



CITY OF GAINESVILLE AND ALACHUA COUNTY
ADA PARATRANSIT SERVICE



Response to RFP NO. RTSX-190028-DS

March 2019



Maruti Fleet & Management, LLC
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Introduction

Maruti operates passenger transportation services to both public and private sector markets; former and current clients of Maruti include: West Palm Beach County, Humana, Walt Disney World, Community Transportation Services (Hollywood, FL), Lynx, Jacksonville Transportation Authority(JTA), HMO-MCCI Medical Group(Texas), Lake County(FL), and Florida Airport Shuttle(Fort Lauderdale, FL). Maruti's client services include fixed route, shuttle, trolley, and paratransit as well as community transportation.

Within this proposal, you will find a complete and comprehensive response to CITY's RFP requirements supported by a fundamental understanding of not only what has been required by the RFP, but also what the CITY expects and desires of its transportation provider. We are aware of the needs of your community, and we have the systems and experts ready to act accordingly.

From our vantage point, the greatest challenge facing the CITY's service is the need to improve customer service. Maruti is here to partner with the city, and evolve alongside the changing needs of your demographic. Regarding the ultimate client, the rider, we promise to fulfill their needs: safe, efficient and reliable transportation. With a focus on improving on-time performance, passengers per vehicle hour productivity, and a dramatic reduction in the number of passenger complaints, Maruti and the city can become advocates for the ridership. The city deserves a professional and responsive partner, and we are here to be that partner. With a wide spectrum of expertise through experience, Maruti possesses insight into running an effective transportation service in the urban setting.

Our operations in Florida and Texas, as well as our affiliations in APTA, COMTO, CTAA, the Florida Transit Association and the Transportation Disadvantaged Commission have provided us with an understanding of the unique needs of a mixed demographic base. Our experience has provided insight into the fundamental need for across the board communication in any venture we choose to undertake. Currently, we are integrating the latest technological tools for the operators as well as the ridership. This is simply one example of Maruti's understanding of the sustained evolution of this industry. Maruti's experience, understanding, and resources make us a leader for positive change, our company works harder once the contract is granted. Empowering communities is our mission.

Throughout our proposal, we have offered ways in which to raise the bar on customer service. We will immediately elevate the quality to a new level by providing employees trained in the "Maruti Method", one that prizes communication, safety and professionalism--all of which lead to an empowered community. As advocates of the community we serve, our ever-evolving training seminars include enhanced sensitivity training. Not only do we offer a staff aware of the different populations we serve, we provide them the tools to serve each member with dignity. To ensure that we have "an ear to the ground" during operations, we have a designated customer advocate (liaison). By routinely using the system, the liaison offers a unique perspective on operations. Well-versed in Maruti's policies, the liaison will offer recommendations from a passenger perspective on how/if/where services need to be refined.



In summary, Maruti Fleet & Management, LLC has included measures in the proposed pricing model that ensure that our commitment to the CITY is absolute.

- Maruti Fleet & Management, LLC will provide all drivers and staff with an attractive compensation and benefits package that enable us to engage and retain employees of the highest caliber.
- Supervisory road coverage during all hours of operation driving to ensure that Compliant Ramp-Equipped vehicles are supported while maintaining on-time performance as well as an across the board communication system that includes customer service alerts in the event of breakdowns, traffic, cancellations, etc.
- Partnership with area community colleges and vocational schools to develop an internship program to develop local transit talent.
- Passenger recognition program supporting our passengers' positive efforts.

In addition, Maruti is presenting a comprehensive proposal that addresses the goals established in the "2040 Long Range Transportation Plan", demonstrating Maruti's commitment to the City's strategic priorities. This detailed proposal outlines Maruti's operating plan and the methodologies that will facilitate RTS in achieving the established goals. Ultimately, Maruti is customizing its services delivery to achieve your agency's mission and vision.

2040 LONG RANGE TRANSPORTATION PLAN - 2015

In FY 2015, The City of Gainesville embarked in the development of a Long Range Transportation Plan that was crafted around a set of goals and objectives that would closely align the needs of City, County, residents, City officials and Gainesville Transit Department's mission. Maruti has taken into account the annual updates.



The goals established in the plan reflect the strategic focus of the City and the commitment to its citizens and are closely align with the Metropolitan Planning Organization (MPO) Long Range Transportation Plan (LRTP). The goals also recognize the growing ridership trends and needed service improvements in Gainesville.

The list below represents the planning goals adopted in the 2015 Long Range Transportation Plan. The goals focus on continued improved performance, efficient spending, and coordination of transit service, providing high-quality service and better mobility for City and County residents. Additionally, the goals intend to attract non-transit dependent residents by improving connectivity to other local and regional transportation modes.

Long Range Transportation Plan Planning Factors



-
- Support the economic vitality of the metropolitan area, especially by enabling global competitiveness, productivity, and efficiency.
 - Increase the safety of the transportation system for motorized and non-motorized users.
 - Increase the security of the transportation system for motorized and non-motorized users.
 - Increase the accessibility and mobility of people and for freight.
 - Protect and enhance the environment, promote energy conservation, improve the quality of life, and promote consistency between transportation improvements and State and local planned growth and economic development patterns.
 - Enhance the integration and connectivity of the transportation system, across and between modes, for people and freight.
 - Promote efficient system management and operation.
 - Emphasize the preservation of the existing transportation system.

These planning areas, along with an emphasis on performance-based planning, were used in developing the adopted Principles and Strategies for this plan update.

Maruti Fleet & Management, LLC is serving as the prime contractor for this proposal and remains available to answer any further questions, or to discuss our proposal in further detail. Please feel free to contact:

Mr. Eduardo Carrion
Chief Operation Officer
2301 S. Division Ave.
Orlando, FL 32805
Tel: (210) 902-5082
Fax: (904) 387-1493

Eduardo.carrion@marutitransit.com

As you will see from our proposal, Maruti is the best choice to provide the service based on our experience in providing similar services, but most importantly because of our extensive knowledge of the needs of CITY and the residence of Gainesville and our ability to not only meet the challenges and requirements but to exceed them. Maruti has also offered innovative, tangible added value initiatives that will assist the CITY in achieving its mission and long term goals.

Sincerely,

A handwritten signature in blue ink that reads "Eduardo Carrion". The signature is fluid and cursive.

Eduardo Carrion
COO
Maruti Fleet & Management, LLC



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Tab 1 – Firm Qualification

A. Company Description/ Profile

| | |
|---|---|
| <i>Maruti Fleet and Management, LLC</i> | |
| Legal Name | Maruti Fleet and Management, LLC |
| Service Provided | Fixed Route, Paratransit, Non-Emergency Medical, Passenger Shuttle |
| Years in Business | 12 Years |
| Principle Officers | <p>Nita Parikh, President 2301 South Division Avenue Orlando, FL 32805 Nita.parikh@marutitransit.com</p> <p>Eduardo Carrion, Chief Operating Officer 2301 South Division Avenue Orlando, FL 32805 Eduardo.carrion@marutitransit.com</p> |
| Legal status of the Proposer. | Florida Limited Liability Company |
| Federal Tax ID | Maruti Fleet and Management, LLC FEIN: 75-3157999 |

B. History

Maruti has realized great success in the transportation industry for over 12 years, during which we have safely served both transit passengers and provider agencies in Florida. We provide 24/7 passenger transportation, currently providing nearly three million passenger trips annually. Maruti provides transportation management and turnkey operations solutions to our contracting clients. We possess the management expertise, passenger transportation experience, and the dedication necessary to successfully operate as the City’s transportation partner. As mentioned, we are a Florida Certified Disadvantaged Business Enterprise (DBE) provider as well as a Woman Owned and Operated Business. The business sector of women-owned businesses has been steadily growing, many of these companies (Maruti included), nurture the communities they serve. Maruti has been proud to award scholarships and adjunct support services to our service areas. We are proud to be among the few women-owned transit firms in the industry. We strive to empower young women to follow our example.



We have grown from small provider (initially serving the medical community), to a company providing services under multiple contracts to both sophisticated private companies and complex public agencies. Only Maruti provides personalized, high quality services at a competitive price. Most often, our services far exceed the expectations of the contract and our riding customers.

Maruti corporate management is hands-on – each of our contracts is a reflection of who we are and as such, the involvement and engagement of our management exists to ensure satisfaction in service.

As a company, we actively pursue new methods, practices and technologies available to the industry in order to improve the services we provide to our clients. At the same time, however, we believe that there are principles that we cannot and will not deviate from. Maruti embraces the ideals of mutual respect, honesty and integrity along with personal accountability. These tenants are integrated to our corporate culture, they are non-negotiables. Our governing corporate philosophy benefits our clients by offering the assurance that we strive for both our contracting customers and our riding customers to be satisfied with our service.

To that end, we have developed the following core values that guide our company and our corporate practices.

Maruti's Core Values

- **Safety** – At Maruti, safety comes first. Our guiding operating philosophy is “do it **RIGHT**... do it **SAFE**”. Our first priority to our customers, our employees and to the community is to provide safe service.
- **Mission**- Our mission is to empower every customer to live an independent lifestyle by providing safe, reliable and friendly transportation.
- **Customer Service** – From the time a passenger calls for a ride, to the time they board the vehicle to the time the passenger alights, they are treated as guests of our service.
- **Employee Development** – Our employees are ambassadors of our service and their actions represent not only our contracting customers, but the reputation of our company. We take our shared reputations seriously and develop our employees to thrive in this role through training and empowerment to do what is necessary to succeed personally and professionally.
- **Technological Foundation** – We constantly research for better technologies that can help improve our operations. Through the implementation of smart technologies in areas of vehicle tracking, driver monitoring and adaptation of on demand services for our consumers.
- **Community Support** – We are in the business of improving the quality of transportation services for our passengers – many of whom rely on these services to enjoy the freedom a mobile life offers. We understand our critical role to enhance the mobility of the area for the public at large, in an effort to foster economic growth and improved quality of life.
- **Integrity** – Our Company is honest in both word and deed.





Our experience demonstrates that this philosophy and culture is integrated into our company. We have been a successful provider of public transportation services, we have never had a vehicle fail a DOT inspection, and have received many compliments from the DOT office in Jacksonville, for the cleanliness and maintenance of our vehicles. Our safety and on-time performance has been recognized by the State and our partner clients.

C. Experience

Maruti's experience serving communities in Florida and Texas and its passengers is unmatched. Maruti has been successful in providing Paratransit service to our clients because we truly understand the challenges faced by the agencies and riders, and have been part of instituting positive measures to make the transportation systems at the communities we serve a value vs. a burden, by enhancing reliability, safety, and customer satisfaction. In addition to the company experience, shown below, Maruti is pleased to propose a staff and corporate support that has decades of paratransit experience, and above all a passion for providing community based services to our passengers and clients. Maruti's experience is further detailed below:

Maruti's experience serving communities in Florida and Texas and its passengers is unmatched. Maruti has been successful in providing Paratransit and Fixed-Route service to our clients because we truly understand the challenges faced by the agencies and riders, and have been part of instituting positive measures to make the transportation systems at the communities we serve a value vs. a burden, by enhancing reliability, safety, and customer satisfaction. In addition to the company experience, shown below, Maruti is pleased to propose a staff and corporate support that has decades of paratransit experience, and above all a passion for providing community based services to our passengers and clients. The "Personnel" section details our proposed staff and their experience. Maruti's experience is further detailed below:

D. Projects/ Contracts

Maruti operates passenger transportation services to both public and private sector markets. Maruti currently provides paratransit services in West Palm Beach County, member transportation to clients of the Humana HMO served by the MCCI Medical Group in Texas, as well as passenger transportation services to Walt Disney World (Disney Magical Express), and Community Transportation Services (Trolley) in Hollywood, FL. Maruti has previously provided paratransit services for the Central Florida Transit Authority (Lynx), The Jacksonville Transportation Authority (JTA), Okaloosa County, in addition Maruti provided Fixed Route services in Lake County, FL and Airport shuttle service in Ft. Lauderdale, FL.

Okaloosa County – Paratransit Services / Fixed Route

EC Rider offers fixed-route bus service and limited paratransit service countywide to Crestview, Niceville, Fort Walton Beach, and Destin as well as an express bus route called the Wave Express, which runs north-south between Crestview and Fort Walton Beach. The hub of the fixed-route services is located in the Uptown Station, an outdoor mall considered to be the town center of Fort Walton Beach.



EC Rider also offers paratransit service to Okaloosa County residents who are



unable to access fixed- route bus service, with cost based on distance traveled and reservations required to schedule a ride.

Currently, EC Rider provides 10 fixed routes in Okaloosa County—5 that serve Fort Walton Beach, 1 that serves Okaloosa Island, 3 that serve Destin/South Walton, and 1 that connects Crestview to Fort Walton Beach.

The routes in Fort Walton Beach have headways that range from one to four hours, and most operate between 7:00 AM and no later than 7:45PM on weekdays only; no weekend service currently is provided.

Humana/ MCCI Health Plan – Non-Emergency Medical Transportation

Maruti provides non-emergency medical transportation for Humana/ MCCI Medical Group in Florida and Texas. We provide professional door-to-door medical transportation, which is available to all of our Humana HMO Gold members. The specialized transportation responsibility includes but is not limited to; senior citizens, people using wheelchairs and patients with special needs.



- ***Non-Emergency Medical Transportation***
- Term: 2007-Present
- Trips: 35,799 Annually
- Dollar Value: \$2.6M

Disney’s Magical Express Shuttle

Complimentary airport transportation service, known as Disney's Magical Express Transportation, is complimentary round-trip airport transportation and luggage delivery for Guests of select Disney Resort hotels.



The service is provided 24/7 365 days a year.

Disney Magical Express Shuttle – Subcontractor to Mears Transportation

- Term: 10/11 – Present
- Trips: 1,800,000 Annually
- Dollar Value: \$3.5M



PalmTran Connection

Paratransit transportation services provided to the residents of Palm Beach County, FL. This operation requires the maintenance and management of 51 revenue vehicles.



The service is provided 5-days/week, from 4:00am-11:00pm.

Palm Beach County PalmTran Connection – Prime Contractor

Term: 2/15 – Present

Dollar Value: \$3.5M

E. References

1. Company: Okaloosa County

Contact: Gregory Kisela

Address: 1250 N Eglin Parkway, Shalimar, FL 32579

Telephone No.: (850) 651-7515

Project: Transportation Services (Fixed Route and Paratransit)

Date: 2015- Present Cost: \$3.1 M

Prime

2. Company: Mears Transportation

Contact: Chuck Carns, President

Address: 324 West Gore Street, Orlando, FL 32806

Telephone No.: (407) 422-4561

Project: Disney Magical Express Shuttle Services

Date: 2012- Present Cost: \$3.5 M

Subcontractor

3. Company: MCCI - Texas

Contact: Steven Hojanacki

Address: 775 W Indiantown Rd, Ste. 4, Jupiter FL 33478

Telephone No.: 561-398-0819/561-339-2507

Project: Demand Responsive Non-Emergency Medical Transportation

Date: 2012- Present Cost: \$2.6 Million

Prime

4. Company: Hollywood Community Redevelopment Agency

Contact: Ivan Cabrera

Address: 1948 Harrison Street, Hollywood, FL 33020

Telephone No.: 954-924-2980

Project: Community Transportation Services



Date: 2015- Present Cost: \$900K
Prime

5. Company: **PalmTran Connection**

Contact: Ron Jones, Director of PalmTran Connection
Address: 3201 Electronics Way, West Palm Beach, FL 33407
Telephone No.: (561) 649-9848 x3638
Project: Paratransit Services
Date: 2015- Present Cost: \$3.5 Million



Tab 2 – Personnel/ Staffing

A. Team Experience

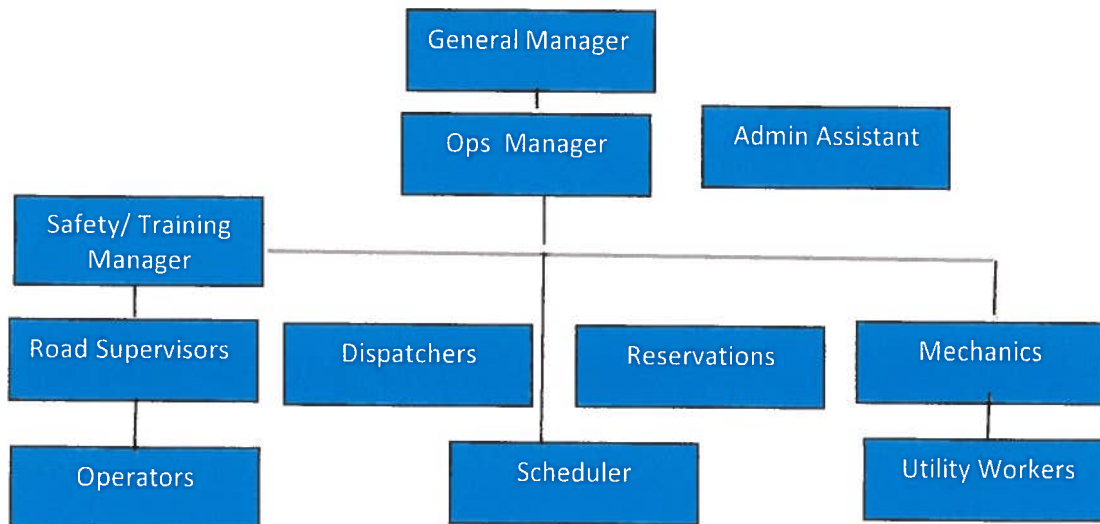
Maruti considers staffing one of the most important aspects of an organization as it will influence the success of the business. When developing strategies for implementing staffing, a lot of things have to be taken into consideration such as experience, knowledge base and suitability with the mission and goals of the company/ project. Maruti ensures that staffing strategies are linked to the overall business strategy so that the right person is hired for the job in question.

The most important element in a company is the people that work there (the employees). They are the ones who produce output and are the core contributors that impact whether or not the project is successful. With this in mind, strategic staffing has to be at the forefront of the plans of a company.

In addition, Maruti believes that support for a project from both management and the executives at the corporate level is of the highest importance. The success of any project depends largely on the leadership and support provided by the upper levels of the company.

Maruti corporate staff has a hands-on approach to project management and deploys and makes all available resources to the local management to ensure sustainability and project success.

B. Project Organizational Structure





C. Key Staff

Maruti is proud to present a first class management team with extensive experience and knowledge of the transit industry and services comparable to those of the City of Gainesville. Our selection of staff was based on Maruti's knowledge of the area and the customers it serves. After potential candidates were identified based on qualifications, they were given a questioner to ascertain comparability with determined personal traits needed to oversee the management of services for RTS and the residence of Gainesville. We are confident that the chosen individuals will exceed the City's expectations and requirements.

General Manager – Larry Grey

The successful operation of the service is often a direct result of the leadership put in place to manage the service. Maruti is pleased to propose Mr. Grey our choice for General Manager of the ADA Paratransit Services. As our local full-time manager, Larry will serve the City of Gainesville, its passengers and the local community to make this service a success.

Larry has over twenty years of Successful Professional Management experience and skills improving professional organizations. Managed paratransit services in San Antonio, TX where he was responsible reviewing operations and implementing corrective action to eliminate operational deficiencies and perfect their customer service skills. Restructured entire organizations with a track record of achieving and surpassing established goals. Experience includes building and managing top performing teams with a history of exceeding customer expectations. Strategically focused on "Customer Satisfaction and Operational Improvement Enhancements" through performance improvements and reviews.

Mr. Grey will be fully dedicated to the ADA Paratransit services throughout the contract term. (See complete resume in **Exhibit 4**)

Operations Manager – Parth Parikh

We are excited to propose Mr. Parth Parikh as the Operations Manager. Parth is a seasoned transit professional, serving the public transit industry for 5 years in private sector. Mr. Parikh has unique qualifications to lead this service. As the Operations Manager for Maruti Fleet & Management, LLC, Parth has been responsible for operations management for 90 employees including drivers, dispatch, reservations and scheduling. He was credited with exceeding contractual goals of 95% OTP and 1.7 productivity on a daily basis in West Palm Beach, Florida.

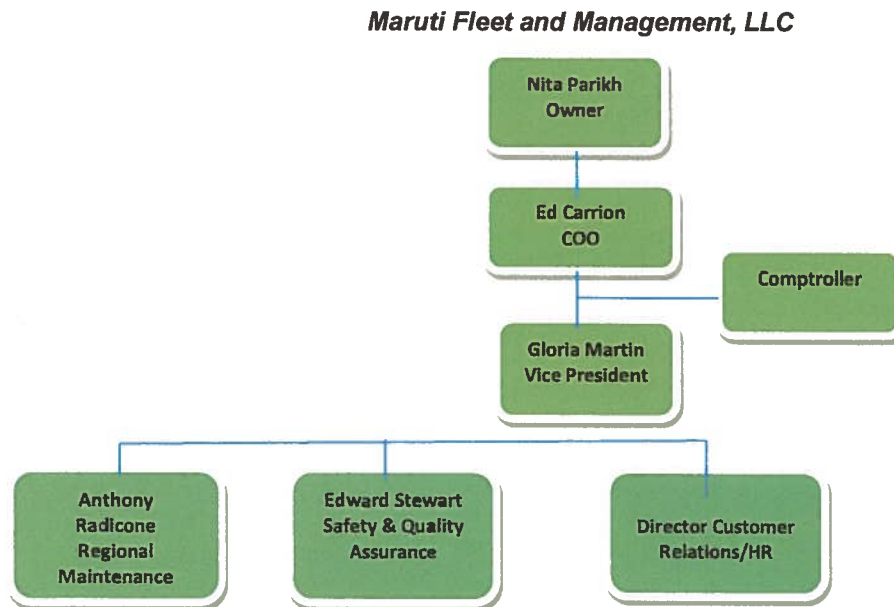
During his time in Okaloosa County Mr. Parikh gained valuable experience with operating and training in services for passengers with physical and mental challenges. He brings intense focus on employee and driver safety and daily performance goals with sensitivity to customer service, communication through organizational development, conflict and customer complaint resolution and employee engagement. Responsive to confidential situations with appropriate follow-up and documentation with respect to regulatory requirements. Fosters interaction with all levels with demonstrated ability to transcend cultural differences with team-building skills



Mr. Parikh will be fully dedicated to the ADA Paratransit services throughout the contract term. (See complete resume in Exhibit 4)

D. Organizational Chart- Corporate

❖ Project Organization – We have organized corporate oversight on this project as follows:



E. Organizational Resources

❖ **Ms. Nita Parikh – Owner/President**

Ms. Parikh has a background in logistics services, trucking management and public transportation with the creation and development of Maruti LLC. Her focus is on providing a safe service that is comfortable and that establishes a sense of community within the ridership and within the organization. Nita established Maruti Fleet and Management in response to the poor quality services that existed in the community previously, and made the commitment to provide excellent customer service since. This contract is very important to Maruti, and as such, she will serve this contract through daily operational and financial performance analysis.



❖ **Mr. Eduardo Carrion – Chief Operating Officer**

Ed brings over 30 years of experience in logistics management with 13 years direct public transportation experience encompassing fixed route and paratransit operations, maintenance, personnel management and development, safety, process improvements, and fiscal management.

Prior to joining Maruti, Ed held the position chief executive officer for the Corpus Christi Regional Transportation Authority (CCRTA) where he was responsible for delivering quality services on 42 routes with 79 fixed route and 40 paratransit vehicles providing over 5.5 million annual passenger trips with an excess of 210,000 annual service hours and over 2.8 mm annual miles. Mr. Carrion has also held leadership positions in service development and route planning, customer service, marketing, legislative/government relations, process improvement, and extensive experience with deployment, administration and maintenance of advanced technology and intelligent transportation systems.

❖ **Mr. Edward Steward – Safety and Quality Assurance Manager**

Mr. Edward Steward is a seasoned safety and transit professional with 15-years of safety and training experience. Edward is a committed professional who is continually interested in service improvement. His experience combined with professional industry certifications will enable him to provide corporate operational support to the local management team. Mr. Steward's exacting standards will ensure that General Manager is compliant with and exceeds the expectations of the CITY.

❖ **Ms. Gloria Martin – Vice President of Operations**

Ms. Martin has been with Maruti since its inception, and has been instrumental in perpetuating our values and ideals across our different locations. She will be able to bring this committed approach to the staff in Gainesville by acting as corporate support to our local team.

F. Job Descriptions

General Manager

The General Manager will be the main operational liaison between Maruti and City staff. As Maruti's local representative, he/she will embody the spirit of the City and work in partnership with City staff, community leaders, and the community itself to realize the mission and vision of the City.

The General Manger will be responsible for the safe delivery of transportation services for the City. This includes: safety, training, maintenance, personnel oversight, operating performance, data collection, reporting, community relations, budgeting, accounting and finance, adherence to policy and procedure, and more.

Maruti believe that to have a successful partnership, the general manager and City representatives need to develop a productive and meaningful relationship. The general manager will meet with City staff often, in order to provide updates on service quality, performance measures, trends, and any additional information/data that is requested.

The general manager will report directly to the Vice President of Operations.



Safety/Training Manager

The Safety/Training Manager will be responsible for overseeing our Training Department to ensure quality performance on the road. Case-by-case training is given to drivers who have incidents in the performance of their duties. The case-by-case training will be in addition to their mandatory training and be comprised of real life on the road experience either in response to a complaint or incident or accident. This manager will review the road observations done by Street Supervisors and recommend to the General Manager either accommodations, training or discipline. The Manager will also track trends pertaining to safety and make the proper recommendations for retraining based on data collected and stored in our MT program.

This position reports to the General Manager

Maintenance Manager

The maintenance manager is responsible for the safe and effective operation of the Mainstream fleet. This person reports to the general manager. The maintenance manager coordinates and oversees all scheduled and unscheduled maintenance inspections and repairs. The overall mission of this position is to ensure availability of the fleet for revenue service and maximize its useful life by ensuring it is well maintained pursuant to all OEM, RTS, and Maruti standards of safety, operation, and appearance.

The maintenance manager schedules and monitors all fleet maintenance activities – those performed both in-house and those contracted to outside vendors. He schedules all preventive maintenance inspections, coordinating with operations in order to maximize fleet availability. He is responsible for adequate staffing and supervision, as well as for the performance of the maintenance department.

