



March 2, 2023

Juan Portillo, Transit Manager
City of Manteca City Clerk
1001 W. Center Street
Manteca, CA 95337

RE: City of Manteca RFP for Transit Operations Contract Services

Dear Mr. Portillo,

Selecting a qualified contractor to manage and operate the Transit Operations Contract Services is an exciting and important task for the City of Manteca (the City). You need an experienced team of professionals to help guide your operations through this time of transition and into your future of providing enhanced transportation services for residents in the Manteca area.

That's why MTM Transit, a certified Women's Business Enterprise (WBE), is excited to submit a proposal for the City's Transit program. MTM Transit is a limited liability company (LLC) that provides Americans with Disabilities Act (ADA) paratransit, fixed route, deviated fixed route, microtransit, shuttle, and dial-a-ride services to help agencies meet the transportation needs of communities across the country. We are willing and able to provide excellent service to the City and meet all timeframes outlined in the RFP.

The City's best choice to manage the Manteca Transit program is MTM Transit, as we can draw on the strengths of our corporate leadership team, including Regional Vice President Scott Transue, our highly qualified General Manager, our technical expertise, and our ability to deliver high value at a reduced cost. We also are a trusted partner in the area, currently serving Manteca passengers through the travel training and ADA eligibility assessment program operated by the San Joaquin Regional Transportation District, operating Tracer services in nearby Tracy, and most recently taking over operation of the eTrans system in Escalon.

MTM Transit is pleased to present a proposal that details our approach to meeting the City's objectives and our experience operating similar programs. We read, understand, and agree to all requirements of the RFP and accompanying addenda, and we affirm that all information contained within the proposal is accurate, truthful, and factual.



As President and CEO, I am the officer who can bind MTM Transit to the offer presented. The City may communicate with Vice President of Proposals Amy Ritchie regarding the proposal and contract negotiations. Amy can be reached at aritchie@mtm-inc.net or 636-695-5634; please feel free to contact her with any questions. On behalf of MTM Transit, I look forward to working with the City.

Sincerely,

A handwritten signature in blue ink that reads "Alaina Macia".

Alaina Macia
President and CEO
314-495-4953
amacia@mtm-inc.net

Transit Operations Contract Services

Prepared for
Manteca Transit

Submitted by:



March 6, 2023

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Executive Summary



EXECUTIVE SUMMARY

The City of Manteca (the City) is seeking an experienced, highly qualified transportation contractor to efficiently operate and maintain its transit services for the City, operating as Manteca Transit (MT) and helping the City achieve its goals as outlined in the RFP. These goals include:

- ✓ Establishing a more timely, efficient, and better managed vehicle maintenance program to ensure timely, safe, and appropriate repairs
- ✓ Increasing ridership on the fixed route system through public outreach efforts
- ✓ Implementing methods of transit performance data reporting using automated software programs
- ✓ Implementing route changes to the current system and Saturday fixed route service, as identified in the City's 2019 Short Range Transit Plan
- ✓ Ensuring adequate and appropriate staffing to provide consistently efficient, reliable, and exemplary customer service

Achieving these goals will require the oversight, support, and commitment of a responsible partner who can deliver innovative technology and approaches to improve service quality and provide residents and visitors with safe, reliable, and courteous transportation services at a reasonable price. MT is poised for growth, and the City needs a partner who can support its evolving needs, ensuring sustainable and reliable transit in Manteca as demand grows. MTM Transit is the ideal partner for the City, as we have the necessary qualifications, experience, management philosophy, and vision to achieve the City's objectives. We have an excellent track record of providing similar, high quality transit services across the nation and in nearby Tracy and in our recent expansion in Escalon.

TRUSTED PARTNER

Under MTM Transit's management, the City will receive the support of an empowered local team as well as our corporate staff. Because of our commitment to culture, the City will not experience frequent shifts in staffing and leadership, which causes service disruption and poor relationship management. Regional Vice President Scott Transue oversees MTM Transit's partnerships in the West region, including operations in Tracy and Escalon, California. Scott will expand his oversight to the City's program if awarded. Scott, along with the rest of MTM Transit's staff, will be easily accessible to the City. MTM Transit always provides transparency and open lines of communication.



MTM Transit’s commitment to a strong partnership makes us the best choice to provide transit operations to the residents of the greater Manteca area. As a privately held company, MTM Transit prioritizes quality over quantity. We have no plans to sell or go public, allowing us to focus all our efforts on providing the best possible service for our clients and their customers. Instead of focusing on quarterly profit marks, we strive to meet performance standards of our contracts, foster a culture that reduces turnover, and provide our clients with the best service possible.



