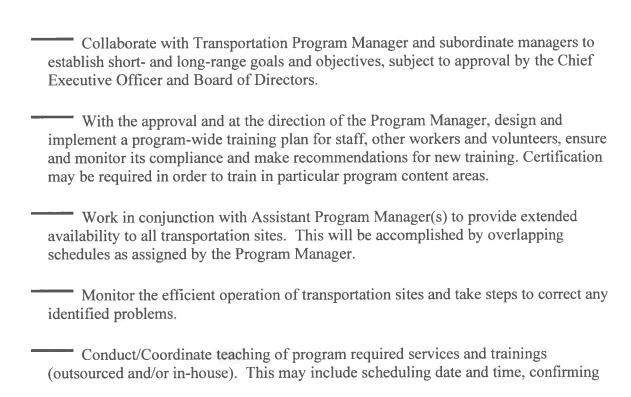
Last Reviewed/Revised: August 2023

JOB SUMMARY

The Transportation Assistant Program Manager assists the Transportation Program Manager in planning and managing the specific program. Duties include monitoring operating results and budgets; maintains updated records, compiles related reports; approving purchase requisitions; overseeing orders, delivery schedule, and inventory control; and supervising staff.

ESSENTIAL DUTIES AND RESPONSIBILITIES

The Transportation Assistant Program Manager may be assigned to carry out duties in one or more of the following functional areas/roles, as needed and as assigned, on a daily basis. Travel may be required to other locations to complete essential duties. <u>Initials of the individual Transportation Assistant Program Manager and the appropriate supervisor should indicate those duties for which the individual Transportation Assistant Program Manager is responsible on a primary and regular basis below.</u> However, this does not preclude assignment to other duties, as needed.



attendance and evaluating success.
Research and recommend relevant trainings to be included on the employee training site.
Oversee the orientation of new program employees utilizing the assistance of appropriate program staff as required.
Assist in budget preparation and presentation through forecasts and projections. Analyze and monitor program costs; develop corrective action plan as necessary
Review program costs, efficiency and quality. Monitor all worksites to identify excessive costs; ensure that appropriate measures are taken to bring cost and quality into line.
Recommend capital expenditures for new equipment to increase efficiency and services of the Program. Approve requisitions for equipment, materials, and supplies in accordance with CADC administrative policy and procedure and within limits of department budget. Monitor invoices from all centers.
Talk informally with personnel and attend meetings to determine morale and organizational productivity to identify skills or knowledge gaps which need to be addressed. Provide feedback to management. Develop/recommend appropriate trainings designed to motivate staff resulting in achievement of work goals.
Identify and interpret needs for program development. Provide leadership in coordinating activities of agencies, groups, and individuals to meet identified needs. Study and assess strengths and weaknesses of existing resources. Maintain contact with representatives of other agencies to exchange and update information on resources and services available.
Schedule/arrange/conduct meetings with interested stakeholders to promote the goodwill of the agency and further expand the services of the transportation program.
Observe operations at outlying worksites through regular site visits making suggestions to management about changes in processes or procedures to increase efficiency.
Assist in attaining outside contracts for additional transportation opportunities.

Attend and/or conduct staff safety meetings at all transportation worksites to ensure the consistent communication of information. Work collaboratively with all management staff to identify meeting agenda items.
Coordinate and collaborate with other transportation supervisory/management staff to create committees designed to promote safety, improve processes and increase work efficiency. Serve as a liaison and leader for these groups to meet and improve program and agency objectives creating necessary safety and/or training plans, etc. as needed.
Be available to serve as temporary support at transportation worksites where a supervisory presence is required. This may include creating a schedule, dispatching, conducting interviews, payroll, etc.
Make recommendations for additional staff development as indicated working collaboratively with program management staff to accomplish.
Investigate causes of customer and employee complaints and respond immediately or as defined by any applicable policy/contract.
Address any areas of work deficiencies of program staff by drafting disciplinary actions as necessary. When indicated, work collaboratively with the Site Supervisor and other management staff to accomplish this task.
Provide clerical support to the Transportation Program Manager as needed and as assigned.
Respond to customer inquiries on the telephone, through online networks and by mail.
Conduct staff meetings with program staff on a quarterly basis or as appropriate.
Oversee purchases, deliveries and inventory control for all worksites.
Prepare, distribute, and maintain various reports as required by program needs.
Ability to plan/meet short-term goals that support long-term plans.
Detail oriented and organized.
Demonstrate highly developed written and verbal communication skills.

Practice the ability to get along well with diverse personalities: be tactful, professional and flexible with a mature personality.
Perform job duties in an ethical manner.
Implement applicable policies, procedures and goals.
Maintain confidentiality.
Keep up-to-date and knowledgeable about current program trends. Ensure compliance with all applicable laws, regulations, funding requirements, assurances, policies, and procedures.
Attend required staff meetings, training, and conferences.
Perform other responsibilities and assist in other projects as required.

SUPERVISORY RESPONSIBILITIES

Directly supervise and evaluate staff as assigned by Transportation Program Manager. Supervisory responsibilities include interviewing, disciplining, and training employees; planning, assigning, and directing work; evaluating performance; and addressing complaints and resolving problems.

OUALIFICATIONS

To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable an employee with a disability to perform the essential functions.

Education and/or Experience

Bachelor's degree from four-year college or university; or one to two years related experience and/or training; or equivalent combination of education, training, and experience preferred.

Language Skills

Ability to read, analyze, and interpret professional journals, technical procedures, or governmental regulations. Ability to write reports, business correspondence, and procedure manuals. Ability to effectively present information and respond to questions from groups of managers, customers, and the general public.

Mathematical Skills

Ability to calculate figures and amounts such as discounts, interest, commissions, proportions, percentages, area, circumference, and volume. Ability to apply concepts of basic algebra and

geometry.

Reasoning Ability

Ability to define problems, collect data, establish facts, and draw valid conclusions. Ability to apply common sense understanding to carry out instructions furnished in written, oral, or diagram form. The employee must have the ability to work in a constant state of alertness and in a safe manner

Physical Demands of Job

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable an employee with a disability to perform the essential functions.

While performing the duties of this job, the employee regularly is required to talk or hear. The employee frequently is required to travel both in and out of state. The employee occasionally is required to stand; walk; sit; use hands to finger, handle, or feel; and lift and/or move up to 25 pounds. Specific vision abilities required for this job include close vision and ability to adjust focus. The employee must have the ability to drive safely.

Work Environment

The work environment characteristics described here are representative of those that an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable an employee with a disability to perform the essential functions.

The noise level usually is moderate.

Licensing and/or Certification Requirements

 Training Certification, preferred
 Certified CPR/First Aid/AED Trainer, preferred.
Defensive Driver instructor, preferred
 Certified Child Passenger Safety Technician, preferred
Additional program training/certifications, as required
Criminal Background Report

	Current and valid Arkansas driver's license	
	Personal auto licensed and insured for staff trav-	el mileage reimbursement.
	Defensive driving certificate as required	
	Child and/or Adult abuse registry as required	
	Supervisor Drug and Alcohol Awareness certification	cate as required.
I acknowledge	receipt of this job description and accept the cond	ditions as stated above.
Name		Date

Central Arkansas Development Council Job Description

Job Title: TRANSPORTATION SERVICE CENTER SUPERVISOR

Reports to: Transportation Program Manager or Assistant Program Manager, as assigned

FLSA Status: Non-Exempt

Safety Sensitive Status: DOT Safety Sensitive

Last Reviewed/Revised: August 2023

JOB SUMMARY

The Transportation Service Center Supervisor is responsible for the day to day operation and supervision of the Malvern Maintenance Facility. The Transportation Service Center Supervisor will be responsible for the supervision of the Mechanic and Transportation Safety Specialist. The Transportation Service Center Supervisor oversees, coordinates and administers the maintenance and repair of vehicles in the CADC/SCAT fleet by performing duties personally or through subordinate staff or through outside vendors. The Transportation Service Center Supervisor makes recommendations to the Transportation Program Manager and Transportation Assistant Program Manager and executes change in design, coordination and implementation to assure efficient operation of services and to assure vehicle safety.

ESSENTIAL DUTIES AND RESPONSIBILITIES

The Transportation Service Center Supervisor may be assigned to carry out duties in one or more of the following functional areas/roles, as needed and as assigned, on a daily basis. Travel may be required to other locations in order to complete essential duties. <u>Initials of the individual Transportation Service Center Supervisor and the appropriate supervisor should indicate those duties for which the individual Transportation Service Center Supervisor is responsible on a primary and regular basis below.</u> However, this does not preclude assignment to other duties, as needed.

	Inspect physical facilities of terminal and buses for cleanliness, safety and appearance; take required action.
	Conducts and/or oversees training of mechanics to improve services and operational activities; issue manuals, bulletins and technical guides to improve services and operational activities.
perf	Oversee Mechanics in their job performance to ensure quality workmanship, safety, job ormance on CADC/SCAT vehicles.
wor	Oversees Transportation Safety Specialist in their job performance to ensure quality kmanship, safety, job performance on CADC/SCAT vehicles.
	Maintain inventory of all parts.
	Make vehicle repair or maintenance tickets for vehicles as soon as work has been completed.

Requisition tools, equipment and supplies for maintenance facility and agency fleet.
Make monthly report of all road failures/accidents.
Compiles an accident summary report and submits to the insurance carrier to include Police report, accident report, repair estimates, and photos if available. Copies of all to: Human Resources, vehicle file, insurance file and driver file.
Suggest changes in work and use of equipment to increase efficiency.
Analyzes and resolves subordinate staff work problems.
Initiates or suggests plans to motivate worker(s) to achieve work goals.
Solicit repair quotes on outside jobs.
Schedule vehicle repairs-post accident.
Perform vehicle repair(s) as required.
Respond to road failures as required.
Install renewal stickers for licenses.
Make sure that all new vehicles obtained by CADC are equipped with all necessary equipment before going into service and removed prior to disposal.
Keep up-to-date and knowledgeable about vehicle repair, maintenance, applicable regulations, policies and procedures.
Attend required staff meetings, training, and conferences.
Perform job duties in an ethical manner.
Implement applicable policies, procedures and goals.
Maintain confidentiality.
Perform other responsibilities and assist in other projects as required.

SUPERVISORY RESPONSIBILITIES

This position provides general or indirect supervision and evaluation of subordinate staff assigned to the maintenance facility.

QUALIFICATIONS

To perform this job successfully, an employee must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable an employee with a disability to perform the essential functions.

Education and/or Experience

High school diploma or general education degree (GED); certified educational training in maintenance; one to two years related experience and/or training; or equivalent combination of education, training and experience preferred. Training preferred in the automotive repair field. Basic knowledge to properly and safely use the tools required to service and repair vehicles (such as vehicle lifts, tire machine, air tools).

Language Skills

Ability to read documents such as safety rules, operating and maintenance instructions, diagrams and procedure manuals. Must be able to write routine reports and correspondence. Must be capable of communicating with diverse groups of individuals at varied educational levels; and must be capable of making presentations, conduct meetings and/or training sessions and provide technical assistance.

Mathematical Skills

Ability to add, subtract, multiply, and divide in all units of measure, using whole numbers, common fractions, and decimals. Ability to calculate figures and amounts such as discounts, interest, commissions, proportions, percentages, area, circumference and volume.

Reasoning Ability

Ability to define problems, collect data, establish facts, and draw valid conclusions. Ability to apply common sense understanding to carry out instructions furnished in written, oral, or diagram form. The employee must have the ability to work in a constant state of alertness and in a safe manner.

Physical Demands of Job

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable an employee with a disability to perform the essential functions.

Ability to regularly lift and/or support up to 80 pounds for short periods of time. The employee must have the ability to drive safely.

Work Environment

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable an employee with a disability to perform the essential functions.

While performing the duties of this job, the employee is frequently exposed to moving mechanical parts, fumes or airborne particles, toxic or caustic chemicals and outside weather conditions. The employee is occasionally exposed to risk of electrical shock. The noise level in the work environment is usually loud. The employee regularly is required to use hands to finger, handle, or feel. The employee frequently is required to stand; reach with hands and arms; and talk and hear. The employee occasionally is required to walk; climb or balance; and stoop, kneel, crouch, or crawl. Specific vision abilities required for this job include close vision, distance vision, color vision, peripheral vision, depth perception, and ability to adjust focus.

Name	-	Date
I acknowledge	receipt of this job description and accept the	conditions as stated above.
Regu	Medical Examiner's Certificate in accordance lations (49CFR391.41.391.49)	ce with the Federal Motor Carrier Safety
	Child and/or Adult abuse registry as required	i
	Criminal Background Report	
	Defensive Driving Training as required.	
	Current First Aid and CPR cards.	
	Personal auto licensed and insured for staff to	ravel mileage reimbursement.
	Supervisor Drug and Alcohol Awareness certif	ficate as required.
	Commercial Driver License Class C with P end	lorsement

Licensing and/or Certification Requirements

Central Arkansas Development Council Job Description

Job Title: TRANSPORTATION SUPERVISOR

Reports to: Program Manager or Assistant Program Manager

FLSA Status: Non-Exempt

Safety Sensitive Status: DOT Safety Sensitive

Last Reviewed/Revised: August 2023

JOB SUMMARY

The Transportation Supervisor is responsible for the day-today operations of the transportation program within a defined service area. The Transportation Supervisor makes recommendations for changes in design, coordination and implementation to the Program Manager/Assistant Program Manager to assure efficient operation of services and to assure customer satisfaction.

ESSENTIAL DUTIES AND RESPONSIBILITIES

The Transportation Supervisor may be assigned to carry out duties in one or more of the following functional area/roles, as needed and as assigned, on a daily basis. Travel may be required to other locations in order to complete the essential duties. <u>Initials of the individual Transportation Supervisor and the appropriate supervisor should indicate those duties for which the individual Transportation Supervisor is responsible on a primary or regular basis below.</u> However, this does not preclude assignment to other duties, as needed.

Recommend fare revisions, routes and/or schedule changes to improve passenger services.
Schedule and conduct quarterly staff meetings. Submit meeting agenda the week prior for next level management approval.
Actively seek additional contracts and/or cash customers to increase revenues.
Review site and dispatch activities and assignment of drivers to obtain optimal use of vehicles and employees.
Inspect physical worksite and vehicles for cleanliness, safety and appearance; take required action to meet prescribed standards.
Interact courteously with customers, staff and management.
Process complaints; prepare summary report and submit to next level management for review; take corrective action to improve customer relations and services

Conduct accident/incident/MOR investigations according to current accident/incident/MOR procedures and the Preventable Accident Policy. Submit recommendations for disciplinary action to next level management. Take actions on findings in a timely manner.
Check trip and dispatch logs for conformance with schedules. Ensure that all routes run on time and clients are picked up on time. Work collaboratively with all staff to see that trips are scheduled according to policies and regulations.
Prepare manifest/schedule and assign routes and drivers. Direct preparation and distribution of new schedules to drivers and office personnel.
Control the movement of passenger-carrying vehicles via radio, tablet and phone communications.
Receive request for client transportation and schedule trip(s) using software being sure to verify appointment date and time.
Oversee training of drivers, office personnel and bus attendants. Communicate areas of deficiency to ensure improved job performance.
Verify cash fares with driver reports and review errors with personnel concerned. Oversee daily cash deposits and submission of deposit slips to finance.
Direct preparation and retention of manifests, daily vehicle inspections and fuel records.
Review, compile and input CSBG, AHTD, Greyhound (as necessary) and other reports to include the oil change servicing, road failures, accidents/incidents, monthly complaint report, driver training/qualifications and attendant training/qualifications to maintain compliance.
Review and approve bi-weekly payroll for the designated site ensuring that requested leave, informational notes and required documentation (jury duty, funeral leave, doctor's notes, etc.) are included.
Perform job duties in an ethical manner.
Maintain confidentiality.
Implement applicable CADC, policies, procedures and goals.
Keep up to date and knowledgeable about applicable policies, procedures and;

regu	lations of specific programs, as assigned.
	Attend required staff meetings, training, and conferences.
	Perform other responsibilities and assist in other projects as required.

SUPERVISORY RESPONSIBILITIES

This position provides general or indirect supervision and evaluation of subordinate staff.

QUALIFICATIONS

To perform this job successfully, an employee must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable an employee with a disability to perform the essential functions.

Education and/or Experience

Bachelor's degree from four-year college or university; or one to two years related experience and/or training; or equivalent combination of education, training, and experience preferred.

Language Skills

Must be capable of communicating with diverse groups of people and varied education levels. Must be capable of making presentations, conducting training and providing technical assistance.

Mathematical Skills

Ability to add, subtract, multiply, and divide in all units of measure, using whole numbers, common fractions, and decimals. Ability to compute rate, ratio, and percent and to draw and interpret bar graphs.

Reasoning Ability

Ability to define problems, collect data, establish facts, and draw valid conclusions. Ability to apply common sense understanding to carry out instructions furnished in written, oral, or diagram form. The employee must have the ability to work in a constant state of alertness and in a safe manner.

Physical Demands of Job

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable an employee with a disability to perform the essential functions.

While performing the duties of this job, the employee is regularly is required to talk or hear. The employee is frequently required to stand; walk; sit; use hands to finger, handle, or feel. The employee occasionally is required to travel both in and out of state and to lift and/or move up to 25 pounds. Specific vision abilities required for this job include close vision, distance vision, color vision, peripheral vision, depth perception, and ability to adjust focus. The employee must have the ability to drive safely.

Work Environment

Date

The work environment characteristics described here are representative of those that an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable an employee with a disability to perform the essential functions.

The noise level in the work environment usually is quiet to moderately loud.

Licensing and/or Certification Requirements

Cur	rrent and valid Arkansas Driver's License
Per	sonal auto licensed and insured for staff travel mileage reimbursement.
—— Cu	arrent First Aid and CPR cards.
— De	fensive Driving Training Certificate.
—— Cri	iminal Background Report
—— Sex	Offender Registry Report
—— Ch	ild and/or Adult Abuse Registry Report (as required)
— Su	pervisor Drug and Alcohol Awareness training as required
I acknowled	dge receipt of this job description and accept the conditions as stated above.
Name	

AR DHS-OIT- Standard IT Requirements Approved by Enterprise Architecture Board.

Document Version 1.3

Change History

Date	Version	Notes
8/1/2019		Initial draft
8/22/2019	1.0	First Version
9/26/2019		updated for ACS requirements
12/16/2019	1.2	Updated version (Minor changes)
		Updated in Jan 2020.Document updated to be used in 2020 after
1/31/2020	1.3	presenting to EAB.

Requirement R	Respuisement p	Requirement Requirement Requirement Subgroup	Requirement	Comments	Meets Requirements	Describe How Requirements Met
	ton.	Batch – Job Control and Scheduling	Any technology vendor, application or solution shall develop, document and manage of the processes and procedures for interfaces and Batch Operations Architecture.	ODES NOT APPLY — This requirement does not apply in the context of DHS-hosted or integrated systems. However, we internally manage encounted batch operations. After trips are scheduled and completed, our team oversees the generation of 837 EO Hes, validates them, and submits them manually to the Medical dontal. While these processes are not part of a direct interface with DHS systems, the internal batch architecture supports accurate encounter reporting.		
7	Hosting Hosting	Batch – Job Control and Scheduling		automated job scheduling for transportation services or operate systems integrated with DHS. Trips are scheduled manuality by staff, internally, structured batch generation is used to structured batch generation is used to trip data after service delivery. While scheduling and billing operations are not interdependent, terun procedures are in place. If an EQI let is rejected on incorrect, staff can regenerate and resultate the batch before manual resubmission.		
m		Batch – Job Control and Scheduling	Any technology vendor, appircation or solution shall utilitie and manage scheduling tools for automating job execution (e.g., job workflow processes interdependencies, rerun requirements, file exchange functions, and print management)	DOES NOT APPLY we do not use automated job scheduling for transportation. Trip scheduling is entirely manual, performed by staff internally, built-in processes support the generation of 837 ED files, which partially automates the preparation of encounter batches. These internal activities include file generation and the ability to rerun batches when needed, file exchange is manual, and final ED files are submitted to the Medicaid portal by staff Although not fully automated, these processes help ensure encounter accuracy and submission consistency.		
4	Application Hosting	Batch – Job Control and Scheduling	Any technology vendor, application or solution shall maintain a master job schedule and DOCS NOT APPLY — This requirement is execute all batch jobs for the DHS Enterprise Program (e.g. any jobs provided by any not applicable to our organization. As a vendor working on/with the DHS Enterprise Platform) NET Brober, we do not host or execute batch jobs within the DHS Enterprise and publication or participate in any DHS. Enterprise Platform. We do not managed master jobs schedule. Our internal batch operations, such as the generation of participate in any DHS. Though the DHS interprise platform, we do not not not not not not not not not no	DOES NOT APPLY - This requirement is not applicable to our organization. As a MET Brober, we do not host or execute barth, jobs within the DHS enterprise Program or interact with the DHS enterprise Palton. We do not DHS managed master job schedule. Our internal barch operations, such as the generation of 83 TO be incounter files, are independent of DHS infrastructure. These files are manually submitted to DHS intrough the Medicaid portal, with no job berecution or scheduling linkage to DHS systems.		

DOES NOT APPLY—This requirement is not applicable in the DHS system contexts, as we do not run or monitor batch jobs within the DHS Enterprise environment. However, we do internally monitor the success and internally monitor the success and selentificative of 837 ED encounter batch generation. If a batch fails to generate correctly, or its issues are identified before submission, staff foliow internal procedures to diagnose and resolve the problem. Wer maintain control for problem. Wer maintain control for identifying errors, reprocessing batches as needed, and validating corrections prior to submission to the Medicaid portal.	ODES NOT APPLY - This requirement is a comparable to our operations. As a NET STREAM of the control of the comparable to our operations. As a deploy code into environments that require format change and release processes under TIL frameworks. DOES NOT APPLY - This requirement	do not operate within or interact with the DHS Enterprise Program, and we do not operature studies and so the DHS Enterprise Program, and we do not obtain a software construction of the DHS charges in DHS-hosted environments. We do not make or submit changes to approvisely for change management responsible for change management frameworks. As such, participation in the DHS Enterprise Program Change/Release Management process is not within our scope.	Locar Not Appendix to the control of a policiable to us with respect to the DHS Enterprise Platform, as we do not host DHS systems or provide services innegrated with their infrastructure. However, CADC maintains an internal organizational Disaster Recovery Plan (Appendix Ol) that includes protocols for data protection, backups, and operational continuity in the event of a disruption.	00000	any DOES NOT APPLY - While this requirement of requirement of exequence of requirement of execution of the state of the st
0 2 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0			Any technology vendor, application or solution shall maintain a detailed Disaster Recovery plan to meet Disaster Recovery requirements. Plan shall include plans for Recovery plan to meet Disaster Recovery requirements. Plan shall include plans for data, back-ups, storage management, and contingency operations that provides for recovering the DHS Enterprise Platform within established recovery requirement timeframes after a disaster that has affected the users of the DHS Enterprise Platform.	Any technology vendor, application or solution shall provide support to the DHS support teams with implementing, configuring and testing disaster recovery.	Any technology vendor, application or solution shall develop action plans to address any issues arising from Disaster Recovery testing.
Application Batch – Job Control and Scheduling A	Application Change/Release Management Hosting	Application Change/Release Management Hosting	Application Disaster Recovery Hossing	Application Disaster Recovery Hosting	Application Disaster Recovery Hosting

DOES NOT APPLY – Although we do not operate or host DIS systems, our rintenal infrastructure fully complies with this requirement. All data and servers are located entirely within the continental United States, and all data emains on U.S. SOII. CADC retains internal data backups both at our administrative office and at a secure off site location, both within Arkansas.	not spoilcable to our organization, as we do not host applications, cloud servironments, or infrastructure that require comprehensive enterprise-level monitoring However, ACMC maintains an internal IT department that implements and eviceses security protocols, access controls, data backup protocols, access controls, data backup protocols, access controls, data backup practices, and endpoint protections in fire with industry best practices. While our infrastructure is limited and not subject to full-stack monitoring, we ensubject to full-stack monitoring, we even though they do not interface with DHS systems or fall under the scope of hosted platform responsibilities.	DOES NOT APPLY - While this requirement is specific to systems integrated with or governed by DHS security policies, which do not apply to us, we do implement to both physical and oppeal security control internally. CADC's IT department manages access to facilities, workfastlonins, and data systems using standard security practices, including secure authentication, endopoint porection, and role-based permissions. Any new internal functionality is reviewed with security considerations aligned to industry standards, although we are not subject to DHS-specific plans or flameworks. Our infastructure temains separate from DHS systems, and therefore this requirement is met in principle, but not in scope.
Any technology shall be located within the continental US. All servers and data will be located in US Soil.	Any technology vendor, application or solution shall proactively monitor all infrastructure including but not limited to network, storage, virtual environments, servers, databases, firewalls, etc. following industry best practices.	Any technology vendor, application or solution shall implement physical and logical security within new functionality defined in the security pian consistent with DHS security policies and industry standards.
Infrastructure Security	Infrastructure Security	Infrastructure Security
Application Hosting	Application Hosting	Application Hosting
11	12	13

DOES NOT APPLY - Although we are not connected to or governed by DHS infrastructure or security patching policies, CAOC does review and apply available security patches to internal systems as part of standard IT operations. Our internal IT department follows industry best partices to ensure timely updates and vulnerability emediation based on the criticality of each patch. This includes monitoring vendro patch releases, assessing risk, and applying updates according to urgency. While we do not classify patch speed based on DHS guidelines, our urgency. While we do not classify patch speed based on DHS guidelines, our practices are consistent with recognized IT security standards and expropriate for our operational	not spiriture, as Action does not apply - This requirement is not application or manage scalable environments requiring dynamic environments requiring dynamic provisioning. Our Tenvironment is relatively static, and performance needs are consistent and predictable. While we do not provision new relatively static and performance of the management processes. This falls outside the scope of DHS-integrated infrastructure or data center hosting services.	DOES NOT APPLY - CADC encrypts sensitive data at rest in accordance with industry best practices and applicable federal privacy requirements. While we do not host DNS applications or directly follow DHS-specific encryption standards, our internal systems and backup media are protected through access controls and encrypted storage where applicable.	internal data backup and restoration internal data backup and restoration process aligned with industry best practices. Regular backups are conducted and verified to enaure system and data integrity. Backups are stored both on site at our administrative office and at an off-site physical location within Adamsa. Administrative office and at an off-site physical location within Adamsa. Bestoration procedures are in place to respond to hardware failures or other disruptions, and our internal IT department oversees both the planning and execution of these operations. Although we are not subject to DMS platform requirements, we ensure a high standard of data esilience and operational continuity.
Any technology vendor, application or solution shall review all available infrastructure of security patches relevant to the environment and classify the need and speed in which of the security patches should be installed as defined by DHS security policies.	Any technology vendor, application or solution shall provision new environments and capacity as required to ensure performance requirements are met as volume increases i and additional functionality is implemented.	Any technology vendor, application or solution shall encrypt all date at rest including backups using DHS and regulatory bodies (CMS, FNS, etc.) standards regardless of storage media.	Any technology vendor, application or solution will provide data backup and restoration services in accordance with industry best practices.
Infrastructure Security s	Network, Hosting and Data Center Services	Operating System, Application and Database Backup and Recovery	Storage Management Services
Application Hosting	Application Hosting	Application Hosting	Application Hosting
14	15	16	17

DOES NOT APPLY - CADC's internal IT importments storage effication with parameter egularly evaluates and measures, including disk cleanup, activities, sind the use of scalable local infrastructure. Storage uses is reviewed periodically to optimize allocation and ensure resources are used in a cost-effective manner while maintaining data integrity and availability. These practices are consistent with industry standards for nonprofit operations and ensure long-term sustainability.	DOES NOT APPLY - CADC maintains a libraster Recovery Plan that includes recovery testing procedures. Recovery scenarios are reviewed and rested periodically to ensure data recoverability aligns with procedural expectations. Results are evaluated to improve future planning. While these processes mere CADC's internal business continuity needs, they are not conducted in concert with DHS systems, as no integration exists. Testing frequency and reporting are managed internally based on organizational requirements.	DOES NOT APPLY - CADC monitors and Arkansa Records are with the Arkansas Records Retention Schedule to the extent required for Medicaid and feeled program compliance. While not formally integrated with the DHS Enterprise Program, CADC internally manages data retention periods and deletion processes though the CHM, Retention and purging protocols are reviewed and purging protocols are reviewed periodically to ensure alignment with applicable state and federal guidelines.	DOES NOT APPLY - CADC maintains infinite and motivity grocedures for infrastructure, storage utilization job execution failures, and system health as app rof ongoing operations. Alerts as an evolewed and resolved by CADC's internal fradeartment following internal fradeartment following internal fradeartment following internal fradeartment following internal standards and industry best paservices While we do not host exervices for the DRS frategoins evolution fractions within the generation (including processes to ensure reliability and processes to ensure reliability and timeliness. Our monitoring efforts include basic performance, logg, and backup checks, but not all subpoints listed are applicable or required within our current scope.
Any technology vendor, application or solution will recommend techniques and opposeduses to ensure disk storage resources are utilized in an efficient and cost— Immorphy technology vendor, and the companies of the cost— Immorphy technology vendor, and the cost— Immorphy technolog	Any technology vendor, application or solution shall regularly test recovery procedures 5 DG and practices to demonstrate recoverability and verify that actual practices are in 5 DB concert with procedures and report results, as well as meet business requirements 5 CF or 5 CF o	Any technology vendor, application or solution shall monitor and demonstrate recompliance with Arkanias Records Retention Schedule. A to free free free free free free free fre	Any technology vendor, application or solution shall manage and maintain monitoring to the control of the contr
Storage Management Services	Storage Management Services	Storage Management Services	System Monitoring
18 Application Hosting	19 Application Hosting	20 Application Hosting	21 Application Hosting

50		ing fing for s for	rosss do	host we d for
DOES NOT APPLY - CADC monitors intrastructure availability and basic system responsiveness through our IT department using standard tools and processes. We ensure services remain operational and batch and processes. We ensure services submission capabilities are intact. While advanced transaction-level monitoring is not currently in place monitoring is not currently in place across all systems, our team responds to performance concerns as they arise and applies industry best practices to maintain availability. Full end-to-end transactional response time tracking is not applicable to our scope, as we do not host live DMS-integrated	DOES NOT APPLY - CADC's internal IT department actively monitors in first structure performance and efficiency using standard industry tools and practices. We produce monthly internal reports that assess system ultitation and performance metrics. These reports inform proactive management and resource planning, ensuring continued alignment with operational needs and best practices.	DOES NOT APPLY - CADC maintains an internal Tream responsible for system maintenance and operations, including supporting disaster recovery (DR) initiatives. Our team allocates course on the planning and testing efforts own DR planning and testing efforts while we do not directly support DHS yetems, we can support any televant coordination within our environment to meet interface requirements and ensure continuity.	DOES NOT APPLY - CADC maintains internal procedures for security monitoring and log management across our infrastructure. Security logs and audit raisla are stored using secure, access-controlled systems. While we do not currently use write-once technology, we implement secure storage protocols that prevent storage protocols that prevent accordance with best practices.	DOES NOT APPLY - As a transportation broke, CADC does not maintain or host a master data management system. We do not generate or manage data models, dictionaries, or process documentation at the level required for DNE system planning. All encounter data is submitted through statemmandated formats via MMIS.
Any technology vendor, application or solution shall monitor infrastructure for availability as well as transaction and response time performance.	Any technology vendor, application or solution shall provide regular monitoring reports of infrastructure performance, utilization and efficiency (e.g., proactive system monitoring)	Any technology vendor, application or solution shall identify and make available appropriate resources to support DHS' disaster recovery planning, testing and execution.	Any technology vendor, application or solution shall provide documented procedures for security monitoring and log management functions, and use write-once technology or other secure approaches for storing audit trails and security logs.	Any technology vendor, application or solution shall provide data dictionary, data models, data flow models, process models and other related planning and design documents to DHS.
System Monitoring	System Monitoring	Disaster Recovery	Security Administration	Master Data Management
Application Hosting	Application Hosting	Application M&O Services	Application M&O Services	Data Governance
55	53	24	58	26

	Audit records in our environment are write-protected through system permissions. Modification or deletion of audit logs is restricted to authorized personnel and governed by access controls enforced through Active Directory and system-level restrictions. This ensures integrity of audit data and aligns with DMS and industry expectations.			CADC complies with this requirement. Data exchanged through our interfaces is secured via the MMIS portal, which ensures compliance with confidentiality, integrity, and availability standards. All transmissions are encrypted, and our interaction of the partiment adheres to industry best practices to maintain a secure interactiveture.	
	Yes			Yes	
DOES NOT APPLY - CADC systems retain detailed user activity logs, including access timestamps, IP addresses, and excess made within our internal systems. These logs are searchable by user ID, While not a full enterprise user ID. While not a full enterprise infrastructure supports investigative infrastructure supports investigative audit management sure, our directure supports investigative audit trails for all critical data changes and access patterns, in line with industry best practices.		DOES NOT APPLY - This requirement is not applicable to our organization, as we do not develop or host any systems that require the direct capture of efectronic signatures. While we have access to external tools that can facilitate e-signatures in feeded, our concer responsibilities do not include managing, generating, or processing documents that manadate embedded dispature functionality. Therefore, this capability falls outside the scope of our current operations.	directly more and an experience and directly modals or generate audic directly modals or generate audic this requirement is not applicable to our role. CADC does not develop or manage applications that would necessitate monitoring and logging detailed system-level security events such as user sessions, scheduing, or Plasting, However, we adhere to industry best practices, maintain audit retails appropriate to our operations, necessary.		does not Apply . This requirement does not apply to uncganization, as we do not develop or integrate services using standardized Web Services formats. As a NET broke, we interact formats As a NET broke, we interact format which serves as our primary portal, which serves as our primary increase. Our internal workflows and software are designed to comply with DHS requirements through portal access, not through custom service integration.
Any technology venidor, application or solution shall maintain a record (e.g. audit trail) of all additions, changes and deletions made to data in the applicable system or solution. In addition, a long query or view access to carala type of records and/or a solution. In the case of the maintained for investigative purposes. This should be readily searchable by user ID or client ID. This must include, but is not limited to: a. The user ID of the person who made the change a. The date and include of the change c. The physical, software/hardware and network location (IP address) of the person while making the change d. The outcome of the event f. The data before and after it was changed, and which screens were accessed and used if. The data before and after it was changed, and which screens were accessed and used it.	Any technology vendor, application or solution shall prevent modifications to the audit records.	Any technology vendor, application or solution must have the ability to capture electronic signatures on all documents, forms, letters, and correspondences.	evant	Any technology vendor, application or solution interfaces will secure and protect (encrypt) the data and the associated infrastructure from a confidentiality, integrity and availability perspective.	Any technology vendor, application or solution shall develop/integrate services using standardized Web Services formats.
Audit_&_Compliance	Audir_&_Compliance	Audit_&_Compliance	Audit_B_Compliance	interoperability-interfaces	Interoperability-interfaces
27 General System Berhavior	28 General System Behavior	29 General System Behavior	30 General System Behavior	31 General System Behavior	32 General System Behavior

ODES NOT APPLY - This requirement does not apply to un organization. We doe not design or publish services or data for external consumption by different user types or systems. Operations are centered around direct data entry and interaction through the MMIS portal, and we do not provide service endopolist, APS, or external data sharing mechanisms.	DOES NOT APPLY – While we do not support full real-time enterprise data exchange across organizational units, internal systems allow for timely and efficient coordination of client transportation services. However, broader real-time integration with DHS systems or other organizational units is not supported. All required data exchanges occur through batch submissions via the MMIS portal, in compliance with state and federal regulations.	DOES NOT APPLY - We do not develop or operate within a Service-Oriented Architecture (SOA) environment and do not facilitate program-to-program communication at runtime.	DOES NOT APPLY - We do not develop or exchange messages based on abusiness object models. Our system interactions are limited to standardized file-based submissions (e.g., 837 batch files) via the MMIS portal. Oral or formatting and interpretation are handled through MMIS, and we do not implement custom message definitions outside of those standards.	DOES NOT APPLY - We do not perform direct yesten integrations with DHS systems or infrastructure. Our operations are limited to file-based encounter data submissions via the MMIS portal, and we do not utilize or interface with the DHS Enterprise Service Bus or Data Integration Hub.	DOES NOT APPLY - We do not develop or host web services or WSDLs for the State of Arkansas. Our organization does not engage in API development or integration with DHS systems.	DOES NOT APPLY - While this specific requirement may not directly apply, as we do not design or host the system architecture, we do maintee and occumented Disaster Recovery Plan to ensure continuity of operations in the event of a disruption.	DOES NOT APPLY - We do not develop or manage systems that perform direct messaging protocol translation or bridging.	DOES NOT APPLY - We do not manage or host web services that require integration with a centralized security policy manager.
Any technology varidar, application or solution shall provide the ability to publish services and related data to be used by different types and classes of service consumers, does not apily to our organization. We do not design on publish services or data for external consumption by different user types or systems. Our operations are centered around direct data entry and interaction through the MMIS portal, and we do not provide service endpoints. Abis, or external data sharing mechanisms.	Any technology vendor, application or solution shall provide the capabilities for a Real- Time (or near real-time). Integrated fortegrize where common data elements about the s Time for near real-time) and services rendered are easily shared across organizational units with appropriate adherence to State and Federal security and privacy restrictions.	Any technology vendor, application or solution shall have the capability to implement of synchronous and asynchronous program-to-program communication, moving messages of synchronous and asynchronous program-to-program communication, moving messages to provider modules and service of provider modules at runtime.	Any technology vendor, application or solution shall have message and data formats of that will be based on logical representations of business objects rather than native of application data structures.	Any technology vendor, application or solution shall avoid point-to-point integration. Application integration, both internal and external, will go through the DHS Enterprise Service Bus/Data Integration Hub.	Any technology vendor, application or solution WSDLs developed for Arkansas will conform to the W3C standards for restful API development.	Any technology vendor, application or solution design will allow for the solution to continue to operate despite failure or unavailability of one or more individual technology solution components.	* E'i	Any technology vendor, application or solution will have the capability to work with security policy manager for Web services that allows for centrally defined security policies that govern Web services operations (such as access policy, logging policy, and abd balancing).
Interoperability-interfaces	Interoperability-interfaces	Interoperability-Interfaces	Interoperability-interfaces	Interoperability-interfaces	Interoperability interfaces	Interoperability-interfaces	Interoperability-interfaces	Interoperability-interfaces
33 General System Behavior	34 General System Behavior	35 General System Behavior	36 General System Behavior	37 General System Behavior	38 General System Behavior	39 General System Behavior	40 General System Behavior	41 General System Behavior

DOES NOT APPLY - We do not manage or host client data that integrates with a centralized Enterprise Master Client Index (EMCI) or state-level MDM solution.	DOES NOT APPLY - We do not manage or provide a user-facing application that requires responsive design across multiple device types.	DOES NOT APPLY - We do not develop on host systems that incorporate service-Oriented Architecture or DHS-alligned web services, However, we follow industry best practices for interoperability where applicable.	DOES NOT APPLY - We do not host infrastructure that supports VM replication. However, our Disaster Recovery Plan ensures continuity of operations through alternative	DOES NOT APPLY - We do not perform system releases or manage application deployments.	DOES NOT APPLY - We do not host or manage virtualized infrastructure. However, we do maintain an internal disaster recovery plan and perform regular off-site backups to ensure continuity of nonezations.	DOES NOT APPLY - We do not manage of host or own database infrastructure, so this requirement does not apply directly. However, we do back up operational data in accordance with our internal Disaster Recovery Plan (DRP), which includes incremental and archival backups.	DOES NOT APPLY - We do not directly manage or host the environments ourselves, so this requirement does not apply.	ODES NOT APPLY - This does not directly apply, as we do not manage or develop the software. However, the platforms we use do provide role-based parforms we use do provide role-based access controls to ensure proper permissions and user management.	DOES NOT APPLY - While we do not host or develop applications, we take data security and regulatory compliance seriously. Our organization follows asplicable security protocols, including internal policies aligned with HIPAA and NIST standards.
Any technology vendor, application or solution shall have the capability to integrate D with Master Data Management (MOM) technology for Enterprise Master Client Index of (EMCI) implemented as part of the "State Hub" in a centralized or registry style implementation.	Any technology vendor, application or solution shall be responsive and will automatically be sized for an optimum view to the display dimensions of PC, Tablet or of Mobile phone.	Any technology vendor, application or solution components will be committed to an advanced approach to interoperability using web services and Service Driented of Architecture (SOA) aligned with DHS Enterprise Architecture Standards and industry standards and vision for interoperability.	Any technology vendor, application or solution must be architected to support replication of the virtual machines to a secondary site.	Any technology vendor, application or solution must be designed so all releases can be for performed between 7pm and Sam except critical releases	Any technology vendor, application or solution shall leverage virtualization to expedite of disaster recovery, Virtualization enables system owners to quickly reconfigure system platforms without having to acquire additional hardware.	Any technology vendor, application or solution will provide the ability to perform archival/incremental backups and the ability to perform open/closed database backups. of the control of	9	Any technology vendor, application or solution shall allow for different roles for Users including Operators, Administrators, Managers etc.	Any technology vendor, application or solution shall, at a minimum, provide a mechanism to comply with security requirements and saleguard requirements of the inchanging to comply with security requirements and saleguard requirements of the following Federal agencies, Pentities; a. Health & Human Services (HHS) Centers for Medicare & Medicaid Services (CMS) b. Guidance from CMS including MITA Framework 3.0 and Harmonized Security and principle from CMS including MITA Framework 5.0 and Harmonized Security and Dr. Guidance from CMS including MITA Framework 6. Administration for Children & Families (ACF) d. Dep. of Agriculture Food and Nutrition Services e. NIST 806-53. For Moderate, Mess, E and DOD 8500. 2 f. RS pub 1075, which points back to NIST 800-53 rev 3 g. Federal Information Security Management Act (FISMA) of 1996 h. Health Information Technology for Economic and Clinical Health Act (HITECH) of 2009 b. Privacy Act of 1994 D. Privacy Act of 1996 P. Privacy Act of 1997 P. Patient Protection and Affordable Care Act of 2010, Section 1561. Recommendations in Section 106(b)[2](B)[wiii) of the Child Abuse Prevention and Treatment Act n. Section 106(b)[2](B)[wiii) of the Child Abuse Prevention and Treatment Act
Interoperability-Interfaces	Interoperability-Interfaces	Interoperability-Interfaces	Perf. and Avail.	Perf. and Avail.	Perf, and Avail.	Perf and Avail.	Perf. and Avail.	Regulatory_&_Security	Regulatory_&_Security
General System Behavior	General System Behavior	General Behavior	General F System Behavior	General System Behavior		General System Behavior	General System Behavior	General System Behavior	General System Behavior
42	43	4	24	46	47	48	49	20	51

				We apply access controls, encrypted storage, and off-site backups consistent with the sensitivity of our data. These measures are digigated with our internal disaster recovery policies to miligate unauthorized access or data loss. Additionally, we maintain active cyber insurance coverage to further manage risk and support recovery in the event of a security incident.	=				
	0		0	Yes	W 7	a e s	i	0	a.w.
DOES NOT APPLY - We do not host or develop web applications directly, but we support accessibility best practices in all user-facing content under our control.	DOES NOT APPLY - We do not directly develop or host any software subject to Arkansas's accessibility compliance testing.	DOES NOT APPLY - We do not create or host any DHS-branded applications	DOES NOT APPLY - While we do not host of develop systems directly, we do maintain internal safeguards to ensure access to operational data is restricted even during outlege. Sensitive data is stored securely, with user-level access controls enforced across our systems.		identity and access services for DFS systems and therefore do not integrate with their internal or external identity platforms. However, our systems use modern authentication practices and role-based access controls internally, and we are prepared to follow any external access requirements provided by DHS.	DOES NOT APPLY – We do not develop or host applications or solutions. While in requirement pertains to vendors managing data transmission over open networks, our organization does not transmit PHI or PII over such networks through internally developed or hosted systems.	DOES NOT APPLY - We do not develop or host applications or solutions. However, we ensure that all PHI/PII data stored by us is encrypted at rest in allgment with CMS and NIST andards.	DOES NOT APPLY - We do not develop or host applications that access PHI directly.	DOES NOT APPLY - We do not develop or host technology auditories, not do we transmit or store PHI/PII using publicly available internet storage or witeless communication devices. Amy PHI/PII will interact with is handled through platforms such as the MMIS portal, which are expected to meet all whole are expected to meet all opplieable federal and DIS standards for encryption and data protection.
Any technology vendor, application or solution shall adhere to the accessibility guidelines: develop web applications directly, but as outlined in the web guidelines and based on the W3C level 2 accessibility guidelines: (http://www.w3.org/TR/WCAG10/hull-checklist.html) in all user-facing content under our control.		Any technology vendor, application or solution comply with the DHS branding standards [C as defined by DHS.	Any technology vendor, application or solution shall adhere to the principle of "Fail [Safe' to ensure that a system in a failed state does not reveal any sensitive information in or leave any access controls open for attacks	Any technology vendor, application or solution shall maintain a level of security that is commensurate with the risk and magnitude of the harm that could result from the loss, misuse, disclosure, or modification of information	Any technology vendor, application or solution shall follow the DHS Enterprise Architecture Standards tregarding identity, authorization and access management. The current standards state that applications/solutions will integrate with Microsoft's Active Directory for internal DHS users and will integrate with the Bind Cloud Identity placificant for external users. Modern authentication protocols such as SANL or OIDC should be used and multi-factor authentication will be employed whenever deemed necessary by DHS or applicable regulatory bodies (CMS, FNS, IRS, etc.).				Any rechnology vendor, application or solution shall not transmit or store any Personal Health Information (Pill) using publically available storage over the Internet or any wireless communication forly. Using publically available storage over the Internet or any wireless communication deceive, unless: 1) the PHI or PII is "de-identified" in accordance with 45 C.F.R.§ 164.5.14(b) [2], or 2) enrypted in accordance with applicable law, including the American Recovery and Reinvestment Act of 2009 and as required by policies, procedures and standards established by DHS
Regulatory_&_Security	Regulatory & Usability	Regulatory_&_Security	Regulatory_&_Security	Regulatory_8_Security	Regulatory_&_Security	Regulatory_&_Security	Regulatory_&_Security	Regulatory_&_Security	Regulatory_&_Security
General System Behavior	General System Behavior	General System Behavior		General System Behavior	General System Behavior	General System Behavior	General System Behavior	General System Behavior	General System Behavior
25	53	54	58	95	25	8 5	65	09	61

DOES NOT APPLY - We do not develop maintain applications or system environments. Any data we handle is submitted through authorited submitted through authorited responsible for implementing and maintaining appropriate security provisions across their environments.	DOES NOT APPLY - We do not develop requiring direct implementation of user sceas controls such as RBAC or context based permissions. Our operations are conducted within the boundaries of schae authorized patforms, which are responsible for enforcing appropriate access control mechanisms.	DOES NOT APPLY - We do not develop or manage applications or solutions.	DOES NOT APPLY - Our internal System Membringstoor manage user roles within our operational systems to ensure appropriate access and ensure appropriate access and develop or deliver technology solutions, our administrators maintain solutions, our administrators maintain remain conditions, our administrators maintain remaintain consistent with this requirement controls consistent with this requirement.	DOES NOT APPLY - We do not develop or manage any technology vendor applications or solution. As a such, we are not responsible for implementing or ensuring 256-bit encryption for system communications within software products.	DOES NOT APPLY -We do not develop Not host applications or solutions and are therefore not responsible for implementing SSL certificates or implementing SSL certificates be providion.	DOES NOT APPLY - We do not design or develop applications or user interfaces and therefore are not responsible for implementing color schemes or usability enhancements.	DOES NOT APPLY - We do not develop or manage technology applications or interfaces that handle demographic data validation.	DOES NOT APPLY - We do not develop or maintain technology applications or ysystems responsible for performing data validations.	DOES NOT APPLY - We do not develop or manage any applications, modules, or user interfaces that would include auto-save or save prompts.	DOES NOT APPLY - We do not develop or maintain any applications or user interfaces that would generate prompts.	DOES NOT APPLY - We do not develop any technology platforms or applications that send notifications such as emails or SMS
Any technology vendor, application or solution will include the same security provisions to DOES NOT APPLY - We do not develop for the development, System maintain applications or system used in the production environment except those provisions implemented specifically to environments. Any data we hadie is protect confidential information (e.g. PH, PI). Submitted through authorited paths and provisions for the production of the provisions and the production across their environments.	Any technology vendor, application or solution shall be able to associate permissions of with a user using one or more of the following access controls: a. Role-Based Access Controls (RBAC; users are grouped by role and access rights assigned to these groups) b. Context-based (role-based with additional access rights assigned or restricted based by on the context of the transaction such as time-of-day, workstation-location, emergency-comode, etc.)	Any technology vendor, application or solution will comply with accessibility Direquirements described in 45 CFR 8S and with State of Arkansas accessibility of reouirements	y vendor, application or solution will allow System administrators to nage user roles.	Any technology vendor, application or solution communications will be protected by at D least 256-bit encryption.	Any technology vendor, application or solution will be supported by public key/private of key encryption Secure Socket Layer (SSL) certificates.	Any application or solution will use colors to enhance user experience and System Dusability wille complying with all disability requirements notated elsewhere in these a requirements.	Any technology vendor, application or solution must perform address validation for demographic information (e.g., USPS, Smarty Streets, AR GIS, etc.), Suggest the validated new address and prompt user to select either user entered address or it validated address or or validated address and then save accordingly.	Any technology vending, application or solution must perform standard data validations of such as character, numeric, date, currency, phone, SSN etc.	Any technology vendor, application or solution must have the ability to auto-save, to prompt to save when leaving pages in all modules.	Any technology vendor, application or solution shall have the ability to create prompts for user actions, (e.g., incomplete data entry of required fields, deletion of data, system (log-off warnings).	Any technology vendor, application or solution shall have the capability to send anotifications. Examples include sending emails, text messages (SMS), etc.
Regulatory_8_Security	Regulatory_&_Security	Regulatory_&_Security	Solution Administration	Solution Administration	Solution Administration	Regulatory & Usability	User Interrace	User Interface	User Interlace	User Interlace	User Interlace
62 General System Behavior	63 general System Behavior	64 General System Behavior	65 General System Behavior	66 General System Behavior	67 General System Behavior	68 General System Behavior	69 General System Behavior	70 General System Behavior	71 General System Behavior	72 General System Behavior	73 General System Behavior

DOES NOT APPLY - We do not provide or operate any technology solutions that deliver data over a web browser interface.	DOEs NOT APPLY - We do not host or provide any systems or applications for 1015 use.	DOES NOT APPLY - We do not provide or develop any systems or applications for DHS.	DOEs NOT APRIV - We do not develop or manage ETI (Estract, Transform, and adal components or provide platforms with data quality or stewardship functionality.
Any technology vendor, application or solution providing data over a web browser DOES NOT interface (http, ftp, etc.) will include the capability to encrypt the data communicated or operate over the network via SSI (e.g., HTML over HTTPS).	The system will support and maintain compatibility with the current to (N-2) version of DOES NO the bHS Support Operating systems. The support Operating systems are Microsoft provide survived or, AAAC OS, Apole IOS and Google Android:	y with the current to (N-2) version of sees are are and certify their of these Browsers.	Any technology vendor, application or solution Extract Transform and Load (ETL) components will provide process flow and use interface expabilities to enable business or manage ETL (Extract, Transform users to perform data-quality-related tasks and full its tewardship functions, including: a. Packaged processes, including steps used to perform common quality tasks (providing) a. Packaged processes, including steps used to perform common quality tasks (providing) b. User interface in which quality processes and issues are exposed to business users, stewards and others c. Functionality to manage the data quality issue resolution process through the stewardship workflow (status tracking, schalation and monitoring of the issue resolution process) d. Ability to customize the user interface and workflow of the resolution process e. Ability to execute data quality resolution steps in the context of a process orchestrated by Business Process Management (BPM) tools (packaged integration or other ability to work with popular BPM suites, for example)
Web based UI	Web based UI	Web based UI	Oata Integ, Quality, ETL
General System Behavior	General System Behavior	General System Behavior	Technology Platform Requirements
74	57	76	77

Central Arkansas Development Council Minimum Qualifications Narrative Bid Number: 710-25-049 Region E

2.1 INTRODUCTION

Central Arkansas Development Council (CADC) is proud to present our Minimum Qualification Narrative in response to the Arkansas Department of Human Services' (DHS) Invitation for Bid (IFB) for the provision of Non-Emergency Transportation (NET) Services in Region E.

CADC is committed to fully delivering all NET services authorized under this contract, as well as any related attachments or addenda, in full compliance with the manuals, guidelines and official directives issued by the State of Arkansas.

As the current broker for this region, CADC has developed a strong network and trusted relationships with both Medicaid recipients and community partners. Our continued role as broker will help maintain consistent, high-quality transportation services without disruption. Given our established presence, retaining CADC as the broker will also prevent unnecessary transition costs and potential confusion for both DHS and the beneficiaries. To further demonstrate the trust and confidence our partners place in us, we have included letters of recommendation in Attachment B—each reflecting the value and reliability of the services we have long provided.

Central Arkansas Development Council (CADC) is a private, nonprofit Community Action Agency guided by a 27-member Board of Directors composed of representatives from the low-income community, public officials and the private sector. For more than six decades, CADC has played a vital role in the fight against poverty across the region. Our organization brings deep expertise in program administration, financial management and accounting systems. As a nonprofit corporation, we are proud of our consistent record of clean, unqualified annual financial audits, which reflect our strong commitment to transparency and sound fiscal practices.

CADC oversees South Central Arkansas Transit (SCAT), the oldest, largest and most established rural public transit system in the state. Since its founding in 1976, SCAT has built a strong reputation for reliable service, making CADC the clear and trusted choice for managing Non-Emergency Transportation (NET) services.

A previous Beneficiary Satisfaction Survey of NET riders ranked CADC among the top performers across nearly all categories, outperforming other providers. The institutional knowledge we've acquired with over 25 years of continuous service is invaluable in meeting the needs of both DMS and its beneficiaries.

Our longstanding partnership with DHS and DMS spans more than 38 years, including over 18 years serving as the Medicaid transportation broker for the former Regions 8, 10 and 11. CADC now leads operations for the expanded Region E. Throughout this transition, we have maintained uninterrupted, dependable, and safe transportation services for all beneficiaries.

When DHS partners with CADC, they gain a community-driven organization with a proven ability to deliver efficient, high-quality transportation services while making the most of available resources.

Even though SCAT is now operating under new leadership with Dana Bates as the Project Director, the program continues to uphold the same high standards of professionalism and commitment to excellence that have defined its legacy. The new leadership team brings fresh energy and perspective, while maintaining a strong focus on safe, reliable and high-quality service. With a deep understanding of CADC's mission and a shared dedication to meeting the transportation needs of the community, SCAT remains a trusted provider of Non-Emergency Transportation (NET) services throughout the region.