The maintenance manager coordinates with equipment manufacturers regarding warranty issues and specialized training needs.

Road Supervisor (s)

The Road Supervisor for ADA Paratransit operations is responsible for the safe delivery of services. The RS has oversight over for all operators, dispatchers, and supervisors; counsels employees, administering progressive discipline when needed.

The RS reviews all logs and paperwork from the dispatch office, and ensures all operator and supervisor shifts are covered. He works closely with the dispatch office to confirm vehicle operators are properly supported. This individual works to monitor service and make sure it is delivered on time and meets the expectations of the passengers.

This position reports to the Operations Manager.

G. Staffing Plan

Staffing Plan – As an experienced passenger transportation provider, we understand what it takes to provide the level of service expected by our passengers, and by the agency. Maruti proposes the following Staffing Plan to serve Gainesville’s ADA Paratransit Services contract.



| Position | FTE |
|--------------------------|-----|
| General Manager | 1 |
| Administrative Assistant | 1 |
| Dispatchers | 3 |
| Scheduler | 1 |
| Reservationists | 3 |
| Road Supervisors | 3 |
| Mechanics | 2 |
| Drivers | TBD |

Maruti establishes expectations based on our own high standards as well as CITY's requirements and expectations. We communicate these expectations regularly to our employees. Every employee is empowered to do whatever it takes to ensure proper service levels are achieved and maintained. Our success stems from our employees.

Hiring/Retention

Excellent customer service is clearly the primary objective of CITY for its transportation services. The most important part of providing excellent service is the ability to attract and retain quality drivers. Maruti believes that "Our Drivers are the Driving Force" behind our success. They are the first and sometimes only representatives of Maruti that our customers will see, so it is critical that we strive to hire the best and keep them in our employment. We have worked hard to become a well-respected employer, and believe this provides us with the ability hire the best. Maruti is highly conscious of the fact that in the case of CITY hiring the current drivers will require an extra scrutiny

Operator Selection - All Maruti drivers will meet the following selection criteria:

- Pass a full pre-employment physical examination, including drug and alcohol testing, certifying that they are physically capable to do the job.
- Be at least 21 years of age;
- Have been a licensed driver for a minimum of three (3) years;
 - Be able to fluently speak and understand English, read and write in English, and pass a standardized, written English proficiency test. A second language skill in Spanish is considered a plus;
- Possess a safe driving record;
 - Have received no more than two (2) moving violations within the last three (3) years prior to application for this program;
 - Have received no more than one (1) moving violation within the last twelve (12) months;
 - Have three (3) full subsequent years with no violations, if license has ever been revoked;



- o Licensed with a valid Florida Operator’s License with proper endorsements prior to entering revenue service;

Hiring Process - We are very sensitive to the driving workforce of the existing provider, and we will make every effort to offer employment to as many experienced drivers, who and willing and able meet our standards. We will conduct a job fair, orientation and training at times that will not interfere with their existing jobs as further described in our transition plan.

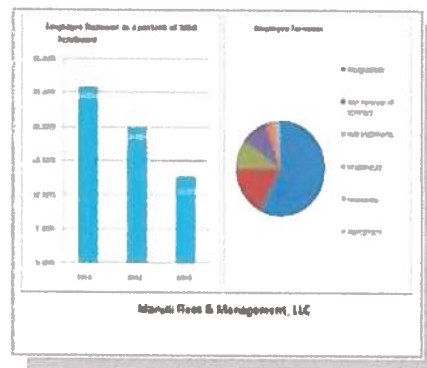
As mentioned earlier Maruti is sensitive to the current customer service situation at CITY and hence Maruti is committed to only allowing drivers, who meet our stringent standards and State and Federal regulations to work as drivers on our contract. Maruti’s hiring process is as follows:

- o Application received and reviewed by local Safety and Training Manager
- o Interview conducted by Safety and Training Manager and Trainer/Supervisor
 - Ensures proficiency in English
 - Customer Sensitivity, Conflict Resolution and Safety Awareness questions are asked
- o Upon recommendation, prospective employees are required to be tested for drugs and alcohol, receive physicals as required by FDOT rules. Administrative staff will order local background and national background checks.
- o Upon successful completion, the prospective employee is allowed to attend training class.



Based on Maruti’s process improvement efforts, the process of pre-employment tasks have been mapped to provide clear and concise lines of responsibilities and elimination of duplication of task, therefore creating a more efficient process.

- **Retention Plan** - We understand the impact turnover has on service quality. Unlike some national firms who count on turn-over to keep employee wages low, we encourage our best employees to stay with us and enjoy our shared success. We have found that employees are willing to stay with us when they feel respected and appreciated. We encourage a family like atmosphere by recognizing excellent performance, and coaching and counseling to those that need it. Our strategies for attracting the finest available employees include: offering a competitive wage and benefit package and offering a working environment that promotes and rewards excellence. We have been able to retain our best drivers for years.



Maruti will also be implementing a system whereby we are able to reward employees for excellent service and performance. Employees will receive points for service time, commendations, on-time



performance, attendance productivity levels, and time on job with no valid complaints. Points will also be subtracted for valid complaints and preventable accidents/incidents. We will place \$2,000.00 in a bonus pool quarterly, and those employees over a pre-determined level of points will split the bonus pool. In addition, at our safety meetings we routinely have a raffle for employees with an on-time performance of greater than 95%. We typically give away \$50.00 gift cards. Finally, special Cash incentives of \$25.00 will also be given to our drivers who receive exceptional performance reports from representatives such as secret shoppers, and authorities from outside agencies (DOT, FTA and etc.)

Our pay and benefits will be competitive with the local market wage rate. We will recognize the seniority of the existing drivers for wages, vacation and other benefits to encourage incumbent drivers to apply to work for Maruti.

In 2011, Maruti instituted a driver mentor program that was meant to reduce the driver turnover ratio. The program was implemented because based on trends over the previous three years, Maruti found that 75% of the drivers that left the company had less than one year of service. We also found in our exit interviews that one of the main reasons for drivers leaving was the daily stress of providing service. The program paired seasoned drivers with newly trained drivers and provides an outlet for drivers to be able to seek advice from there peers. The program has been a success as shown in the graph. Maruti has reduced its turnover ratio from 25.8% in 2011 to 12.2% in 2013. By implementing the driver mentor program thought out all of our locations Maruti is able to maintain lower turn-over among our drivers.

H. Driver Wages and Benefits

Wages

- Training: \$11
- After Training: \$11.25
- Pay scale increases provided by Seniority

○ Benefits

- Vacation – 40 hours after 6 months; 80 hours after 3 years; 120 hours after 10 years
- Holiday Pay – 48 Hours per year of Holiday Pay (6 Holidays)
- Bereavement Leave at varying amounts dependent upon relationship to driver
- 401K Plan – Pre-Tax Participation
- Jury Duty
- Insurance – Health insurance with 75% employer match; Life insurance at \$10,000; Short term disability, Vision and Dental Discount.
- Uniforms – Uniforms and replacements provided by Maruti

Driver wages and benefits will be determined by collective bargaining agreement. Benefits costs are evaluated regularly by analyzing insurance and benefits markets for competitive yet secure alternatives.

Tab 3 – Project Approach

A. Business Model

Maruti's proposal and operation plan was developed to offer real and achievable initiatives that will produce tangible and measurable results. Maruti is confident that it can deliver on its promises based on our experience as a Purchased Transportation service provider and Maruti's process improvement program.

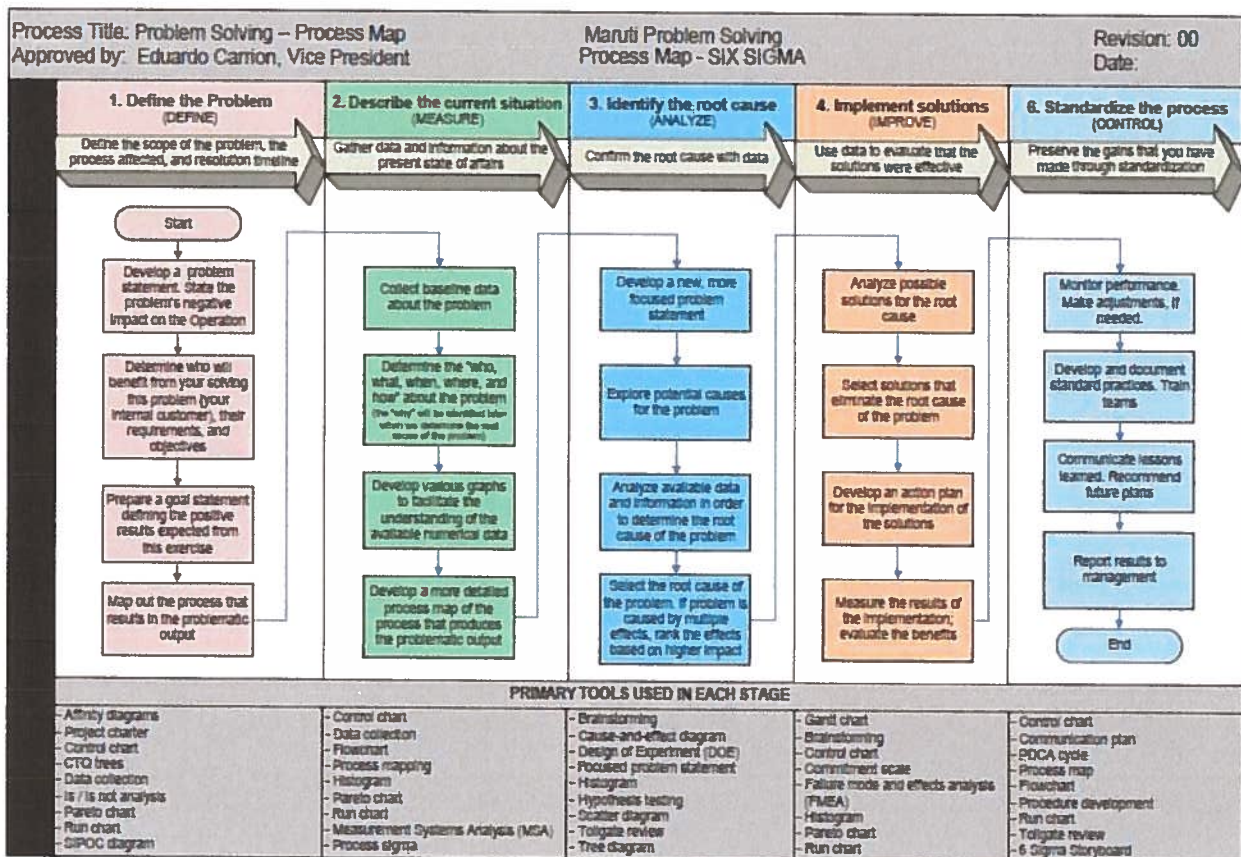
Maruti Fleet & Management, LLC is the only private transportation provider that has adopted *Lean- Six Sigma* as its business and management philosophy.

Lean focuses on eliminating waste from processes and increasing customer satisfaction by focusing on what customers actually consider quality, and working back from that. Lean uses Value Stream Mapping to clarify the customer base, listing the process steps, establishing which steps are value-add, and reworking the process so the value-add steps flow without interruption.

Six Sigma aims to eliminate process variation and make process improvements based on the customer definition of quality, and by measuring process performance and process change effects. The main Six Sigma technique is the 5-step DMAIC process: Define the problem, Measure the current situation, Analyze for root cause, Improve the process effectively, and Control the process to maintain the gain.

Maruti understands that other transportation providers will claim that they will be able to improve current levels of service through the use of technology, gimmicks or outdated industry practices. Ultimately, the only way to produce real long lasting, sustainable improvements is by reviewing current process, identifying the root causes and implementing process improvements that will eliminate the problem. Maruti is the only provider that can deliver on its promise.





B. Added Value

Maruti understand the budget constraints of transportation agencies around the country as they seek to provide much needed quality transportation services to the community. As more agencies outsource services to private transportation providers to reduce overall cost there has been a degradation with performance and overall quality of the services. Maruti believes that this effect is caused by private companies that seek profits over quality.

In an era where companies are motivated by greed, Maruti has shown that it has been able to put its core values ahead of gaining revenue at the expense of performance to its customers. These are qualities that are hard to find these days, but it speaks to the dedication, professionalism, and integrity of Maruti. Maruti has a unique approach to relationships with our clients, we views each one as a partner and we have instilled this philosophy thou out the company and our General Managers have the authority to expend funds to assist its clients when a need arises.

As CITY's partner we offer our expertise in the following areas in support of The CITY's Transportation Plan, specifically;



| Proposed Added Value | Strategy |
|----------------------|-------------------------|
| Passenger Liaison | Usability of services |
| Travel Training | Financially Sustainable |
| Grant Consulting | Financially Sustainable |
| Planning | Sustainability |

Detailed explanation of Added Value initiatives:

Passenger Liaison

Maruti will employ a Passenger Liaison who will convey customer issues and concerns to Maruti and work with us to develop solutions, from a customer’s perspective. This also offers the opportunity to create a dialog – not all customer concerns can be acted upon due to labor agreements, regulations, limited resources, etc. Opening a dialog will allow us to explain why something may not be possible, giving passenger a sense that they have been listened to and develop a greater contentment with the service.

Travel Training

Maruti’s staff will assist in facilitating individual, group and bus system transit instruction. Maruti will be responsible for training and monitoring the progress of riders who are disabled and require training to utilize fixed route, or riders unfamiliar with the system who require general transit knowledge.

Staff will be properly trained in the required techniques to ensure that an individuals’ disability is properly assessed and that the rider learns the system and is comfortable to travel independently. Maruti staff will serve as mentors to the passenger and will also conduct post-instruction evaluation of individuals. Maruti will partner with local non-profit groups that have programs and expertise in training individual with specific disabilities, such as the Lighthouse for the Blind. The travel training program will include:

- Individual assessment of transportation needs;
- Group classroom instruction on fixed route familiarization; including fares, operator responsibilities, reading schedules etc.;
- One-on-one travel field trips; and
- Post training evaluation and follow-up.

Grant Consulting

Maruti understands the importance of securing additional funds to augment current funding streams for much needed capital and operational projects. Maruti has extensive experience in navigating state and federal funding sources to maximize funding opportunities.

Maruti has a unique approach and history in securing funding from agencies that historically have been ignored by most transit agencies such as the Department of Justice; Mr. Carrion was been able to secure over \$800,000 from the COPS program to purchase and install new on-board camera system for agency’s bus fleet. In addition, Mr. Carrion was instrumental in securing \$2.9 mm in Transportation Development Credits (TDC) from the Texas Transportation Commission for the renovation of CCRTA’s maintenance facility.



Maruti will work with CITY staff to identify the top ten transportation projects and identify funding needs, Maruti will then develop a plan to include potential funding streams and will assist the CITY in the process of securing the funds.

Annual Service Plan (Planning Services)

Maruti will conduct an Annual Service Plan to provide the City with a detailed annual plan for implementation of new or revised transit services and provide a more general overview plan for projects to begin in the upcoming fiscal year. The City can utilize the Annual Service Plan to support the requests made in the Capital Improvement Program or Transportation Improvement Program.

The Service Plan will be organized into five sections. Section I provides a brief description of the Annual Service Plan Process. Section II provides the Annual Service and Route Performance Review. Section III provides the proposed Service Levels. Section IV details Service Recommendations. Section V details the Capital Improvement Plan.

C. Project Approach

The City of Gainesville is seeking an experienced transportation provider who will act as a partner to the agency in the provision of its transportation services. The provider will serve the community with ADA Paratransit Services. With this proposal, Maruti is prepared to enter into a contract with the CITY and to meet and exceed the expectations of the CITY and the community in the performance of these important services.

As further detailed throughout this proposal, Maruti will provide the following services:

- Employment of all staff required to operate and maintain the Purchased Transportation Services in Gainesville.
- Including all hiring, training, retention, uniforms, implementing policies, establishing and maintaining employment files, and all aspects of a complete employment relationship.
- Passenger/Customer Service for riders and the public
- Window Dispatch
- Monitoring services through surveys, compliance reviews, safety reviews and QA and Management reviews.
- Road Supervision of for CITY paratransit Services Operators
- Maintenance of Revenue and support vehicles
- Maintain daily, weekly and monthly vehicle cleaning standards.
- FTA Drug and Alcohol Testing
- Safety in accordance with System Safety Program Plan
- Corporate oversight and Support
- Reporting, including:
 - Monthly, Quarterly and Annual Operations Reports as required



- NTD Reporting
- Safety/Accident Reporting
- Complaint Reporting, Investigation and follow-up
- Maintenance/Roadcall Reporting
- FTA Drug & Alcohol Testing Reports

Today more than ever, there is a tremendous need for quality, cost-effective solutions to ensure transit services are affordable and sustainable for agencies and the taxpayers who underwrite the cost of service delivery. Shrinking budgets coupled with an increase in demand and operating expenses, requires that transit agencies look toward more efficient transportation providers that will allow them to create a sustainable future. Maruti’s low overhead, and skilled staff will enable the CITY to enjoy the benefits of a true partner by providing realistic costs, efficient and effective services, and hand’s-on customer oriented transportation.

Maruti is committed to the provision of ADA Paratransit services for the City of Gainesville. Below you will find a summary of the programs Maruti will implement to ensure exceptional services to the City and the community it serves in the provision of Purchased Transportation services. In addition, we have provided an “Operations Plan”, detailing Maruti’s approach to exceed requirements of the RFP.

Quality of Service Program

Maruti is dedicated to quality because of our commitment to our passengers and our community.

Rather than gimmicks, we rely on proven operating processes and procedures to ensure a service that is stable and focuses on the important qualitative aspects – safety, reliability and customer service.

As the CITY’s partner, Maruti is committed in providing high quality services while developing cost containment measures that will lead to a sustainable transit system. Maruti’s formal

process improvement program seeks to identify areas of improvement in the areas of operations, dispatching, scheduling and administration and will deploy corporate resources to initiate sustainable improvements results.

Maruti’s goal in implementing quality improvement measures will be to produce; cost savings, increase efficiencies, improve safety performance, improve quality of service, reduce waste, improve teamwork and communication, satisfy customers and stakeholders, and improve working conditions and employee morale.

| Aspect | Lean | Six Sigma |
|----------------|---|--|
| Major Focus | <ul style="list-style-type: none"> ✓ Eliminate waste ✓ Improve flow | <ul style="list-style-type: none"> ✓ Reduce variation ✓ Improve process capability |
| Major Measures | <ul style="list-style-type: none"> ✓ Cycle time ✓ Inventory turns | <ul style="list-style-type: none"> ✓ DPMOs (Defects per Million Opportunities) |
| Major Drivers | <ul style="list-style-type: none"> ✓ Customer satisfaction ✓ Value-added ✓ Profitability | <ul style="list-style-type: none"> ✓ Customer satisfaction ✓ CTQ (Critical to Quality) ✓ CTC (Critical to Customers) ✓ Profitability |
| Application | ✓ All processes | ✓ All processes |



Ed Carrion, Maruti's COO, will lead the local management team in the development of a series of performance metrics as a baseline for selecting areas for immediate improvements. Maruti will provide the CITY with quarterly updates on improvement projects and results.

Mr. Carrion has over 25 years of process improvement experience. He has lead over 45 major projects with over \$100M in savings for the Department of Defense, financial institutions and within the public transportation industry. Mr. Carrion hold a designation of Six Sigma Black Belt.

Maruti believes that quality improvement efforts are essential for all transit agencies wishing to ensure their success and sustainability; especially for those who desire to be truly best in class, which means that the quest for Service Excellence demands a continual and ongoing effort

Performance Standards

Public transit companies/ agencies traditionally established performance measures to evaluate the efficiency and effectiveness of their transportation services. These measures usually include operating cost per revenue vehicle hour, operating cost per passenger boarding, fare box revenue per operating cost, passenger boardings per revenue vehicle mile, and passenger boardings per revenue vehicle hour. These measures allow transit companies/ agencies to evaluate the effectiveness of individual routes by volume, time of day, and day of week for their planning purposes.

Maruti incorporates many of the traditional measures of revenue hours/miles per vehicle/passenger. However, we believe that to gauge a true understanding of performance, the scope of areas needs to be broadened, In addition to the typical measurements, Maruti collects and analysis ridership statistics such as total number of trips, average miles per passenger trip and average ride time to gauge the impact of services in terms of improving availability and access to the services. Maruti also measures performance in terms of vehicle capacity in addition to the number of vehicles needed to deliver efficient services.

Performance measures allow CITY administrators to:

- Track compliance with ADA requirements, including on-time performance and trip needs;
- Evaluate performance based on established criteria and goals, and compare that to past measures of performance;
- Document trends related to efficiency and communicate these too decision makers that provide administrative oversight.

Maruti believes that it is not sufficient to just collect data for the purposes of annual NTD reporting, Maruti utilizes the performance measures as a means to identify problematic areas and applying Lean/ Six Sigma processes to improve the service.



Customer Service

Maruti understands that customer satisfaction is only as good as the customer service it provides. Meeting the needs and expectations of the customer is critical to ensure continuous support for the system and to expand ridership not only among dependent riders, but “choice” riders that would not normally utilize the service. The experience that individuals have with the services you provide and then what they hear from friends and family influence their perception of and likelihood to continue to utilize your service. Therefore, it is essential that companies/ agencies implement the correct customer service methodologies to ensure the services that are provided are in line with the expectations of the riding public.



In an effort to pad profits many private transportation providers may be tempted to cut corners, Maruti will never sacrifice safety or customer service in order to achieve a profit margin, Maruti believes that companies should streamline their resources without sacrificing the essentials.

The transit industry has a much greater amount of exposure to the public than many industries. Maruti has tailored a customer service program that goes beyond providing a customer service phone line. The program goal is to improving customer satisfaction through exceptional customer service.

Maruti’s customer service program includes the following five areas:

Customer Service Training

Maruti will provide customer service training to educate every employee who has direct contact with consumers. The Training will emphasize the importance the company places upon maintaining a high standard of service. At every point of customer contact, employees must recognize customer service as a priority. This means all employees from the General Manager to the Bus washer must all maintain a friendly, considerate demeanor toward our customers when addressing their needs.

Communication

Maruti will communicate the CITY and Maruti’s expectation for high levels of customer service. The expectations will be communicated on a daily, weekly, monthly basis vial newsletters, morning safety and customer service bulletins, and meetings. Maruti will launch competitions and contests to generate specific suggestions on how to enhance customer service from the workgroup. This will not only incentivize the performance of customer service through bottom-up participation, but will keep good customer service as a daily reminder in all our interactions with the customers.

Employees

Recruiting employees with a strong customer focus is a critical factor in developing and maintaining a quality customer service program. **Maruti believes that anyone can learn to drive a vehicle, but good customer service comes from the desire to serve the public this understanding is at the center of our hiring and**



training program. Our training program will include a module dedicated to customer service. As new hires fill positions due to normal turnover, the company culture will gradually become increasingly customer service oriented.

Technology

Maruti utilizes a proprietary Customer Relationship Management (CRM) software that allows our employees to enter, access and track customer activity and information. Staff will have greater access to customer information that will allow them to support the customer service efforts of staff working directly with customers.

Empowerment

Empowerment of staff to better service customer concerns is critical in maintaining customer satisfaction. Every staff member operating in direct contact with customers will have the ability to address the customers concerns or have a supervisor or management address them immediately.

Sustainability

The Maruti Sustainability Program encompasses a variety of efforts to conserve energy and water, promote recycling, reduce air pollution, and proper environment controls. In all of these efforts, Maruti will work with the CITY to ensure a high quality of life in our community.

Sustainability is a uniquely broad and long-term concept that addresses quality of life and efficiency concerns. Sustainability is an important consideration for Maruti’s decision-making - both for internal operations as well as the mission-related activities of the company. Incorporating sustainability into decision-making can have positive effects for client relations, for the bottom line, and for the natural resources of the communities we serve.



Maruti will fully comply with all environmental laws and regulations. We will strive to exceed compliance by the continual improvement of our environmental performance through cost-effective innovation and self-assessment.

Maruti will:

- Avoid environmental degradation by minimizing releases to air, water and land. We will prevent pollution and conserve resources by reducing waste, reusing materials, recycling and preferentially purchasing materials with recycled content.



- Increase the awareness of environmental issues among company employees through education and training.

Community Benefit Plan

Maruti understand that using local businesses/ vendors for every function within the scope of service not only creates good will between our company and the local businesses, but also helps to build communities we serve. Maruti’s embraces the communities we serve and we strive to become a good citizen. The local Maruti staff live and work in communities we serve and share common goals and interests, such as keeping the neighborhoods safe and clean and ensuring that the local business prosper. By supporting local businesses owned and run by people within the community we create an extra layer of interdependence, and we make daily relationships deeper and more meaningful.

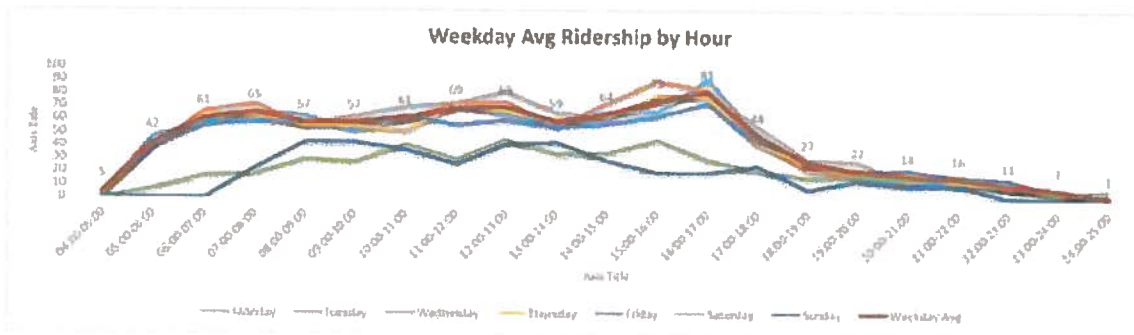
More importantly, by using local products, services and vendors, we do our part to build local economies. In this way we keep the money earned here in the community we serve, building a local economy that enriches everyone involved.