The best testament to MTM Transit’s quality service is the **long-term partnerships** we have with our clients; we have received numerous contract extensions and have **never had a contract terminated early**.

ENGAGED WORKFORCE

People are our single greatest asset when it comes to delivering the best service, and we will provide a qualified, dedicated, local team, fully supported by our experienced executive staff, including Regional Vice President Scott Transue, to operate MT. Our staffing plan will maintain sufficient staffing levels to provide the services outlined in this RFP; we will adjust as appropriate to support program demand and growth. Additionally, we will hire as many qualified incumbent employees as possible, ensuring they meet MTM Transit and the City’s qualifications. As soon as MTM Transit receives notification of award, we will begin hiring and training a full complement of employees for each position. It is also our intent to hire predominantly full-time staff to fill the staffing plan; this allows more employees to access our benefits, and we have found it improves employee retention. We intend to offer equal or greater benefits to all employees transferring from incumbent operations. We are confident in our comprehensive benefit package, but we will work through any gaps so no employee experiences a lapse in coverage.



Our recruiting, hiring, and retention processes allow MTM Transit to attract and retain high-quality employees who not only know the local service area, but the local community as well. We practice industry-leading, innovative employee engagement strategies. For example, MTM Transit has an online platform, Bonfyre, where employees recognize each other for outstanding performance. MTM Transit also regularly posts employee spotlights, awards, and highlights events and achievements on social media and our intranet site, Core.

Additionally, our personnel receive appropriate training both during start-up and ongoing and have adequate work experience, knowledge, and licenses to perform the required services. We provide lifelong learning opportunities and offer performance-based bonuses and recognitions. Also, as a certified woman-owned business, we value diversity. President and CEO Alaina Maciá champions internal initiatives ensuring we recruit and hire a diverse workforce. All of this translates into a stable, satisfied workforce prepared to provide great service from day one.

SUPERIOR PASSENGER EXPERIENCE

MTM Transit’s passenger-focused approach is unparalleled in the industry. We live by our motto, “Every Trip is Important.” We equip our staff to provide the best experience possible with comprehensive training, adequate resources, and a positive work culture. This in turn allows our staff to provide safe, reliable service and helps MTM Transit meet the customer service standards of our clients.



We encourage operators to go out of their way to get to know their passengers and emphasize passengers are not simply numbers on a scorecard, they are people. We want every passenger to look forward to their next trip with MTM Transit. Many passengers we serve represent vulnerable populations, such as the elderly. Our expectation is for every operator action to convey welcome and appreciation to passengers. We recognize and reward employees with bonuses for meeting and exceeding customer service expectations.

MTM TRANSIT IS THE CITY’S BEST CHOICE

No company is better positioned to help the City achieve its goals than MTM Transit. We understand your expectations and will deliver reliable, safe, and high-quality transportation services to your ridership. We also bring the right amount of experience and innovation to oversee this operation, have a history of success implementing and operating similar programs, and are well positioned to become the City’s partner.

Working with MTM Transit, the City will gain a cooperative partner who provides the program support, oversight, and technological innovations it needs to effectively manage the City’s growing bus system and help implement the City’s Short Range Transit Plan’s recommended service changes and goals to best serve the transportation needs of the City’s expanding population and visitor base.

At MTM Transit, our goal is to be the best transportation provider and deliver exceptional service for each client and their passengers. MTM Transit empowers our local management teams to exceed the service expectations of our clients; we have the resources, the talent, and the time to spend on our clients, and we are nimble and flexible in our approach to providing the best service to our clients. We are committed to providing high-quality local leadership and extensive corporate support; maintaining open communication and transparency; and investing in the community.

Since our inception, we have been selective in the contracts we pursue and only pursue contracts with new clients who share and align with MTM Transit's values, culture, and strengths. This results in a stronger, more controlled growth for our company and allows our corporate resources to provide the support we promise. Through this dedication, we will enhance operations for the City while maintaining a strong and transparent working relationship. We look forward to working with the City and its passengers to achieve a well-rounded, excellent transit program of which we can all be proud.

1. Organizational Information



1. ORGANIZATIONAL INFORMATION

Provide a statement of the firm's organizational structure, experience, history, form of legal entity (i.e., partnership, corporation, etc.), capabilities, financial solvency, list of owners and officers and management philosophy. Particular attention to management philosophy is important because the CITY is interested in how PROPOSER intends to manage the staff and system. For example, is the business based locally, will hiring be done locally or will existing employees be brought here, will employees work on a full-time or mostly part-time basis, etc.

