Keolis Transit America

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Item #	Line Item	Notes	Unit Price	Qty/Unit		Attch.	Docs
12623-825--01-01	Fleet Maintenance and Management Services: A - Total Targeted and Non-Targeted - Years 1, 2 , 3, 4 and 5 Combined	**Supplier Product Code:**	**First Offer - $36,681,103.90**	1 / n/a	**$36,681,103.90**	**Y**	**Y**
12623-825--01-02	Fleet Maintenance and Management Services: B - Targeted and Non-Targeted for 2-year Renewal 1	**Supplier Product Code:**	**First Offer - $16,433,617.73**	1 / n/a	**$16,433,617.73**		**Y**
12623-825--01-03	Fleet Maintenance and Management Services: C - Targeted and Non-Targeted for 2-year Renewal 2	**Supplier Product Code:**	**First Offer - $17,551,489.28**	1 / n/a	**$17,551,489.28**		**Y**

Lot Total **$70,666,210.91**

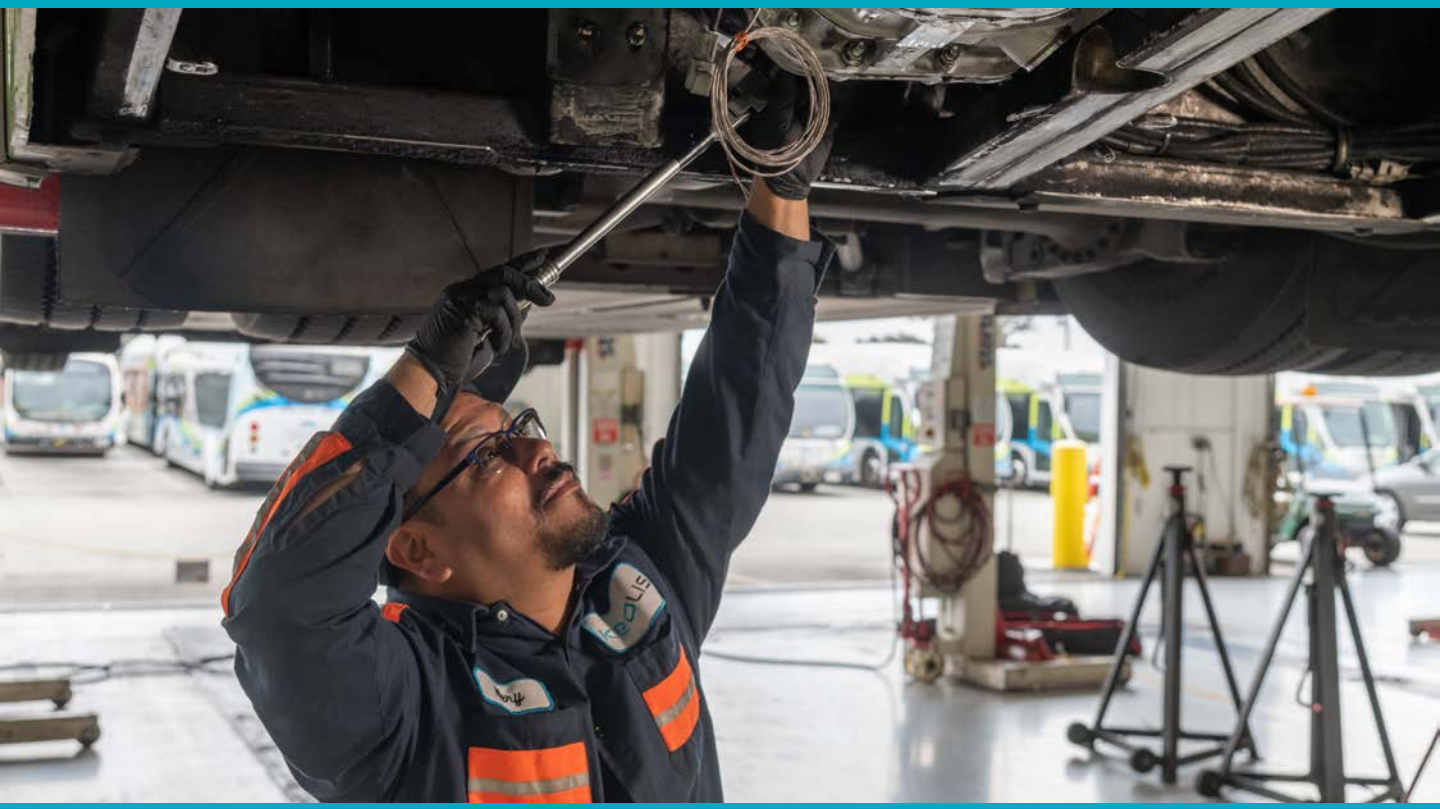
Supplier Total **$70,666,210.91**

Keolis Transit America

Item: **Fleet Maintenance and Management Services:A - Total Targeted and Non-Targeted - Years 1, 2 , 3, 4 and 5 Combined**

Attachments

Keolis_Fort Lauderdale 12623-825.pdf



Maintenance and Management Services
RFP Number: 12623-825

Date: April 26, 2022
Submittal Deadline: 2:00 p.m. (E.S.T.)

Keolis Transit Services, LLC
470 Atlantic Ave., 5th Floor
Boston, MA 02210

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- Attachment L: Officer Confirmation Letter
- Attachment M: Bid Bond*
- Attachment N: Sample Keolis Hurricane Plan
- Attachment O: Transition Critical Path Schedule (Gantt Chart)

*Keolis is mailing the original bid bond to City of Fort Lauderdale within five (5) business days from the solicitation end date as required in section 2.24.3 of the RFP.

1 EXECUTIVE SUMMARY

1.1 KEOLIS TRANSIT SERVICES – BACKGROUND AND OFFICE LOCATIONS

Keolis Transit Services, LLP is pleased to present this proposal for the maintenance and management of the City of Fort Lauderdale's vehicles and equipment. Keolis understands and fully supports the level of importance the City places on keeping its assets in a state of good repair and delivering the most timely and highest quality service to its employees and operating divisions, while maintaining a cost-effective operation that responsibly expends tax dollars. This Executive Summary will give you a glimpse into Keolis and why our company is most capable of giving the City exactly what it wants in a turnkey maintenance program.

Keolis has the expertise, passion, resources and capability necessary to provide comprehensive fleet maintenance and management services for the City. Our capabilities and experience include provision of all aspects of management, operations, and maintenance of many kinds of publicly-owned vehicle fleets. Keolis operates and/or maintains over 22,400 vehicles worldwide. Our organization is globally recognized for innovation, exemplary safety practices, quality service, diversity and inclusion, customer service, cost-effectiveness, and high standards of responsiveness to its clients.

Keolis has provided comprehensive fleet maintenance for diverse fleets to include light- and heavy-duty equipment, sedans, pickups, SUVs, specialized equipment, trams, trailers, buses, and trains for over 100 years. We have maintained fleets through our predecessor companies directly in Broward County for over 20 years.

The large scale of our international operations gives us access to data that we continuously analyze to improve performance and increase the collective intelligence of our teams and the agencies we serve. The result is experience-based best practices and tested innovative ideas that we share with our clients throughout the world to optimize service, improve safety, and achieve cost efficiencies.

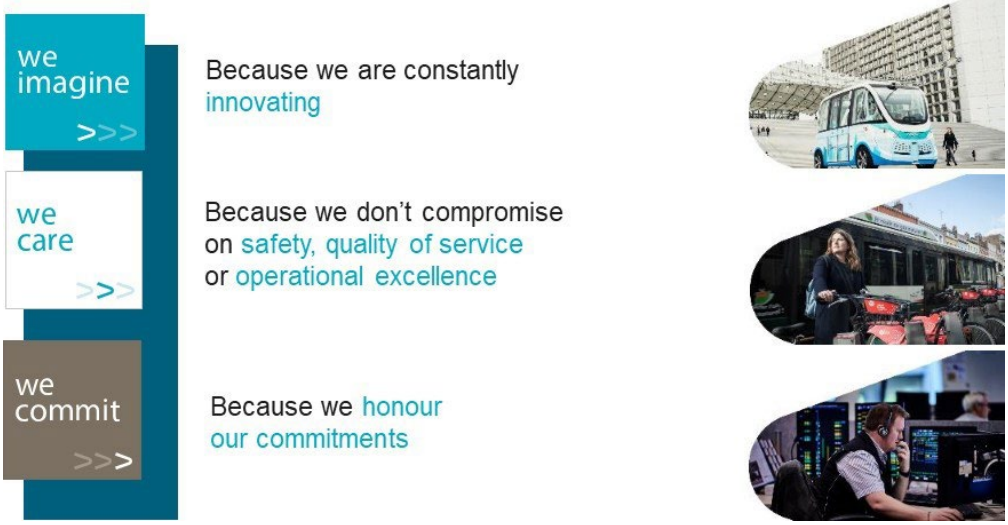
In fact, Keolis received the European Most Admired Knowledge Enterprises (MAKE) Award for outstanding knowledge sharing and collaboration, as part of the 2017 European MAKE awards. This is the first time since the program's creation in 1999 that a mobility solutions operator received a MAKE award. The award illustrates Keolis' leadership in transforming business knowledge into added value for our organization along with our clients and stakeholders.

Sharing Keolis' international best practices and providing the City with access to our global subject matter experts is a significant value-added offer.

At Keolis, we do things the right way, every day. When government entities choose Keolis to provide fleet maintenance services, they delegate much more than the oversight of maintenance and asset management: they entrust us with a public service mission. For Keolis, this means being a trusted partner to the government bodies and communities we serve and bringing unique and creative solutions to fleet maintenance and management challenges.

EXPERIENCE & QUALIFICATIONS | SECTION 1

Values shared by our 68,500 employees:

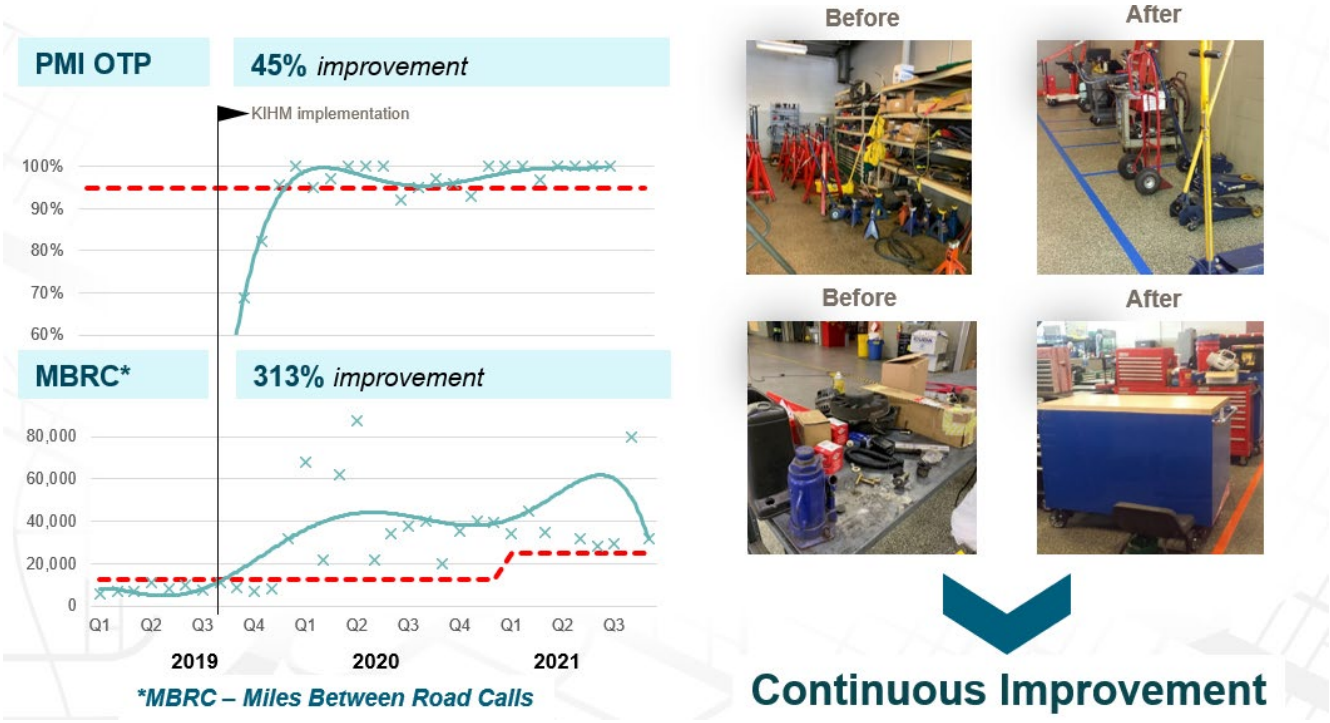


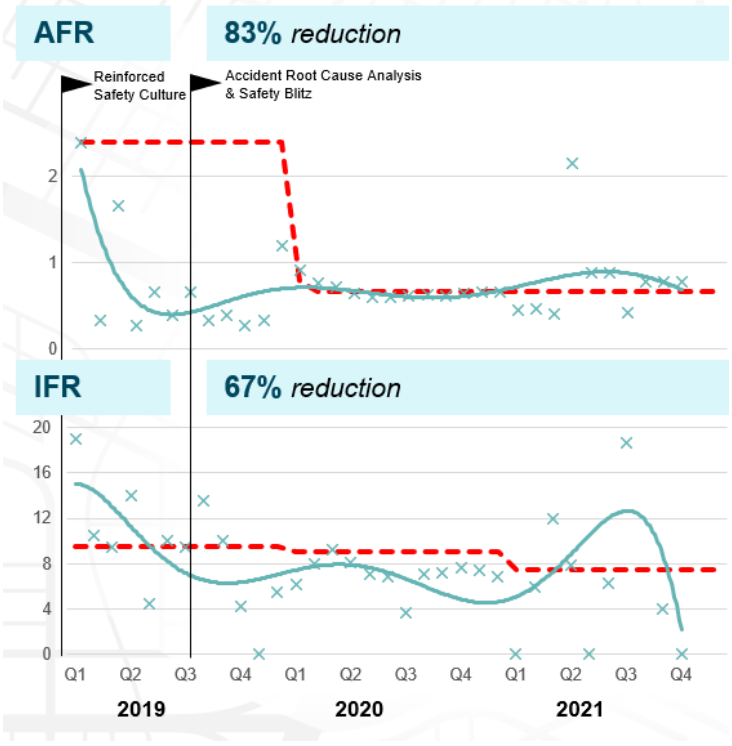
Our success in providing exemplary operational management is made possible through our comprehensive understanding and execution of client-contractor partnerships, industry-leading innovative technological solutions, safety, training, and customer satisfaction. We work in conjunction with local agencies in pursuit of common goals such as unparalleled service delivery and cost-efficient management for both the client and the communities we serve. Keolis will deliver a dedicated team along with corporate support that provides a full range of expertise and solutions. We go above and beyond standard expectations to bring our clients the best service possible in the industry today.

Keolis has extensive experience providing bus, paratransit, shuttle, light and heavy rail, call center, and maintenance services to the public in a safe, reliable, and timely manner. Throughout our operations, Keolis provides the best value for our clients and customers. Through our dedication and use of cutting-edge technology, lean management, and other innovative practices, we can decrease cost and increase the efficiency and reliability of the maintenance services we provide. All this is done without sacrificing quality. Refer to Sections 3.2 and 3.3 where we discuss how we have implemented these practices at our U.S. locations.

Recognized worldwide for our high standards for safety, comfort, and integration with local environments, Keolis manages public transportation networks across four continents and in fifteen countries. We currently employ 60,000 staff members and transported 3.4 billion passengers in 2021. Within our bus network, Keolis operates more than 24,400 buses, coaches, and BRTs, which includes about 800 buses and cutaways in the U.S.

EXPERIENCE & QUALIFICATIONS | SECTION 1





Improvement at our Greensboro, NC (USA) location after implementing KIHM (described in subsect. 3.3.A)

Keolis' extensive experience in performing preventive and corrective maintenance enables us to benchmark the performance of any given system against others in similar environments globally. This expertise allows us to identify opportunity areas and subsequently implement changes that yield improvements in quality of service and efficiency.

Keolis Transit America's headquarters and principal office location is in downtown Boston, Massachusetts. We also have regional corporate office locations throughout the United States and an office for each of our client project locations, including one in Broward County servicing our operations and maintenance contract for the Fort Lauderdale/Hollywood International Airport's shuttle bus service.

1.2 OFFICERS, PRINCIPALS AND SUPERVISORY STAFF

The organization and our proposed team are highly qualified to fulfil the requirements as outlined in the RFP. Mr. Andre Taylor and the rest of our corporate support team (listed below) will work in conjunction with the City and our proposed General Manager, Cosmin Casiean, and our proposed Operations Manager, Darryl Ramkissoon, to ensure that the fleet and equipment are maintained to a standard of excellence expected by the City. Our goal from day one is to ensure that the fleet condition exceeds expectations so that the vehicle operators can focus on serving the people of Fort Lauderdale.

Local support to the City of Fort Lauderdale will be provided by **Mr. Andre Taylor**, who has been the General Manager for Keolis' operations and maintenance of the shuttle bus and van services at Fort Lauderdale-Hollywood International Airport since June 2018. He has 25 years of transportation management experience providing leadership and support to a variety of public- and private-sector transportation companies. At our Fort Lauderdale Airport operation, he oversees 220 direct employees as well as 80 subcontracted employees. He manages a budget of $22 million, ensuring that KPIs are met or exceeded on a consistent basis.

Mr. Taylor brings exceptional leadership and transportation expertise as demonstrated by strategic decisions he has enacted such as placing resources on site at the employee lot during peak periods to maintain comprehensive oversight of the operation. Mr. Taylor prioritizes safety – he ensures consistent safety audit reviews and safety meetings and works to instill a safety culture in all Keolis team members at each level of the operation. He is also focused on providing excellent customer service as demonstrated by his initiative to expand our involvement with a subcontractor to strengthen customer service through the use of Service Ambassadors at the Rental Car Center and Employee Lots.

Throughout his professional career, Mr. Taylor has developed a passion for assisting and helping individuals secure quality transportation. His goals and professional proficiency include contract administration, operations, safety culture, setting safety standards and goals while delivering and achieving excellent customer service.

Mr. Taylor is proud to have managed a nationally recognized Operator of the Year in the Washington D.C. area while working for the Washington Metropolitan Area Transit Authority, and while in Atlanta, his operation finished second for the coveted company of the year award after only one year of service (lost to Coca-Cola). In addition, as a result of his dedication and commitment to the city of Atlanta, in 2016, he was selected as the Atlanta Convention and Visitor's Bureau's Volunteer of the Year.

Expert corporate support in fleet maintenance will also be provided by **Mr. Al Folks, Mr. Rudy Woodward** and **Mr. Samuel Rumhizha,** all of whom are based in our Boston office, but primarily work remotely with frequent visits to client properties. Mr. Folks, our Regional Maintenance Director, brings over 30 years of experience within the transit industry and an expertise and leadership capability enriched by his experience, knowledge, and adaptability. Mr. Folks provides maintenance support for our operations both on the East and West coasts, using his experience and management skills – as well as leveraging the power of metric data and Key Performance Indicators (KPIs) to improve efficiencies

(and reduce inefficiencies) at all levels of the maintenance process, while meeting performance expectations and KPIs. He is well-versed in conducting safety and PM inspections and in all aspects of PM practices and is seasoned at fostering the professional development of entire teams. Mr. Folks will be responsible for personnel management, procurement logistics, quality assurance, and all compliance requirements.

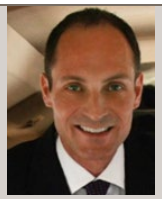
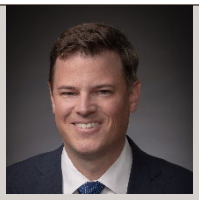
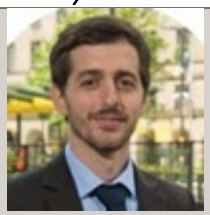
Mr. Woodward has 35 years of asset management and maintenance experience. His expertise includes management systems development, asset management and continuous improvement methodologies. He will be responsible for helping our project team deploy and continuously improve our KIHM maintenance management system (described in subsection 3.3.A of this proposal), supporting maintenance operations with continuous improvement, and providing training to managers, supervisors, and technicians.

Mr. Rumhizha has over 20 years of experience in vehicle maintenance. He was head of bus maintenance for Tri-Met in greater Portland, Oregon, where he led the agency's transition to renewable energy and was part of a team studying the performance of different renewable fuels for public transit vehicles. He is intimately familiar with Intelligent Transport Systems, Telematics, fleet management and maintenance, SAP, ERP and operations. He earned a Bachelor of Science in Mechanical Engineering and is ASE certified in Transit H1-H8 and A1-A8 Light Vehicles. He will provide specialized support for our Fort Lauderdale maintenance management team, particularly in the areas of training, maintenance coordinator development, purchasing compliance and vendor management, and will help ensure adherence to the City's and Keolis' maintenance policies and procedures while helping to develop and execute strategies to exceed KPIs.

Please see the following overview of Keolis' corporate support team and the individualized resources they will bring to the City. They are experienced experts who work together to implement and support our successful operations throughout North America and will ensure that the City has continued success throughout the contract term. Full biographical summaries are in the proposal Appendix. All are based in our Boston office, but primarily work remotely.

Our Team	Experience	Corporate Support
 Aline Frantzen, *Chief Executive Officer*	• Decades of transportation industry experience • Emphasis on safety, quality assurance, and client communication • Leadership and management successes at the highest level	• Provides support and leadership at executive level • Leads client engagement and communication • Oversees partnerships and innovative solutions • Identifies issues & develops effective solutions
 Mike Ake, *VP of Operations*	• 29 total years of bus experience • 16 years in Fixed Route and Paratransit operations • Experience facilitating ridership growth, reducing employee turnover	• Directly supports general manager • Main point of contact for corporate support – including resources and subject matter experts • Assists in implementing Keolis best practices for the City of Fort Lauderdale

EXPERIENCE & QUALIFICATIONS | SECTION 1

 Philippe Bo, *VP of Finance*	• Over 20 years of experience in finance • Experienced in revenue growth and productivity; spearheaded Keolis' financially aggressive 2020 and 2021 plans • Bachelor's degree in Industrial Design	• Support is available as needed for all aspects of finance relative to AP, AR, and payroll • Sets up financial systems • Establishes payroll parameters • Conducts finance audits • Conducts compliance audits • Provides training
 Meg Currie, *Director of Digital Solutions*	• Over 10 years of experience in systems and solution design, integration, and implementation • Integral in transforming and digitizing workforce operations and the customer experience • Experience in designing resources to facilitate data-driven decisions	• Provides system and network support to the operation as needed • Ensures City technology needs are consistently met • Performs systems setup • Provides network administration • Provides communications support • Data integrity • Analyzes & assesses emerging technology
 Ryan Adams, *SVP of Strategic Development APTA Leadership Program Graduate*	• Decades of public transportation experience • Leader of Keolis' business intelligence efforts • Designs operational efficiency reviews and performance management systems • CPA certification and CIA credential • Expertise in financial control, forensics, and marketing	• Oversees team that provides support during start-up • Sets expectations with local team regarding the delivery of commitments • Directs set up of performance management systems (business intelligence and Viz Room) • Leads team that provides training
 Cindi Ritter, *Director of Performance Management Systems*	• Transportation industry veteran • Instrumental in the integration, growth, and operations development • Expertise in reporting, quality control, regulatory compliance, transparency	• Sets up contract-specific KPIs, including data feeds for business intelligence • Provides ongoing support of operational analyses and performance monitoring
 Clement Bureau, *VP of Performance Management Systems*	• More than 10 years in the public transport industry • Has managed major projects around the world • Managed a portfolio of more than 150 projects for Manchester Metrolink • Led changes in key networks	• Sets up contract-specific KPIs, including data feeds for business intelligence • Establishes Viz Room • Provides training for local staff • Provides ongoing support of operational analyses and performance monitoring • Can analyze data remotely in regular communication with the local team for support

		• On-site visits are generally for training, contract performance reviews, and/or continuous improvement projects
 Meredith Mullins, *Vice President of Human Resources* *Assisted by:* Jeff Rainey, *Director of Human Resources* Michelle Thompson-DaCosta, *Director of Employee & Labor Relations* Rick Ramirez-Diaz, *Director of Talent Acquisition*	• Accomplished human resources and labor relations leader • Master of Science in Organization and Management, Human Resources, and Performance Management	• Leads HR team that is instrumental in Keolis' start up activities • Implements Keolis' human resources processes including pre-employment checks, hiring documentation, and pay and benefits processing • Builds positive relationship with labor representatives • Negotiates labor agreements • Maintains employee files • Ensures compensation and benefit package integrity • Distributes HR policy and procedure information • Ensures a workforce culture that promotes diversity, and respect for all team members • Support is available on an as-needed basis. Employees may call in directly to a member of the HR team or call the Ethics Hotline. • Provides direct training for Key Management Team (monthly) • Keeps local team informed of federal and state laws governing employment, ensuring compliance with regulations
 Tellis Chandler, *VP of Safety and Risk*	• 15 years of transit operations and safety management experience • Experience developing strategy to improve safety performance • Lead instructor with the Transportation Safety Institute • Master's degree in Safety, Security and Emergency Management	• Provides coaching and support to the safety team • Ensures quality & effectiveness of training program • Conducts on-site evaluations in key areas including safety performance & Drug & Alcohol Policy • Assists on-site team • Participates in monthly safety conference call • Participates in annual Safety Audit • Follows up on Safety Audit Action Plan • Monitors Safety Program • Helps conduct Risk Assessment

		• Communicates consistently via telephone as needed (weekly at minimum) • Responds in-person to significant safety issues • Manages introduction of any new regulatory requirements
 Kim Bush, *Director of Client Relations*	• More than 22 years' transportation experience • Leads Keolis' customer experience efforts • Designs company-wide customer service incentive programs • Works with locations to ensure teams stay focused on the passenger experience • Supports locations with community engagement activities	• Creates quality assurance programs focused on research-based training • Sets expectations with local team regarding the delivery of commitments • Works with performance management systems (business intelligence and Viz Room) to gauge progress
 Bryan Jungwirth, *VP of Business Development*	• 30+ years of public transit experience • Experience including risk management and safety, labor, contract negotiations, and legislation governing public transit	• Works with the local team to ensure Keolis remains in compliance with contract terms • Ensures proposal commitments are implemented • Provides customer relations

1.3 KEY INDIVIDUALS PROPOSED TO BE DIRECTLY INVOLVED IN THIS CONTRACT

Proposed General Manager: Mr. Cosmin Casiean has over 15 years' experience in operations management, transportation fleet activities, project management, staff leadership, employee training, inventory management, logistics and organizational collaboration. He is well organized and self-motivated with keen attention to detail. He is adept in all facets of effective administrative management. Mr. Casiean reorganized an operations department, resulting in a 20% reduction in the operating budget. Between 2010 and 2021, he obtained new contracts and clients, leading to a turnover increase of around $21 million.

Proposed Operations Manager: **Mr. Darryl Ramkissoon** is an organized, detail-oriented, and conscientious vehicle maintenance professional with 22 years of experience in automotive mechanics. He is highly motivated, innovative, and enthusiastic, possesses and uncompromising work ethic, and can effectively coordinate tasks to accomplish projects with timeliness and creativity. He has been a technician for Keolis' maintenance of Fort Lauderdale-Hollywood International Airport's shuttle bus and van fleet since June 2018, where he has performed comprehensive preventive maintenance services as well as corrective and repair maintenance tasks on various vehicle types.

Mr. Ramkissoon has two years' experience as an Assistant Parts Manager, three years' experience as a Fleet Maintenance Manager and 13 years' experience as an Auto Electrician Manager. He has diagnosed and repaired engine, transmission, electrical and air brake systems, responded to road calls and carried out facility repairs. He has also prepared and submitted

reports on work performed and recorded all parts and supplies used on equipment. He has maintenance software expertise in Collective Data and other platforms and is trained on multiple vehicle diagnostic software systems. His certifications include vehicle security system maintenance, refrigeration construction skills, automotive refrigerant handling, and double clutch training. Hailing from Trinidad, Mr. Ramkissoon completed his vehicle mechanical and electronic systems degree at the College of North West London in the United Kingdom and has called South Florida home since 2013. He brings intimate familiarity with the local operating environment and the local network of suppliers and vendors for parts, equipment, and specialty repair work.

Maintenance Technicians: Our technicians will be trained, accountable, and thorough as an extension of our management team. Given the diverse nature of the City's fleet, we intend to integrate technicians with the competency and experience to increase overall vehicle availability. Our technicians are responsible for the duties listed below. Refer to Section 3.4.D, where we discuss technician training. Our technicians will possess:

- Ability to perform hands-on preventive maintenance, diagnosis, service, and repair of all components of the City's fleet
- Three to seven years of experience in providing hands-on maintenance service
- Necessary ASE certifications, including air conditioning
- Input capabilities and experience with Collective Data, the City's FMIS platform
- A valid CDL with air brakes endorsement

Administrative, Support, QA/QC and Subcontractor Oversight Staff: As discussed in subsection 1.2 above, Mr. Andre Taylor and his local maintenance team for our Fort Lauderdale Airport contract will provide local administrative and QA/QC support to our City of Fort Lauderdale team on an ongoing basis. Our teams at the two locations will work together to track KPIs and conduct root cause analyses and strategy development based on the KPIs displayed in our on-site Viz Room. Our maintenance shop at Fort Lauderdale Airport will also be available for use by our City of Fort Lauderdale team in cases of emergency as an extra layer of redundancy. Messrs. Rudy Woodward and Samuel Rumhizha will provide expert vehicle maintenance support remotely, with visits to Fort Lauderdale as needed. Our entire executive team, listed in the table in subsection 1.2 above, will also be available to the City as corporate support.

1.4 SUMMARY OF KEY ELEMENTS OF THIS PROPOSAL

Keolis will provide comprehensive maintenance by customizing our Preventive Maintenance (PM) schedules to each unique vehicle and equipment type. We will schedule Preventive Maintenance Intervals (PMIs) and PM work so that we don't miss the appropriate window. We will exceed Original Equipment Manufacturer (OEM) requirements and provide quality control oversight to detect where any failure patterns occur and institute corrective measures to make sure rework is minimized. Refer to subsection 3.3.B for a summary of our PMI program.

We actively enter and track all maintenance records and warranty administration. Keolis will manage and repair City vehicles in accordance with manufacturer warranty specifications and submit claims for factory reimbursement. Keolis will be responsible for all necessary scan tools and factory subscription fees associated with any in-house warranty program. Keolis will administer all recalls and the submission of all warranty claims for both vehicles and parts associated with the maintenance and repair of the Fleet. Warranty and recall claim forms will be prepared and processed in the manner consistent with OEM warranty or recall procedures and guidelines. Refer to various subsections of Section 3.3 for our plan around repair services.

Using the National Institute for Automotive Service Excellence (ASE) as the basis for continuous training, Keolis encourages all maintenance staff to improve and maintain their skills on a continuous basis. Our Regional Maintenance Manager will

work with the proposed General Manager, Operations Manager and technicians to assess their skill levels and will work with them to earn ASE certification specific to the City fleet. Refer to **subsection 3.4.D** for our technician training summary.

Keolis will get City vehicles back in service by making sure technicians work on critical vehicle repairs first. We will pay employee overtime as needed, bring in technicians from our other nearby locations (primarily from our Fort Lauderdale Airport operation) and use outside contractors to complete repairs in an expeditious manner. Our core value is Safety. The safety and security of our clients, employees and every person who sets foot on one of our facilities or vehicles is of the utmost importance to our operations. We have developed a culture of safety through the implementation of thorough and detailed safety training, plans and procedures which can be found throughout our proposal. Refer to **subsections 3.4.A and 3.4.B** for our summary safety procedures and how we monitor quality control.

2 EXPERIENCE AND QUALIFICATIONS

2.1 RELEVANT EXPERIENCE

As an international transit company, Keolis has a vast network of locations that maintain different types of equipment and vehicles similar to those of the City of Fort Lauderdale. We understand the nuances of required maintenance on heavy-duty equipment and trailers as well as sedans and cars. Our maintenance philosophy across all vehicle and equipment types is to be proactive rather than reactive. This mantra has resulted in decreases in road calls, increased vehicle availability, and, ultimately, happier partners around the world. This requires efficient technician productivity, which is actively managed by our local leadership. Productivity management includes activities such as:

- Monitoring direct time (i.e., vehicle maintenance) and indirect time (i.e., shop cleaning)
- Measuring efficiency through checking down-time and vehicle re-repair by assigned technician
- Establishing accountability by ensuring time is properly captured and standard adherence is maintained

As such, we encourage the City to reach out to the following locations for more information about our ability to deliver high-quality maintenance services.

Maintenance Operations	Vehicles	Fleet Description	Location	Contact
Burbank-Glendale-Pasadena Airport Authority	106	Sedans; SUVs; light medium and heavy-duty trucks; tractors; golf carts, generators; and trailers	7901 San Fernando Rd. Sun Valley, CA 91352	Mr. T Werner (818) 729-3561 twerner@bur.org
Fort Lauderdale Airport	94	Sedans; SUVs; light medium and heavy-duty trucks; tractors; trams; and cutaway buses	2200 SW 45th Street, Suite 101 Dania Beach FL 33312	Mr. Kevin Haas (954) 359-6137 khaas@broward.org
Yellow Cab of Greater Orange Co.	343	Sedans; SUVs; and cutaway buses	550 South Main Street Orange, CA 92868	Mr. Curt Burlingame (714) 560-6282 cburlingame@octa.net

The following table lists the number of revenue transit vehicles (buses and paratransit vehicles) and non-revenue vehicles (various types of automobiles and trucks) that Keolis currently maintains at select U.S. client properties, as of March 2022:

Name of Client/Property/Location	Revenue Transit Vehicles Maintained	Non-Revenue Vehicles Maintained
Regional Transportation Commission of Southern Nevada – Las Vegas, NV	206	51
Victor Valley Transit Authority – Hesperia, CA	118	41
Regional Transportation Commission of Washoe County – Reno, NV	94	19
Access Services – Van Nuys, CA	75	2
Loudoun County Transit – Leesburg, VA	110	11
Greensboro Transit Agency – Greensboro, NC	104	22
Broward County (Fort Lauderdale/Hollywood International Airport) – Fort Lauderdale, FL	62	12
Foothill Transit – Pomona, CA	149	28
Burbank-Glendale-Pasadena Airport Authority – Burbank, CA	0	106

Name of Client/Property/Location	Revenue Transit Vehicles Maintained	Non-Revenue Vehicles Maintained
Potomac and Rappohannock Transportation Commission (OmniRide) – Woodbridge, VA	163	7

2.1.A FORT LAUDERDALE/HOLLYWOOD INTERNATIONAL AIRPORT SHUTTLE BUS OPERATIONS & MAINTENANCE

It is worth noting that while we have a global presence in the industry, we currently have operations within Broward County. Since 2009, we have maintained the fleet of shuttle buses and vans for the Broward County Department of Aviation at Fort Lauderdale-Hollywood International Airport, where we have 138 employees deployed with a fleet of 40+ vehicles. At this location, we use a Collective Data fleet management system similar to the one the City uses. This operation is an airport shuttle service and, as such, it is imperative that vehicles are proactively maintained to ensure vehicle availability for busy periods. As a result of our experience in the area, we are familiar with the landscape of subcontractors and certified vendors in South Florida. This will help us deliver the quality maintenance services to the City detailed in this proposal. In fact, members of our local team assisted in the preparation of this proposal. Keolis has never failed to provide contracted services on-time and within budget and has never received a notice to cure from Broward County.

2.1.B BURBANK-GLENDALE-PASADENA AIRPORT AUTHORITY VEHICLE MAINTENANCE

This location shares distinct similarities with the City's vehicle maintenance service needs. Keolis services this fleet of 106 vehicles, small and large equipment, and shuttles for airport police, maintenance, and administration, with a single employee who is both a technician and a maintenance manager. Within this fleet, there are 18 heavy-duty vehicles and 60 light-duty vehicles, including police vehicles, sedans, SUVs, pickups, light-, medium- and heavy-duty trucks, tractors, golf carts, generators, trailers, sweepers, grounds maintenance and all other vehicles required for airport operations. Recently, the Burbank-Glendale-Pasadena Airport Authority has requested Keolis for an extension thanks to the quality of service provided in this contract. In addition to vehicle maintenance, Keolis is responsible for 22 types of vehicles and equipment in this maintenance-only contract, including airport and runway equipment, construction equipment, and farming and landscaping equipment. Keolis has never failed to provide contracted services on-time and within budget and has never received a notice to cure from the Airport Authority.

2.1.C YELLOW CAB OF GREATER ORANGE COUNTY (OCTA)

Our largest taxi operation ever in the US, Keolis maintained 300+ vehicles for the Yellow Cab of Greater Orange County, which is managed by the Orange County Transportation Authority (OCTA). The fleet is comprised of sedans, utility vans, cutaways, light-duty trucks, and equipment. The sedans in this fleet average about 42,000 miles a year over a service area of about 1,000 square miles. As such, the maintenance aspect of this operation required strict attention to PMI standards in order to ensure vehicle availability and decrease road calls while vehicles were in service. With one maintenance manager and eight technicians, Keolis delivered on these objectives. Safety, quality, and responsibility are easily identifiable themes throughout any Keolis operation and are evident in our client's desire to continue and expand their partnerships with us. The City can expect the same from Keolis through the operation of this contract. Keolis never failed to provide contracted services on-time and within budget and never received a notice to cure from OCTA.

2.1.D REGIONAL TRANSPORTATION COMMISSION OF SOUTHERN NEVADA (LAS VEGAS)

The Regional Transportation Commission (RTC) awarded the southern fixed route bus contract to Keolis in February 2013 and our seamless startup was completed on July 7 the same year. Our key management team, supported by our corporate HR department, hired and trained 540 front-line and supervisory personnel in the 30 days prior to handover. Keolis serves approximately 30 million passengers a year in the southern area of Las Vegas. There are 15 fixed routes, including 10 local routes and five commuter express routes. Keolis is responsible for staffing, customer service, maintenance, and general operations for the system.

At this location, Keolis operated the first driverless vehicle operated on a public roadway in the U.S. We also provided a successful on demand pilot transporting people from the airport to popular destinations such as the Las Vegas Strip and Convention Center.

Keolis employs more than 700 people at our operation for the RTC. The fleet includes approximately 270 revenue and non-revenue vehicles including Alexander Dennis Enviro 500 double decker buses and BRT (Bus Rapid Transit) vehicles, all of which use alternative energies (natural gas and hybrid vehicles). Service is provided 24 hours a day, 7 days per week. Our performance record provides clear proof that Keolis delivers on our promises – to ensure a smooth transition and consistently improve the services we provide.

6 months after taking over operations

- Complaints decreased by 13% compared to data from the same period in 2012, pre-Keolis
- Vehicle reliability improved – the in-service vehicle rate increased from 58% to 74%
- Total missed service hours have decreased by 64%, and the average number of days out per service vehicle decreased by 43%

Immediately after contract award, Keolis developed an 18-month recovery program to address maintenance issues (such as frequent unscheduled maintenance) that the service experienced under the previous contractor. After the implementation of this program, planned maintenance represented about 65% of the total maintenance, which out-performed our industry benchmark estimate. The figure below details the progressive conversion to scheduled maintenance in Las Vegas.

The ability to proactively address maintenance issues before they happen is integral to maintaining a safe, effective, and timely service. Keolis prioritizes planned maintenance to reduce the risk of unscheduled maintenance that could interfere with the integrity of our performance.

We have implemented proactive maintenance measures, such as the highly successful “Summer Readiness Program” in Las Vegas, which has contributed to the reduction of maintenance issues resulting from the intense heat experienced in the Las Vegas desert. Our maintenance team worked with manufacturers to retrofit a cooling package that affected 20 percent of the overall fixed-route fleet. Within eight weeks, Keolis replaced the OEM hydraulic pump and fan motor assemblies with an improved version that allowed a 25 percent flow increase when pressure was sustained at 40 percent. Keolis also worked with a reputable hose manufacturer to improve the OEM 3-ply coolant hoses to a more robust 5-ply design with a bonded insert designed to resist silicate abrasive additives found in the extended life coolant required by the engine manufacturer. The maintenance crew also identified, developed (in conjunction with the OEM engineering team), and implemented an upgraded wiring circuit to replace the old system that was prone to failure in the extreme desert climate.

In its first year, the Summer Readiness Program resulted in a 22% decrease in overall heat-related road calls, with an overall mileage increase of over 11.5% between events. Keolis continues to implement additional upgrades and other preventive measures as necessary to continue to improve the efficacy of the Summer Readiness Program.

2.2 SUSTAINABILITY INITIATIVES AND COMMITMENT TO CONSERVATION

Keolis is a proud member of the Broward County community and shares the City's desire to safeguard the lives, natural resources and property of residents and visitors through progressive and well-articulated sustainability planning and development. In a time of increased social and environmental consciousness, Keolis believes that being an active and responsible partner with the Fort Lauderdale community means ensuring that maintenance of the City's vehicle fleet is carried out safely, efficiently, and with the highest quality of customer service, while also protecting the natural beauty of the local environment.

Keolis' sustainability plan is a focused approach that involves our organization at each level – from a global accountability for environmental protection to the localized plan we have developed specifically for the City of Fort Lauderdale vehicle maintenance services. Keolis brings both this global mindset and local familiarity and understanding of the service to the development of a holistic sustainability plan that meets the high standards of both the City and Keolis.

2.2.A A COMMUNITY-BASED APPROACH TO SUSTAINABILITY

Keolis' commitment to environmental sustainability is integral to our corporate culture at each level of our organization. As a company with roots both in the United States and abroad, we strive to be consistently responsible global citizens and neighbors. Through the pursuit of this endeavor, we have partnered with both international and U.S.-based organizations, working as a dedicated contributor towards a more environmentally conscious and sustainable future. Our commitment to and involvement in these programs shapes our corporate sustainability approach and will continue to serve as a framework for sustainability in our Fort Lauderdale vehicle maintenance operation.

2.2.B ENSURING MAXIMUM PARTICIPATION IN THE CITY'S SUSTAINABILITY PROGRAM

Keolis has developed a thorough sustainability plan that is customized to meet the needs and high standards of the City, as outlined in the following sections.

CURRENT SUSTAINABILITY PRACTICES IMPLEMENTED BY KEOLIS

As the current operations and maintenance provider for the Ft. Lauderdale–Hollywood International Airport shuttle bus services, there are several sustainability-focused practices that Keolis has already implemented since assuming the role of service provider. These practices are aimed at reducing waste and integrating concern for the environment into typical day-to-day operations. As part of our commitment to sustainable operations, Keolis recommends continuing the following initiatives locally to maintain our active participation in the City's sustainability program:

- Ensuring the proper recycling of:
  - Oil
  - Oil filters
  - Coolant
  - Tires
  - Metal
  - Soiled shop rags
  - Office paper
  - Plastic
- Ensuring that office supplies (such as folders, files, etc.) are reused whenever possible
- Scanning documents instead of copying and printing double-sided whenever possible
- Encouraging staff to use personal drinking cups instead of single-use disposable cups
- Using environmentally friendly chemicals and solvents
- Providing purified drinking water as opposed to bottled water
- Ensuring that computer equipment conforms with green power management settings

- Assuring that vehicle washing captures oil, grease and other pollutants that are then disposed of properly and according to U.S. Environmental Protection Agency (EPA) requirements

PREVENTING EXCESSIVE EMISSIONS FROM IDLING

Keolis understands that a major contributor to air pollution and emissions is excessive vehicle idling. With this in mind, we will continue to monitor idling times using EPA reporting capabilities and provide recommendations to operators based upon daily weather changes, with more tolerance for idling on days with high heat and humidity, to ensure that users can receive the full benefit of our vehicle air conditioning systems.

IMPROVED FACILITY ENVIRONMENTAL EFFORTS

As part of our company philosophy and culture, Keolis constantly and consistently strives for continuous improvement in all possible areas of our operations to ensure that we continue to offer the highest quality service to our partner agencies. Keolis intends to fully consider implementation of the following sustainability practices at the City's Garage Facility in partnership with the City and in alignment with the City's goals for environmentally-conscious practices:

- Replacing traditional incandescent lightbulbs with Compact Fluorescent Lightbulbs (CFL) or Light Emitting Diode (LED) lightbulbs. CFLs use 70% less energy than incandescent bulbs, whereas LED bulbs use 75% less energy. Both have a lifespan that is more than double that of a traditional bulb.
- Installing "smart thermostats" with the capability to measure and monitor energy consumption over time, as well as the ability to schedule heating and cooling in advance, to ensure precise control over our energy outputs.
- Installing low-flow toilets in the facility, which can conserve several thousands of gallons of water per year, based on usage.
- Developing the following eco-conscious landscaping practices:
    - Incorporating native and adapted flora in the landscaping, which contributes to the local ecosystem while reducing the need to use synthetic chemicals as pesticides and increasing water efficiency.
    - Ensuring water efficiency in the landscaping design to conserve water and decrease energy use.
- Collecting rainwater with rain barrels and/or cisterns to be recycled and re-used for landscaping. This conserves water usage, while also minimizing storm runoff and drainage.
- Installing solar panels on the facility as an investment in renewable energy and to diminish the overall environmental impact of the operation. Renewable energy resources like solar power can reduce overall energy consumption while improving local air quality.
- Ensuring that as many appliances as possible installed at the facility are energy-efficient models, preferably ones that carry the "ENERGY STAR" designation as recognized by the EPA and the U.S. Department of Energy.
- Installing automatic motion-sensing timers that turn off lights in rooms that are not being used, to diminish excess energy consumption.

Keolis is open to the consideration of implementing additional features to the Garage Facility focused on sustainable operations. Further, if the City is interested, Keolis would work with the City towards attaining a Leadership in Energy and Environmental Design (LEED) green building certification, to demonstrate our commitment towards continuing to implement innovative eco-conscious practices.

SUPPORTING THE CITY'S MISSION OF SUSTAINABILITY

As a fully invested participant in the Fort Lauderdale and Broward County communities, Keolis takes the City and County's commitments to environmental sustainability very seriously, and we plan to incorporate participation in the City and County's environmental strategies as part of our comprehensive plan for sustainability.

EXPERIENCE & QUALIFICATIONS | SECTION 2

KEOLIS' GLOBAL SUSTAINABILITY COMMITMENT

Following the 26th Conference of the Parties to the Intergovernmental Framework Convention on Climate Change (COP-26), held in November 2021, Keolis Group announced our ambitious and measurable goals to play our part in the energy transition. By 2030, Keolis aims to:

1. Reduce carbon intensity per mile linked to traction power by 20 to 30 percent compared to 2019
2. Double the share of miles traveled with alternative energies by 2025 and triple this share by 2030
3. Grow the percentage of our revenue generated by ISO 14001 certified operations from 44% in 2020 to 80% in 2030

A way in which our operations benefit our planet through leadership in the transition to clean bus fleets. We operate and maintain the largest number of alternatively fueled buses worldwide (excluding China) at over 4,000 vehicles, 860 of which are electric, across 15 properties in six countries.

Keolis operates and maintains low-carbon electric trains, metro, and trams in major cities worldwide. We also help our clients deploy clean bus fleets powered by alternative fuels including electricity, natural gas, bio-natural gas and hydrogen. Keolis' launch of Bergen, Norway's new network is part of a series of deployments (or soon to be) in countries including:

The United States	Denmark	France
• Keolis operates electric vehicles in the US for the following clients: - RTC Reno (NV) - Foothill Transit (CA) - VVTA (CA) - GTA (NC)	• Keolis Group has been awarded a contract operating services with a mixed fleet including 32 fully electric vehicles that will operate in the Greater Copenhagen Area starting June 2021	• Keolis contributed to the launch of a 100% hydrogen Bus Rapid Transit (BRT) service in 2019 in the city of Pau -world-first for an 18-meter BRT vehicle • In 2019, Keolis launched in Amiens the first 100% electric BRT service in Europe with 43 vehicles

EXPERIENCE & QUALIFICATIONS | SECTION 2

NORWAY: LAUNCH OF A LARGE 100% FOSSIL-FREE BUS NETWORK IN BERGEN TO REDUCE CO2 EMISSIONS BY 85%

- On 1 December 2020, Keolis began operating and maintaining a new fossil-free bus network in Bergen, providing city residents and visitors with a sustainable shared mobility solutions under a contract with public transport authority (PTA) Skyss.
- The city's fleet of 138 buses–including 102 electric vehicles–now runs on 100% renewable energy, showcasing Keolis's expertise in zero-emission and electric-powered mobility. Keolis currently operates 3,800 sustainable buses worldwide.

KEOLIS ADDS 246 ELECTRIC VEHICLES IN THE NETHERLANDS, EUROPE'S LARGEST ADDITION

- In December 2020, Keolis added 246 electric BYD vehicles to its fleet in the Netherlands – the largest European delivery of electric vehicles to date. More vehicles will be delivered in Spring 2021 bringing the total to 259 BYD vehicles Keolis will operate in the Netherlands connecting 180 communities with 120 routes.
- 177 charging stations have been installed for these pure-electric, zero-emission vehicles that will make a huge contribution to reducing greenhouse gas emissions.

KEOLIS' OPERATION IN DIJON, FRANCE IS DEVELOPING GREEN MOBILITY BY INCREASING THE USE OF RENEWABLE ENERGIES

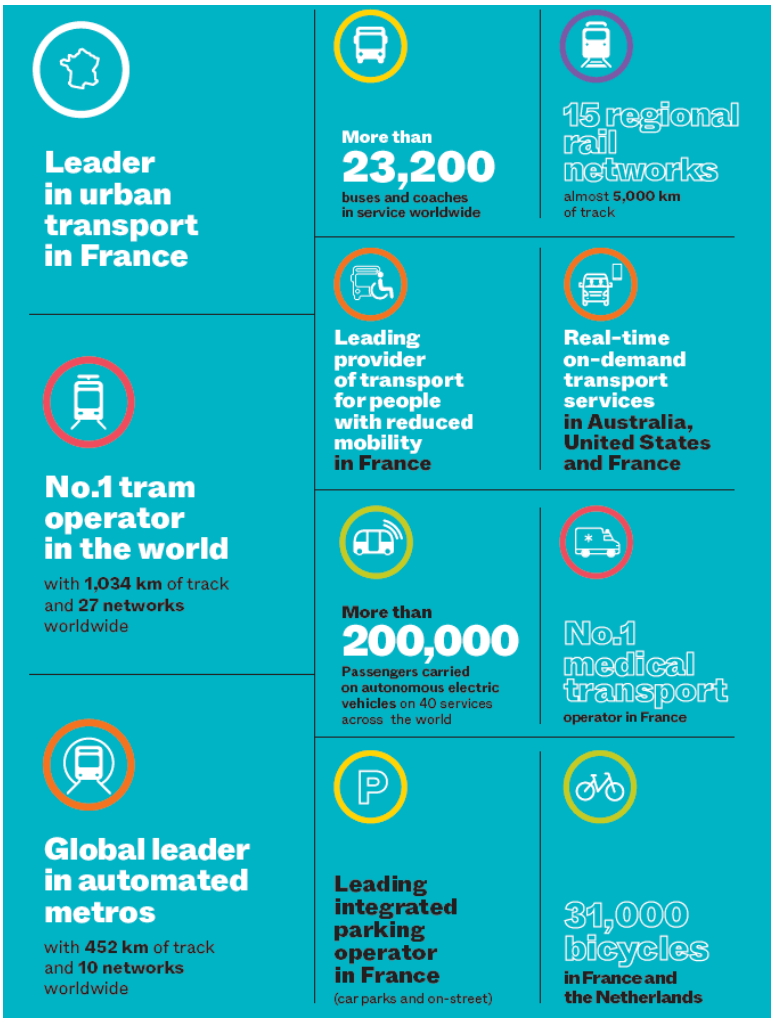
- Keolis' Dijon operation, a finalist in the "2022 Green European Capital" competition which has been awarded the "Cit'ergie" label (prestigious environmental title), is developing green mobility by increasing the use of renewable energies within the metropolitan area.
- The local authority has launched the creation of a unit for the production hydrogen by electrolysis using "green" electricity generated by a household waste incineration plant.
- The aim is to use this technology in buses the next time the fleet is replaced.

This is just an example of how Keolis and our proposed sister agency closely align with the City's sustainability goals.