D. Operation Plan – Paratransit Service

Maruti is prepared to meet the schedule required by the CITY for its ADA Paratransit Service. As an experienced transportation provider, we understand what it takes to provide the level of service expected by our passengers, and by CITY. As detailed in this proposal, we have employed management and staff for this contract who are among the best and most qualified in the industry. In addition, we have processes in place to specifically address the unique service requirements of an ADA Paratransit operation.

Vehicle and Route Assignments

We will work with CITY to utilize of mix of full-time and part-time driver shifts to cover service requirements. Our full-time shifts typically operate for 8-12 hours per day and are scheduled to work 4-5 days per week. Our part time drivers will work 4-12 hour shift, filling assignments that cannot be made into full runs, peak trips, after-hours trips and special services. Part-time workers will be limited to less than 30 hours per week, and will typically work 20-25 hours per week.



In addition, we propose to create smaller 3 to 4-hour manifests in order to better utilize part-time personnel and to attract employees who want part-time work. The result would be much better productivity levels and



less turnover improving services. An added benefit is that these vehicles and employees could be asked to stay on for an additional 1-2 hours, and provide relief to any runs that are not on schedule.

Passenger Treatment/ Customer Service

As an experienced provider of transportation services, we truly understand the needs of the clients that utilize the services and we take great care in meeting their needs. Our processes related to transportation operations have taken into account any physical or mental disabilities/ challenges of the clients. We expect that every driver adhere to Maruti's high standards of conduct. **WE TREAT EVERY CLIENT WITH RESPECT AND DIGNITY and** we will not settle for less.

Vehicle Availability

The maintenance department will work in coordination with the dispatch office to ensure vehicles are ready for service and sufficient number of vehicles are available for service pull out. Maintenance will share a vehicle availability log with dispatch each morning prior to pull out and throughout the day, so that dispatch can make decision based on vehicle counts. At no time will Maruti miss a pull out or delay service due to vehicle availability.

Ready Buses

Maruti will maintain sufficient number of ready bus available for swap out in case of vehicle breakdowns or increased demand on the street.

Stand-by Drivers

Maruti will maintain sufficient number of stand-by drivers to ensure run coverage in case of call-off by drivers. In addition stand-by drivers will be deployed in the service area in extreme cases where on-time performance is below standards due to accidents, road closures, and/or vehicle breakdowns. The goal is to be able to restore services to acceptable standards as soon as possible with minimal disruption.

In addition, Maruti currently has multiple programs in place that allow us to constantly monitor and ensure our level of service exceeds customer requirements. These programs include:

- **Initial Training** - We train our employees well, and closely monitor failures to provide individual guidance and education.
- **On-Going Corrective Training** - We also review service issues for trends, and use those issues as a tool to educate and constantly improve. We don't just say it, we actually do it!
- **Safety Meetings** - We conduct our Safety Meetings every month and as needed to address particular concerns or new regulations/requirements. While the primary focus of these meetings is safety, we also use them to as a mechanism for feedback from drivers who want to improve services. Meetings are mandatory - we schedule several meetings over the course of the day to avoid any service disruption - and we pay employees for their attendance. We find that this promotes a cooperative attitude and environment that is conducive to learning from each other.



Each quarter, we use this meeting to take the opportunity to recognize our stellar performers in the areas of safety and service.

- **Employee empowerment** – As discussed above, we empower the employees to make decisions that fall within our core values and that benefit the service.
- **Road Supervision** – We will have a road supervisor to ensure service quality at all hours vehicles are in revenue service using ramp-equipped vehicles to further enhance our driver and customer support and on time performance.
- **Mystery Riders** – We will utilize consumers to operate as “mystery riders” that will allow Maruti to monitor the service quality, when the driver thinks no one is watching. We will detail a program that will reward employees for positive ratings, and remediation for opportunities that they failed to meet.
- **Daily Pre-Trips/Post Trips** – Reliability of the vehicles begins with the drivers. Our drivers are instructed and regularly reinforced to do comprehensive pre-trip inspections, as well as note any issues during service.
- **Strong Core Values** – Our core values drive the organization and the behavior of our employees. We also will be introducing programs that we believe will further improve our employee’s performance and encourage our employees to not make a difference, but be the difference. To that end, we have developed a program that keeps these values in top of mind, sending out reminders daily, weekly and with their paychecks.

Maruti operators and their staff are proven to be professionals and take pride in safety and sensitivity when serving our MCCI Members.

Mike Poeschl, MCCI Transportation Manager

Besides the programs we have in place, Maruti establishes the following processes to ensure regular and daily service quality.

- **Daily Operations Log** - The Dispatcher is responsible for getting the service on the road each day. This involves being informed about the condition of the entire operation at all times. More specifically, the Dispatcher must perform the following duties:
 - Open the operating facility.
 - Prepare the daily driver assignment sheet.
 - Assign buses to runs.
 - Check in Operators.
 - Assign extra board Operators as required.
 - Check and log radio transmissions.
 - Observe Operators’ fitness for duty.
 - Interact with maintenance department.



-
- Document the day's service activities.
 - Document all radio transmissions.
 - Advice and Counsel Operators.
 - Distribute transfers and marketing materials to Operators.
 - Update communications boards.
- **Daily Dispatch Sheet** - The dispatch sheet is the master schedule of the day's events. It is a critical document because it outlines the routes, the drivers assigned to these route, the buses used to operate the routes and the times the operating will be operating. The dispatch sheet also becomes the master schedule to note assignment changes, bus switch-outs, and garage departure delays.

Absenteeism for all reasons will be tracked very closely, with monthly summaries and on-going trend analysis. Management attention will be devoted to controlling absenteeism at realistic levels. Finally, Operators who have completed their shifts for the day will provide another pool from which the Dispatch Supervisors can draw to ensure timely coverage of all work that becomes open each day.

- **Monitoring Driver Performance** - Ensuring a driver is fit for duty, with the knowledge necessary to succeed, and the confidence to make decisions that benefit passengers is something Maruti takes very seriously. All dispatchers and supervisors are empowered to withhold driving assignments if they feel that the driver is not fit or able to operate in the service in a safe manner. In the event it is necessary to take this action, the Safety Manager is the only person authorized to release a driver back to service, and will only do so, when confident that the driver is fit for duty. When appropriate this may require drug testing, or a release from a licensed physician.

Maruti will provide Road Supervisors, who along with our management staff will discretely monitor the activities of drivers to ensure that they are compliant with all rules of operation. Maruti will use a combination of GPS/ AVL monitoring, stealth observation, open observation and direct contact to determine if drivers are complying with the expectation of CITY and Maruti.

Maruti takes a systematic approach to ensure optimal performance in contract operations. Operator reports, Supervisor procedures, pre-trip inspections, pull-out procedures, field supervision, efficient dispatch, maintenance quality and Operator policies and training impact operational performance. We develop and cultivate a motivated and proud workforce that is a credit to our systems.

Working with Operators to ensure they depart and arrive on time and helping them get back on schedule when they fall behind are amongst the Supervisor's most important roles. All equipment or schedule adjustments will be coordinated with dispatch to ensure high optimal on-street performance. Supervisor vehicles will be fully equipped with necessary items such as camera, accident reports, courtesy cards, accident investigation supplies, etc. Each Supervisor will be issued a portable two-way radio when they are performing field observations. Supervisors will be deployed in the field during all hours of operation. All Management and Supervisory staff members will be cross-trained in dispatch, scheduling, field observations, accident and incident response and radio procedures to allow the best support possible to our Operators.



Regularly scheduled road observations and ride checks will be performed by our General Manager and operations staff to monitor the performance and image of the Operators and vehicles. We understand our Operator’s performance and each vehicle’s condition will form the impression of both Maruti and CITY services. Supervisors will conduct road observations to verify Operators are driving their vehicles safely and properly and to ensure compliance with our high standards of safe driving performance. Road observations will be conducted by either following in a separate vehicle or riding in the vehicle with the Operator. Specific items that will be observed and evaluated include the following:

| ROAD OBSERVATIONS/RIDE CHECKS | |
|---|--|
| <ul style="list-style-type: none"> • Speed • Following distance • Passing procedures • Vehicle functions/systems • Fare handling | <ul style="list-style-type: none"> • Schedule adherence • Use of signals • Customer courtesy • Lane changes/lane placement |

- **Enforcement** - Occasionally, Maruti finds it necessary to place employees into a corrective action plan. We have recently adopted a new plan that we believe will better allow us to work with an employee to improve their performance. We call this our Positive Employee Performance Plan.

On a typical minor offense, the employee is counseled, and a contact form is placed in the employee’s personnel file, where it will remain for 90 day. If no further problems develop, the contact form is removed and destroyed after the 90 day period. If there are further incidents, the employee receive a formal verbal counseling. This counseling is approached from a positive manner, and a clear expectation of future behavior is reviewed with the employee. This contact remains in the file for 180 days, and is removed if the employee successfully corrects the problem. The next step is a formal written warning that the employee’s job is in jeopardy and a clear written plan to improve is provided. This documentation remains in the employee’s file for 1 year, and is removed if the employee has corrected the behavior.

If problem continues, the employee is formally notified that we feel it is necessary to terminate their employment, unless the employee can provide a plan that will ensure correct behavior. The company will provide time-off for the employees on the next work day. The employee is instructed, in writing to compose a plan that will ensure their compliance or to resign their position. If the employee composes a plan, they are paid for the day off, for making a commitment to change. This notice stays in the employees file for 1 year. Any further incidents result in the termination of the employee.

We feel this process affords us the flexibility to enforce rules and policies, while giving a positive approach to behavior change.

Our comprehensive approach to providing transportation and meeting the needs of CITY and the community is evident by the statistics of performance for the past year companywide.

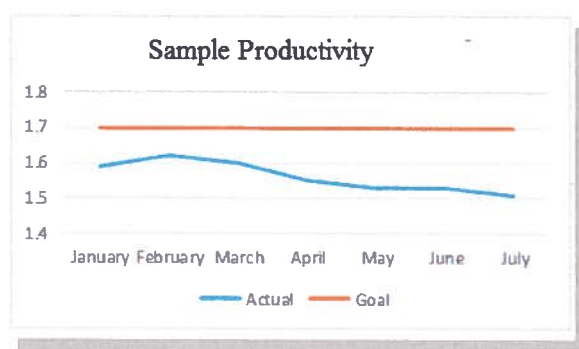


| OTP | PPVH | In-Vehicle % | Accident per 100000 | MBRC |
|-------|------|--------------|---------------------|--------------|
| 97.3% | 1.98 | N/A | 0.11 | 14,300 miles |

Maruti believes that it takes more than just developing measures to gauge performance of a system. Industry practices have been reactive versus proactive and most corrections of low performance have been short term fixes. Maruti actively seeks to identify areas/ processes to ensure that first the standards are met, but ultimately, increase customer satisfaction.

Productivity Management

Controlling paratransit operating costs while meeting service demand remains the greatest challenge facing public transit authorities. The implementation of innovative operating practices potentially have benefits for paratransit services; the most important being the improvement of productivity, as is indicated by passenger trips per revenue hour. Maruti understands that productivity is one of the most critical factors related to service cost.



Maruti proposes the following initiatives/ programs to control/ increase system productivity of the Mainstream service:

Trapeze Templates: Maruti uses templates in Trapeze to manage system productivity and on-time performance from the start of the trip reservation process. Templates include scheduled subscription trips and account for vehicle capacity. This process allows Maruti to determine the correct fleet mix for the service, longer trips would be assigned to a sedan while shorter, more productive routes are assigned to the larger vehicles. With solid templates in place, staff are able to effectively negotiate trips to fit within the established routes and subscription trips that have been previously scheduled.

Scripting – Maruti believes that hiring and providing training to reservationist in customer service. By providing reservationist the tools to help them work with passengers to find solutions that help both the customer and the organization is critical to effectively managing service delivery with a higher productivity level.

Call Center Reporting – Maruti has developed call center reports that allow management to track the number of trips booked, negotiation percentages, and other critical items, in order to monitor performance and achieve the desired results.

Trapeze Training – Maruti provides extensive Trapeze training to dispatch, reservations and scheduling staff in order to provide the tools needed to maximize and optimize service delivery.



| Reservationist | Dispatchers | Schedulers |
|-------------------------------|--------------------|--|
| System Logging | Dispatch Module | Scheduling processes and building runs |
| Mapping and geocoding | Client interface | Manipulating trips |
| Reservations Module | Daily processes | Editing trip information |
| Subscription trips | Scheduling | Operator breaks |
| Canceling and other scenarios | Tool options | Route optimization |
| | Manipulating trips | |

Maruti is confident that with the introduction of the above mentioned initiatives, together with the process discussed throughout the proposal, Maruti will increase the productivity of the ADA Paratransit service to the highest level yet.

E. Dispatch/ Scheduling

Maruti’s philosophy is that the operation of a call center (reservation, dispatch, scheduling) determine the success of a transit operation. The transit call center key in achieving of productivity and service efficiency goals in its performance of a transit operation.

Maruti’s approach to a successful call center operations is based upon the following:

- Implementation of Lean/ Six Sigma principles in order to develop processes/procedures for the optimization of reservations, dispatching, and scheduling functions;
- Customer focused training and scripting to ensure reservationist communicate effectively with customers;
- Utilization of templates that enable the scheduling of productive and attainable routes;
- Provide sufficient supervisory coverage to ensure the staff has support throughout the shifts;
- Comprehensive training in system usage and call center management techniques;
- ADA policies and procedures; and
- Area familiarization.

Advanced Reservations

A successful transit operation starts with the reservations function. The reservationist is responsible for communicating with the client and understanding their request, at this time the reservationist reviews the customer profile to all information is correct, such as home address and any mobility devices are needed or utilized by the customer. The reservationist then enters the trip request in the reservations system, stating with the pickup and/or drop-off locations.

Maruti reservationist are trained to read back the trip request and confirm that all information is accurate. In addition, the reservationist inquiries about any special instructions that should be relayed to the driver. If a passenger requests additional assistance during trip request, the call is escalated and a supervisor assists the customer.

Once all of the trip details are entered in the system, the request is submitted in the system. At this time the system will generate best available options for scheduling the trip. If the trip cannot be scheduled at the



exact time requested, the reservationist will attempt to negotiate a trip within one hour of the originally requested time.

If the trip cannot be successfully negotiated, the reservationist place the trip as an unscheduled request. Maruti will adhere to a zero capacity denial policy.

Reservations Process

The reservation process is initiated by our passenger's desire to travel throughout the service area. Passengers may call in advance as determined by RTS policy. Reservationists trained in customer service will take calls. The following minimum information will be collected from a caller:

- Customer name.
- The day and date of customer's trip.
- The time the customer wishes to arrive at their destination, or the pickup time.
- The exact address or landmark designation of customer origin.
- The exact address or landmark designation of customer destination including building name and room number if known.
- The time customer wishes to be picked up for the return trip.
- The exact address or landmark designation of the place from which customer is returning.
- Whether customer will be accompanied (at a minimum, a PCA and an additional companion must be served if customer so requests).
- Whether customer will be accompanied by a service animal

The Trapeze software will be utilized in the verification of location eligibility, trip reservation, and route scheduling. The dispatcher will enter such information as rider name and home address. If the customer has requested service before or is certified for ADA, their file will display information on any future reservations and recent trip history. This will allow the dispatcher to select from previously entered trips and speeds the schedule approval process.

The customer service representative will use a script that will question the client about the trip, any special accommodations that are needed and the number of persons in their party. The caller will be informed that they must be ready on time for the driver and that they will be required to show the driver their acceptable ID, if applicable. Clients will be encouraged to schedule subscription trips whenever they have a need for recurring transportation. This will reduce the number of calls, ensure that requests are made in advance and allow for better overall program management.

One process that has assisted Maruti in achieving outstanding quality results is our thorough training and the requirement that staff recaps all of the information of the trip to the caller before ending the call. At that time they are to spell back the street name for the address that is requested when they are recapping the trip to the client. With many streets names that are similar and callers with differing accents, spelling the street has eliminated many potential errors. This process adds just a few seconds to the call and saves large amounts of time for the dispatchers, drivers and clients in the transport and ensures that information in the database will be correct. Prior to ending the call, the Dispatcher will confirm the trip to

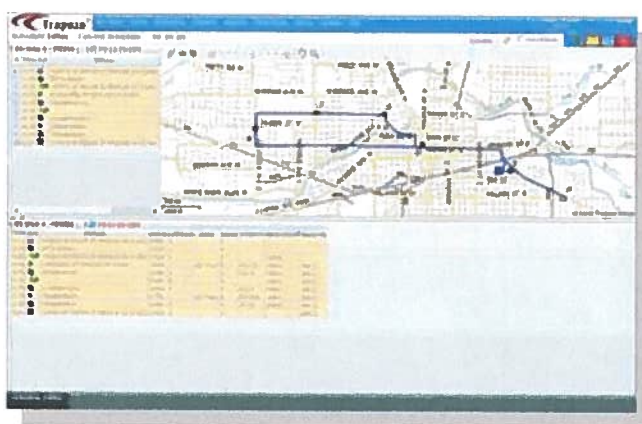


the route and offer approximate pick-up time to the caller. The caller will be reminded that the driver will only pick up at the designated stop for that address and that the client should be waiting.

A live attendant will take requests for ADA service on the weekends. Maruti will have a scheduler input the calls on Sunday evening for Monday's service and will verify trips times with customers as necessary. We look forward to using the IVR system as well to reallocate the labor required to make outgoing verification calls to better customer service

Scheduling Process

Maruti begins its scheduling activities 7 days prior to service delivery, it all starts by the scheduler developing routes based on knowledge of service, baseline and trends, and the scheduler adds the subscriptions trips to the appropriate route. As reservations are taken in advance those trips are initially assigned based on system perimeters discuss below. At the end of each service day, the scheduler reviews the next days' trips and routes for efficiency, and begins the batching process in Trapeze.



During the trip batching process, Trapeze examines all trips and adjusts routes based on trip times and pick up and drop off locations. The batching process looks to maximize productivity while maintaining on-time performance.

Trapeze Parameters

Based on Maruti experience with maximizing and optimizing system performance, we believe that ensuring the correct parameters based local conditions is essential in developing accurate estimates of travel times and load times, the key to a balance on-time performance and productivity is to set the correct system speeds. Maruti utilizes the following conditions to develop its system speed perimeter:

- Time of day
- Geographic areas (congestion/high demand zones)
- Distance traveled
- Weekday/weekend
- Vehicle capacity
- Load times by location
- Load times by type of trip (ambulatory vs. wheelchair)

Maruti analyses periodically, to confirm that settings remain accurate as the on-road environment changes. Adjustment are made as trends or patterns develop though the analysis findings



Subscription Trips

Subscription trips are provided pursuant to ADA regulation regarding the maximum allowable percentage of subscription trips. In an effort to improve productivity, Maruti reviews utilization reports to identified recurring trip that should be updated as subscription.

Productivity and On-Time Performance

Reservationist schedule trips on specific routes based on time and location of trips. The system examines potential routes for the next day, as well as subscription and scheduled trips, and then provides several options within the parameters established. Maruti develops and establishes system templates based on parameters that optimize system productivity and on-time performance.

Route Seeding and Trip Batching

Maruti uses the “*route seeding*” methodology prior to batching the trips for the day of service– “*route seeding*” is the process of assigning and locking trips at the beginning and ends of routes close to the operating facility.

Schedulers seed each route with trips within an optimally established radius from the operating facility. This process ensures that routes are efficient and minimizes unnecessary deadhead (and in turn, fuel consumption, and vehicle wear and tear) and vehicle operator time.

Once identified, these trips are placed on the route and “locked” – removing those trips from consideration during the batching process. Once the routes are seeded, the scheduler begins the automated batching process. As new trips come in, routes are rebatched frequently to attain maximum efficiency over the period of three days prior to service.

The key of developing a successful batching process is the scheduler. The scheduler utilizes his/her experience to review and examine the trips based on location, where there is the most operator/vehicle coverage, and prioritizes trips based on where the greatest concentrations of trips are located throughout the service area.

Wheelchair vs. Ambulatory Batching

To ensure that all wheelchair trips are appropriately scheduled, all wheelchair trips are batched first; then trips with mobility devices; then ambulatory trips. This confirms that the time required to board and load a wheelchair trip is sufficiently scheduled before those faster loading, more fleet-flexible ambulatory trips are finalized.

Unscheduled Trips

Maruti staff utilize previous service day trip data to generate a pattern of cancellation and no-show history in order to predict the level of cancellations based on the day of week, and the hour of day. This data drives the number of trips that schedulers leave unscheduled, in order to maintain productivity at acceptable levels.



F. Audit Controls

The Monthly Facility Audit (Monthly)

Maruti's general manager and designated staff are required to conduct facility audits each month to ensure compliance with the CITY and Maruti standards. Reports of audits will be forwarded to CITY staff for review and action.

The Semi Annual Audit (Semi Annual)

Maruti will conduct semiannual audits of its maintenance program and functions. The regional director of maintenance, Mr. Anthony Radicone will be responsible for scheduling and completing semiannual audits with the general manager and maintenance manager both present. The maintenance manager will perform the audit using Maruti's maintenance audit form. A review of the audit will be conducted and an action plan developed (if needed) to correct deficiencies. Maruti will share findings and corrective actions to CITY staff.

Safety Management Inspections (Annual)

Maruti takes its safety program seriously and we conduct inspections of each location to ensure compliance with regulatory and company policy requirements, and assess the overall safety of our facilities and operations. At Maruti safety is practiced every day and local staff conduct regular monthly inspections. A comprehensive evaluation and audit is conducted annually by the regional director of safety and training.

Maintenance Safety Inspection (Annual)

The regional maintenance director is charged with conducting inspections to assure maintenance-specific compliance with regulatory and company policy requirements are conducted at each operating location. In addition the inspection will be used to assess the overall safety of the maintenance program. The inspections will be conducted annually by the regional maintenance director.

G. Technology

Maruti's management team has extensive experience in the deployment and management of Intelligent Transportation System (ITS). Maruti's technology initiatives are led by Mr. Ed Carrion. Mr. Carrion has over 35 years' experience in the deployment, development and management in the technology field. As the Chief Information Officer (CIO) for the Corpus Christi Regional Transportation Authority, he provided the vision, leadership, planning and management for the development, acquisition, implementation and support of information technology. Aligning agency information technology with strategic direction, build and develop IT organizational processes and procedures to support organizational needs. Planning, directing, and managing the IT department in order to ensure the development and implementation of cost-effective systems and efficient computer operations to meet current and future decision making requirements.

The term "Intelligent Transportation Systems" refers to the application of information systems, telecommunications, sensors and control systems to all modes of transportation. ITS has proven to increase the capacity and productivity of service delivery options, to improve the reliability and safety and to reduce its environmental impact and the adverse consequences of incidents.



Maruti does not merely manage clients technology products, Maruti is a technology solution provider and will assist and advise agencies in the purchase, development, integration and implementation of existing and emerging new technologies.

Trapeze Software

Maruti currently utilizes Trapeze PASS as its solution for advanced scheduling and dispatch application for the City's demand response services. Trapeze is widely recognized as the industry standard software used to develop paratransit operations.



Maruti's will initiate a strategy that will improve productivity by providing a strong and experienced Trapeze leader that will lead the scheduling and dispatching activities, including but not limited to subscriptions management, schedule optimization efforts, and periodic system parameter adjustments for continued improvements of the quality of the scheduling results. This individual will be responsible for ensuring that the schedules produced are achievable, efficient, utilizing the full range of technological tools to assist in meeting service performance measures with the ultimate goal of providing higher productivity, customer satisfaction and reduced cost. In addition, dispatch and scheduling staff will undergo extensive training in system utilization, proactive dispatching techniques, schedule optimization, on-time performance and operations management.

Finally, to supplement our experience, Maruti has engaged Trip Sparks as our Trapeze consultant to provide supplemental training, share best practices and analyze our processes for efficiency and effectiveness.

Trapeze PASS is designed specifically to help demand response transit providers plan, deliver and manage efficient, cost-effective and client-focused services. PASS combines sophisticated technology with user-friendly features to support all types of demand response services.

PASS major components include:

Integrated Mapping

- View and define service areas including streets boundaries, landmarks and geographic features
- Quick matching of clients, origins and destinations with geo-coding features
- View multiple itineraries and runs on the maps

Passenger Registration

- -Manage detailed client and student information including multiple addresses and special needs.
- -Apply funding and eligibility programs.
- -Save scanned documents and photos.
- -Import data from most information databases.

Journey Booking

- -Book subscription or demand journeys with full access to client details
- -Use templates for quick subscription journeys
- -Indicate fare types, billing sources and journey purpose

Scheduling

- -Use batch mode to automatically assign subscription journeys
- -Automatically match subscription clients on recurring journeys
- -Driver assignment
- -View multiple itineraries and runs on the map
- -Use trip edit for real time schedule modifications

Dispatching

- -Monitor vehicles and runs to adjust service as needed
- -Identify and respond to situations in real time
- -Track incidents, cancellations and no-shows in real time reporting
- -Use standard or customized reports
- -Run SQL queries

Trapeze PASS eliminates the manual, time-consuming processes of managing paratransit operations. Its extensive built-in reporting expands the system capabilities in analyzing future planning, delivery, and effectiveness of service delivery.

The PASS reservations component provides reservationist with a full complement of tools to assist in the reservations process. Intuitive passenger lookup screens, common trip destinations, and other passenger detail supports optimal call times and maximizes user productivity. PASS is integrated with the on-board GPS and GIS mapping component to ensure accurate trip distances and locations.

The ability to be able to geocoded pick up and drop off locations provides for accuracy in scheduling and monitoring route performance.

The dispatch component allows users to monitor trip performance, update routes by adding new requests, moving trips from late performing routes, and manage no shows and late cancelations. When deployed with on-vehicle GPS enabled devices (using the Trapeze MON add-on) dispatchers can monitor each route in real time. Any updates (such as trip performs) are immediately reflected in the trip console; conversely, and changes to routes (such as cancelations) are immediately reflected on the operator's on-board device.

In addition to the core Trapeze PASS system, Maruti will ensure the deployment of the following Trapeze PASS-Web. The PASS-Web application extends the functionality of the PASS system by allowing passengers to confirm, cancel or book trips online without the need to speak with a reservationist. Registered customers will be able to access the service 24 hours a day, through an internet browser on a desktop or mobile device.