Please note: For ease of review and evaluation, MTM Transit has addressed each component of Section 2, Scope of Work under the section number as it is present within the RFP. Our responses to each topic are tracked throughout our proposal with purple compliance indicators in parentheses following the requirement. Example: (2.1.2).

MTM TRANSIT OVERVIEW

MTM Transit is a limited liability company (LLC) and certified woman-owned business enterprise (WBE) established in 2009 in the state of Missouri by the leadership of Medical Transportation Management, Inc. (MTM), a national transportation manager with 27 years of experience. MTM Transit was founded to help agencies meet the transportation needs of their communities, specifically transit dependent populations.



Access to local resources and amenities are important components of a healthy, productive life, and MTM Transit provides that access with the utmost dignity for every passenger. We are dedicated to offering a balance of innovation and best practices during this new era in transportation, deploying executive attention, technological advances, and responsiveness to maximize program success.



MTM Transit has proudly provided **safe, timely, and reliable transportation services since 2009**. Our passenger-focused approach is unparalleled, and we live our motto, **“Every Trip is Important.”**

MTM Transit’s principal line of business is providing Americans with Disabilities Act (ADA) paratransit, fixed route, and microtransit service operations, as well as additional transit services such as mobility management, ADA paratransit eligibility assessments, travel training, transit call center operation, and transit quality assurance operations and support. We deliver cost savings, increased efficiencies, and customer satisfaction to clients and passengers across the United States in 16 states (including California) and the District of Columbia.

An overview of MTM Transit’s current size and footprint is provided below:



As a privately held company, we prioritize quality over quantity. We have no plans to sell or go public, allowing us to focus all our efforts on providing the best possible service for our clients and their customers. Instead of focusing on quarterly profit marks, we strive to meet performance standards of our contracts, foster a culture that reduces turnover, and provide our clients with the best service possible.

As described throughout our proposal, we have the systems, processes, resources, and direct experience to meet the needs of all who rely on the City. We operate according to five core values, depicted in **Figure 1**, which guide our actions every day.



Figure 1: MTM Transit Core Values. MTM Transit uses these five core values to meet and exceed all expectations of our clients and their customers.

For 14 years, MTM Transit has grown responsibly by focusing on the passenger experience and providing unparalleled hands-on management. MTM Transit’s mission is to help agencies meet the transportation needs of their communities – specifically, transit-dependent populations – with an exceptional passenger experience. Despite our rapid growth, MTM Transit remains privately owned and operated.

MISSION STATEMENT

MTM Transit's mission is to partner with our clients to increase community access and contain costs while remaining focused on what matters most: the passenger. We are dedicated to creating customized transportation solutions that balance innovation and best practices while providing high quality service that improves performance and increases passenger satisfaction.

FINANCIAL SOLVENCY

MTM Transit is financially secure, meeting all short-term and long-term obligations, and can fulfill a resultant contract with the City. In addition to having the necessary cash flows from operations, MTM Transit has a \$5.0 million credit agreement with Bank of America available for working capital and the general needs of the business. We also have available lease lines with vendors in unspecified amounts for equipment purchases, and we have available cash flows from our operations. We will provide copies of our audited financial statements for the City's review, upon request.

ABOUT AFFILIATE MTM

Since 1995, MTM has managed non-emergency medical transportation (NEMT) for state and county governments, managed care organizations (MCOs), health systems, and other programs involving transportation for the disabled, underserved, and elderly. MTM's services include NEMT and ADA paratransit brokerage, as well as special needs school transportation. MTM is a privately held S Corporation, incorporated in June 1995 in the state of Missouri.

As one of the nation's largest, most experienced transportation managers, MTM provides more than 20 million trips annually for 13.6 million individuals in 35 states and the District of Columbia, containing or reducing costs and increasing customer satisfaction for every client. MTM also handles over eight million calls each year. This includes providing services for several California health plans; MTM provides over 2 million NEMT trips annually in California.