As stated, Ms. Bates will serve as the Project Director. Although she is new to this position, Dana brings a strong foundation of leadership (including in the transportation field) and nearly two decades of management experience to the role. Her background includes serving in key administrative positions where she successfully oversaw complex programs, navigated regulatory requirements and led teams with a focus on efficiency and accountability.

Dana's fresh perspective, combined with her proven ability to manage high-performing teams and adapt quickly to new challenges, makes her a strong asset to the SCAT program. She is deeply committed to ensuring the continued delivery of safe, reliable and compliant Medicaid transportation services and will engage the necessary resources to meet contract requirements and maintain uninterrupted service for all beneficiaries.

John Mockabee II, who began his career with SCAT in 2011, will serve as the Assistant Program Manager. He started as a driver and quickly became a valuable support presence in the office, demonstrating a strong commitment to the program's operations. Over the years, he advanced to Site Supervisor, then into Fleet Operations with a specialized focus on safety and training. His hands-on experience at every level of the program has given him a deep understanding of SCAT's mission and daily operations.

In his current role, John works closely with the Project Director to help manage NET services across Region E with particular attention to maintaining compliance, operational efficiency and the detailed records required for program oversight. His dedication and comprehensive knowledge of SCAT make him a key leader in ensuring reliable and effective service delivery.

The Project Director will also be supported by CADC's outstanding management team which includes Mr. Randy Morris, CADC Chief Executive Officer; Mrs. Lavel Neal, CADC Chief Operations Officer; and Mrs. Traci Boyd, CADC Chief Financial Officer.

The remainder of this Minimum Qualification Narrative is organized to address the specific areas outlined in Section 2 of the IFB.

2.2 MINIMUM QUALIFICATIONS

CADC brings a depth of experience in non-emergency medical transportation that far exceeds the minimum requirements outlined in the IFB. Our partnership with DHS/DMS began in 1977 and we have proudly served as the broker and provider for NET services for the past 25 years. In fact, our commitment to delivering essential transportation for Medicaid beneficiaries predates the formal establishment of the NET program itself.

Over the decades, we have built extensive expertise in designing, managing and monitoring transportation services as well as negotiating and maintaining contracts with a variety of service providers. Our longstanding collaborations with aging programs, mental health centers, day treatment facilities and shelters have resulted in strong, mutually respectful relationships that continue to support the needs of the communities we serve.

With 25 years of experience serving as a community-based transit NET Broker and Operator for Region E, along with prior experience in Regions 8, 10, and 11, CADC has developed a deep understanding of both the operational and administrative components of NET service delivery. Our dual role as broker and provider has given us comprehensive insight into effectively receiving, processing and fulfilling trip requests.

We bring to this program a complete, integrated service model backed by years of proven performance. Most importantly, DHS/DMS can be confident in our capabilities. CADC is a trusted, community-based transportation partner with a strong track record. DHS knows exactly what it is investing in: a professional transit provider with the expertise to optimize both call center operations and transportation logistics to meet the needs of Medicaid beneficiaries.

Our commitment to the community runs deep. We serve a wide and diverse population. Many of these rely on DHS services and our coordinated approach ensures transportation is delivered safely, reliably and with professionalism. These same clients often receive support through other CADC programs and services as we work to help individuals and families move toward self-sufficiency. This interconnected service model allows us to understand and support the full scope of our clients' needs.

When DHS invests in transit services, it should do so with confidence. With CADC, you are partnering with a trusted, community-based organization that brings proven experience.

This confidence is further reinforced by the strength of our leadership team, whose expertise ensures the delivery of safe, effective, and community-focused transit services

Resumes and job descriptions for the following key staff members are provided in Appendix C:

- Dana Bates, Project Director
- John Mockabee II, Investigator/Trainer
- Danny Waite, Safety and Security Officer/Trainer

Myrtis Rodgers, Quality Assurance Manager

With this Minimum Qualification Narrative, CADC has completed and submitted all required bid documents, affirming our agreement to fully comply with all provisions outlined in the bid solicitation. CADC expressly acknowledges and agrees that, should the agency cancel, default on, or otherwise withdraw from the contract before its expiration, we will be ineligible to participate in any DHS NET procurement opportunities for Region E until the next solicitation period or for a period of twenty-four (24) months—whichever occurs later.

2.3 GENERAL PROGRAM REQUIREMENTS

CADC is committed to maintaining effective day-to-day oversight of NET operations in Region E. Operational excellence remains a top priority for CADC and our transportation program, SCAT. As the direct service provider, CADC-SCAT maintains full control of all daily operations, which ensures high-quality service delivery across every level. Our operational oversight includes the following key components:

Staff Oversight and Monitoring

All operational personnel, including drivers, dispatchers, schedulers and administrative staff, are monitored by a comprehensive leadership team, including:

- Dana Bates, Program Manager
- John Mockabee II, Assistant Program Manager
- All Site Supervisors
- Danny Waite, Service Center Manager
- CADC Human Resources

Criminal History and Central Registry Checks

CADC requires both a criminal history check conducted by the Arkansas State Police and a central registry check conducted by the DHS Central Registry Unit (both Adult and Child Maltreatment) for all employees prior to beginning services in roles that involve:

- Care
- Supervision
- Treatment
- Any other services, including but not limited to all NET-related services, where the employee has direct contact with a beneficiary

These requirements apply to employees providing services to, or having direct contact with:

- Elderly individuals
- Persons with developmental disabilities
- Individuals with mental illnesses
- Children residing in any state-operated facility
- Any individual in a position that involves direct contact with children

Motor Vehicle Record (MVR) Checks

- All prospective drivers undergo an MVR check prior to hire and annually thereafter.
- Additional checks are conducted as needed, and any serious violations or felony offenses are reported and addressed in accordance with policy.

Driver and Staff Training

- All vehicle operators are required to complete annual or biannual training in CPR, First Aid, Passenger Safety, Bloodborne Pathogens, HIPAA compliance and Defensive Driving.
- Additional training may be implemented at CADC's discretion to enhance safety and performance.
- All CADC-SCAT employees receive documented mandatory annual training, with records maintained in personnel files at the Benton Administrative Office.

These requirements apply to both CADC-SCAT staff and subcontracted drivers.

Driver Field Observations

Driver performance is evaluated through both scheduled assessments and random, unannounced observations. These evaluations are conducted by site supervisors from our 11 transportation offices as well as by a member of our dedicated Safety and Compliance team. This team includes SCAT's Safety and Security Officer, Danny Waite, and our newly appointed Safety and Compliance Coordinator, Marlow Andrews. This position was created as part of our continued commitment to maintaining high standards of safety, compliance and operational excellence. CADC-SCAT plans to add additional Safety and Compliance Coordinators to ensure compliance with all requirements.

These checks include both SCAT-employed and subcontracted drivers to ensure consistent standards.

Vehicle Maintenance Standards

- All SCAT vehicles meet or exceed state, federal and manufacturer safety and mechanical standards.
- Maintenance records are kept in each vehicle's onboard logbook and in a central file at the SCAT Maintenance Facility.
- Routine preventive maintenance includes but is not limited to:
 - Oil and filter changes
 - Transmission service
 - Tire rotations
 - Wheelchair lift inspections
 - Fluid and belt inspections
- Announced and unannounced inspections of vehicles and maintenance logs are conducted by the Safety and Security Officer, the Safety and Compliance Coordinator and the maintenance staff.

Daily Vehicle Inspections

- Drivers complete pre-trip and post-trip inspections daily using the standard Daily Vehicle Inspection Sheet (see Appendix E).
- Any non-compliant vehicle is immediately removed from service until it is repaired or replaced.

Safety Equipment and Operator Readiness

- CADC places the highest priority on safety. Every vehicle must have complete, functioning safety equipment.
- Operators are trained in proper procedures for loading and unloading wheelchair passengers and other safe driving practices.
- The Safety and Compliance Coordinator conducts both scheduled and unannounced site
 visits to perform thorough vehicle inspections ensuring full compliance with NET
 program regulations and promoting the highest standards of safety and reliability for our
 clients. These visits also include in-field observations of driver performance at locations
 such as hospitals, clinics and client residences.

Incident and Accident Investigations

 All incidents and accidents are investigated immediately by CADC transportation supervisors and the Safety and Security Officer. Reports are submitted promptly to the DMS NET Monitoring Contractor following all required protocols.

Verification of Eligibility

CADC verifies the eligibility of each Medicaid beneficiary prior to scheduling transportation services. Eligibility is confirmed through the designated Medicaid Management Information System (MMIS) or other DHS-approved systems.

Needs Assessment and Transport Type Determination

During intake and scheduling, CADC staff assess the transportation needs of each beneficiary to determine the most appropriate type of vehicle or support. Accommodations for medically frail or disabled individuals are addressed during scheduling.

Data Collection and Reporting

CADC collects data on services provided, vehicle usage, and personnel. This data is used internally for quality improvement and submitted to DHS and the NET Monitoring Contractor in accordance with reporting requirements.

Disaster Recovery and Contingency Planning

CADC maintains a disaster recovery and contingency plan to ensure uninterrupted operations in the event of an emergency or system failure. These plans are available for DHS review.

Compliance with DHS Reporting

All required reports, including operational and incident reports, are submitted to DHS and the NET Monitoring Contractor in the prescribed format and timeframe.

Compliance with CDC Guidelines

CADC follows all CDC guidelines for communicable diseases. This includes sanitizing vehicles, providing PPE, and ensuring staff are trained on infection control procedures.

Rider Communication and Program Awareness

CADC recognizes the importance of keeping Medicaid beneficiaries informed about the transportation services available to them. To support this, flyers are placed in all vehicles providing details about NET services, including the toll-free 800 number and website. This ensures beneficiaries have immediate access to contact information, helping to promote awareness and access to the transportation program.

Hours of Operation

As the current NET provider for the region, CADC's Central Business Office/Call Center is fully operational and ready to continue service without interruption. We are already equipped to receive beneficiary reservations from day one of the new contract. There is no need to establish a new office, as outlined in the IFB, since CADC is already established, experienced and fully prepared to assume responsibilities under the upcoming NET contract with DHS.

The Central Business Office/Call Center is located at 300 Edison Avenue in Benton, Arkansas. The Central Business Office/Call Center maintains normal business hours from 8:00 a.m. to 5:00 p.m., Monday through Friday, excluding state holidays. Scheduling services are managed

through CADC's Central Business Office/Call Center which operates Monday through Friday from 8:00 a.m. to 5:00 p.m. Central Time excluding state and federal holidays.

Site Supervisors and Dispatchers/Schedulers at each location also maintain these hours to ensure beneficiaries' transportation needs are addressed promptly and efficiently. Additionally, all site offices work jointly to offer extended availability from 5:00 a.m. to 6:30 p.m., allowing us to better serve clients who may need assistance during early morning or evening hours. This coordinated effort has significantly enhanced our ability to respond to client needs and provide more flexible, accessible service.

Actual transportation times are scheduled based on the specific needs of each beneficiary. In addition to weekday services, CADC provides NET transportation on Saturdays from 8:00 a.m. to 5:00 p.m. for beneficiaries receiving:

- Dialysis
- Chemotherapy
- Radiation treatments

To support safe and uninterrupted service, Site Supervisors and/or the Vehicle Maintenance Supervisor are on duty or on call after hours when vehicles are in service. This ensures immediate response in the event of vehicle breakdowns or accidents.

Consistent with our current operations as a NET provider for DHS, CADC remains committed to transporting beneficiaries requiring routine, time-sensitive medical care, even on holidays or weekends, according to their set treatment schedules.

Prohibited Affiliations

CADC affirms that it does not maintain any prohibited affiliations as defined under Section 2.3.G. All relationships are vetted and disclosed as required.

Compliance with ADDT/EIDT Transport Guidelines

CADC adheres to the requirement that beneficiaries attending ADDT and EIDT facilities are transported separately from those receiving traditional NET services, and our scheduling practices reflect this operational standard.

2.4 Program Administration

As the current NET provider, CADC is fully equipped to comply with all program requirements outlined in the IFB including adherence to established policies and procedures, operational standards, office infrastructure and all necessary bonding and insurance provisions.

Because we already have a robust infrastructure in place, CADC can readily evaluate and adjust existing policies, procedures and operations to align with any new or updated guidelines issued by DHS throughout the life of the contract.

Our commitment to ongoing compliance with all NET program guidelines includes:

- Conducting gatekeeping activities, including verifying that recipients meet Medicaid eligibility criteria appropriate for receiving NET services.
- Individually assessing each beneficiary's transportation needs and determining the most suitable mode of transportation in compliance with ADA standards. Our dispatchers and call takers evaluate the mental and physical needs of each beneficiary including those who are medically fragile or have physical or mental challenges to ensure transportation is appropriately matched to their functional requirements.
- Entering trip requests into our RouteMatch software system, which then routes the trip to the appropriate site, where supervisors schedule the safest and most efficient vehicle for travel.

This comprehensive process, from trip intake and eligibility screening to scheduling, reporting, and recordkeeping, has proven highly effective for the past 25 years. The RouteMatch software we utilize is a state-of-the-art transportation management system widely used by major paratransit providers across the country.

Subcontractors

CADC will provide transportation services using a combination of its own fleet of vehicles and, when necessary, subcontracted transportation providers. This approach ensures flexibility and reliability in meeting the varying needs of clients while maintaining high standards of safety and service. By supplementing its internal resources with trusted subcontractors, CADC can effectively accommodate increased demand or specialized transportation requirements without compromising quality or efficiency.

When subcontractors are utilized, CADC-SCAT will ensure they are carefully recruited and thoroughly trained alongside SCAT staff to uphold the same high standards of service delivery expected throughout Region E.

To ensure consistency, safety, and compliance across all service delivery, CADC-SCAT holds subcontractors to the same rigorous standards as internal staff, from recruitment and training to recordkeeping and oversight. This commitment is reflected in several key practices, including:

Recruitment and Qualification of Subcontractors

• CADC guarantees that all transportation services in Region E, whether provided by CADC drivers or subcontractor drivers, will meet the driver qualifications outlined in the Operational Requirements section of this IFB.

- CADC will not engage any subcontractor or employee who has been convicted of Medicaid or Medicare fraud, terminated from the Medicaid or Medicare programs, or excluded from any Arkansas DMS program.
- All personnel, including office staff, administrators, managers, supervisors, board members and anyone with decision-making or fiduciary responsibility related to this NET contract, will be screened against State and Federal Medicare and Medicaid exclusion lists.
- CADC will provide a roster to the NET contract monitor within five (5) days of any personnel changes. This roster will include for each individual:
 - o Full name (including maiden or previously used names)
 - o Title
 - o Date of birth
 - Social Security Number
 - Date of hire
 - Date of discharge
- CADC understands that any person excluded due to Medicaid or Medicare fraud or program termination is prohibited from employment connected to Medicaid transportation services.

Subcontractor Records

- CADC will establish and maintain comprehensive records for each subcontractor with whom a service agreement is in place.
- Any changes involving subcontractors, whether additions, deletions or updates, will be recorded within five (5) business days of occurrence.
- All records and updates will be made available to the DHS/DMS Monitoring Contractor upon request.

Training and Compliance

- All employees, including subcontractors, will receive documented training on HIPAA compliance at hire and annually thereafter.
- CADC will also provide OSHA Bloodborne Pathogens training annually and upon employment for all drivers and vehicle operators with documentation maintained in personnel files.

• CADC will maintain adequate transportation capacity and comply fully with the Americans with Disabilities Act (ADA).

Availability of Services

CADC remains committed to meeting the transportation needs of eligible Medicaid recipients in a timely and efficient manner through a well-established reservation and trip assignment system designed to ensure prompt, reliable service.

Our transportation program, SCAT, utilizes RouteMatch—an advanced software system that manages all aspects of service delivery. This includes centralized trip intake, eligibility screening, operational direction and complete recordkeeping of calls and trips. This centralized process allows our Site Supervisors to build optimized schedules that improve efficiency for both drivers and passengers.

Beneficiaries access services through a toll-free number which connects them to our highly trained call center staff. During the call, eligibility is verified and transportation needs are assessed including any special requirements. Before the call ends, the trip is assigned to the most appropriate site with grouping strategies applied to minimize ride times while maximizing efficiency.

This same process is used when assigning trips to subcontractors to ensure consistency in quality of service whether a client rides with a SCAT-operated vehicle or a subcontracted provider. All trips are coordinated through RouteMatch guaranteeing seamless service regardless of the provider.

SCAT provides safe, appropriate and high-quality transportation which adheres to all program requirements outlined in the IFB and the current contract with DMS. This is the same standard we've maintained for over 25 years in NET services and over 45 years in total transportation operations.

With RouteMatch, our schedulers are empowered to deliver accurate reservations, effective gatekeeping and dependable trip coordination ensuring that beneficiaries receive timely, safe and reliable transport to and from their medical appointments.

When subcontractors are utilized, CADC-SCAT will ensure they are carefully recruited and thoroughly trained alongside SCAT staff to uphold the same high standards of service delivery expected throughout Region E.

Performance Capabilities

CADC's ongoing capacity to deliver high-quality NET services is demonstrated throughout this proposal with key performance elements detailed in the following sections:

• **Operational Requirements**: Outlines procedures for day-to-day oversight, telephone operations, trip scheduling, dispatch capabilities and technology infrastructure.

- Reporting, Quality Assurance and Performance Monitoring: Details our data collection, reporting processes and ongoing performance evaluation methods.
- **Disaster Recovery**: Describes our disaster recovery and contingency plans including our ability to maintain service during emergencies or unforeseen events. A copy of our Disaster Recovery Plan is included in Appendix Q.
- Additional Capabilities: Highlighted throughout the proposal to illustrate our comprehensive approach to service delivery.

Central Arkansas Development Council (CADC) has consistently met all reporting requirements for DMS and the NET Program as well as for other funding sources such as the Federal Transit Administration (FTA) and the Arkansas Department of Transportation (ARDOT). These reports have supported our work through:

- 45 years of operation under the SCAT Transportation Program
- 25 years of service as the NET Broker for Regions 8, 10 and 11
- Current operations as the NET Broker for Region E

This longstanding experience demonstrates our strong operational infrastructure, accountability and proven ability to meet complex program demands across multiple regions.

CADC affirms that all terms, conditions, and requirements outlined in the Invitation for Bid (IFB) will be fully met. The organization is committed to adhering to all specifications, timelines, and performance standards as detailed in the IFB, ensuring full compliance throughout the duration of the contract. CADC will implement all necessary measures to maintain alignment with the IFB's expectations and to deliver services that meet or exceed the required standards.

2.5 Regions and Residences

CADC-SCAT, along with any subcontractors, is responsible for providing or arranging transportation for Medicaid beneficiaries residing within Region E. We understand the importance of addressing individual needs and we are committed to ensuring that each trip is appropriate to the beneficiary's specific medical and mobility requirements.

This commitment is demonstrated not only in our individualized approach to service, but also in the scale and reach of our operations. With over 25 years of experience in delivering these services, CADC–SCAT has found that many trips involve travel to major medical facilities in Little Rock, Hot Springs and Texarkana. On average, we coordinate between 10 and 20 beneficiary trips daily to these locations. The remaining trips typically involve transportation within the 19-county service area.

CADC is registered with the Federal Motor Carrier Safety Administration (FMCSA), holds a U.S. DOT number and complies with all applicable safety regulations and financial responsibility requirements for interstate passenger transport. We ensure that any subcontractors

we engage meet these same standards. All drivers, whether employed by CADC or subcontracted, are subject to U.S. DOT drug and alcohol testing protocols as well as annual physical examinations.

For out-of-state medical trips, CADC's FMCSA registration and U.S. DOT compliance ensure we are properly equipped and authorized to meet transportation needs beyond Arkansas state lines.

To accommodate a wide range of needs and destinations, particularly for trips originating outside the immediate region, CADC and its subcontractors utilize a variety of transportation methods, including:

- Direct service for group trips or those to locations adjacent to the service area;
- Individual transportation by volunteers, friends or family members with verification of proper insurance coverage;
- Gas reimbursement for beneficiaries using their own vehicles but unable to afford fuel;
- Coordinated services through mutual agreements with other brokers serving neighboring regions;
- Other safe and appropriate transportation options based on the beneficiary's unique circumstances.

Our flexible, individualized approach ensures that each beneficiary receives safe, timely and effective transportation to access the care they need.

CADC will provide transportation to a beneficiary's primary care physician (PCP) located outside the Broker's region only if the PCP is in a county adjacent to the beneficiary's county or in a county that borders one of those adjacent counties. Transportation to and from qualified Medicaid providers outside the beneficiary's immediate area or county will be provided only when:

- The trip is for a visit to the beneficiary's assigned Medicaid primary care physician;
- The assigned PCP has referred the beneficiary to a specific provider for a medically necessary service; or
- The PCP has made a referral for a medically necessary service that is not sufficiently available within the beneficiary's county.

CADC will provide transportation to and from qualified Medicaid providers who are either the closest to the beneficiary or located within the beneficiary's county.

Transportation will also be provided to and from out-of-state Medicaid providers enrolled in Arkansas Medicaid if they are within fifty (50) miles of the Arkansas state border. However,

CADC is not responsible for transporting beneficiaries beyond fifty (50) miles outside of Arkansas state boundaries.

2.6 ELIGIBILITY FOR BENEFICIARIES

To ensure high-quality delivery of Non-Emergency Transportation (NET) services, CADC has established a structured "need for services determination process" in alignment with the requirements outlined in the Arkansas Medicaid Policy.

We have developed a comprehensive beneficiary database within the RouteMatch software system, which includes (but is not limited to): name, address, phone number, Medicaid ID number, emergency contact and, when possible, routine NET destinations.

Our experienced scheduling team, who have been coordinating and managing NET trips for a number of years, will continue to follow the established intake process each time a beneficiary calls. This includes:

- Verifying Medicaid eligibility under one of the approved Aid Categories for the Arkansas Medicaid NET Program;
- Confirming the beneficiary resides in Region E, which is CADC's designated service area;
- Assessing the need for NET services, including identification of any temporary or permanent physical or mental conditions, requirements for wheelchair-accessible vehicles or the need for an attendant;
- Ensuring the transportation request is for a visit to a Medicaid-enrolled provider or, in the case of Private Option beneficiaries, a provider within their plan network (Medicaid or non-Medicaid);
- Documenting the beneficiary's Medicaid ID and address for reporting purposes;
- Confirming the medical appointment before transportation is provided; and
- Capturing and submitting all encounter data using the approved electronic submission process to DMS.

As outlined in the IFB, NET services for newly eligible adults enrolled in a commercial insurance plan are limited to eight (8) one-way trips (legs) per calendar year. These trip limits do not apply to:

- Traditional Medicaid NET eligible persons;
- Newly eligible adults in ARHOME determined to be Medically Frail; or

• Newly eligible adults in ARHOME in the period of time between enrollment and the start of their commercial insurance plan.

CADC will maintain a real-time cumulative trip count for each beneficiary. We will also coordinate with other NET Brokers, when necessary, to obtain prior trip records for individuals who have transitioned from another region.

We understand that DHS/DMS may authorize transportation for Medicaid beneficiaries, or for parents or guardians of minors or incapacitated beneficiaries, who do not meet the criteria specified in this IFB. Such cases will be reviewed individually and authorized by the Director of the Division of Medical Services or their designee

2.7 BENEFICIARY INFORMATION AND APPLICATION FOR SERVICES

CADC understands that Medicaid beneficiaries must contact us to request transportation services at least 48 hours in advance of their appointment, excluding weekends and state holidays.

Upon receiving a call from a beneficiary, CADC will immediately check eligibility during the scheduling process.

We will verify that each Medicaid beneficiary has an active and valid Medicaid number prior to providing NET services. If the beneficiary is unable to provide a valid number, they will be directed to contact Medicaid or the Medicaid NET helpline to obtain it. CADC acknowledges that verifying eligibility at the time of reservation is the sole responsibility of the Broker.

CADC is fully aware, and all scheduling staff are trained to understand, that Arkansas Medicaid transportation services do *not* cover beneficiaries in the following categories:

- Nursing facility residents
- Residents of intermediate care facilities for individuals with intellectual disabilities (ICF/IID)
- Qualified Medicare Beneficiaries (QMB) where Medicaid only covers Medicare premiums, deductibles and copays
- Specified Low-Income Medicare Beneficiaries (SLMB)
- Qualifying Individuals 1 (QI-1)
- ARKids First-B beneficiaries
- Individuals covered under retroactive eligibility periods
- Incarcerated individuals

To ensure efficient service delivery, CADC emphasizes the importance of active participation and cooperation from both staff and beneficiaries. We believe that education and clear communication are essential in helping beneficiaries understand their rights and responsibilities.

To support this effort, CADC distributes an informational brochure detailing public and Medicaid transportation options in the region (see Appendix I). This brochure is made available to medical providers, human service agencies and new callers requesting transportation services. A copy of our Passenger Handbook is also included in Appendix I.

2.8 REQUEST FOR NET SERVICES

CADC understands that no matter the methods or combination of methods used to deliver NET services, we hold full responsibility for the management, supervision and monitoring of those services. Additionally, we are accountable for the payment of all transportation provided using funds obtained through this IFB and any subsequent contracts.

CADC-SCAT will continue to provide comprehensive management of the NET Transportation program, delivering fully coordinated services as we have successfully done for the past 25 years. Our NET performance reports consistently rank us among the highest in quality, courtesy and efficiency. We coordinate these NET services alongside our other transportation offerings to ensure beneficiaries receive the best possible service at the most appropriate cost, leveraging economies of scale.

While we do not currently anticipate engaging additional subcontractors, any future selections will require prior approval from DHS. Furthermore, all subcontractor staff and drivers will be required to complete our training program to maintain the high standard of transportation quality for beneficiaries.

When appropriate, we will utilize existing fixed-route bus services within Region E to reduce costs. Additionally, we actively seek qualified volunteers who meet our insurance and background check standards to assist with transportation. We also offer mileage reimbursement to beneficiaries who have a functional vehicle but lack the funds for gasoline.

CADC understands that NET services cannot be provided through ride-sharing platforms such as Uber, Lyft or taxis.

2.9 GATEKEEPING PROCESS

CADC will gather sufficient information from the beneficiary or their authorized representative to determine the need for Non-Emergency Transportation (NET) services.

During this process, CADC will assess the following:

- Is there an operational vehicle in the household available to the beneficiary?
- Is public transit available to the beneficiary?

Are there any other means of transportation accessible to the beneficiary?

If the answer to all of the above is "no," transportation will be approved. If the answer to any is "yes," the request will be denied.

To evaluate the availability of a household vehicle, CADC will ask:

- Is there a vehicle in your household?
- Is the vehicle drivable?
- Are you physically able to drive the vehicle?
- Is someone available to drive the vehicle for you?
- Is the vehicle available at the time of the appointment?
- Do you have the funds to operate the vehicle (e.g., fuel, insurance)?

To assess public transit options, CADC will ask:

- Is public transit available in your area?
- Do you have the funds to use public transit?

To determine whether other transportation alternatives are available, CADC will ask:

- Do you have access to transportation from any of the following sources:
 - o Relatives
 - Neighbors
 - o Friends
 - Community organizations
 - Medical providers

NET transportation will be approved only when the beneficiary confirms that:

- No operational vehicle is available in the household
- No other transportation options exist
- The beneficiary is unable to drive (if a vehicle is present)
- No one in the household can drive the vehicle

- The vehicle is not available at the appointment time
- The beneficiary lacks funds to operate the vehicle

Documentation and Compliance:

- CADC will record all questions and responses during the gatekeeping process.
- Telephone recordings will be retained for one (1) year.
- Recordings will be made available to DHS/DMS or the DHS/DMS NET Monitoring Contractor within five (5) business days of request.

Refusal to Answer:

• Beneficiaries who decline to answer gatekeeping questions will not be approved for transportation.

Additional Consideration:

• CADC may deny transportation if a medical provider also offers transportation that is reasonably available to the beneficiary.

2.10 AUTHORIZED REPRESENTATIVES

During the gatekeeping process, if a beneficiary requires assistance in scheduling NET services, they may provide the names, relationships and contact numbers for up to two authorized representatives to CADC. CADC will only collect information from and discuss the beneficiary's NET service needs with the beneficiary or their authorized representatives as documented on file with both CADC and DHS/DMS. Discussions with any other individuals, agencies or providers are not permitted. Similarly, DHS/DMS will communicate about NET services exclusively with the beneficiary and their authorized representatives on record.

An authorized representative is someone who can respond to gatekeeping questions on the beneficiary's behalf when scheduling NET services. The beneficiary or their authorized representative may request multiple reservations including standing orders for routine medical care. It is required that the beneficiary or their representative confirm by the close of business on the last Wednesday of the preceding month that the beneficiary still requires NET services. This confirmation considers the beneficiary's ability to arrange transportation independently and their level of transportation need. Medicaid will not cover transportation costs if the beneficiary is capable of arranging transportation on their own.

During the gatekeeping process, CADC will ask the beneficiary the following questions:

• Can you provide up to two authorized representatives who will be allowed to schedule NET services on your behalf? If so, please provide their first name, last name, relationship and contact number.

CADC will verify that these authorized representatives are not associated with any agency, provider or other entity related to the transportation request. NET services will only be scheduled with the beneficiary or authorized representatives who have no such affiliations. To confirm this, CADC will also ask:

- Are you associated with an agency, provider or any other entity to which the transportation is requested?
- If it is determined that CADC must provide transportation, the beneficiary or their authorized representative will be asked to confirm that the information they provided is true, accurate and complete and that they understand any falsification, omission or concealment of information may result in termination of transportation services or other penalties.

2.11 MODES OF TRANSPORTATION AND FUNCTIONAL INDEPENDENCE

CADC's transportation program, SCAT, in addition to its NET services, operates a network of public transportation options such as local dial-a-ride and deviated fixed route services to destinations both within and outside of Region E. By utilizing these services alongside our dedicated NET transportation, CADC and its subcontractors work to find the most appropriate mode of transportation for each beneficiary.

In determining the level of transportation needed and whether public transit is appropriate, NET transportation schedulers and site supervisors will evaluate the beneficiary's situation by determining if:

- The beneficiary is able to travel independently but, due to a permanent or temporary debilitating physical or mental condition, cannot use the public transit system;
- The beneficiary is traveling to or from a location that is inaccessible by public transit;
- The beneficiary is traveling to or from a location accessible by public transit but the
 pickup or drop-off location does not provide safe access considering the beneficiary's
 age, mobility and functional independence; or
- The beneficiary indicates during the transportation request call that public transportation is neither appropriate nor safe due to specific personal conditions.

To ensure efficient and appropriate trip assignments, CADC uses RouteMatch software. This system reviews each beneficiary's client profile and matches their needs with the most suitable vehicle based on proven scheduling algorithms.

CADC understands and acknowledges that ADDT (Adult Developmental Day Treatment) and EIDT (Early Intervention Day Treatment) beneficiaries must be transported separately and will not be transported alongside beneficiaries receiving traditional Non-Emergency Transportation

(NET) services. We are fully committed to maintaining this separation in all transportation operations to ensure compliance with program regulations and to support the specific needs of each beneficiary group. Our scheduling, routing, and vehicle assignments will be structured to uphold this requirement at all times.

2.12 USING TRANSPORATION NETWORK CARRIERS (TNC) ALTERNATIVE TRANSPORATION

CADC does not currently utilize Transportation Network Companies (TNCs) to provide Non-Emergency Transportation (NET) services. However, should the need arise in the future, CADC is prepared to develop and submit a comprehensive Beneficiary Safety Plan to the Division of Medical Services (DMS) for review and approval at least thirty (30) days prior to implementation. No TNC services will be used until full approval is received. CADC will also comply with all monitoring, reporting, and beneficiary screening requirements as outlined in the IFB, including age verification, caregiver accompaniment for minors, and assessments of beneficiary capability to safely utilize TNC services.

2.13 ALLOWABLE ESCORT

CADC understands that a parent, foster parent or legal guardian may accompany a Medicaid beneficiary who is a minor or an incapacitated adult during transportation. In these cases, the escort is considered part of the authorized trip and their presence should not be recorded or submitted as a separate encounter.

CADC also acknowledges that a parent, foster parent or guardian may be eligible for transportation to visit a minor Medicaid beneficiary who is hospitalized as an inpatient regardless of the escort's own Medicaid eligibility status. For each episode of inpatient care, one round-trip transportation (to and from the hospital) is allowed for the escort.

If the escort is transported separately from the beneficiary and is not a Medicaid beneficiary themselves, that trip must still be reported under the Medicaid identification number of the minor or incapacitated beneficiary associated with the visit.

CADC acknowledges that transportation costs for visiting adult Medicaid beneficiary inpatients are not covered.

CADC understands that transportation requests for trips home from the hospital emergency department are not covered under the NET program unless the beneficiary has been admitted as an inpatient or placed on a 23-hour hold in which case the transport is considered a hospital discharge.

In compliance with State law, CADC will arrange in advance to provide a child safety seat or wheelchair for beneficiaries being discharged and transported from the hospital who do not have these items available at the time of discharge

2.14 ATTENDANT AND DRIVER CARE

When ensuring safe and appropriate transportation, CADC will consider the provision of attendant care in accordance with DHS/DMS guidelines, particularly for minors and incapacitated adults traveling without a responsible adult. All attendants will meet the qualifications outlined in IFB Sections 2.25 and 2.26. CADC acknowledges that the cost of attendant care is included in the capitated payment and will not be passed on to beneficiaries. Additionally, for transportation to and from EIDT facilities, CADC will maintain the required 3:1 beneficiary-to-attendant ratio for beneficiaries aged three years or younger. The driver may be counted toward this ratio when applicable, as permitted under the IFB.

2.15 DRIVER AND ATTENDANT RESPONSIBILITIES AND CONDUCT

CADC assures DMS that all drivers and attendants strictly adhere to the standards outlined in our transportation service agreements. These requirements are designed to ensure safety, professionalism and high-quality service delivery. Specifically:

- Drivers and attendants will maintain a neat, professional and well-groomed appearance at all times.
- Jewelry or accessories that could interfere with job performance or vehicle operation are not permitted.
- Proper company identification must be worn or visibly displayed and easily readable at all times.
- All drivers and attendants must carry a government-issued photo ID.
- All drivers must have a valid driver's license in their possession while operating a vehicle.
- Smoking is strictly prohibited while in the vehicle, assisting beneficiaries, or in their presence, including during boarding or exiting.
- Drivers and/or attendants will contact SCAT site personnel, when necessary, to request assistance in coordinating with the medical provider to ensure the passenger is delivered safely to the main entrance of the destination.
- If a passenger is not waiting curbside, drivers/attendants will make contact with SCAT site personnel to assist in locating the client.
- Assistance must be provided to ensure passengers are safely seated and seat belts are fastened. Wheelchairs and passengers must be secured prior to vehicle movement.

- Support and clear verbal guidance must be given to passengers during boarding and exiting. Drivers must assist mobility-limited individuals using lifts and safely stow any mobility devices or folding wheelchairs.
- Drivers and attendants are not responsible for handling or safeguarding passengers' personal belongings.

CADC upholds a high standard of accountability for all drivers and attendants. These expectations are reinforced through ongoing training and monitored to ensure continued compliance with all minimum qualifications and professional standards.

2.16 RESERVATIONS AND SCHEDULING – GENERAL INFORMATION

CADC remains committed to meeting the transportation needs of eligible Medicaid recipients in a timely and efficient manner through a well-established reservation and trip assignment system designed to ensure prompt, reliable service.

SCAT utilizes RouteMatch—an advanced software system that manages all aspects of service delivery. This includes centralized trip intake, eligibility screening, operational direction and complete recordkeeping of calls and trips. This centralized process allows our Site Supervisors to build optimized schedules that improve efficiency for both drivers and passengers.

Beneficiaries access services through a toll-free number which connects them to our highly trained call center staff. During the call, eligibility is verified and transportation needs are assessed including any special requirements. Before the call ends, the trip is assigned to the most appropriate site with grouping strategies applied to minimize ride times while maximizing efficiency.

This same process is used when assigning trips to subcontractors to ensure consistency in quality of service whether a client rides with a SCAT-operated vehicle or a subcontracted provider. All trips are coordinated through RouteMatch guaranteeing seamless service regardless of the provider.

SCAT provides safe, appropriate and high-quality transportation which adheres to all program requirements outlined in the IFB and the current contract with DMS. This is the same standard we've maintained for over 25 years in NET services and over 45 years in total transportation operations.

With RouteMatch, our schedulers are empowered to deliver accurate reservations, effective gatekeeping and dependable trip coordination ensuring that beneficiaries receive timely, safe and reliable transport to and from their medical appointments.

CADC will accurately collect and report the following data:

Scheduled pick-up times

- Actual pick-up times
- Scheduled appointment (drop-off) times
- Actual drop-off times at appointments

CADC guarantees that all services will meet the following minimum service delivery standards:

- All Medicaid beneficiaries will be transported safely and promptly to and from their scheduled appointments.
- Beneficiaries will be provided an estimated pick-up time when the transportation request is made.
- Transportation providers will arrive at the pick-up location no later than fifteen (15) minutes after the scheduled pick-up time.
- Beneficiaries will be delivered to the appointment site at least fifteen (15) minutes prior to the scheduled appointment but not more than one (1) hour before the appointment.
- Providers are not required to wait more than fifteen (15) minutes past the scheduled pickup time for a beneficiary.
- CADC will confirm the estimated scheduled pick-up time with the beneficiary within twenty-four (24) hours of the pick-up using automated appointment reminders via outbound IVR or SMS text messages if applicable.
- Dispatchers or subcontractors will promptly notify the Medicaid service provider of any late arrivals or deliveries.
- CADC will monitor return trips to ensure beneficiaries are transported home in a timely manner.
- If a delay of fifteen (15) minutes or more occurs, CADC will contact the beneficiary's pick-up point to provide updates.
- For multiple-passenger trips, CADC will ensure no beneficiary spends more than one (1) hour longer than the average direct travel time from pick-up to destination.
- When scheduling is requested by a beneficiary's authorized representative, CADC will advise that a caretaker must accompany the beneficiary if their age, disability or other conditions prevent them from acting safely and independently.
- CADC will ensure beneficiaries are never left alone at any destination in circumstances that could jeopardize their safety.
- Drivers and attendants are responsible for ensuring beneficiaries are left at the correct destination.

- Beneficiaries will not be dropped off prior to the opening time of the destination site.
- Beneficiaries will be picked up prior to the closing time of the destination site.

Transportation must be scheduled at least 48 hours in advance, excluding weekends and state holidays. Exceptions to this requirement include:

- Urgent care or emergency medical appointments
- Hospital discharges and follow-up appointments when the timing does not permit 48-hour advance notice

CADC will fully comply with these IFB requirements and will incorporate them into all transportation service agreements with subcontractors. CADC will actively monitor subcontractors to ensure these standards are consistently met.

When subcontractors are utilized, CADC-SCAT will ensure they are carefully recruited and thoroughly trained alongside SCAT staff to uphold the same high standards of service delivery expected throughout Region E.

2.17 EXTENSION OF TRANSPORATION SERVICES UNDER ARHOME QUALIFIED HEALTH PLAN (QHP)

CADC understands that beneficiaries who are newly eligible adults enrolled in a commercial insurance plan must contact the DHS/DMS NET Monitoring Contractor to request an Extension of Transportation Services (EOTS) for any trips exceeding their eight (8) trip limit. All EOTS requests require approval from the DHS/DMS NET Monitoring Contractor. Once a decision is made to approve or deny additional trip legs or units, the Monitoring Contractor will notify CADC accordingly. CADC acknowledges its responsibility to establish an internal process within our call center to manage, accommodate and track all EOTS requests effectively.

CADC will maintain a secure email address and assign designated staff members to manage all communications related to the Extension of Transportation Services (EOTS) process.

We understand that if transportation is provided to a newly eligible adult who has exceeded the standard trip limit without an approved EOTS, those trips will not be credited or factored into future rate calculations.

CADC also acknowledges that the DHS/DMS NET Monitoring Contractor is responsible for monitoring broker compliance with trip limits for newly eligible adults as well as oversight of the EOTS approval process.

Additionally, we recognize that during the interim eligibility period, newly eligible adults are not subject to a trip limit.

2.18 DENIAL OF TRANSPORTATION

There are occasions when CADC-SCAT must deny a transportation trip request. However, as a dedicated transportation provider, we strive to assist customers in finding alternative options such as SCAT's public transit services. CADC remains committed to serving all beneficiaries in our communities and goes above and beyond to support transportation access for everyone.

When transportation is denied, CADC will provide the beneficiary with a written notice sent via U.S. Postal Service. Prior to the contract start, CADC will submit a model denial notice to DHS/DMS for approval. This notice will include:

- An explanation of the denied service and the reason for denial.
- The Medicaid NET Helpline phone number (888-987-1200, option 1).
- Information about the beneficiary's right to request a fair hearing under the Arkansas Administrative Procedure Act (Ark. Code Ann. § 25-15-201 through 25-15-218).

CADC will also send a copy of each denial notice electronically to the DHS/DMS NET Monitoring Contractor within 24 hours of the denial. Additionally, denial notices will be sent in batches weekly to the Monitoring Contractor.

If a beneficiary wishes to appeal the denial, they will be advised to submit a written appeal via U.S. Postal Service to:

Department of Human Services Appeals and Hearings Section P.O. Box 1437, Slot N401 Little Rock, Arkansas 72203-1437

Appeal requests must be received by the Appeals and Hearings Section within thirty (30) calendar days from the next business day following the postmark date on the envelope containing the denial notice.

2.19 BENEFICIARY COMPLAINTS

At CADC-SCAT, we recognize that complaints are a vital part of our commitment to continuous improvement. Over the past 45 years, we have learned to embrace feedback and criticism as valuable tools to enhance the quality of the services we provide. CADC takes full responsibility for promptly recording and addressing any complaints related to service delivery.

We pledge to respond to every complainant within one (1) working day and maintain a written record of both the complaint and the resolution. Upon request, these records will be shared with DHS/DMS or the NET Monitoring Contractor within two (2) working days.

Additionally, we ensure that complainants receive information about the Medicaid NET Helpline to further support their concerns.

On a monthly basis, we compile and analyze all complaints to identify trends and opportunities for improvement. A comprehensive report, including any corrective actions taken to uphold the standards of our contract, will be submitted to the DHS/DMS NET Monitoring Contractor regularly.

To maintain transparency and accountability, CADC will retain all complaint records for ten (10) years.

2.20 TRANSPORTATION SERVICE RECORDS

Records Regarding Services Provided

CADC will continue to maintain all necessary records to fully document the scope of services provided. These records will be made available to the DHS/DMS Monitoring Contractor upon request and retained for a period of ten (10) years.

Records include completed vehicle manifests, as required by the IFB.

Vehicle Manifest Required Information

CADC ensures that each vehicle operator completes and maintains a daily vehicle manifest containing the following details:

- Transportation provider's name and, if applicable, subcontractor's name
- Vehicle operator (driver) name
- Vehicle number or license plate number
- Date of service
- Beneficiary name
- Beneficiary Medicaid number
- Beneficiary telephone number
- Pick-up point (address)
- Destination (address)
- Scheduled arrival time at pick-up location
- Actual arrival time at pick-up location
- Scheduled appointment time with provider
- Actual arrival time at destination

- Return trip: actual pick-up time at destination
- Return trip: actual drop-off time at original pick-up location
- Name of escort and relationship to beneficiary (if applicable)
- Name of broker-provided attendant (if applicable)
- Signature of beneficiary and/or escort (required only if the beneficiary is unable to sign)

2.21 VEHICLE SAFETY REQUIREMENTS

This section outlines the areas covered in the IFB, but first, we want to highlight CADC-SCAT's outstanding vehicle maintenance and safety record which is a critical component of providing high-quality NET services.

CADC-SCAT takes great pride in its fleet and the comprehensive maintenance program that ensures all vehicles meet our high standards. We operate our own centralized maintenance facility in Malvern, Arkansas, equipped with two bays and staffed by two skilled mechanics. The Safety and Security Officer oversees this facility, ensuring all vehicles receive routine maintenance, necessary repairs and upgrades to maintain a safe and dependable transit system. A detailed Preventive Maintenance Schedule is provided in Appendix J.

We hold a strict policy that any vehicle showing defects is immediately removed from service and replaced with a reliable alternative. This policy guarantees our clients and beneficiaries can always count on safe, well-maintained transportation.

Key features of our vehicles include:

- Routematch enabled messaging thru on vehicle tablets.
- Digital video/audio cameras
- Heating, air conditioning and child safety alarms
- Wheelchair-accessible vehicles equipped with 1,000-pound lifts
- Safety postural belts and Q-Straint quick straps for secure wheelchair transportation

Each CADC vehicle is clearly marked with "South Central Arkansas Transit," vehicle number and a contact phone number. All vehicles, regardless of funding source, meet stringent Federal Transit Administration (FTA) maintenance requirements.

We extend this commitment to any subcontractor vehicles by requiring:

• Clear identification with the subcontractor's name, vehicle number and phone number

- Maintenance records to be kept in-house and monitored by CADC mechanics as well as the Safety and Security Office and the Safety and Compliance Coordinator.
- Daily pre-trip inspections by all vehicle operators using a detailed checklist

All vehicles used by CADC and subcontractors fully comply with Arkansas licensing laws, safety standards, Arkansas Department of Transportation (ARDOT) regulations, Americans with Disabilities Act (ADA) requirements, IFB mandates and all applicable state and federal regulations. When a vehicle is out of service, Transportation Site Supervisors promptly reassign an alternate until it is cleared for safe operation by the maintenance supervisor.

Vehicle Requirements

All vehicles used in the NET program must meet the following standards:

- Vehicles are maintained clean and in good condition, free from torn upholstery, damaged or broken seats, protruding sharp edges and free of dirt, oil, grease and litter.
- The exterior of all transit vehicles, including windshields, must be clean and free from damage.
- Vehicles involved in accidents must be fully repaired, with documentation submitted to the NET Monitoring Contractor, before returning to service.
- Flooring must consist of commercial anti-skid, ribbed rubber or carpeting that does not interfere with wheelchair movement between the lift and designated positions.
- Vehicles and their components comply with or exceed manufacturer specifications, as well as all applicable state and federal regulations.
- All vehicles meet or exceed safety, mechanical operating and maintenance standards appropriate for their specific models.
- Vehicles comply with federal laws, including ADA regulations, requiring wheelchair lifts and any future ADA updates.
- Each vehicle is equipped with heating, air conditioning and both lap and shoulder belts for passenger safety.
- Vehicles clearly display the transportation provider's name, contact information and the DMS Medicaid NET Helpline number.
- All vehicles hold valid licenses, permits, certificates and commercial liability insurance as required by Arkansas Highway Commission rules for passenger carriers.
- Larger vehicles with floor thresholds over 12 inches must have a retractable step or step stool with anti-skid tips to assist passengers boarding. Use of improvised items such as milk crates is strictly prohibited.

 Multi-passenger vehicles transporting children include child safety features such as child safety buzzers.

Any vehicle found to be non-compliant with IFB requirements, Arkansas licensing or safety standards, ARDOT regulations, ADA mandates or any other relevant state or federal laws will be immediately removed from service. Failure by CADC or any subcontractor to meet these vehicle standards may result in termination from the program.

CADC partners with its insurance carrier to utilize a "Safety First" program, a vehicle monitoring service provided at no cost to CADC. This program allows other motorists to report any inappropriate driving behavior they observe involving CADC vehicles. When a report is made, we receive notification and an investigation into the incident is conducted. The notification is accompanied by safe driving information intended for the vehicle operator who received the negative observation.

The report is thoroughly documented and a response is sent to our insurance carrier. The vehicle operator is required to read the bulletin, sign it and the document is then placed in their personnel file as part of a coaching session. A sample motorist observation report is included as Appendix K.

In addition, CADC has developed a Preventable Accident Policy, included as Appendix L, designed to increase driver awareness and reduce preventable accidents such as backing incidents, collisions with fixed objects, driving under awnings and rear-end collisions. Each accident is carefully investigated to determine preventability before any disciplinary actions are taken.

The CADC and SCAT transportation staff continually stay informed about current technologies that can improve safety and service quality. We are committed to ongoing advancements to maintain our reputation as the safest, most dependable and reliable transportation program for the benefit of both our drivers and the vehicles they operate.

Vehicle Safety Seating Requirements

CADC will ensure that, when required by state law, appropriate arrangements are made to provide a child safety seat or a wheelchair for beneficiaries being discharged from the hospital who do not have these items in their possession at the time of discharge.

We understand that DHS/DMS may authorize transportation for Medicaid beneficiaries, or for parents or guardians of minors or incapacitated beneficiaries, who do not meet the criteria specified in this IFB. Such cases will be reviewed individually and authorized by the Director of the Division of Medical Services or their designee.

CADC is also committed to providing transportation services to all eligible foster children regardless of whether the foster parents have access to a vehicle.

Prohibition of Smoking

Smoking is strictly prohibited on all vehicles. Transit vehicle operators and attendants must not smoke while performing their duties. Clear "No Smoking" signs are posted in every vehicle and are visible to all passengers.

Child Passenger Transportation Safety

CADC is committed to full compliance with the Arkansas Child Passenger Protection Law regarding the transportation of children using age-appropriate child safety seats. As outlined in the IFB, this commitment includes:

- Ensuring beneficiaries provide safety-certified child passenger restraints in accordance with federal and state regulations.
- Requiring that anyone installing a child restraint has completed training from a certified child passenger safety technician.
- Informing beneficiaries about state and federal child safety restraint laws during the scheduling process.
- Providing a child safety seat for transportation if the beneficiary notifies CADC-SCAT at scheduling that they do not have access to one. All provided seats comply with current manufacturer guidelines and expiration dates.
- Refusing transportation if the beneficiary claims to have a child safety seat but fails to provide it at the time of pickup; the child will not be transported until the appropriate safety seat is available.
- Advising beneficiaries to reschedule their appointment if a proper child safety seat is not present at the time of transportation.

Vehicle Records

CADC maintains all required records as specified in the IFB, including but not limited to:

- Broker's service agreements for each subcontractor
- Subcontractor registration with the Arkansas Department of Transportation
- Detailed vehicle records for every vehicle operated under this contract, including:
 - o Manufacturer, make and model year
 - o Vehicle Identification Number (VIN)
 - Odometer reading at the time the vehicle entered service under this contract
 - O Vehicle type (e.g., Minibus, Wheelchair Van, NET Van)

- Passenger capacity
- License plate number
- Insurance certifications
- o DF&A-issued registration permit and vehicle stamp
- Special equipment details (such as lifts)
- O Dates, odometer readings and descriptions of inspection activities (e.g., confirmation that the vehicle meets IFB requirements, equipment inspections including brakes, tire tread, turn signals, horn, seatbelts, heating/air conditioning, etc.)

All records include documentation of the initial inspection as well as all subsequent inspections and are maintained in accordance with regulatory requirements.

Records Regarding Services Provided

CADC will continue to maintain all necessary records to fully document the scope of services provided. These records will be made available to the DHS/DMS Monitoring Contractor upon request and retained for a period of ten (10) years.

Records include completed vehicle manifests, as required by the IFB.

Vehicle Manifest Compliance

As part of our daily operations, we require each vehicle operator to complete a standardized trip manifest that documents key details for every ride. These manifests help us maintain accountability and ensure we're meeting all DHS/DMS requirements. Each one includes the provider and driver's information, trip dates, pick-up and drop-off times, beneficiary details, and any applicable escort or attendant information, along with all other fields required by the IFB.

We regularly monitor these manifests for accuracy and completeness, and they are maintained for all trips, including those delivered by subcontracted providers. Records are stored in line with our retention policies and are made available for audit or review by the DHS/DMS Monitoring Contractor upon request.

Vehicle Requirements

CADC will ensure that all transportation providers, including subcontractors, properly maintain their vehicles and equipment to fully comply with the requirements outlined in this IFB and contract.

We acknowledge that failure by CADC or any subcontractor to meet these vehicle requirements may result in termination from the program.

Additionally, the total number of occupants in any vehicle, including the driver, shall never exceed the manufacturer's approved seating capacity.

Vehicle Maintenance & Safety Equipment

All vehicles used under this contract meet or exceed the required safety, mechanical and maintenance standards specific to their make and model.

They comply fully with applicable federal laws, including the Americans with Disabilities Act (ADA) requirements, for lift-equipped vehicles transporting wheelchair passengers and will adhere to any future ADA updates or revisions.

Each vehicle is equipped with the following onboard safety equipment:

- Fire extinguisher
- Biohazard kit
- First-aid kit
- Reflective triangles
- Web cutter
- Flashlight
- Reflective safety vest

Vehicle Identification and Provider Information

Every vehicle clearly displays our agency's name and contact information along with the contact details for the DHS/DMS Medicaid NET Helpline.

Vehicle Temperature Controls and Safety Features

- All vehicles are equipped with functioning heating and air conditioning systems to ensure passenger comfort. We recognize that, as defined in the IFB, functionality is measured by rear cabin temperature readings, with air conditioning required to reach sixty-eight (68) degrees and heating to reach seventy-four (74) degrees.
- Each vehicle is fitted with lap and shoulder seat belts that comply with federal and state regulations.
- Interior signage clearly instructs: "ALL PASSENGERS must USE SEAT BELTS."
- Seat belts are properly stored off the floor when not in use to maintain cleanliness and accessibility.

Vehicle Cleanliness

- Vehicles are consistently maintained to be free of dirt, oil, grease and litter.
- Exteriors are kept clean and free from damage including windshields.
- Any vehicle involved in an accident is repaired promptly with documentation submitted to the NET Monitoring Contractor before it is returned to service. The vehicle must meet safety standards to be approved for re-entry into the NET program.
- Vehicle exteriors are regularly inspected to ensure they are free from broken mirrors or windows, excessive grime, major dents or paint damage that would negatively affect their appearance.

Passenger Compartments

As previously mentioned:

- Passenger compartments are maintained clean and free from torn upholstery, damaged or broken seats, worn floor coverings, protruding sharp edges and any hazardous debris or unsecured items.
- Interiors are kept free of dirt, oil, grease, litter and any conditions that could pose safety risks to passengers.

Passenger Boarding

For vehicles with a floor height exceeding twelve (12) inches, boarding assistance includes a retractable step or step stool:

- Step stools are always used to reduce the distance from the ground to the first step.
- Each step stool features four legs with anti-skid tips for stability.
- Under no circumstances are milk crates or similar substitutes permitted on any vehicle.

Vehicle Safety Precautions (Buzzers)

All vehicles designed to transport more than seven (7) passengers plus one (1) driver are equipped with a child safety alarm device.

