



First Transit, Inc.  
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November 18, 2020

City of Fort Lauderdale

Attn: Laurie Platkin, Senior Procurement Specialist

Fort Lauderdale City Hall, Procurement Services Division Ste 619

100 N Andrews Ave

Fort Lauderdale, FL 33301

**Re: RFP # 12439-815 Operations and Maintenance of Community Shuttle Transit Service**

Dear Ms. Platkin,

First Transit is pleased to have the opportunity to participate in the City of Fort Lauderdale's current procurement for the Community Shuttle services. We understand the requirements for these important transportation services as defined in the RFP and that the City is looking for an innovative, professional firm to provide high quality services at a fair price.

Enjoying more than 60 years of transportation operations and management experience with over 335 current clients, First Transit is the best contractor to manage this service for the City. Standing on a record of performance and quality, First Transit and its employees understand the unique and complex nature of the City's transit operations, as **we have been providing services to the Fort Lauderdale community since 2014**. First Transit provided shuttle services for the Sun Trolley operation under the TMA until recently. While operating those services, we received numerous accolades from customers in the community praising our drivers for their customer service.

Knowing that the City is looking to bring innovation to these important services, we have selected **Transloc RealTime as our technology solution for the management dashboard and user-friendly rider application**. In addition to the Transloc solution, we are implementing **Geotab** in all the Community Shuttle vehicles as a **real time AVL device that integrates seamlessly with Transloc**. First Transit is also providing **DriveCam SF300 with operator alerts and advanced safety warnings** in all of Community Shuttle vehicles.



We propose Project Manager Craig Garcia to lead our Community Shuttle operation. Craig was previously the **successful manager of the Sun Trolley shuttles and led that team since 2017**. In his time as Project Manager for Sun Trolley, Craig improved system safety and

reduced the customer complaints of the shuttle services. Craig began his transit career as a road supervisor for the **Fort Lauderdale community more than 7 years ago**. He is a results driven leader and will help ensure that the Community Shuttle runs efficiently and effectively, with safety and customer services as his main focus.

Although our previous shuttle operations in Fort Lauderdale were extremely safe, with **only one preventable accident in 2019**, we will continue to implement additional programs and tools to ensure the safest possible operation. Our BeSafe Safety Leadership Program brings a proactive approach to safety, working to stop potentially unsafe behaviors before accidents and incidents occur. Our extensive operator training program includes 66 hours of training, with one-on-one behind the wheel instruction to ensure new operators are ready before ever getting behind the wheel of a City vehicle. The addition of DriveCam SF300 will provide an additional tool for monitoring and customized coaching. Our steps to ensure passenger and employee safety during COVID-19 include extensive cleaning and disinfecting procedures in line with CDC recommendations, as well as distribution of proper PPE for our drivers. **First Transit also has an ozone generator that will be used to thoroughly disinfect City vehicles as necessary.**

We acknowledge receipt of the following:

- Addendum 1, issued October 16, 2020
- Addendum 2, issued October 22, 2020
- Addendum 3, issued November 5, 2020
- Addendum 4, issued November 10, 2020
- Addendum 5, issued November 10, 2020
- Addendum 6, issued November 13, 2020

We are extremely excited about the possibility of partnering with the City in the provision of these important Community Shuttle services. Should you have questions concerning any aspect of our proposal or wish to schedule a meeting to discuss the ability of First Transit and our management team to successfully operate your transportation services, please feel free to contact Shannon Borst, Director of Business Development, at, 815-970-2405, or via email [shannon.borst@firstgroup.com](mailto:shannon.borst@firstgroup.com). We look forward to discussing our proposal with you.

Sincerely,

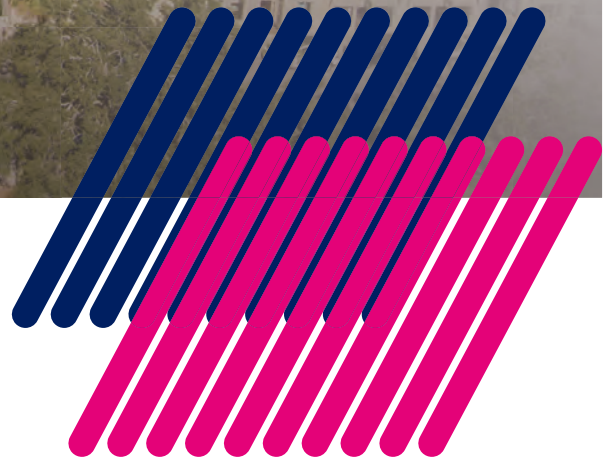


Bradley A. Thomas

President

First Transit, Inc.





## 4.2.1 Table of Contents





## 4.2.1 TABLE OF CONTENTS

<b>4.2.2 EXECUTIVE SUMMARY .....</b>	<b>1</b>
A COLLABORATIVE PARTNERSHIP.....	2
<i>First Transit Accomplishments in Fort Lauderdale</i> .....	2
<i>Looking Ahead</i> .....	4
<b>4.2.3 EXPERIENCE AND QUALIFICATIONS .....</b>	<b>6</b>
COMPANY INTRODUCTION .....	6
<i>First Transit's History</i> .....	7
<i>Our Vision and Values</i> .....	7
<i>Our Commitment to Sustainability</i> .....	9
EXPERIENCE OVERVIEW .....	10
<i>Proven Performance</i> .....	10
<i>Innovative Transportation</i> .....	10
FIXED ROUTE AND SHUTTLE EXPERIENCE.....	11
<b>4.2.4 DESCRIPTION OF PROPOSED FACILITY AND EQUIPMENT .....</b>	<b>13</b>
THE RIGHT FACILITY .....	13
<b>4.2.5 HISTORY OF PERFORMING SAFE TRANSIT OPERATIONS .....</b>	<b>14</b>

FIRST TRANSIT ACCIDENT FREQUENCY RATING .....	14
FIRST TRANSIT SAFETY AND SECURITY PROGRAMS .....	15
<i>Be Safe – Safety Leadership Program (CONFIDENTIAL)</i> .....	15
<i>Safety Management System</i> .....	18
<i>Safety and Security</i> .....	19
SECURITY PROGRAM .....	25
<i>Security Prevention</i> .....	25
<i>Security Protection</i> .....	26
<i>Security Response</i> .....	27
<i>Crisis Communication</i> .....	28
<i>Safe Wheels</i> .....	28
FIRST TRANSIT'S RESPONSE TO COVID-19 ( <b>CONFIDENTIAL</b> ) .....	29
<i>Working in Partnership with Our Clients</i> .....	30
<i>Procedures to Ensure Employee Safety</i> .....	30
<i>Procedures to Ensure Passenger Safety</i> .....	31
<i>Strength of a diverse Global Transportation Provider</i> .....	33
<b>4.2.6 INDUSTRY AWARDS AND CERTIFICATIONS .....</b>	<b>34</b>
FIRST TRANSIT INDUSTRY AWARDS .....	34
<b>4.2.7 DESCRIPTION OF THE PROPOSED FINANCIAL, MANAGEMENT, AND TECHNICAL RESOURCES .....</b>	<b>35</b>
FINANCIAL STABILITY .....	35
<i>Financial Statements (CONFIDENTIAL)</i> .....	36
OPERATIONS MANAGEMENT .....	36
<i>Key Management Staff</i> .....	36
<i>Organization Chart</i> .....	38
<i>First Transit-Provided Technology Solutions</i> .....	39
INSURANCE REQUIREMENTS .....	47
<b>4.2.8 APPROACH TO SCOPE OF WORK .....</b>	<b>48</b>
ACHIEVING YOUR GOALS .....	48
<i>Responding to the Scope of Work</i> .....	48
<i>Focus on Reliability</i> .....	54
FACILITATING SUCCESS WITH THE RIGHT PERSONNEL .....	56
<i>Leading Daily Operations</i> .....	56
<i>Operations Meetings</i> .....	56
<i>Road Supervision</i> .....	57
<i>Dispatch</i> .....	58
<i>Operators</i> .....	59
START-UP PLAN .....	61
<i>Transition Team</i> .....	62
<i>Key Transition Tasks</i> .....	63



PROPOSED STAFFING PLAN .....	66
<i>Recruiting Talented Employees</i> .....	66
<i>Hiring Qualified Employees</i> .....	68
<i>Resources Dedicated to Employee Retention</i> .....	76
<i>Wages (CONFIDENTIAL)</i> .....	77
<i>Benefits</i> .....	79
FIRST TRANSIT TRAINING PLAN .....	81
<i>Training Excellence with First Transit</i> .....	81
<i>Operator Training (CONFIDENTIAL)</i> .....	82
<i>Road Supervisor Training (CONFIDENTIAL)</i> .....	87
<i>Dispatcher Training (CONFIDENTIAL)</i> .....	90
<i>Technician Training (CONFIDENTIAL)</i> .....	92
MAINTENANCE PLAN .....	93
<i>Protecting the City's Investment and Ensuring Fleet Reliability</i> .....	94
<i>Preventative Maintenance Program</i> .....	95
<i>Management of the Maintenance Process</i> .....	100
<i>Maintenance Quality Assurance</i> .....	105
<i>FirstBase and Key Performance Indicators</i> .....	107
<i>Responding to Roadcalls</i> .....	107
<i>Vehicle Appearance</i> .....	109
<i>Recognizing Maintenance Excellence</i> .....	109
MANAGEMENT, OPERATING AND EQUIPMENT COSTS .....	112
<i>Pricing Assumptions</i> .....	112
<b>4.2.9 REFERENCES.....</b>	<b>113</b>
<i>Palm Tran (Palm Beach County, FL) (CONFIDENTIAL)</i> .....	113
<i>Yamhill County Transit Area (Yamhill County, OR) (CONFIDENTIAL)</i> .....	113
<i>Lorain County Transit (Lorain County, OH) (CONFIDENTIAL)</i> .....	114
<i>Springfield City Area Transit (Springfield, OH) (CONFIDENTIAL)</i> .....	115
<b>4.2.10 MINORITY/WOMEN (M/WBE) PARTICIPATION .....</b>	<b>116</b>
<i>Business Inclusion Plan</i> .....	116
<b>4.2.11 DESCRIPTION OF CAPABILITIES AND EXPERIENCE .....</b>	<b>118</b>
FLORIDA EXPERIENCE .....	118
REGION SUPPORT .....	119
<b>4.2.12 SUBCONTRACTORS.....</b>	<b>121</b>
<b>4.2.13 REQUIRED FORMS .....</b>	<b>122</b>





# 4.2.2 Executive Summary



## 4.2.2 EXECUTIVE SUMMARY

*Each Offeror must submit an executive summary that identifies the business entity, its background, main office(s), and office location that will service this contract. Identify the officers, principals, supervisory staff and key individuals who will be directly involved with the work and their office locations. The executive summary should also summarize the key elements of the proposal. In addition, the proposal shall describe the minimum experience and qualifications requirements that will be used to select and hire an individual assigned locally to manage the service.*

First Transit Inc. is excited for the opportunity to participate in the procurement process for the City of Fort Lauderdale Community Shuttle services. Headquartered in Cincinnati, Ohio, First Transit, incorporated in Delaware in 1969, operates in 335 locations, carrying more than 350 million passengers annually throughout the United States in 39 states, Puerto Rico, and four Canadian provinces. First Transit has expansive experience with shuttle services, we have **more than 45 shuttle locations nationwide**. We have also had a long history of performing work in Florida, with 15 First Transit and First Vehicle Service locations currently throughout the state.

First Transit will operate the Community Shuttle services out of our facility at **4700 Oakes Rd, Suite E, Davie, FL 33314**. This facility has ample space for employee and indoor parking for the 12 Community Shuttle vehicles. There is a separate maintenance bay equipped with two lifts to service two vehicles at a time if necessary. The facilities are monitored 24/7 through ADT security systems. Craig Garcia and his staff will use the office space at 4700 Oakes Rd for daily operations.

First Transit followed all City requirements when selecting a project manager for this service. Craig Garcia and his team previously led daily operations for First Transit while performing the Sun Trolley services for the TMA. Craig has successful firsthand experience with this service. He and his team are excited to serve the City of Fort Lauderdale once again.

Craig Garcia and Technician-in-Charge John Kimmel will have the support of First Transit's region and corporate management teams throughout the duration of this contract, led by First Transit President, Brad Thomas, and Chief Operations Officer Beverly Edwards. Our Senior Vice President, Tim McCann, and Region Vice President, Russ Tieskoetter will work closely with Craig and the City to ensure that First Transit meets and exceeds all of the City's expectations. Our RVP will make periodic visits to the Community Shuttle location and be available to the City to meet and discuss any future needs the City might have or innovations you wish to explore.



Craig Garcia, Project Manager

- ✓ More than 13 years in the transit industry
- ✓ Project Manager for City of Fort Lauderdale from 2017-2020
- ✓ Worked with operators to reduce customer complaints for Sun Trolley services
- ✓ Dedicated leader for his employees with emphasis on safe, high-quality daily transit operations

First Transit is proposing the use of the **Transloc RealTime** software system for both the service management dashboard and a user-friendly rider mobile application. Transloc provides a map view and updates vehicle location and information in real-time. With a three second refresh rate, our managers and the City receive a live look at vehicle location. We are also implementing Geotab and DriveCam SF300. Geotab is the AVL device that will be used in conjunction with Transloc for vehicle tracking. Geotab has additional functions, including geofencing for lot time management. DriveCam SF300 is an onboard audio/visual system that monitors operator behavior and allows management to coach operators on risky behaviors before they turn into a costly incident. DriveCam will be installed on all shuttle vehicles.

## **A COLLABORATIVE PARTNERSHIP**

As the previous provider for these important shuttle services, First Transit has been and remains dedicated to meeting the needs of the residents of and visitors to Fort Lauderdale. We are excited to work in partnership with the City, based on our foundation of solid performance and unique understanding of these services, to develop shared goals for the City's Community Shuttle service.

We achieved many successes during our operation of transportation services in Fort Lauderdale, providing safe, reliable, and customer-focused services for our shared customers. Our First Transit team, **once again led by Craig Garcia**, is dedicated to serving the City of Fort Lauderdale—understanding the needs of the passengers we serve and providing a positive, engaging environment for our employees.

First Transit is confident we are the best choice to continue building upon our first-hand experience, unrivaled understanding of this operation, and shared goals with the City to determine our roadmap moving forward. More than an operator, First Transit's local staff who call the Fort Lauderdale area home are committed to elevating these services to achieve the City's long-term service plans.

Our vision has always been focused on providing top quality services that keep our customers at the heart of everything we do. **While First Transit was providing services for the TMA, we received excellent customer reviews on TripAdvisor. There are nearly 1,300 reviews with an average rating of four out of five stars.** Whether customer, employee, or the general public, when we create an atmosphere that provides everyone the respect and dignity they deserve, we achieve this vision.

## **FIRST TRANSIT ACCOMPLISHMENTS IN FORT LAUDERDALE**

Nothing is more important in demonstrating our qualifications to provide the Community Shuttle services for the City than our long-standing partnership with your community, our understanding of the services provided and the accomplishments we have seen over the last several years. We will continue to embrace practices and procedures that have been successful and



contributed to the many accomplishments we have demonstrated in Fort Lauderdale, highlights of which include:

- **Outstanding safety record** with only one preventable accident in 2019 and very low accidents and incidents throughout our previous contract
- First Transit has consistently **shown flexibility in adapting to the needs of the Fort Lauderdale community**, providing responsive service that included adding charters and field trips with little notice
- **Serving as a resource to the City and County in emergency situations**, including providing transportation for evacuations due to weather situations and other emergencies
- **Assisted with TMA with route planning**, making recommendations for route changes to better serve the community
- **As mentioned above, First Transit received excellent customer reviews on TripAdvisor** while providing services for the TMA, a testament to the high level of service provided by the First Transit Team
- **Proclamation from the City of Fort Lauderdale** in 2018 recognizing First Transit operators for their “dedicated service and quick action to fulfill urgent transportation needs in our city,” specifically citing our response to Hurricane Irma and Mathew, as well as other emergency needs
- **Major reduction of customer complaints** from the North West Community (NWC) and the neighborhood routes
- Providing **a positive workplace for our employees** through efforts such as:
  - Operator and employee appreciation events, including cookouts and catered meals
  - Recognizing operators who receive compliments from passengers through certificates of appreciation
  - Recognition of operators at monthly client board meetings
  - Safe Operators Award to recognize operators who have not had vehicle or passenger accidents
- Leveraged **our nationwide buying power to benefit the City** by assisting the TMA in the procurement of vehicles for the Sun Trolley services
- **Dedication to the Fort Lauderdale community**, as evidenced by the ways in which we provided services outside the normal scope of our contract and participated in community event such as charity events, donations, and emergency response, including:
  - Transporting Parkland High School students for special events
  - Emergency transportation for stranded individuals taking part in intercoastal waterway tours with the Jungle Queen
  - Transportation for emergencies such as hurricane evacuation efforts and incidents at the Fort Lauderdale Airport
  - Provided transportation for parades, community development tours and local advocacy groups

## LOOKING AHEAD

In the new contract, we will provide the safe, customer-focused, high-quality transportation services the Fort Lauderdale community has come to expect from us, with meaningful enhancements to continue to improve our service delivery. Our transition process will focus on evaluating the success of our previous operation for the TMA, while also continuing to look forward with innovative technologies, methods, and initiatives to take the new Community Shuttle service to the next level. These include:

- **Increasing operator wages to \$15.00** an hour starting in year one. First Transit understands the importance of recruiting and retaining a talented group of operators and we believe that this starting wage will attract those individuals. First Transit is also aware that the State of Florida just passed a statewide minimum wage law moving minimum wage to \$15/hour.
- **Bringing enhanced technology solutions with the Transloc software.** First Transit believes that implementing the Transloc Real Time solution will meet the City's needs with a fully functioning back office management system and a user-friendly rider application. Described in detail throughout our proposal, Transloc will help the new Community Shuttle services operate as efficiently and effectively as possible.
- **Installation of Geotab devices** to provide real-time AVL monitoring for management and supervisory staff and powering the Transloc technology. Geotab also brings additional tools such as speed monitoring and seatbelt alerts, allowing for better management of overall system performance. Geotab has the ability to create geofencing around the yard so dispatch has an additional tool to monitor on time pull out. In the future, Geotab will be able to support predictive analytics on the City fleet, allowing First Transit to identify more minor repairs on vehicles for the City to repair before they become larger incidents. More information on Geotab is provided further in the proposal as well as in our Attachments.
- **The addition of DriveCam SF300 to shuttles** to further enhance our safety culture. DriveCam provides in-vehicle audio/video monitoring that our project manager can use to coach operators on their behaviors. The idea is to correct risky behaviors early to prevent accidents and incidents from occurring. More information on DriveCam SF300 is provided further into the proposal as well as in our Attachments.
- Our **Employee Connect App** streamlines communication between First Transit employees and provides our project manager with the ability to disseminate information quickly. With this app, the location staff have access to their team, and company information, as well as the Safety Toolbox.
- **First Transit's Dashboard Program** allows our project manager and region support team to track our performance on the City's

TransLōc®

GEOTAB  
management by measurement

lytx  
DriveCam

First Transit  
CONNECT

Dashboard  
by First Transit

shuttle services, providing valuable performance data to evaluate our success and develop action plans for improvement where needed.

- First Transit employees have access **to First America University, an extensive online database of training resources** with hundreds of classes to help motivated employees increase their skillsets.
- First Transit's **BeSafe Safety Leadership Training** brings a culture-changing approach to safety, using positive reinforcements (touchpoints) to modify any potentially unsafe behaviors before accidents occur by tapping into the employee's "discretionary effort."
- First Transit's **Safe Wheels Program brings new wheelchairs to Fort Lauderdale community members in need.** This new program allows First Transit drivers to nominate passengers using old or unsafe mobility aids who could benefit from a new wheelchair provided by First Transit.
- Our new Operator Development Program is a **unique blend of hands on and classroom learning for our vehicle operators.** Our employees receive 66 hours of training including classroom, behind the wheel, and true one-on-one cadetting.
- First Transit commits to have our Community Shuttle maintenance facility an **ASE Blue Seal shop in the first 18 months of this contract.** Our Tech-in-Charge, John Kimmel, will ensure the facility meets this prestigious achievement.
- First Transit's **Technical Assistance Center (TAC)**, provides a resource for technicians to share best practices and receive expert advice







## 4.2.3 EXPERIENCE AND QUALIFICATIONS

*Indicate the firm's number of years of experience in providing the professional services as it relates the work contemplated. Provide details of past projects for agencies of similar size and scope, including information on your firm's ability to meet time and budget requirements. Indicate the firm's initiatives towards its own sustainable business practices that demonstrate a commitment to conservation. Indicate business structure, IE: Corp., Partnership, LLC. Firm should be registered as a legal entity in the State of Florida; Minority or Woman owned Business (if applicable); Company address, phone number, fax number, E-Mail address, web site, contact person(s), etc. Relative size of the firm, including management, technical and support staff; licenses and any other pertinent information shall be submitted.*

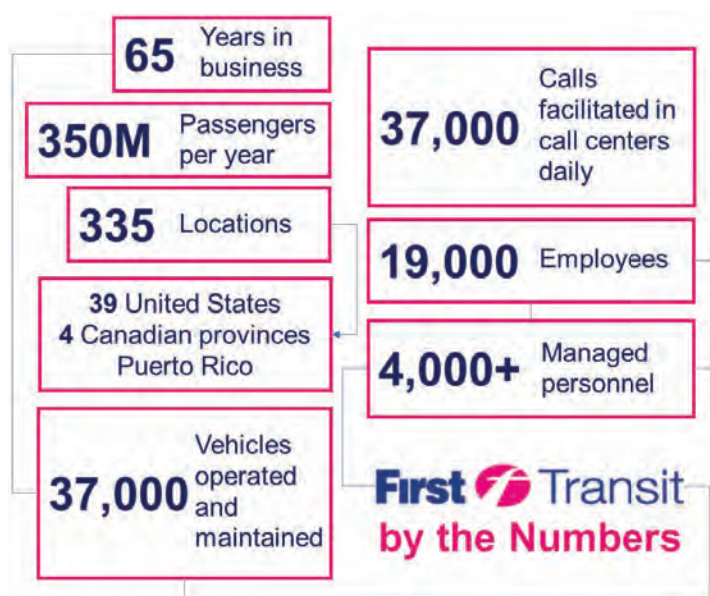
### COMPANY INTRODUCTION

First Transit, Inc. supplies precision, efficiency, innovation, and all-around expertise to both public and private transportation systems. With 65 years of experience, First Transit has hands-on experience with every facet of transportation operations, maintenance, and administration. Today, we are the nation's leading provider of public transportation contracting and management services.

Headquartered in Cincinnati, Ohio, First Transit operates in 335 locations, carrying more than 350 million passengers annually throughout the United States in 39 states, Puerto Rico, and four Canadian provinces.

By using the unique talents of the professionals in each business unit across the breadth of our company, First Transit participates on projects of all types, sizes, and scopes. Our experience includes the operation and management of the following services:

- Traditional fixed route and ADA paratransit services under management contracts or turnkey operations
- ADA call centers and brokerage services for human service transportation
- Flexible route systems
- Rural and urban transit systems
- University transportation
- Airport shuttles
- Microtransit mobility solutions
- Autonomous vehicle operations



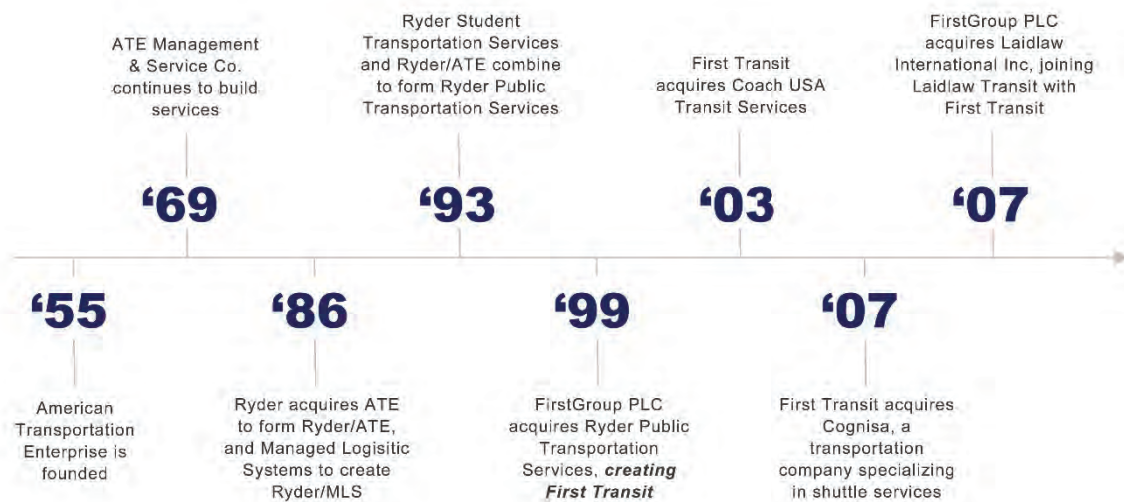
- Mobility as a Service (MaaS) solutions
- Streetcar and rail systems
- Maintenance and facilities management
- Alternative fuel operations, including electric, hybrid, and compressed gas-powered coaches

## FIRST TRANSIT'S HISTORY

First Transit's history begins in 1955 with its founding as American Transportation Enterprises. Over the next four decades, the company changed periodically through a series of acquisitions and mergers. In 1999, the firm was acquired by FirstGroup, plc, our UK-based parent company, and became First Transit.

FirstGroup is the largest international surface transportation group in the world – with strengths across all divisions. Sister companies include First Vehicle Services (manages and supports 35,000 pieces of equipment in North America), First Student (transports 5 million student journeys per day across North America), UK Bus (1/5 of all local bus service in the UK), and UK Rail (the UK's largest rail operator). Our company continues to grow primarily through successful contract awards – a result of our reputation of excellence. While our company's name has changed since its founding, **First Transit's commitment to our clients, our passengers, and our staff has remained unchanged.**

### IMPORTANT DATES IN OUR HISTORY



## OUR VISION AND VALUES

**Our Vision: We provide easy and convenient mobility, improving quality of life by connecting people and communities.**



With the world’s population now exceeding 7.5 billion, the problems of congestion multiply and the need for creative transport solutions increases. At the same time, customers expect higher levels of service with greater efficiencies. First Transit is up to the challenge.

First Transit understands transportation systems are the lifeblood of communities – and we work in partnership with customers to help our communities thrive. FirstGroup has grown to become the leading transport operator in the UK and North America. Every day, on both sides of the Atlantic, we are relied on to connect communities, making it easier for millions of people to live their lives.

Every one of our FirstGroup employees works hard to deliver vitally important services for our passengers. **Each year 2.5 billion passengers rely on FirstGroup to get to work, to class, to visit family and friends, and much more.** Our services help to create strong, vibrant, and sustainable local economies. Our goal is to be the organization that provides mobility solutions to help people and their communities prosper.

### OUR VALUES



<b>Organization</b>	First Transit, Inc.		
<b>Services</b>	Transit Contracting, Transit Management, Transit Consulting		
<b>Year Founded</b>	1955		
<b>Contact</b>	Shannon Borst Director of Business Development 600 Vine St., Suite 1400 Cincinnati, OH 45202 P: (815)970-2405 <a href="mailto:Shannon.borst@firstgroup.com">Shannon.borst@firstgroup.com</a>	Justin Pate SVP Global Business Development and Marketing 600 Vine St., Suite 1400 Cincinnati, OH 45202 P: (214) 662-0499 <a href="mailto:Justin.pate@firstgroup.com">Justin.pate@firstgroup.com</a>	
<b>Form of Business</b>	Corporation	<b>Incorporation</b>	Delaware in 1969
<b>Number of Employees</b>	Employs more than 19,500; Manages 4,000 employees		



<b>Federal I.D. Number</b>	23 - 1716119		
<b>US DOT</b>	102211	<b>Motor Carrier</b>	MC - 576222
<b>Directors</b>	Brad Thomas		Mark Williams
<b>Officers</b>	Brad Thomas, President Mark Williams, CFO & SVP Finance Michael Petrucci, SVP General Counsel		Christina Cahall, Asst. Treasurer Brian Beechem, Asst. Secretary Christa McAndrew Asst. Secretary Nancy Eliason, Asst. Secretary
<b>Home Office</b>	First Transit, Inc. 600 Vine St., Suite 1400, Cincinnati, OH 45202		

## OUR COMMITMENT TO SUSTAINABILITY

At First Transit, we are **committed to providing our clients, passengers, and communities with reliable, conscientious service.** We don't just provide transit service to communities — we are vital members of those communities. Our employees live and work alongside the very people, schools, and businesses we serve. That's why it is so important that we conduct business in ways that support and enrich our communities.

Environmentally, we continue to improve on the technologies, processes, and procedures that lessen our carbon footprint and help promote cleaner, more fuel-efficient vehicles and services. Socially, we believe in making a positive impact on our world each and every day through ethical business practices, volunteer efforts, and our support of many charities that create a better world for those in greatest need.

First Transit will ensure that our project manager and tech-in-charge perform monthly inspections of our shops and lots to ensure environmental compliance and that there are no leaks. We have an annual safety and environmental tour with our region support teams to ensure we are operating both safe and environmentally sound locations. First Transit also sources responsible vendors to properly dispose of our waste and oils in compliance with all local, state, and federal requirements.

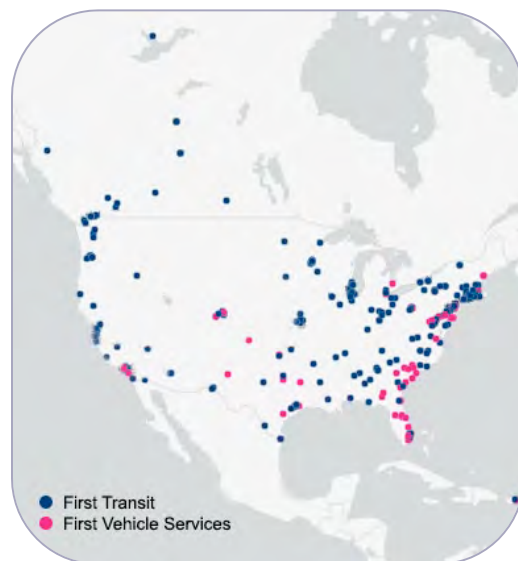


## EXPERIENCE OVERVIEW

With 335 locations in 39 states, Puerto Rico, and Canada, First Transit sets the standard for excellence in transportation. **Global in scale and local in approach**, we carry approximately 350 million passengers annually. First Transit has more than 19,000 employees and operates and maintains more than 49,000 buses/vehicles.

Every day for more than 60 years, First Transit managers and employees deliver safe, high quality, cost effective service in challenging operating environments. With the **best safety record in the industry, the highest customer service standards, and the best training available**, First Transit offers our customers the best solution for their transportation needs.

We keep our customers on the forefront of the transportation industry with innovative technologies. We work with our partners to introduce new fleets, powered by alternative fuels when possible, and endorsing the latest in clean engine technology.



## PROVEN PERFORMANCE

Although the sheer number of our contracts is impressive, what is important is the quality of service First Transit has brought to each of our locations. We pride ourselves in the strong relationships with our clients and the improved transportation services for our shared customers.

## INNOVATIVE TRANSPORTATION

We are constantly looking for new technologies, approaches, and strategies that bring real value to our clients and passengers.

## SHARED AUTONOMOUS VEHICLES



As a leader in the Shared Autonomous Vehicle (SAV) space, First Transit has completed more initiatives, pilots, and projects than any of our competitors. Further, **First Transit was the operating partner on the first SAV project tested in the United States.**



## A Trusted Partner

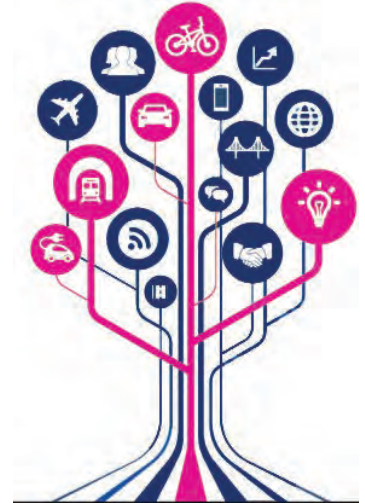
“First Transit is a partner with our community. We appreciated the local leadership and the bus operators commitment to customer service. First Transit is always willing to step in when needed.”

-Kansas City Area Transportation Authority Client Feedback

First Transit is constantly evaluating how SAV can benefit our clients and their communities. We have recently introduced stack technology to convert existing sedans, vans, cutaways, and transit buses to autonomous vehicles.

## MOBILITY AS A SERVICE

First Transit has developed and cultivated tools and technology partnerships to offer our clients Mobility as a Service (MaaS) solutions. MaaS changes the way riders and agencies interact, allowing for passengers to select among ridesharing, bike-sharing, public transit services, and private transit services to fully customize their travel preferences and choose the solution that fits their needs. First Transit is looking to provide our clients long-term partnerships in this rapidly changing transit industry.



To this end, we recently introduced our proprietary Jaunt app to bring MaaS solutions to passengers. Jaunt provides passengers with an integrated platform to display all mobility options available. Jaunt offers our clients the flexibility to meet the ever-evolving needs of the passengers we serve together.

## FIXED ROUTE AND SHUTTLE EXPERIENCE

First Transit operates safe, reliable, and cost-effective fixed route and shuttle operations throughout North America and Puerto Rico. Our fixed route contracts include traditional fixed route, deviated, shuttle (universities, airports, and private companies) and Bus Rapid Transit (BRT) services, as well as transit management and multimodal contracts.

**We have successfully operated fixed route projects since our start in 1955.**

The majority of our 335 locations are either fixed route or include a fixed route component. Our turnkey packages are customized for each specific client, offering a comprehensive, solution-specific approach.

*“First Transit has been an efficient and cost-effective operator with a history of excellent performance, accountability, and customer satisfaction.”—Snohomish County Client Feedback*

### 2020 FIRST TRANSIT CUSTOMER SURVEY RESULTS

## First Transit’s Fixed Route Clients – Overall Satisfaction Rating

Scale of 1 to 10

- Sun Trolley (FL): 10
- Kings Point (FL): 10
- Delray Beach (FL): 10
- Metropolitan Council (MN): 10
- Allegany County (NY): 10
- Snohomish County (WA): 9
- Denver Regional Transit District (CO): 9
- Houston Metropolitan Transit (TX): 9

Our clients have seen measurable performance improvements at many locations shortly after First Transit began operations, including enhancements to safety, training, customer service, efficiency, employee relations, and customer/contractor relationships. A sample list of current First Transit fixed route customers is offered below.

Account Name	Customer Since	Fleet Size
City of Olean (Olean, NY)	2008	58
Denver Regional Transportation District, 3 contracts, (Denver, CO)	1988	333
Kings Point-Boynton Beach (Boynton Beach, FL)	1992	8
Houston Metropolitan Transit Authority (Houston, TX)	2007	197
Snohomish County Area Public Transportation (Everett, WA)	1997	126
SouthWest Transit (Eden Prairie, MN)	1985	60
Valley Metro (City of Mesa & City of Tempe, AZ)	2013	311

First Transit prides itself on the continued improvements to our fixed route and shuttle locations. We invest in our clients, our staff, and our passengers through enhancements in the following: safety, training, customer service, operations efficiencies, employee relations, and customer and contractor relationships. These areas are the foundation to a lasting partnership with our clients. **In our 2020 customer survey, 94% of our customers said they would either renew or extend their contracts with First Transit.**



*“We have a long history with the local management team. They are all solid professionals and we appreciate having the good fortune to work with them. All in all, we are very satisfied with the service we receive from First Transit.”*  
 —Metropolitan Council Client Feedback





## 4.2.4 Description of Proposed Facility and Equipment

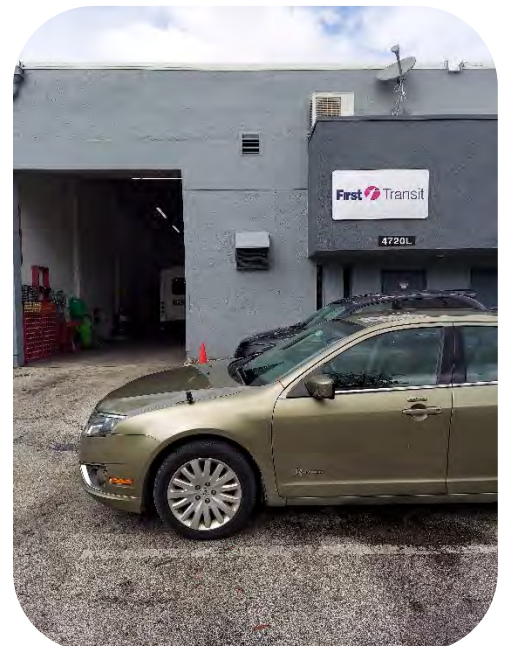
## 4.2.4 DESCRIPTION OF PROPOSED FACILITY AND EQUIPMENT

*The proposal shall include a description of the proposed operating facility(ies), including the address of the facility(ies). Such description shall include a brief description of the operating, administrative, and maintenance components of the facility(ies). Include description of items such as number of service bays, hoists, pits, fuel dispensing capability, vehicle wash bays, vehicle storage area, security, parts storage, and office space. Description of equipment should include technical capabilities and materials to support innovative technology in Section 3.17 of the Scope of Work.*

### THE RIGHT FACILITY

First Transit is excited to resume operations out of our facility at **4700 Oakes Road, Ste. E, Davie FL 33314**. We used this facility while performing services for the TMA as recently as October 2020. The facility is in pristine condition and ready to immediately begin housing and maintaining Community Shuttle vehicles. This facility has all office amenities and ample parking space for employees. **In addition, this facility has internal parking for 12 shuttle buses.**

We have a separate maintenance bay with two mobile lifts to service two vehicles at the same time. The maintenance bay is right around the corner at **4720 Oakes Road, Ste. L, Davie FL 33314**. Not only will vehicles be safe from hurricanes etc. by parking inside, but both facilities are equipped with 24-hour surveillance through ADT.





## 4.2.5 History of Performing Safe Transit Operations



## 4.2.5 HISTORY OF PERFORMING SAFE TRANSIT OPERATIONS

*The proposal shall include a description of the safety history of the Proposer with respect to the provision of contracted bus transit services.*

### FIRST TRANSIT ACCIDENT FREQUENCY RATING

We make it a priority to continually improve our safety record. This requires a constant awareness of safety, which we promote through ongoing discussions with our employees, passengers, and clients. Because we take safety so seriously, we continue to check every incident/accident, preventable or non-preventable, and strive to reduce exposure to all accidents. The chart to the right demonstrates our commitment to safety. Our company-wide accident frequency rating has decreased over the last five years, we believe because of our renewed dedication to new safety practices and investing in safety technology.

*We believe none of our competitors place this much emphasis on safety.*

#### NTD AFR (per 100Kmi)



FY 20	.16
FY 19	.20
FY 18	.18
FY 17	.20
FY 16	.19

The National Transit Database (NTD) considers a Reportable Incident – A safety or security incident occurring on transit property or otherwise affecting revenue service that results in one or more of the following conditions:

- A fatality due to an incident—includes suicides, but does not include deaths by natural causes, or deaths not associated with an incident.
- Injuries needing immediate medical attention away from the scene for one or more persons (excluding other Safety Occurrences not otherwise Classified)
- Property damage equal to or exceeding \$25,000



# FIRST TRANSIT SAFETY AND SECURITY PROGRAMS

Safety is not a set of policies and procedures. Safety comes from conditioning proper thought processes and behaviors, preparing for situations, and knowing how to respond in ways that protect the well-being of people, those with whom we work, and those we serve.

First Transit's Safety Program encourages all First Transit employees to replace risky behaviors and thought processes that jeopardize safety in the workplace. Through the program, we are striving to build a cultural identity that is focused on:

- Rewarding improvements in both individual and team performance
- Encouraging group safety awareness activities
- Recognizing and rewarding personal safety longevity

From management to operations, safety is the number one value of every First Transit employee. Our program was initiated to minimize risky behavior for the greater good of each person and our entire team. No priority or perceived priority should be pursued without following safety standards.

We emphasize this safety culture in our employee recruiting, selection, orientation, training, education, and management support. Our operators, mechanics, and other employees are expected to look out for the safety of the passengers we transport each day. That same protection is given to our coworkers, those that depend on each of us to do our jobs without shortcuts that can cause injuries. Safety is continually stressed and reinforced throughout our day-to-day operations, in our employee reviews, and at every management and employee meeting.

## BE SAFE – SAFETY LEADERSHIP PROGRAM *(CONFIDENTIAL)*

The Be Safe Safety Leadership training program focuses on changing the compliance culture through engagement to tap into employees' discretionary effort. Our program design focuses on use of positive reinforcement to build safe operational practices. To do that, we improve the knowledge, foresight, awareness, judgment, and skills of our employees to encourage preventive approaches to safety.



### 97% Satisfaction

According to our 2019 Customer Survey, 97% of our customers agree that *"First Transit puts safety at the front of their minds."* We believe that safety starts with empowering our employees to **"Think Safe, Act Safe, Be Safe."**



At-risk behaviors lead to negative consequences (e.g. reprimands). Safe behaviors only result in avoiding negative consequences. There are side effects of negative reinforcement and punishment including low morale, low productivity, decreased volunteerism, increased turnover and suppressed reporting of incidents and near misses. The positive reinforcement approach recognizes safe behaviors through catching people doing it right. Positive reinforcement strengthens behavior so safe behaviors will happen more often. As momentum builds, so does the discretionary effort employees put into their jobs. Safety performance improves as does the passenger experience overall.

