



Transit Advisory Committee Minutes

March 27, 2025

Assistant City Manager Mark Morgan opened the meeting at 3:03pm. Transit Advisory Committee members in attendance were Mayor Doug Primmer and Councilors Jeff Kelso and Jackie Linton. Staff also in attendance included Lilly Alarcon-Strong and Chantel Waldo.

Review and Recommendation of Taxi Ticket Program RFP

Assistant City Manager Morgan presented information regarding the current Taxi Ticket Programs to include Senior & Disabled Program and the WORC Programs and provided information regarding funding of these programs which includes grant funding received to cover the majority of expenses with the City contributing about 20-30% from city general funds, and customers paying a small portion. Previously, the City had provided an exclusive franchise to the contracted Taxi provider. There is an increasing level of services that are needed during specific days/times, which has resulted in complaints being received by the city about the current taxi services and options, however, the City has not received complaints regarding customer service, drivers, or vehicle conditions of the current contracted provider. Hermiston Taxi, like other services and programs have experienced increase cost pressures, e.g. minimum wage increases, wages of other employment options in the community, and more. The RFP asked for proposals on providing requested services that wasn't reliant on any revenue outside of the contract funding of \$415,000 annually, to stay in business. The grant funding runs on a 2-year cycle, and this is the first RFP since 2015.

The Committee reviewed the two proposals received from Uber and Hermiston Taxi, LLC. (attached).

Assistant City Manager Morgan explained that Uber would use virtual vouches that can be utilized via Uber App or over the phone. Hermiston Taxi, LLC would use the current ticket/voucher system. Uber does not guarantee or offer wheelchair accessible vehicles; however, the City could have a second contract for those services from another provider. Uber would also offer 24-hour services to the community while Hermiston Taxi, LLC would be offering a reduction in guaranteed service hours.

There was some discussing regarding:

- If Uber would be able to meet the driver training requirements per grants stipulations, as well as drug testing and business license requirements for all drivers
- If Uber or other rideshare companies could provide services, officially, while Hermiston Taxi, LLC receives the contract
- Other potential options, including creating a city taxi company, hired and managed by the city with 29-hour work week for employees with two drivers at eleven hours a day six days a week which would be one driver less than the three proposed drivers with Hermiston Taxi, LLC.
- Potentially speaking to Good Shepherd Health Care System about a contract with Caravan as a wheelchair accessible option

No formal recommendation was asked just feedback from members in attendance to gather more information to present to full council.

Adjournment

There was no other business, and the meeting was adjourned at 3:53pm.

ORDINANCE No. 3987**AN ORDINANCE REGULATING VEHICLES FOR HIRE WITHIN THE CITY;
AND DECLARING AN EFFECTIVE DATE. (As amended by Ordinance 3991)**

Enacted April 19, 2022; last amended October 4, 2022.

WHEREAS, it is in the public interest to provide for and promote the safety and welfare of the general public and to allow fair competition by regulating vehicles for hire within the City of Pendleton, as authorized by ORS 221.485 and 221.495. Nothing contained in this chapter is intended or shall be construed to create any liability on the part of the City or its employees for any injury or damage related to any provisions of this chapter, or by reason or in consequence of any act or omission in connection with the implementation or enforcement of this chapter on the part of the City or its employees; and

WHEREAS, under the authority of ORS 221.495, the City of Pendleton hereby regulates transportation services to best provide for the safety, welfare and accessibility of transportation services which are vital to the general public; and

WHEREAS, the regulation of transportation providers, with various hours and requirements for various providers, are intended to provide opportunity for providers while meeting the overall transportation needs of the public.

NOW THEREFORE, THE CITY OF PENDLETON ORDAINS AS FOLLOWS:

SECTION 1. Definitions. As used in this ordinance, the following definitions apply:

"Digital dispatch system" means an internet-based software application, website, platform, or interface that allows for the solicitation, arrangement, or provision of vehicle for hire services and the display of rates, calculation of fares, or acceptance of payment for vehicle for hire services.

"Limousine" is any luxury motor vehicle for hire whose chassis and wheelbase have been lengthened beyond the original manufacturer's specifications, whether at the time of production or after.

"Limousine Company" is any person operating one or more limousines for hire, other than as a driver, regardless of the legal form of the entity and regardless of whether the limousines so operated are owned by the company, leased, or owned by individual members of an entity.

"Taxi" means a motor vehicle for hire, other than a limousine or transportation network vehicle.

"Taxi Company" means any person operating one or more vehicles for hire, other than as a Driver, regardless of the legal form of the entity and regardless of whether the taxis so operated are owned by the company, leased, or owned by individual members of an entity. Taxi Companies do not include Transportation Network Companies.

"Transportation Network" means one or more Drivers working as independent contractors and utilizing a digital dispatch system and using personal motor vehicles in the provision of transportation services.

"Transportation Network Company" means a person that operates or facilitates a transportation network.

"Transportation Network Vehicle" means a personal motor vehicle which is used as a vehicle for hire and is part of a transportation network.

“Vehicle for Hire” means a motor vehicle used for the ground transportation of passengers for compensation within the City, including taxis, limousines and transportation network vehicles. The following vehicles shall not be considered vehicles for hire for the purposes of this ordinance, and are forbidden from operating as a taxi, limousine, or transportation network vehicle:

- a. Ambulances equipped and staffed so as to be capable of providing emergency medical services in conjunction with passenger transportation;
- b. Courtesy vehicles used by a hotel, motel, car rental company, residential home, parking facility, or other business to transport that business' clients when transportation is secondary to the business' primary purpose and the transportation is free or contained in the general overhead of the business;
- c. Non-motorized vehicles such as horse-drawn vehicles;
- d. Delivery vehicles used for delivering property exclusive of passenger transportation;
- e. Shuttle vehicles and buses used for providing passenger transportation over a fixed route and time schedule or under a contract with City for bus services;
- f. Volunteer-driven vehicles and vehicles operated by a driver who is reimbursed for basic mileage expenses and who does not receive wages, salary, or other compensation;
- g. Vehicles operated by or for public entities;
- h. Busses operated by volunteers or leisure travel commercial companies;
- i. State and local government subsidized transit provider vehicles.

“Vehicle for Hire Agency” means a business or individual natural person engaged in furnishing or providing one or more vehicles for hire, including taxis, limousines, and transportation network companies, through a digital dispatch system or by any other means, regardless of whether such business has employees or delivers its services through independent contractors.

“Vehicle For Hire Driver” means any individual person who operates a vehicle for hire within the City.

SECTION 2. Trial period. This ordinance was enacted as a trial program after which no sunset provision will apply and the ordinance shall become permanent.

(Section 2, as amended by Ordinance No. 3991, passed October 4, 2022.)

SECTION 3. License, Application and Fees. A Transportation Vehicle for Hire license is required for the provision of vehicle for hire taxi companies and transportation network companies within the City of Pendleton.

- A. The City may issue an annual license to a Taxi Company and TNC if the company certifies on a form acceptable to the City that it is in compliance with all requirements of this chapter, including but not limited to driver and insurance requirements, operating standards, certification of acceptable background checks of all drivers and any other requirements of the code or the City, and meets all applicable standards and requirements.
- B. The license issued under this chapter is valid for a period beginning February 1 and ending the following March 31. Any renewal must be approved by the City prior to the expiration date in order for the Vehicle for Hire Agency to continue providing vehicle for hire services within the City.
- C. The application fee shall be based on the number of drivers for the Taxi Company and TNC at the time of the application, and shall be intended to account for the City's costs in administering the requirements of this chapter. The fee amounts shall be set by the Transportation Administrator during the trial period and subsequently set by City Council resolution as part of the City's fee schedule. The application will include certification that all vehicle for hire drivers are qualified under the standards set forth in Section 4.
- D. The application fee shall be paid to the City at the time of submitting both initial and renewal license applications.
- E. All Vehicle for Hire Agencies must comply with the City's business license requirements of City Ordinance 3471.

SECTION 4. Vehicle for Hire Driver Requirements.

- A. All vehicle for hire drivers shall be at least 21 years of age and shall possess a valid driver's license, proof of motor vehicle registration, and proof of current automobile liability insurance that meets the requirements of this chapter and state law.
- B. Every Vehicle for Hire Agency shall maintain accurate, current records for all drivers employed by, contracting with, or otherwise affiliated with the company, including all drivers accessing the company's digital network to operate in the City. The records shall include the driver's name, date of birth, address, social security number,

criminal background check results, driver's license information, motor vehicle registration, and automobile insurance. Those agencies shall provide a person in compliance with this Section written notice of compliance, who shall then submit the notice to the City as part of the business license application required by City Ordinance 3471.

- C. Prior to permitting a person to operate as a driver, and annually thereafter, the Vehicle for Hire Agency shall conduct, or have a qualified third-party conduct, a criminal background check for each employee or operator. The criminal background check shall include a search of no less than seven years of criminal database history, unless prohibited by law, in which case the duration of the search shall be the maximum number of years permitted by law. The criminal background check shall include local, state, and national criminal history databases and all accessible sex offender registries. Any person who is on a sex offender registry or has a record of a felony conviction within the previous seven years may not act as a driver. A record of a conviction of any of the following within the previous seven years will also disqualify a person from acting as a driver: crimes involving driving under the influence of alcohol or controlled substances, sexual offenses, or crimes involving physical harm or attempted physical harm to a person. The agency shall maintain records of criminal background checks for a period of at least two years. For purposes of this section, the term "conviction" includes convictions, bail forfeitures, and other final adverse findings.
- D. Every Vehicle for Hire Agency shall certify in its application or renewal of license to the City that an annual background check has been conducted and the status of each operator. The agency must revoke a driver's authority to operate as a driver for their company and inform the City if it finds at any time that the standards set forth in this section are no longer being met by the driver. The company shall only reinstate a driver upon a finding by the company that all standards are again being met by the driver.
- E. Notwithstanding the standards of this section, upon application by a Vehicle for Hire Agency, the Pendleton Chief of Police has authority to allow a person to act as an operator or driver if the Chief determines public safety would not be compromised.
- F. All Transportation Network Drivers must have a current City Business license as required by Ordinance 3471.

SECTION 5. Insurance Requirements.

- A. For all required insurance, every Vehicle for Hire Agency shall provide certificates of insurance naming the City, its officers, agents, and employees as additional insured parties and give at least 30 calendar days' notice to the City before a policy is canceled, expires, or has any reduction in coverage.
- B. Insurance requirements of this section shall be satisfied by insurance issued by a licensed insurer or an eligible surplus lines insurer in the State of Oregon.
- C. The insurance limits for both TNCs and taxi companies are subject to statutory changes as to maximum limits of liability imposed on municipalities of the State of Oregon during the permit's term, other statutory changes, or other changes deemed necessary by the City.
- D. The adequacy of insurance coverage is subject to the review and approval of the City.
- E. Every Vehicle for Hire Agency shall maintain continuous, uninterrupted coverage for the duration of the license and any operations in the City. Any lapse in insurance coverage, even if it is later backdated by the insurance company, is a violation of this chapter.
- F. Every Vehicle for Hire Agency shall secure and maintain commercial general liability insurance with limits of not less than \$1,000,000 per occurrence and \$2,000,000 aggregate for claims arising out of, but not limited to, bodily injury and property damage incurred in the course of operating in the City.
- G. Limousine Companies operating any motor vehicles shall secure and maintain commercial automobile liability insurance covering those vehicles, with a combined single limit of not less than \$1,000,000 per occurrence for claims arising out of, but not limited to, bodily injury and property damage incurred in the course of operating in the City.
- H. *TNC Service Periods Defined.*
 - 1. Period 1: The TNC driver has logged into the app or is otherwise connected to the TNC's digital network, but has not yet accepted a request for a ride from a passenger. For example, the app is open and the driver is waiting for a match.
 - 2. Period 2: A passenger match has been accepted, but the passenger is not yet picked up (for example, the driver is on the way to pick up the passenger).
 - 3. Period 3: The passenger is in the vehicle.
- I. Upon City request or as part of an application, TNCs shall provide proof of current, valid insurance for City approval covering all affiliated TNC drivers and vehicles for hire operating for such company and satisfying the minimum requirements of Periods 1, 2, and 3.
- J. All TNCs shall maintain and provide the City with proof of the following automobile liability coverages:

1. Primary insurance coverage during Period 1 with minimum liability limits of \$50,000 per person for death and injury, \$100,000 per incident for death and injury, and \$25,000 for property damage, plus any other state compulsory coverage.
 2. Primary insurance coverage during Periods 2 and 3 with minimum liability limits of \$1,000,000 in combined single limit coverage for death, personal injury and property damage per incident; and \$1,000,000 in combined single limit under/uninsured motorist coverage for death, personal injury and property damage per incident.
 3. The required automobile liability insurance shall specifically recognize the driver's provision of TNC and vehicle for hire services and shall comply with the laws of the State of Oregon and/or other applicable governing bodies.
- K. TNC drivers shall be responsible for maintaining all personal automobile liability insurance required by State law.

SECTION 6. Operational Requirements.