EXPERIENCE & QUALIFICATIONS | SECTION 2

The Go Green Seal of Sustainability	Keolis understands the City's dedication to acting as a good steward for the environment and applauds the City's encouragement of local businesses and organizations to assume this responsibility as well. Keolis will work closely with the City to ensure that our facility and operation is eligible to attain Broward County's Seal of Sustainability, working towards the triple goals of environment, economy, and community. By working towards the goal of achieving the Seal of Sustainability, Keolis intends to demonstrate our commitment towards both the environment and the City and County's overall sustainability goals. We plan to operate as a model for environmentally conscious businesses throughout the County, and to bear this highly respected seal proudly as a symbol of our dedication.
Climate Change Task Force	Keolis understands the City's commitment to mitigating the causes of climate change and recognizes Broward County's partnership with the Southeast Florida Regional Climate Change Compact as well as its implementation of the Climate Change Element of its Comprehensive Plan – the first local government to create such an initiative. Keolis plans to participate in the City and County's efforts in reducing climate change through involvement in the Broward County Climate Change Task Force. A Keolis representative has attended past Climate Change Task Force meetings, and we plan to continue attending these meetings in the future, with the aspiration of eventually having a Keolis representative appointed to the Task Force. We believe that having direct involvement with the County's climate change reduction plan gives Keolis a unique insight to the environmental goals of the County and its designated representatives, and we look forward to incorporating these goals into our daily operations.
Broward County Climate Action Report	We look forward to working with the County to help reach the innovative goals set forth in Broward County's Climate Action Report (CCAP) to: 1) mitigate the effects of climate change by reducing greenhouse gas emissions by 80% by 2050, and 2) increase the resilience of the Broward County community to the effects of climate change. By adhering to the comprehensive sustainability plan set forth in this proposal, Keolis' implementation of sustainability best practices will help the County to achieve the goals set forth in the CCAP. We look forward to working with the County towards reaching a more sustainable future for Broward County.

2.3 BUSINESS STRUCTURE



Keolis' history began more than 100 years ago with the operation of trams in France in 1908. In 1960, Keolis took on its first bus operation in Tours, France. Since then, our bus operations, along with many of our other transportation services, have expanded rapidly across the globe.

Company experience includes provision of all aspects of management, operations, and maintenance of many types and modes of public transportation, with over 23,000 vehicles providing more than 3 billion passenger trips worldwide. We are a leading public transport operator, providing multi-modal transit solutions in 15 countries on five continents. Our organization is globally recognized for innovation, exemplary safety practices, quality service, diversity and inclusion, customer service, cost-effectiveness, and high standards of responsiveness to both passengers and clients. In North America alone, Keolis provides transportation to more than 116 million passengers annually through fixed-route, paratransit, rail, and on-demand/ microtransit services.

Each year our 68,500 employees provide transportation services to more than three billion passengers worldwide.

KEOLIS INTERNATIONAL DEVELOPMENT: FROM FRANCE TO UNITED STATES

In 2009, Keolis entered the United States market when it was awarded the operation and maintenance contract for Virginia Railway Express (VRE), a commuter rail service that connects the outer suburbs of Northern Virginia to Washington, DC. Today, our U.S. leadership team brings more than 300 years of combined experience in the transit industry, positioning Keolis as a preferred transportation provider in the United States. We bring the responsiveness of a locally focused and experienced transit partner combined with the resources and innovation of a large global company.

2.3.A TYPE OF BUSINESS ENTITY

Keolis Transit Services, Inc. is an LLC

2.3.B LEGAL BUSINESS LICENSE & REGISTRATION IN STATE OF FLORIDA

Please see the Keolis documentation attached at the end of this proposal, which includes:

Detail by Entity Name

Foreign Limited Liability Company: KEOLIS TRANSIT SERVICES, LLC

Document Number: M12000002406

FEI/EIN Number: 90-0819895
Date Filed: 05/01/2012 State: DE Status: ACTIVE
Last Event: REINSTATEMENT
Event Date Filed: 10/23/2019
Principal Address: 470 Atlantic Ave, 5th Floor, Boston, MA 02210
Changed: 10/23/2019
Mailing Address: 470 Atlantic Ave, 5th Floor, Boston, MA 02210
Changed: 10/23/2019
Registered Agent Name & Address:
C T CORPORATION SYSTEM
1200 SOUTH PINE ISLAND ROAD
PLANTATION, FL 33324
Name Changed: 12/16/2021
Address Changed: 12/16/2021

Authorized Person(s) Detail
Name & Address
Title: President-CEO/Manager
Frantzen, Aline
470 Atlantic Ave, 5th Floor
Boston, MA 02210

Annual Reports
Report Year: 2019 Filed Date: 10/23/2019
Report Year: 2020 Filed Date: 04/14/2020
Report Year: 2021 Filed Date: 04/28/2021

2.3.C CONTACT INFORMATION

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Phone Number: (310) 303-2512
Fax Number: N/A
Email Address: bryan.jungwirth@keolisna.com
Website: http://www.keolisna.com/
Contact Person(s): Mr. Bryan Jungwirth, Vice President for Business Development

2.3.D RELATIVE SIZE OF FIRM

Keolis has over 68,000 employees worldwide and over 5,600 employees in North America. Keolis operates and/or maintains over 22,400 vehicles worldwide, including over 1,200 motor vehicles in North America. In North America alone, Keolis transports more than 116 million passengers annually through operation and maintenance of fixed-route, paratransit, rail, and on demand/microtransit services under contract to public transportation authorities. The large scale of our international operations (providing more than 3 billion passenger journeys annually) gives us access to data that we continuously analyze to improve performance and increase the collective intelligence of our teams and the agencies we serve. The result is experience-based best practices and tested innovative ideas that we share with our clients throughout the world to optimize service, improve safety, and achieve cost efficiencies.

2.3.E LIST OF LICENSES & OTHER PERTINENT INFORMATION

Keolis holds relevant Business Licenses, including with the State of Florida, Broward County, and the City of Fort Lauderdale. Keolis is also fully U.S. Department of Transportation compliant. Specific additional license information is available upon request.

2.4 RESUMES OF KEY PERSONNEL

2.4.A PROPOSED GENERAL MANAGER – COSMIN CASIEAN

RESUME

COSMIN CASIEAN GENERAL MANAGER

EDUCATION

Bachelor of Science in Business Management, University of Oradea, Romania – Class of 2003

Port Logistic Coordinator Certification, Danish Logistic School – Completed in 2000

SKILLS & STRENGTHS

Language: Fluent in English, French, Italian and Romanian

Computer: Proficient in MS Office Suite, MS Windows, Apple Mac OS X, and SAP

Summary

- Over 15 years of operations management, transportation fleet activities, project management, staff leadership, employee training, inventory management, logistics and organizational collaboration experience
- Well-organized and self-motivated individual with strong detail orientation.
- Adept in all facets of effective administrative management.
- Reorganized operation department, resulting in 20 % reduction cost of the operating budget
- Between 2010 and 2021 obtained new contracts and clients leading to a turnover increase of around $21 million

EXPERIENCE

Challenger Transportation, Inc. (Gaithersburg, MD) 2018 – Present

Fleet and Maintenance Manager

- Leads maintenance and management of a fleet of over 147 transit buses and 210 unionized drivers under contract to the Washington Metropolitan Area Transit Authority
- Devised and implemented the PMI and I-30 intervals to be in line with client requirements.
- Assures driver compliance with US DOT, PSC and WMATC regulations
- Implemented parts control, inventory management and work order program that maximizes resources use, improves project efficiency, and reduces operating costs
- Monitors workflow and equipment across the project management facilities
- Leads an ASE Certified maintenance facility and a certified I-CAR body shop

Transit Group, Inc. (Gaithersburg, MD) 2015 – 2018

Operations Manager 2016 – 2018

Fleet Manager and Maintenance Manager 2015 – 2016

- Efficiently deployed 115 fleet vehicles providing logistic support to more than 7000 customers weekly under contract to the Montgomery County (MD) Department of Transportation and the National Institutes of Health
- Successfully led a Non-Emergency Medical Transportation operation for 105 daily passengers
- Outlined company policies, procedures, and expectations of employees, reducing violations, and keeping employees on target with company goals
- Ensured that the services were provided within budget and action plans developed and implemented to improve operational efficiencies

	• Maintained company and contractual assets (vehicles, facilities, inventories, tools and equipment) • Ensured compliance with local, state & federal laws and regulations **Pellegrini S.p.A. (Milan, Italy)** **2005 – 2015** Operations Manager 2009 – 2015 Logistics Manager 2007 – 2009 Warehouse & Purchasing Manager 2005 – 2007 • Led a team of 760 employees ready to serve around 2,300 clients • Oversaw & coordinated all administrative matters relating to financial and personnel operations for the Facilities & Maintenance Department • Responsible for pricing, billing & resolving customer complaints • Worked with clients to arrange & follow all details & to ensure all special requests were met • Handled financial reports & purchase order systems • Hired, scheduled & trained staff • Maintained cash control & payroll records • Responsible for finance and Human Resources functions • Created a positive work environment and successfully motivated & managed a variety of teams • Maintained metrics, reports, customer service logs, training, and safety records • Directed inbound & outbound logistics operations such as transportation, warehouse activities, safety performance & logistic quality management • Analyzed financial impact of proposed logistic changes • Coordinated project delivery process including tracking shipments & maintaining records

2.4.B PROPOSED OPERATIONS MANAGER – DARRYL RAMKISSOON

RESUME	DARRYL RAMKISSOON OPERATIONS MANAGER

EDUCATION

Completed Vehicle Mechanical & Electronic Systems Program
College of North West London, United Kingdom
Dudden Hill Lane, London
August 3, 2001

High School Diploma
North Eastern College, Sangre Grande, Trinidad
1990

SKILLS & STRENGTHS

Up to date with developments in engine & electrical technologies

Taking readings using a laptop or hand-held device connected to an engine's electronic control unit

Ability to analyze and repair electrical failures and understand electrical wiring diagrams

Proficient in working with a variety of electronic systems

Proficient at checking & testing wiring & parts in older vehicles using portable instruments

Repairing & replacing faulty parts

Summary

Organized, detail-oriented, and conscientious vehicle maintenance professional with 22 years of experience in automotive mechanics. Highly motivated, innovative, and enthusiastic, possessing, and uncompromising work ethic. Can effectively coordinate tasks to accomplish projects with timeliness and creativity. Two years' experience as an Assistant Parts Manager, three years' experience as a Fleet Maintenance Manager and 13 years' experience as an Auto Electrician Manager. Has diagnosed and repaired engine, transmission, electrical and air brake systems, responded to road calls and carried out facility repairs. Prepared and submitted reports on work performed and recorded all parts and supplies used on equipment. Maintenance software expertise in Collective Data and other platforms and is trained on multiple vehicle diagnostic software systems.

EXPERIENCE

Keolis Transit America (Fort Lauderdale, FL) June 2018 – Present
Technician

- Perform PMI services
- Perform semi-skilled preventive, corrective, and repair maintenance tasks on various types of vehicles
- Diagnose and repair engine, transmission, and electrical systems
- Perform repairs on air brake systems
- Prepare and submit records on work performed
- Record all parts and supplies used on equipment
- Respond to road calls
- Carry out facility repairs as needed

Carmax (Fort Lauderdale, FL) August 2014 – March 2018
Lead Technician

- Reconditioned, diagnosed, and repaired both domestic and foreign vehicles
- Performed pre-sale inspection on all inventories to produce high-quality vehicles.
- Inspected, maintained, or repaired any of a vehicle's systems, from the body to the engine, as well as electrical or computer systems.
- Inspected and repaired brake systems, changing and cleaning fluids, and diagnosing and repairing heating and air-conditioning units, water pumps, engine and transmission mounts replacement, suspension and wheel and tire replacements together with carrying out four-wheel alignments.
- Became proficient in diagnosing faults with electrical/mechanical systems using handheld diagnostic tools and wiring diagrams to fault find.
- Maintained constant dedication to quality, maximized accuracy, and assured that jobs were completed correctly and in a timely manner.
- Worked in a fast-paced environment and coped with customer demands.

EXPERIENCE & QUALIFICATIONS | SECTION 2

Retesting system to make sure everything is working correctly & safely

Using diagnostic tools (OEM & aftermarket)

Drivability AMD diagnostics

CERTIFICATIONS

Sykes – Pickavant Advanced Code Reader

Scorpion Vehicle Security System

Autologic Systems for Land Rover, Mercedes, BMW & Vag vehicles

CITV Constructional Skills in Refrigeration

IMIAL Level 3 in Automotive Refrigerant Handling

LUK Double Clutch Training

NVQ Certified in European electrical, mechanical & performance repairs

Cargiant (London, England, United Kingdom) **2001 – 2013**

Automotive Electrical Manager 2009 – 2013

Automotive Electrician 2001 – 2009

- Performed highly skilled and complex electrical repairs on motor vehicles working within Health and Safety guidelines.
- Performed vehicle inspections including Part Exchange Inspections using ramps or other workshop equipment as necessary, ensuring that Inspection report sheets were correctly completed.
- Used specialized equipment to take readings from vehicles to identify faults
- Checked and tested wiring systems
- Researched faults using manufacturers' manuals
- Re-tested systems to ensure repairs had been made
- Oversaw and trained 12 local electricians
- Recorded availabilities and down time on equipment
- Ordered spares and controlled budget.
- Trained in hybrid technology
- Performed highly skilled and complex electrical repairs on motor vehicles working within Health and Safety guidelines.
- Performed vehicle inspections including Part Exchange Inspections using ramps or other workshop equipment as necessary, ensuring that Inspection report sheets were correctly completed.
- Used specialized equipment to take readings from vehicles to identify faults
- Checked and tested wiring systems
- Researched faults using manufacturers' manuals
- Re-tested systems and performed road testing to ensure that repairs had been successful

3 APPROACH TO WORK

3.1 KEOLIS' UNDERSTANDING OF CITY'S NEEDS, GOALS & OBJECTIVES & APPROACH TO ACCOMPLISHING THE WORK

3.1.A SUPERVISION, SUPPLIES AND LABOR

Expert fleet maintenance is an absolute necessity in delivering safe, high-performing, and cost-efficient City services. Keolis has developed the highest standard of effective maintenance for various types of vehicles all over the world, including all types of cars and trucks.

Our comprehensive, effective maintenance plan centers on the following key principles:

Principle (What do we want to achieve?)	Approach (How will we achieve it?)	KPIs (How will we know?)
Shop safety: ensuring employee and passenger safety	• Establishing a culture of safety from day one of transition • Conducting recurring safety training • Displaying constant, visible reminders that safety is everyone's number one responsibility • Ensuring strict adherence to safety procedures	• Shop injury frequency rate • Workers' compensation trends • Number of days since last injury • Training schedule adherence

Improving daily service reliability/ vehicle availability	• Ensuring that at least 93% of all vehicles are available for service at all times
	• Ensuring 100% on-time preventive maintenance inspection (PMI) performance
	• Ensuring that every repair is made in accordance with original equipment manufacturer (OEM) standards
	• Conducting robust root cause analysis for each unscheduled maintenance activity and developing an action plan to prevent reoccurrence
	• Developing and training team to have high-level skill set
	• Establishing effective communication between the City departments using the vehicles and our maintenance team regarding vehicle availability
	• Following strict inventory management program
	• Constantly reducing accidents through Keolis' safety and operator training programs
	• Maintaining superior quality assurance:
	  ○ Conducting quality control checks on a minimum of 10% of PMIs (with a goal of 100%) and vehicle cleaning
	  ○ Re-inspecting at least 5% of completed maintenance activities each month
		• Vehicle availability %
		• PMI on-time performance %
		• Miles between chargeable mechanical road calls
		• Scheduled vs. unscheduled maintenance
		• Quality assurance checks results
		• Shop productivity rate

	• Ensuring high shop productivity	
Shop efficiency	• Establishing a robust industrial organization, empowering employees with quality control responsibilities that improve morale, productivity, and quality • Conducting daily reviews of technician productivity • Following procedures regarding pre-approval of overtime • Constantly assessing and increasing skills	• Technician utilization rate (accountability and productivity) • Shop overtime
Parts and materials budget adherence	• Maximizing PMI on-time performance resulting in high ratios of scheduled versus unscheduled maintenance • Providing oversight of diagnosis and confirmation of parts required • Conducting effective inventory management • Constantly increasing technician skills • Ensuring that complete and accurate maintenance records are maintained	• Parts and materials cost per mile, disaggregated by fleet type • PMI quality assurance audits performed • Inventory value trends • Inventory turnover rates • Percentage of parts purchased from preferred vendors

Additionally, we understand the difference between the Fleet Maintenance Services and the Fleet Management Services we are to provide, as shown in this chart (not an exhaustive list):

Fleet Maintenance Services	Fleet Management Services
Preventive Maintenance	Management Control
Repair Work	Workflow Control
Quick Fixes	Safety Management
Vehicle Preparation and Disposal	Inventory Management
Road Calls and Towing Services	Quality Assurance Control
Outside Repairs	Fiscal Control
Warranty Administration	Administrative Control
Directed Work	Vendor Administration
Emergency Services	Invoicing
Welding and Fabrication	FMIS Records and Reports
Mobile Repair Services	Fuel and Car Wash Site Management
Tire Service	Loaner Pool Fleet Management
Accident Repairs	

3.1.B PREPARING NEW VEHICLES FOR SERVICE AND RETIRED VEHICLES FOR SALE

NEW VEHICLE PREPARATION

Keolis will prepare newly acquired vehicles for service and addition to the City's fleet. Keolis will inspect and ensure proper operation of all new vehicles as well as outsourced after-market work and accident repair. We will document any incomplete installations, work and/or repairs performed by subcontractors or under warranty. We will input all required vehicle description data into the Fleet Management Information System.

New vehicle preparation will include, but not be limited to:

- Installation of required licensing or permits
- Vehicle inspection
- Vehicle cleaning
- Coordination with the City's IT Department for radio, camera, and computer installation
- Installation of all required safety equipment
- Installation of all on-board technology/data collection devices
- Installation of all vehicle branding
- Installation of all special equipment
- Checking all fluid levels
- Conducting a road test
- Assuring that all vehicle information is entered into the City's FMIS with required service intervals, and
- Conducting and documenting a QA/QC inspection to include any work that may have been provided by an outside vendor.

PREPARATION OF RETIRED/DECOMMISSIONED VEHICLES FOR DISPOSAL OR SALE

Keolis will support the City's vehicle disposal program by assisting the auction company with picking up vehicles from the City and preparing vehicles for sale by removing tags and special equipment, cleaning the interior and exterior, performing minor repairs and completing associated paperwork.

Keolis will arrange the parking of vehicles taken out of service and awaiting sale or disposal on City property in a manner that is acceptable to the City. We will not strip any of these vehicles of parts or otherwise cannibalize them without the prior written approval of the Fleet Program Manager.

Retired/decommissioned vehicle preparation will include, but not be limited to:

- Preparing the vehicle for sale
- Coordinating with the City's IT Department for radio, camera, and computer removal
- Removing all licenses or permits
- Removing all vehicle branding, assuring that no residue or decal impression is visible
- Removing all special equipment
- Removing all on-board technology/data collection devices
- Removing and securing all equipment identified as confidential
- Reinstalling any OEM equipment that was removed during retrofit or alteration
- Checking all fluid levels
- Conducting and documenting QA/QC inspection
- Assisting the City's auction company as needed, and
- Cleaning the vehicle and storing the completed vehicle in a designated area pending auction.

We will work closely with the Fort Lauderdale Police Department and Emergency Services to make sure that any sensitive police or emergency equipment to be removed from vehicles marked for disposal is properly managed and safeguarded. We will also ensure that vehicles designated for disposal are parked in secured areas on City property, in a manner acceptable to the City, until the auction company picks them up. We will document and catalog any vehicles removed from the fleet and update the vehicle and parts inventory on a continual basis with both additions to and subtractions from the City's fleet and list of parts and equipment on hand. Finally, we will not strip any vehicles marked for disposal of parts or otherwise cannibalize such vehicles without the prior written approval of the Fleet Program Manager.

3.1.C PROVIDING NEEDED TOOLS AND EQUIPMENT

Keolis will coordinate with the City's parts vendor to ensure that an optimal parts inventory is maintained and that routine parts and are readily available to meet the needs of PMI and repair schedules. Proactive inventory management is achieved through:

- **Constant communication:** The KIHM system requires daily meetings with all employees, weekly maintenance management meetings, and weekly maintenance and operations meetings. All meetings are focused on service delivery, identifying and eliminating challenges to service delivery, the identification and elimination of wastes, and the improvement of quality of work life for our teams.
- **Accountability:** Keolis will closely monitor parts levels and usage to determine the minimum level of inventory needed, taking into consideration the lead-time and the nature of the part (e.g., a part known for being scarce on the market will have a higher minimum level than a regular part). We will then communicate and coordinate this with the City's parts vendor.
- **Data driven:** Vehicle parts usage will be automatically updated in the City's FMIS software. Parts usage reports will be reviewed and compared to a current inventory report to ensure all parts are changed out. The FMIS will also automatically generate an alert to the City's parts vendor when minimum levels are reached. Keolis will leverage data to improve and ensure sound business decisions are made.
- **Secure parts room**: Parts inventory levels will be held at a three-to-four-week supply level (or as determined by the City in coordination with the parts vendor), and all parts are stored under secure lockup, including tires and consumables.
- **Scheduled inventories:** Vehicle parts will be physically counted and verified at least four times each year. Vehicle inventories and usage will be tracked in the City's FMIS for accurate accounting of all parts used, as well as trend analysis reporting.

The Operations Manager and maintenance supervisors will communicate daily to ensure that required parts are made available to mechanics without delay. Parts usage reports in the City's FMIS will be reviewed and compared to a current inventory report to ensure all parts are charged out. Keolis, in conjunction with the City's parts vendor, will maintain a secure and robust inventory of parts at the Garage Facility to ensure that routine parts and supplies are readily available to meet the needs of PMI and repair schedules, minimizing maintenance downtime.

3.1.D MEETING OEM SPECIFICATIONS & WARRANTIES

Keolis administers both vehicle and parts warranties for all vehicles we maintain under contract. We will use the City's FMIS to identify all parts under warranty and to manage warranty recovery. The FMIS will also be used to record and then identify all vehicles affected by a defective manufacturer's part or recall program. With all warranty claims, the appropriate OEM process will be followed. Defective parts will be tagged and stored in a designated and secure area and will not be disposed of until the OEM either asks for their return or instructs Keolis to dispose of the part(s). Parts eligible for labor reimbursement under an OEM's warranty provisions will be documented in the FMIS with reports submitted to Keolis' accounting department.

The Operations Manager is responsible for monitoring and ensuring that Keolis' maintenance staff properly interpret our warranty management procedure and follow it in its entirety.

Keolis maintains strong relationships with vehicle manufacturers and major component manufacturers. Regardless of where the work is completed, Keolis accurately administers the completion of warranty repairs and fleet defect campaigns that affect the vehicle fleet.

3.1.E PROVIDING SERVICE DURING EMERGENCIES AS WELL AS DURING NORMAL HOURS

Keolis commits to doing everything within our power to maintain vehicle maintenance services for the City in as close to normal capacity as possible during any and all natural and human-caused disasters and emergencies, including hurricanes, tornadoes, floods, storms and fires.

Immediately upon the City advising of an emergency situation, Keolis will mobilize the personnel and equipment needed to respond to the event. We understand that our response effort requires working outside of normally scheduled work hours. In times of emergency, Keolis suspends all scheduled leave and vacations to ensure our workforce is maximized. Our company will dispatch without delay any personnel needed to assist the City in any capacity needed.

Security and emergency preparedness is critical – if selected, Keolis will develop a System Security and Emergency Preparedness Program Plan (SSEPP) for Fort Lauderdale Fleet Maintenance and Management Services that, at a minimum, complies with the standards set forth by Keolis, the City of Fort Lauderdale, and the State of Florida.

CONTINUITY OF OPERATIONS PLAN (COOP)

Keolis' COOP is broken into four phases:

- **Phase I:** Readiness and Preparedness. Identification of risks, targets and areas of concern, and the development of plans, procedures and schedules for the transfer of activities, personnel, records, and equipment to alternate facilities.
- **Phase II:** Activation and Relocation. The transfer of activities, personnel, records, and equipment to alternate facilities.
- **Phase III:** Continuity of Operations. Full execution of essential operations at alternate operating facilities.
- **Phase IV:** Reconstitution. Operations at alternate facility are terminated and normal operations resume.

The elements listed below serve as an initial guideline to ensure that the process is completed and implemented with structure and safety considerations.

Essential Functions

During the continuity planning process, the City, Keolis and other key stakeholders, including any other contractors providing vehicle maintenance-related services for the City or with access to the City Garage Facility, will identify which functions are essential to operating and maintaining vehicle maintenance services during activation of the COOP. Essential functions may include system operations, maintenance, communications, IT, non-emergency trips and personnel safety.

Order of Succession

This is an essential part of a continuity plan to ensure that City and Keolis personnel know who assumes the authority and responsibilities of leadership if that leadership is incapacitated or becomes otherwise unavailable during a continuity situation.

Delegations of Authority

Keolis will establish who has the right to make key decisions during a continuity situation. If the general manager is not available to make these decisions, a line of succession for the managers will be established.

Continuity Facilities

Keolis will identify alternate facilities from which we will perform vehicle maintenance service delivery functions in a safe environment. The alternate facility will be separated from the initial problem, whether it is an emergency event or the threat of an event. For instance, if a fire should force a temporary closure of the City Garage Facility, Keolis will move the service from this facility to another property. We have nearby offices and a maintenance facility for our contract operations

and maintenance of the shuttle bus services at Fort Lauderdale-Hollywood International Airport that would be a suitable alternate location to perform services for the City during a continuity event.

Continuity Communications

Open and clear communication is perhaps never more important than during an emergency. As part of our COOP, we will develop a comprehensive plan for critical communication between Keolis, the City, and the public. These protocols will be defined both for telephone and email communications.

Trip and Vehicle Records Management

All needed records will be identified, protected, and made readily available during an emergency. Essential records include items such as electronic and hard copy documents, references, records, information systems, transit data management software, and related equipment.

Human Resources

Our corporate human resources staff will guide Keolis employees through their assigned response duties during a continuity event. Additional staff may be required if the typically scheduled operators are not available to perform their functions due to circumstances outside their control.

PLAN FOR SEVERE WEATHER AND OTHER EVENTS

Mission-critical scenarios are instances of crisis that include emergencies, extreme weather, or other situations that result in significant stress on service delivery. These mission-critical scenarios tend to be unpredictable. Our comprehensive Emergency Management Plan covers as many scenarios as possible, however, our decades of experience in this industry have taught us to expect the unexpected. For this reason, Keolis emphasizes training and retraining for our employees – especially supervisors – so that they are able to act and react quickly and effectively in mission-critical scenarios.

Hurricanes, extreme heat, floods, snowstorms, wildfires, homeland security situations: these are just a few of the scenarios that are covered by our detailed emergency management plan. Keolis supervisors are prepared to act and provide the necessary support to the City and its user Departments regardless of the situation. Some of our solutions used in past mission-critical scenarios include:

- Extra board staff deployment when scheduled staff are immobilized
- Coordination with local law enforcement when dealing with a security issue
- If necessary, our supervisors will step in to operate vehicles and/or perform technician duties in order to ensure that service is being provided to the City and its user Departments in a time of crisis.

EMERGENCY ACTION PLAN

OSHA's Emergency Action Plan (EAP) standard, found at 29 CFR 1926.35, requires Keolis to have a written EAP. Our EAP addresses emergencies that our company expects may reasonably occur at any of our locations. Keolis' EAP communicates policies and procedures for employees to follow in the event of emergency. This written plan is available, upon request, to employees, their designated representatives, and any regulatory agency that requests a copy.

Our Facility Emergency Management Plan describes and assigns tasks for specific areas and buildings within the work location. This plan is included in the EAP and covers:

- Emergency escape procedures and route assignments
- Procedures for employees who remain to control critical plant operations before evacuation
- Procedures to account for all employees after emergency evacuation
- Rescue and medical duties for those employees who perform them
- Preferred means of reporting fires and other emergencies

- Types of evacuations to be used in various emergency situations, and
- A description of the alarm system used at the facility.

Upon completion for each project, the EAP will provide:

- Emergency personnel names and phone numbers
- Evacuation routes
- Utility company emergency contacts
- Emergency reporting and evacuation procedures
- Medical emergency guidelines
- Fire emergency guidelines
- Extended power loss plan
- Chemical spill plan
- Structure climbing/descending emergencies
- Telephone bomb threat checklist and bomb facts
- Severe weather and natural disaster plan
- Critical operations for specific work areas
- List of personnel trained for specific emergencies

Keolis will also conduct table-top exercises and drills to ensure that staff is prepared for emergency events. A report will be prepared upon completion of each drill or exercise in order to correct any deficiencies and improve the EAP and site plans.

HURRICANE RESPONSE PLAN

Keolis will establish a Hurricane Response Plan for the City of Fort Lauderdale Fleet Maintenance and Management Services, modeled on the one we established in 2018 for our Fort Lauderdale Airport operation. We will coordinate with the City for any weather-related threats.

Keolis' efforts regarding hurricanes and other weather emergencies include:

1. Increasing the presence of Keolis management
2. Conducting reviews of emergency hurricane plans prior to each hurricane season
3. Implementing secondary power generators
4. Monitoring weather resources, such as radar, forecasts and government advisories
5. Calling for additional resources if necessary, and
6. Temporarily cancelling or suspending leave and vacation requests for employees designated as essential personnel.

Please refer to **Attachment N**, an example of Keolis' Hurricane Plan, created for our operation at Fort Lauderdale-Hollywood International Airport.

MAINTENANCE EMERGENCY PROCEDURES

Our maintenance emergency procedures are designed to protect the operating environment inside the City Garage Facility against environmental hazards. Maintenance staff complete Hazards Communication training that covers our emergency response protocol, detection of the presence/release of a hazardous chemical, the health effects of such chemicals, and how to safely dispose of them.

At least 24 hours in advance of the projected arrival of a hurricane or other natural or human-made disaster event, we will properly secure all vehicles on City property in accordance with our Emergency Management Plan and the City's specifications. This will include making sure that no vehicles are on lifts and that vehicles are parked close together in order to minimize window damage. We will also initiate the emergency contact list and phone tree described in our Emergency Management Plan and make sure that the full designated compliment of essential personnel is ready and able to report for duty and remain on duty for the duration of the emergency. We understand our role in emergency situations to be to ensure that the City's first responders can be available and that their equipment and support mechanisms are ready for service and in position to be dispatched, and that they continue to be operational and available for the duration of the emergency.

Case Study: Emergency Management and Support – Fort Lauderdale Airport

Our ability to effectively respond to crisis was demonstrated at our contract shuttle bus operation for Broward County at Fort Lauderdale-Hollywood International Airport.

In January 2017, when a gunman opened fire in the airport, Keolis' team came together swiftly to ensure the safe transport of thousands of travelers. This feat required perfectly synchronized communication and coordination between the Broward County airport director and his management team, the Broward County Sheriff's Office, and Keolis. Though the events of this day were tragic, Keolis was able to react to the threat instantaneously—through a partnership and coordinated effort with airport officials and law enforcement—and securely transport passengers.

In September 2017, Keolis moved thousands of people during Hurricane Irma. We both evacuated airport patrons to the cruise port and nearby hotels and safely brought them back to the Fort Lauderdale-Hollywood International Airport two days later.

3.1.F ATTENDING MEETINGS

Keolis' project management team, including the GM and Operations Manager, will attend all meetings at which the City requires the Vehicle Maintenance Contractor's attendance, including the monthly Fleet Users Group meeting and the weekly Fleet Services Staff meetings.

3.1.G SENSITIVITY TO CONFIDENTIAL AND SENSITIVE VEHICLES AND EQUIPMENT

Keolis recognizes that the scope of work for this contract will include the processing, storage and maintenance of vehicles that are used in police operations, may be evidence in a criminal investigation, or are otherwise to be treated with strict confidentiality or have information about their status and condition shared only on a need-to-know basis. At nearly all of our public transit client operations, we have worked closely with local law enforcement as transit vehicles are frequently involved in police activity. Thus, we are intimately familiar with the protocols for interaction with police processes and assisting with criminal investigations. All Keolis vehicle maintenance data is stored on encrypted servers, and we will add an extra layer of encryption and password protection for information on confidential and sensitive vehicles and equipment.

3.1.H PRE-EXISTING DEFICIENCY REPORT

Keolis will prepare and submit to the City, at our expense and within 10 days of Notice to Proceed, a report detailing any deficiencies discovered in the City's fleet that predate the start of our contract.

3.1.I 'QUICK FIX' SERVICE FOR NON-SCHEDULED REPAIRS THAT CAN BE COMPLETED IN LESS THAN ONE HOUR

Keolis will provide a 'quick fix' service for non-scheduled repairs that can be completed in less than one hour when a vehicle operator delivers a vehicle to the Garage Facility for service and chooses to wait for the completion of the service. These types of services will be continuously available during normal hours of operation at the Garage Facility.

Keolis' goal is for 85% of repairs to be scheduled in advance, but we anticipate that around 15% will be unscheduled fixes during normal operations. During operating hours, unscheduled work can occur and can be addressed as a quick fix, requiring minimal time to complete the repair. Examples of 'quick fix' services are replacing wiper blades, lighting, flat tire repair, fuses and light bulbs, topping off fluids and adding air to tires.

During unscheduled 'quick fix' repair, Keolis will develop a process as a standard to complete a five-point checklist at the same time as we complete the unscheduled repair, assuring that we identify any issues that may result in unscheduled

repairs so that we minimize future occurrences outside of normally scheduled maintenance. The five-point checklist will include:

- Fluid check: oil, coolant, washer fluid and brake fluid
- Quick under-hood inspection, checking belt condition, visible leaks and hoses
- Tire tread condition and pressure check
- Lighting turn signals, headlights, tail and brake lights, and
- Checking for exterior body damage, branding and glass damage.

Our supervisors will mobilize maintenance personnel to ensure a prompt, professional response. Our general manager and key staff will routinely participate in the review of in-field service calls and our response in the Viz Room.

3.1.J ACKNOWLEDGMENT OF PERFORMANCE METRICS AND KPI TARGETS

Keolis acknowledges the City's performance metrics, KPI targets and liquidated damages penalties for failing to meet the targets as shown in subsections 3.22.4 through 3.22.8 of the RFP. We believe these are reasonable performance goals. Keolis has a stellar record of meeting similar targets for fleet availability, maintenance turnaround time, and timely PM inspection completion at our various public transit client properties. Like nearly every company in the transportation sector, Keolis has struggled to maintain a full complement of staff at our client properties in recent months as much of the economy struggles with staff shortages as part of the ongoing economic impact of the COVID-19 pandemic. We have been assessed liquidated damages by several of our clients within the past year due to failure to maintain the number of staff specified in our contract. However, we are leading the industry in developing and implementing innovative approaches to recruitment, employee retention and fostering a fun and welcoming workplace, as described in **subsection 3.2.D** of this proposal.

3.1.L RECORDKEEPING AND REPORTING

USE OF CITY'S FMIS

Keolis will use the City-provided Collective Data Fleet Management Information System, which is capable of monitoring the service status of City fleet vehicles. The system will be organized by work order number and by vehicle or equipment identifier number.

With an abundance of experience across a wide array of Vehicle Maintenance Management Information Systems, Keolis' Information Technology (IT) department is well versed in accommodating a wealth of interfacing and connectivity approaches and will fully adhere to all City requirements for secure entry of data and scanned documents.

VEHICLE SERVICE RECORDS

On a monthly basis. Keolis will provide vehicle service records to the City for vehicles serviced during the period. Keolis will used the City's FMIS to generate said records unless otherwise specified. Vehicle service records will include the following information for each Item: the vehicle number; the dates automotive services were performed on the vehicle; and the description of the automotive services performed on the vehicle. Keolis will maintain vehicle service records in the City FMIS's database. History reports will also be provided.

Keolis has implemented a file standardization encompassing vehicle history as well as all other activities related to vehicle maintenance and training. Keolis will maintain in a secured location a hard copy vehicle history file for each City Department and the equipment associated with that Department. Each folder will contain, at a minimum, work order history files with the following information on the work order. These records will be maintained on-site for a period of one year following disposal of a vehicle.

- Vehicle number
- Work order number
- Itemized repair orders with accurate work order lines according to VMRS coding

- Description of repairs outlining repair cause and correction
- Actual labor hours
- Parts cost
- Sublet repairs, towing, outside repairs
- Oil sample reports and corrective actions taken, if any, and
- PM inspection sheets.

Keolis File Standardization

Maintenance – Vehicle File

Section 1:

- PMI
- Warranty
- Repair Order
- Vehicle Specs Sheet

Section 2:

- Driver Vehicle Inspection (DVIR with work order attached with corrective action taken)

Section 3:

- Oil Sample
- Corrective actions

Section 4:

- Audit (Client / third party / State Hwy Patrol)
- Annual Inspections (DOT / Smog / Emissions)
- Internal QA Inspections

Section 5:

- Tags/Registration/permits
- Vehicle Insurance Information

Section 6:

- Accidents / Subrogation (All information related to accidents including photos, estimates and all repair order history)

Maintenance – Technician Files

Section 1:

- DOT Card
- Driver's License
- Emergency Contact Information

Section 2:

- Certifications / ASE / Vendor / AC 609
- Evaluations / Assessments / Q/A (any coaching and counseling related to Q/A)
- Policy Sign Offs

Maintenance – Technician Training File

Section 1:

- OSHA TAPTOCO Training
- Maintenance OSHA Training

Section 2:

- SPCC – Spill Prevention
- SWPP – Storm Water

Section 3:

- Forklift Training *(If applicable)*
- Harness Training
- Specialized Training

Section 4:

- Tech specific Monthly Meeting Minutes/Sign off Sheets

Maintenance – Environmental File

Section 1:

- SPCC – Spill Prevention Plan
- SWPP – Storm Water Plan
- Storm Water Sample Results
- Quarterly BMP Inspections (Conducted by Frog Environmental)

Section 2:

- Permits Storm Water / Pressure Vessel
- Waste disposal (Oil/filters/tires/batteries/drums/oil water separator)
- Tier II (Annual Reporting if required per threshold of fluids stored on site -Bulk Fuel)
- Above/Under Ground Storage tanks *(Permits / Registrations)*
- Underground Storage tanks and testing
- Spill Response Communications
- State Agency Response/Communications

Section 3:

- Paint Booth / Body Shop Inspections and Permits

Section 4:

- A/C Machine Registration and Repairs

RECORDS AND REPORTING PROGRAM

Our records and reporting program is based on facilitation of sound and transparent performance management and efficient, accurate, and timely reporting.

Keolis will comply with all City reporting requirements.

Facilitation of Sound and Transparent Performance Management

Keolis will establish clear accountabilities and performance objectives for its management team on all reportable measures required by the City. We will also enhance reportable items through business intelligence and ensure that performance measures are actionable as they are visualized. This philosophy is designed to address small issues before they become big issues that affect service quality.

Reporting on the statistics gathered establishes a foundation for performance management that is further enhanced with business intelligence, which facilitates clear and actionable performance measures. The data collected to meet our reporting obligations will be correlated with additional data, including historical information that already exists, for valuable insights into the safety, efficiency, and effectiveness of our operations. This is a foundational approach that makes us smarter about business decisions while supporting continuous improvement.

Actionable Transparency

Keolis' approach to partnership relies on transparency, giving us the ability to design solutions with our clients based on insight from the performance measures we monitor. Keolis will create a Visualization (Viz) Room that will be open to City staff. We recognize that performance is a collaborative effort, and Viz Rooms have proven to be an effective tool for strategy

sessions around continuous improvement and for achieving standard objectives. A Viz Room will be part of our performance management strategy for conducting vehicle maintenance for the City.

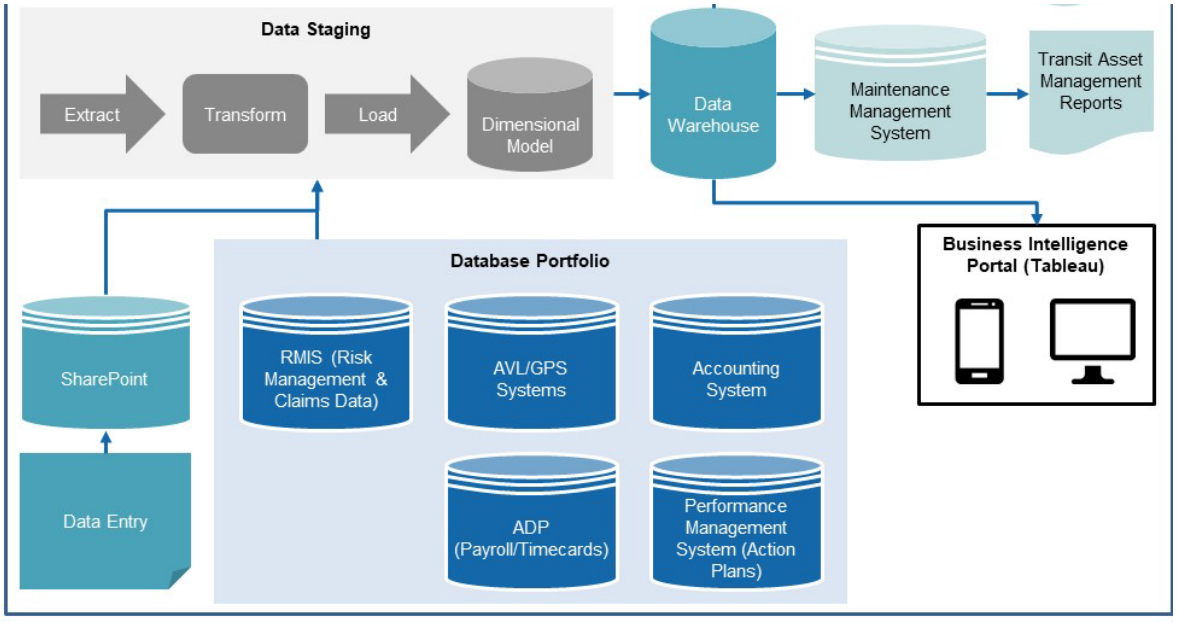
Visualization Room in Keolis' Las Vegas Operation

Efficient, Accurate, and Timely Reporting

Accurate and efficient reporting is built upon structured, well-designed, and controlled data management. In that regard, Keolis will develop a systems architecture map that is specific to this scope of work. This systems ecosystem will allow us to visualize the most efficient data structures, including interfaces between Keolis-provided and City-provided systems, and to identify the most practical data entry points.

Data Flows and Collection Points

As part of our Business Intelligence initiative, Keolis has designed a collection of processes for gathering data from the operations, which are ultimately aggregated in a data warehouse and visualized using the Tableau business intelligence platform. A sample ecosystem is below:

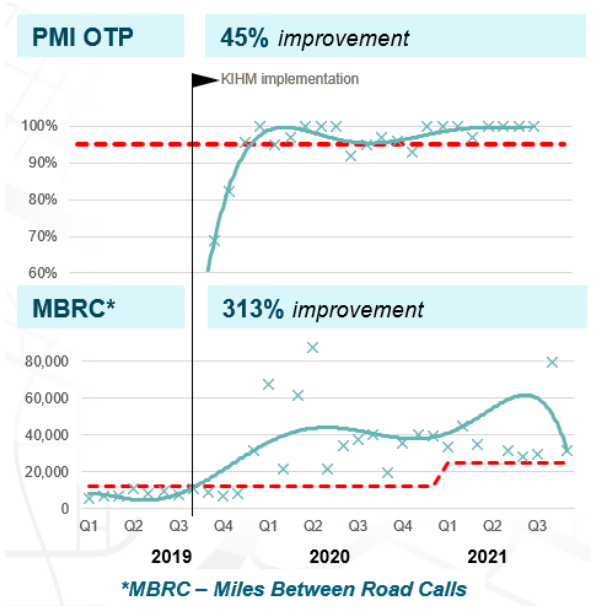


In addition to system-generated reports, Keolis also leverages basic templates to gather data relevant to many of the KPIs it monitors. Examples of our data-gathering approaches follow, including near real-time outputs in our business intelligence environment:

Production Units Template

Key information including vehicle hours used, vehicle mileage, the status of vehicles and work orders, and the status of loaner vehicles are used to monitor maintenance performance and alert us if performance is not meeting expectations, allowing us to quickly take corrective action.

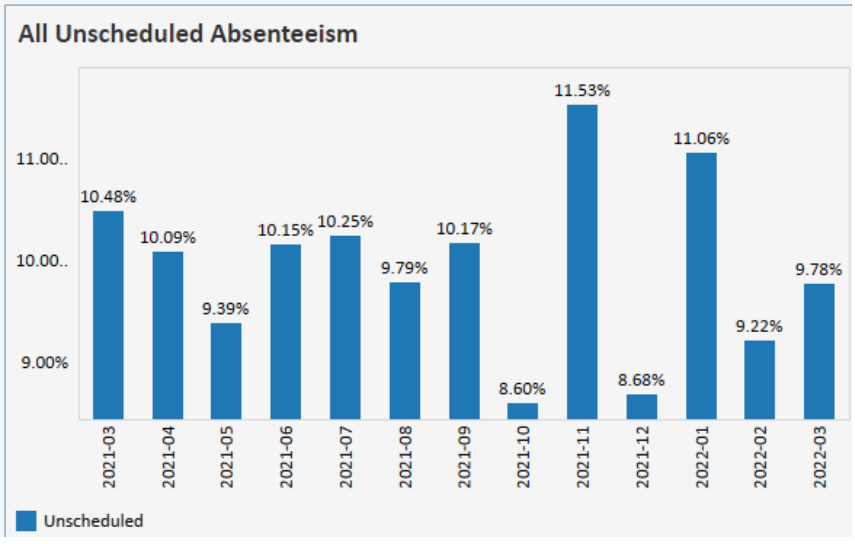
Sample outputs from daily production unit templates



Attendance Template

Keolis also uses an attendance template which enables us to track root causes of absences and develop action plans to keep absenteeism under control.

Sample absenteeism chart derived from Keolis' attendance tracking forms



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Time Card Entry/Payroll Interfaces

Keolis has developed processes to integrate time and attendance data into our Business Intelligence warehouse. We have also constructed business logic which auto-categorizes pay hour, allowing management to focus on the efficiency of technician labor.

In-field Reporting

We have also developed a cloud-driven SharePoint™ infrastructure and iPad-driven reporting forms, which allow for real-time, on-the-scene documentation that can be supplemented with photographs or video footage. The forms can be customized for incident logs or to update the status of vehicles during lot checks. Due to the intuitive, scripted nature of the forms, a greater adherence to accuracy and completeness is achieved in comparison to traditional paper approaches. Furthermore, using tablets allows supervisory personnel to conduct documentation in the field as opposed to relying on notes and memory when completing these tasks back at the Garage Facility. Upon completion of the accident forms, system generated e-mail notifications can go out to Keolis managers and VPs as w ell as City staff. Derivatives of this data then become mineable via our BI suite for continuous improvement.

Provider Records

Upon prior notice by the City, we will provide authorized City representatives with access at all reasonable times to all non-proprietary electronic and hard data, books, records, correspondence, instructions, plans, drawings, receipts, vouchers and memoranda, and will provide the City with verification of the costs we incur in the course of such work.

Annual Audit

We will furnish a SOC1 (SSAE 16) report to the City at the end of each fiscal year. We can customize this report to meet the City's actual reporting needs.

Reference Files and Procedures

We will maintain on site a complete file of service manuals, parts manuals, service bulleting, lubrication charts and other information needed to properly service and repair the fleet. These records will become property of the City at contract termination or conclusion.

Vehicle and Repair Order History

Keolis will maintain a hard-copy vehicle history folder on site for all maintenance and repair work that is performed, including contracted/commercial work. This folder will contain, by work order number, all repair orders generated for the fleet. In addition, a folder will be kept for each vehicle and piece of equipment in the fleet, which will contain hard-copy documentation of the vehicle's make, model, year and serial number, warranty information and invoice information. These records will be maintained on-site for a period of one year following disposal of a vehicle.

Ownership of Records

All reference vehicle and equipment files and procedures and all fleet-related electronic data will be the property of the City.

Billing Information

We will generate automated information to support charge-backs to the City fleet users for maintenance and repair services, fuel usage and loaner vehicle usage.

REPORTS

Annual Report

Keolis will provide an annual status report one month before the end of each fiscal year. A remediation plan will be included for any area that does not meet the minimum contract requirements. The annual report will include all Key Performance Indicators and metrics specified in the RFP.

Monthly Report

We will provide a monthly status report within one week after each month's end. A remediation plan will be included for any area that does not meet the minimum contract requirements. The monthly report will include all Key Performance Indicators and metrics specified in the RFP.

Weekly Report

We will provide a past-due PM report on Friday each week. A remediation review for any underperforming item will be included.

Daily Report

We will provide a daily report to include, but not be limited to:

- Vehicles currently in the shop with estimated completion dates
- Daily shop challenges, concerns, and opportunities for improvement

Staffing Reports

We will provide a staffing level report each month with the Monthly Report. A remediation plan will be included whenever the minimum staffing level is not achieved.

Custom Reports

We will furnish any additional custom report at the request of the City.

Parts Fill Rate

We will coordinate with the City's parts vendor(s) and review parts usage and upcoming scheduled work, assuring that a sufficient parts supply is on hand and available so as to minimize downtime.

3.2 OVERVIEW OF PROPOSED VISION, IDEAS AND METHODOLOGY

OUR VALUES AND MISSION

- Proactive maintenance of the City's fleet is pivotal to delivering safe, well-performing, cost-efficient services to the City's residents and visitors. Keolis has created a Group Maintenance Policy, designed in accordance with the Group's vision and based upon our global operational experience, as well as the manufacturers' recommendations and the feedback received from subsidiaries. It establishes the mission, guiding principles, accountabilities, and requirements applicable to the management of maintenance activities. This maintenance policy is closely linked to operations and to a wider asset management policy, geared towards a general improvement of performance.
- The primary objective of our maintenance program is to ensure safety and maintain the fleet in operational condition in accordance with our customers' requirements. We will accomplish this goal by optimizing the total cost of ownership, as illustrated in the table below, which summarizes Keolis' maintenance-specific values and missions.

- Maintain all equipment in operational condition, in total safety
  - Guarantee the full safety compliance of all maintenance operations with applicable standards and regulations
  - Guarantee the safety of personnel by emphasizing proactive risk prevention
- Guarantee the operational management of maintenance activities
  - Support the existing expertise of maintenance personnel and develop innovative training for further improvements
  - Manage based on the goal of continuous performance improvement through personnel involvement and satisfaction
- Supply equipment in compliance with commitments and requirements
  - Define, measure, and improve operational performance in close collaboration with operations functions
  - Comply with quality requirements set forth in contract with the client
- Continuously improve the contribution of the maintenance activities to the overall economic performance
  - Perform preventive maintenance activities in accordance with the proper quality standards and with state-of-the-art practices
  - Optimize maintenance plans and carry out ancillary equipment modifications with the approval, if necessary, of the manufacturers and/or the competent authorities
  - Continuously strive for optimum quality/cost/on-time performance for service and spare parts purchases based on the Keolis Group's framework agreements
  - Optimize the organization and layout of the Garage Facility, associated workforce, and equipment movements and flows
  - Introduce innovations to improve maintenance activities

3.2.A MANAGEMENT APPROACH

Whereas the primary purpose of maintenance management is to manage short-term maintenance activities, the primary purpose of our asset management system is to adopt a proactive approach to managing assets over a longer term.

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Keolis' asset management approach is integral to our maintenance plan, and will rely on the following key principles:

- **Collaboration**. Our maintenance framework lays the foundation for positive cultural change and creates a baseline for interface management between our maintenance team and the City Departments using the vehicles. This vision and culture is not solely confined to our organization, but is extended to our client agencies. An effective asset management approach must be implemented at every stage of an asset's lifecycle and requires fluid collaboration between Keolis and our partner agencies.
- **Data.** An asset management approach requires the collection of timely, accurate, and traceable data regarding the asset's age, performance, condition, and maintenance costs. Keolis possesses deep subject matter expertise in using Vehicle Maintenance Management Systems (VMMS) that ensure the quality and integrity of the data. This, along with our tailor-made Business Intelligence (BI) system, allows Keolis to improve asset management practices and support better decision making at all levels of the organization.
- **Training.** The Keolis maintenance framework ensures that the technical competencies of maintenance personnel are at the level required to perform operations, and that any need to enhance these skills is anticipated.
- **Customer Focus.** Customer focus is critical to effective asset management. In everything we do, Keolis ensures that we meet customers' needs and expectations in the most cost-efficient manner.

3.2.B THE KEOLIS WAY

"To win in the marketplace you must first win in the workplace."

– Doug Conant

When a contracted operation changes hands, employees know a new culture is coming. We want to show our employees that they are vital to our operation, and we do this through the Keolis Way. The Keolis Way is a holistic management approach outlining how our employees are organized. It is based on organizational effectiveness, managerial leadership effectiveness, and personal effectiveness. Through this framework, employees are introduced to our principles and practices surrounding our business plan, what we expect of the manager-employee relationship, and how every employee impacts our company and goals. Employees learn that we are not just another "contractor;" we're Keolis, and we're proud to have them on our team. Keolis Way also provides a framework for how we serve the four pillars of our operations: our People, our Planet, our Passengers (at contract properties where we operate passenger-carrying vehicles), and our Public Authority clients.