The Be Safe Program is incorporated into manager and supervisor training through hands on, interactive training by certified Performance Management Consultants, further supported by additional eLearning modules. The training helps managers identify how their own everyday behaviors, and those of their team, influence safe behaviors and overall safety for the clients and communities we serve.

Led by location managers and supervisors, Be Safe encourages safety conversations to promote employee accountability to achieve safety. As frontline leaders, the managers and supervisors implement skills-based training to shape, promote, and maintain positive safety behaviors. Be Safe reinforces our group-wide safety goals.

The Be Safe Program ensures our employees:

- Understand the behavioral causes of safe and at-risk behavior and how to create the optimal conditions for safety
- Develop proactive safety practices, measure performance, and improve safety behaviors
- Are confident in their skills to have consistent and quality safety conversations
- Uphold a measurable three-point framework for safety conversations – plan, touchpoint, review
- Use the insight and data from safety conversations to make and influence better safety decisions

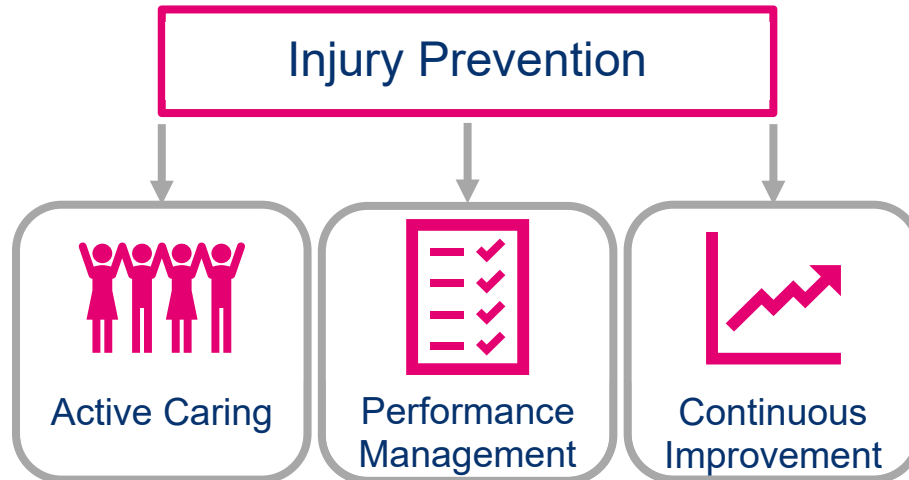
First Transit focuses beyond simply changing our safety processes and systems toward fundamentally changing our day-to-day safety habits and behaviors. As leaders, managers play a critical part in this process through daily interactions with employees to encourage, reinforce and influence good safety behaviors.



First Transit President Brad Thomas was appointed to the National Safety Board of Directors – confirming the company’s commitment to safety and reputation as a safe provider.

## BE SAFE ACCIDENT AND INCIDENT PREVENTION

To help emphasize the importance of safety, we have created the Three Pillars of Injury Prevention:



### ACTIVE CARING

Active Caring makes sure that injury prevention drives our day-to-day management activities. It is gaining the courage to have safety conversations, performing safety tours, risk assessing for your sake and others, and taking a “brother’s keeper” approach to safety by encouraging others to adhere to safety principles at work, just as they do at home.

Each location displays company-generated safety awareness communication boards and recognition signage to heighten safety awareness. In each location, the communications display board notes the number of accident-free days, injury-free days, and lost workdays, below are some of the other ways we emphasize safety every day.

- Safety Posters
- Safety Alerts
- Paystub Safety Notices
- Safe Employee Recognitions or Spotlights
- Safety and Operations Bulletins
- Dispatch Daily Safety Message

## PERFORMANCE MANAGEMENT



Performance Management requires our managers to take an active role in helping achieve our **goal of zero collisions and zero lost-time injuries**. Safety must drive the decision-making and guidance provided by our managers. Our managers are the force that puts our safety policies, procedures, laws, and regulations into practice, and they are responsible for measuring the performance of our staff against our goals.

Although we will always continue to evaluate our safety performance via Key Performance Indicators, performance management is a more proactive way of modifying unsafe or potentially unsafe employee behaviors before accidents or incidents occur. We are continually developing new methods that allow First Transit to take proactive measures against any potential behavior issues with immediate corrective action.

## CONTINUOUS IMPROVEMENT

Safety is not a one-time occurrence. It is part of our culture and everything we do today, tomorrow, and every day we come to work. Our safety standards and best practices are continually updated with input from industry safety experts, fellow industry leaders, and our front-line employees. We analyze safety trends to identify corrective patterns, then incorporate changes to improve our overall performance. First Transit leverages our vast experience nationwide and the experience of our sister companies across the globe to develop best practices in safety, identify trends and develop action plans.

## SAFETY MANAGEMENT SYSTEM

First Transit has already put MAP-21 in action and incorporated Safety Management System (SMS) principles into our culture. **We have and will continue to be ahead of the game in terms of local, state, federal regulations, and FTA requirements regarding safety programs and procedures.** At the core of First Transit's mission is the commitment to protecting the safety and well-being of our passengers and employees. Our Be Safe program is the foundation of First Transit's Safety Management System (SMS) with three clear objectives:

To make progress on our way to First to Zero

To make safety a personal core value through behavior change

To improve business performance



# SAFETY AND SECURITY

Our SMS is based upon federal safety regulations and describes the standards in place for operator and maintenance employee hiring, training, vehicle safety, and record keeping. Our approach is divided into six areas of focus.



## EMPLOYEE SELECTION

Working for First Transit requires a sense of commitment and dedication to safety that is not found in other companies. We insist that our employees be committed to safety, reliability, and customer service. To ensure this happens, we use predictive data and a thorough evaluation process when selecting new employees. We require a safe driving record, past employment verification, a criminal background check, motor vehicle record review, employment eligibility verification, and a drug screen.



## EMPLOYEE TRAINING

Our training programs are focused on safety and security. Below is a brief overview of the kinds of training we provide our employees.

Training	Description
<b>Professional Operator Development</b>	The new operator education and training process provides learning opportunities in two areas of focus – classroom (knowledge-based) and behind the wheel (skills-based). First Transit’s certified instructors teach all training. Classroom and behind-the-wheel (BTW) training for new operators includes programs based on TSI and Smith System modules.

Training	Description
<p><b>Certified Instructor Program</b></p>	<p>We combine our own instructor certification program with the Transportation Safety Institute’s (TSI) certification program to create a standard training initiative that is built on industry-leading quality and excellence. Our certified trainers provide competency-based job-related training.</p> <p>All TSI-certified instructors are registered with the Department of Transportation (DOT), which provides unmatched training regulation and compliance. In addition, our instructors also are certified by the highly reputable Smith System Operator Improvement Institute.</p>
<p><b>Ongoing In-Service Training</b></p>	<p>We provide ongoing in-service training to help our operators keep their skills up to date. Operators take part in mandated annual safety meetings and periodic safety awareness campaigns that provide detailed instruction on defensive driving techniques and other safety-related issues.</p> <p>Both regularly scheduled and random road observation checks evaluate our operators’ compliance with policies and procedures and rate their overall proficiency. <b>In addition, every operator is required to undergo a ride-along evaluation once every 12 months with a certified trainer.</b></p>
<p><b>Collision &amp; Injury Retraining</b></p>	<p><b>Operators involved in collisions are required to take part in our collision-retraining program.</b> Certified instructors lead the two-hour classroom and behind-the-wheel retraining course that focus on identifying root causes and contributing factors when collisions occur. Once causes or contributing factors are determined, we retrain operators to correct issues such as improper backing or improper mirror use.</p>
<p><b>Safety Training</b></p>	<p><b>Every module in our operator training programs have an underlying theme of safety.</b> Training modules such as Vehicle Familiarity, Vehicle Maneuvering, Service Area Familiarization, Passenger Assistance Training, and Defensive Driving are specifically designed to provide operators with the knowledge they need to operate revenue vehicles safely.</p>
<p><b>Safety Re-training</b></p>	<p><b>Mandatory monthly safety meetings</b> for the Community Shuttle service will include topics of local importance and will reinforce the important position that safety occupies on the job.</p> <p>All operators receive routine and continuous in-service training on the safe operation of revenue vehicles. <b>Additionally, operators and dispatchers receive annual refresher training on safe operations.</b> Operators receive annual evaluations by First Transit certified instructors.</p> <p>This process will also include identification of “high interest” operators and behavior modification efforts to proactively improve safety habits.</p>
<p><b>Safety Discipline</b></p>	<p>We have strict operating regulations regarding safety and injury-prevention measures. We focus disciplinary action on the incident, not the severity of the outcome. <b>Any employee who demonstrates a disregard for safety is held accountable for his or her actions,</b> since unsafe performance</p>

Training	Description
	can result in an escalation of risk. Repeated violations will result in termination.

## SAFETY RE-TRAINING

On-going employee evaluation, education, and training reinforce concepts and skills learned early in an employee’s career. Operator Re-training provides an opportunity to learn new skills as well as improve on old ones.

Our trainers and managers are always on the lookout for “teachable moments;” however, there are two mandatory and documented ways in which operators receive re-training annually: Monthly Safety Meetings and Annual Operator Evaluations.

### MONTHLY SAFETY MEETINGS

**First Transit requires each location across the company to have a mandatory monthly safety meeting for all employees.** Our corporate and region safety teams provide our locations with a safety topic, safety posters, and training materials to use in the meetings.

Safety Meeting attendance is a condition of employment and is mandatory for all Operators, Management, Operational staff, and Maintenance personnel and is documented with a sign-in sheet. We hold several safety meetings in our operations with multiple shifts to ensure all employees are a part of this important monthly event.

*First Transit invites the City of Fort Lauderdale staff to come to all of these meetings to provide training on the City’s mission, goals, drug and alcohol testing requirements, as well as other areas of importance to the City.*

Past monthly training topics include:

- Intersection Safety
- Adverse Weather Challenges
- Getting Home Safely for the Holidays
- Making Safety a Personal Core Value
- Previous Year's Safety Incidents
- Bloodborne Pathogens
- Driving the Smith System Keys
- Distracted Driving
- Security Threat Prevention and Response
- Mobility Device Securement and/or Luggage Handling
- Passenger Care and Assistance
- Eye Lead Team and Proper Following Distance

## ANNUAL OPERATOR EVALUATION AND RE-CERTIFICATION

Annually, operators receive a mandatory one-hour ride check/evaluation. One of our certified trainers will ride with the operator and evaluate their skills. Based on this evaluation, operators are either approved, or required to go through four additional training hours: 2 classroom training hours and 2 one-on-one BTW training hours.

## SAFETY TRAINING PARTNERS

We have partnered with many of the organizations that drive industry-wide instructional standards and programs to help develop our own safety training needs. We rely on their experience, research, and continual program updates to help us stay on the leading edge of employee training.

### NATIONAL SAFETY COUNCIL

The National Safety Council's (NSC) mission is to save lives by preventing injuries and deaths at work, in homes and communities, and on the roads, through leadership, research, education and advocacy.



Working with NSC, we have adopted the following initiatives to help achieve our own injury prevention goals:

- NSC membership and training
- Participation in the NSC Congress & Expo panels and technical sessions
- Participation in NSC's Safe Communities America program
- Involvement in symposiums and advisory roles
- Planned meeting on teen driving initiatives
- Development of FirstGroup's 2008 Cell Phone Policy (total ban)

### SMITH SYSTEM OPERATOR IMPROVEMENT INSTITUTE

Our preferred operator-training program incorporates the Smith System of Defensive Driving program. The focus of this class is hands-on, behind-the-wheel learning in actual driving environments. Smith System classroom training includes:

- Common factors that cause collisions
- Smith System's Five Keys to Space Cushion Driving
- The 5 Keys plan to avoid backing collisions
- Use of important traffic information to gain an advantage
- Isolate and insulate the vehicle in traffic
- Forecast the probable activities of other operators
- Reduce fuel consumption
- Reduce vehicle maintenance costs



## TRANSPORTATION SAFETY INSTITUTE

We use the Transportation Safety Institute's (TSI) professional modules for our TSI instructor-training program, and for our training on customer service regarding passenger assistance and ADA issues. All TSI-certified instructors are registered with the DOT.

## NATIONAL TRANSIT INSTITUTE

Our passenger, facility, and vehicle security programs are based on industry-leading security standards, including:

- Public Transportation System Security and Emergency Preparedness Planning Guide (published by the US Department of Transportation)
- Transit Security Handbook
- Transit Security Procedures Guide
- National Transit Institute (NTI)'s pocket handouts
- Employee Guide to Workplace Violence – Prevention, Response, and Recovery
- Employee Guide to System Security – Observe and Report

NTI's Multimodal Transportation Planning courses support the following standards:

- Transportation Equity Act for the 21st Century
- Intermodal Surface Transportation Efficiency Act of 1991
- Clean Air Act Amendments of 1990
- Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU)

## BUSING ON THE LOOKOUT



We have partnered with Busing on the Lookout (BOTL) to develop the first ever transit training for our operators and employees to ensure they are aware of the signs of human trafficking. First Transit places posters at our locations and transit centers with BOTL contact information in the hopes that employees, passengers, or victims will call the BOTL helpline or contact local authorities to report potential instances of human trafficking.

*"This important step taken by First Transit will add thousands of more eyes and ears to the roads in our communities...Partnerships like these are essential to shutting down traffickers and offering victims a pathway to freedom."—Annie Sovcik, Director of BOTL*

## SUBSTANCE ABUSE TESTING AND EDUCATION

First Transit, the Federal Transit Administration (FTA), and the US Congress have determined that alcohol abuse and illegal drug use pose specific dangers to the safety and welfare of the nation. Furthermore, the FTA has specifically stated that the use of alcohol and illegal drugs significantly affects the performance of individuals involved in the mass transportation industry. Because of the risks to employees, passengers, and the community at large, it is our policy – and that of the FTA – that safety-sensitive employees be free from the influence of drugs and alcohol.

## MAINTENANCE SAFETY



All maintenance personnel are trained in shop safety, OSHA standards, vehicle maintenance, driving techniques, and safe driving. Employees are continually evaluated and tested throughout the training program. Those who do not demonstrate the required level of proficiency are provided additional training or are removed from training.

We audit our training procedures to verify that all policies are enforced to prevent incidents, collisions, and injuries. Safety audits include government level auditors from FTA, OSHA, DOT, and third-party auditors. We also provide our own internal corporate auditors and local on-site safety auditors. From First Transit's director level and above, each auditor is responsible to do a spot check safety tour at least 12 times a year at any given location.

First Transit shops hold a monthly maintenance safety meeting. They look at injuries and accident trends across the company, region, and location to discuss ways to prevent further incidents. The Maintenance Manager holds this mandatory meeting for all maintenance employees.

## ACCIDENT AND SAFETY DATA ACQUISITION

Our regard for the safety of our passengers and staff is paramount. Any injury, collision, or incident involving a First Transit operator will be investigated to find cause and responsibility. Investigations are performed in any situation when a vehicle is damaged, a vehicle leaves the traveled roadway, or a passenger or operator is injured.

If an operator is involved in a preventable injury or collision, he or she is placed on administrative leave pending the outcome of the investigation. Unbiased management personnel conduct all investigations. At the end of the investigation, action is taken, which may include a written warning, retraining, a suspension, or termination. If a settlement is necessary, we coordinate the efforts of insurance companies, maintenance personnel, and our management to ensure that we reach a prompt, fair agreement that protects the interest of First Transit and our clients.

## SECURITY AWARENESS

We are keenly aware of security threats that exist in our current culture. Our management and staff are trained to closely scrutinize the security of our buildings, facilities, and vehicles always, promptly reporting of any inconsistencies or identifiable threats.

Protecting our facilities takes more than fences, security cameras, and proper lighting. Our approach to protecting our facilities includes an overall sense of awareness on the part of our employees. Our staff always handles securing all facilities and maintaining a heightened sense of awareness.

All visitors, vendors, and suppliers who enter our facilities should be scrutinized. Although we want to maintain a reasonable level of trust in those who do business with us, our employees recognize that any person who enters a facility on a temporary basis has the potential to be a security risk.

## SECURITY PROGRAM

At First Transit, we are committed to protecting the assets entrusted to us by our clients. We remain at the forefront of security by implementing customized technology and security plans for each of our clients. We have learned that the “one size fits all” approach to security does not apply, that is why we will work with the City to ensure your system’s security. **From fleets to facilities to fares, we have the processes, procedures, and technologies to provide the utmost security, 24 hours a day, seven days a week.**

Our Security Department develops, implements, administers, and reinforces a comprehensive program to prevent, control, reduce and eliminate hazards or conditions and unsafe acts which may affect location security. Our core security principles include:

- Create security **Accountability** at all levels of the organization
- **Partner** with key functions of First Transit to integrate security solutions
- Develop **Effective** security standards, policies, and procedures
- Transfer **Knowledge** through training and awareness
- **Control** access to people, products, property, and information
- Report and **Respond** to security incidents
- **Validate** security programs through vulnerability assessments

First Transit’s security program is designed to effectively mitigate risk and raise security awareness at our locations through prevention, protection, and response.

## SECURITY PREVENTION

At First Transit, prevention always comes first. It is important for our operators and Community Shuttle location management to understand where they need to have systems in place to guard against threats towards people and the business. It is imperative that all staff understand and follow security protocols, including City rules and regulations, acting in ways to minimize

unauthorized access or opportunities for tampering and misuse. We take the security of our staff, our riders, and the City's assets very seriously, and we make it understood through our on-going security training.

## SECURITY TRAINING

Our security programs are based on published guidelines from the USDOT and the National Transit Institute. Every staff member is trained on general principles for safety and security and our formal security operating procedures. First Transit will devote the necessary resources to train its people to perform their job safely, to eliminate security hazards, and to follow all applicable laws and regulations.

Many times, during our **mandatory monthly safety meetings at all locations we include elements of location security**. It can be something as simple as the Safety Manager going over a quick reference guide for a specific situation. First Transit's security department also created online training courses found in **First America University, our online catalogue of required training courses**. Locations with the ability to play video on screens in operator breakrooms or communal areas receive a monthly security video for staff.

### Effective Risk Mitigation Program

- ✓ Benchmarking
- ✓ Training
- ✓ Program Implementation
- ✓ Threat Vulnerability and Risk Assessment
- ✓ Business Impact Analysis
- ✓ Plan Development
- ✓ Recovery Strategy
- ✓ Plan Testing
- ✓ Program Maintenance
- ✓ Response and Recovery

*Following a security incident, First Transit security professionals will be onsite to perform in person investigations and training for all staff.*

## SECURITY PROTECTION

Even with industry-leading prevention safeguards, locations must have systems to facilitate early detection. These systems can include active video monitoring of locations and technology to safeguard City and First Transit location data. **Having professionally trained staff who are aware of and on alert for behaviors and other signs of potentially threatening activity is still the best line of defense against security issues.**



Each location's security needs are specific to that area, and when developing security protection for First Transit takes many factors into consideration, including:

<b>Crime in Vicinity</b>	This is a deep look at the crime rate in the facility area, including crimes against people and property.
<b>Facility Content</b>	If the facility contains items of potentially high street value, it becomes more attractive for criminals. Ex: vehicles, parts, laptops, tablets, proprietary data, cash, etc.
<b>Facility Design</b>	If the facility is hidden from view of the street, has poor lighting, or other factors that would aid in the concealment of criminal activity, it will become a target.
<b>Regulatory Requirements</b>	Each facility must comply with the requirements established by federal, state, and local regulatory agencies with jurisdiction over the operations.

*First Transit has more than 60 years of experience and with 335 locations across the globe we have the resources and the expertise to protect the City of Fort Lauderdale's assets and provide peace of mind.*

## SECURITY RESPONSE

Preventing and protecting against security risks is the best way to stop incidents from occurring, but occasionally they do happen. As criminals find new ways to threaten our safety and security the First Transit Security Department is developing new tactics to combat them. Appropriate response to an incident includes assessment of threat, and the potential for similar threats. **First Transit will promptly report incidents and threats to the City and local law enforcement agencies if necessary.**

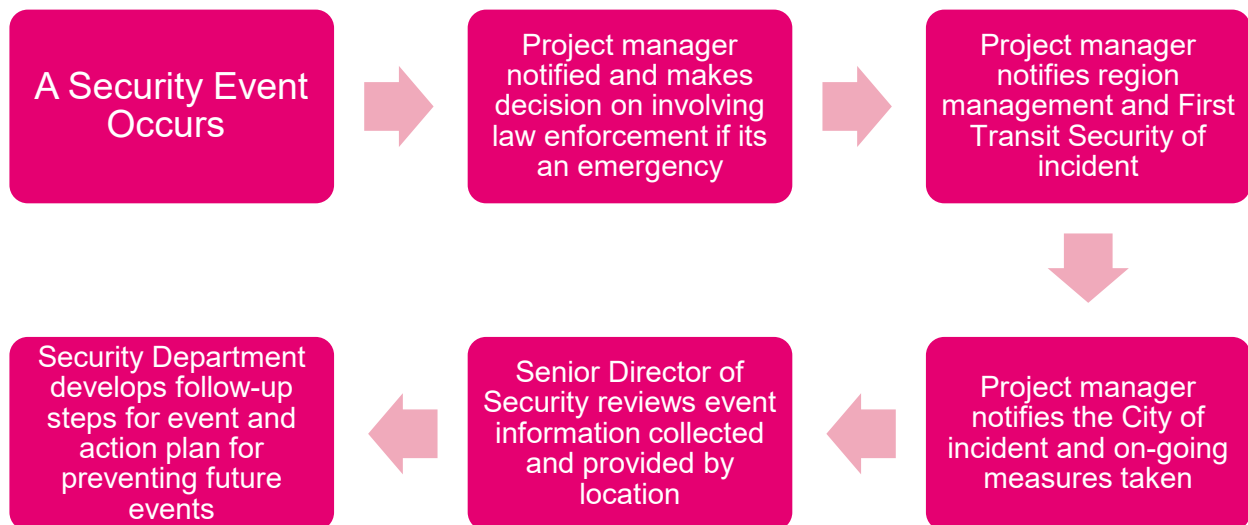


***"If you see something, say something"***

We believe that all security risks are controllable, and all First Transit employees are accountable for the safety and security of themselves, their co-workers, and the City's assets.

## CRISIS COMMUNICATION

The communication of a security event is critical to the success of mitigating threats. The Project Manager, Craig Garcia, is notified immediately regarding any incident and they make the decision then to notify local law enforcement if it's a true emergency situation. They then notify their RVP and/or the regional safety manager **within 30-60 minutes, depending on the nature of the event**. The project manager also notifies the City of the incident and any on-going procedures. **Within 24 hours** following the event, the Security Department, along with senior vice presidents of operations and safety **review the event information collected from the location, develop an action plan, and identify follow-up steps**. If deemed necessary, the Security Department will be on-site to work with the City and location management to investigate further and provide additional support as needed.



First Transit has wealth of guidelines and reference guides for location management, available online in our company intranet Security Toolbox as well as in the Security Manual included as an **Attachment**.



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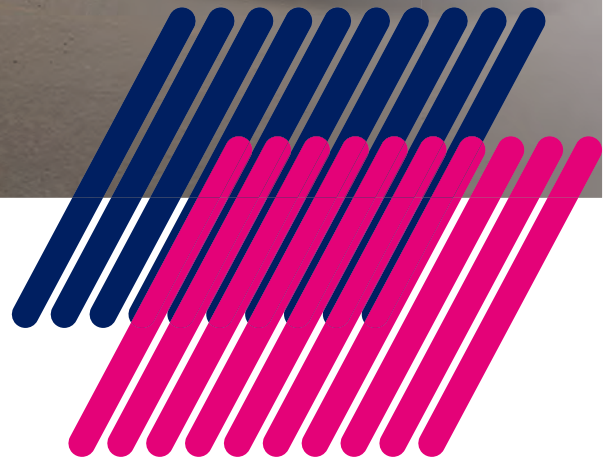
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## 4.2.6 Industry Awards and



## 4.2.6 INDUSTRY AWARDS AND CERTIFICATIONS

*The proposal shall include a description of any relevant transit industry awards and/or certifications given to the vendor or key personnel identified for this project.*

### FIRST TRANSIT INDUSTRY AWARDS

First Transit is proud of the innovative, high-quality transportation services we provide our clients and of the many awards and recognitions we have received over the years. Our complete list is far too long to include here, but below we highlight just a few of our recent recognitions:

- FirstGroup America **has over 145 ASE Blue Seal of Excellence Certified Shops**, more than all our competitors combined. We have achieved this prestigious certification for many of our facilities within two years or less after taking over the service.
- Our Vice President of Safety, David Perez, was **named to the National Safety Council's new task force, SAFER**, with the objective to guide employers through the process of safely resuming operations now and in a post-pandemic environment. SAFER was created in partnership with leading safety organizations, public health professionals, and safety-focused private companies, like First Transit.
- **American Public Transit Association's Outstanding Public Transportation System of the Year for 2020 awarded to Houston METRO** (First Transit currently operates both fixed route and paratransit services under two separate contracts for METRO).
- At the Minnesota Public Transit Conference, First Transit's operation for Rochester Public Transit was recognized as the **2020 Minnesota Public Transit System of the Year**.
- Many of our managers, region and corporate support personnel are part of the **"Top 40 Under 40"** by *Mass Transit Magazine*.
- Brownsville Metro in Brownsville, TX won the **FTA Region VI System of the Year**.
- Southwest Transit in Eden Prairie, MN won the **APTA Certificate of Merit for Safety**.
- **North Carolina Public Transportation Association** has recognized Columbus County Transportation in Whiteville, NC as **the best in the state** regarding safety with over 500,000 miles accident free. This location received this recognition in 2016, 2017, and 2018.
- The Central Ohio Transit Authority in Columbus, OH was recognized by **APTA Outstanding Public Transportation System** as best of its size in 2018.
- **Translink, located in Vancouver, British Columbia, Canada** was recognized by the American Public Transportation Association (APTA) for their **outstanding public transportation systems** demonstrated achievement in efficiency and effectiveness providing more than 20 million annual passenger trips in 2019.



## 4.2.7 Description of the Proposed Financial, Management and Technical Resources

## 4.2.7 DESCRIPTION OF THE PROPOSED FINANCIAL, MANAGEMENT, AND TECHNICAL RESOURCES

*The proposal shall include a description of the firm or organization's financial resources and history of financial stability. The Proposer shall demonstrate financial stability by providing financial statements and/or audits including an income statement and balance sheet, supplemented if necessary, by evidence of credit line or other resources to demonstrate financial capacity to successfully operate the service.*

### FINANCIAL STABILITY

First Transit benefits financially from being part of an international transportation giant – FirstGroup plc. FirstGroup plc. operates five divisions that have similar core skills and expertise, diversified by geography, customer base, and mix of contract-backed and passenger revenue. This diverse business model further increases the stability of our corporation, ensuring the City that you will have a financially stable operator throughout this contract term and beyond.

**FirstGroup plc is the leading transport operator in the UK and North America. With revenues of more than \$8 billion per year and more than 100,000 employees, we transport more than 2 billion passengers every year.**

Our objective is to create long term value for the City and other local community stakeholders through sustainable, integrated transport services that are safe, reliable, and meet the needs of our passengers and communities.

The expansive size of our parent company, FirstGroup America – the North American division of FirstGroup plc, ensures that our Community Shuttle operation will be based on financial strength and stability, which smaller transit contractors cannot provide.

First Transit's key characteristics for financial stability are as follows:

- A **market leader** in a \$30bn U.S. transit marketplace – approximately 30% is outsourced
- **Established credentials and proven track record** in successful transit service across all operating divisions including fixed route, paratransit, demand response, shuttle, university, call center, and rail
- **335 transit locations** across core business segments

The scale of our activities means that some of our core skills are employing and training professional, dedicated employees. We are **Committed to our Customers** and their safety; procuring, deploying, and maintaining a wide variety of fleets and other physical assets. Our financial strength and stability enable us to stand behind our Community Shuttle proposal and keep our commitments to you, our client.

We strive to improve the Community Shuttle performance by sharing best practices across our businesses to provide high quality services that are safe, reliable, and meet the needs of Community Shuttle passengers.

**First Transit maintains a strong financial position that creates value to the City. We reinvest in our people, our operations, and the communities we serve.**

## FINANCIAL STATEMENTS *(CONFIDENTIAL)*

Included **under separate file** are our most recent audited financial statements for First Transit's parent company, FirstGroup America. There are no stand-alone audited financial statements for First Transit as it is a wholly owned subsidiary of FirstGroup and included as part of the FirstGroup America annual audit.

**These financial statements demonstrate that we possess substantial financial capacity and stability to fulfill our obligations under the terms of this RFP.**

Further financial information is available on the web site [www.firstgroupplc.com](http://www.firstgroupplc.com).

## OPERATIONS MANAGEMENT

*In addition, the proposal shall include description of its management plan indicating how it proposes to successfully manage the service, including technical resources.*

## KEY MANAGEMENT STAFF

The key to any successful operation is an experienced, motivated, and high-performing management team. Our management team brings proven knowledge of the transit industry and the service area, experience leading successful organizations, including previous operations of Sun Trolley services for the City, and the energy and passion for delivering efficient operations. A representative from the management team will always be on call to respond to the City's concerns or emergencies, ensuring proactive and responsive service 24 hours a day.

We included resumes for our key personnel as an **Attachment**.

### CRAIG GARCIA, PROJECT MANAGER



First Transit is excited to propose that Craig Garcia resume his role as Project Manager for the City's Community Shuttle system. Craig has been in the transportation industry for over 13 years and specifically worked for the City of Fort Lauderdale from 2014-2020. He started his career as a Logistics Transportation Manager in 2006 for QuipCon Industries. In 2013, he started working for Allied Medical Transport as an Operations and Training Supervisor.

Craig began working for First Transit in 2014 as a road supervisor in Fort Lauderdale. As road supervisor, Craig was able to understand the regulations, laws, and First Transit requirements



and procedures for operators in the field, experience which he built on as he became a Classroom and BTW instructor.

Through hard work and dedication, Craig was promoted to Project Manager for the Sun Trolley system in 2017. Craig's leadership was instrumental to our successful service delivery for the Sun Trolley system. During his tenure as the project manager for Sun Trolley, he accomplished:

- Significant reductions in customer complaints within the NWC and the neighborhood routes by additional training on passenger sensitivity
- Implemented a daily route audit whereby a member of the management/supervisory staff reviews every route through TSO monitoring, keeping a close eye on OTP and idle time and talking to operators who do not meet the standard
- Implemented the "Operator Daily Safety Message" initiative whereby operators were asked to share a safety message or experience over the radio based on their experience that day.

Craig is a catalyst for change and innovation, combining tactical execution of strategic initiatives with strong leadership. He believes in the development of key alliances to capture and enhance overall safety, quality, productivity, and bottom-line financial performance. He has proven his ability to effectively lead a transit operation in Fort Lauderdale. Craig is a high performing, results-driven executive with a career that demonstrates visionary leadership and expertise.

Craig will be fully dedicated to the Community Shuttle service. He will perform all on-site management duties on behalf of the City, and with complete decision-making authority. He will ensure all City expectations and requirements are met while complying with corporate policies and procedures.

## JOHN KIMMEL, TECH-IN-CHARGE



First Transit is excited to propose that John Kimmel leads the maintenance department for the Community Shuttle services. John has been with First Transit for the last four years; he brings with him more than 40 years of industry maintenance experience.

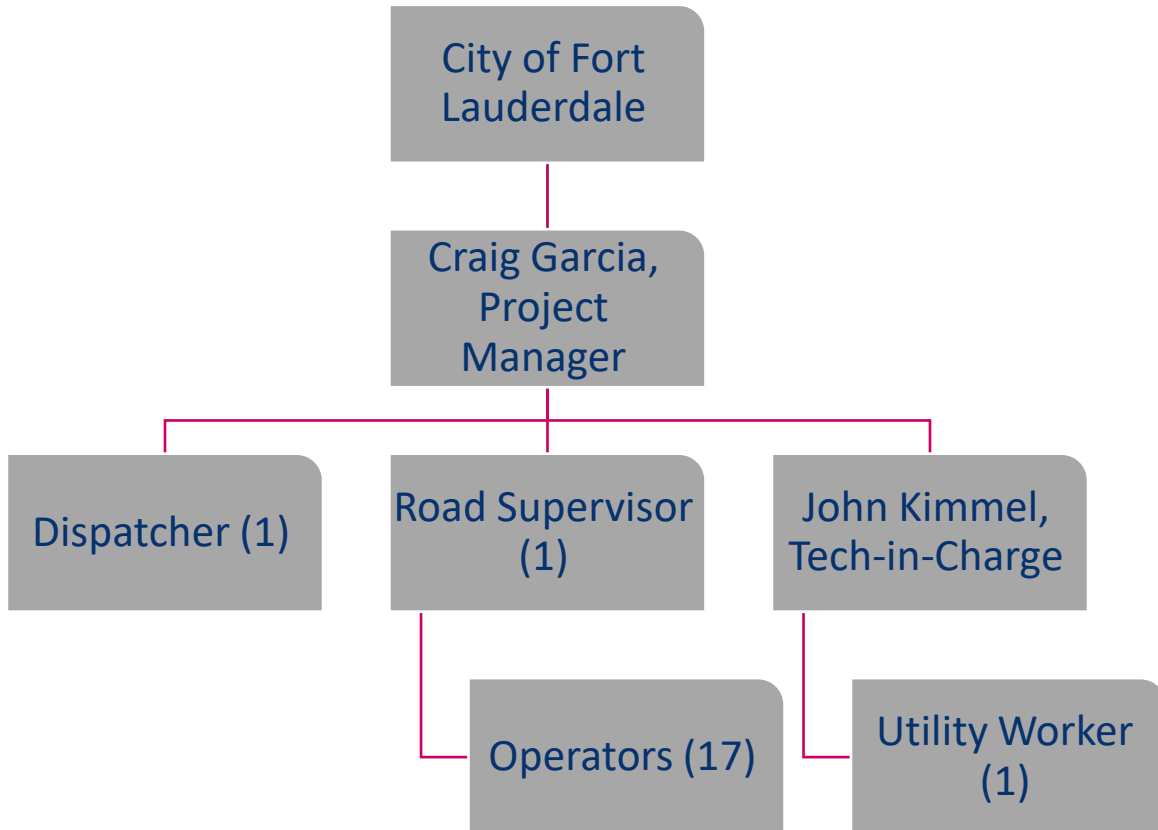
John is a U.S. Army veteran and holds an ASE Master Certification. His dedication to customers and performing repairs right the first time makes him an excellent choice to maintain the Community Shuttle vehicles. Prior to joining First Transit, John worked at a Nissan Automotive Dealership where his hard work led to a promotion to a supervisory role. John has more than five years of management experience and believes in open and transparent communications between leadership and employees.

John will provide oversight of maintenance functions for the City's Community Shuttle system, carefully monitoring maintenance standards, departmental efficiencies, and maintenance training programs. He will ensure that all scheduled and unscheduled vehicle repairs are completed on time. In addition, John will be responsible for the Community Shuttle's fleet

maintenance, and repair, along with personnel management, parts inventory, and implementation of suggestions for continuous process improvements.

## ORGANIZATION CHART

Below is an organization chart of for our Community Shuttle services, including staffing levels.



## FIRST TRANSIT-PROVIDED TECHNOLOGY SOLUTIONS

We are committed to ensuring the City is continually at the forefront of the transit industry. First Transit centers its technology solutions for ongoing innovation and providing the safest, most reliable and most customer-focused transportation possible for the Community Shuttle.

Nationwide, First Transit's extensive experience in IT runs the gamut of transit technologies, from mobile apps and AVL technologies to customer amenities and every major transit scheduling software application in the market today.

The Innovation and Technology Services team has vast experience in transportation-specific technology and Mobility as a Service (MaaS) solutions. This experience is strengthened by a strong understanding of a broad range of operational needs. The team's guiding philosophy is that **technology brings the most value when it is used correctly and in conjunction with existing technologies.**

### TRANSLOC REAL-TIME SOLUTION

**TransLoc**<sup>®</sup> First Transit recognizes the importance of balancing an easy to use rider application with a fully functional back office management system. With TransLoc the City will be able to provide their riders with easily accessible vehicle locations and allow for the local management team to gain insights to fleet information during daily operations.

### KEY BENEFITS



Customized technology plans to improve daily service by enhancing the rider experience and developing system efficiencies



Technology pulse check meetings to ensure First Transit is providing technology in-line with the City's vision and expectations

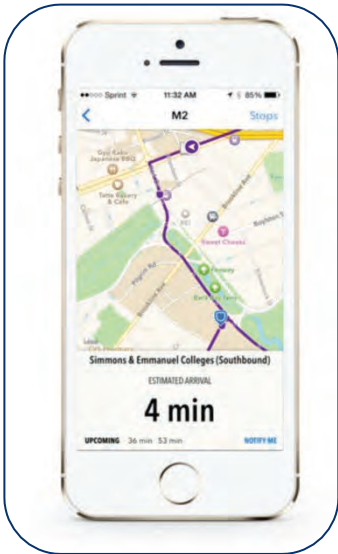


Experts available to help the City in creating strategy related to innovation and technology, as well as MaaS solutions



Technology advocates ready to offer unbiased feedback on latest technology solutions available on the market

**TransLoc RealTime for fixed route and shuttle services is an advanced AVL that uses a map view to update vehicle location and information every three seconds.** This is truly real-time information. This level of accuracy ensures that passengers can see where their vehicle is located and monitor its arrival times to easily adjust their schedule. The map view with coordinated color stops and routes is user friendly so dispatch and passengers can easily see which vehicle is on which route.



TransLoc Manager allows for the manager, dispatcher, and road supervisor to monitor the vehicles in service. The easy to use screen shows in a map view, with all the routes and vehicles operating at the time. With every three second refresh rate dispatch can quickly spot changing road conditions or any vehicle that starts to fall behind schedule and make adjustments quickly.

The reporting feature collects all the data and makes it easy for First Transit to monitor the daily operations. Data will be readily available for the City to easily access. Transloc features an open API for ease of connecting to other systems for tracking and additional reporting. There is also a TransLoc Manager mobile app for Android and Apple so our road supervisor can monitor vehicle locations as well.

For all users, TransLoc offers TransLoc Mobile, giving riders the ability to view the number of vehicles on the route, heading, location, next stop, and list of all stops on that route. This is available for all Android, Apple, and SMS-text enabled phones. TransLoc Mobile allows for the City to communicate to riders with custom announcements. It can also be an additional source of revenue for the City as TransLoc Mobile allows for advertisements. **This application will be branded specifically for the City of Fort Lauderdale and will be supported by Transloc.**

## GEOTAB

**First Transit is proposing to install Geotab devices on all the vehicles for a more accurate reading and real time vehicle location information.**

Geotab is an industry leader of fleet telematics devices with more than 1.3 million devices in operation and 3 billion data points collected daily. Geotab offers advanced GPS technology, g-force monitoring, GEOTAB IOX expandability, and engine and battery health assessments. With these features Geotab is so much more than Automatic Vehicle Location (AVL) technology.

**GEOTAB**  
management by measurement

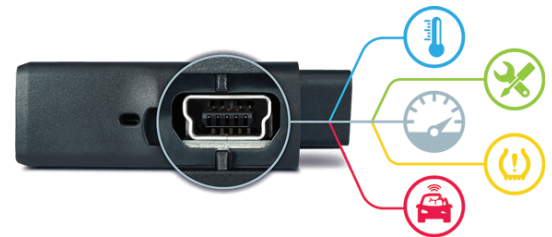


Because of its speed, accuracy, and cost effectiveness First Transit recommends a Geotab device in every bus it operates. The reason being that we can use this device to; **create custom reports** for the City, communicate **engine diagnostic information** with our maintenance shop, and use its **five second refresh rate to see real-time vehicle location** making it reliable data for rider website and mobile applications.

*First Transit uses Geotab in over 5,100 vehicles. We know the benefit Geotab brings to the City.*

These great Geotab services can impact service quality and increase the City's efficiency:

- Fuel Tracking
- Vehicle Inspections and Predictive Analytics available in some vehicles
- Electronic Logging/Fault Codes
- Speed/Accelerometer Data
- Operator Behavior



First Transit has also started using Geotab and NFC tabs on vehicles to monitor operator pre and post trip inspection time. This process has allowed us to be more efficient in the yard and ensure on-time pull outs, with Geotab's advanced geofencing capabilities. First Transit is also able to **set up geofences surrounding the microtransit service areas**, ensuring that operators do not leave the designated area. More information on Geotab has been included as an **Attachment**.

## DRIVECAM SF300

**First Transit is excited to propose the addition of DriveCam SF300 recording system to each of the City's Community Shuttle vehicles.**

DriveCam personnel analyzes, reviews, and scores recorded videos and sends them to First Transit safety management who use the scores to facilitate one-on-one coaching for specific operators.

Coaching includes a review of the event video, discussion, and feedback on the exhibited driving behaviors. This allows the operator to see driving behaviors that need improvement and to focus on changing these behaviors into positive driving habits.