- A. TNCs shall maintain records of all trips made by all drivers for at least one year from the date of the trip. The data may be aggregated and/or anonymized, and shall include the locations by ZIP code of trip origination and destination, vehicle miles traveled, trip origination and completion times, trip duration, and passenger wait times from a driver's acceptance of a request to passenger pick-up. The City may require the TNC to enter a data sharing agreement in order to receive a license.
- B. All vehicles operating for or affiliated with a TNC or taxi company shall be clearly marked with the company name or logo. Vehicles operated for TNC services shall be marked with a customary "trade dress" type of identification, such as a sticker or placard. The TNC's software application or website shall display for the passenger the make, model, and license plate number of the TNC vehicle.
- C. Drivers operating a transportation network vehicle may not accept street hails, and may only accept rides arranged through a TNC's digital network.
- D. Vehicle for Hire Agencies shall implement and maintain at all times a zero-tolerance policy on the use of drugs or alcohol applicable to all drivers employed by or affiliated with the company while providing vehicle for hire services. Companies shall provide notice of the zero-tolerance policy on their website and/or have it clearly displayed in each vehicle. The notice must include contact information to report a complaint about a driver for possible violation of policy. A company shall immediately suspend a driver upon receipt of a passenger complaint alleging a violation of the zero-tolerance policy, for at least the duration of the investigation of the complaint. An agency shall notify the City within 48 hours of receiving any complaint which is criminal in nature against an affiliated driver.
- E. Drivers shall not operate a vehicle for hire for more than 12 continuous hours in any given 24 period.
- F. Vehicles for Hire may charge fares based upon minimum fee per call, mileage, additional passengers, waiting time, additional stops, and delivery charges.

Section 7. Reasonable Accommodations.

- A. Vehicle for Hire Agencies must provide reasonable accommodations to passengers with disabilities, including passengers accompanied by a service animal, passengers with hearing and visual impairments, and passengers with mobility devices, and must comply with all applicable requirements of the Americans with Disabilities Act.
- B. Vehicle for Hire Agencies and the drivers shall provide services in a manner that ensures the equal protection, treatment and representation of all persons and shall not discriminate against any person for any reason, including but not limited to, age, citizenship status, color, familiar status, gender identity or expression, marital status, mental disability, nation origin, physical disability, race, religion, sex, sexual orientation, and source or level of income.

SECTION 8. Audit of Records. The City may audit the records of any Vehicle for Hire Agency no more than once per calendar year to review compliance with this chapter. An audit shall occur at a time and location designated by the City. In addition to an audit, the City may require a company to produce records related to an investigation of a specific allegation of a violation of this Code or other applicable law, or to evaluate a complaint. Production of records for an investigation or to evaluate a complaint does not count toward the once-per-year auditing limit.

SECTION 9. Revocation and Suspension. In addition to any other enforcement options provided by the code, the City may suspend, revoke, or refuse to issue a license if the Vehicle for Hire Agency or its agent has violated or not met any of the provisions of this Code. A violation includes any failure to meet or maintain any of the requirements or qualifications set forth in this Code, including the procedures and requirements for obtaining and maintaining a license, as

well as the making of any materially false statement or representation. The decision to suspend, revoke or refuse to issue a license may be appealed to the City Council, which will conduct a hearing where the company and the City may present evidence and argument. The company shall have the burden of proving it has complied with all requirements of this Code necessary to obtain or maintain the license. The decision of the City Council on the appeal shall be the final decision of the City.

SECTION 10. Enforcement. The City has the administrative authority to implement and enforce this chapter, including adoption of rules, regulations, policies and impose operating conditions in licenses issued. This provision shall not be construed to abrogate or limit the jurisdiction or authority of the Pendleton Police Department or any law and code enforcement agency.

SECTION 11. Violation.

- A. A violation of any provision of this Ordinance shall be punishable by fine not to exceed Five Hundred (\$500.00) Dollars.
- B. Separate Violations. A separate offense is committed each day that a violation of this Ordinance is permitted or permitted to continue.
- C. Individual and Corporate Enforcement. An individual person or other legal entity may act in violation of this ordinance. In the event that the party acting in violation of this ordinance is an entity, the entity shall be subject to fine or revocation of license. In such case where an entity is the offending party, a citation may be served upon the entity by serving an officer of the entity, or a person acting on behalf of or for the benefit of the entity at the time the citation is issued. A representative of the entity shall appear in court at the time indicated on the citation. The entity shall be named as the defendant on the citation. In the event that a representative fails to appear as required by the citation the city attorney may seek appropriate remedies for the failure to appear against the officers of the entity as allowed by law. For the application of this section, the term "entity" shall also include partnerships, limited liability companies or partnerships, associations, sole proprietorships and other similar forms of business entities.

SECTION 12. Repealer. Ordinance 3473 is hereby repealed upon the effective date of this ordinance.

SECTION 13. Effective Date. This Ordinance will become effective on the 20th day of April, 2022.
(Section 13, as amended by Ordinance No. 3991, passed October 4, 2022.)

PASSED and approved by the City Council April 19, 2022.

On-Demand Senior, Disabled, and Workforce Door-to-Door Rides

City of Hermiston
Request for Proposal

March 21, 2025



Claim of confidentiality

Uber's response to this solicitation includes data and information that is considered confidential and proprietary and shall not be disclosed outside the City of Hermiston and shall not be duplicated, used, or disclosed—in whole or in part—for any purpose other than to evaluate the products described herein as a potential solution.

Items in this Proposal are marked 'Confidential' for protection from release and disclosure under Oregon's Records; Public Reports and Meetings law, Section 192.501 respecting Public Records Conditionally Exempt from Disclosure section (2) that exempts 'Trade Secrets', and Section (5) that exempts 'business records of a private concern or enterprise' from disclosure unless the public interest requires disclosure in the particular instance.

Legal notice and terms of agreement

While we have responded to this RFP in good faith and to the best of our ability, Uber's responses and any content herein are not intended to be legally binding or form an agreement between Uber and the City of Hermiston.

If selected for award, Uber looks forward to incorporating our Dashboard Access Agreement and product addendum, which include terms tailored to Uber for Business' unique operating model, and finalizing mutually agreeable contract terms.

Cover Letter

Mark Morgan
Assistant City Manager
City of Hermiston
180 NE 2nd St.
Hermiston, OR 97838

Proposal Submission for On-Demand Senior, Disabled, and Workforce Door-to-Door Rides

Dear Mr. Morgan,

Uber Technologies, Inc. is pleased to submit our proposal for the City of Hermiston's On-Demand Ride Service Program. We appreciate the opportunity to present Uber Vouchers, a flexible and cost-effective solution that enhances accessibility, affordability, and efficiency for senior citizens, disabled individuals, and workforce riders.

Our approach streamlines transportation services by removing the need for direct ride coordination and administrative burden, ensuring that 100% of the City's \$415,000 budget goes directly toward providing rides. The Uber for Business platform offers real-time tracking, budget controls, and seamless administration, allowing Hermiston to maximize service availability while maintaining cost efficiency.

We look forward to the possibility of partnering with the City of Hermiston to deliver a modern, data-driven transportation solution that meets the needs of the community. Please feel free to reach out with any questions or for further clarifications.

We appreciate your time and consideration and look forward to your response.

Sincerely,

Rema Zadah
Senior Government Account Executive
Uber Technologies, Inc.
(703) 297-1021
rema.zadah@uber.com



Uber Vouchers

On-Demand Rides for Your Community



Instant ride access



Geofenced ride restrictions



24/7 availability



Cost-managed, real-time tracking



Scalable, tech-driven mobility

Executive Summary

The City of Hermiston is seeking a transportation provider to operate an on-demand ride service for seniors, disabled individuals, and workforce riders. The goal is to maintain affordability, reliability, and accessibility while working within a fixed budget. The City’s existing program provides approximately 24,000 one-way rides per year and has historically operated through a ticket-based voucher system for seniors and disabled riders and a pre-paid punch-card system for workforce transportation. The new service must optimize cost control while ensuring continued mobility for eligible riders.

Uber for Business (Uber) offers the City of Hermiston a cost-effective, flexible, and scalable transportation solution that aligns with the City’s goals with Uber Vouchers. Unlike traditional fleet-based models that require vehicle acquisition, staffing, maintenance, and dispatch coordination, Uber Vouchers allow the City to subsidize rides on the Uber platform without the overhead of managing a transportation system. This model eliminates fixed costs and ensures that every dollar spent directly benefits riders by providing subsidized transportation when and where they need it.

How Uber Vouchers Work

Uber Vouchers function as a pre-funded payment method that allows riders to request on-demand trips through the Uber app without the City having to operate or schedule a fleet. The City determines the subsidy amount, ride parameters, and geographic restrictions, ensuring that funds are allocated according to program priorities. Eligible riders receive vouchers via email, text, or a unique code, which they can apply when booking a trip. The voucher covers all or part of the fare, with any remaining balance paid by the rider.

Administrators can manage the program through a dedicated dashboard, providing full visibility into ride usage, spending, and program trends. The City can monitor ride frequency, adjust voucher distribution, and set limits on trip costs to maintain control over budget expenditures. Unlike traditional transportation services that require manual scheduling and dispatching, the Uber platform automatically matches riders with the nearest available driver, reducing wait times and optimizing service efficiency.

Meeting Hermiston’s Needs

Uber Vouchers align with Hermiston’s transportation objectives by providing a high-quality, scalable service that fits within the City’s \$415,000 annual budget. The model eliminates the need for vehicle procurement, fuel costs, maintenance, and driver salaries, allowing the City to allocate its entire budget

toward direct transportation subsidies.

The on-demand nature of Uber rides ensures that seniors, disabled individuals, and workforce riders receive prompt, reliable service without the constraints of fixed routes or schedules. Because the City sets voucher policies, it can control costs by adjusting subsidy amounts, requiring small rider contributions, or limiting trip locations and times. The pay-per-use model prevents wasted funds, as unused vouchers do not incur costs.

Uber's existing safety, compliance, and customer service infrastructure supports the City's goals for a reliable transportation program. Drivers must pass background checks, maintain proper licensing and insurance, and comply with Uber's Community Guidelines. Riders have access to in-app GPS tracking, emergency assistance, and 24/7 support, ensuring that trips are safe and reliable.

The implementation process is fast and can be completed within two to three weeks, allowing Hermiston to launch the program quickly without delays related to fleet acquisition or staffing. Once the dashboard is active and City administrators are trained, vouchers can be distributed immediately, providing instant transportation benefits to eligible riders.

Conclusion

Uber Vouchers provides Hermiston with a modern, flexible, and cost-efficient transportation solution that eliminates the challenges of traditional fleet operations while maintaining control over costs, service parameters, and program accessibility. With real-time data insights, customizable voucher settings, and Uber's extensive network of drivers, the City can deliver reliable on-demand transportation while keeping the program financially sustainable. This approach not only meets Hermiston's immediate transportation needs but also offers long-term scalability and adaptability as demand and funding evolve.



1. Service Plan

Proposed days of the week and hours of operation.

Uber for Business Vouchers provide on-demand transportation whenever needed, allowing the City of Hermiston to offer flexible ride options without setting fixed service hours. Riders can use vouchers at any time within the designated program rules.

The RFP notes that the previous service operated seven days a week, with hours reaching up to 18 hours per day before being reduced due to costs. With Uber Vouchers, the City can set usage parameters, such as restricting rides to specific hours or days, to align with budget limitations while still offering a high level of service.

The number of vehicles to be used during service hours, with a breakdown of vehicle types (standard, accessible).

Uber's platform operates on a demand-based system, meaning vehicle availability fluctuates based on rider requests rather than a fixed fleet size. Drivers using Uber in the Hermiston area provide transportation using standard vehicles, including:

- UberX (Standard Sedans): Suitable for most riders, offering everyday transportation.
- UberXL (Larger Vehicles): Provides extra space for groups or those needing more room.

While Uber WAV (Wheelchair Accessible Vehicles) is not available in Hermiston, we recognize the importance of ensuring accessible transportation for all riders. To support this, we propose the following solution:

- **Uber Vouchers for Flexible and Subsidized Rides** – The City of Hermiston can utilize Uber Vouchers to subsidize rides for eligible users, allowing seniors, disabled individuals, and workforce riders to request on-demand transportation through Uber's platform. This approach offers cost efficiency while giving riders the ability to book rides as needed.
- **Option for a Secondary WAV Provider** – For riders requiring wheelchair-accessible vehicles, the City of Hermiston has the flexibility to work with a separate provider that specializes in accessible

transportation. This allows the city to supplement Uber's offerings as needed, making sure that all residents have access to appropriate transportation options.

This structure allows Hermiston to take full advantage of Uber's reliable and efficient on-demand ride network while maintaining the flexibility to independently coordinate additional WAV services as needed.

Proposed staffing levels for both drivers and customer service representatives.

Drivers

Uber operates as a technology platform connecting riders with independent drivers rather than employing a fixed pool of drivers. The number of available drivers at any given time depends on demand in the Hermiston area. While the number of drivers available may be limited at program launch, we would expect this to grow overtime. Since drivers are independent contractors, Uber does not assign a set number of vehicles or drivers to a service area. However, riders will have access to available drivers in real time through the Uber app.

Customer Service Representatives

Uber provides 24/7 support for riders and administrators through multiple channels:

- In-app support: Riders can report issues directly through the Uber app.
- Phone support: Available for urgent concerns, including lost items or trip assistance.
- Business Support Team: Administrators managing the voucher program can contact Uber's dedicated Business Support Team via email or dashboard for billing, program settings, and ride usage inquiries.