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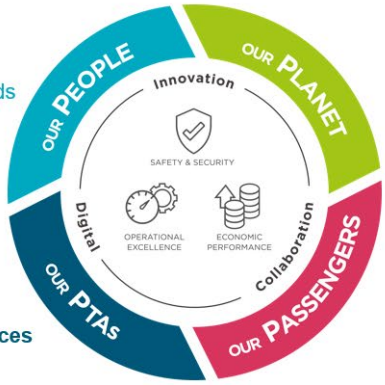
Best place to work in the mobility sector
- Prioritize **well-being** and **safety** at work
- Offer **training** and **upskilling** adapted to market needs
- Embrace an **inclusion and diversity** policy
- Improve **talent management** and career path
- Strengthen the **managerial culture**

Partner of choice
- Deliver on our **commitments** and be compliant
- Reinvent certain **economic models**
- Contribute to **accessibility** and local communities
- Strengthen **partnerships** and create **strategic alliances**



Leading expert in low carbon mobility
- Become a leading **energy** expert
- Roll out certified and **environmentally-compliant** industrial **processes**
- Accelerate the **modal** shift to reduce **greenhouse gam emission** and pollution reduction

Operations that follow the Keolis Way achieve these goals:

- Demonstrate a firm commitment to safety and operational performance by empowering managers and defining accountability and goals
- Build trust in both Keolis and our local team through consistent, fair application of policies, systems, and practices
- Recognize each employee's own capability profile, work preferences, and level of workability (ability to fill a given role in the organization)
- Recognize individual contribution through feedback, review personal effectiveness, and reward differentially on merit, which leads to improved customer service and operational performance
- Improve employees' knowledge, skills, and experience through consistent training and supportive coaching, contributing to improved safety
- Create a two-way, trusting, productive working relationship between the manager and the employee

Keolis Way is the foundation we use to build our operation up. With a strong focus on our employees, we know our safety, performance, and customer service will improve due to the demonstrated causal relationship between employee morale and superb service.

A key component of Keolis Way is engagement in several ongoing initiatives to ensure that knowledge and best practices are shared throughout our organization across contract properties. One example of such a program is Knowvember, a global initiative highlighting the value-add of collaboration and active sharing inside and across business units. We dedicate the month of November to applying basic knowledge sharing and collaboration practices, demonstrating concrete examples of capitalization, and reflecting on how to become more collaborative with a purpose. Through Knowvember, we aim to "know better and do better" by pursuing accelerated innovation (knowing what exists and where innovation starts), continuous improvement (learning how others have dealt with a given situation), and transformation (getting inspiration from peers).

Keolis is also implementing a new management framework across our contract properties in an effort to deliver scalable, sustained improvement in operational performance and provide comprehensive, documented processes with clear accountabilities and authorities.

Customer Results from Keolis Way

As we have begun to implement the Keolis Way philosophy at our U.S. operations, we have already started to see more engaged employees. Our employees understand how their work moves the business goals forward, which leads to improved morale. For example, through our start-up efforts combined with our Keolis Way training, our operators providing Foothill Transit's service were able to realize what being a Keolis employee means – that Keolis truly cares about our employees. The effect of this understanding has led to happy operators, which resulted in a dramatic decrease in passenger complaints. We don't believe we would have seen this level of improved operating performance without our Keolis Way training, and

we are eager to bring similar culture change to the employees providing vehicle maintenance services to the City of Fort Lauderdale.

Our People

One example of the Keolis Way in practice is at our Foothill Transit location, where a customized Keolis Way plan was rolled out as soon as we assumed management and operation of the service. The local team developed a roadmap for the first year of operations, which defined goals and key performance indicators to measure achievement and assigned accountabilities. Results to date have exceeded Foothill Transit's goals in areas such as preventable accidents per 100,000 miles and service disruptions per 100,000 miles.

Our Planet

Following the 26th Conference of the Parties to the Intergovernmental Framework Convention on Climate Change (COP-26), held in November 2021, Keolis Group announced our ambitious and measurable goals to play our part in the energy transition. By 2030, Keolis aims to:

1. Reduce carbon intensity per mile linked to traction power by 20 to 30 percent compared to 2019
2. Double the share of miles traveled with alternative energies by 2025 and triple this share by 2030
3. Grow the percentage of our revenue generated by ISO 14001 certified operations from 44% in 2020 to 80% in 2030

A way in which our operations benefit our planet through leadership in the transition to clean bus fleets. We operate the largest number of alternatively fueled buses worldwide (excluding China) at over 4,000 vehicles, 860 of which are electric, across 15 properties in six countries.

Like the City, Keolis takes our commitment to sustainability very seriously. We have processes in place and in-house Subject Matter Experts to assist in the delivery and ensure expert maintenance of the City's vehicles, including electric vehicles. As we look to the future of the City's partnership with Keolis, should the City desire to electrify more of its fleet, we are ready to provide the dedicated expert support that a successful transition to a largely electric fleet will requires. Our inclusive corporate maintenance support, led by SVP of Purchasing and Maintenance Samuel Rumhizha, includes electric vehicle subject matter experts Luis Baglin, Bruno Lapeyrie, and Mike Conner.

3.2.C CORPORATE SUPPORT

A key advantage that we are proud to offer the City is the support of our expert maintenance management team currently providing fleet maintenance management for the Broward County Department of Aviation at Fort Lauderdale-Hollywood International Airport. We particularly wish to highlight the expertise, talents and depth of local knowledge of the following individual, who will be readily available to assist the City and our team at the Garage Facility with any needs related to the scope of services under this procurement. His experience is more fully described above in **subsection 1.2**.

ANDRE TAYLOR

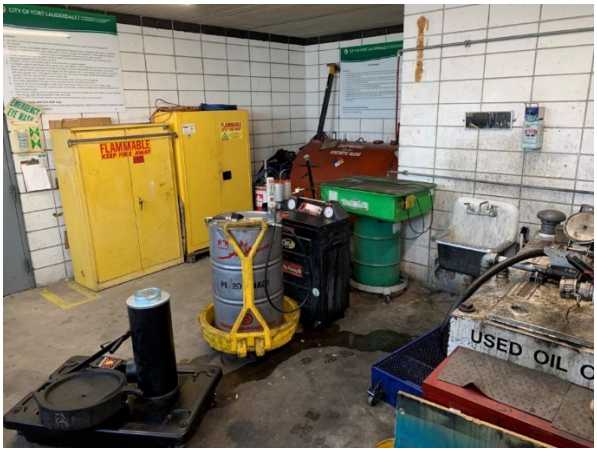
Andre has been the General Manager for Keolis' Fort Lauderdale Airport operation since June 2018. He has 25 years of transportation management experience. He oversees 220 direct employees as well as 80 subcontracted employees. He manages a budget of $22 million, ensuring that KPIs are met or exceeded on a consistent basis. He brings exceptional leadership and transportation expertise as demonstrated by strategic decisions he has enacted, such as placing resources on site at the employee lot during peak periods to maintain comprehensive oversight of the operation. He prioritizes safety through consistent safety audit reviews and safety meetings, and also excels at ensuring excellent customer service.

Additionally, all of the maintenance resources and management present at our nearby Fort Lauderdale Airport client property will be made available to the City to ensure on-time performance of PMIs and built-in redundancy in the event of emergencies or a backlog in unscheduled maintenance activities.

3.2.D CONTINUOUS IMPROVEMENT APPROACH TO MAINTENANCE

Keolis looks forward to the opportunity to apply our proven maintenance management strategy, Keolis Industrialized and Harmonized Maintenance (KIHM, described further in proposal **subsection 3.3.A**), to transform the City's Garage Facility into one that functions in a seamless and orderly manner, with a clean shop floor where everything is in its place and a well-organized parts and supplies room. We understand that the City is less than satisfied with the state of the Garage Facility under the current contractor's aegis. We have witnessed this before at other client properties where, at the time Keolis took over from the prior contractor, the maintenance facility was in a state of disarray and untidiness and technicians felt unmotivated to make much-needed changes.

The photos below illustrate the condition in which we found the City's Garage Facility during our site visit in late February 2022. Each of these represents a substandard or suboptimal condition for which the City's current fleet maintenance & management services contractor is responsible. We would seek to transform the shop's condition into one of cleanliness and order, with everything in its place, within a month after the start date of our contract.



Photos 1 and 2: Dirty and disorganized conditions in the oil storage area of the Garage Facility

Photo 3: Disorganized parts storage area in the Garage Facility

Photo 4: Poorly organized and unsafe storage of cones and other parts on the shop floor

Case Study: Mobilizing a New Contract in Seven Days – Victor Valley, California

On October 1, 2020, Keolis took over fixed-route bus and paratransit operations in Victor Valley, California, in partnership with the Victor Valley Transit Authority (VVTA). The contract was signed on September 13 of the same day, which gave Keolis' team about 17 days to mobilize and start up the operation amidst the height of the coronavirus pandemic. With such a tight schedule, a successful transition relied on significant corporate support from Keolis – including representatives from other Keolis operations, regional executives, and our corporate support team. The Keolis difference was notable, as the VVTA team achieved a 100% on-time pull-out on Day 1 of the operation.

Since the start of service, Keolis has continued to offer world-class corporate support to our local team at VVTA, working to create a positive culture that effectively addresses any areas of improvement that existed prior to Keolis' contract win. Corporate support in areas such as the introduction of our KIHM maintenance plan (detailed in Section 4.I of this proposal), Keolis Evolve (detailed in Section 3.B), and the Keolis Visualization Room (detailed in Section 3.D.2) led to KPI improvements and a solidified foundation for operations going forward.

Case Study: Transforming a Neglected Fleet and Shop – Greensboro, North Carolina

By implementing KIHM, Keolis was able to transform a neglected bus and paratransit vehicle fleet that routinely did not make daily pull-outs into a much safer and more reliable fleet, including managing the addition of electric buses. We also transformed the maintenance facility from one in disarray and with potential safety hazards into one of order. We instilled the "Meez" mindset, characterized by having everything in its place, in our maintenance department.

Within 36 months since taking over from the previous contractor, we are proud to have achieved a 350% improvement in miles between road calls, 20% improvement in Preventive Maintenance Interval (PMI) compliance, and maintenance on-time performance has risen 54%. We kept fleet availability stable at 87%. Implementing KIHM made the maintenance shop safer and more productive. We added an electric vehicle technician to properly maintain the agency's new electric buses, along with parts and maintenance supervisors, and raised technicians' wages by 28% to encourage hiring and retention.

We are confident that we would be able to quickly turn around the condition of your Garage Facility by applying our KIHM approach. Implementing KIHM for the City would provide a roadmap for continuous improvement through better data collection, iterative feedback processes, eliminating waste and designing and implementing efficient workflows. It would also improve the quality of our employees' work and their work-life balance and would strengthen the safety culture in the shop. Among the benefits the City would realize from the KIHM approach are superior corporate support, an approach detailed to the unique aspects of your facility, staff and processes, more productive teams and efficient processes, and focused performance monitoring producing tangible results.

3.2.E FORWARD-THINKING APPROACH TO RECRUITMENT, EMPLOYEE RETENTION, WORK-LIFE BALANCE AND FOSTERING A WELCOMING WORKPLACE

RECRUITMENT

Recruiting is proactive and tailored to the needs of the communities we serve. Recruitment comprises the following resources:

Community Outreach – At Keolis, recruitment always begins with community outreach. We know it's important for our staff to be a reflection of the local population, so we begin recruitment by raising community awareness that we are hiring. Our goal is to engage with the community and find innovative solutions to ensure a broad audience for recruitment to seek potential candidates. We will work with the City in pursuing additional recruitment pools where possible.

Treating employees with respect is fundamental to our success.

Veteran Recruitment – Recognizing the value of veterans' training, skills, ability to handle stressful situations, and profound understanding of teamwork, Keolis contracts with RecruitMilitary, the nation's largest single-source veteran database, to ensure we achieve the broadest reach possible for veteran recruitment. We are proud to have a high success rate in hiring veterans as an integral part of our workforce.

Job Fairs – Job fairs are an effective recruitment tool because they give us the ability to interact with interested candidates in a casual environment, while also allowing us to communicate specific information in a group setting. Events are promoted via LinkedIn, Facebook, Indeed, CareerBuilder, and additional local employment resources who post announcements in their facilities and on their websites. Job fairs also allow candidates to apply on-site and have an on-the-spot interview with hiring managers, which expedites the process. As we continue to navigate the effects of the COVID-19 pandemic, we can conduct and participate in either virtual or in-person job fairs (or both), depending on the City's preferences, to ensure safety for all interested participants.

Advertising – We regularly advertise in Transit Talent, Mass Transit Magazine, and local media sources. We also advertise on Indeed, LinkedIn, and CareerBuilder.com as well as sponsoring career-oriented events. Additionally, we partner with PDN, a diversity network, to ensure that we capture candidates from all walks of life as we strive to meet and maintain our values of diversity and inclusion.

Bilingual Preference

Keolis works to employ individuals who are bilingual, especially those who will interact with the City's vehicle users. Our recruiters, who are bilingual in English and Spanish, will also recruit from the local community in order to ensure that our staff is reflective of the local demographics.

Most of Keolis' operations have bilingual employees – today this is commonplace rather than the exception. In addition to our general recruiting and hiring strategy, we have specific approaches in place to recruit and retain employees who are bilingual in English and other languages, with an emphasis on Spanish for the City's services. Our recruitment team will post job descriptions on our company website, Indeed (English and Spanish), LinkedIn (English and Spanish) and Career Builder (English and Spanish). Keolis will also build partnerships within the community, using local resources such as the FHSMV,

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Florida Department of Economic Opportunity, veteran agencies, and advertising via flyers and other marketing communications at sites such as these.

Our HR team and onsite management will work with all candidates to ensure their success in each aspect of the position, including communication.

DESIGNING EXPERIENCES

Keolis has launched a program we call Designing Experiences to further help us attract and retain the best talent by:

- Integrating people who come from all horizons, from operators to executives
- Imagining possibilities beyond standard recruitment profiles
- Enhancing our employees' range of experiences
- Helping employees acquire new skills, and
- Giving everyone the support they need to map their professional path.

Keolis' ambition is to make a difference with candidates, thanks to our strong employer brand that reflects who we are, our vision for mobility, and the kind of experiences we offer our employees.

Through workshops and surveys that brought together more than 2,000 employees, we identified four key experience markers which are the foundation of our employer brand:

Our Work Makes Sense – Keolis is proud of being useful and of serving the public interest. We drive vitality across our operations and improve daily life for everyone. Our vision for top-quality transportation services puts people at the center of our solutions and makes living together easier.

Meeting People is Enriching – Keolis encourages team spirit and collaboration. This allows our employees, who have diverse profiles and backgrounds, to enrich each other by working together. Being open-minded also brings us closer to our clients.

There's Room for Growth – Working at Keolis is about discovering new possibilities. Thanks to our widespread locations and professions, everyone has a chance to map out a path that is supported through training.

Our Work Offers Mobility – The Keolis experience is about being flexible and dynamic, within a daily pace. It allows us to continually adapt to the needs of our clients and the people who depend on their services, across the world, and to invent tomorrow's mobility together.

RETENTION

In addition to our competitive wage and benefits, we place emphasis on the elements most critical to attracting and maintaining an engaged workforce – culture, communication, performance management, and strength identification and utilization.

Keolis' retention approach addresses the U.S.'s top five predictors of turnover identified by Gallup, Inc.: 1) poor management; 2) poor fit for the job; 3) coworkers who are not committed to quality; 4) inadequate pay and benefits; and 5) employees' relationship (or lack thereof) with leadership.

Keolis' Approach to Mitigate Turnover

TOP FIVE INFLUENCES ON TURNOVER					
Keolis Solutions	Management Competence	Job Fit	Commitment to Quality	Compensation and Benefits	Management Style
1. Precision Recruiting / Screening	✓	✓	✓		✓

2. Participatory Management Approach	✓	✓	✓		✓
3. Fair Market Wage Calibration		✓		✓	
4. Competitive Benefits Package		✓		✓	
5. Training Quality and Quantity	✓	✓	✓		✓
6. Team Building Activities	✓	✓	✓		✓
7. Regular Recognition for Good Performance	✓	✓	✓		✓
8. Emphasis on Inclusiveness in Company Activities and Venues	✓	✓	✓		✓
9. Scheduling Tailored to Employees' Availability and Priorities	✓	✓	✓		✓

Precision Recruiting and Screening: Step one is placing the right people in the right positions. Our approach includes:

- Due to familiarity with the vehicles and operating environment, our greatest resource is typically the workforce presently providing Fleet Maintenance and Management Services to the City. We will hire all incumbent employees who have the appropriate experience, qualifications, and skills for their respective job functions.
- Once the evaluation and hiring of incumbent employees is complete, remaining vacancies, if any, will be filled through partnerships with local placement agencies and through our local team, with assistance from Keolis' corporate Director of Talent Acquisition, Rick Ramirez-Diaz.

Participatory Management Approach: The local management team will be expected to instill an employee-centric management approach throughout the operation. Keolis' corporate values, "We Imagine, We Care, We Commit," arise from recognition that the way we treat our employees and the environment we create for them are major determinants of workplace engagement.

The Keolis Way

In addition to innovative recruitment and retention strategies, we have created the Keolis Way, a management program designed to increase internal communications, standardize process, and positively shape culture. It places emphasis on the elements most critical to achieving an engaged workforce: communication, performance management, and strength identification and utilization. Please refer to proposal **subsection 3.2.B** above for additional detail.

Communication

Communication is key and is proven to drive higher employee engagement and lead to lower levels of attrition and absenteeism. We use numerous avenues to communicate, including:

- High visibility of our management team and regular interaction with employees supporting Keolis' Open-Door Policy.

- Weekly meetings in the Viz Room, led by the local management team. These meetings serve as a conversation starter for employees to discuss current operational metrics, trends, and alerts, which result in collaborative findings and enhancements. The Viz Room will be accessible at any time. Refer to subsection 3.7 for further details.
- Annual update of the local roadmap. Here employees have access to their respective department goals for the upcoming year.

Fair Market Wage Calibration: We perform an extensive analysis of the local labor market in each region where we operate and research various employment and labor websites to understand the range of wages offered in the area for comparable positions, as well as historical and projected trends in unemployment and cost of living metrics for the area. We offer a wage scale that will reduce turnover while remaining affordable to the City.

ASE Certification Bonuses: Financial incentives enhance employee performance and retention. In addition to requiring all technicians to obtain and maintain ASE certification, we will pay an annual bonus per current ASE certificate, along with an additional bonus for those who achieve a Master Certification. We also reimburse technicians for ASE Certification test fees and study materials and will provide employees with e-learning workstations at the Garage Facility for the purpose of studying for ASE certification and completing any online technical training provided by OEMs, vendors, etc.

Competitive Benefits Package: In addition to our wage package, Keolis will also offer an attractive benefits package to all employees. Our goal is to offer comparable, or better, plans than those currently in place for maintenance technicians in the South Florida labor market. The benefits package includes three medical plan options, two dental plan options, and one vision plan. It is important that we offer our employees benefits package options that can be customized to their individual and, if applicable, their dependents' needs. Additional detail regarding our benefits is provided later in this proposal section.

Training Quality and Quantity: Another way to ensure that employees feel valued and cared for is through developmental opportunities. Research has shown that nearly one-third of employees in the U.S. who leave their employer do so for career advancement and promotional opportunities. Keolis provides opportunities for both promotion and qualification achievement through training programs developed by vehicle maintenance industry leaders. We also focus on skills development so that employees develop professionally if they remain in the same position. Please refer to proposal subsection 3.4.D for a detailed description of training offered to Keolis employees.

Keolis also recently introduced an Ambassador Program to retain new employees and reduce turnover. The Ambassador Program partners a tenured Keolis employee with a new hire for 90 days to ensure that the new hire has a partner that will assist them through the process. Since more new employees are lost within the first 90 days than after, Keolis has proactively begun this approach to provide new hires with the resources they need to be successful. Pilot programs are currently underway at Fort Lauderdale Airport and Victor Valley Transit Authority.

WORK-LIFE BALANCE AND FOSTERING A WELCOMING WORKPLACE

Team Building Activities: We work to have strong camaraderie and hold numerous informal events such as catered team lunches and birthday celebrations. We also organize community engagement activities that serve as an opportunity for employees to connect outside the workplace and have meaningful connections to the local community. For example, employees from our Las Vegas operation donated more than 300 hours throughout 2019 to numerous organizations including the Las Vegas Rescue Mission and Noah's House Animal Shelter.

In addition, KeoLife Week is a four-times-a-year event that the focuses on Keolis' "4 P's": People, Planet, Passenger, and Partnership. During KeoLife Week, each of our operations works to enhance the customer experience and strengthen community engagement. In 2018 alone, 450 KeoLife Week events were held around the world. Several of our 2019 KeoLife Week events from the U.S. include:

- In Greensboro, the City and Keolis employees joined forces to help build a house with Habitat for Humanity. In addition, Keolis sponsored a Little League Baseball team for the 2019 season.
- Our Fort Lauderdale Airport employees volunteered at the Women in Distress of Broward County crisis center.
- In Las Vegas, we volunteered at Project 150 and Three Square Food Bank. Project 150 supports homeless and displaced high school students. Employees also participated in Fun Friday at the Life Care Senior Center.
- Communication Portal: We have created a new email that is sent out to all employees listing special events, relevant news, etc. This allows all employees to get the same information in a different format.
- Employee Newsletter: This monthly publication for our local team will be based on a standard template used at other Keolis properties, but with locally produced content.

Ongoing Recognition for Good Performance: To further strengthen employee engagement, we have employee recognition programs including:

- Employee of the Year Program: Each month, scores for all employees are tallied and posted. Everyone in the workforce, in a closed-ballot election, selects the Employee of the Year. All employees on the ballot receive a framed certificate and a gift from Keolis. The winner also receives a jacket and a recognition plaque.
- Employee of the Quarter: In addition to annual recognition, each month, employees who earn 100% of the possible points within their respective category are eligible to win Employee of the Quarter. These employees are those who have perfect attendance, no accidents, good performance and go above and beyond. The Employee of the Quarter receives a flat screen TV and a jacket.
- Employee of the Month Program: Similar to Employee of the Quarter, each month, employees who earn 100% of the possible points within their respective category are entered into a drawing for Employee of the Month. Three names are drawn. The first name receives a front parking space, and the next two names receive shirts. The monthly winners' names are also posted on a banner in the breakroom to ensure recognition of their achievement.

Emphasis on Inclusiveness in Company Activities and Venues: Keolis promotes good health to our employees. To this end, we will host health fairs or other health-focused activities supporting healthy lifestyle choices, not only for employees but for the client staff as well and family members. We also offer micro-markets for staff and have removed conventional vending machines. The micro-market offers a variety of fresh, healthy, and low-fat foods and drink items around the clock, with the specific food items rotated regularly.

In addition, Keolis will offer its employees providing your services an Employee Assistance Program that includes employees' household members. This benefit is a counseling and referral service that provides support for a wide variety of personal, family and financial issues. The service is strictly confidential and is fully paid for by Keolis.

Inclusiveness also means accessibility and attentiveness to employee input. We ensure that employees are aware of our Open-Door Policy, and we encourage open communication, feedback, and discussion about any matter of importance. We also conduct an internal audit through employee surveys every year to assess areas where we are succeeding as well as potential areas for improvement.

Scheduling Tailored to Employees' Availability and Priorities: The final component of our staff retention strategy is schedule management. Employees want to be heard and accommodated through scheduling preferences. To this end, Keolis works with our employees to adjust schedules, where possible, to accommodate employee needs.

3.3 PROPOSED APPROACH TO THE WORK

Keolis' hours of operation at the Garage Facility will be Monday through Friday from 6:00 AM to 12:00 midnight and Saturdays from 8:00 AM to 4:30 PM. On weekdays, first shift will be 6:30 AM to 3:00 PM and second shift will be 3:00 PM to 11:30 PM. On Saturdays, there will only be one shift. The Saturday workday will be a standard shift (not overtime) for some portion of the mechanic workforce whose standard work weeks will be Tuesday through Saturday, including some of the certified EVTs who work on Fire Department vehicles.

We will have the City's Garage Facility open every City workday and, at our discretion, may also remain open on City-designated scheduled holidays, as long as those days are not considered overtime and/or premium pay work days. If we opt to remain open on a City holiday, delivery of vehicles scheduled for PM and other scheduled services will not be expected.

We will also have at least one technician on call 24/7 to support all City vehicle users and will dispatch a technician to the Garage Facility upon notification of any two-alarm or larger fire. This technician will remain at the facility for the duration of the fire. On-call service will also be provided for all vehicles during emergencies, special events and other occasions.

3.3.A KIHM: KEOLIS' CONTINUOUS IMPROVEMENT APPROACH FOR MAINTENANCE

KIHM

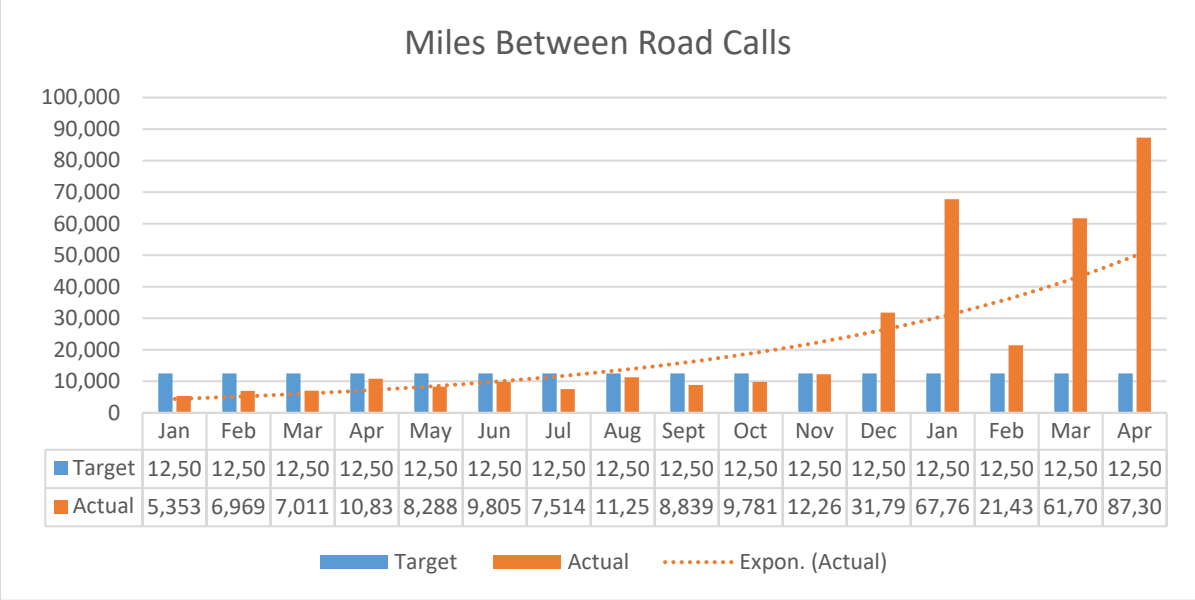
Since late 2018, Keolis has been deploying the Keolis Industrialized and Harmonized Maintenance (KIHM) approach in our North American operations. This approach is based on the idea of continually improving a process or service. It encourages both simple, single task ideas to eliminate waste, and more complex initiatives to improve efficiencies and general performance. It also provides a repeatable roadmap for success. Key features of KIHM include:

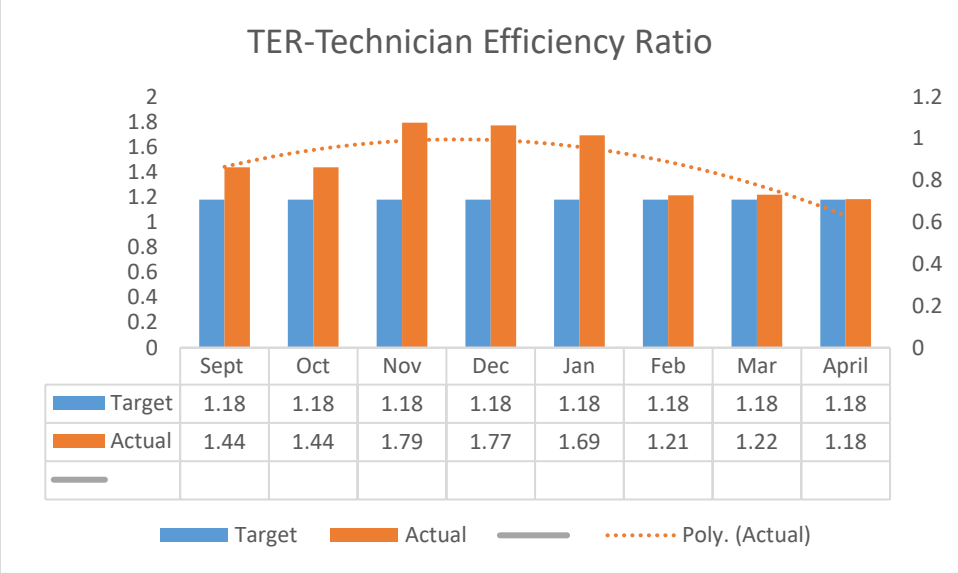
Superior corporate support: Keolis regularly tracks progress, and support is available for on-call assistance. A detailed review is also organized to monitor results and identify potential for further improvements.

Customized approach: KIHM is customized to each location, including interviews with staff, observation of how maintenance is carried out, and understanding the potential to improve all key aspects of the way maintenance is managed, planned, and delivered. Proposed action plans and associated objectives are discussed and agreed with the local managers.

More productive teams and efficient processes: the KIHM management training challenges maintenance leaders to think differently about how to plan maintenance, organize workplaces, and motivate staff.

Focused performance monitoring and tangible results: KIHM sets a new standard with the way we collect, measure, and monitor fleet condition and performance data. For example, at our Greensboro, NC operation, where we provided both fixed-route bus and paratransit services and maintained transit vehicles, implementation of KIHM produced the following 2019/2020 results:





KIHM is a culture of continuous improvement focused on standards and processes that allow for the most efficient organization of activities and the identification of unsuccessful and wasteful practices in order to deliver value to our clients while also improving the work-life balance for our employees. We look forward to realizing similar improvements for the City of Fort Lauderdale and will provide regular progress updates.

3.3.B PREVENTIVE MAINTENANCE

Preventative Maintenance Inspections (PMIs) are the foundation of a comprehensive and effective vehicle maintenance program. The PMI process is designed to protect the City's capital investment in the fleet, ensure fleet availability, and maintain safe operating conditions. First and foremost in planning all maintenance activities is the availability of vehicles to meet service requirements. Our goal is to have a sufficient number of vehicles available for all scheduled and non-scheduled service demands.

APPROACH TO SCOPE OF WORK | SECTION 3

Employing the KIHM management approach, Keolis will plan and schedule all PM work seven days out, assuring that adequate parts and supplies are on hand prior to coordinating with each division of our workforce in a timely fashion in order to maintain 100% PMI compliance across the divisions. Odometer readings will be entered into the City's Collective Data FMIS daily and confirmed each time a vehicle enters the shop. Based on these odometer readings, vehicles will be scheduled for a PMI when they meet either the mileage or time thresholds. Because the process is automated, a vehicle cannot be overlooked or missed in the PM schedule cycle. The Operations Manager will ensure that a schedule of PMIs due within the next 30-day period is automatically generated from the FMIS on a daily basis. Our standard is for 100% of our PMIs to be conducted on-time.

Keolis will use the City's Collective Data FMIS for comprehensive maintenance management, fleet data collection, inventory control, and comprehensive maintenance program reporting. The FMIS will track essential fleet and vehicle information, establish and maintain preventive maintenance schedules, record all repair activity for both labor and parts, control parts usage and inventory, and record and report all maintenance activity.

As a standard practice, Keolis designs each PMI plan to be specific to the vehicle type, age, and to the service conditions under which it operates. PMI intervals will meet the OEM recommendations, state and federal requirements, and will be consistent with Keolis' best maintenance practices.

PMI PROCESS

Once a vehicle is scheduled into the shop and the PMI process starts, the vehicle will not be returned to service until the PMI process is complete. Keolis will, via email, provide the City Department that uses a given vehicle with as much advance notice as possible of the date when the vehicle is due in for PM service. This process will largely be automated using the City's FMIS. All PM work will be planned and scheduled seven days out and will be coordinated between divisions of our workforce.

During PMI, the supervisor or foreman on duty will pull all of the open work orders and the Daily Vehicle Inspection Reports. The technician assigned to this PMI will then perform the PMI, rigorously following a systematic quality control review of inspecting each item or area with specific pass/fail criteria. Following the completion of the PMI, the Operations Manager will then review repairs. Repairs identified will be reviewed against inspection criteria to assure that any needed maintenance will be addressed prior to returning the vehicle into service. Under Keolis' No Deferred Maintenance policy, no vehicle will be returned to service without first having all required repairs completed. The Operations Manager may make an exception if it is related to a very minor item and Keolis is waiting on a repair part.

In addition to the basic PMI, which is performed at scheduled mileage or time intervals, Keolis will schedule other maintenance services based upon historical trends and manufacturers' recommendations. Examples include but are not limited to: engine tune up and valve lash adjustment, transmission flush and fluid change, differential and hydraulic oil change, and Diesel Particulate Filter cleaning.

Should Keolis encounter failures that affect safety or reliability, this may prompt scheduled maintenance to be performed early so as to preclude road failures. As an example, if headlamp failures are a cause for a vehicle to experience road calls, then Keolis will adjust the timed replacement to address this in front of the failure curve. The cost of a road call for a safety or reliability complaint is not just financial, but also the cost of a loss of reputation. Keolis will assign priority to the treatment of these failures.

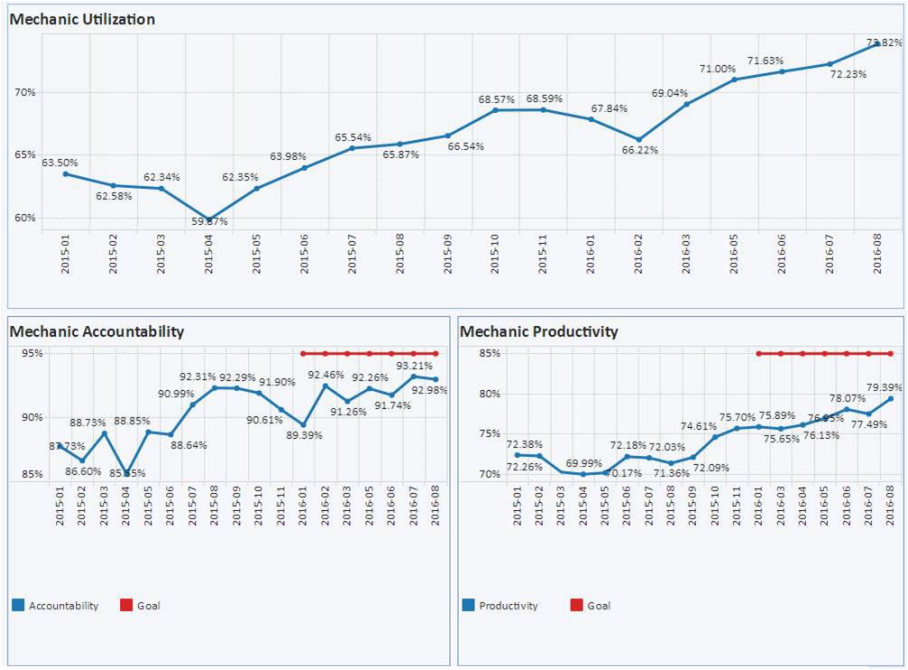
FROM PREVENTATIVE MAINTENANCE TO A RELIABILITY-CENTERED MAINTENANCE APPROACH

As our experience with the fleet and the impact of its utilization on vehicles' life cycles grows, we will increasingly use maintenance and inspection data to understand whether our PM is performed at the right level. This will lead to the

implementation of a reliability-centered maintenance approach, which focuses on reducing costs through scheduling preventive maintenance activities to maximize reliability and minimize the probability of an in-service failure.

We will use the City's Collective Data FMIS to report all in-service failures with accurate, complete information and diagnosis, using easy coding of failure causes and onboard vehicle diagnostic messages. One of our primary goals will be to instill a disciplined maintenance culture with respect to careful and accurate data entry by the technicians.

Table 1: Sample outputs from maintenance KPIs monitored in Keolis' Business Intelligence solution



Sample outputs from maintenance KPIs monitored in Keolis' Business Intelligence solution

Our Operations Manager will analyze historical maintenance data, prepare trend analyses of failure modes and component failures, and conduct root-cause analyses. They will then be able to predict the actual lifespan of each component, assembly, or system.

These trends will be reviewed, analyzed, and benchmarked at the local and corporate levels using our Business Intelligence (BI) tool. Managed from our corporate office in Boston, BI provides the local and corporate teams with electronic displays of a wide array of Key Performance Indicators (KPIs) for more proactive, educated decision-making, moving the operational excellence dial even further.

Once the useful lives of these items have been determined, the preventative maintenance schedule will be optimized to ensure that the components are replaced near the appropriate reliability threshold. This reliability-centered maintenance approach characterizes the evolution to a condition-based maintenance system.

Condition-based maintenance is the ability to communicate with our assets to determine their operational functionality using tools such as oil analyses and vehicle inspections from operations and maintenance staff. With these samples and reports, condition-based maintenance obtains an indication of system and equipment health, performance, and provides information for scheduling any timely corrective action.

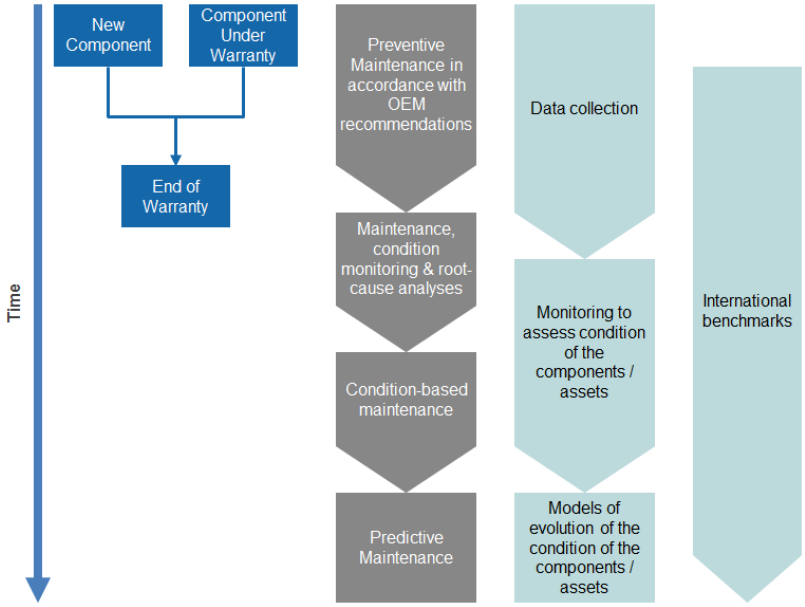
While preventative maintenance only minimizes downtime, condition-based maintenance maximizes uptime. Ultimately, condition-based maintenance represents a significant cost reduction opportunity through fewer costly in-service failures, and fewer maintenance hours per vehicle.

Keolis has the unique capability to develop such a maintenance approach:

- We have the right IT tools, talent, and analytical skills to interpret data and reports
- We understand the nuanced details that play a critical role in implementing a successful condition-based maintenance system, such as ensuring fluid consistency as different oil manufacturers use different additive packages, and

- We can rely on our international organization to provide assistance and benchmarks.

Our approach is summarized in the flow chart below:



Process for progressive move from preventive maintenance to condition-based/ predictive maintenance

Where benefits for a change to conditional based maintenance are identified, the condition of the assets will be monitored. We will include a safety margin to ensure components or parts never fall below safe operating limits. The maintenance limit will be the trigger for changing or replacing the component, and the safety limit is the point at which the component has reached the end of its safe operating limits. When inspecting or monitoring assets on condition-based schedules, it is important to determine how close the component is to the maintenance limit, and whether the component will exceed the safety limit before its next scheduled inspection. If the component will reach its safety limit before its next scheduled inspection or is between the maintenance limit and the safety limit, we will conduct preventative maintenance to restore or replace the component.

PM SERVICES BY VEHICLE TYPE

Please see the table in proposal subsection 3.3.V below for a complete listing of the PM services Keolis will provide for each type of vehicle in the City's fleet.

MISCELLANEOUS MAINTENANCE SERVICES

Transmission

Transmission service will be scheduled on an as-needed basis as determined by Keolis and the City. Most transmission work will be performed in-house, but in cases where space limitations at the Garage Facility or lack of specific in-house expertise would prevent us from performing the work in-house, we will use a trusted outside vendor with prior City approval.

Tune Ups

Keolis will provide tune ups for the fleet during regular hours. Tune up service will be scheduled on an as-needed basis as determined by Keolis and the City.

Brakes

Keolis will provide brake service for the fleet during regular hours. Brake inspections and replacement will be scheduled on an as-needed basis as determined by Keolis and the City. Brake inspections will include removal of the wheels and checking of the brake pads, calibers, brake drums, springs, seals, brake lines, brake cylinders and master cylinder.

Tires

Keolis will provide tire service for the fleet during regular hours as needed. Tires will be rotated every 5,000 miles or as required by the manufacturer's specifications.

Keolis manages tires so that they provide the maximum useful life at the minimum cost. We will work with the City's parts vendor to ensure consistent inventory and just in time delivery to meet our PMI and replacement needs, including tire warranty administration. The Fort Lauderdale operating environment features high road surface temperatures that impact tire longevity and reliability. Keolis understands the need to maintain proper tire pressure and physically inspect tires for sidewall deterioration and tread separation caused by excessive heat.

High road surface temperatures impact tire longevity and reliability. Keolis regularly inspects tires for sidewall deterioration and tread separation caused by excessive heat.

Fuel Injection System

Keolis will provide fuel injection system service for the fleet during regular hours. The fuel injection system will be cleaned every 50,000 miles or as required by manufacturer's specifications.

Cooling System

Keolis will provide cooling system service for the fleet on a yearly basis. Cooling system service will include flushing of the system, pressure checking the system and radiator cap, verification that the radiator cap functions properly, verification that radiator hoses are not worn, cracked or disintegrating, and inspection of engine belts.

3.3.C CREATING AND MANAGING WORK ORDERS

As required by the City, Keolis will create a work order within 15 minutes of a vehicle being delivered to the Garage Facility for service.

Keolis technicians will conduct extensive inspections of each vehicle before and after it is brought to the shop for service so that City and Keolis standards of operational and safety excellence are met. Beyond a simple safety inspection, these more thorough inspections are designed to spot maintenance needs early and address them before they become major repairs.

Upon receipt of a vehicle needing service, in the process of creating a work order, a technician will complete a full walk-around and an exterior and interior vehicle inspection. We will use City-approved inspection forms to ensure contract compliance and compatibility with City reporting procedures.

3.3.D SCHEDULED AND UNSCHEDULED REPAIRS AND MAINTENANCE

Below is a brief summary of the scheduled inspections performed on key vehicle systems:

Brake Inspection – The full braking system is inspected at each PMI. Any defects or other safety-related system issues are corrected with OEM-quality parts and tested to ensure proper functionality prior to placing the vehicle back into service. Brake inspections are performed by an ASE-certified brake inspector who meets all requirements of 49 CFR Part 396.25 ("Qualifications of Brake Inspectors") from the Federal Motor Carrier Safety Administration.

Lift Gate and Boom Inspection – Lift gates and booms are cycled prior to service and inspected during every PMI. Any device failure will serve as cause for removal of the vehicle from service.

Oil Analysis – Keolis will provide oil sampling of each fleet vehicle at each PMI in order to better sustain the life expectancy of the vehicle or components, which will include high-idle vehicles, whose oil we will sample at each oil change. We will use the oil samples as a diagnostic aid in determining repairs, service levels and intervals, and in adjusting vehicle replacement schedules. The Operations Manager will review the results and will take corrective action as necessary. We will send all fluid samples for analysis within two business days of collection and will provide oil sampling services as part of the targeted operating cost at no additional cost to the City. We will also provide reports of any sample showing a potential failure to Fleet Services within 48 hours of receiving the analysis. A fluid sample of engine oil is taken at each PMI and sent for analysis.

Oil analysis proactively contributes to the implementation of Keolis' reliability-centered maintenance program. Keolis also takes transmission and differential oil samples annually.

HVAC (Heating / Ventilation / Air Conditioning) – Keolis technicians perform a rigorous inspection, cleaning, and maintenance regimen during every PMI. The maintenance team also performs system code and visual checks alongside routine A/C inspections during the PMI cycles to sustain peak HVAC operation. Repairs are made in accordance with all applicable regulations, including those outlined in the Clean Air Act of 1990, notably regarding the use of approved, safe, and environmentally friendly refrigerants.

Vehicle Technologies – Keolis will maintain and repair vehicle technology equipment. Our approach to maintaining all in-vehicle technologies includes:

- Dedicating electronics technicians for maintenance and repair
- Following manufacturers' recommendations (Keolis leverages existing relationships with vendors to identify and implement future firmware updates and new preventive maintenance schedule recommendations)
- Stocking spare devices in the event of unit failure to ensure no interruption of service, and
- Training operators and dispatch staff to diagnose and troubleshoot basic issues for quick resolution. Checking and troubleshooting issues are part of our pre-trip inspection process.

Unscheduled Repairs – Please refer to proposal **Subsection 3.1.I**, which details our approach to unscheduled 'quick fix' repairs.

3.3.E ROAD CALLS AND TOWING

Keolis will be ready to respond to road calls on a 24/7 basis, with standby personnel on call during non-business hours. When our maintenance team is notified of a failure or potential failure in one of the vehicles we maintain, Keolis has procedures in place to ensure user safety, prevent damage to the vehicle, and minimize loss of service. A maintenance supervisor or technician will first ask for the vehicle's location to determine if anyone is in danger. If so, emergency personnel will be notified for immediate response. If there is no immediate danger, the supervisor or technician will ask a series of questions to determine the nature of the problem.

Elements of Keolis' road call procedures include safety, prevention of the loss of service, minimizing the time of service disruption, and protecting the vehicle.

If the issue is routine or clearly a non-maintenance concern, the vehicle user will be instructed accordingly. Otherwise, we will collect a thorough description of the issue and enter it into our database, generating a work order. This will allow us to diagnose the problem and determine if the vehicle is able to continue service. If the vehicle is disabled, we will determine whether it needs to be towed to the Garage Facility (if so, we will work with the City's towing provider to accomplish this in a timely manner) or if it can be repaired in the field by dispatching a technician with a repair truck. Per the City's requirements, we will ensure to respond to road calls within 30 minutes during business hours and within 60 minutes during non-business hours.

3.3.F REPAIRS DUE TO ACCIDENTS, ABUSE AND VANDALISM

As soon as our team has identified what repairs need to happen to restore a vehicle to pre-accident condition, we will give the City an estimated repair timeline. If possible, our team will do intermittent repairs while waiting for parts to come in so that the process to return the vehicle to service is as efficient as possible. If there is a benefit to subcontracting the repair to an outside vendor, Keolis will do so. We will leverage partnerships built with local parts and service suppliers to assist in quickly returning vehicles to service without compromising quality.

Repairs for major accidents will be sent to an outside vendor for repair knowing that Keolis will monitor both the quality and timeliness of work. During the course of the repair, we will expect updates at least twice a week, which will in turn be communicated to the City.

Accident repair and painting will be categorized as either major or minor. Major accident repair and painting will be coordinated through external qualified repair shops that meet City requirements. Keolis employees who are qualified body technicians will complete minor accident repairs. Focus will be placed on retaining original equipment (OE) level of quality for all accident repair and paint jobs.

If a vehicle is vandalized with graffiti, Keolis staff will inspect and make record of every such vehicle. The vehicle will be assessed and immediately scheduled for graffiti repair. Keolis has a zero-tolerance graffiti policy. Any vehicle with large or profane graffiti will be immediately pulled from service for removal. Our close working relationship with the Fort Lauderdale Police Department will include efforts to deter repeat graffiti offenders. Repeat offenders will be identified and pursued.

3.3.G MOBILE SERVICE

Keolis will have at least one technician and repair truck at the ready 24/7 to be dispatched to a vehicle's location to perform unscheduled repairs that can be completed in the field. The types of repairs and service that we will be able to perform in the field include:

- Scheduled PM inspections for Aircraft Rescue, ambulance and firefighting vehicles conducted at a Fire Station
- Repairs to heavy equipment or tools that cannot be transported effectively
- Road calls or breakdowns at a remote location
- Jump starts
- Battery replacements
- Flat tire repairs, and
- Minor repairs that do not require heavy shop equipment.

3.3.H TIRE SERVICE

Please refer to the "Tires" potion of **subsection 3.3.B** above.

3.3.I TOWING

Please refer to **subsection 3.3.E** above.

Keolis will work with the City's on-call towing provider for towing services as needed.

3.3.J WELDING AND FABRICATION

Keolis will, with City approval, secure at least one outside vendor to perform any needed welding or fabrication work on fleet vehicles. We will execute a Master Service Agreement with the selected vendor(s) outlining the Scope of Work for any such services, including welding and repairing tailgate hinges, fabricating or installing hinge pins for dump truck bodies, replacing rusted floors and sides, repairing buckets on loading equipment, and repair and modification of Fire apparatus. We will track and log rust repairs as targeted repairs, except that repair of rust damage to beach vehicles will be treated as non-targeted work. We will ensure that only a certified welder performs welding work. We will also work towards providing our own technicians with training to become certified in welding and fabrication.

3.3.K NEW VEHICLE PREPARATION (MAKE READY)

Please refer to **subsection 3.1.B** above.

3.3.L VEHICLE DISPOSAL PROCESSING

Please refer to **subsection 3.1.B** above.

3.3.M LOANER VEHICLE MANAGEMENT AND USER ABUSE REPORT TRACKING

Keolis understands that, as part of our targeted service, we will be required to handle all aspects of managing the loaner fleet and the fleet of vehicles that are shared by multiple City departments. We will manage the loaner vehicle reservation system, issue clean loaner vehicles to City staff in accordance with City procedures, inspect vehicles upon loaning and again upon return, and maintain records and provide reports on the usage and condition of loaner vehicles as directed by Fleet Services.

Further, Keolis will notify the City whenever a loaner vehicle requires repairs due to suspected abuse by the user. We will not commence repairs on any such vehicle unless and until the user department provides either an account number or Risk Management claim number to cover the entire cost of necessary repairs. Upon receipt of an account number or Risk Management claim number, we will proceed to repair the vehicle and provide the City with documentation of the suspected abuse.

3.3.N OTHER RELATED SERVICES

Keolis will work with the City to provide any other vehicle maintenance or management services identified or desired by the City.

3.3.O CAR WASH AND VACUUM SITE MANAGEMENT

Keolis will maintain the car wash and vacuum site to City specifications and equipment suppliers/manufacturers' recommended PM schedules as part of our comprehensive Facility Maintenance Plan. As required, Keolis will administer an agreement for maintenance, monitoring and repair of the automated car wash unit at the Garage Facility's fueling site. We will also restock car wash products (soap, wax, etc.) and bill these to the City as a non-targeted expense. We will pressure wash the walls and floor within the car wash enclosure and brush clean the car wash on a bi-weekly basis as a targeted service. We will remove trash and debris from the car wash and vacuum sites daily. We will bill the City for all costs of car wash and vacuum maintenance as a non-targeted operating cost.

Every six months, Keolis' facility technician will review the work order log history for the previous 24 months to identify trends and equipment that fails or requires adjustment more frequently than the manufacturer's recommended maintenance schedule, or more frequently than other equipment of the same type. Special attention will be given to equipment under warranty.

Equipment identified as requiring an unexpected level of attention will be considered for replacement at the earliest opportunity. If appropriate, technical assistance is requested from the manufacturer. Keolis will administer warranties for all equipment within the facility, in accordance with the Facility Maintenance Plan.

3.3.P FUEL SITE MANAGEMENT

All vehicles brought to the Garage Facility will be fueled at the on-site fueling station. Each vehicle released for service will be released with a full tank of the appropriate fuel. Keolis will use the City-provided fuel management system to monitor Miles per Gallon of fuel (MPG) and Miles per Quart of consumables (MPQ) by vehicle for anomalies. If anomalies are found, Keolis' Operations Manager will troubleshoot for the root cause of the change.

Keolis will coordinate fuel stocking, repairs, and maintenance of all five of the City's fuel stations on a 24/7 basis. We will ensure an uninterrupted flow of fuel transaction data to the fuel management system as a targeted operating cost item. If any user Department reports a problem at a fuel station, we will notify Fleet Services of the estimated technician response time within two hours of receiving the report.

APPROACH TO SCOPE OF WORK | SECTION 3

Keolis will also coordinate with a City-approved or recommended environmental engineering agency to develop, at our expense, a Spill Prevention Control Countermeasures (SPCC) plan for all five fuel sites and the Garage Facility as required. Current hazardous material and tank certifications will be properly displayed at each fuel site.

Keolis will maintain the integrity of the process whereby vehicle users are provided calibrated CANciever devices and/or fuel keys (fobs) by Fleet Services staff to obtain fuel in conjunction with their City-issued personal identification cards. We will also collect all data related to fuel station usage and maintain these records in order to analyze and report fuel and related information as required by the City in accordance with U.S. EPA and state regulations.

Keolis will have at least one member of our staff present for all fuel-related inspections and will immediately report to the City any deficiencies that are noted. We will monitor the automated fueling system on a 24/7 basis and request fuel terminal maintenance or repair as needed, as a targeted operating cost item.

We will monitor fuel levels, send out daily fuel level status reports and request and coordinate fuel deliveries directly with the City's fuel supplier. At least one member of our staff will be present at any fuel site during any fuel delivery process to record and verify the amount of fuel delivered, observe the delivery process, and report any problems immediately. We will ensure that all environmental and safety practices are adhered to during delivery of bulk fuel and DEF. We will also dispense City-purchased fuel additives, stabilizers, etc. into the fuel tanks as directed by the City. We will deliver all original fuel delivery paperwork to the appropriate Fleet Services personnel as soon as possible but no later than 24 hours after delivery.