In addition to the PASS-Web system, Maruti proposes to deploy:

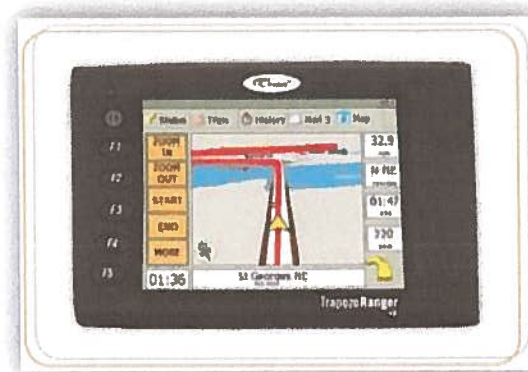


Mobile Data Terminals (MDT)

Through the use of Trapeze and the onboard MDT units, operators are provided manifest data including next scheduled pick up or drop off. As the operator performs trips, they use the “arrive/depart” buttons on the MDT unit, the information is transmitted to the Trapeze system and the route data is updated on the AVL system.

Dispatchers continually track vehicle status and monitor service delivery throughout the service day in Trapeze dispatch module.

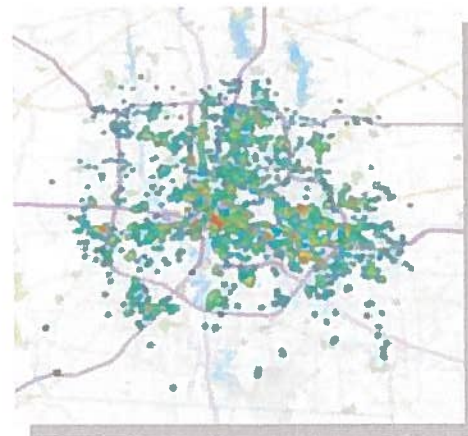
In the event a passenger does not appear within 5 minutes after the scheduled pick-up time has passed, the dispatcher will be notified and is authorized to no show the passenger and documents the event, and instructs the operator to move to the next stop.



Geographic Information System (GIS)

Maruti utilizes GIS software to capture, manage, analyze, and display all forms of geographically referenced information. GIS allows us to view, understand, question, interpret, and visualize transit data that reveal relationships, patterns, and trends in the form of maps, reports, and charts. GIS software allows us solve problems by looking at the data in a way that is quickly understood and easily shared.

When deploying a dynamic demand response network, it is important to understand both the capabilities of the dynamic capacity, as well as the demand on the service. This understanding allows for the strategic planning and placement of resources for an optimal performance of both the dynamic network and the fleet deployment. Maruti has utilized GIS software to capture, analyze, and display of the trip data. In that effort we are able to isolate ADA trips by zip code outside of the Gainesville service area to view, understand, question, interpret, and visualize the data that revealed the significance of the ADA trips impact on the overall operational and financial viability of the Paratransit program. With a wider sample of ridership data and a more in-depth analysis, Maruti will exact the network deployment by day and by hour.

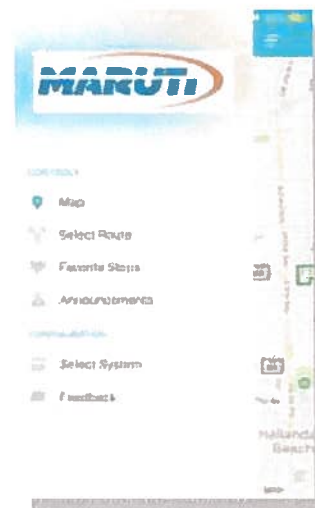




Vehicle Tracking System

Maruti has partnered with DoubleMap systems. DoubleMap offers technology that allows riders to track the exact location of a bus in real time.

DoubleMap buses uses satellite technology and sophisticated computer modeling to track buses on their route. Bus estimated arrival times can be predicted with extreme accuracy, since estimates are constantly being updated in real time. DoubleMap, is designed to improve bus operations and assist bus operations managers by having a sophisticated, user-friendly tool to help in managing, monitor and reporting of bus fleet information. Most importantly, the DoubleMap technology helps reveal consistent schedule arrival time shortcomings as well as inefficient processes. This helps the manager to quickly identify problems and implement improvements.



Riders benefit from DoubleMap in many ways. The DoubleMap system contains real-time alerts, allowing the riders to know exactly when the bus will arrive. Bus riders waste less time, resulting in better planning of their schedules and enabling them to get more done. Riders will be able to download the application through either the Google Play Store or Apple APP Store.

Maruti has implemented the DoubleMap technology in other operating locations and looks forward to bringing this innovative solution to the riders of Gainesville.

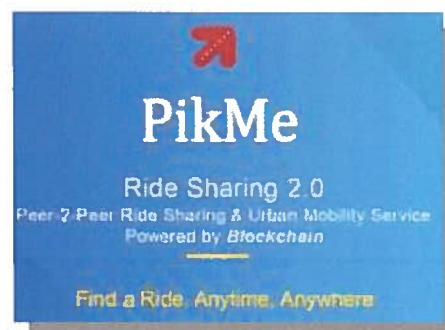
On-Demand Mobile App

One of the most challenging issues in paratransit service is the practice of providing services under a “Will Call” model. A Will Call is an Optional ADA service when a passenger books a pick-up time for a trip and advises the reservationist that a Will Call is needed for the return trip because the exact time of the return trip is unknown (e.g., returning after a medical appointment).



Will Calls cause scheduling issues, in addition to utilization of dispatch resources to accommodate the requested trips.

Maruti has entered into a partnership with SOLYD-TRANSIT Inc. to deploy PIKME- Urban mobility made easy for transit drivers, passengers and public transit commuters. PikMe is a peer-to-peer ride sharing platform hosted over a GPS aware blockchain. For people who prefer a transit, we have enabled passengers to directly connect and transact with drivers in the area without the need for a centralized, server/cloud based aggregator like Uber, Lyft etc.



Once the passenger calls that he/she is ready for their return, they will receive an estimated pick-up time, this will eliminate the



uncertainty of waiting for a vehicle, and it will also reduce the wait times experienced by “will call” users.

Maruti would proposed utilization of the mobile app in a test environment and gradually expand its implementation. In addition, Maruti believes that the system could be easily implemented across other modes of transportation in Gainesville such as First and Last Mile services and late night services. The cost to implement PikMe is minimal because there is no backend cost, therefore reducing the cost of services, reducing traffic congestion downtown, while providing true Mobility options to the citizens and visitors to the City.

Passenger App Feature List

| Feature | Description | Note |
|--------------------------------------|--|--|
| User Profile | Able to select wheelchair vehicle need. | |
| Location Selector | Must be able to book trip based on client origin and be able to select destination within a zone | Address History Based on boundaries |
| On-Demand Booking | | |
| Flexible Payment Options | Credit Card, Pass (daily, weekly, monthly), Cash | |
| Vehicle Tracking System (GPS) | | |
| Disabled Vehicle Selection | Client can request wheelchair capable vehicle. | |
| Feedback Feature | | |
| Fair Calculation | Must be able to calculate based on mileage/ fees or flat fee per trip | |
| Automated e-receipts | | |
| SMS alerts | | |
| Estimated time of arrival | | |
| Client Notification | | |
| Vehicle Tracking | | |
| Android & iOS device support | | |
| Client/ Driver Communication | Texting, messaging to driver | |

Driver App Feature List

| Feature | Description | Note |
|------------------------------|---|------|
| Trip Notification to drivers | Trips are assigned to driver | |
| Client Information | Notification of client mobility devices, Name | |
| View trip route using GPS | | |
| Email Alerts | | |
| View trip routes using GPS | | |
| Feedback Feature | | |
| Fair Calculation | Notify driver of method of payment. | |
| Client Notification | | |
| Android & iOS device support | | |



Admin Panel Feature List

| Feature | Description | Note |
|---|---|------|
| View/ Edit User profile | Must contain option for wheelchair capability | |
| View/ Edit Driver Profile | | |
| View/ Edit Vehicle Profile | Identify seating capacity to include wheelchair space | |
| Trip Management Module | Must be able to monitor all current trips and be able to review completed trips | |
| Complaint Management Module | | |
| Vehicle Tracking Module | | |
| Fare Module | Must be able to set up fare strategy to include flat fee. | |
| Billing & Invoicing Module | | |
| Geolocation Boundary settings | | |
| Revenue Management Module | | |
| Reports Module | Trips, miles, time etc. | |
| Vehicle selection Module | System must be able to assign trip to a vehicle based on location and current trip. | |
| Alert & Notifications Module | | |
| Digital Mapping | | |
| Route Optimization | | |
| Support for custom Geozones and Landmarks | | |
| Graphical Dashboard | | |
| Odometer Calculations | | |
| Shared Ride | System must be able to select between single and shared ride based on trip | |

H. Community Involvement

Maruti is an integral part of the communities it serves, and will believe it is not only our corporate but our moral obligation to assist those individuals in our communities that are less fortunate. Since our founding, Maruti has realized that it needs to play a positive role in its communities. One of core values is simply "Community Support." It is demonstrated in our approach to community service.

Maruti has a formalized program of charitable giving that grants funds to worthwhile causes. Education, health, human services and civic projects that support our core customer base. Maruti has been involved in too many organizations and causes to name all, but we are proud to state that we are active participants of the following charities:

- Habitat for Humanity
- Susan B. Komen for the Cure
- Special Olympics





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- Make-A-Wish Foundation
 - American Heart Association
 - Children's Charity

Maruti encourages our employees to devote time and their talents to civic causes as volunteers. From the bus operator to the executive officers, we are all compelled to serve those in need. This spirit of volunteerism is at the core of the Maruti culture.

Maruti emphasis on preparing individuals for success through education and lifelong learning. With a focus on active and ongoing learning we can best build the capacity of individuals and communities to succeed in a constantly evolving world.

Education Scholarship Program – Maruti request yearly applications for grants to assist deserving underprivileged students in the communities we serve.

Community College Internship Program – One of the most effective ways of giving back to the community while also developing transit professionals of the future is developing an internship program. We work with local Community Colleges and Vocational Programs to identify potential internship opportunities to serve specific projects or overall management development.

I. Administration Programs

Drug Free Workplace Policy

Maruti supports a policy of a drug-free workforce in a drug-free workplace. To implement that policy, we have instituted a program of drug abuse education for employees which includes testing requirements for all employees and applicants for employment; consequences of positive results; and resources for employee assistance and rehabilitation.

Maruti recognizes that our employees' use of illegal drugs and misuse of alcohol would present a significant risk to public safety as well as the employees' health and well-being. As a result, we have adopted a drug and alcohol policy designed to:

- Create a work environment free from the adverse effects of drug abuse and alcohol misuse;
- Deter and detect employees' use of illegal drugs and misuse of alcohol;
- Prohibit the unlawful manufacture, distribution, dispensing, possession, or use of controlled substances; and,
- Encourage employees to seek professional assistance any time personal problems, including drug or alcohol dependency, may adversely affect their ability to safely perform their assigned duties.

The policies and procedures are included in Maruti's Drug and Alcohol Policy as found in our Employee handbook and conform to the current drug and alcohol testing regulations, including recordkeeping and reporting requirements of the U.S. Department of Transportation (49 CFR Part 40), DOT 49 CFR Part 29 (Drug-Free Workplace Act of 1988), and Federal Transit Administration (FTA 49 CFR 655) drug and alcohol testing regulations, as amended.



EEO/AA Statement

Maruti maintains an EEO/AA policy that offers specific guidelines and goals for hiring and training. In addition, our training plan covers sensitivity and communications to people with disabilities and people who cannot communicate verbally either because they are unable or they cannot understand our drivers. Finally, our training program has an anti-harassment section which covers all aspects of customer treatment and diversity and explains procedures for investigation and discipline. Our plans will be tailored to conform to any additional CITY requirements, and will be communicated to employees upon hire and annually as a refresher.

Client Confidentiality

Maruti will comply with and will assure the compliance of our employees with, the information restrictions and other applicable requirements of the Privacy Act of 1974, 5 U.S.C. § 552a and the Health Insurance Portability and Accountability Act of 1996 (HIPAA). Maruti will ensure that our employees understand that the requirements of the Privacy Act and HIPAA, including the civil and criminal penalties for violation of that Act, and that failure to comply with the terms of the Privacy Act may result in termination of Maruti's contract.

Criminal History Checks, Drug/Alcohol Testing and Drivers' License Checks

Compliance with the communities and CITY's expectations is of critical importance to Maruti and our reputation as a safe and responsible provider.

Upon hiring a prospective driver, Maruti will use a national employment background check to conduct in-depth background checks, criminal record searches and employment background screenings. This includes verifying social security numbers; searching background records dating back 10 years or more; using multiple local, state and national criminal, driving, credit and sex offender databases; and conducting extensive background checks on all names and aliases.



Every 6 months Maruti will order a driver's State of Florida Motor Vehicle Record to see if there were violations by any of our drivers or driving staff. As the agencies know, the State MVR does not always show all violations. Maruti will also research the CITY's website as well as a similar search for the City in which the driver resides, if not Palm Beach, for any other driver records that might impact their ability to provide service.

Finally, Maruti will perform random driver's license checks each more or more frequently to verify drivers have licenses in their possession. Our employee database will also notify Maruti for any driver whose license is due to expire, and Maruti will reach out to notify the driver. Any driver without a license will be removed from service until such time a valid driver's license can be produced.

Maruti will emphasize the driver's requirement to notify us in the event of a violation impacting their ability to drive. We will work with drivers to find alternative employment for those who have violation that notify us immediately. Drivers who do not notify Maruti, but are found with violations will be immediately terminated.



Accident Corrective Action

Maruti will develop a multidisciplinary safety committee made up of vehicle operators, subcontractor management, maintenance providers and other local staff. The committee will be tasked with evaluating the Safety Manager's determination of an accident as preventable or non-preventable; developing methods from their unique perspectives, to reduce preventability/mitigate accidents; and recommend policies and operational improvements to safety program,

We hold our drivers and management responsible for safety performance. Our corrective action plan considers both the value and the frequency of accidents in order to determine appropriate corrective action. Maruti always reserves the right to either retrain a driver, or terminate an employee on a case by case basis.

Drivers maintain a right to appeal the accident determination to the Safety Committee for their consideration.

Employee Standards

Employees will be held to high standards concerning their service to customers. Our standards are developed and indicated in our Employee Handbook and employees are incentivized to meet our expectations through annual recognition and awards.

J. Data Collection and Accuracy/ Reports

Maruti's approach to data collection and accuracy is based on the understanding of the importance of collecting data base on federal and state statutes and because accurate data is critical for planning purposes.

Reporting and regulatory requirements will dictate a certain number of performance measures that will have to be reported. The National Transit Database (NTD) is the Federal Transit Administration's (FTA) primary method of collecting transit industry data. Recipients of FTA Urbanized Area Formula program (5307) are required by statute to submit data to the NTD on an annual basis. The NTD requires agencies to provide data in several operating and capital-related areas. From the reported data arise many measures of internal efficiency and effectiveness, including.

- Passenger per revenue hour,
- Passenger per vehicle mile,
- Farebox recovery ratios, and
- Cost per passenger.

Maruti is committed to ensuring that those who use performance indicators data to make decisions can do so with the confidence that the data is reliable and valid. Developing policy to ensure data quality, establishing oversight authority through the expertise of Maruti's COO, and using performance audits to objectively assess the reliability, validity and integrity of the data will provide CITY management with needed assurances about the quality of the data reported by staff.



Maruti has established sound practices for data quality that would include among other things, standardization of data definitions; use of internal controls; data sources; and data reliability, validity, and integrity checks.

The following definitions are provided as the basis for determining successful implementation of data accuracy:

- validity—does the data represent what it’s supposed to or intended to;
- reliability—is the data consistent and can they be replicated; and
- Integrity—can the data be changed or manipulated.

K. Records Maintenance/ Accounting System

Maruti will comply with all record keeping and reporting requirements of CITY for its transit services as outlined in its RFP. We will provide each of the reports listed in the RFP and will comply with all NTD and Drug/Alcohol Program MIS reports. Our record keeping and reporting process encompasses the following:

- We will use automated processing to facilitate the efficient compilation and comprehensive analysis of the required data and reports. This includes our maintenance MIS program, excel spreadsheets/databases, HR Program and dispatching software.
- All data and records collected for this contract will be accessible to the agency as both a hard copy and by an electronic medium. Our records will be available to CITY for inspection.
- Internally, Maruti will analyze trends in performance data to determine where there are unusual statistics when compared to the prior month, prior year and average. This will enable us to see problems in reporting and ensure is accuracy.

Maruti proposes the use QuickBooks as its accounting software system for the CITY project. QuickBooks accounting software will provide Maruti the ability to automate our invoicing, billing, tracking and reporting. In just a few clicks we will be able to schedule QuickBooks to generate and email invoices to the CITY weekly. We can also automatically send account statements to clients with outstanding balances.

With advanced and easy-to-use computer technology, we can save time and increase accuracy in their accounting systems. We will be able to generate customized reports, forecast sales and expenses, and feel confident that our financial information is being captured and reported in accordance with established accounting practices and standards

L. Cost Containment / Process Improvement

Process Improvement

As agencies struggle to balance quality service based on customer needs with the escalating cost of service, agencies have to rethink their business model and look at the internal process, from the perspective of the customers, to maximize value and reduce cost.



As Gainesville's partner, Maruti will provide high quality services while developing cost containment measures. Maruti will achieve this by the deployment of a formal process improvement program through the implementation of Lean Six Sigma methodologies.

Mr. Ed Carrion, COO will lead the deployment of Lean Six Sigma techniques and tools at the CITY operations. Mr. Carrion is a Six Sigma Black Belt with over 25 years of process improvement experience. He has lead over 45 major projects with over \$200,000 in savings for the Department of Defense, Financial institutions and within the Public Transportation industry. Mr. Carrion has trained and certified 22 Green belts.

At the Corpus Christi Regional Transportation Authority Mr. Carrion oversaw and led all aspects of Lean Six Sigma deployments, including project selection, tracking and reporting; this resulted in the successful implementation of 15 projects that produced increased operational efficiencies, productivity, customer satisfaction, and cost savings in excess of \$2,000,000 annually. Highlighted projects include the implementation of a "Zero Defect" vehicle maintenance program that led to a 68% drop in vehicle assistance road calls. The deployment of Six Sigma tools to address the agencies safety program resulted in the reduction of preventable accidents from 2.8 to .3 accidents per 100,000 miles; saved over \$250,000 in annual claims.

Lean can be defined as a management approach that seeks to maximize value to customers, both internal and external, while simultaneously removing wasteful activities and practices. Six Sigma can be defined as a management approach that seeks to maximize profits or reduce costs by systematically applying scientific principles to reduce variation and thus eliminate defects/ errors in service offerings.

Lean Six Sigma encompasses many common features of Lean and Six Sigma, such as an emphasis on customer satisfaction, a culture of continuous improvement, the search for root causes, and comprehensive employee involvement. In each case, a high degree of training and education takes place, from upper management to the shop floor.

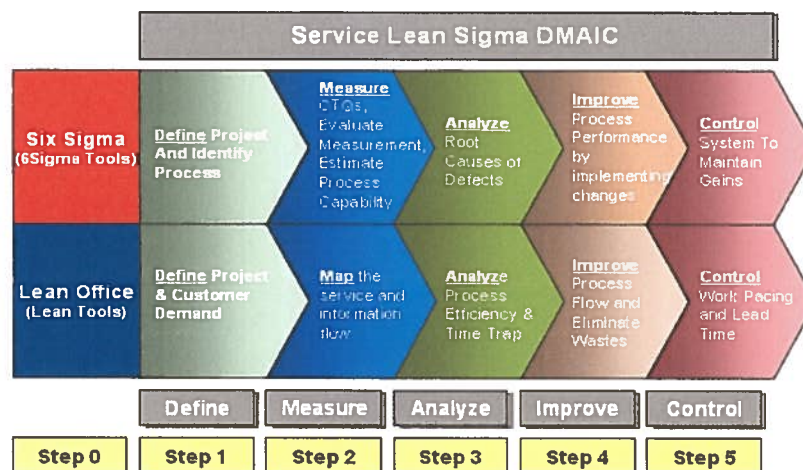
Maruti will seek to identify areas of improvement in the areas of maintenance, operations, windows dispatching, and administration. It will deploy teams to achieve sustainable improvements results by using the DMAIC approach to project execution. DMAIC is an acronym for "Define, Measure, Analyze, Improve and Control" and refers to a systematic five-step approach to running a process improvement project. Explained below:

- Define (create problem statement and customer value definition)
- Measure (map the process and collect associated data)
- Analyze (identify problems and significant waste)
- Improve (find ways to eliminate waste and/or add value)
- Control (develop implementation and follow-up plan)

Ultimately, the goal of Maruti's efforts in the implementation of process improvement measures will be to produce cost savings, increase efficiencies, improve safety performance, improve quality of service, reduce waste, improve teamwork and communication, satisfy customers and stakeholders, and improve working conditions and employee morale.



Maruti will develop a series of performance metrics as a baseline and provide CITY with quarterly updates on improvement projects and results.



M. Training Program

The Driver Training Program has been designed to maximize the success rate of each trainee through a mixture of classroom and behind-the-wheel instruction. This strategy allows trainees to have hands-on, practical experience with each set of classroom skills they study, providing for maximum retention of material. This also allows less experienced trainees to have a significant amount of driving time throughout the program.

Trainees are tested frequently on their knowledge of operational policies and procedures. To graduate from the program, trainees must demonstrate mastery of all operational policies, procedures, safe and defensive-driving, and technical-driving skills. Attitude of the trainee, in regard to courtesy and customer relations and specifically to sensitivity awareness, will also factor into each trainee's final evaluation.

We believe a positive attitude is critical to the success of the operation. Therefore, any trainee who fails to exhibit a positive attitude through such things as punctuality, class participation and homework completion during the training program is considered as not having completed the training program, and will not be retained as a probationary employee at the conclusion of the training.

Maruti uses a comprehensive training program consisting of resources developed internally as well as from the transit community. Training is conducted in both a classroom and a hands-on setting. Recognizing that individuals learn at different rates and through varying methods, we have designed our program using a diverse set of medium ranging from classroom instruction to multi-media presentation and “learn by doing” exercises. All students are tested on material that has been presented in either a written test or a practicum format.



Maruti Management has focused on the important issues and on meeting our customers' service requirements.

Timothy L. Baker, Chief Financial Officer, Mears Transportation

Our training program consists of combining the best of recognized industry coursework with that developed through our training resources within Maruti.

- **Smith System Training** – All our drivers and other employees operating company-provided equipment will attend Smith System defensive driving training. The Smith System is designed around five keys to defensive driving and provides the driver real-world tools to driving defensively. The program consists of both classroom and driving instruction.
- **ADA Sensitivity Training for Transit drivers** –The course has been developed by RTAP and is used at the number of transit organizations in Florida and around the country. This program is supplemented by the Transportation Safety Institute (TSI) driver training program. Elements of the training include understanding the needs and concerns of persons with disabilities. Our program includes an exercise that provides an employee with real-life experiences as a person with a disability.
- **National Transit Institute (NTI) Safety and Security Awareness Program** – September 11th added greater awareness and new urgency to teaching our employees to recognize the warning signs of danger. Traditionally we have taught safety to prevent injury or property damage as a result of unintentional acts such as accidents or slips and falls. Maruti expands this training to include security, which is preventing injury as a result of intentional acts. The NTI course is an excellent program given to all our employees designed to address our responsibility to provide our customers a safe service.
- **NTI Customers, Conflicts and You** – This program designed by NTI offers excellent training tools for managing potential customer conflict situations.
- **FTA Fatigue Awareness Program** – Our trainees receive a number of training sessions designed to prevent accidents through managing personal care. The Awareness training program is designed to teach our employees the art of staying alert as a means of accident prevention.
- **NTI Blood-Borne Pathogen** – This training concludes our personal care series by teaching our employees how to protect themselves in the event of exposure to bodily fluids.

Existing transitioning employees will be interviewed and tested to determine their level of retention from the training they already received. New employees will receive up to 24 hours of refresher training/orientation primarily after their shifts and on weekends. This training will be performed in classes of up to 30 drivers and will be conducted by Maruti corporate safety and training staff.

New employees will receive training as shown below. The 80-hour training program provides an opportunity for all parties to achieve a common understanding about the CITY's and Maruti's expectations and operating rules and procedures as well as customer service, sensitivity and vehicle operations. We anticipate classes of 15-20 prospective employees taught by the Maruti Driver Trainer and Safety and Training Manager which we expect to hire locally from existing staff, with assistance from Maruti's corporate safety and training staff. The locally hired staff will be familiar with the service area and the challenges of the service.



| Training Modules | Incumbent Employee | New Hire |
|--|--------------------|----------|
| CLASSROOM | | |
| Welcome and Introductions | ✓ | ✓ |
| Company Orientation | ✓ | ✓ |
| CITY Contract Orientation | ✓ | ✓ |
| System Safety Plan Orientation | ✓ | ✓ |
| Drug and Alcohol Policy | ✓ | ✓ |
| Harassment | | ✓ |
| Fatigue and Hours of Service | | ✓ |
| CAD/AVL/MDT Orientation and Training | | ✓ |
| Assisting Customers | | ✓ |
| Accident and Emergency Procedures | ✓ | ✓ |
| Back Mechanics and Safe Lifting | | ✓ |
| Sensitivity to Persons with Disabilities | ✓ | ✓ |
| System Orientation | | ✓ |
| Fare Structure and Fare box Operation | | ✓ |
| Fare and Schedule Information | | ✓ |
| Schedule Operation | | ✓ |
| Daily Paperwork | | ✓ |
| Review of Operating and Safety Rules | ✓ | ✓ |
| Smith System Defensive Driving | | ✓ |
| Conflict Resolution | | ✓ |
| Experiences on the Road | | ✓ |
| Review of Key Rules and Procedures | | ✓ |
| Security and Threat Awareness | | ✓ |
| BEHIND THE WHEEL | | |
| Vehicle Familiarization | | ✓ |
| Pre-Trip Inspection Paperwork | | ✓ |
| Pre-Trip Inspection | | ✓ |
| Vehicle Mechanical Troubleshooting | ✓ | ✓ |
| Wheelchair Tie-Down Procedures | ✓ | ✓ |
| Behind-the-Wheel Route Familiarization (No Passengers) | | ✓ |
| Smith System On the Road Driving | | ✓ |
| Behind-the-Wheel Familiarization (w/ Passengers) | | ✓ |
| FINAL | | |
| Final Examination | ✓ | ✓ |
| Graduation | ✓ | ✓ |

- Training Records** – Maruti will maintain training records on all employees, regardless of job title. Our filing system will enable management and supervisory personnel to quickly evaluate an employee and recommend further training as necessary. Maruti provide all training to ensure that training and service is consistent, and that all documentation is prepared and maintained as required.