First Transit managers can access the videos without waiting on DriveCam personnel for immediate review and will provide the City access as well. **The system provides a DVR that can store up to 100 hours of vehicle footage that managers can use for incident investigations or re-training sessions.**





DriveCam SF300 has added benefits to both the City and the vehicle operators. **When the system detects an event, it will give the operator a loud audio warning, to correct the behavior, and recording will begin.** SF300 now has audio triggers for, lane departures, forward collisions, following distance, lane adherence, and rolling stops.

For more information on DriveCam SF300 please see our **Attachments**.

[REDACTED]

### FIRST TRANSIT CONNECT MOBILE APP *(CONFIDENTIAL)*

First Transit knows that our most valuable assets are the great employees we have. That is why we are pleased to introduce First Transit Connect for First Transit employees at the Community Shuttle location.



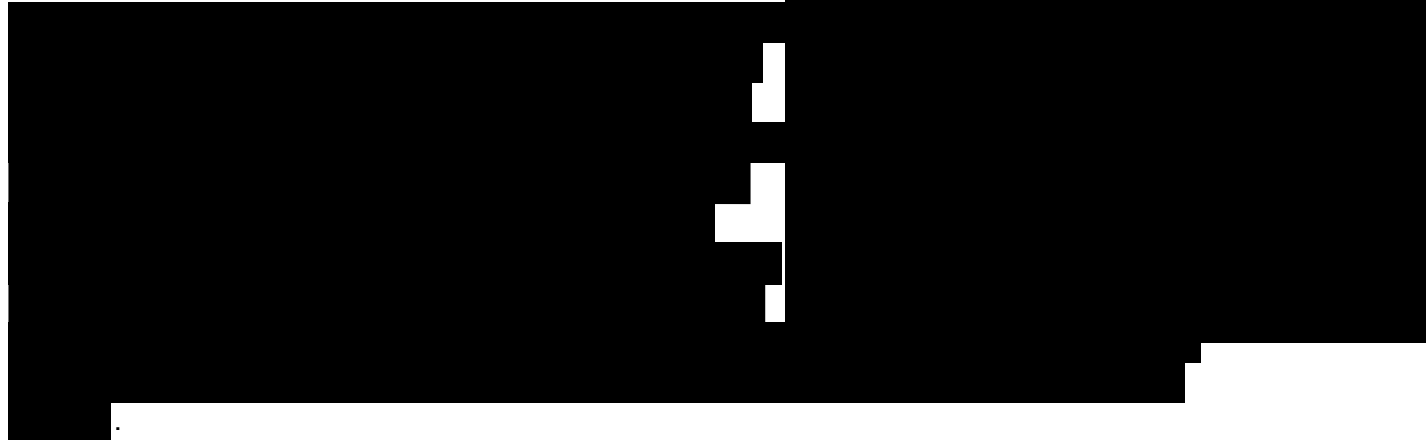
[REDACTED] When we share Company and location news with our employees, they feel more a part of their location as well as the Company as a whole, creating engaged employees.

First Transit Connect allows our project manager and other administrators to post location-specific information on the *My News* tab.

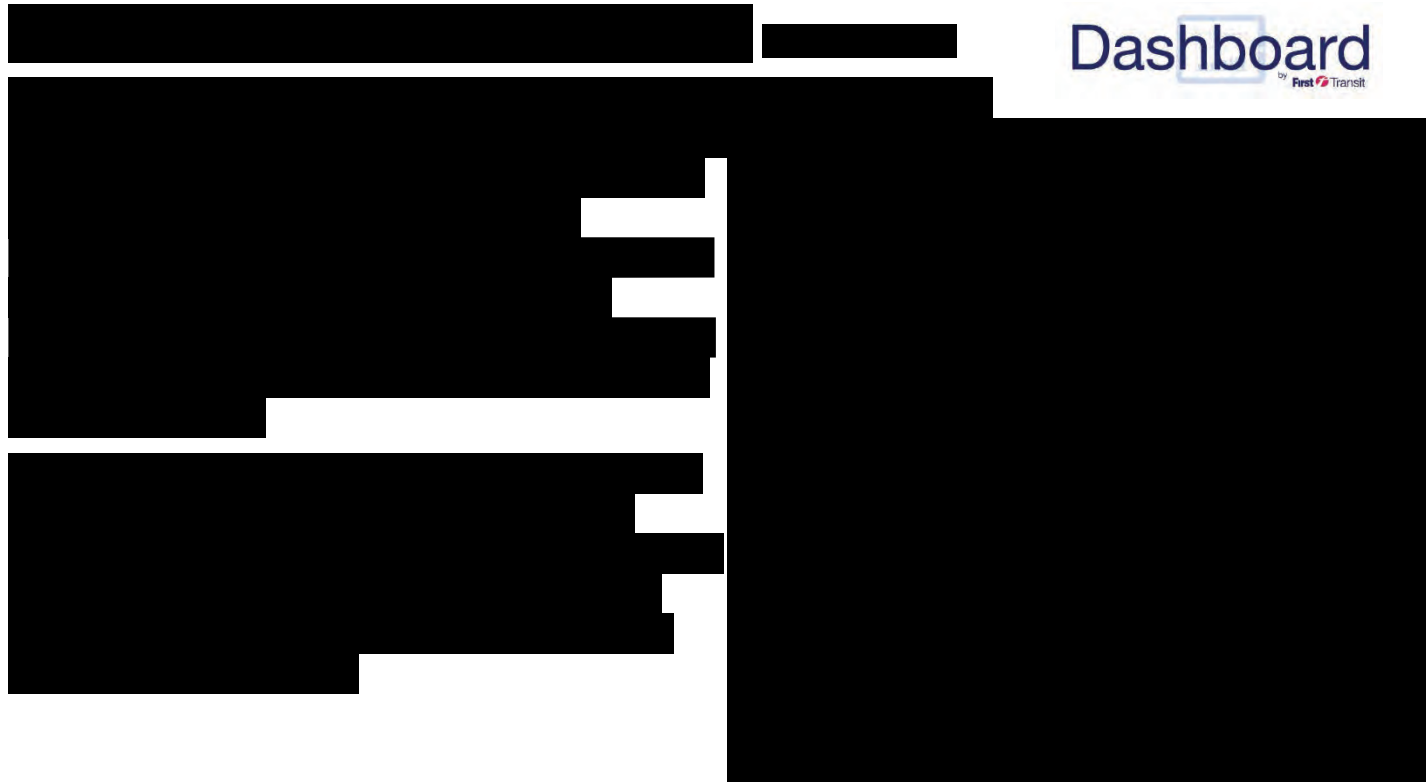
- [REDACTED]

Other features provide employees with access to:

- [REDACTED]



The app is free to all employees in both Android and Apple operating systems. We are diligently working to expand the app to include more features that benefit our employees and managers, such as vacation requests, overtime requests, scheduling changes, and access to time sheets all at the touch of a button.



[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

### OPTIONAL - JAUNT TRANSIT PLANNING APP *(CONFIDENTIAL)*

First Transit operates under the guiding principle that mobility is a basic human right for everyone. In today's transit climate, smart mobility makes that possible, and the success of smart mobility lies in Mobility as a Service (MaaS). MaaS is powered by technology and introducing a MaaS mobile application to the City's passengers will provide a valuable tool to increase mobility within your community.



**Jaunt, First Transit's new state-of-the-art app, integrates all mobility modes available to the City's passengers in one customer-friendly platform.** Instead of riders needing to use four or five apps to get to their destination, they can plan their entire trip with Jaunt. The Jaunt app unites any type of available transportation service, including both traditional transit modes and innovative transit services, such as the Community Shuttle services in the City of Fort Lauderdale, other fixed route services in neighboring areas such as Broward County Transit, bike sharing, ride sharing services such as Uber and Lyft, scooter sharing, and other on-demand methods of mobility.

Our proprietary Jaunt app is currently an unpriced option that we believe will be beneficial to the City of Fort Lauderdale. Should the City wish to discuss Jaunt further we are happy to do so, and we have provided additional information on Jaunt in our **attachments**.

## OPERATIONS SUPPORT

Transit locations generate a tremendous amount of data each day. First Transit understands the importance of using this data to assess service performance. The right tools, coupled with the right expertise, enable the effective use of daily service and historical data to identify systematic issues. Solid data drives performance improvements and aids in forecasting and planning.

First Transit’s Operations Support (Ops Support) team is a crucial resource for our staff on the front line. **Ops Support empowers our local managers to use performance management tools to interpret data and develop solutions to operational challenges.** The team includes:

- Professional data analysts
- Product experts
- Project managers
- Technical writers
- Graphics specialists

This team also works with location management to teach them how to **accurately collect and use their findings** to identify challenges and create solutions for overall system improvement and cost efficiency. These techniques leverage Lean Operations principles and concepts.


In addition to the data analytics, Ops Support’s field communications team **creates clear, easy-to-follow training materials, policies, and SOPs** for our local teams. These documents are accessible on First Transit’s Employee Portal, along with a comprehensive library of forms, guidelines for best practices, and tracking tools for our general managers.

### KEY BENEFITS

✓	Customized reporting and analytics for the City
✓	Improved data usage to understand performance and identify potential issues before they become problems
✓	Experts available to help the City develop plans to increase operational efficiency and improve service

### Ops Support

**Nader Raydan, Vice President of Operations Support:** Nader Raydan is a solution-oriented problem solver who has 25 years of transit operations and hands-on management expertise. With his vast knowledge of industry best practices and operational solutions to overcome challenges, Nader works alongside his Operations Support team, the Innovation team, region, and local managements to address negative operational trends and find innovative solutions.



**Blake Ethridge, Data Analytics & Operations Support Manager:** As a five-year veteran of Ops Support, Blake’s experience runs the gamut from current and emerging data reporting tools, key performance indicators and business intelligence, to route-scheduling software, and AVL systems. We will leverage Blake’s expertise in location management tools to ensure the City receives the necessary resources and metrics to evaluate operational successes and opportunities for improvement.



## INNOVATION TEAM

Our Innovation Team has the experience to help build a sustainable mobility service solution on the foundation of your existing transit services. This experience encompasses building, piloting, and managing new delivery models to deliver a unique solution for the City. This includes utilizing a flexible supply of technologies, operators, and vehicles (buses, cars, shared rides, trains, scooters, bikes, on-demand, and other forms of mobility).

**We have the experience to help build a sustainable mobility solution that maintains transit as the backbone service.** Available solutions include:

- **First Transit’s Proprietary Jaunt app:** Jaunt provides a complete mobility experience for riders while empowering agency partners with data for service planning. Jaunt also offers the flexibility to “promote” mobility options and programs, while allowing our clients to:
  - Easily implement and manage on-demand micro-transits, first and last-mile solutions, flex route, and other service modes
  - Display real-time information to riders, including bus arrival, occupancy, ETAs, and much more

The Innovation Team further collaborates with our clients to define policy. This includes ensuring critical business rules, such as Title VI, are addressed. Within this effort, we recommend customer touchpoints to improve the rider experience, better inform real-time service delivery, and improve operational efficiency.

### Expertise of Team Members

**Derek Fretheim, Director – National Innovation:** Derek is an established industry influencer with more than three decades of proven results to his name. Derek’s experience includes serving in key executive management roles for Mobility as a Service (MaaS) companies. Derek aligns proposed solutions with the operational need to sustain and improve ridership while increasing service efficiency. Derek assists with incorporating brokerage, advanced payment strategies, customer-facing applications, microtransit and on-demand technologies into our services.





**Yves Tang, Manager – Technology Services Team:** Yves has more than 20 years of transit experience with exceptional knowledge of ADA paratransit and call center operations. Yves leverages his technical and operational expertise to manage the Technology Services team. He oversees onsite assessments, project management, and customer support. He also manages his team’s hardware and software implementation, configuration, and training efforts. Yves works closely with local management teams to identify areas where efficiencies can be gained, helping to ensure we are meeting contractual performance goals.



## INSURANCE REQUIREMENTS

*The proposal shall also include a description of the required insurance coverages to be provided, as described elsewhere in this RFP. Such description shall include the name of the insurer, the insurer’s rating, and limits of insurance. Proposers may be requested to submit additional financial statements to demonstrate that the Proposer is financially responsible to receive the award.*

FirstGroup America, Inc. provides an insurance program for the entire group of subsidiary companies, including First Transit. The program includes a primary or base policy provided by Aon, and excess coverage from several carriers.

The program includes a large deductible, and claims are administered by Aon Risk Services, a third-party administrator. FirstGroup America incurs costs (premiums, taxes, and assessments) for the primary and excess policies, claims within specified limits, administrative fees and other ancillary insurance costs. Costs for vehicle repairs have been included as part of our maintenance budget.

Since the policies cover all FirstGroup America subsidiaries, insurance costs are charged to each subsidiary and its individual locations, based upon internal allocations. There are no separate billings for each site. First Transit charges an allocated insurance cost to each of our locations. Insurance allocation amounts are set annually during the fiscal year budget process and are then charged for the upcoming year. We have included our estimated allocations as part of our operating budget, which is not part of the management fee.

Please see our proof of insurance coverage in section **4.2.13 Required Forms**.



## 4.2.8 Approach to Scope of Work

## 4.2.8 APPROACH TO SCOPE OF WORK

*Provide in concise narrative form, your understanding of the City's needs, goals and objectives as they relate to the project, and your overall approach to accomplishing the project. Give an overview on your proposed vision, ideas and methodology. Describe your proposed approach to the project. As a part of the response, a design plan and diagram(s) shall be presented to the City for approval.*

First Transit defines quality service as safe, efficient, and on-time transportation services performed by operators who are well-trained and focused on the customer. Throughout our daily operation for the City, we will incorporate the proven approaches and solutions to provide the highest quality of service every day. We listen to the customer satisfaction of both the passengers we serve and the City to evaluate our success in this area.

*Success in the Community Shuttle service starts and ends with people – our employees and our passengers.*

While First Transit offers the security and resources of a global transportation company, we act locally as independent businesses. We collaborate with communities, clients, customers, and staff to build relationships and to constantly improve your fixed route system. First Transit understands the pride and ownership you feel for the success of the Community Shuttle system. **The City of Fort Lauderdale can be confident of First Transit’s dedication to provide value through transportation solutions while working to exceed your goals and provide system-wide efficiencies.**

### ACHIEVING YOUR GOALS

First Transit has thoroughly reviewed the standards of performance outlined by the City in your RFP. Our daily operations plan is centered on exceeding each of these specific Key Performance Indicators (KPIs) in the provision of these important services. We developed programs and practices to achieve important performance measures.

### RESPONDING TO THE SCOPE OF WORK

City of Fort Lauderdale Scope of Work	First Transit Response and Location of Further Details
<p><b>A. General</b> The selected vendor, hereinafter referred to as Contractor, shall operate and maintain the Community Shuttle Service in the City of Fort Lauderdale, tentatively to begin operation on February 15, 2021.</p>	<p>First Transit has thoroughly read the RFP and issued addenda from the City of Fort Lauderdale. We understand that by participating in the procurement, if selected, we are responsible for the daily operations and maintenance of the Community Shuttle Service beginning on or about February 15, 2021. First Transit is ready to resume providing</p>

	<p>these important services for the City once again. Our facility, local and region management teams are available to provide a seamless transition for start of service.</p>
<p><b>B. Compliance with County’s Community Shuttle Program</b> Contractor shall comply with Service requirements set forth herein and in accordance with the County-City ILA for Community Shuttle Service (Exhibit A).</p>	<p>First Transit previously operated transit services in both the City of Fort Lauderdale and in Broward County. We have read and understand the requirements in Exhibit A. First Transit will comply with all future requirements set forth by the City of Fort Lauderdale.</p>
<p><b>C. Compliance with Federal, State, and Local Requirements</b> Contractor shall comply with applicable federal, state, county and local laws and regulations, including but not limited to County Ordinance 92-8 pertaining to the maintenance of a Drug Free Workplace Program and Federal Transit Administration (FTA) regulations for drug and alcohol testing.</p>	<p>First Transit has more than 65 years of experience working with federal requirements, we have also been performing transit work in Florida for decades. We have included our SAM registration and our Florida State Business License as proof of our ability to perform work in Florida. These can be located in section <b>4.2.13 Required forms</b>.</p> <p>First Transit makes safety the cornerstone of our operations, which includes maintaining a drug free work environment. All employees are subject to a drug screen and background check when they are hired. We perform random drug and alcohol testing on employees, and additional background screenings as needed. For more information on our drug and alcohol program please see the following sections on our <b>Proposed Staffing Plan</b>.</p>
<p><b>D. Service Description</b> Contractor shall provide a turnkey operation which will include the daily operation and ongoing maintenance of the transit service of eleven (11) wheelchair accessible shuttles for the City’s Community Shuttle Program routes identified in Exhibit B – Schedules, Routes, and Maps. In addition to this, the Contractor shall also operate the City’s Seabreeze Tram route, which services four (4) vehicles – two (2) trams and two (2) trailers.</p>	<p>First Transit has read Exhibit B and understands that we will provide daily operation and maintenance for the wheelchair accessible shuttles, trams, and trailers for the Community Shuttle Program, as well as the four vehicles for the City’s Seabreeze Tram routes. The sections following the Response to the Scope of Work outline how First Transit plans to manage the daily service with the leadership of our <b>Project Manager, Craig Garcia</b>, who has more than 13 years of experience of management and expertise.</p>
<p><b>E. Change to Level of Service and Service Planning</b> The eleven (11) shuttles are provided to the Contractor by the City through a contract with the County. The City operates ten (10) buses on all</p>	<p>First Transit understands that the City will provide the shuttles and trams as outlined in Exhibit C. We understand and respect that the City maintains the right to modify routes and schedules as needed and understand that an increase or decrease in service</p>



<p>Community Shuttle Program routes with one (1) spare, as well as two (2) trams in the Seabreeze route with two (2) trailers, as shown in Exhibit C – Vehicle Inventory. City reserves the right to modify routes and schedules, as needed to maintain Service reliability and to respond to budgetary constraints. Increase or decrease of routes or schedules and operators will be no more than thirty-four percent (34%) of the total Contract.</p>	<p>routes, schedules, and operators will be no more than 34% of the contract total.</p> <p>As your future partner in providing the Community Shuttle services, we remain flexible to your changing service levels. During this unprecedented time in transit service with the COVID-19 pandemic, First Transit has worked with each of our clients individually handle their unique needs and service requirements while keeping our employees' and passengers' safety our top priority.</p>
<p><b>F. Vehicle Inspection and Maintenance</b></p> <p>Prior to commencement of service, BCT's Director of Maintenance or Director of Fleet will inspect Contractor's Community Shuttle Program vehicles, excluding the Seabreeze trams and trailers, for acceptance and according to requirements of Chapter 14-90 of the Florida Administrative Code (FAC). The City and County could inspect vehicles at any time. Request for inspections shall not be scheduled in a manner which would have a detrimental impact on the Contractor's ability to perform the service provided for herein. Additionally, the Contractor shall maintain the vehicles provided by the City and County in accordance with manufacturer's standards and keep vehicles in reasonable condition at all times.</p>	<p>First Transit understands that the BCT's Director of Maintenance will inspect the Community Shuttle Program vehicles prior to the start of service. First Transit also understands that ongoing vehicle inspections will happen whenever the City and the County deem it necessary. <b>Our Tech-in-Charge, John Kimmel</b>, will see to it that the vehicles remain up to City standards and ready for inspection at any time. He will make sure that our maintenance team follows all OEM standards and recommendations to maintain the Community Shuttle fleet and Seabreeze trams.</p> <p>Our tech-in-charge will lead our maintenance program as outlined in the following section, <b>Maintenance Plan</b>. The backbone of our maintenance plan is our Preventative Maintenance Program, we want the majority of the work on the vehicles to be scheduled and routine maintenance. This reduces the amount of roadcalls and vehicle downtime, positively impacting our service delivery. Fleet reliability is key for keeping the Community Shuttle service moving.</p>
<p><b>G. Operators</b></p> <p>Operators shall attend and successfully complete the County's Vehicle Operator Training Program prior to commencement of Service and refresher training classes every two years. No operator shall operate a vehicle without a pre-approved certification, and all operators shall be fully trained and compliant with all applicable provision of the Americans With Disabilities Act of 1990 (ADA).</p>	<p>First Transit believes that our operators are the face of the Community Shuttle service, which is why we place special emphasis on initial and ongoing training. In addition to the County's Vehicle Operator Training Program, all First Transit operators receive 66 training hours.</p> <p>Outlined in the following section, <b>Operator Development Program</b>, we ensure that our operators are prepared for every situation on the road and are familiar with the City's routes and expectations before they are allowed to operate in service. First Transit also has a mandatory monthly safety meeting where additional training topics are</p>



	<p>discussed in addition to safety awareness initiatives. Our operators also receive an annual refresher training.</p>
<p><b>H. Revenue-Generating Activities</b>  Contractor shall operate the shuttle service as a free fare transit service. Contractor shall not be allowed to pursue advertising inside or outside the shuttle, unless otherwise specified by the City.</p>	<p>First Transit understands that this is a free service to all passengers and will not collect fares for rides. We also will not pursue any advertising activities in the interior or exterior of the vehicles unless directed by the City.</p>
<p><b>I. Performance Measures</b>  The City and Contractor shall maintain a minimum average of 7.1 passengers per revenue hour on all routes. If not met, the City and Contractor shall attempt to increase ridership, which may include modification of the route. Other performance measures include on-time performance, preventative maintenance adherence, missed passenger trips, availability of safety and accessibility equipment on vehicles, adherence to recordkeeping requirements, customer complaints, vehicle maintenance, and other performance categories. These measures shall be the basis of determining fines resulting from Contractor not meeting performance standards included in this RFP and resulting contract.</p>	<p>We have read the RFP and will meet all performance measures as required by the City. First Transit will work daily to meet or exceed your expectations.</p> <p>First Transit will work with the City to maintain at least 7.1 passengers per revenue hour on all routes. First Transit's experience is that ridership generally increases when the service is reliable, getting people to where they need to go in a timely manner. We will work to ensure that our operators are on-time, professional, and provide safe operations. We will also make sure that the vehicles are well maintained, eliminating the risk of a vehicle breakdown due to improper maintenance.</p> <p>First Transit will maintain a minimum of 80% On-Time Performance (OTP) on all routes. We are excited to <b>introduce the Transloc system</b> to assist us in ensuring that we reach this OTP goal daily. <b>Transloc has a real-time vehicle AVL</b> that will allow our dispatch and project manager to monitor daily service levels. They can easily see changing road conditions, such as weather and traffic, and reach out to the operators to alert them. This new Transloc system will also allow dispatch to see what routes could potentially run late or early and adjust service levels accordingly. We will also install <b>Geotab on all the vehicles</b> to us with an additional AVL with geofencing capabilities. This device will <b>integrate with TransLoc</b> to provide dispatch with a clear picture of vehicle location. The <b>Geotab device will alert dispatch when a vehicle is approaching pull-out time</b> and is still in the lot. This helps dispatch contact the operator and alert them to the importance of leaving the yard on time, reducing the domino effect of running behind by starting late. More information on Geotab can be found in the preceding section, <b>First Transit-Provided Technology</b>, and as an <b>Attachment</b>.</p>

	<p>First Transit will also maintain at least 10,000 miles between road calls. Our preventative maintenance program led by our tech-in-charge will ensure that we meet and exceed this requirement. Our commitment to completing required preventive maintenance on time ensures our ability to achieve this standard.</p> <p>We will also maintain at least 10,000 miles between accidents. In addition to our extensive initial and ongoing training requirements, First Transit is excited to <b>introduce DriveCam SF300</b> to the City’s shuttle vehicles. This important tool will <b>allow management to monitor operators on route and coach them on any potential risky behaviors, correcting them before a serious incident occurs</b>. More information about DriveCam SF300 is described in the preceding section, <b>First Transit-Provided Technology</b>, and as an <b>Attachment</b>.</p>
<p><b>J. Reporting, Recordkeeping and Auditing</b> Contractor shall maintain certain records of information and data in the format requested by the County and the City. They shall also furnish such records to the City in a timely manner for reporting, recordkeeping and auditing purposes.</p>	<p>First Transit will ensure that the City receives all required and requested records for reporting purposes. We will ensure that our invoices are delivered monthly as well as our daily performance records. The <b>new Transloc and Geotab systems easily gather data to create custom reports that can be delivered automatically to the City</b> via excel files. First Transit will ensure that the City has access to the Transloc dashboard to view daily performance and reports whenever they want. Our project manager and operations supervisor will work together to ensure that all reports and documentation is presented to the City in a timely manner.</p>
<p><b>K. Marketing</b> Contractor shall cooperate in the marketing and advertising efforts of the City, including but not limited to the distribution of marketing materials and preservation of branding image.</p>	<p>First Transit will work with the City with regards to marketing and advertising. We will not distribute materials unless otherwise directed by the City. Our operators will be in proper uniform with clean, professional appearances, as they are the face of both First Transit and the City, ensuring they represent the City in a positive light.</p>
<p><b>L. Complaints</b> Contractor may be required to be involved in addressing and responding to customer complaints.</p>	<p>First Transit will work to meet all passengers’ expectations every trip. We will abide by the City’s requirement of providing documentation of complaints per 50,000 boardings. Our project manager will monitor and thoroughly respond to all complaints. We will work to identify trends in complaints and develop action plans to overcome any service challenges.</p>

## **M. Innovative Technology**

### **1. Location-enabled Mobile Applications**

Contractor shall equip vehicles with GPS to provide vendor's dispatch operations with information regarding current location and expected arrival to various stops along routes. Additionally, the Contractor should have a free mobile application (app) for riders to stay informed of current location of shuttle vehicle(s). A web-based version of the app shall also be embedded in the City's Community Shuttle Service website in a form of an interactive map or shuttle tracker.

### **2. Performance Dashboard**

Contractor shall provide and maintain a performance measure dashboard to be shared to the City for evaluating system performance and identifying areas of improvements. The dashboard could include metrics for labor utilization, service efficiency, service effectiveness, safety and security, and asset management.

### **3. Installation and Removal of Equipment Software/Hardware**

The City will facilitate requests to coordinate with the Contractor to install and remove equipment of software/ hardware. The County reserve the right to install software/ hardware and/or other technology on vehicles. The County, with coordination of the Contractor, will complete all repairs and preventative maintenance for all County-installed software/hardware.

### **4. Other innovative technology**

In some instances, the Contractor may be requested to support and partake in City's innovative technology pilots, such as micromobility, electric buses, mobility as a service technology, first and last mile programs and automated vehicles.

First Transit will outfit all vehicles with Geotab for an advanced GPS and AVL monitoring device. This will tie into the **Transloc passenger application, which is City of Fort Lauderdale branded**. The real-time vehicle monitoring will allow passengers to see where the vehicle is on the route and adjust their schedules accordingly. Passengers will also be able to enable push notifications of approaching vehicles to their designated stop. The app is free to use on all Apple and Android devices. Transloc is a web-based platform, so users who do not have an internet enabled smart devices can still view their vehicle approaching via a desktop or laptop with internet connections.

The Transloc RealTime system provides a **fully functioning management dashboard** in addition to the user-friendly rider application. The dashboard relays hundreds of data points in easy to read and use graphs and reports. Dispatch is able to **easily see where each vehicle is via the color coordinated map view** on the display screen. This allows dispatchers and management to easily see and adjust service levels as needed throughout the day. Transloc RealTime allows First Transit to **create custom reports for the City that can be generated and delivered automatically** for ease of record keeping. In the spirit of full transparency, First Transit will ensure that the City has access to this valuable dashboard tool. More information on Transloc can be found in the previous section, **First Transit-Provided Technology**.

First Transit will work with the City to install and remove any and all requested hardware on all the City's vehicles.

First Transit is excited to work with the City to support and partake in any innovative technology options the City wishes to explore. First Transit has an entire team dedicated to **Innovation and Technology who are experts in their fields of providing mobility solutions**. We have experience working with clients to create solutions for Mobility as a Service (MaaS) options. First Transit has developed a proprietary MaaS application, **Jaunt**, to assist clients and passengers with journey planning. More information about Jaunt can be found in our **First Transit-Provided Technology** section. We are presenting it to the City as an unpriced option, however we which we are open to discussing further

should the City desire. First Transit has an **exclusive partnership with Lyft for ridesharing and TNC** supplemental work, and we have also had much experience using Shared Autonomous Vehicles (SAV). First Transit has participated in **eight SAV pilot programs, including a program in Jacksonville, FL**. First Transit stands ready to assist the City with any of its future mobility needs, standing with you to navigate the multitude of new tools and approaches in the transportation industry.

## FOCUS ON RELIABILITY

We understand that nothing is more important to passenger satisfaction of shuttle services than on-time, reliable service delivery. Passengers need to know that they can rely on the Community Shuttle to get them where they need to go when they need to be there. Ridership will naturally increase when the community can rely on the public transportation system to get them where they need to be on-time. Our action plans for service delivery for the City focus primarily on increasing system reliability and on-time performance. Our commitment to providing on-time service will rely on the following design plan, approaches, best practices, and tools:



- We will have management and/or supervisory resources in the yard during pullout to ensure on-time departure and provide immediate response to any potential issues.
- We will also have several available “pre-tripped buses” at the location, in case a bus fails its pre-inspection during peak times, to keep the service on-time and improve on-time yard pullouts.
- Our exemplary preventative maintenance program keeps the City’s vehicles on the road and in proper working condition – increasing on-time performance with vehicles ready for pullout.
- We provide a road supervisor for better response times to incidents and enhance their abilities to offer guidance to situations that could potentially impact on-time performance.
- Supervisors discuss on-time performances with operators who perform below the 80% target by examining their monitored operating and providing daily follow-ups at the end of the service day.
- We measure on-time performance, as well as other key performance indicators close to real-time with the Transloc RealTime management dashboard allowing our staff to monitor and manage service more effectively and proactively as a whole.

- Standby operators are available in case of late arrivals or other issues that affect performance.

## LEAN PRACTICES AND 5S PROCESSES *(CONFIDENTIAL)*

One of First Transit’s core values is “setting the highest standards,” and we believe it is imperative to provide our clients with the most efficient operations process. Therefore, we plan to integrate our Lean Practices and 5S Processes throughout all client locations, benefitting the City through **improved KPIs, organized and proficient operations, and better support.**



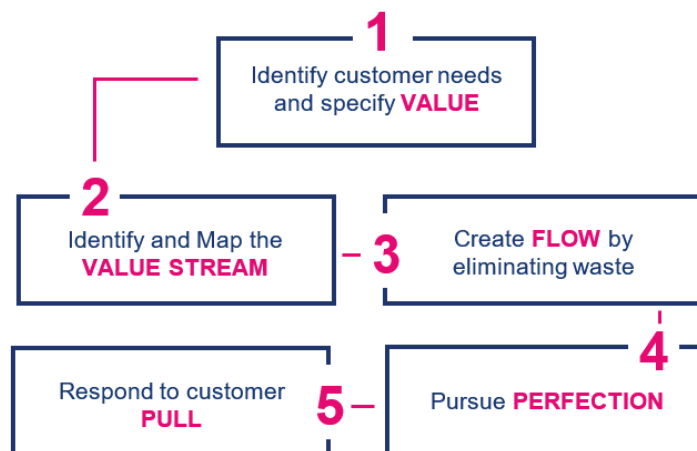
### BENEFITS TO THE CITY

Lean Practices and 5S Processes are methods to **improve overall effectiveness by valuing organization and ending waste.** Lean processes translate to **reduction in operational costs by targeting strategic areas.**

### LEAN PRACTICES

Lean practices are based on five principles:

- **Identify Value** – Identify the City’s needs and expectations
- **Map the Value Stream** – Identify all the activities that contribute to these values and remove waste
- **Create Flow** – Ensure the flow of operations runs smoothly without interruptions or delays
- **Establish Pull** – Establish a pull-based system to limit work in process items while ensuring that the requisite materials and information are available for a smooth flow of work
- **Seek Perfection** – Instill lean thinking into employees to continuously improve operations



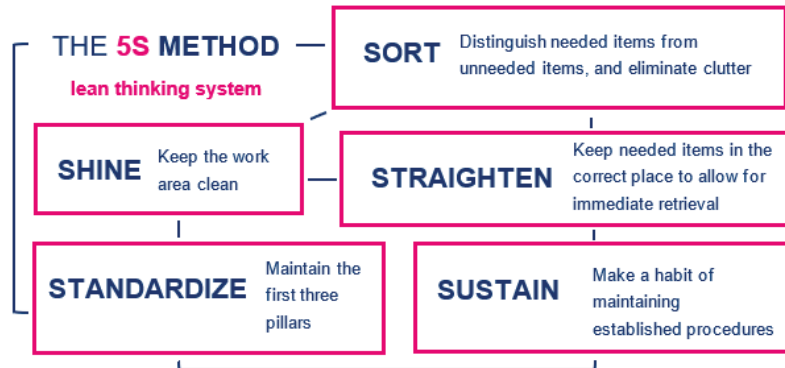
### 5S PROCESSES

By being a lean practitioner, First Transit can provide the most efficient operations to the City. With our value of holding ourselves accountable, First Transit combines lean practices with the 5S methodology to ensure these processes are executed.



The five pillars of the 5S methodology (Sort, Straighten, Shine, Standardize, & Sustain) are designed to **promote and generate a culture that promotes safety, quality, and cost efficiency**. By following these practices and methodologies, First Transit can provide the City with the following benefits:

- Reduce energy, waste generation, and unneeded consumption
- Reduce square footage needed for operations
- Improve employee environmental management
- Decrease unplanned downtime and increase overall productivity



By combining both the Lean Practices and 5S Processes methodology, First Transit is able continually improve operations, support the City, and steam-line operations.

## FACILITATING SUCCESS WITH THE RIGHT PERSONNEL

### LEADING DAILY OPERATIONS

First Transit’s operations plan starts with diligent oversight of the project by our management staff, led by our on-site Project Manager Craig Garcia. This encompasses observation and analysis of operations data and frequent key performance reports, which affect either our service efficiency or the public’s experience with the Community Shuttle service. These areas include road supervision, dispatching/operator staffing, on-time performance, rider satisfaction, vehicle appearance, vehicle maintenance, vehicle availability, safety, and all training programs. Innovative technology, like the Transloc RealTime dashboard allows the project manager to check service operations in real-time.

Craig will manage personnel issues including oversight of scheduling, discipline, employee performance, and controlling overtime. He will also ensure operators do not exceed FMVSS, FLSA or CBA work rules and labor standards. Craig will carefully review accident reports, ensuring observation of all safety regulations and training methods.

### OPERATIONS MEETINGS

Our project manager will meet with the City frequently to review the performance of the operation. During these meetings, we find areas for improvement and develop a formal or informal action plan to improve service. These meetings are critical to the success of the project.

## ROAD SUPERVISION

To better serve the City's customers, our operations plan emphasizes the provision of service in the safest and most efficient manner possible. Our ability to quickly and professionally respond and react to changes in the operating environment (traffic, vehicle performance, and passenger capacity) directly affects the quality of service to our customers. The project manager, as well as the road supervisor and dispatcher, support the operation in offering guidance and instruction to operators.



Our road supervisor will be fully trained in all aspects of the City's Community Shuttle services, including rules and regulations, routes, schedules, emergency procedures, safety, federal and state requirements, reporting protocols, and other requirements. Additionally, the road supervisor helps with closed course and behind-the-wheel training of new operators. Road supervisor duties are described below:

### Road Supervisor Responsibilities

Respond quickly to operator requests for assistance and emergency conditions. Most of our road supervisor's time will be spent on the road.

Respond promptly to accidents involving clients and vehicles. Accident reports will be completed including statements of all parties involved, witness statements and contact information, and police report information.

Complete detailed road supervisor daily reports.

Provide on-street monitoring including, but not limited to, vehicle conditions, operator professionalism, complaints of operator conduct, operator performance, operator appearance, and adherence to service rules.

Pre-trip vehicles and help in getting operator off the lot on time.

Operator training: On-time performance coaching and training; backing on board training; testing of new hires.

## HOW SUPERVISORS MONITOR PERFORMANCE

Our road supervisor performs gates checks as the operators prepare to leave the yard. While in the yard, the supervisor monitors operators to ensure they are cycling the wheelchair lift. In addition, they randomly perform a pull-out inspection as well as evening pull-in to check on operators in their work environment. If the supervisor detects a defect, they date the DVIR and place it in the vehicle file where its available for inspection or review at any time.

After the vehicles begin service there are two types of daily quality control checks:

### Observations and Time-point checks

These unscheduled (observations) and scheduled (time-point) checks help on-time performance, prevent vehicle bunching, vehicle cleanliness, and safe-driving practices. The supervisor conducts the observations in the field while dispatch monitors time-point checks in the office through the Transloc RealTime dashboard. Both checks work together to improve the service to customers, operators that fail these inspections or have difficulty delivering on-time service may go through coaching and retraining. Regular time-point checks also help to highlight potential route timing issues as well as passenger loads. Road observation ensures

that operators continue to follow First Transit, City of Fort Lauderdale, state, and federal laws for safe vehicle operation. It also ensures that operators follow company policies for good customer service.

Our road supervisor is an integral part of the First Transit Safety Solutions Team. If an accident or incident occurs, the road supervisor investigates, photographs, and includes their report on the accident to the project manager.

First Transit will equip our road supervisor with a tablet computer, allowing them to stay connected while out in the field. These tablets will access Transloc RealTime via the manager application, giving our supervisors access to real-time data and allowing them to provide more responsive infield support. Up-to-date access on system performance will increase awareness and allow our supervisors to address minor issues before they become real problems.

The tablets will also allow our supervisor to complete paperwork from the field, including accident reports and other important documentation. When time is of the essence, this communication tool will be instrumental in providing effective, comprehensive, and educated on-road supervision.

## DISPATCH

Our dispatcher, reporting to the project manager, will work directly with management and operators to control effectiveness and efficiency. Dispatch will ensure operators are ready for service and meet compliance requirements (e.g., license, fitness for duty, appearance, paperwork, fares, etc.). The dispatcher assigns work runs and vehicles, guaranteeing exact schedules, manifests, and vehicle assignments. Our staff watch and manage prompt deployments and returns according to the schedule and receive notification of routes that violate scheduled times from Geotab and Transloc RealTime systems. This initial management impacts system performance by maintaining on-time performance before the route leaves base. This results in a reduction in the “domino effect,” that late deployments affect the timeliness of later route events.

Our dispatcher also monitors operator work hours and assign extra board service as needed to effectively balance operational needs with available personnel resources. By using First Transit procedures for efficient use of labor and vehicle assignments, vehicles assignments become based on the availability of vehicles as determined by the maintenance department.



### *Accountable for Performance*

At Pierce Transit in Tacoma, WA, we instituted Weekly Operator Assessments that require management do two observations on all operators every week. Management then sits with the operator to discuss the results. This has resulted in a 95% reduction of operational issues.

The dispatcher performs schedule monitoring updates through Transloc to effectively manage day-of-service changes. The road supervisor and other members of the team will help the dispatcher with monitoring service. At a minimum, our dispatcher will:

- Monitor and manage the on-time performance of scheduled routes
- Act as first response to obtaining an on-time alternative vehicle, due to vehicle breakdown, etc.
- Provide continuous monitoring and controlling of assigned radio frequencies during all hours that service provider vehicles are out of the yard
- Ensure all voice radio communications pertain to service and enforce all FCC rules and regulations (data and voice communications)



## OPERATORS

As the first, and often only, point of contact customers have with the City and First Transit, our operators are key to the successful operation of these services.

First Transit creates an open, cooperative, and supportive working atmosphere to meet service expectations and foster accountability. A few of our operators' main duties include:

- Primary passenger-relations contact
- Provide safe transportation and exceptional customer service to the passengers
- Perform scheduled runs, help passengers as needed, complete pre-trip and post-trip vehicle inspections



First Transit achieves continual improvement of operator performance with thorough training programs, honest feedback, and employee accountability. We consider it extremely important to spend additional time with an employee who is having difficulty in delivering outstanding performance. Performance concerns may include absenteeism, tardiness, passenger complaints, and safety concerns.

When we see these issues, our supervisors and managers spend time with the employee to figure out the cause. If retraining is necessary, the operator attends training sessions on site. Supervisors perform follow up observations to make sure the earlier issues are no longer affecting service. While it is our goal to help every employee improve, sometimes we must

provide progressive discipline to hold employees accountable and to document performance expectations.

## OPERATOR VEHICLE INSPECTIONS

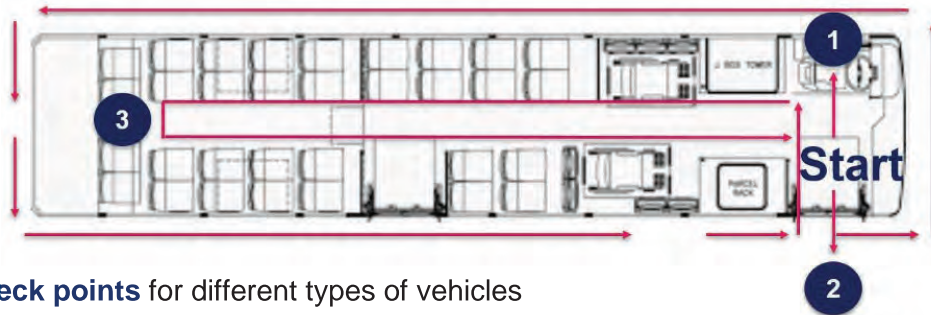


At First Transit, the **safety of our passengers, employees, and the public is our top priority.** Our commitment to safety lies at the heart of our proactive maintenance approach. This approach begins with all vehicle **operators performing a mandatory inspection of their vehicles before and after each shift.** Operators follow steps outlined on the Driver Vehicle Inspection Report (DVIR). The (DVIR) is often the first opportunity to identify maintenance issues before they become a safety concern or lead to a costly repair.