OWNERS AND OFFICERS

MTM Transit has two owners: MTM (57%) and Alaina Maciá (43%). Our officers include:

- ▶ Alaina Maciá, President and Chief Executive Officer
- ▶ Brian Balogh, Chief Operating Officer of Transit
- ▶ Dawn Kotva, Chief Operating Officer of NEMT
- ▶ Jill Heneghan, Chief Financial Officer
- ▶ Kerri Mileski, Chief People Officer
- ▶ Michele Lucas, Chief Marketing Officer
- ▶ Rick Holbrook, Chief Technology Officer
- ▶ Dave Busch, Chief Growth Officer
- ▶ Tom Wiese, Chief Legal Officer

CORPORATE ORGANIZATIONAL STRUCTURE

Alaina Maciá leads both MTM Transit and MTM as President and CEO. While the two organizations share corporate functions including IT, Marketing, Human Resources, Accounting, and the Project Management Office (PMO), they have separate dedicated management structures. **Figure 2** outlines our corporate organizational structure.

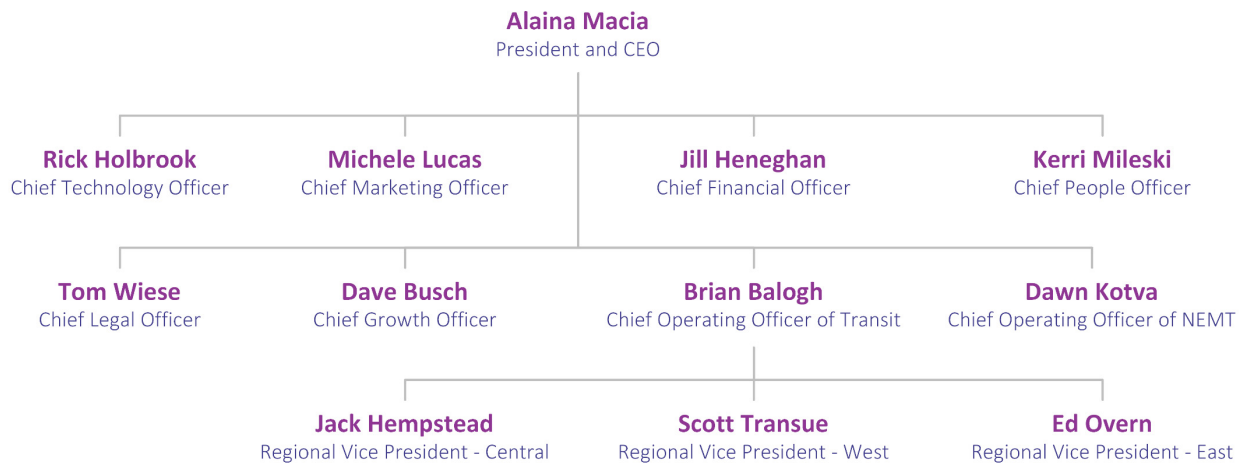


Figure 2: Corporate Organizational Structure. MTM Transit is led by a very experienced team.

MTM Transit will hold the City’s contract and assume responsibility for the overall program, the leadership and operations team members for both MTM Transit and MTM will work collaboratively throughout the contract term for the City. Together, MTM Transit and MTM bring the experience, partnership, and innovation necessary to oversee this operation.

NATIONAL EXPERTISE AND OFFICE LOCATIONS

Figure 3 depicts MTM Transit and MTM’s combined operations across the United States. This affiliation provides MTM Transit with a wide variety of experience, as well as a focus on achieving the most efficient transportation operations and highest levels of customer service.