Vehicle Safety Flooring

Vehicle floors feature commercial-grade anti-skid ribbed rubber flooring or carpeting. The ribbing is designed so it does not interfere with wheelchair movement between the lift and wheelchair positions. All vehicles and their components meet or exceed standards set by manufacturers as well as state and federal regulatory authorities.

Vehicle Cameras

Vehicles used for NET services are equipped with video systems that meet the following IFB minimum requirements:

- High Definition (HD) 720p resolution
- Minimum 45-day playback capability, with all data fully retrievable for auditing purposes
- GPS functionality integrated with the camera system
- Interior view positioning to record all passenger activity

These video systems are inspected daily and maintained in full working order. Any vehicle with a malfunctioning video system is withheld from service until repairs are completed and the system is fully operational.

2.22 LICENSES AND PERMITS

All vehicles in our fleet are fully licensed, hold all necessary permits and certificates and carry commercial liability insurance in accordance with Arkansas Highway Commission regulations for passenger carriers.

We understand that any vehicle found to be non-compliant with IFB requirements, Arkansas licensing regulations, safety standards, Arkansas Department of Transportation rules, ADA regulations or any applicable State or Federal laws must be immediately removed from service.

CADC will ensure that all subcontractors maintain current and valid licenses, permits and certifications as required by all applicable federal, state and local regulations in Arkansas. This includes, but is not limited to:

- Vehicle registrations and licenses
- Valid driver's licenses for all vehicle operators
- Business licenses as required for operation

CADC will retain copies of all vehicle registration permits issued by the Arkansas Department of Finance and Administration (DF&A) for each vehicle used in service.

Furthermore, CADC will provide written assurance to DHS/DMS that every vehicle used to transport beneficiaries is in full compliance with all Arkansas Department of Transportation (ARDOT) Intrastate Renewal requirements. Compliance will be verified prior to the award of this contract and during any contract renewal periods.

A copy of the current ARDOT Intrastate Renewal documentation is included as part of this IFB submission as Appendix D.

2.23 VEHICLE MAINTENANCE AND INSPECTION

As mentioned previously, CADC-SCAT operates its own professional maintenance facility, allowing us to closely monitor the condition of our vehicles. For vehicles not stored at this facility, weekly inspections are conducted by CADC-SCAT Site Supervisors. Additionally, the Safety and Compliance Coordinator regularly visits various sites to inspect all CADC vehicles. During these inspections, compliance with all vehicle requirements outlined in this IFB is verified. All inspection records are maintained and made available to DMS or the NET Monitoring Contractor upon request. Furthermore, the SCAT Service Center Supervisor, a certified mechanic, performs a comprehensive yearly inspection on all vehicles.

Vehicle inspections include:

- Daily walk-around inspections performed by drivers before starting their routes. A copy of the daily pre-trip checklist, which covers all IFB-required items, is included as Appendix E.
- Monthly inspections conducted by CADC-SCAT Supervisors.
- Annual inspections conducted by the CADC-SCAT Service Center Supervisor who is a certified mechanic.
- Availability of vehicles for inspection by the NET Monitoring Contractor as needed.
- Identification and correction of any defects or deficiencies found during inspections before the vehicle is returned to service.
- Submission of inspection forms, checklists and reports to the DHS/DMS Monitoring Contractor as required.

All inspection records are securely maintained at our maintenance facility and are available for review by DHS/DMS.

Broker/Sub-contractor Vehicle Inspections

CADC understands that before entering into a service agreement with any sub-contractor, we must perform an initial inspection of all sub-contractor vehicles to ensure they comply with the specifications outlined in this IFB.

Scheduled Inspections - Broker/Sub-contractor Vehicles

We also recognize that follow-up inspections to assess repair needs and document preventative maintenance must occur no later than thirty (30) days after the previous inspection.

Annual Vehicle Inspections

CADC acknowledges the requirement to develop and implement an annual vehicle inspection process to confirm ongoing compliance with the IFB standards. These annual inspections are recommended to coincide with the vehicle registration renewal.

2.24 VEHICLE INSURANCE

CADC maintains insurance coverage through Alliance for NonProfits Insurance, a reputable provider licensed to operate in the State of Arkansas. All insurance requirements outlined in the IFB will be met, including the following:

- Vehicle Coverage: CADC will maintain liability insurance for all vehicles used in NET operations. This coverage includes defense, indemnification and protection of both the Broker and the State of Arkansas from any claims arising out of contract-related operations. CADC currently carries \$1 million in liability coverage with a \$4 million umbrella policy. A certificate of insurance listing the State of Arkansas as loss payee and documenting contractual liability coverage will be submitted prior to the contract start date. All documentation will meet the standards set by the Arkansas Insurance Department.
- Subcontractor Coverage: CADC will verify that all subcontractor-owned or -operated vehicles used under this contract maintain the required insurance coverage. Policies must defend, indemnify and hold harmless CADC, the subcontractor and the State of Arkansas. Subcontractor policies will also list the State as a loss payee and include contractual liability coverage with all required documentation.
- Additional Insured: All liability policies under this contract will name the Arkansas
 Department of Human Services (DHS) as an additional insured. Documentation
 confirming this status will be provided at the start of the contract and upon request.
 CADC will also ensure that any insurance notifications intended for DHS are sent to

Department of Human Services, Office of Procurement

Attn: Chief Procurement Officer

700 Main Street, PO Box 1437, Slot W304

Little Rock, AR 72201

A current Certificate of Insurance is included in Appendix G.

2.25 PERSONNEL REQUIREMENTS FOR DRIVERS AND ATTENDANTS

As outlined earlier in our proposal, CADC upholds a high standard of accountability and conduct for all staff including drivers and attendants. This is maintained through regular, scheduled training. As the broker, CADC will ensure that all minimum qualifications specified in the IFB are fully met.

- All drivers must possess a valid driver's license for the state in which they reside, appropriate for the class of vehicle they operate.
- Drivers must be at least twenty-one (21) years of age or older.
- All drivers are expected to demonstrate competent driving skills, exhibit courteous, patient and helpful behavior toward all passengers and maintain a neat and professional appearance.
- All drivers must comply with current State and Federal Motor Carrier Safety Regulations and guidelines.

Similarly, CADC requires a high standard of accountability for attendants, recognizing their vital role in NET services. All attendants must be competent, courteous, patient and helpful to passengers and maintain a neat and clean appearance.

CADC maintains comprehensive records for each driver to ensure full compliance with IFB requirements and safety standards. These records include:

- Driver's full name, date of birth and Social Security number
- Copy of a valid driver's license appropriate for the class of vehicle operated
- Driving record for the past three (3) years, obtained from the Arkansas State Police or Information Network of Arkansas (INA) and updated annually
- Current First Aid and CPR certifications, renewed at least every two (2) years
- Completed Child and Adult Maltreatment Central Registry checks, updated at least every three (3) years
- Criminal background checks, updated at least every five (5) years
- Documentation of completed training in child passenger safety
- Training in lift operation and proper wheelchair securement
- Defensive driving training completed at least every year
- Documentation of all complaints or concerns filed regarding the driver
- Records of any accidents or moving violations involving the driver

All CADC drivers must maintain current certifications in First Aid and CPR as well as documented training in child passenger safety, defensive driving, lift operation and wheelchair securement. CADC does not accept certifications or re-certifications completed exclusively online **unless** they include a testing component that verifies the individual's proficiency and comprehension of the material.

In addition, CADC requires drivers to complete training in the following areas:

- Emergency evacuation procedures
- Transporting passengers with special needs
- Drug and alcohol awareness
- HIPAA compliance
- Bloodborne pathogens
- Passenger assistance and sensitivity

All training records are maintained in each driver's personnel file and are available for review upon request by DMS or the NET Monitoring Contractor.

All First Aid and CPR training provided to CADC drivers adheres to the guidelines established by the American Heart Association or the American Red Cross. The curriculum includes both hands-on, skills-based instruction and written and practical testing to ensure participant competency. All training is conducted by qualified instructors who are certified through nationally recognized organizations and authorized to deliver the approved curriculum.

CADC ensures that all drivers are enrolled in a drug and alcohol testing program that meets or exceeds the standards set by the United States Department of Transportation (USDOT). This includes:

- Pre-employment drug and alcohol testing
- Random testing in accordance with USDOT or equivalent program guidelines

2.26 PERSONNEL EXCLUSION

To ensure the safety and well-being of all passengers, CADC enforces strict eligibility standards for individuals serving as drivers or attendants. The following disqualifications apply:

- **Drug-Related Offenses**: Individuals convicted of a misdemeanor involving drug or substance abuse within the past five (5) years are not eligible to drive or serve as attendants. Felony violations of the Uniform Controlled Substances Act and introduction of controlled substances into the body of another.
- Sexual or Violent Offenses: Individuals convicted of any sexual offense or crime of violence are strictly prohibited from driving or attending passengers. Sexual Offenses are defined as: Rape, sexual assault (all degrees), sexual indecency with a child, incest and offenses involving child pornography or sexual performance by a child.

- **Felony Convictions**: Individuals with a felony conviction within the past five (5) years are not eligible for driving or attendant duties.
- Homicide and Violent Crimes: Capital murder, first and second-degree murder, manslaughter, negligent homicide, battery (first degree), aggravated assault, aggravated robbery and robbery.
- Kidnapping and Restraint: Kidnapping, false imprisonment (first degree) and permanent detention or restraint.
- Family and Child Endangerment Offenses: Offenses against the family, permitting abuse of a minor, endangering the welfare of a minor or incompetent person and adult abuse (felony level).
- Theft and Property Crimes: Theft of property, theft by receiving, burglary, arson and theft of public benefits.
- Other Offenses: Terroristic threatening (first degree), stalking, promotion of prostitution (first degree), computer child pornography, computer exploitation of a child (first degree) and criminal attempt, solicitation, complicity, or conspiracy to commit any of the above offenses.
- Disqualifying Crimes under Ark. Code Ann. § 21-15-102(f): Anyone convicted, including via guilty plea or nolo contendere, of a crime listed under Ark. Code Ann. § 21-15-102(f) is disqualified from driving or attending passengers unless the conviction has been vacated, reversed or expunged or the individual has received a waiver under § 21-15-104. A waiver may be granted five (5) or more years after the conviction.
- Non-Waivable Offenses under ACA § 21-15-101(f): If the conviction, regardless of expungement or time elapsed, is listed under ACA § 21-15-101(f), the individual is permanently disqualified from serving as a driver or attendant unless the conviction has been vacated or reversed. No waiver will be granted for these offenses.
- Maltreatment Registry Findings: Any person listed as an offender or perpetrator in a substantiated or founded report on the Child Maltreatment Central Registry or the Adult and Long-Term Care Facility Resident Maltreatment Central Registry is ineligible to serve as a driver or attendant.

CADC will continue to require both a criminal history check conducted by the Arkansas State Police and a central registry check conducted by the DHS Central Registry Unit (both Adult and Child Maltreatment) for all employees prior to beginning services in roles that involve:

- Care
- Supervision
- Treatment

• Any other services, including but not limited to all NET-related services, where the employee has direct contact with a beneficiary

These requirements apply to employees providing services to, or having direct contact with:

- Elderly individuals
- Persons with developmental disabilities
- Individuals with mental illnesses
- Children residing in any state-operated facility
- Any individual in a position that involves direct contact with children

If an applicant or employee is found to have a disqualifying conviction, they will be prohibited from serving in any designated position as defined under Arkansas law.

CADC also understands that neither its employees nor those of any subcontractors may be employed in roles connected to Medicaid transportation if they have been convicted of Medicaid or Medicare fraud, terminated from participation in Medicaid or Medicare programs or excluded from any Arkansas DHS/DMS program.

CADC-SCAT recognizes that any current or prospective driver who has incurred two (2) or more moving violations or at-fault accidents, whether while operating a NET vehicle or a personal vehicle, within the past twelve (12) months must be removed from service. To ensure compliance with this policy, CADC-SCAT conducts regular driver's license and motor vehicle record checks to monitor driving histories closely.

CADC strictly prohibits the use of any driver with a verified and documented history of alcohol abuse or the use of narcotics or other substances that could impair their ability to safely perform their duties.

If there is any suspicion that a driver may be under the influence of alcohol, narcotics or other impairing substances while on duty, a supervisor who is trained in accordance with USDOT Drug and Alcohol Regulations will immediately conduct and document a reasonable suspicion assessment. If warranted, the driver will be subjected to a reasonable suspicion drug and/or alcohol test.

A full copy of CADC's Drug and Alcohol Policy is included in Appendix M.

2.27 CALL CENTER REQUIREMENTS AND CORRESPONDENCE WITH BENEFICIARIES

As stated, the Call Center is located at 300 Edison Avenue and is presently staffed with 10 schedulers, along with the Supervisor and Project Director. We are actively recruiting two additional schedulers to better serve our members. These schedulers serve as the first point of

contact for beneficiaries seeking Non-Emergency Transportation (NET) services. They are trained to be professional, courteous, and helpful, handling eligibility verification and entering trip details into our scheduling software, RouteMatch. In addition to scheduling, the schedulers assist with record keeping and data entry as needed.

Our long-standing experience operating the Call Center has allowed us to develop an efficient and effective system tailored for Region E. We rely on RouteMatch to guide drivers in the most efficient and effective way possible.

A copy of the CADC-SCAT Schedulers Operations Manual for NET services is included in Appendix A.

CADC-SCAT is fully equipped to communicate effectively through internet and telephone services, including voicemail and an automated attendant system. These capabilities are available not only at the Central Business Office/Call Center but also at all our site locations (There are eleven (11) SCAT sites throughout the Region E service area). We have direct telephone numbers for DMS and the NET staff to reach the Project Director and Call Center Supervisor directly, bypassing the Call Center scheduling staff to ensure timely and efficient communication.

CADC has dedicated support staff located at all SCAT site offices as well as the Central Business Office/Call Center. All transit records related to vehicles and vehicle operators are securely maintained at our SCAT Operations Office at 1303 South Main Street, Malvern, Arkansas, and at the SCAT Maintenance/Malvern Site Office located at 830 West Moline Street, Malvern, Arkansas. These records are readily accessible and can be provided for review within five (5) business days upon request by DMS or its authorized representatives. We maintain all records for a minimum of six (6) years. These are organized by year and stored in fire-resistant containers to ensure their protection. In addition, we maintain detailed electronic maintenance records for each vehicle which include service history, inspection reports and repair documentation. These files are securely stored and backed up to the cloud on a daily basis to ensure data integrity and uninterrupted access, even in the event of a system failure or hardware issue.

CADC is committed to transparency and will promptly notify DHS/DMS and the DMS Monitoring Contractor of any anticipated delays that could impact service delivery, ensuring all parties remain informed and able to respond accordingly.

CADC is fully prepared to meet and exceed all Central Business Office/Call Center and communication requirements outlined in the IFB. This includes the following capabilities:

• Toll-Free Access and Call Logging CADC-SCAT operates a centralized Call Center with a multi-line, toll-free number (1-800-385-9992) for Medicaid beneficiaries or their representatives to schedule

transportation. The center is open Monday through Friday, 8:00 a.m. to 5:00 p.m., excluding state holidays.

A cloud-based call recording and analytics platform (OfficeSuite and Call Center Add-on)
is used to automatically record all inbound and outbound calls to ensure quality assurance
and regulatory compliance. Recordings are stored in the cloud for 30 days for immediate

access, then securely offloaded to both on-site and off-site physical servers, where they are stored for up to one year. All recordings are encrypted and made available to DMS or the DMS NET Monitoring Contractor upon request.

• Complaint and Help Line Services

CADC also maintains toll-free lines for complaints and general assistance which are operational during standard business hours. These lines are equipped to accommodate hearing-impaired callers and Spanish-speaking individuals.

CADC is committed to:

- o Processing 100% of complaints in accordance with the resolution protocol
- Providing information about the complaint line to newly enrolled Medicaid beneficiaries
- Maintaining a comprehensive database of all complaints and their resolutions
- Tracking all help-line calls and outcomes
- Responding to inquiries from elected officials or the public regarding NET services, with DMS approval

• Call Response Standards

SCAT's digital telephone system includes real-time monitoring tools to ensure responsiveness. Key performance goals include:

- o Answering 85% of incoming calls within five (5) rings
- o Maintaining wait times under five (5) minutes, with a target of two (2) minutes
- o Returning all calls and voicemails received before 5:00 p.m. on the same business day
- Conducting periodic busy signal studies, with corrective action implemented as needed

• Customer Service Excellence

Customer service is a top priority. All Call Center staff are trained in professional communication, conflict resolution and handling escalated callers. Staff members use hands-free headsets to manage calls efficiently and maintain a courteous and helpful demeanor at all times. When answering calls, they identify themselves by name and as representatives of SCAT Medicaid Transportation.

Separation of Medicaid and Public Services

In addition to NET services, SCAT also provides public transportation across 19 counties. Each of SCAT's 11 site offices maintains separate phone lines for public transit to ensure a clear division between Medicaid and public services. The NET Transportation Program is administered independently from the public system at all times.

• Complaint Logging and Monitoring

SCAT maintains a detailed log of all complaints and concerns received from beneficiaries, providers and provider office staff. This log supports performance tracking, service quality and accountability.

System Backup and Disaster Preparedness

SCAT's digital call recording system captures all incoming and outgoing calls and retains them for one year. Recordings can be sent electronically to DMS or the DMS NET Monitoring Contractor upon request. Backups occur daily and are stored off-site in accordance with CADC's disaster recovery protocols. CADC's administrative office, located at 321 Edison Street in Benton, Arkansas, houses a fire- and tornado-resistant facility with generator backup where all critical data is securely stored.

Bilingual and Telecommunications Device for the Deaf

Language and Accessibility Accommodations

CADC-SCAT is committed to serving all beneficiaries equitably. To ensure effective communication with Spanish-speaking individuals, CADC has integrated bilingual capabilities into our phone system and employs staff members with Spanish language proficiency who can assist both beneficiaries and fellow team members. In addition to bilingual staff and a multilingual phone system, all key beneficiary materials—such as informational brochures, flyers, and passenger handbooks—are made available in Spanish to ensure full access for Spanish-speaking individuals.

To meet the needs of individuals who are hearing or speech impaired, CADC utilizes multiple methods of accessible communication including the Arkansas Relay Service. We also accept initial contact via email for those who may prefer or require it. Accessibility for hearing and speech-impaired individuals is supported through real-time text and Teletypewriter compatibility.

2.28 FUTURE WEBSITE AND MOBILE APPLICATION

CADC acknowledges and supports the implementation of the upcoming website and mobile application designed to enhance Non-Emergency Transportation (NET) services. We recognize that these digital tools will provide valuable resources, including real-time information, scheduling support, and improved communication for both providers and beneficiaries. CADC is committed to utilizing these platforms as they become available to ensure efficient service delivery, streamline operations, and improve the overall experience for those relying on NET transportation.

2.29 SUBCONTRACTORS

CADC will continue to utilize subcontractors when necessary as part of our transportation service delivery to ensure flexibility and meet the diverse needs of beneficiaries. We are

committed to selecting subcontractors who meet all regulatory and performance standards and who align with the goals and expectations outlined in the Invitation for Bid (IFB). Furthermore, CADC agrees to fully abide by all terms, conditions, and requirements set forth in the IFB and will ensure that any subcontractors engaged in service provision are held to the same standards of compliance, quality, and accountability.

Service Agreement and Pre-Approval

- Before the start of this NET contract, CADC will submit a model contract/service agreement to DMS for approval.
- This agreement will include provisions allowing for revocation or other remedies in cases of inadequate subcontractor performance.
- The agreement will contain confidentiality and HIPAA compliance terms consistent with CADC's obligations.
- A clause will specify that, in the event of default by CADC, DMS may assume the agreement to ensure continued transportation services.
- Copies of all subcontractor agreements will be submitted to the DMS NET Monitoring Contractor at least 30 days prior to the commencement of services.
- Agreements will include CADC's attestation regarding the services covered.

Subcontractor Agreements

- All subcontractor agreements will be in writing and require DHS/DMS pre-approval before execution.
- These agreements will clearly specify the delegated activities per IFB requirements.
- Subcontractors will be informed of all reporting requirements prior to service initiation.
- Agreements will be submitted to the DHS/DMS NET Contract Monitor, preferably via electronic means.
- CADC assumes full responsibility for ensuring all subcontractor drivers meet the qualifications outlined in the Operational Requirements.
- CADC will not establish or maintain contracts with subcontractors who have been convicted of Medicaid or Medicare fraud, terminated from these programs or excluded from participation in any Arkansas DHS/DMS program.

Unacceptable Performance

- CADC will terminate any subcontractor's agreement if DMS determines their performance to be unacceptable and if the subcontractor fails to take satisfactory corrective action within a specified timeframe.
- CADC acknowledges that DMS reserves the right to direct the termination of any subcontractor contract deemed not in the State's best interest.

Default Provision

- In the event of default by CADC, DHS/DMS may, at its discretion, assign the agreement to itself or an agent to continue transportation services.
- This provision is detailed further in the DHS/DMS performance monitoring section of the IFB.
- All terms, conditions and rates of the agreement shall remain in effect until renegotiated with DHS/DMS or its assignee following default.
- Copies of all subcontractor service agreements will be forwarded to the DHS/DMS NET Monitoring Contractor at least thirty (30) calendar days before the start of services, accompanied by CADC's attestation of the services covered.

2.30 PERFORMANCE MONITORING AND REPORTING

As outlined earlier in our proposal, CADC actively monitors performance on a continuous basis. We fully support and welcome additional oversight from DHS/DMS and the DHS/DMS NET Monitoring Contractor under the upcoming contract, including but not limited to:

- Telephone outreach
- Customer service satisfaction surveys
- Evaluation and verification of encounter data
- On-site inspections

CADC acknowledges DHS/DMS's right to review all records to verify service delivery and related documentation.

- We welcome DHS/DMS and the DHS/DMS NET Monitoring Contractor to conduct ridealongs for direct observation of services.
- CADC vehicles are always made available for inspection at any time as part of ongoing performance monitoring.

- We understand the DHS/DMS NET Monitoring Contractor will review all beneficiary service complaints including concerns regarding service quality and response times.
- We also recognize that a toll-free helpline is maintained by the DHS/DMS NET Monitoring Contractor for complaints submitted by beneficiaries and healthcare providers.

CADC's Project Director or designated representative will remain readily available to respond promptly to any concerns or inquiries from DHS/DMS.

Broker Basic Performance Reporting

CADC acknowledges that the DHS/DMS NET Monitoring Contractor will collect and publish quarterly performance reports evaluating our service delivery. These reports may include, but are not limited to, the following metrics:

- Average monthly number of beneficiaries in the region
- Number of unduplicated beneficiaries who received transportation
- Total number of trips provided
- Number of transportation requests denied, categorized by reason
- Denial rate (ratio of trips denied to total trip requests)
- Number of complaints received, categorized by type
- Complaint rate (complaints as a percentage of total trips provided)
- Percentage of on-time pick-ups and drop-offs
- Percentage of trips with complete and accurate trip data
- Results from beneficiary satisfaction surveys

We understand that the data compiled in these reports may be used by DHS/DMS to evaluate our performance, determine damages or consider contract termination if necessary.

Service/Encounter Reporting

CADC fully understands that submission of complete and accurate encounter data for every trip is a mandatory requirement of this contract. We will continue to submit encounter information in a timely and secure manner using an encrypted internet connection in compliance with the technology standards outlined by the Arkansas Medicaid website: https://medicaid.mmis.arkansas.gov/Provider/Hipaa/compan.aspx.

Additionally, vendors are required to submit monthly status reports no later than the fifteenth (15th) working day of each month. These reports must address:

- Any escalations or issues resolved within the reporting period
- Vehicle inspection updates
- Staff turnover details
- Recommendations for continuous improvement

These reports will be submitted to DMS or any designated contractor overseeing the NET program.

CADC and its personnel will also remain in full compliance with all mandated reporter responsibilities in accordance with Arkansas Code Ann. §§ 12-12-1708 and 12-18-402.

We acknowledge that failure to provide encounter data, or the submission of false or inaccurate information, may be deemed fraudulent and could result in termination of the contract.

At a minimum, each trip submission will include the following data:

- Destination provider's Medicaid ID number
- Date the trip was requested
- Mode of transportation
- Whether the appointment occurred after hours
- Whether the appointment was within the beneficiary's assigned region
- Identification of any additional passengers
- Scheduled arrival time at the point of origin
- Scheduled appointment time
- Actual arrival time at the destination
- Actual return trip pickup and drop-off times
- Total trip miles
- Service type: curb-to-curb or door-to-door
- Passenger mobility type: ambulatory or wheelchair

CADC has met all DMS encounter reporting requirements since the inception of the Non-Emergency Transportation (NET) program and will continue to do so for Region E. Our RouteMatch software, along with any additional tools as needed, supports timely and accurate data submission that aligns with all DHS/DMS expectations.

Submission of Accurate Encounter (Trip) Information

CADC will continue to submit encounter reports that include:

- Records of beneficiaries
- Medical providers
- Trip costs
- Other data as required by DMS

All encounter data will be submitted electronically in the DMS EDI 837 format no later than the last day of the month following the month in which transportation services were provided.

Broker Encounter (Trip) Information Responsibilities

CADC will attest to the accuracy of all claims and trips submitted each month for the previous month's services. We understand that failure to report encounter data accurately and on time may result in payment withholding until:

- The data is accurately submitted
- The system accepts the data
- The information is verified by DHS/DMS NET Monitoring Contractor

Additionally, CADC acknowledges its responsibility to submit encounter information electronically as required by DMS and the Arkansas Medicaid Fiscal Agent.

Assurance of Quality Services

CADC will require all subcontractors to provide documentation, acceptable to DHS/DMS, demonstrating full compliance with:

- Health and safety standards for vehicle maintenance
- Safe and proper vehicle operation
- Regular vehicular inspections
- Current vehicle registration

Applicable insurance and certification requirements

We also recognize that electronic submission is the preferred method for delivering this documentation.

Administrative Oversight and Reporting

As outlined throughout this proposal, CADC will continue to manage the daily operations required for the effective delivery of NET services. This includes maintaining accurate records and upholding full accountability in accordance with DHS/DMS contract terms.

CADC's administrative oversight and reporting responsibilities include:

- Compliance and Accountability: CADC has adhered to DHS requirements since the
 program's inception. While the program is paid on a per member per month basis, CADC
 will continue to submit complete and timely encounter reports as required by DMS
 including beneficiary records, trip costs and medical provider information.
- **Documentation and Monitoring**: CADC will maintain all required documentation, including driver qualifications, training records, beneficiary complaints/resolutions, and logs of safe, clean, courteous, and timely service delivery. These records will be readily available for DMS or its authorized agents.
- Use of Technology: With advanced tools such as RouteMatch and other compatible software, CADC will continue to ensure timely data capture and submission. We remain committed to upgrading our systems as needed to meet evolving program requirements and support DHS/DMS and beneficiaries.
- Verification and Accuracy: All claim data will be subject to verification by the DHS/DMS NET Monitoring Contractor. CADC will address any discrepancies and recognizes that payment for services will be withheld until accurate data is submitted, accepted and verified.
- Encounter Data Submission: CADC will submit encounter information for every trip through a secure internet connection. Data will be complete, accurate, and submitted no later than the last business day of the month following the reporting month. CADC understands that false or incomplete submissions may be considered fraud and could result in contract termination.

Required encounter reporting data includes:

- Medicaid ID number of the destination provider
- Date the trip was requested
- Private Option EOTS Authorization Number
- Mode of transportation

- After-hours appointment indicator
- Whether the provider is within the beneficiary's region
- Identification of accompanying passengers
- Scheduled and actual pick-up times
- Scheduled appointment and actual arrival times
- Return trip pick-up and drop-off times
- Total miles driven
- Service type: door-to-door or curb-to-curb
- Rider mobility type (ambulatory or wheelchair)

CADC remains committed to full transparency, accuracy and ongoing compliance in all aspects of administrative oversight and reporting.

Driver Reports

CADC will submit a complete roster of drivers to the DMS NET Monitoring Contractor prior to the commencement of operations. This roster will include, at a minimum:

- Driver's full name
- Date of birth
- State-issued Driver's License number
- Social Security number

CADC will maintain and update this roster monthly to reflect any personnel changes including additions or deletions among CADC staff and subcontractor personnel. The updated roster will be submitted to DMS or its NET Monitoring Contractor by the fifteenth (15th) working day of the month following the reporting period.

Vehicle Reports

Prior to the start of operations, CADC will provide the DHS/DMS NET Monitoring Contractor with a comprehensive list of all vehicles used to fulfill contract obligations. For each vehicle, the list will include:

- Name of Transportation Provider
- Manufacturer and model

- Model year
- Vehicle Identification Number (VIN)
- Vehicle type (e.g., minibus, bus, wheelchair van)
- CADC will update this roster to reflect any vehicle additions or removals. The updated list will be submitted by the fifteenth (15th) working day of the month following the reporting period.

Accident and Violation Reports

CADC-SCAT will promptly notify the NET Monitoring Contractor of any accident occurring during service delivery under this contract regardless of whether there is injury or fatality to drivers or passengers. A written accident report will be submitted within three (3) working days of the incident. Additionally, CADC-SCAT will provide the police report to the DHS/DMS NET Monitoring Contractor as soon as it becomes available and will fully cooperate with DHS/DMS during any subsequent investigations.

CADC-SCAT will notify the DMS NET Monitoring Contractor of any moving violation that occurs while providing services under this contract in accordance with the notification requirements outlined in the IFB. A copy of the citation will be submitted within ten (10) working days of the violation.

CADC-SCAT will maintain copies of all accident reports in the files of both the vehicle and the driver involved. Police reports related to moving violations will be kept in the responsible driver's file.

CADC will ensure that all requirements of this section are included in service agreements with any subcontractors.

A copy of CADC's Accident Procedures for supervisors to follow after an incident is provided in Appendix H.

Complaint Reports

CADC will compile and review all complaints on a monthly basis. Our Project Director or designated representative will be available to address any concerns from DHS/DMS regarding NET services.

A written report, detailing the number and types of complaints along with descriptions of corrective actions taken, will be submitted to DHS/DMS by the fifteenth (15th) working day of the month following the reporting period and will be made available upon request.

Call Center Reports

CADC will submit a monthly Call Center Metrics Report to the DHS/DMS Monitoring Contractor that includes, at a minimum, the following key performance indicators:

- Total number of calls received
- Number of calls answered
- Number of calls abandoned
- Call abandonment rate (percentage)
- Average speed of answer
- Average talk time

We understand that this report may be requested more frequently should any performance concerns or deficiencies arise. CADC is committed to maintaining transparency and accountability in all aspects of our customer service operations.

2.31 TECHNOLOGY REQUIREMENTS

CADC-SCAT utilizes advanced technology to meet and exceed the requirements outlined in the IFB. At the core of our operations is RouteMatch, one of the most robust and reliable paratransit software systems available. RouteMatch fully supports all NET program requirements and offers exceptional capabilities in rapid data entry, efficient trip booking, real-time scheduling and dispatching. Its seamless integration with NET technologies enables us to generate and submit all required reports accurately and on time.

We pride ourselves on the effectiveness of our intake and reporting processes. RouteMatch provides a superior platform for managing transportation logistics and is supported by 24/7 technical assistance from RouteMatch support specialists, ensuring immediate response to any software issues.

CADC currently complies with all electronic encounter reporting requirements prescribed in the IFB. We securely transmit data to the Arkansas Medicaid Fiscal Agent via internet using the EDI 837 format.

CADC-SCAT maintains robust communication systems including high-speed internet, voice lines with voicemail and an automated attendant and secure electronic fax machines at the central office and all satellite sites. Dedicated phone lines are available for DMS and the DMS NET Monitoring Contractor to directly contact the Project Director and Call Center Supervisor, bypassing scheduling staff when needed.

Our organization maintains state-of-the-art hardware and software to support automated call intake and real-time eligibility verification. With a dedicated in-house technology team, CADC ensures that all systems remain fully operational and compliant with state and federal reporting guidelines. Our current technology infrastructure includes:

Dell PowerEdge servers for high-performance networking and virtualization

- SentinelOne Endpoint Protection and Endpoint Detection and Response for advanced threat prevention and response
- Microsoft 365 with cloud-based collaboration tools including Teams, Word, Excel, and PowerPoint
- Routematch Cloud for web-based transportation scheduling and dispatch management
- Web-based system used to check eligibility and submit claims via the MMIS/Medicaid portal. All processes are conducted in compliance with HIPAA requirements.
- Google Workspace with native Gmail and calendar integration, replacing Outlook where applicable
- Modern Windows 11 Pro or ChromeOS workstations, fully managed with remote monitoring tools (e.g., NinjaOne), connected to networked laser and multifunction printers where needed

All SCAT vehicles are outfitted with Samsung Galaxy Tab Active5 tablets or similar specifications which receive real-time driver manifests directly from the RouteMatch system.

Data integrity and security are paramount. All digital information is backed up daily and stored at a secure, off-site location, in alignment with CADC's comprehensive Disaster Recovery Plan (described in a later section of this proposal).

2.32 DISASTER RECOVERY AND INCLEMENT WEATHER

To ensure minimal disruption to transportation services during an emergency, CADC-SCAT has a comprehensive Disaster Recovery Plan (DRP) and Incident Response Plan (IRP) in place, both of which are maintained as part of CADC's operational documentation and submitted to DHS upon request. In the event of a disaster at CADC-SCAT's central office or other facilities, a backup of all computerized records is stored daily at CADC's Administrative Office located at 321 Edison Avenue, Benton, Arkansas. This building is fire- and tornado-resistant and equipped with a backup generator to ensure power is maintained during outages.

CADC's scheduling and customer data are securely stored off-site through RouteMatch, which maintains encrypted, redundant backups and allows staff to manage trip operations from any satellite office or remote location with internet access. RouteMatch, along with other cloud-based systems such as MIP (finance) and Paychex (HR), supports continuous operations and is backed by 24/7 vendor support. Additionally, the Central Scheduling Center is equipped with an Uninterruptible Power Supply (UPS), and both centralized and satellite offices are prepared to operate manually if needed.

CADC employs ARNETEX for 24/7 network monitoring and maintains dual internet connections from separate providers to ensure uninterrupted access. The VOIP phone system

allows flexible routing to alternate locations or remote staff, with pre-configured laptops and secure call recording. Regular testing, multi-factor authentication, and remote training ensure continuity of service and data security during transitions.

In the event of an emergency or natural disaster, CADC will maintain transportation services for beneficiaries requiring critical medical care, including dialysis, chemotherapy, and radiation. If a site becomes inaccessible, transportation services will be rerouted through satellite locations. If there is uncertainty about whether a trip should be prioritized, the SCAT Program Manager will contact DHS for clarification or approval. CADC acknowledges that DHS has final determination over which appointments qualify as critical care.

The Incident Response Plan outlines the activation process for cybersecurity events. The Chief Executive Officer declares a disaster and initiates the DRP/IRP. In their absence, responsibility follows the organizational chain of command. CADC conducts regular risk assessments, employs proactive monitoring, and reviews recovery protocols annually. All recovery efforts, including the restoration of operations and data, will be executed in accordance with applicable laws, state policies, and vendor service agreements to ensure minimal disruption.

CADC will notify DHS when the disaster plan is activated and again when it is deactivated, and will request temporary service suspensions only when necessary and with DHS approval.

Full copies of our Disaster Recovery and Incident Response Plans are included as Attachments Q and T.

2.33 RATES AND PAYMENT

To calculate our monthly payment, CADC will multiply the proposed per member per month (PMPM) rate for Region E by the number of covered Medicaid eligibles in the region. We acknowledge that this rate is subject to annual evaluation and adjustment by DHS/DMS.

CADC agrees to accept the most current monthly PMPM rate as full payment for all services required under this procurement and subsequent contract. This rate is inclusive of all administrative costs, transportation services and overhead.

At the conclusion of each annual contract period, DHS/DMS will conduct a reconciliation based on the actual number of NET-covered Medicaid eligibles for each service month, the number of eligibles for whom PMPM payments were made and any variance between the two. If the actual number of eligibles (defined as those eligible for at least 14 days in a month based on the notice of eligibility determination) exceeds the number previously paid, an additional PMPM payment will be issued. Conversely, any overpayment due to fewer actual eligibles will be deducted from a future payment to CADC.

CADC understands that the term "NET-covered Medicaid eligible" includes beneficiaries approved under eligible Medicaid Aid categories, including those gaining eligibility on or after January 1, 2014. For the purposes of this IFB, the eligibility date is defined as the date of the

notice of eligibility determination, not the date retroactive coverage begins, nor the date of the application. The 14-day eligibility requirement is based strictly on the date of the notice.

CADC acknowledges that DHS/DMS reserves the right to deduct any Medicaid fee adjustments from the Broker's monthly payment. DHS/DMS will notify CADC in writing at least ten (10) business days prior to making any such deduction due to a claim for damages.

We further understand that payment will be issued in accordance with the State of Arkansas accounting procedures and that the State may not be invoiced prior to the delivery and acceptance of services.

CADC is registered to receive both electronic payments and future IFB notifications.

CADC has consistently complied with DHS/DMS payment and invoicing requirements since the inception of the program and is fully prepared to continue meeting all provisions outlined in the IFB. This includes collaborating with DHS to establish the per member per month (PMPM) base rate for the region; issuing payments to subcontractors for authorized trips in accordance with the IFB and contract terms; and ensuring that all monthly trip reports are submitted accurately and on time, whether services are provided directly by CADC or through a subcontractor.

We also acknowledge that reimbursement rates will be reviewed and may change annually. CADC agrees to accept the current monthly PMPM rate as full payment for all services provided under this procurement and subsequent contract. This payment will cover all administrative expenses, transportation services, overhead and profit.

Payment to Subcontractors

- CADC will issue payment to all subcontractors in accordance with the terms outlined in the service agreement between our agency and each subcontractor.
- Full payment for authorized trips will be made within a reasonable timeframe not to exceed thirty (30) calendar days from the date an accurate invoice is received from the subcontractor.
- All payments will be made for trips that are authorized and provided in compliance with the requirements of this IFB and the terms of the executed contract.
- CADC acknowledges that DHS/DMS is not responsible for, nor will intervene in, any payment disputes or other matters between CADC and its subcontractors, including issues related to delayed or non-payment.

Data Book Provisions

• CADC has reviewed the data book provided with this IFB and understands that it is intended solely for informational purposes to assist in evaluating historical beneficiary and service utilization trends.

• CADC acknowledges that the figures presented in the data book reflect the Department's best effort to provide a true and accurate representation of available data as of the time of the IFB's publication.

Rates, Annual Adjustments, and Monthly Trip Reporting

CADC understands and accepts full responsibility for meeting monthly trip reporting deadlines and maintaining accuracy standards, regardless of whether transportation services are provided directly or through a subcontractor.

We acknowledge that all NET trips must be recorded in the DHS/DMS system by the last day of the month following the month in which services were provided in order for DMS to release the Broker's monthly payment.

As the Broker, CADC accepts responsibility for monitoring the DHS/DMS system to ensure that all eligible and authorized trips are accurately reflected. Any discrepancies or issues will be promptly reported to the NET Monitoring Contractor to ensure compliance with reporting timelines and standards.

Additionally, CADC recognizes that the IFB outlines enhanced gatekeeping standards intended to strengthen program integrity. These standards are designed to prevent the authorization of trips that fall outside the intended scope of the NET program which is to ensure Medicaid beneficiaries have access to transportation for medical appointments when no other means are available.

2.34 AUDITS

As previously noted, CADC has been providing NET services for over twenty-five (25) years, significantly exceeding the experience timeline outlined in the IFB for submitting audited financial statements.

As a private, non-profit legal entity, CADC undergoes an annual independent audit. Each year, our Board of Directors engages a certified public accounting firm to conduct a comprehensive review of all programs administered by the agency. Our fiscal year ends on May 31 and the most recent audit report is available upon request by DHS.

CADC will comply with all federal and state oversight requirements as outlined in the IFB. We will provide authorized representatives from DHS, OMIG, MFCU, CMS, the Office of the Inspector General, the Comptroller General, and their designees with access to inspect and audit any records, documents, physical facilities, or equipment related to the provision of services under this contract. This access will be made available at any time, and CADC will retain all applicable documentation for a minimum of ten (10) years following the conclusion of the contract period or the completion of any audit, whichever is later. Subcontractors engaged by CADC will be held to the same standard through the inclusion of required clauses in all agreements. In addition, CADC will submit contract-specific audited financial reports by the deadline established by DHS or the Monitoring Contractor and maintain all necessary supporting

documentation, including base data, Medical Loss Ratio (MLR) reports, and records required by 42 CFR §§ 438.604, 438.606, 438.608, and 438.610.

2.35 CONTINUED NET SERVICES UPON CONTRACT TERMINATION

CADC acknowledges that, in the event of contract termination, we are required to submit a detailed transition plan outlining the steps we will take to ensure an orderly and efficient transfer of responsibilities. We are fully committed to complying with all directives issued by the contracting agency to minimize disruption of services and to support the continuity of care for beneficiaries. CADC will work cooperatively with all relevant parties to fulfill any obligations during the transition period and ensure full compliance with all applicable guidelines and requirements.

2.36 SEVERABILITY

CADC acknowledges that in the event a statute or regulation is enacted that necessitates a change to the resulting contract or any associated attachments, the agreement will be deemed automatically amended as required to remain in compliance as of the effective date of the new law or regulation. If any portion of the resulting contract, including amendments or incorporated documents, is determined to be illegal, unenforceable, or void, CADC and DHS will be relieved of any obligations specific to that provision. All remaining terms of the agreement that can continue to be performed will remain in effect. Furthermore, CADC will not perform any work associated with a state program that has been vacated by a court, repealed by legislation, or for which federal authority has been withdrawn. In such instances, capitation rates will be adjusted accordingly, and no payments will be due for work conducted after the loss of program authority. Any advance payments received for work scheduled to occur after such a loss will be returned to the state, while payments for services rendered prior to the loss of authority may be retained.

2.37 PERFORMANCE STANDARDS

At CADC, the safety of our beneficiaries is our highest priority. For the past 25 years, SCAT has consistently demonstrated its ability to provide safe, reliable and high-quality transportation services. If we were not confident in our continued ability to meet and exceed these standards, we would not be submitting this proposal to continue NET services.

CADC-SCAT has a seasoned team of well-trained drivers and experienced operating staff already in place. We are committed to maintaining the same level of excellence that beneficiaries in Region E have come to rely on. In addition, all subcontractors will be held to the same rigorous standards, ensuring every beneficiary receives safe and appropriate transportation, regardless of who provides the service.

Safety is the foundation of everything we do at CADC-SCAT. Our commitment is reflected in our strong safety record and the consistent performance of our highly trained, professional drivers. Guided by our motto, *Safety by Choice, Not by Chance*, we prioritize safe, reliable

transportation in every aspect of our operations. These high standards are not just part of this proposal but they are woven into the fabric of our daily NET service delivery.

CADC will comply with State law requirements ensuring that all service contracts include Performance Standards to measure the overall quality of services provided. We understand that performance-based contracting outlines expected deliverables, performance measures or outcomes and establishes the acceptable standards vendors must meet to avoid damages. Additionally, we recognize that the State reserves the right to modify, add or remove Performance Standards at any time during the contract term. All such changes will become an official part of the contract and remain in effect throughout its duration. Failure to meet these minimum Performance Standards may result in the assessment of damages or termination of the contract.

APPENDIX

Appendix A	Scheduler Manual
Appendix B	Letters of Recommendation
Appendix C.1	D. Bates Resume
Appendix C.1.1	D. Bates Job Description
Appendix C.2	J. Mockabee Resume
Appendix C.2.1	J. Mockabee Job Description
Appendix C.3	D. Waite Resume
Appendix C.3.1	D. Waite Job Description
Appendix C.4	M. Rodgers Resume
Appendix C.4.1	M. Rodgers Job Description
Appendix D	2025 Intrastate Renewal
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Appendix F	Driver Handbook
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Appendix H	Accident Procedures for Supervisors
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Appendix J	Preventive Maintenance Schedule
Appendix K	Safety First – MOR Program
Appendix L	Preventable Accident Policy
Appendix M	Drug and Alcohol Policy
Appendix N	Title VI – Civil Rights Program

Appendix A
Schedulers Operations Manual

CENTRAL ARKANSAS DEVELOPMENT COUNCIL SOUTH CENTRAL ARKANSAS TRANSIT

SCHEDULERS OPERATIONS MANUAL NON-EMERGENCY MEDICAL TRANSPORTATION

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SCAT SITE TELELPHONE ROSTER

501-315-1121 **Benton Administration** Dana Bates - Transportation Program Manager 501-332-5426 **Malvern Operations** John Mockabee II – Transportation Assistant Program Manager 870-246-8747 Arkadelphia SCAT Michelle Buck - Site Supervisor Ed Johnston – Assistant Site Supervisor 501-315-0800 **Benton SCAT** Tonya Rogers - Site Supervisor Keele Williams-Assistant Site Supervisor 501-332-6215 Malvern SCAT Cody Gullett - Site Supervisor Dalton Lov - Assistant Site Supervisor Danny Waite – Service Center Maintenance Supervisor 501-623-2875 **Hot Springs SCAT** Mary Bynum-Site Supervisor Daniel Wilson – Assistant Site Supervisor 501-676-0019 Lonoke SCAT Angela Washington - Site Supervisor 870-836-3200 **Camden SCAT** Chalunda Shields – Site Supervisor Kelly Craig - Assistant Site Supervisor 870-234-6444 Magnolia SCAT Daniel Amason - Site Supervisor Carolyn Traylor - Lead Transportation Support 870-352-8894 Fordyce SCAT

Loleta Davis - Site Supervisor

Penny Parham - Scheduler

Katlin Cornelius - Second in Charge

El Dorado SCAT

Reggie Hollis – Site Supervisor
SaFonda Iverson – Assistant Site Supervisor

Texarkana SCAT

Karen Morine – Site Supervisor
Victoria Harris – Lead Transportation Support

Hope SCAT

A'Shanti Holyfield – Site Superisor

DEFINITION OF TERMS

ATTENDANT: An escort for the client that is provided either by the client itself or hired by the transportation provider in those instances where an attendant is required.

AUTHORIZED REPRESENTATIVE: An individual that the beneficiary has designated who can or will make appointments.

BENEFICIARY: An individual who is eligible to receive assistance under the Medicaid Program.

BROKER: The agency (CADC) that holds the Medicaid contract to provide non-emergency medical transportation to Medicaid eligible clients within a designated service area.

CHILD: Anyone under the age of 18 years (must be accompanied by a parent or legal guardian)

CLIENT: An individual who is eligible to receive assistance under the Medicaid Program.

CLIENT DATA SHEET: Form used when a new client calls in for Medicaid transportation services.

FORTY-EIGHT (48) HOURS: Amount of advance notice required for scheduling transportation

GATE KEEPING: Process required when scheduling that includes verifying the eligibility for Medicaid services by a client; assessing the needs for non-emergency transportation

MEDICAID COVERED SERVICE: Medical service which is paid for by Medicaid

MEDICALLY NECESSARY: Services that are deemed necessary by a physician. Transportation will be provided the next day.

PROVIDER: Any doctor or medical facility that provides medical services to Medicaid clients.

RECIPIENT: An individual who is eligible to receive assistance under the Medicaid Program.

RECURRING APPOINTMENT: Any long term, standing appointment for a single client such as dialysis treatment, cancer treatments, wound care, mental health services, etc.

SCHEDULER: A CADC-SCAT employee who takes telephone ride requests and enters information into the scheduling program.

URGENT TRANSPORTATION: Transportation that is to be provided on an urgent or same day basis such as same day treatment, hospital discharges or transportation referrals.

PHONE ETIQUETTE

When answering the phone always have a smile on your face so that it will come through in your voice.

Answer the phone using following tips:

- Answer the call within three rings...saying "CADC CALL CENTER"
- Immediately introduce yourself....say your first name only
- Speak clearly
- Only use speaker phone when necessary
- Actively listen and take notes in RouteMatch for scheduling purposes
- Use proper language
- Remain cheerful
- Ask before putting someone on hold or transferring a call
- Be honest if you don't know the answer
- Be mindful of your volume

Proceed to scheduling the customer's trip reservation. Always make sure that you put in what doctor they are going to.

ELIGIBILITY DETERMINATION

MEDICAID RIDERS:

1. Do they live in our service area:

Calhoun, Clark, Columbia, Dallas, Hot Spring, Montgomery, Ouachita, Pike Saline, Sevier, Howard, Hempstead, Nevada, Union, Miller, Little River, Garland and Lafayette

- 2. Are they scheduling their ride 48 hours prior to their appointment?
 - a. Is their Medicaid Number active Check eligibility while scheduling
 - b. Medicaid NET program does not include transportation services for beneficiaries who are:
 - Nursing facility residents
 - Residents of intermediate care facilities for the intellectual disabled (ICF-ID)
 - Qualified Medicare Beneficiaries (QMB)
 - Special Low Income Qualified Medicare Beneficiaries (SLMB)
 - Qualifying Individual -1 (QI-1)
 - AR Kids First B Beneficiaries
 - c. Will they be receiving an Arkansas Medicaid covered service?
 - Does the doctor/facility have an Arkansas Medicaid provider number
 - Are they billing Medicaid for the service they are providing?
 - d. At least two (2) authorized representatives must be provided that will be allowed to schedule NET services on the beneficiary's behalf. These will be the only ones that will be able to make appointments/reservations for the beneficiary if the beneficiary is unable to do so. Schedulers will confirm that these representatives are not:
 - Associated with any agency
 - Provider
 - Other entity to which transportation is or may be requested

GATEKEEPING PROCESS

- 1. Go through the gate keeping process:
 - Can you provide at least 2 authorized representatives that will be allowed to schedule NET services on your behalf?
 - First Name
 - Last name
 - Relationship
 - Contact number
- 2. Ask Beneficiary if they have other means of transportation
 - Is there an operational vehicle in your household available to beneficiary?
 - Is the vehicle drivable
 - O Are you physically able to drive the vehicle?
 - o Is there someone available to drive the vehicle?
 - o Is the vehicle available at the time of your appointment?
 - O Do you have funds to operate the vehicle?
 - Is there public transit available to the beneficiary?
 - O Do you have funds to pay to use public transit?
 - Other means of transportation available to you such as:
 - Relatives
 - Neighbors
 - o Friends
 - Community Organizations
 - And/or including medical providers

If answers to all questions are NO, SCAT is required to provide transportation. If the answers to any of the questions are YES, then SCAT will deny the transportation request

You will turn the information to supervisor if answers are yes and they will send out a letter to beneficiary stating this is the reason for denial.

If it is determined that SCAT must provide transportation, the beneficiary or their authorized representative must be asked:

- Do you confirm the information provided is true, accurate and complete?
- Do you understand any falsification omission or concealment of information may result in termination of all transportation services or additional penalty?

SCHEDULING

SCHEDULING APPOINTMENTS:

Medicaid clients, case managers, hospitals or relatives may call to request rides to and from medical appointments. You should remain courteous and helpful at all times.

To encourage clients to call in advance, you and staff should acknowledge clients for being responsible by calling early or having the information needed readily available. This can be done by saying things such as "Thank You for calling in advance" or "Thank You for having all your information ready".

CLIENT DATA SHEET:

- Date of request
- Time of request
- Initials of scheduler taking the call

RIDER'S INFORMATION:

- Name
- Street Address
- Phone Number (Home, Cell, or Contract Number)
- Date of Birth
- Medicaid Number (verify number is active and eligible for transportation)
- Record the pickup address (directions to residence if necessary)
- Record the name and relationship of any attendant or escort
- Record mobility type and any special equipment needed for transportation, i.e. ambulatory, wheelchair, large wheelchair, bariatric walker, cane walker, car/mini-van, scooter

AUTHORIZED REPRESENTATIVES: (at least two authorized representatives)

- Name
- Relationship
- Contact number

APPOINTMENT:

- Date
- Day
- Time
- Verify request is 48 hours prior to their appointment

MEDICAL PROVIDER:

- Name
- Address
- Phone Number
- Medicaid Provider Number (if known)

EMERGENCY CONTACT:

- Name
- Phone Number
- Relationship

TRANSPORTATION REQUESTED BY:

- Name of Caller
- Phone number if not client

RECURRING:

- Write in the time of the appointment for each day
- Start Date
- Discharge Date

The Scheduler must record the questions and the responses. Beneficiaries who refuse the answer the questions related to their needs for transportation shall not be provided the requested transportation. Documentation of this should be given to Call Center Supervisor so that they can send the denial letter.

TRANSPORTATION FOR MINORS (CHILDREN)/INCAPACITATED BENEFICIARY:

A parent, foster parent or guardian may ride with a Medicaid beneficiary who is a minor or an incapacitated adult.

A parent, foster parent or guardian is considered an escort and is eligible for transportation to visit a minor Medicaid beneficiary that is an inpatient of a hospital, whether or not the escort is Medicaid eligible.

There is a limit of one (1) trip to and from the hospital for the escort to visit the minor beneficiary per episode of care.

URGENT TRANSPORTATION:

Transportation that can be scheduled without observing the 48 – hour mandatory time frame is:

- Urgent care/appointments
 - When you receive an urgent care request you will schedule the trip and take the information to your supervisor immediately
- Hospital discharges
 - A representative from the hospital will be the one who calls to set up transportation for the Medicaid beneficiary/client. You are to fill out the form with all the information and forward that to your supervisor immediately.
 - O A copy of the Hospital Discharge form is included in the Forms section of this manual
- Follow-up appointments or referrals in which the timeframe does not allow advance scheduling
 - If these follow up appointments or referrals are received within the 48-hour time frame, go ahead and schedule the appointment just as you would do if the Medicaid beneficiary/client called.

- If the follow up appointment or referral is not within the 48-hour time frame take the information and give it to your supervisor immediately.
- If you do not have all the information concerning the follow up appointment or referral send back to the physician's office in order to get the correct information by faxing the Arkansas Medicaid Transportation Referral Form.
- A copy of a Referral Form is included in the Forms section of this manual

PHARMACY STOP:

One pharmacy stop is allowed by Medicaid and should be arranged while the client is scheduling an appointment. This pharmacy must have a Medicaid Provider number that is accurate, so you will need the name of the pharmacy as well as the address. Pharmacy stops are limited to 15 minutes per visit.

VEHICLE SAFETY SEATING:

Child safety seats are to be provided by the beneficiary and should be asked during gatekeeping if they have one. If they do not have one, then CADC is required to furnish one and should be documented on trip request that CADC will have to furnish one at the time of the appointment.

If a Medicaid beneficiary requires a wheelchair and cannot provide one, it should be documented on the trip request in order that CADC will furnish one for the beneficiary to use.

RETURNING MEDICAID RIDERS:

- Verify the Medicaid number is active
- Schedule the trip by following above guidelines

CUSTOMER COMPLAINTS

When dealing with callers who have complaints the best response is TO LISTEN and allow the person to tell their side of the issue. Listen to the complaint, but DO NOT TRY TO MANAGE the complaint. Let them know you are listening by restating what they are saying or be acknowledging their feelings, e.g. "That must be really hard for you" or "I can tell you are upset".