Keolis will conduct a daily visual inspection of each fuel station and verify operation of all fueling locations according to City procedures. We will perform clean-up of minor spills, light repairs to fuel nozzles and hoses, troubleshooting of the EJ Ward terminal and fuel pump issues, programming of hose modules, and replacement of damaged hoses and small components such as hose reels.

Keolis will monitor the level of water in all tanks at all five fuel stations daily. We will immediately notify Fleet Services' designee and the City's fuel site maintenance provider in writing via email as well as verbally if the water level in any tank exceeds two inches in depth. Should this occur, we will then manage the removal and disposal of the water according to EPA and state regulations.

Keolis will monitor fuel inventory levels daily using the City-provided electronic measuring devices in order to detect possible leaks and re-order fuel at pre-specified minimum stocking levels. We will perform inventory reconciliation in accordance with EPA and state regulations. We will also monitor the automated tank gauging system located at some sites on a daily basis and log these inspections.

We will have at least one technician on call 24/7 to respond to fuel system problems that may occur and will respond to any problem within 30 minutes of notification from the City. We will correct any problems noted immediately per EPA and state regulations and will verbally notify the City immediately upon discovery of any actual or suspected fuel leak or spill, following this with email notification within one hour.

As required, at least three Keolis technicians who are properly licensed and trained will be available to drive one of the City's two fuel delivery trucks, replenish the fuel in the truck's tank, and dispense fuel from the truck into any designated City asset, whether on-site or off-site. Prior to the hurricane season, we will test the fuel trucks for proper operation and ensure that they are filled with fuel. We will ensure that properly trained technicians remain available to operate fuel delivery trucks and dispense fuel where the City deems it necessary during any declared emergency event.

Finally, Keolis will log the cost of any City-procured fuel that we use, including fuel used while conducting work for the City, and credit this cost to the City on our monthly invoice.

3.3.Q TARGETED AND NON-TARGETED VEHICLE MAINTENANCE

Keolis understands the difference between targeted and non-targeted vehicles in the City's fleet: targeted vehicles being ones for which the City department that uses the vehicle pays annual maintenance fees, and non-targeted vehicles being ones for which the City department that uses the vehicle does not pay annual maintenance fees. We will keep a strict separation between these two vehicle types in our maintenance database and recordkeeping and in all required reports that we submit to the City.

Keolis further understands that Targeted Operating Costs for which the City will reimburse the Vehicle Maintenance Contractor include wages and salaries, fringe benefits, supplies, and any subcontractor services required to perform the Scope of Work of this contract. We also understand that the City considers all work required to convert a confiscated vehicle into a fleet vehicle, as well as work required to make a fleet vehicle ready for sale or disposal, to be non-targeted work.

3.3.R WARRANTY AND RECALL WORK

As stated in subsection 3.1.D above, Keolis will use the City's FMIS to identify all parts under warranty and to manage warranty recovery. The FMIS will also be used to record and then identify all vehicles affected by a defective manufacturer's part or recall program.

3.3.S ROAD TESTING OF VEHICLES HAVING HAD SAFETY-RELATED REPAIRS OR ADJUSTMENTS

An ASE-certified Keolis technician or a skilled technician with the appropriate class of driver's license will conduct a road test on any vehicle that has had a safety-related repair or adjustment (such as repair or adjustment to the brakes, steering system, etc.). Only vehicles that have passed this road test and are deemed safe to operate by Keolis will be allowed to return to service.

3.3.T MAINTENACE AND PREPARATION OF CONFISCATED VEHICLES TO BE CONVERTED TO FLEET VEHICLES

Upon request, Keolis will assess vehicles confiscated by the Fort Lauderdale Police Department that the City is considering converting into fleet vehicles. Such assessment will only begin after the City Department requesting the vehicle for its use has gained approval from the Fleet Manager and the City Manager. Once approved, we will then conduct all maintenance and repair work necessary to bring the confiscated vehicle to a safe and appropriate operating condition, which will be considered non-targeted work. If requested, Keolis will also assist the City in preparing confiscated vehicles not selected for City use for disposal. No vehicle will be added to the targeted fleet without the City Manager's approval.

3.3.U IN-HOUSE WARRANTY AND REPAIR CAPABILITY

Keolis will administer all warranties, for both vehicles and parts, associated with maintenance and repair of this fleet. Warranty and recall claim forms will be prepared and processed in the manner consistent with OEM warranty or recall procedures and guidelines. Claim forms will be submitted to the applicable OEM. For all claims rejected by the OEM, documents necessary shall be prepared and resubmitted. Keolis will schedule any and all recall work as may be required by the manufacturer. Keolis will coordinate vehicle movement as required. In addition, Keolis will provide the City with a monthly report outlining warranty work and status of vehicles.

Keolis has the knowledge and capacity to perform all light maintenance and repair work on all vehicle types in-house. However, for certain kinds of heavy repair work, we will send the vehicle out to one of our network of specialized vehicle maintenance vendors in South Florida.

Factory Parts Warranty and Recall Work Performed In-House

Keolis will manage and repair City vehicles in accordance with manufacturer warranty specifications and submit such claims for factory reimbursement. In addition, Keolis will be responsible for all necessary scan tools and factory subscription fees associated with the in-house warranty program.

Keolis warrants and guarantees repairs performed for a period of 12 months and/or 12,000 miles and per manufacturer's warranty or term of manufacturer's warranty, whichever is greater. Repeat repairs that fall within the warranty period, including parts and labor, will be at no additional charge. Keolis will provide professional workmanship and avoid rework. We further understand that all installations and fabrications are subject to the City's quality control inspections and will not be performed without prior approval from the City's Fleet Services Department.

Keolis will administer all recalls and the submission of all warranty claims for both vehicles and parts associated with the maintenance and repair of the fleet. Warranty and recall claim forms will be prepared and processed in the manner consistent with OEM warranty or recall procedures and guidelines. Claim forms will be submitted to the applicable OEM. For all claims rejected by the OEM, necessary documents will be prepared and resubmitted. Keolis will submit the claim form we prepare to the applicable OEM. Keolis will be responsible for scheduling all recall work as may be required by the manufacturer. Keolis will be fully responsible for vehicle movement, including cost for such movements. Keolis will be further responsible for providing a report of warranty work and status of vehicles involved.

3.3.V IN-FIELD MOBILE SERVICE PM AND LIGHT MAINTENANCE

Keolis will conduct Preventive Maintenance and light maintenance on fleet vehicles according to the following schedule:

Inspection Level	Service Interval	Service Items
"A" Service Vehicle Types: Marked Police K9 Units Fire/Rescue & Ambulances Fire/Rescue Pumpers/Aerial Ladders Medium-Duty Trucks	3,000 Miles/90 Days	• Safety systems (brakes, lights, and warning systems) tested and serviced • Pressure wash powertrain assembly, radiator, and surrounding engine compartment • Engine systems serviced and inspected • Engine oil drained and changed • Oil and air filters serviced and changed • Engine oil sample taken • Chassis lubrication • Lift/boom inspection & service • Wheels and tires inspected, and tires set to rated PSI • Interior and exterior inspections
"A" Service Vehicle Types: Trash Trucks and Front-End Loaders Street Sweepers	4,000 Miles/90 Days	Same as above
"A" Service Vehicle Type: Police Marked Patrol Units	4,000 Miles/180 Days	Same as above
"A" Service Vehicle Type: Compact Sedans	5,000 Miles/365 Days	Same as above

All Other Equipment/ Vehicles	Annually	Same as above
"B" + "A" Service Vehicle Types: Police Marked K9 Units Fire/Rescue & Ambulances Fire/Rescue Pumpers/Aerial Ladders Medium-Duty Trucks Compact Sedans	30,000 miles/Annually	"A" Service inspection procedure plus: • Air system service • Supplemental heating systems • Lube drive and steering shafts • Transmission filter change and fluid sample taken • Test and clean batteries
"B" + "A" Service Vehicle Types: Trash Trucks & Front-End Loaders Street Sweepers Police Marked Patrol Units	32,000 Miles/Annually	Same as above
All Other Equipment/ Vehicles	Annually	Same as above
"C" + "A" + "B" Service Vehicle Types: Police Marked K9 Units Fire/Rescue & Ambulances Fire/Rescue Pumpers/Aerial Ladders Medium-Duty Trucks	60,000 Miles/24 months	"A" Service and "B" Service inspections procedures plus: • Vehicle engine tune-up • Coolant service – fluid change • Power steering fluid and filter • Differential service – fluid change • Fire suppression system • Wheel bearing inspection and replacement
"C" + "A" + "B" Service Vehicle Types:	60,000 Miles/24 Months	Same as above

Police Marked Patrol Units Trash Trucks & Front-End Loaders Street Sweepers Compact Sedans		
All Other Equipment/ Vehicles	Annually	Same as above

3.3.W QUALITY CHECKS OF SUBCONTRACTORS' WORK

The Keolis Quality Assurance (QA) program is an exhaustive evaluation of performance for all maintenance activities to ensure contract compliance and adherence to the specific maintenance requirements of each vehicle. Keolis' quality assurance maintenance audits comprise PMI, vehicle cleanliness Body Condition audits, and Tire Pressure/Condition audits. Keolis technicians adhere to PM schedules, shop safety requirements, and maintenance policies. Our quality assurance program is designed to comply with these standards and to ensure that we meet the goals of Keolis and the City.

As part of our QA Program, we will regularly review the work of our subcontractors for safety and accuracy. Subcontractors will not be allowed to order new parts or deviate from procedures previously approved by Keolis and/or the City without Keolis' written approval.

A minimum of 10% of vehicles will be inspected weekly by a maintenance foreman.

As a complement to our QA program, Keolis' KIHM program, described in **subsection 3.3.A** above, focuses on maintenance management practices.

3.3.X PROCURING HOUSEKEEPING AND JANITORIAL SUPPLIES AND SERVICES

Keolis will maintain an optimal parts inventory, in compliance with OSHA General Industry House Cleaning standards, to ensure that housekeeping and janitorial supplies are readily available. Proactive inventory management is achieved through:

- **Constant communication**: The KIHM system requires Daily Meetings with all employees, weekly maintenance management meetings, and weekly maintenance and operations meetings. All meetings are focused on service delivery, identifying, and eliminating challenges to service delivery, the identification and elimination of wastes, and the improvement of quality of work life for our teams.
- **Accountability:** The Shop Foreman will closely monitor supply levels and usage to determine the minimum level of inventory needed, taking into consideration the lead-time and the nature of the item.
- **Data driven:** Cleaning and janitorial supply usage will be automatically updated in the City's FMIS, which will be configured to automatically generate an alert to the Shop Foreman when minimum levels are reached. Keolis will leverage data to improve and ensure sound business decisions are made.
- **Secure supply room:** Supply inventory levels are held at a three-to-four-week supply level, and all supplies are stored under secure lockup.
- **Scheduled inventories:** Supplies are physically counted and verified at least four times each year. Inventories and usage will be tracked in the City's FMIS for accurate accounting of all supplies used, as well as trend analysis reporting.

Keolis will develop and maintain a relationship with local firms that provide cleaning and janitorial supplies and services and will procure such supplies and services in a manner that is most cost-effective.

3.3.Y WASTE MANAGEMENT

Keolis shares the City's desire to maintain an environmentally safe and sound Garage Facility. We will work with the City to establish a database of all environmental compliance items which will be available at the Garage Facility. We will engage a specialty subcontractor, Frog Environmental (which we currently engage for our Fort Lauderdale Airport shuttle bus maintenance operation), to assist in achieving and maintaining environmental compliance. Hard copies of all fees, permits, compliance processes, and required data and reports will also be retained. The following will be in place:

- Environmental management
- Storm Water Pollution Prevention Plan
- Spill Prevention Control and Countermeasures Plan
- Waste Management Plan
- Air quality protocols (limited idling protocol), and
- Community awareness.

Keolis strictly complies with the Clean Water Act, addressing both spill response and storm water pollution prevention. We will also create a Hazardous Material Business Plan including:

- An inventory of hazardous materials
- Emergency response plans and procedures in the event of a reportable release or threatened release of a hazardous material
- Training for all employees on safety procedures regarding hazardous material releases and emergencies, and
- Annual training, including refresher courses, for all employees in safety procedures in the event of a release or threatened release of a hazardous material.

Additional response plans also include the appropriate notification sequence for each location, specific response assignments for local staff, immediate response training, the use of containment measures, and certified emergency response contractors.

Through the support of outside vendors that provide environmental services such as waste product recycling and storm water monitoring and testing, we maintain strict controls over both materials and compliance documentation.

Keolis maintains current Safety Data Sheets and chemical inventories on file at both corporate and operating locations and ensures only our standard list of safe and approved chemicals are in use at each facility.

Keolis will, at our expense, dispose of all waste materials in accordance with City, County, State and Federal laws and regulations. We will train our employees in working with and handling hazardous materials and will obtain all necessary permits for storage, handling and disposal of waste materials. These permits will be kept on file for audit purposes and will be readily available for the City's review. We will discuss with the City whether we will 'piggyback' on the City's current hazardous waste disposal agreements or pursue our own agreements.

Keolis will maintain all records relating to potentially hazardous chemicals and materials on site, including Safety Data Sheets (SDS) and contingency plans for handling a spill or other mishap. These records will contain the materials' origin, use, transportation and ultimate distribution and disposal. We will indemnify and hold harmless the City from any and all claims relating to waste disposal and transportation.

Should any authority or third party demand a clean-up plan be prepared and/or a clean-up be undertaken as a result of any deposit, spill, discharge or other release of hazardous substances caused by our actions, Keolis will, at our expense, prepare

and submit the required plans and all related bonds and other financial assurances and carry out all work required by such plans. We recognize that our obligations and liabilities regarding hazardous materials will survive the expiration or termination of our contract with the City.

3.3.Z MEETING VEHICLE TURNAROUND TIME AND FLEET AVAILABILITY STANDARDS

Keolis commits to meeting or exceeding the City's standards for vehicle turnaround time and fleet availability as described in subsection 3.21.15 of the RFP. For work that can be completed within 24 hours, we will endeavor to complete all maintenance and repair of at least 84% of vehicles within each category within 24 hours of the vehicle's delivery to the Garage Facility or our receipt of a request for in-field service. For work that requires more than 24 hours and up to 48 hours to complete, we will complete maintenance and repair of at least 89% of vehicles within each category within 48 hours of the vehicle's delivery to the Garage Facility or our receipt of a request for in-field service. We will track all vehicle downtime 24 hours per day, 7 days per week.

3.4 PROPOSED PLANS

All of the activities Keolis undertakes as part of its contractual responsibilities on behalf of our clients are guided by thorough and exhaustive written plans and procedures that are vetted by our corporate Subject Matter Experts and by our local management team and presented to the client for approval before being put into practice. The plans outlined below are intended to be snapshot summaries of those requested by the City in the RFP, and do not constitute the complete list of plans and procedures that we would create and maintain as your contracted fleet maintenance and management services provider. Should Keolis be selected as the winning bidder for this contract, we will begin preparing complete versions of all applicable plans and procedures upon notice to proceed and will present each one to the City for approval prior to putting it into practice.

3.4.A QUALITY ASSURANCE PLAN

Keolis' Quality Assurance (QA) program is an exhaustive evaluation of performance for all maintenance activities to ensure contract compliance and adherence to the unique maintenance requirements of each vehicle. Our maintenance quality control regimen is an integral component of our KIHM methodology, described above in **subsection 3.3.A**. Each QA process is engineered by Keolis professionals and address all aspects of vehicle maintenance performance. Keolis' quality assurance maintenance audits include:

- PMI audits
- General maintenance audits
- Vehicle cleanliness audits
- Body condition audits
- Tire pressure/condition audits
- Servicing audits

Keolis mechanics must adhere to PM schedules, shop safety requirements, and maintenance policies. Our quality assurance program is designed to comply with these standards and to ensure we meet the collective goals of Keolis and the City.

PLAN-DO-CHECK-ACT

Planning, Doing, Checking, and Acting, or PDCA, is the daily approach to meeting Keolis' high maintenance standards. Having a clean, well-organized facility is the first step to maximizing efficiency, particularly when the process of maintaining a well-organized facility has been clearly documented through written standards and procedures, as is the case with Keolis.

Having said that, Keolis does not believe that maintaining the same standard over time is good enough. In order to maintain our position as an industry leader, it is necessary to constantly improve and keep up with the technological and ideological changes within our market. New ideas, technologies, and perceived future needs are anticipated and planned for accordingly. Keolis tests and analyzes potential changes to our system in response to our understanding of shifting ideas,

technologies, and needs. When new processes or tools are effective, we work to implement them at our maintenance facilities and create new standards for service. It is our commitment to always look for ways to improve our processes and embrace new best practices.

FLEET AVAILABILITY, REPAIR PERFORMANCE (REWORKS), VEHICLE SAFETY/RELIABILITY, SUBCONTRACTOR WORK VERIFICATION TO CITY/OEM STANDARDS

Keolis fully understands the importance of sustaining fleet availability as it relates to the City's need to provide the services required to the communities of the city of Fort Lauderdale. Keolis will create a matrix for each City Department's equipment needs as it relates to peak hours of operation and equipment needed during operating hours. This will assist with timely scheduling and planning out work seven days in advance. Keolis will implement a customized PM program to meet and exceed maintenance OEM requirements. Through our KIHM management system, Keolis routinely analyzes performance data to continuously improve maintenance performance and improve fleet reliability and availability. Examples of data that is continuously analyzed include:

- Miles between road calls
- Component life cycle
- Repeat failures
- Technician skills assessment
- Seven-day work planning
- Vehicles out of service
- Parts lead time
- Continuous outside vendor follow-up, and
- QA audits.

PM PERFORMANCE

The overall mission of our proposed Operations Manager, Darryl Ramkissoon, is to ensure the fleet meets both the City's and Keolis' high standards regarding safety, reliability, cleanliness, and physical condition. We understand that preventive action is key: we'd rather keep our vehicles in top condition, minimizing breakdowns and emergency repairs. That's why our approach is proactive rather than reactive.

The City's vehicles will be in the capable hands of Keolis' technicians, who will be trained and licensed to operate the vehicles and must have at least one year of experience maintaining vehicles of similar type. In addition, per the City's direction, Keolis will require our maintenance technicians to be ASE certified (or equivalent) in the category in which they are performing repairs.

Preventive Maintenance Inspections (PMIs) are the foundation of Keolis' proactive vehicle maintenance program.

Keolis schedules and follows-up on all PMIs in order to maintain 100% PMI on-time performance. Technicians will enter odometer readings into the City's FMIS daily and confirm these readings each time the vehicle enters the shop. Based on these odometer readings, vehicles are scheduled for a PMI when they meet the mileage or time thresholds. By streamlining this information into the FMIS, a vehicle cannot be overlooked or missed due to human error.

As a standard practice, Keolis designs each PMI plan to be specific to the vehicle type, age, and to the service conditions under which it operates. We categorize PMI into three designations: "A", "B", and "C" service inspections (see the table in proposal subsection 3.3.V). All procedures have task sequencing and workflow indicators built into the processes, industrializing the scheduled maintenance activity.

Keolis conducts quality control checks on a minimum of 10% of all PMIs, but our goal is to perform a QA check on every PMI.

Keolis follows manufacturer recommendations regarding preventive maintenance. As we begin service transition of the City's fleet maintenance and management services contract, detailed PM schedules will be developed specific to the fleet.

After a vehicle is admitted to the shop and the PMI process begins, the vehicle will not return to service until the PMI process is completed. During the PMI, the maintenance team will pull all open work orders. Any technician assigned to the PMI will follow a prescribed quality control review, inspecting each item with specific pass/fail criteria. After the PMI is finished, the Shop Foreman then reviews repairs and ensures that any necessary maintenance is addressed before the vehicle is returned to service.

Keolis' no-deferred-maintenance policy ensures there is no deferred maintenance and that absolutely no vehicle is returned to service without the completion of all safety-related repairs.

PREDICTIVE MAINTENANCE

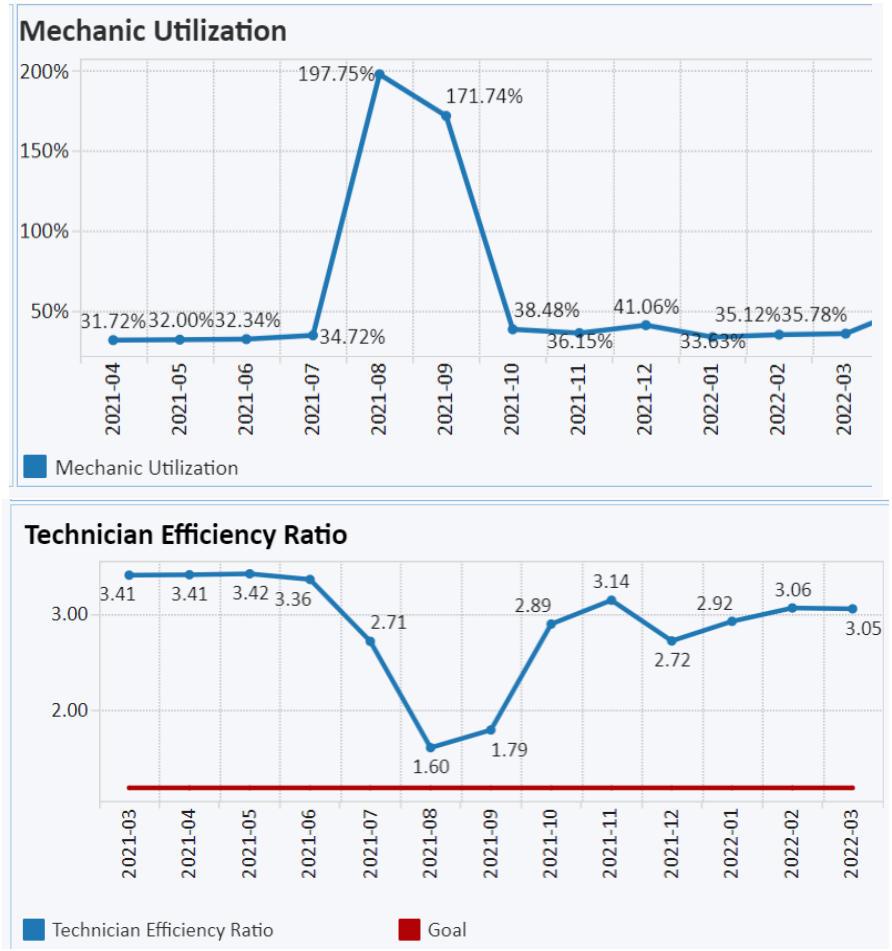
As our experience with the City's fleet increases, and OEM warranties expire, we will increasingly use maintenance and inspection data to determine if preventive maintenance occurs at ideal intervals. We can then implement predictive maintenance, which focuses on reducing costs through scheduling preventive maintenance activities to maximize reliability and minimize the probability of an in-service failure.

Preventive maintenance minimizes downtime, while predictive maintenance maximizes uptime.

We will continue to observe the PMI intervals, but we will adjust the interval at which we replace components or parts to optimize staff productivity, parts costs, and vehicle availability, while keeping the vehicles' safety as the top priority. With the implementation of predictive maintenance, Keolis' objective is to achieve a minimum 85% vehicle availability.

The Operations Manager will analyze historical maintenance data, prepare trend analyses of failure modes and component failures, conduct root cause analyses, and predict the actual lifespan of each component, assembly, or system.

Keolis' local, regional, and corporate teams will review, analyze, and benchmark trends using our Business Intelligence (BI) tool. Managed by the local team with support from our regional and corporate experts, BI displays Key Performance Indicators (KPIs) for proactive and educated decision-making resulting in enhanced operational excellence.



Sample Outputs from Maintenance KPIs Monitored in Keolis' Business Intelligence Solution

Once the useful lives of components have been determined, the preventive maintenance schedule will be adjusted to ensure that components are replaced near the appropriate reliability threshold. Keolis also uses oil analysis samples and vehicle inspection reports to obtain an indication of system and equipment health, and performance.

CUSTOMER SERVICE AND USER FEEDBACK

We will regularly meet with representatives of the City Departments that use the fleet vehicles so we can get immediate feedback to see where system or operational improvements can be made. We will track any complaints received from vehicle users in real time, reply with a sense of urgency, and focus on continuous improvement by leveraging our business intelligence technologies. We will also make recommendations for system improvement based on feedback we receive from vehicle users and other community members.

ENVIRONMENTAL IMPACT REDUCTION

Please refer to proposal **subsection 3.3.Y** for a description of Keolis' waste management practices.

COST REDUCTION INITIATIVES

As part of our commitment to continuous improvement, Keolis will consistently analyze our vehicle maintenance and management operations for the City and look for opportunities to increase efficiency and improve service delivery. If an

improvement opportunity is identified, Keolis will work in partnership with the City and our employees to determine if the opportunity is a desirable one to pursue.

In addition to the items discussed below, we have identified other cost reduction opportunities elsewhere in this proposal, such as:

- State-of-the-art inventory management practices (subsection 3.3.X)
- Employing predictive and condition-based maintenance principles in addition to preventive maintenance in order to maximize vehicle uptime and reduce costly in-service failures and maintenance hours per vehicle (subsection 3.3.B)
- Performing most factory parts and warranty/recall work in-house (subsection 3.3.U)
- Our PMI plan includes an oil analysis program for engine and transmission sampling to determine impending maintenance needs. Routine oil samples provide information indicating component wear, metals and other elements present in the sample, predicting the necessity for further diagnosis and repair. Oil analysis reports will be supplied to Fleet Services immediately upon receipt. (subsection 3.3.D)

Workers' Compensation

Keolis tracks Workers' Compensation at each location as part of our BI initiative. This item is discussed in weekly Viz Room meetings where established targets to measure performance are reviewed. The team implements structured action plans as needed.

Keolis' strategies to manage and control Workers' Compensation costs include:

- Ensuring that the operation has a strong safety culture by educating employees regarding environmental safety hazards to ensure they have foresight of hazards in the maintenance area
- Promoting the physical fitness and overall health of our employees, and
- Effective training/retraining.

In addition, Keolis has incentives for the workforce when we are below the injury-free target. When an employee is injured at work and has a medically imposed work restriction, Keolis makes reasonable efforts to accommodate work restrictions. A swift return to work is positive for the employee and helps Keolis stabilize the workforce.

Fuel Efficiency and Savings

Keolis focuses on fuel efficiency – we understand it's part of our responsibility regarding environmental sustainability and that we are accountable for being good stewards of the City's budget. Examples of our strategies to manage and control fuel efficiency include:

Ensuring vehicles remain well-maintained – Keolis' excellent track record in on-time vehicle preventive maintenance ensures that vehicles are operating at optimal fuel efficiency. This also minimizes breakdowns (and the resulting fuel consumption) as well as potential safety risks.

Minimizing employee turnover – Fewer new employees result in decreased use of vehicles and other resources for new employee training. There are also numerous additional benefits to reduced employee turnover including stronger safety performance and enhanced customer service.

Monitoring fuel consumption – Keolis tracks fuel consumption on a nightly basis to ensure there are no anomalies regarding fuel used.

Provision of hybrid and electric vehicles – Keolis will seek to provide hybrid and/or electric vehicles for our local management and administrative staff to use for service-related duties as needed.

Workforce Attendance

Workforce attendance is tracked in Keolis' Viz Room (see **subsection 3.7** for further details). Our General Manager and Operations Manager will closely manage attendance trends to better estimate extra board requirements and provide efficient service. Examples of Keolis' strategies to manage and control workforce attendance include:

Attendance template – Keolis uses an attendance template which enables us to track root causes of absences and develop action plans to keep absenteeism under control. Of course, this has been impacted by COVID, but the overall process has been effective.

Timecard entry/payroll interfaces – In addition, Keolis has developed processes to integrate its time and attendance data into its BI warehouse. We have also constructed business logic that auto-categorizes pay hour categories, allowing management to focus on the efficiency of mechanic labor. This process is streamlined through our online payroll, benefits and human resources management portal, me@Keolis, to which all Keolis Transit America employees have access.

Employee physical health, well-being, and positive work environment – Employee health and well-being and providing a positive, safe, and clean work environment are all closely tied to attendance. Keolis makes significant efforts in this area, as discussed in proposal **subsection 3.2.E**.

WORKSITE ETHIC

We recognize that our employees are the most valuable asset in any system we operate. We promote a family environment for our employees that cultivates comfort, security, and team spirit. Our goal is to hire key staff locally and work with local businesses for recruiting and partnering. We are experienced in recruiting quality employees from diverse backgrounds and will engage the area's diverse populations and veterans. We will also provide competitive wages and benefits along with other incentives to attract and retain a quality workforce while ensuring a positive standard of living for our employees. This will assure proper staffing to deliver high-quality services to the City and the user Departments. Our culture also instills in each employee the direct results and impact of their work – in this case, we will connect employees with some of the ways in which the vehicles they maintain are used to serve the residents of and visitors to Fort Lauderdale.

FORMAL QUALITY CONTROL PROGRAM

General

Keolis will aggressively monitor work quality. We wish to emphasize that quality is the primary goal when addressing employee productivity. Keolis will monitor quality with the use of first line supervision and our General Manager and Operations Manager. Some of the tools that will be used are Quality Assurance Audits, Quality Verification Inspections, Personnel Inspections and local follow-up inspections. Audit and inspection results will be available for City review.

Quality Control Tools

Keolis uses Statistical Process Control (SPC) tools such as Pareto Charts and Histograms to illustrate maintenance quality and frequency in its monthly reports to customers. Keolis uses Pareto Charts to analyze road calls and service interruptions. Control Charts will be used in a Problem Identification Program to monitor and analyze Keolis' PMI programs and prioritize the most significant maintenance issues.

These charts will be used to monitor quality and provide insight into the efficiency of maintenance practices and can be further developed into productivity measurements. Additionally, this process can be used to monitor short component life data that could be used to prompt a review of a component to find the cause of the failure or generate a campaign as well as tailor a scheduled maintenance interval.

As part of ongoing performance measures, maintenance management staff has a major role in the success of the Keolis Visualization Program. Maintenance KPI charts are posted weekly for open discussion during the weekly Viz Room meeting.

During this meeting, the Operations Manager will present highlights, alerts, and priorities (HAPs) to the management and supervisors. Managers and supervisors are encouraged to make recommendations for improvement, ask questions, and share knowledge with fellow team members, with the ultimate goal of providing excellent service delivery each and every day. Having an ongoing review of all department KPIs is the type of information sharing those results in focused accomplishments on a continual basis. Identifying opportunities for improvement and recognizing areas of achievement are core aspects of the Keolis Visualization Process.

Applications

Local management and Corporate Review Teams will randomly audit vehicles with recently completed or currently in progress scheduled maintenance using the Keolis PMI Quality Audit Form. Inspector(s) will create an evaluation report from these results. These reports will include corrective action items as deemed necessary by the inspectors. The report will be forwarded to the Operations Manager for review with the supervisor and the mechanic completing the repair.

Local management will perform Quality Verification Inspections on completed maintenance. Work orders will be reviewed, and recent repairs will be inspected to ensure a quality repair was done. A report will be completed to include corrective and preventive actions deemed necessary by the inspector. The report will be forwarded to the Operations Manager for review with the supervisor and the mechanic completing the repair.

Local management will perform Personal Evaluations on repairs that are in progress. The employee will be briefed on the fact that they are being evaluated on the job that they are performing. After the job is complete, the inspector will inspect the job, complete a report, and brief the mechanic on their performance of the job. The report will be forwarded to the Operations Manager for review with the supervisor and then placed in the mechanic's training file.

The Operations Manager and local staff will review all major component failures to determine the cause. The component manufacturer will be contacted if necessary, and warranty claim will be made when applicable. The Operations Manager and local staff will determine the appropriate action to take to prevent subsequent failures. For example:

- Does the PMI schedule or audit procedure require any adjustments or changes?
- Is there a maintenance practice that is causing the problem? If so, investigate and retrain to prevent future occurrences.
- Is there a component or fleet defect that should be brought to the manufacturer?

The Dossier component tracking system will be used to analyze trends and determine component life cycles between failures.

- All Client Audits as well as Keolis PMI audits will be forwarded to the Keolis local management team for review.
- The PMI QA Inspector will compile all of the data to find trends and suggested corrective action and preventative action plan.
- All trends will be monitored and included in training and or recommend possible fleet inspections.
- The PMI QA Inspector will forward all reports to the Operations Manager and/or General Manager for review and action.

Quality Deficiency Policy

Any maintenance repair or PMI process that is found to be incomplete or incorrect is designated as a quality deficiency. In-service vehicle failures caused by mechanical failure will be investigated further. Service failure as a result of poor workmanship will be designated as a quality deficiency. Incidents determined to be deficiencies will result in disciplinary action with the responsible technician. Reoccurring quality deficiencies may result in more severe disciplinary actions up to and including discharge from Keolis employment. When applicable, employees will receive specific remedial training targeting the skill deficiency. Severity of discipline is at the discretion of local management.

PMI Quality Audit

Keolis has established a standardized procedure for the audit of preventive maintenance inspection processes. When possible, these audits will be performed while the procedure is in progress or NLT immediately following the PMI. The Keolis supervisor/auditor must check for objective evidence that the PMI was executed according to all established standards. The name of the technician who completed the PMI will be recorded, as will the vehicle number and current mileage. The maintenance records and history of the vehicle will be inspected to ensure that all contractual and regulatory requirements are met.

The Auditor will use the PMI checklist form and quality audit form as a guide. All defects and damage will be noted on the PMI Quality Audit Form and scheduled for repair. If any safety defects are identified, the vehicle will be removed from service until repaired.

A minimum of 10 percent of all PMIs will have Quality Audits performed monthly. Our goal is to perform a quality check of every PMI.

Readiness and Cleanliness Quality Audit

All Keolis locations are required to perform Readiness and Cleanliness Quality Audits. A minimum of ten percent of the vehicles must be inspected each week. A cleanliness audit form will be used to determine the condition and score of the vehicles.

Maintenance Records/Files Audit

The Maintenance Records/Files Audit ensures that maintenance operations meet all regulatory, City and Keolis standards relating to vehicle maintenance records.

Dossier records will be maintained on all fleet vehicles as well as Keolis-provided vehicles. Vehicle maintenance records must be well organized. Each vehicle must have an individual file with specific information recorded and collected. The items required in each vehicle file include, but are not limited to, work orders, audit forms and regulatory inspections in chronological order.

A work order is used for all but the most minor of repairs, such as the tightening of a loose mirror, which then is recorded on a shop log. If the vehicle is receiving other work at the time, even these small repairs are included and documented. If a repair job requires less than 15 minutes of work, the EVIR/DVIR can serve as the work order. This measure of time to determine whether a work order is required is at the discretion of local management. However, the time cannot exceed 15 minutes. If a repair requires parts to properly correct the defect, a work order must be created in the City's FMIS.

Maintenance records are to be managed daily and weekly by assigned personnel. The Operations Manager or their designee will check the vehicle records for compliance to the above criteria.

Customer Satisfaction

As discussed in previous parts of this subsection, our management team will conduct regular feedback sessions with the City Departments that use the vehicles we will maintain and will repeatedly remind the Departments and vehicle users that their opinion of the quality of our services, whether positive or negative, is always welcome and appreciated. We will strive to maintain an open dialogue between our management and the City's Fleet Services and the designated representatives of the Police, Fire, Parks & Recreation, Public Works/Sanitation, and other user departments.

3.4.B SAFETY PLAN

SAFETY POLICY

Keolis is committed to operating and developing passenger and mobility transport services while operating in a manner that continuously and proactively promotes safe, reliable, and customer-friendly service with an ultimate vison of zero harm for

passengers, employees, partners, subcontractors, the general public and our environment. Keolis is committed to the implementation and continuous improvement of an effective safety management system (SMS) aligned with applicable global standards. As such, Keolis is committed to the following objectives:

1. To embed a safety culture at every level of the organization through effective exemplary leadership employing basic safety rules, along with promoting innovation that enhances our behaviors and our awareness.
2. To clearly define the safety organization, providing clarity on safety accountabilities and authority both internally and with our stakeholders.
3. To identify and manage risks in a proactive, professional, and responsible manner in order to prevent any critical situation.
4. To actively engage all employees and third parties to report accidents, incidents, hazards, and near-misses, in order to accurately investigate them and constantly learn.
5. To deliver effective arrangements for emergency and business continuity plans.
6. To maintain in a safe condition any asset managed by Keolis.
7. To develop and maintain skills and knowledge through training, briefing and communication, paying consideration to promoting awareness of safety issues among passengers, staff, and public.
8. To monitor and continually improve our safety performance indicators (leading and lagging).
9. To drive a continuous improvement culture by engaging our employees to provide feedback on the quality of our safety leadership.
10. To measure the effectiveness and efficiency of our safety leadership through regular safety checks, audits, and reviews.
11. To comply with all laws, regulations, rules, procedures, and contractual requirements.

JUST CULTURE

Keolis is committed to creating and sustaining a just culture and recognizes that a number of principles enable the development and sustainment of a positive safety culture. These include:

- Recognition that fair and equitable treatment of all employees encourages sharing of safety-related information.
- Creating and sustaining an environment that actively seeks out risks and supports hazard and event reporting, including near misses.
- Recognition that inappropriate disciplinary measures can suppress open reporting of risks.
- Creating and sustaining an environment where there is an understanding that human errors will occur.
- Creating and sustaining an environment that promotes openness and learning from events.

SAFETY RISK MANAGEMENT

In order to identify, assess, mitigate, and continually evaluate risk both proactively and reactively, Keolis has event management procedures for managing the lifecycle of events while sustaining a Just Culture. The event management element of our SMS contains the following best-in-class processes:

- Proactive hazard and near-misses reporting
- Incident notification system
- Reactive accident/incident reporting
- Risk assessment – initial and post mitigation
- Effective event investigation, and
- Mitigation and corrective actions.

SAFETY ASSURANCE

Keolis strives to continuously improve our safety and operational performance while proactively monitoring behavior. We continually gather data on our systems to analyze, assess, and learn from both proactive and reactive risk events. We use

various IT tools and solutions to monitor leading and lagging indicators to measure the effectiveness of our safety and risk controls.

SAFETY COMMUNICATION AND PROMOTION

To develop a culture of positive safety development, Keolis has numerous safety communication programs across all departments. We use safety communication and transparency around safety performance to further promote our employees' understanding of their contribution to a safe workplace. We also encourage our employees to discuss safety matters with their managers. Safety communications includes:

- Monthly safety meetings
- Location-specific safety committee meetings
- Safety reminders
- Safety blitzes
- Refresher and proactive behavioral coaching, and
- Monthly corporate safety team meetings.

INJURY MANAGEMENT

Keolis' goal is to have an injury free workplace. Our comprehensive safety and loss control program is a 10-point initiative to minimize employee injuries through:

1. High standards of employee hiring and selection
2. Strict employee credentialing standards
3. Thorough employee safety training and education
4. Ongoing employee safety communication program
5. Job-specific safety standards, policies, and procedures
6. On-going safety and loss control location audits
7. Employee refresher and corrective training
8. A comprehensive drug and alcohol program
9. A safety performance recognition program, and
10. Ongoing safety and loss control initiatives.

The benefits of our employee workplace injury prevention program include:

1. Reduced exposure to employee injuries
2. Higher productivity and low injury frequency rates
3. Less downtime due to employee injuries
4. Lower workers' compensation insurance premium costs, and
5. Maximized competitive pricing without compromising safety.

MAINTENANCE SAFETY

The U.S. Department of Labor's Occupational Safety and Health Administration (OSHA) creates and enforces regulations designed to promote workplace health and safety. Keolis managers are required to follow all OSHA rules and regulations associated with maintenance facility and equipment safety. Keolis managers also ensure that all technicians are trained on proper use and safety features of all equipment with which they may come into contact. Keolis places significant resources into hiring the most qualified candidates possible. New-hire technicians and maintenance personnel receive the following initial safety training as part of their instruction:

- Personal Protective Equipment Plan (IIPP)
- Lock Out tag Out Plan (IIPP)
- Hazard Communication Plan (IIPP)
- Drug and Alcohol Awareness (Keolis)
- Accident/Emergency Procedures (OEP)
- Bloodborne Pathogens /Universal Precautions (P&P)
- Basics of Safety (OEP)
- Defensive Driving (OEP), and
- COVID-19 safety precautions including vehicle and tools disinfection procedures.

SAFETY PERFORMANCE

Keolis uses a comprehensive system of checks and balances to ensure total accountability and the highest level of safety performance. Our trained staff thoroughly examine safety performance in-person and judge these by organizational and industry standards. Employees at all levels regularly review and document safety performance to mitigate the possibility of risks being overlooked and assure accountability and compliance. Our comprehensive safety performance system includes Keolis' Safety Systems Audit Program and requires safety performance evaluations by all supervisors and managers.

SAFETY PERFORMANCE MANAGEMENT

Managing performance requires the establishment of strategic objectives, determining the actions required to achieve those objectives, and then monitoring the progress of those actions with meaningful key performance indicators (KPIs).

Keolis sets annual safety objectives and routinely adjusts its action plans to ensure that our teams are focused on their biggest risks. Once the most significant risks to the achievement of our objectives are identified, root cause analysis is performed. Please refer to proposal **subsection 3.7** for detail on root cause analysis and Keolis' business intelligence system.

FACILITY SAFETY

Keolis has developed a work site security plan to ensure the safety, security, and comfort of our employees and of the fleet vehicles' users. Our goal with this plan is to assess risks, prevent occasions of theft and violence, and prepare our employees for handling security issues at the Garage Facility. This security plan is a part of the overall Injury and Illness Prevention Plan. Keolis provides training to ensure compliance.

COMPLIANCE

Keolis' safety leadership team ensures up-to-date compliance with safety regulations. We maintain compliance with all regulatory agencies and regulations affecting our operations. From initial recruitment to the delivery of services to vehicle users, we work to have our operations not only comply with, but also exceed standards. This includes compliance with standards and regulations prescribed by the Florida Department of Highway Safety and Motor Vehicles (FLHSMV), Department of Justice (DOJ), Transportation Security Administration (TSA), National Labor Relations Board (NLRB), OSHA, Americans with Disabilities Act (ADA), Federal Motor Carrier Safety Administration (FMCSA), U.S. Department of Transportation (DOT), Equal Employment Opportunity (EEO), Illness and Injury Prevention Program (IIPP), and U.S. Environmental Protection Agency (EPA).

FACILITY SAFETY (INCLUDING MONTHLY FACILITY INSPECTIONS)

Our comprehensive facility maintenance plan was designed to keep the City's Garage Facility and equipment in prime operating condition.

Keolis will maintain the Garage Facility and all required equipment in accordance with the preventive maintenance requirements and schedules of the equipment suppliers and/or manufacturers. Our program consists of the following elements:

- Daily, weekly, monthly, quarterly, and annual equipment and systems inspections and maintenance service schedules.
- Determining and meeting all manufacturer specifications, preventive maintenance inspection schedules, published guidelines, and service bulletins for equipment.
- Complying with City-scheduled routine facility inspections, as well as any inspections by regulatory agencies.
- Training our facility maintenance staff to use the City's FMIS software to track preventive maintenance, warranties, and repair tasks of all facility equipment, systems, and assets.
- Coordinating with the City for the use OEM suppliers and outside vendors for major system maintenance and repairs.

Every six months, Keolis' Shop Foreman will review the work order log history for the previous 24 months to identify trends and equipment that fails or requires adjustment more frequently than the manufacturer's recommended maintenance schedule, or more frequently than other equipment of the same type. Special attention will be given to equipment under warranty.

Equipment identified as requiring an unexpected level of attention will be considered for replacement at the earliest opportunity. If appropriate, technical assistance is requested from the manufacturer. Keolis will administer warranties for all equipment within the facility, in accordance with the Facility Maintenance Plan.

HAZARDOUS MATERIALS SAFETY PLAN

Keolis technicians and maintenance supervisors will be trained to understand the potential threats that hazardous materials can pose. Our training, backed by industry and OSHA-identified best practices, includes chemical identification, chemical characteristics, symptoms of exposure, and how to establish a perimeter around the chemical to safely protect passengers and staff.

Our hazardous materials training and protocol emphasize the importance of Personal Protective Equipment (PPE), which includes items such as high visibility vest, gloves, and respirators. We fully comply with the OSHA requirement to use PPE to reduce employee exposure to hazards when engineering and administrative controls are not feasible or effective in reducing exposure to acceptable levels. Below, we have described our required procedures related to hazardous materials.

Spill Response Procedures Summary

Keolis adheres to 40 CFR 112 guidance nationally when developing our local written Spill Response Plans. We also maintain a Hazardous Materials Inventory Plan, when applicable, as prescribed by law for each location. In compliance with these regulations, Keolis will report a spill to the state emergency operations center and all other applicable agencies as determined by the local plan.

When a release is observed or anticipated, the following steps will be taken:

1. If a release originates from a vehicle or machine, the emergency shut-off will be immediately activated.
2. Keolis personnel who first arrive on the scene will immediately take steps to secure the area and establish perimeter control at a safe distance.
3. Employee(s) will contain small releases with absorbent materials to prevent entry into the sewer systems.
4. City personnel and police and/or fire department personnel will arrive on site and assume responsibility.
5. Supervisors on duty will determine if there is any potential danger to individuals in the area and take appropriate steps to notify and evacuate. The Operations Manager or their designee will see that the following occurs:
    - Employees are verbally notified to evacuate.
    - Employees leave through the nearest exit and meet at the farthest distance from the involved area.
    - Employees do not re-enter the building until the fire department or other responding agency has inspected the premises and certified that it is safe.

    In major incidents, City disaster officials will make the decision to evacuate the surrounding neighborhoods involved.
6. The Operations Manager, or their designee, will contact 911 and the local environmental response department, who will then initiate the emergency response plan.

7. Spill Response Management will be the responsibility of the Operations Manager, or their designee, until the arrival of Public Safety response personnel. In such instance, the supervisors on duty will cooperate with and support the designated response personnel.
8. The Operations Manager, or designee, will contact the designated physician and/or appropriate medical services if any person requires a minor medical attention. Local emergency services (911) will be contacted in the event of any medical problem needing immediate attention.

Protective Equipment

The following protective equipment will be on site for use in the event of an emergency:

- Fire extinguishers
- Chemical resistant gloves for personal protection
- Absorbent for blocking and containing spills
- Pan and shovel, and
- Goggles for eye protection.

SPILL PREVENTION CONTROL COUNTERMEASURE PLAN

Spill Containment

In the event of a spill, control of the released chemical or hazardous waste is necessary to prevent harm to people and the environment. The following steps will be taken to control the spill/release:

1. The respondents first control the release by shutting the machine down, closing valves, plugging holes, or standing up a fallen leaking container, if possible. Leaking, damaged, or corroded drums will be placed in over-pack drums.
2. Spilled or released material will be prevented from entering storm drains by diking around the drain inlet with absorbent material or soil, if safe to do so. Incompatible material will be used for diking.
3. Personnel performing the tasks discussed above will use PPE and remain upwind from the spill/release, as appropriate.
4. The released materials will then be contained by surrounding the hazardous waste with diking booms or diking material (soil, absorbent, and bentonite).
5. The released material will be contained by diking from the farthest point affected by the spill and by working back to the source of the spill.
6. Once the spill is contained it will be absorbed and/or neutralized and disposed of as hazardous waste.

Decontamination/Cleanup

Released material and involved surrounding soil, if any, will be removed after the hazardous waste has been contained. The steps outlined below for decontamination and cleanup will then be performed:

1. All victims and response personnel will be decontaminated. Response vehicles will take care to avoid the spread of contamination when leaving the scene of the spill.
2. Necessary equipment, shovels, or a front-end loader will be used to load the spilled or released material and any affected soil into drums or a lined bin.
3. Any leaking, damaged, or corroded drums will be placed into overpack drums or the contents of the leaking drums/tanks will be transferred into intact containers.
4. Containers will be labeled as hazardous waste, along with the type of spilled material and the date collected.
5. Containerized or spilled materials and any affected soil will be transported and disposed of to an approved disposal facility, in compliance with state, federal, and local regulations.
6. The Operations Manager or General Manager will notify the appropriate state and local authorities that a spill/release of hazardous waste has occurred.

SECURITY OF ALL PROPERTIES AND ASSETS DESIGNATED FOR CONTRACTOR USE

Protecting all facilities and other City assets is a top priority for us. Keolis takes our responsibility to protect City assets, including all facilities and other property utilized in the operation of this contract, very seriously. We understand that if any property damage does occur during the contract period, we recognize our responsibility to repair or replace it – this includes facilities such as the Garage Facility, the five fueling stations, and other property owned by the City and used by Keolis.

Our plan for accident prevention is robust and designed to minimize risk for all Keolis and City employees. But, if an accident does occur, Keolis will verbally report the incident to the City as soon as possible, along with any damages to any property or equipment provided by the City. A formal written report detailing the incident with all necessary information will follow within 24 hours following the incident.

Facility Security Measures

Our Fort Lauderdale Fleet Maintenance and Management Services work site security plan will ensure the safety, security, and comfort of our employees, City employees and authorized visitors. Our team will assess risks, minimize theft and violence, and prepare our employees for handling security issues at the Garage Facility and the five fueling stations. During start-up, Keolis will work to ensure that our premises are all properly secured, including lighting, surveillance systems, and hazard mitigation.

Our team will control physical access to the Garage Facility. We will implement the following procedures to ensure that the facility is secure:

- Visitors to the property will report to the receptionist and sign in at a dated sign-in sheet.
- The receptionist will announce the visitor to the employee(s) they are visiting and will escort them to the appropriate office.
- Upon conclusion of business, visited employees will ensure that visitors leave the property in a timely manner.

Employees will be issued keys or key cards to access Keolis-controlled areas of the facility and will be briefed on the rules regarding key or key card use. In the event of termination, the employee must return the key or key card before a final paycheck will be issued.

All employees will wear identification badges that will include the employee's name and photo. Employees not wearing their identification badge will be subject to disciplinary action.

SSEPP Exercises

As part of our System Security and Emergency Preparedness Plan (SSEPP), Keolis will conduct exercises that train our employees, evaluate our processes, and ensure proper preparedness. These annual exercises include:

- **Drills**: Supervised activities that test, develop, or maintain skills in a single response procedure (communications, notification, lockdown, shutdown, fire) and the possible or probable interaction with local government agency functions (incident command posts, rescue squad entry, police perimeter control) will involve actual field response. These activities help prepare for more complex exercises in which several functions are coordinated and tested.
- **Activity Exercises:** Designed to promote emergency preparedness; test or evaluate emergency operations, policies, plans, or procedures; train personnel in emergency duties; and demonstrate operational capabilities.
- **Full-Scale Exercises:** Evaluate the operational capability of emergency response management systems in an interactive manner. Include the mobilization of emergency personnel and resources required to demonstrate coordination and response capability. Test total response capability by simulating as close to a real emergency as possible.
- **Functional Exercises**: Fully simulated, interactive exercises that test one or more functions in a time-pressured realistic simulation and focus on policies, procedures, roles, and responsibilities.

- **Orientation Seminars:** Informal discussions designed to familiarize participants with roles, plans and procedures and to resolve questions of coordination and assignment of responsibilities.
- **Tabletop Exercises:** Simulate an emergency situation. Designed to elicit discussion as participants examine and resolve problems based on existing crisis management plans.

Equipment and Vehicle Security and Storage

Our security procedures will include a monthly thorough safety inspection of the Garage Facility along with daily safety inspections of all vehicles in the shop and all shop equipment. The results of the monthly facility inspections will be communicated to City management in a summarized, easy-to-read format, and Keolis will notify the City/Fleet Services immediately of any anomalies or hazardous conditions found during daily safety checks. Keolis supervisors will verify that key storage is executed to the letter. Our Operations Manager or their designee will be responsible for safety & security oversight, including the daily and monthly inspections.

Vehicle Security

If selected, Keolis will develop a comprehensive System Security and Emergency Preparedness Plan and a Workplace Safety Plan for the Fort Lauderdale Fleet Maintenance and Management Services.

The Workplace Safety Plan will meet or exceed U.S. Occupational Safety and Health Administration (OSHA) requirements and will be designed to prepare employees for appropriate responses to specific events, including but not limited to:

- Lock Out/Tag Out procedures
- Electricity safety
- Back injury prevention
- Personal protective equipment
- Ladder safety
- Fall prevention
- Assault prevention
- Policy enforcement
- Aggression control (diffusion techniques)
- Assault reporting process
- Theft prevention
- Request for police assistance
- Weapons
- Vandalism
- Handling infectious materials
- Bomb threats
- Firing procedures, and
- Violence in the workplace.

COVID-19 Safety

Keolis has undertaken a number of enhanced measures at all our contract operations and maintenance properties to keep our employees and customers safe during the pandemic.

Enhanced Vehicle and Facility Cleaning: We started more rigorously and frequently cleaning all buses at our public transportation operations and maintenance contract properties. We have also undertaken thorough daily cleaning of our maintenance facilities.

Personal Protective Equipment: We provided all employees with face masks and sanitizing wipes. We also implemented physical distancing and reduced capacity in all areas of the maintenance facility, including break rooms and training rooms.