Vehicle inspection is an ongoing process. The **pre-trip inspection** begins before the vehicle operator sets out on his/her route. Vehicle operators thoroughly inspect all major components of the vehicle, ensuring there are no safety concerns or other issues. While in route, operators also make note of any changes in the vehicle's performance. At the end of the trip, operators fill out the **post-trip inspection** column of the DVIR, adding any defects found.

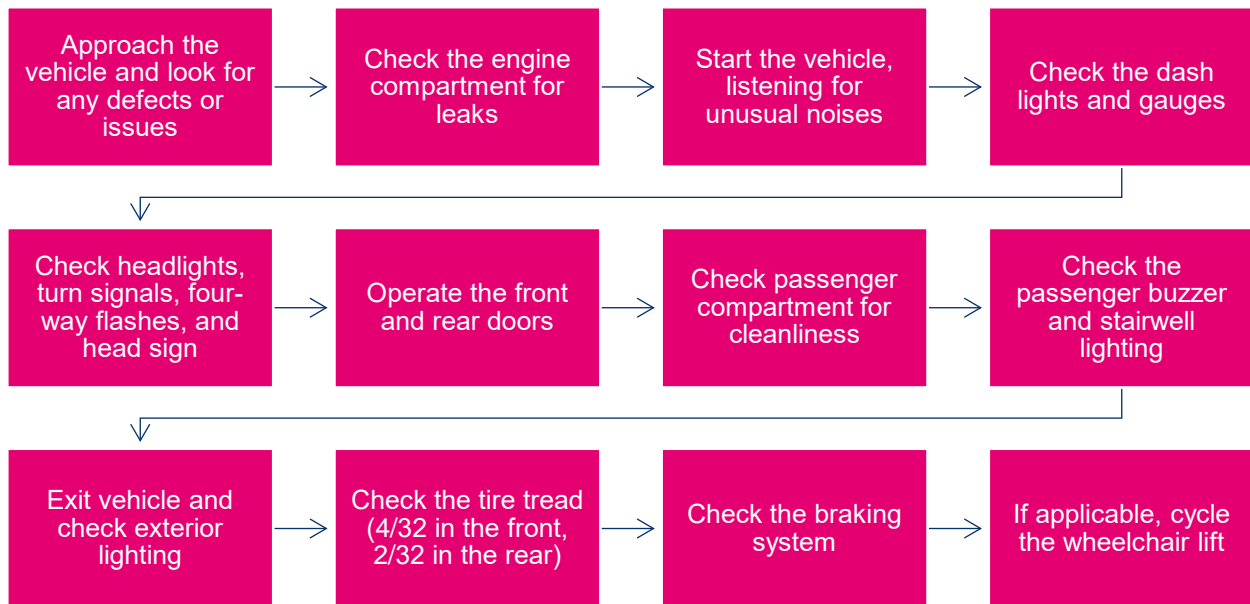
Consistent with our commitment to "Setting the Highest Standards," our processes are continually updated. **In 2020, we re-vamped our DVIR process to include the following enhancements:**

- **Increasing overall efficiency** by reducing steps and the potential for injuries through ordering the steps in line with the operator's progression around the vehicle
- **Reflecting the necessary check points** for different types of vehicles
- **Better illustrating any changes** between pre-and-post-trip inspections



The general steps of the inspection are as follows:





This inspection process is critical to on-road safety and vehicle reliability. To ensure thorough, accurate and efficient inspections, supervisors oversee this process. They observe the inspections as they are conducted and audit DVIRs to confirm operators are performing the inspections properly and thoroughly.

## START-UP PLAN

*The proposer shall also propose a scheduling methodology (timeline) for effectively managing and executing the work in the optimum time. The delivery time shall be stated in calendar days from the date of City notification of award or notice to proceed with delivery. Such timeline information and proposed dates shall include, but not necessarily be limited to: delivery, installation, acceptance testing, personnel, and other related completion dates, in accordance with the RFP specifications. NOTE: The project must be completed and accepted within 120 days from the City Notice to Proceed. Also provide information on your firm's current workload and how this project will fit into your workload. Describe available facilities, technological capabilities and other available resources you offer for the project.*

First Transit is excited about the possibility of operating these services for the City of Fort Lauderdale. Our Project Manager, Craig Garcia, is ready to start working with the City and our region management team to coordinate efforts in ensuring that there is a smooth transition for the new contract term. Our facility at **4700 Oakes Rd** is already available and will be ready to resume service for the Community Shuttle by the start of service.

It is of utmost importance that the transition period minimizes any negative impact to customers, staff, management, and the City. First Transit successfully manages service transitions in communities throughout North America. Across North America, **First Transit managed 115 successful project transitions in 2018 and 2019.**

We have the experience and methodologies to manage the transition of this project if we are selected as the successful bidder. Our proven approach is detailed in the following sections and will be customized to the City's specific service needs and goals.

First Transit understands that transitioning to a new provider can be challenging. The transition to a new service provider must be handled with the greatest level of care and detail to **minimize any impact to the riding public.** We will dedicate all efforts and resources to ensuring the transition to First Transit will be invisible to all customers, with **the only noticeable change being an improvement in service.**

The draft transition timeline represented in the table below is based on the information provided in the RFP, as well as our experience with similar service transitions. This timeline addresses key tasks and milestones, ensuring no aspect of the service is overlooked during the transition period.

A more detailed transition plan will be developed and finalized prior to service start in coordination with the City. Please see our detailed transition timeline in our **Attachments.**

## TRANSITION TEAM

Key members of First Transit's support management team, including Project Manager Craig Garcia, will begin working on the project upon notice to proceed. **Our project manager will lead every step of the transition,** including coordination with the City and the other managers to complete tasks and milestones.

The project manager and local team will have the support of our **East regional management team and corporate support staff.** These experienced First Transit team members will be on-site at key points during the transition to offer technical assistance, resolve challenges, and move the project forward.

## Successful Recent Transitions



Tulsa, OK - Metropolitan Tulsa Transit Authority (Fixed Route & Paratransit)



Visalia, CA - City of Visalia (Fixed Route & Paratransit)



Arlington County, VA - Arlington Transit (Fixed Route)



Stanford, CA - Stanford University Marguerite Shuttle



Spokane, WA - Spokane Transit Authority (Paratransit)



Merced County, CA - The Bus (Fixed Route, demand response, and Paratransit)

## KEY TRANSITION TASKS

Working in partnership with the City our successful transition will encompass the following critical tasks, with a particular focus on **minimizing impact to the system, passengers, and existing employees.**

### COORDINATION WITH THE CITY OF FORT LAUDERDALE

Upon contract award, Region Senior Vice President Tim McCann, Region Vice President Russ Tieskoetter and our proposed project manager, Craig Garcia, will meet with the City to finalize the transition/start-up plan. This will include designating roles and responsibilities for each transition team member and establishing timelines for completion of tasks.

We will also set up a schedule for weekly (or more frequent) meetings with the City to monitor progress and resolve challenges throughout the transition period.

### DEVELOPING FIRST YEAR GOALS AND OBJECTIVES

During the start-up period, First Transit and the City will clarify service goals, objectives, and key performance indicators for the first year of operation. We will unite your goals with our vision and values as the foundation of our operation, both during the transition and throughout the life of the contract. Operational performance measures, including benchmarks for customer service performance, will serve as the basis for the City to monitor and evaluate our performance.

### STAFFING

#### RECRUITMENT AND HIRING

Our initial emphasis during transition will be placed on the “onboarding” of current City transit employees and recruiting regionally and nationally for openings in the operations.

#### INCUMBENT STAFF

First Transit understands that the existing front-line staff are a valuable asset and viewed in high regard by the City customers. As such, an integral part of our plan is to hire operators from the incumbent workforce. In our experience, we anticipate as many of the current workforce will choose to return to employment with First Transit.

#### Protecting Service Continuity

- ✓ Hiring existing employees
- ✓ Training transitioning employees outside of service hours
- ✓ Working with the incumbent provider
- ✓ Robust on-site transition support team
- ✓ Proactive labor management
- ✓ Immediate handling of maintenance deficiencies

To ensure these employees are confident and comfortable throughout the transition, we will schedule orientation meetings with the incumbent provider's employees immediately after the award of contract. During these meetings, we will:

- Express our desire to hire as many existing employees as possible
- Detail the process for making the transition to First Transit
- Reassure employees that their existing employment with the outgoing provider will not be threatened by pursuing employment with First Transit
- Provide a contact number that employees can call for any questions or concerns that may arise during the transition

Throughout the transition, our team will keep lines of communication open with the transitioning workforce, providing updates as needed.

## NEW EMPLOYEES

First Transit will proactively recruit and hire employees to fill any open positions not filled by existing employees. Our human resources lead this effort, along with our project manager. The focus will be on recruiting and hiring from within the community.

Recruiting efforts will include advertising in local newspapers and web sites that focus on the service area. For more detailed information on our recruiting efforts and hiring process, including our background check process, please see the following section, **Proposed Staffing Plan**.

## TRAINING AND CERTIFICATIONS

First Transit will assess **existing employees'** skill levels and determine the level of training required. Typically, transitioning employees will have a shorter training period. We will conduct training for existing employees outside of regular working hours so as not to interfere with their current driving assignments. This ensures the City continuously has sufficient staff numbers to deliver service throughout the transition.

For **new hires**, training classes will begin as soon as necessary. New hire operators will complete 66 hours of training, in addition to the required training with the City, prior to service to ensure they are fully prepared to perform their roles. Classes will have staggered start times to maximize the use of our training staff.

Director of Safety Paul Meredith and the regional safety team will support our transition team with the implementation of First Transit's training and safety programs and processes.



## PROCESSES AND PROCEDURES

- During start-up, First Transit's transition team will establish administrative, safety, training, maintenance, and other processes and procedures, such as:
- Payroll
- Purchasing/inventory
- Employee files, including medical, certifications, and training
- Reporting
- Insurance
- Customer feedback management
- Facility security
- Accident/incident investigation and documentation

## FLEET MAINTENANCE

### VEHICLE TURNOVER INSPECTION

Ensuring the City's fleet is in good repair and current with OEM-recommended maintenance recommendations is a major focus of our transition. Upon award of contract, we will schedule an inspection of all the City fleet and equipment assets. This will be performed by a third party vendor agreed upon by the City, and supervised by First Transit, the City, and the outgoing contractor. This inspection will follow a standard form showing all defects and take place 60-90 days in advance of contract start.

The outgoing service provider will have allotted time to correct any items noted in the inspection. A final inspection will take place by the third-party vendor, noting any remaining defects. First Transit will be compensated by the outgoing contractor at a negotiated rate for all open defects at time of turnover. First Transit will repair all open defects as soon as possible, prior to service start. Upon notification of contract award, First Transit will order support vehicles with our distributors.

### ESTABLISHING THE MAINTENANCE OPERATION

Our proposed Tech-in-Charge, John Kimmel, along with Rodney Booth, Region Director of Maintenance, will implement First Transit's fleet-specific maintenance plan prior to the start-up of services.

First Transit will review the current contractor's inventory and offer to buy all useful parts, tools, and equipment. We will also review parts usage to ensure a complete inventory the first day of service. First Transit will buy any new equipment necessary to ensure we have all tools needed the first day of service.

First Transit's Senior Vice President of Maintenance, Mr. Todd Hawkins, also provides his expertise to transitions. Todd will aid in setting up all maintenance programs and lead the installation of our maintenance information system, FirstBase.



## PROPOSED STAFFING PLAN

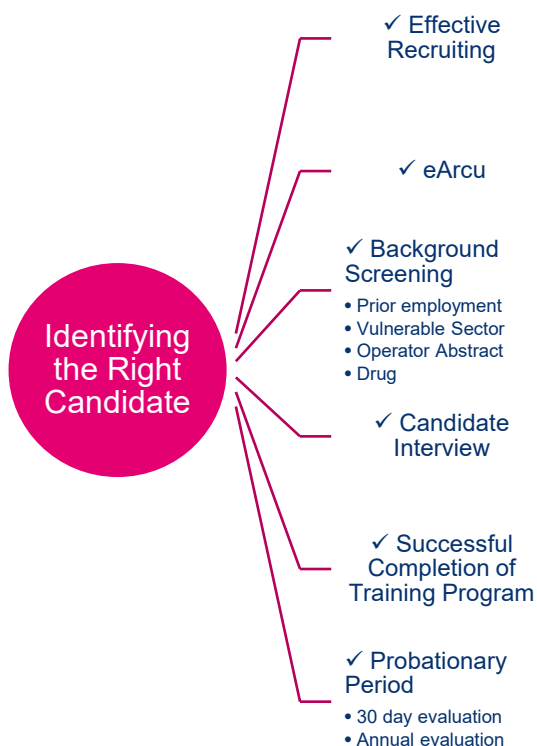
*The Proposer shall submit a staffing plan detailing how it proposes to locate and hire vehicle operators, mechanics, and other non-supervisory personnel to carry out the project successfully. The staffing plan shall identify and describe the number of vehicle operators, mechanics, dispatchers and any other personnel necessary to carry out and successfully fulfill the needs and requirements of the City's transit service.*

## RECRUITING TALENTED EMPLOYEES

At First Transit, we look at our company as more than just a provider of transit services; we're a community resource. Our passengers rely on us to safely transport them to school, work, and to the many other destinations that are part of their daily lives.

To be a part of the community, we must involve the community. That is why we actively recruit in our clients' counties, towns, cities, and neighborhoods. By sending our Team to career fairs, local events, universities, vocational schools, driving schools, and more, we are creating a presence in the community. We also partner with corporations, mom-and-pop shops, non-profits, franchises, and other businesses to create a mutually beneficial relationship between us and the communities we serve.

In addition to hiring employees from the City's current service provider, we also work with many national transit organizations to find effective ways and best practices to recruit operators and technicians. We will work with local and state employment agencies, workforce development agencies, multi-cultural organizations, Veteran Affairs, and military outplacement programs to find dedicated, hard-working people who want to be valued members of the First Transit team.



## TALENT ACQUISITION TEAM

A major component of a First Transit location manager's role is to understand the cycle of their workforce needs – retention trends during the start-up period, variation of vehicle and operator needs related to seasonal activities, and other unique service expectations. To be successful, each location manager must be extremely knowledgeable of the local job market in addition to leading our teams toward delivering safe and dependable service every day. That is why we make certain they are never alone in their recruiting efforts.

First Transit's talent acquisition team provides an unmatched level of recruitment support. This team of specialists work with our local teams and the region human resources managers to keep the process moving.

The role of a talent acquisition specialist includes the following:

- Posts all job openings to the applicant tracking system, **eArcu**
- Managing online job boards
- Supporting hiring events (producing promotional pieces, modifying advertising copy, providing giveaways, and verifying labor law and equal opportunity employer compliance)
- Monitoring submissions and ensuring applicants are contacted by locations within 48 hours
- Assisting applicants through the process as needed

## APPLICANT TRACKING SYSTEM

Transportation employers are all competing for skilled and dependable operators. Finding and attracting the right applicants requires time, expertise, and resources. First Transit's applicant tracking system enables a streamlined, full-cycle recruitment process – monitoring vacancies, sourcing, interviewing, and placing. Our central talent acquisition team monitors submissions on our applicant tracking system to ensure application flow. **Centralizing a part of the process allows managers to focus on local recruitment channels and contacts within the community.**

We use **eArcu**, an online recruiting tool to generate interest in applying for work at First Transit. **eArcu** is an applicant tracking system packed with substantial benefits. It automates the recruiting process, creates thorough records of each candidate's journey through the hiring

**RECRUIT MILITARY®**

**CONNECTING VETERANS TO CAREERS**

First Transit has partnered with Recruit Military to employ current active military and veterans. Recruit Military is a full-service military-to-civilian recruitment firm that connects job seekers who have military backgrounds with employers.

Our field managers and recruitment teams have completed hours of training to expand our employment marketing, improve recruitment of military applicants, and retain some of America's experienced veterans.



process, maximizes return on investment for advertising endeavors, advertises job postings automatically, and collects valuable data about the individuals we hire and those who show an interest in our company.

**In addition to centralizing the more standard phases of the process, the system controls recruitment costs by negotiating single contracts with national and local vendors.**

The applicant tracking system generates a series of reports that help our teams understand what will work best for the City. The talent acquisition specialists can research where our hires are coming from exactly, allowing recruitment efforts to be directed and redirected wisely.

Metrics used to measure the effectiveness of our recruitment strategy include:

- Time from offer to hire
- Completed applications to hired ratio
- Time to fill

First Transit works hard to be an employer of choice and that means being responsive and communicative. Tools within the applicant tracking system keep applicants informed of where they are in the process, and they enable our teams to keep the process moving before a great candidate is lost.

The following are some of the ways we strengthen communication with candidates:

- Completion status monitored by talent acquisition specialists to conduct follow-up calls
- Automated alerts and notifications sent directly to applicants
- Self-selection of interview date and time made by applicants

## LOCAL OPERATOR RECRUITMENT ACTION PLAN

First Transit's start-up process includes the formation of a local operator recruitment team and creation or update of the location's recruitment action plan for the year. The action plan is led by our project manager who works with our regional recruiter to implement the plan as well as track the status of goals, tasks, and events. We support these local efforts with the assistance of a central talent acquisition specialist.

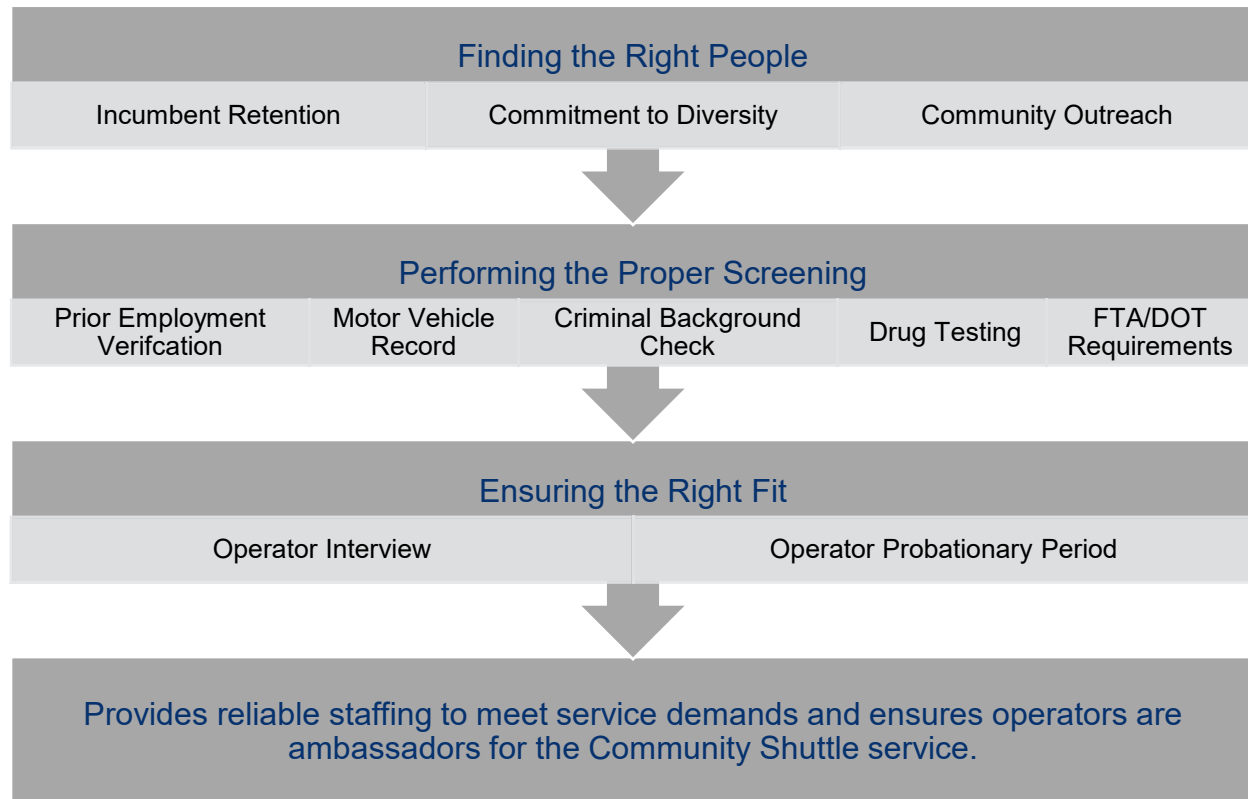
## HIRING QUALIFIED EMPLOYEES

Working for First Transit requires a sense of commitment, attention, and diligence that is not found in other companies. **That's because we're in the business of transporting people – individuals and families that trust us to provide a consistently safe experience every time they take a seat on one of our vehicles.** We insist that our employees understand our commitment to safety, reliability, and customer service. To ensure this happens, we require a safe driving record, past employment verification, a criminal background check, motor vehicle record review, employment eligibility verification, and a drug screen.



## OPERATOR SELECTION PROCESS

First Transit understands that our operators do not only represent us; they represent the City and your community. Because of the customer-facing nature of the job, proper selection of qualified operators is vitally important to the success of the operation. We follow a stringent operator selection process to ensure we are providing the City with operators committed to safety, focused on the customer, and skilled in their operation.



### FINDING THE RIGHT PEOPLE

#### INCUMBENT RETENTION

First Transit understands the value of employees who are already operating your transit services. We make every effort to retain employees who want to continue driving for the Community Shuttle operation. First Transit's training program includes specific operator training for incumbent operators, discussed in more detail in the following section, **First Transit Training Plan**.

## COMMITMENT TO DIVERSITY

It is in the best interest of our company, employees, and clients to attract, retain and develop a diverse pool of talent that represents the communities we serve. An inclusive workplace allows employees to reach their fullest potential, which contributes to our overall productivity and profitability.

In 2020, First Transit's parent company FirstGroup America created the Diversity, Inclusion, and Belonging Council in response to a growing nationwide concern for equality in the workplace. The council employees 28 members from various departments and locations throughout First Transit, First Vehicle Services, and FGA Shared Services to discuss ways to advance an inclusive and welcoming culture.

**The diversity of our employees is the foundation of our competitive advantage. It's the individual differences – backgrounds, experiences, talents, knowledge, and creativity that make us strong and successful.**

To this end, we make every effort to treat candidates and employees equally and fairly. All decisions concerning hiring and promotions are based solely on objective, job-related criteria.

Recruiting efforts focus on diversity, seeking candidates from all backgrounds who have the same commitment to customer service, reliability, and safety that First Transit requires of its employees.

**First Transit is proud of our diverse team.** While the numbers below demonstrate we need to strengthen our hiring of female employees, our corporate team boasts several women who are experts in their field.

First Transit Workforce Diversity	
U.S. Workforce	First Transit Workforce
<ul style="list-style-type: none"> <li>• 77% White</li> <li>• 12% Black/African American</li> <li>• 47% Women</li> </ul>	<ul style="list-style-type: none"> <li>• 25% White</li> <li>• 27% Black/African American</li> <li>• 36% Women</li> </ul>

### D&I Council Mission Statement

“We aspire to have a culture where all people are first. We strive to attract and develop a diverse workforce by promoting teamwork and embracing cultural differences. We all play a role in advancing an inclusive environment where everyone is empowered to share their perspectives, listen, and respect others. We will achieve this by our leadership fostering a people focused environment and engaging with our employees, customers, and communities.

In doing so, we will sustain an inclusive culture that supports future growth and fulfills our social responsibility.”



## COMMUNITY OUTREACH

First Transit knows the value of employees who are familiar with the service area. In addition to hiring employees from the City's current service provider, we'll work with local and state employment agencies, workforce development agencies, multi-cultural organizations, and Veteran Affairs and military outplacement programs to find dedicated, hard-working people who want to be valued members of the First Transit team.



## PERFORMING THE PROPER SCREENINGS

Our operator/attendant minimum hiring standards was established to inform candidates of the basic criteria used to evaluate their suitability for employment with our organization. After reviewing this document, candidates may elect to continue the hiring process or remove themselves from consideration.

## PROCEDURES FOR BACKGROUND CHECKS

Pre-employment record checks for our personnel are a continual part of our employee-evaluation process, before and after hiring.

Criminal record checks are part of the employment process, as a requirement for all new employees. After hire employees have background checks on a as needed basis as determined by the City. Repeated background evaluations allow First Transit and the City to ensure quality operators and staff for our customers.

### CENTRAL BACKGROUND CHECK UNIT

First Transit's internal **Central Background Check Unit (CBCU)** collaborates with **First Advantage**, our third-party background check vendor, to conduct primary reviews of all background records criminal record checks, motor vehicle records, previous employment records, and drug screenings.

The CBCU is a group of trained and dedicated professionals tasked with managing record checks for all of First Transit’s candidates and employees. The CBCU staff conducts individual reviews of every background with potentially disqualifying events, incidents, or discrepancies. The CBCU ensures that all hiring practices are following Fair Credit Reporting Act (FCRA) regulations and Ban the Box ordinances. All backgrounds are held to the standards of First Transit and the City as well as all federal and local laws that apply.

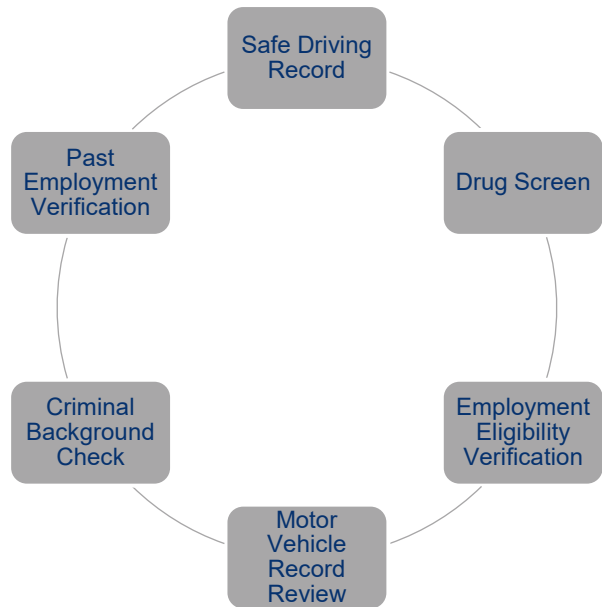
If a potential disqualifying event is discovered on a background the location is notified via email that the employee or applicant is ineligible for employment due to adverse information found on the record check and is placed on administrative leave. The CBCU sends a letter to the applicant or employee letting them know of their ineligibility and providing them with the information needed for an appeal. This appeal is an opportunity for the applicant to explain the circumstances surrounding the disqualifying event and provide applicable documentation to be potentially reinstated. An Appeals Committee meets to discuss every appeal and thoroughly review First Transit and the City’s standards, decisions are made on a case by case basis. Locations are notified of the outcome, and the CBCU follows up with the candidate or employee to provide them with the outcome.

The diligent reviews performed by the CBCU gives peace of mind knowing that all First Transit operators and employees are fully qualified to serve the City, your customers, and your passengers.

PRE-EMPLOYMENT SCREENING PROCESS

First Transit takes the obligation to perform careful background checks very seriously. In ensuring applicants are right for this employment, First Transit runs an array of criminal background checks. Each applicant must sign a statement of release, thereby allowing the check to be conducted. A third-party administrator, **First Advantage**, conducts our criminal record checks.

The following minimum employment criteria are applied to all FirstGroup America candidates who are considered for positions requiring a commercial operator’s license (CDL).



Pre-Employment Screening	
Prior Employment and Background	<p>Verification of the last five years of employment and residency</p> <p>Explanation for any gap in employment or residency exceeding 30 calendar days</p>
Motor Vehicle Record	<p>A valid operator's license for the state in which the candidate resides</p> <p>At least 21 years of age with a minimum of three years driving experience</p> <p>No more than two moving violations within the past 12 months</p> <p>No more than two moving violations within the past 36 months</p> <p>No more than two accidents within the past 36 months (verified by corresponding violation or points associated with accident)</p> <p>The ability to obtain a CDL, as required by the position</p>
Criminal History	<p>Criminal convictions involving one of the following may potentially disqualify a candidate from employment opportunities with any FirstGroup America company:</p> <p>Any crime against a child or vulnerable adult (i.e., disabled, elderly, or infirmed)</p> <p>Kidnapping, abduction, murder, manslaughter, attempted murder, vehicular homicide</p> <p>The possession, manufacture, cultivation, use, or distribution of illegal substances or associated paraphernalia</p> <p>The unlawful use, possession, distribution, disposal, or alteration of a firearm or weapon</p> <p>Any act of violence upon another individual</p> <p>Theft or dishonesty</p> <p>Any offense of a sexual or indecent nature, including the unlawful possession or downloading of publications and images</p> <p>Driving Under the Influence (DUI) or Driving While Intoxicated (DWI)</p>
FTA and DOT Requirements	<p>The ability to pass an FTA/DOT-mandated physical examination, or an approved state-specific physical for non-DOT driving positions</p>

## DRUG AND ALCOHOL PROGRAM

We have a strict zero-tolerance policy about drug and alcohol abuse. Resources are available to any employee who seeks help or rehabilitation for substance abuse. Our formal Drug and Alcohol Policy has been included as an **Attachment** to this proposal.

Because we are trusted with the safety of our passengers and the community at large, we have adopted a drug and alcohol policy designed to:

- Create a work environment free from the adverse effects of drug and alcohol abuse
- Deter and detect employee abuse of illegal drugs and alcohol

- Prohibit the unlawful manufacture, distribution, dispensing, possession, or use of controlled substances
- Encourage employees to seek professional help any time personal problems, including drug or alcohol dependency, may adversely affect their ability to safely perform their assigned duties

#### DRUG TESTING

We use only authorized independent facilities to conduct our drug and alcohol testing. First Transit follows all FTA regulations as defined by 49 CFR Part 40 and 49 CFR Part 655. Safety-sensitive employees will be tested for the presence of illegal drugs under the following circumstances:

<b>Drug Testing</b>	
<b>Pre-Employment, Post Offer Letter</b>	Offers of employment with First Transit are contingent upon testing negative for use of illegal drugs. A negative drug result must be received before any candidate can be allowed to perform any job functions for the first time. Any employee returning from a leave of absence of ninety days or more must submit to a drug test prior to returning to their duties.
<b>Random Testing</b>	All employees are subject to random testing for illegal drugs. We test 50 percent of our safety-sensitive employees per the FTA regulations. We test 10 percent of our non-DOT employees monthly. Non-biased computer selections determine random tests. This may result in some employees being tested more often than once per year.
<b>Reasonable Suspicion</b>	We may decide to conduct a test for illegal drugs when a safety-sensitive employee's work performance, conduct, appearance, speech, or other behavior on the job creates a reasonable question of whether the employee is under the influence of illegal drugs.
<b>Post-Accident</b>	We require any safety-sensitive employee involved in a work-related vehicular accident, which meets the FTA's threshold for testing, to test for illegal drugs.

#### CONSEQUENCES FOR POSITIVE RESULTS

First Transit takes very seriously any infractions involving positive test results, as detailed below.

#### DRUG TESTS

If an employee tests positive for drug use, he or she will be notified by a medical review officer (MRO), a licensed physician with the knowledge and training to interpret and evaluate confirmed positive test results. The MRO will review the test results with the employee. Only after this review will the MRO contact First Transit about the positive test result.

An employee who tests positive for drugs or alcohol is referred to a substance abuse professional for help. He or she is subject to termination under our zero-tolerance program, unless otherwise dictated by state law.

#### BREATH ALCOHOL TESTS

An employee who tests positive at a level of .02 or greater is subject to termination under our zero-tolerance program, unless otherwise dictated by state law. **In the case of a positive test result, arrangements will be made to transport the employee home.** If the employee insists on driving, he or she will be told that the police will be contacted.

#### REFUSAL TO TEST

**Any employee who refuses to submit to a drug or alcohol test is considered to have tested positive and will be subject to immediate termination,** unless otherwise dictated by state law.

#### VOLUNTARY EMPLOYEE ASSISTANCE PROGRAM

**We recognize alcohol and drug abuse as a treatable disease and encourage our employees to seek professional treatment,** if applicable. We tell any employee seeking help of the resources available for evaluating and resolving problems associated with prohibited drug use and alcohol misuse.

**We encourage our employees to participate in our company-sponsored employee assistance program (EAP).** The EAP includes two voluntary programs:

#### COUNSELING AND REFERRAL PROGRAM

Regular full-time employees are eligible to participate in this program. It is designed to help an employee and his or her dependents deal with personal or family problems before they become overwhelming. Assistance is available for issues ranging from family or marital conflicts to substance abuse. We pay the full cost of an initial assessment and up to two counseling sessions. Additional sessions may be covered under the employee's medical plan.

#### SUBSTANCE ABUSE REHABILITATION PROGRAM

This program is available to regular full-time employees (excluding those employees covered under a collective bargaining contract or found to have violated this policy) with one full year of service with First Transit. The program is designed to help an employee correct or eliminate alcohol or drug-related performance problems.

## ENSURING THE RIGHT FIT

#### OPERATOR INTERVIEWS

Upon passing the initial screening, First Transit invites operators to interview to ensure they are the right fit for the operation. The knowledge we have gained from hundreds of thousands of interviews has helped us develop an Operator Interview Guide. This guide helps us consistently



screen and select individuals with the characteristics needed to become successful operators. Specific interview sections include:

- Relevancy of experience
- Schedule suitability
- Response to stress
- Commitment to safety
- Compliance orientation
- Teamwork orientation
- Commitment to customer service



## PROBATIONARY PERIODS

First Transit's new operator protocol is to conduct **re-evaluations every 30, 60, and 90 days**. At the end of each stage of a new applicant's training, they receive an evaluation of the skills they have learned up to that point. **We continue to conduct those evaluations after the first 30 days, first 60 days and first 90 days of employment to make sure that the culture, safe behaviors, and skills are properly progressing.** After the 30/60/90 evaluations are complete, every operator gets an evaluation annually, along with any others that are thought appropriate or necessary for behavior development and enhancement.

We focus on the behaviors and decision making as much, if not more, than the basic skills of steering, braking, accelerating, etc. The best way to firmly shape those behaviors is to supply consistent follow-up, especially at the beginning of the learning curve. **The more attention and instruction a new operator can receive at those preliminary stages, the more the safe behaviors we want will take hold and become a regular part of their personal work culture and values.** The contact made is not always about making corrections, as we believe positively reinforcing good behaviors as often as possible carries significant impact on an operator's performance and development. Some operators require more frequent follow-up and evaluation, and the training managers have the freedom to make that determination, but the 30, 60, and 90-day evaluations are standard.

## RESOURCES DEDICATED TO EMPLOYEE RETENTION

Hiring a new workforce can prove costly, between training costs and lack of experience on the roads, new operators are more expensive than an experienced workforce. Existing employees have the benefits of understanding their ridership and what is expected of them. They know the area geographically and understand the daily traffic patterns. New hires must learn all of these important factors, and often times garner more customer complaints than experienced employees.

Retaining quality employees also helps increase the safety of the Community Shuttle passengers, employees, and Fort Lauderdale community. Experienced employees are aware of potential hazards and are less likely to be in an accident than a recent hire. According to national safety statistics, **operators with less than two years of experience account for 50% of preventable collisions**. While our Professional Bus Operator Development Program combats this, no amount of new hire training can compare to years of on the job experience.

First Transit understands that retaining a loyal workforce has its challenges, which is why we created a team of dedicated professionals to help ensure we retain the talented professionals at our locations. Each region has a Human Resources Engagement Specialist (HRES) focused solely on employee retention. This specialist works, coaches, and guides location managers in employee retention efforts. They will work with Craig Garcia to develop plans and monitor the effectiveness of current retention efforts. The HRES also spends a significant time interacting with location staff to ensure a positive work environment and promote a high level of morale for current employees.

The HRES will have several tools at their disposal, including the vast knowledge and expertise from region and corporate management, to help the location management for the Community Shuttle services remain fully staffed. **They will conduct employee surveys, and work with management on creating employee engagement events and promotions to sustain employee morale.**

## WAGES *(CONFIDENTIAL)*

The single most vital component of delivering service excellence to the City will be your partner's ability to fully staff the operation for the duration of the contract term. It is vital that wages are high enough to facilitate the ability to recruit, hire, and retain safe, reliable, customer-focused operators. Operator **wages must be increased to make the Community Shuttle service a career of choice in the community and to attract and retain a full staff of safe, customer-focused operators for the City's operation.**

Our company has direct knowledge and experience operating in the Fort Lauderdale marketplace with several First Student and First Vehicle Services locations in the region, in addition to previously providing services for the City. Our familiarity with the area allows us to be confident in our understanding that CDL operator wages for this transportation service must be raised to be competitive with the local labor market.

## 3.5 Years on the Job

*According a 2018 study by the U.S. Department of Labor, Bureau of Labor Statistics, workers in transportation industries had an average of 3.5 years on the job. First Transit is attempting to improve this average with dedicated resources and professionals focusing on employee retention*

*Over the next few years, First Transit foresees that the CDL market in Fort Lauderdale will continue to drive up wages for operators. Therefore, it is important that wages are set correctly from the beginning of the contract and remain competitive into the future.*

There are some significant factors that should be considered as part of any wage proposal:

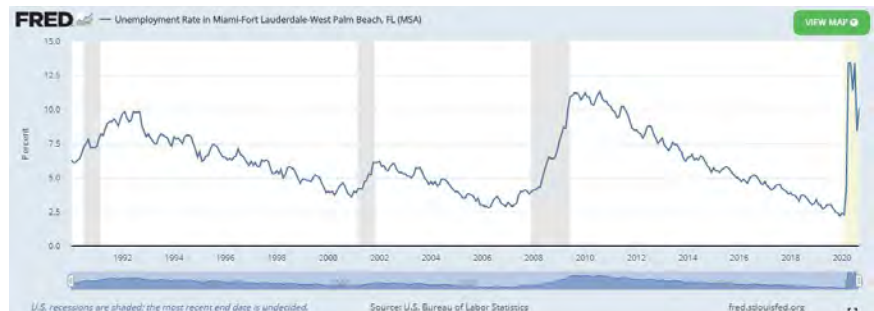
- Impact of the nationwide bus operator shortage
- Local/regional unemployment rate
- Wage survey for the marketplace / regional area
- Availability of qualified CDL operators in the market

Across the nation, a significant factor for success of transportation agencies, school districts, and private contractors, such as First Transit, is the **solution for nationwide bus operator shortage**. Over the last several years, there have been persistent operator shortages across the country, which have been getting progressively worse due to a lack of qualified operators in the marketplace.



*To plan for success in all areas we operate, First Transit has found that wages must be appropriate for the marketplace to effectively recruit and retain qualified CDL operators and avoid operator shortages.*

Our analysis demonstrates that starting wage rates should be at **\$15/hour for operators**. Anything less will not be sufficient in the market based on the current labor conditions, especially with Fort Lauderdale's **unemployment rate below 4% in recent years**, as evidenced in the chart at right. First Transit is also suggesting we start operators at **\$15/hour due to the recent passing of a state-wide minimum wage**. We understand that this does not go into effect for the first year, but we think \$15/hr. will attract the right people to operate the Community Shuttle Service.



Please see our wage survey for Fort Lauderdale below. We have used this survey to develop our wage strategy for the City, to show that First Transit is the best partner to provide these important services for your community.

Fort Lauderdale, FL Drivers Wage Analysis				
<b>I. External Market Analysis</b>				
Economic Research Institute (ERI)	Experience Level	Low (25th Percentile)	Median (50th Percentile)	High (75th Percentile)
Van Driver	1	13.86	15.30	16.55
	5	16.89	18.59	19.99
	7	17.80	19.53	20.98
*CDL Optional				

It is important that the City strongly consider all proposer’s wage structures as part of the procurement. **If a competitive wage structure is not in place and in-line with the market, staffing challenges will emerge and result in persistent shortages that will affect the long-term quality of the operations.**

## BENEFITS

First Transit understands the importance of a strong benefits package to promote employee retention and satisfaction. Our benefits include medical, dental, vision, life insurance, disability, and vacation/holiday. In addition, we also offer our employees a 401K retirement plan with a company match.

## BENEFIT ELIGIBILITY

New salary-employees are eligible the first of month following their date of hire. Hourly employees may vary based on contract and the associated union agreement but are eligible for coverage first of the month following 30 days. All employees are eligible to contribute to our 401K plan after 30 days of employment.

## MEDICAL

Our employees have a choice of three medical plans. Two are high deductible healthcare plans (Yellow and Blue) and one is PPO style plan (Green), with the option of covering any eligible spouse or dependent child. With the high deductible healthcare plans employees can contribute into health savings accounts (HSA) based on IRS contribution limits.

We encourage our employees to be health-consumers. To help, employees enrolled in any of our plans will receive the following benefits covered 100%:

- Routine Physical Exam
- Well-Baby Care
- Routine Gynecological Exams

- Routine mammograms
- Colorectal Cancer Screening
- Preventative Medicine as determined by the Affordable Care Act

## DENTAL

Our employees are offered either a DHMO or a PPO plan. These plans help with dental care costs including routine exams, fillings, and orthodontics. See the attached plan design for detailed information.

## VISION

Our employees are offered a company vision plan. This plan helps with an annual eye exam, lens, and frames. See the attached plan design for detailed information.