SOME BASICS:

- Conflict will always occur when you are working with people
- Although anger may be directed at you (the scheduler), people are generally not angry with you personally, but are angry over an event or something that has happened to them
- Anger is generally a response that occurs when no other means to control or efforts to resolve a situation have worked. Anger is a last attempt to control and is usually a manifestation of another emotion, e.g. fear, disappointment, frustration, etc.
- Some people consciously use anger to get what they want
- When someone is angry, it generally is not beneficial to be angry back

If a client is angry because they have been denied service or want something changed in their transportation authorization and you cannot make the change they request, do not try to settle the issue during the initial phone call even if you know the answer. Even if the answer is simple, people don't like to think their complaint is simple. Tell the caller you will check into it and see what can be done and then call them back. You can forward the call to your supervisor if you are unable to handle the situation.

Never discourage a caller from complaining. If you are not the person who can solve their problems or given them an answer, try and find out who they can contact or forward them to your supervisor.

Remember that part of your job is to be an advocate. If there are problems that can't be resolve readily, transfer the call to your supervisor. When people are not making sense or are irrational, transfer the call to your supervisor immediately.

- Do not take people's anger personally
- Emotionally remove yourself from the interaction...in other words do not get angry back
- Listen to the complaint many are valid
- Remain the adult in the conversation, do not get hooked into interacting on the level of the person who is complaining
- Do not feel that you have to take abuse. If the caller becomes abusive, tell them you are going to hang
 up and then do it. The other option would be to transfer the call to your supervisor
- Video/trainings can be viewed on the CADC website for additional tips on how to handle irate customers
- A copy of the monthly complaint form is included in the forms section of this manual.

All complaints are to be referred to your supervisor.

6 STEPS IN DEALING WITH DIFFICULT CALLERS

• 1. WORK QUICKLY AS POSSIBLE:

The more efficient you can be means the more customers you can help throughout the day. This means on any given day, you could have a lot of customers on hold. You need to get to them as fast as you can. Adding excessive hold times to the process will only make matters worse.

• 2. LISTEN TO ENTIRE STORY FIRST:

When you do get a difficult caller on the phone, ask the customer how you can help. Then, sit back and listen, really listen. When a customer is explaining a problem, don't interrupt them at all. Don't even cut in to ask for clarification. Always have paper and pen handy so that you can jot down any details and potential questions. There are few things more frustrating to an angry caller than not being heard.

• 3. Apologize

After they have explained their problem, before anything else happens, apologize. This is key, especially if the customer is angry. It will still be worth your time to apologize, a sincere apology, not a generic one. Assure his or her that you're going to assist them with their problem and together you will work to solve the issue at hand.

• 4.. Make sure you understand:

Now that you have apologized, it's time to look at those notes you took. Knowing and understanding the details before you begin to try to solve the issue will almost always actually save time down the road

• 5. Try to solve the issue:

If you know the solution, fantastic!! Dive right in. If you are unsure, don't make any promises that you can't keep. Start by saying "I'd love to help you with this issue". If you don't know the answer, put the caller on hold and consult with your supervisor or any other resources as quickly as possible. But, remember any angry caller is only going to get more annoyed the longer he or she sits on hold.

If you have to transfer the caller to your supervisor, let them know first rather than just pushing a button and sending them along.

6. Last thing:

Above all, staying friendly, keeping your cool and moving things along as efficiently as possible are the three main components of satisfying even the grumpiest of customers. Stay sympathetic and positive and always apologize for their inconvenience. Take a deep breath and, most importantly of all, be as helpful as possible but never take an angry caller personally. The majority of the time, it's not you. It's them.

PRIVACY:

Personal Information about clients or medical diagnosis is to be kept confidential as required by the HIPPA laws and policies of CADC. Any information that you take over the telephone in regards to clients such as listed below are to be kept confidential at all times

- 1. Destination and/or type of Medicaid provider the client is going to
- 2. Physical limitations;
- 3. Need for assistance;
- 4. Special equipment used by a client;
- 5. Emotional or mental problems affecting client during transport; and
- 6. Need for assistance entering or exiting a vehicle or getting to or from the vehicle and home or medical office.

TRAINING FOR DISPATCHERS/SCHEDULERS

Trainings that will be required but not limited to are listed below. Always check with your supervisor in order to schedule these for viewing.

- How to handle Irate Customers
- Training on using telecommunication equipment for hearing/speech impaired
- Training on how to provide translation service for individuals who do not speak English or only speak
 limited English
- Phone Etiquette
- Customer Service
- How to Deal with Difficult People

FORMS

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DAILY CLIENTS' APPOINTMENT SCHEDULE

che	eduler's Na	ame:		Da	ate:		
#	CONFIRM #	APPT. CONFIRM Y/N	CLIENT'S NAME	MEDICAID ID	DATE OF BIRTH	PHARMACY STOP? Y/N	NOTES
-							

HOSPITAL DISCHARGE

TODAY'S DATE:	
DISCHARGE DATE:	CONFIRMATION #
CLIENT'S NAME:	
MEDICAID #:	
CLIENT HAS BEEN AT FACILITY SIN	NCE:
DISCHARGING FACILITY:	
FACILITY ADDRESS: (COMPLETE STREET	ET ADDRESS, CITY, ZIP CODE)
DISCHARGE TIME:	AM/PM FLOOR:
NAME AND POSITION OF CALLER	
CLIEN 1.2 ADDKE22:	
CITY/STATE/ZIP	SCAT
OFFICE LOCATION/COUNTY	

	SELOW WHERE APPLICABLE:
AMBULATORY CANE \	WALKER WHEELCHAIRSCOOTER
CAR SEATBOOSTER SEAT	ATTENDANTPHARMACY STOP
HAS FAMILY BEEN NOTIFIED	PICK UP FAMILY MEMBER FIRST?
DOES ATTENDANT NEED WHEELCHAIL	R?
	17 P a



Benton Call Center

Office: 800.385.9992 Fax: 501.800.5529

Myrtis Rodgers - Supervisor

Cherri Williams, Assistant Supervisor

mrodgers@cadc.com

cwilliams@cadc.com

Fax

TO:	FROM:		
FAX:	PAGES:		
PHONE:	DATE:		
RE: Subject	CC:		
Urgent For Review	Please Comment	Please Reply	Please Recycle
Comments:			

MEDICAID TRANSPORTATION QUESTIONAIRE

(When Computers are down)

Date	Time	Scheduler	_
Medicaid #			
Name:			
Street	City, Zip Code	County	
Person Calling Making Appointment		Relationship	
Phone	Has client ridder	with us before?YesN	0
Do you use a:CaneWalker	WheelchairScoot	erNon	
Do you need an attendant with you	_YesNo?		
Is this appointment for a child?Yes	No Age of child:	Does child need a car se	at?
Do you need to make a pharmacy stop?	YesNo		
Address of Pharmacy			
	<u>DESTINATION I</u>	NFORMATION	
Date Needed	Day	Time	_
Name of Medical Facility		· · · · · · · · · · · · · · · · · · ·	·
Name of Dr. /Therapist			-
Address			=:
Phone #	Referral needed?Yes	No Denial Letter Sent?	YesNo
Verified:YesNo Verified by	:	Date	Time
	RETURN TRIP I	NFORMATION	
Time Finished at appointment:	10 per 17	_	
Return Address: HomeYes C	Other		
Second AppointmentYes	No		
Time of 2 nd Appointment			
Name of Medical Facility			
Address		Phone Number	
Verified:YesNo \	/erified by:	Date:	ime
Time Finished at this appointment?			
Return address: Home:Yes	Other		



ARKANSAS MEDICAID TRANSPORTATION TRANSPORTATION REFERRAL FORM CADC CALL CENTER FAX NUMBER: 501-800-5529

Contact Number: 1.800.385.9992

mrodgers@cadc.com

cwilliams@cadc.com

	DATE	
NAME OF FACILITY		
FACILITY NAME		
DOCTOR'S NAME		
ADDRESS	PHONE NUMBER	
DATE OF APPOINTMENT	TIME OF APPOI	NTMENT
CLIENT/ PATIENT NAME DATI	E OF BIRTH MEDICA	ID ID #
CLIENT / PATIENT ADDRESS	CITY/ STAT	TE PHONE NUMBER
********		,
PCP / REFERRING DR. NAME (please print)) SIGNATURE	PHONE#
REFERRALS CANNOT COME FROM THE DOCTOR TO TH	R THAT IS SEEING THE PATIENT. THE REFE HE PATIENT OR A REFERRING DOCTOR	ERRAL MUST COME FROM A LOCAL DOCTOR
EOR CADC	/MEDICAID CALL CENTER USE	ONLY
RECEIVING COUNTY:	CONFIRMATION #:	DATE RECEIVED
DATES VALID: FROM		TO:
PHARMACY STOP: YES	NO	



ARKANSAS MEDICAID MEDICAL NECESSITY REQUEST FORM

mrodgers@cadc.com cwilliams@cadc.com

CADC FAX NO: 501.800.5529

	D	ate:
PATIENT'S NAME	DOB	_ MEDICAID ID NO
ADDRESS:	CITY	ST/ZIP

DOCTOR'S NAME	PH	IONE
FACILITY NAME:	and the same of th	
ADDRESS:		/SUITE:
CITY	STATE	ZIP CODE

APPOINTMENT DATE	_ APPOINTMENT TIME:	AM/ PM
DOCTOR'S OR REPRESENTATIVE'S SIGNATUR		

FOR OFFICE USE ONLY SCAT LOCATION/COUNTY COUNTY AMBULATORY CANE WALKED CAR SEAT SOOSTER SEAT SOOT SOOSTER SEAT SOOT SOOT SOOT SOOT SOOT SOOT SOOT SO	ATTENDANT NEED WHEE	STATE ZIP CODE HAIR SCOOTER LCHAIRYES /NO

MONTHLY COMPLAINT REPORT

SCAT TRANSPORTATION – REGION E MONTH:

Date c	of Complaint	Beneficiary Name	Medicaid ID	Who Filed the Complaint/Issue Site Location	Site Location	Site Manager
cription	n of Complain	t/Issue		Action Taken/Resolution		

Site Complaints:

Site	Supervisor	Yes/No
Arkadelphia		
Benton		
Camden		
El Dorado		
Fordyce		
Норе		
Hot Springs		
Lonoke		
Magnolia		
Malvern		
Texarkana		
Call Center		

Date:

Appendix B Letters of Recommendation Appendix B Letters of Reference



Darin Beckwith, Director

Candiss Bennett, Asst.

Director/ Teacher Center

Coordinator

To Whom It May Concern,

I write this letter today with to express support for the SCAT (South Central Arkansas Transit) services in Clark County Arkansas. As the Foster Grandparent Coordinator at Dawson Education, I utilize SCAT services for program participants multiple times each year. The individuals enrolled in the grandparent program are mostly elderly, with many of them not being able to drive for themselves. SCAT busses are a great asset in helping to pick up grandparents for different trainings, outings, and for delivering them to local schools and daycares for their daily service.

Another of my duties at Dawson is working with individuals enrolled in the Parents as Teachers Program. The participants in this program often do not have the means to drive their own vehicles and we utilize SCAT services to get them to monthly meetings and outings throughout the year. This service is key in helping these families be able to participate in a program that benefits both parents and their children that otherwise would not be able to travel.

Without access to SCAT busses, many of the individuals enrolled in various programs would not be able to attend so we are very thankful that these services are provided. With this in mind, I would strongly recommend that SCAT continue to be the Medicaid broker for this area. If there are any questions about this, or other information is needed, please feel free to reach out to me and I will be glad to share more.

Best Regards,

Dawson Education Service Cooperative

Foster Grandparent Program &

Parents as Teachers Program Coordinator

mes Maleer

Phone: (870) 246-3077 FAX: (870) 246-5892 Website: www.dawsonesc.com

To Whom It May Concern,

The City of Arkadelphia would like to recommend that SCAT (South Central Arkansas Transit) continue as the Medicaid transportation broker for our region.

SCAT has been a great partner to our community for many years. They provide dependable, safe rides for people who need help getting to doctor appointments and other important places. Many of our residents—especially seniors, people with disabilities, and those without a car—rely on SCAT to get the care they need.

They know our area well and always show up for our residents. Their drivers are professional and kind, and they go above and beyond to help people. Switching to another provider would confuse and make it harder for people to get the services they depend on.

We strongly support SCAT staying in this role. They are doing a great job, and we hope to see their service continue.

Sincerely, Halle Mann Special Events Manager City of Arkadelphia 870-260-3198



Fwd: Letter of Recommendation

1 message

Marian "Michelle" Nelson <mnelson@cadc.com>

To: Dana Bates <dbates@cadc.com>

Tue, Jun 17, 2025 at 11:29 AM

----- Forwarded message -----

From: Jedidiah Johnson <jjohnson@pediatricsplus.com>

Date: Tue, Jun 17, 2025 at 11:23 AM Subject: Letter of Recommendation

To: mbynum@cadc.com <mbynum@cadc.com>, mnelson@cadc.com <mnelson@cadc.com>

To Whom It May Concern,

My name is Jed Johnson, and I'm the Pre-School Director at Pediatrics Plus in Arkadelphia. We have children that we serve from counties all over the region, and many of them ride SCAT public transportation. We have worked together with SCAT for the 5.5 years that I've been the director here, and I have nothing but good things to say about them. Their communication is great, their service is great, and without them hundreds of children over the last 5.5 years would not have received the therapeutic services we provide. I sincerely hope that their contract is renewed, and I'd be happy to answer any questions you have at your convenience.

Sincerely,

Jed Johnson

Pre-School Director, Arkadelphia Arkansas

870-464-1337

Michelle Buck Transportation Supervisor Arkadelphia SCAT 870-246-8747 Support Services for Adults with Developmental Disabilities

Beehive Resale Outlet

Housecleaning Services

Community Employment Services



buhw INDUSTRIES

700 Main Street P.O. Box 159 Arkadelphia, AR 71923

Phone 870.246.5849 Fax 870.246.7202

Web www.groupliving.org

Jason Johnston

Group Living, Inc.

Executive Director

6/17/2025

To whom it may concern,

I am the Executive Director at Group Living, Inc. in Arkadelphia and we serve adult with developmental disabilities. We have used SCAT for many years and have always been grateful for its services to our clients. We rely heavily on SCAT to get our clients to our facilities and back home. They are extremely reliable and very professional. Our clients enjoy riding their buses and have made friends with their drivers. Our clients feel very safe whenever they use their transportation as well. We are lucky to have their services and wish to continue using them for many years.

Jason Johnston





121 Cox Street, P.O. Box 368 Benton, AR 72018 501-776-0691 ~ 501-776-0692 Fax

www.civitanservices.com

409 S. Reynolds Road, Suite 3 Bryant, AR 72022 501-847-5900 Phone/Fax

Preschool/Early Intervention Services • Adult Services • Residential Services

Community Services: Waiver/Supported Employment

June 17, 2025

To Whom It May Concern:

Please accept this correspondence as my formal letter of recommendation for Central Arkansas Development Council / South Central Arkansas Transit (CADC/SCAT). Civitan Services has a long-standing relationship with SCAT and we would not be able to provide services to many of our clients without their assistance. SCAT provides the vehicle and driver for five of our daily routes, transporting men, women and children with developmental disabilities to us for a variety of educational and therapeutic services.

In addition to the services they provide to us directly, I know that they also provide transportation to many people in our community who would otherwise not be able to access critical medical appointments. Saline County does not have other options for public transportation, such as a taxi service or fixed inner-city routes, that would be available in larger metropolitan areas. Therefore, SCAT is also able to assist those in lower income brackets or elderly and unable to drive themselves for a variety of reasons, in accessing their community for items such as groceries, pharmaceuticals, etc.

Please feel free to contact me at your convenience should you need further information.

Sincerely,

Leah L Henderson Chief Executive Officer Civitan Services

DAVITA SALINE COUNTY DIALYSIS 1200 N MAIN ST. GROUND LEVEL BENTON, AR 72015 PHONE (501) 776-1816 FAX (501)776-1872



June 17, 2025

To Whom It May Concern,

I am writing to recommend Benton SCAT, which has provided transportation services to our patients over the past couple years.

During our time working with Benton SCAT, we found their service to be generally reliable and professional. They fulfilled their contractual obligations and maintained reasonable punctuality. Communication with their team was adequate and any concerns were typically addressed in a timely manner.

I recommend Benton SCAT for transportation support, as they are a dependable option with the capacity to handle routine transportation requirements effectively.

Sincerely,

Olivia Friese

Administrative Assistant

Saline County Dialysis



South Arkansas Dialysis 620 W. Grove Street El Dorado, AR 71730 870-862-8788 lel 870-862-5756 fax

June 18, 2025

To Whom it May Concern:

I am writing this letter to express appreciation and gratitude for our local transportation provider, Central Arkansas Development Council (CADC). I am the social worker for Davita South Arkansas Dialysis in El Dorado, AR. Our facility treats dialysis patients six days per week, and we have patients needing transportation assistance every day that we are open.

Dialysis is a life sustaining medical treatment. Without dialysis, our patients are at a significantly higher risk of hospitalization, or even death. Missing treatments can negatively impact, not only patients' physical health, but also their emotional health, quality of life, and relationships. CADC helps our patients get to treatments consistently, adding to their lives in quality and quantity.

Our Davita South Arkansas team has been able to build relationships with many of the CADC office team and drivers and we are thankful for each, and every, one. We are appreciative of the kindness they display to our vulnerable patients and the care they take to ensure that our patients are living as well as they possibly can. The prognoses of many of our patients would be quite bleak without the service that CADC provides for them. We are so blessed to have CADC as our transportation provider.

Sincerely,

Erin Shaffer, LCSW

Licensed Clinical Social Worker, Davita South Arkansas

RENAL CARE

USRC-Pine Bluff Dialysis 2800 West 28th Street Pine Bluff, AR 71603 (P) 870-534-7400 (F) 870-541-0845

To Whom it May Concern:

I am writing to express our appreciation to CADC of Fordyce, AR. I highly and enthusiastically endorse CADC Services to anyone requiring transportation services within the state of AR. I would not hesitate to use them for all transportation services. They provide outstanding care to our dialysis patients and met or exceeded all of our requirement for prompt, professional, safe, and reliable transportation in regards to their transportation needs and requirements.

Finally, I must mention professionalism. It has been a pleasure to work with a company where they stand behind their word, that transportation is where we need it. Once again I highly recommend CADC Services and would not hesitate to continue to use them.

Sincerely, LaKeisha LaKerrell, LCSW, MSW

USRC Pine BLu



DEPARTMENT OF VETERANS AFFAIRS Central Arkansas Veterans Healthcare System Eugene J. Towbin Healthcare Center 2200 Fort Roots Drive North Little Rock, AR 72114-1706 Social Work Service (122/NLR)

June 24, 2025

To Whom It May Concern:

As a social worker, I assist many veterans with psychosocial issues impacting their daily way of living. Transportation is a barrier to many veterans trying to address their medical needs appropriately. When there is an issue with transportation to medical appointments, veterans can experience increased anxiety, depression, and suicidality.

Having access to transportation decreases hospital readmits and length of stays. CADC plays a vital role in providing transportation to veterans. Some veterans have diagnosis that require continuous medical treatments. CADC provides that hope for veterans knowing they do not have to worry about being transported to VA medical appointments.

As stated before, many veterans are dependent on the transportation services provided by CADC. We should all advocate for these services to continue. As a result, It increases an individual's overall health and way of living.

If you have questions, please contact me at 501-257-3985.

Sincerely,

Leon Flowers, LMSW Primary Care Medical Social Worker 2200 Fort Roots Drive North Little Rock, AR 72114 501-257-3985



1615 MLK Blvd. | Malvern, AR 72104

6/23/2025

To Whom It May Concern:

I want to express my heartfelt support for the invaluable work provided by the CADC SCAT program in Hot Spring County and all the counties it serves.

This program is instrumental in ensuring the individuals we work with can attend their appointments and maintain a higher quality of life. CADC SCAT plays a crucial role in fostering medical, social, and financial stability within our communities by getting individuals to their appointments and keeping them engaged in daily activities.

We are very pleased to continue partnering with CADC SCAT to serve our community.

Sincerely,

Michelle Kveum, MS, LPC, CTTS

Clinical Director

Quachita Behavioral Health and Wellness



June 23, 2025

To Whom It May Concern:

I am writing on behalf of 3rd & Main Mental Health Cooperative to express our strong support for the Central Arkansas Development Council (SCAT) that provides critical access to care for our clients. As a community-based mental health provider, we serve a diverse population of individuals who face significant barriers to care, including lack of reliable transportation.

Many of our clients live with serious mental health conditions and rely heavily on consistent therapy to maintain stability and wellness. Without Medicaid-funded transportation, a large portion of our clients would simply be unable to attend their appointments, resulting in treatment disruption, preventable hospitalizations, and increased crisis situations.

Transportation services are not just a convenience—they are a lifeline. These services allow clients to:

- Attend individual and group therapy sessions regularly
- Participate in rehabilitation and support programs that promote long-term recovery

In rural and underserved areas in particular, public transportation is limited or non-existent. Medicaid transportation helps bridge that gap, ensuring that lack of a vehicle or proximity to services does not become a barrier to mental health care.

At 3rd & Main Mental Health Cooperative, we have seen firsthand how access to transportation improves client engagement, treatment adherence, and overall outcomes. We urge continued support and funding for these services as they are essential to both individual well-being and public health.

Thank you for your attention to this important matter.

Sincerely,

Libby Slatton, LCSW Owner of 3rd & Main Mental Health Cooperative

> 302 S. Main Street Malvern, Arkansas 72104 (501) 229-1515

JUNE 18, 2025

DEAR WHOM IT MAY CONERN,

I am writing this letter to express how important CADC Scat services are to us at First Step and in the city of Malvern. It is a commonly used transportation for many people here in Malvern. For some people, it is the only transportation to get them to where they need to go. Like doctor appointments, jobs, paying bills and shopping etc. We here at First Step use Scat services daily to bring clients to day hub services and to get them to work and back and have for several years.

Warm regards,

DEBBIE MEEKS

ADDT COORDINATOR AT FIRST STEP MALVERN



3015 East 19th Street Texarkana, AR 71854

Office: 870-774-9675

www.texarkanaresources.org



June 18, 2025

To whom it may concern,

At Texarkana Resources for the Disabled, we have several individuals that utilize CADC services to navigate the community. The individuals that require ADA complaint modes of transportation often do not have a lot of choices to navigate the community. CADC has been a trustworthy option for those consumers with mobility issues. The transportation service provides a safe method of travelling, and the drivers provide excellent customer service for the individuals we serve. Being able to navigate the community independently has been a game changer for adults with disabilities. I often refer families to CADC for services pertaining to non-emergency transportation. This program is essential to our community because it allows opportunities for inclusion, independence, and the ability to get necessary resources. I appreciate your time and consideration.

Sincerely,

Program Coordinator



Appendix C Resumes/Job Descriptions of Key Staff

DANA BATES

Benton, AR 72019 (501) 860-2839 - dbates@cadc.com

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E L	w	PEJJI	CHAMI		61161	PAIN

Dedicated and results-driven professional with a strong work ethic, a commitment to excellence and a proven track record of delivering high-quality performance in both leadership and team environments. Known for being dependable, proactive and solutions-oriented, with the ability to adapt quickly to change and maintain composure under pressure.

Demonstrates exceptional organizational skills, attention to detail and the capacity to manage multiple priorities with accuracy and efficiency. Recognized for clear communication, collaboration and a focus on continuous improvement. Brings a deep sense of responsibility and integrity to every task, consistently going above and beyond to achieve goals and support the success of the broader team.

SKILLS

- Proven responsible leader with extensive experience in administrative environments. Additional marketing emphasis supported by strong planning and organizing skills. Capable of managing change and growth and adapting as necessary.
- Talent recruitment
- Event planning and execution
- Relationship building
- · Critical thinking
- Policy and procedure improvements
- Attention to detail
- Program/Team leadership

WORK HISTORY

01/2024 to Current

Transportation Program Manager

CADC - Benton, AR

Managed and supervised administrative and daily program operations, complying with
policies and regulations. Developed strategic plans, setting clear objectives and
achievable milestones for the team. Conducted comprehensive program evaluations,
identifying areas for improvement and recommending actionable solutions. Improved
program efficiency by streamlining processes and implementing time-saving solutions.

11/2013 to Current

Human Resource Manager

CADC - Benton, AR

Managed employee relations issues professionally, resolving conflicts efficiently while
maintaining confidentiality at all times. Maintained accurate HR records in compliance
with applicable laws, ensuring efficient data retrieval when required. Conducted
thorough internal investigations, addressing employee concerns with fairness and
transparency. Maintained payroll and benefits for employees in various locations,
minimizing financial discrepancies through detailed program management. Streamlined
HR processes for increased efficiency, reducing paperwork and manual tasks through
automation. Implemented performance reviews and motivational strategies to elevate
HR team results.

08/2009 to Current

HEAP Program Manager

Central Arkansas Development Council - Benton, AR

 Oversee all aspects of the HEAP program including implementation of policy, coordination of services, supervision of staff and ensuring program quality.

02/2005 to 04/2009

Office Manager

JRP Trucking LLC - Benton, AR

 Provide support for all activities in the management of the company including human resources, drug screening, load management, payroll, billing, collections and customer relations. Company closed.

02/2005 to 12/2005

Receptionist

Bryant Family Clinic (Dr. Michael Beard) - Bryant, AR

 Provide general office support including answering phones, scheduling appointments, registering patients, filing, sorting incoming mail and various other office duties.

12/2004 to 05/2005

Office Manager

Saline Memorial Hospital Wound Healing Center - Benton, AR

 Provide support for all clinic activities including registering patients and dropping charges in the AS-400 hospital-wide computer program.

08/2001 to 02/2005

Office Staff

Superior Truck Wash and Lube - Benton, AR

 Provide general help and support in the management of the office. Provide customer service, enter and reconcile purchase orders, track inventory, file work orders, run cash register and various other office duties. Company closed.

11/1999 to 06/2001

Transcriptionist

Counseling Clinic, Inc. - Benton, AR

 Provide support from my home to physicians and clinicians with transcription of confidential case notes and correspondence.

07/1996 to 11/1999

Community Relations Director

Generations - Saline Memorial Hospital - Benton, AR

Provide education to referral sources, potential referral sources, and the general public

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liaison between Generations and referral sources; compile statistical data for monthly and special reports; develop, organize and implement all special projects for the program.

06/1993 to 07/1996

Program Secretary

Generations - Saline Memorial Hospital - Benton, AR

 Provide support for all program activities including maintaining confidential patient records, initiating verbal and written communication regarding program matters; compile statistical data for monthly and special reports. Promoted to Community Relations Director position.

01/1990 to 06/1993

Administrative Assistant II

UAMS Dept. of Psychiatry - University Hospital Division - Little Rock, AR

 Prepare special projects for Physician Division head; make recommendations for improvement in work efficiency; recommend and implement Division policy; maintain statistical records for the Division; perform administrative duties (conduct interviews and make recommendations for hire; review and compose correspondence; represent the Division in various meetings); supervise clerical staff; maintain patient activity for Division head.

06/1988 to 01/1990

Medical/Legal Secretary

UAMS Dept. of Psychiatry - Education Division – Little Rock, AR

 Responsible for all clerical duties for the Vice Chairman for Education; greet patients and obtain information for billing purposes. Promoted to AA II.

02/1988 to 06/1988

Secretary II

UAMS Dept. of Psychiatry – Little Rock, AR

 Served as receptionist for Department with responsibility for answering phones (five primary lines; twelve backup); responsible for all transcription for Department Chairman (approximately five hours of transcription per day); sorted incoming and outgoing mail.
 Promoted to Medical/Legal Secretary.

QUALIFICATIONS

01/1985

High School

Benton High School

- Maintained a 3.62 GPA and received an academic scholarship from Henderson State
 University, Arkadelphia, Arkansas
- GPA: 3.62 GPA

CERTIFICATIONS

CCAP - Certified Community Action Professional

CVM - Certified Volunteer Manager

Central Arkansas Development Council Job Description

Job Title: TRANSPORTATION PROGRAM MANAGER

Reports to: Chief Executive Officer or as assigned

FLSA Status: Exempt

Safety Sensitive Status: DOT Safety Sensitive

Last Reviewed/Revised: August 2023

JOB SUMMARY

The Transportation Program Manager plans, administers, and manages all aspects of the Transportation Program and related services in a multi-county area. Duties include ensuring program quality and compliance with all applicable regulations and directives; preparing grant proposals and budgets; and supervising staff.

ESSENTIAL DUTIES AND RESPONSIBILITIES

The Transportation Program Manager may be assigned to carry out duties in one or more of the following functional area/roles, as needed and as assigned, on a daily basis. Travel may be required to other locations in order to complete essential duties. <u>Initials of the individual Transportation Program Manager and the appropriate supervisor should indicate those duties for which the individual Transportation Program Manager is responsible on a primary and regular basis below.</u> However, this does not preclude assignment to other duties, as needed.

Oversee personnel who perform program activities to implement CADC's goals and policies. Ensure that responsibilities, authority and accountability of direct subordinates are defined and understood.
Plan coordinate, implement, and manage all components and program operations of the assigned program. Ensure program quality to meet requirements of funding sources. Monitor quality and perform periodic on-site inspections of the program.
Interpret all regulations, manuals, policies, instructions, transmittal notices, memoranda and guidelines pertaining to the assigned program.
Meet with leadership teams periodically to explain and clarify policy directives, transmittal notice, and to receive and discuss recommendations for program improvement and changes or expansion of services.
Prepare applications/proposals for funding and/or expansion with participation by staff, councils, families, and the community, as required by funding sources.

Prepare and recommend budgets to management. Review and analyze expenditure, financial, and operations reports.
Oversee property management and inventory control of the program.
Directly, or through subordinates supervise program staff.
Identify and interpret needs for program development. Provide leadership in coordinating activities of agencies, groups, and individuals to meet identified needs. Study and assess strengths and weaknesses of existing resources. Maintain contact with representatives of other agencies to exchange and update information on resources and services available.
Prepare or supervise preparation of reports and records; disseminate information as appropriate.
Write proposals to obtain government or private funding for projects to meet community needs.
Assist in attaining outside contracts.
Forward administrative and finance communications to field employees.
Approve purchase orders, invoices, and Program payroll.
Keep up-to-date and knowledgeable about applicable programmatic issues and trends; federal, state, and local regulations; and agency policies and procedures. Ensure compliance with all applicable laws, regulations, funding requirements, assurances, policies, and procedures.
Attend required staff meetings, training, and conferences.
Implement applicable CADC policies and goals
Maintain confidentiality.
Perform job duties in an ethical manner.
Perform other responsibilities and assist in other projects as required.

SUPERVISORY RESPONSIBILITIES

In accordance with CADC's policies and applicable laws, carry out supervisory responsibilities including interviewing, disciplining, and training employees; planning, assigning, and directing work; evaluating performance; and addressing complaints and resolving problems. Conduct staff meetings with Program staff, as appropriate.

QUALIFICATIONS

To perform this job successfully, an employee must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable an employee with a disability to perform the essential functions.

Education and/or Experience

Bachelor's degree from four-year college or university or one to two years related experience and/or training; or equivalent combination of education, training, and experience preferred.

Language Skills

Ability to read, analyze, and interpret professional journals, technical procedures, or governmental regulations. Ability to write reports, business correspondence, and procedure manuals. Ability to effectively present information and respond to questions from groups of managers, customers, and the general public.

Mathematical Skills

Ability to calculate figures and amounts such as discounts, interest, commissions, proportions, percentages, area, circumference, and volume. Ability to apply concepts of basic algebra and geometry.

Reasoning Ability

Ability to define problems, collect data, establish facts, and draw valid conclusions. Ability to apply common sense understanding to carry out instructions furnished in written, oral, or diagram form. The employee must have the ability to work in a constant state of alertness and in a safe manner

Physical Demands of Job

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable an employee with a disability to perform the essential functions.

While performing the duties of this job, the employee regularly is required to talk or hear. The employee occasionally is required to stand; walk; sit; use hands to finger, handle, or feel; climb or balance; and travel both in and out of state. The employee must occasionally lift and/or move up to 25 pounds. Specific vision abilities required by this job include close vision and ability to adjust focus. The employee must have the ability to drive safely.

Work Environment

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable an employee with a disability to perform the essential functions.

The work environment varies according to location. The noise level varies from quiet to moderately noisy.

Licensing and/or Certification Requirements

	Criminal Background Report		
	Current and valid Arkansas driver's license		
	Personal auto licensed and insured for staff travel mileage reimbursement		
	Defensive driving certificate as required		
	Child and/or Adult abuse registry as required		
	Certified Community Action Professional preferred		
	Supervisor Drug and Alcohol Awareness certificate as required.		
I acknowledg	ge receipt of this job description and accept the conditions as stated above.		
Name	Date		
Note: The C	hief Executive Officer must approve Revisions to this job description.		

John Mockabee II

Assistant Program Manager

Contact

Profile

(870) 356-8294



imockabee@cadc.com



36 Reuben rd. / P.O. Box 54 Curtis AR 71728



Assistant Program Manager with 2+ years of experience. Responsible for all supervisors daily work duties. I teach Defensive Driving class for all CADC employees. I teach CPR, First Aide, and AED to all CADC employees and some public classes. Looking to extending my knowledge and experience into a role as Project Manager.

Professional Experience

Assistant Program Manager

Central Arkansas Development Council / South

June 6 2020 - Present

Education

Central Arkansas Transit - Malvern, Arkansas

Schedule and coordinate supervisor meetings, Site meetings

Train New hires in SCAT to ensure attention to detail and adherence to company policy and work ethics for all our new hired people.

Developed new training for our drivers (3week extensive training) for our new

Maintain utmost discretion when dealing with sensitive topics with our clients.

Check all supervisor's weekly and monthly reports.

Look over all accidents and incident reports for SCAT

(May 1988) Child and Youth Counselling and Ministry,

Applied Life Christian college - Hot Springs, Ar.

Key Skills

Microsoft Office



English

Transportation Training and Development Coordinator

May 4 2019

June 5 2020

I was responsible for establishing new safety training for all the employees.

Training - CPR, First Aide, AED for all employees

Training - Defensive Driving for all employees

Training - Standards and Policies for SCAT / CADC

Training - Wheelchair loading, unloading and securement

Training - Car seat securement and child securement in car seats

Handles all accidents and incident reports

Typing speed of 10

Wpm

Problem solving 00000

Team leadership



Site Supervisor

Central Arkansas Development Council / South

July 4 2015
- June 5 2020

Central Arkansas – Hot Springs, Arkansas

Oversee the daily functions of the Hot Springs SCAT office.

Check Schedules for all the drivers and attendants daily.

Weekly reports on the status and functioning of the Hot Springs site.

Monthly reports - CSBG, Mileage, Fuel, Passenger, Timesheets, Trips

Handle client and staff complaints.

Check and inspect all the Hot Springs SCAT vehicles weekly.

Schedule all the Hot Springs site vehicles for service and repairs.

Work Hot Springs site accidents and incidents.

Driver

Central Arkansas Development Council / South

April 7 2011 - July 32015

Central Arkansas - Hot Springs, Arkansas

To ensure Safe transportation for all clients to and from their appointments.

Inspecting my vehicle pre trip & post trip inspections

Daily drivers log on all my pick-ups and drop offs.

Keeping the vehicle clean.

Central Arkansas Development Council Job Description

Job Title: TRANSPORTATION ASSISTANT PROGRAM MANAGER

Reports to: Program Manager

FLSA Status: Exempt

Safety Sensitive Status: DOT Safety Sensitive

Last Reviewed/Revised: August 2023

JOB SUMMARY

The Transportation Assistant Program Manager assists the Transportation Program Manager in planning and managing the specific program. Duties include monitoring operating results and budgets; maintains updated records, compiles related reports; approving purchase requisitions; overseeing orders, delivery schedule, and inventory control; and supervising staff.

ESSENTIAL DUTIES AND RESPONSIBILITIES

The Transportation Assistant Program Manager may be assigned to carry out duties in one or more of the following functional areas/roles, as needed and as assigned, on a daily basis. Travel may be required to other locations to complete essential duties. <u>Initials of the individual Transportation Assistant Program Manager and the appropriate supervisor should indicate those duties for which the individual Transportation Assistant Program Manager is responsible on a primary and regular basis below. However, this does not preclude assignment to other duties, as needed.</u>

	Collaborate with Transportation Program Manager and subordinate managers to establish short- and long-range goals and objectives, subject to approval by the Chief Executive Officer and Board of Directors.
	With the approval and at the direction of the Program Manager, design and implement a program-wide training plan for staff, other workers and volunteers, ensure and monitor its compliance and make recommendations for new training. Certification may be required in order to train in particular program content areas.
	Work in conjunction with Assistant Program Manager(s) to provide extended availability to all transportation sites. This will be accomplished by overlapping schedules as assigned by the Program Manager.
_	Monitor the efficient operation of transportation sites and take steps to correct any identified problems.
	Conduct/Coordinate teaching of program required services and trainings (outsourced and/or in-house). This may include scheduling date and time, confirming

attendance and evaluating success.
Research and recommend relevant trainings to be included on the employee training site.
Oversee the orientation of new program employees utilizing the assistance of appropriate program staff as required.
Assist in budget preparation and presentation through forecasts and projections. Analyze and monitor program costs; develop corrective action plan as necessary
Review program costs, efficiency and quality. Monitor all worksites to identify excessive costs; ensure that appropriate measures are taken to bring cost and quality into line.
Recommend capital expenditures for new equipment to increase efficiency and services of the Program. Approve requisitions for equipment, materials, and supplies in accordance with CADC administrative policy and procedure and within limits of department budget. Monitor invoices from all centers.
Talk informally with personnel and attend meetings to determine morale and organizational productivity to identify skills or knowledge gaps which need to be addressed. Provide feedback to management. Develop/recommend appropriate trainings designed to motivate staff resulting in achievement of work goals.
Identify and interpret needs for program development. Provide leadership in coordinating activities of agencies, groups, and individuals to meet identified needs. Study and assess strengths and weaknesses of existing resources. Maintain contact with representatives of other agencies to exchange and update information on resources and services available.
Schedule/arrange/conduct meetings with interested stakeholders to promote the goodwill of the agency and further expand the services of the transportation program.
Observe operations at outlying worksites through regular site visits making suggestions to management about changes in processes or procedures to increase efficiency.
Assist in attaining outside contracts for additional transportation opportunities.

Attend and/or conduct staff safety meetings at all transportation worksites to ensure the consistent communication of information. Work collaboratively with all management staff to identify meeting agenda items.
Coordinate and collaborate with other transportation supervisory/management staff to create committees designed to promote safety, improve processes and increase work efficiency. Serve as a liaison and leader for these groups to meet and improve program and agency objectives creating necessary safety and/or training plans, etc. as needed.
Be available to serve as temporary support at transportation worksites where a supervisory presence is required. This may include creating a schedule, dispatching, conducting interviews, payroll, etc.
Make recommendations for additional staff development as indicated working collaboratively with program management staff to accomplish.
Investigate causes of customer and employee complaints and respond immediately or as defined by any applicable policy/contract.
Address any areas of work deficiencies of program staff by drafting disciplinary actions as necessary. When indicated, work collaboratively with the Site Supervisor and other management staff to accomplish this task.
Provide clerical support to the Transportation Program Manager as needed and as assigned.
Respond to customer inquiries on the telephone, through online networks and by mail.
Conduct staff meetings with program staff on a quarterly basis or as appropriate.
Oversee purchases, deliveries and inventory control for all worksites.
Prepare, distribute, and maintain various reports as required by program needs.
Ability to plan/meet short-term goals that support long-term plans.
Detail oriented and organized.
Demonstrate highly developed written and verbal communication skills.

Practice the ability to get along well with diverse personalities: be tactful, professional and flexible with a mature personality.
Perform job duties in an ethical manner.
Implement applicable policies, procedures and goals.
Maintain confidentiality.
Keep up-to-date and knowledgeable about current program trends. Ensure compliance with all applicable laws, regulations, funding requirements, assurances, policies, and procedures.
Attend required staff meetings, training, and conferences.
Perform other responsibilities and assist in other projects as required.

SUPERVISORY RESPONSIBILITIES

Directly supervise and evaluate staff as assigned by Transportation Program Manager. Supervisory responsibilities include interviewing, disciplining, and training employees; planning, assigning, and directing work; evaluating performance; and addressing complaints and resolving problems.

QUALIFICATIONS

To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable an employee with a disability to perform the essential functions.

Education and/or Experience

Bachelor's degree from four-year college or university; or one to two years related experience and/or training; or equivalent combination of education, training, and experience preferred.

Language Skills

Ability to read, analyze, and interpret professional journals, technical procedures, or governmental regulations. Ability to write reports, business correspondence, and procedure manuals. Ability to effectively present information and respond to questions from groups of managers, customers, and the general public.

Mathematical Skills

Ability to calculate figures and amounts such as discounts, interest, commissions, proportions, percentages, area, circumference, and volume. Ability to apply concepts of basic algebra and

geometry.

Reasoning Ability

Ability to define problems, collect data, establish facts, and draw valid conclusions. Ability to apply common sense understanding to carry out instructions furnished in written, oral, or diagram form. The employee must have the ability to work in a constant state of alertness and in a safe manner

Physical Demands of Job

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable an employee with a disability to perform the essential functions.

While performing the duties of this job, the employee regularly is required to talk or hear. The employee frequently is required to travel both in and out of state. The employee occasionally is required to stand; walk; sit; use hands to finger, handle, or feel; and lift and/or move up to 25 pounds. Specific vision abilities required for this job include close vision and ability to adjust focus. The employee must have the ability to drive safely.

Work Environment

The work environment characteristics described here are representative of those that an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable an employee with a disability to perform the essential functions.

The noise level usually is moderate.

Licensing and/or Certification Requirements

 Training Certification, preferred
 Certified CPR/First Aid/AED Trainer, preferred.
 Defensive Driver instructor, preferred
Certified Child Passenger Safety Technician, preferred
 Additional program training/certifications, as required
 Criminal Background Report

	Current and valid Arkansas driver's license		
	Personal auto licensed and insured for staff travel mileage reimbursement.		
	Defensive driving certificate as required		
	Child and/or Adult abuse registry as required		
	Supervisor Drug and Alcohol Awareness certifica	te as required.	
I acknowledge receipt of this job description and accept the conditions as stated above.			
Name		Date	

Danny R. Waite Safety Officer/Trainer

574 Military Road, Malvern, AR 72104

501-332-6215

dwaite@cadc.com

Professional Profile

- ASE certification in Automotive HVAC
- Defensive Driving-Coaching the Van Driver II
- USDOT Drug and Alcohol Training for Supervisors
- RICON Certification in Repair of Wheelchair Lifts and Accessories
- National Child Passenger Safety Certification

- VMMI Certified Vehicle Maintenance Manager
- CTAA Safety, and Security Officer Training
- BRAUN Certification in Repair of Wheelchair Lifts
- Carrier Automotive HVAC Repair Certified
- GM certified OBD II Vehicle Diagnostics and Management Systems

Work History

CADC/SCAT, Malvern, AR	08-02-2014 to present
CADC/SCAT, Malvern, AR	08-15-2005 to 08-15-2014
CADC/SCAT, Malvern, AR	09-15-1998 to 08-15-2005
Sterling Plumbing Co., Malvern, AR	01-02-1998 to 03-31-1998
Town & Country Motors, Arkadelphia, AR	05-01-1995 – 12-31-1997
Contract Brake Services, Arkadelphia, AR	02-01-1993 to 05-01-1995
	CADC/SCAT, Malvern, AR CADC/SCAT, Malvern, AR Sterling Plumbing Co., Malvern, AR Town & Country Motors, Arkadelphia, AR Contract Brake Services,

Education

Certificate of Electronics	Ouachita Technical College (formerly Ouachita Vo-Tech), Malvern, AR	05-15-1985
High School Diploma	Bismarck High School, Bismarck, AR	05-15-1984

Central Arkansas Development Council Job Description

Job Title:

TRANSPORTATION SERVICE CENTER SUPERVISOR

Reports to:

Transportation Program Manager or Assistant Program Manager, as assigned

FLSA Status:

Non-Exempt

Safety Sensitive Status:

DOT Safety Sensitive

Last Reviewed/Revised:

August 2023

JOB SUMMARY

The Transportation Service Center Supervisor is responsible for the day to day operation and supervision of the Malvern Maintenance Facility. The Transportation Service Center Supervisor will be responsible for the supervision of the Mechanic and Transportation Safety Specialist. The Transportation Service Center Supervisor oversees, coordinates and administers the maintenance and repair of vehicles in the CADC/SCAT fleet by performing duties personally or through subordinate staff or through outside vendors. The Transportation Service Center Supervisor makes recommendations to the Transportation Program Manager and Transportation Assistant Program Manager and executes change in design, coordination and implementation to assure efficient operation of services and to assure vehicle safety.

ESSENTIAL DUTIES AND RESPONSIBILITIES

The Transportation Service Center Supervisor may be assigned to carry out duties in one or more of the following functional areas/roles, as needed and as assigned, on a daily basis. Travel may be required to other locations in order to complete essential duties. <u>Initials of the individual Transportation Service Center Supervisor and the appropriate supervisor should indicate those duties for which the individual Transportation Service Center Supervisor is responsible on a primary and regular basis below.</u> However, this does not preclude assignment to other duties, as needed.

	Inspect physical facilities of terminal and buses for cleanliness, safety and appearance; take required action.
	Conducts and/or oversees training of mechanics to improve services and operational activities; issue manuals, bulletins and technical guides to improve services and operational activities.
pe	Oversee Mechanics in their job performance to ensure quality workmanship, safety, job rformance on CADC/SCAT vehicles.
wo	Oversees Transportation Safety Specialist in their job performance to ensure quality orkmanship, safety, job performance on CADC/SCAT vehicles.
	Maintain inventory of all parts.
	Make vehicle repair or maintenance tickets for vehicles as soon as work has been completed.

Requisition tools, equipment and supplies for maintenance facility and agency fleet.
Make monthly report of all road failures/accidents.
Compiles an accident summary report and submits to the insurance carrier to include Police report, accident report, repair estimates, and photos if available. Copies of all to: Human Resources, vehicle file, insurance file and driver file.
Suggest changes in work and use of equipment to increase efficiency.
Analyzes and resolves subordinate staff work problems.
Initiates or suggests plans to motivate worker(s) to achieve work goals.
Solicit repair quotes on outside jobs.
Schedule vehicle repairs-post accident.
Perform vehicle repair(s) as required.
Respond to road failures as required.
Install renewal stickers for licenses.
Make sure that all new vehicles obtained by CADC are equipped with all necessary equipment before going into service and removed prior to disposal.
Keep up-to-date and knowledgeable about vehicle repair, maintenance, applicable regulations, policies and procedures.
Attend required staff meetings, training, and conferences.
Perform job duties in an ethical manner.
Implement applicable policies, procedures and goals.
Maintain confidentiality.
Perform other responsibilities and assist in other projects as required.

SUPERVISORY RESPONSIBILITIES

This position provides general or indirect supervision and evaluation of subordinate staff assigned to the maintenance facility.

QUALIFICATIONS

To perform this job successfully, an employee must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable an employee with a disability to perform the essential functions.

Education and/or Experience

High school diploma or general education degree (GED); certified educational training in maintenance; one to two years related experience and/or training; or equivalent combination of education, training and experience preferred. Training preferred in the automotive repair field. Basic knowledge to properly and safely use the tools required to service and repair vehicles (such as vehicle lifts, tire machine, air tools).

Language Skills

Ability to read documents such as safety rules, operating and maintenance instructions, diagrams and procedure manuals. Must be able to write routine reports and correspondence. Must be capable of communicating with diverse groups of individuals at varied educational levels; and must be capable of making presentations, conduct meetings and/or training sessions and provide technical assistance.

Mathematical Skills

Ability to add, subtract, multiply, and divide in all units of measure, using whole numbers, common fractions, and decimals. Ability to calculate figures and amounts such as discounts, interest, commissions, proportions, percentages, area, circumference and volume.

Reasoning Ability

Ability to define problems, collect data, establish facts, and draw valid conclusions. Ability to apply common sense understanding to carry out instructions furnished in written, oral, or diagram form. The employee must have the ability to work in a constant state of alertness and in a safe manner.

Physical Demands of Job

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable an employee with a disability to perform the essential functions.

Ability to regularly lift and/or support up to 80 pounds for short periods of time. The employee must have the ability to drive safely.

Work Environment

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable an employee with a disability to perform the essential functions.

While performing the duties of this job, the employee is frequently exposed to moving mechanical parts, fumes or airborne particles, toxic or caustic chemicals and outside weather conditions. The employee is occasionally exposed to risk of electrical shock. The noise level in the work environment is usually loud. The employee regularly is required to use hands to finger, handle, or feel. The employee frequently is required to stand; reach with hands and arms; and talk and hear. The employee occasionally is required to walk; climb or balance; and stoop, kneel, crouch, or crawl. Specific vision abilities required for this job include close vision, distance vision, color vision, peripheral vision, depth perception, and ability to adjust focus.

Licensing and/o	or Certification Requirements			
C	Commercial Driver License Class C with P endo	orsement		
S	supervisor Drug and Alcohol Awareness certifi	icate as required.		
P	Personal auto licensed and insured for staff tr	avel mileage reimbursement.		
	Current First Aid and CPR cards.			
	Defensive Driving Training as required.			
	Criminal Background Report			
Child and/or Adult abuse registry as required				
Regula	Medical Examiner's Certificate in accordanc ations (49CFR391.41.391.49)	ce with the Federal Motor Carrier Safety		
I acknowledge receipt of this job description and accept the conditions as stated above.				
Name		Date		

Myrtis J. Rodgers 1238 Mimosa Street Malvern, AR 72104 (501) 655-0783

E-Mail: myrtisrodgers@yahoo.com

Profile Summary

Experienced in varying areas of social work with an emphasis in the field of Education and Training. Self-motivated with high energy, initiative, and focus. Keen insight into the needs and views of a diverse group of people. Skilled in assisting in program development, supervising staff, supporting and communicating with senior managers, coordinating workloads and projects, ensuring compliance to agency policies and guidelines. Effective at responsively serving, advising and counseling low income customers with emphasis on promoting upward mobility. Aid constituents regarding various program activities.

Research, analyze, process and track files, documentation, correspondence and information
Design and present informative, demonstrative and persuasive speeches
Deliver conference level presentations with visual aids
Perform individualized case management
Implement ad conduct various workplace workshops for development of job seeking skills
Act as liaison in juvenile court proceedings
Conduct counseling sessions with parents of students
Implement and conduct individual/group sessions on behavior modification techniques
Develop and maintain a positive public image for Education and Training program by establishing working relationships with students, Job Corps Centers, employers, community and social agencies

Education
B.A in Sociology, 2007
Henderson State University, Arkadelphia, AR

Experience
CADC Transportation Supervisor
Central Arkansas Development Council

Benton, AR April 2021-present

Responsible for the daily operations and supervisory of the CADC Transportation program. Communicate operations and assignments with staff. Process customer complaints and take corrective action to improve customer relations and services. Work closely with superiors to ensure program complaints. Submit required reports as needed. Ensure all scheduling is entered correctly. View audio and call reports daily to ensure work compliance. Process employee Mid Probation and annual evaluations to address any performance issues following progressive disciplinary issues. Oversee staff to improve services and operational activities. Adhere to policy and regulations. Perform other duties as assigned.

AARP/Senior Community Service Program Employment (SCSEP) Employment Specialist Hot Springs, AR May 2018-April, 2021

Develop, coordinate and monitor job development programs for participants. Schedule and interview applicants for eligibility purposes. Utilize methods and techniques to specifically fit each applicant. Monitor ongoing contacts with a variety of business and agencies to promote the program, maintain a job board with current positions, Monitor participants' progress. Provide job seekers with instructions and training, assist job seekers with interviewing techniques and resume writing. Create and present PowerPoint presentations on job search techniques. Control, organize and coordinate project activities through community presentations from local agencies. Gather various community resources to assist participants in making sound decisions. Schedule community presentations, manage

training related paperwork by ensuring all necessary materials are current, properly filed and stored. Adhere to agency guidelines.

Arkansas Job Corps/WEN Project Director

Little Rock, AR 04/2016-10/2017

Responsible for overall management of the Outreach Admissions and Placement services for state and regional Job Corps Centers personal. Coordinate and lead department requirements. Coordinate the delivery of services to increase effectiveness and efficiency as required by policy. Provide managerial duties and services to twenty-one staff members. Promote positive agency images and awareness through the communities. Establish referral partnerships with various organizations and agencies. Ensure program operations are within the policies and guidelines of the agencies' expectations. Develop forms and records to document program operations. Consult with company president when recruiting, interviewing and selecting potential staff. Conduct regular performance evaluations for all staff members. Write and submit reports of program's operations to upper management. Monitor program activities on a regular basis. Develop new and unique ways to improve operations of the program. Anticipate, understand, and respond to the needs of staff members and co-organizations to meet or exceed expectations. Positively influence staff members to achieve results as required by agency policies. Implement action plans and monitor expected outcome. Adhere to policies and guidelines.

Arkansas Job Corps/WEN

Career Transition/Data Integrity Supervisor

Hot Springs, AR 11/2013-04/2016

Responsible for providing oversight and guidance to nine (9) Career Transition Specialist in providing transitional services to Job Corps Graduates and Former Enrollees. Oversee the design of staff approach and performance in providing quality services, maintaining requiring standards as required by federal regulations, and adhering to policy guidelines. Monitor weekly and monthly statistics regarding wages, employment status, training matches and follow-up. Conduct office audits to ensure compliance with policy. Administer quarterly and yearly staff assessments. Develop strategies to help that determine quality indicators are met. Submit weekly, monthly, and quality reports to indicate the success of the operations of the program. Communicate clearly with staff and Project Director the needs required to improve program delivery. Consistently improve required Program Outcome Measurement standards through leadership and guidance. Play key role in ensuring Transition Specialists meet objectives in a timely manner. Create and implement strategies to motive staff to meet monthly goals. Ensure data integrity is adhered to as required by policy. Monitor weekly, month, yearly progress of career transition duties. Assign graduates to appropriate Career Transition Specialist. Transfer files to other placement agencies. Conduct weekly conference calls. Complies and submit required oral and/or written reports to Project Director on a monthly basis or as needed. Provide staff counseling as needed. Adhere to agency guidelines. Meet with Regionwide Center personnel to discuss placement strategies.