While Uber does not provide on-site staffing, the platform's existing support infrastructure allows for efficient issue resolution without requiring additional administrative overhead for the City of Hermiston.

A staffing schedule that ensures appropriate coverage during service hours.

Uber's on-demand model does not require a fixed staffing schedule. Instead, drivers on the platform are independent contractors who choose when to be available based on personal schedules and local demand.

Because drivers are not scheduled in advance, availability fluctuates throughout the day. However, Uber's marketplace model helps align supply with demand by dynamically adjusting pricing during peak hours to encourage more drivers to be on the road when needed.

Ensuring Service Availability

- Budget Allocation for Key Time Periods – If Hermiston wants to manage costs, ride usage can be limited to certain hours or days to stretch the budget while maintaining efficient service.

Customer and Admin Support Availability

- Rider Support: Available 24/7 via the Uber app for real-time trip assistance.
- Administrator Support: Uber's Business Support Team is available during standard business hours for voucher program management.

While Uber does not provide scheduled driver shifts, its flexible model provides that rides are available as

demand dictates, without requiring preset service hours or dedicated vehicles.

A safety and training plan for drivers and staff, including how the proposer will ensure compliance with all relevant regulations.

Uber requires all drivers to complete a screening process before they can accept trips on the platform. This includes a motor vehicle record check to review driving history and a criminal background check conducted by a third-party provider, which searches state, national, and federal databases. Background screenings are repeated annually to maintain platform access, ensuring that drivers continue to meet eligibility standards. In markets with additional licensing requirements, such as New York City, Uber works with regulatory agencies like the Taxi and Limousine Commission (TLC) to comply with local laws.

While Uber drivers operate as independent contractors, they must follow platform standards and complete safety training before they can begin driving. All drivers agree to Uber's Community Guidelines, which set expectations for professional behavior, safe driving practices, and non-discrimination. Some states also require drivers to complete defensive driving courses to maintain access to the platform.

The Uber platform includes several built-in safety features to support both riders and drivers. RideCheck technology detects potential crashes or long stops and prompts a safety check-in. An in-app emergency button allows riders and drivers to contact emergency services with real-time location sharing. GPS tracking enables riders to share their trip progress with trusted contacts, and Uber's two-way ratings system allows both drivers and riders to provide feedback after every trip.

Drivers must maintain valid licenses, registration, and insurance, which Uber verifies before they can accept trips. Uber regularly monitors regulatory changes and updates platform policies to stay in compliance with transportation laws at the state and federal levels. A dedicated Law Enforcement Response Team works with local authorities to assist with investigations and compliance matters. Uber also provides 24/7 support to riders and drivers to address safety concerns, trip issues, or other incidents.



2. Budget and Cost Breakdown:

A detailed financial proposal showing how the service will be provided within the \$415,000 annual budget. This budget amount is all-inclusive of all projected rider fares, grant funding, and City subsidy.

Uber for Business Vouchers offers a flexible, cost-controlled approach that allows the City of Hermiston to provide on-demand transportation while staying within the established \$415,000 annual budget. Instead of funding a traditional fleet with fixed operating costs, Uber Vouchers only incur costs when rides are taken. This eliminates expenses related to vehicle ownership, maintenance, fuel, and staffing, maximizing the City's ability to provide subsidized rides efficiently.

With Vouchers, the City can allocate funds based on rider eligibility and demand. Program administrators can set specific parameters, including maximum ride values, geographic restrictions, and time-of-day usage. For example, the City may choose to cover a flat amount per ride, so that riders contribute a portion of the fare, or fully subsidize trips within a defined zone. This model allows for strategic budget distribution, ensuring the service remains available throughout the fiscal year without exceeding the cost ceiling.

By leveraging real-time data and usage reports, the City can monitor spending and adjust voucher distribution to optimize funding. Since Uber's platform does not require a minimum number of trips or a fixed service level agreement, the City retains full control over how and when funds are used, allowing for adjustments based on actual ridership trends. This means that the available budget supports the greatest number of eligible riders while maintaining cost-efficiency.

Pricing Models

Uber Vouchers offer several pricing models that allow Hermiston to control costs while maximizing transportation access:

1. Flat Subsidy per Ride Model

- The City covers a fixed amount per trip (e.g., \$9 for city rides, \$20 for inter-city workforce rides).
- Riders cover any amount exceeding the subsidy.
- Best for: Ensuring predictable City costs while allowing for market-based fare fluctuations.

2. Percentage-Based Subsidy Model

- The City covers a percentage of the fare (e.g., 75%), and the rider covers the rest.
- Provides cost flexibility but requires monitoring to ensure funds last all year.
- Best for: Distributing funds proportionally and encouraging cost-conscious rider behavior.

3. Zone-Based Pricing Model

- Voucher amounts vary based on ride zones (e.g., higher subsidies for longer commutes).
- Ensures riders in remote areas still receive assistance without overspending on short city trips.
- Best for: Workforce commuters who need longer-distance rides.

4. Fully Covered Rides

- The City fully subsidizes the cost of each trip, ensuring that eligible riders do not need to pay out-of-pocket expenses.
- Provides the most seamless and accessible transportation experience, particularly for seniors, disabled individuals, and low-income workforce riders.
- The City sets ride parameters, such as maximum fare limits, geographic restrictions, and trip purposes, to maintain budget control.
- Best for: Eliminating financial barriers to transportation while maintaining oversight through real-time data tracking and budget allocation.

Fee Schedule

Uber Vouchers use a pay-as-you-go model with centralized billing. There are no upfront costs to implement the Uber for Business Dashboard. Charges are only incurred for rides placed using the vouchers. Please note that support provided by Uber’s government team, ongoing account management, and reporting is provided at no additional cost.

| Products and Services | Cost to Hermiston |
|---|---|
| Trips placed using Uber Vouchers | Limited to per trip costs |
| Program implementation and trainings | Included at no extra charge |
| Dedicated ongoing account management | Included at no extra charge. Hourly personnel rates are not applicable. |
| On-call administrative support (email, chat, and phone) | Included at no extra charge |
| In-app rider support | Included at no extra charge |
| Optional use of the Uber app for riders | Included at no extra charge |
| Data collection and reporting | Included at no extra charge |

Trip Costs

Rider prices are determined by a base fare plus time and distance rates by market. Prices also include a booking fee, which Uber retains, plus any applicable taxes, tolls, surcharges, and fees. In addition, Uber may make route-based pricing adjustments based on patterns in rider demand in order to provide increased balance to the Uber transportation marketplace.

Dynamic pricing

Uber also uses dynamic pricing as a mechanism to balance the marketplace. Dynamic pricing automatically goes into effect when there are more riders in a given area than available drivers. Uber maps every city into hyper-local zones with each hexagon being subject to surge based on its real-time driver availability and rider demand. Without dynamic pricing, when demand for riders exceeds the number of available drivers, riders would wait longer.

Upfront pricing

Trip coordinators are shown the cost of the ride they're scheduling at booking—known as an upfront price. Upfront pricing is based on the estimated time and distance of a trip and may vary based on real-world conditions such as traffic. The upfront price may change if a rider adds stops, updates their destination, or the route changes significantly. In such events, the rider's final price is re-calculated based on the actual time and distance of the trip.

The cost breakdown should include vehicle operation, fuel, staffing costs, insurance, maintenance, and any other relevant expenditures.

Uber Vouchers operate on a pay-per-use model, meaning there are no direct costs for vehicle operation, fuel, maintenance, insurance, or staffing typically associated with running a transportation fleet. Instead, the City of Hermiston would only incur costs when a rider redeems a voucher for a trip, allowing for maximum budget efficiency with no fixed operational expenses.

Here's how this structure impacts traditional cost categories:

- **Vehicle Operation & Fuel:** Uber drivers are independent contractors who provide and maintain their own vehicles, covering all fuel and operational costs. The City does not need to purchase or lease vehicles, significantly reducing overhead.
- **Staffing Costs:** Since Uber's platform is fully integrated, there is no need for additional City staff to handle scheduling, dispatch, or vehicle management. The City's administrative role is limited to managing the voucher program through an online dashboard, which simplifies program oversight.
- **Insurance:** All trips on the Uber platform are covered by Uber's commercial auto liability insurance, ensuring compliance with state and local regulations. This eliminates the need for the City to purchase separate coverage.
- **Maintenance & Repairs:** Vehicle maintenance and repair costs are the responsibility of the drivers using the platform, meaning the City is not required to allocate funds for upkeep.
- **Other Expenses:** The City can allocate a portion of its budget for contingency funds to account for fluctuations in ride demand or unexpected policy adjustments.

By shifting from the current program to an on-demand model, the City eliminates traditional fixed costs and can instead allocate 100% of its transportation budget directly toward rider trips, ensuring the

maximum number of eligible residents receive transportation assistance.

Any cost-saving measures or efficiencies that will be implemented to meet the budget.

Uber Vouchers allow the City of Hermiston to maximize its transportation budget by shifting from a traditional fleet-based system to an on-demand, pay-per-use model. This eliminates many of the fixed costs associated with operating a transportation service, such as vehicle acquisition, fuel, maintenance, and staffing, ensuring that every dollar spent goes directly toward rides for eligible residents.

To stay within the \$415,000 budget while maintaining service levels, the City can implement several cost-saving strategies:

- **1. Rider Contribution Adjustments:** Riders can be required to contribute a portion of each fare, reducing the City's per-trip subsidy. For example, setting a \$2 rider contribution for standard trips can extend program funds without significantly impacting affordability for users.
- **2. Trip Capping and Budget Controls:** The voucher program allows the City to set maximum subsidy amounts per trip, ensuring that longer or more expensive trips don't disproportionately consume program funds. Administrators can also adjust ride eligibility based on available budget so that funds are distributed evenly throughout the year.
- **3. Time-Based Subsidy Limits:** The City can restrict voucher use to specific hours of operation that align with peak demand. This helps prioritize funding for essential trips while avoiding excessive spending during lower-demand periods.
- **4. Geo-Fencing for Cost Control:** Vouchers can be configured to only cover rides within the designated service area (Hermiston, Umatilla, Stanfield, and Echo). By limiting unnecessary long-distance trips, the City can reduce per-trip costs and keep funding focused on local riders.
- **5. Data-Driven Adjustments:** Uber's reporting dashboard allows administrators to monitor ride usage and spending trends, making it easy to adjust voucher values or trip limits if costs begin exceeding projections. This proactive budget management ensures funds last for the full program duration without unexpected shortfalls.

By using these cost-control features, the City can stretch its transportation budget further, provide more rides, and avoid unexpected cost overruns while maintaining a high level of service for seniors, disabled individuals, and workforce riders.

Proof that the service can be financially viable without any other outside revenue, such as from general taxi rides.

Uber Vouchers operate on a pay-per-use model, meaning the City of Hermiston only incurs costs when rides are taken. There are no fixed expenses for vehicle ownership, maintenance, fuel, or staffing, which allows every dollar of the transportation budget to be allocated directly toward subsidizing rides. Since the program does not require outside revenue streams, its viability is based entirely on how the City structures voucher distribution, rider contributions, and subsidy amounts.

The \$415,000 budget is sufficient to support thousands of trips annually, with program costs entirely controlled by the City through adjustable ride limits, fare caps, and geographic restrictions. Data from Uber's reporting dashboard provides real-time insight into usage patterns, allowing for ongoing adjustments to keep spending within the allocated budget. Since Uber does not require a minimum number of trips or a fixed financial commitment, the program remains viable regardless of fluctuations in demand.

Unlike traditional taxi services that rely on general fares to remain operational, this model does not depend on outside revenue. The City can fully sustain the service within its existing budget, without needing supplemental funding from fares generated outside of the voucher program.

Additional Savings Through Uber's Cooperative Agreement

Please note that while we've completed the requested information, Uber would also like to propose the products, services, and discounts available through Uber's Equalis Group Master Agreement, which is hereby incorporated in our proposal by reference.

Although the City of Hermiston is not an existing Equalis Member, membership would make Uber's products immediately available to the city, either through this solicitation or independently. By leveraging this publicly procured, competitively solicited Master Agreement, the city benefits from bulk buying incentives and can streamline the contracting process.

This Master Agreement was awarded to Uber by the Cooperative Council of Governments (CCOG), an Equalis Group Lead Agency, through RFP #COG 2155 and is available to public agencies nationwide. CCOG's solicitation documents and the Master Agreement are publicly posted on the right side of Equalis Group's Uber's landing page, including the Original RFP, Proof of Publication, Uber's RFP Response, Bid Tabulation, Award Letter, and Master Agreement. Uber received the highest score out of the 10 proposals submitted.

The advantages of Uber responding to the city's immediate needs through the Equalis Group Master Agreement include:

- The ability to tailor solutions to the city's future transportation and meal delivery needs through a single already-procured cooperative contract vehicle;
- Lead Agency's highly competitive, national solicitation advertised in 10+ publications across the country, which garnered 10 responses from service providers;
- Access to Uber's entire offering of products and services available through the Master Agreement, including: transportation for social service programs, fleet augmentation, senior mobility, emergency response support, employee ground transportation, and meal services
- Lead Agency's solicitation and contracting process comports with procurement requirements defined in Uniform Guidance, enabling the city to spend federal funds through this contract award – Equalis Group has supporting documentation readily available for your review; and
- Ongoing procurement and contract documentation, support, and assistance from your dedicated Equalis Group Member Engagement team point of contact.