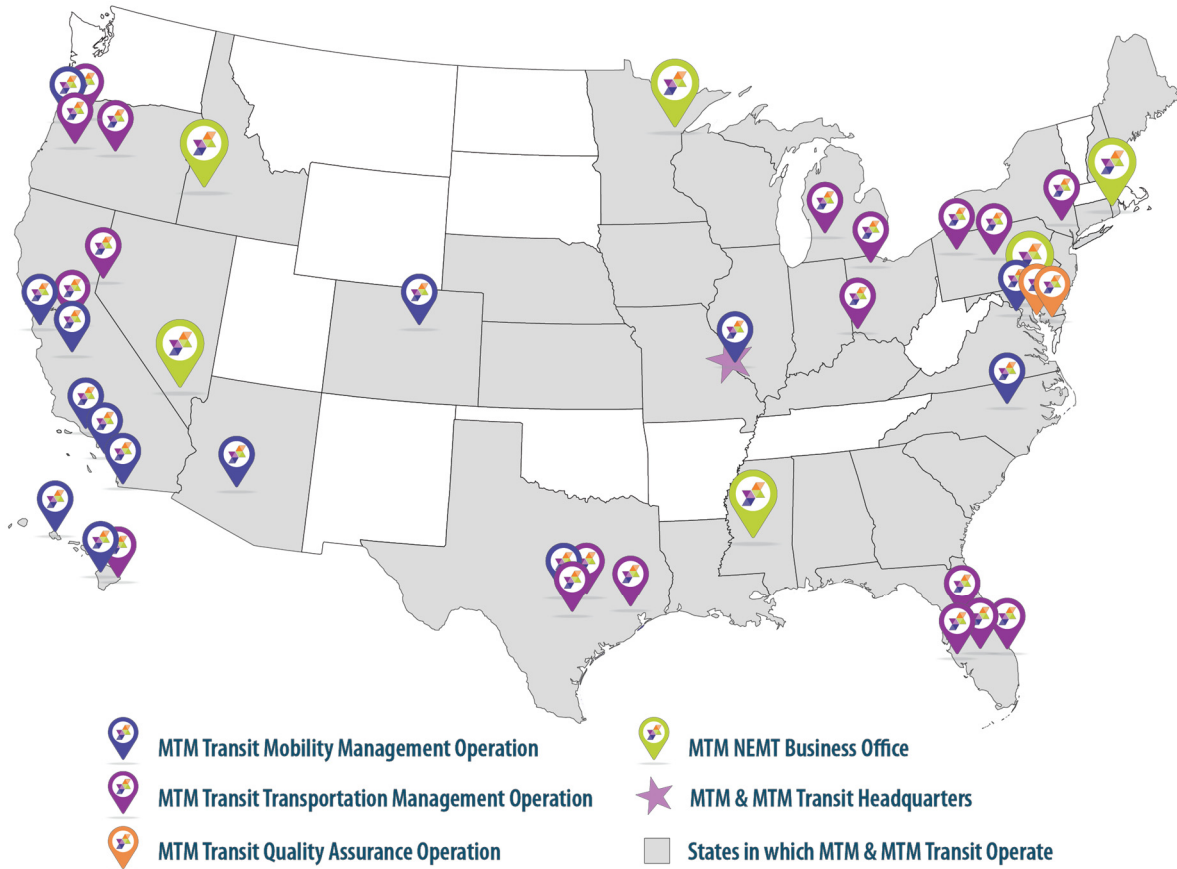


Figure 3: U.S. Map. Collectively, MTM Transit and MTM operate in 36 states and the District of Columbia.

EXPERIENCE

MTM Transit has the knowledge and past project experience relevant to the City’s needs as listed in the Scope of Work. **Figure 4** provides an overview of MTM Transit’s clients and the functions we perform for each client – listed in order based on service start dates.

Client Name and Location	Paratransit/Demand	Fixed Route	Microtransit	Maintenance	Reservations	Scheduling	Dispatching	Quality Assurance	ADA Assessments	Travel Training	Service Start Date
Hamilton County Department of Job and Family Services (HCJFS), Cincinnati, OH	✓			✓		✓	✓				Jan. 2010
City of Raleigh, Raleigh, NC									✓		Oct. 2010
Clarion County, Clarion, PA	✓			✓	✓	✓	✓				Apr. 2011
Allegan County, Allegan, MI	✓			✓	✓	✓	✓				June 2011
Sumter County, Bushnell, FL	✓	✓			✓	✓	✓				Oct. 2011
Washington Metropolitan Area Transit Authority (WMATA), Washington, D.C.								✓	✓	✓	Feb. 2012
Centre Area Transportation Authority (CATA), State College, PA	✓		✓	✓	✓	✓	✓				Apr. 2012
City of Perrysburg, Perrysburg, OH	✓			✓	✓	✓	✓				June 2013
Orange County, Goshen, NY	✓			✓	✓	✓	✓				Jan. 2014
Capital Metropolitan Transportation Authority (CMTA), Austin, TX	✓		✓	✓		✓	✓		✓		May 2014
City of Conroe, Conroe, TX	✓	✓		✓	✓	✓	✓				Jan. 2015
Salem Area Mass Transit District (SAMTD), Salem, OR	✓				✓	✓	✓		✓		July 2015*
Kansas City Area Transportation Authority (KCATA), Kansas City, MO					✓	✓	✓				July 2015
Sarasota County, Sarasota, FL	✓			✓	✓	✓	✓				Mar. 2016
City of Tracy, Tracy, CA	✓	✓	✓	✓	✓	✓	✓				Aug. 2016
San Diego Metropolitan Transit System (MTS), San Diego, CA									✓	✓	Dec. 2016
Regional Transportation Commission (RTC) of Washoe County, Reno, NV	✓		✓	✓	✓	✓	✓				July 2017
Access Services, Los Angeles, CA									✓		July 2017
Lane Transit District (LTD), Eugene, OR	✓			✓	✓	✓	✓				Aug. 2017
Valley Metro, Phoenix, AZ									✓	✓	June 2018
City and County of Honolulu, Honolulu, HI									✓		Jan. 2019