- **Evaluation** – Driver performance will be monitored and evaluated from the very first day of Maruti’s driver Training Program. We will use a driver Training Classroom Checklist to evaluate the daily progress and performance of each driver trainee. The Behind-the-Wheel Checklist will evaluate the driving skills and overall traffic knowledge demonstrated by the trainees. This checklist provides evaluation criteria for different driving skill elements.

After graduation from our training program, regularly scheduled road observations and ride checks will be used to monitor the performance of drivers. Road Supervisors will conduct road observations to verify that drivers are operating their vehicles safely and properly. Maruti and its Road Supervisors ensure compliance with our high standards of safe driving performance. Field observations will be conducted by following in a separate vehicle or riding along with the driver.

- **Refresher Training** –The training program does not end with the last day of the training schedule. As part of the company training program, Maruti has instituted driver safety monitoring to measure the success of our training program and to determine the need for further training in specific areas. Safety monitoring for drivers is accomplished by Supervisors who ride along with the driver and monitor his or her safety habits. All drivers will be evaluated at least three times during their first six months of employment. Each employee will meet annually with the General Manager, Operations Manager or Safety and Training Manager to review performance and discuss potential improvements to the operations. The Maruti refresher training program operates on a number of levels. Some training is conducted to “raise the bar” of the overall quality of the team’s work. Additional training is also provided in response to a very specific deficiency found in an employee’s work performance. Still other training is more routine in nature to maintain the skills of an employee.

There is an additional reason to have experienced drivers attend re-training through regular communication. They will serve as mentors to those less familiar with the program. Their insights into the service provide a key source of learning for drivers new to this service. Our goal is to maximize every resource available to ensure our drivers are fully trained and prepared to deliver service.

Window Dispatcher /Administrative Staff Training

Training for staff who perform customer service functions, as well as all administrative and support personnel, will be directed mainly in the area of specific tasks and responsibilities of the particular position, and will be provided by the immediate Supervisor and corporate training personnel. The formal program for all such positions will include certain parts of the driver training in areas that will acquaint the new employee with actual situations encountered in the daily provision of service to the public.

Window Dispatch/ administrative training includes the following:

- Forty (40) hours minimum of on-the-job training with experienced personnel.
- Training on Maruti’s policies and service procedures.
- Familiarization with the service area streets and CITY boundaries
- Sensitivity training.
- Telephone etiquette.



| Training Topics | |
|---|---|
| <ul style="list-style-type: none"> • Maruti/ RTS System Policies • General Service Orientation and System Knowledge • The "ART" of Customer Service • Safety Policies and Accident Reporting • Vehicle Operating Knowledge • Recordkeeping responsibilities • Radio System Operation • Use of Radio Etiquette and 10-Codes • Dispatcher/Scheduler Cross Training | <ul style="list-style-type: none"> • Accident Response • How to Handle Service Delays and Get Service Back On Time • Emergency Procedures and Response Notification • Drug & Alcohol Testing Procedures • Prioritization of Call Requests • Hazard Communication Program • Workplace Security Plan • Telephone Etiquette and Complaint Taking |

Technology Training

Drivers will be trained in the use of communications equipment during their initial training, and then during on-going training if we find trends in communication complaints or failures. Maruti has in place a communications policy that requires drivers to report after each drop-off for availability. If a driver does not report, a supervisor will be sent to the next pick-up location to verify that the driver is available for service and replace their radio.

In addition, Maruti will utilize all technology to ensure the efficiency and effectiveness of the system, to minimize operating costs, to improve performance reporting to the agency, to enhance the customer experience, and to maximize employee productivity, etc.

This technology includes:

- Computers
- Tablet Computers
- Crystal Reports Software
- Video Monitoring
- MDT/AVL Technology

In addition, Maruti will provide:

- Laptop computers for its management staff,
- Telephone system capable of allowing the use of Interactive Voice Recorder technology
- Telephone Device for the Deaf (TDD)
- Office/Administration related software,
- High capacity copier/printer/scanner
- Human resources software system that is maintained on our intranet which contains all driver information. The system indicates when drivers' licenses and certifications are due to expire, as well as maintains all HR records. Our local Safety Manager and administrative staff will maintain our system. This system will ensure compliance and safety.



N. Start-Up/ Transition Plan

Maruti has proven their capability to implement transportation services quickly and successfully. We have handled many successful start-ups in recent years in very short periods of time. Our current management team fostered a seamless transition and has already demonstrated the ability to manage transitions for other locations.

Maruti has developed one of the most effective start-up processes in the transportation industry. This includes developing an extremely detailed implementation plan, assigning team leaders for each section of the project, and dedicating adequate resources to see that all tasks are completed on time. We will schedule regular meetings so that all leaders discuss progress in their areas and get feedback from each other. We will keep City staff abreast of that progress, thus instituting a full and cooperative partnership. Ed Carrion, Maruti's/COO, will directly oversee the contract start-up and coordinate all team members as needed. Our approach has made us the most effective Company in making transitions smooth and an extremely positive period for the overall good of the system.

Maruti's primary focus during a transition will be to ensure that the passenger will not be affected by the transition in any way, except positive. Our detailed approach to transitions will ensure that the passenger experience will only be improved.

Customer Relations Plan (communications liaison)

Maruti understands that transition period provides an opportunity to create a positive relationship with our riders and learn the needs and expectations of the community.

Maruti will establish a Transition Committee. The committee will be comprised of passengers, City, the local management team, business leaders, and advocacy groups. The goal will be proactively manage transition issues and establish a line of communication with the community.

The proposed general manager, will lead the efforts and establish clear and open communication with the community members on the progress of the transition.

Ms. Martin, Maruti's VP of operations will be the communication's liaison between Maruti and the City, all request for information from the public will be coordinated and approved by the City prior to any response.

Hiring Plan

Maruti is confident that the combination of our proposed wage and benefits package, ability to hire the existing vehicle operators, and our recruiting expertise in hiring new vehicle operators will provide a more than adequate supply of vehicle operators to operate the service.

Maruti values the experience of all current personnel. We will be meeting with all potential employees early in the process to retain them in their present positions

Maruti is proposing the following time frame for hiring and training staff:



Management Team: Maruti's management team is ready and excited about the potential opportunity to serve the City community, the proposed management team will be activated immediately upon notification of award. In addition, all of our corporate resources will be available at different times to assist in the transition.

Support Staff: Maruti has proposed clerical personnel, who will be dedicated to trip reconciliations, maintenance administrative functions and completing of billing invoices for the City. Maruti anticipates filling the positions and training staff 3 weeks prior to the start of the new contract.

Supervisors: Maruti will recruit new or existing employees to fill these key positions. Supervisors will be experienced in paratransit operations, and will have an understanding of customer service. Since these positions will be an important part of our success, we anticipate filling the positions 4 weeks prior to contract start, to ensure adequate training.

Dispatch/Reservations/ Scheduling Staff: Maruti anticipates offering employment to current staff performing the functions of dispatching, reservations and scheduling. Based on past experience, we anticipate up to 100% of the employees will transition to the new contract. We will hire the dispatch and scheduling staff 3 weeks prior to the initiation of service to enable them to be trained in Maruti's processes and receive refresher system training.

Operators: Maruti recognizes that the operators are our most important resource in the delivery of quality services. We also realize that there are many excellent, experienced operators who currently work for the incumbent contractor for the Mainstream paratransit service. The transition of these drivers enhances our ability to provide a seamless transition to the passengers and provides a knowledgeable and experienced workforce. Our intent is to hire the maximum number of existing incumbent drivers who are interested and qualified to work for Maruti. We will conduct "job fairs" to identify interested drivers, orientation meetings to describe the new requirements, and will offer qualified drivers the right of first refusal for open positions. Drivers who continue to be interested in employment with Maruti will be requested to complete an application and undergo a screening and background check process. Upon successful completion of the drug and alcohol tests, MVR check and employment verification, qualified existing drivers will be offered opportunities with Maruti before accepting outside applications.

In conjunction with recruiting existing drivers, we will implement strategies to recruit and train new drivers as needed to fill gaps not covered by existing operators. As a first step, will be to advertise in local newspapers, as well as web sites that focus on the service area.

We anticipate having all driver positions filled 3-4 weeks from start date, to ensure adequate time for training but not so much time that new drivers find other employment while waiting for the service to start.


Based on experience, we anticipate 90% or more of the existing driver staff transitioning to Maruti.



Tab 4 – Vehicle Maintenance

A. Vehicles

Maruti will make available sufficient number of vehicles to meet the service demand. In addition Maruti will ensure sufficient number of spare vehicle. All vehicles will be ADA accessible.



BraunAbility

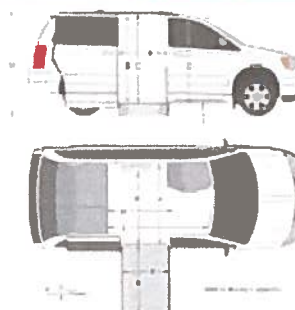
Simple Stow Infloor

The all-new Dodge Simple Stow Infloor is a cost-effective, ADA compliant conversion that allows operators to easily and safely accommodate both wheelchair and ambulatory passengers. This application features a manual infloor ramp with a stow/deploy handle for easy operation.



FEATURES

- ADA Compliant
- FMVSS Compliant
- CMVSS Compliant
- Buy America Compliant
- CARB Approved
- 56.25" door opening height
- All-new manual in-floor ramp with slow/display aid
- 30" ramp width (31.625" wide with slow/display aid removed)
- 1,000 lb ramp capacity
- Automatic fold up/down sideplates
- Optional 2nd row 2-passenger foldaway seat
- 5" loaded ground clearance



| | | |
|---|--|------------|
| A | Door Opening Usable Width (Slide Door) | 31.5" |
| B | Door Opening Usable Height (Slide Door) | 56.25" |
| C | Interior Height at Center of Van* | 61" |
| D | Interior Height at Driver and Passenger Positions* | 60" |
| E | Ramp Length | 52" |
| F | Ramp Width (Usable Clear Opening) | 30" |
| G | Ramp Angle | 13.5" |
| H | Interior Floor Length (Behind Front Seats) | 57" |
| I | Overall Interior Floor Length (Rear Axle) | 87" |
| J | Interior Width at B-Pillars | 62" |
| K | Width - Ramp to Optional 2-Pass. Seat (Folded) | 49.75" |
| L | Ground Clearance (unloaded) / Loaded @ 1,200 lbs | 6.25" / 5" |
| M | Overall Vehicle Height | 75" |

*See manufacturer literature for details on the GM and the FMVSS compliance, all dimensions may slightly vary from those shown.
*Minimum 5' 0" of trailer length for applications with Chevrolet or Equinox Trail & AC/RAC system

ManeuverAbility

- **FIT** - Plenty of wide-open interior space to maneuver the biggest chairs comfortably
- **WIDTH** - Widerest doorway and ramp that allows you to enter and exit with confidence
- **RIGIDITY** - The strongest ramps with low flex so you can enter with ease
- **LENGTH** - A shorter ramp means greater flexibility - park your vehicle where and where you need it.

B. Operations/ Maintenance Facility

Maruti will lease a facility located in City of Gainesville that will accommodate our administrative and vehicle storage needs. Maruti will continue to investigate facility options in the area, including lease facilities and partnerships with providers that have capacity within their facilities. Our choice is largely dependent upon the location of the origins and destinations of passengers that we will analyze upon award. Final selection will be based on The CITY's acceptance.

Our facility will be centrally located with easy access to highways and significant roadways. The facility itself will be secure with lighting for drivers to ensure their safety in early morning and late night arrivals. We will focus on a facility with adequate office space and sufficient room for employee and vehicle parking.



Maruti will provide basic site improvements, such as fencing and lighting as necessary, and will develop break room and office space to provide all aspects of operations, including dispatch and administrative tasks.

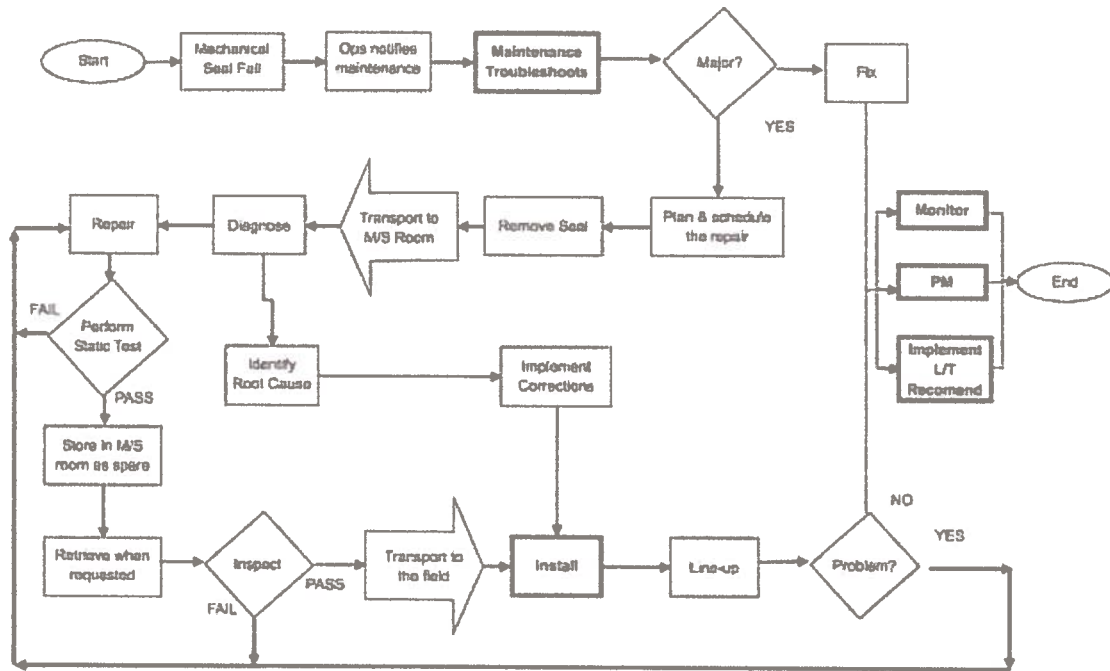
C. Maintenance Plan

Maruti proposes to provide World-Class maintenance functions to meet the high expectations of CITY. To achieve this level of service, Maruti will deploy a modern approach to maintenance activities. We will apply known scientific methods in the field of maintenance, and also the knowledge of experienced operators and maintainers of technical systems. To reach a World-Class maintenance process, it is necessary to incorporate process improvement methodologies.

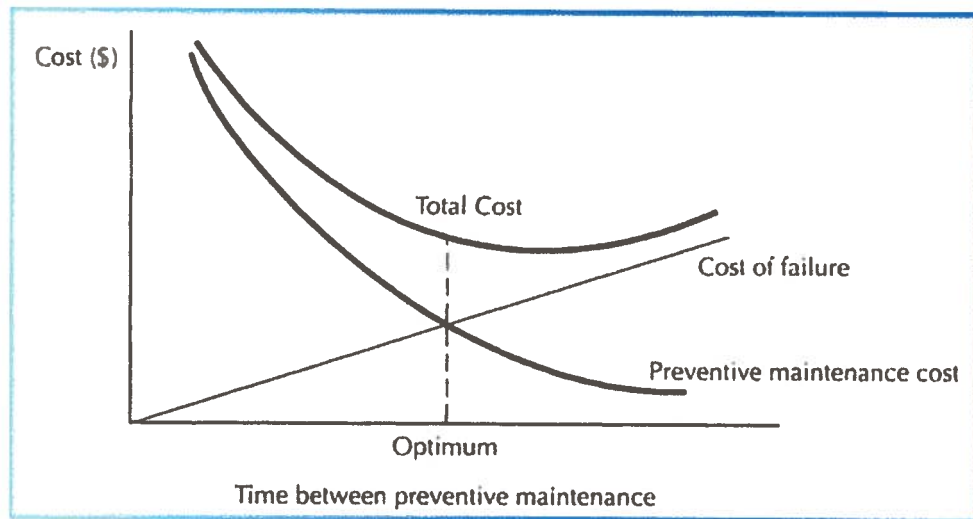
To reach the levels of service proposed by Maruti, the deployment of Lean/Six Sigma tool set will be applied to all maintenance process. The ultimate goal is to improve the maintenance process. Based on the concept of total productive maintenance, which would result in increased productivity, improvement of quality, reduction of expenses, and creation of better working conditions. Such effects are achieved through permanent improvement of maintenance activities, coupled with increased morals of employees and their motivation for work.

Continual improvement of processes is based on the opinion that, however good something may be, it can always be better.

To improve the maintenance process Lean/ Six Sigma concept may be used as a simple model of improving performances, based on DMAIC (Define-Measure-Analyze-Improve-Control). This model of improvement and design/redesign of processes enables reaching Lean/ Six Sigma process performances. This process start by mapping each process as shown in the image below:



Lean/ Six Sigma is a system which combines tools for continual improvement, by focusing on processes, their analysis, and comparison. What is common to all various processes in the transit industry is the defect in the maintenance processes, which causes extra work and increased costs. Lean/ Six Sigma system measures defect in the process and normalizes them, so that it is possible to compare the processes, which, in turn, enables making a decision on arrangement of resources for better performances. As the ultimate goal of Lean/ Six Sigma concept is work in the process with no errors, it is also necessary to trace the errors which occur in the process.





D Maintenance Program

Maruti has created a world-class maintenance program that exceeds the requirements of the Federal Motor Carrier Safety Regulations and the City's high expectations for maintenance of its vehicles. To achieve this level of service, Maruti intends to hire highly qualified maintenance personnel and professional vehicle maintenance providers in the City of Gainesville area to maintain the fleet on the required maintenance scheduled intervals. In addition, Maruti will deploy the most modern tools and methodologies including known scientific methods in the field of maintenance, and also the knowledge of experienced operators and maintainers of technical systems to ensure a good state of repair is maintained, therefore providing the opportunity for the City to extend the life cycle of its fleet.



Maruti's proposed maintenance manager will be responsible for ensuring that the vehicles and maintenance processes meet the goals stated in our maintenance plan.

Maintenance Goals

- Completing Hundred percent (100%) of all preventive maintenance inspections within ten percent (10%) of the scheduled interval.
- HVAC system will be fully operational at all times.
- Repairing major vehicle body damage (interior or exterior) will be performed within twenty-one (21) days of occurrence.
- Repairing minor vehicle body damage (interior or exterior) such as scratches or damaged decals within sixty (60) days of occurrence;
- Replacing or repairing seat damage within forty-eight (48) hours of occurrence;
- Complete all PMIs on time, defined as within 500 miles of the PMI interval.
- Establish clear performance standards to benchmark maintenance.
- Ensure a safe environment through strict adherence to shop safety practices and OSHA guidelines.
- Audit maintenance functions routinely for performance and adherence to standards.

Maintenance Staffing

Maruti believes that the upkeep and maintenance of the capital assets is critical in successfully providing services to the patrons. Maruti has extensive experience in maintaining its fleets in accordance with industry standards to ensure the reliability of our fleets.

Maruti has determined that for the Gainesville services, age and number of vehicles assigned that the following number of mechanics is sufficient to ensure that all vehicles are maintained at a level that exceeds industry standards



| Position | FTE |
|---------------------------|-------|
| Maintenance Manager | 1 |
| Mechanic A | 1 |
| Mechanic B | 1 |
| Total: | 3 |
| | |
| Mechanic to vehicle ratio | 1:2.5 |

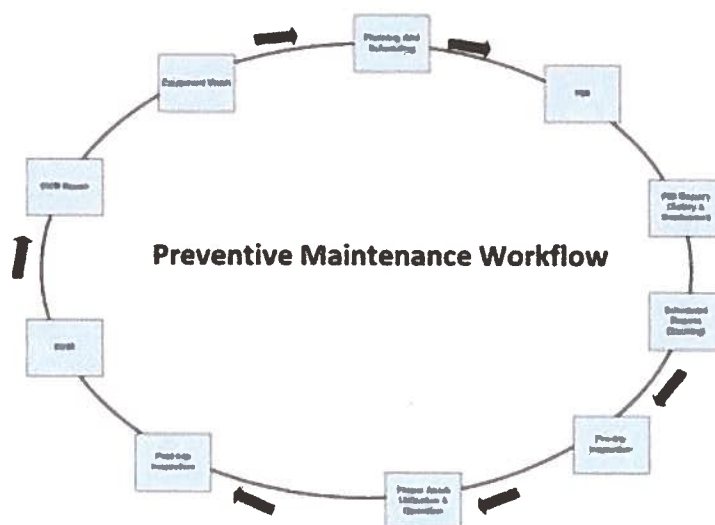
Preventative Maintenance

Maruti will follow the City guidelines for Preventive Maintenance using Manager Plus, ensuring all warranty reviews and inspections will be completed in a timely manner. We pride ourselves in preventive maintenance to ensure running repairs will be kept at a minimum. Tailoring the preventive maintenance programs to each vehicle will ensure that the requirements for differing vehicle types will be met. Maintenance files will be kept for all vehicles itemizing warranty and other repairs by vehicle.

Maruti will follow a tight schedule to ensure rapid turn-around times to minimize fleet down time and ensure the maximum number of vehicles will be available for service at all times. Maruti will hold a daily manager meeting, in which the Fleet Manager will report on the ongoing status of his department. The Fleet Manager will advise the team on completed preventive maintenance, daily vehicle inspections addressed or carried over, interiors and exterior cleaning efforts, road calls, and vehicle tows.

Maruti will implement and follow a preventative maintenance program. Such a program will include every vehicle for a preventative maintenance check at least every thirty (30) days or every 3,000 miles plus or minus three hundred (300) miles.

All preventive maintenance will fully comply with, and in most cases exceed, the vehicle manufacturer's warranty and maintenance requirements for commercial use of the vehicle and any State or Federal regulations. No used mechanical (except factory rebuilt engines or transmissions) or body parts may be used in the repair and/or maintenance of City owned vehicles.

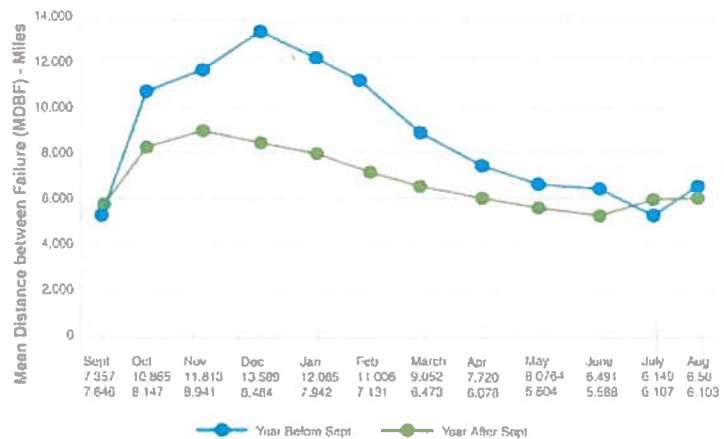




Preventive Maintenance Inspections Details

The preventative maintenance inspection is a program of routine checks and procedures performed on a scheduled and recurring basis to avoid breakdowns and prolong equipment life.

The "A" Inspection designed for the inspection, service and monitoring of certain items at predetermined times and to identify any possible defects or deficiencies which might have occurred, and to make minor adjustments as necessary, including certain items which should be inspected and serviced as indicated.



The "B" Inspection is designed for the inspection, service and replacement of certain items at predetermined times and to identify any possible defects which might have occurred and to make minor adjustments as necessary, including certain items which should be inspected and serviced as indicated.

The "C" Inspection (Major Inspection Every 24,000 Miles) is a technical and performance inspection and is accomplished annually or as need at the interval. The "B" Inspection items are repeated and additional scheduled items are required to accomplish which were not part of the other inspection intervals. The "E" inspection will include all A, B, and C level tasks plus: Transmission service, Air dryer rebuild, Differential fluid change, HVAC (leaks, filters, temperature checks, function inspections, brushes and fan motor condition)

All (A) Inspections are done according to the A, B, & C schedule and at the regular "A" Inspection intervals.

Interior Inspection

- All Seats / Seat Belts Condition & Operation
- Doors / Hinges / Latches / Windows & Glass
- Flooring / Headliner / Side Panels
- Mirrors
- Interior Lights
- Warning System / Horn
- Comfort System
- Starter System / Automatic Choke / Back-Up Alarm
- Windshield / Windshield Wipers / Washer Unit / Wiper Blades.
- Windows/ Latches/ Glass



Exterior Inspection

- Exterior Lights
- Exterior Body/ Components
- Tires/ Wheels/ Lug Nuts/ Rims
- Access Doors/ Hinges/ Spring Latches

Service and Operations Inspection

- Engine Oil and Filter
- Ball Joints / Steering / Drive Line (Lubricate)
- Battery / Cables / Water Levels
- Cooling System
- Air Cleaner / Filters / Vacuum Hoses / Fuel Lines
- Belts / Hoses / Wiring
- Under the Hood / Exhaust System
- Brakes / Front & Rears / Braking System
- Operational Check / Engine
- Transmission Operational Check
- Wheel Bearing/ Drive Staff
- Shocks/ Springs/ Bushings
- Rear Differential
- Engine Tune-Up
- Change Transmission Fluid / Torque Converter / Filter Screen
- Fire Extinguisher / First Aid Kit / Safety Triangles
- Wheelchair Lift / Tie Downs
- License Plates / Registration / Operators Manual
- Air Conditioning System Check / Heater / Defrost System Check.

PMI Timeliness

The interval is tracked for each Preventive Maintenance Inspection (PMI) performed and statistically reviewed for variance by the Project Manager. The interval is to remain at +/- 500 miles. By analyzing the distribution curve of the intervals, trends can be identified and corrected before becoming problematic and affecting bus reliability.