Uber for Business
Proven experience with
voucher programs

3. Experience and Qualifications:

A description of the proposer's experience in providing similar services, including any past contracts for similar on-demand transportation programs.

Since launching, Uber has partnered with a range of public entities, including cities, counties, states, universities, and school districts seeking streamlined methods to address their mobility needs. We formalized a dedicated government team in 2020 following the award of an \$810 million governmentwide BPA agreement with the US General Services Administration. Since then, we've consolidated and formalized our public sector go-to-market efforts. Today, our government team strategically partners with federal clients as well as in the state, local, and education market to enable innovative mobility and delivery solutions for governments and their communities.

This includes extensive experience partnering with government agencies, municipalities, and organizations to provide on-demand transportation services using a voucher-based model. Cities, transit agencies, and workforce programs across the country have used Uber Vouchers to offer subsidized rides for seniors, disabled individuals, low-income workers, and other populations with transportation challenges.

For example, in Marin County, California, the Catch-a-Ride 2.0 program provides subsidized Uber rides for seniors and eligible residents, ensuring flexible and reliable mobility without the expense of a dedicated fleet. Similarly, in Innisfil, Ontario, the town replaced a traditional bus service with Uber-subsidized rides, offering residents affordable transportation to key locations while optimizing costs. In Los Angeles, the City Attorney's Office used Uber Vouchers to assist victims and witnesses in attending court proceedings without requiring a city-operated transportation service. Uber has also worked with counties and workforce development agencies to provide subsidized rides for employees in areas with limited public transportation options. These programs have helped connect workers to job sites, training programs, and transit hubs, reducing reliance on personal vehicles and expanding employment access.

Because Uber's model is designed to scale, it has been successfully implemented in both large metropolitan areas and smaller cities with varying budget sizes and service demands. These partnerships demonstrate how a digital, on-demand transportation program can replace traditional fleet-based systems while maintaining cost control and rider flexibility.

The following pages include a few selected case studies:

Marin Transit Catch-a-Ride 2.0 Program
Marin County, CA (2023 – Present)



| | |
|-------------------------|--|
| Program Overview | Marin Transit partnered with Uber to expand its Catch-a-Ride 2.0 program, offering discounted rides for eligible seniors who need reliable, flexible transportation. Instead of operating a costly dedicated fleet, the program subsidizes Uber rides, allowing participants to travel within designated service areas at reduced fares. |
|-------------------------|--|

| |
|---|
| Relevant elements |
| <ul style="list-style-type: none">● Subsidized on-demand transportation for seniors● Partnership with local transit agency● Cost-effective alternative to traditional paratransit |
| Added Value |
| By integrating Uber’s platform into its transportation network, Marin Transit provides a cost-efficient, on-demand service that enhances mobility for seniors while optimizing transit resources. |

Regional Transit District (RTD), Access On Demand Program
Denver, CO (2023 – Present)



| | |
|-------------------------|---|
| Program Overview | RTD launched the Access On Demand program to enhance paratransit accessibility. To address growing demand, RTD partners with Uber and other non-dedicated services to supplement its paratransit fleet. Eligible riders can take up to 60 one-way Uber trips per month, with RTD subsidizing the first \$25 of each ride. Riders cover any additional costs beyond the subsidy. |
|-------------------------|---|

| |
|---|
| Relevant elements |
| <ul style="list-style-type: none">● Subsidized on-demand transportation using Uber Vouchers● Complements existing transit operations● Expanded mobility for eligible riders |
| Added Value |
| By integrating on-demand transportation into its paratransit network, RTD provides greater flexibility, reduced wait times, and enhanced mobility for eligible riders. |

Town of Innisfil Rideshare Transit Program
Innisfil, Ontario (2023 – Present)



| | |
|-------------------------|--|
| Program Overview | The Town of Innisfil partnered with Uber to create Innisfil Transit, an innovative public transportation program that subsidizes Uber rides instead of operating a traditional bus system. Residents receive discounted rides to key destinations such as community centers, retail hubs, and transit stations, ensuring access to essential services. |
|-------------------------|--|

| |
|--|
| Relevant elements |
| <ul style="list-style-type: none">● Rideshare-based public transit model● Replaced costly fixed-route bus service● Dynamic, scalable transportation solution |
| Added Value |
| This partnership has enabled Innisfil to provide an efficient, flexible, and cost-effective transportation solution that adapts to rider demand while significantly reducing operational overhead. |

Massachusetts Bay Transportation Authority (MBTA), The RIDE Flex Program
San Francisco, CA (2023 – Present)



Program Overview

The RIDE Flex is an on-demand service offered to eligible customers of the MBTA's paratransit service, providing an alternative way to schedule trips directly with Uber and other providers. For each on-demand trip, there is a base co-pay of \$3. The MBTA offers a subsidy of up to \$40 per trip, with the customer responsible for any additional costs exceeding \$43.

Relevant elements

- Established MBTA partnership
- Active Voucher program in Boston area
- Seamless paratransit integration

Added Value

RIDE Flex seamlessly integrates with MBTA's existing paratransit and transit network, providing a complementary mobility option that expands access for riders.

City of Miami, FL, Recidivism Commute Program
Miami, FL (2023 – Present)



Program Overview

The City of Miami's Department of Human Services provides Uber Vouchers to support individuals reentering the workforce as part of a recidivism reduction program. Participants receive reliable transportation for job interviews and commuting assistance once employed. Additionally, Uber Vouchers are distributed for community-based initiatives and events, ensuring equitable access to mobility resources.

Relevant elements

- Vouchers for improved mobility
- Dependable transportation for job seekers
- Flexible support for community programs

Added Value

The program's scalable voucher model allows the City to efficiently support both ongoing and ad hoc transportation needs, maximizing impact for participants and the broader community.

References from other clients or municipalities for which the proposer has provided similar services.

With respect to the confidentiality of our agreements and the administrative time of our partners, Uber for Business does not generally provide references. As an alternative, we've provided representative case studies for review. If needed, we can work to provide references upon award or during negotiations.

Uber has worked with multiple government agencies and municipalities to implement voucher-based transportation solutions. Below are examples of relevant partnerships that reflect similar service models to the City of Hermiston's needs:

- The New York City Department of Education partnered with Uber to provide transportation for families of summer school students who lacked reliable access to public transit. The program replaced a traditional bus system with on-demand rides, allowing parents to redeem pre-funded Uber trips at no cost.

- The Los Angeles City Attorney’s Office implemented Uber Vouchers to assist victims and witnesses in attending court proceedings. This eliminated the need for the City to operate a dedicated transportation service while ensuring that eligible individuals had reliable rides when needed.
- Several cities have launched workforce transportation programs using Uber Vouchers to connect residents to job sites, training programs, and transit hubs. For example, Summit, New Jersey, initiated a pilot program that subsidized Uber rides to and from its transit station, aiming to reduce parking demand and improve job accessibility.

Uber has also partnered with workforce development agencies, county governments, and nonprofit organizations to support transportation initiatives for seniors, disabled individuals, and underserved populations.

An outline of the qualifications and experience of the key personnel involved in managing and operating the service.

Uber will assign Sr. Account Executive, Rema Zadah, as the primary point of contact for the City of Hermiston. Rema will provide ongoing support, including program implementation, issue resolution, reporting, and consultation for best practices to optimize the city’s transport operations. She will work closely with city officials to evaluate performance, address challenges, and adapt the program based on rider and stakeholder feedback. Brief biographical statements are provided for our key team members below.



Rema Zadah
Sr. Account Executive

Role: Rema will serve as the primary point of contact for the City of Hermiston, overseeing day-to-day program management, regular reporting, and strategic optimizations. She will work closely with city officials to ensure seamless operations, leveraging Uber’s technology and best practices. As a founding member of Uber’s dedicated government team, Rema brings extensive experience in partnering with public agencies to address transportation challenges for diverse riderships.

Background: Since joining Uber in 2021, Rema has managed and optimized government mobility programs, helping agencies expand transportation access, improve efficiency, and maximize program impact. With 12+ years of experience in the public sector, she has worked closely with stakeholders to develop and implement transportation solutions that align with policy goals and community needs.

Education: JD, University of the District of Columbia, David A. Clarke School of Law; BA, Political Science - Economics, George Mason University

Years of Experience: 12



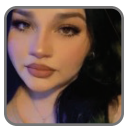
Tamica Goldsmith
Sr. Implementation Lead

Role: Tamica will serve as the Senior Implementation Lead, guiding the City of Hermiston through a seamless program rollout. She will oversee account setup, administrative access, employee launch communication, and training to ensure effective adoption. Tamica has extensive experience leading community-facing trainings and informational sessions, equipping diverse populations with the knowledge to navigate new mobility solutions. She will work closely with city officials and stakeholders to tailor implementation strategies that align with program goals and maximize impact.

Background: Since joining Uber in 2021, Tamica has led complex implementation plans for public sector programs, supporting governments in launching and scaling transportation initiatives. With 8+ years of experience in software and travel technology deployment, she specializes in streamlining onboarding, developing best practices, and facilitating hands-on training to drive successful program adoption.

Education: BS Coursework, University of Maryland Global Campus

Years of Experience: 8



Nora Cazarez
Premium Support Specialist

Role: Nora will serve as the Premium Support Specialist, acting as the dedicated support contact for the City of Hermiston's administrative staff. She will provide expert-level assistance on program operations, ensuring smooth execution by promptly addressing escalations, complex issues, and rider inquiries. Nora will maintain clear communication across multiple channels, keeping city officials informed while working behind the scenes for timely issue resolution.

Background: Since joining Uber in 2022, Nora has provided specialized support for Uber for Business's largest public sector and enterprise programs, helping administrators navigate platform tools, reporting, and troubleshooting. With extensive experience in customer service and account management, she excels in proactive problem-solving, process optimization, and stakeholder coordination to ensure a high-quality support experience.

Years of Experience: 12



Isabella Petr
Marketing Lead

Role: Isabella will serve as the Marketing Lead, overseeing strategic outreach and awareness efforts for the City of Hermiston's on-demand rideshare program. She will develop and implement multi-channel marketing strategies, ensuring broad community engagement and adoption. Isabella will work closely with city officials to provide a co-marketing toolkit, including social media templates, agency advertisements, press releases, and accessibility-optimized rider communications.

Background: With extensive experience in demand generation and government marketing, Isabella specializes in creating and optimizing outreach campaigns for public sector programs. She leads data-driven marketing initiatives that expand program reach, engage priority populations, and drive adoption through digital, print, and in-person community engagement efforts.

Education: BA, Marketing, Penn State University

Years of Experience: 9



Ashley Jacober
Head of Government

Role: Ashley is responsible for the overall quality and oversight of Uber's public sector partnerships. She will ensure Uber's staffing levels adequately meet evolving program needs and monitor Uber's internal QC processes and performance to sustain a high-achieving, dynamic program that achieves program goals. Ashley's built a framework for exceptional account management support and works strategically within Uber to deliver innovative solutions that meet the evolving needs of our public partnerships.

Background: With Uber for more than 8 years, Ashley formerly served as Uber for Business' Head of Account Management in the US and Canada. She's spent the past dozen years in client success and account management. Before Uber, Ashley was Director of Account Management at an advertising agency and led account management at start-ups.

Education: BS, Marketing, University of Nevada, Las Vegas;

Years of experience: 13

“

The collaboration with Uber has been exemplary in several ways. Our Uber representative has consistently provided immediate responses and effective solutions to any inquiries or issues we have encountered. Their dedication to customer service has been a cornerstone of our successful partnership.

— **Michael Roman, Community Partnership Manager**
City of Miami, Department of Human Services



4. Operational Plan:

An outline of how the service will be operated on a daily basis, including vehicle scheduling, dispatch protocols, and customer service procedures.

Uber Vouchers provide an on-demand transportation solution without the need for vehicle scheduling or dispatching. Instead of managing a fixed fleet, the City of Hermiston will issue vouchers to eligible riders, allowing them to request trips as needed through the Uber app. This eliminates the complexity of coordinating vehicles, routes, and driver availability while ensuring rides are available whenever demand arises.

Riders will receive a pre-loaded voucher that covers all or part of their fare, depending on the City's subsidy structure. When they need a trip, they simply open the Uber app, enter their destination, and apply the voucher at checkout. The Uber platform then connects them to the nearest available driver, using real-time matching to optimize wait times and trip efficiency. Since drivers operate independently, the system adapts dynamically to rider demand without requiring fixed service hours or vehicle assignments.

Customer support is available through multiple channels. Riders can access in-app help for trip-related issues, contact support via phone for urgent matters, or report concerns through Uber's customer service team. Administrators managing the voucher program can reach out to Uber's Business Support Team for assistance with billing, reporting, or account management. The City will have full visibility into ride usage through an online dashboard, where staff can track voucher redemption, adjust program settings, and monitor spending in real time.

How Uber Vouchers Work

Uber Vouchers provide the City of Hermiston with a flexible and efficient way to offer on-demand rides. By issuing ride credits directly to individuals, the city can ensure timely access to transportation without requiring cash, direct coordination with drivers, or reliance on city-owned vehicle fleets.