Arkansas Job Corps/ODLE Management Career Transition Specialist

Hot Springs, AR 06/2010/11/2013

Responsible for developing a strong rapport with students by making them feel cared for and motivated to move forward. Develop job related leads for students according to their field of study. Promote job development through direct contact with employers, military and colleges. Collaborate with state and private employment agencies, and community outreach programs. Provide assessment and assistance with placement readiness essentials. Ensure timely placement of grads and former enrollees according to agency guidelines. Assist student with locating and securing housing, transportation and other transitional services. Provide continued follow-up and transitional services according to agency guidelines. Direct job readiness training e.g. resumes preparation, interviewing techniques, mock interviews. Assure students' achievement credentials are updated in computer system. Maintain ongoing support to customers by providing customer service and issue resolutions. Conduct and attend area career fairs for positive job development. Meet with center staff and current students on a weekly basis. Conduct job readiness workshop at local Job Corps Center on a monthly basis. Record weekly and monthly student contact in computer system in accordance with agency guidelines. Adhere to agency guidelines

Little Rock Job Corps Center

Little Rock, AR 02/2009-06/2010

Outreach and Admissions/Career Preparation Coordinator

Coordinate pre-arrival process with Outreach and Admissions Agencies. Monitor student progress and performance. Work with various Community Agencies to facilitate referral, identification and admission of potential students.

Assist in the development and achievement of contract goals. Act as a liaison between various community agencies by developing referral linkages. Develop classroom curriculum. Maintain classroom discipline

Clark County Prosecuting Attorney Juvenile Coordinator

Arkadelphia, AR 07/2008 - 02/2009

Receive direction from the Prosecuting Attorney. Plan, organize, coordinate monthly court docket. Review juvenile court cases. Interview victims, family members and others regarding juveniles. Schedule and conduct diversion meetings. Monitor and conduct follow-ups on diversion cases to assure compliance. Make appropriate dispositions in various juvenile arrest cases. Recommend short-term counseling and various other programs for juveniles and their families. Collaborate with police personnel, defense attorneys, juvenile probation officers, school personnel, and various other agencies regarding juveniles. In-put and maintain case files in computer database system.

U.S. Forest Service – Ouachita Job Corps Center Center Standards Officer/Student Personnel Officer

Hot Springs, AR 02/2000 -08/2007

Implemented behavior modification techniques through positive and negative reinforcement for 175-224 customers. Provided individual and group counseling to insure the continuation of positive behavior. Maintained open communication to local court system. Created various tracking techniques to insure proper maintenance of caseload. Developed and implement various behavioral modification workshops. Created curriculum for Diversity Training.

Career Transition Counselor

Provided personalized career transition services that lead to long-term employment, earning growth, career progression and further education to 100% of eligible participants. Implemented services to ensure that customers remain successfully attached to the workforce or further education and training by connecting them with transitional support services throughout their communities. Assisted customers in developing employability plans.

Career Preparation Counselor

Instruct customers in Career Skills and Information Technology skills. Assisted students in various phases of Career Development through the utilization of on center computer labs, One-Stop centers, and local schools and colleges. Taught Information Technology. Offered hands-on career skills activities including interviewing techniques, and various social skills training.

Social Services Assistant/Assistant Manager

Maintained accountability. Conduct personal counseling sessions. Prepared agendas and conduct dorm meetings. Conducted student evaluations. Conducted social skills training. Conducted periodic safety meetings. Initiated cultural diversity activities: Acted as Student Government Association Advisor. Presented job search workshops. Presented leadership training.

Del-Jen, Inc. – Department of Labor Placement Supervisor

Hot Springs, AR 1995 – 2000

Provided leadership and supervision to Placement Specialists in job development. Evaluated and made personnel decisions based on job performance. Made weekly audits of placement data provided by Placement Specialists. Evaluated, trained, and provided job counseling to Placement Specialists. Provide training to Outreach, Admissions, and Placement staff in computer skills (OASIS).

Placement Counselor

Conducted various workshops for development of job seeking skills. Provided post-placement follow-up on students who have been placed by gathering and maintaining technical back-up data. Produced and sponsored annual Career Fairs. Developed and utilized, with company permission, a computer databased management system based on the employment status for monthly placement tracking.

Admissions Counselor

Recruited committed and suitable applicants for participation in an Education and Training program. Reviewed and assessed all application materials and make informed judgments regarding applicants' suitability for program.

State of Arkansas, Department of Human Services Social Services Representative

Hot Springs, AR Jan. 1990-Jan 1995

Responsible for determining eligibility for Aid to Families with Dependent Children. Performed case management duties. Informed clients of laws and regulations governed by state and federal guidelines. Calculated eligibility amounts, conduct home visits, compile monthly eligibility reports; testify at hearing to present evidence on behalf of the agency.

Activities

Founder/Director-TADS (Teens Against Drugs)
Recipient of "Unsung Hero's Award" – Volunteer Service of Hot Springs
Former Member of Hot Springs Chamber of Commerce
Former Member of Hot Springs Women's Chamber of Commerce
Member of Hot Springs Community Coffee
Member of Webb Community Center
Past Member of Garland County Youth Council
Former Chairperson of Ouachita Job Corps Industrial Council

Central Arkansas Development Council Job Description

Job Title: TRANSPORTATION SUPERVISOR

Reports to: Program Manager or Assistant Program Manager

FLSA Status: Non-Exempt

Safety Sensitive Status: DOT Safety Sensitive

Last Reviewed/Revised: August 2023

JOB SUMMARY

The Transportation Supervisor is responsible for the day-today operations of the transportation program within a defined service area. The Transportation Supervisor makes recommendations for changes in design, coordination and implementation to the Program Manager/Assistant Program Manager to assure efficient operation of services and to assure customer satisfaction.

ESSENTIAL DUTIES AND RESPONSIBILITIES

The Transportation Supervisor may be assigned to carry out duties in one or more of the following functional area/roles, as needed and as assigned, on a daily basis. Travel may be required to other locations in order to complete the essential duties. <u>Initials of the individual Transportation Supervisor and the appropriate supervisor should indicate those duties for which the individual Transportation Supervisor is responsible on a primary or regular basis below.</u> However, this does not preclude assignment to other duties, as needed.

Recommend fare revisions, routes and/or schedule changes to improve passenge services.	r
Schedule and conduct quarterly staff meetings. Submit meeting agenda the wee prior for next level management approval.	k
Actively seek additional contracts and/or cash customers to increase revenues.	
Review site and dispatch activities and assignment of drivers to obtain optimal use of vehicles and employees.	
Inspect physical worksite and vehicles for cleanliness, safety and appearance; ta required action to meet prescribed standards.	.ke
Interact courteously with customers, staff and management.	
Process complaints; prepare summary report and submit to next level management for review; take corrective action to improve customer relations and services.	

Conduct accident/incident/MOR investigations according to current accident/incident/MOR procedures and the Preventable Accident Policy. Submit recommendations for disciplinary action to next level management. Take actions on findings in a timely manner.
Check trip and dispatch logs for conformance with schedules. Ensure that all routes run on time and clients are picked up on time. Work collaboratively with all staff to see that trips are scheduled according to policies and regulations.
Prepare manifest/schedule and assign routes and drivers. Direct preparation and distribution of new schedules to drivers and office personnel.
Control the movement of passenger-carrying vehicles via radio, tablet and phone communications.
Receive request for client transportation and schedule trip(s) using software being sure to verify appointment date and time.
Oversee training of drivers, office personnel and bus attendants. Communicate areas of deficiency to ensure improved job performance.
Verify cash fares with driver reports and review errors with personnel concerned. Oversee daily cash deposits and submission of deposit slips to finance.
Direct preparation and retention of manifests, daily vehicle inspections and fuel records.
Review, compile and input CSBG, AHTD, Greyhound (as necessary) and other reports to include the oil change servicing, road failures, accidents/incidents, monthly complaint report, driver training/qualifications and attendant training/qualifications to maintain compliance.
Review and approve bi-weekly payroll for the designated site ensuring that requested leave, informational notes and required documentation (jury duty, funeral leave, doctor's notes, etc.) are included.
Perform job duties in an ethical manner.
Maintain confidentiality.
Implement applicable CADC, policies, procedures and goals.
Keep up to date and knowledgeable about applicable policies, procedures and;

regu	lations of specific programs, as assigned.
	Attend required staff meetings, training, and conferences.
	Perform other responsibilities and assist in other projects as required.

SUPERVISORY RESPONSIBILITIES

This position provides general or indirect supervision and evaluation of subordinate staff.

QUALIFICATIONS

To perform this job successfully, an employee must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable an employee with a disability to perform the essential functions.

Education and/or Experience

Bachelor's degree from four-year college or university; or one to two years related experience and/or training; or equivalent combination of education, training, and experience preferred.

Language Skills

Must be capable of communicating with diverse groups of people and varied education levels. Must be capable of making presentations, conducting training and providing technical assistance.

Mathematical Skills

Ability to add, subtract, multiply, and divide in all units of measure, using whole numbers, common fractions, and decimals. Ability to compute rate, ratio, and percent and to draw and interpret bar graphs.

Reasoning Ability

Ability to define problems, collect data, establish facts, and draw valid conclusions. Ability to apply common sense understanding to carry out instructions furnished in written, oral, or diagram form. The employee must have the ability to work in a constant state of alertness and in a safe manner.

Physical Demands of Job

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable an employee with a disability to perform the essential functions.

While performing the duties of this job, the employee is regularly is required to talk or hear. The employee is frequently required to stand; walk; sit; use hands to finger, handle, or feel. The employee occasionally is required to travel both in and out of state and to lift and/or move up to 25 pounds. Specific vision abilities required for this job include close vision, distance vision, color vision, peripheral vision, depth perception, and ability to adjust focus. The employee must have the ability to drive safely.

Work Environment

The work environment characteristics described here are representative of those that an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable an employee with a disability to perform the essential functions.

The noise level in the work environment usually is quiet to moderately loud.

Licensing and/or Certification Requirements

Current and valid Arkansas Driver's License
Personal auto licensed and insured for staff travel mileage reimbursement.
Current First Aid and CPR cards.
Defensive Driving Training Certificate.
Criminal Background Report
Sex Offender Registry Report
Child and/or Adult Abuse Registry Report (as required)
Supervisor Drug and Alcohol Awareness training as required
I acknowledge receipt of this job description and accept the conditions as stated above.
Name
Data

Appendix D 2025 Arkansas Intrastate Renewal



ARKANSAS DEPARTMENT OF TRANSPORTATION

AaDOT.gov | IDrive Arkansas.com | Lorie H. Tudor, P.E., Director

LEGAL DIVISION | Julia Hudson, Staff Attorney | Julia.Hudson@ardot.gov 10324 Interstate 30 | P.O. Box 2261 | Little Rock, AR 72203-2261 | Phone: 501.569.2157 | Fax: 501.569.2164

December 23, 2024

TO:

M-10522

CENTRAL ARKANSAS DEVELOPMENT COUNCIL DBA SOUTH CENTRAL ARKANSAS TRANSIT P.O. BOX 580, DEPT. 00508 BENTON, AR 72108

FROM: LEGAL DIVISION

RE: 2025 ARKANSAS INTRASTATE RENEWAL

This will confirm that your 2025 Arkansas intrastate renewal has been completed and processed in our office. As of this date, according to information on file in this office, your company is in compliance with the rules and regulations of the Arkansas Department of Transportation regarding proof of public liability insurance.

Should your insurance lapse or be cancelled, this notice is in no way proof that adequate coverage exists. You should make every effort to ensure that there is no lapse of insurance coverage and that proper insurance renewals are filed with the Legal Division, Arkansas Department of Transportation, P. O. Box 2261, Little Rock, AR 72203-2261.

Questions should be directed to Lakeysha Walker at (501) 569-2355.

Appendix E

Daily Vehicle Inspection Sheet

CENTRAL ARKANSAS DEVELOPMENT COUNCIL REGION E

DAILY VEHICLE INSPECTION SHEET

OIL ADDED_____QT.



				VEHICLE Last 6 of VIN#	DIC
DATE.					
MILEA				Person Notified of issue needing immediate attention:	
				NAME	
				DATE	
TOTAI	_MILES_			TIME	
Mark	"S" if sat	isfactor	ry ctory a	ow at the start of your day and again at the end of your day: nd write an explanation in the remarks section explaining the issue and notify your supervisor ASAP if you feel the item needs immediate attention. Note the	date and time that you notified them abo
PRE	POST	RR		REMARKS BELOW	
			1	Oilloyd	T T T T T T
				Oil level Transmission fluid level	
				Radiator coolant level	
				Brake fluid	ULE
				Power steering fluid	
				Engine hoses/belts	
				Battery/cables	
				Fluid leaks	£1
				Steering/suspension	
				Windshield/windows	6
				Windshield wiper/washer fluid	7. 11.
				Headlights	
				Turn signals/4-way flashers	(0)
				Clearance/marker lights	
			15.	Tail/brake lights	2Fr40
			16.	Mor/Ryde (if equipped)	
			17.	Body damage	
			18.	Tire tread depth must exceed 4/32 LFRFLROLRI	_RRORRI
			19.	Exhaust system	
			20.	Exterior cleanliness	
				Brake/parking brake	
				Gauges/instrument cluster	
				Mirrors	
				Horn	
				HVAC/defroster	
				Passenger door	
				Driver's seat & seatbelt	
				Passenger seats & seatbelts Children seats wearest reserved. Chack Date to verify seat is not expired.	
				Child car seats properly secured, Check Date to verify seat is not expired	
				Aisle/passenger stepwell clear of obstructions Handrails secure	
				Interior cleanliness Emergency windows /doors	
			33. 21	Emergency windows/doors Wheelchair lift (cycle lift) Tiedowns Checked and Properly Stored	
				Postural belt/quick straps	
*****				Fire extinguisher, Fully charged (Last service date:)	
				Triangles	
				First Aid Kit, Bloodborne Pathogen kit	
				High Visibility Vest, Seatbelt Cutter, Flashlight in vehicle	
				Backup alarm/sensors/camera MINOR	SERVICE DUE @
				Child safety alarm (alarm should be tested daily)	
				Camera system/Camera lens are not obscured MAJOR	R SERVICE DUE@
				Tablet	
					SERVICE DUE@
FUEL .	ADDED_			GAL \$	
					has inspected each item and found the

condition written on this report.

Appendix F
SCAT Driver Handbook

Central Arkansas Development Council



South Central Arkansas Transit

DRIVER HANDBOOK

A LEARNER'S GUIDE TO SAFETY FOR DRIVERS

SAFETY BY CHOICE, NOT BY CHANCE

TABLE OF CONTENTS

WELCOME
GENERAL STATEMENT
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Duit ou Businesian aliem

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A Day in the Life of a Transportation Driver

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Post Trip Inspection
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CONCLUSION

INTRODUCTION

WELCOME! Welcome to Central Arkansas Development Council (CADC) and South Central Arkansas Transit (SCAT)! You are now an essential part of our team, and as a SCAT driver, you play a key role in the success of our transportation program. The heart of our mission lies in the people we serve—our clients, riders, and passengers—whom you will be transporting daily.

At CADC and SCAT, we are committed to delivering a high-quality service: safe, reliable and accessible transportation for all riders. Every trip you make should be carried out with safety, timeliness, accuracy and professionalism. A smile, a pleasant tone and a positive, willing attitude are essential in creating an exceptional experience for our passengers.

Our guiding principle, *Safety by Choice, Not by Chance*, underscores our commitment to ensuring the well-being of everyone involved in our program. This means taking deliberate and proactive steps to prioritize safety in every aspect of your role.

CADC and SCAT have built an excellent reputation for conducting business with integrity, fairness and adherence to the highest ethical standards. As a member of SCAT, you benefit from this reputation and share the responsibility of upholding it in every aspect of your work. All SCAT employees are expected to maintain the highest levels of honesty, integrity and impartiality in their conduct.

Reliable and safe vehicle operators are the cornerstone of a superior transportation program. At SCAT, we are dedicated to continuous training and development—both for new drivers and experienced ones. This handbook has been designed to ensure that all our drivers consistently meet and exceed our high standards for passenger service. Training is not just a process; it is a core value that drives our success.

We encourage you to familiarize yourself with the policies outlined in this handbook and to refer to them whenever you have questions. If anything remains unclear, please do not hesitate to reach out to your supervisor for guidance.

At CADC and SCAT, we believe that communication is vital to our success. That's why we maintain an "open-door" policy at all our locations. We value your questions, feedback and suggestions. Whether you need clarification, want to discuss details or have ideas for improvement, we encourage you to speak with your supervisor.

Finally, we want you to know that you are a valued member of the CADC and SCAT family. We look forward to working with you and supporting you as part of our team. Together, with *Safety by Choice*, *Not by Chance* as our guiding principle, we will continue to provide exceptional transportation services to the communities we serve.

Welcome aboard!

GENERAL STATEMENT

Standard rules and policies are essential for operating a program efficiently, safely and professionally. The policies and procedures outlined in this handbook are consistent with the way CADC and SCAT operate and must always be observed. These guidelines are built on our foundational principle of *Safety by Choice, Not by Chance* which emphasizes that safety is not optional but an intentional decision made daily by every team member.

While CADC fully supports the plans, policies and procedures described in this handbook, it's important to note that they are not conditions of employment and may be subject to change by CADC and SCAT. These policies and procedures are intended to guide standard operations but individual circumstances often require individual attention. Employment policies for CADC are outlined in the CADC Personnel Policies which you were given access to during your onboarding process.

This Driver Handbook serves as a practical tool for all drivers in performing their daily duties. As the SCAT driver, you are often the sole CADC and/or SCAT representative on the vehicle, making it essential that you know, understand and follow the procedures outlined here. **Safety** should always be your number one priority and it must be a **choice** you make with every action and decision.

In addition to this handbook, you may receive special instructions either verbally or in written form which are also to be followed. CADC and SCAT are committed to maintaining reliable and safe drivers. To support this commitment, we provide ongoing and additional training for both new and experienced drivers.

For all personnel matters, employees should adhere to the procedures outlined in CADC's Personnel Policies. Please note that CADC reserve the right to revise these policies and procedures, in whole or in part, at any time. You will be provided with access to any updated policies when changes are made.

Failure to comply with the terms of these policies and procedures may result in disciplinary action, up to and including termination. All disciplinary actions will follow the procedures outlined in the CADC Personnel Policies.

Thank you for becoming a part of the CADC-SCAT team! Together, by prioritizing Safety by Choice, Not by Chance, we will continue to provide reliable, professional and safe transportation to those we serve.

DRIVER QUALIFICATIONS

Uniform and Appearance:

- All SCAT drivers will be provided up to five (5) shirts featuring the CADC-SCAT logo, along with a picture ID badge. These **MUST** be worn while on duty.
- Shirts must be clean, free from stains, and neat in appearance.
- Jeans and other pants must be wrinkle-free and without holes.
- During the summer, knee-length shorts are permitted.
- For safety reasons, open-toed shoes and flip-flops are prohibited.

Professional Conduct:

- All coworkers, supervisors, and passengers are to be treated with respect at all times.
- Drivers must adhere to **HIPAA regulations** by ensuring the confidentiality of all sensitive information (client information).
- Personal matters, religious beliefs or political views must not be discussed with passengers.
- Drivers must not use the personal belongings of passengers, including telephones, for personal purposes nor consume their food or beverages.
- Tips and/or gifts from passengers or their family members are not to be accepted.
- Family members or friends are not allowed to ride in agency vehicles without prior approval from a supervisor. Drivers are strictly prohibited from using agency vehicles for personal use.

Safety and Vehicle Operation:

- Drivers must notify their supervisor if any medication they are taking may impact their ability to drive or safely operate an agency vehicle.
- The use of headphones or earbuds while operating agency vehicles is prohibited.
- Cell phones are not to be used while driving agency vehicles including for calls and texts. Any reports or observations of cell phone usage while driving may result in disciplinary action.
- Bluetooth speakers may be used to play music provided the volume remains at a reasonable level and the client's permission is obtained. If a client prefers no music, their preference must be respected.
- Drivers must comply with all applicable federal, state and local traffic laws while operating agency vehicles.
- Any traffic citations or accidents whether in an agency vehicle or a personal vehicle must be reported to a supervisor immediately.

Tobacco-Free Policy:

 CADC adheres to the Arkansas Clean Indoor Air Act of 2006, designating all property, including vehicles, buildings and parking areas as tobacco-free. • Tobacco includes all products such as cigarettes, cigars, pipes, e-cigarettes, electronic nicotine devices and smokeless tobacco (e.g., dip, chew, snus, and snuff).

Attendance and Scheduling:

- Drivers must notify their supervisor as far in advance as possible if they are unable to report to work, will be late or need to leave work early.
- If a driver will be off work for an extended period, they must communicate this to their supervisor.
- For medical-related absences, a "return to full duty" doctor's statement is required before resuming work.
- Drivers who have been off work are responsible for calling their worksite to confirm their schedule before returning.

By following these policies and expectations, you contribute to the professional and safe operation of CADC-SCAT, embodying our principle of *Safety by Choice*, *Not by Chance* in every aspect of your role.

DRIVER REQUIREMENTS AND QUALIFICATIONS

OVERVIEW

Every time a passenger steps onto your vehicle, they place their trust in you to transport them safely to their destination. As a true professional, it is your responsibility to take every aspect of this handbook seriously. The guidelines and information provided within are designed to help ensure safety and make your job more efficient and manageable.

DRIVER PROFESSIONALISM:

All drivers are expected to maintain a courteous and respectful demeanor when interacting with passengers and fellow employees. Punctuality and regular attendance are essential to ensure SCAT operates efficiently. Your presence in the driver's seat, ready to begin your route on time, is critical to our success. While on duty, drivers must wear their uniform shirt and always display their picture ID badge.

DRUG TESTING:

CADC is committed to maintaining a drug free workplace free from the use and abuse of drugs and alcohol. Compliance with this policy is a condition of continued employment.

SCAT drivers are required to adhere to the policies outlined by the Federal Transit Administration – Department of Transportation under 49 CFR Part 655 and 49 CFR Part 40. Testing may be conducted under the following circumstances

- Pre-employment
- Random testing
- Post-Accident testing
- Reasonable Suspicion

A copy of CADC's Drug and Alcohol Policy is included in the Personnel Policies.

DOT PHYSICALS:

All CADC-SCAT drivers are required to complete a DOT physical examination through physicians designated by CADC. This physical will be conducted following a negative pre-employment drug test and must be completed prior to hiring in accordance with DOT regulations. Subsequent DOT physicals will be required upon the expiration of the current medical certificate which is typically valid for up to two years unless otherwise specified by the medical examiner.

CADC will cover the cost of the DOT physical itself; however, any additional testing required by the DOT Medical Examiner as a result of the physical will be the responsibility of the employee.

Drivers returning to work after an extended medical leave must provide a statement from their healthcare provider confirming the date they can return to work without restriction. Depending on the circumstances, a new DOT medical card may also be required.

DRIVER LICENSE REQUIREMENTS:

All new drivers with a Class "D" license must visit the Arkansas Revenue Department to obtain a "P" passenger endorsement on their driver's license within five working days of hire.

New drivers holding a Commercial Driver License (CDL) without a "P" passenger endorsement must also visit the Arkansas Revenue Department to obtain a restricted "P" endorsement within five working days of employment. This temporary endorsement does not impact their existing CDL status but permits them to operate non-CDL vehicles with passengers while they work toward obtaining a full "P" passenger endorsement if desired or required.

Drivers with a Class "A," "B," or "C" CDL who do not have a commercial "P" passenger endorsement and wish to obtain it must purchase a testing packet and pass the written knowledge test for the passenger endorsement. Once the written test is successfully completed, they may schedule the ELDT course and complete it. Following that, they will be able to schedule the driving test for the "P" passenger endorsement. Drivers are allotted 45 working days to pass the written knowledge test and an additional 45 working days to pass the driving test.

Important Notes:

- CADC does not assist drivers hired with a Class "D" license in obtaining a CDL.
- CADC will reimburse the cost of the test fee and/or license **one time only** for the minimum amount. Reimbursement eligibility occurs six months after the date on the receipt. Drivers are responsible for retaining their receipts and submitting them to their supervisor to receive reimbursement.

CRIMINAL RECORD CHECKS:

Criminal record checks will be done on all CADC employees upon employment. These criminal record checks are also done every year on the driver's anniversary date of employment. Disqualification for any driver is:

- Any prior convictions for drug related or substance abuse
- Any prior convictions of sexual offenses
- Any prior convictions of crimes of violence.

ADULT/CHILD MALTREATMENT RECORDS:

Adult and Child Maltreatment record checks will be completed upon employment as well as each year on their anniversary date. These checks are obtained from the Arkansas Department of Human Services Child and Adult Maltreatment Central Registry.

DRIVER TRAINING:

SCAT drivers are required to participate in various training sessions as determined necessary by their supervisor. These training sessions ensure the safety, efficiency and professionalism of SCAT operations. Below is a list of mandatory training sessions, including but not limited to:

- Orientation: For all new employees, covering essential information about CADC, employee benefits, reporting procedures, policies and procedures.
- CPR and First Aid: Must be completed within the first month of employment and bi-annually thereafter.
- **Defensive Driving:** To be completed within the first month of employment and annually thereafter.
- Wheelchair and Mobility Device Training: Focused on proper handling and securement procedures. To be completed within the first month of employment.
- Manual and Automatic Wheelchair Lift Operation: Training on both types of wheelchair lift systems. To be completed within the first month of employment.
- Mandatory Protocol for Transporting Young Children on Routes: Guidelines to ensure the safety of children while in transit which includes the proper securement of car seats or booster seats.
- RouteMatch Tablet Training: Instruction on the use of RouteMatch technology for route management.
- **Bloodborne Pathogen Training:** Education on safe practices and precautions to minimize exposure risks.

These training sessions are designed to equip all SCAT drivers with the knowledge and skills necessary to perform their duties safely and effectively, emphasizing the principle of <u>Safety by Choice</u>, <u>Not by Chance</u>.

3-WEEK TRAINING PROGRAM: All new SCAT drivers are required to complete a comprehensive 3-week training program conducted by a qualified SCAT Driver Trainer. This program is designed to ensure new drivers are fully prepared to carry out their responsibilities safely and effectively. The program is structured as follows:

Week 1: Observation and Familiarization
 During the first week, new drivers will observe the Trainer to gain an understanding of the procedures and expectations of a SCAT driver. This phase is solely observation-based, allowing trainees to become familiar with the role by watching the Trainer perform their daily duties.

Week 2: Hands-On Training

In the second week, trainees will continue to accompany the Trainer but will actively participate in performing SCAT driver duties. This includes tasks such as operating the tablet to manage manifests, loading and unloading wheelchairs and properly securing passengers and mobility devices on the vehicle.

Week 3: Independent Hands-On Practice

The third week is dedicated to hands-on practice with trainees performing all the duties of a SCAT driver including driving the vehicle. The Trainer will ride along to provide guidance and ensure proper execution of all responsibilities.

Upon completion of the 3-week training program, the trainee will meet with their Supervisor and Trainer to review their progress and readiness. This final evaluation ensures the driver is fully prepared and confident to operate independently while adhering to SCAT's high standards and the principle of Safety by Choice, Not by Chance.

VIDEO TRAINING:

CADC offers an extensive library of training videos available on its website, providing valuable resources for all drivers. Every driver has access to this website and its training materials. Your supervisor will guide you on which videos to start with but you are encouraged to watch and revisit these videos anytime to reinforce your knowledge and skills.

PRIVACY ACT AND CONFIDENTIALITY

HIPAA regulations strictly prohibit confidential material from being removed from the worksite until a driver departs on their assigned route.

Trip sheets and manifests will be placed in the driver's locker allowing you to review your trips ahead of the next day. This ensures you are aware of your start time, your first client pickup and the necessary directions.

Drivers are not permitted to call clients to confirm if they are ready for pickup or if they have canceled their trip. These calls are the responsibility of the office staff.

HIPAA mandates that all information contained on the manifest must remain confidential and should not be shared or discussed with anyone.

CALL IN PROCEDURES:

Employees must notify their supervisor as early as possible if they are unable to report to work, expect to be late or need to leave early. Time-off requests must be submitted through Paychex where they will be approved or denied by the supervisor. When notifying about an absence, employees must call their supervisor directly—do not leave a message on the office voicemail or with another employee. Only contact the assistant supervisor or next person in charge if the supervisor is on annual or sick leave.

Employees who are absent for three (3) consecutive days without providing proper notice to their supervisor will be considered to have voluntarily resigned.

If you have been off work for any reason, it is your responsibility to call the office to confirm your schedule for the next day. This also ensures you are updated on any changes that may have occurred during your absence.

WORKED TIME/LEAVE REQUESTS:

CADC utilizes Paychex for tracking time worked and submitting requests for annual leave, sick leave or the float holiday in advance.

On their first day of work, each employee will create a Paychex account by logging into Paychex Flex and completing the setup process. Once the account is set up, employees are required to clock in and out daily using a computer located at their base site.

CLOCK IN - CLOCK OUT

- You must clock in daily at your designated work site.
- A computer is available in the driver room or another location at your work site for clocking in and out.
- Clock out whenever you are off the clock.
- At the end of the day, review and approve your recorded time by selecting the appropriate box next to the date worked.
- Your supervisor will also review and approve your time worked each day.
- If you experience any issues with clocking in or out, inform your supervisor so they can adjust your hours as needed.

LEAVE REQUEST

To request annual leave, sick leave or the float holiday in advance, log in to Paychex and select the "Request Leave" option at the top of the page. Enter the date(s) you are requesting off and the number of hours needed. Your supervisor will review and approve your request and you will receive an email confirmation once it has been approved.

OVERTIME EXPLANATION SHEET

If you work more hours than your assigned schedule, you must provide an explanation on an overtime explanation sheet and submit it to your supervisor.

DRIVER SCHEDULE/MANIFEST:

Each night, driver schedules are downloaded onto a tablet assigned to a vehicle. Additionally, drivers receive a hard copy of their schedule the day before. You should review your manifest in advance to identify any potential issues, note any necessary directions or address any other concerns before the next day.

Training on these tablets will be provided during the 3-week training program and is also available from your supervisor whenever needed. If your tablet malfunctions at any point—before, during, or after your route—notify your supervisor or office staff immediately.

All driver paperwork must be completed and submitted daily at the end of your route. This includes:

- Pre-trip/Post-trip inspection sheets
- Gas Tickets
- · Receipts for any cash fares collected
- Your manifest

All paperwork must be legible and accurate, as this information is essential for reporting and meeting funding requirements.

FARE COLLECTION:

Passenger fares for riding the SCAT vehicle will be listed on both your manifest and the tablet. Cash fares should be collected when the passenger boards the vehicle. Passengers are expected to have the correct change. Record all collected fares on the Money Collected Receipt and submit it along with your other paperwork at the end of your route. Office staff will reconcile the collected fares with your manifest.

CELL PHONES:

CADC employees should limit personal phone calls to only those that are necessary and keep them brief during work hours - whether in the office or in CADC vehicles.

Using a cell phone while driving an agency vehicle is strictly prohibited. Talking on a phone while driving is both a safety hazard and a violation of the law. Our top priority is ensuring the safety of our clients, passengers and drivers.

If you receive a work-related call while driving, you must first find a safe place to pull over before answering. These calls may contain important updates regarding schedule changes or passenger pickups.

Drivers are not allowed to wear earpieces or headphones for cell phone use while on duty.

Using a cell phone while driving for any purpose other than GPS or music may result in disciplinary action.

OBEYING SAFETY LAWS:

CADC requires all drivers to follow posted speed limits and adjust their driving based on weather and road conditions. Vehicles must always be operated at a safe, cautious and legal speed.

Drivers should always consider traffic, weather and other road conditions to ensure the safety of passengers, themselves and other motorists.

Railroad Crossings

All SCAT vehicles must stop at railroad crossings and display a reflector with the message, "Vehicle Stops at RR Crossings." When approaching a railroad crossing, drivers must:

- Activate their warning flashers as they begin slowing down to alert motorists behind them.
- Come to a complete stop, checking for any oncoming trains while listening for sounds of approaching trains.
- Once it is safe, turn off the warning flashers and proceed carefully across the tracks.

Safe Following Distance & Intersections

To avoid rear-end collisions, drivers must maintain a safe following distance from other vehicles. When approaching intersections with traffic signals, drivers should adjust their speed to ensure they can stop smoothly and safely without entering the crosswalk or intersection if the signal turns red.

Public Complaints & Policy Violations

Complaints from the public regarding speeding, unsafe driving, traffic violations or any failure to follow CADC transportation policies or state or federal laws will be documented and investigated. Valid complaints will be recorded and added to the driver's personnel file.

INCLEMENT WEATHER:

Arkansas weather can be unpredictable, with conditions like flooding, ice, and snowstorms affecting travel. Since our service area includes many rural roads, the following guidelines are in place to protect our clients, passengers, drivers and employees from potential hazards, such as icy driveways and roadways:

- Stay informed by monitoring local weather reports through radio, television or online sources and pay attention to changing conditions.
- If ice or snow is present, contact your supervisor or wait for an update from them regarding your scheduled route.
- Early routes may be delayed or canceled due to hazardous conditions but never assume your schedule is canceled. Always confirm with your supervisor before making any changes to your work schedule.

SAFETY BELTS:

All drivers are required to wear seat belts at all times while the vehicle is in motion. Before driving, drivers must ensure that all passengers are properly secured with their seat belts.

- Drivers must assist passengers with seat belts if requested.
- Wheelchair passengers must be properly secured with seat belts, lap belts, and posterior belts before the vehicle is put into motion.

- Children requiring a car seat or booster seat must be properly secured and the seat must be correctly installed before the vehicle is in motion.
- Seat belts in all vehicles must be functional, easily accessible, and clean.
- Wheelchair restraints should be stored off the floor when not in use to maintain safety and accessibility.

TOBACCO FREE VEHICLES:

All CADC and SCAT vehicles, properties, buildings, and parking areas are tobacco-free zones. Smoking, dipping, or chewing tobacco is not permitted in any agency vehicle by either drivers or passengers.

Tobacco products include, but are not limited to:

- Lighted or unlighted cigarettes
- Cigars
- Pipes
- Any other smoking products
- Spit tobacco (smokeless, dip, chew, snus, snuff)
- E-cigarettes and vaping products
- Electronic nicotine devices

Drivers are responsible for informing all clients and passengers of the CADC-SCAT tobacco-free policy and must request that any tobacco products be disposed of before boarding the vehicle.

CLEANING VEHICLES:

Maintaining a clean vehicle is important for the comfort of all clients and passengers. Each driver is responsible for ensuring their vehicle remains clean and presentable at all times.

- Remove all trash from the vehicle daily or between trips.
- Keep floors and seats free of obstacles, trash, and dirt.
- Both the interior and exterior should maintain a professional appearance at all times.

For guidance on cleaning the exterior of the vehicle, please consult with your supervisor.

FUELING:

Drivers are not permitted to fuel vehicles while clients or passengers are on board. When fueling, SCAT drivers must:

- Turn off the engine.
- Remain in sight of the vehicle.
- Refrain from smoking, using a cell phone, or using any other electronic device.

Vehicles must be refueled at the end of each day, regardless of the fuel level. Always obtain a receipt for each fuel purchase, ensuring it includes your signature, the vehicle number and the correct odometer reading.

If a vehicle requires additional oil, it must be documented on the driver's pre-trip/post-trip inspection form and submitted at the end of the route. Fuel cards are attached to the key chain of each vehicle and are the driver's responsibility while operating that vehicle. Any lost, stolen or damaged fuel cards must be reported to a supervisor immediately. Drivers must use their assigned PIN identification number when fueling a vehicle.

ACCIDENT/INCIDENT PROCEDURES:

In the event of an accident involving another vehicle or property damage, take immediate action to ensure the safety of the passengers and the vehicle. If there are injuries, immediately call 911 for assistance, then inform your supervisor as soon as possible with the exact location, extent of injuries and damage to the vehicle. Do not move the vehicle unless directed to do so by law enforcement or if the vehicle is in a hazardous situation. Do not leave the scene of the accident until law enforcement has formally relieved you.

A driver must follow these steps after an accident:

- Check to see if you and all passengers are okay.
- Call 911.
- Report the accident to the police, including the location, injuries (if any) and vehicle condition.
- Contact your dispatcher or supervisor during office hours.
- Contact your supervisor outside of office hours, on weekends or after hours.
- Do not move the vehicle or leave the scene until the police arrive or you receive instructions from your supervisor.
 - You may move the vehicle if you or your passengers are in danger of being hit by other vehicles.
- Do not admit fault. Only discuss the specifics of the accident with law enforcement or your supervisor. Cooperate fully with law enforcement and provide the registration and insurance information found in the vehicle's bag.

- If possible, note the name, insurance carrier and the make, model and license plate number of all vehicles involved.
- Once back at the site, record the names of your passengers and complete an incident/accident form detailing the events of the accident.

Drug and alcohol testing may be required for the vehicle operator depending on the circumstances, as mandated by the Federal Transit Administration Drug and Alcohol Procedures.

Driving Under Anything:

In a memorandum dated December 2009, the following policy was established for any driver who drives/pulls under awnings or building overhangs which results in damage to the building and/or vehicle:

- First Offense:
 - o Automatic reprimand and a 5-day unpaid suspension.
- Second Offense:
 - Automatic termination.

Incidents:

All incident reports must be completed as soon as possible after any accident or incident involving the vehicle, regardless of how minor it may seem. The report must be submitted to your supervisor.

The incident report should include the following details:

- Date, time, driver and work site
- Description of the incident
- Location of the incident
- Individuals involved
- What you were doing when the incident occurred
- Other persons present
- Who the incident was reported to

PREVENTABLE ACCIDENT POLICY:

CADC has a "Preventable Accident Policy," approved by the Board of Directors which addresses preventable accidents. According to the National Safety Council, a preventable accident is defined as "any occurrence involving a company-owned or operated vehicle that results in property damage

and/or personal injury, regardless of who was injured, what property was damaged, to what extent, or where it occurred, in which the driver failed to take every reasonable precaution to prevent the occurrence."

The following types of accidents are typically considered preventable:

- Backing accidents
- Intersection accidents
- Pedestrian accidents
- Rear-end collisions
- Collisions with fixed objects and/or parked vehicles
- Accidents occurring while passing or being passed
- Accidents caused by mechanical defects that should have been reported by the driver
- · Accidents due to adverse weather conditions

Per policy, consequences of having a preventable accident are:

First Preventable Accident:

- Less than \$1,500 damage:
 - Employee/driver issued counseling and must complete defensive driving course within 30 days of the accident
- More than \$1,500 damage:
 - o Employee/driver issued reprimand, must complete defensive driving course within 30 days of accident and receive 3 days' unpaid suspension

Second Preventable Accident with or without Injury (Regardless of damage):

• Employee/driver issued reprimand, 5 day unpaid suspension and must complete defensive driving course within 30 days of the accident.

Third Preventative Accident with or without injury (Regardless of damage)

Automatic Termination

These are preventable accidents that occur within a one-year time frame starting from the date of the first preventable accident.

The Safety Review Committee will review the circumstances of the accident and determine if it is preventable or not. They will recommend whether the employee will be allowed to continue

employment after their unpaid suspension. Dates of the unpaid suspension will be determined following the Safety Review Committee meeting.

If determination by the Safety Review Committee indicates circumstances beyond the employee's control, no reprimand will be issued. Based on the recommendations, further training may be indicated.

The Safety Review Committee consists of the Transportation Program Manager, Human Resource Manager, a Transportation Site Supervisor picked at random from another transportation worksite and a non-related supervisor from another program.

DRIVER SAFETY

OVERVIEW

Defensive driving may initially seem like just the actions you take to avoid danger on the road but for a transit driver, it involves much more. Defensive driving is a comprehensive process that begins with your pre-trip and post-trip inspections and continues through the completion of your defect report. It ensures the safety of not only yourself but also your passengers and others on the road. This is the foundation of our motto, *Safety by Choice, Not by Chance.*

Both you and the vehicle are equipped with defensive driving tools. On the vehicle, these include seat belts, brakes, mirrors, lights, and turn signals. As a driver, your tools are your eyes, ears, nose, hands, feet, and, most importantly, your brain. By choosing to prioritize safety, we reduce the chances of accidents and ensure everyone's well-being.

A helpful way to stay mindful of essential defensive driving techniques is by using the I.P.D.E. Driving Method. This four-step approach is designed to enhance your awareness, decision-making, and actions while driving. By consistently applying these steps, you can navigate any situation more safely and confidently. Keep these key steps in mind every time you get behind the wheel:

I= IDENTIFY:

As you drive, look for and *Identify* potential hazards such as other vehicles, wildlife (deer) in the roadway, signs and signals, etc.

P=PREDICT:

Use your experience, knowledge and judgment to *Predict* what will happen next. Judge where and when possible accidents may occur.

D=DECIDE:

When hazards appear in your path, you must *Decide* quickly how to react in order to avoid the obstacle or minimize its impact.

E=EXECUTE:

Once you have decided upon a course of action, you must *Execute* quickly and decisively to keep you and others safe.

PHYSICAL AND EMOTIONAL CONDITIONS

Transit Operations must recognize the importance of their role as "safety-sensitive employees" and the responsibility that comes with it. They are entrusted with the safety and well-being of countless passengers. Safe driving requires full attention to the vehicle, the road, and any potential hazards. Ensuring safety starts with arriving at work focused, composed and prepared. Maintaining a healthy lifestyle—through proper nutrition and adequate rest—is essential to being "fit for duty" and ready to perform at your best.

Emotional well-being plays a crucial role in concentration and overall driving safety. To operate a vehicle safely, drivers must remain fully focused on the road, their surroundings, and potential hazards. Ensuring safety starts with arriving at work composed, focused, and in control, ready to navigate challenges with a clear mind.

Anything that takes your focus away from driving poses a safety risk. This includes items placed on the dashboard or anything that obstructs your clear view of the windshield, instrument panel, side or rear windows and mirrors. Keeping your field of vision unobstructed is essential for safe driving.

Defensive driving requires staying alert not only to your own actions but also to the behaviors of other drivers on the road. A skilled defensive driver anticipates the unexpected and remains prepared for various conditions, including bad weather, nighttime driving and both heavy and light traffic.

BASIC VEHICLE CONTROL

As mentioned earlier, your vehicle is equipped with essential defensive driving tools, including the steering wheel, brakes, defroster, windshield wipers, mirrors, seatbelts and turn signals. Below are descriptions of techniques to maximize safety while utilizing these tools effectively.

Accelerating:

Accelerate smoothly and gradually to ensure a steady ride and prevent jerking. Rapid acceleration can strain the engine, transmission and differential components, reduce fuel efficiency and contribute to an aggressive driving style that increases the risk of passenger injury or property damage.

Steering:

Grip the steering wheel firmly with both hands, positioning them at approximately 3 o'clock and 9 o'clock on the wheel. This placement allows for smooth and controlled steering—pulling with one hand while pushing with the other. Avoid wearing jewelry while driving, as it may catch on the wheel and interfere with safe operation.

Braking:

Applying excessive brake pressure can create discomfort for passengers and generate unnecessary heat. Instead, use steady, light braking for a smoother and safer ride.

- **Curves:** Reduce your speed to a safe level before entering a curve. Maintain a steady speed while navigating the curve, then gradually accelerate as you exit to ensure smooth and controlled driving.
- Emergency Braking: In the event of an emergency requiring a quick stop, brake in a manner that keeps the vehicle moving in a straight line. You should use either the "Controlled" or the "Stab" braking techniques:
 - o Controlled Braking involves applying brakes as firmly as possible without causing the wheels to lock. Keep steering wheel adjustments minimal.
 - o Stab Braking involves pressing the brakes fully (as far as they will go). Release the brakes when the wheels lock and once the wheels start rolling again, immediately reapply the brakes.

NOTE: It may take up to a full second for the wheels to start rolling again after releasing the brakes. If you release the brakes too soon, the vehicle will not straighten out.

- Braking after a Blowout: Avoid using the brakes! Applying the brakes after a tire failure can lead to a loss of control. Unless there's an immediate risk of a collision, keep your foot off the brakes until the vehicle has slowed. Then, brake gently, pull off the road and come to a stop.
- **Wet Brakes:** When driving in heavy rain or through deep standing water, your brakes may become wet. This can weaken their effectiveness, cause uneven reactions and potentially lead to the brakes locking, resulting in a loss of control. Avoid driving through standing or flowing water when possible. If you must drive through water, slow down, shift the transmission into a low gear and gently apply the brakes while moving through the water. This helps reduce the risk of dirt or liquid entering the brake linings.

Signaling and Turning:

- **Directional Signals**: Always signal for every movement of your vehicle from its current lane of travel. Signal at least 150 feet before making a turn or changing lanes.
- Lane Changes: Activate your turn signal before changing lanes. Change lanes smoothly and gradually. Continuously check the lane you're merging into, paying extra attention to blind spots. Re-establish a safe following distance as necessary.
- All Turns: Always cover the brake pedal while turning and reduce speed to an appropriate level. Be mindful of pedestrians, bicyclists and vehicles in the area you're turning into. Signal early—at least 150 feet before the turn. Keep your signal on throughout the turn and ensure it is turned off afterward, as self-canceling signals may not always function correctly.

- **Left Turn**: Keep the wheels straight if you're waiting for oncoming traffic. Begin the turn when the front of your vehicle aligns with the intersecting street. Use your mirrors to ensure proper clearance.
- **Right Turns**: Approach the intersection in a way that discourages other vehicles from trying to squeeze by on your right. Ensure you have a clear view of the street you're turning onto. Begin the turn when the front of your vehicle is in line with the intersecting street. Use your mirrors to check for clearance.
- Intersections: Anticipate potential stops—cover the brake and be prepared to stop. Never assume another vehicle will stop just because there is a stop sign or red light.
- Slowing and Stopping: Alert drivers behind you with a few taps of your brake if you anticipate needing to slow down or if there's a hazard ahead that may require you to stop. If you need to pull over, position your vehicle as close to the curb as possible without curbing the wheels (keeping the front tire within 6 inches of the curb).

Backing

Backing a vehicle can be very hazardous and should only be done when absolutely necessary. If you must back up, follow these steps: 1) Whenever possible, exit the vehicle to assess potential hazards or obstacles; 2) Use an adult "spotter" to help alert you to possible dangers; and 3) Before backing, check all directions carefully, including the area behind the vehicle. After checking, turn on the fourway flashers and begin honking the horn (if the vehicle lacks a backup alarm). Since mirrors have limited visibility due to blind spots, and using a spotter does not absolve you of the responsibility to back up safely, backing should only be done when no other option is available.

Following Distance:

When driving behind another vehicle, maintain a speed that allows for safe stopping. While there are general guidelines for following distance, what is considered safe depends on factors such as the driver, the vehicle, weather conditions, road conditions, traffic and speed. A simple method to gauge safe following distance is to use the "1,000 and 4" Rule.

THE "1,000 AND 4" RULE:

When the vehicle ahead passes a fixed object like a sign, tree, or pole, begin counting "one thousand one, one thousand two, one thousand three, one thousand four". If you pass the same point before reaching "one thousand four," you are

FOLLOWING TOO CLOSELY!

Controlling Speed and Stopping Distance

Total Stopping Distance is the sum of:

- Perception Distance: The distance your vehicle travels from the moment your eyes detect a hazard until your brain recognizes it.
- **Reaction Distance:** The distance your vehicle travels from when your brain identifies the hazard to when your foot presses the brake pedal.
- Braking Distance: The distance it takes to stop the vehicle once the brakes are applied.

Driving too fast (whether over the speed limit or faster than road conditions allow) is a leading cause of fatal accidents. Speeding reduces your ability to steer safely around curves or obstacles, increases the required stopping distance and lengthens the distance your vehicle travels while you react to a hazard.

What to Do About Tailgaters:

- Increase your following distance to ensure the safety of vehicles in front of you.
- Do not speed up to accommodate the tailgater.
- Avoid using tricks like flashing your brake lights.
- Refrain from making sudden moves: signal your turns and lane changes well in advance.
- Consider pulling off the road to let the tailgater pass.

Curves

Speed limits for curves are set with factors such as the average driver's skill, the typical vehicle's steering and suspension system, the road surface, and the curve's banking in mind. When navigating curves:

- Slow down to below the posted speed limit.
- Avoid braking during the curve unless absolutely necessary.
- If you must brake, do so gently.

While some posted speed limits on curves account for wet pavement, they do not account for snow and ice. When in doubt, simply slow down.

Train Crossings

- Stop at all railroad crossings.
- Activate the four-way flashers 150 feet before reaching the tracks.
- Move as far to the right as safely possible.
- Stop between 15 and 50 feet before the crossing and ensure you stop behind the wide solid white line at signalized crossings.
- Listen and look in both directions for oncoming trains.

If needed, open the passenger door or window to see or hear approaching trains. Never attempt to beat a train across the tracks. When stopped for a passing train, do not proceed until you are certain no other trains are coming from the opposite direction.

Mirrors and Blind Spots

It's crucial to follow the proper procedure for adjusting your rearview and side mirrors to maximize your visibility:

- Adjust the driver's side mirror by resting your head against the driver's side window and moving the mirror so you barely see the side of your vehicle.
- Shift your head the same distance to the right and repeat the process with the outside mirror. This

way, when a vehicle moves out of view in your inside mirror, it will appear in your outside mirror. This adjustment can also help reduce nighttime headlight glare from behind.

While mirrors are vital for safety, all vehicles have blind spots. Be aware of your vehicle's blind spots and recognize that other vehicles have them too. By regularly checking your mirrors and staying alert to the road ahead, you'll improve your awareness of what's around you.

Merging onto an Expressway

To merge into expressway traffic, signal at least 150 feet before entering. Gradually increase your speed in the acceleration lane to match the flow of traffic on the expressway. Check your mirrors for a sufficient gap in traffic to allow for a safe merge. Once merged, use the "1,000 and 4" rule to re-establish your following distance. As you accelerate to expressway speeds, remain cautious of slow-moving or stopped vehicles in the acceleration lane and on the shoulder.

Since expressway driving usually involves high speeds and multiple lanes of traffic, it demands extra care and constant alertness.

Passing on an Expressway

To pass in expressway traffic, start by checking your mirror for a sufficient gap in traffic to safely change lanes. Change lanes gradually and smoothly. Keep an eye on the vehicle you're following and the lane you're merging into, especially watching for blind spots. Once you've completed the maneuver, reestablish your following distance using the "1,000 and 4" rule.

Exiting from an Expressway

When exiting an expressway, signal at least 250-300 feet before the exit. Check your mirrors, then move into the exit or deceleration lane as soon as it's safe. Avoid slowing down while still on the expressway as this can disrupt traffic and create a hazard. Once in the exit or deceleration lane, begin slowing down to below the posted maximum speed but above any posted minimum for that lane.

Passing on Two-Lane Roads

Passing a vehicle on a two-lane road should be avoided whenever possible. If you must pass:

- Maintain your following distance until you're ready to pass.
- Ensure there is no oncoming traffic and that you're in a designated passing zone.
- Check your left mirror, signal left and smoothly accelerate to pass the vehicle.
- Once you've passed, signal right and safely return to your lane once you've established enough distance between you and the other vehicle.

When being passed by another vehicle on a two-lane road:

- Keep a steady speed.
- Be ready to drop back and establish the "1,000 and 4" following distance once the vehicle has passed.

Intersections

According to the National Highway Traffic Safety Administration, more than half of all injury accidents occur at intersections, making them some of the most dangerous spots on your route. When approaching an intersection:

- Slow down and be prepared to stop.
- Follow the traffic rules for the stoplight, stop sign, or yield sign.
- Check to the left for traffic, then to the right, and left again.
- Look for pedestrians and other vehicles.
- Be ready to stop or yield at any point in the intersection.

Once through, re-establish your following distance using the "1,000 and 4" method.

ADVERSE CONDITIONS

Reduced Visibility

When driving in reduced visibility conditions such as dust, smoke, fog, rain, or snow, follow these steps:

- · Slow down.
- Turn on your lights.
- Use your low-beams; high-beams can reflect off snow, rain or dust, reducing visibility.
- Increase your following distance to two or three times the normal distance.
- Avoid stopping on or alongside the roadway in dense fog, smoke or snow to prevent rear-end collisions from traffic behind you.

Adverse weather conditions also increase recognition and stopping distances for both you and other vehicles. In such conditions, follow these additional steps:

- · Slow down.
- Turn on your lights.
- Increase your following distance to two or three times normal.
- Use windshield wipers and defrost to keep windows and mirrors clear.

Keep in mind that roads are often slickest when it first starts to rain, as the rain mixes with oils and tars on the surface.

Winter Driving

When driving in winter conditions:

- During your pre-trip inspection, focus on tire tread, the vehicle's heating system and onboard emergency equipment.
- Increase your following distance to two or three times the usual distance.
- Take curves at slower speeds and brake before entering curves.
- Anticipate stops early and reduce speed gradually.
- Be mindful of overpasses, underpasses and shaded areas where ice tends to form.

Skids

Tires sliding over snow, ice, water, wet leaves and extremely hot tar can cause unintentional skids.

5 Ways to Avoid an Unintentional Skid:

- Slow down
- Accelerate slowly
- Brake slowly by pumping the brakes
- Don't jerk or suddenly turn the steering wheel
- Look ahead and anticipate

If you Vehicle begins to Skid:

- Ease up on the accelerator
- Do not brake
- Turn the steering wheel in the direction you want to go (sometimes referred to as "turning into the skid")

Summer Driving

In the summer, keep the following in mind:

- During your pre-trip inspection, pay special attention to tire condition, the vehicle's cooling and ventilation systems and onboard emergency equipment.
- While driving, monitor the engine temperature gauge and watch for coolant leaks.
- Avoid idling with the air conditioning on. Idling in hot weather can strain your vehicle as the
 airflow is limited when the vehicle is stationary and the air conditioning cools the cabin while
 generating additional heat in the engine compartment.
- If you need to wait for a client, park your vehicle, turn it off and wait inside a cool facility or another shaded area until they are ready.

In extreme heat:

- Inspect tires every two hours or 100 miles, whichever comes first. If the tires are too hot to touch, remain stopped until they cool down.
- Be on the lookout for "bleeding tar" that may have risen to the road surface.

Driving Through Water

Avoid driving through water whenever possible. If you must drive through deep puddles or flowing water, follow these steps:

- Slow down.
- Shift the transmission into low gear.
- Increase engine RPM and carefully cross the water.
- After exiting the water, apply light pressure to the brakes for a short distance to help heat them up and dry them out.
- When it's safe, perform a test stop to ensure the brakes are functioning properly.

NEVER drive through fast-moving water or standing pools of unknown depth. Even a few inches of strong current can wash away roadbeds or sweep your vehicle off the road.

Night Driving

Driving at night increases your risk due to factors like poor lighting, glare and other conditions that reduce hazard recognition and reaction time.