## ADDITIONAL BENEFITS INCLUDE:

- Employee Pride incentive program: each location has an incentive program with small gift rewards for participation in certain safety campaigns, charity involvement, and overall job performance
- Sick/Personal/Vacation Time off– 40 hours of paid vacation after one year of employment, and increasing up to four weeks of vacation, may vary by union
- Holiday – Eligible operators will receive holiday pay varying by contract

Benefit Option	Full Time Hourly (may vary based on union agreement)	Salary
Short Term Disability	Employer provided weekly benefit of 60% of weekly salary up to a maximum of \$100	Employer provided weekly benefit based on the employee's years of service. <ul style="list-style-type: none"> <li>• Less than 1 year of service: 100% of pay for first month, 60% of pay for next four months</li> <li>• 1-5 years: 100% of pay for three months, 60% of pay for next two months</li> <li>• 6 years or more: 100% of pay for five months</li> </ul>
Voluntary Short-Term Disability	Employee paid options of 60% of weekly salary up to a maximum of \$100, \$150, \$180	NA
Voluntary Long-Term Disability	Employee paid options of 40%, 50%, 60% of salary up to a monthly benefit of \$8,000	Employee paid options of 40%, 50%, 60% of salary up to a monthly benefit of \$8,000



Life & Accidental Death & Dismemberment	Employer provided \$10,000 benefit for life Employer provided \$10,000 benefit for accidental death and dismemberment	Employer provided benefit of one times annual salary
Voluntary Life & Accidental Death & Dismemberment	Employee paid options are available for employee, spouse/domestic partner, and children	Employee paid options are available for employee, spouse/domestic partner, and children
Dependent Care Flex Spending Account	Employee funded account for dependent care expenses	Employee funded account for dependent care expenses
401K Retirement	Employees are eligible to take part after 30 days of employment After 1 year of employment, employer will match 50% of your contributions up to 6%. Employer contribution vesting schedule is as follows: <ul style="list-style-type: none"> <li>• After 1 years of service-33%</li> <li>• After 2 years of service-67%</li> <li>• After 3 years of service-100%</li> </ul>	Employees are eligible to take part after 30 days of employment After 1 year of employment, employer will match 50% of your contributions up to 6%. Employer contribution vesting schedule is as follows: <ul style="list-style-type: none"> <li>• After 1 years of service-33%</li> <li>• After 2 years of service-67%</li> <li>• After 3 years of service-100%</li> </ul>

## FIRST TRANSIT TRAINING PLAN

*The Proposer shall submit a training plan to be used to ensure that the employees in each of the positions are properly trained in the performance of their duties with emphasis on safety, ADA requirements, and good customer service. A brief description of the proposed training content and schedule shall be included. In addition, the Proposer shall address refresher training including frequency and content. Note that this excludes operator training and refresher course, which is provided by the County.*

## TRAINING EXCELLENCE WITH FIRST TRANSIT

Operator training has a profound impact on service quality and efficiency. A program that focuses on safety and customer service will ensure operators have the tools to provide a world-class service that is consistent, reliable, and attractive to your riders.

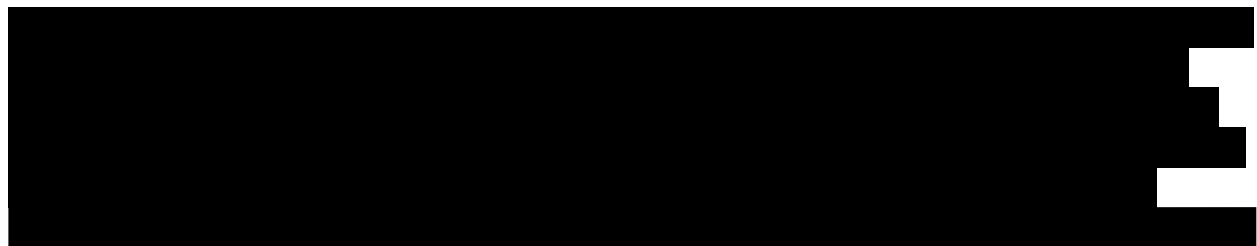
What sets First Transit apart from our competitors in the area of training includes the following:

- We are the only provider who **provides truly one-on-one behind-the-wheel training**
- We are the **only private contractor to use official US Department of Transportation** training manuals for operator core training

- Employees have access to **First America University**, an online database with hundreds of e-learning modules

The foundation of our industry-leading training program is based on both **the right content** and **the right delivery**. Certified, experienced trainers deliver comprehensive, relevant content – offering the City a training approach that is both effective and focused.

The Right Content	The Right Delivery
<ul style="list-style-type: none"> <li>• Emphasis on safety and customer service</li> <li>• Continual updates to curriculum through local, regional, and corporate team collaboration</li> <li>• Incorporation of innovative technology</li> <li>• Customizable training curriculum tailored to trainees' needs, skills, and education</li> <li>• Includes all City-specified training requirements</li> </ul>	<ul style="list-style-type: none"> <li>• Transportation Safety Institute-certified instructors who are capable, experienced, registered with the Department of Transportation (DOT) and are Smith System Operator Improvement Institute-certified</li> <li>• Refresher and annual training to promote continued development</li> <li>• Evaluation of trainee progress through quizzes, driving tests, and customer service evaluations to confirm success</li> </ul>



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Our industry-leading training and incentive programs are based on the following training

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## MAINTENANCE PLAN

*The Proposer shall describe its approach to vehicle maintenance that adheres to a detailed Vehicle Maintenance Plan that meets or exceeds the manufacturer's recommended service plan for vehicles being used as a part of the service. The Vehicle Maintenance Plan shall include how and where the maintenance/repair work is to be successfully completed (i.e., in-house vs. subcontracted) and details regarding the steps in the preventative maintenance program, including scheduled inspection intervals, maintenance program for preventative maintenance, and repair of vehicle*

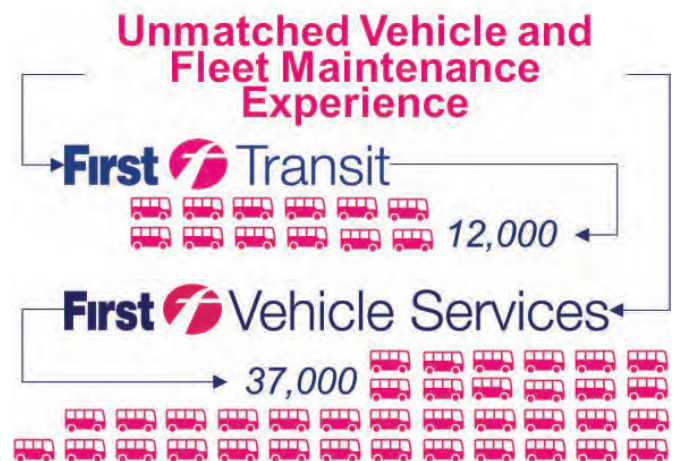
accessories, such as wheelchair lifts and communications equipment, as well as a backup vehicle and tow plan in the event of vehicle breakdown or failure to return to service. The Proposer shall agree to provide the City with maintenance status reports via AssetWorks or any other prescriptive database or program as required by the City and County which shall clearly specify the preventative maintenance undertaken during a previous time period as well as a list of vehicle replacement parts purchased and installed.

## PROTECTING THE CITY’S INVESTMENT AND ENSURING FLEET RELIABILITY

Throughout First Transit’s more than six decades of experience in the industry, we have earned a reputation for high-quality vehicle maintenance. We have successfully maintained a broad range of vehicle types, which has formed the foundation for a solid maintenance approach. This approach incorporates innovative solutions to maximize efficiency and accuracy – assuring the City of a safe, reliable fleet your passengers can trust.

Our successful maintenance program increases miles between road calls on First Transit-maintained fleets with a commitment to strive for 100% compliance with all preventive maintenance. With our comprehensive program, most of the maintenance performed is scheduled work, which reduces vehicle downtime and results in reduced costs to our clients. This preventive approach protects your investment by extending the useful life of your fleets.

Across North America, First Transit (inclusive of our First Vehicle Services division) is responsible for the safe operation and maintenance of nearly 50,000 vehicles. Our maintenance experience spans a variety of vehicle and fuel types, including sedans, cutaways, transit buses, coaches, and articulated vehicles.



First Transit’s comprehensive and effective maintenance plan includes:

Keys to Maintenance Excellence	
Rigorous Preventative Maintenance Inspections	First Transit’s FirstBase Maintenance Information System schedules preventative maintenance for each vehicle. The City will have access to this system for complete transparency of our maintenance program. <b>We are committed to completing all preventative maintenance on time.</b>
Results-Driven Management	Our Tech-in-Charge, John Kimmel, has <b>nearly four decades of maintenance experience</b> and will ensure an effective and efficient maintenance program for the City. He is supported by region and corporate experts in vehicle maintenance

Effective Communication	Our Paperless Shops will streamline communication within the maintenance department. <b>Tablets provide mechanics with essential information at their fingertips</b> , such as vehicle specifications, work history, manuals, etc.
ASE Blue Seal Shop Certification	FirstGroup America has <b>145 ASE Blue Seal of Excellence Certified Shops</b> , more than all our competitors combined. <b>Our goal is to achieve ASE Blue Seal Recognition within 18 months of contract start.</b>
Lean Shop Recognition	Lean Maintenance Practices and 5s Processes are methods to improve overall effectiveness and reduce costs by targeting strategic maintenance areas. <b>Our target goal is to have the City maintenance facility a Bronze LEAN shop in the first 24 months of the contract.</b>
Roadcall Management	First Transit sends a trained technician when a vehicle experiences any type of service failure. <b>Our priority is returning safe service to any impacted passengers.</b>
Comprehensive Skills Assessments & Custom Training	Each technician has a customized training program developed by Cengage. First Transit places an emphasis on technicians becoming ASE certified. We pay for our technicians' training and testing and compensate them with hourly bonuses for certification. <b>This customized training ensures that the maintenance staff can troubleshoot effectively, and it increases productivity</b> because they make repairs right the first time.

## PREVENTATIVE MAINTENANCE PROGRAM

The backbone of First Transit's fixed route maintenance operation is our strong Preventative Maintenance (PM) program. Proper PM will protect the City's capital investment in the fleet, keep the available fleet operational, and provide a prominent level of safe, reliable transportation to our passengers.

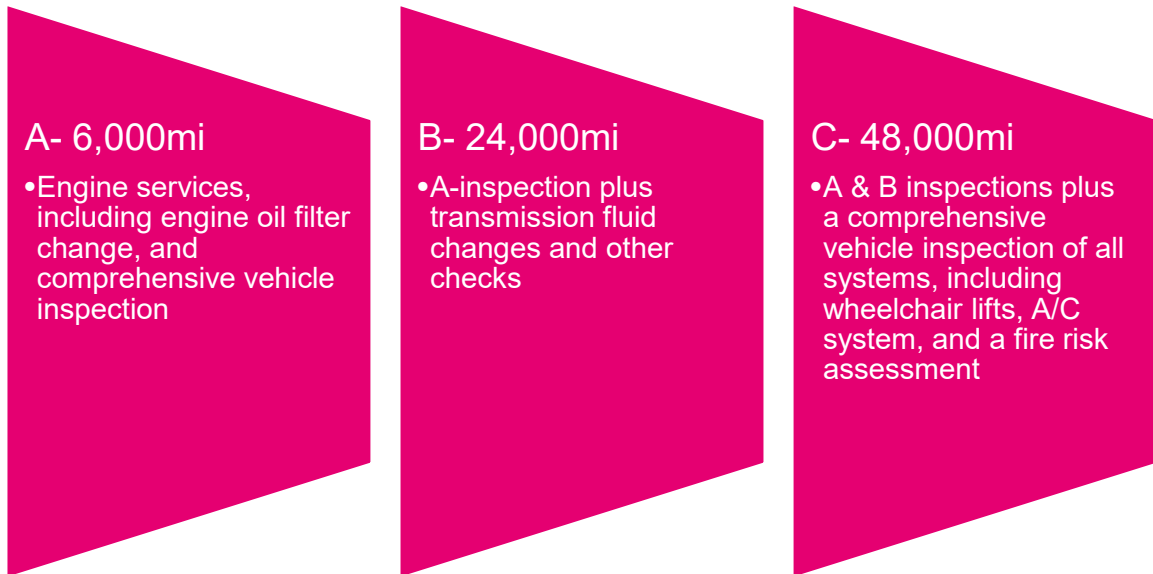
To ensure accurate and reliable data, we use:

- **FirstBase equipment management system** that enhances equipment management capability. FirstBase is a system focused on properly structured information to improve the quality and productivity of equipment services.
- **Tablets equipped with our Paperless Shop program**, allowing technicians to access a vehicle's history, updated maintenance procedures, and all required forms at their fingertips.

## PREVENTATIVE MAINTENANCE INSPECTIONS

Every First Transit vehicle undergoes thorough PM inspections to be in top condition. Routine inspections and necessary repairs follow all OEM specifications.

We categorize PM inspections into three designations: A, B, and C inspections. Our intervals and procedures for the City service follow:



## THE PREVENTATIVE MAINTENANCE PROCESS

First Transit encourages all employees who have contact with vehicles to be a part of our preventative maintenance process. Utility workers, and other workers who have daily contact with vehicles, check for any potential maintenance needs. By finding issues during service inspections, First Transit ends last-minute repairs that can result in service delays.

### PM TASKS

Our tech-in-charge ensures all systems are in safe operating condition before a vehicle enters service. The PM process includes, but is not limited to, inspecting any necessary repairs to the following systems:

- **Air Conditioning and Heating:** The entire system undergoes detailed inspection and cleaning to ensure performance prior to peak air conditioning and heating seasons. We follow all applicable regulations, including those outlined in the Clean Air Act of 1990.
- **Brake Systems:** Any defects or other safety-related system issues are corrected with OEM quality parts, or approved equivalent parts, and tested prior to service.
- **Tires:** We only use branded tires (Michelin, Bridgestone, and Bandag) on our vehicles. The PM process for tires includes (as necessary): tire mounting and





dismounting, wheel inspection, wheel and tire installation, in-shop tire and wheel installation, and tire tread depth inspections.

- **Wheelchair Ramps and Lifts:** We lube the lift and perform a comprehensive inspection of the entire system, including the platform, sensors, barrier, securement devices, and controls. We also pay attention for structural deficiencies and hydraulic leaks. Operators cycle all lifts and ramps daily before vehicles enter service.
- **Fluid Replacement and Lubrication:** We perform all lubrication, oil, and filter change intervals per OEM and City specifications. Additionally, we regularly check engine oil, transmission fluid, coolant, and differential fluid levels.
- **Communication Systems:** We remove any unit not working from service at once. We repair defective units under warranty by a manufacturer-approved shop to adhere to warranty requirements. Qualified vendors or employees repair items no longer under the manufacturer's warranty.

Vehicles return to revenue service after a technician completes all follow up repairs.

## PAPERLESS SHOP

First Transit offers an innovative approach to the typical maintenance workflow through our **Paperless Shops** initiative. In a typical shop, a paper workorder is on average touched 10 times before maintenance resolves the issue. Our paperless shops streamline the process by offering all forms, work orders, and tasks via tablets.

- Employees can document preventative maintenance inspections and record maintenance functions and work orders from anywhere in the shop on tablets.
- Tablet usage facilitates correct documentation by storing the data directly into FirstBase. This is a quicker way to fill out forms and ensure the accuracy of information for future repairs and client reporting.
- Employees complete all follow-up work orders from the tablet, ending the need for extra forms and processing time.
- Parts are pre-assigned to jobs and technicians can easily sign out parts on the tablets. This helps inventory control and creates a seamless process for inspections and repairs.
- The tech-in-charge can plan his work based on KPI data loaded onto the tablets from FirstBase, showing them average work time, the number of vehicles out of service or awaiting parts, and other key factors for daily scheduling.



- Tech-in-charge logs into specific jobs and logs out when finished, giving exact time logging for each task.

*“The benefit of having the tablet is being more organized and easier navigation through activities. They also make it easy to read other technician’s notes which makes me more productive as a technician.”—Technician at our location in Tempe, AZ.*



## TECHNICAL ASSISTANCE CENTER

First Transit knows that the City’s fleet is your most valuable asset, which is why we invest in our technicians to ensure they have the best education, training, and tools available. We understand that sometimes even the most experienced technicians need help with a repair or advice on a reoccurring issue. Identifying this need has resulted in the creation of the Technical Assistance Center (TAC), a resource for technicians to share best practices and receive expert advice.

One of the biggest frustrations for technicians is not knowing where they can find service, diagnostic, and troubleshooting information, which is usually scattered across various OEM and vendor websites. We have taken all the vehicle information and best practices from the OEM and vendor resources and put them together in one centralized location, the TAC. The TAC Supervisor is an ASE Master Certified Technician in multiple areas and possesses the thorough knowledge necessary to assist the Community Shuttle technicians in making challenging repairs and finding solutions to ongoing issues. The TAC Supervisor uses service requests to monitor vehicle and fleet trends, which is helpful in future predictive analytics and scheduling preventative maintenance for the City’s fleet.

When a technician is working on a vehicle and requires further assistance to diagnose issues or complete the repair, he or she can request help by creating a work order, following the

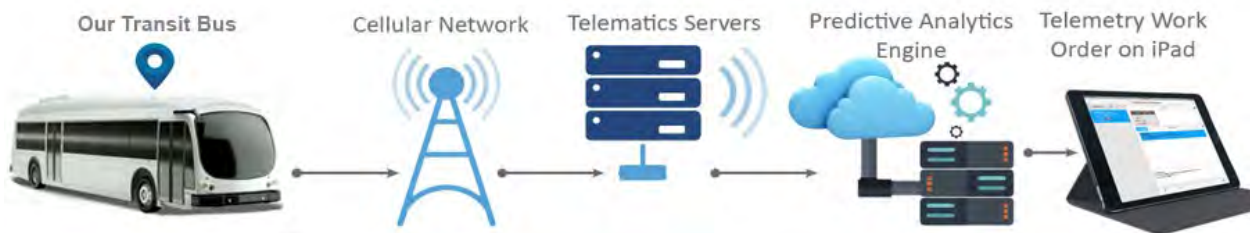
### KEY BENEFITS

- ✓ Reduced vehicle downtime
- ✓ Reduced labor costs
- ✓ Additional resources for our tech-in-charge

procedures outlined below. This seamless communication between technicians and the TAC takes place via our Paperless Shops technology.

- The technician reaches a point where assistance is required and submits a work order through our Paperless Shops technology, and an email notification is sent to the Maintenance Manager and the TAC Supervisor.
- The TAC Supervisor now has access to the vehicle's information, maintenance history, configuration, etc. This allows the TAC Supervisor to understand vehicle maintenance history.
- The TAC Supervisor calls the technician and begins to provide assistance on the repair. Technology allows the TAC Supervisor to remote into the technician's tablet.
- The TAC Supervisor's remote access allows them to control the camera so the technician and the TAC Supervisor can look at the problem together to come up with a diagnostic solution.

## PREDICTIVE ANALYTICS USING GEOTAB TECHNOLOGY



Geotab's GPS vehicle tracking and telematics start recording as soon as the vehicle is in motion, even if the vehicle is parked indoors or underground. Geotab excels in areas of speed, accuracy, and cost effectiveness and allows us to customize the platform for transit services. Geotab services can impact service quality and increase efficiency in fuel tracking, vehicle inspections, electronic logging/fault codes, speed data, and operator behavior.

First Transit will use Geotab for telematics to capture the engine diagnostics codes. This information from the vehicle's J1939 data port is uploaded to our data analytics software. The software has a customized "engine" to sort through all this data and upload into our FirstBase Software weekly report. The report will be used to generate work orders as needed for the maintenance shop supervisory staff to review and assign for repair.

The work orders have detailed information about the potential issue(s) likely to occur. These work orders also provide probable causes for the error and any action-based information regarding the data seen on the vehicle's J1939 network and originally uploaded.

The tech in charge can now review the work orders and, in most cases, use their diagnostic software to verify the issue(s) before following up with corrective actions. This guides the tech in charge to the most apparent cause of the code, **to make repairs correctly the first time.**

**This process will be monitored by the local team, as well as the Region/Corporate Maintenance Support team.**

## MANAGEMENT OF THE MAINTENANCE PROCESS

### THE RIGHT PEOPLE

With more than 60 years of industry leading experience, First Transit employs tried and true practices for our maintenance program. However, we realize that none of these approaches or tools matter without the right team to implement them. Our Tech-in-Charge, John Kimmel, will handle the operations in maintenance as well as uphold the City's goals and expectations.

He will have the support of an experienced regional management team that provides direct support to the location, as well as support from corporate staffing. Our recruiting team only seeks out and helps hire the most qualified candidates, ensuring that the City receives only the best from First Transit's local team. We are ready to provide industry-leading maintenance service to the City's existing fleet of vehicles.

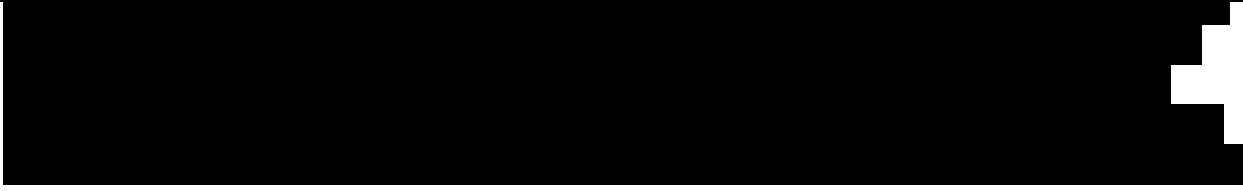
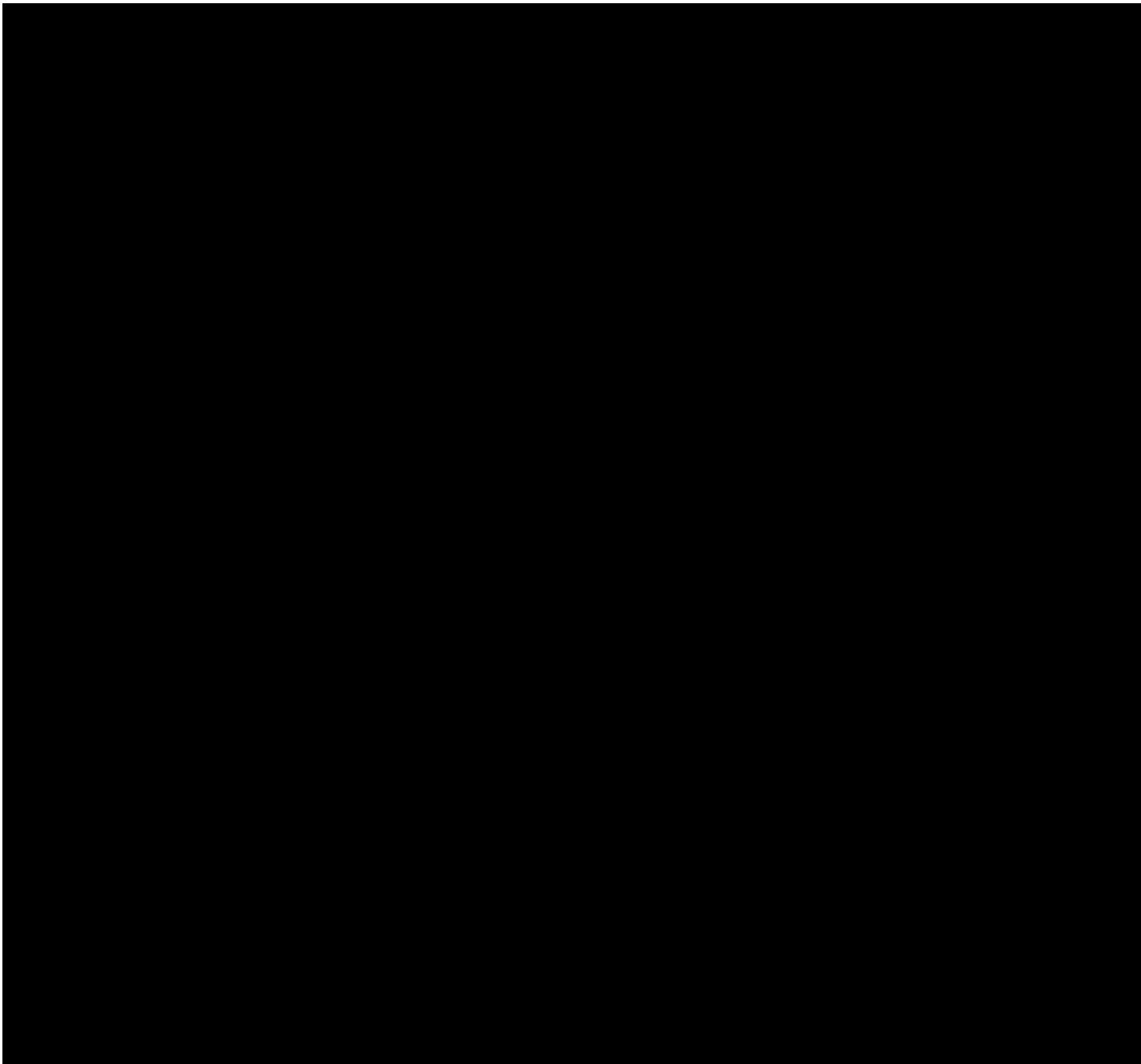


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## RESPONDING TO ROADCALLS

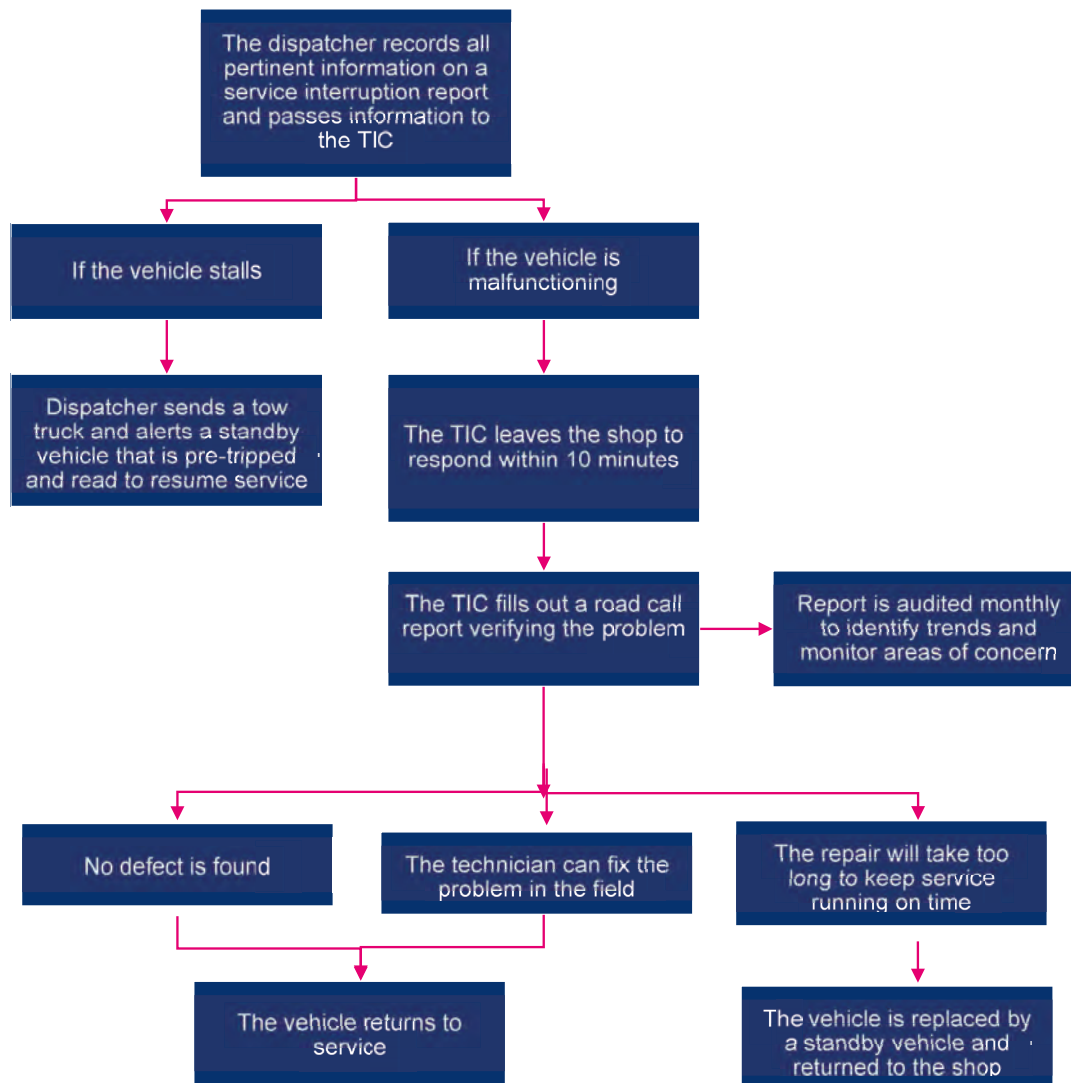
First Transit has a well-earned reputation for maintenance excellence with our Preventative Maintenance program. However, we understand that mechanical failures do happen, no matter how hard we try to limit them. We commit to maintaining on-time performance and exceptional service every day. When vehicles experience mechanical failures, we react with a sense of urgency but never lose focus on the safety of our passengers, operators, and staff. Replacement vehicles help us resume normal route operations as soon as possible, while the regular vehicle is undergoing repairs.



First Transit’s operator and technician training programs create greater attention to detail during day-to-day operations. Our highly trained operators are the first line of defense for limiting roadcalls. We often detect minor faults before they become expensive maintenance issues through pre-trip vehicle inspections, careful monitoring of bus performance during service, and final post-trip inspections.

First Transit technicians take the crucial step of attending trainings to perform preventative maintenance. First Transit does not defer maintenance – reducing operating costs and vehicle defects.

In case of a road call, the following procedures take place:





There are occasions when mechanical failures do not pose a safety risk to operators and passengers. In those situations, we do the following:

- The operator informs dispatch of the problem while continuing the route.
- Dispatch arranges an exchange with a spare vehicle.

## VEHICLE APPEARANCE

A dirty vehicle takes away from the positive image we want to convey to our passengers and the communities we serve. To preserve the favorable view of First Transit and the City, all vehicles operating in our fleet are cleaned daily by our utility workers.

Our vehicles undergo these daily cleaning and washing procedures:

- Wash and scrub exterior
- Remove any graffiti and insect remains
- Dust interiors
- Remove all trash from inside vehicle
- Sweep floor to remove all dirt, paper, etc.
- Wipe clean all stanchions and grab bars
- Wipe clean dash
- Clean interior windows, as necessary
- Clean side panels, as needed
- Mop floor and step wells
- Repair or replace broken, cut, torn, or vandalized components

## GRAFFITI AND VEHICLE REPAIR

We have a zero-tolerance policy for graffiti and have instituted a program to detect and remove it from the interior and exterior of all vehicles. Our vehicle operator and maintenance team are committed to providing our passengers with clean, well-maintained, and graffiti-free vehicles.

Operators perform pre-trip and post-trip inspections, paying close attention to graffiti that may negatively affect the appearance of City vehicles. The operator notes any blemishes, scratches, or dents on the inspection reports and sends this information to dispatchers, who update the maintenance department with any necessary work orders related to the operators' findings. We fully commit to upholding the standards of the City and the requirements in your contract.

## RECOGNIZING MAINTENANCE EXCELLENCE

First Transit takes immense pride in our industry-leading maintenance program. Our goal is to provide safe and reliable transportation services to all of Community Shuttle passengers. We strive to earn nation-wide maintenance recognition from these organizations to distinguish ourselves from our competitors.

## ASE BLUE SEAL CERTIFICATION PROGRAM

First Transit places a major emphasis on the ASE Blue Seal Recognition Program that we seek to obtain for our maintenance facility.



*We will work to achieve ASE Blue Seal status within 18 months of the contract start date for our maintenance facility.*

This program recognizes that the technicians working in the ASE Blue Seal facility are trained properly and tested in their field. To reach ASE Blue Seal recognition, the repair shop must have at least 75% of technicians ASE certified. Also, each area of service offered in the facility must have at least one ASE-certified technician.

## KEY BENEFITS OF ASE BLUE SEAL FACILITIES

- **Safety and Quality** – ASE Blue Seal Shops are equipped with the knowledge and training needed to diagnose problems precisely and accurately so both vehicles and equipment are maintained and repaired to the highest safety standards. ASE means that First Transit assures the City that their fleet will experience fewer breakdowns and higher vehicle safety and availability – yielding increased customer satisfaction.
- **Efficiency** – ASE Blue Seal Shops perform preventative maintenance and repairs quickly, ensuring prompt delivery of vehicles and equipment for on-time service. First Transit technicians fix it right the first time.

*FirstGroup America has more ASE Blue Seal Recognized shops than all our competition combined. We have 145 ASE Blue Seal facilities.*



## ASE BONUS COMPENSATION STRUCTURE

First Transit is committed to training and the ASE certification program. Our ASE incentive program is designed to increase technicians desire to obtain certification. Offering access to all ASE testing at no cost to the employee, there are two ways that employees can earn per hour pay incentives on each hour they work.

- While working to earn his/her first Master Technician Certification, the employee will receive a \$.25 per hour pay incentive for each ASE test successfully completed.
- While working to earn his/her second Master Technician Certification, the employee will receive a \$.10 per hour pay incentive for each ASE test successfully completed.
- All ASE certified technicians working at a location that receives the Blue Seal Certification will receive an additional \$.25 per hour pay incentive.

## LEAN MAINTENANCE PRACTICES AND 5S PROCESSES

Lean Maintenance Practices and 5s Processes are methods to improve our overall effectiveness by valuing organization and ending waste. Lean processes translate to reduction

in maintenance costs by targeting strategic areas where maintenance has direct and indirect control, such as preventative maintenance, road call reduction, over time, and outside service costs.

Combined with Lean Practices, the 5s Process, (Sort, Straighten, Shine, Standardize & Sustain) is a workplace organization method that more effectively uses the space provided for maintenance and generates a culture that promotes safety, quality maintenance, minimal maintenance cost, and improved vehicle reliability. The 5s Process focuses on the work environment to prevent lost time from unnecessary movement due to placement of repair parts, tooling, or fixtures that may impede travel by technicians.

*First Transit commits to making the Community Shuttle shop a Bronze Lean Certified shop within the first 24 months of contract start.*

## MEASUREMENT OF PROGRAM EFFECTIVENESS

First Transit's FirstBase tracks key performance indicators to monitor program effectiveness and analyze trends including:

Trend	Measurement
Preventative Maintenance Compliance	Percent of PM inspections performed on time
Technician Overtime	Percent of payroll paid for overtime
Road Call Performance	Miles between road calls
Scheduled/ Unscheduled Work	Percent of work that is scheduled work (PM, PM follow up) compared to unscheduled work (DVIR's, road calls)
Repairs Between PM Inspections	Number of repairs between PM's (measuring the effectiveness of the PM program)
Technician Productivity	Comparing hours paid to hours charged to work orders
Hours over Standard Job Time	Technician hours that went over the standard job time
Auto-Reorder Percentage	Percent of parts ordered by the auto-reorder process
Outside Services Percentage	The percentage of maintenance cost spent at outside vendors
Cost per Mile	Overall cost per mile and comparison of cost per mile with similar fleets

Trend	Measurement
Liquidated Damages	Liquidated damages due to maintenance related issues

Local management and region teams oversee these processes so we can bring value to our clients through cost savings, improved fleet reliability, and improved customer satisfaction.

## MANAGEMENT, OPERATING AND EQUIPMENT COSTS

*The Proposer shall submit a complete Cost Proposal Page that includes cost per revenue hour and estimated annual fuel costs. Understanding that the type of vehicles in the fleet impact operational and maintenance cost, the Proposer shall provide four Cost Proposals, one for each of the vehicle inventory scenario listed in Exhibit C – Vehicle Inventory. Revenue hours are defined as hours when vehicles are in service according to published schedules. The Proposer must fully complete, sign, and date the attached Cost Proposal Page. The Proposer shall include all project costs as part of the completed Cost Proposal Page, including management and supervisory costs. Any deviations or exceptions made by the Proposer to the Cost Proposal Form not approved by the City in advance may render the Proposer’s cost proposal as non-responsive.*

Per the RFP please see section **4.2.13 Required Forms** for First Transit’s completed and signed Cost Proposal Pages for all four required scenarios.

## PRICING ASSUMPTIONS

Below are some pricing assumptions that First Transit would like the City to be aware of when evaluating our price scenarios:

- Due to volatility of service hours First Transit requires a price renegotiation when there is a change in service levels greater than 10% increase or decrease; or we would ask the City to consider a fixed and variable pricing structure to limit financial impact.
- First Transit’s Cost Scenario D does not include fuel costs.
- Our pricing does not support operation of the Seabreeze tram service or Community Shuttle alone, our pricing is designed and more cost effective assuming First Transit will operate both the Community Shuttle service and the Seabreeze tram services.



## 4.2.9 References

## 4.2.9 REFERENCES

*Provide at least three references, preferably government agencies, for projects with similar scope as listed in this RFP. Information should include:*

*Client Organization Name, address, contact person, telephone number, and number of vehicles operated for the client.*

*The Proposer's responsibilities for the client (i.e., vehicle operations, vehicle maintenance, scheduling/dispatching, etc.) and years that service was provided shall also be identified.*

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## 4.2.10 Minority/Women (M/WBE) Participation

## 4.2.10 MINORITY/WOMEN (M/WBE) PARTICIPATION

*If your firm is a certified minority business enterprise as defined by the Florida Small and Minority Business Assistance Act of 1985, provide copies of your certification(s). If your firm is not a certified M/WBE, describe your company's previous efforts, as well as planned efforts in meeting M/WBE procurement goals under Florida Statutes 287.09451.*

### BUSINESS INCLUSION PLAN

First Transit is committed to providing local minority and women owned companies with opportunities to grow and develop. We actively seek to bring these vendors into our network of suppliers, supporting the inclusion of Disadvantaged, Minority, Small, Veteran, and Woman-owned Business Enterprises. We understand that there is no goal specifically for this procurement, but First Transit is constantly looking to support the inclusion of local small business owners into our service delivery.

Our plan is to not only provide participation for our Minority/Women Business Enterprises (M/WBE), but to facilitate resources, training, and other support services. This ensures that all our disadvantaged businesses will meet the service provision requirements outlined by the City and helps setup their companies for continuous growth.

We will continue our active involvement with business partners and others in the community as we provide the Community Shuttle, ensuring we meet any future M/WBE participation goals.

### IDENTIFYING MINORITY AND WOMEN OWNED BUSINESSES

Expanding our supplier base is beneficial for vendors, local economies, our clients, customers, and the community. Products and services from a M/WBE supplier base stimulate innovation and provide us with the finest resources for our operations, making our commitment to our clients stronger and our transit solutions more cost-effective. In turn, our vendors benefit from wider industry exposure and First Transit's best practices—a win for both companies.

Our program includes training for employees of our disadvantaged business partners, shared technology resources and a quarterly quality and customer service audit. This ensures that First Transit M/WBE subcontractors follow the operational and performance requirements for the City's RFP.

First Transit's Business Inclusion Plan includes the following:

- Identify services and products for subcontracting/minority participation
- Identify concerns and interest groups (outreach programs)
- Conduct informational seminars on procurement and contracting procedures
- Provide technical assistance
- Develop realistic goals and timetables
- Provide opportunities for public input through advisory committee

## INCLUDING MINORITY AND WOMEN OWNED BUSINESSES

First Transit's inclusion of M/WBE business partners in the Community Shuttle operation requires an ongoing commitment to explore new and expanding opportunities. We have never looked on disadvantaged business inclusion as a process in just the contract initiation or renewal process.

**Including disadvantaged business partners has always been – and will always be – part of First Transit's culture as a forward-thinking company working in partnership to provide easy and safe mobility solutions to the communities we serve.**

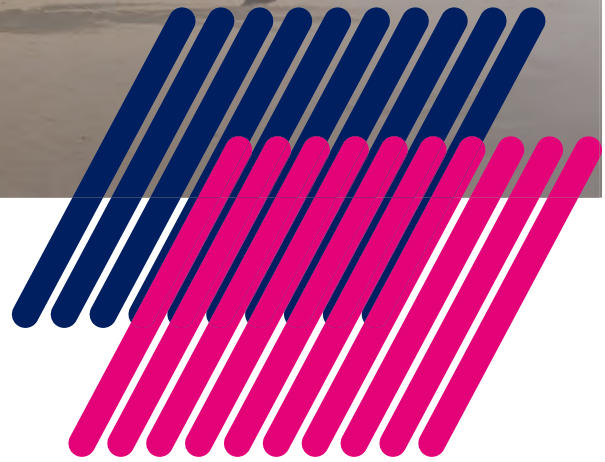
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[REDACTED] REM performs recruiting, hiring, and staffing services using its community-based contacts with local organizations to attract a diverse workforce of dedicated and qualified employees.