Uber for Business Dashboard

Setting up Uber Vouchers in the Uber for Business Dashboard is a quick and intuitive process. Administrators log into the dashboard, navigate to the "Vouchers" section, and click "Create Voucher". From there, they can customize ride parameters, including budget limits, geographic restrictions, validity periods, and approved pickup/drop-off locations. Once configured, vouchers can be distributed via email, SMS, or QR codes, allowing recipients to redeem them seamlessly through the Uber app. The dashboard also provides real-time tracking and detailed reporting, ensuring complete oversight of voucher usage and budget allocation.

In the images below, we've created a sample Voucher program for Senior Rides. In this example, vouchers are set for \$20 off rides, with one ride available per voucher. Other types of vouchers can include fully covered rides or ride credits (i.e. a set amount that can be spent per person until it runs out). When creating the voucher, you can also include custom messaging for recipients, time and location restrictions, and types of vehicles available. You are also given a summary of estimated costs prior to creating the voucher campaign.

New voucher

Guided tour

Voucher details

Voucher name

Senior Rides

Recipients will see this name in the app.12/50

Number of vouchers

200

Each recipient can only accept the voucher once. You can always add more recipients later.

Voucher type

Rides

Amount off

Change

Rides per voucher

1 ride

Amount off per ride

\$20

\$30

\$45

\$55

\$75

Other

\$20 off

Uber

Summary

Number of vouchers

200

Max. value per voucher

\$20

Max. total budget

\$4,000

Estimated spend

\$1,000 - \$2,400

Pay as you go

Page 20

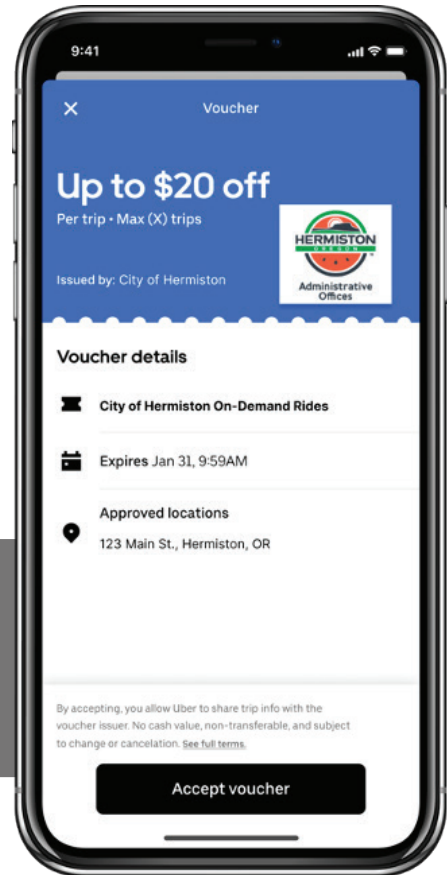
City of Hermiston | On-Demand Senior, Disabled, and Worforce Door-to-Door Rides | RFPPage 26 of 52

1. Distribution of Vouchers

Uber Vouchers can be distributed instantly via multiple methods, making it easy for officials to provide transportation assistance to individuals:

- **SMS or Email:** Recipients receive a direct link to redeem their voucher.
- **QR Codes:** Printable QR codes can be issued for individuals without access to a mobile device.
- **Bulk Distribution:** Multiple vouchers can be sent out simultaneously to groups of individuals in need.

Vouchers get distributed to recipients who can easily redeem them in the Uber app. In this example, a campaign has been set up to provide citizens with \$20 rides within the Hermiston city limits.



2. Customizable Ride Parameters

Each Uber Voucher is highly customizable to align with the City of Hermiston's program needs. Officials can configure:

- **Geographic Restrictions:** Limit rides to specific areas, ensuring travel is only available within designated zones.
- **Time Constraints:** Define when the voucher is active, such as during typical working hours.
- **Trip Value Limits:** Set a maximum fare per ride to manage costs effectively.
- **Pickup & Drop-off Locations:** Control where rides can start and end to align with work locations or other program parameters.

3. Seamless Ride Redemption

For recipients, using an Uber Voucher is straightforward:

- Click the voucher link in their SMS or email or scan the provided QR code.
- Open the Uber app (or download it if not already installed).
- The voucher is automatically applied at checkout, covering the fare up to the predefined limit.
- The recipient selects their destination and confirms their ride.

There is no need for a recipient to handle payments, ensuring a seamless experience during stressful situations.

4. Real-time Tracking and Reporting

City of Hermiston officials gain complete oversight of voucher usage through a centralized dashboard:

- **Detailed Reporting:** Access insights into ride patterns, trip costs, and usage trends.
- **Fraud Prevention:** Ensure vouchers are used only for authorized trips by monitoring activity and setting restrictions.

5. Scalable and Reliable Rides

Uber Vouchers provide a scalable solution that can be adjusted based on Hermiston's transportation program needs. Whether supporting a small group of seniors and disabled riders or accommodating workforce transportation demands, Uber's existing driver network ensures availability without requiring the City to manage a dedicated fleet or additional operational resources.

By leveraging Uber Vouchers, the City of Hermiston can efficiently distribute transportation subsidies, reduce administrative complexity, and ensure eligible riders have reliable, on-demand access to essential destinations.

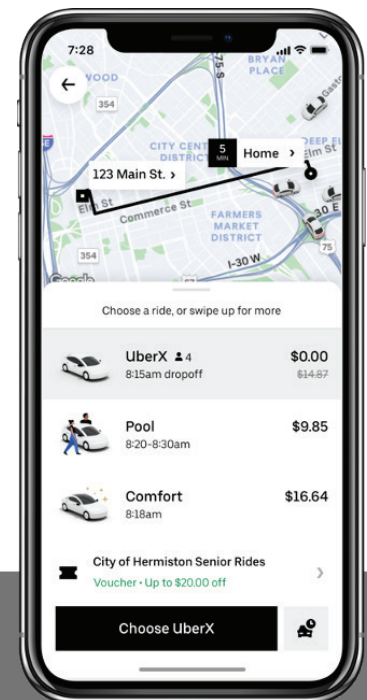
How the proposer will ensure timely responses to inclement weather or other unforeseen challenges, such as high demand for rides or equipment failure.

Uber's platform is designed to adapt to real-time conditions, allowing riders to access transportation without the constraints of a fixed fleet. In the event of inclement weather, high demand, or other unforeseen challenges, Uber's dynamic marketplace helps maintain ride availability by adjusting pricing to encourage more drivers to be on the road when demand increases. Since Uber does not rely on a set number of vehicles or a scheduled service, the system naturally shifts to accommodate changing conditions.

During extreme weather events, Uber sends notifications to drivers, advising them of hazardous conditions and providing safety recommendations. Riders may also receive alerts about delays or temporary service limitations based on road conditions in their area. If certain parts of the service region become inaccessible, Uber's app prevents ride requests to or from those locations until conditions improve.

For periods of high demand, such as holidays or peak commute hours, Uber's automated dispatch system prioritizes efficiency by matching riders to the nearest available driver, reducing wait times. The City can also control program spending during these times by setting voucher limits or usage restrictions for specific hours. Since Uber's platform does not depend on a single dispatch center or fleet, there is no risk of widespread service disruptions due to equipment failure or vehicle shortages. If an individual driver's vehicle is unavailable due to mechanical issues, another driver can immediately fulfill the trip request.

The flexibility of the system allows for uninterrupted service without the need for manual intervention from City staff.



Users simply request a pickup and the voucher is automatically applied when booking.



Ride with Confidence

Safety at every step

5. Safety and Compliance:

How the proposer will ensure that the service adheres to all applicable safety and compliance requirements, including maintaining clean and safe vehicles and following procedures for handling service animals, personal care attendants, and other specific rider needs.

Uber's platform operates within a structured framework of safety and compliance standards that align with local, state, and federal regulations. All drivers must pass background screenings before they can access the platform, which include a review of motor vehicle records and criminal history. These screenings are conducted before a driver's first trip and are repeated annually to maintain eligibility.

Vehicles on the Uber platform must meet specific requirements, including age limits and condition standards, and drivers are responsible for keeping their vehicles clean and well-maintained. Riders provide feedback after each trip, and if a vehicle does not meet expectations for cleanliness or safety, Uber may take action, including requiring re-inspection or removing the driver from the platform.

Uber's policies also ensure compliance with laws regarding service animals. Drivers are required to accept riders with service animals, regardless of personal preferences or allergies. If a driver refuses a trip due to a service animal, they may be removed from the platform. Personal care attendants accompanying riders are also allowed, and there are no additional fees for bringing an attendant along on a trip.

For riders with mobility needs, Uber offers features such as upfront pricing and estimated arrival times, allowing them to plan their trips with confidence. If wheelchair-accessible vehicles are not available in the Hermiston area, the City can explore partnerships with local providers to supplement Uber Vouchers for those requiring specialized transportation.

By leveraging technology, real-time trip monitoring, and rider feedback, Uber helps maintain safety and compliance across all trips, while providing cities with visibility into program usage and any reported service issues.

Other Rider Needs

Riders will use the widely adopted Uber app, available on iOS and Android, which serves over 171 million users globally and is consistently ranked the #1 travel app in Apple's US App Store. Designed for

accessibility and multilingual support, the app offers real-time translation in over 100 languages, enabling seamless communication between riders and drivers.


For riders who are blind or have low vision, the Uber app supports iOS VoiceOver, Android TalkBack, and wireless Braille displays, ensuring full usability. Similarly, for riders who are deaf or hard of hearing, audio is not required to navigate the app. Features such as visible and vibrating alerts and in-app texting enable non-verbal communication with drivers, making the experience fully accessible.

Call2Ride with Uber Vouchers

Uber's Call-2-Ride service offers an easy, phone-based alternative for booking rides, making Uber accessible to riders without a smartphone. By dialing 1-833-USE-UBER, riders can speak with a live agent to request a trip. Riders can book a trip without an existing Uber account. Support agents are available to create an account, add a payment method, and guide new users through the onboarding process. This includes helping riders understand how Uber works, how their voucher applies to rides, and how to ensure the voucher is used correctly.

Key features include:

- **Live agent support:** Available 7 days a week, 4 AM – 10 PM ET
- **Fast response times:** 80% of calls are answered within 60 seconds
- **No smartphone required:** Works with any SMS-capable mobile phone
- **No Uber account needed to start:** Support agents can create an account and add a payment method if the rider does not have one



No smartphone? No problem.

Call 1-833-USE-UBER for a live agent to help you request a ride without a smartphone or Uber account.

Through our new service, you can request a ride from the Uber app or by calling 1-833-USE-UBER. A live agent will help you request a ride, create an account, and add a payment method.

Learn more about the Uber for Business program and how it can help your business by visiting [uber.com/business](#).

[Learn more](#)

Expanding Access With Call2Ride: On-Demand Mobility for ADA Riders

The Pace Rideshare Access Program (RAP) leverages Uber's Call2Ride feature to provide a seamless, phone-based booking option for ADA paratransit riders across Pace's six-county region.

Through RAP, riders can request subsidized Uber trips via a live agent without needing a smartphone or Uber account. The program enhances accessibility and flexibility by offering vouchers that cover part of the trip cost, ensuring that riders with disabilities have reliable, on-demand transportation when they need it most.

More info is available [here](#).



Service Excellence

Consistent high-quality service

6. Quality Assurance Plan:

A plan for monitoring and maintaining high service standards, including how complaints and service issues will be addressed.

Uber maintains service quality through a combination of rider feedback, trip monitoring, and support channels that allow for quick resolution of complaints or service issues. Since Uber operates as an on-demand platform rather than a scheduled fleet, quality assurance is built into each ride rather than relying on periodic inspections or manual oversight by the City of Hermiston.

Every trip on the Uber platform is tracked in real-time using GPS, allowing both the rider and Uber's support team to monitor service in progress. After a ride is completed, riders can rate their experience and provide feedback on driver professionalism, vehicle condition, trip efficiency, and overall satisfaction. These ratings directly impact a driver's ability to continue using the platform. If a driver's rating drops below the minimum threshold, they may be required to complete additional training or may be removed from the platform entirely. This continuous review process ensures that low-quality service is quickly identified and addressed without requiring intervention from City staff.

Complaints and service issues can be reported through the Uber app, where riders can flag concerns such as missed pickups, unprofessional behavior, or vehicle condition. Uber's customer support team reviews these reports and takes appropriate action, which may include issuing fare adjustments, following up with the driver, or temporarily suspending their access to the platform while an investigation takes place. For program administrators managing Uber Vouchers, Uber's Business Support Team is available to assist with ride-related concerns, billing inquiries, and program adjustments.

Uber's account team can provide custom reports that aggregate rider ratings from users during business reviews, along with trends in support tickets. These sessions allow for discussions on feedback and the development of aligned mitigation strategies, if needed.



7. Customer Service & Communications:

A description of the customer service system, including how riders will schedule trips, cancel rides, or communicate with the service provider.

Uber's customer service system is built into the platform, allowing riders to schedule trips, cancel rides, and communicate with their driver or support team directly through the Uber app. Unlike traditional transportation services that rely on call centers or dispatch offices, Uber's technology enables a seamless, self-service experience, reducing wait times and eliminating the need for riders to speak with an operator to arrange their trip.