- Poor Lighting During the day, there is usually enough light to see clearly but this isn't the case at night. Some areas may have bright streetlights but many do not. On most rural roads, you'll likely rely solely on your headlights. With less light, hazards become harder to see and they may not be visible as quickly. Dirty headlights only provide a
 - fraction of the light they should, so it's important to keep them clean.
- Glare Bright lights can temporarily blind you, and it takes time to recover. The risk is higher for drivers whose visual recovery time is slower.

Even a moment of glare blindness can be dangerous. A vehicle going 55 mph travels 80 feet each second.

Visual Recovery Time – This is the time it takes for night vision to return after being exposed to bright lights. Several factors can increase visual recovery time, including:

- Age Recovery time tends to increase as people get older.
- High Blood Pressure
- Diabetes
- Other Drivers There are typically more tired and intoxicated drivers on the road at night which slows both recognition and reaction times.
- *Headlights* Studies show the safety benefits of keeping headlights on at all times. Transit drivers should turn on their headlights about an hour before dark and keep them on until the sun rises and the lights are no longer visible on the road surface.

At night:

Low beams allow you to see about 250 feet ahead.

High beams extend your vision to 350-400 feet.
 If using high beams, remember to dim them within 500 feet of approaching vehicles to avoid blinding other drivers.

If another vehicle approaches with its high beams on, look towards the right edge of the road. DO NOT flash your high beams at the other driver, as this temporarily impairs their ability to see the road and your vehicle.

If your lights fail:

- Try switching between high and low beams, as one may still work.
- Pull off the roadway safely and inform your passengers.
- Set up emergency warning equipment (triangles, flares).
- Contact your supervisor for further instructions.

Windshield and Mirrors

At night, bright lights can reflect off dirt on windshields and mirrors causing glare. That's why it's especially important to keep your windshields and mirrors clean.

Turn Signals and Brake Lights

At night, your turn signals and brake lights are crucial for communicating with other drivers. Ensure that your turn signals, brake lights, taillights, clearance lights and reflectors are clean and functioning properly.

GUIDELINES FOR OPERATING A SCAT VEHICLE:

- Do not drive under anything.
- Backing up should be avoided. If it's unavoidable, get out and assess the situation first—never back up blindly.
- Always maintain a safe following distance.
- Be aware of your vehicle's width and height. Never assume you have clearance—verify it.
- Always ask your wheelchair clients if their lap/postural belt is secure before loading them onto the wheelchair lift.

CELL PHONE USE

While people regularly engage in multi-task activities while driving, cell phone use is one such activity that has been shown to slow recognition time and reaction time. Recent studies indicate that drivers using cell phones:

- 1. Are more likely to run stop signs at 4-way intersections
- 2. Are more likely to be involved in rear-end collisions

3. Are more likely to be involved in an accident than someone who is alcohol impaired at the .08% level

Importantly, using hands-free headsets did not reduce impairment.

The National Highway Transportation Safety Administration estimated that 10% of all vehicles on the road were being driven by someone using some type of phone. As a transit driver you should therefore be watchful of other drivers using their cell phones and Bluetooth devices.

It is Central Arkansas Development Council's policy that cell phones and/or Bluetooth devices are prohibited while driving agency vehicles. Cell phones are not to be used for playing music while driving agency vehicles. Any reports or observances of cell phone usage while driving agency vehicles could result in disciplinary action.

SAFETY BELTS

Arkansas state law mandates that all drivers and front-seat passengers wear seat belts at all times while on any street or highway in the state.

Failure to wear a seat belt is considered a primary offense, meaning an officer can pull you over based solely on the suspicion that you or a passenger is not wearing one.

The law for children is as follows:

- 1. Children under 6 years old and weighing less than 60 pounds must be secured in a car seat.
- 2. Children aged 5-8 who are under 4'9" should use a booster seat.
- 3. Children aged 6-15 who weigh 60 pounds or more must wear a seat belt.

At Central Arkansas Development Council, we have a strict policy that no SCAT vehicle may depart until all passengers, drivers and escorts are properly secured with seat belts. The driver and/or escort are responsible for ensuring that all passengers are instructed and assisted with securing their seat belts.

SAFETY CHECKLIST

- Is the wheelchair lap belt properly fastened?
- Are all wheelchair tie-downs securely in place?
- Are the passenger's seat belts fastened?
- Drive with caution and focus, maintaining a safe following distance.
- Always remember, we are transporting valuable passengers.



PASSENGER SAFETY

OVERVIEW

As the driver, it is your responsibility to ensure that all passengers board and exit the vehicle safely. You must also be familiar with special procedures for assisting individuals with special needs, including those who use mobility devices such as wheelchairs, scooters, and walkers, as well as the frail elderly and children. This section provides essential information on passenger relations and crisis management to help you perform your duties effectively in any situation.

SAFE BOARDING OF AMBULATORY PASSENGERS

Stop Locations

As a transit driver, it is your responsibility to plan passenger pick-ups and drop-offs in a manner that allows passengers to enter and exit the vehicle safely without having to cross a lane of traffic to reach their home or destination. While not every stop location may be ideal, it is crucial to identify and report any safety hazards related to pick-up and drop-off points. If you encounter a location that poses a risk to passenger safety, promptly notify your supervisor for further evaluation.

Approaching the Stop

Approach each stop cautiously, slowing down and staying alert to ensure passengers can clearly see your vehicle. When possible, pull parallel to the curb, maintaining a distance of 6-8 inches. If you are unable to stop within 6 inches, position the vehicle at least 3 feet from the curb to prevent passengers from overextending when boarding or exiting. In areas without a curb, align the vehicle as if the edge of the road were a curb.

When selecting the exact stopping location, be mindful of potential hazards such as broken curbing, potholes, manhole covers and drain grates. Always bring the vehicle to a complete stop and activate the four-way flashers before opening the doors for passengers.

Boarding and Disembarking of Passengers

Upon arrival, drivers should notify passengers of their presence by announcing themselves at the designated pick-up location. If the passenger is not already outside, the driver should make their presence known at the entrance of the residence or building.

At each stop, the driver and/or escort must exit the vehicle and stand by the door, ready to assist as needed. Greet each passenger warmly and ask, "How may I assist you?" If a passenger declines assistance, remain nearby to provide support in case they lose balance. However, drivers and escorts must **never** lift or pull a passenger onto or off the vehicle. Instead, they may hold any extra packages while the passenger boards.

Once on board, the driver and/or escort should assist passengers as needed in getting seated, including ensuring seat belts are properly fastened. It is crucial that all wheelchairs are securely restrained and that every passenger has their seat belt fastened before the vehicle begins moving.

In the Parking Lot

Parking lots present a high-risk environment and should be avoided whenever possible. Drivers must exercise extreme caution to watch for pedestrians crossing outside of designated crosswalks and vehicles reversing from parking spaces. When planning passenger pick-ups or drop-offs, ensure that your vehicle can enter and exit the lot safely without the need to back up.

Seat Belts

To ensure the safety of all passengers and drivers, and in compliance with Arkansas state laws, everyone on board must wear a seat belt. As a driver, it is your responsibility to ensure that you and your passengers adhere to this law. If a passenger requests assistance in fastening their seat belt, the driver or escort should provide help.

Seat belts must be in proper working condition, easily accessible and clean. When not in use, they should be stored off the floor to prevent them from being stepped on or damaged by wheelchairs. Drivers should promptly report any worn, frayed, missing or damaged seat belts so they can be replaced.

Arkansas law also mandates that children be secured in appropriate child restraint devices, such as car seats, infant seats or booster seats, which must meet U.S. Department of Transportation standards. A child cannot be transported until the proper safety device is available and correctly installed.

Drivers and escorts must ensure that child safety seats are securely fastened, preventing any forward or sideways movement. Before the vehicle is in motion, they should confirm that the child is properly secured in the seat, ensuring the straps fit snugly with enough room to place one finger between the strap and the child's body.

Slips and Falls

Passenger falls are among the most significant safety risks in the transit industry. As a driver, it is your responsibility to minimize these risks by assisting passengers during boarding and exiting. At each stop, you should exit the vehicle and stand by the door to provide support if needed.

If a passenger requires assistance, either you or the escort should hold any packages or mobility devices while they board or disembark. Position yourself close enough to offer stability in case they struggle with a step up or down.

To prevent slips and falls, always ensure that the entrance steps are clear of debris, including trash, snow, ice, or water buildup. Additionally, inform passengers of any potential slip hazards as they board to help keep everyone safe.

Rural Roads

Navigating rural roads can be challenging due to varying surface conditions, narrow lanes, limited shoulders, sharp turns and the presence of mountains and valleys. Additionally, finding safe places to turn around can be difficult.

If you must back up, always exit your vehicle to check for hazards, and whenever possible, use a spotter to assist you. Due to the remote nature of rural roads, exercise caution when dropping off passengers in isolated areas, particularly during inclement weather, to ensure their safety.

SAFE BOARDING OF NON-AMBULATORY PASSENGERS

The aim of any transportation system is to offer mobility options that address the community's travel needs. For individuals who use a wheelchair or other mobility devices, having a trained and compassionate driver can significantly enhance their quality of life.

Understanding Your Responsibility

As a driver, you are responsible for the safe boarding, securement, transportation and de-boarding of individuals who use wheelchairs or other mobility devices.

Wheelchair Basics

Any passenger designated as a wheelchair client on your manifest must travel in their wheelchair. You will receive training on the proper use of the wheelchair lift and the safe securement of both the wheelchair and rider. Drivers are required to operate all lifts and ramps following the established procedures outlined in training manuals and hands-on instruction to ensure the safety of everyone involved.

Lift Operations

Always treat a passenger's wheelchair as their personal property. During transit, it's essential to drive carefully to avoid sharp turns, sudden stops or accelerations, driving over curbs, potholes, or most importantly, being involved in an accident, as these situations could dislodge both the rider and the wheelchair.

When boarding a passenger with a mobility device (wheelchairs, scooters, etc.), follow these steps:

- Stop on level ground
- Put the vehicle in park and set the parking brake
- Check for adequate clearance before operating the lift platform
- Open the lift door from outside the vehicle and secure it in the open position (never operate the lift from the driver's seat)
- Ensure the lift rests on the ground and unfold the roll stop
- Roll the passenger onto the lift backward (except for transit vans with a rear mounted lift which requires loading of the wheelchair in a forward orientation)
- Fasten the wheelchair seatbelt around the rider along with the postural belt
- Engage the wheelchair locks and have the rider hold the handrails
- Remind the rider to keep their arms and hands within the lift area and clear of any moving parts
- Keep hands on the wheelchair while operating the lift controls
- Raise the platform slightly and check that the safety barrier is locked
- Continue raising the platform to about ¾ of the way up, then go inside to complete the lift operation and position the passenger inside the vehicle
- Secure the lift controls with one hand while holding the wheelchair with the other
- Release the wheelchair wheel locks, push the wheelchair into the vehicle and lock the wheels
- Secure the lift and close the doors

This process ensures the safety of the rider and their wheelchair throughout the boarding procedure.

Securing the Passenger

All mobility devices must be secured using either the 4-point tie-down system (two front, two rear) or the 7-point system (three for the rider, four for the chair). Once secured, mobility devices should not move more than 2 inches in any direction. The following guidelines ensure proper securement:

- Always use a 3-point system to secure the rider
- Position the lap belt over the pelvic bones, not the abdomen
- Place the lap belt inside the armrests, between the side panels and the seat cushion

- Ensure the lap belt is snug, but not too tight
- The shoulder belt should not cross the rider's face or neck
- The shoulder belt should not be under the rider's arm
- Both lap and shoulder belts should lay flat against the passenger's body
- Ensure that lap and shoulder belts are not twisted
- Confirm that both the wheelchair and rider are secure BEFORE moving the vehicle
- Do not use any faulty or damaged equipment; report issues immediately to your supervisor
- NEVER use the 4-point wheelchair securement system without the 3-point lap and shoulder belt

Following these procedures ensures the safety of the rider and their mobility device during transport.

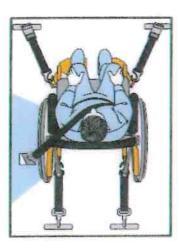
Securing the Wheelchair

The following guidelines ensure proper securement of the wheelchair and rider:

- Always use the 7-point system (3 for the rider; 4 for the chair)
- Position the wheelchair facing forward and centered with the floor anchors
- Set the wheelchair brakes
- Turn off the power (if applicable)
- Attach straps to the wheelchair frame and anchor them at the 4 points, tightening the back straps first
- Avoid attaching straps to the wheels
- Do not allow straps to bend around objects
- Ensure straps are not twisted, crisscrossed or rubbing against sharp edges or corners
- Tighten all straps to prevent any forward or reverse movement
- Use ratchets in the back and cams in the front, ensuring ratchets are fully closed
- Confirm that both the wheelchair and rider are secure BEFORE moving the vehicle
- Never use faulty or damaged equipment; report any issues immediately to your supervisor

 NEVER use the 4-point wheelchair securement system without the 3-point lap and shoulder belt

By following these steps, you ensure the safe and secure transport of the rider and their mobility device.



Loading Riders with Scooters

The following guidelines ensure proper securement of scooters and their riders:

- The scooter driver is not allowed to remain on the scooter during transport
- The scooter driver must be safely secured in a passenger seat with a 3-point system. If they cannot use a passenger seat, inform the scooter driver that they are not permitted to ride in the vehicle and must arrange alternate transportation
- The scooter should be placed in the securement area
- Turn off the power (if applicable)
- Lock the scooter wheels (if applicable)
- Secure the scooter with straps on each wheel and one at the lower rear midpoint
- Confirm that both the scooter and rider are secure BEFORE moving the vehicle
- Do not use faulty or damaged equipment; report any issues immediately to your supervisor

For motorized scooters and wheelchairs that are difficult to secure, use the manufacturer's securement loops located on the vehicle. These durable webbing loops can be wrapped around the central drive shaft or seat frame and secured with two tie-downs.

Different, Difficult and Dangerous Passengers

As a driver, you may occasionally encounter difficult passengers, which is part of dealing with the public in stressful situations. Passengers may be chronic complainers, irate, argumentative or unreasonably demanding. Additionally, passengers with speaking disabilities may struggle with communication, become easily confused, ask repetitive questions or forget their destination.

When handling these situations, it's important to stay calm, avoid arguing and not take the passenger's remarks personally. Sensitivity and sincerity can go a long way in defusing tension. Here are some helpful guidelines:

- Treat all passengers with dignity and respect at all times
- Be accepting of differences in culture, language, religion, accents, gender and speech patterns
- Speak clearly and ask passengers to repeat information if you're unsure
- · Remain calm, polite, and professional
- Maintain a non-threatening demeanor both in body language and tone of voice
- Don't take insults or offensive language personally
- Keep your composure—losing your temper can impair your judgment, reduce driving ability and increase stress

Remember, when dealing with difficult passengers, their ability to make reasonable and rational decisions may be compromised. Disruptive or challenging passengers can be a distraction and cause distress, making it harder for you to focus on driving safely. Your primary responsibility is the safety of all passengers, so if a passenger's behavior is distracting or unsafe, pull over to a safe location and contact your supervisor.

CRISIS MANAGEMENT

Accident Procedures

Accidents are an unfortunate part of life, and in transit, it's almost certain that you or another driver will experience one at some point. Accidents are unexpected events that occur suddenly and your response can help save lives and protect property. Here are the steps to follow to react calmly and effectively in the event of an accident:

- Ensure that you, your passengers and the vehicle are safe
- Call 911 for emergency services, if necessary

- Report the accident to your supervisor, providing details such as location, any injuries, the number of passengers on board and the condition of the vehicle
- Move the vehicle only when instructed by law enforcement or if it is in a dangerous location
- DO NOT leave the scene of the accident until you are released by law enforcement
- DO NOT assign blame or take responsibility for the accident
- Discuss the specifics only with law enforcement and your supervisor
- Cooperate with law enforcement and provide all required insurance information and vehicle registration which can be found inside the Vehicle Bag
- Write down the names of your passengers so you can complete the accident/incident report upon returning to base
- A drug and alcohol test may be required for the driver depending on the circumstances as mandated by FTA Drug and Alcohol Accident Procedures

Following these steps ensures a calm and orderly response to an accident, prioritizing safety and compliance with regulations.

Incident Procedures

An incident report must be completed by the driver as soon as possible after any accident or incident involving the vehicle. Regardless of the severity, this report must be filled out and submitted to your supervisor before you leave.

The Incident Report should include the following details:

- Date, time, driver's name and work site
- A detailed description of the incident or accident to be submitted to your supervisor
- Names of all individuals involved
- A description of what you were doing when the incident or accident occurred
- Names of other individuals present, including passengers on board the vehicle
- The person(s) the incident was reported to

Following any accident or incident, the Central Arkansas Development Council's Preventable Accident Policy will be followed.

Evacuation Procedures

Despite our best planning and training, emergencies can occur. The following guidelines are designed to help make an emergency as safe as possible for both passengers and the driver:

- Quickly compose yourself and take charge—remain calm and work to keep passengers calm as well
- Visually assess the situation:
 - Check for fire or smoke
 - Assess passenger conditions
 - Determine the number of passengers in wheelchairs
 - Identify available helpers
 - Evaluate the condition of the vehicle
 - Identify available exits
- If possible, move the vehicle out of traffic and activate the emergency flashers. Turn off the engine and set the parking brake
- Secure a communication device, such as a radio, mic or cell phone
- Contact 911 and provide your exact location
- Instruct all ambulatory and capable passengers to assist in evacuating injured and nonambulatory passengers
- Lead and participate in the evacuation:
 - o Open all doors
 - Direct passengers to release their seat belts and/or restraints. Passengers who are able and uninjured should help non-ambulatory passengers release their seat belts. If necessary, use seat belt cutters
 - Lead passengers to the most accessible exit
 - Assist ambulatory passengers
 - Assist non-ambulatory passengers
- Verify that all passengers have been evacuated and moved to a safe distance from the vehicle
- Contact the office or supervisor to report the situation

- Place warning devices, such as triangles, around the vehicle
- Provide support and reassurance to evacuated passengers
- Do not re-board the vehicle until it is deemed safe

These steps ensure that the emergency response prioritizes the safety and well-being of all involved.

Securing the Vehicle

If your vehicle becomes disabled, take immediate steps to secure it and prevent secondary accidents or roll-aways:

- Unless involved in an accident or needing to move the vehicle for safety, move it off the roadway to a safe location
- Activate the four-way flashers
- Shift the vehicle into PARK, set the parking brake and turn off the engine
- If the vehicle is on a grade, turn the front wheels to reduce the risk of roll-away and block the rear wheels to prevent movement down the incline

Handling an ill Passenger

As a driver, you'll interact with various people throughout the year, and occasionally, some passengers may become ill due to health reasons. Here's how to handle these situations:

- Secure the vehicle to ensure safety
- If possible, assess the situation to determine what kind of assistance the passenger may need
- Contact your supervisor to explain the situation and request further assistance if needed

Handling Bodily Fluid Spills

Bodily fluids, including vomit, urine, excrement, blood and saliva can easily transmit various blood-borne pathogens. Therefore, it is crucial to follow our policy for handling biohazards.

Here are the steps to properly manage a biohazard spill:

- Locate the biohazard kit on the vehicle
- Put on the protective gloves and apparel included in the kit
- Cover the entire spill with absorbent granules from the packet, which quickly bind vomit, urine, feces, blood and other bodily fluids

- Once a semi-solid forms, use the scraper (dustpan) to scoop the material and place it in the biohazard bag provided in your kit
- If the cleanup involves broken glass or sharp objects, dispose of them in the red sharps container
- Thoroughly wipe down the contaminated area using the germicidal cloth
- Carefully dispose of all cleanup materials including gloves, gowns, etc., in the biohazard bag
- Wash your hands with soap and hot running water as soon as possible. If this is not possible, use antiseptic towelettes to clean your hands

Following these procedures ensures the safety of both you and the passengers while maintaining a clean and sanitary environment.

PASSENGER RELATIONS: THE (FIRST AND) LAST WORD

Serving Our Customers

The customer service attitude of SCAT is shaped by its staff, not just its policies and procedures. When performing your duties, it's important to remember that transit is a customer-centered industry.

As a driver, you may be the first and only person a passenger interacts with, making you the ambassador for our entire agency. How you treat people leaves a lasting impression.

We are all experts in customer service because, at the end of the day, we are all customers. We know how we want to be treated, what we expect and what we need. Research has shown that there are seven essential elements that transit customers need when using public transit. These are:

- Reliability Customers want to trust that the vehicle will arrive on time and transport them as promised
- Convenience Customers need public transit to be available on the dates and times they require
- Safety and Security Customers want to feel safe and secure while using SCAT
- Clean & Comfortable Customers expect vehicles to be clean and comfortable
- Understandable Customers need clear, accessible information about how to use the services
- Affordable Customers want services that are affordable and offer good value for their money

 Empathetic – Customers want to feel that SCAT drivers and staff care about their needs, providing friendly and customer-focused service

Your actions as a SCAT driver directly impact most of these elements. Treating customers courteously, with kindness and helpfulness, contributes to community support for SCAT, which in turn strengthens job security. Most drivers also agree that maintaining a positive, friendly attitude makes their job far more enjoyable.

A DAY IN THE LIFE OF A TRANSPORTATION DRIVER

You arrive for work looking every bit the professional driver – clean, well-groomed and neatly dressed in your SCAT shirt and photo ID. After arriving, you promptly gather your pre-trip inspection forms and thoroughly check your vehicle for any issues or problems. Once the inspection is complete, you're on the road and ready for your first passenger pick-up.

First Stop: As your passenger boards, you greet them with a smile and a friendly hello. They may have had a rough day before stepping on your vehicle, and this is your chance to offer them their first pleasant experience of the day. The passenger boards, secures their seat belt and you smoothly drive off to your next stop.

Next Stop: The next stop calls for a different kind of professionalism: patience. A passenger is struggling to find their fare, but instead of embarrassing or frustrating them, you remain calm and allow them the time they need. You politely suggest they board the vehicle and check with your supervisor for further instructions.

Last Stop: The final stop of the day brings a familiar passenger who seems upset. You're about 10 minutes behind schedule, and as a result, several passengers—including this one—will be late. The delay wasn't your fault, but instead of letting frustration build, you remember your customer service training. You avoid defensive responses and consider how you would feel if you were the one in their shoes.

You calmly explain the reason for the delay and ask if anyone would like to contact someone to notify them of the delay. One passenger lends their phone to another, and though no one is happy about being late, your clear communication and empathy help ease the tension in the vehicle.

Finally: As you pull into base, your shift is almost over. You fill out your ending paperwork, complete a post-trip or defect report, and submit it. While the day wasn't perfect, your customer service skills ensured a safe, smooth ride for everyone and helped make the day more enjoyable for both you and your passengers.

GREAT JOB!

The poem on the next page was written by one of our drivers in 2004.

TIRED AT NIGHT

When you see a white bus with SCAT on its' side
You may wonder, "How can I ride?"
Others have asked "what do you do?"
Well, in the last year we had - 322,049 persons to rescue!

Some may also say, "OH, what an easy job!"

But I say - "it's not for the everyday Bob"

We get up early and stay out late

Whatever it takes to make the date

Yes, on our butts we do sit
I have to admit 245,581 hours IS quite a bit
Through thick or thin, cold weather or hot
SCAT will get you to your destination no matter what

We travel through city streets, country roads, and road construction
We take back ways and alley ways without interruption
We roll on dirt, cement, and black asphalt
As we logged 5,038,182 miles, before our buses came to the years halt

Our doors opened 322,049 times (more or less) with a smile
While calculating every radio and phone dispatched mile
We will transport anybody - we don't care
As long as they have the right fare

We carry the elderly with silver or blue hair
We board young and old with a wheelchair
We seat the handicapped, as well as the cradle-capped
And take young'uns that are school bound
Along with others that need a ride into town

SCAT carries medicals, socials and there are job ones too We pick up and drop off old friends as well as new We take men or women - it makes no difference to us Just as long as they like the ride on the bus

As a SCAT driver, why am I so tired at night?

After hearing this, I believe I have the right!

So what does a SCAT driver do?

We drive here - to - there for YOU

Glendella McConnell September 14, 2004

VEHICLE SAFETY

OVERVIEW

Each time passengers board your vehicle, they are placing their trust in you to transport them safely to their destination. Conducting a thorough inspection of your vehicle for safety defects before use is crucial in maintaining that trust and ensuring your own safety.

Safety

Central Arkansas Development Council, South Central Arkansas Transit and Department of Transportation regulations require all drivers to perform pre-trip and post-trip inspections to ensure that essential safety equipment—such as the horn, windshield wipers, mirrors, lights and brakes—are in proper working condition. In line with our motto, *Safety by Choice, Not by Chance*, it is crucial that you never pick up passengers until both the vehicle and accessibility equipment have passed their daily safety checks.

Any vehicle with a safety-related defect must be immediately reported to your supervisor.

The Impact of Vehicle Inspections

A daily vehicle inspection is a critical responsibility for every driver. Inspections should be performed before the vehicle departs for any route and again when it returns to base at the end of the day.

As the driver, it is your duty to thoroughly inspect the vehicle assigned to you before driving. Always walk around and check for any body damage whenever you exit the vehicle, especially at the end of the day.

Before starting the vehicle each morning (or whenever you get into a new vehicle during the day), you must complete and sign a "Daily Vehicle Inspection Sheet" for every vehicle you drive. This sheet should also be completed at the end of your shift and submitted with your daily paperwork. Any defects or issues should be documented on the inspection sheet so your supervisor can schedule necessary repairs. If you identify any defects that would make the vehicle unsafe to operate, you must immediately contact your supervisor for further instructions.

Remember, documentation is just as important as the pre-trip inspection itself. Be detailed when noting any issues. For example, simply checking "Turn Signals" may not be enough to resolve a problem quickly. Instead, note specifics like, "left turn signal sometimes remains on instead of flashing," to ensure a faster response.

THE PRE-TRIP INSPECTION

The pre-trip inspection consists of four key components:

- THE APPROACH Evaluate the vehicle as you approach it.
- UNDER THE HOOD Inspect engine fluids and components.
- THE WALK-AROUND Circle the vehicle to check the exterior.
- ON-BOARD Inspect the interior, equipment and supplies.

Breaking the inspection into these four steps helps you easily identify potential issues. Consistency is key—following the same routine every time will lead to faster and more thorough inspections. If it works best for you to inspect the vehicle's exterior clockwise, feel free to do so, but the important thing is to develop a routine and stick to it daily.

The Approach

- Check if the vehicle is leaning to one side.
- Inspect for body damage or signs of tampering.
- Examine the exhaust for tampering or any attached objects.
- Look for oil or other fluid leaks, particularly at key areas like the front under the engine and the rear under the differential.

Under the Hood

Unlock the vehicle and open the hood, but do not start the engine during this part of the inspection.

- Look for signs of tampering or any attached objects.
- Check the fluid levels that can be checked while the vehicle is cold:
 - Oil
 - Washer fluid (ensure it's all-weather rated for cold climates)
 - Antifreeze (check the overflow reservoir and the radiator cap for leaks)
 - Battery (ensure covers are secure, and there's no corrosion on terminals or covers, and no extra wires are attached)
 - Other fluids (take note of any refrigerant or oil leaks from the A/C system)
 - Power steering or transmission fluid leaks (note any from hoses or lines, even though fluid levels may not be checked until the engine is running)
 - Brake fluid

- Inspect all belts and hoses for wear, noting any cracks or damage on the inspection sheet.
 - Check belts for snugness (up to ¾ inch of play at the center), cracks, or fraying.
 - Inspect all belts, including those for the fan, A/C compressor, water pump, power steering, and alternator.

The Walk Around

Prepare the Vehicle for the Walk Around:

- Start the engine and activate the fast idle. Ensure the transmission is in neutral or park and the parking brake is engaged.
- Turn on the interior and exterior lights, as well as the 4-way flashers.
- Adjust the heater or A/C depending on the weather conditions.
- Briefly test the horn, windshield wipers and washer fluid.

Walk-Around Inspection:

Start at the front door and walk counterclockwise, noting the following:

• Front Curb Side:

- Frame and underbody
- Tires and rims
- Wheel wells
- Front door glass
- Front turn/4-way signal lights
- Clearance lights and reflectors
- Mirrors and mirror mounts

• Front of Vehicle:

- Frame and underbody
- o Tires
- Fluid leaks or abnormal engine noise
- Headlights (high and low beams)
- Check for body damage
- Windshield glass (ensure no chips or cracks)

- License plate (secure and visible)
- Wiper blades (no brittleness or tears)
- Turn/4-way signal lights
- Clearance lights and reflectors

Front Road Side:

- o Frame and underbody
- Tires and rims
- Wheel wells
- Turn/4-way signal lights
- Clearance lights and reflectors
- Mirrors and mounts
- Driver's side window

• Middle Road Side:

- o Frame and underbody
- Tires and rims
- Wheel wells
- Check for body damage
- Passenger windows
- Clearance lights and reflectors

Rear Road Side:

- o Frame and underbody
- o Tires and rims
- Wheel wells
- Clearance lights and reflectors

STOP ACCIDENTS BEFORE THEY START

- Before takeoff, pilots mark
 off an exhaustive checklist to
 ensure their plane is safe.
 The same is true for you as a
 driver; a thorough inspection
 before and after trips
 increases your safety and
 the safety of your
 passengers.
- The vehicle inspection is one
 of the most important safety
 elements under your control.
 Taking full advantage of this
 safety net requires knowing
 all the elements of an
 inspection and how to carry
 them out.
- Remember: You are the "captain of your ship".

Safety by Choice, Not by Chance

• Rear of Vehicle:

- o Frame and underbody
- Tires
- o Brake lights
- Turn/4-way lights
- Clearance lights and reflectors
- o Check for body damage
- Rear window glass
- o License plate (secure and functioning)
- Fluid leaks

• Rear Curb Side:

- o Frame and underbody
- Tires and rims
- Wheel wells
- Clearance lights and reflectors

Middle Curb Side:

- o Frame and underbody
- Tires and rims
- Wheel wells
- o Check for body damage
- Passenger windows
- Clearance lights and reflectors

As you can see, several recurring items are critical to the inspection:

- Frame and underbody
- Tire and rim checks

- Fluid leaks
- Body damage
- Reflectors or clearance lights
- Window glass condition

Note: Proper inspection requires movement around the vehicle. To fully assess the condition of tires, windows, and other elements, continuous observation is necessary throughout the walk-around.

Tire and Rim Check: (Items to inspect)

- Tread depth: Ensure the tread is above the wear bars. The tread depth should be even across the tire from sidewall to sidewall.
 - 4/32 inch on steering axle
 - o 2/32 inch on other axles
- Sidewalls: No bulges or knots indicating cord separation.
- Objects in Tires: Look for nails or debris that could lead to a flat tire.
- Valve stems: Ensure they're not cracked or cut. Flex the stem to check for air leaks.
- Wheel rims: Check for cracks or dents.
- Tire inflation: Check visually and with a pressure gauge during the pre-trip inspection.
- Leaks: Look for gear oil or brake fluid leaking onto the wheels.
- Rust around lug nuts: This could indicate looseness. Ensure all lug nuts are tight. Missing lug nuts must be reported.

Tire Pressure Specifications:

- Non-diesel vehicles and 1-ton 15-passenger vans: 70 psi ± 3 psi
- Mini-vans and cars: 35 psi ± 3 psi
- Diesel vehicles: 95 psi ± 5 psi

On Board

Passenger Seating Area:

Look for any items left by maintenance.

- Ensure each seat mount is securely attached to the floor.
- Check for any torn or damaged seat cushions or frames.
- Inspect seatbelts for missing or worn parts.
- Look for suspicious objects, burnt-out light bulbs, or signs of tampering.
- Verify that the flooring is clean, dry and free from tears or loose areas.

Driver's Area:

- Confirm that the fire extinguisher is onboard, charged and up-to-date.
- Ensure that the first aid and biohazard kits are fully stocked.
- Verify the presence of a seatbelt cutter and ensure it is within reach of your seated position.
- Ensure that three triangle reflectors are available.
- Check that all emergency equipment is secured in place.
- Confirm that your seatbelt is in working order.
- Inspect the seat's operation and adjustment.
- Check that all gauges are functioning properly.
- Ensure mirrors are adjusted for your seated position.
- Look for signs of tampering or unusual objects in the driver's area.

Lights:

- If possible, have a helper check the headlights, brake lights, turn signals and 4-way hazard lights.
- If you're alone, use mirrors or other reflective material to verify the signals are working correctly.

Brakes – Hydraulic:

- Pump the brake pedal several times and then hold it down for 5 seconds.
- The pedal should not move or depress further during the 5 seconds it's held down.

Stairwell:

- Ensure the stairwell lights are working properly.
- Check that the doors open and close appropriately.

Lift and Lift Door:

- Ensure the doors open and close properly.
- Verify that the light above the lift door turns on when the door is opened.
- Check that lift controls are secured, and the toggle switches and wiring harness are in good condition.
- Confirm that the backup manual lift handle is present.
- Ensure the lift cycles down/up and unfolds and folds properly.
- Look for any signs of hydraulic fluid leaks from the lift pump.
- Inspect for signs of tampering or attached objects.

Alarm/Camera System:

- Verify that the camera system is operational
- Verify that the child safety alarm has been properly activated

Wheelchair Securement:

- Ensure there are enough securement devices and seatbelts available to secure all wheelchair positions.
- Check that the securement mechanisms function correctly and that the belts are not torn or frayed.
- Verify that securement devices are properly stored and not left on the floor.
- Make sure that securement tracks are clean and free of debris.

EN ROUTE INSPECTION

While driving, it's essential to stay alert and use all your senses (Look-Listen-Smell-Feel) to detect any signs of trouble. If something seems off, trust your instincts and investigate further.

Look for Trouble:

• A sudden drop in oil pressure on the gauges

- Low or no oil pressure
- Excessive oil consumption
- Smoke or steam from under the dash or hood
- Uneven tire wear or scuffed tires

Listen for Trouble:

- A sharp knock when accelerating
- A light knock when the engine is idling
- A dull, regular knocking sound
- Clicking or tapping noises
- Continuous or intermittent squealing
- Loud exhaust noise
- Engine backfiring, sputtering, or popping
- Steam or hissing sounds from the engine, cooling system or brakes

Smell for Trouble:

- Fuel (gasoline or diesel)
- Burning rubber
- Burning oil
- Burning rags
- Overheated brakes
- Hot electrical wires
- Exhaust fumes

Feel for Trouble:

- Excessive vibration (in the engine, steering wheel, or drive line)
- Low or high-speed shimmy
- Hard or wandering steering

When You Stop (during any stop or shift):

- Check the gauges, lights, tires and rims.
- Listen, smell or feel for any signs of brake trouble.

When Using the Lift:

• Look and listen to ensure the lift and securement functions properly, and check for any fluid leaks from the lift mechanism.

POST TRIP INSPECTION

After each route, before leaving your vehicle, ensure that the following checks are made:

- The parking brake is set and secure
- The child safety alarm has been properly deactivated
- All passengers have exited the vehicle
- No personal property has been left behind by passengers
- All windows and hatches are fully closed
- There are no visible signs of damage or vandalism inside or outside the vehicle

When changing vehicle assignments, relieving another driver, or finishing your shift, conduct another vehicle inspection and complete the appropriate inspection form. This is also your opportunity to note any non-critical defects you observed during your route as part of the end-route inspection process. Remember, any critical safety issues should be reported immediately during your route to allow for any necessary vehicle reassignment. Noting mechanical failures or service issues helps ensure timely repairs.

REMEMBER:

Inadequate or incomplete information may lead to a defective vehicle being placed in service.

VEHICLE IDLING POLICY

All SCAT vehicles must be turned off and the keys removed when not in use, especially if you are waiting for a client for more than 30 minutes or when you return to the office for a break, bathroom stop, or while waiting for the next paratransit call.

Excessive idling can be harmful to the vehicle. Some vehicles are particularly sensitive to extended idling due to potential emission issues. Prolonged idling in extreme heat can also cause the vehicle to overheat, potentially damaging the engine and other components.

Avoid idling with the air conditioning on. Idling in hot weather with the A/C running puts additional strain on the vehicle because the airflow is restricted when the vehicle is not moving. While the air conditioning cools the interior, it simultaneously generates more heat in the engine compartment.

For vehicles with split air conditioners, which share a single compressor between the front and rear units, make sure both the front and rear blowers are on at least low speed. This helps prevent the system from freezing up. If one unit freezes, both units will stop working.

If you need to wait for an extended period, find a cool, shaded area rather than sitting in an idling vehicle. This will help reduce the risk of unnecessary wear and tear on the vehicle while keeping you more comfortable.

Always turn off the vehicle and remove the keys when leaving it unattended. Leaving the vehicle idling and unattended could allow someone, including a child, to enter and drive off, potentially causing an accident.

CONCLUSION

The responsibilities of a SCAT driver are many. A true professional understands the importance of the pre-trip and post-trip inspection process, defensive driving, passenger safety and security and customer relations. The guidelines provided in this Driver Handbook are designed to make your job safer and more manageable.

After reading this handbook, you will have a solid understanding of how to operate a transit vehicle safely. This includes the components of a routine pre-trip, end route, and post-trip equipment inspection; defensive driving techniques for various conditions; procedures for safely boarding and disembarking passengers; accommodations for special needs passengers; customer service strategies for handling passenger relations; and knowledge of how to manage crisis situations effectively.

It is your responsibility to diligently apply the training from this handbook to your daily operations and review it periodically to stay sharp.

REMEMBER: Your duty as a SCAT driver/vehicle operator is to provide a safe and comfortable ride for all our passengers. Always prioritize safety, because at SCAT, we believe in *Safety by Choice*, *Not by Chance*.

Appendix G
Certificate of Insurance

Appendix H Accident Procedures for Supervisors



CADC/Scat - Supervisors Procedures for an Accident/Incident and Reporting Accidents/Incidents

The following procedures are to be followed and documents are to be completed when an accident or an incident occurs. All of the necessary documents and information are to be sent to me, John Mockabee and to Dan Waite promptly on the same date that the accident or incident occurs.

<u>A Post Accident Testing Determination form</u> is to be filled out after clients have been taken care of to determine if Post Accident testing is required for the driver. Send a copy of this completed form to Belva Bailey, John Mockabee, Dan Waite and Dana Bates.

- After the Accident or Incident, after clients have been taken care of, the Supervisor prepares a
 typed <u>Driver's Accident Report</u>. For CADC's Fleet Insurance (– Alliance for Non-Profits). The
 driver is to write their report in their words, but you must type up the information on the
 Driver's Accident Report Form. Make sure the font on the type able form in Paychex is large
 enough to be easily read. You will have to increase the font size on the form.
- After the Accident/Incident, after clients have been taken care of prepare a typed
 Accident/Incident Report Form for AFMC/DHS. Driver fills out this form by handwriting the
 form and you transfer the information by typing on the form so it can be read easily.
- A statement from an Attendant on board is to also be recorded by the Attendant. You will take
 the attendant's statement and transfer the information to a typed Accident/Incident form
- Make sure to add if there are injuries or no injuries and if any went for treatment away from the scene and if any vehicle involved was towed from the scene.
- All passengers on board need to be recorded on a sheet of paper. Include the Name, Date of Birth, Medicaid Number if a Medicaid client, Address and phone number.
- If you can go to the scene, do it. If you can't and the driver is able to do so, they need to take photos of the vehicle damage to all vehicles involved and of the area where the accident happened.
- Drivers are to ask passengers if they are okay. Call 911 for law enforcement and EMS
 (Emergency Medical Services) and your Supervisor. EMS will evaluate the passengers and decide
 who needs to go for treatment. Supervisor or a designated person is to make a call to parents
 and guardians to inform them their family member was in an accident. If the accident or
 Incident occurs on the morning route while the bus was going to a facility, call the parents and
 the facility to report the accident and inform them the clients may be late and why.

The Supervisor/Assistant Supervisor or a designated person is to make these calls promptly after the accident or incident. A police report and a repair estimate are to be obtained promptly and sent to Belva Bailey, John Mockabee, and Dan Waite.

- The SD card is to be pulled by the Supervisor/Assistant Supervisor, labeled and viewed as soon as possible, the same date as the accident. While viewing the video, make specific notes of what led up to the accident and the times events occurred on the video. A copy of the entire day the accident happened on is to be downloaded to a thumb drive that is large enough to record the whole day's data. AFMC will want a copy of the SD card on a thumb drive. Supervisors do this as soon as possible.
- If it is a "DTT" route or a children's route, type up a list of the child riders on a separate paper. List the child's name, DOB, Medicaid number, complete address and phone number. Skip a line between each child's name and information.
- Example –

John Doe DOB - 2/8/21 Medicaid number – 11874532001 126 South St. Benton AR 72215 501-315-2222

- You will need to make a call to Child Protective Services (CPS) to report the children were on a
 vehicle in an accident driven by a CADC/Scat Bus driver. Ask for the report number and name of
 the CPS representative you talk to. The rep may not assign a report number. If you are asked
 why you are calling CPS, your response should be We are mandated reporters.
- If adults are on board when an accident happens you will do this same procedure, but your call is to be made to APS Adult Protective Services to report the named adults were on a CADC/SCAT vehicle at the time an accident happened. Type up a list of adults on board at the time of the accident. The procedure is to be used listing the client's name, DOB, complete address and phone number. If an adult is not a Medicaid client riding, then list if the client is a cash fare rider. You might not receive a report number from APS. If you are asked why you called APS, say we are mandated reporters.



CADC/Scat - Procedures for Drivers after an Accident/Incident occurs.

- The driver is not to leave the accident scene until the police have arrived to make the report of the accident and all passengers are taken care of.
- The drivers are to call 911 to contact Police if in the city and Sheriff Depart if in the county. If on a State Highway, dispatchers at 911 will call State Police.
- Check on the passengers. Ask each one if they are okay so you can relay injuries to EMS when they arrive.
- Law Enforcement will handle calling a tow company if necessary.
- Take photos if you are able to.
- Get out the insurance paperwork and your driver license to have it available when an officer arrives.
- Record the time and location of the accident.
- · Keep checking on all passengers.
- When the driver is completing the Driver's Accident report and the Vehicle Accident/incident report form back at the office or other site, include all information about how the accident happened. Fill in all of the areas on both of the forms.
- ALWAYS report promptly after an Accident or an Incident occurs.

HOW TO COMPLETE THE DOT POST ACCIDENT DRUG AND ALCOHOL TESTING DETERMINATION FORM

OVERVIEW:

This form has to be completed for each accident involving a safety sensitive employee (these employees include vehicle operator/driver; transportation support/dispatcher; and mechanics) as soon as possible following the accident. Transit Agency's (CADC –SCAT) Substance Abuse Policy and the Federal Transit Administration (FTA) regulations (49CFR Parts 655) require that employees involved in a vehicle accident (outlined in Drug and Alcohol Policy) submit to tests for alcohol and prohibited drugs as soon as possible following the accident. Do not delay necessary medical attention for the injured following an accident or prohibit a transit employee from leaving the scene of an accident for the period necessary to obtain assistance in responding to an accident or to obtain necessary emergency medical care.

PAGE 1

Steps to follow - First Part of form:

- Date of Accident
- Time of Accident...should be when driver notifies you that the accident has occurred
- Employee's Name
- Employee's ID number
- Div./Dept. This should be listed as Transportation

Decision Questions - Second Part of form:

 Was there a fatality? <u>Check Yes or No.</u> If yes, then the post-accident tests are required

- If no fatality answer following questions
 - 1. Has any individual suffered bodily injury and immediately received medical treatment away from the scene? <u>Check Yes or No</u>
 - 2. Was there *disabling damage resulting in transporting of any vehicle (bus or other party's vehicle) away from the scene by tow truck? <u>Check Yes or No</u> (*Disabling damage -means damage where either vehicle cannot leave the scene of an accident on its own)

If you have checked YES for questions 1 or 2 on Page 2 of the Post Accident Drug and Alcohol Testing Determination form, a Post-Accident drug and alcohol test is required unless you can determine, using the best information available at the time of the decision, that the employee's performance can be COMPLETELY DISCOUNTED as a contributing factor to the accident then a Post-Accident drug and alcohol test is not required.

ANY REASON for NOT conducting a Post-Accident test after you have answered Yes to any of the above questions MUST be documented on reverse side of the page. Be brief and to the point. Do not elaborate on reasons you didn't test such as

- Driver did not appear to have any signs of being under the influence of any drugs and/or alcohol
- Driver did not report accident and then resigned

Fill out the information as to where the vehicle operator/driver was taken for the test; who drove him to the test (name and title); and the time they were taken.

PAGE 2 (or reverse side of form)

As you are aware the FTA regulations require that an alcohol test must be done as soon as possible following the accident unless it is determined that the driver has been discounted as being at fault and does not need alcohol and drug test. If the alcohol test was not done within a hours of the accident, you

must document the reason in question 1 on Page 2 of the Post Accident Drug and Alcohol Testing Determination form. The answer should be brief and to the point such as:

- "alcohol testing facility was further away than 2 hours";"
- accident investigation took longer than 2 hours";
- driver was taken for emergency medical attention".

NOTE: You have <u>8 hours</u> to complete the alcohol test and up to <u>32 hours</u> to complete the drug test.

if the alcohol test was not done within 8 hours and the drug test was not done within 32 hours, you have to stop all efforts to get these tests completed and document as to why they weren't done in the questions 1, 2 and 3 on page 2 of the Post Accident Drug and Alcohol Testing Determination form.

- Once you have completed and signed the Post Accident Drug and Alcohol Testing Determination form, scan and e-mail a copy to Dana Bates (<u>dbates@cadc.com</u>) along with a copy of (if they were taken to be drug/alcohol tested):
 - 1. DOT Chain of Custody form
 - 2. DOT Directive to Test form
 - 3. DOT Breath Alcohol test form (from drug testing facility)

Any questions or concerns that you have at any time during an accident please call your supervisor immediately for guidance. Not following these procedures is a violation of DOT regulations which we are governed by.

Appendix I Passenger Handbook

CADC SCAT Transportation Offices

Clark County

Arkadelphia– 870-246-8747 1305 N. 10th St.

Columbia County

Magnolia-870-234-6444 302 E. North St.

Dallas County

Fordyce-870-352-8894 410 E. 4th St.

Hot Spring County

Malvern - 501-332-6215 830 West Moline

Lonoke County

Lonoke- 501-676-0019 616 North Center St.

Miller County

Texarkana -870-330-4965 4415 Jefferson Ave., Suite B

Montgomery & Pike County

Hot Springs- 501-623-2875 221Airport Rd. Suite G

Ouachita County

Camden- 870-836-3200 313 Jefferson St. SW

Saline County

Benton- 501-315-0800 300 Edison Avenue

Union County

El Dorado– 870-864-0067 1426 NW Avenue

Non-Emergency Medicaid

Transportation (Call Center 1-800-385-9992

Non-Emergency SafeRide Medicare

Transportation 1-866-244-3123 Call your local office for return trips

Scheduling Trips

To schedule a public transit (cash) trip:
For better service, we ask that you
schedule your trips at least 48 hours in
advance. Call your local office for
information specific to public transit.
When making your request, please have
the exact address and telephone number
of your pick-up and/or drop off locations.
Due to vehicle availability SCAT may need
to schedule your trip within an hour of
your requested time.

To schedule a Medicaid trip:

You <u>must</u> schedule your trip 48 hours in advance by calling the toll free number at the Call Center. Have your name, address, phone number, Medicaid card, your doctor's name and address ready when you call.

Arrivals - Cancellations - No Shows

SCAT passengers should expect the bus to arrive up to 15 minutes prior to your scheduled pick-up time. You should be ready to board the vehicle when it arrives.

It is important to remember that every time you schedule a trip, SCAT will send a vehicle to your pick-up location. If you fail to show up without notice you have potentially deprived transportation for another client.

To cancel a trip, please call your local SCAT office the day before as early as you know you will not be going.

CADC provides programs and services in over 19 counties in Arkansas. See what CADC can do for you!





Central Arkansas Development Council

SCAI Passenger Handbook



The mission of CADC is to alleviate the causes and conditions of poverty, to help vulnerable populations achieve their potential and to build strong communities in Arkansas through community action.

www.cadc.com

321 Edison Avenue
PO Box 580
Benton, AR 72018
Phone: 501-315-1121
Fax: 501-800-0987

-ARES

orice punch cards are available for purchase at change when you board the vehicle. Multiple ormation. Fares are expected with correct Contact your local SCAT office for fare inyour local SCAT office.

DRIVERS and VEHICLES

ocation. SCAT vehicles are easily recognizable. uniformed SCAT shirts that are clearly marked Fransportation logos. Our fleet ranges from The white buses with teal and red lettering oicture ID badges including their name and with the CADC logo. All drivers wear CADC CADC SCAT drivers are identified by their nclude SCAT logos and Arkansas Public arge buses to small mini-vans



HOURS OF OPERATION

CADC SCAT office hours are Monday thru -riday, 8 am-5 pm. Transit hours can be obtained from your local SCAT office

CADC complies with Title VI and VII of the Civil Rights Opportunity Employer and a United Way Agency. CADC is a Community Action Agency; An Equal

GUIDELINES FOR SAFE TRANSPORTATION

portation is our goal. Our vehicles operate curb to Giving you safe, prompt and courteous transcurb, meaning:

- 1. Drivers and Attendants are not allowed to enter a customer's home
- Please be waiting where you can be easily seen and where you can see the SCAT vehicle.
- customer's home to announce their arrival 3. Drivers are not allowed to phone the
- 4. Drivers are not allowed to knock on doors
- by the customer & must be placed as not to block 5. Baggage is limited to items that can be carried the aisle. Bags cannot be left unattended

PROHIBITED ITEMS

In the goal of providing safe transportation, the following items are prohibited:

- 1. Firearms, Weapons & Tasers
- 2. Alcohol, Illegal Drugs & Tobacco
 - 3. E-Cigarettes
- 4. Flammable and Explosive Items
- 5. Radios or Similar Devices*
- 6. Food & Drink**

allowed as long as the volume does not disturb *Use of earphones and/or headsets will be other passengers

local office for information or questions concerning ** We realize some medical tests or situations will require fasting prior to your procedure. Call your food & drink on long trips.

policies should be directed to the CADC SCAT Any questions or comments regarding these Manager at 501-332-5426.

VEHICLE RIDING GUIDELINES

Seat Belts—Please have your seat belt buckled wl ous is in motion & remain seated with your seat k buckled until the driver directs you off the bus. W ength of Wait/Stop—Due to busy schedules, we or the driver to assist you on/off the vehicle.

-ood & Drink—You are not allowed to eat or drin cannot always wait. Call your local SCAT office when you are ready to be picked up

while on the vehicle.

Excessive use of cologne/perfume/deodorants ca Special Needs Requests — When scheduling your Smells/Scents -- Please be mindful of your persor hygiene, as there are other passengers on board. have an adverse effect on other passengers trip, please notify us if you require special accommodations. Clean up After Yourself - Before you get off the k please clean up after yourself. By doing your par you help us keep the bus clean and comfortable everyone.

PARTICIPANT CONDUCT POLICY

Participants Who Ride the SCAT Bus Shall Tre Behavior that constitutes a violation of this policy Others Respectfully & Courteously include:

- 1. Loud, disruptive, obscene, hateful, abusive languag
 - 2. Possessing a firearm or other weapon
- 3. Making threats or demonstrating a threatenin behavior
- 4. Violation of prohibited items
- 5. Racial, religious or sexual harassment
- 6. Physical altercations with others
 - 7. Other behavior deemed inappropriate

Violation of this policy may result in suspen: of service from SCAT

Appendix J Preventive Maintenance Schedule

CADC/ SCAT Vehicle Preventive Maintenance Schedule

Oil and filter (gasoline engines) change every 5,000 miles Oil and filter (diesel engines) change every 7,000 miles

Major Service every 10,000 miles, Includes complete vehicle inspection, including all safety equipment

Fuel filter (gasoline engines) every 30,000 miles Fuel filter (diesel engines) every 7,000 miles

Transmission fluid and filter (gasoline engines) change every 30,000 miles Transmission fluid and filter (diesel engines) change every 50,000 miles

Cooling system service (drain flush and fill with new coolant) every 30,000 miles

Hoses and belts inspect every major service; replace every 3 years to avoid break downs

Wheel bearings inspect every 12 months, or every major service

Brakes and tires inspected at every major service

Tires inspect daily during pre-trip, replace with equivalent when wear indicates Tire pressure should be within 5 pounds of manufactures recommendation

ADA lift and equipment service every 750 cycles, or every major service to be done at the Malvern Service Center

ADA accessories inspect tie downs, locks, straps, and doors daily

Child alarms are checked daily by the driver, and weekly by supervisor.

Safety equipment checked by the driver daily, supervisor weekly, and at every major service

Appendix K Safety First – Motorist Observation Report

Safety First Motorist Observation Report (MOR) Procedures

The Safety First program provides a valuable opportunity for CADC-SCAT to receive real-time feedback from the public regarding our drivers and vehicles. This input allows us to identify potential concerns, reinforce positive behaviors and take corrective action when needed. By welcoming these observations, we strengthen our commitment to operating a safe, responsive and accountable transportation fleet that serves our communities with integrity and care.

When a report is received, it will come through as an email to Dan Waite, Service Center Supervisor and Safety and Security Officer. Upon receipt, video footage related to the report will be pulled immediately so that an investigation can begin as soon as possible. While reviewing the video, detailed notes should be taken to document observations. Once the review is complete, the findings will be discussed with the Program Manager and/or Assistant Program Manager to determine whether disciplinary action is necessary. It is important not to write on the bottom of the report form; instead, any comments should be documented on a separate sheet of paper and submitted with the report. All completed forms and supporting documentation should be sent within three days to Dan Waite, John Mockabee and Dana Bates.



1 message

Danny Waite <dwaite@cadc.com>
To: Dana Bates <dbates@cadc.com>

Mon, Jun 23, 2025 at 4:42 PM

----- Forwarded message -----

From: <mor@edriverfile.com>

Date: Thu, Jun 19, 2025 at 12:42 PM

Subject: Motorist Observation Report-805440 (PH: CENTRAL ARKANSAS DEVELOPMENT)

To: <dwaite@cadc.com>, <MARGOM@safetyfirst.com>

Do NOT reply to this email - this email was system generated and no person monitors the account. IF you are returning by email use this address instead returns@safetyfirst.com OR use the online report closeout process.

Motorist Observation Report-805440 (PH: CENTRAL ARKANSAS DEVELOPMENT)

Attention: DAN WAITE,M MCKIVER

(VEHICLE#: 837) THE CALLER REPORTED THAT WHILE DRIVING NORTHBOUND ON HIGHWAY 530, WHICH HAS TWO LANES, SHE OBSERVED THE DRIVER OF THE DECALED DODGE VAN WITH LICENSE PLATE # SEEN AS B329511, AND 'ARKANSAS' WRITTEN ON IT, WAS TRAVELING AT

Detail: APPROXIMATELY 83MPH IN A 75MPH ZONE. THEY ALSO MADE LANE CHANGES WITHOUT

SUFFICIENT CLEARANCE AND, AT ONE POINT, MERGED IN FRONT HER WHILE SHE WAS TRAVELING

IN THE LEFT LANE.