Encouraging Vaccination: Our human resources department has implemented a strategy to encourage all Keolis employees to get a COVID-19 vaccine and to share their vaccination status with Keolis, including posting signage in our maintenance facilities and offices, running a presentation on COVID-19 vaccines on the monitors in breakrooms, and making vaccination a central theme of monthly safety blitzes in 2021.

3.4.C LIST OF SUBCONTRACTORS TO BE USED

Keolis has existing relationships with a number of specialty vendors in South Florida by virtue of having provided operations and maintenance for Fort Lauderdale-Hollywood International Airport's shuttle bus and van fleet since 2018. Keolis will rely on trusted outside vendors to provide specialty services outside of those provided by the City's existing contractors and preferred vendors (such as towing). These include welding and fabrication, background checks and drug/alcohol screening of prospective employees, and employee uniforms. We plan to engage the following as subcontractors for the City of Fort Lauderdale Fleet Maintenance and Management Services:

- CAPP Uniforms
- Frog Environmental
- TESS Services

Keolis will solicit the City's assent for any vendor we seek to engage with whom the City does not have an existing relationship and will not allow outside vendors' employees on the Garage Facility property or entrust any City-owned vehicle to a new outside vendor without the City's prior written approval.

3.4.D STAFFING PLAN

JOB CLASSIFICATIONS AND NUMBER OF EMPLOYEES PER CLASSIFICATION

Keolis intends to maintain the number of employees in each job classification that is specified in subsection 3.5.3 of the RFP:

Position	No. of Full Time Employees
General Manager	1
Operations Manager	2
Service Writers	2
Service Writer/Foreman (second shift)	1
Subcontractor Supervisor	1
Administrative Assistant/Office Manager	1
Office Clerk	1
Fuel Site Manager	1
Shop Foreman	1
Emergency Vehicle Technicians	8
Tire Technician	1
Couriers	2
Heavy Duty Technicians / Fire Support	6

Small Engine Technicians	2
Body & Paint Technician	1
Trainer	1
Facility Technician	1
Light Duty Technicians	12
TOTAL	**44**

AMOUNT OF TIME EACH EMPLOYEE WILL DEVOTE TO PERFORMANCE OF CONTRACT SERVICES

The following table shows the number of hours per day and days per week we anticipate that each employee will devote to the performance of fleet maintenance and management services for the City under this contract:

Position	No. of Employees	Hours per Day	Days per Week
General Manager	1	8-10	5 with occasional weekend work
Operations Manager	1	8-10	5 with occasional weekend work
Service Writers	2	8 each	5 (alternating days if 7-day coverage is desired)
Service Writer/Foreman (second shift)	1	8	5 (second shift, alternating to ensure 7-day coverage)
Subcontractor Supervisor	1	8	5
Administrative Assistant/Office Manager	1	8	5
Office Clerk	1	8	5
Fuel Site Manager	1	8	5
Shop Foreman	1	8	5 (alternating to ensure 7-day coverage)
Emergency Vehicle Technicians	8	8 each	7 (alternating days and shifts)
Tire Technician	1	8	5
Couriers	2	8 each	5 (alternating days to ensure 7-day coverage if desired)
Heavy Duty Technicians / Fire Support	6	8 each	7 (alternating days and shifts)
Small Engine Technicians	2	8 each	5 (alternating days to ensure 7-day coverage if desired)
Body & Paint Technician	1	8	5
Trainer	1	8	5
Facility Technician	1	8	5
Light Duty Technicians	12	8 each	7 (alternating days and shifts)
TOTAL	**44**		

MANAGING WORK DURING SLOWDOWNS, STRIKES AND OTHER CHALLENGES

Keolis will activate our Continuity of Operations Plan (COOP), described in subsection 3.1.E of this proposal, in the event of any work slowdown or stoppage. Our executive and corporate support teams include individuals with copious experience in labor relations and maintaining amiable and productive working relationships between Keolis and our employees. Therefore, we are confident that the risk of a labor slowdown or strike at our City of Fort Lauderdale operation will be very low. However, our managers and supervisors will maintain an ongoing state of readiness and preparedness for any foreseeable event that could affect our ability to provide the contracted services, including labor unrest. Our managers and

supervisors will be fully trained and qualified to perform the duties of the employees they oversee and will be able to step in and perform the duties on a temporary basis if their subordinates are unable or unwilling to do so.

Keolis has successfully maintained contract services in the midst of work slowdowns and stoppages in a number of locations worldwide, including maintaining bus and paratransit services during several months of strike action in Reno, Nevada in 2021.

MEETING CITY PRE-EMPLOYMENT STANDARDS

Drug and Alcohol Testing

The use of drugs and/or alcohol represents a serious threat to the provision of transportation services, including vehicle maintenance. Keolis maintains and enforces an aggressive drug and alcohol testing program that complies with the requirements of the Drug-Free Workplace Act of 1988 (49 CFR Part 29) and the U.S. Department of Transportation's "Procedures for Transportation Workplace Drug and Alcohol Testing Program" (49 CFR Part 40, as amended). Our comprehensive program:

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

All safety-sensitive personnel participate in regular, random drug/alcohol screening programs in keeping with federal and state requirements.

Additionally, employees involved in work-related injury or illness investigations are required to undergo a drug and alcohol test if reasonable suspicion exists. Appropriate management personnel will review the illness or injury details to determine preventability as soon as reasonably possible. Employees may be cited for unsafe acts contributing to the accident that led to injury or illness, and then retrained to prevent subsequent occurrences. Modified duty must be offered to all employees who sustain a work-related injury or illness resulting in a restriction to their normal work duties.

Criminal Record Check

Keolis requires a detailed background check on all personnel to ensure that they meet our standards and are qualified to perform the service. For the City of Fort Lauderdale Fleet Maintenance and Management Services, we will, with the City's prior approval, engage a trusted local vendor to perform the required background checks and drug and alcohol screenings. As with all our vendors, the selected vendor will meet all requirements of this contract, as if Keolis was providing the service to the City.

To ensure we are building a team that adheres to our security standards, our vendor will:

- Conduct checks for criminal convictions
- Collect at least 10 consecutive years of employment/education records
- Contact previous employers and references
- Investigate gaps in employment, and
- Ensure that all applicants considered for employment have the legal right to work in the United States, including participating in E-Verify.

This employee information will be secured and remain confidential, in compliance with all relevant federal and state regulations and statutes regarding confidentiality and individual privacy.

Driver's License History

Keolis hires a third-party firm to conduct criminal background checks. Each employee whose duties will involve operating City-owned vehicles will be required to have a valid driver's license with the proper endorsements for the types of vehicles the employee will operate, either at hiring or after completing Keolis' Operator Education Program (OEP). In addition, the new hire must have and maintain required medical certificates and other Florida Highway Safety and Motor Vehicles (FLHSMV) required driver qualifications. No applicant may have any of the following:

- Any felony convictions within the past seven years
- Any conviction for drug possession or use within the past seven years
- Any conviction for drug trafficking or manufacturing
- Any conviction for assault within the past seven years
- Any pattern of illegal activities within the past seven years
- Any conviction for a sexual offense or murder
- Any homicide/manslaughter/assault conviction associated with operation of motor vehicles
- Any conviction for driving while intoxicated within the past seven years
- More than two minor moving violations within the past 36 months
- Any major moving violations within the past 36 months, including but not limited to: failure to stop at the scene of an accident; speeding 30 mph or more above the posted speed limit; driving with a revoked license; possession of opened alcoholic containers; attempting to elude an officer
- Any accidents in the previous 12 months, or
- More than one ticketed at-fault accident within the past 36 months.

Background checks are consistent with applicable Equal Employment Opportunity standards, as well as applicable State and Federal law, including, but not limited to the Fair Credit Reporting Act. Keolis will conduct a review of arrest and conviction records for all jurisdictions in which the applicant has resided in the previous 10 years. FLHSMV and other states' motor vehicle records will checked at least every six months for accidents, vehicle code violations, and valid driver's licenses of all employees whose jobs require them to operate City-owned vehicles. Keolis also conducts annual criminal background checks.

Fit-For-Duty Medical Examination

Candidates for a safety-sensitive position with Keolis must pass a U.S. Department of Transportation (DOT) physical examination. As a condition of employment, all applicants for a DOT-regulated or safety-sensitive position with Keolis must also undergo a pre-employment drug test and receive clearance from prior DOT employers. Applicants who have previously failed a drug or alcohol test in a safety-sensitive position will not be considered for employment unless proof of successfully completing a treatment program is provided. Keolis' evaluation process fully complies with all federal, state, and local laws and regulations regarding drug and alcohol misuse.

Keolis' fit-for-duty examinations will go beyond the US DOT-required physical examination to include screening for paranoid thinking, abusive behavior to co-workers or customers, bizarre or unusual behavior in the workplace, anticipated return from an extended medical leave, impaired concentration, and suspected substance abuse (including over-the-counter and prescription drugs as well as controlled substances). Keolis' Employee Assistance Program (described in proposal subsection 3.2.E) may also be used to help ensure fitness for duty.

Our drug and alcohol program aligns with the US DOT revisions to 49 CFR Part 40, Procedures for Transportation Workplace Drug and Alcohol Testing Programs, effective January 1, 2018. We randomly test on an annual basis a minimum of 50% of safety sensitive employees for illegal drug use and 10% for alcohol misuse, in accordance with 49 CFR Part 655.

Ensuring that Vehicle Operators Have Appropriate Licenses & Endorsements

As stated above, each employee whose duties will involve operating City-owned vehicles will be required to have a valid driver's license with the proper endorsements for the types of vehicles the employee will operate, either at hiring or after completing Keolis' Operator Education Program (OEP). In addition, the new hire must have and maintain required medical certificates and other Florida Highway Safety and Motor Vehicles (FLHSMV) required driver qualifications.

Process for Continual Review of Each Employee's Driver's License

Background checks will be performed consistent with applicable Equal Employment Opportunity standards, as well as applicable State and Federal law, including, but not limited to the Fair Credit Reporting Act. Keolis will conduct a review of arrest and conviction records for all jurisdictions in which the applicant has resided in the previous 10 years. FHSMV and other state DMV records will be checked at least every six months for accidents, vehicle code violations, and valid driver's licenses of all employees whose jobs require them to operate City vehicles. Keolis also conducts annual criminal background checks.

Uniforms

We will engage CAPP Uniforms, a trusted subcontractor that we currently engage at our Fort Lauderdale Airport contract operation, to provide employee uniforms that meet Keolis and City requirements and standards.

Overhead costs included in the Targeted Operating Budget Cost will include indirect expenses incurred for such items as indirect shop supplies, parts, office supplies, uniforms, bonding costs, copying services, non-capitalized equipment, shop tools, training, and insurance. Costs for maintenance and/or repair and/or rental of equipment used in delivering goods and services under Keolis' Agreement with the City also are defined as overhead costs. Keolis will charge the City for such overhead expenses as they are incurred and at Keolis' net cost without markup. Indirect costs incurred by Keolis in connection with the following will not be reimbursed and Keolis will not include these in the cost to the City: bad debts, donations, entertainment, fines, and penalties, lobbying, defense of criminal charges and alcoholic beverages.

3.4.E TRAINING PLAN

CORPORATE TRAINING PHILOSOPHY & FOCUS ON PEOPLE AS CENTRAL FACTOR IN SERVICE DELIVERY

Keolis' corporate value "We Care" applies to our employees as well as our clients and communities served. We invest in employee development because we know that training not only improves performance; it also enhances employee engagement and results in increased retention – all of which positively impacts service quality.

Our training programs have been developed through decades of experience in ground transportation operations and maintenance and with the support of our global training experts. Keolis' network of training institutes spans the globe, and our best practices are developed through knowledge and experience acquired from around the world.

Keolis places significant resources into hiring the most qualified candidates possible. We are able to retain maintenance staff by encouraging continuous education, training, and advancement. We also use vehicle manufacturer and vendor-provided training, as well as extensive on-the-job training and mentoring.

Classroom Training

Classroom instruction is a key element to any successful training program, which is why we created a classroom-training program that is dynamic and efficiently paced. The daily schedule includes multiple topic changes in order to maintain the engagement of trainees. For an interesting classroom experience, our program includes videos, graphics, workbook exercises, demonstrations, group and individual exercises, and role-playing with multiple opportunities for trainee participation. At the end of the classroom phase, trainees must pass a test with a score of 80% or higher to proceed to on-the-job training.

APPROACH TO SCOPE OF WORK | SECTION 3

Safe Driving Practices

The backbone of our safety program is the emphasis on defensive driving skills for every employee whose duties will involve operating City-owned vehicles. Using the 'Look Ahead, Look Around, Leave Room, Communicate' (LLLC) Defensive Driving Program, Keolis teaches the core defensive driving fundamentals of space, visibility, and time.

Defensive driving is first highlighted in our classroom training, and then enforced throughout on-the-job training. This driving technique teaches the four critical elements of defensive driving, summarized by LLLC:

Look Ahead	Look Around	Leave Room	Communicate

This critical training element teaches trainees how to recognize and avoid dangerous situations. We teach that any accident, no matter how small, puts the driver and the public at risk.

Customer Service Focus

We share the City of Fort Lauderdale's dedication to customer service and know you want exemplary customer service every day. Our approach to customer service is based on anticipating needs and exceeding expectations.

Our customer service training program is a six-hour interactive session. Employees are instructed in customer service practices, participate in role-playing specific to their roles, and make self-awareness assessments.

Sensitivity Training

We understand and respect the role that the Americans with Disabilities Act (ADA) has played in empowering people with disabilities to participate in life activities independently, and we are committed to ensuring that all employees, regardless of physical or mental ability, are able to contribute to our success. To fulfill this commitment, it is essential that all employees deliver courteous service, show the appropriate level of sensitivity to customers' needs, limitations, and perspectives; adhere to safety procedures; and maintain an awareness of the distinctions between the different types of disabilities and how best to serve customers with those disabilities. Our training program is designed to equip trainees with this knowledge and ability, while reinforcing that we are taking this approach not just because it is legally required, but also because it is the right thing to do.

On-the-Job Training

A trainee who has completed all classroom training and been approved by the Operations Manager will then enter the shop to begin on-the-job training, working under a more senior employee. Upon completion of on-the-job training, new employees are assigned to a rotating schedule under the observation of a seasoned employee. The goal is that during on-the-job training, each new employee will gain hands-on experience in as many aspects of their job duties as possible.

By using a rotating schedule, each trainee gains understanding of the types of vehicles, the layout of and equipment in the Garage Facility, the workflow and other aspects of the job. A more senior employee will observe and monitor trainees to provide supervision and training reinforcement. During the transition period, on-the-job training for new hires will take a slightly different form, in recognition of the fact that the current contractor will still be performing the services. During transitional on-the-job training, new hires will be assigned to closely observe the outgoing contractor's employees performing the same duties as the cadet will perform once Keolis officially takes over.

Certifications and Evaluations

Employees are evaluated when they are new hires, during continuing education, when they are returning from a leave of absence, and when they are learning to maintain a different type of vehicle. Managers and supervisors will perform regular observations of all technicians to identify needed instruction, counseling, and/or additional training. New employees are evaluated 45 and 90 days after completion of the initial training program.

APPROACH TO SCOPE OF WORK | SECTION 3

NUMBER & TYPE OF TRAINED & CERTIFIED TECHNICIANS FOR FIRE RESCUE EMERGENCY SERVICES VEHICLES

All eight of our Emergency Vehicle Technicians will receive the same 32 hours of classroom training and eight hours of on-the-job training as all new hires, plus at least eight hours of training devoted to the specific skills and competencies required for the maintenance of Fire Rescue and Emergency Services vehicles.

NUMBER & TYPE OF TRAINED & CERTIFIED TECHNICIANS FOR HEAVY EQUIPMENT WORK

All six of our Heavy Duty/Fire Support Technicians will receive the same 32 hours of classroom training and eight hours of on-the-job training as all new hires, plus at least eight hours of training devoted to the specific skills and competencies required for the performance of heavy equipment work.

TRAINING COURSES

Documented Training Program for New Hires

Before a new employee begins their first day of work, they will be required to complete training on the following topics:

- Welcome to Keolis – Keolis Policies and Procedures
- Keolis' safety culture and safety mission statement
- Employee Handbook
- Hazards Communication/Right to Know
- Drug and Alcohol Awareness
- Sexual Harassment Awareness and Prevention
- Accident/Emergency Procedures
- Bloodborne Pathogens
- The Basics of Safety
- Lock Out/Tag Out
- Emergency/Evacuation Plans and Routes
- FEMA IS-100b and IS-200b Incident Command System
- Personal Protective Equipment
- The location and use of safety equipment including first aid kits, fire extinguishers, eye wash and shower stations, emergency alarm activation and reset, Safety Data Sheets, and emergency contact phone lists, and
- The safe use of shop equipment – the Operations Manager will ensure that no employee is expected or allowed to operate any equipment on which the employee is not properly trained.

Technician Training Program

Keolis' Maintenance Training Plan focuses on the following:

- Making safety our first priority
- Reducing maintenance costs while optimizing fleet reliability through predictive maintenance, and
- Strong quality control.

All technicians and utility employees who operate vehicles are required to complete Keolis' OEP and have a Commercial Driver's license. New technicians receive 60 hours of total training addressing:

- Keolis maintenance policies and procedures, with a strong focus on safety and the environment
- Preventive maintenance program
- Use of equipment, and.
- Use of the City's FMIS.

During the transition period, incumbent maintenance technicians and other maintenance employees will be evaluated and receive additional training as needed.

Annual refresher training includes at least 40 hours of training. We will use City's FMIS to identify the technician performing the inspection or repair and track the amount of time it takes to complete a task. We will also use the FMIS to determine whether a vehicle experiences a failure between PMIs or rework of repairs. This will enable supervisors to determine whether mentoring, one-on-one training, or remedial training is necessary, and to customize each employee's annual refresher training plan.

Using the National Institute for Automotive Service Excellence (ASE) as the basis for continuous training, Keolis also encourages all maintenance staff to improve and maintain their skills.

Training on City's Fleet Management Information System

Keolis will work closely with the City and its FMIS vendor, Collective Data, to prepare a training curriculum specifically designed to familiarize new hires with the City's FMIS. We will most likely ask a representative of Collective Data or an FMIS administrator from the City's Fleet Services Department to teach training courses on the FMIS. Only after the City approves our FMIS training program will new hires receive FMIS training.

Training on City's Environmental & Sustainability Management System (ESMS)

Keolis will work closely with the City to prepare a training curriculum specifically designed to familiarize new hires with the City's ESMS. We will most likely ask a representative of the City Department responsible for designing and overseeing the ESMS to teach training courses on the ESMS. Only after the City approves our ESMS training program will new hires receive ESMS training.

Training Policy on Forklift Operations

Keolis will prepare and submit a comprehensive training policy and program for employees who will be required to operate forklifts as part of their duties within 30 days of Notice to Proceed.

Training on New Equipment and Processes

New training courses will be conducted whenever a new or unfamiliar piece of equipment or process is introduced to the work area.

Regular Checks and Refreshers

Each technician will be checked regularly to determine if they remember the safest way to perform their normal functions.

Maintenance New Hire Training Courses and Hours

Day	Training Course	Time (Minutes)	Time (Hours)
Day 1 Classroom	Drug and Alcohol Awareness	120	2
	New Hire Orientation / Human Resources	120	2
	Fire Prevention Plan and Lock Out/Tag Out	45	0.75
	Workplace Safety, Safety Data Sheets, Location & Use of Safety Equipment in Shop	60	1
	Bloodborne Pathogens & Keolis Safety Culture	45	0.75
	Federal Regulations & Hazard Communication	30	0.5
	Fatigue Management / Wellness / Whistleblower	45	0.75
	DAY TOTAL	480	8

Day 2 Classroom	Introduction to Keolis' Safety Culture & Safety Mission and to KIHM Management System	60	1
	Introduction to the Employee Handbook	30	0.5
	Hazards Communication / Right to Know	60	1
	Sexual Harassment Awareness & Prevention	60	1
	Accident / Emergency Procedures; Emergency/Evacuation Plans & Routes	60	1
	FEMA IS-100b and IS-200b Incident Command System	30	0.5
	Safety Best Practice	60	1
	Inspections of Vehicles Arriving at and Departing From the Shop	60	1
	Safe and Defensive Driving (for employees who will drive City-owned vehicles)	60	1
	DAY TOTAL	480	8
Day 3 Classroom	Introduction To & Safe Use of Shop Equipment: • Hydraulic lift • Jacks • Powered hand tools • Air hoses • Electric machinery • Operating drill press • Bench grinder • Brake lathe • Tire machine	240	4
	Predictive Maintenance Concepts, Procedures & Documentation	60	1
	Use of Vehicle Fluids, Cleaning Solvents and Lubricants	60	1
	Maintenance & Shop/Equipment Inspection & Quality Control Procedures	120	2
	DAY TOTAL	480	8
Day 4 Classroom	General Equipment & Vehicle Maintenance Practices	60	1
	Lifting, Bending & Carrying Parts	30	0.5
	Working Under Vehicles	60	1
	Jump Starting Batteries	30	0.5
	Cleaning & Washing Vehicles and Metal Parts	30	0.5
	Introduction To and Use of the City's FMIS	90	1.5
	Introduction To the City's Environmental & Sustainability Management System	60	1
	Forklift Operations	120	2
	DAY TOTAL	480	8
Day 5 On-the-Job	On-the-Job Training – Work with shop equipment on practice vehicles, practicing all the material learned in classroom training	480	8
	DAY TOTAL	480	8

EMPLOYEE INVOLVEMENT EFFORTS & APPRENTICESHIP PROGRAM

As described above, a key element of Keolis' training philosophy and program is on-the-job training, in which each new trainee serves as an 'apprentice' to an experienced employee in the same or similar job classification as that for which the

trainee is being trained. We consider this hands-on instruction to be just as important as classroom instruction, and only trainees who perform satisfactorily in both types of training will be allowed to begin work upon completion of the training program.

CERTIFICATIONS

ASE Blue Seal Certification for All Vehicle Technicians

Our Operations Manager and Shop Foreman will work with technicians to assess their skill levels and assist in their efforts to obtain ASE certification and ensure that the shop remains ASE Blue Seal certified.

A detailed record of ASE certifications will be kept with the technician's employee training file. To encourage and reward our maintenance staff as they obtain additional certifications, Keolis has developed an ASE Incentive Program, paid annually, and will reimburse our technicians for ASE registration and test fees. Keolis will provide training materials and will allow technicians access to all materials to prepare for testing.

Keolis will ensure that we have the appropriate number of ASE Master Mechanics as well as an appropriate number of technicians with one or more ASE certifications.

We will let our employees use Keolis-provided computer terminals at the Garage Facility as e-learning workstations for the purpose of studying for ASE certification and completing any online technical training provided by OEMs, vendors, etc.

EVT Certification

Keolis will invest in and manage the required EVT certifications as outlined in the RFP in order to maintain the highest quality maintenance and repair work performed on fire apparatuses, law enforcement vehicles and ambulances. Keolis will require and sponsor our EVTs to attend training sessions held by the Emergency Vehicle Certification Commission.

Auto Aftermarket Training Network Certification

Keolis has established partnerships with various manufacturers regarding training and certifications, including Cummins Quick Service, Detroit Diesel, Ford Motor Company, Proterra zero-emission vehicles, Allison Transmissions, Napa Auto Parts and Bendix Brakes.

OEM Certification Programs

Keolis will ensure that each employee obtains and maintains the appropriate OEM certification from the manufacturer of each vehicle or piece of equipment that the employee is assigned to maintain, repair or use.

CONTINUING EDUCATION POLICY

Keolis will require vehicle technicians to attend ongoing specialized equipment training sessions as required by the City.

SUPERVISOR AND MANAGEMENT TRAINING

Training for Keolis vehicle maintenance supervisors and managers will encompass the following responsibilities:

- Overseeing Preventive Maintenance items and schedules
- Meeting Keolis' and the City's performance targets and standards
- Parts and supplies inventory, ordering and replacement (in conjunction with the City's parts vendor)
- Controlling overtime
- Scheduling work, and
- Facility inspection procedures and checklists.

The professional, legal, and moral obligation to provide a workplace free of hazards and for protecting employees, Keolis and the City from loss due to injuries and accidents will be instilled in supervisor and manager trainees, along with their responsibility to educate employees so that they can recognize and react responsibly to potentially hazardous conditions

that exist in the workplace. Supervisor and manager trainees will be taught the importance of conducting regular safety meetings, no less than once monthly, with safety reminders based on the sequence of specific jobs, using OEMs' safety warnings and cautions from their repair manuals. They will also be taught to conduct monthly facility safety inspections and how to document and report the results of these inspections to the City.

Our Operations Manager will ensure that the best and appropriate number of employees are on our maintenance team. All maintenance team members must meet stringent hiring criteria regarding hiring standards, pre-employment drug testing, and ongoing monitoring of credentials.

Keolis will also comply with City requirements regarding ASE certifications and regularly report on progress:

- All maintenance personnel performing mechanical repairs will be required to be ASE certified (or equivalent) in the category in which they are performing repairs.
- Mechanic certifications will remain current throughout the contract term.

Training and Test Preparation

Keolis is fully committed to the ASE Certification Program, requires ASE certification for our managers and supervisors as well as the technicians the City requires to be ASE certified, and encourages all other maintenance technicians and parts employees to pursue and achieve ASE certifications. We provide training for team members preparing for ASE examinations and make available a shop computer for technicians to prepare for ASE tests and take online practice tests. Augmenting online preparation, Keolis also provides one to two hours of one-on-one targeted training to technicians requiring additional assistance in order to pass their ASE exam.

Hiring Standards

At service implementation, Keolis will not displace otherwise qualified technicians due to ASE certification status, but rather will work with them to help them achieve the required ASE certifications. Keolis will give newly hired technicians a probationary time period to obtain any required ASE certifications and will support them as needed in this endeavor.

Environmental Training

All Keolis supervisors and managers assigned to the Fort Lauderdale Fleet Maintenance and Management Services contract will be thoroughly trained in Keolis' procedures for environmental protection and waste management, including the proper storage and disposal of chemicals and spill prevention/control. See subsection 2.2.B of this proposal for further details.

ENSURING THAT EMPLOYEES HAVE APPROPRIATE CERTIFICATIONS & SKILLS FOR EACH SPECIALIZED VEHICLE AND PIECE OF EQUIPMENT

Keolis will ensure that each employee obtains and maintains the appropriate OEM or other relevant certification for each vehicle or piece of equipment that the employee is assigned to maintain, repair or use.

EVT CRITERIA

See "EVT Certification" under "Certifications" above.

3.4.F TRANSITION PLAN

Keolis understands that transitions can be hard. Thus, we designed our approach to make the transition comfortable for our customers (the City departments that use the fleet vehicles), existing fleet maintenance staff, and the City as our new client. We aim to demonstrate improvements as quickly as possible in the areas of customer service and performance and know that deploying a well-planned, meticulously detailed transition process professionally and on time will guarantee superior customer service. Our transition plan focuses on easing employees' concerns and ensuring that they feel part of

the new culture from day one. Keolis will spend a great deal of time and energy in the effort to retain the workforce already in place.

"I am very pleased with the transition and extraordinarily pleased with the performance of Keolis to date."

— Lee Gibson Executive Director of the Regional Transportation of Washoe County, Nevada

Our transition plan will ensure adherence to transition timelines and open communication with City staff. Members of our proposed key management team are highly experienced, qualified vehicle maintenance professionals with field-specific expertise and extensive experience in managing transition periods. So that the City can benefit from their experience, they will be on-site to optimize effectiveness *and* cost efficiency. Keolis' proven recruitment and hiring process ensures that only the most qualified employees will be part of the team. Our depth of resources, knowledge, and business intelligence solutions will be immediately evident as we begin to transform and evolve the Fleet Maintenance and Management Services to align with the City's expectations.

We make a commitment unlike any other provider: our staff and resources, from operator to CEO, are on-site and at the disposal of the City of Fort Lauderdale to make sure this transition is successful. Further, we guarantee that the City will not have to go through another transition for the duration of the contract term. Keolis stands behind our offerings and works through operational challenges as a true partner.

SPECIFIC ISSUES

Keolis understands there are key issues that need to be addressed during each start-up, and we have created a plan to address each issue through our experience transitioning various operations. We then customized our transition plan to address operating conditions specific to the City of Fort Lauderdale. Key issues in any transition include:

- Employee onboarding, recruiting, and training
- Labor relations
- Fleet and facility transition
- Development of a Safety Action Plan and Systems Security and Emergency Preparedness Plan specific to the Garage Facility, operation, and community, and
- IT setup and transition.

Providing helpful information about the hiring and transition process, while maintaining regular communications in a timely and positive manner with incumbent employees, is one of the most important aspects of Keolis' Transition Plan.

TRANSPARENCY AND COOPERATION WITH THE CITY

Our coordination with the City will be instrumental to achieving a successful start-up. We know transparency is the first step to building mutual confidence, which is a critical component of a strong partnership. Keolis will remain fully transparent with the City during transition and throughout the contract term. We will hold weekly scheduled meetings to monitor progress through tools such as the transition Gantt chart and dashboards, resolve issues, and provide the City with regular updates. Please see our itemized schedule in **Attachment O** to this proposal.

EMPLOYEE TRANSITION AND INCUMBENT OPERATOR TRAINING

We will hire and train qualified staff to fill vacancies prior to the commencement date. Our hiring process includes collecting applications, conducting interviews, extensive background checks, and drug and alcohol testing for all safety-sensitive

employees. Upon hire, candidates will complete and document HR, payroll, benefits, and regulatory compliance information. Throughout the recruitment process, Keolis will maintain close communication and coordination with the City, the outgoing contractor, and any relevant subcontractors.

We will also implement the ASE certification incentive program discussed in **subsection 3.2.F** of this proposal during the transition period and will support the City's efforts to maintain ASE Blue Seal certification for the shop. We will let our employees use Keolis-provided computer terminals at the Garage Facility as e-learning workstations for the purpose of studying for ASE certification and completing any online technical training provided by OEMs, vendors, etc.

SAFETY AND SECURITY

Safety is our number one priority at all times. From day one, our biggest priority is the safety of our City Department customers and our employees. At the start of transition, our team will create a Safety Action Plan specifically designed for the City of Fort Lauderdale Fleet Maintenance and Management Services – detailed further in subsection 3.4.B of this proposal. Our VP of Safety and Risk Management, Tellis Chandler, will oversee the development of all necessary safety plans, including the System Security and Emergency Preparedness Plan (SSEPP), System Safety Program Plan (SSPP), All Hazards Plan, and Employee Workplace Safety Program.

ACQUISITION OF PARTS, EQUIPMENT, PERMITS, AND LICENSES

Minimizing disruption is a primary goal of Keolis' transition strategy. While we would not be responsible for parts procurement and inventory management under this contract, we typically negotiate with the outgoing contractor regarding what equipment and tools will be available at transition. Keolis will work with the City's parts vendor to ensure that we have a fully stocked parts inventory at least two weeks prior to our service start date.

All ancillary vehicles needed by Keolis but not provided by the City will be ordered with delivery at least two weeks prior to our start date. Keolis is aware of the permits and licenses required by the City and already has its business license in place.

FACILITY AND VEHICLE TRANSITION

Facility

Our team will coordinate with both City and the outgoing contractor to ensure that the Garage Facility and all equipment are ready and safe for operation. Our team will verify that all equipment is accounted for in the City's FMIS following the initial facility inspection. If any equipment requires repair, this will be noted in the software so that we can track and complete repairs prior to contract start. Please refer to proposal **Section 3.3** for further information on our equipment maintenance plan.

Vehicle Turnover and Maintenance

Keolis will coordinate with the City and the outgoing contractor to ensure that revenue vehicles and any associated equipment meet contractual standards and are ready for service on day one. We will perform a thorough inspection of maintenance files and verify that each vehicle is assigned a preventive maintenance schedule that adheres to all maintenance requirements. Please refer to proposal **subsection 3.3.B** for more information about Keolis' vehicle maintenance plan.

TRANSITION TEAM

Employees Dedicated to Start-Up

The following Keolis corporate officials will be assigned exclusively to start-up and will not be permanent ongoing staff in Fort Lauderdale:

APPROACH TO SCOPE OF WORK | SECTION 3

Kim Bush, Transition Manager – Kim Bush is Keolis' proposed transition manager. With more than 22 years of transportation experience, Ms. Bush has revolutionized customer service in the transit industry by creating successful quality assurance programs focused on research-based training. She also brings substantial operations experience. Most recently, Kim led an overwhelmingly successful start-up for Keolis' VVTA contract in just 17 days. Kim will set expectations with the local team regarding the delivery of commitments, and also work with them to ensure that they stay focused on the customer experience. Using Keolis' performance management systems (business intelligence and Viz Room), she will gauge progress throughout the contract term. Kim will ensure an expert transition of the fleet maintenance and management services with high levels of transparency for the City and our employees.

"Victor Valley Transit Authority (VVTA) awarded its latest Operations and Maintenance contract to Keolis with a start date of October 1, 2020. With only 17 days to complete the transition, Keolis, in conjunction with VVTA worked around the clock to ensure successful provision of service to the community right from the start. We attribute the success to a mutual understanding shared by VVTA and Keolis that a contract works most successfully when true partnership exists."

– Kevin Kane, Executive Director/CEO

Rudy Woodward, Maintenance Transition Co-Manager – Rudy Woodward is an impressive maintenance professional with more than 20 years' maintenance management experience. He is an expert in developing customized training plans, KIHM implementation, and optimizing fleet capability. As Keolis' maintenance transition co-manager for the City of Fort Lauderdale Fleet Maintenance and Management Services, he will be a critical part of the transition team – serving as our representative throughout the fleet inspection process, evaluating the maintenance team, determining immediate training needs, and implementing our KIHM vehicle management system (please see proposal subsection 3.3.A for more information on KIHM). Rudy will also work with the Operations Manager to develop a fleet improvement plan.

Al Folks, Maintenance Transition Co-Manager – Al Folks brings over 30 years of experience in vehicle maintenance and an expertise and leadership capability enriched by his experience, knowledge, and adaptability. Mr. Folks will assist Mr. Woodward throughout the transition, particularly in the areas of personnel management, procurement logistics, quality assurance, and compliance requirements.

Depth of Commitment

Our transition plan will ensure adherence to transition timelines and open communication with City staff. In addition to our extensive corporate support and dedicated start-up staff, members of our proposed key management team, including General Manager Cosmin Casiean and Operations Manager Darryl Ramkissoon, are highly experienced, qualified transportation professionals, with field-specific expertise and extensive experience in managing transition periods. Because of their experience, they will be on site to optimize effectiveness *and* cost efficiency. Keolis' proven recruitment and hiring process ensures that only the most qualified employees will be part of the team. Our depth of resources, knowledge, and business intelligence solutions will be immediately evident as we begin to transform and evolve the services to align with the City's expectations.

We make a commitment unlike any other provider: our staff and resources, from maintenance technician to CEO, are on-site and at the disposal of the City to make sure this transition is successful. We guarantee that the City will not have to go through another transition for the duration of the contract term. Keolis stands behind our offerings and works through operational challenges as a true partner.

CRITICAL PATH SCHEDULE

Please refer to the Gantt chart attached to this proposal as **Attachment O**.

3.5 FIRM'S CURRENT WORKLOAD AND HOW THIS CONTRACT WILL FIT INTO OUR WORKLOAD

Keolis' century-plus of fleet operations, maintenance and management experience includes provision of all aspects of management, operations, and maintenance of many types of vehicles, primarily public transportation vehicles, with over 23,000 vehicles providing more than 3 billion passenger trips worldwide. We provide these services in 15 countries on five continents. Our organization is globally recognized for innovation, exemplary safety practices, quality service, diversity and inclusion, customer service, cost-effectiveness, and high standards of responsiveness to both passengers and clients.

Keolis Transit America currently provides motor vehicle maintenance services to 11 public agency clients in the United States: nine public transit agencies and two airport authorities. Providing the complete scope of services described in RFP Number 12623-825 is well within our capability, as we currently provide nearly all of these services at locations across the continent. Being awarded the City's contract would not result in any diminishment in the quality of the service we would provide to the City or to any of our other clients. This is especially true since, as the contract operator and maintainer of Fort Lauderdale-Hollywood International Airport's shuttle bus and van services, we already have extensive locally based expert management, staff and other resources, as well as connections with a network of vehicle maintenance suppliers and vendors in South Florida.

3.6 AVAILABLE FACILITIES, TECHNOLOGICAL CAPABILITIES AND OTHER AVAILABLE RESOURCES

TECHNOLOGY THAT DRIVES VEHICLE MAINTENANCE FORWARD

Technology has not only affected the way we do business – it has also changed the public's expectations and therefore, the way we must work to deliver service. Customers of all businesses have come to expect real-time information and on-demand services, customized to their unique needs. Keolis is prepared to be your partner in this exciting paradigm shift. In this section, we will focus on two specific topics:

1. How we will leverage our technology to improve quality, efficiency and reliability of our services and reduce costs.
2. How we can improve overall customer service experience.

At Keolis, our objective is to use technology as one tool to affect positive change. Our primary focus is continuously improving the efficiency and effectiveness of our services, with special attention paid to safety and customer service, from day one of our partnership. As part of this effort, we are constantly assessing the application of new technologies to our operating approach.

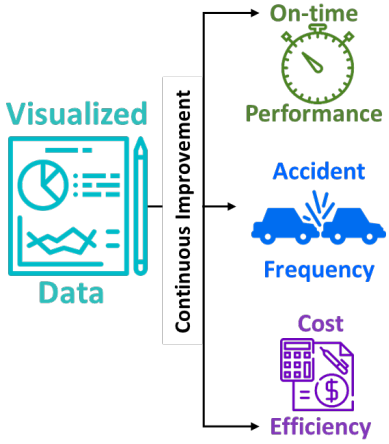
Fundamentally, we strive to achieve actionable transparency in our performance programs, encouraging collaboration between City staff and ours on actions for continuous improvement, based on the visualization of data and root cause analysis. Simply stated, the goal is to incorporate technologies that provide clear information to end users to facilitate and ease decision making. Data management enables us to be proactive rather than merely reactive. This approach drives our cost efficiency initiatives covering safety and maintenance and is reflected in our pricing.

APPROACH TO SCOPE OF WORK | SECTION 3

Keolis has a breadth of experience using various maintenance management systems and software to track the status of various types of vehicles. Additionally, our Keolis Industrialized and Harmonized Maintenance (KIHM) maintenance management philosophy, described above in subsection 3.3.A, is a significant additional value to what we offer the City.

BUSINESS INTELLIGENCE (BI) AND OUR VISUALIZATION (VIZ) ROOM

Visualizing data allows our team to make data-driven decisions that have proven to improve KPIs and the customer experience. We understand that performance is a collaborative effort. To achieve this, we will build a culture of open reporting, focusing on transparently measuring what we manage. The Viz Room breaks down silos and fosters collaboration so managers can see how their team impacts other teams in absolute numbers and trends. Our Viz Room will be part of the performance management strategy for carrying out the Fleet Maintenance and Management Services and will serve as a conversation starter for employees to discuss metrics, trends, and alerts. These conversations will yield collaborative findings and enhancements specific to local culture and operational needs as they develop in an ever-changing environment.



Visualization Room in Keolis' Las Vegas Operation

ROOT CAUSE ANALYSIS

Keolis has developed processes to combine multiple data inputs to understand the root cause of any issue. One example of where root cause analysis is used addresses safety: we integrate maintenance performance and other data with detailed maintenance information, allowing management to analyze maintenance performance as it relates to PM on-time performance, technician productivity, miles between road calls and fleet availability. These tools will allow our management team to develop real-time action plans focused on maintenance performance trends to continuously improve the quality of work delivered and the services provided.

Safety KPI Reports

Client Name

Page: 1 of 2

PM Compliance with Grace Periods

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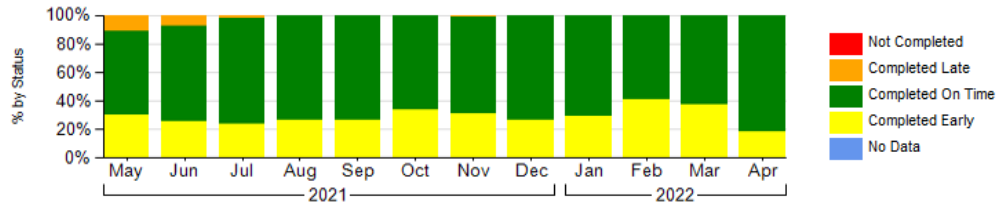
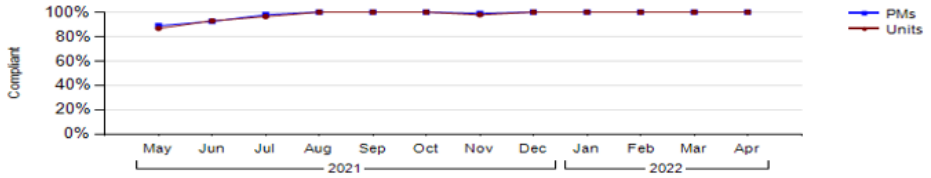
Coordinated Universal Time

12 Months Ending 4/11/2022

Performance of PMs Due By Month



Percentage of PMs & Units in Compliance



PMs in Compliance												
	2021								2022			
May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr
89%	92%	98%	100%	100%	100%	99%	100%	100%	100%	100%	100%
Units in Compliance												
	2021								2022			
May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr
87%	93%	96%	100%	100%	100%	98%	100%	100%	100%	100%	100%

Client Name

PM Compliance with Grace Periods

Page: 2 of 2
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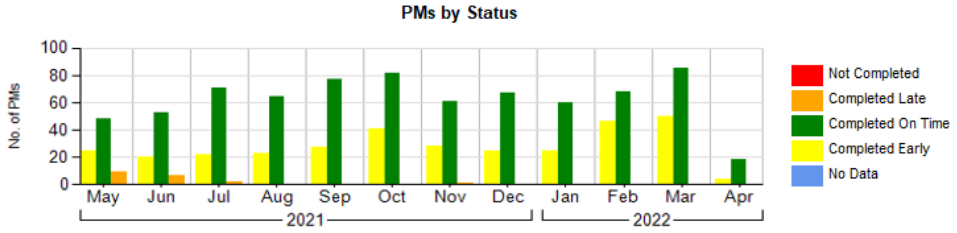
Coordinated Universal Time

12 Months Ending 4/11/2022



PM Completion Status Count by Month Due

		2021								2022			
PM	**Status**	**May**	**Jun**	**Jul**	**Aug**	**Sep**	**Oct**	**Nov**	**Dec**	**Jan**	**Feb**	**Mar**	**Apr**
A-PM	Early	9	10	12	12	19	26	20	19	19	28	31	4
	On Time	29	35	44	39	44	45	38	46	36	37	50	12
	Late	5	2	1				1					
B-PM	Early	14	8	9	10	8	15	8	5	5	18	18	
	On Time	6	10	18	15	23	21	15	15	17	13	20	6
	Late	1	3	1									
C-PM	Early	1	2	1	1							1	
	On Time	10	7	9	9	8	15	8	5	5	18	15	
	Late	3	1										
D-PM	On Time	3	1		1	2	1		1	2			
Total	**Early**	**24**	**20**	**22**	**23**	**27**	**41**	**28**	**24**	**24**	**46**	**50**	**4**
	On Time	**48**	**53**	**71**	**64**	**77**	**82**	**61**	**67**	**60**	**68**	**85**	**18**
	Late	**9**	**6**	**2**				**1**					

IN-FIELD REPORTING

Keolis has cloud-driven infrastructure and digital reporting forms that allow for real-time, on-the-scene documentation including pictures or video footage. These can be customized for incident logs or to update the status of vehicles during checks. The intuitive, scripted nature of the forms allows us to achieve a greater adherence to accuracy and completeness in comparison to legacy paper approaches. It also allows supervisory personnel to complete forms in the field rather than relying on notes and memory when completing back at the office. Upon completion of the forms, automated e-mails go out to managers, and your staff as appropriate. Derivatives of this data then become mineable via the Keolis BI Suite.

LOCAL RESOURCES, FAMILIARITY AND REDUNDANCY

Keolis corporate oversight and assistance to the City will always be available from the Keolis team managing the shuttle bus and van fleet operations and maintenance for Broward County at Fort Lauderdale-Hollywood International Airport. This contract operation provides us with a ready source of mechanics who can fill in at the City's Garage Facility during peak periods or if turnover occurs.

Additionally, Keolis has the ability to make use of our maintenance shops at FLL Airport to maintain City vehicles in order to provide redundancy in the event or emergencies, power outages, storms, and weather events.

4 REFERENCES

FORT LAUDERDALE/HOLLYWOOD INTERNATIONAL AIRPORT SHUTTLE BUS OPERATIONS AND MAINTENANCE

Client Name	Address	Contact Person	Telephone	Email	Status	Estimated Cost (M)	Actual Cost (M)
County of Broward, Florida, Department of Aviation	320 Terminal Dr, Suite 200, Fort Lauderdale, FL 33315	Karolynn Wilman, Airport Manager	(954) 359-2318	kwilman@broward.org	On-going	$51.3	$49.3
Description of Work: Operate and maintain a fleet of shuttle buses and vans connecting passengers between the five airport terminals, parking facilities, rental car facilities and local public transportation hubs (the Fort Lauderdale Airport/Dania Beach Tri-Rail station). Our 78 employees operate and maintain a fleet of 62 vehicles, transporting over 9.2 million passengers per year (pre-pandemic) and generating an annual revenue of $15.2 million.							

BURBANK-GLENDALE-PASADENA AIRPORT AUTHORITY VEHICLE MAINTENANCE

Client Name	Address	Contact Person	Telephone	Email	Status	Estimated Cost (M)	Actual Cost (M)
Burbank-Glendale-Pasadena Airport Authority	7901 San Fernando Rd, Sun Valley, CA 91352	Mr. T. Werner	(818) 729-3561	twerner@bur.org	On-going	$3.3	$3.3
Description of Work: With one employee, provide maintenance and management services for a fleet of 106 vehicles owned by the airport authority serving Burbank Bob Hope International Airport, including airport police vehicles, sedans, SUVs, light-, medium- and heavy-duty trucks, tractors, golf carts, generators, trailers and all other vehicles required for airport operations.							

*(Recently extended to March 31, 2023)

YELLOW CAB OF ORANGE COUNTY (OCTA) VEHICLE MAINTENANCE

Client Name	Address	Contact Person	Telephone	Email	Status	Estimated Cost (M)	Actual Cost (M)
Orange County Transportation Authority	600 S. Main St., Orange, CA 92868	Beth McCormick, General Manager	(714) 560-5964	bmccormick@octa.net	2019	$145.1	$145.1
Description of Work: Maintained a fleet of 308 taxi and dial-a-ride vehicles.							

REFERENCES

REGIONAL TRANSPORTATION COMMISSION OF SOUTHERN NEVADA

Client Name	Address	Contact Person	Telephone	Email	Status	Estimated Cost (M)	Actual Cost (M)
Regional Transportation Commission of Southern Nevada	600 S. Grand Central Pkwy, Suite 350, Las Vegas, NV 89106	Francis Julien, Deputy Chief Executive Officer	(702) 806-4500	julienf@rtcsnv.com	On-going	$495.2	$482.4 million
Description of Work: Operate and maintain a bus public transportation system consisting of 268 vehicles (including full-size and double-decker transit buses, some of which are battery electric powered, plus paratransit vans and non-revenue vehicles) with a staff of 651, transporting over 37.6 million passengers per year (pre-pandemic).							

BID/PROPOSAL CERTIFICATION

Please Note: It is the sole responsibility of the bidder to ensure that his bid is submitted electronically through www.BidSync.com prior to the bid opening date and time listed. Paper bid submittals will not be accepted. 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) Keolis Transit Services EIN (Optional):

Address: 470 Atlantic Ave., 5th Floor

City: Boston State: MA Zip: 02210

Telephone No.: 857-800-0301 FAX No.: N/A Email: busdev@keolisna.com

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Delivery: Calendar days after receipt of Purchase Order **(section 1.02 of General Conditions)**: 7 days

Total Bid Discount **(section 1.05 of General Conditions)**: n/a

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:

Addendum No.	Date Issued	Addendum No.	Date Issued	Addendum No.	Date Issued
#1	2/17/2022	#3	3/11/2022	#5	3/29/2022
#2	2/25/2022	#4	3/15/2022	#6	3/31/2022
		#7 4/12/2022	#8 4/19/2022	#9 4/19/2022	

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. **You must also click the "Take Exception" button.**

N/A

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:

Aline Frantzen	DocuSigned by: Aline Frantzen 661CC2B6F8894A9...
Name (printed)	Signature
4/25/2022	President and CEO
Date	Title

Revised 4/28/2020

SECTION VI - COST PROPOSAL PAGE

Proposer Name: Keolis Transit Services, LLC

Proposer agrees to supply the products and services at the prices bid/proposed on the pricing sheet in accordance with the terms, conditions and specifications contained in this RFP.

Proposer 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:

- Define each cost element on a separate page.
- Explain changes from year-to-year.
- Provide a description of your benefits program, including contents, eligibility, and co-pay shares.

Submitted by:

Aline Frantzen	DocuSigned by: Aline Frantzen 661CC2B6F8894A9...
Name (printed)	Signature
4/25/2022	President and CEO
Date	Title

Version 10-2021

April 26, 2022

Attn: Laurie Platkin
Finance – Procurement Division
City of Fort Lauderdale
lplatkin@fortlauderdale.gov
954-828-5138

RE: Cost Proposal in Response to RFP # 12623-825

Dear Ms. Platkin and the Evaluation Team:

This document serves to provide additional detail regarding Keolis Transit Services' key assumptions in developing our Cost Proposal. We would like the City of Fort Lauderdale to be aware of the assumptions, outlined herein, that were taken into consideration during our pricing process.

Personnel: Keolis is aware of the minimum staffing levels required by the City, as detailed in the Scope of Services. We have included all these positions with the required headcounts in our staffing plan. Please see below for the full staffing plan included in our proposal.

Position	FTE Count
General Manager	1 FTE
Operations Manager	1 FTE
Office Manager	1 FTE
Office Clerk	1 FTE
Shop Supervisor	2 FTE
Service Writer / Foreman	1 FTE
Shop Foreman	1 FTE
Service Writer	2 FTE
Subcontractor Supervisor	1 FTE
Emergency Vehicle Technician	8 FTE
Heavy Duty Technician / Fire Support	6 FTE
Light Duty Technician	12 FTE
Tire Technician	1 FTE
Small Engine Technician	2 FTE
Body & Paint Technician	1 FTE
Fuel Site Manager	1 FTE
Utility Workers	2 FTE
Courier	2 FTE
Facility Technician	1 FTE
Trainer	1 FTE

Definition of Cost Elements: Below is a description of the main items contained within each cost element of our Cost Proposal.

- Management / Admin Personnel

- Wages, bonuses, sick pay, holiday pay and PTO pay for the following positions
  - General Manager
  - Operations Manager
  - Office Manager
  - Office Clerk
  - Shop Supervisors
  - Service Writer / Foreman
  - Subcontractor Supervisor
  - Service Writers

- Labor
  - Wages, bonuses, sick pay, holiday pay and PTO pay for the following positions
    - Shop Foreman
    - Emergency Vehicle Technicians
    - Heavy Duty Technicians
    - Light Duty Technicians
    - Tire Technician
    - Small Engine Technicians
    - Body & Paint Technician
    - Fuel Site Manager
    - Facility Technician
- Other Personnel
  - Wages, bonuses, sick pay, holiday pay and PTO pay for the following positions
    - Utility Workers
    - Couriers
    - Trainer
- Indirect Shop Supplies
  - Budget for shop supplies not provided by the Parts vendor but required to complete scope of work
- Fringe Benefits
  - Payroll taxes, medical plan, dental plan, vision plan, life insurance, retirement plan matching, and workers compensation insurance for all personnel
  - ASE certification bonuses for Mechanics
- Overhead
  - Please note that this category includes numerous administrative costs. Below is a list of the material costs included in this category.
    - Mechanic Uniforms
    - Hiring Costs
    - Facility/Equipment maintenance and janitorial supplies
    - Tools, protective clothing and other mechanic supplies
    - Oil Analyses
    - Performance Bond
    - Payroll Processing Fees
    - Benefits admin and broker fees
    - Employee events and local team travel expenses

- Office supplies
- Insurance
- Phone system costs (landline and cellular phones)
- Fuel for support vehicles
- D&A of office and shop equipment

- Corporate Admin and Management Fees
  - Corporate overhead costs and profit
- Start-up Costs
  - Key personnel salaries, hiring costs, relocation costs, benefits and payroll setup fees

Year over Year Changes:

- Our costing mythology consists of a detailed budgeting of costs for the first year of the contract, and indexation of each cost over the remaining 9 years based on various categories of costs that have historically increased similarity.
- The main driver of year over year increases in the contract is wage increases. We have included wage increases of 3.5% per year on average over the course of the contract, with actual increase assumptions ranging from 3% to 4%.
- Medical benefits have also seen high annual increases historically, and we have assumed a 6.5% annual cost increase of our benefits plans.
- Insurance costs are projected to increase between 2% and 7.5% per year, depending on the market for each specific type of insurance required in the contract.
- The majority of the remaining costs are projected to increase at 3% per year.