**First Transit is committed to providing small and disadvantaged businesses the opportunity to grow and develop.**

*"I have learned a lot about public transit from working closely with First Transit. The experience has been positive because First Transit has proven their ability to lead with integrity, safety, and accountability." —Jason Reeves, REM Services Operations Manager*





## 4.2.11 Description of Capabilities and Experience



## 4.2.11 DESCRIPTION OF CAPABILITIES AND EXPERIENCE

*The proposal shall include a description of vendor's legal status, authority, and or licenses to operate. Vendor is licensed by the State of Florida and Broward County to provide commercial transportation services and be currently and continuously engaged in providing such services for a minimum of three consecutive (3) years (no less than 36 months). Proposers shall also provide a copy of their SAM registration as proof that they can participate in federally funded procurements.*

### FLORIDA EXPERIENCE

First Transit is licensed by the State of Florida and Broward County to provide commercial transportation services for the City of Fort Lauderdale. We have included our State Business License as part of section **4.2.13 Required Forms**. First Transit has also included our SAM Registration as part of section **4.2.13 Required Forms**.

First Transit and our sister company, First Vehicle Services, currently operate in over 20 Florida client locations, maintaining over 10,000 vehicles and employing over 1,300 employees in the state. We have been authorized to do business in the state since 1972.




First Transit **has become a provider of choice** in the Florida transportation market by being a partner in offering responsive, customer-oriented services. Our region management team has handled the seamless transition of multiple contracts in Florida, ensuring we meet the needs of our clients and our passengers and providing minimal disruption to services.

## REGION SUPPORT

*The description shall include the major business functions, history, and organizational structure including location of firm's headquarters and major offices, management organization with names and locations of managing director(s) for this project.*

First Transit has been providing fixed route and shuttle services for 65 years, we have 335 locations across the United States, including extensive experience in Florida, as well as Canada and Puerto Rico, for more information about our company history and experience please see the previous section **4.2.3 Experience and Qualifications**. Headquartered in Cincinnati, OH our corporate and region teams are ready to serve and assist our Project Manager, Craig Garcia.

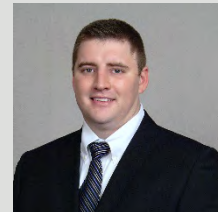
These diverse and highly qualified individuals on our East Region Management team will provide experienced support throughout the operation, including the areas of safety, training, maintenance, administration, accounting, insurance claims management, and human resources.

East Region Management	
<p><b>Tim McCann, Senior Vice President:</b> Tim has over 20 years of transit industry experience. Tim works closely with general managers to ensure the efficiency of personnel, effectiveness of communication, and a high level of morale within the operational area. His region includes many university shuttles, airport shuttles, fixed route systems, and paratransit operations. He brings valuable experience from previous positions as a project manager in operations and is committed to exceeding your expectations regarding service quality, passenger growth, and responsiveness to stakeholders' needs.</p>	
<p><b>Russ Tieskoetter, Region Vice President:</b> Russ has more than 25 years of experience in transit management, including safety and training, maintenance, labor relations, and operations. As region vice president, he will make certain all management and staff understand the City's goals and are compliant with the contract. Russ will also develop the management team and supervise the operation through regular site visits, conference calls, reports, and annual budget reviews.</p>	
<p><b>Catherine DeGray, Region Performance Assurance Manager:</b> Catherine has extensive experience in the transit industry, including operations, training, labor relations, and safety. Her diverse background and 14 years of experience gives Catherine a unique perspective in assisting the day-to-day operations our locations. Catherine will work closely with our Project Manager to assist them in improving the location operations and increase system efficiency and she also provides onsite training for the location.</p>	

**Jennifer Arrasmith, Director of Finance:** Jennifer provides management reporting and analyses of all financial and operating data for our East region locations as well as our international locations. She handles business and financial forecasts for the division and each of its locations. Jennifer also prepares financial and business updates, progress and variance reports, and other ad hoc reports for management evaluation.



**Rodney Booth, Region Director of Maintenance:** Rodney has been with First Transit since 2011 and has a strong background of mechanical engineering and overseeing large fleets of transit vehicles. Rodney works closely with the region maintenance manager to monitor region maintenance trends and implement strategies to increase maintenance efficiencies.

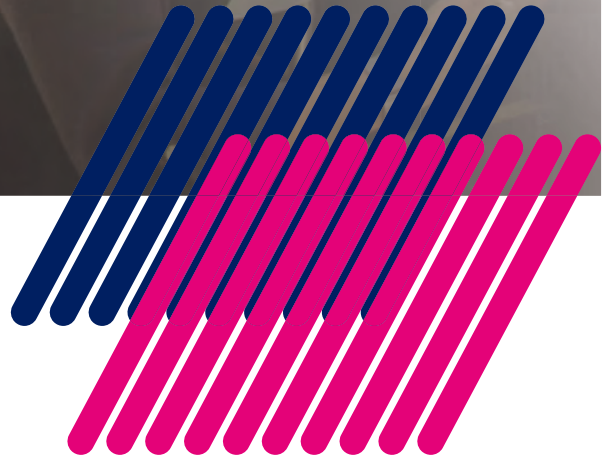


**Paul Meredith, Senior Director of Safety:** Paul has over 25 years of transportation management experience in regulatory compliance, training, and program development. He has also managed compliance operations dealing with state and federal regulations, including OSHA, EPA, and drug and alcohol testing programs. Paul's primary responsibility is the management and coordination of safety compliance for First Transit. He leads a team of Regional Safety Managers to ensure compliance with Federal, State, and Local regulations as well as upholding First Transit's standards. In addition, he coordinates the development of training programs and curriculum for our operating locations.



**Danny Guerdon, Region Human Resources Manager:** Danny will be available to support employee training, employee relations, and staff training and development. He works with each location in his region to focus on their specific employee retention and recruiting needs. Danny has been in the transportation industry for almost 30 years and brings all that expertise to his locations.





## 4.2.12 Subcontractors

## 4.2.12 SUBCONTRACTORS

*Proposer must clearly identify any subcontractors that may be utilized during the term of this contract.*

First Transit does not intend to use any subcontractors for this service.





# 4.2.13 Required Forms



## 4.2.13 REQUIRED FORMS

Please see the following pages for the below list of required forms.

**1. Proposal Certification**

*Complete and attach the Proposal Certification provided herein.*

**2. Cost Proposal Pages**

*Provide firm, fixed, costs for all services/products using the forms provided in this request for proposal. These firm fixed costs for the project include any costs for travel and miscellaneous expenses. No other costs will be accepted. As mentioned in Section 4.2.8, the Proposer shall provide four Cost Proposals, one for each of the vehicle inventory scenario listed in Exhibit C – Vehicle Inventory.*

**3. FTA Certifications**

*The Proposer shall certify and sign Exhibits I through P and include them in in the proposal. These certifications only apply to the operation and maintenance of the Community Shuttle Program, which receives federal funding, and excludes the Seabreeze Trams service, which is locally funded by the City.*

**4. Non-Collusion Statement**

*This form is to be completed, if applicable, and inserted in this section.*

**5. Non-Discrimination Certification Form**

*This form is to be completed and inserted in this section.*

**6. Verification of Employment Status**

*E-VERIFY Affirmation Statement shall be completed and inserted in this section.*

**7. Contract Payment Method**

*This form must be completed and returned with your proposal. Proposers must presently have the ability to accept these credit cards or take whatever steps necessary to implement acceptance of a card before the start of the contract term, or contract award by the City.*

**8. Sample Insurance Certificate**

*Demonstrate your firm's ability to comply with insurance requirements. Provide a previous certificate or other evidence listing the Insurance Companies names for the required coverage and limits.*

**9. System for Awards Management (SAM)**

*A copy of the Proposer's SAM registration must be included in the proposal submission.*

**10. Active Status Page from Division of Corporations – Sunbiz.org**

*Provide PDF of current page with your proposal.*

**11. W-9 for Proposing Firm**

*This form must be completed and returned with your proposal.*

First Transit has completed and signed all of the required forms. They can be found both signed electronically through the BidSync system as well as in this section as required by the RFP.

**BID/PROPOSAL CERTIFICATION**

**Please Note:** If responding to this solicitation through BidSync, the electronic version of the bid response will prevail, unless a paper version is clearly marked **by the bidder** in some manner to indicate that it will supplant the electronic version. All fields below must be completed. If the field does not apply to you, please note N/A in that field.

If you are a foreign corporation, you may be required to obtain a certificate of authority from the department of state, in accordance with Florida Statute §607.1501 (visit <http://www.dos.state.fl.us/>).

Company: (Legal Registration)  EIN (Optional):

Address:

City:  State:  Zip:

Telephone No.  FAX No.  Email:  (primary contact: shannon.borst@firstgroup.com)

Delivery: Calendar days after receipt of Purchase Order (section 1.02 of General Conditions):

Total Bid Discount (section 1.05 of General Conditions):

Check box if your firm qualifies for MBE / SBE / WBE (section 1.09 of General Conditions):

**ADDENDUM ACKNOWLEDGEMENT** - Proposer acknowledges that the following addenda have been received and are included in the proposal:

<u>Addendum No</u>	<u>Date Issued</u>	<u>Addendum No.</u>	<u>Date Issued</u>	<u>Addendum No</u>	<u>Date Issued</u>
<input type="text" value="Addendum 1"/>	<input type="text" value="10/16/2020"/>	<input type="text" value="Addendum 2"/>	<input type="text" value="10/22/2020"/>	<input type="text" value="Addendum 3"/>	<input type="text" value="11/05/2020"/>
<input type="text" value="Addendum 4"/>	<input type="text" value="11/10/2020"/>	<input type="text" value="Addendum 5"/>	<input type="text" value="11/10/2020"/>	<input type="text" value="Addendum 6"/>	<input type="text" value="11/13/2020"/>

**VARIANCES:** If you take exception or have variances to any term, condition, specification, scope of service, or requirement in this competitive solicitation you must specify such exception or variance in the space provided below or reference in the space provided below all variances contained on other pages within your response. Additional pages may be attached if necessary. No exceptions or variances will be deemed to be part of the response submitted unless such is listed and contained in the space provided below. The City does not, by virtue of submitting a variance, necessarily accept any variances. If no statement is contained in the below space, it is hereby implied that your response is in full compliance with this competitive solicitation. If you do not have variances, simply mark N/A. **If submitting your response electronically through BIDSYNC you must also click the "Take Exception" button.**

The below signatory hereby agrees to furnish the following article(s) or services at the price(s) and terms stated subject to all instructions, conditions, specifications addenda, legal advertisement, and conditions contained in the bid/proposal. I have read all attachments including the specifications and fully understand what is required. By submitting this signed proposal I will accept a contract if approved by the City and such acceptance covers all terms, conditions, and specifications of this bid/proposal. The below signatory also hereby agrees, by virtue of submitting or attempting to submit a response, that in no event shall the City's liability for respondent's direct, indirect, incidental, consequential, special or exemplary damages, expenses, or lost profits arising out of this competitive solicitation process, including but not limited to public advertisement, bid conferences, site visits, evaluations, oral presentations, or award proceedings exceed the amount of Five Hundred Dollars (\$500.00). This limitation shall not apply to claims arising under any provision of indemnification or the City's protest ordinance contained in this competitive solicitation.

Submitted by:

Name (printed)

Date

Signature

Title

**SECTION VI - COST PROPOSAL PAGE**

**Proposers Name:** First Transit, Inc.

**Vehicle Inventory Scenario A**

Proposer agrees to supply the products and services at the prices bid below in accordance with the terms, conditions and specifications contained in this RFP.

Cost to the City: Contractor shall quote firm, fixed, costs for all services/products identified in this request for proposal. These firm fixed costs for the project include any costs for travel and miscellaneous expenses. No other costs will be accepted.

**Notes:**

Attach a breakdown of costs including but not limited to labor, management and supervisory costs, equipment, materials and parts.

\*Unit Price Per Service Hour shall include fuel.

\*\*Below listed Estimated # of Hours are not assured and are estimated based on current planned route expansion.

\*\*\*Estimated Annual Fuel Costs are for informational purposes only.

		Estimated # of Hours	Unit Price per Service Hour - (Including Fuel)	Extended Price	Estimated Annual Fuel Costs
Year 1	First Term	20,846	\$66.82	<b>\$1,392,929.72</b>	\$82,744.93
Year 2		20,846	\$70.05	<b>\$1,460,262.30</b>	\$86,054.73
Year 3		20,846	\$72.61	<b>\$1,513,628.06</b>	\$89,496.92
Year 4	2nd Term at the Option of the City	27,934	\$65.75	<b>\$1,836,660.50</b>	\$93,076.80
Year 5		27,934	\$67.77	<b>\$1,893,087.18</b>	\$96,799.87
Year 6	3rd Term at the Option of the City	37,341	\$63.04	<b>\$2,353,976.64</b>	\$100,671.87
Year 7		37,341	\$65.09	<b>\$2,430,525.69</b>	\$104,698.74
<b>TOTALS:</b>				<b>\$12,881,070.09</b>	<b>\$653,543.86</b>

**Submitted By:**

Bradley Thomas  
 \_\_\_\_\_  
 Name (printed)

  
 \_\_\_\_\_  
 Signature

11/18/2020  
 \_\_\_\_\_  
 Date

President  
 \_\_\_\_\_  
 Title

**SECTION VI - COST PROPOSAL PAGE**

**Proposers Name:** First Transit, Inc.

**Vehicle Inventory Scenario B**

Proposer agrees to supply the products and services at the prices bid below in accordance with the terms, conditions and specifications contained in this RFP.

Cost to the City: Contractor shall quote firm, fixed, costs for all services/products identified in this request for proposal. These firm fixed costs for the project include any costs for travel and miscellaneous expenses. No other costs will be accepted.

**Notes:**

Attach a breakdown of costs including but not limited to labor, management and supervisory costs, equipment, materials and parts.

\*Unit Price Per Service Hour shall include fuel.

\*\*Below listed Estimated # of Hours are not assured and are estimated based on current planned route expansion.

\*\*\*Estimated Annual Fuel Costs are for informational purposes only.

		Estimated # of Hours	Unit Price per Service Hour - (Including Fuel)	Extended Price	Estimated Annual Fuel Costs
Year 1	First Term	20,846	\$65.87	<b>\$1,373,126.02</b>	\$82,505.62
Year 2		20,846	\$69.16	<b>\$1,441,709.36</b>	\$85,805.85
Year 3		20,846	\$71.79	<b>\$1,496,534.34</b>	\$89,238.08
Year 4	2nd Term at the Option of the City	27,934	\$65.19	<b>\$1,821,017.46</b>	\$92,807.60
Year 5		27,934	\$67.28	<b>\$1,879,399.52</b>	\$96,519.91
Year 6	3rd Term at the Option of the City	37,341	\$62.67	<b>\$2,340,160.47</b>	\$100,380.71
Year 7		37,341	\$64.77	<b>\$2,418,576.57</b>	\$104,395.93
<b>TOTALS:</b>				<b>\$12,770,523.74</b>	<b>\$651,653.70</b>

**Submitted By:**

Bradley Thomas  
 \_\_\_\_\_  
 Name (printed)

  
 \_\_\_\_\_  
 Signature

11/18/2020  
 \_\_\_\_\_  
 Date

President  
 \_\_\_\_\_  
 Title

**SECTION VI - COST PROPOSAL PAGE**

**Proposers Name:** First Transit, Inc.

**Vehicle Inventory Scenario C**

Proposer agrees to supply the products and services at the prices bid below in accordance with the terms, conditions and specifications contained in this RFP.

Cost to the City: Contractor shall quote firm, fixed, costs for all services/products identified in this request for proposal. These firm fixed costs for the project include any costs for travel and miscellaneous expenses. No other costs will be accepted.

**Notes:**

Attach a breakdown of costs including but not limited to labor, management and supervisory costs, equipment, materials and parts.

\*Unit Price Per Service Hour shall include fuel.

\*\*Below listed Estimated # of Hours are not assured and are estimated based on current planned route expansion.

\*\*\*Estimated Annual Fuel Costs are for informational purposes only.

		Estimated # of Hours	Unit Price per Service Hour - (Including Fuel)	Extended Price	Estimated Annual Fuel Costs
Year 1	First Term	20,846	\$66.21	<b>\$1,380,213.66</b>	\$86,576.62
Year 2		20,846	\$69.55	<b>\$1,449,839.30</b>	\$90,039.69
Year 3		20,846	\$72.24	<b>\$1,505,915.04</b>	\$93,641.28
Year 4	2nd Term at the Option of the City	27,934	\$65.57	<b>\$1,831,632.38</b>	\$97,386.93
Year 5		27,934	\$67.71	<b>\$1,891,411.14</b>	\$101,282.40
Year 6	3rd Term at the Option of the City	37,341	\$63.01	<b>\$2,352,856.41</b>	\$105,333.70
Year 7		37,341	\$65.15	<b>\$2,432,766.15</b>	\$109,547.05
<b>TOTALS:</b>				<b>\$12,844,634.08</b>	<b>\$683,807.67</b>

**Submitted By:**

Bradley Thomas

Name (printed)



Signature

11/18/2020

Date

President

Title

**SECTION VI - COST PROPOSAL PAGE**

**Proposers Name:** First Transit, Inc.

**Vehicle Inventory Scenario D**

Proposer agrees to supply the products and services at the prices bid below in accordance with the terms, conditions and specifications contained in this RFP.

Cost to the City: Contractor shall quote firm, fixed, costs for all services/products identified in this request for proposal. These firm fixed costs for the project include any costs for travel and miscellaneous expenses. No other costs will be accepted.

**Notes:**

Attach a breakdown of costs including but not limited to labor, management and supervisory costs, equipment, materials and parts.

\*Unit Price Per Service Hour shall include fuel.

\*\*Below listed Estimated # of Hours are not assured and are estimated based on current planned route expansion.


\*\*\*Estimated Annual Fuel Costs are for informational purposes only.

\*\*\*City shall be responsible for the maintenance of the trams and trailers.

		Estimated # of Hours	Unit Price per Service Hour	Extended Price	Estimated Annual Fuel Costs
Year 1	First Term	2,808	\$44.26	<b>\$124,282.08</b>	N/A
Year 2		2,808	\$46.43	<b>\$130,375.44</b>	N/A
Year 3		2,808	\$48.01	<b>\$134,812.08</b>	N/A
Year 4	2nd Term at the Option of the City	2,808	\$49.83	<b>\$139,922.64</b>	N/A
Year 5		2,808	\$51.19	<b>\$143,741.52</b>	N/A
Year 6	3rd Term at the Option of the City	2,808	\$52.77	<b>\$148,178.16</b>	N/A
Year 7		2,808	\$54.34	<b>\$152,586.72</b>	N/A
<b>TOTALS:</b>				<b>\$973,898.64</b>	<b>N/A</b>

**Submitted By:**

Bradley Thomas  
 \_\_\_\_\_  
 Name (printed)

  
 \_\_\_\_\_  
 Signature

11/18/2020  
 \_\_\_\_\_  
 Date

President  
 \_\_\_\_\_  
 Title



# First Transit will not be providing vehicles for this procurement.

## Transit Vehicle Manufacturer (TVM) Certification of Compliance with Sub Part D, Part 26

**FOR ALL BUSES/ROLLING STOCK PROCUREMENTS**

This procurement is subject to the provisions of Section 26.49 of 49 CFR Part 26. Accordingly, as a condition of permission to bid, the following certification must be completed and submitted with the bid. A bid which does not include the certification will not be considered.

### Transit Vehicle Manufacturer (TVM) CERTIFICATION

\_\_\_\_\_, a TVM, hereby certifies that it has complied with the requirements of Section 26.49 of 49 CFR Part 26 by submitting a current DBE Goal to the FTA. The goals apply to fiscal year \_\_\_\_\_ and have been approved or not disapproved by the FTA.

**First Transit, Inc.** \_\_\_\_\_, hereby certifies that the manufacturer of the transit vehicle

to be supplied \_\_\_\_\_ has complied with the above- referenced requirements of Section 26.49 of 49 CFR Part 26.

 \_\_\_\_\_ 11/18/2020 (Date)  
(Authorized Signature)

\_\_\_\_\_  
Print Name and Title  
Company: **First Transit, Inc.**  
Telephone No.: **513-241-2200**  
Fax No.: **513-684-8852**

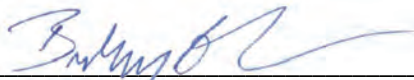
## Bus Testing Compliance Certification

### FOR ALL PROCUREMENTS OF BUSES/ROLLING STOCK/TURNKEY

The undersigned (Contractor /manufacturer) certifies that the vehicle offered in this procurement complies with 49 USC A5323(c) and FTA's implementing regulation at 49 CFR Part 665.

The undersigned understands that misrepresenting the testing status of a vehicle acquired with federal financial assistance may subject the undersigned to civil penalties as outlined in the U.S. Department of Transportation's regulation on Program Fraud Civil Remedies, 49 CFR Part 31. In addition, the undersigned understands that FTA may suspend or debar a manufacturer under the procedures in 49 CFR Part 29.

\_\_\_\_ 11/18/2020  
(Date)



\_\_\_\_\_  
Authorized Signature

\_\_\_\_\_  
Print Name and Title

\_\_\_\_\_  
Name of Contractor

## Pre-Award and Post-Delivery Audit Requirements Certification

### FOR PROCUREMENTS OF BUSES, OTHER ROLLING STOCK, OR ASSOCIATED EQUIPMENT OVER \$150,000

Check one:

- The Bidder hereby certifies that it **will comply** with the requirements of 49 USC 5323(j) (2)(C), Section 165(b)(3) of the Surface Transportation Assistance Act of 1982, as amended, and the regulations of 49 CFR 661.11.
- The Bidder hereby certifies that it **cannot comply** with the requirements of 49 USC 5323(j)(2)(C) and Section 165(b)(3) of the Surface Transportation Assistance Act of 1982, as amended, but may qualify for an exception to the requirements consistent with 49 USC Sections 5323(j)(2)(B) or 5323(j)(2)(D), Sections 165(b)(2) or (b)(4) of the Surface Transportation Assistance Act of 1982 as amended, and regulations in 49 CFR 661.7.

11/18/2020  
(Date)

  
Authorized Signature

\_\_\_\_\_  
Print Name and Title

\_\_\_\_\_  
Name of Contractor

Note: This certification must be submitted with each bid or offer exceeding the small purchase threshold for federal assistance programs, currently set at \$150,000.

## Drug and Alcohol Testing Program Compliance Certification

**FOR TRANSIT OPERATIONAL SERVICE CONTRACTS INVOLVING THE OPERATION OF A TRANSIT SERVICE, OR MAINTAINING, REPAIRING, OVERHAULING, AND REBUILDING REVENUE SERVICE VEHICLES OR EQUIPMENT (ENGINES AND PARTS) USED IN REVENUE SERVICE, OR BODY WORK, OR CONTRACTS FOR SECURITY PERSONNEL THAT CARRY FIREARMS.**

The undersigned certifies that Contractor, and its Subcontractors as required, has established and implemented an anti-drug and alcohol prevention program in accordance with 49 CFR Part 655, "Prevention of Alcohol Misuse and Prohibited Drug Use in Transit Operations."<sup>1</sup>

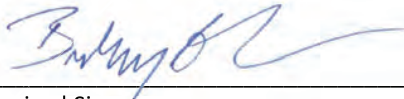
The undersigned further agrees to produce any documentation necessary to establish its compliance with 49 CFR Part 655, and to permit any authorized representative of the United States Department of Transportation or its operating administrations, the State Oversight Agency (the Florida Department of Transportation), City, or County, to inspect the facilities and records associated with the implementation of the drug and alcohol testing program as required under 49 CFR Part 655 and to review the testing process.

The undersigned further agrees to certify annually its compliance with Part 655 before March 15 and to submit the Management Information System (MIS) reports no later than February 15) to County via the City.

To certify compliance, Contractor shall use the "Substance Abuse Certifications" in the "Annual List of Certifications and Assurances for Federal Transit Administration Grants and Cooperative Agreements," which is published annually in the Federal Register.

11/18/2020

(Date)



Authorized Signature

Print Name and Title

Name of Contractor

<sup>1</sup> The Federal Transit Administration (FTA) – mandated drug and alcohol testing program is separate from and in addition to the provisions of the Drug-Free Workplace Act (DFWA).

**Buy America Certification**

**FOR PROCUREMENTS OF STEEL, IRON, AND MANUFACTURED PRODUCTS (INCLUDING CONSTRUCTION CONTRACTS, MATERIALS AND SUPPLIES, AND ROLLING STOCK ) OVER \$150,000**

**A. STEEL, IRON OR MANUFACTURED PRODUCTS**

If this Contract or purchase order is valued in excess of \$150,000 and involves the **procurement of steel, iron, or manufactured products**, the Bidder or offeror hereby certifies that it:

- Will meet the requirements of 49 USC 5323(j)(1) and the applicable regulations in 49 CFR part 661.5.
- Cannot meet the requirements of 49 USC 5323(j)(1) and 49 CFR part 661.5, but it may qualify for an exception pursuant to 49 USC 5323(j)(2)(A), 5323(j)(2)(B), or 5323(j)(2)(D), and 49 CFR 661.

**B. BUSES, OTHER ROLLING STOCK, AND ASSOCIATED EQUIPMENT**

If this Contract or purchase order is valued in excess of \$150,000 and involves the **procurement of buses, other rolling stock, and associated equipment**, the Bidder or offeror certifies that it:

- Will comply with the requirements of 49 USC 5323(j)(2)(C) and the regulations at 49 CFR part 661.11.
- Cannot comply with the requirements of 49 USC 5323(j)(2)(C) and 49 CFR 661.11, but may qualify for an exception pursuant to 49 USC 5323(j)(2)(A), 5323(j)(2)(B), or 5323(j)(2)(D), and 49 CFR 661.7.

11/18/2020  
\_\_\_\_\_  
(Date)

  
\_\_\_\_\_  
Authorized Signature

\_\_\_\_\_  
Print Name and Title

\_\_\_\_\_  
Name of Contractor

**Note:** This Buy America certification must be submitted to City with all bids or offers on FTA-funded Contracts involving construction or the acquisition of goods or rolling stock, except those subject to a general waiver. General waivers are listed in 49 CFR 661.7, and include final assembly in the United States for 15 passenger vans and 15 passenger wagons produced by Chrysler Corporation, microcomputer equipment, software, and small purchases (currently less than \$150,000) made with capital, operating, or planning funds.

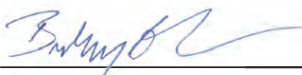
**Federal Transit Administration  
Third Party Contracting Guidance  
Request for Proposals**

CITY receives operating and capital funding through the Federal Transit Administration (FTA). As CITY receives FTA funding, CITY will utilize CITY'S Procurement Policy which incorporates Federal Transit Administration's Third Party Contracting Guidance, FTA Circular 4220.1.F., as the basis for CITY transit service contract procurement.

I hereby certify by my signature below that I have read and understand this declaration regarding Federal Transit Administration Third Party Contracting Guidance:

- CITY will utilize FTA's Third Party Contracting Requirements, FTA Circular 4220.1.F., Competitive Proposals (Request for Proposals) procurement guidance;
- Per FTA Circular C 4220.1.F., Chapter VI., Section 3. Methods of Procurement, Part d. Competitive Proposals (Request for Proposals), Section 1. When Appropriate, Subsection (1)(c). Price Alone Not Determinative, that *"... the greater the performance risk, the more technical or ast erformace q considerations ma` play a dominant role in sorce` selectio` and superseeq lo` price:"* , that CITY is not bound to award CITY transit service contract to the lowest bidder;
- Per FTA Circular C 4220.1.F., Chapter VI., Section 3 Methods of Procurement, Part d. Competitive Proposals (Request for Proposals), Section 2. Procurement Procedures, Subsection f. Best Value, that *"te` recipient ma` award te` cotract` to teg Proposer ose q` proposal provides teg greatest vale` to t. e reciiie nt"*, that CITY is not bound to award CITY transit service contract to the lowest bidder.

NAME OF PROPOSER: First Transit, Inc.

AUTHORIZED REPRESENTATIVE SIGNATURE 

AUTHORIZED REPRESENTATIVE TITLE: Bradley Thomas, President

DATE: 11/18/2020



## GOVERNMENT-WIDE DEBARMENT AND SUSPENSION (NONPROCUREMENT)

Instructions for Certification: By signing and submitting this bid or proposal, the prospective lower tier participant is providing the signed certification set out below.

It will comply and facilitate compliance with U.S. DOT regulations, "Nonprocurement Suspension and Debarment," 2 CFR part 1200, which adopts and supplements the U.S. Office of Management and Budget (U.S. OMB) "Guidelines to Agencies on Governmentwide Debarment and Suspension (Nonprocurement)," 2 CFR part 180,

(2) To the best of its knowledge and belief, that its Principals and Subrecipients at the first tier:

- a. Are eligible to participate in covered transactions of any Federal department or agency and are not presently:
  - (1) Debarred,
  - (2) Suspended,
  - (3) Proposed for debarment,
  - (4) Declared ineligible,
  - (5) Voluntarily excluded, or
  - (6) Disqualified,
- b. Its management has not within a three-year period preceding its latest application or proposal been convicted of or had a civil judgment rendered against any of them for:
  - (1) Commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State, or local) transaction, or contract under a public transaction,
  - (2) Violation of any Federal or State antitrust statute, or
  - (3) Commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making any false statement, or receiving stolen property,
- c. It is not presently indicted for, or otherwise criminally or civilly charged by a governmental entity (Federal, State, or local) with commission of any of the offenses listed in the preceding subsection 2.b of this Certification,
- d. It has not had one or more public transactions (Federal, State, or local) terminated for cause or default within a three-year period preceding this Certification,
- e. If, at a later time, it receives any information that contradicts the statements of subsections 2.a – .d above, it will promptly provide that information to FTA,
- f. It will treat each lower tier contract or lower tier subcontract under its Project as a covered lower tier contract for purposes of 2 CFR part 1200 and 2 CFR part 180 if it:
  - (1) Equals or exceeds \$25,000,
  - (2) Is for audit services, or
  - (3) Requires the consent of a Federal official, and
- g. It will require that each covered lower tier contractor and subcontractor:

- (1) Comply and facilitate compliance with the Federal requirements of 2 CFR parts 180 and 1200, and
- (2) Assure that each lower tier participant in its Project is not presently declared by any Federal department or agency to be:
  - a. Debarred from participation in its federally funded Project,
  - b. Suspended from participation in its federally funded Project,
  - c. Proposed for debarment from participation in its federally funded Project,
  - d. Declared ineligible to participate in its federally funded Project,
  - e. Voluntarily excluded from participation in its federally funded Project, or
  - f. Disqualified from participation in its federally funded Project, and

3. It will provide a written explanation as indicated on a page attached in FTA's TrAMS platform or the Signature Page if it or any of its principals, including any of its first tier Subrecipients or its Third-Party Participants at a lower tier, is unable to certify compliance with the preceding statements in this Certification Group.

Certification

Contractor First Transit, Inc.

Signature of Authorized Official  Date    /   /   

Name and Title of Contractor's Authorized Official Bradley Thomas, President

**CERTIFICATION AND RESTRICTION ON LOBBYING**

I, Bradley Thomas, President, hereby certify  
(Name and title of official)

On behalf of First Transit, Inc. that:  
(Name of Bidder/Company Name)

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 any agency, a Member of Congress, and 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 influencing or attempting to influence an officer or employee of any agency, a Member of Congress, and officer or employee of Congress, or an employee of a Member of Congress in connection with the 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 sub-awards at all tiers (including sub-contracts, sub-grants and contracts under grants, loans, and cooperative agreements) and that all sub-recipients 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 31 U.S.C. § 1352 (as amended by the Lobbying Disclosure Act of 1995). 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.*

*The undersigned certifies or affirms the truthfulness and accuracy of the contents of the statements submitted on or with this certification and understands that the provisions of 31 U.S.C. Section 3801, et seq., are applicable thereto.*

Name of Bidder/Company Name First Transit, Inc.

Type or print name Bradley Thomas, President

Signature of authorized representative  Date    /   /   

Signature of notary and SEAL 



Chanelle Johnson  
NOTARY PUBLIC  
STATE OF OHIO  
My Commission Expires  
June 30, 2025

**NON-COLLUSION STATEMENT:**

By signing this offer, the vendor/contractor certifies that this offer is made independently and *free* from collusion. Vendor shall disclose below any City of Fort Lauderdale, FL officer or employee, or any relative of any such officer or employee who is an officer or director of, or has a material interest in, the vendor's business, who is in a position to influence this procurement.

Any City of Fort Lauderdale, FL officer or employee who has any input into the writing of specifications or requirements, solicitation of offers, decision to award, evaluation of offers, or any other activity pertinent to this procurement is presumed, for purposes hereof, to be in a position to influence this procurement.

For purposes hereof, a person has a material interest if they directly or indirectly own more than 5 percent of the total assets or capital stock of any business entity, or if they otherwise stand to personally gain if the contract is awarded to this vendor.

In accordance with City of Fort Lauderdale, FL Policy and Standards Manual, 6.10.8.3,

3.3. City employees may not contract with the City through any corporation or business entity in which they or their immediate family members hold a controlling financial interest (e.g. ownership of five (5) percent or more).

3.4. Immediate family members (spouse, parents and children) are also prohibited from contracting with the City subject to the same general rules.

**Failure of a vendor to disclose any relationship described herein shall be reason for debarment in accordance with the provisions of the City Procurement Code.**

**NAME**

**RELATIONSHIPS**



**In the event the vendor does not indicate any names, the City shall interpret this to mean that the vendor has indicated that no such relationships exist.**

  
Authorized Signature

President  
Title

Bradley Thomas  
Name (Printed)

11/18/2020  
Date

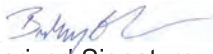
**CONTRACTOR'S CERTIFICATE OF COMPLIANCE WITH  
NON-DISCRIMINATION PROVISIONS OF THE CONTRACT**

The completed and signed form should be returned with the Contractor's submittal. If not provided with submittal, the Contractor must submit within three business days of City's request. Contractor may be deemed non-responsive for failure to fully comply within stated timeframes.

Pursuant to City Ordinance Sec. 2-187(c), bidders must certify compliance with the Non-Discrimination provision of the ordinance.

The Contractor shall not, in any of his/her/its activities, including employment, discriminate against any individual on the basis of race, color, national origin, religion, creed, sex, disability, sexual orientation, gender, gender identity, gender expression, or marital status.

1. The Contractor certifies and represents that he/she/it will comply with Section 2-187, Code of Ordinances of the City of Fort Lauderdale, Florida, as amended by Ordinance C-18-33 (collectively, "Section 2-187").
2. The failure of the Contractor to comply with Section 2-187 shall be deemed to be a material breach of this Agreement, entitling the City to pursue any remedy stated below or any remedy provided under applicable law.
3. The City may terminate this Agreement if the Contractor fails to comply with Section 2-187.
4. The City may retain all monies due or to become due until the Contractor complies with Section 2-187.
5. The Contractor may be subject to debarment or suspension proceedings. Such proceedings will be consistent with the procedures in section 2-183 of the Code of Ordinances of the City of Fort Lauderdale, Florida.



Authorized Signature

Bradley Thomas, President

Print Name and Title

11/18/2020

Date

**E-VERIFY AFFIRMATION STATEMENT**

FP/Bid /Contract No: 12439-815

Project Description: Operations and Maintenance of Community Shuttle Transit Service

Contractor/Proposer/Bidder acknowledges and agrees to utilize the U.S. Department of Homeland Security's E-Verify System to verify the employment eligibility of,

- (a) all persons employed by Contractor/Proposer/Bidder to perform employment duties within Florida during the term of the Contract, and,
- (b) all persons (including subcontractors/vendors) assigned by Contractor/Proposer/Bidder to perform work pursuant to the Contract.

The Contractor/Proposer/Bidder acknowledges and agrees that use of the U.S. Department of Homeland Security's E-Verify System during the term of the Contract is a condition of the Contract.

Contractor/Proposer/ Bidder Company Name: First Transit Inc.

Authorized Company Person's Signature: 

Authorized Company Person's Title: Bradley Thomas, President

Date: 11/18/2020

9/15/2020



### CONTRACT PAYMENT METHOD

The City of Fort Lauderdale has implemented a Procurement Card (P-Card) program which changes how payments are remitted to its vendors. The City has transitioned from traditional paper checks to credit card payments via MasterCard or Visa as part of this program.

This allows you as a vendor of the City of Fort Lauderdale to receive your payments fast and safely. No more waiting for checks to be printed and mailed.

In accordance with the contract, payments on this contract will be made utilizing the City's P-Card (MasterCard or Visa). Accordingly, bidders must presently have the ability to accept these credit cards or take whatever steps necessary to implement acceptance of a card before the start of the contract term, or contract award by the City.

All costs associated with the Contractor's participation in this purchasing program shall be borne by the Contractor. The City reserves the right to revise this program as necessary.

By signing below you agree with these terms.

Please indicate which credit card payment you prefer:

MasterCard

First Transit, Inc. has no preference on either Visa or Mastercard payments, we will accept both and work with the City on the option easiest for them.

Visa

First Transit Inc.  
Company Name

Bradley Thomas  
Name (Printed)

  
Signature

11/18/2020  
Date

President  
Title



# CERTIFICATE OF LIABILITY INSURANCE

DATE(MM/DD/YYYY)  
10/20/2020

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

**IMPORTANT:** If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

<b>PRODUCER</b> Aon Risk Services Northeast, Inc. C/o Aon Client Services 4 Overlook Point Lincolnshire IL 60069 USA	<b>CONTACT NAME:</b> PHONE (A/C. No. Ext): (866) 283-7122      FAX (A/C. No.): (800) 363-0105 E-MAIL ADDRESS:	
	<b>INSURER(S) AFFORDING COVERAGE</b>	
<b>INSURED</b> First Transit Inc 600 Vine Street Suite 1400 Cincinnati OH 45202 USA	INSURER A: Illinois Union Insurance Company	27960
	INSURER B: National Union Fire Ins Co of Pittsburgh	19445
	INSURER C: New Hampshire Insurance Company	23841
	INSURER D: American Home Assurance Co.	19380
	INSURER E: AIG Specialty Insurance Company	26883
	INSURER F: Lloyd's Syndicate No. 2623	AA1128623

Holder Identifier :

COVERAGES      CERTIFICATE NUMBER: 570084625172      REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.      Limits shown are as requested

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
B	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR  GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PRO-JECT <input checked="" type="checkbox"/> LOC OTHER:			GL3629890	04/01/2020	04/01/2021	EACH OCCURRENCE \$10,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$5,000,000 MED EXP (Any one person) Excluded PERSONAL & ADV INJURY \$10,000,000 GENERAL AGGREGATE \$10,000,000 PRODUCTS - COMP/OP AGG \$10,000,000
B	AUTOMOBILE LIABILITY			CA1921809 AOS	04/01/2020	04/01/2021	COMBINED SINGLE LIMIT (Ea accident) \$10,000,000
B	<input checked="" type="checkbox"/> ANY AUTO			CA1921808 VA	04/01/2020	04/01/2021	BODILY INJURY (Per person)
B	<input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> NON-OWNED AUTOS ONLY			CA1921810 MA	04/01/2020	04/01/2021	BODILY INJURY (Per accident) PROPERTY DAMAGE (Per accident)
	UMBRELLA LIAB						EACH OCCURRENCE
	EXCESS LIAB						AGGREGATE
	DED    RETENTION						
C	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY			WC014649551	04/01/2020	04/01/2021	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTHER
D	ANY PROPRIETOR / PARTNER / EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH)			WC014649548	04/01/2020	04/01/2021	E.L. EACH ACCIDENT \$5,000,000
C	If yes, describe under DESCRIPTION OF OPERATIONS below			WC014649550	04/01/2020	04/01/2021	E.L. DISEASE-EA EMPLOYEE \$5,000,000
C				WC014649547	04/01/2020	04/01/2021	E.L. DISEASE-POLICY LIMIT \$5,000,000
C				WC014649549	04/01/2020	04/01/2021	E.L. DISEASE-POLICY LIMIT \$5,000,000
B	Excess WC			XWC6583124	04/01/2020	04/01/2021	EL Each Accident \$5,000,000 EL Disease - Policy \$5,000,000 EL Disease - Ea Emp \$5,000,000

Certificate No : 570084625172

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

Contractual Liability coverage is included under the General Liability policy. RE: Operations and Maintenance of Community Shuttle Transit Service, RFP # 12439-815. The City of Fort Lauderdale and the City's officers, employees and volunteers are included as Additional Insured in accordance with the policy provisions of the General Liability policy. General Liability policy evidenced herein is Primary and Non-Contributory to other insurance available to Additional Insured, but only in accordance with the policy's provisions. A Waiver of Subrogation is granted in favor of The City of Fort Lauderdale and the City's officers, employees and volunteers in accordance with the policy provisions of the workers' Compensation policy. In the event of policy cancellation or non-renewal (for other than non-payment of premium), thirty (30) days' notice to City of Fort

## CERTIFICATE HOLDER

## CANCELLATION

City of Fort Lauderdale Attn: Procurement Services Division 100 N. Andrews Ave. Fort Lauderdale FL 33301 USA	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.  AUTHORIZED REPRESENTATIVE  <i>Aon Risk Services Northeast, Inc.</i>
---	---



# ADDITIONAL REMARKS SCHEDULE

AGENCY Aon Risk Services Northeast, Inc.		NAMED INSURED First Transit Inc	
POLICY NUMBER See Certificate Number: 570084625172			
CARRIER See Certificate Number: 570084625172	NAIC CODE	EFFECTIVE DATE:	

**ADDITIONAL REMARKS**

**THIS ADDITIONAL REMARKS FORM IS A SCHEDULE TO ACORD FORM,**  
**FORM NUMBER:** ACORD 25 **FORM TITLE:** Certificate of Liability Insurance

Additional Description of Operations / Locations / Vehicles:  
 Lauderdale will be given. For cancellation by reason of non-payment of premium, ten (10) day notification will be given.

**THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.**

## ADDITIONAL INSURED - DESIGNATED PERSON OR ORGANIZATION

This endorsement modifies insurance provided under the following:

COMMERCIAL GENERAL LIABILITY COVERAGE PART

### SCHEDULE

<b>Name Of Additional Insured Person(s) Or Organization(s):</b>
<p><b>Any person or organization whom you become obligated to include as an additional insured as a result of any contract or agreement you have entered into.</b></p>          
Information required to complete this Schedule, if not shown above, will be shown in the Declarations.

**A. Section II - Who Is An Insured** is amended to include as an additional insured the person(s) or organization(s) shown in the Schedule, but only with respect to liability for "bodily injury", "property damage" or "personal and advertising injury" caused, in whole or in part, by your acts or omissions or the acts or omissions of those acting on your behalf:

1. In the performance of your ongoing operations; or
2. In connection with your premises owned by or rented to you.

However:

1. The insurance afforded to such additional insured only applies to the extent permitted by law; and
2. If coverage provided to the additional insured

is required by a contract or agreement, the insurance afforded to such additional insured will not be broader than that which you are required by the contract or agreement to provide for such additional insured.

**B.** With respect to the insurance afforded to these additional insureds, the following is added to **Section III - Limits Of Insurance:**

If coverage provided to the additional insured is required by a contract or agreement, the most we will pay on behalf of the additional insured is the amount of insurance:

1. Required by the contract or agreement; or
  2. Available under the applicable Limits of Insurance shown in the Declarations;
- whichever is less.

This endorsement shall not increase the applicable Limits of Insurance shown in the Declarations.

**BLANKET WAIVER OF OUR RIGHT TO RECOVER FROM OTHERS ENDORSEMENT**

This endorsement changes the policy to which it is attached effective on the inception date of the policy unless a different date is indicated below.

(The following "attaching clause" need be completed only when this endorsement is issued subsequent to preparation of the policy).

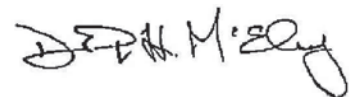
This endorsement, effective 12:01 AM 04/01/2020 forms a part of Policy No. WC 014-64-9548

Issued to FIRSTGROUP AMERICA, INC.

By AMERICAN HOME ASSURANCE COMPANY

We have a right to recover our payments from anyone liable for an injury covered by this policy. We will not enforce our right against any person or organization with whom you have a written contract that requires you to obtain this agreement from us, as regards any work you perform for such person or organization.

The additional premium for this endorsement shall be 2.00 % of the total estimated workers compensation premium for this policy.



**SAM Search Results**  
**List of records matching your search for :**

**Search Term : First Transit, Inc.\***  
**Record Status: Active**

<b>ENTITY</b> First Transit, Inc.	Status: Active
DUNS: 072876915 +4:	CAGE Code: 1LK13 DoDAAC:
Expiration Date: 05/28/2021	Has Active Exclusion?: No Debt Subject to Offset?: No
Address: 600 Vine St Ste 1400	
City: Cincinnati	State/Province: OHIO
ZIP Code: 45202-2426	Country: UNITED STATES



# *State of Florida*

## *Department of State*

I certify from the records of this office that FIRST TRANSIT, INC. is a Delaware corporation authorized to transact business in the State of Florida, qualified on October 13, 1972.

The document number of this corporation is 828834.

I further certify that said corporation has paid all fees due this office through December 31, 2020, that its most recent annual report/uniform business report was filed on May 27, 2020, and that its status is active.

I further certify that said corporation has not filed a Certificate of Withdrawal.

*Given under my hand and the  
Great Seal of the State of Florida  
at Tallahassee, the Capital, this  
the Twenty-fourth day of August,  
2020*



*Randy R. Lee*  
*Secretary of State*

Tracking Number: 1812756092CU

To authenticate this certificate, visit the following site, enter this number, and then follow the instructions displayed.

<https://services.sunbiz.org/Filings/CertificateOfStatus/CertificateAuthentication>



[Department of State](#) / [Division of Corporations](#) / [Search Records](#) / [Search by Entity Name](#) /

## Detail by Entity Name

Foreign Profit Corporation

FIRST TRANSIT, INC.

### Filing Information

**Document Number** 828834  
**FEI/EIN Number** 23-1716119  
**Date Filed** 10/13/1972  
**State** DE  
**Status** ACTIVE  
**Last Event** REINSTATEMENT  
**Event Date Filed** 09/25/2007

### Principal Address

600 Vine Street  
 Suite 1400  
 Cincinnati, OH 45202

Changed: 05/27/2020

### Mailing Address

600 Vine Street  
 Suite 1400  
 Cincinnati, OH 45202

Changed: 05/27/2020

### Registered Agent Name & Address

CT CORPORATION SYSTEM  
 1200 SOUTH PINE ISLAND ROAD  
 PLANTATION, FL 33324

Name Changed: 03/31/2009

Address Changed: 03/31/2009

### Officer/Director Detail

#### **Name & Address**

Title Asst. Secretary

Eliason, Nancy

CAM 21-0076  
 Exhibit 3

Page 166 of 334

600 Vine Street  
Suite 1400  
Cincinnati, OH 45202

Title CFO

Williams, Mark  
600 Vine Street  
Suite 1400  
Cincinnati, OH 45202

Title Director

Thomas, Bradley  
600 Vine Street  
Suite 1400  
Cincinnati, OH 45202

Title Assistant Secretary

Petrucci, Michael L.  
600 Vine Street  
Suite 1400  
Cincinnati, OH 45202

Title Assistant Secretary

Beechem, Brian  
600 Vine Street  
Suite 1400  
Cincinnati, OH 45202

Title President

Thomas, Bradley  
600 Vine Street  
Suite 1400  
Cincinnati, OH 45202

#### Annual Reports

<b>Report Year</b>	<b>Filed Date</b>
2018	04/12/2018
2019	03/21/2019
2020	05/27/2020

#### Document Images

<a href="#">05/27/2020 -- ANNUAL REPORT</a>	<a href="#">View image in PDF format</a>
<a href="#">03/21/2019 -- ANNUAL REPORT</a>	<a href="#">View image in PDF format</a>
<a href="#">04/12/2018 -- ANNUAL REPORT</a>	<a href="#">View image in PDF format</a>
<a href="#">04/12/2017 -- ANNUAL REPORT</a>	<a href="#">View image in PDF format</a>
<a href="#">04/01/2016 -- ANNUAL REPORT</a>	<a href="#">View image in PDF format</a>

<a href="#">04/11/2015 -- ANNUAL REPORT</a>	View image in PDF format
<a href="#">04/05/2014 -- ANNUAL REPORT</a>	View image in PDF format
<a href="#">04/04/2013 -- ANNUAL REPORT</a>	View image in PDF format
<a href="#">03/30/2012 -- ANNUAL REPORT</a>	View image in PDF format
<a href="#">04/11/2011 -- ANNUAL REPORT</a>	View image in PDF format
<a href="#">04/14/2010 -- ANNUAL REPORT</a>	View image in PDF format
<a href="#">04/13/2009 -- ANNUAL REPORT</a>	View image in PDF format
<a href="#">03/31/2009 -- Reg. Agent Change</a>	View image in PDF format
<a href="#">07/28/2008 -- ANNUAL REPORT</a>	View image in PDF format
<a href="#">09/25/2007 -- REINSTATEMENT</a>	View image in PDF format
<a href="#">03/03/2006 -- ANNUAL REPORT</a>	View image in PDF format
<a href="#">04/20/2005 -- ANNUAL REPORT</a>	View image in PDF format
<a href="#">02/18/2004 -- ANNUAL REPORT</a>	View image in PDF format
<a href="#">01/23/2003 -- ANNUAL REPORT</a>	View image in PDF format
<a href="#">04/22/2002 -- ANNUAL REPORT</a>	View image in PDF format
<a href="#">01/26/2001 -- ANNUAL REPORT</a>	View image in PDF format
<a href="#">04/14/2000 -- Reg. Agent Change</a>	View image in PDF format
<a href="#">03/15/2000 -- ANNUAL REPORT</a>	View image in PDF format
<a href="#">10/08/1999 -- Name Change</a>	View image in PDF format
<a href="#">03/23/1999 -- ANNUAL REPORT</a>	View image in PDF format
<a href="#">03/04/1998 -- ANNUAL REPORT</a>	View image in PDF format
<a href="#">02/26/1997 -- ANNUAL REPORT</a>	View image in PDF format
<a href="#">02/22/1996 -- ANNUAL REPORT</a>	View image in PDF format
<a href="#">02/28/1995 -- ANNUAL REPORT</a>	View image in PDF format

Florida Department of State, Division of Corporations

**2020 FOREIGN PROFIT CORPORATION ANNUAL REPORT**

DOCUMENT# 828834

**FILED**  
**May 27, 2020**  
**Secretary of State**  
**6895663513CC**

**Entity Name:** FIRST TRANSIT, INC.

**Current Principal Place of Business:**

600 VINE STREET  
SUITE 1400  
CINCINNATI, OH 45202

**Current Mailing Address:**

600 VINE STREET  
SUITE 1400  
CINCINNATI, OH 45202 US

**FEI Number:** 23-1716119

**Certificate of Status Desired:** No

**Name and Address of Current Registered Agent:**

CT CORPORATION SYSTEM  
1200 SOUTH PINE ISLAND ROAD  
PLANTATION, FL 33324 US

*The above named entity submits this statement for the purpose of changing its registered office or registered agent, or both, in the State of Florida.*

**SIGNATURE:**

\_\_\_\_\_  
Electronic Signature of Registered Agent

\_\_\_\_\_  
Date

**Officer/Director Detail :**

Title ASST. SECRETARY  
Name ELIASON, NANCY  
Address 600 VINE STREET  
SUITE 1400  
City-State-Zip: CINCINNATI OH 45202

Title CFO  
Name WILLIAMS, MARK  
Address 600 VINE STREET  
SUITE 1400  
City-State-Zip: CINCINNATI OH 45202

Title DIRECTOR  
Name THOMAS, BRADLEY  
Address 600 VINE STREET  
SUITE 1400  
City-State-Zip: CINCINNATI OH 45202

Title ASSISTANT SECRETARY  
Name PETRUCCI, MICHAEL L.  
Address 600 VINE STREET  
SUITE 1400  
City-State-Zip: CINCINNATI OH 45202

Title ASSISTANT SECRETARY  
Name BEECHEM, BRIAN  
Address 600 VINE STREET  
SUITE 1400  
City-State-Zip: CINCINNATI OH 45202

Title PRESIDENT  
Name THOMAS, BRADLEY  
Address 600 VINE STREET  
SUITE 1400  
City-State-Zip: CINCINNATI OH 45202

*I hereby certify that the information indicated on this report or supplemental report is true and accurate and that my electronic signature shall have the same legal effect as if made under oath; that I am an officer or director of the corporation or the receiver or trustee empowered to execute this report as required by Chapter 607, Florida Statutes; and that my name appears above, or on an attachment with all other like empowered.*

**SIGNATURE:** BRIAN BEECHEM

**ASSISTANT SECRETARY 05/27/2020**

\_\_\_\_\_  
Electronic Signature of Signing Officer/Director Detail

\_\_\_\_\_  
Date



# Request for Taxpayer Identification Number and Certification

**Give Form to the  
requester. Do not  
send to the IRS.**

▶ Go to [www.irs.gov/FormW9](http://www.irs.gov/FormW9) for instructions and the latest information.

Print or type.  
See Specific Instructions on page 3.

<b>1</b> Name (as shown on your income tax return). Name is required on this line; do not leave this line blank. <b>First Transit, Inc.</b>	
<b>2</b> Business name/disregarded entity name, if different from above	
<b>3</b> Check appropriate box for federal tax classification of the person whose name is entered on line 1. Check only <b>one</b> of the following seven boxes.  <input type="checkbox"/> Individual/sole proprietor or single-member LLC <input checked="" type="checkbox"/> C Corporation <input type="checkbox"/> S Corporation <input type="checkbox"/> Partnership <input type="checkbox"/> Trust/estate  <input type="checkbox"/> Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ▶ _____ <b>Note:</b> Check the appropriate box in the line above for the tax classification of the single-member owner. Do not check LLC if the LLC is classified as a single-member LLC that is disregarded from the owner unless the owner of the LLC is another LLC that is <b>not</b> disregarded from the owner for U.S. federal tax purposes. Otherwise, a single-member LLC that is disregarded from the owner should check the appropriate box for the tax classification of its owner.  <input type="checkbox"/> Other (see instructions) ▶ _____	<b>4</b> Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3):  Exempt payee code (if any) <u>  5  </u>  Exemption from FATCA reporting code (if any) _____  <i>(Applies to accounts maintained outside the U.S.)</i>
<b>5</b> Address (number, street, and apt. or suite no.) See instructions. <b>600 Vine Street, Ste. 1400</b>	Requester's name and address (optional)
<b>6</b> City, state, and ZIP code <b>Cincinnati, OH 45202</b>	
<b>7</b> List account number(s) here (optional)	

## Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN*, later.

**Note:** If the account is in more than one name, see the instructions for line 1. Also see *What Name and Number To Give the Requester* for guidelines on whose number to enter.

<b>Social security number</b>									
<b>or</b>									
<b>Employer identification number</b>									
2	3	-	1	7	1	6	1	1	9

## Part II Certification

Under penalties of perjury, I certify that:

1. The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
2. I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
3. I am a U.S. citizen or other U.S. person (defined below); and
4. The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

**Certification instructions.** You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.

<b>Sign Here</b>	Signature of U.S. person ▶	Date ▶ <u>1/2/2020</u>
------------------	----------------------------	------------------------

## General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

**Future developments.** For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to [www.irs.gov/FormW9](http://www.irs.gov/FormW9).

### Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN), to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following.

- Form 1099-INT (interest earned or paid)

- Form 1099-DIV (dividends, including those from stocks or mutual funds)
  - Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)
  - Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)
  - Form 1099-S (proceeds from real estate transactions)
  - Form 1099-K (merchant card and third party network transactions)
  - Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition)
  - Form 1099-C (canceled debt)
  - Form 1099-A (acquisition or abandonment of secured property)
- Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.

*If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See What is backup withholding, later.*

CAM 21-0076





ATTACHMENTS

# Attachments

# ATTACHMENTS

## ATTACHMENT 1

- Resumes
  - Craig Garcia, Project Manager
  - John Kimmel, Tech-in-Charge
  - Russ Tieskoetter, Region Vice President

## ATTACHMENT 2

- First Transit Corporate Organization Chart

## ATTACHMENT 3

- First Transit Bid Bond

## ATTACHMENT 4

- First Transit Transition Plan

## ATTACHMENT 5

- First Transit Drug & Alcohol Plan

## ATTACHMENT 6

- First Transit Provided Technology
  - Geotab
  - DriveCam SF300
  - Transloc RealTime
  - Jaunt-Unpriced Option

## ATTACHMENT 7

- First Transit Safety Plan
- First Transit Security Manual

## ATTACHMENT 8

- Signed Acknowledged Addendum
  - Addendum 1, issued October 16, 2020
  - Addendum 2, issued October 22, 2020
  - Addendum 3, issued November 5, 2020
  - Addendum 4, issued November 10, 2020
  - Addendum 6, issued November 13, 2020

# ATTACHMENT 1



# Craig Garcia

Project Manager



## Skills

Three decades of management experience

Excellent team-building and team management skills

Experience in development and instruction of classroom training

Proven track record of transportation management

Results-oriented leader

## Education

Ryder University,  
*Bachelor's Degree in Management (in progress)*

## Professional Experience

### First Transit/Sun Trolley, Dania Beach, FL

#### *Project Manager, AGM, 2017-2020*

- Ensures compliance of all company procedures and policies to include First Quality Management (FQM) requirements.
- Maintains company and contractual assets (vehicles, facilities, inventories, tools, and equipment).
- Ensures compliance of local, state, and federal laws and regulation (OSHA, DOT, FTA, ADA, and EEOC).
- Ensures services are provided within budget and action plans developed and implemented to improve operational efficiencies.
- Handles all contractual services to include administrative functions, information systems, parts purchasing, and inventory control.

#### *Road Supervisor & Classroom/BTW Trainer, 2014-2017*

- Responsibility for daily scheduling, counseling and evaluation reports to local management.
- Conducted on-the-scene accident investigation; assisted drivers in preparing accident reports, OSHA reports and safety violation documents.
- Designed and delivered driver training and safety courses; trained new drivers and retrained those involved in accidents.
- Worked as the liaison between drivers and both clients and organization in customer service issues.
- Observed drivers on the road, and corrected safety problems on the scene while documenting violations.

### Allied Medical Transport, Pompano Beach, FL

#### *Operations Manager, 2013-2014*

- Reviewed full-scale project plans and associated sales and marketing communications, organized content management and revision control, and conducted team meetings. Maintained department schedules and liaised with project stakeholders.
- Created and updated new sales collateral and presentations.
- Facilitated team reporting for delivery to board.
- Facilitated onboarding and sales process for growing sales.
- Analyzed operations business and staff performance along with work flow progress.

### QuipCon Industries Ltd., Pompano Beach, FL

#### *Logistics Manager, 2006-2013*

- Created and implemented performance measurements for individual employee components to meet corporate and contract requirements with notable success.
- Determined resources required for project completion.
- Developed and updated project schedules in order to track progress.



**Merill Lynch Investment Managers, Princeton, NJ**

***VP Operations, 1987-2003***

- Provided business updates, managed projects to drive change, and promoted alignment by gaining efficiency within the portfolio and across lines of business.
- Successfully planned and executed go-to-market strategies.
- Ensured functional awareness of risk management.
- Facilitated development of functional strategy and implementation in area managed; interpreted, executed and recommended modifications to functional policies.

# John Kimmel

Tech-in-Charge



## Skills

45 years of vehicle maintenance experience

Detail oriented leader

Retired Army Veteran

Excellent communication and training skills

## Affiliations

United States Army, *Retired Heavy Equipment Technician*

Automotive Service Excellence (ASE), *Certified Master Technician*

## Professional Experience

### **First Transit, Inc., Conshohocken, PA**

#### ***Technician, 2017- Present***

- Perform scheduled vehicle maintenance to all First Transit, client, and OEM standards
- Ensure the safety of vehicles by diagnosing and performing proper maintenance
- Respond to roadcalls and make assessments on the vehicle in the field
- Assist newer technicians with additional training and coaching on vehicle maintenance

### **Nissan Automotive, Montgomeryville, PA**

#### ***Senior Technician, 2011-2017***

- Responsible for the proper maintenance of technicians
- Assisted and trained new technicians in making repairs by following company and OEM standards
- Ensured continuous training of all employees on new vehicle technology
- Assisted customers with inquiries regarding their vehicle maintenance

#### ***Technician, 2006-2011***

- Performed scheduled and routine maintenance on customer vehicles
- Performed emergency repairs to customer vehicles
- Ensured all repairs we made following company and OEM standards
- Assisted customers with questions regarding vehicle maintenance

### **Infiniti Automotive, Edison, NJ**

#### ***Technician, 2000-2006***

- Performed scheduled and routine maintenance on customer vehicles
- Provided excellent customer service, answering customer questions
- Assisted the supervisor with monthly shop inventory, including parts and equipment

### **Vespa Goodyear, East Brunswick, NJ**

#### ***Technician, 1997-2000***

- Performed scheduled and preventive maintenance
- Assisted customers with questions related to their vehicle



# Russell Tieskoetter

Regional Vice President



## Strengths

Team and executive leadership

Hiring/employee retention

Mentoring and teambuilding

Client relations and retention

Multi-site operations

P&L Management/Cost Control

RFP process/contract cycle

Business development

## Professional Experience

### First Transit (Tampa, FL)

#### *Regional Vice President (Oct. 2019 – Present)*

- Manage 17 contract locations, with over 800 buses and 2,000 employees, including fixed route, commuter paratransit, demand/response, and university and airport shuttle operations
- Renewed or received extensions in approximately 90% of overseen contracts
- Earned statewide safety awards in Florida and North Carolina
- Successful start-up transitions in over 10 locations, ranging from 20 to 200 employees, in as little as a two-week turnaround

### RATP Dev USA (Tampa, FL)

#### *Chief Operating Officer (July 2018 – Oct. 2019)*

- Reports included Directors of Maintenance, Labor Relations, HR, Finance, Safety, Business Development, and two Regional Vice Presidents
- Had operational responsibility of 44 operating and management contracts of 3,500 employees throughout the US. Performed strategic planning, forecasting, and budgeting with a P&L of \$275M
- Lead and directed the companywide creation of SOPs
- Created the company Buy Better program to decrease maintenance, uniforms, and legal expenses
- Developed process to manage and control driver payroll expenses

### MV Transportation Services (Tampa, FL)

#### *Sr. Vice President of Operations (Jan. 2014 – Dec. 2017)*

- Reports included Directors of Maintenance, Labor Relations, HR, Finance, Safety, Business Development, Recruiting, and two Area Vice Presidents
- Led a team of 10 direct reports to manage operational functions of 2,200 employees throughout 42 divisions across the US Southeast and Mid-Atlantic. Performed strategic planning, forecasting, and budgeting, and oversaw P&L of \$295M
- Achieved #1 safety ranking in company and reduced safety-related costs 12% year over year
- Cultivated productive labor relations with a 90%-unionized labor force. Prevented a major strike in Cincinnati by proving that the division wouldn't recover from current financial weakness under demands. Terms were renegotiated under improved financial conditions
- Facilitated success of two company acquisitions, a New York City company with 1,400 employees/1,000 buses that later generated a profit of \$70M and "Apple Bus" in North Carolina.
- Oversaw major accounts, including Georgia State University shuttles, MARTA in Atlanta, LYNX system in Orlando, FL, cities of Raleigh and Cary, NC, Cincinnati, Fairfax County, and more.

### ***VP of Operations (Raleigh, NC) (June 2008 – Dec. 2013)***

- Reports included Directors of Maintenance, HR, Finance, Safety, Recruiting, and Special Projects
- Led a team of 5 overseeing eastern US operations. Managed full P&L and served as Chief of Staff to East Area President, acting in their place during absences
- Cut \$5M (2% of budget) in driver wages, while also earning highest driver engagement rates, resulting in increased driver retention rate of 23%
- Achieved the company's highest contract retention rate, 97%
- Facilitated operational aspects of over 100 start-ups
- Provided troubleshooting support for regional vice presidents across the country

### ***Regional VP of Operations (Raleigh, NC) (April. 2002 – June 2008)***

- Reports included Directors of Safety and Maintenance and 17 General Managers
- Led team of 19 for 3-state area, North Carolina, Virginia, and Georgia
- Increased region's annual revenue by \$23M (400% growth)

### ***Laidlaw Transit Services (now First Group) (Durham, NC)***

#### ***District Manager (June 1997 – April 2002)***

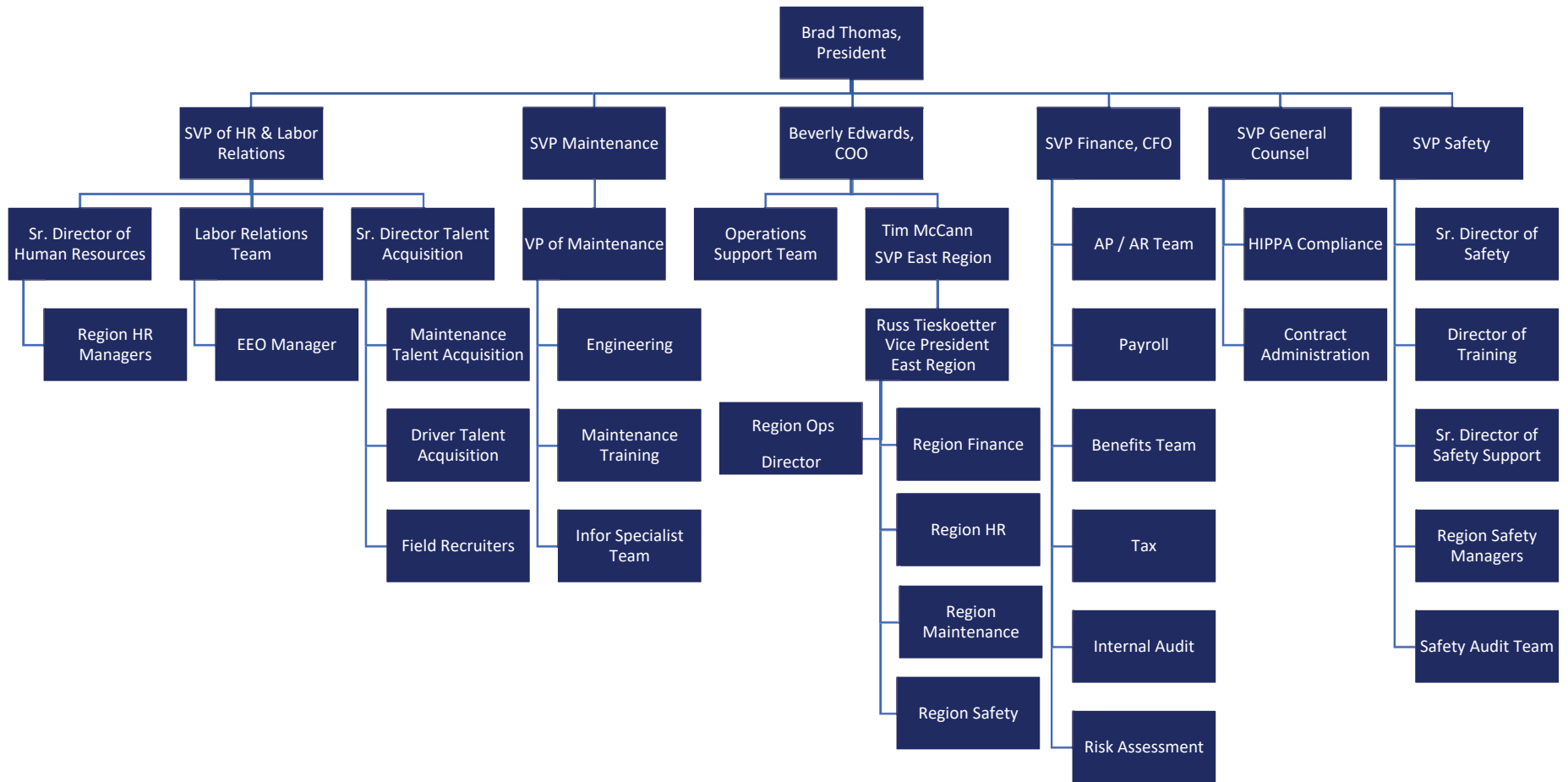
- Oversaw operations of fixed route and paratransit projects in North Carolina, South Carolina, and Virginia, which included 12 projects, 200+ employees, and 300 vehicles. Position focused heavily on customer relations to ensure expectations were well met regarding service quality, efficiency, and productivity

## **Education and Affiliations**

- B.S. Business Marketing, Elon University
- American Public Transit Association (APTA), NC Public Transit Association (NCPTA), Ohio Public Transit Association (OPTA), Virginia Public Transit Association (VPTA), and Florida Public Transit Association (FPTA)

# ATTACHMENT 2





# ATTACHMENT 3





One Tower Square, Bond/5PB  
Hartford, CT 06183

November 12, 2020

City of Fort Lauderdale  
100 N. Andrews Ave  
Fort Lauderdale, FL 33301

Re: FIRST TRANSIT, INC.  
Project: RFP # 12439-815 Operations and Maintenance of Community Shuttle Transit  
Service

To Whom It May Concern:

TRAVELERS CASUALTY AND SURETY COMPANY OF AMERICA, is proud to be the surety for FIRST TRANSIT, INC. We feel this firm is an exceptional organization both from a financial perspective and a managerial point of view.

We understand that FIRST TRANSIT, INC. has submitted, or will submit, their bid for the project described above. It is our present intent to provide the performance and payment bonds required should FIRST TRANSIT, INC. be the successful bidder, subject to satisfactory review of the contract documents and the request from FIRST TRANSIT, INC. to provide such bonds.

TRAVELERS CASUALTY AND SURETY COMPANY OF AMERICA has a Best's rating of A++/XV and a Treasury limit in excess of \$212,368,000. We continue to be confident in FIRST TRANSIT, INC.'S ability to perform and we recommend them for your favorable consideration.

This letter is not to be construed as an agreement to provide bonds for any particular project but is offered as an indication of our past experience with this firm. Any arrangement for bonds required by contract is a matter between FIRST TRANSIT, INC. and the Surety and we assume no liability to the owner or third parties, if for any reason we do not execute the bonds.

TRAVELERS CASUALTY AND SURETY COMPANY OF AMERICA

By:   
Susan A. Welsh, Attorney-in-Fact





**Travelers Casualty and Surety Company of America  
Travelers Casualty and Surety Company  
St. Paul Fire and Marine Insurance Company**

**POWER OF ATTORNEY**

**KNOW ALL MEN BY THESE PRESENTS:** That Travelers Casualty and Surety Company of America, Travelers Casualty and Surety Company, and St. Paul Fire and Marine Insurance Company are corporations duly organized under the laws of the State of Connecticut (herein collectively called the "Companies"), and that the Companies do hereby make, constitute and appoint **Susan A. Welsh** of Chicago of Illinois their true and lawful Attorney-in-Fact to sign, execute, seal and acknowledge any and all bonds, recognizances, conditional undertakings and other writings obligatory in the nature thereof on behalf of the Companies in their business of guaranteeing the fidelity of persons, guaranteeing the performance of contracts and executing or guaranteeing bonds and undertakings required or permitted in any actions or proceedings allowed by law.

**IN WITNESS WHEREOF**, the Companies have caused this instrument to be signed, and their corporate seals to be hereto affixed, this **3rd** day of **February**, 2017.



State of Connecticut

City of Hartford ss.

By: *Robert L. Raney*  
Robert L. Raney, Senior Vice President

On this the **3rd** day of **February**, 2017, before me personally appeared **Robert L. Raney**, who acknowledged himself to be the Senior Vice President of Travelers Casualty and Surety Company of America, Travelers Casualty and Surety Company, and St. Paul Fire and Marine Insurance Company, and that he, as such, being authorized so to do, executed the foregoing instrument for the purposes therein contained by signing on behalf of the corporations by himself as a duly authorized officer.

**In Witness Whereof**, I hereunto set my hand and official seal.

My Commission expires the **30th** day of **June**, 2021



*Marie C. Tetreault*  
Marie C. Tetreault, Notary Public

This Power of Attorney is granted under and by the authority of the following resolutions adopted by the Boards of Directors of Travelers Casualty and Surety Company of America, Travelers Casualty and Surety Company, and St. Paul Fire and Marine Insurance Company, which resolutions are now in full force and effect, reading as follows:

**RESOLVED**, that the Chairman, the President, any Vice Chairman, any Executive Vice President, any Senior Vice President, any Vice President, any Second Vice President, the Treasurer, any Assistant Treasurer, the Corporate Secretary or any Assistant Secretary may appoint Attorneys-in-Fact and Agents to act for and on behalf of the Company and may give such appointee such authority as his or her certificate of authority may prescribe to sign with the Company's name and seal with the Company's seal bonds, recognizances, contracts of indemnity, and other writings obligatory in the nature of a bond, recognizance, or conditional undertaking, and any of said officers or the Board of Directors at any time may remove any such appointee and revoke the power given him or her; and it is

**FURTHER RESOLVED**, that the Chairman, the President, any Vice Chairman, any Executive Vice President, any Senior Vice President or any Vice President may delegate all or any part of the foregoing authority to one or more officers or employees of this Company, provided that each such delegation is in writing and a copy thereof is filed in the office of the Secretary; and it is

**FURTHER RESOLVED**, that any bond, recognizance, contract of indemnity, or writing obligatory in the nature of a bond, recognizance, or conditional undertaking shall be valid and binding upon the Company when (a) signed by the President, any Vice Chairman, any Executive Vice President, any Senior Vice President or any Vice President, any Second Vice President, the Treasurer, any Assistant Treasurer, the Corporate Secretary or any Assistant Secretary and duly attested and sealed with the Company's seal by a Secretary or Assistant Secretary; or (b) duly executed (under seal, if required) by one or more Attorneys-in-Fact and Agents pursuant to the power prescribed in his or her certificate or their certificates of authority or by one or more Company officers pursuant to a written delegation of authority; and it is

**FURTHER RESOLVED**, that the signature of each of the following officers: President, any Executive Vice President, any Senior Vice President, any Vice President, any Assistant Vice President, any Secretary, any Assistant Secretary, and the seal of the Company may be affixed by facsimile to any Power of Attorney or to any certificate relating thereto appointing Resident Vice Presidents, Resident Assistant Secretaries or Attorneys-in-Fact for purposes only of executing and attesting bonds and undertakings and other writings obligatory in the nature thereof, and any such Power of Attorney or certificate bearing such facsimile signature or facsimile seal shall be valid and binding upon the Company and any such power so executed and certified by such facsimile signature and facsimile seal shall be valid and binding on the Company in the future with respect to any bond or understanding to which it is attached.

I, **Kevin E. Hughes**, the undersigned, Assistant Secretary of Travelers Casualty and Surety Company of America, Travelers Casualty and Surety Company, and St. Paul Fire and Marine Insurance Company, do hereby certify that the above and foregoing is a true and correct copy of the Power of Attorney executed by said Companies, which remains in full force and effect.

Dated this 12 day of November, 2020.



*Kevin E. Hughes*  
Kevin E. Hughes, Assistant Secretary

**To verify the authenticity of this Power of Attorney, please call us at 1-800-421-3880.  
Please refer to the above-named Attorney-in-Fact and the details of the bond to which the power is attached.**



**Bond**

**BID BOND**

KNOW ALL BY THESE PRESENTS, That we, FIRST TRANSIT, INC.

of 600 Vine Street, Suite 1400, Cincinnati, OH 45202

(hereinafter called the Principal), as Principal, and

TRAVELERS CASUALTY AND SURETY COMPANY OF AMERICA (hereinafter called the Surety),

as Surety, are held and firmly bound unto \_\_\_\_\_

CITY OF FORT LAUDERDALE,  
100 N. Andrews Ave Fort Lauderdale FL 33301

(hereinafter called the Obligee) in the penal sum of \_\_\_\_\_

Five Percent of Amount bid Dollars (\$ 5% of Amount Bid )

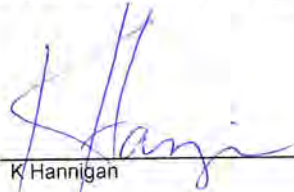
for the payment of which the Principal and the Surety bind themselves, their heirs, executors, administrators, successors and assigns, jointly and severally, firmly by these presents.


THE CONDITION OF THIS OBLIGATION IS SUCH, That WHEREAS, the Principal has submitted or is about to submit a proposal to the Obligee on a contract for

RFP# 12439-815 Operations and Maintenance of Community Shuttle Transit Service

NOW, THEREFORE, If the said Contract be timely awarded to the Principal and the Principal shall, within such time as may be specified, enter into the Contract in writing, and give bond, if bond is required, with surety acceptable to the Obligee for the faithful performance of the said Contract, then this obligation shall be void; otherwise to remain in full force and effect.

Signed and sealed this 12th day of November, 2020

  
K Hannigan Witness

FIRST TRANSIT, INC. (Seal)  
Principal  
  
Sandra M. Winsted Attorney-in-Fact Title

TRAVELERS CASUALTY AND SURETY COMPANY OF AMERICA

By   
Susan A. Welsh Attorney-in-Fact





**Travelers Casualty and Surety Company of America**  
**Travelers Casualty and Surety Company**  
**St. Paul Fire and Marine Insurance Company**

**POWER OF ATTORNEY**

**KNOW ALL MEN BY THESE PRESENTS**, That Travelers Casualty and Surety Company of America, Travelers Casualty and Surety Company, and St. Paul Fire and Marine Insurance Company are corporations duly organized under the laws of the State of Connecticut (herein collectively called the "Companies"), and that the Companies do hereby make, constitute and appoint **Susan A. Welsh** of **Chicago Illinois**, their true and lawful Attorney-in-Fact to sign, execute, seal and acknowledge any and all bonds, recognizances, conditional undertakings and other writings obligatory in the nature thereof on behalf of the Companies in their business of guaranteeing the fidelity of persons, guaranteeing the performance of contracts and executing or guaranteeing bonds and undertakings required or permitted in any actions or proceedings allowed by law.

**IN WITNESS WHEREOF**, the Companies have caused this instrument to be signed, and their corporate seals to be hereto affixed, this **3rd** day of **February**, 2017.



State of Connecticut

City of Hartford ss.

By: *Robert L. Raney*  
 Robert L. Raney, Senior Vice President

On this the **3rd** day of **February**, 2017, before me personally appeared **Robert L. Raney**, who acknowledged himself to be the Senior Vice President of Travelers Casualty and Surety Company of America, Travelers Casualty and Surety Company, and St. Paul Fire and Marine Insurance Company, and that he, as such, being authorized so to do, executed the foregoing instrument for the purposes therein contained by signing on behalf of the corporations by himself as a duly authorized officer.

**In Witness Whereof**, I hereunto set my hand and official seal.

My Commission expires the **30th** day of **June**, 2021



*Marie C. Tetreault*  
 Marie C. Tetreault, Notary Public

This Power of Attorney is granted under and by the authority of the following resolutions adopted by the Boards of Directors of Travelers Casualty and Surety Company of America, Travelers Casualty and Surety Company, and St. Paul Fire and Marine Insurance Company, which resolutions are now in full force and effect, reading as follows:

**RESOLVED**, that the Chairman, the President, any Vice Chairman, any Executive Vice President, any Senior Vice President, any Vice President, any Second Vice President, the Treasurer, any Assistant Treasurer, the Corporate Secretary or any Assistant Secretary may appoint Attorneys-in-Fact and Agents to act for and on behalf of the Company and may give such appointee such authority as his or her certificate of authority may prescribe to sign with the Company's name and seal with the Company's seal bonds, recognizances, contracts of indemnity, and other writings obligatory in the nature of a bond, recognizance, or conditional undertaking, and any of said officers or the Board of Directors at any time may remove any such appointee and revoke the power given him or her; and it is

**FURTHER RESOLVED**, that the Chairman, the President, any Vice Chairman, any Executive Vice President, any Senior Vice President or any Vice President may delegate all or any part of the foregoing authority to one or more officers or employees of this Company, provided that each such delegation is in writing and a copy thereof is filed in the office of the Secretary; and it is

**FURTHER RESOLVED**, that any bond, recognizance, contract of indemnity, or writing obligatory in the nature of a bond, recognizance, or conditional undertaking shall be valid and binding upon the Company when (a) signed by the President, any Vice Chairman, any Executive Vice President, any Senior Vice President or any Vice President, any Second Vice President, the Treasurer, any Assistant Treasurer, the Corporate Secretary or any Assistant Secretary and duly attested and sealed with the Company's seal by a Secretary or Assistant Secretary; or (b) duly executed (under seal, if required) by one or more Attorneys-in-Fact and Agents pursuant to the power prescribed in his or her certificate or their certificates of authority or by one or more Company officers pursuant to a written delegation of authority; and it is

**FURTHER RESOLVED**, that the signature of each of the following officers: President, any Executive Vice President, any Senior Vice President, any Vice President, any Assistant Vice President, any Secretary, any Assistant Secretary, and the seal of the Company may be affixed by facsimile to any Power of Attorney or to any certificate relating thereto appointing Resident Vice Presidents, Resident Assistant Secretaries or Attorneys-in-Fact for purposes only of executing and attesting bonds and undertakings and other writings obligatory in the nature thereof, and any such Power of Attorney or certificate bearing such facsimile signature or facsimile seal shall be valid and binding upon the Company and any such power so executed and certified by such facsimile signature and facsimile seal shall be valid and binding on the Company in the future with respect to any bond or understanding to which it is attached.

I, **Kevin E. Hughes**, the undersigned, Assistant Secretary of Travelers Casualty and Surety Company of America, Travelers Casualty and Surety Company, and St. Paul Fire and Marine Insurance Company, do hereby certify that the above and foregoing is a true and correct copy of the Power of Attorney executed by said Companies, which remains in full force and effect.

Dated this 12 day of November 2020



*Kevin E. Hughes*  
 Kevin E. Hughes, Assistant Secretary




## Special Power of Attorney

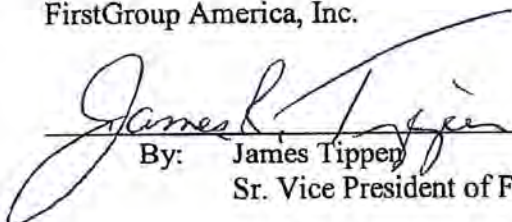
KNOW ALL MEN BY THESE PRESENTS that FirstGroup America, Inc. a (Delaware) corporation (collectively the "Company"), has made, constituted and appointed and by these presents does make, constitute and appoint *Susan A. Welsh, Sandra M. Winsted, Christina L. Sandoval, Kristin Hannigan, Judith A. Lucky-Eftimov, Sandra M. Nowak, Debra J. Doyle, Diane M. O'Leary, Derek J. Elston, Bartlomiej Siepierski, Aerie Walton, Jennifer Williams, Salena Wood, Barbara Pannier, Michelle D. Krebs*, on Power, all of the City of Chicago, State of Illinois as its true and lawful attorneys in fact with full power to execute, seal and deliver on its behalf, **or any of its direct or indirect subsidiaries**, surety bonds and other documents of similar character issued in the course of its business and to bind the Company thereby as if such writings had been duly executed and acknowledged by its officers.