Daily Vehicle Inspections

Vehicles will be maintained in service ready condition. Vehicles will be clean, mechanically safe, reliable, and all accessories shall be operable. Vehicle operators will conduct pre-trip and post-trip inspections of vehicles daily. Inspections will include exterior checks, interior checks, brake system checks, and wheelchair lift cycling. More specifically, the vehicle operator will complete a daily Driver's Vehicle Report requiring the following inspections:

- Checks of all fluid levels



-
- Visual inspection of belts/hoses
 - Visual checks of customer seats/wheelchair positions, securement straps, seatbelts, shoulder belts and extension belts and web loops
 - Test and cleaning, as required, of all lights
 - Handwritten indication of vehicle height onto pre-trip form
 - Visual check and operating test of doors and emergency doors.
 - Visual check, cleaning, as required, of all windows and test of windshield wiper/washer system
 - Visual inspection of all emergency equipment and operation as applicable (exits, fire extinguishers, warning devices, first aid kits, spill/bio-hazard kit, etc.)
 - Rolling test of braking system
 - Visual inspection and cycling of wheelchair lift
 - Visual inspection of four (4) web loops in each vehicle, per securement area
 - Visual inspection and physical testing of all tires, wheels, lug nuts and safety lug nut tags
 - Visual check of exhaust system
 - Visual inspection, cleaning as required, and adjustment of all mirrors
 - Sound check of all warning systems (horn & back up alarms)
 - Inspection for body damage, corrosion, and normal wear & tear
 - Test of radio functioning
 - Climate control systems
 - Two-way Radio, Intelligent Transportation System (ITS) and Mobile Data Terminal (MDT)
 - Hard copy manifest summary sheet
 - Map books
 - Visual check for compliant registration, insurance certificates and inspection stickers
 - Test of automated announcement system, when installed
 - Ensure possession of dedicated vehicle fuel card

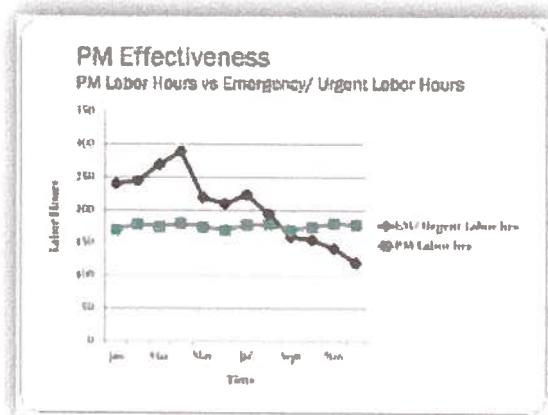
Maruti vehicle operators will be required to report any defects to an appropriate supervisor prior to driving the vehicles. Vehicle operators will not be allowed to operate any vehicle with a safety-related defect. If a safety-related defect is found, the vehicle operator will be assigned a new vehicle. When defects are noted, a Driver Vehicle Report will be submitted to maintenance and the vehicles will be routed to maintenance for repairs.



Upon the completion of daily service and fleet pull-in to the facility, a road supervisor or mechanic will review the vehicles with the vehicle operators. They will then recheck the vehicles for damage, mechanical defects, and mileage and confirm if the vehicles need to be routed to maintenance for scheduled repair or preventive maintenance. At this time, an additional check of the vehicles will be performed and the log completed to confirm that the vehicles' exterior lights, lug nuts, fire extinguishers, Q-strains, and wheelchair lift bars are all in working order and stowed properly. If any defect has been noted on the vehicles, or if scheduled repair or preventive maintenance will be required, the vehicles will be routed to maintenance once cleaning has been complete. This post-trip inspection will be the first step in preventing major mechanical failures.

Major Inspections

Maruti will maintain our own software Manager+ to ensure maintenance is based on progressive mileage and days based on the actual fleet, operating conditions, manufacturer recommendations, and FDOT requirements. Since each level of inspection type requires additional time to complete, the maintenance office will ensure that workload will be efficiently balanced and scheduled among personnel. Inspection and Preventive Maintenance checklists will be utilized throughout the process and ensure that wear and tear conditions will be monitored and repairs will be completed before they constitute a safety defect.



In addition, maintenance manager will review Preventive Maintenance Inspection Reports and defect sheets once work has been completed. This will help ensure quality control in the maintenance process by reviewing the work prior to releasing vehicles back into service.

Brake Inspections

Maruti will conduct regular brake inspections every thirty (30) days or 3,300 miles on all vehicles. During the inspections, the maintenance team will inspect all brake components individually. Any brake pads that are below 4/32" will be changed. The work performed and parts used will be documented and stored in the vehicle maintenance records in the maintenance office. Upon completion, the vehicle will be road tested to ensure it is in safe operating order and then returned to service.





Tire Service

Maruti conducts tire service on an as-needed basis. Tires will be replaced at 4/32" for both front steering and rear drive tires. Tires will be checked with a gauge at every inspection and tread depth will be recorded on the preventive maintenance worksheet. Tires will also be inspected daily by the vehicle operators. Maruti will utilize torque wrenches to ensure that all of the wheel lugs have been tightened properly. These wrenches will be sent out to a qualified calibration and repair facility to be checked and calibrated and/or repaired every six (6) months. Maruti will install wheel checks on all vehicles lug nuts which will help in visual inspections to determine if the lug nuts are loosening. These wheel checks will drastically minimize the amount of lug nuts loosening and therefore will aid in the prevention of road failures.

Wheelchair Lift Inspections

Maruti will cycle wheelchair lifts daily during the pre-trip inspections. These inspections are important in ensuring the safety of the passengers. We will maintain our vigilance to ensure quality. Maruti currently has coordinated lift training with wheelchair lifts, the lift vendor that currently has their lifts on MTA's Access-A-Ride Paratransit vehicles. The maintenance team will attend on-site training with Braun lifts at least twice a year. In addition, Braun will provide Maruti with a checklist of items to evaluate during a lift inspection. Maruti will utilize this list during all Preventive Maintenance checks.

Maruti will meet all manufacturer and RTS's requirements for lift inspections by performing the following:

- Check Tower Adjustment;
- Inspect Lift Tie Latches. Make sure they line up with rollers on platform.
- Inspect upper wedge bumpers;
- Inspect roll stop latch bumper;
- Inspect control box, clip, switches and harness. Replace if worn, cut or broken;
- Inspect roll stop and roll stop latch for bent or cracked parts and operation;
- Check platform angle. Adjust if necessary;
- Check micro switch adjustment.
- Check pressure switch adjustment. The platform should not fold with a weight of seventy-five (75) pounds on the center of the platform. Readjust if necessary. An empty platform should not hesitate while folding. Adjust if necessary.
- Inspect all four plastic pinch covers. Replace if cracked or missing.
- Inspect roll stop cylinder hose where it runs down the vertical arm. Replace if there are signs of wear or cuts in hose.
- Inspect the two gas springs that operate the inboard barrier on IB lifts. Replace both springs with kit #27356K if one is broken or missing.
- Check for any hydraulic leaks on the two (2) main cylinders, roll stop cylinder and pump module
- Inspect parallel arm bushings at tower pins. Reinstall or replace if needed.
- Check to make sure the hand pump valve is tight
- Lubricate all pivot points with light oil
- Touch up any cracked or chipped powder coating with touch-up paint part #24111



Vehicle Repair Tracking or "Down List"

Maintenance will be prepared to perform inspections, diagnostics and repairs to provide efficient turn-around of vehicles. The following four (4) types of repairs will be noted during pre-and post-trip reviews.

| Defect Type | Repair Procedure |
|-----------------|---|
| Safety | Vehicles repaired immediately and not put into service until ready. |
| Mechanical | Vehicles will undergo an inspection to determine severity of defect. Some vehicles will be routed into maintenance immediately to prevent further damage; others will be scheduled for repair. |
| Accident Damage | Vehicles will undergo a major inspection. If determined to be a minor non-safety issue and will not create further damage, a schedule repair request is generated. Otherwise, vehicle will be pulled from service and repairs will be made immediately. |
| Cosmetic | Vehicles noted as needing body repair will be scheduled for repair work. |

The maintenance clerk will complete AM and PM down lists to track vehicles that need repairs or maintenance. These logs will help track the vehicles and the turn-around time to minimize down time and ensure that the vehicles will be repaired in a timely manner. Once repairs have been completed, vehicles will be inspected and put back into service and a repair order will be completed. This repair order will update the maintenance system which tracks the individual vehicle's repair history. All Driver Vehicle Reports will be stored in the Maintenance Department as part of the vehicle's permanent history once the defect has been corrected.

Body Repair Arrangements

All vehicles requiring body repair work will be immediately scheduled for necessary repairs and removed from service depending on the severity of the damage and/or safety issues. The spare vehicle ratio goal for the contract term will be ten percent (10%). Maruti will maintain this ratio at all times. Decals will be part of the vehicle and will be maintained in undamaged condition. In the event of damage, fading or separation from the vehicle, Maruti will replace the decal(s) with the exact equivalent required for the given vehicle. Major body repair work will be outsourced to a qualified vendor.

Record Keeping

Maruti will collect all trip data and other information such as information on actual service performed, customers transported, customers scheduled but not transported (and why), vehicle use, mileage and fuel used through the Manager Plus. Recorded events, auditing of runs and verification of billable hours will be accomplished through Trapeze PASS. We will use equivalent alternate backup procedure to collect data when necessary.

The vehicle operators will be required to record all events, including pull-outs and pull-ins using their MDT on a timely basis. All events must be "performed by MDT." In addition, vehicle operators will report problems on a daily basis as previously mentioned regarding Driver Vehicle Reports.



We will keep all operational records and dynamic data up to date. Such records will include at a minimum, daily operating logs, billing records, vehicle maintenance jackets, accident reports, and any other paper, electronic, or system records relating to the operation of the service. These records will be appropriately labeled, readily available and safely stored. Records will be surrendered on demand, and at the expiration of the contract term.

Maruti will maintain an extensive computerized recordkeeping system, Manager Plus, as well as a hard copy back-up system. This system will be in compliance with both RTS and FDOT regulations. All vehicles will be tracked individually and chronologically for their lifetimes. Every aspect of a vehicle's maintenance history will be recorded including registration, insurance, FDOT inspection certificates, warranty cards, vendor information, daily inspection sheets, preventive maintenance inspection forms, scheduled repair requests, repair orders, warranty work, recall compliance documents, and outside repair orders.

This system will highlight recurring work done on one vehicle or many vehicles. The system will allow the maintenance team to isolate problems recurring in vehicle types or in individual vehicles and the Manager Plus system will aid Maruti in reducing road failures by resolving problems before they become a major issue. The Manager Plus system will assist the maintenance office in vehicle scheduling and giving advance warning when a vehicle is due for inspection or routine maintenance. The system will assist in tracking parts inventory and will be adjusted to trend parts needed for cold and warm weather operations.

Pre-trip/ Post-Trip Inspections

An important aspect of preventive maintenance is the establishment of strong communication between drivers and management. An easy way to ensure and document this communication link is through the use of the driver's daily vehicle inspection checklist.

Each vehicle must have blank copies of the checklist on-board for the drivers to conduct the inspection. The driver must identify any defects and report them to the program manager before driving the vehicle. If a problem arises during the shift, the driver should add comments to the checklist. All checklists are to be maintained in the vehicle's permanent file.

NOTE: When malfunctions and/or defects are detected which threaten safe operating performance, the vehicle will not be used to transport persons until defects are corrected.

The pre- and post-trip inspection forms shall be legibly completed and signed by the vehicle driver. Pre-trip inspections should include as a minimum:

- Cleanliness – Properly maintained and free of loose articles.
- Lights and reflectors – High/low beams, tail lights, turn signals,
- 4-way hazard flashers, marker lights, license plate light and reflectors should be cleaned as needed



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- Brakes – Both foot and emergency brakes should be capable of effectively stopping or restraining the vehicle. Brake pedal should be firm after 1-2 inch free-play on a single down stroke. No noises, vibration or steering changes should result from applying the brakes while moving.
 - Horn – Gives an adequate and reliable warning signal.
 - Windshield, washer, wipers and defroster – Surfaces must be clean and unobstructed, inside and outside. Washer reservoirs are to be filled as needed.
 - Mirrors – All rear vision mirrors must be clean, properly adjusted and unobstructed. Outside mirrors must be mounted on both sides.
 - Tires – Must be of adequate load capacity when vehicle is fully loaded. Tires shall be inflated to recommended pressures and compatible with each set (i.e., all radials or all bias ply; no mixed sets.) Tire wear surfaces and sidewalls shall be inspected daily for debris, damage, and wear. Tires shall be replaced prior to revealing the “wear bars” between the treads at the contact surface.
 - Speedometer – Shall be operational and accurately record speed.
 - *Seat Belts* – If the vehicle has seat belts, they must be in good operating condition and used by all passengers and drivers. Wheelchair passenger restraints and securement systems shall be fully operational.
 - Doors – Capable of being opened, shut, and locked as required.
 - Fluids – All fluid levels must be checked each time the vehicle is fueled and maintained at the manufacturers recommended operating levels. This includes engine coolant, oil, brake fluid, power steering fluid, transmission fluid and washer solvent.
 - Wheelchair lifts – Check operating and structural condition by operating through two (2) complete cycles.
 - Emergency Equipment – Should be present and operational: ***Must meet each agency’s policies***
 - Flares
 - Fire Extinguishers
 - First Aid Kits
 - Flashlight W/Batteries
 - Blood Borne Pathogens Clean-Up Kit
 - Reflective Triangle
 - Reflective Vest for Driver
 - Clean-Up Kit for Cleaning & Sanitizing the Vehicle
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Vehicle Servicing & Cleaning Procedures

Service Lane

The service lane is manned by one full time Service Personnel. Cleaner/Service personnel see and operate each fleet vehicle more often than any other person in the company-usually each vehicle every day of operation. They become aware of each vehicle's individual characteristics (or personality) and are in a position of detecting and reporting defects hidden or subtle in nature as well as those which are obvious.

These workers are given the reporting function along with their other duties and made to feel they are an important part of the maintenance team. Mechanics are encouraged to reinforce this important activity and cautioned not to denigrate any worker's report as being trivial or unimportant.

The Service crew will fuel all transit vehicles as they return from service, check all fluids, wash the Exterior, clean the interior, and report defects noted on the card. Fuel usage oil used, and hub odometer reading are recorded in the Dossier Maintenance Program.

The service crew routine begins as drivers return from their routes and park their buses in or immediately adjacent to the service lane. The service worker writes down the hub odometer reading and enters it into Dossier. While fueling proceeds, fluids are checked/added, tires checked, and the interior cleaned. The bus is then taken through the automatic bus wash and parked in the parking garage. Major interior cleaning is done to the buses each day.

Training

Maruti believes that the upkeep and maintenance of the agencies capital assets is critical in successfully providing services to the patrons. We realize that an investment in training for mechanics is essential to ensure safety, comfort, reliability, and customer satisfaction of the users of the system by providing the essential knowledge to ensure minimal downtime and breakdowns.

Mechanics' knowledge and skills are continuously upgraded through use of various special one to-three day courses, offered by bus manufacturers and other major component providers.

Basic maintenance training includes a demonstration of all tools, equipment and technology, and review of all safety procedures and HAZMAT requirements. Maruti takes this basic training a step further by expanding the training in the following areas: (including hands-on training)

- Basic repair skills/preventive maintenance
- Basic electrical training
- Air systems and brakes
- Fuel safety and inspection
- Vehicle electrical systems and multiplex
- Suspension and steering



- Engine service, tune up, and troubleshooting
- Transmission diagnostics and service
- Bus air conditioning and heating (HVAC)
- Basic electrical testing of charging systems
- Brake systems, emergency brake, and interlock systems
- Fuel system safety and inspection
- Vehicle electrical systems and body manufacturer auxiliary systems
- Suspension and steering
- Engine service, tune up, and IDS troubleshooting
- Transmission diagnostics and service
- Wheel chair lift inspection and repair
- Air conditioning, cooling and heating system review
- Tire inspection, inflation, and tread depth review
- Wheel torque specifications
-

Journeyman and master mechanics will receive specialized training in the following areas:

- **Brake Inspection Certification training:** Only B-level mechanics and above will be permitted to do brake inspections. This training is critical to ensure proper brake inspection procedure are followed.
- **Electromagnetic braking systems (brake retarder) training:** This training will be provided on-site by outside vendors to ensure the training is specific to each manufacturer.
- **Wheelchair lift training:** Performed on-site by vendor to ensure maintenance personnel have specific training on this important equipment. Training includes preventive maintenance inspection of lifts and proactive steps that can be taken to increase their useful life. Attendees will
- **Air conditioning and refrigerant training:** This will be conducted by third party training through the Universal Technical Institute (UTI), as well as specific local vendors (Thermo King, Carrier, etc.).

Maintenance MIS System

Maruti will utilize Manager Plus to maintain its vehicle history files, perform trend analyses and manage parts inventory (light maintenance items). Our maintenance management solution help improve productivity and efficiency by organizing records, work orders, scheduled maintenance, parts inventory, and more. It's all about improving the bottom line, managing time. The System will allow us to track maintenance hours, parts used, frequency as well as develop required reports.



Manger Plus is a cloud based maintenance management solution that maintenance



staff can access from one or more workstations in the shop. The software integrates with a several systems including fuel management and mobile/on board/handled inspection tools.

This system enables full management of the vehicle lifecycle; by tracking all vehicle maintenance and repair activities and costs, the system provides an excellent resource in planning and budgeting. It supports management of warranty issues, maintenance improvement campaigns, trend analysis, and technician training/certification. All preventive maintenance activities, work orders, parts inventory, billing, and performance reporting is managed in this system. The cloud based system allows Maruti to become a paperless work space. Both maintenance managers and mechanics can share in real-time repair scheduling, status and completion through the use of wireless tablets and mobile application.



Maintenance Quality Control

The Manager is directly responsible for the implementation of the quality assurance program. A Maintenance Audit is performed to determine if our required maintenance processes and procedures are being performed according to Maruti's quality standards. The audit begins with a random list of the PMIs recently performed. The PMI work orders are obtained after the vehicle inspection audits are complete. The vehicle number, mechanic's name, date, mileage and defects noted are recorded on the audit form. A pass or fail rating is given and any conditions needing immediate action are noted. A failing grade is given if a safety defect or a condition that will lead to unreliable service is noted.

In addition to the quality checks of the PMI process, a number of other maintenance processes are examined. The audit focuses on the quality of the work performed versus the stated performance found in our vehicle records documentation.

Our maintenance audit is designed to reduce errors and solve problems in the pursuit of the mission statement. The audit encompasses multiple facets of the maintenance operation, including the following functions:

PMI Quality – PMI Timeliness – Bus Cleaning – Road Call Repair – Bus Readiness – Part Inventory



In-Service Training Records – Service Island – Bus MPG- Oil Analysis Reports – DVIR Response

Fuel reconciliation – Mechanic Records – Vehicle-Down records

Road Call Management

Maruti provides emergency road service during all operating periods. Either a technician is sent to the inoperable vehicle or the vehicle is towed back to the garage. A road call report is completed for each incident. This report contains vehicle information, condition assessment, action taken, time and signatures. The road call report becomes a permanent part of the Vehicle History File.

Road Call Avoidance

All transportation services experience road calls that can be avoided if the operator follows the proper procedures. Our maintenance practices teach operators a number of procedures the operator should follow when they have mechanical difficulties. The dispatcher also uses these procedures to assist operators with mechanical problems and determine if a road call can be avoided. This is a win-win solution as maintenance time is not lost and passengers are not unnecessarily delayed.

Minimizing Downtime

Despite the best efforts to keep a fleet in prime operating condition, breakdowns occur. An important element of Maruti's fleet maintenance is to identify the cause of a breakdown and repair it quickly. Through diligent training of technicians and proper supervision of their work, we concentrate on the cause of the vehicle failure rather than just the symptoms of the problem. As a result, the origin of the problem is diagnosed quickly and our technicians can spend more time thoroughly repairing the problem.

The diagnosis of the breakdown begins with the operator specifying the circumstances surrounding the breakdown. The technician prepares a work order detailing the diagnostic procedures to be used. The technician will identify the cause and recommend a course of repair.

All road calls are entered into our fleet maintenance software and an excel spreadsheet. This information is used to identify any trends in breakdowns. We can pinpoint repeat failures, problems in the system, problematic vehicles, even operators that need retraining.

Vehicle cleanliness & Servicing

Vehicle cleanliness is a deep concern of ours. Presenting a positive image to passengers and the general public is of the utmost importance. We have a night bus washer on-site. We have divided our full vehicle complement into a daily cleaning schedule. Each vehicle will have





a major cleaning once per week, and a mini house clean every other day. Forms will be used for documenting cleaning functions. We are committed to providing clean vehicles at all times.

The appearance of the vehicles develops a perception in customers as well as the non-riding public, about the quality of the service provided. We understand this and will maintain the cleanliness of the vehicles to our highest ability.

Maruti provides comprehensive interior and exterior cleaning for each revenue vehicle. We take tremendous pride in having the cleanest vehicles on the road. Our experience includes vehicle cleaning, detailing, waxing and buffing. We will perform the following:

- Daily cleaning of the interior of the vehicles – Drivers will remove trash and spot clean after each trip. All foreign matter such as gum, grease, dirt and graffiti will be removed from interior surfaces during the cleaning process and upholstery damage will be repaired immediately upon discovery.
- Regular cleaning of the exterior of the vehicles – our cleaning staff will utilize a power washer to hand wash exteriors and ensure all environmental regulations are met and followed at least twice per week, or more with inclement weather.
- Major detailed interior cleaning every thirty (30) days- Ceilings, windows, dashes, walls, stanchions and grab rails will be thoroughly cleaned as necessary, at least every thirty (30) days. In addition, exterior rubber or vinyl components such as tires, bumper fascia, fender skirts, and door edge guards will be cleaned and treated with a preservative at least once every thirty (30) days, or as necessary to maintain an attractive appearance.
- Quarterly exterior waxing and buffing
- Vehicles will be kept free of vermin and insects at all times – We will contract for the extermination of all vermin and insects from all vehicles immediately upon their discovery, with a firm that uses safe, nonhazardous and EPA approved insecticides/materials. In addition, we fumigate semi-annually.
- We will use environmentally friendly cleaning products as available to maintain the cleanliness of our fleet in the safest and most non-hazardous method possible.
- All cleaning will be monitored and evaluated by our Project Manager or Supervisors each day to ensure our standards are maintained. Corporate staff will also review the interior of each vehicle during their inspection and audit trips.

Vehicle Servicing

In addition to the vehicle cleaning, our staff will perform the following daily service to ensure vehicle reliability and to identify trends prior to them becoming problems. Daily servicing will include, but not be limited to:

- Fueling
- Engine oil, coolant, water and transmission fluid check/add



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- Tire inspection (air pressure, tread depth, and wear)
 - Brake check
 - Lights and flashers check
 - Exterior and interior visual inspection

Warranty Recovery Program

All warranty recovery and work performed by Maruti is documented in vehicle files or stored in separate files for warranty items, such as parts manufacturer and facility equipment.

Once warranty work is performed or warranty work is invoked, documentation of it is placed in the corresponding file for that particular vehicle, part or equipment.

Warranty Procedures for Authorized Dealers

1. When a warranty item, parts, repairs or equipment is needed, the Project Manager will contact the manufacturer or authorized repair center to arrange repair/replacement of the warranty item, after the item is determined to be under warranty.
2. After the completion of warranty work or replacement of parts by the manufacturer or authorized repair center, documentation is placed in corresponding files.

Warranty Procedures for Maruti Work

1. In some cases, Maruti is able to perform warranty work and replacement of warranty items. Prior to any warranty work/replacement, the Maintenance manager or Lead mechanic shall contact the manufacturer/distributor for authorization.
2. If authorization is given, work is given to a Mechanic that can do the warranty work and he is responsible for keeping track of all repairs, labor, mileage and parts that are replaced on a work order, for reimbursement submission.
3. Once warranty work/replacement is completed, the Maintenance Manager or Lead Mechanic shall send an invoice and a copy of the work order along with defective part(s) when required, to the manufacturer/distributor for reimbursement of all costs. Original work orders and a copy of the invoice will be updated in the corresponding files.



Tab 5 – Safety and Emergency Program

Our System Safety Program Plan affects all levels of our company's activities, to include: contract start-ups, vehicle/fleet planning, employee training and testing, service operations and vehicle maintenance for all Maruti Divisions. Therefore, all employee and sub-contracted vendors are charged with the responsibility for ensuring the safety of passengers, employees, company property and the general contractors/government agencies that have a contract agreement with Maruti.

It is with pride that we report Maruti has never had a reportable accident, as defined by the JTA, during its 7 years of service to the JTA.

Safety is our number one priority, because it is our passengers' number one priority. The collective attitudes of our employees make up our safety culture, and we provide the reinforcement to develop a positive attitude, through training, development and valuing our employees. Our culture of safety is a way of life, not an event or a program. Our safety culture also promotes honesty, including the intellectual honesty of identifying problems so they can be solved.

We will develop our safety culture at the operation by practicing safety every day and in every way. All meetings start with a safety message and our core value of "DO IS RIGHT...DO IT SAFE" is transmitted throughout our communications.



The essentials of our successful safety program begin with an examination of the risks and hazards presented by the activities conducted and the equipment and facilities utilized. This examination is part of a five-step safety process in which we take the following actions:

- Assess hazards.
- Take measures to eliminate or develop procedures to reduce hazards.
- Devise training to communicate hazards and procedures.
- Provide training to our workforce.
- Provide oversight from Supervisors and Managers to ensure adherence to procedures.

Safety on board vehicles is monitored with numerous methods including:

- Open communication with dispatch through the radio systems. Information is transmitted to the operators from dispatch of traffic problems, slowdowns, accidents on route and construction programs.
- Supervisors monitoring performance of operators and vehicle routes to ensure all safety issues are identified and corrected as necessary.
- All vehicle operators are trained during the initial training process on the proper techniques to load and unload passengers.