Benefits Program: Refer to **Attachment A.**

Bottom Line: Keolis is submitting a cost proposal in which we are confident will allow us to run a quality operation for the City of Fort Lauderdale. As your committed partner, we believe we are best prepared to not only improve the Fleet Maintenance and Management Services, but to also help advance your vision.

As the evaluation committee reviews our proposal, please do not hesitate to contact me at 202.600.1960 or at Bryan.Jungwirth@KeolisNA.com for additional information.

Sincerely,

Bryan Jungwirth
VP of Business Development
Keolis Transit America / Keolis Transit Services, Inc.

Targeted Operating Budget Services - Detailed Price Proposal

Salaries and Wages	Year 1	Year 2	Year 3	Year 4	Year 5
Management / Admin. Personnel	$ 820,218.64	$ 854,347.10	$ 888,520.99	$ 915,176.62	$ 942,631.92
Labor (based on fleet size and category as included in the bid documents)	$ 2,347,311.20	$ 2,449,944.64	$ 2,547,942.43	$ 2,624,380.70	$ 2,703,112.12
Other Personnel	$ 241,388.16	$ 252,011.14	$ 262,091.58	$ 269,954.33	$ 278,052.96
Salaries and Wages Sub Totals	***$ 3,408,918.00***	***$ 3,556,302.88***	***$ 3,698,555.00***	***$ 3,809,511.65***	***$ 3,923,796.99***

Additional Items	Year 1	Year 2	Year 3	Year 4	Year 5
Indirect Shop Supplies	$ 30,900.00	$ 31,827.00	$ 32,781.81	$ 33,765.26	$ 34,778.22
Fringe Benefits	$ 1,278,548.38	$ 1,344,900.41	$ 1,413,825.87	$ 1,480,561.41	$ 1,550,975.22
Overhead	$ 403,724.47	$ 412,934.33	$ 424,533.50	$ 435,797.63	$ 447,478.91
Corporate Admin. and Management Fees	$ 526,580.41	$ 548,721.78	$ 570,849.07	$ 589,634.33	$ 609,156.75
Start-Up Costs	$ 81,390.69	N/A	N/A	N/A	N/A
Additional Items Sub Totals	***$ 2,321,143.96***	***$ 2,338,383.52***	***$ 2,441,990.26***	***$ 2,539,758.63***	***$ 2,642,389.10***

Estimated Cost - Supplied by the City	Year 1	Year 2	Year 3	Year 4	Year 5
Sub Provider Services	$ 352,000.00	$ 356,000.00	$ 360,000.00	$ 365,000.00	$ 370,000.00
Estimated Costz Sub Provider Totals	***$ 352,000.00***	***$ 356,000.00***	***$ 360,000.00***	***$ 365,000.00***	***$ 370,000.00***

Targeted Yearly Totals	***$ 6,082,061.96***	***$ 6,250,686.40***	***$ 6,500,545.25***	***$ 6,714,270.28***	***$ 6,936,186.09***

Targeted - Years 1, 2, 3, 4 and 5 Combined Total	***$ 32,483,749.98***

Non-Targeted Operating Budget Services - Detailed Hourly Rate Proposal

Position Description	Estimated Number of Hours for Years 1, 2, 3, 4 and 5	Price Per Hour	Sub Totals
In-House Technician Labor - Regular Business Hours	4,900	$ 38.65	$ 189,380.34
In-House Technician Labor - Overtime Hours	1,000	$ 57.97	$ 57,973.57
		Labor Total	***$ 247,353.91***

Non-Targeted Operating Budget Services - Outsourced Repairs

Estimated costs for vehicles that require work to be outsourced. These costs shall be passed through to the city as a cost-for-cost with no markup allowed.

Costs	Year 1	Year 2	Year 3	Year 4	Year 5
Outsourced Body and Mechanical Repairs - Estimated Annual Total - Supplied by the City	$ 770,000.00	$ 780,000.00	$ 790,000.00	$ 800,000.00	$ 810,000.00
Outsourced Repair Costs - Totals	***$ 770,000.00***	***$ 780,000.00***	***$ 790,000.00***	***$ 800,000.00***	***$ 810,000.00***

Non-Targeted Labor and Outsourced Repair Costs Combined Total	***$ 4,197,353.91***

Targeted and Non-Targeted - Years 1, 2, 3, 4 and 5 Combined Total	**$ 36,681,103.90** A

Keolis Transit Services, LLC
Company Name

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Proposer's Signature and Date

12623-825 Renewal Pricing Sheet

Targeted Operating Budget Services - Detailed Price Proposal

Salaries and Wages	Renewal 1	Years	Renewal 1 Subtotals
Management / Admin. Personnel	$ 999,156.48	2	$ 1,998,312.96
Labor (based on fleet size and category as included in the bid documents)	$ 2,862,245.73	2	$ 5,724,491.45
Other Personnel	$ 294,381.32	2	$ 588,762.63
		Salaries and Wages Renewal 1 Total	***$ 8,311,567.05***

Renewal 2	Years	Renewal 2 Subtotals
$ 1,065,889.26	2	$ 2,131,778.52
$ 3,056,567.60	2	$ 6,113,135.20
$ 314,410.81	2	$ 628,821.62
Salaries and Wages Renewal 2 Total		***$ 8,873,735.33***

Additional Items	Renewal 1	Years	Subtotals
Indirect Shop Supplies	$ 36,358.89	2	$ 72,717.78
Fringe Benefits	$ 1,673,709.67	2	$ 3,347,419.33
Overhead	$ 448,070.95	2	$ 896,141.91
Corporate Admin. and Management Fees	$ 644,453.93	2	$ 1,288,907.85
		Additional Items Renewal 1 Total	***$ 5,605,186.88***

Renewal 2	Years	Renewal 2 Subtotals
$ 38,573.15	2	$ 77,146.30
$ 1,844,202.72	2	$ 3,688,405.44
$ 472,254.39	2	$ 944,508.77
$ 691,726.17	2	$ 1,383,452.34
Additional Items Renewal 2 Total		***$ 6,093,512.84***

Estimated Cost - Supplied by the City	Renewal 1 Year 1	Renewal 1 Year 2
Sub Provider Services	$ 375,000.00	$ 380,000.00

Renewal 2 Year 1	Renewal 2 Year 2
$ 385,000.00	$ 390,000.00

Estimated Cost - Sub Provider Services - Renewal 1 Combined	***$ 755,000.00***
Estimated Cost - Sub Provider Services - Renewal 2 Combined	***$ 775,000.00***

Total Targeted - Salaries & Wages, Additional Items, Sub Provider - Renewal 1	***$ 14,671,753.93***
Total Targeted - Salaries & Wages, Additional Items, Sub Provider - Renewal 2	**$ 15,742,248.17**

Non-Targeted Operating Budget Services - Detailed Hourly Rate Proposal

Position Description	Estimated # of Hours for Each Renewal 2 Year Period	Renewal 1 - Price Per Hour	Sub Totals
In-House Technician Labor - Regular Business Hours	1,960	$ 43.70	$ 85,645.72
In-House Technician Labor - Overtime Hours	400	$ 65.55	$ 26,218.08
		Labor - Renewal 1 Total	***$ 111,863.80***

Renewal 2 - Price Per Hour	Sub Totals
$ 46.58	$ 91,293.97
$ 69.87	$ 27,947.13
Labor - Renewal 2 Total	***$ 119,241.11***

Non-Targeted Operating Budget Services - Outsourced Repairs

Estimated costs for vehicles that require work to be outsourced. These costs shall be passed through to the city as a cost-for-cost with no markup allowed.

Costs	Renewal 1 Year 1	Renewal 1 Year 2
Outsourced Body and Mechanical Repairs - Estimated Annual Total - Supplied by the City	$ 820,000.00	$ 830,000.00

Renewal 2 Year 1	Renewal 2 Year 2
$ 840,000.00	$ 850,000.00

Non-Targeted Operating Budget Services - Outsourced Repairs Cost - Renewal 1	***$ 1,650,000.00***
Non-Targeted Operating Budget Services - Outsourced Repairs Cost - Renewal 2	***$ 1,690,000.00***

Total Non-Targeted - Renewal 1	***$ 1,761,863.80***
Total Non-Targeted - Renewal 2	**$ 1,809,241.11**

Total Targeted and Non-Targeted - Renewal 1	**$16,433,617.73**	B
Total Targeted and Non-Targeted - Renewal 2	**$ 17,551,489.28**	C

Keolis Transit Services, LLC

Company Name

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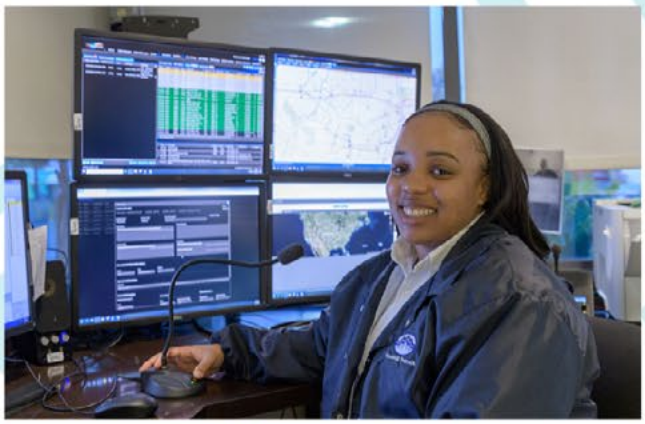
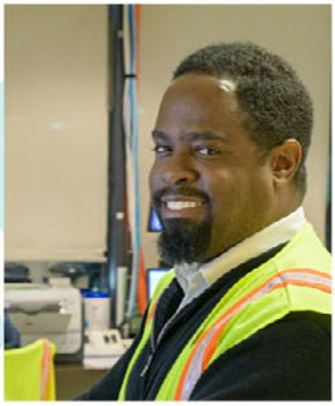
Proposer's Signature and Date





Open Enrollment Guide 2022

me@keolis

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How to Enroll: Action Required 6
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CONTACT INFORMATION

Benefit Plan	Company/Group #	Contact	Website/Email
Benefits Service Center	Keolis Transit America	Benefits Service Center: (855) 542-5704 Hours of Operation 8:00 a.m.to 8:00 p.m. Eastern Time	me.keolisna.com
Medical	UMR/#76-412666	Member Services: (800) 826-9781 Nurseline: (877) 950-5083 OptumRx: (877) 559-2955 Teladoc: (800) 835-2362	www.umr.com www.Teladoc.com
Dental	Delta Dental DHMO #79516 PPO #15517	 DHMO: (800) 422-4234 PPO: (800) 872-0500	 www.deltadentalins.com www.deltadentalma.com
Vision	VSP/#30078074	(800) 877-7195	www.vsp.com
Health Savings Accounts	Optum Bank/ #76412666	(800) 791-9361	www.optumbank.com
Basic Life and AD&D	Guardian/#504353	Customer Response Unit: (800) 627-4200 Claims: (800) 525-4542	CRU@glic.com
Supplemental Life and AD&D	Guardian/#504353	Claims Department: (800) 525-4542	group_life_claims@glic.com
Employee Assistance Program	Guardian/#504353	(800) 386-7055	www.ibhworklife.com (username: Matters, password: wlm70101)
Short Term Disability (Non CA Employees only)	Guardian/#504353	Claims Department: (800) 268-2525	group_std_claims@glic.com
Long Term Disability	Guardian/#504353	Claims Department: (800) 538-4583	group_ltd_claims@glic.com
Voluntary Benefits	Guardian/#504353	Claims Department: (800) 541-7846	www.guardianlife.com

If you (and/or your dependents) have Medicare or will become eligible for Medicare this year, Federal law gives you more choices about your prescription drug coverage. See the Medicare Required Notice in the back of this guide.

2022 OPEN ENROLLMENT IS HERE!

Open Enrollment will be from Tuesday, November 2nd through Tuesday, November 16th. In order to be enrolled for the 2022 plan year, you MUST take action by reviewing and confirming your elections in bswift for benefits starting January 1, 2022.

Keolis recognizes our employees are our most invaluable assets and we value the contributions each of you make on a daily basis. Our employees' health and well-being is the foundation of an optimal workforce.

We have taken great care to ensure our benefits program can meet your needs and offers choices while managing costs over the long term.

We want you to understand the benefits available to you and how to use them, so you can maximize your benefits experience. With that goal in mind, the resources and support we have in place will guide you in making educated healthcare decisions for you and your family. Please review the information contained in this Benefit Guide to learn about the 2022 Plan offerings.

Wishing you a healthy and safe 2022.

Be Well!

WHAT'S NEW IN 2022!

WHAT'S NEW

- ✓ **Me@keolis** – self service portal
- ✓ **Benefit Service Center Extended hours of operation** – 8am-8pm Eastern (5am-5pm Pacific) Monday through Friday
- ✓ **New Dental Administrator** – Delta Dental of CA PPO Dental plan is now administered by Delta Dental of MA. New ID Cards will be sent out for Jan 1, 2022.
- ✓ **New Voluntary Plans** – Available to elect coverage during open enrollment
  - Accident
  - Critical Illness
  - Hospital Indemnity

COMING SOON!

As of January 1, 2022 you will be able to request a quote, enroll in coverage, and pay premiums via payroll deductions for:

- Homeowners Insurance
- Auto Insurance
- Pet Insurance

ELIGIBILITY

Benefit eligible employees may also enroll their eligible dependents. You must provide a social security number for all eligible dependents one year of age and older. Your eligible dependents include:

- Spouse (legal husband or wife)
- Child(ren) up to age 26
- Domestic partner (registered)
- Disabled dependent (must be an eligible dependent and determined disabled by the health insurance carrier and applicable state or federal agency)

IF YOU COVER A DEPENDENT

Don't forget, if you are adding a dependent, you will need to provide documentation to establish dependent eligibility within 30 days from the date you make your elections.

More information regarding qualified events, dependent documentation, your plan documents and more can be found in the bswift resource library

Qualifying Events

Once you have made benefit elections, you cannot make any changes until your next annual Open Enrollment period unless you experience a qualifying event.

Qualifying events may include the following:

- Birth or adoption
- Marriage
- Loss of other coverage
- Dependent loses eligibility
- Divorce
- Death of dependent

You may also process your Qualified Event online with bswift. Any changes must be accompanied by proper documentation for both the qualifying event and dependent eligibility. See the list to the right for examples of required documents. You must create your qualifying event online and make your election changes within 30 days following the date of the qualifying event.

Dependent Documentation is Required

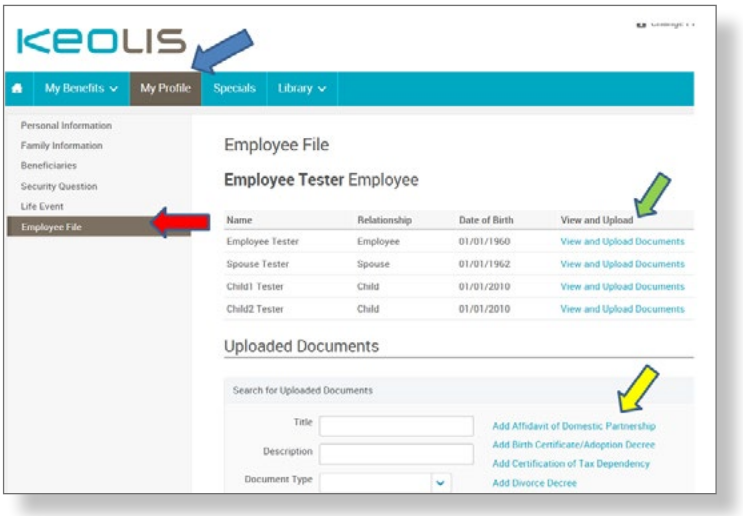
It is the employee's responsibility to turn in all dependent eligibility documentation in support of any dependents they may enroll. It is important to pay careful attention to the deadlines shown to you on the screen when adding your dependents to your elections. A complete list of acceptable documentation is provided below:

- **Dependent Spouse:** Copy of your legal marriage certificate
- **Dependent Child(ren):** Copy of birth certificate or adoption papers for all dependent children (child, adopted child, stepchild, and child of domestic partner) up to age 26.

  Acceptable birth certificates must include the names of both parents. Marriage certificate or documentation of domestic partnership may be required if the employee is not on the birth certificate.
- **Registered Domestic Partner:** Proof of a registered/certified domestic partnership or Domestic Partner Affidavit for those states that do not offer a registration or certificate. Eligible couples must also share a common residence. They cannot be closely related, married, or in a domestic partnership with another person.

bswift Upload Instructions

- Click on My Profile in the menu at the top (blue arrow)
- Click on Employee File in the menu on the left (red arrow)
- You can either click on "View and Upload Documents" next to each person (green arrow); OR
- Add the specific document listed (yellow arrow)
- Follow the prompts



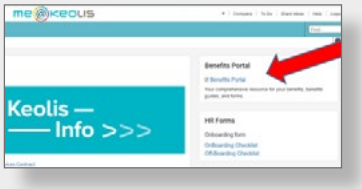
HOW TO ENROLL: ACTION REQUIRED!

The 2022 Open Enrollment process requires you to take action by logging into **me.keolisna.com** and clicking on "Benefits Portal" at top right of page and confirm your elections for the new 2022 plan year. **If you do not take action, your current elections will end as of December 31, 2021.**

We have outlined the steps on how to register and enroll in the bswift benefits portal below. Ask Emma is also available within the enrollment process to assist you with deciding which plans will work best for you and your family.

Step 1

From the me@keolis landing page, click the Benefits Portal link at the top right to get to the login page.



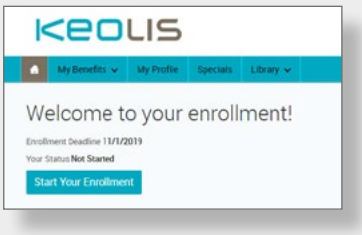
Step 2

Once the login page appears follow the instructions below to enter your user name and password. **Your password has been reset to the last 4 of your SSN for Open Enrollment.** Once you reach the log in page follow the instructions below to enter your username and password.

- Username: The first 6 letters of your Last Name + the Last 4 digits of your SSN (No spaces or special characters included. If your last name is less than 6 letters, use your full last name and the last 4 digits of your SSN).
- Password: Last 4 digits of your SSN (You will be required to change your password after your initial login).

Step 3

Upon accessing the site, you will see your enrollment deadline on the home page. You have until this date to make your benefit elections.

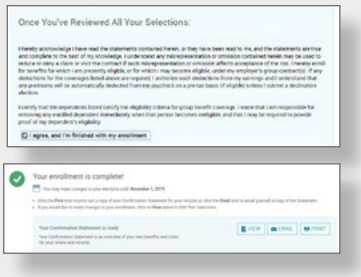


Step 4

Click the Start Your Enrollment button located on the home page:

- Verify your personal information. If you need to make any updates or changes to your personal information, please contact your local Human Resources Dept or your Manager. You may make updates to your dependent(s) information directly on the benefits site.
- Enroll in your benefit selections. You have the option to enroll or waive coverage for the various benefits offered to you.
- To enroll in a plan, click the button next to the plan name.

Once you've made your selection, click "Next" to continue your enrollment.



Step 5

Review all your benefit selections. Complete your benefit enrollment by checking the "I agree, and I'm finished with my enrollment" box and then clicking the "Complete Enrollment" button.

Save your new benefit elections. You'll be directed to your final confirmation statement. You have the option of receiving your confirmation statement via email or printing a copy for your records. Click on the icons to email or print your elections.

SPECIAL INSTRUCTIONS FOR NEW HIRES

If your date of hire falls between November 2 and December 31, you will need to take special care to ensure you have made elections for both 2021 and 2022. Coverage for all benefits eligible employees is effective as of date of hire. Employees have 30 days from their date of hire to complete their elections online.

Employees who are benefit eligible effective November 2nd through December 31st will have two separate enrollment events in the system, a New Hire enrollment for the remaining days in 2021 and an Open Enrollment event for the 2022 plan year.

The online benefit system will show you your New Hire Event first. The elections you make in your New Hire Event are for the remainder of 2021. This provides you the option of electing what you believe you will need for the remainder of 2021. You will have the ability to make different elections or enroll different dependents for 2022. You must complete your New Hire Event by your deadline in order to have an opportunity to participate in Open Enrollment for 2022.

After completing your New Hire enrollment, the system will show you your Open Enrollment event. Follow Steps 1-5 to complete your Open Enrollment!

Employees who are benefit eligible effective January 1 will only have one Open Enrollment event in our online system.

Please follow Steps 1-5 to complete your Open Enrollment!

Meet Ask Emma!

We know signing up for benefits can be confusing. Meet Ask Emma, the private, personalized virtual assistant that helps you get the most for your benefits.

Need to see which health plan saves you the most money? Ask Emma's calculator estimates your costs for the year on each plan.

Have a question or two about something specific? Ask Emma's videos and FAQs demystify complicated terms, and use straightforward examples to help you understand your options.

Looking for a guide, start to finish? Walk through the 5-minute educational interview and share your health needs. Ask Emma will run the numbers, make a recommendation, and explain how each plan will cover you.

Need help with more than just health coverage? Ask Emma has interviews, calculators, videos, and FAQs available for a number of benefits.

DON'T FORGET!

- ✓ If you newly enroll eligible dependents, be sure to provide the required proof documentation. ***We are unable to cover your dependents without appropriate documentation.***
- ✓ If you'd like to have a Health Savings Account (HSA) in 2022, you must elect it during Open Enrollment and designate the annual amount you wish to contribute, if any.
- ✓ Ensure you have designated a beneficiary for Life Insurance.
- ✓ Check out all the additional Plan materials and information at **www.keolisna.bswift.com** under the library tab.
- ✓ You can only make changes to your benefit elections during Open Enrollment or if you have a qualifying Life Event.
- ✓ It is always best practice to keep your phone, home address and email current with Human Resources.

NEW VOLUNTARY BENEFITS

Keolis is introducing 3 new supplemental health plans that provide financial support for accidents, critical illness, and hospital stays. You have the option to enroll in these new voluntary coverages during Open Enrollment within bswift.

Accident Insurance

Guardian Accident Insurance provides financial support to help get you back on your feet from unexpected medical costs due to an accident. Even with medical insurance, a fall or sprained ankle can cost you a bundle in out-of-pocket expenses.

- Guardian® pays you cash benefits based on covered injuries, treatments and services.
- Payments go directly to you, and can help pay for other expenses, like traveling to the hospital, childcare and lost income from missed work.
- "Child Organized Sport" benefit pays you an extra 25% cash benefit for each accident when the dependent child is injured while playing an organized sport.

Critical Illness Insurance

Helps protect your savings with Guardian Critical Illness Insurance. Health care costs are on the rise. Even with medical insurance, you're often still responsible for both medical and non-medical expenses related to your recovery from a serious illness. The cost you pay for co-pays and deductibles, as well as other expenses such as child care, transportation to the doctor and loss of income when you are unable to work, could really set you back financially.

- Pays you cash benefits based on each eligible diagnosis such as a heart attack, stroke, or cancer
- Pays a benefit for more than 40 covered illnesses, as well as offering a benefit for a reoccurring condition
- The cash benefits are paid directly to you, so you decide how to use them

Hospital Indemnity Insurance

If you have a hospital stay due to serious illness or injury, Guardian® Hospital Indemnity Insurance helps protect you and your family from unexpected expenses. While medical insurance may cover the hospital bills, there can also be non-medical expenses such as transportation to medical treatment or additional child care which could be considerable.

- You receive cash benefits based on your covered sickness or injury, treatments and services.
- The cash benefits are paid directly to you and can be used for any purpose — from covering medical copays and deductibles to paying for everyday expenses such as the mortgage, groceries, and utilities, — and you decide how to use them.

COMING SOON!

Starting January 1, 2022, Keolis employees may request quotes for discounted Pet Insurance and Home/Auto Insurance.

MEDICAL

Keolis continues to invest in quality medical plans which encourage overall wellness and preventive care and provide you with a variety of resources to support your health. The Keolis medical plans are provided by UMR, a United Healthcare Company. We offer four unique medical plan choices.

EPO PLAN

The EPO plan gives participants the ability to self-refer to specialists, with access to all the PPO providers in the UMR network. With the EPO plan, there is no deductible, but you are responsible for a portion of your medical expenses (e.g., 20% coinsurance for inpatient hospitalization services) up to your out-of pocket maximum.

TWO STANDARD PPO PLANS

The two standard PPO plans give participants the ability to self-refer to specialists. You also have the flexibility to seek services both in-network and out-of-network; however, your out of pocket cost will be much higher if you visit an out-of-network physician.

With the PPO plans, you are responsible for paying medical expenses up to the deductible (maximum amount you pay toward your care before benefits are paid by the plan). After you meet the deductible, you are responsible for a portion of your medical expenses (e.g., 20% coinsurance for inpatient hospitalization services) up to your out-of-pocket maximum.

HIGH DEDUCTIBLE PPO PLAN (HDHP)

The $2,500 HDHP includes a Health Savings Account allowing you to set aside pre-tax money to pay for eligible health care expenses. Features of the plan include 100% coverage after a $2,500 individual / $5,000 family Deductible has been met, with the exception of prescriptions. There is no charge for preventive care in-network.

You have the same freedom and flexibility to self-refer to specialists and seek out-of-network services for a higher out-of-pocket cost.

You can earn a contribution to your HSA account as well. See the Health Savings Account section for additional details on the Keolis HSA contribution opportunity

UMR: FINDING A PROVIDER

To find a medical plan provider, please visit **www.umr.com** and click on Find a Provider in the middle of the page. For medical plans, enter UnitedHealthcare Choice Plus Network and press search. You can designate the search area by entering your home zip code. You can search by

DID YOU KNOW?

By using our mail order pharmacy program, you receive a 3-month supply for the price of two! 90-day supplies of maintenance medications must be purchased at either a CVS Pharmacy or by mail order.

Choose the right health care setting

Where you go for medical services can make a big difference in how much you pay and how long you wait to see a health care provider.

TYPE OF CARE		WAIT TIME	ESTIMATED COST
NurseLine℠	(877) 950-5083, Pin 197 You may speak by phone with a registered nurse any time of day, seven days a week.	20-30 seconds Call answered, on average	$0
Teladoc℠	800-835-2362 or **www.Teledoc.com** You may request a consultation from a board-certified doctor any time of day, seven days a week, by phone or online. Teladoc physicians can diagnose routine ailments, recommend treatments and prescribe medications.	17 minutes Approximate wait time for doctor to respond	$0 EPO & PPO Copay $49 Cost for HDHP
Urgent care/ walk-in clinic	Urgent care centers, sometimes called walk-in clinics, are often open in the evenings and on weekends.	20-30 minutes Approximate wait time	$75 EPO & PPO Copay $150-$200 Average Cost for HDHP
Clinical care (your doctor's office)	Seeing your doctor is important. Your doctor knows your medical history and any ongoing health conditions.	1 week or more Approximate wait time for an appointment	$10 EPO Copay $30 PPO Copay $100-$150 Average Cost for HDHP
Emergency room (ER)	Visit the ER only if you are badly hurt. If you are not seriously ill or hurt, you could wait hours and your health plan may not cover nonemergency ER visits.	3 to 12 hours Approximate wait time for non-critical cases	$1,000 EPO Copay $250 PPO 750 Copay 20% after ded PPO 1500 Copay $1,000-$1,500 Average cost for HDHP

Medical Plans-at-a-Glance

Plan Feature	UMR EPO PLAN In-Network Only	UMR STANDARD PPO 750 PLAN In-Network	 Out-of-Network
Network	United Healthcare Choice PPO	United Healthcare Choice PPO	Non-Contracted Providers
Deductible			
Individual	$0	$750	$1,500
Family	$0	$2,250	$4,500
Out-of-Pocket Max			
Individual	$6,850	$2,500	$5,500
Family	$13,700	$5,000	$11,000
Services		**Member Pays**	
Primary Care Physician	$10 copay	$30 copay	40% coinsurance*
Specialist	$20 copay	$50 copay	40% coinsurance*
Preventive Care	No charge	No charge	Not covered
Teledoc	No charge	No charge	Not covered
Diagnostic X-Ray & Lab	$20 x-ray/$10 lab copay	No charge	40% coinsurance*
Complex Imaging (MRI/PET/CT Scans)	$100/test copay	20% coinsurance*	40% coinsurance*
Inpatient Hospital	$2,000/day up to 3 days	$600 copay + 20% coinsurance*	$600 copay + 40% coinsurance*
Outpatient Surgery	Hospital $1,000/ surgery ASC: $100/ surgery**	20% coinsurance*	40% coinsurance*
Emergency Room	$1,000 copay, waived if admitted to hospital	$250 copay (May be waived if admitted)	
Prescription Drugs†			
Tier 1 (Generic)	$25 copay	$10 copay	Deductible then Copay + any amount over contracted amount
Tier 2 (Brand Formulary)	$50 copay	$30 copay	
Tier 3 (Brand Non-Formulary)	$75 copay	$50 copay	

** After deductible*

*** ASC = Ambulatory Surgery Center*

† Specialty medications are covered at the applicable tier level based on drug type.

TERMS YOU SHOULD KNOW

Copay: The flat fee that you pay towards the cost of covered medical services.

Coinsurance: The amount or percentage that you pay for certain covered health care services under your health plan. This is typically the amount paid after a deductible is met, and can vary based on the plan design.

Deductible: A specific dollar amount that your health insurance company may require that you pay out-of-pocket each year before your health insurance plan begins to make payments for claims.

Not all health insurance plans require a deductible. As a general rule (though there are many exceptions), HMO plans typically do not require a deductible, while most Indemnity and PPO plans do.

Out of Pocket Maximum (OOPM): The top amount paid for covered services during a benefit period. Both the deductible and the coinsurance apply towards meeting the OOPM, but copayments may not apply. Under some plans, the deductible and OOPM may have the same dollar limit.

UMR STANDARD PPO 1500 PLAN		UMR 2500 HDHP	
In-Network	Out-of-Network	In-Network	Out-of-Network
United Healthcare Choice PPO	Non-Contracted Providers	United Healthcare Choice PPO	Non-Contracted Providers
$1,500 $3,000	$3,000 $6,000	$2,500 $5,000 ($2,800 Ind)	$6,000 $12,000 ($6,000 Ind)
$4,000 $8,000	$8,000 $16,000	$5,000 $10,000 ($5,000 Ind)	$10,000 $20,000 ($10,000 Ind)
Member Pays			
$30 copay	40% coinsurance*	No charge after ded	40% coinsurance*
$50 copay	40% coinsurance*	No charge after ded	40% coinsurance*
No charge	Not covered	No charge	Not covered
No charge	Not covered	No charge after ded	Not covered
20% coinsurance*	40% coinsurance*	No charge after ded	40% coinsurance*
20% coinsurance*	40% coinsurance*	No charge after ded	40% coinsurance*
20% coinsurance*	40% coinsurance*	No charge after ded	40% coinsurance*
20% coinsurance*	40% coinsurance*	No charge after ded	40% coinsurance*
20% coinsurance*		No charge after ded	
$250 Brand Ded Per Person, Per Calendar Year			Deductible then Copay + any amount over contracted amount
$10 copay	Deductible then Copay + any amount over contracted amount	$10 copay after deductible	
$30 copay, after Brand RX ded		$30 copay after deductible	
$50 copay, after Brand RX ded		$50 copay a after deductible	

Medical Plan Per Pay Period Rates

Per Pay Period Rates	UMR EPO PLAN	UMR STANDARD PPO 750 PLAN	UMR STANDARD PPO 1500 PLAN	UMR 2500 HDHP
Employee Only	$99.79	$105.04	$87.59	$28.37
Employee + Spouse	$218.55	$230.05	$191.80	$155.32
Employee + Child(ren)	$178.63	$188.03	$156.77	$126.95
Employee + Family	$307.37	$323.54	$269.75	$218.45

SAVE WITH AN HSA!

By selecting the UMR High Deductible Health Plan (HDHP) Plan, you qualify to contribute tax-free money into a Health Savings Account (HSA) with Optum Bank. You can also earn a company contribution up to $1,000 by participating in the Wellness Program. Your HSA funds then earn tax-free interest, and can be used tax-free to pay for qualified medical, dental, and vision expenses for you, your spouse, and eligible dependents. HSAs are similar to retirement accounts in that they rollover year-to-year, they remain yours if you change jobs or retire, and the balance can be invested in mutual funds. Because HSA health plans typically cost less than traditional health plans, the money saved can be used to contribute to your HSA.

IN ORDER TO PARTICIPATE

Regardless of whether you make your own contributions, you must open an HSA so any employer contributions can be deposited upon completion of wellness requirements. To open your new Health Savings Account with Optum Bank, visit **https://enrollhsa.optumbank.com/enrollment#/**.

The IRS has set guidance on the qualified medical expenses where HSA savings may be used. For a full list of these qualified expenses, please visit **www.irs.gov** and search for Publication 502.

HSA NEED TO KNOW ITEMS

There are specific rules about using or opening an HSA. If you or your dependents are currently entitled to, or enrolled in, Medicare or Tricare or are over age 65, please visit the IRS website (**www.irs.gov**) for more information.

You may make pre-tax contributions to your HSA through payroll deductions. In 2022, the maximum Employee and Employer HSA contributions cannot exceed $3,650 for individuals and $7,300 for families. If you are age 55 or older by the end of year, you can contribute an additional $1,000 to your HSA.

How it Works

AT THE DOCTOR'S OFFICE

Receive Services – With the HDHP plans, payment of deductible may be required at the time of service. Be sure to present your insurance ID card. If your health care provider requires a deposit, it will be applied to your invoice.

Provider Bills Health Plan – Provider submits a claim to medical, dental, or vision carrier for services rendered.

Health Plan Sends EOB – An Explanation Of Benefits (EOB) is sent to you outlining the negotiated/allowed charges and summarizing your out-of-pocket totals.

Provider Sends Invoice – The provider sends you an invoice, or statement, reflecting the allowed charges. Make sure the amount matches the EOB.

Pay Invoice With HSA – You can pay with your HSA debit card or set up an online payment that is sent directly to the provider or as a reimbursement to you. You can use HSA funds to pay any qualified medical, dental, or vision expense even if it is not covered by your insurance.

AT THE PHARMACY

Obtain Prescription – Obtain a prescription from your doctor for needed medication and submit it along with your insurance ID card to a pharmacy.

Pharmacy Verifies Insurance Coverage – The pharmacy checks with UMR on-the-spot to determine the amount you owe for the prescription.

Pay For Your Prescription – The pharmacy fills your prescription and you pay the determined amount owed. The expense is automatically applied to your deductible and/or coinsurance. Your HSA debit card is a convenient method of payment.

HSAs COME WITH A TRIPLE TAX BENEFIT

1. **Reduces federal income taxes:** When you contribute to an HSA directly from your paycheck, you reduce your federally taxable income by the amount you deposit in your HSA.
2. **Tax-free interest:** Your money earns interest while it is in the account and you do not pay taxes on the interest earned. Any gains on dollars invested in mutual funds are also tax-free.
3. **Tax-free withdrawals:** You never pay taxes on HSA

WELLNESS

Keolis Transit America, Inc. has partnered with UMR Care Management to offer a voluntary health and wellness program to all employees enrolled in the UMR 2500 HDHP medical plan.

This year we are continuing to emphasize the importance of developing a relationship with your Primary Care Physician. If you complete the following two steps, Keolis will make a deposit of $1,000 into your Health Savings Account (HSA) which is coupled with our UMR 2500 HDHP.

Step 1: Complete your online Clinical Health Risk Assessment (CHRA) Between January 1 and January 31, 2022.

Completing your CHRA is an important first step on your path to a healthier future. The online questionnaire will help you identify your potential health risks and areas for improvement. The CHRA is composed of questions about your general health, medical history and lifestyle habits. After you complete the CHRA, a personalized report will be mailed to your home summarizing your current health profile. There is no cost to participate, and your personal health information is completely confidential.

STEPS FOR COMPLETING YOUR CHRA

1. Go to **www.umr.com**
2. If you already have an account click Login/Register
3. First time users, click Register to open an account, located beneath the Member Login box
4. Employees select "I am the member".
5. Create your profile. Select a username and password, then choose two security questions. Record these for future reference.
6. Click on Get Started, located on the left side of the page in the Visit the My Health Center box.
7. Once redirected, click on Start your Clinical Health Risk Assessment, located in the To Do list on the right side of the page; or if already on the wellness portal, on the top, middle section.
8. If you'd like to view the portal in Spanish, click on the language icon in the top, right hand corner of the page. The CHRA takes about 20 minutes to complete.

Note: You can also complete your CHRA on your mobile device. Simply log in to **www.umr.com**, select Health center from the main menu and choose the Wellness activity center button.

Step 2: Have an Annual Preventive Care Exam between the dates of 07/01/2021 and 01/31/2022.

After BOTH steps have been completed, the deposit will be made to your HSA account. Additionally, in order for you to receive the deposit, you must open your HSA through Optum Bank.

We look forward to a healthy and happy 2022!

DENTAL

Keolis offers two dental plan options through Delta Dental, a dental HMO plan and a dental PPO Plan.

DHMO Plan

- You must select a primary care dentist from the HMO network of Providers
- You can only seek dental care from your primary care HMO dentist
- The HMO does not provide coverage outside of the network
- No deductible; no annual maximum benefit
- Low or no cost preventive services
- You can change your primary care dentist by calling Delta Dental
- DHMO plan is only offered in CA, MA, NH, NV, FL and NC

PPO Plan

- Use any dentist of your choice
- Save money by obtaining services In-Network
- There is an annual maximum benefit of $2,500 per person

HOW TO SEARCH FOR DELTA DENTAL PROVIDERS

DHMO Providers

1. Visit **www.deltadentalins.com**
2. Select Find a Dentist at the top of the page
3. Enter your zip code
4. Select "DeltaCare USA" from the Select a Network dropdown
5. Click Find a Dentist

PPO Providers

1. Visit **www.DeltaDentalMA.com**
2. Select Find a Dentist at the top of the page
3. Enter your zip code
4. Select "DeltaCare USA" from the Select a Network dropdown
5. Click Find a Dentist

Coverage Type	Delta Dental HMO	Delta Dental PPO		
	In-network	In-network	Delta Premier	Out-of-network
Calendar Year Deductible	None	Individual: $50, Family: $150		
Calendar Year Maximum Benefit	None	$2,500		
SERVICES				
Preventive Care (Cleanings, Oral Examinations, Fluoride Treatments, etc.)	Copays vary; See benefits schedule Office Visit: $5 Prophylaxis (Cleaning): No charge Bitewing x-rays: No charge	No charge	No charge	No charge
Basic Care (Fillings, Simple Extractions, Periodontics, etc.)	Copays vary; See benefits schedule Amalgam Filling: $5-$20 Extraction: $5-$115 Gingivectomy: $80-$135	20% coinsurance*	20% coinsurance*	20% coinsurance*
Major Care (Crowns, Inlays, Dentures, Implants, etc.)	Copays vary; See benefits schedule Crown: $85-$295 Root Canal: $85-$280	50% coinsurance*	50% coinsurance*	50% coinsurance*
Orthodontia	Copays vary; See benefits schedule Adult: $1,900 / Child: $1,700	50% coinsurance (Adult and Children) $2,500 lifetime maximum (deductible waived)		
PER PAY PERIOD RATES				
Employee Only	$1.36	$2.47		
Employee + Spouse	$2.73	$5.05		
Employee + Child(ren)	$2.58	$6.18		
Employee + Family	$4.08	$9.56		

**After deductible*

VISION

Keolis' vision plan is offered to you through VSP. When you use one of the providers in their extensive network, you receive a higher level of coverage and you are only required to pay a copayment at the time of service. With an out-of-network provider, you must pay the bill in full and file a claim for reimbursement of covered benefits up to the allowance shown. For a list of providers, visit **www.vsp.com**. Some of the retail providers who participate in VSP's vision network include Costco, Sam's Club, Walmart, Visionworks and Pearle Vision.

Below is a brief summary of benefits. Please refer to plan documents for details, including important coverage exclusions and limitations. If there are any discrepancies between this benefits summary and plan documents, the plan documents will govern.

Note: VSP does not provide vision cards, so you will not be receiving one in the mail. When making an appointment, you will just need to provide the group #30078074

Coverage Type	VSP Vision Plan	
	In-network	Out-of-network
Exam Cost	$10 copay	Up to $45 allowance
BENEFIT FREQUENCY		
Exams	Once per 12 months	
Lenses	Once per 12 months	
Frames	Once per 24 months	
Contacts	Once per 12 months	
COVERED SERVICES — LENSES		
Single Lenses	$25 copay	Up to $30 allowance
Bifocals	$25 copay	Up to $50 allowance
Trifocals	$25 copay	Up to $65 allowance
Progressive	$0 Copay	Up to $50 allowance
Frames	$150 allowance, then 20% off balance	Up to $70 allowance
COVERED SERVICES — CONTACTS (IN LIEU OF GLASSES)		
Contacts — Medically Necessary	$25 Copay	Up to $210 allowance
Contacts — Elective	$130 allowance	Up to $105 allowance
PER PAY PERIOD RATES		
Employee Only	$0.42	
Employee + Spouse	$0.84	
Employee + Child(ren)	$0.90	
Employee + Family	$1.43	

LIFE AND AD&D INSURANCE

100% Company-paid Basic Life and AD&D

Although we don't like to think about it, should death occur, the survivors left behind could face serious financial hardship. Your family might need an alternative source of income to pay off your bills and meet their ongoing financial responsibilities.

Basic Life and Accidental Death & Dismemberment (AD&D) insurances are provided by the Company at no cost to you through Guardian. The Life benefit is valued at $10,000. AD&D insurance pays an amount equal to your Basic Life benefit in the event of your accidental death. It also provides a benefit for accidental loss of limb or sight.

BENEFICIARY DESIGNATION REQUIRED

The Company requires all eligible employees to designate at least one primary beneficiary online. You may name anyone as your beneficiary to receive your Life and AD&D benefits in case of your death. Once you have named your beneficiary, your designation will remain unchanged until you change it. You may change your beneficiary as often as you wish.

Voluntary Life Insurance and Voluntary Employee AD&D

Employee: You may also purchase additional amounts of Life and AD&D insurance. Coverage may be purchased in increments of $10,000 up to the lesser of five times your annual base salary or $500,000. If you are electing coverage for the first time, the entire amount will be subject to EOI. New Hires may elect up to the Guarantee Issue Amount (GI) of $160,000 without providing EOI. EOI applies to all other voluntary life and AD&D elections. EOI must be completed online within 30 days after confirming your 2022 election. If you purchase voluntary life and AD&D insurance, you will also have the option to purchase coverage for your spouse and/or child(ren).

Spouse and Children: Voluntary Spouse Life Insurance is available in $5,000 increments and may not exceed 50% of the Voluntary Employee Life Insurance benefit to a maximum of $100,000. Voluntary Child Life Insurance is available in options of $1,000, $2,000, $5,000, or $10,000. One low premium covers all eligible enrolled children.

Voluntary Life and AD&D Monthly Premium

Age	Employee or Dependent Cost per $1,000
<25	$0.085
25-29	$0.095
30-34	$0.115
35-39	$0.125
40-44	$0.135
45-49	$0.185
50-54	$0.345
55-59	$0.514
60-64	$0.724
65-69	$1.305
70 and older	$2.095
Child	$0.275

EMPLOYEE ASSISTANCE PROGRAM

The Keolis employee assistance program (EAP), provided by Guardian, offers confidential assessments and provides screening and referrals to local providers through a network of providers. The EAP can help you and your household members identify and find resources to solve personal problems, such as:

- Legal questions and identity theft recovery services
- Marital or family conflicts
- Childcare or senior care concerns
- Financial problems
- Alcohol or drug issues
- Stress, depression and other emotional problems
- Up to 3 visits per employee/household member per year for face to face counseling and Unlimited, 24/7 consultations for telephonic counseling

TO CONTACT THE EAP

Phone: (800) 386-7055
Website: **www.ibhworklife.com**
(username: Matters, password: wlm70101)

DISABILITY

Voluntary Short-Term Disability

AVAILABLE TO EMPLOYEES OUTSIDE CALIFORNIA

Short term disability (STD) insurance provides financial protection should you experience a serious illness or injury that prevents you from working for an extended time. This benefit is funded by you and offered through Guardian. Your weekly short term disability benefit will be 60% of your weekly pre-disability earnings to a maximum of $1,000 per week. If you meet the definition of disability, your benefits will begin following the 7th day of accident or sickness and will continue for 26 weeks if you remain disabled.

Voluntary STD Monthly Premium	
Age	**Employee Cost per $10 of Covered Payroll**
<25	$0.712
25-29	$0.748
30-34	$1.034
35-39	$0.998
40-44	$0.891
45-49	$0.891
50-54	$1.210
55-59	$1.498
60-64	$1.888
65+	$1.888

Voluntary Long-Term Disability

Long term disability (LTD) insurance provides financial protection should you experience a serious illness or injury that prevents you from working beyond the period of time covered by STD. This benefit is funded by you and offered through Guardian. Benefits begin after 180 days of disability. You will receive 60% of pre-disability earnings up to to a maximum of $10,000 per month up to normal retirement age as defined by the Social Security Administration, as long as our disability continues.

Voluntary LTD Monthly Premium	
Age	**Employee Cost per $100 of Covered Payroll**
<25	$0.336
25-29	$0.336
30-34	$0.336
35-39	$0.525
40-44	$0.814
45-49	$1.028
50-54	$1.355
55-59	$1.153
60-64	$1.369
65+	$1.369

DON'T FORGET

OPEN ENROLLMENT

- Open enrollment ends at 11:59pm EST on Tuesday, November 16. Be sure to complete your enrollment on time!
- If you do not enroll during Open Enrollment for the 2022 plan year effective January 1 your current benefits will end as of December 31, 2021.
- Did you designate a beneficiary for all of your Company paid and voluntary life benefits? You must designate a beneficiary for each one.
- Print an election confirmation when you finish the process online and make sure all your elections are correct and your dependents are listed under the benefits you enrolled them in. If not, you must complete any changes by the end of open enrollment, Tuesday, November 16, 2021 for benefits effective January 1, 2022.

DEPENDENTS

- You will need a social security number for ALL dependents over the age of one.
- Your dependents will not be approved and enrolled until your dependent eligibility documentation is received by Human Resources. If you need help uploading, please contact the Benefits Service Center at (855) 542-5704.
- The deadline to turn in your documents will be shown on the screen when you make your elections. If you do not turn in your documents within the 30 day window provided you will be unable to add your dependents until the next annual Open Enrollment for 2023.

REQUIRED NOTICES

Women's Health and Cancer Rights Act

In October 1998, Congress enacted the Women's Health and Cancer Rights Act of 1998. This notice explains some important provisions of the Act. Please review this information carefully.

For individuals receiving mastectomy-related benefits, coverage will be provided in a manner determined in consultation with the attending physician and the patient for:

– All stages of reconstruction of the breast on which the mastectomy has been performed;

– Surgery and reconstruction of the other breast to produce a symmetrical appearance; and

– Prosthesis and treatment of physical complications of mastectomy, including lymphedemas.

Coverage for breast reconstruction and related services is subject to the same deductibles and coinsurance amounts that are applicable to other medical and surgical benefits provided under this plan.

Newborns' Act

Under federal law, group health plans and health insurance issuers offering group health insurance coverage generally may not restrict benefits for any hospital length of stay in connection with childbirth for the mother or newborn child to less than 48 hours following a vaginal delivery, or less than 96 hours following a delivery by cesarean section. However, Federal law generally does not prohibit the mother's or newborn's attending provider, after consulting with the mother, from discharging the mother or her newborn earlier than 48 hours (or 96 hours as applicable).

Also, under federal law, plans and issuers may not set the level of benefits or out-of-pocket costs so that any later portion of the 48-hour (or 96-hour) stay is treated in a manner less favorable to the mother or newborn than any earlier portion of the stay.

In addition, a plan or issuer may not, under federal law, require that a physician or other health care provider obtain authorization for prescribing a length of stay of up to 48 hours (or 96 hours). For more information, contact your plan administrator.

HIPAA Privacy Notice Reminder

The HIPAA Notice of Privacy Practices applies to Protected Health Information associated with the Group Health plan provided to our employees, employee's dependents and, as applicable, retired employees. HIPAA requires Keolis Transit America to periodically send a reminder to participants about the availability of the Plan's Privacy Notice and how to obtain that notice. The Notice describes that Keolis Transit America may use and disclose Protected Health Information to carry out payment and health care operations, and for other purposes that are permitted or required by law.

We are required by the privacy regulations issued under the Health Insurance Portability and Accountability Act of 1996 ("HIPAA") to maintain the privacy of Protected Health Information and to provide individuals covered under our group health plan with notice of our legal duties and privacy practices concerning Protected Health Information. We are required to abide by the terms of the Notice so long as it remains in effect. We reserve the right to change the terms of the Notice as necessary and to make the new Notice effective for all Protected health Information maintained by us. If we make material changes to our privacy practices, copies of revised notices will be mailed to all policyholders then covered by the Group Health plan. Copies of our current HIPAA Privacy Notice may be obtained by contacting:

Contact: Kate Hudson
(857) 800-0305

HIPAA Special Enrollment

If you are health coverage declining enrollment for yourself or your dependents (including your spouse) because of other health insurance or group health plan coverage, you may be able to enroll yourself and your dependents in this plan without waiting for the next open enrollment period if you or your dependents lose eligibility for that other coverage (or if the employer stops contributing toward your or your dependents' other coverage). However, you must request enrollment within 30 days after your or your dependents' other coverage ends (or after the employer stops contributing toward the other coverage).

In addition, if you have a new dependent as a result of marriage, birth, adoption, or placement for adoption, you may be able to enroll yourself and your dependents. However, you must request enrollment within 30 days after the marriage, birth, adoption, or placement for adoption.

To request special enrollment or obtain more information, contact Kate Hudson at (857) 800-0305

Premium Assistance Under Medicaid and the Children's Health Insurance Program (CHIP)

If you or your children are eligible for Medicaid or CHIP and you're eligible for health coverage from your employer, your state may have a premium assistance program that can help pay for coverage, using funds from their Medicaid or CHIP programs. If you or your children aren't eligible for Medicaid or CHIP, you won't be eligible for these premium assistance programs but you may be able to buy individual insurance coverage through the Health Insurance Marketplace. For more information, visit www.healthcare.gov.

If you or your dependents are already enrolled in Medicaid or CHIP and you live in a State listed below, contact your State Medicaid or CHIP office to find out if premium assistance is available.

If you or your dependents are NOT currently enrolled in Medicaid or CHIP, and you think you or any of your dependents might be eligible for either of these programs, contact your State Medicaid or CHIP office or dial 1-877-KIDS NOW or www.insurekidsnow.gov to find out how to apply. If you qualify, ask your state if it has a program that might help you pay the premiums for an employer-sponsored plan.

If you or your dependents are eligible for premium assistance under Medicaid or CHIP, as well as eligible under your employer plan, your employer must allow you to enroll in your employer plan if you aren't already enrolled. This is called a "special enrollment" opportunity, and you must request coverage within 60 days of being determined eligible for premium assistance. If you have questions about enrolling in your employer plan, contact the Department of Labor at www.askebsa.dol.gov or call 1-866-444-EBSA (3272).

If you live in one of the following states, you may be eligible for assistance paying your employer health plan premiums. The following list of states is current as of July 31, 2021. Contact your State for more information on eligibility.