Supervisors, please take a moment to view our training video on driver coaching

Note: You need Adobe Acrobat Reader (Version 5.0 or up) to view the report. If you don't have Adobe Acrobat Reader 5.0, you can download for free at:

Download Adobe Acrobat Reader

SafetyFirst

1055 Parsippany Blvd Suite 204

Parsippany, NJ 07054 Phone: 201-267-8900

Dan Waite CADC/SCAT Malvern Service Center 830 West Moline Malvern, AR 72104

Phone: 501-332-6215 Fax: 501-332-6253 Email: dwaite@cadc.com

3 attachments

805440.pdf 50K





Motorist Observation Report

Company: CENTRAL ARKANSAS DEVELO	Policy #: 34089			
Attention: DAN WAITE; M MCKIVER				
Report #: 805440	Caller Name	ON FILE	CSR: BS	
Report Type: COMPLAINT	Phone:	ON FILE		
Date Of Report: 06/19/2025	Date Of Incident :	06/19/2025		
Time: 01:27 PM	Time :	12:20 PM	CENTRAL	
Vehicle Details			Vehicle Year:	19
Decal Number: HX155 Plate State:	1/41		Vehicle Color:	17
Vehicle Number: 837 Vehicle Type:	VAN		Vehicle Model:	MINIVAN
Plate Number: Vehicle Make:	DODGE		VCINOIC MOUGH.	11214247114
Incident Details				
Location: HIGHWAY 530		City. State: L	ITTLE ROCK, AR	
		(1)	TATE (UICHNAY AD	EA
Conditions: LIGHT TRAFFIC ON DRY ROADS IN C	CLEAR WEATHER IN A	(N) URBAN INTERS	HAIE/HIGHWAT AK	EA
Detail Modified: No				
Details: THE CALLER REPORTED THAT WHILE DRIV	ING NORTHBOUND	ON HIGHWAY 530,		
WHICH HAS TWO LANES, SHE OBSERVED	THE DRIVER OF THE	DECALED DODGE	VAN	
WITH LICENSE PLATE # SEEN AS B32951	1, AND 'ARKANSAS' \	VRITTEN ON IT,		
WAS TRAVELING AT APPROXIMATELY 83M	IPH IN A 75MPH ZON	E. THEY ALSO MAD		
LANE CHANGES WITHOUT SUFFICIENT CL	EARANCE AND, AT O	NE POINT, MERGED	IN	
FRONT HER WHILE SHE WAS TRAVELING	IN THE LEFT LANE.			
Survey	9	Categories		
	res DRIVING TOO FAST FOR CONDITIONS			
	Yes DRIVING TOO FAST FOR CONDITIONS NO IMPROPER LANE CHANGE			
	Yes			
	Yes			
Did callet give a company frame.				
Please complete the Inform	antion below and return	this form to Fax# 973	-299-1707 or	
email to returns@safetyfirst.com.	Please contact SafetyF	irst with any question	s at 201-267-8900	
		Driver Beenene		
Manager Action		Driver Response	_	
Public Recognition/Award/Thank You			For The Complimen	τ
No Action Taken		Agree/Will	ge more Caretui cident Did Not Hapi	nen.
Verbal Counseling		Disagree/in	icident Did Not Hapi Iseling Session Wit	h Management
Verbal Warning		nad A Coul	rseling Session with ve Counseling Sess	ion
Written Warning				
Defensive Driving Course Ordered	Othe	r:		
Other:	— Drive	or (Print):		
Manager Comment:	— Delve	or (Slan):		
	Dilve			
Manager (Print):	Drive	r License Number:		
	And			
Manager (Sign):	Bado	re/Employee #:		
Date Driver Counseled:	Date	Of Hire:		

IMPROPER LANE CHANGE

Statistics

According to the National Highway Transportation Safety Administration (NHTSA), the number of collisions due to improper lane changes and merges hovers around a quarter million per year – consistently. Many drivers fail to check their blind area, are rushing, and failed to signal their move with sufficient warning to the drivers around them.

Introduction

All drivers are required to signal their intention to leave or enter a travel lane with their turn signals or hand signals. Many drivers do not use signals consistently or with sufficient forewarning to other motorists – preferring to activate the signal as they transition laterally from lane to lane. This can lead to an increased risk of collision.

Weaving through traffic, passing on a two-lane road without sufficient clearance and improper or aggressive merging at ramps are also forms of "improper lane changes".

Basic tips to remember:

- Use your Signals Whenever you enter traffic, signal and be sure you have enough room to enter safely. You have to share space with the traffic which is already on the road.
- Space To Pass Avoid passing other vehicles, including motorcycles and bicycles, on two-lane roads. It
 is dangerous. Every time you pass, you increase your chances of having an accident. Ask yourself if the
 risk is worth the few minutes you will gain. Remember, whenever you pass another vehicle on a twolane road you must enter a lane that belongs to oncoming cars.
- Oncoming Vehicles It is hard to judge the speed of oncoming vehicles especially at the distances
 needed for you to safely pass before they arrive at a collision point. Oncoming traffic won't seem to be
 coming as fast as they really are: a vehicle that is far enough away generally appears to be standing
 still. In fact, if you can really see it moving closer to you, it is probably too close for you to start to pass.
- Hills Or Curves Any time your view is blocked by a hill or a curve, you should assume that there is an oncoming car just out of sight. This means you should only pass if a hill or curve is at least one-third of a mile or more away (considering the speed of oncoming traffic, your speed needed to pass and reenter your own lane, etc.) You MUST NOT drive on the left side of a roadway when coming to a curve or the top of a hill where you can't see far enough ahead to be sure it is safe to pass.
- Space To Return Always signal before passing. Don't pull out to pass unless you know you have enough space to return. Before you return to the driving lane, be sure you aren't dangerously close to the car you have just passed. Don't count on having enough time to pass several cars at once. Don't count on other drivers making room for you.
- When Someone Passes You When a driver behind you is overtaking your vehicle, reduce your speed slightly, making it easier for the other vehicle to pass you. Not only is this courteous, but it enables a maneuver with slightly less risk to everyone involved.

Summary

Traffic moves in unexpected ways. Making time to check around your vehicle, signal and change lanes smoothly takes experience and good judgment. On the other hand, it is easy to slip into bad habits of merging without looking or signaling. Make it a priority to invest time and energy to be courteous when changing lanes or passing on two lane roads.

	Data Daviewadı	
Driver Name:	 Date Reviewed:	

DRIVING TOO FAST FOR CONDITIONS

Statistics

Driving too fast for conditions is defined as traveling at a speed that is greater than a reasonable standard for safe driving. Examples of conditions where drivers may find themselves driving too fast include: wet roadways (rain, snow, or ice), reduced visibility (fog), uneven roads, construction zones, curves, intersections, gravel roads, and heavy traffic. (Federal Motor Carrier Safety Administration)

Close to thirty percent of all motor vehicle fatalities, occurred in speed-related crashes. Based on a nationally representative sample of police-reported crashes, speeding — defined as exceeding the speed limit, driving too fast for conditions or racing — was involved in 12 percent of property-damage-only crashes and 16 percent of crashes with injuries or fatalities. (Insurance Institute for Highway Safety)

Introduction

Speed increases the potential for having an accident for two specific reasons:

- As a vehicle travels faster, more time is needed to safely control and complete any turn, swerve or stop. (You <u>need more</u> time)
- 2. Additionally, greater speed significantly reduces the time available to view and judge the situation, and decide what action to take. (You https://example.com/have/less time)

Conditions make your situation even more complicated. Think about it – heavy traffic conditions provide fewer escape paths if something goes wrong with your vehicle, or around your vehicle. Bad weather, rushing, closed lanes due to construction are examples of conditions that could make the difference between having a crash on one day versus another (when conditions are closer to "normal").

What is a Safe Speed to Drive Based on Conditions?

Speed limits are posted based on the engineering considerations of the roadway – sharpness of curves, the number of lanes, the presence of roadside obstacles, the presence or absence of barriers and guardrails, etc. Engineers do not consider the prevailing conditions that may occur – more specifically, they plan for sunny, clear, dry days when you can see clearly and your vehicle is handling perfectly. These road design engineers assume you will exert added caution when the conditions are less than ideal for traveling at or near the posted limit.

It is important to remember that the posted speed limit should be considered the maximum safe speed, but there will be times when a slower speed is a better choice based on "conditions". While most people immediately consider the weather, low light visibility at dawn and dusk as prime examples, others could easily include: extra-heavy traffic, poor roadway conditions (gravel, pot-holes, etc.), areas ahead of posted construction zones (merging area), areas near children or pedestrians (schools, side streets, neighborhoods, etc.) or areas where there are view blocks and cross traffic. It can also be helpful to slow down if you become ill or drowsy.

One of the best defenses is to budget a cushion of extra time into any trip plan – by giving yourself a little extra time, you won't have to rush because of conditions, and can afford to take it slower when needed.

Summary

Speeding robs you of reaction time when unexpected, unplanned things go bad. Take time to slow down when conditions threaten to make it even harder to react and avoid problem situations. The ugly alternative is a crash, and that's always guaranteed to make you late to your next stop. Slowing for conditions is a smart move.

Driver Name: _	Date Reviewed:	

Appendix L
Preventable Accident Policy
Awning Policy

PREVENTABLE ACCIDENT POLICY

This Policy relates to preventable vehicle accidents that occur within a one-year time frame starting from the date of the first preventable accident.

A preventable accident is according to the National Safety Council's is "any occurrence involving a company owned vehicle which results in property damage and/or personal injury, regardless of who was injured, what property was damaged, to what extent, or where it occurred, in which the driver in question failed to exercise every reasonable precaution to prevent occurrence". The following types of accidents are usually considered preventable:

- Backing Accidents
- Intersection Accidents
- Pedestrian Accidents
- Rear-end Collisions
- Collisions with fixed objects and/or parked cars
- Accidents while passing or being passed
- Accidents due to mechanical defect which should have been reported by driver
- Accidents due to adverse weather conditions

Particular circumstances may in some cases, be exceptional or singular in nature and the related disciplinary actions shall be tempered or expanded because of the facts of the situation...Example: receipt of moving traffic violations, disregarding general public and/or passenger safety, etc. This policy does not modify the status of employment-at-will.

First Preventable Accident – less than \$1,500.00 damage (includes any damage of property, agency vehicle and/or other vehicles involved in accident)

Disciplinary Action: Employee issued counseling and must complete Defensive Driving Course within 30 days of the accident

First Preventable Accident – more than \$1,500.00 damage (includes any damage of property, agency vehicle and/or other vehicles involved in accident)

Disciplinary Action: Employee issued reprimand, 3-day unpaid suspension and must complete Defensive Driving Course within 30 days of the accident.

Second Preventable Accident – with or without injury REGARDLESS OF DAMAGE

Disciplinary Action: Employee issued reprimand, 5-day unpaid suspension and must complete Defensive Driving Course within 30 days of accident.

The Safety Review Committee will review the circumstances of the accident and determine if it is preventable or not. They will recommend whether the employee will be allowed to continue employment after their unpaid suspension or if a second reprimand will be issued and the employee terminated. Dates of unpaid suspension will be determined following the Safety Review Committee meeting.

If determination by the Safety Review Committee indicates circumstance beyond the employee's control, no reprimand will be issued. Based on the recommendations further training may be indicated.

Third Preventable Accident - with or without injury REGARDLESS OF DAMAGE

Disciplinary Action: AUTOMATIC TERMINATION

*Safety Review Committee consists of Transportation Program Manager or representative, Human Resources Manager, a Transportation Site Supervisor picked at random from another transportation work-site, and a non-related supervisor from another program.

Signature	Date
Signature	

AWNING ACCIDENT POLICY

1st OFFENSE – There will be an automatic reprimand and a 5-day unpaid suspension issued to any Central Arkansas Development Council employee who pulls under or next to an awning or building overhang while driving an agency vehicle and as a result of this damage occurs to the vehicle and/or to the building awning/overhang.

2nd OFFENSE – (within one year of the 1st offense) - AUTOMATIC TERMINATION

This Policy does not replace the Preventable Accident Policy. The Preventable Accident Policy will remain in effect as written and also be adhered to in regard to any Preventable Accident.

Drivers of Central Arkansas Development Council vehicles are NOT TO DRIVE UNDER OR NEXT TO AN AWNING OR BUILDING OVERHANGS.....UNDER ANY CIRCUMSTANCES

Employee Printed Name	
Employee Signature	
Date	

Appendix M Drug and Alcohol Policy





DOT Drug and Alcohol Policy Of

Central Arkansas Development Council

Reaffirmed 10/26/2024 to supersede previous policy

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1. Policy Statement

The Arkansas Department of Transportation (ArDOT) and Central Arkansas Development Council, ("Agency") are dedicated to providing safe, dependable, and economical transportation services to Arkansas' public transportation customers. Our employees are our most valuable resources. It is our goal to provide a healthy and satisfying work environment, which promotes personal opportunities for growth. In meeting these goals, it is our policy to:

- 1. Assure that employees are not impaired in their ability to perform assigned duties in a safe, productive, and healthy manner;
- 2. Create a workplace environment free from the adverse effects of drug abuse and alcohol misuse;
- 3. Prohibit the unlawful manufacture, distribution, dispersing, possession or use of controlled substances; and
- 4. Encourage employees to seek professional assistance any time personal problems, including alcohol or drug dependency, adversely affect their ability to perform their assigned duties.

2. Purpose of Policy

The purpose of this policy is to assure worker fitness for duty and to protect employees, customers, and the public from the risks posed by the misuse of alcohol and use of prohibited drugs. This policy complies with 49 CFR Part 655, as amended and 49 CFR Part 40, as amended. Copies of Parts 655 and 40 are available in the drug and alcohol program manager's office and can be found on the internet at the Federal Transit Administration (FTA) Drug and Alcohol Program website: http://transit-safety.fta.dot.gov/DrugAndAlcohol/.

All covered employees are required to submit to drug and alcohol tests as a condition of employment in accordance with 49 CFR Part 655 (safety sensitive).

In addition, DOT has published 49 CFR Part 29, implementing the Drug-Free Workplace Act of 1988, which requires the establishment of drug-free workplace policies and the reporting of certain drug-related offenses to the FTA.

The unlawful manufacture, distribution, dispensation, possession or use of a controlled substance is prohibited in the covered workplace. An employee who is convicted of any criminal drug statute for a violation occurring in the workplace shall notify the Human Resource Manager no later than five days after such conviction.

3. Covered Employees

This policy applies to every person, including an applicant or transferee, who performs or will perform a "safety-sensitive function" as defined in Part 655.4.

You are a covered employee if you perform any of the following:

- Operating a revenue service vehicle, in or out of revenue service;
- Operating a non-revenue service vehicle requiring a commercial driver's license;
- Controlling movement or dispatch of a revenue service vehicle;
- Maintaining (including repairs, overhaul and rebuilding) of a revenue service vehicle or equipment used in revenue service;
- Carrying a firearm for security purposes

A volunteer is a covered employee if:

- (1) the volunteer is required to have a commercial driver's license to operate the vehicle; or
- (2) the volunteer performs a safety-sensitive function and receives remuneration exceeding his or her actual expenses incurred

See Attachment A for a list of covered positions by job title.

4. Prohibited Behavior

Use of illegal drugs is prohibited at all times. Prohibited drugs include:

- marijuana
- cocaine
- phencyclidine (PCP)
- opioid
- amphetamines

All covered employees are prohibited from performing or continuing to perform safety-sensitive functions while having an alcohol concentration of 0.04 or greater.

All covered employees are prohibited from consuming alcohol while performing safety-sensitive job functions or while on-call to perform safety-sensitive job functions. If an on-call employee has consumed alcohol, they must acknowledge the use of alcohol at the time that they are called to report for duty. If the on-call employee claims the ability to perform his or her safety-sensitive function, he or she must take an alcohol test with a result below 0.02 prior to performance.

All covered employees are prohibited from consuming alcohol within four (4) hours prior to the performance of safety-sensitive job functions. Violation of this provision is prohibited and is cause for termination of employment under agency authority.

All covered employees are prohibited from consuming alcohol for eight (8) hours following involvement in an accident or until he or she submits to the post-accident drug and alcohol test, whichever occurs first.

5. Consequences for Violations

Following a positive drug or alcohol (BAC at or above 0.04) test result or test refusal, the employee will be immediately removed from safety-sensitive duty and referred to a Substance Abuse Professional (SAP). A person is qualified to act as an SAP if he or she meets the definition found in Part 40.281. Contact information for an SAP referral service agent can be found in Attachment B and C.

Following a BAC of 0.02 or greater, but less than 0.04, the employee will be immediately removed from safety-sensitive duties for at least eight hours unless a retest concludes with the employee's alcohol concentration being less than 0.02. Other disciplinary measures may be taken under agency authority.

Zero Tolerance

Per Agency policy, any employee who tests positive for drugs or alcohol (BAC at or above 0.04) or refuses to test will be referred to an SAP or contact information for a service agent and terminated from employment. Scheduling arrangements and costs for assessment, rehabilitation or treatment will be the employee's responsibility under agency authority.

6. Circumstances for Testing

Pre-Employment Testing

Pre-employment drug tests will be administered after the applicant has signed both the "Request for Pre-Employment Positive Tests or Refusals to Test" form and the "Release of Information from Past Employers" form. A negative pre-employment drug test result is required before an employee can first perform safety-sensitive functions. If a pre-employment test is cancelled, the individual will be required to undergo another test and successfully pass with a verified negative result before performing safety-sensitive functions.

If a covered employee has not performed a safety-sensitive function for 90 or more consecutive calendars days, and has not been in the random testing pool during that time, the employee must take and pass a pre-employment test before he or she can return to a safety-sensitive function.

A covered employee or applicant who has previously failed or refused a DOT preemployment drug and/or alcohol test must provide proof of having successfully completed a referral, evaluation, and treatment plan meeting DOT requirements.

Under Agency's "zero tolerance" policy, failure of a pre-employment drug test may disqualify the applicant from further employment opportunities with the Agency.

Reasonable Suspicion Testing

All covered employees shall be subject to a drug and/or alcohol test when Agency has reasonable suspicion to believe that the covered employee has used a prohibited drug and/or engaged in alcohol misuse. A reasonable suspicion referral for testing will be made by a trained supervisor or other trained company official based on specific, contemporaneous, articulable observations concerning the appearance, behavior, speech, or body odors of the covered employee.

Covered employees may be subject to reasonable suspicion drug testing any time while on duty. Covered employees may be subject to reasonable suspicion alcohol testing while the employee is performing safety-sensitive functions, just before the employee is to perform safety-sensitive functions, or just after the employee has ceased performing such functions.

Post-Accident Testing

Covered employees shall be subject to post-accident drug and alcohol testing under the following circumstances:

Fatal Accidents

As soon as practicable following an accident involving the loss of a human life, drug and alcohol tests will be conducted on each surviving covered employee operating the public transportation vehicle at the time of the accident. In addition, any other covered employee whose performance could have contributed to the accident, as determined by Agency using the best information available at the time of the decision, will be tested.

Non-fatal Accidents

As soon as practicable following an accident <u>not</u> involving the loss of a human life, drug and alcohol tests will be conducted on each covered employee operating the public transportation vehicle at the time of the accident if at least one of the following conditions is met:

- (1) The accident results in injuries requiring immediate medical treatment away from the scene, unless the covered employee can be completely discounted as a contributing factor to the accident
- (2) One or more vehicles incurs disabling damage and must be towed away from the scene, unless the covered employee can be completely discounted as a contributing factor to the accident

In addition, any other covered employee whose performance could have contributed to the accident, as determined by Agency using the best information available at the time of the decision, will be tested.

A covered employee subject to post-accident testing must remain readily available, or it is considered a refusal to test. Nothing in this section shall be construed to require the delay of necessary medical attention for the injured following an accident or to prohibit a covered employee from leaving the scene of an accident for the period necessary to obtain assistance in responding to the accident or to obtain necessary emergency medical care.

Random Testing

Random drug and alcohol tests are unannounced and unpredictable, and the dates for administering random tests are spread reasonably throughout the calendar year. Random testing will be conducted during all times of the day, when safety-sensitive functions are performed. Non-regulated random testing (drug only) will be conducted for non-safety sensitive employees.

Testing rates will meet or exceed the minimum annual percentage rate set each year by the FTA administrator. The current year testing rates can be viewed online at www.transportation.gov/odapc/random-testing-rates.

The selection of employees for random drug and alcohol testing will be made by a scientifically valid method, such as a random number table or a computer-based random number generator. Under the selection process used, each covered employee will have an equal chance of being tested each time selections are made.

A covered employee may only be randomly tested for alcohol misuse while the employee is performing safety-sensitive functions, just before the employee is to perform safety-sensitive functions, or just after the employee has ceased performing such functions. A covered employee may be randomly tested for prohibited drug use anytime while on duty.

Each covered employee who is notified of selection for random drug or random alcohol testing must immediately proceed to the designated testing site.

Random Testing – End of Shift

Random testing may occur anytime an employee is on duty so long as the employee is notified prior to the end of the shift. Employees who provide advance, verifiable notice of scheduled medical or child care commitments will be random drug tested no later than three hours before the end of their shift and random alcohol tested no later than 30 minutes before the end of their shift. Verifiable documentation of a previously scheduled medical or child care commitment, for the period immediately following an employee's shift, must be provided at least **one hour** before the end of the shift under agency authority.

7. Testing Procedures

All FTA drug and alcohol testing will be conducted in accordance with 49 CFR Part 40, as amended.

Dilute Urine Specimen

If there is a negative dilute test result, Agency will conduct one additional retest under agency authority. The result of the second test will be the test of record.

Dilute negative results with a creatinine level greater than or equal to 2 mg/dL but less than or equal to 5 mg/dL require an immediate recollection under direct observation (see 49 CFR Part 40, section 40.67).

Split Specimen Test

In the event of a verified positive test result, or a verified adulterated or substituted result, the employee can request that the split specimen be tested at a second laboratory. Agency guarantees that the split specimen test will be conducted in a timely fashion. The analysis of the split specimen cannot be conditioned by payment, however the expense for split specimen testing shall be borne by the employee, unless the result fails to reconfirm the result of the original test, and will be collected via a one-time payroll deduction after the employer receives the invoice for the split specimen result under agency authority.

8. Test Refusals

As a covered employee, you have refused to test if you:

- (1) Fail to appear for any test (except a pre-employment test) within a reasonable time, as determined by Agency.
- (2) Fail to remain at the testing site until the testing process is complete. An employee who leaves the testing site before the testing process commences for a pre-employment test has <u>not</u> refused to test.
- (3) Fail to attempt to provide a breath or urine specimen. An employee who does not provide a urine or breath specimen because he or she has left the testing site before the testing process commenced for a pre-employment test has not refused to test.
- (4) In the case of a directly-observed or monitored urine drug collection, fail to permit monitoring or observation of your provision of a specimen.
- (5) Fail to provide a sufficient quantity of urine or breath without a valid medical explanation.
- (6) Fail or decline to take a second test as directed by the collector or Agency for drug testing.
- (7) Fail to undergo a medical evaluation as required by the MRO or Agency's Designated Employer Representative (DER).
- (8) Fail to cooperate with any part of the testing process.

- (9) Fail to follow an observer's instructions to raise and lower clothing and turn around during a directly-observed test.
- (10) Possess or wear a prosthetic or other device used to tamper with the collection process.
- (11) Admit to the adulteration or substitution of a specimen to the collector or MRO.
- (12) Refuse to sign the certification at Step 2 of the Alcohol Testing Form (ATF).
- (13) Fail to remain readily available following an accident.

As a covered employee, if the MRO reports that you have a verified adulterated or substituted test result, you have refused to take a drug test.

As a covered employee, if you refuse to take a drug and/or alcohol test, you incur the same consequences as testing positive and will be immediately removed from performing safety-sensitive functions, and referred to an SAP.

9. Voluntary Self-Referral

Any employee who has a drug and/or alcohol abuse problem and has not been selected for reasonable suspicion, random or post-accident testing or has not refused a drug or alcohol test may voluntarily refer her or himself to the DER, who will refer the individual to a substance abuse counselor for evaluation and treatment under agency authority.

The substance abuse counselor will evaluate the employee and make a specific recommendation regarding the appropriate treatment. Employees are encouraged to voluntarily seek professional substance abuse assistance before any substance use or dependence affects job performance.

Under agency authority, any safety-sensitive employee who admits to a drug and/or alcohol problem will immediately be removed from his/her safety-sensitive function and will not be allowed to perform such function until successful completion of a prescribed rehabilitation program.

10. Prescription Drug Use

The appropriate use of legally prescribed drugs and non-prescription medications is not prohibited. However, the use of any substance which carries a warning label that indicates that mental functioning, motor skills, or judgment may be adversely affected must be reported to the immediate supervisor as well as Human Resource under agency authority. Medical advice should be sought, as appropriate, while taking such medication and before performing safety-sensitive duties. A legally prescribed drug means that the employee has received written or other approval from a physician for the use of the drug during medical treatment. A prescription shall be deemed valid if it includes the employees name, substance prescribed, quantity and frequency and period of authorization.

Statement Regarding "Medical Marijuana"

Regardless of any State Law allowing the use of "legalized medical marijuana/cannabis," the US Department of Transportation's Drug and Alcohol Testing Regulation (49 CFR Part 40) does not authorize the use of Schedule I drugs, including marijuana or other products containing THC, for any reason. Therefore, a Medical Review Officer (MRO) will not verify a drug test as negative based upon information that a physician recommended that the employee use "medical marijuana". Please note that marijuana remains a drug listed in Schedule I of the Controlled Substances Act. It remains unacceptable for any safety-sensitive employee subject to drug testing under Part 40 regulations to use or test positive for marijuana/cannabis under agency authority.

11. Contact Person

For questions about Agency's anti-drug and alcohol misuse program, contact the Human Resource Manager at 501-315-1121.

12. Governing Board Resolution Adopting Agency's Substance Abuse Testing Policy

WHEREAS, the Board of Directors of Central Arkansas Development Council is dedicated to providing safe and dependable passenger transportation services; and

WHEREAS, it is our policy to assure that employees are not impaired in their ability to perform assigned duties in a safe, productive and healthy manner and that our workplace environment is free of the adverse effects of drug abuse and alcohol misuse; and

WHEREAS, it is also our policy that the unlawful manufacture, distribution, dispensing, possession or use of any controlled substance is prohibited and that we encourage our employees to seek professional assistance anytime personal problems, including alcohol or drug dependency, adversely affects their ability to perform their assigned duties; and

WHEREAS, the U.S. Department of Transportation, Federal Transit Administration has mandated a compliant Drug and Alcohol Testing Program regulated under 49 CFR Part 655, as amended, and 49 CFR Part 40, as amended, for safety-sensitive employees of public transportation agencies as a condition of federal funding; and

WHEREAS, the attached Drug and Alcohol Testing Program Policy meets the requirements of the FTA regulations;

April 27, 2024, in compliance with FTA regulations.

THEREFORE, IT IS RESOLVED, that the Board of Directors of Central Arkansas Development Council hereby adopts the attached Testing Program Policy, revised on

Central Arkansas Development Council

Attachment A: Covered Positions

Safety Sensitive

Center Assistant
Center Assistant – Sub
Center Support Specialist
SAC Site Manager
Transportation Asst Program Manager
Transportation Assistant Supervisor
Transportation Assistant Technician
Transportation Attendant
Transportation Driver CDL w P Endorsement

Transportation Driver Non CDL w P Endorsement

Transportation Driver-Site Vehicle Maintenance

Specialist

Transportation Program Manager
Transportation Safety Specialist
Transportation Scheduler and Training Specialist
Transportation Service Center Supervisor*
Transportation Supervisor
Transportation Support
Transportation Technician

NOTE: Additions/Corrections/Deletions to job titles will be reviewed annually. A master list of active job descriptions will be maintained in the Human Resource Office at all times.

^{*}Supervisors are only considered covered by this policy if they also perform or are likely to perform safety-sensitive functions identified under "3. Covered Employees."

Attachment B: SAP Referral Service Agent Contact Info

(Per USDOT interpretation, an agency with Zero-Tolerance Policy must provide a list of at least two qualified Substance Abuse Professionals. The SAP Service Agent maintains a list of current SAPs in our service area.)

American Substance Abuse Professionals 1421 Clarkview Road, Suite 130 Baltimore, MD 21209

Phone: 866-566-7692
-or- www.go2asap.com
(Company – Vault Health)
(Referral Code: 208)

13. Attachment C: The SAP Return-to-Duty Process

Reaffirmed 10/2020 Reaffirmed 10/22/2022 Reaffirmed 10/26/2024

The SAP Return-To-Duty Process How It Works

The employee in violation of the DOT regulations for drug or alcohol testing is removed from safety sensitive duty.

The employer must provide all employees (current, former & prospective) in violation with information about DOT qualified SAPs.

Need A SAP? Call today! 866.566.7692

www.go2asap.com

Vault Health Company:

Ref. Code:

208

The SAP performs a clinical evaluation of the employee and recommends treatment and/or education, providing documentation to the Designated Employee Representative (DER).

The employee complies with the SAP's recommendations. The SAP then conducts a follow-up evaluation & determines the employee's eligibility to return to safety sensitive duty providing documentation to the DER.

Once the DER receives the SAP's documentation indicating the employee is eligible to return to safety sensitive duty, the employee must pass a Return to Duty Drug/Alcohol Screening before returning to duty at the employer's discretion

American Substance Abuse Professionals® All Rights Reserved 2013

Appendix N

Title VI – Civil Rights Program



CENTRAL ARKANSAS DEVELOPMENT COUNCIL

P.O. Box 580
Benton, Arkansas 72018
www.cadc.com

Administrative Office 501-778-1133 501-315-1121 501-778-9120 FAX

January 7, 2025,

Date

Year

Public Transportation Administrator Arkansas Department of Transportation P.O. Box 2261 Little Rock, AR 72203

Re: Title VI Program

Dear Program Manager:

Please find attached the <u>Central Arkansas Development Council's</u> Title VI Program including the additional requirements amended under FTA C 4702.1B.

Our Title VI Program and Appendix A - Checklist along with our attachments are provided for your review and approval.

If you have any questions, please contact April Washington at (501) 569-2952 or via e-mail at April Washington@ardot.gov.

Sincerely,

Transportation Administrator

Enclosures

TITLE VI-CIVIL RIGHTS PROGRAM

CIVIL RIGHTS ASSURANCE

The <u>Central Arkansas Development Council</u> HEREBY CERTIFIES THAT, as a condition of receiving Federal financial assistance under the Federal Transit Act, of 1988 as amended, it will ensure that:

- 1. No person on the basis of race, color, or national origin will be subjected to discrimination in the level and quality of transportation services and transit-related benefits.
- 2. The <u>Central Arkansas Development Council</u> will compile, maintain, and submit in a timely manner Title VI information required by FTA Circular 4702.1B as amended October 1, 2012 in compliance with the Department of Transportation's Title VI regulation, 49 CFR Part 21.9, and to integrate into our program and activities considerations expressed in the Department's Order on Environmental Justice (Order 5610.2), and Policy and Guidance Concerning Recipients' Responsibilities to Limited English Proficient ("LEP") Persons (70 FR 74087, December 14, 2005).
- 3. The <u>Central Arkansas Development Council</u> will make it known to the public that the person(s) alleging discrimination on the basis of race, color, or national origin as it relates to the provision of transportation services and transit-related benefits may file a complaint with the Federal Transit Administration and/or the U.S. Department of Transportation.

The person	whose	signature	appears	below	is authorized	to sign	this	assurance	on benan	Of the
Central Ari	kansas	Developm	nent Cou	ncil						

	Randy Morris, Chief Executive Officer me and Title of Authorized Representative)
Ву:	(Signature of Authorized Representative)
Date:	10/26/2024

NON-DISCRIMINATION ASSURANCE

As required by 49 U.S.C. 5332 (which prohibits discrimination on the basis of race, color, creed, national origin, sex, or age, and prohibits discrimination in employment or business opportunity), Title VI of the Civil Rights Act of 1964, as amended, 42 U.S.C. 2000d, and U.S. DOT regulations, "Nondiscrimination in Federally-Assisted Programs of the Department of Transportation—Effectuation of Title VI of the Civil Rights Act," 49 CFR § 1.51, 49 CFR part 21, 28 CFR ,§ 42.401 et seq. the **Central Arkansas Development Council** assures that it will comply with all requirements of 49 CFR part 21; FTA Circular 4702.1B amended October 1, 2012 Title VI Requirements and Guidelines for Federal Transit Administration Recipients, and other applicable directives, so that no person in the United States, on the basis of race, color, national origin, creed, sex, or age will be excluded from participation in, be denied the benefits of, or otherwise be subjected to discrimination in any program or activity (particularly in the level and quality of transportation services and transportation-related benefits) for which the **Central Arkansas Development Council** receives Federal assistance awarded by the U.S. DOT or FTA.

Identify and address, as appropriate, disproportionately high and adverse human health and environmental effects, including social and economic effects of programs and activities on minority populations and low-income populations.

Promote the full and fair participation of all affected populations in transportation decision-making.

Prevent the, reduction, or delay in benefits related to programs and activities that benefit minority populations or low-income populations.

Ensure meaningful access to programs and activities by person(s) with limited English proficiency. Specifically, during the period in which Federal assistance is extended to the project, or project property is used for a purpose for which the Federal assistance is extended or for another purpose involving the provision of similar services or benefits, or as long as the Applicant retains ownership or possession of the project property, whichever is longer, the Applicant assures that:

- Each project will be conducted, property acquisitions will be undertaken, and project facilities will be operated in accordance with all applicable requirements of 49 U.S.C. 53 and 49 CFR part 21, and 28 CFR § 42.401 et seq. and understands that this assurance extends to its entire facility and to facilities operated in connection with the project.
- 2. It will promptly take the necessary actions to effectuate this assurance; including notifying the public of complaints of discrimination in the provision of transportation-related services or benefits may be filed with U.S. DOT or FTA. Upon request by U.S. DOT or FTA, the <u>Central Arkansas Development Council</u> assures that it will submit the required information pertaining to its compliance with these requirements.
- 3. It will include in each sub agreement, property transfer agreement, third party contract, third party subcontract, or participation agreement adequate provisions to extend the requirements of 49 U.S.C. 53 and 49 CFR part 21 and 28 CFR § 42.401 et seq to other parties involved therein including any sub recipient, transferee, third party contractor, third party subcontractor at any level, successor in interest, or any other participant in the project.

- 4. Should it transfer real property, structures, or improvements financed with Federal assistance provided by FTA to another party, any deeds and instruments recording the transfer of that property shall contain a covenant running with the land assuring nondiscrimination for the period during which the property is used for a purpose for which the Federal assistance is extended or for another purpose involving the provision of similar services or benefits.
- 5. The United States has a right to seek judicial enforcement with regard to any matter arising under the Act, regulations, and this assurance.
- 6. It will make any changes in its 49 U.S.C. 53 and Title VI implementing procedures as U.S. DOT or FTA may request.

The person whose signature appears below is authorized to sign this assurance on behalf of the **Central** Arkansas Development Council.

> Randy Morris, Chief Executive Officer (Name and Title of Authorized Representative)

By: Representative)

(Signature of Authorized Representative)

Date: 10 - 26 - 2024

THE UNITED STATES DEPARTMENT OF TRANSPORTATION (USDOT) STANDARD TITLE VI/NON-DISCRIMINATION ASSURANCES

DOT Order No. 1050.2A

The <u>Central Arkansas Development Council</u> (herein referred to as the "Recipient"), **HEREBY AGREES THAT**, as a condition to receiving any Federal financial assistance from the U.S. Department of Transportation (DOT), through the Federal Transit Administration, is subject to and will comply with the following:

Statutory/Regulatory Authorities

- Title VI of the Civil Rights Act of 1964 (42 U.S.C. § 2000d et seq., 78 stat. 252), (prohibits discrimination on the basis of race, color, national origin);
- 49 C.F.R. Part 21 (entitled Non-discrimination in Federally-Assisted Programs of the Department of Transportation-Effectuation of Title VI of The Civil Rights Act of 1964);
- 28 C.F.R. section 50.3 (U.S. Department of Justice Guidelines for Enforcement of Title VI of the Civil Rights Act of 1964);

The preceding statutory and regulatory cites hereinafter are referred to as the "Acts" and "Regulations," respectively.

General Assurances

In accordance with the Acts, the Regulations, and other pertinent directives, circulars, policy, memoranda, and/or guidance, the Recipient hereby gives assurance that it will promptly take any measures necessary to ensure that:

"No person in the United States shall, on the grounds of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination under any program or activity, "for which the Recipient receives Federal financial assistance from DOT, including the Federal Transit Administration.

The Civil Rights Restoration Act of 1987 clarified the original intent of Congress, with respect to Title VI and other Non-discrimination requirements (The Age Discrimination Act of 1975, and Section 504 of the Rehabilitation Act of 1973), by restoring the broad, institutional-wide scope and coverage of these non-discrimination statutes and requirements to include all programs and activities of the Recipient, so long as any portion of the program is Federally assisted.

Specific Assurances

More specifically, and without limiting the above general Assurance, the Recipient agrees with and gives the following Assurances with respect to its Federally assisted *Federal Transit Administration*:

- 1. The Recipient agrees that each "activity," "facility," or "program," as defined in §§ 21.23(b) and 21.23(e) of 49 C.F.R. § 21 will be (with regard to an "activity") facilitated, or will be (with regard to a "facility") operated, or will be (with regard to a "program") conducted in compliance with all requirements imposed by, or pursuant to the Acts and the Regulations.
- 2. The Recipient will insert the following notification in all solicitations for bids, Requests for Proposals for work, or material subject to the Acts and the Regulations made in connection with all *Federal Transit Administration* and, in adapted form, in all proposals for negotiated agreements regardless of funding source:

"The <u>Central Arkansas Development Council</u>, in accordance with the provisions of Title VI of the Civil Rights Act of 1964 (78 Stat. 252, 42 US.C. §§ 2000d to 2000d-4) and the Regulations, hereby notifies all bidders that it will affirmatively ensure that any contract entered into pursuant to this advertisement, disadvantaged business enterprises will be afforded full and fair opportunity to submit bids in response to this invitation and will not be discriminated against on the grounds of race, color, or national origin in consideration for an award."

- 3. The Recipient will insert the clauses of Appendix A and E of this Assurance in every contract or agreement subject to the Acts and the Regulations.
- 4. The Recipient will insert the clauses of Appendix B of this Assurance, as a covenant running with the land, in any deed from the United States effecting or recording a transfer of real property, structures, use, or improvements thereon or interest therein to a Recipient.
- 5. That where the Recipient receives Federal financial assistance to construct a facility, or part of a facility, the Assurance will extend to the entire facility and facilities operated in connection therewith.
- 6. That where the Recipient receives Federal financial assistance in the form, or for the acquisition of real property or an interest in real property, the Assurance will extend to rights to space on, over, or under such property.
- 7. That the Recipient will include the clauses set forth in Appendix C and Appendix D of this Assurance, as a covenant running with the land, in any future deeds, leases, licenses, permits, or similar instruments entered into by the Recipient with other parties:
 - a. for the subsequent transfer of real property acquired or improved under the applicable activity, project, or program; and

- b. for the construction or use of, or access to, space on, over, or under real property acquired or improved under the applicable activity, project, or program.
- 8. That this Assurance obligates the Recipient for the period during which Federal financial assistance is extended to the program, except where the Federal financial assistance is to provide, or is in the form of, personal property, or real property, or interest therein, or structures or improvements thereon, in which case the Assurance obligates the Recipient, or any transferee for the longer of the following periods:
 - a. the period during which the property is used for a purpose for which the Federal financial assistance is extended, or for another purpose involving the provision of similar services or benefits; or
 - b. the period during which the Recipient retains ownership or possession of the property.
- 9. The Recipient will provide for such methods of administration for the program as are found by the Secretary of Transportation or the official to whom he/she delegates specific authority to give reasonable guarantee that it, other recipients, sub-recipients, sub-grantees, contractors, subcontractors, consultants, transferees, successors in interest, and other participants of Federal financial assistance under such program will comply with all requirements imposed or pursuant to the Acts, the Regulations, and this Assurance.
- 10. The Recipient agrees that the United States has a right to seek judicial enforcement with regard to any matter arising under the Acts, the Regulations, and this Assurance.

By signing this ASSURANCE, Central Arkansas Development Council also agrees to comply (and require any sub-recipients, sub-grantees, contractors, successors, transferees, and/or assignees to comply) with all applicable provisions governing the Arkansas Department of Transportation (Department) access to records, accounts, documents, information, facilities, and staff. You also recognize that you must comply with any program or compliance reviews, and/or complaint investigations conducted by the Department. You must keep records, reports, and submit the material for review upon request to the Department, or its designee in a timely, complete, and accurate way. Additionally, you must comply with all other reporting, data collection, and evaluation requirements, as prescribed by law or detailed in program quidance.

Central Arkansas Development Council gives this ASSURANCE in consideration of and for obtaining any Federal grants, loans, contracts, agreements, property, and/or discounts, or other Federal-aid and Federal financial assistance extended after the date hereof to the recipients by the U.S. Department of Transportation under the Federal Transit Administration. This ASSURANCE is binding on Arkansas, other recipients, sub-recipients, sub-grantees, contractors, subcontractors and their subcontractors', transferees, successors in interest, and any other participants in the Federal Transit Administration. The person(s) signing below is authorized to sign this ASSURANCE on behalf of the Recipient.

> Central Arkansas Development Council (Name of Your Agency)

By: (Signature of Authorized Representative)

Date:	10/26/2024
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APPENDIX A

During the performance of this contract, the contractor, for itself, its assignees, and successors in interest (hereinafter referred to as the "contractor") agrees as follows:

- Compliance with Regulations: The contractor (hereinafter includes consultants) will comply with
 the Acts and the Regulations relative to Non-discrimination in Federally-assisted programs of the
 U.S. Department of Transportation, Federal Transit Administration, as they may be amended
 from time to time, which are herein incorporated by reference and made a part of this contract.
- 2. Non-discrimination: The contractor, with regard to the work performed by it during the contract, will not discriminate on the grounds of race, color, or national origin in the selection and retention of subcontractors, including procurements of materials and leases of equipment. The contractor will not participate directly or indirectly in the discrimination prohibited by the Acts and the Regulations, including employment practices when the contract covers any activity, project, or program set forth in Appendix B of 49 CFR Part 21.
- 3. Solicitations for Subcontracts, Including Procurements of Materials and Equipment: In all solicitations, either by competitive bidding, or negotiation made by the contractor for work to be performed under a subcontract, including procurements of materials, or leases of equipment, each potential subcontractor or supplier will be notified by the contractor of the contractor's obligations under this contract and the Acts and the Regulations relative to Non-discrimination on the grounds of race, color, or national origin.
- 4. Information and Reports: The contractor will provide all information and reports required by the Acts, the Regulations, and directives issued pursuant thereto and will permit access to its books, records, accounts, other sources of information, and its facilities as may be determined by the Recipient or the Federal Transit Administration to be pertinent to ascertain compliance with such Acts, Regulations, and instructions. Where any information required of a contractor is in the exclusive possession of another who fails or refuses to furnish the information, the contractor will so certify to the Recipient or the Federal Transit Administration, as appropriate, and will set forth what efforts it has made to obtain the information.
- 5. **Sanctions for Noncompliance**: In the event of a contractor's noncompliance with the Non-discrimination provisions of this contract, the Recipient will impose such contract sanctions as it or the *Federal Transit Administration* may determine to be appropriate, including, but not limited to:
 - a. withholding payments to the contractor under the contract until the contractor complies; and/or
 - b. cancelling, terminating, or suspending a contract, in whole or in part.

Incorporation of Provisions: The contractor will include the provisions of paragraphs one through six in every subcontract, including procurements of materials and leases of equipment, unless exempt by the Acts, the Regulations and directives issued pursuant thereto. The contractor will take action with respect to any subcontract or procurement as the Recipient or the **Federal Transit Administration** may direct as a means of enforcing such provisions including sanctions for noncompliance. Provided, that if the contractor becomes involved in, or is threatened with litigation by a subcontractor, or supplier because of such direction, the contractor may request the Recipient to enter into any litigation to protect the interests of the Recipient. In addition, the contractor may request the United States to enter into the litigation to protect the interests of the United States

APPENDIX B

CLAUSES FOR DEEDS TRANSFERRING UNITED STATES PROPERTY

The following clauses will be included in deeds effecting or recording the transfer of real property, structures, or improvements thereon, or granting interest therein from the United States pursuant to the provisions of Assurance 4:

NOW, THEREFORE, the U.S. Department of Transportation as authorized by law and upon the condition that the <u>Central Arkansas Development Counci</u> will accept title to the lands and maintain the project constructed thereon in accordance with *Title VI of the Civil Rights Act of 1964, as amended*, the Regulations for the Administration of the *Federal Transit Administration*, and the policies and procedures prescribed by the *Federal Transit Administration* of the U.S. Department of Transportation in accordance and in compliance with all requirements imposed by Title 49, Code of Federal Regulations, U.S. Department of Transportation, Subtitle A, Office of the Secretary, Part 21, Non-discrimination in Federally-assisted programs of the U.S Department of Transportation pertaining to and effectuating the provisions of Title VI of the Civil Rights Act of 1964 (78 Stat. 252; 42 U.S.C. § 2000d to 2000d-4), does hereby remise, release, quitclaim and convey unto the <u>Central Arkansas Development Council</u> all the right, title and interest of the U.S. Department of Transportation in and to said lands described in Exhibit A attached hereto and made a part hereof.

(HABENDUM CLAUSE)

TO HAVE AND TO HOLD said lands and interests therein unto <u>Central Arkansas Development Council</u> and its successors forever, subject, however, to the covenants, conditions, restrictions and reservations herein contained as follows, which will remain in effect for the period during which the real property or structures are used for a purpose for which Federal financial assistance is extended or for another purpose involving the provision of similar services or benefits and will be binding on the <u>Central Arkansas</u> <u>Development Council</u>, its successors and assigns.

The <u>Central Arkansas Development Council</u>, in consideration of the conveyance of said lands and interests in lands, does hereby covenant and agree as a covenant running with the land for itself, its successors and assigns, that (1) no person will on the grounds of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination with regard to any facility located wholly or in part on, over, or under such lands hereby conveyed [,] [and]* (2) that the <u>Central Arkansas Development Council</u> will use the lands and interests in lands and interests in lands so conveyed, in compliance with all requirements imposed by or pursuant to Title 49, Code of Federal Regulations, U.S. Department of Transportation, Subtitle A, Office of the Secretary, Part 21, Non-discrimination in Federally-assisted programs of the U.S. Department of Transportation, Effectuation of Title VI of the Civil Rights Act of 1964, and as said Regulations and Acts may be amended [, and (3) that in the event of breach of any of the above-mentioned non-discrimination conditions, the *Department* will have a right to enter or re-enter said lands and facilities on said land, and that above described land and facilities will thereon revert to and vest in and become the absolute property of the U.S. Department of Transportation and its assigns as such interest existed prior to this instruction].*

(*Reverter clause and related language to be used only when it is determined that such a clause is necessary in order to make clear the purpose of Title VI.

APPENDIX C

CLAUSES FOR TRANSFER OF REAL PROPERTY ACQUIRED OR IMPROVED UNDER THE ACTIVITY, FACILITY, OR PROGRAM

The following clauses will be included in deeds, licenses, leases, permits, or similar instruments entered into by the **Central Arkansas Development Council** pursuant to the provisions of Assurance 7(a):

- A. The (grantee, lessee, permittee, etc. as appropriate) for himself/herself, his/her heirs, personal representatives, successors in interest, and assigns, as a part of the consideration hereof, does hereby covenant and agree [in the case of deeds and leases add "as a covenant running with the land"] that:
 - 1. In the event facilities are constructed, maintained, or otherwise operated on the property described in this (deed, license, lease, permit, etc.) for a purpose for which a U.S. Department of Transportation activity, facility, or program is extended or for another purpose involving the provision of similar services or benefits, the (grantee, licensee, lessee, permittee, etc.) will maintain and operate such facilities and services in compliance with all requirements imposed by the Acts and Regulations (as may be amended) such that no person on the grounds of race, color, or national origin, will be excluded from participation in, denied the benefits of, or be otherwise subjected to discrimination in the use of said facilities.
- B. With respect to licenses, leases, permits, etc., in the event of breach of any of the above Non-discrimination covenants, Central Arkansas Development Council will have the right to terminate the (lease, license, permit, etc.) and to enter, re-enter, and repossess said lands and facilities thereon, and hold the same as if the (lease, license, permit, etc.) had never been made or issued.*
- C. With respect to a deed, in the event of breach of any of the above Non-discrimination covenants, the Central Arkansas Development Council will have the right to enter or re-enter the lands and facilities thereon, and the above described lands and facilities will there upon revert to and vest in and become the absolute property of the Central Arkansas Development Council and its assigns.*

(*Reverter clause and related language to be used only when it is determined that such a clause is necessary to make clear the purpose of Title VI.)

APPENDIX D

CLAUSES FOR CONSTRUCTION/USE/ACCESS TO REAL PROPERTY ACQUIRED UNDER THE ACTIVITY, FACILITY OR PROGRAM

The following clauses will be included in deeds, licenses, permits, or similar instruments/agreements entered into by <u>Central Arkansas Development Council</u> pursuant to the provisions of Assurance 7(b):

- A. The (grantee, licensee, permittee, etc., as appropriate) for himself/herself, his/her heirs, personal representatives, successors in interest, and assigns, as a part of the consideration hereof, does hereby covenant and agree (in the case of deeds and leases add, "as a covenant running with the land") that (1) no person on the ground of race, color, or national origin, will be excluded from participation in, denied the benefits of, or be otherwise subjected to discrimination in the use of said facilities, (2) that in the construction of any improvements on, over, or under such land, and the furnishing of services thereon, no person on the ground of race, color, or national origin, will be excluded from participation in, denied the benefits of, or otherwise be subjected to discrimination, (3) that the (grantee, licensee, lessee, permittee, etc.) will use the premises in compliance with all other requirements imposed by or pursuant to the Acts and Regulations, as amended, set forth in this Assurance.
- B. With respect to (licenses, leases, permits, etc.), in the event of breach of any of the above Non-discrimination covenants, <u>Central Arkansas Development Council</u> will have the right to terminate the (license, permit, etc., as appropriate) and to enter or re-enter and repossess said land and the facilities thereon, and hold the same as if said (license, permit, etc., as appropriate) had never been made or issued.*
- C. With respect to deeds, in the event of breach of any of the above Non-discrimination covenants,

 <u>Central Arkansas Development Council</u> will there upon revert to and vest in and become the absolute property of

Central Arkansas Development Council and its assigns.*

(*Reverter clause and related language to be used only when it is determined that such a clause is necessary to make clear the purpose of Title VI.)

APPENDIX E

During the performance of this contract, the contractor, for itself, its assignees, and successors in interest (hereinafter referred to as the "contractor") agrees to comply with the following non-discrimination statutes and authorities; including but not limited to:

Pertinent Non-Discrimination Authorities:

- Title VI of the Civil Rights Act of 1964 (42 U.S.C. § 2000d et seq., 78 stat. 252), (prohibits discrimination on the basis of race, color, national origin); and 49 CFR Part 21.
- The Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970, (42 U.S.C. §
 4601), (prohibits unfair treatment of persons displaced or whose property has been acquired because
 of Federal or Federal-aid programs and projects);
- Federal-Aid Highway Act of 1973, (23 U.S.C. § 324 et seq.), (prohibits discrimination on the basis of sex);
- Section 504 of the Rehabilitation Act of 1973, (29 U.S.C. § 794 et seq.), as amended, (prohibits discrimination on the basis of disability); and 49 CFR Part 27;
- The Age Discrimination Act of 1975, as amended, (42 U.S.C. § 6101 et seq.), (prohibits discrimination on the basis of age);
- Airport and Airway Improvement Act of 1982, (49 USC § 471, Section 47123), as amended, (prohibits discrimination based on race, creed, color, national origin, or sex);
- The Civil Rights Restoration Act of 1987, (PL 100-209), (Broadened the scope, coverage and applicability of Title VI of the Civil Rights Act of 1964, The Age Discrimination Act of 1975 and Section 504 of the Rehabilitation Act of 1973, by expanding the definition of the terms "programs or activities" to include all of the programs or activities of the Federal-aid recipients, sub-recipients and contractors, whether such programs or activities are Federally funded or not);
- Titles II and III of the Americans with Disabilities Act, which prohibit discrimination on the basis of disability in the operation of public entities, public and private transportation systems, places of public accommodation, and certain testing entities (42 U.S.C. §§ 12131-12189) as implemented by Department of Transportation regulations at 49 C.F.R. parts 37 and 38;
- The Federal Aviation Administration's Non-discrimination statute (49 U.S.C. § 47123) (prohibits discrimination on the basis of race, color, national origin, and sex);
- Executive Order 12898, Federal Actions to Address Environmental Justice in Minority Populations and Low-Income Populations, which ensures Non-discrimination against minority populations by discouraging programs, policies, and activities with disproportionately high and adverse human health or environmental effects on minority and low-income populations;

- Executive Order 13166, Improving Access to Services for Persons with Limited English Proficiency, and resulting agency guidance, national origin discrimination includes discrimination because of Limited English proficiency (LEP). To ensure compliance with Title VI, you must take reasonable steps to ensure that LEP persons have meaningful access to your programs (70 Fed. Reg. at 74087 to 74100);
- Title IX of the Education Amendments of 1972, as amended, which prohibits you from discriminating because of sex in education programs or activities (20 U.S.C. 1681 et seq).

Board of Directors

The Central Arkansas Development Council Board of Directors is comprised of (#)

members.