- Vehicle operators are trained to be aware of the proper braking and acceleration principles to ensure the safety of the passengers

Safety outside of revenue service includes:

- Radio communication with dispatch as the vehicle moves from the operations facility to the beginning of the assigned route;
- Radio communication upon shift changes and completion of daily route service;
- Monitoring of vehicles as the return to the operational facility;
- Posted routes to return to the operational facility; and
- Road supervision with dispatch support for returning vehicles.

Maruti's SSPP is in full compliance with Florida regulations as it applies to public bus and transit systems.

Every Maruti operations employee received a full copy of our SSPP during training and all of our operational policies flow from this document and are integrated in our corporate culture. We meet or exceed every requirement in the document, and in fact, use the document as the benchmark for our other operations.

Finally, we will have dedicated a Safety and Training Manager whose only duties are driver and consumer safety related. He is directly responsible for developing and maintaining our safety culture and ensuring a safe work and operating environment. We have implemented reward systems that encourage safe driving. Maruti has never failed a Texas or Florida DOT terminal inspection and we have only received compliments

- **Responding to Vehicle or Passenger Accidents/Incidents** - Anytime a vehicle or driver is unable to provide service, Maruti quickly responds. Of course, passenger and driver safety are our first concern. We will immediately dispatch EMS (if required) and police in the event of an accident. Then our next priority will be to provide any passengers are on board with immediate transportation upon collection of necessary contract and witness information.

We will utilize our Road Supervisors to immediately respond and transport the passengers in the safest manner possible to their vehicle, or nearby revenue vehicle. We will also immediately dispatch a contracted wrecker service to the scene. We will ready a reserve vehicle and driver if either is able to continue service. Our goal will be to have the route recovered in a maximum of 30 minutes, and by utilizing our road supervisors, we believe that there will be a minimal impact on the level of service.

In the event of a vehicle accident, we have implemented a system which has worked well for us. Our Road Supervisors have all been trained in accident investigation procedures. Any time a Maruti operated vehicle is involved in an accident a Road Supervisor is dispatched to the scene, and the appropriate notifications are immediately made to the Control Center, Management Team, and our Safety and Training Manager. The Supervisors are equipped with the necessary paperwork and accident reporting forms, courtesy cards as well as a digital camera. They work with the police agency on scene to obtain all information, and take photographs of the accident scene and vehicles involved. After the on-scene investigation is complete the Road Supervisor immediately returns to our office and complete the remainder of the paperwork. The "packet" is assembled and turned into our Safety and Training Manager within one hour. The Driver is



immediately removed from service, and required to submit to a drug and alcohol test. The driver is not allowed to drive, until completing an interview with the Safety and Training Manager.

The Safety and Training Manager enters the information into our Incident Management Software. Our Corporate Director of Safety & Quality Assurance then reviews the entries, and our safety committee determines if a driver is allowed to continue. We have set a corporate policy, that no-one in our organization has the authority to over-ride the committee’s decision regarding the fitness of a driver. Their ruling is final, again a testament to the priority we place on operating safely at any cost.

As an experienced transportation company, Maruti is adept at handling insurance and claims related matters. Our local Safety Manager enters all claims into our Incident Management Software which will directly interface with our insurance provider’s on-line claim reporting system. This enables a rapid response to claims processing and a secure database in which to store claims. We have developed an excellent relationship with our claims handling company and work with them on maintaining that balance of paying off a nuisance (which ultimately draws more nuisance), versus working quickly to “right the wrong” when claims are legitimate and proven.

Hard files are kept by date with a reference to the vehicle operator number and an internal code designating the type of accident. These files are maintained in a secure and locked cabinet in the local Safety and Training Manager’s office. Files include the operator’s report of accident/incident; the standard investigation report and photos; the supervisor’s report with Drug and Alcohol Addendum; the police report, if applicable; documentation of repairs performed as a result of an accident, documentation of any actions taken against drivers and all correspondence concerning the accident or incident with our insurance carrier or others involved.

- **Safety Record**

It is with pride that we report Maruti has never had a reportable accident, as defined by the JTA, during its 7 years of service to the JTA. We will put the processes in place to be able to claim the same level of safety for the CITY operation.

Our Accidents per 100,000 miles record reflects our focus on safety and safety training and develop safety as a part of our culture within the organization, not just another task to be performed.

| | Vehicle accidents per 100,000 miles | Passenger accidents per 100,000 miles | Annual vehicle miles per service |
|-----------------------|-------------------------------------|---------------------------------------|----------------------------------|
| Corpus Christi (MCCI) | 1.5 | 0 | 382,928 miles |
| West Palm Beach | 3.3 | 0 | 2,173,050 miles |
| Okaloosa City | 1.5 | 0 | 1,424,300 miles |
| Hollywood | 0 | 0 | 310,500 miles |
| San Antonio (MCCI) | 2.2 | 0 | 610,534 miles |
| Orlando (DME) | 1.5 | 0 | 856,150 miles |



| | Vehicle accidents per 100,000 miles | Passenger accidents per 100,000 miles | Annual vehicle miles per service |
|-----------------|-------------------------------------|---------------------------------------|----------------------------------|
| Company Totals: | 0.17 | 0.00 | 5,757,462 miles |

Passenger and Driver Safety have been and will continue to be the first priority of Maruti. Our demonstrated history of only operating safe vehicles with safe drivers is the focus of all of our operations. Our safety record (accident/incident rate) for three (3) of Maruti’s current public transportation contracts listing any insurance claims valued over \$25,000 that was paid by Maruti is provide in the above chart.

- **Emergency Response Plan** - Maruti has the understanding, experience, resources, and ability to provide services in the event of a declared emergency. Maruti has based our Declared Emergencies Plan on both the National Response Plan (NRP) and the National Incident Management System (NIMS) which provided guidelines for the FTA and transportation agencies for preparing for, preventing, responding to and recovering from domestic incidents. In addressing requirements in the NRP and NIMS, Maruti has:
 - Reviewed NRP/NIMS requirements and identified those elements most relevant to public transportation agency coordination with emergency response communities at the local/regional/state level.
 - Reviewed protocols developed by local/regional/state emergency management agencies and emergency response agencies to support implementation of NIMS.
 - Identified potential impacts on transit activities due to various disaster/incident scenarios and emergency response functions.
 - Worked with local/regional/state emergency management agencies and emergency responders to understand NIMS requirements and to formalize mutual aid protocols (required in both NRP and NIMS).
 - Developed a system for 24/7 emergency notification from/communication with the local/regional/state emergency management agencies.
 - Verified resources and documented emergency management capacity.
 - Participated in training conducted by the local/regional/state emergency management agencies.
 - Designated a representative from Maruti to serve as a liaison with the local/regional/state emergency management agencies and to report to the local/regional/state emergency operations center upon activation.
 - Obligated to provide (at the incident scene) a representative, if requested, to assist in coordinating the provision of transportation services.

In the event of an emergency, Maruti will make available all personnel and resources to assist and/or help facilitate a systematic and orderly evacuation. The purpose of the Maruti Emergency Response plan is to establish policies, procedures and an organizational structure for response to emergencies in coordination with local, state and federal agencies and emergency response personnel.



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- **Life Threatening Emergency Incidents** - Maruti maintains the following policies and procedures for critical incidents
 - *Violence on board* – The operator is to protect himself and the passengers on board then immediately contact dispatch through two-way communications. Maruti dispatch immediately contacts local police to describe the event.
 - *Violence directed towards a revenue vehicle* – Whether a weapon is discharged, or an object is thrown at the vehicle, the operator is trained to immediately move the vehicle out of harms' way and contact dispatch through the above procedures.
 - *Severe weather events* – Advance knowledge of impending weather events allows for the proper, appropriate and timely response to weather events, which include hurricanes, snow, and ice. Tornadoes are much more difficult to plan for. However, during threatening severe weather, monitoring of a national weather television channel is maintained throughout the day.
 - *Bomb threats* – Threats on board, or called into dispatch or other communications means, will be immediately reported to the local police department, and our General Manager will be notified. Threats, whether genuine or not, will be taken seriously and the appropriate response, as per the local police, will be implemented.
 - *Suspicious Packages* – We are keenly aware of the need to be vigilant and observant of packages brought out board. If there is a package left, and the owner is not identified immediately, the operator shall contact dispatch, who in turn will contact the local police for corrective action. While this maybe extreme in most cases, in the world we are operating in, safety and caution is the best procedure.
 - *Facility fire* – All employees will be evacuated to a designated area outside of the threat zone. If the fire is in our dispatch area, cellular telephone notification will be implemented by the senior staff member.
 - *Threats in the workplace* – Upon notification or observation of the threat, appropriate notification to the police department by the on duty supervisor will precede any other actions. If the threat involves the display of a weapon, all employees will be evacuated to the designated area outside of the facility.
 - *Medical emergency on board* – Operator will immediately contact dispatch, and dispatch will contact 911 with a description of the on-board medical emergency and location of the vehicle. Dispatch will stand by until assistance is on the scene. The operator will provide any emergency first aid, up to the level the operator feels comfortable with.
 - *Evacuation of operations facilities* – A designated area for personnel to meet outside of the facilities has been established. A roll call of employees will be taken.

Each planning process has taken into consideration the delicate balance between operational safety, passenger needs, the safe operations of our system and the overall safety of our employees who provide the service.



Emergency Evacuation and Recovery

Maruti will work closely with CITY staff to develop a set of protocols relating to natural disaster, inclement weather, and other emergency situations. In the event of a hurricane, Maruti will provide staff to assist CITY in the evacuation of disabled individuals in the City. Maruti's proposed phone system will have call out capabilities which could be used to call individuals to inform them of procedures for evacuations. Maruti will also make personnel available at designated locations to assist in the evacuation process. Maruti is experienced in managing services in hurricane-prone environments, and has worked with many of its customers to provide necessary transportation during storms and other weather emergencies. As necessary Maruti will deploy support from our current Texas or Florida locations to support these efforts.

Once the all clear sign has been given and the City or CITY have declared that it is safe to resume services, Maruti will enact its plan to resume service, beginning with the most essential routes and ramping up over a period of time to full service. The length of the phased in restoration will depend on the severity of damage to the community, the fleet, and the facility, as well as direction from the CITY.

Mr. Carrion has extensive experience in the procedures to safely evacuate citizens in the case of emergencies. He will be deployed to the area as an essential personnel to oversee the operation during the emergency.



Tab 6 – Price Proposal

SECTION VII – PRICE PROPOSAL

- 1.1 The following pricing is submitted as the all-inclusive pricing to provide paratransit services in accordance with the requirements of the Scope of Work/Services as set forth in this RFP document. Enter below for each service the total amount (price) to be paid by the CITY. The *Estimated Quantity* listed in the following Schedule is for evaluation purposes only.
- 1.2 Proposal pricing shall be an all-inclusive per trip unit price for all services performed under this contract. Said pricing shall be firm for the first two (2) years of the five year contract. This contract is subject to a percentage increase to the *Unit Price* of each line item annually beginning with year three (3) of the contract, not to exceed 3%. The increase shall be in accordance with the U.S. Bureau of Labor Statistics National Consumer Price Index (CPI), "All Urban Consumers", "U.S. All Items, 1982-84=100 – CUUR0000SA0", "Not Seasonally Adjusted", "U.S. city average" as measured for the previous 12 month period ending in May of each year. Beginning with year three (3) of the contract, the City will consult the aforesaid index for the month of May and send written notice of the percentage increase by August 15th, unless the data is not yet available. Should the index indicate a percentage decrease the *Unit Price* of each line item will remain unchanged for that corresponding year of the contract.

City of Gainesville and Alachua County Service Area

| Line Item | Description | Estimated Quantity Per Month | Unit | Unit Price |
|-----------|------------------------------|------------------------------|----------|------------|
| 1 | ADA Service Area Ambulatory | 4484 | Per Trip | \$ 36.24 |
| 2 | ADA Service Area Wheel Chair | 1390 | Per Trip | \$ 40.46 |
| 3 | ADA Companions | 35 | Per Trip | \$ 26.61 |

- 1.3 If circumstances regarding your overhead costs to provide the contracted service change, then contractor may submit a request, with proper documentation, for renegotiation of the per trip rates. The City will allow one such renegotiation opportunity only during the first two years of the contract.



Tab 7 - Required Forms

CERTIFICATION REGARDING LOBBYING

The undersigned certifies, to the best of his or her knowledge and belief, that:

1. No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.
2. If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions
3. The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

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

Eduardo Carrion

Signature of Contractor's Authorized Official

Eduardo R. Carrion

Name and Title of Contractor's Authorized Official

3/25/2019

Date



DISCLOSURE OF LOBBYING ACTIVITIES

Complete this form to disclose lobbying activities pursuant to 31 U.S.C. 1352

Approved by OMB
0348-0046

(See reverse for public burden disclosure.)

(To be submitted by bidder, if applicable, refer to instructions on the next page)

| | | | | | |
|---|--|---|---|--|--|
| 1. Type of Federal Action: <input type="checkbox"/> a. contract <input type="checkbox"/> b. grant <input type="checkbox"/> c. cooperative agreement <input type="checkbox"/> d. loan <input type="checkbox"/> e. loan guarantee <input type="checkbox"/> f. loan insurance | | 2. Status of Federal Action: <input type="checkbox"/> a. bid/offer/application <input type="checkbox"/> b. initial award <input type="checkbox"/> c. post-award | | 3. Report Type: <input type="checkbox"/> a. initial filing <input type="checkbox"/> b. material change For Material Change Only: Year _____ quarter _____ date of last report _____ | |
| 4. Name and Address of Reporting Entity: <input type="checkbox"/> Prime <input type="checkbox"/> Subawardee Tier _____, if known : N/A Congressional District, if known: 4c | | | 5. If Reporting Entity in No. 4 is a Subawardee, Enter Name and Address of Prime: Congressional District, if known: | | |
| 6. Federal Department/Agency: | | | 7. Federal Program Name/Description: CFDA Number, if applicable: _____ | | |
| 8. Federal Action Number, if known : | | | 9. Award Amount, if known : \$ _____ | | |
| 10. a. Name and Address of Lobbying Registrant (if individual, last name, first name, MI): N/A | | | b. Individuals Performing Services (including address if different from No. 10a) (last name, first name, MI): N/A | | |
| 11 Information requested through this form is authorized by title 31 U.S.C. section 1352. This disclosure of lobbying activities is a material representation of fact upon which reliance was placed by the tier above when this transaction was made or entered into. This disclosure is required pursuant to 31 U.S.C. 1352. This information will be available for public inspection. Any person who fails to file the required disclosure shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure. | | | Signature: _____ Print Name: _____ Title: _____ Telephone No.: _____ Date: _____ | | |
| Federal Use Only: | | | | | Authorized for Local Reproduction Standard Form LLL (Rev. 7-97) |



CONTRACTOR RESPONSIBILITY CERTIFICATION

The Bidder is required to certify compliance with the following contractor responsibility standards by checking appropriate boxes. For purposes hereof, all relevant time periods are calculated from the date this Certification is executed.

| | YES | NO |
|--|-----|----|
| 1. Has the firm been suspended and/or debarred by any federal, state or local government agency or authority in the past three years? | | X |
| 2. Has any officer, director, or principal of the firm been convicted of a felony relating to your business industry? | | X |
| 3. Has the firm defaulted on any project in the past three (3) years? | | X |
| 4. Has the firm had any type of business, contracting or trade license revoked or suspended for cause by any government agency or authority in the past three (3) years? | | X |
| 5. Has the firm been found in violation of any other law relating to its business, including, but not limited to antitrust laws, licensing laws, tax laws, wage or hour laws, environmental or safety laws, by a final unappealed decision of a court or government agency in the past three (3) years, where the result of such adjudicated violation was a payment of a fine, damages or penalty in excess of \$1,000? | | X |
| 6. Has the firm been the subject of voluntary or involuntary bankruptcy proceedings at any time in the past three (3) years? | | X |
| 7. Has the firm successfully provided similar products or performed similar services in the past three (3) years with a satisfactory record of timely deliveries or on-time performance? | X | |
| 8. Does the firm currently possess all applicable business, contractor and/or trade licenses or other appropriate licenses or certifications required by applicable state or local laws to engage in the sale of products or services? | X | |
| 9. Does the firm have all the necessary experience, technical qualifications and resources, including but not limited to equipment, facilities, personnel and financial resources, to successfully provide the referenced product(s) or perform the referenced service(s), or will obtain same through the use of qualified, responsible subcontractors? | X | |
| 10. Does the firm meet all insurance requirements per applicable law or bid specifications including general liability insurance, workers' compensation insurance, and automobile liability insurance? | X | |
| 11. Firm acknowledges that it must provide appropriate documentation to support this Contractor Responsibility Certification if so requested by the City of Gainesville. The firm also understands that the City of Gainesville may request additional information or documents to evaluate the responsibility of firm. Firm agrees to provide such additional information or supporting documentation for this Certification. | X | |

Under the penalty of perjury, the Bidder's authorized representative hereby certifies that all information included in the Contractor Responsibility Certification or otherwise submitted for purposes of determining the Bidder's status as a responsible contractor is true, complete and accurate and that he/she has knowledge and authority to verify the information in this certification or otherwise submitted on behalf of the Bidder by his or her signature below.

Bidder Name: Maruti Fleet & Management, LLC

Name/Title of person completing this form: Eduardo R. Carrion

Signature: Eduardo Carrion

Date: 3/25/2019



**SUBCONTRACTOR/SUBCONSULTANT LIST
and
BIDDER STATUS**

The Bidder/Proposer shall provide information on ALL prospective subcontractor(s)/subconsultant(s) who submit bids/quotation in support of this solicitation. Use additional sheets as necessary.

| IDENTIFY EVERY SUBCONTRACTOR(S)/SUBCONSULTANT(S) | SCOPE OF WORK TO BE PERFORMED | CERTIFIED D/M/WBE FIRM? (Check all that apply) | PERVIOUS YEAR'S ANNUAL GROSS RECEIPT'S | UTILIZING ON THIS PROJECT |
|---|---|---|---|---------------------------|
| NAME: <u>N/A</u> ADDRESS: _____ PHONE: _____ FAX: _____ CONTACT PERSON: _____ | SCOPE OF WORK: _____ _____ AGE OF FIRM: _____ | YES _____ NO: _____ IF YES, DBE _____ OR MBE _____ OR WBE _____ | _____ Less than \$500K _____ \$500K-\$2 mil _____ \$2 mil - \$5 mil _____ more than \$5 mil. | YES or NO |
| NAME: _____ ADDRESS: _____ PHONE: _____ FAX: _____ CONTACT PERSON: _____ | SCOPE OF WORK: _____ _____ AGE OF FIRM: _____ | YES _____ NO _____ IF YES, DBE _____ OR MBE _____ OR WBE _____ | _____ Less than \$500K _____ \$500K-\$2 mil _____ \$2 mil - \$5 mil _____ more than \$5 mil. | YES or NO |
| NAME: _____ ADDRESS: _____ PHONE: _____ FAX: _____ CONTACT PERSON: _____ | SCOPE OF WORK: _____ _____ AGE OF FIRM: _____ | YES _____ NO _____ IF YES, DBE _____ OR MBE _____ OR WBE _____ | _____ Less than \$500K _____ \$500K-\$2 mil _____ \$2 mil - \$5 mil _____ more than \$5 mil. | YES Or NO |

Check here if use of subcontractor(s)/subconsultant(s) is/are not applicable for this project:

Name of Bidder/Proposer: Maruti Fleet & Management, LLC

Name/Title of person completing this form: Eduardo R. Carrion

Is Bidder/Proposer a DBE? Yes No

If No, is Bidder/Proposer a M/WBE? Yes No

Signature: Eduardo Carrion

Date: 3/25/2019



DRUG-FREE WORKPLACE FORM

The undersigned vendor in accordance with Florida Statute 287.087 hereby certifies that

Maruti Fleet & Management, LLC does:
(Name of Business)

1. Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition.
2. Inform employees about the dangers of drug abuse in the workplace, the business's policy of maintaining a drug-free workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for the drug abuse violations.
3. Give each employee engaged in providing the commodities or contractual services that are under bid a copy of the statement specified in subsection (1).
4. In the statement specified in subsection (1), notify the employees that, as a condition of working on the commodities or contractual services that are under bid, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contendere to, any violation of Chapter 893 or of any controlled substance law of the United States or any state, for a violation occurring in the workplace no later than five (5) days after such conviction.
5. Impose a sanction on, or require the satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employee's community, by any employee who is so convicted.
6. Make a good faith effort to continue to maintain a drug-free workplace through implementation of this section.

As the person authorized to sign the statement, I certify that this firm complies fully with the above requirements.

Edwardo Lavin
Bidder's Signature
3/25/2019
Date



PROPOSAL RESPONSE FORM – SIGNATURE PAGE

(submit this form with your proposal)

TO: City of Gainesville, Florida
200 East University Avenue
Gainesville, Florida 32601

PROJECT: ADA Paratransit Service in City of Gainesville and Alachua County

RFP#: RTSX-190028-DS

RFP DUE DATE: March 27, 2019 @ 3:00 p.m.

Proposer's Legal Name: Maruti Mobility Management, LLC

Proposer's Alias/DBA: Maruti Fleet & Management, LLC

Proposer's Address: 2301 S. Division Ave
Orlando, FL 32805

PROPOSER'S REPRESENTATIVE (to be contacted for additional information on this proposal):

Name: Eduardo R. Carrion Telephone Number 210-904-5082

Date: 3/25/2019 Fax Number 407-412-5622

Email address: eduardo.carrion@marutitransit.com

ADDENDA

The Proposer hereby acknowledges receipt of Addenda No.'s 1, 2, 3, to these Specifications.

TAXES

The Proposer agrees that any applicable Federal, State and Local sales and use taxes, which are to be paid by City of Gainesville, are included in the stated bid prices. Since often the City of Gainesville is exempt from taxes for equipment, materials and services, it is the responsibility of the Contractor to determine whether sales taxes are applicable. The Contractor is liable for any applicable taxes which are not included in the stated bid prices.

QUALIFIED LOCAL SMALL AND/OR DISABLED VETERAN BUSINESS STATUS (check one)

Is your business qualified as a Local Small Business in accordance with the City of Gainesville Small and Service-Disabled Veteran Business Program? (Refer to Definitions) YES NO

Is your business qualified as a Local Service-Disabled Veteran Business in accordance with the City of Gainesville Small and Service-Disabled Veteran Business Program? (Refer to Definitions) YES NO



SIGNATURE ACKNOWLEDGES THAT: (check one)

- Proposal is in full compliance with the Specifications.
- Proposal is in full compliance with specifications except as specifically stated and attached hereto.

Signature also acknowledges that Proposer has read the current City of Gainesville Debarment/Suspension/Termination Procedures and agrees that the provisions thereof shall apply to this RFP.

(CORPORATE SEAL)

ATTEST:

Gloria Martin
Signature

By: Gloria Martin

Title: Chief of Staff

PROPOSER:

Eduardo Carrion
Signature

By: Eduardo R. Carrion

Title: Chief Operating Officer



ACKNOWLEDGMENT: Each Proposer shall acknowledge receipt of this Addendum No. 1 by his or her signature below. and shall attach a copy of this Addendum to its proposal.

CERTIFICATION BY PROPOSER

The undersigned acknowledges receipt of this Addendum No. 1 and the Proposal submitted is in accordance with information, instructions, and stipulations set forth herein.

PROPOSER: Maruti Fleet & Management, LLC
BY: Eduardo R. Carrion
DATE: 3/25/2019

ACKNOWLEDGMENT: Each Proposer shall acknowledge receipt of this Addendum No. 2 by his or her signature below. and shall attach a copy of this Addendum to its proposal.

CERTIFICATION BY PROPOSER

The undersigned acknowledges receipt of this Addendum No. 2 and the Proposal submitted is in accordance with information, instructions, and stipulations set forth herein.

PROPOSER: Maruti Fleet & Management, LLC
BY: Eduardo R. Carrion
DATE: 3/25/2019

ACKNOWLEDGMENT: Each Proposer shall acknowledge receipt of this Addendum No. 3 by his or her signature below. and shall attach a copy of this Addendum to its proposal.

CERTIFICATION BY PROPOSER

The undersigned acknowledges receipt of this Addendum No. 3 and the Proposal submitted is in accordance with information, instructions, and stipulations set forth herein.

PROPOSER: Maruti Fleet & Management, LLC
BY: Eduardo R. Carrion
DATE: 3/25/2019



QUALIFICATIONS/STATEMENT OF QUALIFICATIONS

Bidder must initial all the following requirements which serves as acknowledgement that either the bidder *already* complies with the requirement (4.) or *will* comply with the requirements (1., 2., 3., and 5.) if awarded the contract:

1. X Bidder's operating facility must be located in the City limits and off of a fixed route.
2. X Bidder must be willing to employ or procure Transportation Management Software that will interface with Mobile Data Terminal (MDT) devices or GPS capable tablets and have the capability necessary to provide location and changes to scheduled pickups or drop offs.
3. X Bidder must have either operational MDTs or tablets in all vehicles.
4. X Bidder must have a minimum of 5 years of providing ADA paratransit service.
5. X General Manager must be 100% dedicated to this contract



Tab 8 – Exhibits

Please find the following Exhibits as referenced in our proposal:

- Exhibit 1- Minority/ Disadvantage Business Enterprise
- Exhibit 2 – Start-Up Timeline
- Exhibit 3- Technology
- Exhibit 4 - Resume



Exhibit 1 -DBE

Maruti is a Florida Certified Disadvantaged Business Enterprise (DBE) provider as well as a Woman Owned and Operated Business.

And hence, Maruti truly understands the importance of supporting small business. So the concept of providing opportunities for local small businesses and DBE firms is central to Maruti's corporate philosophy.

Maruti will work closely with your local small business development office to identify small businesses that have the potential of becoming DBE's and will assist those companies in the application process and providing contracting opportunities with Maruti.

We will also partner with the authority in outreach efforts and we will have quarterly small business open houses to provide contracting opportunities and program information.

Maruti will seek local merchants, preferably S/DBE certified, to provide office supplies, computer maintenance, facility maintenance, uniforms, employee awards, and other goods and services needed to provide administrative services to the transportation operations.