Riders who have been issued Uber Vouchers by the City of Hermiston will open the Uber app, enter their destination, and apply their voucher as payment at checkout. The system automatically matches them with the nearest available driver, providing real-time updates on the estimated arrival time, driver details, and vehicle information. If a rider needs to cancel their trip, they can do so within the app before the driver arrives. Cancellation fees may apply if the driver is already en route, but voucher settings can be adjusted to include coverage for cancellations if the City chooses to do so.

As mentioned previously, riders who do not have access to a smartphone can also place rides through Call-2-Ride, an easy, phone-based alternative for booking rides with Uber.

For riders who need assistance, Uber offers multiple support options. The in-app help center allows users to report issues related to their trip, such as a missed pickup, an incorrect charge, or lost items. If a problem occurs, riders can submit a report directly within the app, where Uber's support team reviews the concern and responds accordingly. In urgent situations, riders can call Uber's support line to speak with a representative who can assist in real time.

Communication between riders and drivers is also built into the platform. Once a ride has been accepted, riders can call or message their driver through the app without sharing personal phone numbers. This allows for easy coordination at pickup points, especially in locations where finding the exact meeting spot may be difficult.

Administrators overseeing the voucher program will have access to an online dashboard where they can monitor ride activity, review complaints, and make program adjustments. If issues arise that require

intervention from Uber's business support team, City staff will have a dedicated point of contact who can assist with account management, billing, or other administrative concerns.

How the proposer will handle complaints or issues raised by riders.

Uber handles rider complaints and service issues through an integrated support system that allows for quick resolution without requiring direct involvement from City staff. Since every trip on the platform is tracked and rated, Uber automatically collects feedback after each ride, enabling the identification of service concerns in real-time.

If a rider experiences an issue—such as a late pickup, an incorrect route, an unprofessional driver, or a vehicle that does not meet standards—they can report it directly through the Uber app. The app's support center provides riders with specific complaint categories, allowing them to describe the issue and request a resolution. Uber's customer support team reviews these reports, determines the appropriate response, and takes action as necessary. This may include issuing a fare adjustment, providing a refund, following up with the driver, or restricting a driver's access to the platform if multiple complaints are received.

In cases where a rider needs immediate assistance, Uber's 24/7 support team is available by phone. This allows riders to speak with a representative who can assist with trip-related issues in real time, such as a driver not arriving at the pickup location or a ride being unexpectedly canceled. For concerns related to lost items, Uber's system enables direct communication between the rider and driver, allowing them to coordinate the return of lost belongings.

For complaints involving safety or serious policy violations, Uber's safety team conducts investigations based on the details provided. If necessary, the driver's access to the platform may be suspended while the issue is reviewed. Reports of discrimination, harassment, or refusal to transport a service animal are taken seriously and can result in permanent removal from the platform.

Rapid Deployment

Fast, seamless program launch

8. Timeline:

The proposer should outline a timeline for implementing and launching the program, including any necessary steps for acquiring vehicles, training staff, or developing customer outreach materials.

Since Uber Vouchers operates as a digital, on-demand service, the City of Hermiston will not need to acquire vehicles, hire drivers, or establish a dispatch system. Instead, the focus will be on setting up the voucher program, training administrators, and communicating with eligible riders. Based on Uber's experience with similar government programs, implementation typically takes four to six weeks from agreement execution to full launch, but can be expedited to launch as quickly as needed.

By leveraging our existing rideshare network, we can launch significantly faster than traditional microtransit providers, allowing the City to quickly deploy services. Our team provides hands-on guidance, tailored training, and ongoing support to ensure a successful program launch and sustained performance.

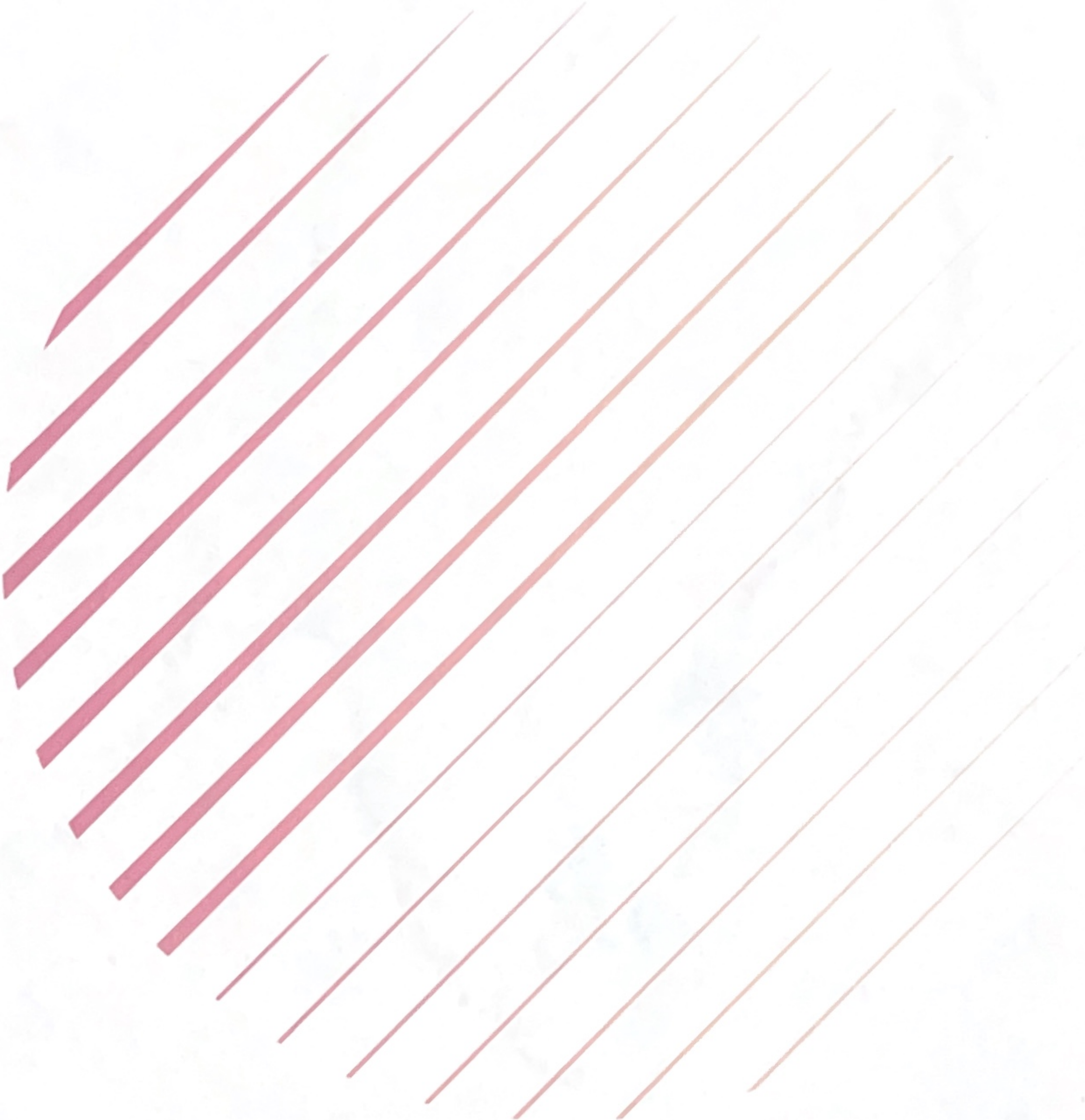
At a high-level, this includes:

- **Account setup:** Tamica will collaborate with City staff to configure the Voucher program, focusing on determining ride restrictions, geofencing, subsidies, and reporting to align with program goals.
- **Training:** Uber offers customized training sessions at no additional cost. We will coordinate admin training on using the dashboard, while working with the Cities to develop community education sessions to drive program awareness.
- **Marketing:** Isabella will work with City staff to implement a co-marketing strategy, including social media templates, agency advertisements, rider FAQs, and in-app notifications. This will support broad awareness and maximize program adoption among target populations.
- **Post-launch support:** Once the program is launched, administrators will have access to live support from a dedicated support agent to resolve any technical or account issues. Additionally, bi-weekly check-ins will be held for the first 3 months, followed by QBRs every 3 months for the full program.

Below is a sample timeline of what implementation, training, communications, and launch could look like. Uber will work with Hermiston to develop a final implementation plan based on program needs.

| Tasks | Week 1 | Week 2 | Week 3 | Week 4 | Week 5 | Week 6 | QTR QBRs |
|---|-------------|-------------|-------------|------------------------------------|-------------|-------------|----------------|
| Prelaunch | | | | | | | |
| Confirm account setup (dashboards, admins, & billing) | <div></div> | | | | | | |
| City to provide GeoJSON of program boundaries | <div></div> | | | | | | |
| Create programs and set restrictions | <div></div> | | | | | | |
| Prep comm strategies and templates for review | | <div></div> | | | | | |
| City to review & confirm comms & distribution strategy | | | <div></div> | | | | |
| Launch | | | | | | | |
| Parties share announcement in all relevant comm channels | | | | | <div></div> | | |
| Office hours held throughout next 2 weeks | | | | | <div></div> | | |
| Community trainings and educational sessions | | | | | <div></div> | | |
| Post-launch | | | | | | | |
| Post-launch check-in (bi-weekly for first 3 months) | | | | <div>Ongoing account support</div> | | <div></div> | |
| Review initial metrics, trips, and feedback | | | | | | <div></div> | |
| Quarterly business review (every 3 months for full program) | | | | | | | <div>...</div> |

WORC & Senior/Handicapped Taxi Ticket Program



**3/21/2025
RFP**

**Hermiston Taxi LLC
City of Hermiston**



INTRODUCTION

Hermiston Taxi is submitting an RFP proposal to manage & operate the City of Hermiston's On-Demand Ride Service Programs.

Hermiston Taxi will provide handicapped accessible and regular transit for seniors, disabled individuals, and WORC program participants. Our exceptional & compassionate service is reliable, with an emphasis on safety.

Service will be provided above requirements and expectations yet not to exceed the \$415,000 price cap per year.

Hermiston Taxi has provided WORC Program coverage for the City of Hermiston since 2017 and Senior/Handicapped Taxi program rides since 2015.

Service Parameters/Plan

WORC program service coverage includes Hermiston, Umatilla, Stanfield, and Echo

WORC program hours minimum hours: 5:30am – 10pm / 7 days per week

Participants are required to schedule in advance

Mandatory requirement to schedule the ride a minimum of 30 minutes prior to their scheduled shift start

Program riders will expect to ride with other program participants as necessary

Taxi Ticket program service hours: 7:30am-7:30pm M-F





EXAMPLE

Full Operating Hours, Company Work Schedule

| Name | Vehicle | Monday | Tuesday | Wednesday | Thursday | Friday | Saturday | Sunday | Hours |
|--|--------------------------|----------------|----------------|-------------------|----------------|-----------------|-----------------|----------------|-------|
| Manager's, Dispatch & Maintenance | | | | | | | | | |
| Sarah English | Manager | 5:30 am - 2 pm | 5:30 am - 2 pm | OFF | 5:30 am - 2 pm | 8:00 am - 2 pm | OFF | OFF | 31.00 |
| Jolee Romanick | Assistant Manager | 2 pm - Close | 2 pm - Close | 2 pm - Close | OFF | 2 pm - 10:30 pm | 5:30 am - 2 pm | 5:30 am - 2 pm | 42.50 |
| Charlie McKim | Shift Supervisor | OFF | MED | 5:30 am - 1:30 pm | 2 pm - Close | Driver | 2 pm - 10:30 pm | 2 pm - Close | 33.50 |
| Kayla Littlefield | Shift Supervisor | OFF | OFF | OFF | OFF | 5:30 am - 2 pm | OFF | OFF | 8.00 |
| Day Shift Drivers | | | | | | | | | |
| Dobra Homer | #09 - 2018 Dodge Caravan | 6 am - 2 pm | 6 am - 2 pm | 6 am - 2 pm | 6 am - 2 pm | 6 am - 2 pm | OFF | OFF | 37.50 |
| Dani Gaehring | #10 - 2018 Dodge Caravan | 7 am - 4 pm | 7 am - 4 pm | OFF | OFF | OFF | 7 am - 4 pm | 7 am - 4 pm | 34.00 |
| Charlie McKim | #07 - 2016 Dodge Caravan | OFF | MED | Dispatch | Dispatch | 7 am - 4 pm | Dispatch | Dispatch | 8.50 |
| Sabrina Baker | #10 - 2018 Dodge Caravan | OFF | OFF | 6 am - 2 pm | 7 am - 4 pm | OFF | OFF | OFF | 16.00 |
| Taryn Brower | #13 - 2011 Toyota Sienna | MED | 6 am - 2 pm | 7 am - 4 pm | OFF | OFF | 6 am - 2 pm | 6 am - 2 pm | 23.50 |
| Fabea Saenz | #12 - 2010 Honda Odyssey | 6 am - 2 pm | OFF | MED | 6 am - 2 pm | MED | OFF | 10 am - 6 pm | 30.00 |
| Levi Player | #12 - 2010 Honda Odyssey | OFF | Evening | Evening | MED | 6 am - 2 pm | 10 am - 6 pm | OFF | 15.00 |
| Evening Shift Drivers | | | | | | | | | |
| Levi Player | #12 - 2010 Honda Odyssey | OFF | 2 pm - Close | 2 pm - Close | MED | Day | Day | OFF | 15.00 |
| Heather Lancaster | #07 - 2016 Dodge Caravan | 2 pm - Close | OFF | OFF | 2 pm - Close | OFF | OFF | OFF | 15.00 |
| Christen Haines | #09 - 2018 Dodge Caravan | 2 pm - 10 pm | 2 pm - 10 pm | 2 pm - 10 pm | 2 pm - 10 pm | 2 pm - 10 pm | OFF | OFF | 37.50 |
| Steven Locks | #13 - 2011 Toyota Sienna | OFF | OFF | OFF | OFF | 3 pm - 12 am | 3 pm - 12 am | 2 pm - Close | 24.50 |

Notes: Please provide at least 1 week notice for time off requests.