Name	Board Position	City	Ethnic Group	Age	Gender
Deloris Allison	Board Member	Lonoke	African American	08-16-1948	Female
Johnathon Boyce	Board Member	Arkadelphia	African American	02-28-1987	Male
Robert Coates	Board Member	North Little Rock	African American		Male
Sandra Faison	Board Member	El Dorado	African American	12-21-1955	Female
Allie Green	Board Member	Bearden	African American	02-05-1950	Female
Annette Johnson	Board member	North Little Rock	African American	05-27-1952	Female
Darlene Jones	Vice-Chair	Gurdon	African American	04-30-1955	Female
Beverly Meeks	Board Member	Delight	African American	09-20-1959	Female
Erika Buenrrostro	Board Member	De Queen	Latino	10-02-1984	Female
Dee Cox	Board Member	Benton	Caucasian		Female
Ed Dunlap	Board Member	Woodson	African American		Male
Carlton Haas	Board Member	Story	Caucasian	11-30-1947	Male

Board of Directors

The Central Arkansas Development Council Board of Directors is comprised of (#)

Gender members. Female Female Female Female Female Female Male Male Male Male Male Male 10-09-1945 06-20-1975 09-01-1948 10-09-1965 06-18-1961 12-26-1963 01-11-1948 10-22-1953 10-01-1977 10-11-1957 12-11-1967 Age African American **Ethnic Group** Caucasian Caucasian Caucasian Caucasian Caucasian City Little Rock Sherwood Lewisville McCaskill Ashdown Hampton Prescott Fordyce Malvern Benton Benton Ward Secretary-Treasurer **Board Position** Board member **Board Member Board Member** Charles Gastineau Womest Lambert Tamiko Johnson Name Kyshia Johnson Marion Hoosier Alberta James Ashley Sheets Theresa Tyree Ethan Dunbar Robby Tingle Ed Albares Lisa Smith

Board of Directors

The Central Arkansas Development Council Board of Directors is comprised of (#)

members.

	1	1	T	1				
Gender	Female	Female	Female	Female				
Age	11-19-1953	05-27-1954	08-11-1962	03-05-1946				
Ethnic Group	African American	Caucasian	African American	African American				
City	Malvem	Waldo	Tollette	Texarkana				
Board Position	Board Member	Board Chair	Board Member	Board Member				
Name	Johnnie Mitchell	Annette Pate	Brenda Porter	Jeraldine Sanders				

Discuss how the board members are appointed or elected. Please provide a general demographic profile – mostly male, over 65, white, specifically point out the number of non-white and Hispanic members.			
Discuss how the board members an over 65, white, specifically point out			

Central Arkansas Development Council Transportation Programs

TITLE VI COMPLAINT PROCEDURES

GENERAL

Title VI of the Civil Rights Act of 1964 prohibits discrimination on the basis of race, color, or national origin in programs receiving federal financial assistance.

The <u>Central Arkansas Development Council</u> has adopted a complaint procedure providing for prompt and equitable solution of complaints alleging any action prohibited by the U.S. Department of Justice regulations including but not limited to Title VI of the Civil Rights Act of 1964, Section 504 of the Rehabilitation Act of 1973, Civil Rights Restoration Act of 1987, Americans with Disabilities Act of 1990, Executive Order 12898 and Executive Order 13166.

Any person believing, he or she has been excluded from, denied participation in, denied the benefits of, or otherwise has been subjected to discrimination under any <u>Central Arkansas Development Council</u> service, program or activity (whether federally funded or not) due to that person's race, color, national origin, religion, sex, age, disability, LEP, or economic status has the right to file a complaint. <u>Central Arkansas Development Council</u>'s Personnel Policy governs employment-related complaints of discrimination.

The complaint should be in writing and contain information about the alleged discrimination such as name, address, phone number of complainant and location, date, and description of the problem. Alternative means of filing complaints, such as personal interviews or a tape recording of the complaint will be made available for persons with disabilities upon request.

The complaint should be submitted by the complainant and/or his/her designee as soon as possible, but no later than 180 calendar days after the alleged violation to:

Dana Bates , (Title VI Coordinator)
P.O. Box 580
Benton , Arkansas 72018

Email: dbates@cadc.com

Telephone: <u>501-315-1121</u> (voice/TTY 711)

Within 15 calendar days after receipt of the complaint, the Title VI Coordinator or designee will contact the complainant to discuss the complaint and the possible resolutions. Within 30 calendar days of the meeting, the Title VI Coordinator or designee will respond in writing, and where appropriate, in a format accessible to the complainant, such as large print, Braille or audio tape. The response will explain the position of the Central Arkansas Development Council and offer options for substantive resolution of the complaint.

If the response by the Title VI Coordinator or designee does not satisfactorily resolve the issue, the complainant and/or his/her designee may appeal the decision of the response to the Federal Transit Administration (FTA).

Central Arkansas Development Council will retain a log of all Title VI complaints received by the Title VI Coordinator for at least five (5) years. The log shall include the date the complaint was filed, a summary of the allegations, the status of the complaint, and actions taken in response of the complaint.

Alternate formats of this policy (large print, Braille, audiotape) are available upon request. Please contact **Dana Bates** at **501-315-1121** (voice/TTY 711).

Central Arkansas Development Council Transportation Program TITLE VVADA COMPLAINT FORM

Title VI of the Civil Rights Act of 1964 states "No person in the United States shall, on the ground of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance." Title II of the Americans with Disability Act (ADA) provides that, "No qualified individual with a disability shall, by reason of such disability, be excluded from participation in or be denied the benefits of the services, programs, or activities of a public entity, or be subjected to discrimination by any such entity."

Title 42 U.S.C. Sections 2000d & 12131

Please provide the following information necessary in order to process your complaint. A formal complaint must be filed within 180 days of the occurrence of the alleged discriminatory act. Assistance is available upon request. Please contact the CADC Human Resource Manager at 501-315-1121

Complete this form and return to:

Central Arkansas Development Council

Benton , AR 72018

Complainant's Name:	
Address:	City:
State:	Zip Code:
Telephone (Home):	
Person(s) discriminated against (if other than complainant)	
Name:	
Address:	. City:
State:	Zip Code:
Telephone (Home):	Telephone (Work):
What is the discrimination based on? (Check all applicable)	
☐ Race/Color ☐ Disability ☐ Economic ☐ National Origin ☐ Religion ☐ Sex ☐ Age ☐ LEP ☐ Other:	Status

Date of the alleged discrimination:	Location:
	ed discrimination:
	, State, or local agency? If so, whom?
What remedy are you seeking?	
List names and contact information of persons who	may have knowledge of the alleged discrimination.
Describe the alleged discrimination. Explain what ha	appened and whom you believe as responsible.
Please sign and date. The complaint will not be any written materials or other supporting inform	accepted if it has not been signed. You may attach nation you think is relevant to your complaint.
Signature	Date

TITLE VI COMPLIANCE PROGRAM

RECORD OF TITLE VI COMPLAINT. INVESTIGATION, AND RESOLUTION 49 CFR 21.9(b)

Complainant Name:
Address:
elephone Number:
Alleged Discriminating Official(s) Name:
Address:
Complaint Filed with Other Agencies (State, Local or Federal):
Date Title VI Complaint Received By the <u>Department</u> :
2. Summary of Complaint Allegation(s):
3. Status of Investigation of Complaint:
4. Action(s) Taken By the Department :
Date Complaint Resolved or Closed:

CIVIL RIGHTS REPORT TITLE VI

RECIPIENT: Central Arkansas Development Council
ADDRESS: P.O. Box 580, Benton, AR 72018
PHONE: 501-315-1121
 Civil Rights Investigations, Lawsuits & Complaints (Check all applicable boxes) (Notes: Complaints are formal, legal, written documents alleging discrimination filed with you or an appropriate agency which has notified you of the complaint. Also, only civil rights lawsuits or complaints are reported with this form.) There have been no lawsuits filed against us for transit service during the period covered. There have been no complaints filed against us for transit service during the period covered. There have been the following lawsuits or complaints filed against us during this period for transit service. The following information is attached (group lawsuits and complaint separately, by date or initiation):
 date of the lawsuit or complaint complainants' name and address
allegation summary
 current status or disposition including the terms of any consent decree or agreement
Pending Federal Financial Applications (Check one)
 There are no pending applications for federal financial assistance for transit service, and attached is a description of all financial assistance currently provided by other federal agencies. There are pending applications for federal financial assistance for transit service, and attached is a description of all pending applications and all current financial assistance currently provided by other federal agencies.
Civil Rights Compliance Review Activities (Check one)
 ☐ There have been no civil rights compliance review activities during the period covered. ☐ There have been civil rights compliance review activities conducted in the last three years. The following information is attached: date of the review
 name of the agency or organization conducting the review summary of findings and recommendations report on the status or disposition of the recommendation

I, the undersigned, certify that the above and attached statements are truthful and complete to the best of my knowledge and that we comply with all rules and regulations related to the civil rights laws of the United States.

Signature:	RY	Date:	10/26/2024	
Name/Title:	Randy Morris, Chief Executive Offi	cer		

Attachments as needed:

- Investigations descriptions (group by date initiated) Lawsuit descriptions (group by date initiated) Complaint descriptions (group by date initiated)
- Pending Applications for Federal Financing for Public Transit
- Civil Rights Compliance Review Activities Report

Central Arkansas Development Council Transportation Program INVESTIGATIONS, LAWSUITS AND COMPLAINTS LOG

INVESTIGATIONS:	DATE (Month, Day, Year)	(include basis of complaint: race, color, or national origin)	STATUS	ACTION(S) TAKEN
2.				

ACTION(S) TAKEN	
STATUS	
SUMMARY (include basis of complaint: race, color, or national origin)	
DATE (Month, Day, Year)	
LAWSUITS	2.

COMPLAINTS	DATE (Month, Day, Year)	SUMMARY (include basis of complaint: race, color, or national origin)	STATUS	ACTION(S) TAKEN
-				
2.				

DEMOGRAPHIC PROFILE OF SERVICE AREA POPULATION

General Population:

Central Arkansas Development Council serves Calhoun, Clark, Columbia, Dallas, Hempstead, Hot Spring, Howard, Lafayette, Little River, Lonoke, Miller, Montgomery, Nevada, Ouachita, Pike, Pulaski, Saline, Sevier and Union counties. This service area has a total population of 888,337 persons (U.S. Census, 2010). According to the 2010 census data, U.S. Department of Commerce, Bureau of the Census, minorities represent approximately 31.4 % of the total population in the service area. Blacks represent the largest minority group in the area. Persons of Hispanic origin represent 6.2 % of the population. A breakdown of the total population follows:

Example

	State Percent
White	77.00%
Black	15.43%
Asian	1.24%
American Indian	,76%
Other	5.57%
Hispanic Origin	6.38%

	Your Service Area Percentage
White	68.6%
Black	27.9%
Asian	1,9%
American Indian	1,4%
Other	4.3%
Hispanic Origin	6.2%

Limited English Proficiency (LEP):

According to the U.S. Department of Commerce, Bureau of the Census, there are _____ persons in the service area that speak limited English and may need assistance understanding English. The following table shows the top three languages of those persons with limited English.

Example

	PERCENT	NUMBER
Spanish	2.614%	70,562
Vietnamese	0.109%	2,932
Chinese	0.079%	2,133
Arkansas	3.284%	88,668

	Your Service Area Percentage	Your Service Area Number
Spanish	5.6%	49,747
Vietnamese	0.7%	6,218
Chinese	0.6%	5,330
Arkansas	7.8%	49,746

Low Income Population:

In the <u>Central Arkansas Development Council</u>'s service area <u>16.1%</u> percent of all people are below the poverty level. This compares to 19.3 percent statewide. The low-income population should be given every reasonable opportunity to provide input on transportation plans and programs, to avoid

disproportionate harm, or lack of benefit of transportation programs and projects.

Stakeholder List

Central Arkansas Development Council

Arkansas Department of Health
Arkansas Department of Human Services
Arkansas Department of Transportation
Head Start Social Services

Public Participation/Involvement Plan:

Goal: The goal of the Public Participation/Involvement Plan is to offer opportunities for the engagement of all citizens of Central Arkansas Development Council's service area to participate in the development of Central Arkansas Development Council's transportation programs.

Objectives:

- a. To determine what Non-English languages and other cultural barriers exist to public participation.
- b. To provide a general notification of meetings particularly forums for public input, in a manner that is understandable to all populations in the area.
- c. To hold meetings in locations which are accessible and reasonably welcoming to all area residents, including, but not limited to, low-income and minority members of the public.
- d. To provide avenues for two-way flow of information and input from populations which are not likely to attend meetings.
- e. To provide a framework of actions appropriate to various types of plans and programs, as well as amendments or alterations to any such plan or program.
- f. To use various illustrative visualization techniques to convey the information including but not limited to charts, graphs, maps and the internet.

Improving Access for People with Limited English Proficiency (LEP) Four Factor Analysis

The <u>Central Arkansas Development Council</u> has conducted this analysis to meet requirements under Title VI of the Civil Rights Act of 1964, which seeks to improve access to services for persons with Limited English Proficiency (LEP). The purpose is to ensure that no person shall, on the grounds of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance from FTA.

The key to providing meaningful access for LEP persons is to ensure that effective communication exists between the <u>Central Arkansas Development Council</u> and the LEP person. To accomplish effective communication, the following actions and/or discussions will be performed:

- Pevelopment Council's obligation to provide LEP services. The assessment includes the following four factors: (1) the number or proportion of LEP persons eligible to be served or likely to be encountered by a program, activity, or service of the Department or grantee; (2) the frequency with which LEP individuals come in contact with the program; (3) the nature and importance of the program, activity, or service provided by the Department to people's lives; and (4) the resources available to the Department and costs.
- Provide language assistance services (oral or written).
- Develop an effective implementation plan on language assistance for LEP persons. This plan will include: (1) identifying LEP individuals who need language assistance; (2) language assistance measures; (3) training staff; (4) providing notice to LEP persons; and (5) monitoring and updating the LEP plan.

NEEDS ASSESSMENT

The Arkansas Department of Transportation evaluated all of the population groups in Arkansas, which could be considered LEP, and the only significant group is Hispanic. The Department also evaluated its transit programs and/or service areas utilizing the four-factor analysis and determined that the transit programs meet the criteria to have a LEP program for the Hispanic community in certain areas of the State.

1. There are thirteen counties primarily, in the western part of the State, (Benton, Bradley, Carroll, Crawford, Hempstead, Howard, Johnson, Pope, Pulaski, Sebastian, Sevier, Washington, and Yell) with a higher percentage share of LEP persons than the overall State average. The predominant LEP language is Hispanic. Therefore, assistance to Hispanics in these counties is needed. Since assistance is needed, the actions outlined below under this Needs Assessment will be utilized.

OR

These counties are not within 's service area; therefore, LEP assistance is unwarranted. However, if an influx of LEP persons occurs. will reevaluate this position.

LEP persons interact in public transportation programs primarily in two ways. The first way is through the development and review of planning documents – Annual Grants' Program of Projects, Transit Coordination Plans, State Management Plans, STIP/TIPs, UPWPs, etc. The second way is through the delivery of transit service. Central Arkansas Development Council ensures that schedules, route/fare changes and policies are adequately conveyed to LEP persons in the afore mentioned thirteen counties. Notices and bulletins should be translated and posted in locations where LEP persons assemble.

- Hispanics may ride <u>Central Arkansas Development Council's</u> transit service although they are infrequent riders. Transit services are made available upon request and eligibility requirements. These groups rarely attend public planning meeting.
- 3. The more frequently the <u>Central Arkansas Development Council</u>'s program and/or service come in contact with LEP persons, the more language assistance services will be provided. Most of the Public Transit programs have translators on staff or available to their program. Assistance from the State or area translators may be provided for 5310 and 5311 agencies upon request.

4. The <u>Central Arkansas Development Council</u> maintains a database on LEP interpreters and translators. These persons are available to the public transportation staff and to transit agencies for public meetings. Costs incurred by

<u>Central Arkansas Development Council's</u> public transportation staff or by public transit agencies may be reimbursed by the Federal Transit Administration through various transit program.

LANGUAGE ASSISTANCE (ORAL AND WRITTEN)

Employees of the Arkansas Spanish Interpreters and Translators, the (ASIT) may provide LEP persons with oral language assistance in Spanish, Italian, French, Chinese and Arabic, or other oral language assistance in other languages.

Information for free language assistance will also be posted in transit vehicles.

Based on three of the four-factor analysis, the <u>Central Arkansas Development Council</u> identified some of its written documents and/or materials that may be translated to Spanish due to the potential impact on the Hispanic community. The <u>Central Arkansas Development Council</u> will review the cost factor to determine if all of the identified documents and/or materials should be translated to the written Spanish language. These documents may include: Notice of right to language assistance, Title VI complaint forms, public notices, routes and schedules, and transportation service policy/criteria.

The <u>Central Arkansas Development Council</u> will review other documents and/or materials to determine if translation is necessary, utilizing the "safe harbor" approach. The <u>Central Arkansas Development Council</u>, on a case-by-case basis, will determine if ASIT will translate the written documents/materials or if it would be more cost effective for the <u>Central Arkansas Development Council</u>'s employees to translate the documents.

NOTIFICATION OF LANGUAGE ASSISTANCE

The <u>Central Arkansas Development Council</u> will notify the Hispanic community that the community has a right to free language assistance that includes documents and/or materials printed in the Spanish language. Notification regarding the availability of the services will be provided through neighborhood community meetings, brochures, minority radio stations and newspapers, and information disseminated to the public by the <u>Central Arkansas Development Council</u>. Detailed information on how the Hispanic community was notified of the right to free language assistance will be provided in the Department's annual update.

STAFF TRAINING

Training will be provided to staff members on policies and procedures concerning language assistance and ways to determine whether an individual needs assistance services. The <u>Central Arkansas</u> <u>Development Council</u> will provide training to employees who are most likely to come in contact with LEP individuals who need language assistance. The employees will also be taught how to handle complaints filed by LEP individuals.

MONITORING AND UPDATING THE LEP PLAN

The <u>Central Arkansas Development Council</u> will provide notice of any changes in services to the LEP public and employees and develop a process for determining, on an ongoing basis, whether new documents, program services and activities need to be made accessible to LEP individuals. The <u>Central</u>

<u>Arkansas Development Council</u> agency will annually evaluate the plan to determine if changes have occurred in:

- 1. Current LEP populations in the service area or population affected or encountered.
- 2. Frequency of encounters with LEP language groups.
- 3. Nature and importance of activities to LEP persons.
- 4. Available resources, including technological advances and sources of additional resources, and the cost imposed.
- 5. The needs of LEP persons.
- 6. The staffs' knowledge and understanding of the LEP plan and how it is implemented.
- 7. The identified sources for assistance, to ensure they are still available and viable.

The data collected will be from various sources, such as <u>Central Arkansas Development Council</u>'s staff.

VOLUNTARY COMPLIANCE EFFORTS

The goal for Title VI and Title VI regulatory enforcement is to achieve voluntary compliance. The requirement to provide meaningful access to LEP persons is enforced and implemented by the Department of Justice (DOJ) through the procedures identified in the Title VI regulations. These procedures include complaint investigations, compliance reviews, efforts to secure voluntary compliance, and technical assistance.

The Title VI regulations provide the DOJ will investigate whenever it receives a complaint, report, or other information is received that alleges or indicates possible noncompliance with Title VI or its regulations.

NOTICE OF NONDISCRIMINATION

The <u>Central Arkansas Development Council</u> complies with all civil rights provisions of federal statutes and related authorities that prohibit discrimination in programs and activities receiving federal financial assistance. Therefore, the <u>Central Arkansas Development Council</u> does not discriminate on the basis of race, sex, color, age, national origin, religion or disability, Limited English Proficiency (LEP), or low-income status in the admission, access to and treatment in the <u>Central Arkansas Development Council</u>'s programs and activities, as well as the <u>Central Arkansas Development Council</u> 's hiring or employment practices. Complaints of alleged discrimination and inquiries regarding the <u>Central Arkansas Development Council</u>'s nondiscrimination policies may be directed to <u>Dana Bates</u> (Title VI Coordinator), <u>501-315-1121</u>, (Voice/TTY 711), or the following email address: <u>dbates@cadc.com</u> or (ADA/504 Coordinator),

Free language assistance for Limited English Proficient individuals is available upon request.

This notice is available from the A DA/504/Title VI Coordinator in large print, on audiotape and in Braille

APPENDIX A

TITLE VI PROGRAM CHECKLIST

Every three years, on a date determined by the Arkansas Department of Transportation, each subrecipient is required to submit the following information to the Department as part of their Title VI Program.

All subrecipients must submit:
A table depicting the membership Board of Directors
☐ Title VI Complaint Procedures (i.e., instructions to the public regarding how to file a Title V discrimination complaint)
☐ Title VI Complaint Form
List of transit-related Title VI investigations, complaints, and lawsuits
Language Assistance Plan for providing language assistance to persons with limited English proficiency (LEP), based on the DOT LEP Guidance.
Primary recipients shall include a description of how the agency monitors its subrecipients for compliance with Title VI, and a schedule of subrecipient Title VI Program submissions.
A copy of board meeting minutes, resolution, or other appropriate documentation showing the board of directors or appropriate governing entity or official(s) responsible for policy decisions reviewed and approved the Title VI Program.

Appendix O Equal Employment Opportunity Policy

CENTRAL ARKANSAS DEVELOPMENT COUNCIL

Equal Employment Opportunity (EEO) Policy

October 23, 2021 Reaffirmed 10/28/2023 Revised 10/26/2024

NOTICE OF NONDISCRIMINATION: Central Arkansas Development Council (CADC) complies with all civil rights provisions of federal statues and related authorities that prohibited discrimination in programs and activities receiving federal financial assistance. Therefore, the CADC does not discriminate on the basis of race, sex, color, age, national origin, religion, or disability, in the admission, access to and treatment in CADC's programs and activities, as well as the CADC's hiring or employment practices. Translation services available upon request. Complaints of alleged discrimination and inquires regarding the CADC's nondiscrimination policies may be directed to Lavel Neal, (ADA/504/Title VI Coordinator), P. O Box 580, Benton, AR 72018 or call 501-315-1121 or email EEOofficer@cadc.com or email lneal@cadc.com.

This notice is available from the ADA/504/Title VI Coordinator in large print, on audiotape and in Braille.

Free language assistance for Limited English Proficient individuals is available upon request.

CENTRAL ARKANSAS DEVELOPMENT COUNCIL

EEO Policy

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CENTRAL ARKANSAS DEVELOPMENT COUNCIL EEO Policy

I. PURPOSE

The purpose of the Equal Employment Opportunity (EEO) Policy of Central Arkansas Development Council (CADC) is to develop and initiate a set of specific and result-oriented procedures which will be used by CADC to apply every good faith effort to achieve and maintain equal opportunity employment.

II. BOARD AFFIRMATION

This EEO Policy is the expressed policy of the Board of Directors of CADC. In order to promote the policies stated herein and to make them an integral part of the managerial philosophy and practice of CADC, the Board of Directors has adopted or reaffirmed said policy at its meeting on 10/26/2024.

III. STATEMENT OF POLICY

This is to affirm Central Arkansas Development Council's policy of providing Equal Opportunity to all employees and applicants for employment in accordance with all applicable Equal Employment Opportunity laws, directives and regulations of Federal, State and Local governing bodies or agencies thereof.

Central Arkansas Development Council will take action to ensure that all employment practices are free of such discrimination. Such employment practices include, but are not limited to, the following: hiring, promotion, transfer, compensation, benefits, educational assistance, layoff and recall, disciplinary action, social and recreational programs, employee facilities, termination and recruitment.

Further, no person or group of persons shall be discriminated against on the basis of race, religion, color, age, sex (including pregnancy), national origin, disability, military status, genetic information, or any other characteristic protected by applicable Federal or State law, or in any manner be excluded from participation in or be denied the benefits of any program of activity sponsored by CADC.

Central Arkansas Development Council has appointed Lavel Neal to manage the Equal Employment Opportunity Program. Ms. Neal's responsibilities will include monitoring all Equal Employment Opportunity and reporting the effectiveness of this Policy. The Chief Executive Officer of Central Arkansas Development Council will receive and review reports on the progress of the policy.

If any employee or applicant for employment believes he/she has been discriminated against, please contact Lavel Neal, P. O. Box 580, Benton, AR 72018 or call 501-315-1121.

Randy	Morris, Chief Executive Officer
Annett	te Pate, Board Chair

IV. AUTHORITY

The authority for this policy is contained in various Executive Orders, Public Laws and instructions from funding sources. Means for enforcement are contained in these sources as well. Failure to abide by this policy may result in the loss of financial assistance to CADC. Any employee failing to abide by this policy will be subject to disciplinary measures up to and including loss of employment.

V. ASSIGNMENT OF RESPONSIBILITY FOR EEO POLICY

(Designation of Personnel Responsibility)

The Board of Directors of CADC, the Chief Executive Officer and the EEO Manager shall ensure that CADC complies with the provisions of this policy and the laws and instructions pertaining to it.

The EEO Manager is responsible for ensuring compliance with affirmative action rules and regulations and for monitoring and evaluating the effectiveness of the total program. Other specific responsibilities shall include, but shall not be limited to:

- A. Develop EEO/AA policy statements, so that it is consistent with agency policies, and that it establishes goals and objectives.
- B. Implement the policy including internal and external dissemination of the EEO policy.
- C. Ensure that managers and supervisors understand it is their responsibility to take action to prevent the harassment of protected class employees and applicants for employment.
- D. Complete the annual EE0-1 report.
- E. Identify problem areas and recommend solutions.
- F. Receive, investigate and attempt to resolve all EEO complaints.

VI. DISSEMINATION OF EEO POLICY

A. Internal Dissemination:

CADC's policy of nondiscrimination in employment will be brought to the attention of its employees through implementation of the following methods:

- 1. CADC's statement of policy and attitude with regard to equal employment is included in its personnel policies.
- 2. EEO posters are displayed at all worksites.
- 3. Equal Opportunity Employer statement is included on CADC stationary

letterhead, employment applications, purchase requisitions and other CADC forms.

- 4. All executive, management and supervisory personnel will be furnished a copy of the Policy.
- 5. A diverse depiction of individuals, male, female and minority will be featured in illustrated publications.
- 6. CADC's policy regarding equal employment opportunity is included in the orientation of all new employees.
- 7. Supervisors have been advised that recruitment, placement, assignment of work, equipment and work area will be accomplished on a nondiscriminatory basis.
- 8. Supervisors have been advised that reprisals against complainants are illegal and forbidden.

A. External Dissemination:

CADC's policies of nondiscrimination in employment will be communicated in its recruiting area through utilization of the following methods:

- 1. References to Equal Opportunity on all agency stationery letterhead, purchase orders, advertisements recruiting employees and independent contractors and on employment application and in-kind forms.
- 2. CADC's commitment to EEO will be communicated at pre-bid conferences.
- 3. CADC will notify current and future sources of temporary employees of our EEO policy.
- 4. A diverse depiction of individuals, male, female and minority will be featured in illustrated publications.

VII. DEVELOPMENT AND EXECUTION OF PROGRAM (Goals and Timetables)

A. Employment

CADC will develop and implement a compensation program which will have, as an integral part, detailed job descriptions and evaluations of all positions within the organization. Each position will be analyzed to ensure that the position description accurately reflects the position functions. Job positions and descriptions will be consistent for the same position from one location to another.

All job specifications will be analyzed to ensure they meet at least the minimum requirements of the organization for an individual to appropriately perform in the position. Education, experience and acquired skills will not be required as to constitute discrimination. All job specifications will be consistent for the same job title in all locations and will be free from bias with regard to race, religion, color, age, sex, national origin, disability, military status, or any other characteristic protected by applicable Federal or State law.

All position descriptions within the organization will be available to all members of management upon request. Also, each supervisor will have within his/her office a copy of the position descriptions for the employees who report to him/her.

CADC is committed to observing the requirements of the EEOC Uniform Guidelines on employee selection procedures.

CADC will evaluate and monitor its selection process to ensure nondiscrimination in hiring, promoting and other terms and conditions of employment within its organization.

All employees of CADC are invited and normally do attend all organization sponsored activities. We expect this type of participation to continue and sincerely feel that it will further promote our asserted support of the EEO Policy contained herein.

All benefits and educational opportunities are afforded every employee within CADC. It is our desire to have all employees participate in as many programs as possible. We want our employees as knowledgeable and as efficient in their positions as possible. This will not only assist the employees with progression within this organization but will also provide this organization with up-to-date, efficient and successful employees.

To further the upward mobility of its employees, all vacancies are posted in all work sites. All factors, both educational and benefit related, are administered without regard to race, religion, color, age, sex, national origin, disability, military status, or any other characteristic protected by applicable Federal or State law and decisions will be based totally on job-related factors.

CADC is committed to this approach of equal opportunity and intends to continue to reflect it within CADC in the future.

B. Community

CADC is a community action agency supporting the efforts of community boards and community organizations. Management employees are members of many of these boards and organizations. CADC pays a portion of the membership fee to encourage participation.

CADC's personnel are civic minded individuals who volunteer their time to help support the various community programs and projects.

As an employer, CADC provides several hundred persons with the means to support their families and, in so doing, helps to perpetuate the economic livelihood of their communities.

VIII. PRESENTATION AND INTERPRETATION OF DATA (Utilization Analysis)

A. Workforce Analysis

CADC will conduct a Workforce Analysis annually, following completion of the EEO-1 report, which will contain a listing of job categories, the total number/percent of incumbents and the total number/percent according to job categories, sex and race.

B. Identification of Problem Areas (Assessment of Employees Practices)

CADC will review the workforce analysis to determine if and where problem areas exist. The following are statements addressing any potential problem areas or concerns.

- 1. The total selection process including position descriptions, position titles, worker specifications, application forms, interview procedures, final selection process and similar factors have been reviewed and found to be in compliance with EEO policy and are free of discrimination.
- 2. Facilities, agency sponsored recreation and social events and special programs such as educational assistance are open and offered to all employees regardless of race, religion, color, age, sex, national origin, disability, military status, or any other characteristic protected by applicable Federal or State law.
- 3. All agency training programs are open to all employees within the agency and the selection process is free from discrimination.
- 4. Agency sponsored activities and/or programs are open to eligible participants regardless of race, religion, color, age, sex, national origin, disability, military status, or any other characteristic protected by applicable Federal or State law
- 5. It is the responsibility of supervisors to take action to prevent harassment of employees.
- 6. Segregation does not exist at CADC.

IX. MONITORING AND EVALUATING PROGRAM EFFECTIVENESS (Monitoring and Reporting Plan)

The monitoring and reporting system of CADC's EEO policy is a key element in ensuring that established policies of this program are being followed.

Revised 12/2013 Revised 6/27/2015 Revised 6/25/2016 Reaffirmed 6/17/2017 Revised 6/23/2018 The primary document for monitoring and reporting affirmative progress is the annual EEO-1. This will provide a method for measuring the effectiveness of the EEO policy. Through the use of this information, CADC will have an opportunity to identify problem areas. In some cases, the information may point out potential problem areas that can be addressed before they become problems.

Recommendations for changes and remedial actions will be a significant result of this system.

X. FILING A COMPLAINT OF DISCRIMINATION

A. Can File

Any individual, including program participants or recipients, who feels that he/she has been discriminated against may file a complaint. CADC employees should first follow the Grievance Procedure contained in CADC's Personnel Policies.

B. When to File

As long as the discriminatory practice continues, there is no time limit for filing a complaint. If the discriminatory instance was a single, rather than recurring event, the individual must file the complaint within 180 days of the alleged discriminatory act.

C. How to File

A complaint can be filed with the Equal Employment Opportunity Commission (EEOC) in person, by telephone, or by mail, or online at https://publicportal.eeoc.gov. If the individual does not live near an EEOC office, the complaint can be filed by telephone and verified by mail. The type of information that will be requested from a charging party may include:

- 1. The charging party's name, address and telephone number.
- 2. CADC's name, address and telephone number.
- 3. The basis or bases of the discrimination claimed by the individual
- 4. The issue or issues involved in the alleged discriminatory act(s).
- 5. The date of the alleged discriminatory act(s).
- 6. Details of what allegedly happened.
- 7. Identity of witnesses who have knowledge of the alleged discriminatory act(s).

XI. NO RETALIATION

- A. No one will be subject to, and the Company prohibits, any form of discipline, reprisal, intimidation, or retaliation for good faith reports or complaints of incidents of discrimination of any kind, pursuing any discrimination claim, or cooperating in related investigations.
- B. Anyone who violates this policy will be subject to discipline, up to and including termination of employment.

C. This policy is not intended to restrict communications or actions protected or required by state or federal law.

Appendix P 501(c) 3 Letter



U. S. TREASURY DEPARTMENT

INTERNAL REVENUE SERVICE

DISTRICT DIRECTOR
LITTLE ROCK, ARKANSAS 72203

May 15, 1967

Form L-178 A:RS

LR: EO: 67-3

Central Arkansas Development Council, Inc. 125 Main Street P. O. Box 646 Benton, Arkansas 72015

Gentlemen:

PURPOSE	
Charitable,	
ADDRESS INQUIRIES DISTRICT DIRECTOR	A FILE RETURNS WIT OF INTERNAL REVE
Little Rock	
FORM 990-A RE-	ACCOUNTING PERIO
QUIRED	EHDING
Type X NO	June 30

On the basis of your stated purposes and the understanding that your operations will continue as evidenced to date or will conform to those proposed in your ruling application, we have concluded that you are exempt from Federal income tax as an organization described in section 501(c)(3) of the Internal Revenue Code. Any changes in operation from those described, or in your character or purposes, must be reported immediately to your District Director for consideration of their effect upon your exempt status. You must also report any change in your name or address.

You are not required to file Federal income tax returns so long as you retain an exempt status, unless you are subject to the tax on unrelated business income imposed by section 511 of the Code, in which event you are required to file Form 990-T. Our determination as to your liability for filing the annual information return, Form 990-A, is set forth above. That return, if required, must be filled on or before the 15th day of the fifth month after the close of your annual accounting period indicated above.

Contributions made to you are deductible by donors as provided in section 170 of the Code. Bequests, legacies, devises, transfers or gifts to or for your use are deductible for Federal estate and gift tax purposes under the provisions of section 2055, 2106 and 2522 of the Code.

You are not liable for the taxes imposed under the Federal Insurance Contributions Act (social security taxes) unless you file a waiver of exemption certificate as provided in such act. You are not liable for the tax imposed under the Federal Unemployment Tax Act. Inquiries about the waiver of exemption certificate for social security taxes should be addressed to this office, as should any questions concerning excise, employment or other Federal taxes.

This is a determination letter.

Sincerely yours,

Fred W. Johnson District Director

This letter rescinds our letter dated January 31, 1966, No. IR: E0:66-19. Your organization has been changed from an organization described in Code section 501(c)(4) to one described in Code section 501(c)(3).



BUSINESS CONTINUITY AND DISASTER RECOVERY PLAN 2025

Purpose:

Establish and enforce rigorous data backup, disaster recovery, and business continuity protocols at Central Arkansas Development Council (CADC) and South Central Arkansas Transit (SCAT). These protocols are designed to ensure the security, integrity, and availability of our data by minimizing the risk of loss or damage due to natural disasters, power outages, fires, cyber threats, or other unforeseen events. They also support the continuity of essential operations during and after a disruption, enabling the organization to maintain critical services with minimal downtime. Cybersecurity incidents are managed separately under the Incident Response Plan (IRP), which should be consulted for detailed procedures related to cybersecurity threats.

Disaster Response Team / Key Members:

CADC and SCAT have designated the following individuals as members of the Disaster Response Team:

CEO of CADC

Activates the full response team for major incidents or disasters. Responsible for high-level decision-making and external communication with authorities.

• COO of CADC

Oversees day-to-day organizational operations and assists with logistical coordination during disasters or emergencies.

CFO of CADC

Maintains continuity of finance functions during disruptions and ensures financial systems remain operational.

Human Resource Manager of CADC

Oversees employee communications, staff availability, and access to personnel files. Assists with staffing contingency planning.

• IT Program Manager of CADC

Leads all technical response efforts including system restoration, coordination with vendors, and deployment of backup resources.

• Cybersecurity Technician of CADC

First responder to security threats. Handles incident detection, containment, and eradication. Assists in forensic review and IRP updates.

Network Specialist of CADC

Maintains network infrastructure and supports internet failover, secure access, and system connectivity during incidents.

Programs and Systems Coordinator of CADC

Reports to and assists the IT Program Manager with all IT-related duties. Supports system monitoring, backups, vendor coordination, and remote access during recovery.

Program Manager of SCAT

Responsible for maintaining transportation services, rerouting trips during emergencies, and coordinating use of satellite sites.

CSBG Program Manager of CADC

Coordinates communication and service continuity for the Community Services Block Grant program during recovery efforts.

Planning & Development Manager of CADC

Serves as the lead for all public communications. Assists all departments with press releases and public service announcements (PSAs) in coordination with incident or disaster response.

Safety and Security Officer of SCAT

Ensures the security and operational readiness of fleet vehicles during emergencies. Coordinates vehicle-related emergency protocols, hazard response, and transportation continuity at SCAT sites. Assists in disaster communication and fleet access control.

Escalation Path:

Low severity: Cybersecurity Technician or Program Manager handles.

Medium to Critical severity: CEO activates full team. If the CEO is unavailable, the COO, or the next available designee according to the organizational structure, will assume authority to activate the full response team.

Goals:

• Minimize Disruption of Essential Services::

Implement strategies to reduce the impact of disasters on critical services across all CADC departments, including but not limited to transportation, finance, human resources, and program delivery.

Reduce Risk of Data Loss:

Ensure the protection of organizational data vital to CADC operations, including administrative records, program data, and client information, by minimizing risks related to natural disasters, system failures, or cyber incidents.

Identify Data Backup and Restoration Procedures:

Maintain comprehensive and regularly tested data backup and restoration procedures to support continued access to key systems and files necessary for agency-wide continuity.

Ensure Continuity of Communication Services:

Support uninterrupted internal and external communications, including those with state agencies, community partners, beneficiaries, and the public during and following an emergency.

Provide a Contingency Plan for Staff Shortages:

Provide a comprehensive contingency plan to address acute staff shortages resulting from communicable diseases, epidemics, pandemics, or other external events that may affect the ability to receive and dispatch transportation service requests.

Disaster Recovery Plan:

1. Data Backup and Recovery:

CADC utilizes multiple systems to support organizational operations:

- **Systems:** SCAT's Transit utilizes RouteMatch for scheduling software. CADC's Finance Department uses MIP for accounts management. The HR Department utilizes Paychex for payroll processing and employee management. Employee records, financial documents, and operational files are stored on local servers at the Benton Administrative Office and in an offsite location.
- Backup Procedures: RouteMatch, MIP and Paychex are cloud-based platforms that manage their own secure, off-site data backups in accordance with industry standards and service-level agreements (SLAs). Employee records and administrative documents stored on CADC's servers are backed up multiple times daily, with encrypted copies maintained both on-site and off-site in secure, climate-controlled storage. All critical application data and full system images are backed up nightly. Offsite backups are encrypted and stored within Arkansas
- Operational Continuity: In the event of a disaster at any site, supervisors can access and manage schedules and dispatch trips from any of the 12 satellite offices or the centralized scheduling center. Finance and HR teams are equipped with remote access to MIP and Paychex platforms to maintain payroll, accounting, and personnel functions during emergencies. RouteMatch, MIP and Paychex have support teams that provide 24/7 assistance for any software issues.
- Testing and Verification: We regularly test data restoration procedures to ensure data integrity and recovery capability.
- Incident Response: For all cyber threats, including malware and ransomware, CADC refers to its separate IRP, which details breach response, notification procedures, and post-incident audits.

2. Emergency Contact Protocol:

- Contact List: All drivers and office personnel have emergency contact numbers for their direct supervisor and Program Manager.
- **Purpose:** This ensures immediate access to assistance and support during emergencies or disasters.
- Maintenance: We regularly update contact information and ensure it is accessible to all relevant personnel.

3. Personnel File Management:

- Storage Locations: Personnel files are maintained both physically at the Benton Administrative Office and digitally on the Human Resources Server.
- Backup: Digital files are backed up multiple times daily on the Cloud and on a server located at the Benton Administrative Office, ensuring robust protection and availability.
- **Security:** Digital backups are secured, and personnel files are protected against unauthorized access.

4. Data Backup Storage:

- Secure Location: Backup copies of computerized records are stored off-site at CADC's administrative office, in a fire- and tornado-resistant building with generator backup.
- Backup Frequency: Data is backed up multiple times a day and also stored on the Cloud to mitigate data loss risks.
- **Testing and Verification:** We regularly test backup and restoration processes to ensure their effectiveness and data integrity.

5. Fleet Management and Sharing:

- Fleet Resources: Each satellite office is equipped with a fleet of vehicles and has the capability to share vehicles with other offices as needed.
- **Flexibility:** This system ensures effective response to increased transportation demands during emergencies.
- Procedures: We have established clear protocols for vehicle allocation, maintenance, and sharing during high-demand situations.

6. Power Backup and Manual Operations:

- Power Backup: The Centralized Scheduling Center is equipped with an
 Uninterruptible Power Supply (UPS) to ensure a proper shutdown of computers and
 the printing of manifests during short-term power outages. Additionally, both the
 Centralized Scheduling Center and the Benton Administrative Office have backup
 generators to maintain operations during extended power failures, ensuring
 uninterrupted service across all critical locations.
- **Training:** Staff are trained to perform manual operations as needed at both the centralized scheduling center and satellite offices, ensuring continued service during power disruptions.
- **Testing:** We regularly test UPS systems and manual procedures to ensure readiness and effectiveness.

7. Network Security Monitoring:

- Monitoring Service: CADC employs ARNETEX, a third-party network administrator, to monitor critical networks and servers 24/7 for suspicious activity.
- **Objective:** This proactive monitoring helps identify and address potential security threats, maintaining the integrity and security of our network infrastructure.
- **Security Assessments:** We conduct regular security assessments and update protocols to address new threats and vulnerabilities.

8. Internet Redundancy:

- Dual Internet Connections: Both the Centralized Scheduling Center and the Benton Administrative Office are equipped with two independent internet connections. In the event of a failure in one connection, the system automatically switches to the backup connection, ensuring continuous internet access and uninterrupted operations.
- Monitoring and Testing: We regularly monitor and test both internet connections to ensure seamless failover capabilities and maintain consistent connectivity during critical operations.
- Service Provider Diversification: The two internet connections are provided by different service providers, reducing the risk of simultaneous outages and further enhancing the reliability of our internet connectivity.

9. VOIP Phone System and Remote Call Center Operations:

- Flexible Call Routing: Our VOIP phone system is configured to allow calls to be easily diverted to alternate locations, including remote workers, in the event of a disaster or power outage.
- Remote Equipment Availability: Laptops, headsets, and other necessary
 equipment are pre-configured and available for remote workers to quickly assume
 call-handling duties.
- Call Recording Capabilities: Secure call recording is available for both in-office and remote workers to ensure compliance, quality control, and accurate recordkeeping. Recordings are stored securely with restricted access.
- **Security:** Remote devices are secured with multi-factor authentication to ensure data security during remote operations.
- Training and Testing: Regular tests are conducted to ensure that call diversion
 protocols work effectively. Remote workers also receive training on call handling,
 security protocols, and equipment use to maintain service quality during
 emergencies.

10. Inclement Weather and Emergency Transportation:

- Continued Service During Emergencies: SCAT will maintain transportation for critical medical care appointments during adverse weather, security threats, or disaster conditions. Our scheduling software is cloud-based and accessible from any location with internet access, allowing for seamless rerouting and trip management during emergencies.
- Types of Critical Care: Critical care includes but is not limited to dialysis, chemotherapy, and radiation treatment.
- **DHS Determination:** The Department of Human Services (DHS) retains final determination of eligible appointments. If conditions are unsafe, staff triage trip requests by type. Dialysis, chemotherapy, and radiation treatment are prioritized. If there's uncertainty, the Program Manager will contact DHS for clarification or approval.
- **Use of Satellite Sites:** Transportation services will be rerouted through satellite offices if a primary site is inaccessible.

11. Facility Security and Record Retention:

- **Physical Security Measures:** All sites feature posted physical security signage, monitoring cameras, access restrictions, and fire detection systems as applicable.
- Secure Storage Location: Digital records are backed up regularly and stored securely on physical media within Arkansas or cloud services within the United States.
- Retention Periods: Retention for records is aligned with CADC policy, and voice call recordings are retained for a minimum of 1 year.

12. Critical Function Recovery:

- Process Risk and Impact: Critical business processes are identified and assessed for risk and impact.
- Cybersecurity Response Location: Our ransomware recovery procedures, as well
 as responses to other data breaches and cybersecurity incidents, are defined in a
 separate document: the IRP.
- Recovery Time Objective (RTO): RTO is 4 hours.
- Recovery Point Objective (RPO): RPO is 1 hour.
- Incident Escalation: In the event of a suspected breach or ransomware event,
 CADC will notify DHS and other required authorities per timelines defined in our
 IRP. Procedures to recover from ransomware or cybersecurity incidents, including
 detailed notification requirements and escalation paths, are fully documented in
 the IRP.

Additional Considerations:

- Review and Update: We review and update the DRP annually, and additionally as needed, to reflect changes in technology, personnel, and operational needs.
- Computer Security: All computers are protected with multi-factor authentication to enhance security and prevent unauthorized access.
- **Email Security:** Email communication is safeguarded with two-step verification to protect against unauthorized access and ensure secure correspondence.
- Cybersecurity Standards: We perform regular NIST (National Institute of Standards and Technology) self-assessments to ensure that we are meeting current cybersecurity standards and best practices, strengthening our overall security posture.
- Submission to DHS: This Disaster Recovery Plan is maintained as part of CADC's required operational documentation and will be submitted to the Department of Human Services (DHS) upon request.

• **Cybersecurity Insurance:** CADC maintains cybersecurity insurance that includes coverage for forensic services, data restoration, regulatory fines, and breach notification services.

Appendix R Letter of Bondability Appendix S Secretary of State Registration For service of process contact the Secretary of State's office.

LLC Member information is now confidential per Act 865 of 2007

For access to our corporations bulk data download service click here.

Corporation Name
CENTRAL ARKANSAS DEVELOPMENT COUNCIL

Fictitious Names

Filing # 100010617

Filing Type Nonprofit Corporation

Filed Under Act Dom Nonprofit Corp; 176 of 1963

Status Good Standing

Principal Address P.O. BOX 580 BENTON, AR 72018

Reg. Agent RANDY MORRIS

Agent Address 321 EDISON AVE BENTON, AR 72015

Date Filed 06/24/1965

Officers
SEE FILE, Incorporator/Organizer
SANDRA FAISON, Director
DARLENE JONES, Director
LISA SMITH, Director
KYSHIA JOHNSON, Director
CHARLES GASTINEAU MR, Director
ALLIE GREEN, Director

ERIKA BUENRROSTRO MS, Director ED ALBARES MR, Director ED DUNLAP, Director JOHNNIE MITCHELL, Director ANNETTE PATE, Director TAMIKO JOHNSON, Director JOHNATHON BOYCE MR, Director ETHAN DUNBAR, Director ANNETTE JOHNSON MS, Director THERESA TYREE, Director DELORIS ALLISON, Director MARION HOOSIER, Director JERALDINE SANDERS, Director DEE COX, Director TAMIKO JOHNSON, Director CARLTON HAAS MR, Director ALBERTA JAMES, Director ROBERT COATES MR, Director WORNEST LAMBERT MR, Director **BEVERLY MEEKS, Director** ROBBY TINGLE MR, Director **BRENDA PORTER, Director**

Foreign Name

Foreign Address

State of Origin
AR
Purchase a Certificate of Good Standing for this Entity
Submit a Nonprofit Annual Report
Change this Corporation's Address

Appendix T Incident Response Plan



INCIDENT RESPONSE PLAN 2025

Purpose:

The purpose of this Incident Response Plan (IRP) is to establish a comprehensive framework for Central Arkansas Development Council (CADC) to identify, manage, and mitigate cybersecurity incidents that impact the confidentiality, integrity, or availability of its systems and data. This includes threats originating from internal systems, cloud-based environments, and third-party vendors handling CADC data.

The IRP is designed to ensure the organization can respond effectively to security incidents while maintaining compliance with applicable regulations, including the Health Insurance Portability and Accountability Act (HIPAA) Security and Breach Notification Rules, the Arkansas Personal Information Protection Act (PIPA), and 45 CFR Part 164 Subparts C and D. It outlines CADC's responsibilities for breach response and notification to the Department of Human Services (DHS), affected individuals, and other entities as required by the applicable regulatory frameworks.

Incident Response Team / Key Members:

CADC and South Central Arkansas Transit (SCAT) have designated the following individuals as members of the Incident Response Team:

CEO of CADC

Activates the full response team for major incidents or disasters. Responsible for high-level decision-making and external communication with authorities.

COO of CADC

Oversees day-to-day organizational operations and assists with logistical coordination during disasters or emergencies.

CFO of CADC

Maintains continuity of finance functions during disruptions and ensures financial systems remain operational.

Human Resource Manager of CADC

Oversees employee communications, staff availability, and access to personnel files. Assists with staffing contingency planning.

IT Program Manager of CADC

Leads all technical response efforts including system restoration, coordination with vendors, and deployment of backup resources.

• Cybersecurity Technician of CADC

First responder to security threats. Handles incident detection, containment, and eradication. Assists in forensic review and IRP updates.

Network Specialist of CADC

Maintains network infrastructure and supports internet failover, secure access, and system connectivity during incidents.

• Programs and Systems Coordinator of CADC

Reports to and assists the IT Program Manager with all IT-related duties. Supports system monitoring, backups, vendor coordination, and remote access during recovery.

Program Manager of SCAT

Responsible for maintaining transportation services, rerouting trips during emergencies, and coordinating use of satellite sites.

• CSBG Program Manager of CADC

Coordinates communication and service continuity for the Community Services Block Grant program during recovery efforts.

Planning & Development Manager of CADC

Serves as the lead for all public communications. Assists all departments with press releases and public service announcements in coordination with incident or disaster response.

Safety and Security Officer of SCAT

Ensures the security and operational readiness of fleet vehicles during emergencies. Coordinates vehicle-related emergency protocols, hazard response, and transportation continuity at SCAT sites. Assists in disaster communication and fleet access control.

Escalation Path:

Low severity: Cybersecurity Technician handles.

Medium to Critical severity: CEO activates full team. If the CEO is unavailable, the COO, or the next available designee according to the organizational structure, will assume authority to activate the full response team.

1. Incident Classification

Level	Description	Examples
Low	Minor localized issue, no major impact	Single workstation virus
Medium	Moderate operational disruption	Unauthorized access attempt
High	Significant disruption, minor data exposure	Server hacked
Critical	Major data breach, legal/compliance issues	Ransomware or large PII breach

2. Incident Response Phases:

a. Preparation

- Annual cyber security training for all employees
- Updated contact lists for emergency escalation
- Device management, antivirus, Endpoint Detection and Response deployed

b. Identification

- Monitor 24/7 through alerting systems
- Validate incidents via logs, alerts, and user reports
- Open an incident ticket with full timestamp, description, and initial impact assessment

c. Containment

- Short-Term: Disconnect infected systems immediately
- Long-Term: Apply patches, network segmentation, additional monitoring

d. Eradication

- Identify and eliminate root cause (malware, vulnerabilities)
- Fully scan and clean impacted systems
- Reset compromised credentials and audit privileges

e. Recovery

- Restore systems from known good backups
- Gradually reconnect systems under enhanced monitoring
- Verify full functionality and integrity of systems

f. Lessons Learned

- Conduct post-incident review if necessary within 28 days
- Document all actions and findings
- Update IRP, security policies, and user training based on lessons

3. Communication Plan:

- Notify the leadership team within 1 hour of a confirmed incident
- If client data is involved, notify affected parties within 72 hours or per law (any breaches of privacy or security pertaining to SCAT must be disclosed by contacting the DHS Information Technology Security Office within one (1) business day of the breach at DHS.IT.Security.Team@dhs.arkansas.gov)
- All public communications must go through the Communications Lead
- Use pre-approved templates for breach disclosures or press releases

Internal Communication Channels:

- Email
- Phone

External Notification:

- Customers (via email and public statements)
- Regulators (if breach affects regulated data)
- Law enforcement (FBI Cybercrime, if criminal activity)

4. Documentation and Evidence Handling:

- Document every action and decision during the incident
- Capture and preserve system logs, memory dumps, disk images
- Store evidence securely for a minimum of 1 year or as required by law

5. Third-Party Involvement:

Third-party contacts include:

- Network and Backup Services Provider: ARNETEX: 501 588 0391
- Legal Counsel specializing in Data Breach: BARBER LAW FIRM: 501 707 6128
- DHS IT Security Office: DHS.IT.Security.Team@dhs.arkansas.gov

Engagement Rules:

- Vendors engaged if in-house skills or capacity are insufficient
- NDA must be in place before sharing sensitive data
- All vendor activity logged and documented

6. Third-Party Breach Response:

In the event a third-party vendor or partner holding CADC's data is breached:

a. Notification

Vendor must inform CADC within 24 hours of detecting the breach

b. Initial Assessment

- CEO requests full details:
 - Type and scope of data exposed
 - O Timeline of breach
 - Security controls impacted
 - O Actions taken to remediate

c. Impact Analysis

- Determine if PII, financial data, or regulated data is involved
- Classify severity (Medium/High/Critical based on exposure)

d. Containment and Protection

- Suspend vendor access if needed.
- Enable enhanced monitoring around any systems linked to the vendor
- Assess need to migrate data away from compromised environment

e. Communication

- Internally notify the leadership and legal team immediately
- Prepare customer and regulatory notifications as necessary
- Coordinate messaging with the third party (but prioritize organizational integrity)

f. Investigation Support

- Request third-party forensic reports
- Exercise audit rights if allowed by contract
- Consider hiring an independent third-party investigator

g. Post-Incident Actions

- Reassess third-party's security practices
- Update contracts with stricter breach notification and liability clauses if needed
- Consider terminating relationship if negligence found

7. Training and Testing:

- Annual mandatory training for all employees (cyber security)
- IRP updated after each incident as necessary to address gaps

8. Plan Review and Maintenance:

- This IRP will be reviewed and updated annually, or immediately following updates to the Disaster Recovery Plan (DRP), to maintain consistency and alignment
- IRP revised following a major incident or organizational change (e.g., new cloud services, new regulations)
- IRP maintained by the IT Department

OFFICIAL BID PRICE SHEET

710-25-049 Non-Emergency Medical Transportation Services

All costs must be included in the unit price. Costs not included in the unit price below are not billable under a contract established from this solicitation. Bidder must submit a printed copy of the completed official bid price sheet with bid submission.

Instructions: Enter the per member per month unit price for each region being bid. DHS will not accept bids that do not fall within the actuarial spread range listed below.

ITEM	DESCRIPTION	Actuarial Spread	UNIT PRICE (per member per month)
1	Region A	\$3.44-\$3.56	
2	Region B	\$7.85-\$8.07	
3	Region C	\$4.95-\$5.15	
4	Region D	\$5.71-\$5.92	
5	Region E	\$11.67-\$12.08	\$11.67
6	Region F	\$16.59-\$17.23	
7	Region G	\$6.39-\$6.53	

AUT	HOR	IZED	SIGN	IATL	JRE:

THORIZED SIGNATURE:	
By my signature below, I certify that the I am authorized by the respondent to submit	this bid on his/her behalf.
Vendor Name: Central Arkansas Development Council	Date: 6.30.25
Signature: Rauly	Title: Chief Executive Officer
Printed Name: Randy Morris	