ALABAMA – Medicaid
Website: http://myalhipp.com/
Phone: 1-855-692-5447

ALASKA – Medicaid
The AK Health Insurance Premium Payment Program
Website: http://myakhipp.com/
Phone: 1-866-251-4861
Email: CustomerService@MyAKHIPP.com
Medicaid Eligibility: http://dhss.alaska.gov/dpa/Pages/medicaid/default.aspx

ARKANSAS – Medicaid
Website: http://myarhipp.com/
Phone: 1-855-MyARHIPP (855-692-7447)

CALIFORNIA – Medicaid
Website: https://www.dhcs.ca.gov/services/Pages/TPLRD_CAU_cont.aspx
Phone: 916-440-5676

COLORADO – Health First Colorado (Colorado's Medicaid Program) & Child Health Plan Plus (CHP+)
Health First Colorado Website:
https://www.healthfirstcolorado.com/
Health First Colorado Member Contact Center:
1-800-221-3943/ State Relay 711
CHP+:
https://www.colorado.gov/pacific/hcpf/child-health-plan-plus
CHP+ Customer Service: 1-800-359-1991/ State Relay 711
Health Insurance Buy-In Program (HIBI):
https://www.colorado.gov/pacific/hcpf/health-insurance-buy-program
HIBI Customer Service: 1-855-692-6442

FLORIDA – Medicaid
Website: https://www.flmedicaidtplrecovery.com/flmedicaidtplrecovery.com/hipp/index.html
Phone: 1-877-357-3268

GEORGIA – Medicaid
Website: https://medicaid.georgia.gov/health-insurance-premium-payment-program-hipp
Phone: 678-564-1162 ext 2131

INDIANA – Medicaid
Healthy Indiana Plan for low-income adults 19-64
Website: http://www.in.gov/fssa/hip/
Phone: 1-877-438-4479
All other Medicaid
Website: https://www.in.gov/medicaid/
Phone 1-800-457-4584

IOWA – Medicaid and CHIP (Hawki)
Medicaid Website:
https://dhs.iowa.gov/ime/members
Medicaid Phone: 1-800-338-8366
Hawki Website:
http://dhs.iowa.gov/Hawki
Hawki Phone: 1-800-257-8563

KANSAS – Medicaid
Website: http://www.kdheks.gov/hcf/default.htm
Phone: 1-800-792-4884

KENTUCKY – Medicaid
Kentucky Integrated Health Insurance Premium Payment Program (KI-HIPP) Website:
https://chfs.ky.gov/agencies/dms/member/Pages/kihipp.aspx
Phone: 1-855-459-6328
Email: KIHIPP.PROGRAM@ky.gov
KCHIP Website: https://kidshealth.ky.gov/Pages/index.aspx
Phone: 1-877-524-4718
Kentucky Medicaid Website: https://chfs.ky.gov

LOUISIANA – Medicaid
Website: www.medicaid.la.gov or www.ldh.la.gov/lahipp
Phone: 1-888-342-6207 (Medicaid hotline) or 1-855-618-5488 (LaHIPP)

MAINE – Medicaid
Enrollment Website: https://www.maine.gov/dhhs/ofi/applications-forms
Phone: 1-800-442-6003
TTY: Maine relay 711

MASSACHUSETTS – Medicaid and CHIP
Website:http://www.mass.gov/eohhs/gov/departments/masshealth/
Phone: 1-800-862-4840

REQUIRED NOTICES (CONT'D)

MINNESOTA – Medicaid
Website:
https://mn.gov/dhs/people-we-serve/children-and-families/health-care/health-care-programs/programs-and-services/other-insurance.jsp
Phone: 1-800-657-3739
Private Health Insurance Premium Webpage:
https://www.maine.gov/dhhs/ofi/applications-forms
Phone: -800-977-6740.
TTY: Maine relay 711

MISSOURI – Medicaid
Website: http://www.dss.mo.gov/mhd/participants/pages/hipp.htm
Phone: 573-751-2005

MONTANA – Medicaid
Website: http://dphhs.mt.gov/MontanaHealthcarePrograms/HIPP
Phone: 1-800-694-3084

NEBRASKA – Medicaid
Website: http://www.ACCESSNebraska.ne.gov
Phone: 1-855-632-7633
Lincoln: 402-473-7000
Omaha: 402-595-1178

NEVADA – Medicaid
Medicaid Website: http://dhcfp.nv.gov
Medicaid Phone: 1-800-992-0900

NEW HAMPSHIRE – Medicaid
Website: https://www.dhhs.nh.gov/oii/hipp.htm
Phone: 603-271-5218
Toll free number for the HIPP program: 1-800-852-3345, ext 5218

NEW JERSEY – Medicaid and CHIP
Medicaid Website:
http://www.state.nj.us/humanservices/dmahs/clients/medicaid/
Medicaid Phone: 609-631-2392
CHIP Website: http://www.njfamilycare.org/index.html
CHIP Phone: 1-800-701-0710

NEW YORK – Medicaid
Website: https://www.health.ny.gov/health_care/medicaid/
Phone: 1-800-541-2831

NORTH CAROLINA – Medicaid
Website: https://medicaid.ncdhhs.gov/
Phone: 919-855-4100

NORTH DAKOTA – Medicaid
Website: http://www.nd.gov/dhs/services/medicalserv/medicaid/
Phone: 1-844-854-4825

OKLAHOMA – Medicaid and CHIP
Website: http://www.insureoklahoma.org
Phone: 1-888-365-3742

OREGON – Medicaid
Website: http://healthcare.oregon.gov/Pages/index.aspx
http://www.oregonhealthcare.gov/index-es.html
Phone: 1-800-699-9075

PENNSYLVANIA – Medicaid
Website: https://www.dhs.pa.gov/providers/Providers/Pages/Medical/HIPP-Program.aspx
Phone: 1-800-692-7462

RHODE ISLAND – Medicaid and CHIP
Website: http://www.eohhs.ri.gov/
Phone: 1-855-697-4347, or 401-462-0311 (Direct RIte Share Line)

SOUTH CAROLINA – Medicaid
Website: https://www.scdhhs.gov
Phone: 1-888-549-0820

SOUTH DAKOTA - Medicaid
Website: http://dss.sd.gov
Phone: 1-888-828-0059

TEXAS – Medicaid
Website: http://gethipptexas.com/
Phone: 1-800-440-0493

UTAH – Medicaid and CHIP
Medicaid Website: https://medicaid.utah.gov/
CHIP Website: http://health.utah.gov/chip
Phone: 1-877-543-7669

VERMONT– Medicaid
Website: http://www.greenmountaincare.org/
Phone: 1-800-250-8427

VIRGINIA – Medicaid and CHIP
Website: https://www.coverva.org/hipp/
Medicaid Phone: 1-800-432-5924
CHIP Phone: 1-855-242-8282

WASHINGTON – Medicaid
Website: https://www.hca.wa.gov/
Phone: 1-800-562-3022

WEST VIRGINIA – Medicaid
Website: http://mywvhipp.com/
Toll-free phone: 1-855-MyWVHIPP (1-855-699-8447)

WISCONSIN – Medicaid and CHIP
Website:
https://www.dhs.wisconsin.gov/badgercareplus/p-10095.htm
Phone: 1-800-362-3002

WYOMING – Medicaid
Website: https://health.wyo.gov/healthcarefin/medicaid/programs-and-eligibility/
Phone: 1-800-251-1269

To see if any other states have added a premium assistance program since July 31, 2021, or for more information on special enrollment rights, contact either:

U.S. Department of Labor
Employee Benefits Security Administration
www.dol.gov/agencies/ebsa
1-866-444-EBSA (3272)

U.S. Department of Health and Human Services
Centers for Medicare & Medicaid Services
www.cms.hhs.gov
1-877-267-2323, Menu Option 4, Ext. 61565

Medicare Notice of Creditable Coverage

Important Notice from Keolis Transit America About Your Prescription Drug Coverage and Medicare

Please read this notice carefully and keep it where you can find it.

This notice has information about your current prescription drug coverage with Keolis Transit America and about your options under Medicare's prescription drug coverage. This information can help you decide whether or not you want to join a Medicare drug plan. If you are considering joining, you should compare your current coverage, including which drugs are covered at what cost, with the coverage and costs of the plans offering Medicare prescription drug coverage in your area. Information about where you can get help to make decisions about your prescription drug coverage is at the end of this notice.

There are two important things you need to know about your current coverage and Medicare's prescription drug coverage:

1. Medicare prescription drug coverage is available in 2006 to everyone with Medicare. You can get this coverage if you join a Medicare Prescription Drug Plan or join a Medicare Advantage Plan (like an HMO or PPO) that offers prescription drug coverage. All Medicare drug plans provide at least a standard level of coverage set by Medicare. Some plans may also offer more coverage for a higher monthly premium.

2. Keolis Transit America has determined that the prescription drug coverage offered by the UMR medical plans is, on average for all plan participants, expected to pay out as much as standard Medicare prescription drug coverage pays in 2022 and is therefore considered Creditable Coverage. Because your existing coverage is Creditable Coverage, you can keep this coverage and not pay a higher premium (a penalty) if you later decide to join a Medicare drug plan.

When Can You Join A Medicare Drug Plan?

You can join a Medicare drug plan when you first become eligible for Medicare and each year from October 15th to December 7th. However, if you lose your current creditable prescription drug coverage, through no fault of your own, you will also be eligible for a two (2) month Special Enrollment Period (SEP) to join a Medicare drug plan.

What Happens To Your Current Coverage If You Decide to Join a Medicare Drug Plan?

- If you decide to join a Medicare drug plan and you are an active employee or family member of an active employee, your current Keolis Transit America coverage will not be affected. You may also continue your employer coverage. In this case, Keolis will continue to pay primary or secondary as it had before you enrolled in a Medicare prescription drug plan.
- If you do decide to join a Medicare drug plan and drop your current Keolis Transit America coverage, be aware that Medicare will be your only payer. You can re-enroll in the employer plan at open enrollment or if you have a special enrollment event under the Keolis plan, assuming you remain eligible.

When Will You Pay A Higher Premium (Penalty) To Join A Medicare Drug Plan?

You should also know that if you drop or lose your current coverage with Keolis Transit America and don't join a Medicare drug plan within 63 continuous days after your current coverage ends, you may pay a higher premium (a penalty) to join a Medicare drug plan later. If you go 63 continuous days or longer without creditable prescription drug coverage, your monthly premium may go up by at least 1% of the Medicare base beneficiary premium per month for every month that you did not have that coverage. For example, if you go nineteen months without creditable coverage, your premium may consistently be at least 19% higher than the Medicare base beneficiary premium. You may have to pay this higher premium (a penalty) as long as you have Medicare prescription drug coverage.

In addition, you may have to wait until the following October to join.

For More Information About This Notice Or Your Current Prescription Drug Coverage...

Contact the person listed below for further information.
NOTE: You'll get this notice each year. You will also get it before the next period you can join a Medicare drug plan, and if this coverage through Keolis Transit America changes. You also may request a copy of this notice at any time.

For More Information About Your Options Under Medicare Prescription Drug Coverage...

More detailed information about Medicare plans that offer prescription drug coverage is in the "Medicare & You" handbook. You'll get a copy of the handbook in the mail every year from Medicare. You may also be contacted directly by Medicare drug plans.

For more information about Medicare prescription drug coverage:

- Visit www.medicare.gov
- Call your State Health Insurance Assistance Program (see the inside back cover of your copy of the "Medicare & You" handbook for their telephone number) for personalized help
- Call 1-800-MEDICARE (1-800-633-4227). TTY users should call 1-877-486-2048.

REQUIRED NOTICES (CONT'D)

If you have limited income and resources, extra help paying for Medicare prescription drug coverage is available. For information about this extra help,visit Social Security on the web at www.socialsecurity.gov, or call them at 1-800-772-1213 (TTY 1-800-325-0778).

Remember: Keep this Creditable Coverage notice. If you decide to join one of the Medicare drug plans, you may be required to provide a copy of this notice when you join to show whether or not you have maintained creditable coverage and, therefore, whether or not you are required to pay a higher premium (a penalty).

Date : January 1, 2022
Name of Entity/Sender: Keolis | Kate Hudson, (857) 800-0305

Notice Regarding Wellness Program

The Keolis Transit America Wellness Program is a voluntary wellness program available to all employees. The program is administered according to federal rules permitting employer-sponsored wellness programs that seek to improve employee health or prevent disease, including the Americans with Disabilities Act of 1990, the Genetic Information Nondiscrimination Act of 2008, and the Health Insurance Portability and Accountability Act, as applicable, among others. If you choose to participate in the wellness program you will be asked to complete a voluntary clinical health risk assessment or "CHRA" that asks a series of questions about your health-related activities and behaviors and whether you have or had certain medical conditions (e.g., cancer, diabetes, or heart disease). You are not required to complete the CHRA.

However, employees who choose to participate in the wellness program will receive an incentive outlined below for completing the CHRA online and submitting proof of annual physical . Although you are not required to complete the CHRA , only employees who do so will receive the incentive.

The Incentive is defined as: HDHP Plan:

You will receive a $1,000 contribution to your Health Savings Account for participating in the wellness program

If your benefits are effective after January 1, 2022, the wellness deposit will be prorated.

If you are unable to participate you may be entitled to a reasonable accommodation or an alternative standard. You may request a reasonable accommodation or an alternative standard by contacting Kate Hudson at kate.hudson@keolisna.com or at (857) 800-0305.

The information from your CHRA will be used to provide you with information to help you understand your current health and potential risks.

You also are encouraged to share your results or concerns with your own doctor.

PROTECTIONS FROM DISCLOSURE OF MEDICAL INFORMATION

We are required by law to maintain the privacy and security of your personally identifiable health information. Although the wellness program and Keolis Transit America may use aggregate information it collects to design a program based on identified health risks in the workplace,

Keolis Transit America Wellness Program will never disclose any of your personal information either publicly or to the employer, except as necessary to respond to a request from you for a reasonable accommodation needed to participate in the wellness program, or as expressly permitted by law. Medical information that personally identifies you, that is provided in connection with the wellness program, will not be provided to your supervisors or managers and may never be used to make decisions regarding your employment.

Your health information will not be sold, exchanged, transferred, or otherwise disclosed except to the extent permitted by law to carry out specific activities related to the wellness program, and you will not be asked or required to waive the confidentiality of your health information as a condition of participating in the wellness program or receiving an incentive. Anyone who receives your information for purposes of providing you services as part of the wellness program will abide by the same confidentiality requirements.

The only individual(s) who will receive your personally identifiable health information is UMR in order to provide Keolis with a CHRA completion report to allow for funding of the incentive.

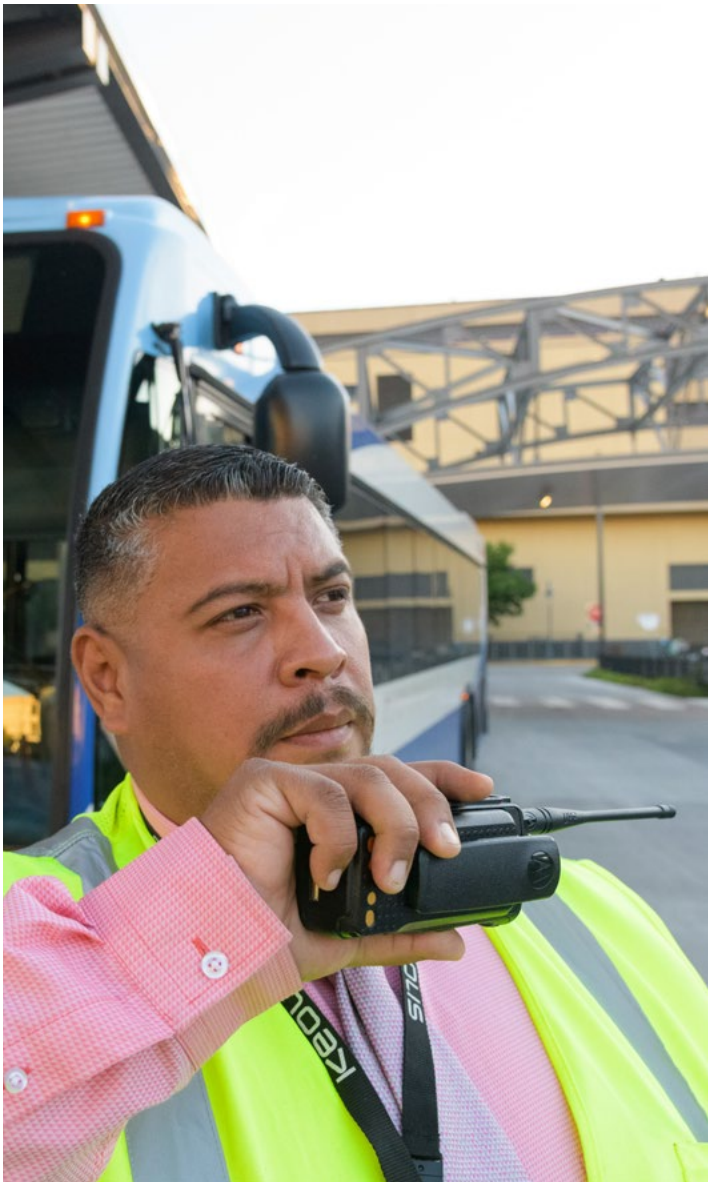
In addition, all medical information obtained through the wellness program will be maintained separate from your personnel records, information stored electronically will be encrypted, and no information you provide as part of the wellness program will be used in making any employment decision. Appropriate precautions will be taken to avoid any data breach, and in the event a data breach occurs involving information you provide in connection with the wellness program, we will notify you immediately.

You may not be discriminated against in employment because of the medical information you provide as part of participating in the wellness program, nor may you be subjected to retaliation if you choose not to participate.

If you have questions or concerns regarding this notice, or about protections against discrimination and retaliation, please contact Kate Hudson at kate.hudson@keolisna.com or at (857) 800-0305.

Outbreak Period Notice

The U.S. Department of Labor and IRS announced temporary extensions of certain plan deadlines during the COVID-19 pandemic. The extensions relate to the period between March 1, 2020 and 60 days after the end of the National Emergency related to COVID-19, but in no event can last longer than one year. Under these extensions, plan participants and dependents were given extra time to make HIPAA Special Enrollment election changes, file ERISA claims and appeals, receive notifications about COBRA elections, and make COBRA premium payments



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

N/A

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.

DocuSigned by:
Aline Frantzen
661CC2B6F8894A9...
Authorized Signature

President and CEO
Title

Aline Frantzen
Name (Printed)

4/25/2022
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.

DocuSigned by:
Aline Frantzen
661CA32B6F8B91A9...
Authorized Signature

Aline Frantzen, President and CEO
Print Name and Title

4/25/2022
Date

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:

x ☐ MasterCard

☐ Visa

Keolis Transit Services, LLC
Company Name

DocuSigned by:
Aline Frantzen
661CC2B6F8894A9...
Signature

Aline Frantzen
Name (Printed)

4/25/2022
Date

President and CEO
Title

E-VERIFY AFFIRMATION STATEMENT

RFP/Bid /Contract No: Solicitation 12623-825

Project Description: Fleet Maintenance and Management Services

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: Keolis Transit Services, LLC

Authorized Company Person's Signature: DocuSigned by: Aline Frantzen 661CC2B6F8894A9...

Authorized Company Person's Title: President and CEO

Date: 4/25/2022

9/15/2020

ACORD®

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY): 03/10/2022

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).

PRODUCER
McGriff Insurance Services, Inc.
1800 SW First Avenue, Suite 400
Portland, OR 97201

CONTACT NAME: Kyle Whelchel
PHONE (A/C, No, Ext): 503-943-6621 **FAX (A/C, No):** 503-943-6622
E-MAIL ADDRESS: kwhelchel@mcgriff.com

INSURER(S) AFFORDING COVERAGE	NAIC #
INSURER A : ACE American Insurance Company	22667
INSURER B : Indemnity Insurance Company of North America	43575
INSURER C :	
INSURER D :	
INSURER E :	
INSURER F :	

INSURED
Keolis America Inc
Keolis Transit America Inc
470 Atlantic Ave
5th Floor
Boston, MA 02210

COVERAGES **CERTIFICATE NUMBER:** 7Q3P2PCQ **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.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	X COMMERCIAL GENERAL LIABILITY CLAIMS-MADE [X] OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: POLICY [ ] PRO-JECT [X] LOC OTHER:			HDO G72494660	06/01/2021	06/01/2022	EACH OCCURRENCE DAMAGE TO RENTED PREMISES (Ea occurrence) MED EXP (Any one person) PERSONAL & ADV INJURY GENERAL AGGREGATE PRODUCTS - COMP/OP AGG	$ 2,000,000 $ 2,000,000 $ 0 $ 2,000,000 $ 4,000,000 $ 4,000,000
A	AUTOMOBILE LIABILITY X ANY AUTO OWNED AUTOS ONLY HIRED AUTOS ONLY SCHEDULED AUTOS NON-OWNED AUTOS ONLY			ISA H25545990	06/01/2021	06/01/2022	COMBINED SINGLE LIMIT (Ea accident) BODILY INJURY (Per person) BODILY INJURY (Per accident) PROPERTY DAMAGE (Per accident)	$ 5,000,000 $ $ $
	UMBRELLA LIAB [ ] OCCUR EXCESS LIAB [ ] CLAIMS-MADE DED [ ] RETENTION $						EACH OCCURRENCE AGGREGATE	$ $
A B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? Y / N [ ] (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	N / A		WLR C67818386 (CA & MA) WLR C67818428 (AOS)	06/01/2021	06/01/2022	X PER STATUTE [ ] OTH-ER E.L. EACH ACCIDENT E.L. DISEASE - EA EMPLOYEE E.L. DISEASE - POLICY LIMIT	 $ 1,000,000 $ 1,000,000 $ 1,000,000
								$ $ $ $ $

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
The City, a Florida municipal corporation, its officials, employees, and volunteers are named as an Additional Insured as respects the ongoing operations of the Named Insured with respects to General and Auto Liability coverage and this insurance is primary and noncontributory where required by written and signed contract subject to policy terms, conditions, limits and exclusions.Waiver of subrogation applies as respects workers compensation as required by written contract.

CERTIFICATE HOLDER

City of Fort Lauderdale
Procurement Services Division
100 N. Andrews Avenue
Fort Lauderdale, FL 33301

CANCELLATION

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

CAM #22-0584
Exhibit 3
Page 15 of 201

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Form **W-9**
(Rev. October 2018)
Department of the Treasury
Internal Revenue Service

Request for Taxpayer Identification Number and Certification

▶ **Go to *www.irs.gov/FormW9* for instructions and the latest information.**

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

Print or type. See **Specific Instructions** on page 3.

1 Name (as shown on your income tax return). Name is required on this line; do not leave this line blank.

Keolis Transit Services, LLC

2 Business name/disregarded entity name, if different from above

3 Check appropriate box for federal tax classification of the person whose name is entered on line 1. Check only **one** of the following seven boxes.

☐ Individual/sole proprietor or single-member LLC ☐ C Corporation ☐ S Corporation ☐ Partnership ☐ Trust/estate

☑ Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ▶ C

Note: 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 **not** 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.

☐ Other (see instructions) ▶

4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3):

Exempt payee code (if any) _____

Exemption from FATCA reporting code (if any) _____

(Applies to accounts maintained outside the U.S.)

5 Address (number, street, and apt. or suite no.) See instructions.

470 Atlantic Avenue, 5th Floor

Requester's name and address (optional)

6 City, state, and ZIP code

Boston, MA 02210

7 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.

Social security number

			–			–				

or

Employer identification number

9	0	–	0	8	1	9	8	9	5

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.

Sign Here | **Signature of U.S. person** ▶ Gordon Bean | **Date** ▶ 3/18/22

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*.

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.*

Detail by Entity Name

Foreign Limited Liability Company
KEOLIS TRANSIT SERVICES, LLC

Filing Information

Document Number	M12000002406
FEI/EIN Number	90-0819895
Date Filed	05/01/2012
State	DE
Status	ACTIVE
Last Event	REINSTATEMENT
Event Date Filed	10/23/2019

Principal Address

470 Atlantic Avenue
5th Floor
Boston, MA 02210

Changed: 10/23/2019

Mailing Address

470 Atlantic Avenue
5th Floor
Boston, MA 02210

Changed: 10/23/2019

Registered Agent Name & Address

C T CORPORATION SYSTEM
1200 SOUTH PINE ISLAND ROAD
PLANTATION, FL 33324

Name Changed: 12/16/2021

Address Changed: 12/16/2021

Authorized Person(s) Detail

Name & Address

Title Executive Vice-President

Kumar, Rahul

470 Atlantic Avenue
5th Floor
Boston, MA 02210

Title Manager

Michel, Clement
470 Atlantic Avenue
5th Floor
Boston, MA 02210

Title President-CEO/ Manager

Frantzen, Aline
470 Atlantic Avenue
5th Floor
Boston, MA 02210

Annual Reports

Report Year	Filed Date
2019	10/23/2019
2020	04/14/2020
2021	04/28/2021

Document Images

12/16/2021 -- Reg. Agent Change	View image in PDF format
04/28/2021 -- ANNUAL REPORT	View image in PDF format
04/14/2020 -- ANNUAL REPORT	View image in PDF format
10/23/2019 -- REINSTATEMENT	View image in PDF format
04/26/2018 -- ANNUAL REPORT	View image in PDF format
04/17/2017 -- ANNUAL REPORT	View image in PDF format
04/26/2016 -- ANNUAL REPORT	View image in PDF format
03/12/2015 -- ANNUAL REPORT	View image in PDF format
06/18/2014 -- AMENDED ANNUAL REPORT	View image in PDF format
03/21/2014 -- ANNUAL REPORT	View image in PDF format
03/27/2013 -- ANNUAL REPORT	View image in PDF format
05/01/2012 -- Foreign Limited	View image in PDF format

REFERENCES

A minimum of three (3) references shall be provided:

1. **Company Name:** County of Broward, Florida, Department of Aviation

   Address: 320 Terminal Dr, Suite 200, Fort Lauderdale, FL 33315

   Contact: Karolynn Wilman, Airport Manager

   Phone #: (954) 359-2318 Email: kwilman@broward.org

   Contract Value: $49.3 M Year: ongoing

   Description: Description of Work: Operate and maintain a fleet of shuttle buses and vans connecting passengers between the five airport terminals, parking facilities, rental car facilities and local public transportation hubs (the Fort Lauderdale Airport/Dania Beach Tri-Rail station). Our 78 employees operate and maintain a fleet of 62 vehicles, transporting over 9.2 million passengers per year (pre-pandemic) and generating an annual revenue of $15.2 million.

2. **Company Name:** Burbank-Glendale-Pasadena Airport Authority

   Address: 7901 San Fernando Rd, Sun Valley, CA 91352

   Contact: Mr. T. Werner

   Phone #: (818) 729-3561 Email: twerner@bur.org

   Contract Value: $3.3 M Year: ongoing

   Description: Description of Work: With one employee, provide maintenance and management services for a fleet of 106 vehicles owned by the airport authority serving Burbank Bob Hope International Airport, including airport police vehicles, sedans, SUVs, light-, medium- and heavy-duty trucks, tractors, golf carts, generators, trailers and all other vehicles required for airport operations.

3. **Company Name:** Orange County Transportation Authority

   Address: 600 S. Main St., Orange, CA 92868

   Contact: Beth McCormick, General Manager

   Phone #: (714) 560-5964 Email: bmccormick@octa.net

   Contract Value: $145.1 M Year: 2019

   Description: Description of Work: Maintained a fleet of 308 taxi and dial-a-ride vehicles.

4. Company Name: Regional Transportation Commission of Southern Nevada

Address: 600 S. Grand Central Pkwy, Suite 350, Las Vegas, NV 89106

Contact: Francis Julien, Deputy Chief Executive Officer

Phone #: (702) 806-4500 Email: julienf@rtcsnv.com

Contract Value: $482.4 M Year: ongoing

Description: Description of Work: Operate and maintain a bus public transportation system consisting of 268 vehicles (including full-size and double-decker transit buses, some of which are battery electric powered, plus paratransit vans and non-revenue vehicles) with a staff of 651, transporting over 37.6 million passengers per year (pre-pandemic).

5. Company Name:

Address:

Contact:

Phone #: Email:

Contract Value: Year:

Description:

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ADDENDUM NO. 1

RFP No. 12623-825
TITLE: Fleet Maintenance & Management Services

ISSUED: March 3, 2022

This addendum is being issued to make the following change(s):

1. Updated five (5) year Price Sheet replacing three (3) year Price Sheet.

2. In response to questions 2 and 6 the following subsection added:

3.27.3.7 To control the quality of parts supplied from a third-party parts provider, the expectation is there will be a collaboration between the fleet maintenance/ management provider, parts provider, and Fort Lauderdale Fleet Services. Should a parts quality arise, Fort Lauderdale Fleet Services should be notified, and they will address the quality issue to be corrected. The ultimate decider is Fort Lauderdale Fleet Services.

All other terms, conditions, and specifications remain unchanged.

Laurie Platkin
Senior Procurement Specialist

Company Name: Keolis Transit Services, LLC. (Please print)

Bidder's Signature: DocuSigned by: Aline Frantzen 661CC2B6F8894A9...

Date: 4/25/2022

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ADDENDUM NO. 2

RFP No. 12623-825
TITLE: Fleet Maintenance & Management Services

ISSUED: March 8, 2022

This addendum is being issued to make the following change(s):

1. Updated Line item 12623-825--01-01
   From: 12623-825--01-01 - Fleet Maintenance and Management Services: Total Targeted and Non-Targeted – Years 1, 2 and 3 Combined
   To: 12623-825--01-01 - Fleet Maintenance and Management Services: Total Targeted and Non-Targeted – Years 1, 2, 3, 4 and 5 Combined

2. Providing Bid Conference Sign-in Sheets and provided business cards.

All other terms, conditions, and specifications remain unchanged.

Laurie Platkin
Senior Procurement Specialist

Company Name: Keolis Transit Services, LLC. (Please print)

Bidder's Signature: DocuSigned by: Aline Frantzen 661CC2B6F8894A9...

Date: 4/25/2022

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ADDENDUM NO. 3

RFP No. 12623-825
TITLE: Fleet Maintenance & Management Services

ISSUED: March 10, 2022

This addendum is being issued to make the following change(s):

1. Change in Section 2.45 Service Organization Controls

   From:
   2.45 Service Organization Controls
   The Contactor should provide a current SSAE 18, SOC 2, Type I report with their proposal. Awarded Proposer will be required to provide an SSAE 18, SOC 2, Type II report annually during the term of this contract. If the Proposer cannot provide the SSAE 18, SOC 2, Type I report at time of proposal submittal, a current SOC 3 report will be accepted.

   To:
   2.45 Service Organization Controls – N/A

2. In response to Question 13: Addition of sub-section
   3.21.9.2.1 Note: In the last year there were a total of 341 service calls. Each service call had an estimated average length of 3 hours for a total of 1023 hours.

All other terms, conditions, and specifications remain unchanged.

Laurie Platkin
Senior Procurement Specialist

Company Name: Keolis Transit Services, LLC. (Please print)

Bidder's Signature: DocuSigned by: Aline Frantzen 661CC2B6F8894A9...

Date: 4/25/2022

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ADDENDUM NO. 4

RFP No. 12623-825
TITLE: Fleet Maintenance & Management Services

ISSUED: March 10, 2022

This addendum is being issued to make the following change(s):

1. Providing Inventory List of Tools and Equipment

All other terms, conditions, and specifications remain unchanged.

Laurie Platkin
Senior Procurement Specialist

Company Name: Keolis Transit Services, LLC.
(Please print)

Bidder's Signature: DocuSigned by: Aline Frantzen 661CC2B6F8894A9...

Date: 4/25/2022

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ADDENDUM NO. 5

RFP No. 12623-825
TITLE: Fleet Maintenance & Management Services

ISSUED: March 29, 2022

This addendum is being issued to make the following change(s):

1. In response to question 51, providing two-year history of the current contractor's performance measures.

2. In response to question 53, updated Price Sheet V3 to solicitation. Now includes separate line for start-up costs.

All other terms, conditions, and specifications remain unchanged.

Laurie Platkin
Senior Procurement Specialist

Company Name: Keolis Transit Services, LLC. (Please print)

Bidder's Signature: DocuSigned by: Aline Frantzen 661CC2B6F8894A9...

Date: 4/25/2022

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ADDENDUM NO. 6

RFP No. 12623-825
TITLE: Fleet Maintenance & Management Services

ISSUED: March 31, 2022

This addendum is being issued to make the following change(s):

1. In response to question 59, the following link will provide access to 12 months of recent repair history for equipment and vehicles.
   https://www.fortlauderdale.gov/home/showdocument?id=66431&t

2. In response to question 60, Garage Keepers Legal Liability language has changed.

   From:
   Garage Keepers Legal Liability
   Coverage shall be purchased for the Contractor's liability for damage or other loss, including comprehensive and collision risks, to the vehicles while in the care, custody, and control of the Contractor. Coverage form must be on a direct primary basis with limits equal to the highest possible replacement cost value of vehicles in the care, custody, and control of the Contractor at any one time.

   To:
   Garage Keepers Legal Liability
   Coverage shall be purchased in an amount not less than $5,000,000 per occurrence for the Contractor's liability for damage or other loss, including comprehensive and collision risks, at replacement cost value, to the vehicles while in the care, custody, and control of the Contractor. Coverage form must be on a direct primary basis.

All other terms, conditions, and specifications remain unchanged.

Laurie Platkin
Senior Procurement Specialist

Company Name: Keolis Transit Services, LLC. (Please print)

Bidder's Signature: DocuSigned by: Aline Frantzen 661CC2B6F8894A9...

Date: 4/25/2022

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ADDENDUM NO. 7

RFP No. 12623-825
TITLE: Fleet Maintenance & Management Services

ISSUED: April 12, 2022

This addendum is being issued to make the following change(s):

1. In response to question 36, revised Price Sheet V4 attached including two tabs.
    a. 12623-825 Pricing Sheet
    b. 12623-825 Renewal Pricing Sheet

2. Proposer will provide pricing for
    a. Targeted and Non-Targeted for years 1-5 combined
    b. Targeted and Non-Targeted for 2-year Renewal 1
    c. Targeted and Non-Targeted for 2-year Renewal 2

All other terms, conditions, and specifications remain unchanged.

Laurie Platkin
Senior Procurement Specialist

Company Name: Keolis Transit Services, LLC.

Bidder's Signature: DocuSigned by: Aline Frantzen 661CC2B6E8894A9... (Please print)

Date: 4/25/2022

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ADDENDUM NO. 8

RFP No. 12623-825
TITLE: Fleet Maintenance & Management Services

ISSUED: April 19, 2022

This addendum is being issued to make the following change(s):

1. Bid bond information change:

FROM:

2.24.1 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/proposal 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.

REVISED TO:

2.24.1 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 of the initial five (5) year term Targeted Total. Non-Targeted amount should not be included. A proposal security can be in the form of a bid/proposal 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.

2. Section 3.5.7.1 added to read as follows:

3.5.7 Proposer will include as part of its hiring process employee training and efforts toward employee improvement and shall achieve Automotive Service Excellence (ASE) Blue Seal certification for the Garage facility workforce. All technicians must be ASE certified in, or have adequate experience in, the areas related to their job classification and assignments.

3.5.7.1 Proposer shall provide, to the City, a copy of the exit interview for any employee whose job ends during the term of this contract

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954-828-5933 Fax 954-828-5576
purchase@fortlauderdale.gov

All other terms, conditions, and specifications remain unchanged.

Laurie Platkin
Senior Procurement Specialist

Company Name: Keolis Transit Services, LLC.
(Please print)

Bidder's Signature: DocuSigned by: Aline Frantzen 661CC2B6F8894A9...

Date: 4/25/2022

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954-828-5933 Fax 954-828-5576
purchase@fortlauderdale.gov

ADDENDUM NO. 9

RFP No. 12623-825
TITLE: Fleet Maintenance & Management Services

ISSUED: April 19, 2022

This addendum is being issued to make the following change(s):

1. Change to section 3.21.5.

FROM:

3.21.5 Car Wash and Vacuum Station Management

The Proposer will administer an agreement for maintenance, monitoring, and repair of the automated car wash unit located at the Garage Facility fueling site. The Proposer will also restock car wash products (soap, wax, etc.) that will be billed to the City as a non-targeted expense. Monthly, the Proposer will pressure wash and clean the carwash. The area surrounding the car wash and vacuum shall be cleaned of trash and debris daily. All costs for maintenance of the car wash and vacuum will be billed to the City by the Proposer as a non-targeted operating cost. City retains responsibility for the maintenance and repair of the wash facility canopies, lights, and other structural components.

REVISED TO:

3.21.5 Car Wash and Vacuum Station Management

The Proposer will administer an agreement for maintenance, monitoring, and repair of the automated car wash unit located at the Garage Facility fueling site. The Proposer will also restock car wash products (soap, wax, etc.) that will be billed to the City as a non-targeted expense. Bi-weekly, as a targeted service, the proposer will pressure wash the walls and floor within the enclosure for the car wash and brush clean the car wash, due to sensitive electronics, the car wash cannot be pressure cleaned. The area surrounding the car wash and vacuum shall be cleaned of trash and debris daily. All costs for maintenance of the car wash and vacuum will be billed to the City by the Proposer as a non-targeted operating cost. City retains responsibility for the maintenance and repair of the wash facility canopies, lights, and other structural components

All other terms, conditions, and specifications remain unchanged.

Laurie Platkin
Senior Procurement Specialist

Company Name: Keolis Transit Services, LLC.
(Please print)

Bidder's Signature: DocuSigned by: Aline Frantzen 661CC2B6F8894A9...

Date: 4/25/2022

City of Fort Lauderdale • Procurement Services Division
100 N. Andrews Avenue, 619 • Fort Lauderdale, Florida 33301
954-828-5933 Fax 954-828-5576
purchase@fortlauderdale.gov

ADDENDUM NO. 10

RFP No. 12623-825
TITLE: Fleet Maintenance & Management Services

ISSUED: April 22, 2022

This addendum is being issued to make the following change(s):

1. Updated Pricing Sheet_V5 attached

   It was brought to our attention that cells 6B, 6F, 13B and 13F were locked on the 12623-825 Renewal Pricing Sheet. Version 5 has been updated with these cells unlocked.

All other terms, conditions, and specifications remain unchanged.

Laurie Platkin
Senior Procurement Specialist

Company Name: Keolis Transit Services, LLC
(Please print)

Bidder's Signature: DocuSigned by: Aline Frantzen 661CC2B6F8894A9...

Date: 4/25/2022

April 7, 2022

Laurie Platkin, NIGP-CPP, CPPB
Senior Procurement Specialist
Finance – Procurement Division
220 SW 14th Avenue
Fort Lauderdale, FL 33312

RE: Section 4.1.4. Confirmation Attachment

To whom it may concern,

Per RFP Section 4.1.4., this letter serves as written confirmation that Aline Frantzen serves as the CEO and President of the Keolis Transit Services, LLC Board and is an officer of Keolis Transit Services, LLC. Thus, Ms. Frantzen has the required authority to submit this proposal on behalf of Keolis Transit Services, LLC.

Please let me know if there are any questions.

Sincerely,

Nicole Walsh

Nicole Walsh
Board Secretary
Keolis Transit Services, LLC

CHUBB

Surety
202B Halls Mill Road, PO Box 1650
Whitehouse Station, NJ 08889-1650

O + 908.903.3485
F + 908.903.3656

Federal Insurance Company

AIA Document A310™ - 2010 Bid Bond

Any singular reference to Contractor, Surety, Owner or other party shall be considered plural where applicable.

CONTRACTOR
(Name, legal status and address):

Keolis Transit Services, LLC
470 Atlantic Ave., 5th Floor
Boston, MA 02210

SURETY
(Name, legal status and principal place of business):

Federal Insurance Company
202B Halls Mill Rd., PO Box 1650
Whitehouse Station, NJ 08889-1650

OWNER
(Name, legal status and address):

City of Fort Lauderdale
Procurement Services Division
100 N. Andrews Avenue Fort
Lauderdale, FL 33301

BOND AMOUNT Five Percent (5%) of the Total Proposed Amount of the Initial Five (5) Year Term Targeted Total

PROJECT
(Name, location or address, and Project number, if any)

Solicitation 12623-825, Fleet Maintenance and Management Services

The Contractor and Surety are bound to the Owner in the amount set forth above, for the payment of which the Contractor and Surety bind themselves, their heirs, executors, administrators, successors and assigns, jointly and severally, as provided herein. The conditions of this Bond are such that if the Owner accepts the bid of the Contractor within the time specified in the bid documents, or within such time period as may be agreed to by the Owner and Contractor, and the Contractor either (1) enters into a contract with the Owner in accordance with the terms of such bid, and gives such bond or bonds as may be specified in the bidding or Contract Documents, with a surety admitted in the jurisdiction of the Project and otherwise acceptable to the Owner, for the faithful performance of such Contract and for the prompt payment of labor and material furnished in the prosecution thereof; or (2) pays to the Owner the difference, not to exceed the amount of this Bond, between the amount specified in said bid and such larger amount for which the Owner may in good faith contract with another party to perform the work covered by said bid, then this obligation shall be null and void, otherwise to remain in full force and effect. The Surety hereby waives any notice of an agreement between the Owner and Contractor to extend the time in which the Owner may accept the bid. Waiver of notice by the Surety shall not apply to any extension exceeding sixty (60) days in the aggregate beyond the time for acceptance of bids specified in the bid documents, and the Owner and Contractor shall obtain the Surety's consent for an extension beyond sixty (60) days.

If this Bond is issued in connection with a subcontractor's bid to a Contractor, the term Contractor in this Bond shall be deemed to be Subcontractor and the term Owner shall be deemed to be Contractor.

Printed in cooperation with the American Institute of Architects (AIA) by Chubb. The language in this document conforms to the language used in ***AIA Document A310™ - 2010.***

When this Bond has been furnished to comply with a statutory or other legal requirement in the location of the Project, any provision in this Bond conflicting with said statutory or legal requirement shall be deemed deleted here from and provisions conforming to such statutory or other legal requirement shall be deemed incorporated herein. When so furnished, the intent is that this Bond shall be construed as a statutory bond and not as a common law bond.

Signed and sealed this 23rd day of March, 2022

Keolis Transit Services, LLC

(Witness)

By: (Principal)

CEO - KTA.

(Title)

(Corporate Seal)

Federal Insurance Company

Meagan Carter

(Witness) Meagan Carter

By: Jeffrey M Wilson

(Attorney-in-Fact) Jeffrey M. Wilson

(Corporate Seal)

*Printed in cooperation with the American Institute of Architects (AIA) by Chubb. The language in this document conforms to the language used in **AIA Document A310™ - 2010.***

Form 15-02-0575-FED (Rev. 3/17)

CHUBB®

Power of Attorney

Federal Insurance Company | Vigilant Insurance Company | Pacific Indemnity Company

Know All by These Presents, That **FEDERAL INSURANCE COMPANY**, an Indiana corporation, **VIGILANT INSURANCE COMPANY**, a New York corporation, and **PACIFIC INDEMNITY COMPANY**, a Wisconsin corporation, do each hereby constitute and appoint Anna Childress, Mark W. Edwards II, Alisa B. Ferris, Robert R. Freel, Richard H. Mitchell, William M. Smith and Jeffrey M. Wilson of Birmingham, Alabama; Robert Read Davis of Atlanta, Georgia; Richard E. Daniels of Pensacola, Florida and Robert M. Verdin of Metairie, Louisiana ----------

each as their true and lawful Attorney-in-Fact to execute under such designation in their names and to affix their corporate seals to and deliver for and on their behalf as surety thereon or otherwise, bonds and undertakings and other writings obligatory in the nature thereof (other than bail bonds) given or executed in the course of business, and any instruments amending or altering the same, and consents to the modification or alteration of any instrument referred to in said bonds or obligations.

In Witness Whereof, said **FEDERAL INSURANCE COMPANY, VIGILANT INSURANCE COMPANY**, and **PACIFIC INDEMNITY COMPANY** have each executed and attested these presents and affixed their corporate seals on this **7th** day of **May, 2019.**

Dawn M. Chloros

Dawn M. Chloros, Assistant Secretary

Stephen M. Haney

Stephen M. Haney, Vice President

STATE OF NEW JERSEY

County of Hunterdon ss.

On this **7th** day of **May, 2019,** before me, a Notary Public of New Jersey, personally came Dawn M. Chloros, to me known to be Assistant Secretary of FEDERAL INSURANCE COMPANY, VIGILANT INSURANCE COMPANY, and PACIFIC INDEMNITY COMPANY, the companies which executed the foregoing Power of Attorney, and the said Dawn M. Chloros, being by me duly sworn, did depose and say that she is Assistant Secretary of FEDERAL INSURANCE COMPANY, VIGILANT INSURANCE COMPANY, and PACIFIC INDEMNITY COMPANY and knows the corporate seals thereof, that the seals affixed to the foregoing Power of Attorney are such corporate seals and were thereto affixed by authority of said Companies; and that she signed said Power of Attorney as Assistant Secretary of said Companies by like authority; and that she is acquainted with Stephen M. Haney, and knows him to be Vice President of said Companies; and that the signature of Stephen M. Haney, subscribed to said Power of Attorney is in the genuine handwriting of Stephen M. Haney, and was thereto subscribed by authority of said Companies and in deponent's presence.

Notarial Seal

ROSE CURTIS
NOTARY PUBLIC OF NEW JERSEY
No. 50072400
Commission Expires November 22, 2022

Rose Curtis

Notary Public

CERTIFICATION

Resolutions adopted by the Boards of Directors of FEDERAL INSURANCE COMPANY, VIGILANT INSURANCE COMPANY, and PACIFIC INDEMNITY COMPANY on August 30, 2016:

"RESOLVED, that the following authorizations relate to the execution, for and on behalf of the Company, of bonds, undertakings, recognizances, contracts and other written commitments of the Company entered into in the ordinary course of business (each a "Written Commitment"):

(1) Each of the Chairman, the President and the Vice Presidents of the Company is hereby authorized to execute any Written Commitment for and on behalf of the Company, under the seal of the Company or otherwise.

(2) Each duly appointed attorney-in-fact of the Company is hereby authorized to execute any Written Commitment for and on behalf of the Company, under the seal of the Company or otherwise, to the extent that such action is authorized by the grant of powers provided for in such person's written appointment as such attorney-in-fact.

(3) Each of the Chairman, the President and the Vice Presidents of the Company is hereby authorized, for and on behalf of the Company, to appoint in writing any person the attorney-in-fact of the Company with full power and authority to execute, for and on behalf of the Company, under the seal of the Company or otherwise, such Written Commitments of the Company as may be specified in such written appointment, which specification may be by general type or class of Written Commitments or by specification of one or more particular Written Commitments.

(4) Each of the Chairman, the President and the Vice Presidents of the Company is hereby authorized, for and on behalf of the Company, to delegate in writing to any other officer of the Company the authority to execute, for and on behalf of the Company, under the Company's seal or otherwise, such Written Commitments of the Company as are specified in such written delegation, which specification may be by general type or class of Written Commitments or by specification of one or more particular Written Commitments.

(5) The signature of any officer or other person executing any Written Commitment or appointment or delegation pursuant to this Resolution, and the seal of the Company, may be affixed by facsimile on such Written Commitment or written appointment or delegation.

FURTHER RESOLVED, that the foregoing Resolution shall not be deemed to be an exclusive statement of the powers and authority of officers, employees and other persons to act for and on behalf of the Company, and such Resolution shall not limit or otherwise affect the exercise of any such power or authority otherwise validly granted or vested."

I, Dawn M. Chloros, Assistant Secretary of FEDERAL INSURANCE COMPANY, VIGILANT INSURANCE COMPANY, and PACIFIC INDEMNITY COMPANY (the "Companies") do hereby certify that

(i) the foregoing Resolutions adopted by the Board of Directors of the Companies are true, correct and in full force and effect,
(ii) the foregoing Power of Attorney is true, correct and in full force and effect.

Given under my hand and seals of said Companies at Whitehouse Station, NJ, this March 23, 2022

Dawn M. Chloros

Dawn M. Chloros, Assistant Secretary

IN THE EVENT YOU WISH TO VERIFY THE AUTHENTICITY OF THIS BOND OR NOTIFY US OF ANY OTHER MATTER, PLEASE CONTACT US AT:
Telephone (908) 903-3493 Fax (908) 903-3656 e-mail: surety@chubb.com

THIS FORM REQUIRES NOTARY

State of Massachusetts)
)
County of Suffolk)

On March 23, 2022 before me, Anne Marie Gorham, Notary

(insert name and title of the officer)

personally appeared Aline Frantzen, President and CEO,

who proved to me on the basis of satisfactory evidence to be the person(s) whose name(s) is/are subscribed to the within instrument and acknowledged to me that he/she/they executed the same in his/her/their authorized capacity(ies), and that by his/her/their signature(s) on the instrument the person(s), or the entity upon behalf of which the person(s) acted, executed the instrument.

I certify under PENALTY OF PERJURY under the laws of the State of California that the foregoing paragraph is true and correct.

WITNESS my hand and official seal.

Anne Marie Gorham
NOTARY PUBLIC
Commonwealth of
Massachusetts
My Commission Expires
12/30/2027

Signature _____ (Seal)
Signature of Notary Public

ATTACHMENT N

2022 Keolis Transit Services FLL Hurricane Preparation Manual

KEOLIS

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Abbreviations used in this document:

FLL: Fort Lauderdale-Hollywood International Airport
BCAD: Broward County Aviation Division
NHC: National Hurricane Center
NWS: National Weather Service
MOD: Manager on Duty
CEA: Customer Experience Ambassador

CONTACT INFORMATION

Name & Position	Telephone	Email
Andre Taylor – General Manager	954-275-7166	Andre.Taylor@keolisna.com
Fred DiMarco - Operations Manager	954-214-7073	Fred.Dimarco@keolisna.com
Russell Carter – Operations Manager	954-629-0528	Russell.Carter@keolisna.com
Deborah Kraidman – Safety Manager	TBD	Deborah.Kraidman@keolisna.com
Keolis FLL Dispatch	954-359-3636	FLLDISpatch@keolisna.com
BCAD Communications Center (AOCC)	954-359-1201	
Airport Manager	954-359-2318	

IMPORTANT ADDRESSES

Keolis FLL Administrative Office

110 SW 12th Avenue
Dania Beach, FL 33004

Keolis FLL Bus Yard & Dispatch Office at FLL

1203 SW 41st Court
Fort Lauderdale, FL 33315

HURRICANE PREPARATION (PROJECTED HURRICANE EFFECTS WITHIN 24 HOURS)

1. Maintain constant and open communications with BCAD
    a. Keolis Manager(s) to participate in all BCAD scheduled hurricane-related conference calls
2. Prepare and secure office, bus lot, and dispatch areas
    a. Establish coordination with BCAD, who will help Keolis with arrangements for:
        i. Bus yard equipment
        ii. Removing and securement of trash cans and other sundry items
    b. Secure lot pylons, stanchions, and freestanding signs (including wind-masters)
3. Prepare storage and protections for office computers, printers, copiers, files, an other documents
4. Prepare and protect equipment and supplies which are not to be relocated by moving items off the floor (where possible), including
    a. Secure cabinets

   b. Tape or plastic wrap items as necessary
5. Ensure cloud backup of computer hard drives is up to date and complete
6. Provision of emergency supplies
   a. Flashlights
   b. Foul weather gear
   c. Spare bulbs
   d. Paper products
7. Notify all employees of tentative or estimated airport closures as mandated by BCAD
8. Retain essential staff and release other employees

HURRICANE PREPARATION (PROJECTED HURRICANE EFFECT WITHIN 12 HOURS)

1. Maintain and follow BCAD communications and mandates.
2. Monitor weather situation closely

HURRICANE APPROACH

If the hurricane is close to FLL airport and is projected to pass through the area, we will communicate closely with BCAD. At this time, under the guidance of BCAD personnel, Keolis FLL will:

1. Notify MODs to load and transport the last of the airport's passengers
2. Release all non-essential personnel and direct them to leave FLL airport without delay
3. Stage all service vehicles Bumper to Bumper at curbside in the terminal Roadway System (Lane 1 Lower Level beginning at T4 ending at T2 then repeat in Lane 2) or as directed by BCAD
4. Secure both Keolis FLL offices (Dania Beach and OPS Trailer)

POST HURRICANE AND RESUMPTION OF SERVICES

Once the hurricane has passed, Keolis FLL will perform the following duties:

1. Coordinate with BCAD on timings to restart services
2. Notify employees per call list and shift schedules
3. Coordinate with BCAD on returning and setting up equipment in anticipation of the resumption of operations
4. Document and advise BCAD if any damage to Keolis FLL equipment has occurred attributable to the hurricane

THE HURRICANE THREAT

The National Hurricane Center (NHC) is part of the National Weather Service Agency (NWS). It is located near Miami, Florida, and constantly monitors the Atlantic Ocean, Caribbean Sea, and the Gulf of Mexico for tropical disturbances. These disturbances develop in open ocean areas and move across the seas. If wind speeds within such disorders reach 39 miles per hour and move in a circular pattern in a counter-clockwise direction, they are categorized as tropical storms. Tropical storms that continue to grow are designated hurricanes when their wind speeds exceed 74 miles per hour.

Hurricanes generally occur between June 1st and November 30th. These storms generate a series of threats to lives and property. The most obvious is the threat posed to buildings, equipment, and people by the high winds which characterize such storms.

Another serious threat to life and property is the storm surge in coastal areas. Storm surges consist of massive water domes, and storm-driven waves pushed inland ahead of a hurricane. Tides three to ten feet above regular are ordinary, but the storm surge may rise twenty feet or more in large hurricanes.

Waves come ashore with great force, far beyond the reach of everyday surf. In relatively flat areas, the storm surge may push many miles inland. Hurricanes often generate heavy rainfall, which can cause severe flooding over broad areas. Hurricanes also may spawn deadly tornadoes. Flooding and tornadoes may affect areas well inland.

The National Weather Service rates hurricanes by their intensity, using a scale of one to five. The scale outlined below categorizes storms according to their sustained winds, the storm surges produced, and expected damage.

Category One

- Winds of 74 to 95 mph
- Storm surge of 4 to 5 feet above normal tide
- Damage to shrubbery, trees, poorly constructed signs, and unanchored mobile homes
- Low lying coastal roads inundated

Category Two

- Winds of 96 to 110 mph
- A storm surge of 9 to 12 feet above normal tide
- Some damage to roofing materials of buildings: some wind and door damage
- Major damage to exposed mobile homes
- Coastal roads and low lying escape routes were made impassable by rising water 2 to 4 hours before the arrival of the hurricane

Category Three

- Winds of 111 to 130 mph
- Storm surge 9 to 12 feet above normal tide
- Large trees subject to being blown down
- Some damage to roofing materials of buildings
- Some window and door damage
- Some structural damage to small buildings
- Mobile homes destroyed
- Serious flooding on the coast
- Many small structures destroyed
- Large structures damaged by waves and debris.