Drivers will be notified of a MED transport/MED day at least 24 hours in advance, NO premium.

Time Starts when you leave the office

2pm - Close shift. Drivers and Dispatch will stay until last time call OR as long as calls are coming in (10pm-12am)

Until changes are necessary, this is a set weekly schedule.

VEHICLE FLEET

Number of vehicles to be staffed during program hours:

Day Shift

3 reg taxis

1 handicapped van

Night Shift

2 regular taxis

1 handicapped van

VEHICLES

Vans/sedans

Accessible vehicles

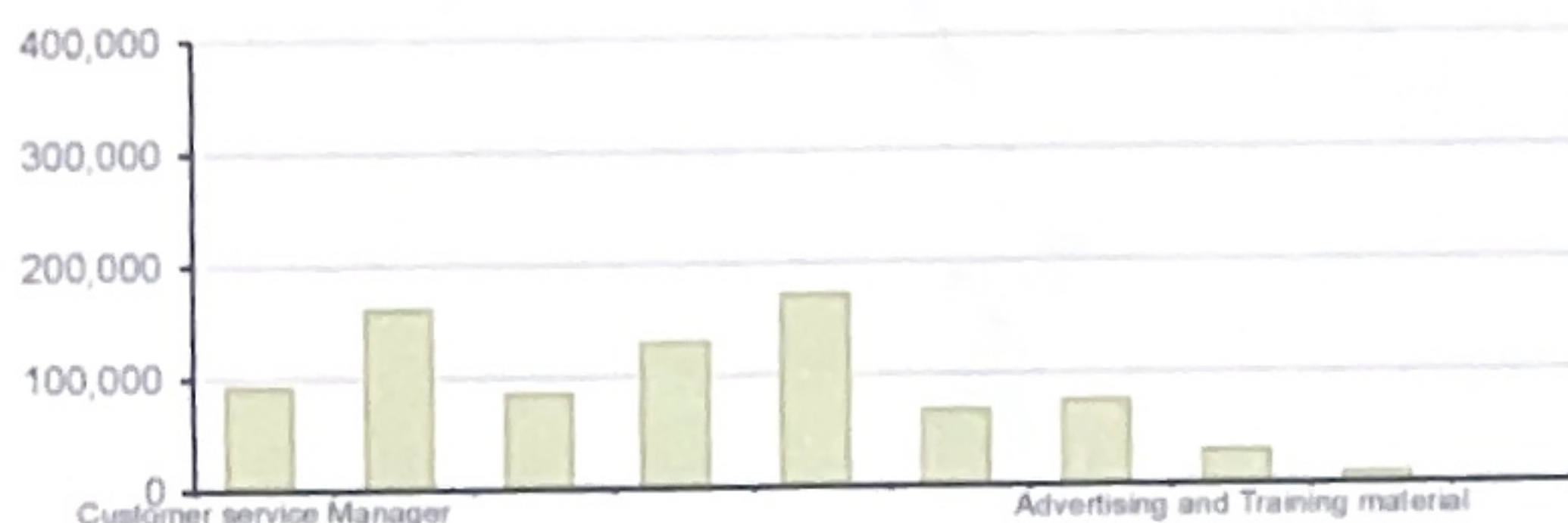
SERVICE AREA COVERAGE

WORC: Hermiston, Umatilla, Stanfield, Echo

Ticket program: Hermiston city limits

CURRENT VEHICLE LIST

| | | | |
|-----|------|---------------|-------------------------------------|
| #04 | 2012 | Dodge Journey | VIN- 3C4JDDFG3CT298601 |
| #07 | 2016 | Dodge Caravan | VIN- 2C4RDGBG6GR218409 |
| #08 | 2018 | Chrysler T&C | VIN- 2C4RC1BG9GR238430 |
| #09 | 2017 | Dodge Caravan | VIN- 2C4RDGEG4HR750285 |
| #10 | 2018 | Dodge Caravan | VIN- 2C4RDGCGXJR324643 |
| #12 | 2010 | Honda Odyssey | VIN- 5FNRL3H63AB09750D |
| #13 | 2011 | Toyota Sienna | VIN- 5TDYK3DC3BS046148 |
| #15 | 2010 | Dodge Caravan | VIN- 2D4RN3D17AR489634 (wheelchair) |

**BUDGETED AMOUNT****\$830,000.00****BUDGET VS. COSTS****TOTAL COSTS****\$829,968.00****DIFFERENCE****\$32.00****PLANT EXPENSES**

| TYPE | Hard Cost | DESCRIPTION | QUANTITY | COST for full 24 month contract | TOTAL |
|------------------|---------------------------------------|---|----------|---------------------------------|--------------|
| Staffing | Customer service Manager | Mon-Fri 6 hour contract per weekday up to 8 on prime need (6 hours contract 2 Donated) | 1 | \$93,600.00 | \$93,600.00 |
| | Drivers | Mon-Fri 6 hour contract per weekday up to 8 on prime need (6 hours contract 2 Donated) | 2 | \$81,120.00 | \$162,240.00 |
| | Dispatcher | Mon-Fri 6 hour contract per weekday up to 8 on prime need (6 hours contract 2 Donated) | 1 | \$87,360.00 | \$87,360.00 |
| Fleet | Fuel 24 month average | Fuel for 4 available normal/ADA Vans and 2 Backup | 24 | \$5,412.00 | \$129,888.00 |
| | Repair, Maintance,effecincy equipment | Major repairs, oil and fluid changes,replace wear and tear, washing 24 prior Month Averages | 24 | \$7,232.00 | \$173,568.00 |
| | Insurance, Certifications,Inspections | All ADA and road safe inspections,insurances,fees for fleet Licences | 24 | \$2,874.00 | \$68,976.00 |
| Facility | Rent and Utilites | Facility rent, Power, Water, Sewer, Trash, Natral Gas, office supplies, internet, phones | 24 | \$3,134.00 | \$75,216.00 |
| | Advertising and Training material | All advertising,prints,media | 24 | \$1,243.00 | \$29,832.00 |
| | Community Engagement | Booth at Events Throughout contract | 24 | \$387.00 | \$9,288.00 |
| Donated hours | Donated Hours by Hermiston Taxi | Hours to cover case by case and emergancy program customers. | 1040 | \$0.00 | \$0.00 |
| Projected Totals | | | | | \$829,968.00 |

SAFETY & COMPLIANCE

- Sanitize vehicle checklist per shift
- Quality assurance plan
- Follow all rules & guidelines outlined in the City of Hermiston transportation program handbooks.
- Printed materials displayed in taxis
- Inclement weather notices in taxis and on website
- All taxi drivers licensed & approved by the City of Hermiston
- Drivers are background & drug tested
- OSHA compliant, ADA approved workspace

CUSTOMER SERVICE & COMMUNICATION

- Complaint form posted on business web page
- Dispatch calls recorded for quality assurance & training purposes

Hermiston Taxi LLC

680 W Harper Rd #5A, Hermiston, OR 97838
(541) 567-6055

Trip and Cleaning Checklist

Date of service: _____

Phone/Contact: _____

Driver: _____

Additional Staff: _____

| Pre Trip Exterior | Initials: |
|--|-----------|
| <input type="checkbox"/> Check Tires for pressure and damage | |
| <input type="checkbox"/> Check lights for damage | |
| <input type="checkbox"/> Check doors for operation | |
| <input type="checkbox"/> Check rear hatch for operation | |
| <input type="checkbox"/> Check windshield for cracks or breaks | |
| <input type="checkbox"/> Check wipers and fluid | |
| <input type="checkbox"/> Check all mirrors for operation | |
| <input type="checkbox"/> Check for gas cap | |

| Pre Trip Interior | Initials: |
|---|-----------|
| <input type="checkbox"/> Start Van to warm if needed | |
| <input type="checkbox"/> Check seats and function of belts | |
| <input type="checkbox"/> Check brake operation | |
| <input type="checkbox"/> Check turn signals, brake lights, headlights | |
| <input type="checkbox"/> Listen for any off sounds from motor | |
| <input type="checkbox"/> Check displays and chargers | |
| <input type="checkbox"/> Check fuel level | |
| <input type="checkbox"/> Note any issues at bottom | |
| <input type="checkbox"/> _____ | |

| Pre Trip ADA Van Only | Initials: |
|---|-----------|
| <input type="checkbox"/> Check rear anchors for operation | |
| <input type="checkbox"/> Check front anchors for operation | |
| <input type="checkbox"/> Inspect all lap and shoulder straps | |
| <input type="checkbox"/> Inspect ramp for operation and damage | |
| <input type="checkbox"/> Inspect upper strap buckles | |
| <input type="checkbox"/> Insure floor inside van is in good condition | |
| <input type="checkbox"/> _____ | |

NOTES

| Post Trip Interior/Exterior | Initials: |
|---|-----------|
| <input type="checkbox"/> Check fuel level | |
| <input type="checkbox"/> Check for any damage inside and out (Report immediately to dispatch) | |
| <input type="checkbox"/> Ensure all Wheel chair straps are in van and good condition | |
| <input type="checkbox"/> Check and restock cleaning supplies | |
| <input type="checkbox"/> Ensure van is parked in correct stall and straight | |
| <input type="checkbox"/> Gather any lost items and turn into dispatch | |
| <input type="checkbox"/> Gather tickets and paperwork and turn into dispatch | |
| <input type="checkbox"/> _____ | |

| Pre Trip Personal Checklist | Initials: |
|---|-----------|
| <input type="checkbox"/> Phone Charged? | |
| <input type="checkbox"/> Use restroom | |
| <input type="checkbox"/> Clean clothes and grooming | |
| <input type="checkbox"/> All paperwork gathered or turned in | |
| <input type="checkbox"/> Water? | |
| <input type="checkbox"/> Do I feel well and able to complete a Shift? | |
| <input type="checkbox"/> _____ | |

| Cleaning Checklist | Initials: |
|--|-----------|
| <input type="checkbox"/> Dust hard to reach areas (ledges, vents) | |
| <input type="checkbox"/> Wipe down handles and sanitize | |
| <input type="checkbox"/> Deodorize seats and fabric areas | |
| <input type="checkbox"/> Wash windows as needed | |
| <input type="checkbox"/> Sweep out ADA wheelchair areas | |
| <input type="checkbox"/> Clean dashboard and cupholders | |
| <input type="checkbox"/> Wipe down screens with soft cloth as needed | |
| <input type="checkbox"/> ALL TRASH OUT EVERY SHIFT | |

Hermiston Taxi LLC

680 W Harper Rd #5A, Hermiston, OR 97838
(541) 567-6055

Location: _____

Phone/Contact: _____

Crew Members: _____

Date of service: _____

| LOBBY | Initials: |
|---|-----------|
| <input type="checkbox"/> Clean countertops | |
| <input type="checkbox"/> Sweep/mop floor | |
| <input type="checkbox"/> Clean front entrance door inside and out | |
| <input type="checkbox"/> Dust décor, shelving, lamps, furniture | |
| <input type="checkbox"/> Empty trash baskets and replace liners | |
| <input type="checkbox"/> _____ | |

| KITCHEN | Initials: |
|--|-----------|
| <input type="checkbox"/> Clean countertops | |
| <input type="checkbox"/> Sweep//mop floor | |
| <input type="checkbox"/> Clean and disinfect sinks, faucets shined | |
| <input type="checkbox"/> Clean and shine appliances | |
| <input type="checkbox"/> Clean microwave inside and out | |
| <input type="checkbox"/> Clean coffee pot inside and out | |
| <input type="checkbox"/> Clean and wipe cabinets (outside) | |
| <input type="checkbox"/> Dust décor, shelving, lamps, furniture | |
| <input type="checkbox"/> Empty trash baskets and replace liners | |
| <input type="checkbox"/> _____ | |

| RESTROOMS | Initials: |
|--|-----------|
| <input type="checkbox"/> Clean and disinfect countertops | |
| <input type="checkbox"/> Sweep/vacuum/mop floor | |
| <input type="checkbox"/> Clean and disinfect sinks, faucets shined | |
| <input type="checkbox"/> Clean and disinfect toilets, urinals | |
| <input type="checkbox"/> Clean and disinfect stall partitions and walls | |
| <input type="checkbox"/> Clean and polish mirrors | |
| <input type="checkbox"/> Refill toilet paper, soap, and sanitary napkins | |
| <input type="checkbox"/> Empty trash baskets and replace liners | |
| <input type="checkbox"/> _____ | |