Our use of local retail merchants not only expands the expertise available to us through vendor relationships, but also offers opportunities for local business to succeed with a regular revenue stream from our contract services. Unlike the large transportation operating firms, we want the community to succeed – not our own parts distribution warehouses or shell businesses.



JACKSONVILLE TRANSPORTATION AUTHORITY

Maruti Fleet and Management LLC
4533 Ihighway Avenue
Jacksonville, FL 32254

In Re: DBE Firm Certification

Dear Ms. Nita Parikh,

The Jacksonville Transportation Authority (JTA) is pleased to announce that your firm has been certified as a Disadvantaged Business Enterprise (DBE) in Florida, under a Unified Certification Program (UCP) in accordance with 49 CFR, PART 26.

DBE Certification is continuing from the date of this letter and will conclude on the anniversary date of your firm's certification. Continued certification and participation in the DBE program is contingent upon your firm renewing its eligibility annually through this office. You will be notified in advance of your obligation to continue eligibility in a timely fashion. Information regarding certification renewal can be accessed online at <https://jtafla.dbesystem.com/>. Failure of your firm's recertification will result in immediate action to decertify the firm.

Your firm's listing in the Florida Department of Transportation's Florida Unified Certification Program is affirmation of your firm's continued certification. This listing can be accessed via the internet at:

<https://fdotcwp02.dot.state.fl.us/EqualOpportunityOfficeBusinessDirectory/CustomSearch.aspx>

Please be advised that DBE Certification is subject to actions by governmental agencies that can impact the disadvantaged status of DBE firms. Be further advised that your DBE Certification with the Florida Department of Transportation dually certifies your firm with all Florida UCP Members. DBE Certification is NOT a guarantee of work, but enables the firm to compete for and perform contract work on all USDOT Federal Aid (FAA, FTA & FHWA) projects in Florida as a DBE contractor, sub-contractor, and consultant / sub-consultant or material supplier.

Certification Date
October 20, 2016

Certification Renewal Date
October 20, 2018

PO Drawer "Q"
100 N Myrtle Avenue Jacksonville, Florida 32203
Tel: 904.830.3181 • Fax: 904.830.3186
www.jtafla.com



JACKSONVILLE TRANSPORTATION AUTHORITY

If at any time there is a material change in your firm, including, but not limited to name change, principal ownership, officer, Directors, scope of work performed, daily operations, affiliations with other businesses, individuals or physical locations of the firm, you must immediately notify this office in writing. Notification of the aforementioned circumstances should include therewith all applicable supporting documentation. Upon this Authority's receipt of your amendment(s) you will receive necessary instructions.

Accordingly, your firm may compete for and perform work on all USDOT Federal Aid projects throughout Florida that receive credit for works performed in the following areas:

NAICS

FDOT SPECIALTY CODE(S) & DESCRIPTIONS

485991-Special Needs Transportation
561990-All Other Support Services
485111-Mixed Mode Transit Systems
485113-Bus and Other Motor Vehicle Transit Service 485320-Limousine Services 485999-All Other Transit and Ground Passenger Transportation

Questions or concerns should be directed to this office by mail or telephone. Our telephone number is (904) 632-5275 / Fax (904) 630-3166. You can also email us at dbc1@jtafla.com

Sincerely,

A handwritten signature in black ink, appearing to read "Ken Middleton".

Ken Middleton
Senior Manager, Diversity & Equity Program
Jacksonville Transportation Authority



Exhibit 2- Start-Up Timeline

Implementation Timeline

Maruti has provided a sample transition plan. The plan details each task, subtask, and duration of each task. Based on initial meetings with City’s staff, the plan will be finalized and we enter into the execution phase of the project. The table below is not an all-inclusive representation.

| Category | Task | Week One | Week Two | Week Three | Week Four | Week Five | Week Six | Week Seven | Week Eight |
|-------------------------|--|----------|----------|------------|-----------|-----------|----------|------------|------------|
| CONTRACT | | | | | | | | | |
| Award/Notice to Proceed | Award/Notice to Proceed | | | | | | | | |
| | Contract Negotiation | | | | | | | | |
| | Execute Contract | | | | | | | | |
| | Kick Off Meeting/ Maruti/ City | | | | | | | | |
| | Verify Transition plan and modify as necessary | | | | | | | | |
| | Weekly Progress Meetings | | | | | | | | |
| | Notify and Prepare Transition Team | | | | | | | | |
| | OPERATIONS | | | | | | | | |
| Transition Team | Transition Team On-site | | | | | | | | |
| | Local GM On-site | | | | | | | | |
| | Local Safety & Training Manager On-site | | | | | | | | |
| Hiring Process | Criminal Background Checks | | | | | | | | |



| | | | | | | | | | | | | | | | | | | | |
|-----------------------------------|---|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|
| | Driving Record Checks | | | | | | | | | | | | | | | | | | |
| | Drug and Alcohol Tests | | | | | | | | | | | | | | | | | | |
| | Drivers Added to Random Drug and Alcohol Program | | | | | | | | | | | | | | | | | | |
| | Establish Driver Specific Contract Requirements | | | | | | | | | | | | | | | | | | |
| | Gather Required Driver Documentation | | | | | | | | | | | | | | | | | | |
| | Insurance Verification | | | | | | | | | | | | | | | | | | |
| Driver Training & Orientation | Organize Training Materials | | | | | | | | | | | | | | | | | | |
| | Print Driver Policy, Procedure and Training Manuals | | | | | | | | | | | | | | | | | | |
| | Create Organize and Maintain Training Records | | | | | | | | | | | | | | | | | | |
| | Driver Training | | | | | | | | | | | | | | | | | | |
| Dispatch Training and Orientation | Client Orientation | | | | | | | | | | | | | | | | | | |
| | Contract Requirements | | | | | | | | | | | | | | | | | | |
| | Key Origins and Destinations | | | | | | | | | | | | | | | | | | |
| | Passenger Reservation Procedures | | | | | | | | | | | | | | | | | | |
| | Complaint Procedures | | | | | | | | | | | | | | | | | | |
| | No-Show and Wait Time Policies | | | | | | | | | | | | | | | | | | |
| | Establish Base of Operations | | | | | | | | | | | | | | | | | | |



| | | | | | | | | | | | | | | | | | | | |
|-----------------|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|
| | Develop/Verify Baseline Performance Expectations | | | | | | | | | | | | | | | | | | |
| | Define Operator Uniform Requirements | | | | | | | | | | | | | | | | | | |
| | Modify Employee & Driver Handbooks to accommodate Local Procedures/ Requirements | | | | | | | | | | | | | | | | | | |
| | Pre-Audit Local Clinics for Drug Screen Collection and Handling | | | | | | | | | | | | | | | | | | |
| | Modify Inclement Weather Plan | | | | | | | | | | | | | | | | | | |
| | Implement Operations Daily Forms and Reporting | | | | | | | | | | | | | | | | | | |
| | Modify Disaster Recovery/Continuity Plan | | | | | | | | | | | | | | | | | | |
| | Modify and Post Emergency Action Plan | | | | | | | | | | | | | | | | | | |
| Client Outreach | Identify and Meet with Key Stakeholders, Committees, Agencies and Employers | | | | | | | | | | | | | | | | | | |
| | Develop Transition Committee | | | | | | | | | | | | | | | | | | |
| | Provide Client with Key Contact Information | | | | | | | | | | | | | | | | | | |
| | Coordinate Complaint Procedure | | | | | | | | | | | | | | | | | | |



| | | | | | | | | | | | | | | | | | | | |
|-------------------------------|---|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|
| | Coordinate Commendations Procedure | | | | | | | | | | | | | | | | | | |
| | Coordinate Emergency Response Procedures | | | | | | | | | | | | | | | | | | |
| Dispatch | Verify Service Parameters | | | | | | | | | | | | | | | | | | |
| | Establish E-Mail, Software and VPN Accounts | | | | | | | | | | | | | | | | | | |
| | Build Reports and Establish Reporting Frequency Protocols | | | | | | | | | | | | | | | | | | |
| ACCOUNTING | | | | | | | | | | | | | | | | | | | |
| | Obtain Performance Bond (if Applicable) | | | | | | | | | | | | | | | | | | |
| | Bind ALL Insurance | | | | | | | | | | | | | | | | | | |
| | Obtain Insurance Certs | | | | | | | | | | | | | | | | | | |
| | Establish Accounts Payable/Receivable Procedures | | | | | | | | | | | | | | | | | | |
| | Establish Reimbursement Procedures | | | | | | | | | | | | | | | | | | |
| | Verify Client Invoicing Requirements | | | | | | | | | | | | | | | | | | |
| EQUIPMENT & ASSETS | | | | | | | | | | | | | | | | | | | |
| | Supervisor vehicles | | | | | | | | | | | | | | | | | | |
| | Order Office Equipment | | | | | | | | | | | | | | | | | | |
| | Order Computers/Software | | | | | | | | | | | | | | | | | | |
| MAINTENANCE | | | | | | | | | | | | | | | | | | | |
| | Verify Vehicle Roster | | | | | | | | | | | | | | | | | | |



| | | | | | | | | | | | | | |
|----------------|--|--|--|--|--|--|--|--|--|--|--|--|--|
| | Verify that all Vehicle Documents are Properly Entered into the System | | | | | | | | | | | | |
| | Verify PM Alert Parameters | | | | | | | | | | | | |
| | Order Appropriate Signage | | | | | | | | | | | | |
| | Order Vehicle Safety Supplies, Bloodborne Pathogens Kits | | | | | | | | | | | | |
| SERVICE LAUNCH | | | | | | | | | | | | | |
| | Agency Review and Systems Approval | | | | | | | | | | | | |
| | Service Begins | | | | | | | | | | | | |
| | Follow-Up Calibration Meetings | | | | | | | | | | | | |



Exhibit 3- Technology



DoubleMAP

DOUBLEMAP PRODUCT OVERVIEW

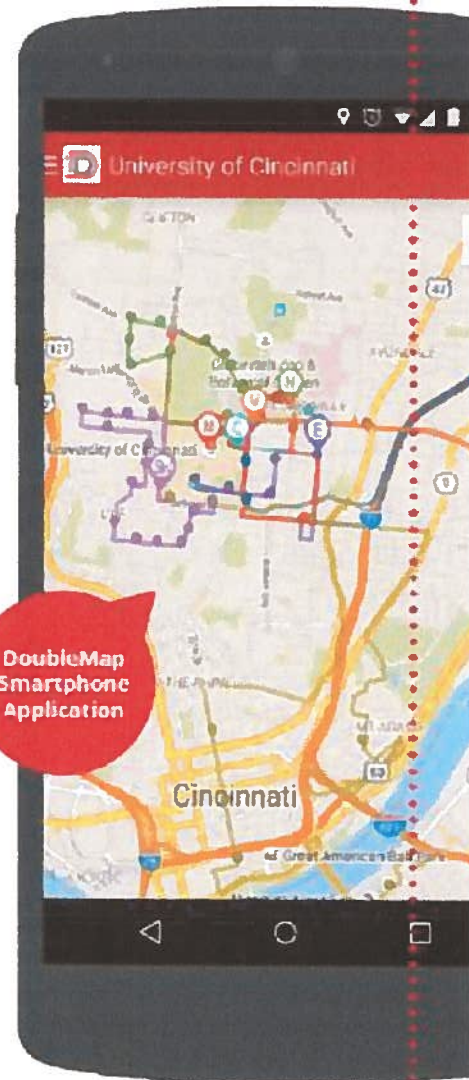
MOBILE APPLICATIONS

DoubleMap provides the following cross platform software solutions:

- ✓ Web Application via Web Browser
- ✓ Native Applications- Android, iPhone
- ✓ Mobile version of web application for other mobile devices - Blackberry, Windows Phone

DoubleMap offers native solutions for iPhone and Android phones to go along with web offerings for Windows Phone and Blackberry. Additionally, DoubleMap is able to provide rider access to arrival estimates via SMS text messaging. Each bus stop will be assigned a specific ID, which riders will be able to send to a designated DoubleMap number for an estimated time of arrival reply within seconds.

User experience is positioned as the foremost concern in DoubleMap's mobile applications, so each app provides intuitive, fluid, and robust features that work seamlessly with the real-time transit data that riders need. This approach is based largely on DoubleMap's developer's experience working at Google and adopting their design simplicity.



DoubleMAP
 +1 702 741 2630
 www.doublemap.com

COMPUTER AIDED DISPATCH / AUTOMATIC VEHICLE LOCATION

- ✓ Real-Time Dispatching
- ✓ Point-and-Click Route Creator Tool- Allows DoubleMap administrators to create, alter and manage routes in-house in real-time
- ✓ Pinpoint Accurate Stop Creator
- ✓ Route Management - Run/Block System, Run Cutting, Rostering, Scheduling
- ✓ Unified Announcement Module for Communication with Riders
- ✓ Alerts and Notifications for Riders and Administrators
- ✓ Detour and Scheduling Alerts
- ✓ Estimate Time of Arrival (ETA) Predictor
- ✓ 1 to 2 second bus updates for assured reliability
- ✓ Native Mobile Apps (iPhone, Android)
- ✓ Cross-Platform Web App (Laptop, Windows Phone, BlackBerry)

DoubleMap's administrative platform provides traditional dispatcher functionality in conjunction with unique features that offer the ability to draw/edit routes and stops, and export your data to a Google Transit-compliant file in real time. All of this functionality is web-based so that administrators do not have to maintain computer software and can manage the system from any internet-enabled computer, smartphone, or tablet.

DoubleMap offers your riders peace of mind through a variety of interfaces that provide real-time vehicle locations and estimated time of arrival (ETA) predictions. Riders are able to access this real-time information via DoubleMap's intuitive web interface, mobile applications, text messaging service, and LED/LCD signage.

These interfaces provides comprehensive access to 1-2 second location updates, estimated time of arrival (ETA) predictions, transit announcements, and arrival notifications that make using your transit system seamless and enjoyable.



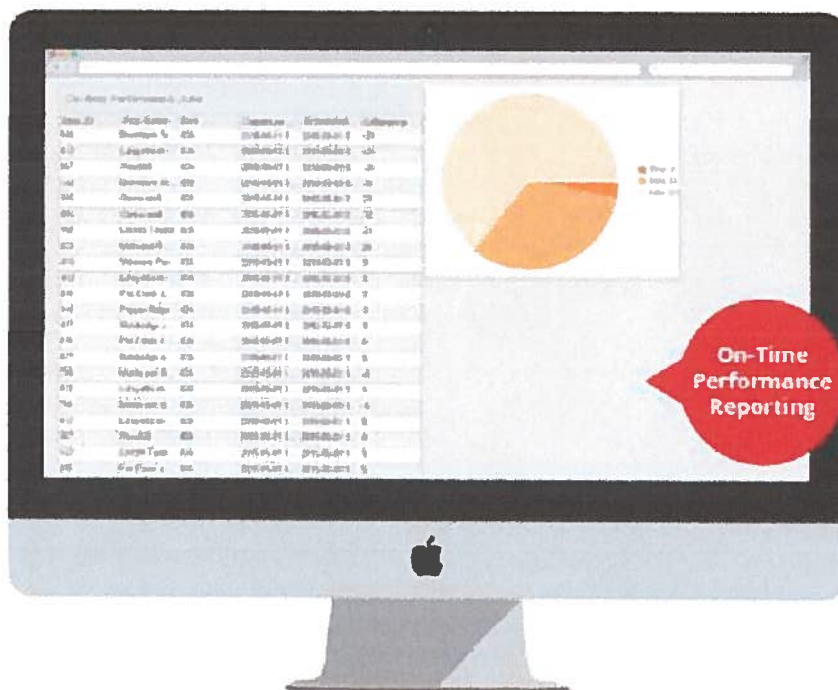


BUISNESS ANALYTICS

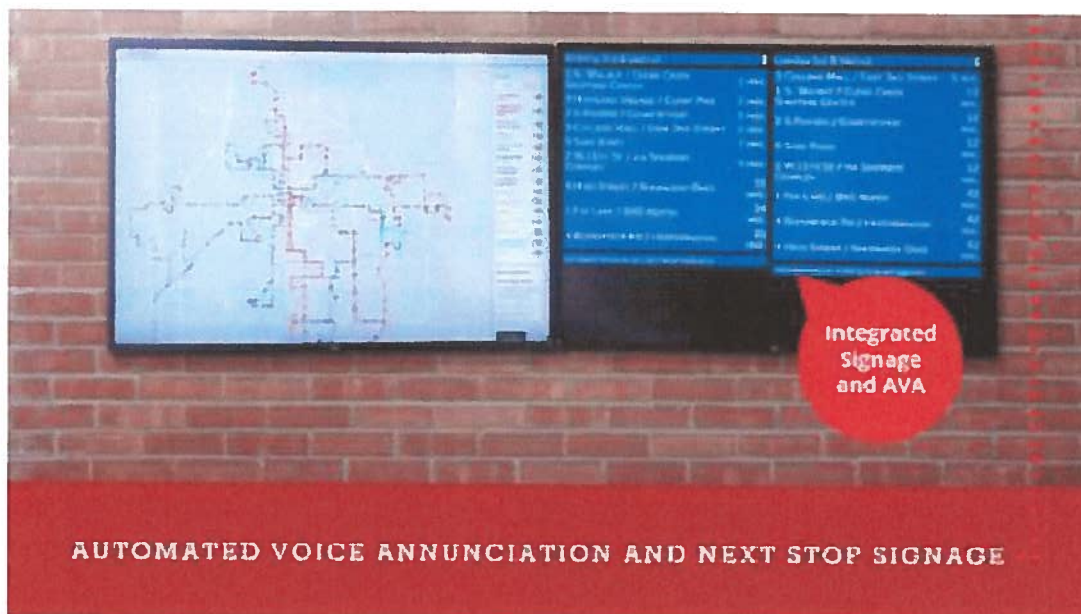
- ✓ On-Time Performance
- ✓ Off-Route Alerts
- ✓ Average Trip Time and Excessive Dwell Times
- ✓ Vehicle Speeding Threshold
- ✓ Mileage by Vehicle or Route
- ✓ Historical Vehicle Locations for Bus and Route
- ✓ Passenger Counting by Route, Stop, Time, and Type.

Reporting information is critical to a fleets operation and efficiency, which is why DoubleMap's analytics module provides an extensive collection of management reports and National Transit Database (NTD) compliant metrics.

Each report is accessible through DoubleMap's web interface; which allows drill-down functionality, printing, and exporting in real-time.



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 +1 888 51 457 6225
 www.doublemap.com



DoubleMap offers a proprietary and customizable Automated Voice Annunciation (AVA) system that is compliant with the American Disabilities Act of 1990 (ADA). The AVA system is able to connect directly into the DoubleMap its mobile data terminal (MDT) and fully integrates with the automatic vehicle location (AVL) component to utilize a single source of hardware and software for both modules. This integration allows for automatic GPS triggered, internal/external voice announcements in a time-critical fashion and employs all route and bus stop configuration data to work seamlessly with AVA and AVL functionality.

- ✓ Integrates with DoubleMap's CAD/AVL Software and Hardware
- ✓ Ability to differentiate between interior and exterior vehicle speakers
- ✓ Over-the-Air (OTA) Updates
- ✓ American Disabilities Act (ADA) Compliant
- ✓ Integrates with existing vehicle speakers
- ✓ Ability to integrate advertisements upon request





Exhibit 4- Resume

Larry Grey

Senior Transit Executive with strategic planning and P&L management experience; energetic and forward-thinking professional offering expansive, cross-functional qualifications including: Operational Leadership, Transit Planning and Scheduling and Operations Management expertise. Team-spirited, fair, high-expectation and collaborative leadership style with strong analytical skills focused on business development, improving efficiency, and reducing customer complaints. Demonstrated success at identifying processes and complex systems; establishing goals; and implementing strategies to achieve these goals. Solid history utilizing out-of-the-box approaches and adapting to new business environment.

WORK EXPERIENCE

General Manager

Maruti Fleet & Management, LLC – San Antonio, TX

2018 to Present

- Manages a location with 50+ employees. Directly oversees 40+ operators, 4 window dispatchers, 3 road supervisors, safety trainer, HR manager, and safety manager.
- Interviews necessary drivers and staff, complete and resolves all customer complaint investigations.
- Analyze expenditures and other financial information to develop plans, policies, or budgets for increasing profits or improving services.
- Set operations policies and standards, including determining safety procedures for the handling of dangerous goods.
- Plan, organize, or manage the work of subordinate staff to ensure that the work is accomplished in a manner consistent with organizational requirements.
- Negotiate and authorize contracts with equipment and materials suppliers, and monitor contract fulfillment.
- Collaborate with other managers or staff members to formulate and implement policies, procedures, goals, or objectives.
- Completed necessary daily, weekly, and monthly reports for company and customer.
- Monitor spending to ensure that expenses are consistent with approved budgets.
- Supervise workers assigning different routes.
- Promote safe work activities by conducting safety audits, attending company safety meetings, or meeting with individual staff members.
- Direct investigations to verify and resolve customer complaints.

Project Manager

Star Shuttle, Inc. – San Antonio, TX

2000 to 2018

- Supervise a staff of 250 staff including drivers, call takers, dispatchers, Transit supervisors and maintenance personnel.
 - Responsible for the oversight of the federally mandated drug and alcohol testing program (USDOT/TxDOT)
 - Develop and implement policies, procedures and internal controls related to compliance with health, safety, security, and environment rules and regulations.
 - Ensured that all the required dispatch and road supervisor functions were performed efficiently, accurately, following established procedures and scripts, and employing best practices in customer service.
 - Ensured that all scheduled runs were covered with qualified drivers and appropriate vehicles.
-



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- Tracked and maintained employee attendance system, processed driver and operations staff vacation requests
 - Responsible for monitoring transit services delivery under all grants, compliance with regulations, contract/grant specifications, safety and risk management, budget and finance, human resource for driver pool, fleet maintenance, route development and vehicle scheduling and dispatch, service marketing including public presentations throughout the region and the neighboring region.
 - Develop and maintain extensive partnerships with local, regional and state organizations to build and maintain an effective transit delivery system to meet the needs of a diverse rider population.
 - Conducted regular management meetings with staff. Identified, investigated, and developed action plans to resolve and improve all performance issues.

EDUCATION

Business Administration

San Antonio College / St. Phillip's College
San Antonio, TX, 1989 – 1990

High School Diploma

Cole High School
Ft. Sam Houston, TX 1984 – 1988

ADDITIONAL TRAINING/ INFORMATION

- Smith System Driving Training Course
- Bloodborne Pathogens Procedures
- Paratransit Sensitivity Training
- FTA Drug and Alcohol Program Management Training
- Reasonable Suspicion Training Drug and Alcohol Training
- Worker's Comp Accident Prevention Seminar
- Accident Investigation and Reconstruction Seminar
- Defensive Driving Course



Parth Parikh

Over 5 years of experience in delivering safe, reliable and cost effective transportation. With a background in administration, budgetary and operational experience in providing municipal transportation services represent a unique combination of disciplines. A drive and determination to consistently achieve success as a leader in all of the organizations. Additionally, possess excellent oral and written communications.

WORK EXPERIENCE

Director of Operations

Maruti Fleet & Management, LLC – West Palm Beach, FL

2018 to Present

- Oversight of all contractual services that included administrative functions, operations, information systems, maintenance, safety, and customer service.
- Ensured compliance of local, state, and federal laws and regulation. Assessed resource needs, problems, trends and planned accordingly; developed and delivered action plans to ensure quality of service. Assured a safe working environment
- Increased customer satisfaction by 25% by leading the transition to an in-house model to gain flexibility and improve customer service while enhancing operator training and workplace health and safety.
- Significantly improved efficiencies by leading smart transit technology initiatives including scheduling software, an electronic fare collection system, automated passenger counters, CAD/AVL, onboard camera system, an infotainment system, and real-time wayside infrastructure.
- Worked with peers and senior management to develop plans and goals related to productivity and other various issues.
- Trained, coached and mentored the dispatch agents for peak performance.
- Worked with the dispatch agents to ensure that the most productive, cost effective method of dispatching and scheduling was being used.
- Monitored all dispatch agents and schedulers to ensure that proper procedures and protocol was followed always.
- Created routes and assigned drivers as needed to cover over flow trips. Monitored drivers using Trapeze software and monitors to ensure on time performance, revenue and other productivity standards were met.

Assistant General Manager

Maruti Fleet & Management, LLC - Okaloosa, FL

2015 to 2018

- Responsible for overseeing the day to day operations of the division.
 - Responsible for hiring of new employees.
 - Handle complaints from clients, investigate and finding solutions.
 - Schedule passenger trip requests manually or through use of Trapeze Software system to achieve system goals (productivity, on-time performance, efficiency, minimum ride lengths, etc.) and considering operator and vehicle availability and vehicle capacity types
 - Maximize wage to revenue percentages and minimize non-revenue and OT wages
 - Optimized same day schedule to ensure Revenue to Pay Percentage meets or exceeds company goal
 - Monitor operators and trip status, adjust and reassign as necessary to ensure on time performance exceeded contract requirements
-



-
- Reschedule trips when necessary in the event of operator or vehicle shortages and in consideration of project work scheduling policies
 - Assign stand-by operators in the event of operator absences, increased service volumes or to minimize service disruptions because of traffic, vehicle malfunctions, operator problems and/or emergency situations
 - Provide feedback to passengers in the way of follow-up calls as a course of duty or as required by schedule changes
 - Communicate effectively with operations staff regarding scheduling or passenger issues.
 - Aid operators in the event of emergency or vehicle malfunctions, communicating with operations
 - Maintain Telephone hold times minimized and within contract requirements.
 - Maintain customer complaint to a minimum and exceeded contract requirements.
 - Emergency situations handled according to division policy and with proper notification and documentation.
 - Maintain a safe work area and a focus on safety to reduce the opportunity for injury to self or other employees.
 - Review post-trip inspections and communicate potential problems to maintenance staff.

EDUCATION

Bachelor of Science in Economics

The Pennsylvania State University, State College, PA

ADDITIONAL INFORMATION

Microsoft excel and word knowledgeable , Project Management, Building Action Plans to acquire goals, Budget Management, Management of employees 75+, Reservations/ Telephone Doctor, Scheduling, Map Geo Coding, Knowledge of Mapping/Easy Mapping Sites, Customer Service Oriented, FDOT Regulations Knowledgeable, Employee Development