Category Four

- Winds of 131 to 155 mph
- Storm surge 13 to 18 feet above normal tide
- Shrubs and trees were blown down, all signs down
- Extensive damage to roofing materials, windows, and doors
- Complete failure of roofs of many small residences

- destruction of mobile homes
- Flat terrain 10 feet or less above sea level flooded inland as far as six miles
- Major damage to lower floors of structures near the shore.

Category Five

- Winds greater than 155 mph
- Storm surge significantly greater than 18 feet above normal tide
- Shrubs and trees were blown down
- Considerable damage to roofs of buildings
- Very severe and extensive damage to windows and doors
- Complete failure of roofs on many residences and industrial buildings
- Some complete building failures
- Complete destruction of mobile homes
- Massive evacuation of residential areas on low ground within 5 to 10 miles of shore possibly required.

The damage expected from various categories of storms outlined above is typical; actual harm caused by a hurricane will vary depending on building code compliance, condition of structures, zoning restrictions, and several other factors.

A **"Hurricane Watch"** means a hurricane has become a threat to coastal areas. Residents and businesses in those areas should monitor the situation and be prepared to take preventive action promptly if a hurricane warning is issued.

A **"Hurricane Warning"** indicates that hurricane-force winds, dangerously high water, and rough seas are expected in a specific coastal area within 24 hours, and precautionary actions should begin immediately.

A hurricane's intensity, speed, and direction can change rapidly, so the threat to particular coastal areas may also change quickly. People in coastal regions must regularly monitor radio, internet, and television newscasts for information and instructions whenever a hurricane is in the Caribbean Basin.

WHEN A HURRICANE WATCH IS ISSUED

The NWS issues a hurricane watch when hurricane conditions pose a possible threat to coastal areas.

1. Refer to Hurricane Task Assignments for a storm/hurricane watch and begin pre-planned activities to prepare the facility and staff for the threat of a hurricane
2. The Operations Manager/Manager On Duty (MOD) will handle and coordinate the following tasks when local authorities issue a Hurricane Watch:
    a. Monitor emergency radio frequencies, watch local and national television newscasts for further information
    b. Check and verify the adequacy of essential emergency equipment and supplies
    c. Begin to secure or store exterior equipment
    d. Assemble equipment and materials to protect windows and other glass by boarding up or taping and to protect vulnerable doors by bracing
    e. Fill vehicle fuel tanks and obtain fuel for the emergency generator, if available. Power may not be available during hurricane evacuation activities
    f. Obtain supplies of bottled or canned water

g. Update your list of all business records that may need to be removed or protected and computer data that will need to be backed up

WHEN A HURRICANE WARNING IS ISSUED

A hurricane warning is issued by the National Weather Service when a hurricane is expected to make landfall in a coastal area within 24 hours. Businesses in evacuation zones should be evacuated promptly when hurricane warnings are issued.

Local officials may recommend evacuation for businesses in hurricane contingency zones during major (Category 3 or greater) hurricanes. **Remember that hurricane evacuation routes can be closed by high winds and water many hours before a hurricane hits.**

APPROPRIATE ACTIONS

Facilities may experience high winds and heavy rain generated by hurricanes and take appropriate protective measures to reduce wind damage and severe rain vulnerability. Consult general hurricane preparations for a detailed listing of planned actions for all areas of the Ground Transportation System in anticipation of Hurricanes.

Preparations should assume a possible loss of utilities for up to 72 hours. This means having battery-powered lights, a battery-powered radio, a potable water supply, and, if likely, an emergency generator.

GENERAL HURRICANE PREPARATIONS

Whenever Tropical Systems are located in the Caribbean Waters and forecasted to impact our area with sustained winds and gusts reaching upwards of 50-55 MPH within 24 hours, we must follow the preparation plan listed below:

1. Terminals Preparation
    a. The MOD or other assigned person will handle and coordinate the following tasks before weather conditions deteriorate:
        i. Fill vehicle fuel tanks
        ii. Ensure battery-operated radios are functional with a supply of batters to power those devices
        iii. At all terminals, CEAs will collect and stack/stage all the cones on the ground used by our operation at that terminal by the curb. CEAs will also gather, disassemble and stage stanchions, signs, wind masters, and all equipment that is not otherwise secured. All items will be transported to the Keolis facility for proper and safe storage
        iv. The MOD will delegate a dispatcher to take an inventory of equipment and turn it in so that it can be included in the daily report
        v. Park fleet service vehicles in the garage and avoid parking in open or unprotected areas in accordance and coordination with BCAD guidance
2. Bus Lost Preparation
    a. The MOD or other assigned person will handle and coordinate the following tasks before weather conditions deteriorate
        i. Instruct the dispatcher to identify and secure all potential flying debris that could become a projectile, like chairs, buckets, trash cans, containers, and cones
        ii. Ensure the dumpster lid is closed and locked so it does not fly open in high winds
3. Operations Office Preparations

a. General Manager or their designee will handle and coordinate the following tasks before weather conditions deteriorate:
    i. Close operations office
    ii. Relocate vital business records and valuables to a safe location out of the area being evacuated.
    iii. IT Analyst will ensure proper and adequate backup of computerized records if they have not been backed up already (hard backup and cloud-based)
    iv. Relocate vulnerable and costly equipment out of areas subject to surge flooding
    v. Cover vulnerable equipment which cannot be moved with plastic covers to minimize damage in the event of roof leaks or damaged windows
    vi. Move furnishings away from exterior windows and get as many items off the floor
    vii. Brace roll-up doors and inward-opening doors. Also, wedge any sliding glass doors to prevent them from being lifted off their tracks
    viii. Close storm shutters, if available
    ix. Close, lock or board up large windows if possible. Also, lower blinds and close curtains to help protect against flying debris
    x. Turn off utilities where applicable

4. Equipment
    a. A manager or other assigned person(s) will handle and coordinate the following tasks before weather conditions deteriorate:
        i. Assign flashlights and other battery-powered devices to allow essential work to be conducted in the event of a power outage
        ii. Ensure a good supply of fresh batters are on hand throughout the hurricane season
        iii. Ensure an emergency supply kit is stored and available at the operations office for emergencies with contents such as batteries, chains, padlocks, duct tape, flashlight, cords, water, fire protection equipment or fire extinguisher, rainwear, gloves, first aid kit, and blankets
        iv. Have an ample supply of brooms, squeegees, mops, and absorbents to expedite clean up after the storm passes
5. Recommended Supplies
    a. See Appendix A at the end of this document

DURING THE HURRICANE

SHELTERING

Suppose Keolis facilities are not in an evacuation area but are still expected to receive some storm effects. In that case, the following guidelines should be used in sheltering staff during the storm's passage.

1. Use interior rooms and corridors. Avoid using basements if there is a chance of flooding. Avoid sheltering people in large open spaces which do not have interior supports, such as auditoriums
2. In multi-story buildings, shelter people on the lower floors and avoid corner rooms
3. Avoid areas near exterior windows and glass doors unless shutters protect the glass
4. Ensure that those being sheltered remain indoors during the hurricane. If the eye of the hurricane passes over your facility, do not be fooled by the period of temporary calm which occurs. When the eye of the hurricane has passed, storm winds will return from the opposite direction
5. Continue to monitor your radio, internet, and television for hurricane condition updates and emergency information

6. Note that there should not be any Keolis personnel in the trailer when hurricane conditions exist

AFTER THE HURRICANE

RE-ENTERING WORK AREAS

There may be difficulties returning quickly to Keolis facilities because roads may be damaged, blocked by debris, or flooded in low-lying areas. Local law enforcement personnel may limit access to storm-damaged areas to keep people out of areas with dangerous conditions, facilitate rescue and recovery work, and limit access to unoccupied properties.

Initially, entry to storm-damaged areas may be limited to search and rescue personnel, law enforcement personnel, firefighters, utility crews, and road clearing teams. Once it is reasonably safe, property owners and essential employees will be cleared to enter the area. Still, they may be required to have a permit, pass, SIDA badge, or be included on an access list maintained by authorities.

Listen to official radio, television, and Internet outlets for instructions before attempting to return to your place of business.

CHECKING FACILITIES

1. Look for apparent structural damage to buildings and their foundations. If there is significant structural damage, do not attempt to enter the affected building.
2. Check for downed or dangling electrical power lines and broken sewer or water pipes on the property. Damaged power lines and broken sewer lines are to be avoided.
3. Do not take lanterns, torches, or any open flame into a damaged building as there may be leaking gas or other flammable materials. If damage to power, water, or wastewater equipment is observed, it should be reported to the utility company and BCAD.
4. Ensure the electrical outlets and appliances are dry and water-free before turning the power back on.

SAFETY PRECAUTIONS

1. Do not drink water from local water systems until local officials advise that water systems are safe from contamination. Use emergency water supplies or boil tap water before drinking it.
2. Take extra precautions to prevent fire. Inoperative water systems, low water pressure, and the disruption of other services may make firefighting extremely difficult.
3. Guard against spoiled food. Food in refrigerators can spoil if power is off for only a few hours. Freezers will keep food safe to eat for several days if the freezer door is not opened after the power goes off. Do not refreeze food once it begins to thaw.
4. Wear sturdy shoes when walking through debris and use gloves when moving it. Be aware that snakes, poisonous insects, and other animals instinctively move to higher ground to escape floodwaters. They may have taken refuge in your facility.

RESUMING OPERATIONS

Document damage to facilities or their contents with photographs and video. Promptly report observed damage to management.

RESUMING OPERATIONS AT THE TERMINALS

The MOD or assigned person will handle and coordinate the following tasks when weather conditions are safe:

1. Retrieve fleet vehicle(s) from garage and Terminal Roadway System, coordinating with BCAD
2. Inspect for potential damages, then promptly report if any damage is observed
3. Shuttles should not be left running unattended as operators return to relocate the shuttles back into the field operation and transport them to Keolis facilities
4. Retrieve all stored cones, signs, stanchions and compare to inventory turned in before the storm, note any discrepancies, and then redeploy equipment in accordance to curb footprint
5. Verify timekeeping system is fully functional and ready for use

RESUMING OPERATIONS AT THE HOLDING LOT

The Manager on duty or assigned person will handle and coordinate the following tasks when weather conditions are safe:

1. Designate a dispatcher to walk the service lots for damage inspection and report them promptly
2. Assign personnel to pick up debris in and around service lots
3. Instruct dispatcher to walk the lot and retrieve trash cans, containers, cones, etc., and prepare them for immediate usage by the operation and the public
4. Ensure the dumpster lids are untied and ready for usage and debris collection and disposal
5. The General Manager, Operations Manager, or designated MOD will reach out to the fueling company to coordinate the resumption of services as quickly as possible, mindful of the safety considerations of both parties

RESUMING OPERATIONS AT THE OPERATIONS OFFICE

A Keolis manager or assigned person will handle and coordinate the following tasks after the storm:

1. Open operations office
2. Assist workforce with essential support necessary to return operations
3. Retrieve vital business records and valuables to resume normal operations
4. Retrieve all and make ready for operations vital equipment such as computers and copiers/printers
    a. Relocated moved furniture back to the original place
    b. Coordinate or assist in removing any protection used, such as window shutters, tape on the windows, wedge on sliding doors, etc.

APPENDIX A – EMERGENCY SUPPLIES

(Ensure there are sufficient supplies to last for 72 hours minimum)

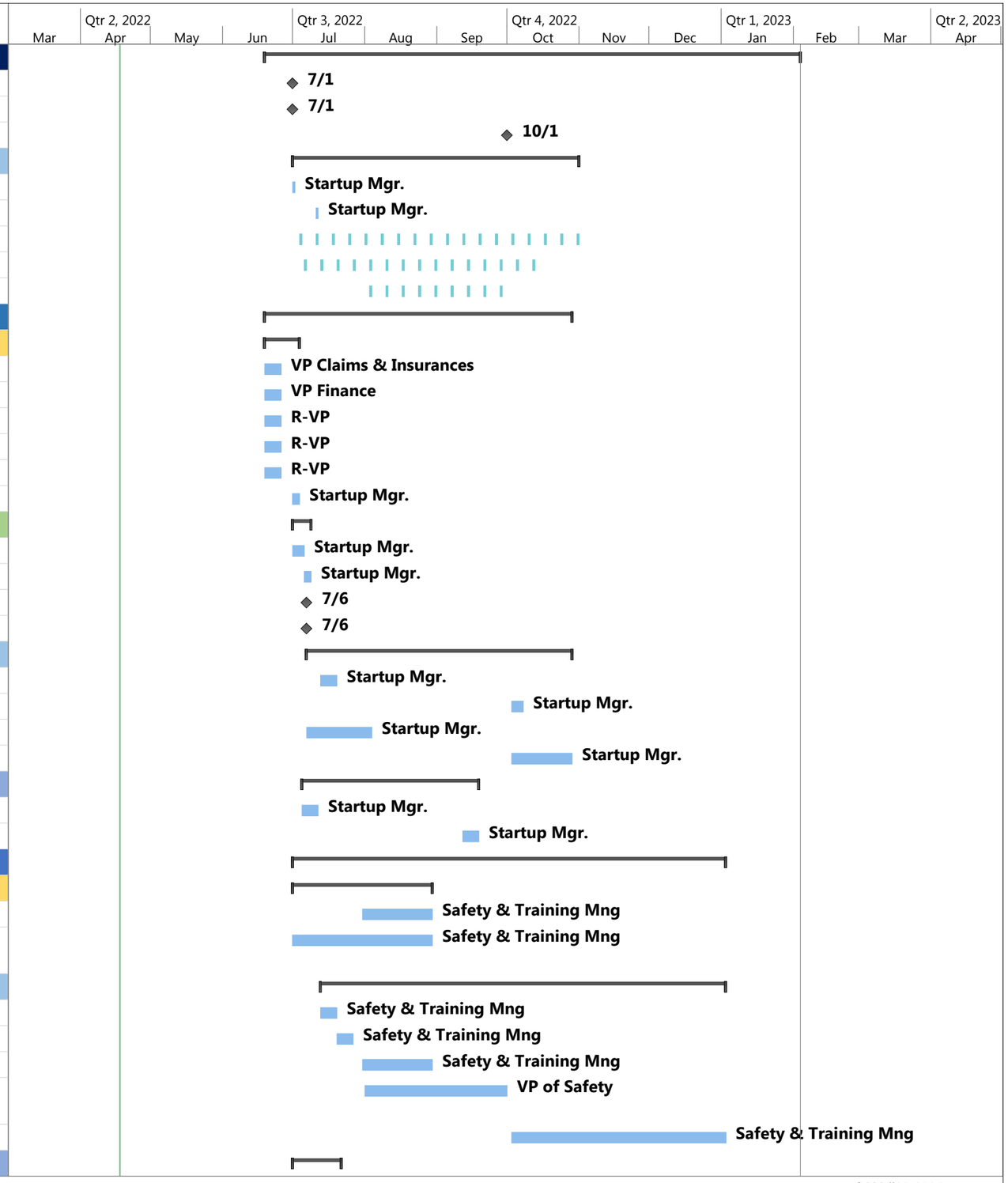
- BUNGEE CORDS
- BATTERY OPERATED WEATHER RADIO
- 3 CHAINS
- 3 MASTER LOCKS
- 1 KEY (1 TAPED 1 'SIDE B0X- SPARE KEY IN OPS CENTER)
- PHONE CHARGER
- 3 FLASHLIGHTS WITH BATTERIES
- MASKING TAPE
- DOUBLE-SIDED TAPE
- ”C” BATTERIES (RADIO) 3 PACK
- “AA" BATTERIES
- WATER

- GRANOLA BARS
- PAPER TOWELS
- TOILET PAPER
- DISPOSABLE EATING UTENSILS
- FIRST-AID KIT

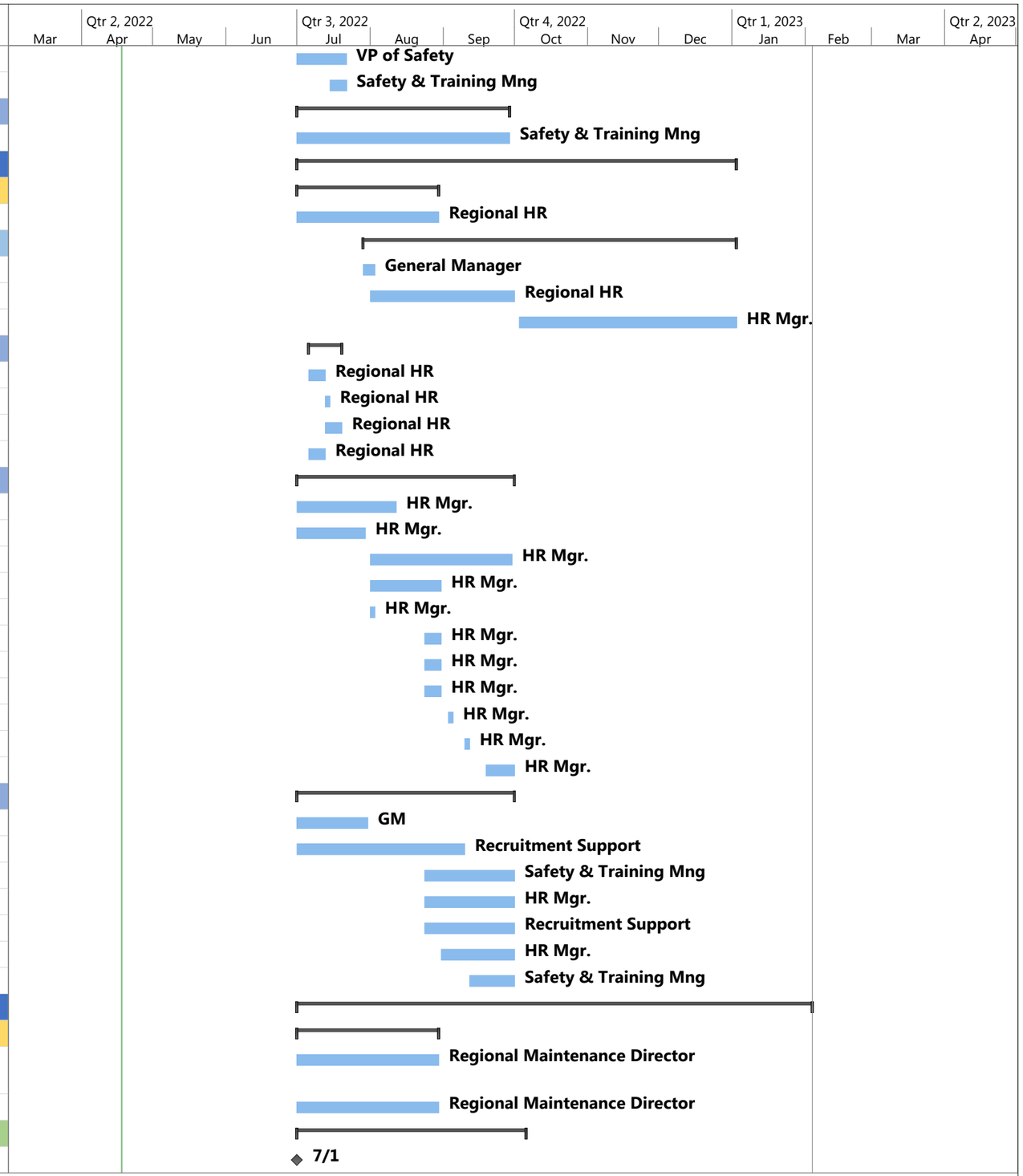
Hurricane Preparation Storage

- BUNGIE CORDS
- 3 CHAINS
- 3 MASTER LOCKS
- 1 KEY (TAPED INSIDE BOX) SPARE
- PHONE CHARGER
- 3 FLASHLIGHTS WITH BATTERIES
- MASKING TAPE
- DOUBLE-SIDED TAPE
- "C" BATTERIES (RADIO) 3 PACKS
- "AA" BATTERIES
- WATER
- EATING UTENSILS
- GRANOLA BARS

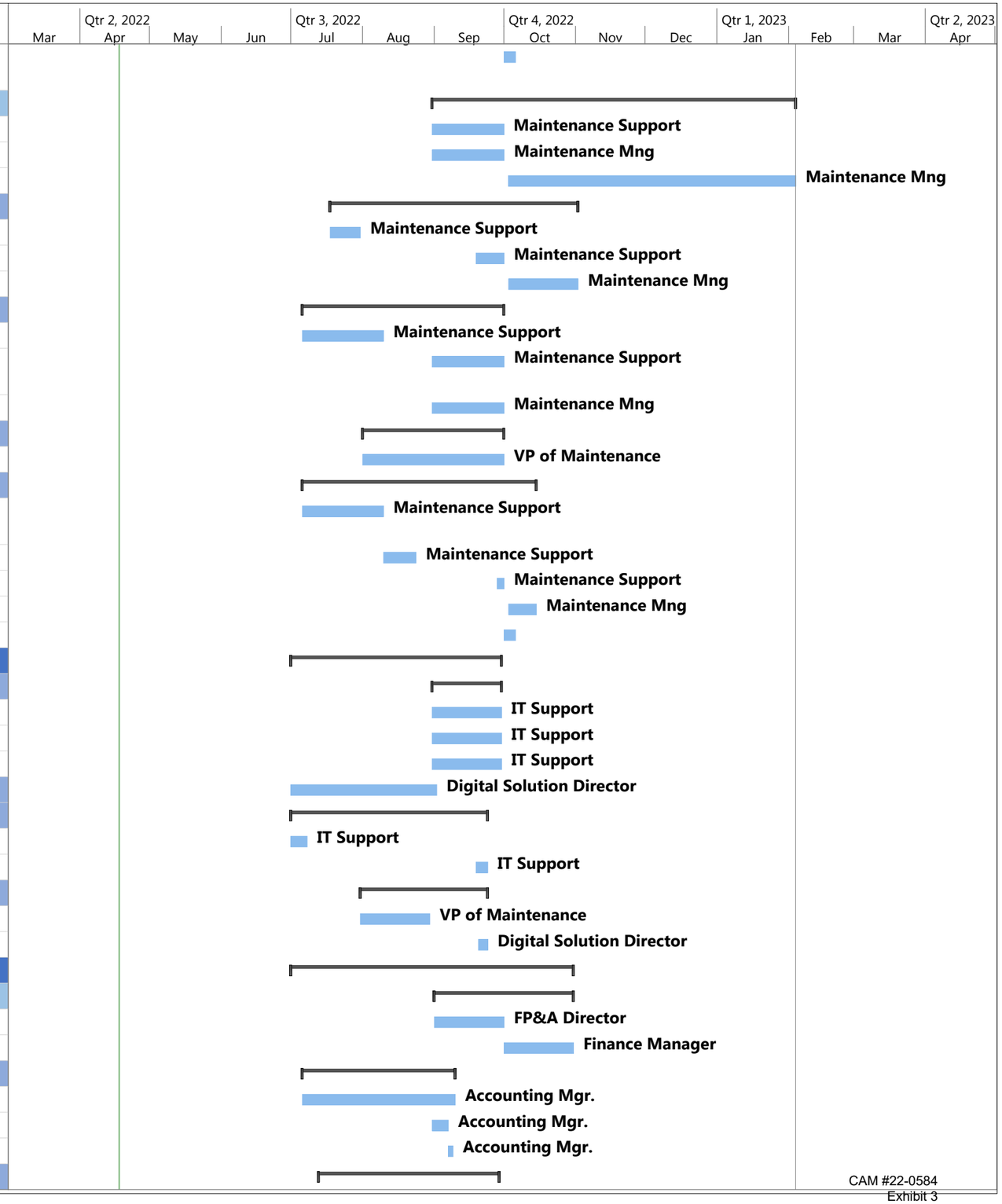
ID	Task Name	Start	Finish
1	**Fort Lauderdale Fleet Maintenance Start-Up**	**Sun 6/19/22**	**Fri 2/3/23**
2	Notice to Proceed	Fri 7/1/22	Fri 7/1/22
3	Mobilization Start dae	Fri 7/1/22	Fri 7/1/22
4	Start of Service Date	Sat 10/1/22	Sat 10/1/22
5	**Governance**	**Fri 7/1/22**	**Mon 10/31/22**
6	Knowledge Transfer	Fri 7/1/22	Fri 7/1/22
7	Kick-Off Meeting	Mon 7/11/22	Mon 7/11/22
8	**Workstream Weekly Team Meeting**	**Mon 7/4/22**	**Mon 10/31/22**
27	**Client Meeting - Weekly**	**Wed 7/6/22**	**Wed 10/12/22**
43	**Weekly Call for Incumbent Employees**	**Wed 8/3/22**	**Wed 9/28/22**
53	**PMO**	**Sun 6/19/22**	**Fri 10/28/22**
54	**Contract Deliverables**	**Sun 6/19/22**	**Mon 7/4/22**
55	Insurance Policies	Sun 6/19/22	Sun 6/26/22
56	Performance Bond	Sun 6/19/22	Sun 6/26/22
57	Key Personnel List	Sun 6/19/22	Sun 6/26/22
58	Organization Chart	Sun 6/19/22	Sun 6/26/22
59	Executed copy of the Agreement	Sun 6/19/22	Sun 6/26/22
60	Transition and Start-up Plan	Fri 7/1/22	Mon 7/4/22
61	**Staffing**	**Fri 7/1/22**	**Fri 7/8/22**
62	Identify/Reserve hotel - Lodging, Temp Offices	Fri 7/1/22	Tue 7/5/22
63	Secure Hotel rooms for staff	Wed 7/6/22	Fri 7/8/22
64	Startup Manager on Site	Wed 7/6/22	Wed 7/6/22
65	Management Team on Site	Wed 7/6/22	Wed 7/6/22
66	**Change Management**	**Thu 7/7/22**	**Fri 10/28/22**
67	Procure and Distribute Keolis "Goodies"	Wed 7/13/22	Tue 7/19/22
68	Ensure proper Keolis indentification on Non-Revenue vehicles	Mon 10/3/22	Fri 10/7/22
69	Review Facilities & Define potential improvements	Thu 7/7/22	Wed 8/3/22
70	Deploy "Quick Win" (incl. Employee Suggestion Box)	Mon 10/3/22	Fri 10/28/22
71	**Project Management**	**Tue 7/5/22**	**Mon 9/19/22**
72	Risk Register	Tue 7/5/22	Mon 7/11/22
73	Readiness Plan	Mon 9/12/22	Mon 9/19/22
74	**Safety**	**Fri 7/1/22**	**Mon 1/2/23**
75	**Contract Deliverables**	**Fri 7/1/22**	**Tue 8/30/22**
76	Drug and Alcohol Policy	Sun 7/31/22	Tue 8/30/22
77	SSEPP, including Threat Management, COOP, Pandemic Plan, Emergency Response and Operation Plan	Fri 7/1/22	Tue 8/30/22
78	**Change Management**	**Wed 7/13/22**	**Mon 1/2/23**
79	Review COVID Processes	Wed 7/13/22	Tue 7/19/22
80	Deploy Missing COVID Processes	Wed 7/20/22	Tue 7/26/22
81	Review and Issue Accident/Incident Reporting Process	Sun 7/31/22	Tue 8/30/22
82	Review Safety Processes & Define Safety Improvement Roadmap (SIR)	Mon 8/1/22	Sat 10/1/22
83	Implement "Quick Win" of SIR	Mon 10/3/22	Mon 1/2/23
84	**Drug & Alcohol**	**Fri 7/1/22**	**Thu 7/21/22**



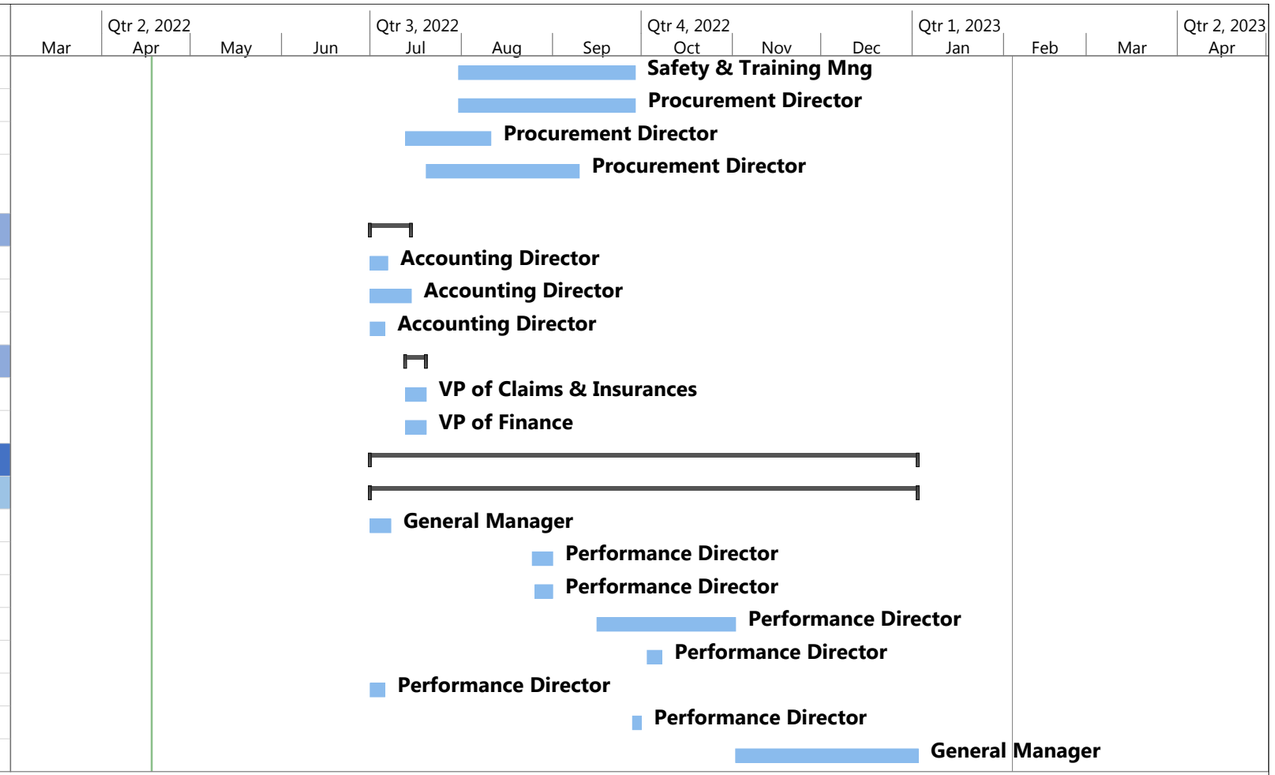
ID	Task Name	Start	Finish
85	Setup Drug & Alcohol Testing Program - First Solutions	Fri 7/1/22	Thu 7/21/22
86	Setup Facility for Drug Testing/Alcohol Testing Site	Fri 7/15/22	Thu 7/21/22
87	**Training**	**Fri 7/1/22**	**Thu 9/29/22**
88	Maintenance Refresher training	Fri 7/1/22	Thu 9/29/22
89	**Human Resources**	**Fri 7/1/22**	**Mon 1/2/23**
90	**Contract Deliverables**	**Fri 7/1/22**	**Tue 8/30/22**
91	Staffing Plan	Fri 7/1/22	Tue 8/30/22
92	**Change Management**	**Fri 7/29/22**	**Mon 1/2/23**
93	Deploy Keolis Way Training to Exec Team	Fri 7/29/22	Tue 8/2/22
94	Review HR Process & Define HR Improvement Roadmap	Mon 8/1/22	Sat 10/1/22
95	Implement Roadmap "Quick Win"	Mon 10/3/22	Mon 1/2/23
96	**Union Management**	**Wed 7/6/22**	**Tue 7/19/22**
97	Introductions to the Union Management	Wed 7/6/22	Tue 7/12/22
98	Setup schedule for Union Negotiations	Wed 7/13/22	Thu 7/14/22
99	Determine Benefits Plans(s)	Wed 7/13/22	Tue 7/19/22
100	Get an Updated Seniority Roster with paying Union Dues members	Wed 7/6/22	Tue 7/12/22
101	**Incumbent Employee Onboarding**	**Fri 7/1/22**	**Sat 10/1/22**
102	Recruitment	Fri 7/1/22	Thu 8/11/22
103	HRIS Deployment Support	Fri 7/1/22	Fri 7/29/22
104	Application Portal	Mon 8/1/22	Fri 9/30/22
105	Application period	Mon 8/1/22	Wed 8/31/22
106	Setup Employee Master in Teams	Mon 8/1/22	Tue 8/2/22
107	Drug & Alcohol Tests	Wed 8/24/22	Wed 8/31/22
108	Background Checks	Wed 8/24/22	Wed 8/31/22
109	DOT Checks (where needed)	Wed 8/24/22	Wed 8/31/22
110	Onboarding Class	Sat 9/3/22	Mon 9/5/22
111	Makeup Onboarding Class	Sat 9/10/22	Mon 9/12/22
112	ID Badging for employees	Mon 9/19/22	Sat 10/1/22
113	**New Employee Onboarding**	**Fri 7/1/22**	**Sat 10/1/22**
114	Determine Open Positions	Fri 7/1/22	Sun 7/31/22
115	Application portal	Fri 7/1/22	Fri 9/9/22
116	Drug & Alcohol Tests	Wed 8/24/22	Sat 10/1/22
117	Background Checks	Wed 8/24/22	Sat 10/1/22
118	DOT Checks (where needed)	Wed 8/24/22	Sat 10/1/22
119	ID Badging for employees	Wed 8/31/22	Sat 10/1/22
120	New Employee Class	Mon 9/12/22	Sat 10/1/22
121	**Maintenance**	**Fri 7/1/22**	**Fri 2/3/23**
122	**Contract Deliverables**	**Fri 7/1/22**	**Tue 8/30/22**
123	Vehicle Maintenance Program, including Preventive Maintenance Program	Fri 7/1/22	Tue 8/30/22
124	Facility Maintenance Plan	Fri 7/1/22	Tue 8/30/22
125	**Staffing**	**Fri 7/1/22**	**Thu 10/6/22**
126	Maintenance Transition Manager on site	Fri 7/1/22	Fri 7/1/22



ID	Task Name	Start	Finish
127	Training on the fuel management system for all employees (safety, shut off valves, processes)	Sat 10/1/22	Thu 10/6/22
128	**Change Management**	**Wed 8/31/22**	**Fri 2/3/23**
129	Maintenance Processes gap analysis & KIHM Deployment Plan	Wed 8/31/22	Sat 10/1/22
130	Order Shop Uniforms or work with current Contactor	Wed 8/31/22	Sat 10/1/22
131	KIHM Deployment (include training for maintenance team)	Mon 10/3/22	Fri 2/3/23
132	**Due Diligence**	**Mon 7/18/22**	**Tue 11/1/22**
133	Attend Third Party Inspection	Mon 7/18/22	Sun 7/31/22
134	Review progress of repairs, defined outstanding list	Mon 9/19/22	Sat 10/1/22
135	Conduct final repairs	Mon 10/3/22	Tue 11/1/22
136	**Inventory Parts, Supplies and Tires**	**Wed 7/6/22**	**Sat 10/1/22**
137	Review Parts, Supplies and Tire Inventory with City subcontractor	Wed 7/6/22	Tue 8/9/22
138	Setup Service providers: e.g. solvent tanks, separators towing and vendors	Wed 8/31/22	Sat 10/1/22
139	Finalize Warranty SOPs and Procurement SOPs	Wed 8/31/22	Sat 10/1/22
140	**Asset Procurement**	**Mon 8/1/22**	**Sat 10/1/22**
141	Procure Shop Truck/Supervisors Vehicles/ Staff Cars	Mon 8/1/22	Sat 10/1/22
142	**Facilities**	**Wed 7/6/22**	**Fri 10/14/22**
143	Joint Facility walk through and Inspection (contingent upon agreement with Third Party)	Wed 7/6/22	Tue 8/9/22
144	Disposition of any open defects	Wed 8/10/22	Tue 8/23/22
145	Approval of condition of Facility to be transferred to Keolis	Wed 9/28/22	Sat 10/1/22
146	Update/ Implement Facility Security and Access	Mon 10/3/22	Fri 10/14/22
147	Clean up the maintenance facility	Sat 10/1/22	Thu 10/6/22
148	**IT**	**Fri 7/1/22**	**Fri 9/30/22**
149	**IT Support Services**	**Wed 8/31/22**	**Fri 9/30/22**
150	Assure all computer interfaces work	Wed 8/31/22	Fri 9/30/22
151	Check on Software needed for each Employee Work station	Wed 8/31/22	Fri 9/30/22
152	Setup Yodeck	Wed 8/31/22	Fri 9/30/22
153	Hardware Procurement	Fri 7/1/22	Thu 9/1/22
154	**HR Software (Ultipro)**	**Fri 7/1/22**	**Fri 9/23/22**
155	Order required clocks- Ultipro	Fri 7/1/22	Thu 7/7/22
156	Install Ultipro clocks on property	Mon 9/19/22	Fri 9/23/22
157	**Maintenance Software**	**Sun 7/31/22**	**Fri 9/23/22**
158	Maintenance Records (PMI, etc.)	Sun 7/31/22	Tue 8/30/22
159	Data Interface	Tue 9/20/22	Fri 9/23/22
160	**Finance**	**Fri 7/1/22**	**Mon 10/31/22**
161	**Change Management**	**Thu 9/1/22**	**Mon 10/31/22**
162	Review FP&A culture & train local team	Thu 9/1/22	Sat 10/1/22
163	Deploy Improvement Roadmap	Sat 10/1/22	Mon 10/31/22
164	**Payroll**	**Wed 7/6/22**	**Fri 9/9/22**
165	Establish Personnel List- TEAMS	Wed 7/6/22	Fri 9/9/22
166	Load Payroll Data into Payroll System	Wed 8/31/22	Tue 9/6/22
167	Run Payroll Tests	Wed 9/7/22	Thu 9/8/22
168	**Procurement**	**Wed 7/13/22**	**Thu 9/29/22**



ID	Task Name	Start	Finish
169	Produce ID Badges	Sun 7/31/22	Thu 9/29/22
170	Order Maintenance Uniforms & PPE	Sun 7/31/22	Thu 9/29/22
171	Gather current Vendor list	Wed 7/13/22	Wed 8/10/22
172	Secure contracts, understanding and SOW for subcontractors (tire, towing, etc.)	Wed 7/20/22	Fri 9/9/22
173	**AP/ AR**	**Fri 7/1/22**	**Thu 7/14/22**
174	Set-up Accounts in Sage	Fri 7/1/22	Wed 7/6/22
175	Set-up Invoice Process	Fri 7/1/22	Thu 7/14/22
176	Set-up AP Process	Fri 7/1/22	Tue 7/5/22
177	**Legal & Insurance**	**Wed 7/13/22**	**Tue 7/19/22**
178	Set-up Insurances (GL, AL, etc.)	Wed 7/13/22	Tue 7/19/22
179	Set-up Taxes & Licenses	Wed 7/13/22	Tue 7/19/22
180	**Performance**	**Fri 7/1/22**	**Mon 1/2/23**
181	**Change Management**	**Fri 7/1/22**	**Mon 1/2/23**
182	Formalize Stategic Objectives for Contract Perfomance	Fri 7/1/22	Thu 7/7/22
183	Identify Customized KPI to Measure Progress and Plan Adherence	Thu 8/25/22	Thu 9/1/22
184	Assign and Train Local Management Staff on daily templates	Fri 8/26/22	Thu 9/1/22
185	Train Staff in data reporting	Fri 9/16/22	Tue 11/1/22
186	Train staff in performance culture (Inc. Viz room)	Mon 10/3/22	Fri 10/7/22
187	Set-up BI	Fri 7/1/22	Tue 7/5/22
188	Determine "VIZ" Room location and layout	Wed 9/28/22	Sat 10/1/22
189	Set-up the Visualization Room	Wed 11/2/22	Mon 1/2/23



REFERENCES

A minimum of three (3) references shall be provided:

1. **Company Name: County of Broward, Florida, Department of Aviation**
   Address: **320 Terminal Dr, Suite 200, Fort Lauderdale, FL 33315**
   Contact: **Karolynn Wilman, Airport Manager**
   Phone #: **(954) 359-2318** Email: **kwilman@broward.org**
   Contract Value: **49.3 million** Year: **ongoing**
   Description: **Description of Work: Operate and maintain a fleet of shuttle buses and vans connecting passengers between the five airport terminals, parking facilities, rental car facilities and local public transportation hubs (the Fort Lauderdale Airport/Dania Beach Tri-Rail station). Our 78 employees operate and maintain a fleet of 62 vehicles, transporting over 9.2 million passengers per year (pre-pandemic) and generating an annual revenue of $15.2 million.**

2. **Company Name: Burbank-Glendale-Pasadena Airport Authority**
   Address: **7901 San Fernando Rd, Sun Valley, CA 91352**
   Contact: **Mr. T. Werner**
   Phone #: **(818) 729-3561** Email: **twerner@bur.org**
   Contract Value: **3.3 million** Year: **ongoing**
   Description: **Description of Work: With one employee, provide maintenance and management services for a fleet of 106 vehicles owned by the airport authority serving Burbank Bob Hope International Airport, including airport police vehicles, sedans, SUVs, light-, medium- and heavy-duty trucks, tractors, golf carts, generators, trailers and all other vehicles required for airport operations.**

3. **Company Name: Orange County Transportation Authority**
   Address: **600 S. Main St., Orange, CA 92868**
   Contact: **Beth McCormick, General Manager**
   Phone #: **(714) 560-5964** Email: **bmccormick@octa.net**
   Contract Value: **145.1 million** Year: **2019**
   Description: **Description of Work: Maintained a fleet of 308 taxi and dial-a-ride vehicles.**

4. **Company Name: Regional Transportation Commission of Southern Nevada**
   Address: **600 S. Grand Central Pkwy, Suite 350, Las Vegas, NV 89106**
   Contact: **Francis Julien, Deputy Chief Executive Officer**
   Phone #: **(702) 806-4500** Email: **julienf@rtcsnv.com**
   Contract Value: **$482.4 million** Year: **ongoing**
   Description: **Description of Work: Operate and maintain a bus public transportation system consisting of 268 vehicles (including full-size and double-decker transit buses, some of which are battery electric powered, plus paratransit vans and non-revenue vehicles) with a staff of 651, transporting over 37.6 million passengers per year (pre-pandemic).**

5. **Company Name:**
   Address:
   Contact:
   Phone #: Email:
   Contract Value: Year: **ktabusdev**
   Description:

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.

Aline Frantzen Authorized Signature	**President and CEO** Title
Aline Frantzen Name (Printed)	**4/21/2022** 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.

Aline Frantzen
Authorized Signature

Aline Frantzen, President and CEO
Print Name and Title

4/21/2022
Date

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:

- [x] MasterCard
- [ ] Visa

Keolis Transit Services, LLC
Company Name

Aline Frantzen
Name (Printed)

Aline Frantzen
Signature

4/21/2022
Date

President and CEO
Title

E-VERIFY AFFIRMATION STATEMENT

RFP/Bid /Contract No: **Solicitation 12623-825**

Project Description: **Fleet Maintenance and Management Services**

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: **Keolis Transit Services, LLC**

Authorized Company Person's Signature: **Aline Frantzen**

Authorized Company Person's Title: **President and CEO**

Date: **4/21/2022**

9/15/2020

BID/PROPOSAL CERTIFICATION

Please Note: It is the sole responsibility of the bidder to ensure that his bid is submitted electronically through www.BidSync.com prior to the bid opening date and time listed. Paper bid submittals will not be accepted. 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) **Keolis Transit Services, LLC**EIN (Optional):

Address: **470 Atlantic Ave., 5th Floor**

City: **Boston**State: **MA**Zip: **02210**

Telephone No.: **857-800-0301**FAX No.: **n/a**Email: **busdev@keolisna.com**

Delivery: Calendar days after receipt of Purchase Order **(section 1.02 of General Conditions)**: **7 days**

Total Bid Discount **(section 1.05 of General Conditions)**: **n/a**

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:

Addendum No.	Date Issued	Addendum No.	Date Issued	Addendum No.	Date Issued
1	**2/17/2022**	**3**	**3/11/2022**	**5**	**3/29/2022**
2	**2/25/2022**	**4**	**3/15/0222**	**6**	**3/31/2022**

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. **You must also click the "Take Exception" button.**

N/A

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:

Aline Frantzen
Name (printed)

Aline Frantzen
Signature

4/21/2022
Date

President and CEO
Title

Revised 4/28/2020

Speedy Tune Up's Fleet Services

Bid Contact **Manuel Falcon**
speedytuneups@yahoo.com
Ph 305-644-4409

Address **130 NW 22 Avenue**
Miami, FL 33125

Item #	Line Item	Notes	Unit Price	Qty/Unit		Attch.	Docs
12623-825--01-01	Fleet Maintenance and Management Services: A - Total Targeted and Non-Targeted - Years 1, 2 , 3, 4 and 5 Combined	**Supplier Product Code:** Labor **Supplier Notes:** 15 years of experience servicing Car Rental Fleets in Miami Dade, Broward and Palm Beach. Backed by our Full Auto Repair Facility including full auto services from engine overhaul to PMâ™s, Speedy Fleet Services provides satisfaction guarantee.	**First Offer - $60.00**	1 / n/a	**$60.00**	**Y**	**Y**
12623-825--01-02	Fleet Maintenance and Management Services:B - Targeted and Non-Targeted for 2-year Renewal 1				No Bids		
12623-825--01-03	Fleet Maintenance and Management Services:C - Targeted and Non-Targeted for 2-year Renewal 2				No Bids		
				Lot Total	**$60.00**		

Speedy Tune Up's Fleet Services

Item: **Fleet Maintenance and Management Services:A - Total Targeted and Non-Targeted - Years 1, 2 , 3, 4 and 5 Combined**

Attachments

SERVICES OFFERED STU.pdf

ON-SITE OIL CHANGE & OTHER SERVICES

Speedy Tune Ups
FLEET SERVICES
www.speedytuneups.com

SERVICES AVAILABLE

- **ON-SITE OIL CHANGE WITH FREE PORTER SERVICE**
  Eco-Friendly EVAC Oil Drainage System that safely removes oil from your dipstick and eliminates spills. FREE fluids top-off included.

- **ON-SITE TIRE SERVICES**
  Full Tire Service Van with personalized competetive price sheet to fit your fleet needs.

- **PRE-DELIVERY INSPECTIONS**
  Infleeting, unwrapping and properly programming new vehicles on-site in a matter of minutes at a set low cost.

- **DEISEL EXTRACTION & MORE**
  AATI Certified Technicians extract the mistakingly pumped deisel gas and repair for half the cost at a dealer and in half the time.

More than just a shop…
WE GOT YOU COVERED!

Speedy Tune Up's Fleet Services provides everything for your automotive fleet needs from In-Fleeting to De-Fleeting your vehicles, we got you covered.

Family owned and operated providing personalized service for 15 years in Miami-Dade, Broward and Palm Beach Counties. License, Bonded and Insured with our 2 million dollar insurance policy for your coverage and security.

New Eco-Friendly EVAC Oil Drainage System allows us to keep our NO Spill Reputation along with the use of our DERM Approved Oil Trap Mat. We keep your facility clean and vehicle serviced in speedy time.

When mistakes happen, Speedy Tune-Up's Fleet Services has a Full Auto Repair Facility with AATI and ASE Certified Technicians ready to bring you the best service without compromising your bottomline.

Miami Int'l Airport - Broward Int'l Airport - Palm Beach Int'l Airport Tel 305-644-4409 Cell 305-726-4554

WWW.SPEEDYTUNEUPS.COM

REFERENCES

A minimum of three (3) references shall be provided:

1. **Company Name: SIXT RENT A CAR**
   Address: **3900 NW 25 STREET**
   MIAMI, FL 33142
   Contact: **WILLIAN CASTILLO**
   Phone #: **7862056553** Email: **willian.castillo@sixt.com**
   Contract Value: **400,000** Year: **2015-2022**
   Description: **Speedy Fleet Services is a complete auto care center geared towards mobile maintenance care for your fleet vehicles. We have been the complete service provider for SIXT Rent A Car for the past 7 years. Ours services include PM's, Pre-Delivery Inspections, Mechanical Repairs, and more.**

2. **Company Name: HERTZ CAR RENTAL**
   Address: **1950 NE 7th Avenue**
   Dania Beach, FL 33004
   Contact: **JOHN PARKER**
   Phone #: **315-559-9893** Email: **jparker@hertz.com**
   Contract Value: **300,000** Year: **2021-2022**
   Description: **Speedy Fleet Services is a complete auto care center geared towards mobile maintenance care for your fleet vehicles. We have been the complete service provider for HERTZ Rent A Car for the past 2 years. Ours services include full on-site oil change services.**

3. **Company Name: ADVANTAGE RENT A CAR**
   Address: **3900 NW 25th Street, # 404**
   Miami, FL 33142
   Contact: **KAREEM ZAHER**
   Phone #: **571-332-9507** Email: **kz@orlandorentco.com**
   Contract Value: **200,000** Year: **2019-2022**
   Description: **Speedy Fleet Services is a complete auto care center geared towards mobile maintenance care for your fleet vehicles. We have been the complete service provider for ADVANTAGE Rent A Car for the past 4 years. Ours services include full on-site oil change services and portering services. We also complete full mechanical repairs including overhaul engine repair, brakes and maintenance services.**

4. **Company Name: SIXT RENT A CAR**
   Address: **3900 NW 25 STREET**
   MIAMI, FL 33142
   Contact: **NICK GURALSKI**
   Phone #: **920-205-1617** Email: **nick.guralski@sixt.com**
   Contract Value: **400,000** Year: **2015-2022**
   Description: **Speedy Fleet Services is a complete auto care center geared towards mobile maintenance care for your fleet vehicles. We have been the complete service provider for SIXT Rent A Car for the past 7 years. Ours services include PM's, Pre-Delivery Inspections, Mechanical Repairs, and more.**

5. **Company Name: ENTERPRISE CAR RENTAL**
   Address: **SOUTH FLORIDA REGION 41EE**
   Contact: **LAURA CASTELLANO-BELLO**
   Phone #: **305-794-9866** Email: **laura.e.castellano-bello@ehi.com**
   Contract Value: **400,000** Year: **2012-2022**
   Description: **Speedy Fleet Services is a complete auto care center geared towards mobile maintenance care for your fleet vehicles. We have been the complete service provider for ENTERPRISE Rent A Car for the past 10 years. Ours services include PM's, Pre-Delivery Inspections, Mechanical Repairs, and more.**

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
SPEEDY TUNE UPS CORP	SPEEDY TUNE UPS CORP
SPEEDY TUNE UPS CORP	SPEEDY TUNE UPS CORP
SPEEDY TUNE UPS CORP	SPEEDY TUNE

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.

ELIZABETH CORDERO	**SPEEDY TUNE UPS FLEET SERVICES**
Authorized Signature	Title
ELIZABETH CORDERO	**04/04/2022**
Name (Printed)	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.

ELIZABETH CORDERO
Authorized Signature

ELIZABETH CORDERO , VP AND TREASURER
Print Name and Title

04/04/2022
Date

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:

- [x] MasterCard
- [x] Visa

SPEEDY TUNE UPS FLEET SERVICES
Company Name

ELIZABETH CORDERO
Name (Printed)

ELIZABETH CORDERO
Signature

04/04/2022
Date

VICE PRESIDENT & TREASURER
Title

E-VERIFY AFFIRMATION STATEMENT

RFP/Bid /Contract No: **Bid #12623-825 - Fleet Maintenance and Management Services**

Project Description: **Bid #12623-825 - Fleet Maintenance and Management Services**

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: **SPEEDY TUNE UPS FLEET SERVICES**

Authorized Company Person's Signature: **ELIZABETH CORDERO**

Authorized Company Person's Title: **VP & TREASURER**

Date: **04/04/2022**

9/15/2020

BID/PROPOSAL CERTIFICATION

Please Note: It is the sole responsibility of the bidder to ensure that his bid is submitted electronically through www.BidSync.com prior to the bid opening date and time listed. Paper bid submittals will not be accepted. 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) **SPEEDY TUNE UPS FLEET SERVICES**EIN (Optional): **770692325**

Address: **130 NW 22 AVENUE**

City: **MIAMI**State: **FL**Zip: **33125**

Telephone No.: **305-644-4409**FAX No.: **305-801-8656**Email: **speedytuneups@yahoo.com**

Delivery: Calendar days after receipt of Purchase Order **(section 1.02 of General Conditions)**: **WITHIN 1 DAY**

Total Bid Discount **(section 1.05 of General Conditions)**: **30% DISCOUNT**

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:

Addendum No.	Date Issued	Addendum No.	Date Issued	Addendum No.	Date Issued
ADENDUM 3	**04/03/2022**	**ADDENDUM 4**	**04/04/22**	**ADDENDUM 5**	**04/04/2022**

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. **You must also click the "Take Exception" button.**

SPEEDY TUNE UPS FLEET SERVICES WILL GLADLY GIVE VARIANCE IN COMPETITIVE PRICING AND DESIGNATED TIME STRUCTURE.

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:

ELIZABETH CORDERO
Name (printed)

ELIZABETH CORDERO
Signature

04/04/22
Date

VP, TREASURER
Title

Revised 4/28/2020

No Bids

Automotive Rentals Inc.	After further review of the entire scope and requirements, we are choosing to not participate.
ORMATEC LLC	We do not provide in part or as a whole the specific services required by this bid