IN WITNESS WHEREOF, FirstGroup America, Inc. has caused its name to be subscribed by James Tippen, its SVP of Finance, and its corporate seal to be affixed and attested by its Secretary on this 3rd day of October, 2019.

Attest:


FirstGroup America, Inc.

  
By: Michael Petrucci  
Secretary

  
By: James Tippen  
Sr. Vice President of Finance

State of Ohio  
County of Hamilton

On this October 3, 2019 personally appeared before me, a Notary Public for the State of Ohio James Tippen, Sr. Vice President of Finance of FirstGroup America, Inc. who acknowledged that the foregoing is his free and voluntary act and deed on behalf of said corporation.



Notary Public, State of Ohio  
My Commission Expires: 3-12-24



GAYLA S. MAXWELL  
Notary Public, State of Ohio  
My Commission Expires 03-12-2024

# ATTACHMENT 4



City of Fort Lauderdale	12-Dec-19	18-Dec-19	21-Dec-19	28-Dec-19	4-Jan-20	11-Jan-20	18-Jan-20	25-Jan-20	1-Feb-20
<b>Contractual</b>					1	2	3	4	5
<b>Contract award</b>									
<b>Notice to proceed</b>									
<b>Contract negotiations</b>									
<b>Finalize and sign contract</b>									
<b>Review plan, contract requirements and expectations</b>									
<b>Develop and submit detailed work plans to the City</b>									
<b>Weekly progress meetings with staff and partners</b>									
<b>Recruiting &amp; Staffing</b>									
<b>General Manager on-site</b>									
<b>Regional Support Team on-site, as needed</b>									
<b>Recruit as needed for any open positions</b>									
<b>Pre-employment drug testing and physicals</b>									
<b>Training &amp; Course Development</b>									
<b>Prepare any new training materials</b>									
<b>Train existing employees on new applications</b>									
<b>New Driver training (ongoing)</b>									
<b>Operations &amp; Administrative Procedures</b>									
<b>Finalize any new operating procedures &amp; policies</b>									
<b>Finalize performance standards</b>									
<b>Develop goals &amp; objectives</b>									
<b>Order Drive Cam, GeoTab, and Transloc Hardware and Software</b>									
<b>Analyze historical data and develop any new routes/ schedules</b>									
<b>Review and revise as needed, processes for data collection</b>									
<b>Implement forms for daily operations &amp; reporting</b>									
<b>Confirm fare collections, reconciliation and accounting procedures</b>									
<b>Maintenance Procedures</b>									
<b>Vehicle turnover inspections</b>									
<b>Review internal and external lot circulation, parking, fueling plans</b>									
<b>Review and revise as needed: daily, weekly &amp; monthly report req's</b>									
<b>Vehicles &amp; Equipment</b>									
<b>Review contract assigned fleet and any needs for additions / reductions</b>									
<b>Facility</b>									
<b>Coordinate parking plan</b>									
<b>Confirm fueling and security procedures</b>									
<b>Finalize internal layout, space planning</b>									
<b>Security requirements, key access, employee check in procedures</b>									
<b>Prepare Reporting Mechanisms</b>									
<b>Review established emergency &amp; procedural requirements</b>									
<b>Finalize any technology implementation</b>									
<b>Service Start - February 1, 2020</b>									

# ATTACHMENT 5

















































# ATTACHMENT 6





# Expandable GPS vehicle tracking device

Lead your fleet into the future

 **Dispatch 10**  
Driving 18 mph on 12/11/18 at 15:03:37  
BVN

 **12345 S Boulevard st,  
Las Vegas, NV 89101, USA**  
LAS VEGAS SOUTH 37mph

The next generation fleet tracking device from Geotab is built to support your fleet now and as it grows. Connect to the platform that helps you reduce fleet costs, increase productivity and efficiency, improve safety, and strengthen compliance.



**GEOTAB**  
management by measurement



## Geotab GO9 – The evolution of fleet tracking

Automate. Integrate. Innovate. The Geotab GO9 is redesigned from the ground up and built to support the needs of your fleet now and into the future.

### Near-real-time vehicle data

Get rich, accurate data on location, vehicle health, driving behavior and much more.

### Compact, durable design

The small but mighty GO9 is housed in flame retardant black ABS.

### Intelligent in-vehicle driver coaching

Improve driving habits with in-vehicle feedback. Set up rules to reduce unwanted driving behaviors like speeding, idling, or not wearing a seat belt. Advance driver safety further by adding a buzzer or Geotab GO TALK for in-vehicle verbal coaching.

### Breakthrough collision detection and notification

Collision alerts keep you in the know and provide a detailed summary of events. Detection of a suspected accident will prompt the automatic upload of detailed data from the device to allow for forensic reconstruction of the event.

### End-to-end cybersecurity

Geotab platform security provides end-to-end data protection. Security methods include authentication, encryption, message integrity verification, unique ID and non-static security keys, over-the-air updates that use digitally-signed firmware to verify that updates come from a trusted source. Device security features are implemented using a FIPS 140-2 validated cryptographic module. Certificate #3371.

### Over-the-air updates

New updates and improvements are sent to your device seamlessly. The GO9 permits over-the-air initial provisioning and firmware updates for the device, GPS (GO9-only), and select cellular modems (LTE only).

### LTE connectivity

Communication on the LTE network delivers speed where you need it and longevity for peace of mind. LTE connectivity is available on select products.

### Device expandability via IOX Technology

The IOX port lets you get even more from your device. Integrate with third-party providers that suit your needs. Add on hardware for Driver ID, hours of service (HOS), temperature tracking, asset tracking, satellite communication and more.

### Engine and battery health assessments

Extract valuable information on vehicle health and status. Record VIN, odometer, engine faults, seat belt and more.

### Built-in auto-calibrating accelerometer and gyroscope

Measure precise vehicle movements such as harsh braking and acceleration with the high quality accelerometer and newly added gyroscope.



# Geotab GO9 highlights

## GO9 hardware innovations

- + The device code space provides the capacity for further native vehicle support and more features – such as the improved fuel usage support that determines the engine size based on the VIN (vehicle identification number).
- + The accelerometer – analyzing the X, Y, and Z axis – is enhanced with the addition of a gyroscope – which analyzes the angular velocity (such as spinouts during accidents or harsh driving) – to provide enhanced data for accident detection and examination.
- + Updated GPS module to a GNSS (Global Navigation Satellite System) module offering both GPS and GLONASS support. This new module provides improved latch times (time-to-first-fix) and enhanced location data accuracy.

## Updates made easy

- + OTA (over-the-air) updates include device, GPS, and select cellular modems (LTE only).
- + The latest firmware and configuration are applied at time of installation for enhanced privacy, security, and reliability.

## The most powerful GO device ever

Upgrade to the next generation of GPS vehicle tracking devices. With a 32-bit processor, more memory and more RAM, the Geotab GO9 is the most powerful GO device ever.

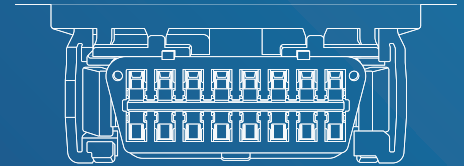
See support documents for full technical specifications.

## Simple installation

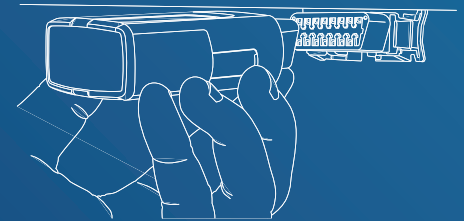
Simply plug the GO9 directly into your vehicle's OBD II port or with an adapter where needed. No antenna or wire-splicing required. The device auto-calibrates to accommodate for installation in any orientation. See installation sheet for full details.

## It's as easy as 1-2-3

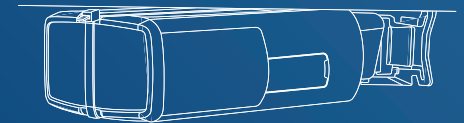
1



2



3



## Develop, build, integrate

Automating tasks and integrating telematics data with your other business systems is easy with the Geotab SDK (Software Development Kit). Explore the Geotab Marketplace to find hundreds of integrated third-party solutions.

myGEOTAB™



MyGeotab SDK

Request a demo at [geotab.com](http://geotab.com)

**GEOTAB**  
management by measurement

[www.geotab.com](http://www.geotab.com)

[testdrive@geotab.com](mailto:testdrive@geotab.com)

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Exhibit 3

CAM 21-0076  
Page 212 of 334



# NOT JUST VIDEO. **VISION**



**LYTX**  
**VIDEO SERVICES**<sup>SM</sup>



— TRANSFORMING FLEET OPERATIONS

# SEEING MORE IS KNOWING MORE

Think about all the events throughout the day, across your business, that you're not aware of. All the chances to make your company better. Now think of the time and effort required to understand each one. Impossible, right?

But what if there was a way to focus on the moments that make a difference? It could change the way you operate: make every fleet management minute more productive; expose operational blind spots; and provide proof whenever it's needed.

**What if you had the Lytx Video Services<sup>SM</sup> program?**



# OPERATIONAL BLIND SPOTS ARE ALL AROUND. FILL THEM WITH INSIGHTS.



## EVALUATE

Review and assess driving and non-driving procedures to improve operational efficiency.

- Access more video during coaching sessions
- Review both driving and non-driving procedures
- Better ensure safety compliance



## VERIFY

Use video to help provide proof or confirmation of the true story.

- Proof of service or delivery
- Claims support, such as workers' compensation or slip and fall
- Virtual site inspections



## DISCOVER

Reveal opportunities to mitigate risk and improve the bottom line.

- Live stream video from the road view
- Reconstruct accidents and find low-g-force incidents
- Reveal revenue-generating opportunities







### HIT YOUR SWEET SPOT.

No two companies are the same. We'll help you address your unique situation by recommending options that make the most sense for your business.



### ACCESS 100 HOURS OF EXTENDED VIDEO ON-DEMAND.\*

When you need more backstory, help with accident reconstruction, or need to see a low-g-force event, approximately 100 hours of video can be accessed through our cloud-based portal.

\*Subject to available cellular network coverage.



### MORE VANTAGE POINTS. FEWER BLIND SPOTS.

Supports multiple cameras for more vantage points to expose operational blind spots. Compatibility with most NTSC or PAL cameras means you can use the equipment you already own.



### AN IMMEDIATE VIEW OF THE ROAD FROM YOUR DESK

When time is of the essence, secured live-stream option lets you evaluate a situation as it's happening so you can make fast decisions and take immediate action in minutes.

When you add the Lytx Video Services program to our industry leading DriveCam® safety program, you get a video telematics powerhouse that helps you run your fleet more efficiently and profitably, make faster business decisions, and mitigate additional risk.

Lytx is ready to tailor a solution for your business.  
Call 866.419.5861 to connect with a consultant who's ready to help.

[lytx.com/LytxVideoServices](https://lytx.com/LytxVideoServices)

# BUILT TO TRANSFORM YOUR FLEET

## SF-SERIES EVENT RECORDERS

See more, know more, and do more with the Lytx DriveCam® SF-Series Event Recorders. Engineered with state-of-the-art technologies, and enhanced with machine vision and artificial intelligence (MV+AI), the SF Series gives you an expanded view of risk and a better understanding of what's happening with your vehicles and your drivers. Its always-on cellular\* connectivity, continual recording, and cloud access let you see the big picture, giving you the power to evaluate, verify, and discover the critical moments you need to transform your fleet.

### INTEGRATED MV+AI

Advanced Machine Vision and Artificial Intelligence provide enhanced risk detection

### REAL-TIME, IN-CAB ALERTS

Light and audio alerts help drivers stay focused on the road  
*(Audio alerts available on SF300 only)*

### INTEGRATED MICROPHONE

Sound is recorded both inside and outside the vehicle when an incident occurs

### NIGHT ILLUMINATION

8 high-lumen infrared lights allow for clearer video in low light

### WIDE-ANGLE DUAL LENS

Driver and road views give you the big picture of risk  
*(privacy configurations available)*



### CONTINUAL VIDEO

Records continual video, and integrates with auxiliary cameras

### ECM CONNECTED

Equipped to capture speed, fuel, and vehicle data directly from your vehicle

### AUTOMATIC EVENT UPLOADS

Events upload daily to your Lytx account

### MANUAL RECORD BUTTONS

Lets drivers capture events on demand with the push of a button

### AUTOMATIC DEVICE UPDATES

Over-the-air system and firmware updates keep your device up to date—no manual downloads needed

\*Subject to available cellular network coverage.

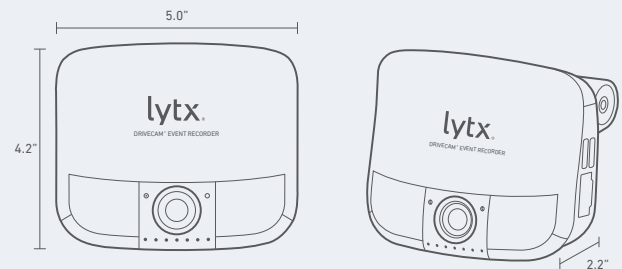
Event Recorder Unit	
Weight	.74 lb (336g) [.8 lb 363g]
Dimensions (W x H x D)	5.0 x 4.2 x 2.2 in
Operating Temperature	-40 °F to 185 °F
Microphone	Omnidirectional
Speaker	SF300: Yes SF64: No
Status Lights	7 LED (wide spectrum)
Audible Alerts	SF300: Yes SF64: No
Night Vision Illumination	8 high-lumen infrared LED lights
Manual Record Buttons	Yes
Industrial-Grade Hardware	Yes
Limited Warranty	2 Years
Internal	
Processor	SF300: Dual Core 1.2 GHz; 1 MB Cache SF64: Dual Core 1.0 GHz; 512 KB Cache
Internal Memory	SF300: 16 GBSF64: 64 GB
Memory Format	eMMC
Expandable/External Memory	SF300: 64 GB (Expandable to 128 GB) SF64: No
Motion Sensors	<ul style="list-style-type: none"> <li>• 9-axis (Accelerometer + Gyro + Magnetometer)</li> <li>• Built-in motion sensor</li> <li>• Built-in GPS</li> </ul>
Recording	
Wide Angle Lens / Field of View	131° interior; 82° exterior
Video Recording Resolution	SF300: 1280 x 800 SF64: 752 x 548
Frame Rate	10 fps
Configurable View Options	Yes
Connectivity	
Cellular	<p><b>NORTH AMERICA (United States, Canada)</b> SF300: 4G LTE (3Gfallback), SF64: 4G LTE (3Gfallback)</p> <p><b>EUROPEAN UNION (UK, Western Europe)</b> SF300: N/A, SF64: 4G LTE (3Gfallback)</p> <p><b>REST OF WORLD (South Africa, Australia, New Zealand)</b> SF300: N/A, SF64: 3G/2G</p>
Wi-Fi via Hotspot	SF300: Dual-band Wi-Fi b/g/n/ac SF64: N/A
Bluetooth Capable	Yes
Ethernet	Yes

Power	
Battery	SF300: Rechargeable SF64: Non-rechargeable
Standard Input Voltage	12 V or 24 V
Current Draw (12V)	
Ignition On (cellular) • Not Transmitting	SF300: 320 mA SF64: 228 mA
Current Draw (12V)	
Ignition On (cellular) • Transmitting	SF300: 540 mA SF64: 438 mA
Current Draw	Hibernation: 20 mA (cellular on) Deep Sleep: <1 mA (cellular off)
Deep Sleep	1 mA
Power Loss Operation	Finish recording event
Disconnect Reporting	Yes
Hibernation	Default: 15 Min; Max: 60 hr
Installation	
Trigger In	Qty 4
Trigger Out	Qty 1
ECM / ECU Integration	J1939 (250/500 kbps)
Recommended Mounting Location	Windshield Bulkhead
Installation Services Available	Lytx Professional Installation Services Training and support for client-managed Installation
Included Accessories	
The purchase of a DriveCam Event Recorder includes:	<ul style="list-style-type: none"> <li>• Cables for Standard Installation (power cable, vehicle interface cable)</li> <li>• Mounting Bracket with Screws</li> <li>• Security Retention Clip</li> <li>• Informational Guide</li> </ul>

DETAILS

ACCESSORIES

- Security Cover - Covers both lenses (OPT-PER-0501)
- Driver Privacy Cover - Covers inside lens (OPT-PER-0504)
- Remote Push Button Kit (PER-CAT-0063)
- Lytx Hub™ Adapter Kit (PER-CAT-0524)



DISCLAIMER: Lytx DriveCam® Event Recorders are intended as a driver aid only and are not a substitute for a safe, conscientious driver. Lytx event recorders cannot compensate for a driver that is distracted, inattentive, or impaired by fatigue, drugs, or alcohol. It is always the responsibility of the driver to take appropriate corrective action. Never wait for the Lytx event recorder to provide a warning before taking measures to avoid an accident. Failure to do so can result in serious personal injury or death, or severe property damage.

# HARDWARE COMPARISON

## LYTX DRIVECAM® EVENT RECORDERS



SPECIFICATIONS	DC3P	SV2	SF-SERIES
<b>Event Recorder Unit</b>			
Weight	.52 lb	.38 lb Base Unit: 2 lb 9 oz	.74 lb
Dimensions (W x H x D)	4.6 x 4.3 x 2.1 in	4.6 x 3.2 x 2.3 in Base Unit: 8.5 x 5.0 x 1.5 in	5.0 x 4.2 x 2.2 in
Operating Temperature	-40°F to 185°F	-40°F to 185°F Base Unit: -40°F to 149°F	-40°F to 185°F
Microphone	Omnidirectional	Omnidirectional	Omnidirectional
Speaker & Audible Alerts	No	Yes	SF300: Yes SF64: No
Status Lights	2 LED (red, green)	7 LED (wide spectrum)	7 LED (wide spectrum)
Night Vision Illumination	6 high-lumen infrared LED lights	8 high-lumen infrared LED lights	8 high-lumen infrared LED lights
Manual Record Buttons	Yes	Yes	Yes
Industrial-grade Hardware	Yes	Yes	Yes
Limited Warranty	2 Years	2 Years	2 Years
<b>Internal</b>			
Processor	Single-core 180 MHz	Quad-core 1 GHz	SF300: Dual Core 1.2 GHz; 1 MB Cache SF64: Dual Core 1.0 GHz; 512 KB Cache
Internal Memory	512 MB	16 GB	SF300: 16 GB SF64: 64 GB
Memory Format	NAND	eMMC	eMMC
Expandable/External Memory	No	No	SF300: 64 GB (Expandable to 128 GB) SF64: No
Motion Sensors	<ul style="list-style-type: none"> <li>• 3-Axis (Accelerometer)</li> <li>• Built-in GPS</li> </ul>	<ul style="list-style-type: none"> <li>• 6-axis (Accelerometer + Gyro)</li> <li>• Built-in GPS</li> </ul>	<ul style="list-style-type: none"> <li>• 9-axis (Accelerometer + Gyro + Magnetometer)</li> <li>• Built-in GPS</li> </ul>
<b>Recording</b>			
Continual Recording	No	No	Yes
Wide Angle Lens / Field of View	131° interior; 88° exterior	131° interior; 82° exterior	131° interior; 82° exterior
Video Recording Resolution	768 x 576	1280 x 800	SF300: 1280 x 800 SF64: 752 x 548
Frame Rate	4 fps	10 fps	10 fps
Configurable Views (Inside /Road)	Yes	Yes	Yes



# LYTX DRIVECAM EVENT RECORDERS

SPECIFICATIONS	DC3P	SV2	SF-SERIES
<b>Connectivity</b>			
Cellular	3G	3G	4G LTE
Wi-Fi	Wi-Fi b/g	Wi-Fi b/g/n	SF300: Dual-band Wi-Fi b/g/n/ac SF64: N/A
Bluetooth Capable	No	Yes	Yes
Ethernet	No	Yes	Yes
<b>Power</b>			
Battery	Non-rechargeable	Non-rechargeable	SF300: Rechargeable SF64: Non-rechargeable
Standard Input Voltage	12V or 24V	12V or 24V	12V or 24V
Current Draw (12V)			
Ignition On (cellular) • Not Transmitting	228 mA	530 mA	SF300: 320 mA SF64: 228 mA
Ignition On (cellular) • Transmitting	438 mA	620 mA	SF300: 540 mA SF64: 438 mA
Current Draw (hibernation)	<1mA	<1mA	Hibernation: 20 mA (cellular on) Deep Sleep: <1 mA (cellular off)
Disconnect Reporting	Yes	Yes	Yes
<b>Installation</b>			
Trigger In	Qty 2	Qty 5	Qty 4
Trigger Out	Qty 1	Qty 3	Qty 1
ECM / ECU Integration	J1939	J1939	J1939
Recommended Mounting Location	Windshield Bulkhead	Windshield Bulkhead	Windshield Bulkhead
Installation Services Available	Lytx Professional Installation Services Training & support for client-managed Installation	Lytx Professional Installation Services Training & support for client-managed Installation	Lytx Professional Installation Services Training & support for client-managed Installation
<b>Included Accessories</b>			
Cables for Standard Installation (power cable, vehicle interface cable)	Yes	Yes	Yes
Mounting Bracket	Non-removable	Non-removable Base Unit: Removable	Non-removable
Informational Guide	Yes	Yes	Yes

DISCLAIMER: Lytx® event recorders are intended as a driver aid only and are not a substitute for a safe, conscientious driver. Lytx event recorders cannot compensate for a driver that is distracted, inattentive, or impaired by fatigue, drugs, or alcohol. It is always the responsibility of the driver to take appropriate corrective action. Never wait for the Lytx event recorder to provide a warning before taking measures to avoid an accident. Failure to do so can result in serious personal injury or death, or severe property damage.





# TransLōc TVS

*A Next Generation Passenger Information System*

## Transit Visualization System — Specification

Tracking

We get vehicle locations as often as every one second, which is why our map can show vehicles smoothly moving. At TransLōc, we believe the best way to convey a vehicle's motion is by displaying that motion.

Routes & Stops

Riders and administrators need to see several routes at a time. Since this is difficult to do well, some systems don't do it at all.

But we excel at showing several routes at one time. With the click of a button users can view routes and stops of interest to them, whether it be one or many. This results in the most intuitive view of even the most complicated transit system, all overlaid on a detailed map.

Mobile Access

At bus stops, bulky and expensive electronic signs are a thing of the past. Now, with mobile phones in every pocket or purse, riders can get real-time information wherever they are.

TVS Mobile shows each vehicle's location, heading, and next stop. It also offers an ordered list of the stops on a route, as well as a graphical snapshot of vehicles progressing along their routes. And we boost rider awareness by providing access to important transit-related announcements.

Add free apps for iPhone, Android, and BlackBerry and SMS text messaging of estimated arrival times and your riders can access real-time transit info on the go with any mobile device.

Fleet Management

We give administrators valuable insight into fleet performance.

On-time performance reports, headway measurements, historical playback of vehicle locations, and the most real-time speed readings in the industry, all accessible by administrators from anywhere with internet access.

Branding

Visit any TVS site and you'll see our customer's branding right at the top, letting the public know who to credit for bringing in TransLōc technology. Our design team does this for you, using your logo and colors.

No Hidden Costs

As a comprehensive service, your contract includes items that many vendors tack on later, such as: wireless communications, training, support, map and route updates, and branding design. And our equipment remains under warranty for the initial term of the contract.

at the stop



*LiveDisplay — a special version of the TVS designed for large displays*

on the web



*Vehicles move on a detailed map that includes important buildings*

on the job



*Reports give insight into fleet performance*

anywhere



*Mobile phones are everywhere and so is TransLōc TVS.*



## MOBILE

The most technologically advanced real-time maps and arrival predictions available on a variety of platforms

The first smartphone apps in the industry and still the best

No need to invest in and maintain electronic signs – TransLōc puts all your information in the palm of your riders' hands

on mobile



on iPhone



on Android



on BlackBerry



## WEB

Riders are confident in your transit system because they can see buses moving in real-time online

Routes, schedules, arrivals and buses are in a convenient, unified interface

The industry's most intuitive, beautiful and easy-to-use interface makes your agency a pleasure for your riders

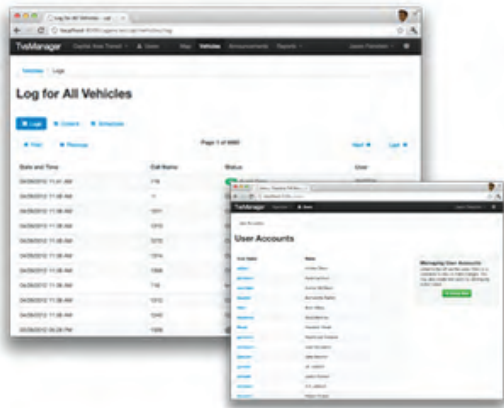
## PREDICTIONS

Arrival predictions you and your riders can depend on

The most advanced proprietary algorithms in the industry give you useful times and happy riders

Tested and proven superiority increases trust in your agency

Durham Station			
Text: GOLIVE 5774 to 41411			
DATA 1	5 & 41 mins	DATA 9	3 mins
DATA 2	12 mins	DATA 10	11 & 33 mins
DATA 3	4 & 32 mins	DATA 11	20 mins
DATA 4	6 & 34 mins	DATA 12	10 mins
DATA 5	4 mins	DATA 16	4 mins
DATA 6	9 & 41 mins	DATA BCC	<1 & 6 mins
DATA 7	2 & 35 mins	400	3 mins
DATA 8	4 & 32 mins	700	11 mins



## MANAGEMENT

Real-time view of your transit system puts you in control

Insightful reports on all aspects of your operations gives you the intelligence to make good decisions

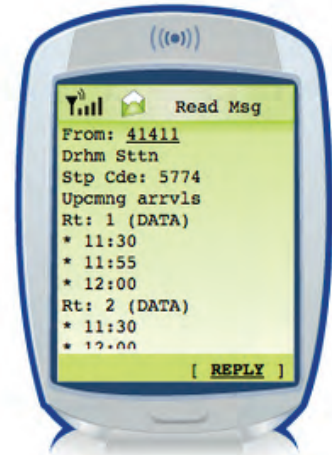
Need to see what happened at a specific time in the past? Our industry leading Instant Replayer is a DVR for your whole transit system

## SMS

No smartphone? No problem. Riders get all the info they need with any kind of mobile phone

Text-based arrival predictions at your riders' fingertips

Route information, stops and schedules instantly available to all



## TRANSLŌC ALSO OFFERS THESE INDUSTRY-LEADING FEATURES...

IVR

Hosted

APC

Flexible API

24/7 Support

Industry-leading hardware

Smart Signage

Turnkey solutions

# JAUNT – FIRST TRANSIT’S PROPRIETARY MOBILITY AS A SERVICE APP

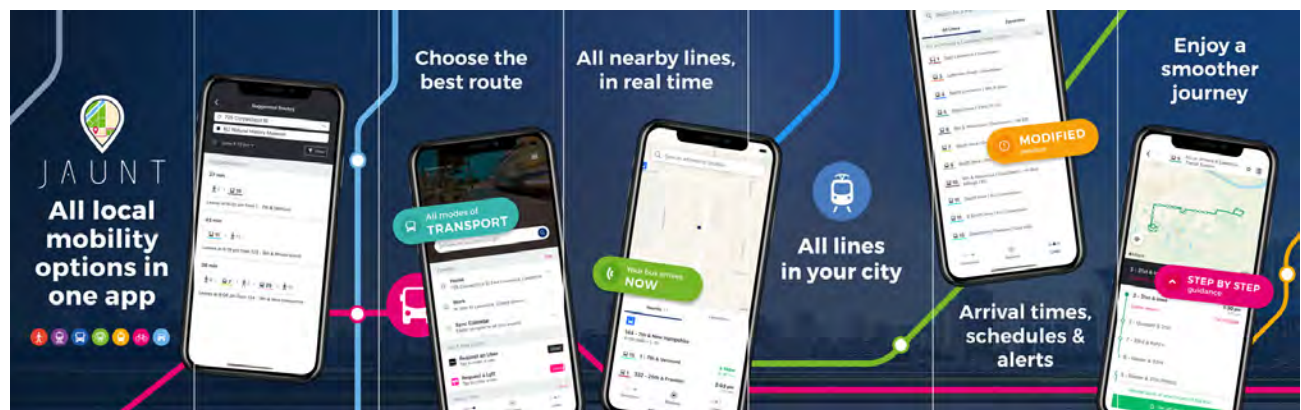


Across the globe, public transportation enables people who commute to work, travel to meet family and friends, and interact with the larger world around them. First Transit operates under the guiding principle that mobility is a basic human right for everyone. In today’s transit climate, smart mobility makes that possible, and the success of smart mobility lies in Mobility as a Service (MaaS). MaaS is powered by technology and introducing a MaaS mobile application to City’s passengers will provide a valuable tool to increase mobility within your community.

**Jaunt, First Transit’s new state-of-the-art app, integrates all mobility modes available to Community Shuttle passengers in one customer-friendly platform.** Instead of riders needing to use four or five apps to get to their destination, they can plan their entire trip with Jaunt. The Jaunt app unites any type of available transportation service, including both traditional transit modes and innovative transit services, such as:

- Fixed route services such as Broward County Transit
- Rail systems such as Tri-Rail and Amtrak
- Streetcar and subway systems
- Microtransit
- Car sharing
- E-hailing
- Other on-demand methods of mobility

Jaunt removes the guesswork from journey planning and trip execution, making mobility easier and more convenient, streamlining the process to reflect each individual’s available transportation options and travel preferences.





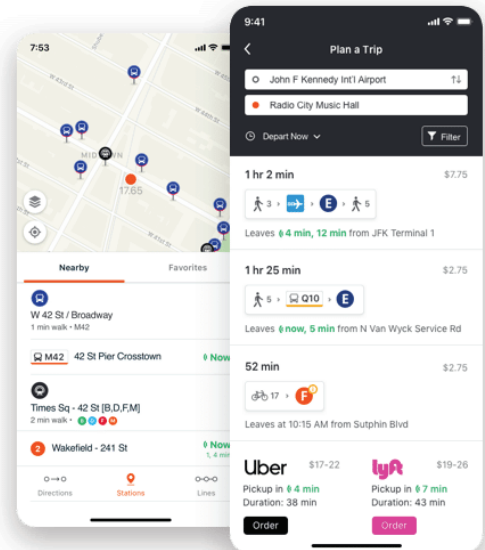
## TRIP PLANNING CAPABILITIES

Jaunt's multi-modal trip planner shows all mobility possibilities available to a particular destination and the individual customer chooses the journey that best fits their unique needs and preferences. Trip planning has previously been cumbersome and confusing, requiring passengers to access multiple apps and sites from a variety of sources and make guesses regarding how particular elements fit together to impact their journey.

**Jaunt brings all systems and preferences together in a customer-friendly, customizable format.**

Jaunt allows passengers to:

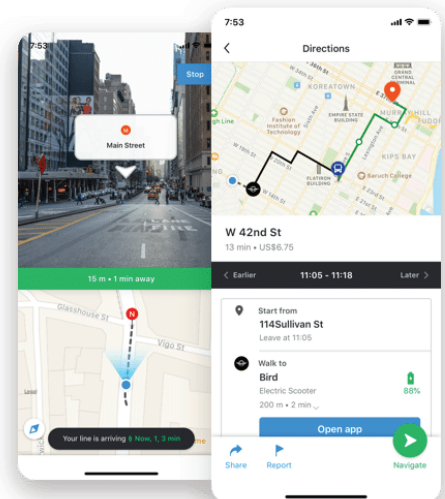
- **View real-time arrival info** - Avoid wasting time waiting for the next bus or train with ETAs of their ride's arrival with ease from their smartphones
- **Personalize favorite routes** on specific systems, transit stations, and destinations, providing passengers with easy access to places they visit often
- **Receive real-time service alerts** that inform passengers about issues like construction, delays due to congestion, and other disruptions ahead of time



## NAVIGATION AND GUIDANCE TOOL

Jaunt will assist riders not only in planning their transportation, but also ensuring they get to their destination safely and confidently. The following capabilities are available on Jaunt:

- **Receive step-by-step directions** with live guidance from A-to-B
- **Visualize stops** with Way Finder, using augmented reality to locate bus or train stops
- **View all available transit routes**, bus and rail stations and lines on the bus or subway map
- **Receive automatic notifications** for riders regarding when to get off the bus or train, ensuring passengers never miss their stop



## CROWDSOURCING FOR MORE RELIABLE INFORMATION

By design, Jaunt users will have the most accurate transit information available. Jaunt's data comes not only from transit agencies and mobility systems, but also from other riders, sharing their experiences and challenges. With crowdsourcing, riders can share challenges they've



faced and changes they've come across, preventing others from facing similar issues. For example, if a stop has moved or a schedule is wrong, users can report and correct it to keep other users from seeing delays or getting lost. Additionally, passengers can upload photos to the app to confirm the information is correct and increase the confidence of other users planning a similar trip.

## MOBILITY ANALYTICS

Jaunt also has the capability to provide mobility analytics – valuable data for our clients on where and how passengers move. Should the City be interested in the addition of the optional mobility analytics capabilities, First Transit can provide additional information. Just a few of the reports Jaunt can provide are described below.

### ZONE REPORT

Jaunt provides a comprehensive and accurate understanding of travel patterns to and from a region – whether it's a city, neighborhood or district, an office park or public building, or even specific venues like a shopping mall or stadium.

The Zone Report focuses on the following:

- Where travelers to the area are coming from
- When they start their journey
- Which modes of transportation they use
- Which transit lines and stations are the most popular
- Detailed impact assessments of future transit network changes to the region

### TRANSIT LINE REPORT

The Transit Line Report is a crucial resource for organizations seeking to improve service levels or operational efficiency, or looking to understand the impact of schedule or route changes on ridership. The Transit Line report can be used as a tool to develop targeted methods to improve operational efficiency and increase ridership. The report provides:

- Average boarding and alighting at each stop, including specific times throughout the day
- Typical load-factor and estimation of vehicle crowding
- Identification of first/last-mile barriers to ridership
- Additional descriptive statistics of line riders and their complete journey
- Allows for the production of NTD level reports



## TRANSIT STATION REPORT



The Transit Station Report is critical for organizations performing a wide variety of planning functions, including improving first/last mile access to transit stations, aligning timetables to improve network connectivity, building access roads or pathways to a transit station, and assessing the impact of future transit changes on riders and local residents.

This report creates a detailed profile of transit travel via a specific location, either as a single stop or as a group of nearby stops functioning together as a transfer point.

The Transit Station Report includes:

- Average boarding and alighting per line, location, and time
- Waiting times at the location
- Breakdown of common line transfers
- Origin/destination information for riders using the location

## DEVELOPMENT OF JAUNT

First Transit's Jaunt app was developed in coordination with Moovit, whom we selected because of their depth of data access and proven success with transit applications. With more than **520 million users**, Moovit provides service in over **92 countries and 45 languages**. More than **7,000 transit** agencies are part of Moovit's network. They own and manage the world's largest, most accurate repository for mobility data, generating over **5 billion mobility data points a day**.

"It has been great working with Moovit to bring real-time data and route planning in the JAUNT app."

- Justin Pate – First Transit  
Sr. Vice President, Global  
Business Development  
and Marketing



# ATTACHMENT 7



































































































































































































































# ATTACHMENT 8





**ADDENDUM NO. 1**

RFP/ ITB No. 12439-815  
TITLE: Operations and Maintenance  
of Community Shuttle Transit Service

ISSUED: 10/15/2020

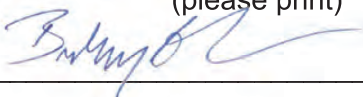
This addendum is being issued to make the following change(s):

1. Extending Last Day for Questions from 10/20/2020 to **11/10/2020**
2. Extending Bid Due Date from 10/28/2020 to **11/18/2020**
3. Sections 1.6, 2.34, and 3.2 A Contract Commencement Date changed to February 15, 2021
4. Section 3.1 Purpose has been updated
5. Section 3.2 F Vehicle Inspection and Maintenance has been updated
6. Section 3.5 A VEHICLES Fleet Performance Reporting has been updated
7. Section 3.5 F (j) VEHICLES Vehicle Operators Notes Section has been updated
8. Section 4.2.13 – 3. FTA Certifications has been updated
9. Exhibit B Service schedules, Routes and Maps has been updated.
10. Exhibit C has been updated:
  - a. Scenarios A, B and C have changed
  - b. Scenario D has also been added
11. Scenario D Cost Proposal Page has been added
12. Section 1.3 Electronic Bid Openings has been updated.

All other terms, conditions, and specifications remain unchanged.

*Laurie Platkin*  
*Senior Procurement Specialist*

Company Name: First Transit, Inc.  
(please print)

Bidder's Signature: 

Date: 11/18/2020



**ADDENDUM NO. 2**

RFP/ ITB No. 12439-815  
TITLE: Operations and Maintenance  
of Community Shuttle Transit Service

ISSUED: 10/22/2020

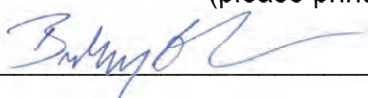
This addendum is being issued to make the following change(s):

1. Section 2.25 Insurance Requirements updated.
  - a. Auto Physical Damage added
  - b. Garage Liability removed
2. Section 4.2.13 Required Forms – #2 Cost Proposal Pages section updated
3. Section 5.2.2 Weighted Criteria – Cost portion updated. Scenarios A-D given weighted percentages for each.

All other terms, conditions, and specifications remain unchanged.

*Laurie Platkin*  
*Senior Procurement Specialist*

Company Name: First Transit, Inc.  
(please print)

Bidder's Signature: 

Date: 11/18/2020





**ADDENDUM NO. 1**

RFP/ ITB No. 12439-815  
TITLE: Operations and Maintenance  
of Community Shuttle Transit Service

ISSUED: 11/5/2020

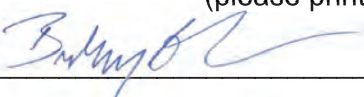
This addendum is being issued to make the following change(s):

1. Scenario D – Cost Proposal Page - Updated
2. Section 3.19 City's Services (C): Change to "The City shall lease to Contractor eleven (11) wheelchair accessible, passenger vehicles, ..." – Revised uploaded
3. Section 5.1.2 Updated

All other terms, conditions, and specifications remain unchanged.

*Laurie Platkin*  
*Senior Procurement Specialist*

Company Name: First Transit, Inc.  
(please print)

Bidder's Signature: 

Date: 11/18/2020



City of Fort Lauderdale • Procurement Services Division  
100 N. Andrews Avenue, 619 • Fort Lauderdale, Florida 33301  
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[purchase@fortlauderdale.gov](mailto:purchase@fortlauderdale.gov)

**ADDENDUM NO. 1**

RFP/ ITB No. 12439-815  
TITLE: Operations and Maintenance  
of Community Shuttle Transit Service

ISSUED: 11/10/2020

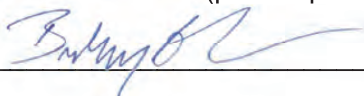
This addendum is being issued to make the following change(s):

1. Scenario D – Revised and Uploaded Scenario D - Cost Proposal Page 111020

All other terms, conditions, and specifications remain unchanged.

*Laurie Platkin*  
*Senior Procurement Specialist*

Company Name: First Transit, Inc.  
(please print)

Bidder's Signature: 

Date: 11/18/2020



**ADDENDUM NO. 6**

RFP/ ITB No. 12439-815  
TITLE: Operations and Maintenance  
of Community Shuttle Transit Service

ISSUED: 11/13/2020

This addendum is being issued to make the following change(s):

1. Updated 2.23.1 from:

**2.2.1** A proposal security payable to the City of Fort Lauderdale shall be submitted with the proposal response in the amount of five percent (5%) of the total proposed amount. A proposal security can be in the form of a bid bond or cashier's check. Proposal security will be returned to the unsuccessful contractor as soon as practicable after opening of proposals. Proposal security will be returned to the successful Proposer after acceptance of the Payment and Performance Bond, if required; acceptance of insurance coverage, if required; and full execution of contract documents, if required; or other conditions as stated in Special Conditions or elsewhere in the RFP.

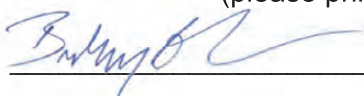
**Now reads as .....**

**2.23.1** A proposal security payable to the City of Fort Lauderdale shall be submitted with the proposal response in the amount of five percent (5%) of the total proposed First Term (Years 1, 2 & 3) amount of the highest offer submitted for either Scenario A, B, C or D. A proposal security can be in the form of a bid bond or cashier's check. Proposal security will be returned to the unsuccessful contractor as soon as practicable after opening of proposals. Proposal security will be returned to the successful Proposer after acceptance of the Payment and Performance Bond, if required; acceptance of insurance coverage, if required; and full execution of contract documents, if required; or other conditions as stated in Special Conditions or elsewhere in the RFP.

All other terms, conditions, and specifications remain unchanged.

*Laurie Platkin*  
Senior Procurement Specialist

Company Name: First Transit, Inc.  
(please print)

Bidder's Signature: 

Date: 11/18/2020



**First**  **Transit**

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