NOTES

CLEANING CHECKLIST

| OFFICES | Initials: |
|---|-----------|
| <input type="checkbox"/> Clean countertops | |
| <input type="checkbox"/> Sweep/mop floor | |
| <input type="checkbox"/> Water plants | |
| <input type="checkbox"/> Disinfect all telephones | |
| <input type="checkbox"/> Dust and clean office equipment and appliances | |
| <input type="checkbox"/> Dust décor, shelving, lamps, furniture | |
| <input type="checkbox"/> Clean and polish all mirrors and glass | |
| <input type="checkbox"/> Empty trash baskets and replace liners | |
| <input type="checkbox"/> _____ | |

| CONFERENCE ROOM | Initials: |
|---|-----------|
| <input type="checkbox"/> Clean countertops | |
| <input type="checkbox"/> Sweep/mop floor | |
| <input type="checkbox"/> Disinfect all light switches | |
| <input type="checkbox"/> Dust décor, shelving, lamps, furniture | |
| <input type="checkbox"/> Empty trash baskets and replace liners | |
| <input type="checkbox"/> _____ | |

| MONTHLY | Initials: |
|---|-----------|
| <input type="checkbox"/> Dust hard to reach areas (ledges, vents) | |
| <input type="checkbox"/> Dust baseboards | |
| <input type="checkbox"/> Vacuum/clean upholstered furniture | |
| <input type="checkbox"/> Clean inside and out of refrigerator | |
| <input type="checkbox"/> _____ | |

| OTHER | Initials: |
|--------------------------------|-----------|
| <input type="checkbox"/> _____ | |
| <input type="checkbox"/> _____ | |
| <input type="checkbox"/> _____ | |
| <input type="checkbox"/> _____ | |
| <input type="checkbox"/> _____ | |

Hermiston Taxi, LLC

Monthly Safety Meeting Topics

| | |
|--------------------|---------------------------------------|
| January - | W/C Van Use, Safety and Demonstration |
| February - | Defensive Driving |
| March - | Road Rage and Speeding |
| April - | Pre-Trip and Vehicle Inspections |
| May - | Loading Safety |
| June - | Distracted Driving |
| July - | Blind Spots and Bicycle Safety |
| August - | Safe Driving Distances |
| September - | Seatbelt Safety |
| October - | Work/School Zone Safety |
| November - | Safety in Bad Weather |
| December - | Customer Safety |

Every third Wednesday of the month company employees will meet for an hour to discuss safety meeting topics, protocols, route optimization, customer service tips and driver feedback.

Hermiston Taxi is obligated to prioritize work vehicle and roadway safety and effectively communicate this commitment to all employees throughout the organization. This commitment should be reflected through the allocation of time and budgetary resources dedicated to enhancing safety measures.

We will conduct a comprehensive risk assessment to identify potential hazards associated with drivers, vehicles, and roadways. This assessment should identify specific risks and determine appropriate strategies to mitigate or eliminate those hazards. Additionally, employers should familiarize themselves with local, state, and federal regulations that govern their workplace.

Based on the risk assessment and review of applicable laws, employers should develop, disseminate, maintain, review, and update written policies and procedures that address the following key areas:

- ****Driver Training:**** Comprehensive initial and ongoing training programs tailored to the specific vehicles and responsibilities of employees.
- ****Vehicle Maintenance:**** Organizational and operator-focused maintenance procedures to ensure the safe operation of vehicles.
- ****Safe Vehicle Operations:**** Emphasis on safe driving practices, including speed control, defensive driving techniques, and seat belt usage.
- ****Distracted, Drowsy, and Impaired Driving:**** Policies and procedures to prevent and address these hazardous behaviors.
- ****Accident Reporting Procedures:**** Clear and comprehensive procedures for reporting accidents and incidents.
- ****Mechanical Failure Procedures:**** Procedures for identifying and addressing mechanical failures to prevent accidents.

We have used a driver training program that aligns with the specific requirements of the vehicles they operate. Adherence to this training schedule serves as a strong indicator of the effectiveness of safety measures in preventing work-related vehicle crashes. Periodic refresher training is essential to maintain employee vigilance and adherence to safe driving principles.

In certain circumstances, specialized training may be necessary to address specific risks. This could include extended training for combination vehicles, hazardous materials handling, or reasonable suspicion training for supervisors. Depending on the nature of the freight, the type of vehicle, or the individual's job role, additional training may be mandated by the Federal Motor Carrier Safety Administration (FMCSA).

We will ensure that all employees possess the appropriate licenses for the vehicles they are expected to operate. Implementing a system to track driver

license expiration dates is crucial to prevent company drivers from operating vehicles with expired licenses.

A comprehensive preventative maintenance program, including scheduled checks and services, is essential for maintaining the safety and operational condition of work vehicles. Adherence to this maintenance schedule serves as a strong indicator in preventing work-related vehicle accidents.

Mandatory seat belt use policies should be enforced to prevent workplace driving-related injuries and fatalities. Adherence to these policies significantly reduces the risk of such accidents.

We will thoroughly review our operational procedures to identify and address any potential distractions that may contribute to distracted driving. Systems and procedures for dispatching and rerouting vehicles, for instance, can pose cognitive, visual, and manual distractions that may directly lead to vehicle collisions.

We will ensure that workloads and work schedules allow employees to drive safely and comply with applicable hours-of-service regulations. A system should be in place to provide employees with timely information about road construction, closures, hazardous road conditions, and any other potential road hazards.

When purchasing, renting, or leasing company vehicles, we will prioritize vehicles with high safety ratings based on crash testing. Additionally, these vehicles should be equipped with essential safety features such as lane departure warning systems, collision warning systems, rear-facing cameras, and adaptive cruise control.

Working on implementing an in-vehicle monitoring system (IVMS) to mitigate the risk of accidents. These systems are designed to enhance driver performance by identifying potentially hazardous driving behaviors for self-correction and as a tool for supervisors to provide coaching and identify fleet-wide issues. A National Institute for Occupational Safety and Health (NIOSH) study demonstrated that an IVMS equipped with in-vehicle driver feedback and supplemental supervisory coaching utilizing driver- and outward-facing video resulted in a substantial reduction in overall risky driving behaviors and a decrease in unbelted driving compared to a control group of drivers.

If an IVMS is to be implemented, it is crucial to communicate the rationale behind its introduction and provide clear instructions on its functionality to employees.

Have established a comprehensive crash investigation process. All crashes, regardless of severity, should be promptly reported to the employee's supervisor following an incident. The crash review process should thoroughly analyze the incident to identify its root causes and determine appropriate measures to prevent its recurrence. The review should also assess whether any modifications to policies or practices are necessary to prevent future crashes. By comprehending the underlying causes of crashes, employers can effectively reduce the likelihood of their recurrence.

****Drivers****

Drivers employed in various industries exhibit diverse work patterns. Some dedicate nearly 100% of their work hours to road travel, while others occasionally utilize their privately owned vehicles (POVs) for business purposes and are compensated for mileage and associated expenses.

Regardless of the duration of their vehicle usage for work, drivers play a pivotal role in ensuring the safety of work vehicles. Their extensive experience in their respective roles often provides them with valuable insights into potential hazards. Consequently, they stand to gain significantly from the success of a comprehensive vehicle safety program and bear the brunt of its failures. Therefore, it is imperative that drivers actively participate in the development, maintenance, review, and revision of written driving and work vehicle policies and procedures.

Drivers are obligated to consistently wear seatbelts during all work-related trips, irrespective of the distance traveled. Additionally, they must prioritize safe vehicle operation and refrain from engaging in any form of distraction, drowsiness, or impairment while driving. This includes refraining from using cell phones while operating the vehicle. If cell phone communication is necessary during the workday for work or personal purposes, drivers should pull over to a safe and well-lit area to complete the call or text message before resuming their route. It is crucial to emphasize that the road shoulder is not an appropriate location for such stops. Highway shoulders pose significant risks to both pedestrians and motorists, resulting in numerous fatalities annually due to accidents involving emergency situations, tire changes, tow truck hookups, and interactions with law enforcement officers.

Drivers are responsible for conducting pre- and post-trip vehicle inspections. Prior to each trip, it is essential to thoroughly inspect the following critical areas:

- ****Brakes and brake systems****
- ****Tires, including air pressure****
- ****Wheels, fasteners, and hubs****
- ****Lights and signals****
- ****Steering functions****
- ****Fuel and exhaust system****
- ****Fluid levels****
- ****Windows and mirrors for unobstructed views****
- ****Emergency equipment and safety devices****
- ****Cargo securement, if applicable****
- **Flatbed Trailer Fall Protection Systems (if applicable)****

All vehicle deficiencies discovered must be documented, and defective vehicles must be promptly repaired before being returned to service.

The Surface Transportation Assistance Act safeguards drivers' rights to enforce truck safety by prohibiting companies from disciplining, discharging, or discriminating against employees who make vehicle safety complaints related to violations of commercial motor vehicle safety regulations, standards, or orders, or who refuse to operate an unsafe vehicle. Refusal must be based on a "reasonable apprehension" that operating the vehicle would present a genuine safety hazard to the driver and/or members of the public.

"Reasonable apprehension," as interpreted by the Department of Labor (DOL) and the courts, entails that a reasonable individual in the same circumstances would reach the same conclusion that the unsafe condition poses a substantial risk of accident, injury, or serious impairment to health. If it later transpires that the vehicle was not actually unsafe, the employee remains protected if their belief is deemed reasonable based on the objective facts and evidence available to them at the time they formed their belief. Additionally, the employee must provide the company with an opportunity to rectify the issue.

Drivers must exercise heightened vigilance while traversing work zones. On average, over 700 fatalities occur annually in work zones. Large vehicles possess limited maneuverability and substantial blind spots, rendering their operation in these areas particularly challenging. Notably, large trucks are disproportionately involved in work zone accidents. Drivers should consistently maintain their visual focus on the road, but this is especially crucial in work zones. Drivers should be cognizant of all signage approaching and throughout work zones that can convey reduced speeds, lane changes, and other pertinent information. For further guidance, please refer to OSHA's website on Highway Work Zones, Signs, Signals, and Barricades.

Drivers operating vehicles without a clear rearview mirror must exercise caution to avoid colliding with individuals or objects while backing up. Numerous incidents have resulted in employee fatalities due to backovers. Data from the U.S. Bureau of Labor Statistics (<https://data.bls.gov/cgi-bin/dbdown/ch>) reveals that from 2019 to 2022, approximately 250 individuals lost their lives in backover-related accidents. For further information on preventing these incidents, refer to OSHA's comprehensive guide on Preventing Backovers.



CITY OF UMATILLA

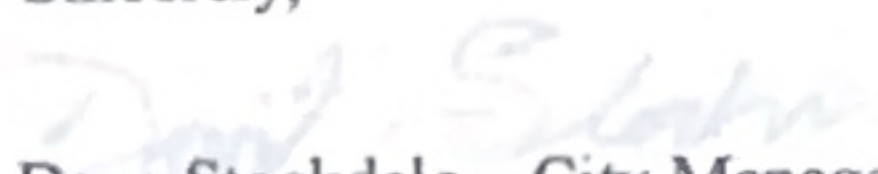
700 6th Street or PO Box 130
Umatilla, OR 97882
City Hall (541) 922-3226
Fax (541) 922-5758

March 20, 2025

As the City Manager of Umatilla, I am writing to express strong support for Hermiston Taxi and the invaluable services they provide to our region. Their commitment to offering accessible, reliable transportation—particularly through their senior and disabled taxi ticket subsidy program—has made a significant difference in the lives of many Umatilla residents. By ensuring that some of our most vulnerable populations have access to safe and affordable transportation, Hermiston Taxi plays a crucial role in enhancing mobility, independence, and overall quality of life within our community.

In addition to their transportation services, Hermiston Taxi's efforts in supporting and coordinating other safety-oriented initiatives are highly valued by the City of Umatilla. Their willingness to collaborate with local jurisdictions and service providers demonstrates a true dedication to community well-being. We greatly appreciate their continued partnership and are confident that their ongoing work will remain a vital asset to the residents of Umatilla and the broader region.

Sincerely,


Dave Stockdale – City Manager, City of Umatilla
david@umatilla-city.org

3/17/2025

Community Health & Outreach
Good Shepherd Health Care System
610 NW 11th St. Hermiston, OR 97838

To whom it may concern,

I highly endorse Hermiston Taxi Transportation Services to anyone requiring transportation services within our area of NE Oregon. They provide prompt, professional, safe, and reliable transportation to patients at Good Shepherd Health Care System and to community members across our area.

Good Shepherd Community Health & Outreach has been working with Hermiston Taxi since 2015. They have been a pleasure to work with on coordinating both sedan and wheelchair transportation.

Please let me know if I can provide any additional information.

Sincerely,
Community Health & Outreach
Good Shepherd Health Care System
541-667-3509, healthinfo@gshealth.org



GORDON TRUCK CENTERS DEALER FAMILY

March 12, 2025

Re: Hermiston Taxi

To Whom it may concern,

It is my pleasure to recommend the services of Hermiston Taxi.

We have used Hermiston Taxi for our transportation needs for several years. We provide transportation to and from motels for truck drivers while we are repairing their vehicles and rely on Hermiston Taxi for that service. They are very punctual, coordinated, and have the resources to go above and beyond to help us serve our customers.

I'm more than happy to recommend the services of Hermiston Taxi. If you have any questions, please feel free to contact me.

Sincerely,

Erin Speelman
Service Manager
Freightliner NW
29265 Freedom Ln.
Hermiston, OR. 97838
541-567-5677