Client Name and Location	Paratransit/Demand	Fixed Route	Microtransit	Maintenance	Reservations	Scheduling	Dispatching	Quality Assurance	ADA Assessments	Travel Training	Service Start Date
Maryland Transit Administration (MTA), Baltimore, MD								✓			May 2019
Orange County Transportation Authority (OCTA), Orange County, CA									✓		Aug. 2020
Bi-State Development (St. Louis Metro), St. Louis, MO									✓	✓	Sept. 2020
Martin County, Stuart, FL	✓	✓		✓			✓				Oct. 2020
San Joaquin Regional Transit District (RTD), Stockton, CA									✓	✓	Jan. 2021
San Mateo County Transit District (SamTrans), San Carlos, CA									✓		May 2021
Heartland Regional Transportation Planning Organization (HRTPO), Bartow, FL	✓			✓	✓	✓	✓				July 2021
Denver Regional Transportation District (RTD), Denver, CO									✓	✓	Sept. 2021
Cascade East Transit (CET), Bend, OR	✓	✓									Sept. 2021
Massachusetts Bay Transportation Authority (MBTA), Boston, MA									✓	✓	July 2022
County of Hawai'i Mass Transit Agency (MTA), Hilo, HI	✓				✓	✓	✓		✓	✓	Jan. 2023
City of Escalon, Escalon, CA	✓	✓		✓	✓	✓	✓				Feb. 2023

Figure 4: MTM Transit Client List. An overview of MTM Transit’s current clients and the functions we perform for each client.

*MTM Transit began working with SAMTD performing ADA eligibility assessments in July 2015, and in July 2016, MTM Transit was awarded the call center work. SAMTD recently re-awarded MTM Transit the call center work with the addition of the paratransit operations starting January 2023.

ADA Certification and Travel Training Experience

MTM Transit has been providing ADA paratransit assessments for 13 years and conducting travel training services for nearly 11 years. We perform over 100,000 eligibility assessments each year and more than 1,900 travel training sessions annually in 15 ADA eligibility assessment and travel training programs across the United States, including large transit agencies in cities

such as Los Angeles, San Diego, Washington D.C., Austin, Denver, Boston, and Phoenix. Each of our contracts are targeted transit agency mobility management programs; none are simply transit operations contracts with a rubber-stamping eligibility component.



MTM Transit services **more mobility management customers annually than any other competitor** in the United States. Our experience ranges from providing mobility services with one employee for the Salem Area Mass Transit District (approximately 700 assessments per year) to **operating one of the largest paratransit certification programs in the United States for Access Services** in Los Angeles where 45 employees provide approximately 48,800 assessments per year.

We also have extensive experience providing quality travel training services as the primary contractor. MTM Transit takes pride in owning and operating travel training services in house as an extension to our assessment programs. Most mobility management companies provide assessment services directly, but subcontract travel training services; this method does not provide the cohesiveness required to operate as one connected operation. MTM Transit has the staff, policies, procedures, training plans, and technology to provide effective and consistent travel training directly. MTM Transit currently operates and maintains eight travel training programs across the country, providing 1,900 travel training sessions each year. In addition to our current travel training contracts, MTM Transit has also helped agencies develop and administer travel training programs through temporary grant-funded opportunities. Our current and past travel training experience spans a range of program types, and all include direct delivery of travel training services.

Supporting MT through our CTSA Mobility Program

Most relevant to the City of Manteca, since January of 2021, MTM Transit has served as the provider of travel training and assessment services for the San Joaquin Regional Transportation District, which is the designated Consolidated Transportation Services Agency (CTSA) for San Joaquin County. Through this existing partnership, MTM Transit is already serving the Manteca community and has a solid understanding of the available transportation options that are available. This experience and knowledge positions MTM Transit to provide a higher level of customer support and a more seamless experience for passengers than any other bidder can provide. Further, our Regional Vice President Scott Transue oversees the San Joaquin contract and will also oversee Manteca operations, ensuring complete alignment of our staff and policies.



For example, as CTSA, MTM Transit can verify passenger eligibility for paratransit and DAR service and help assign passengers to the most appropriate MT service. We can also refer passengers who may benefit from travel training to the available CTSA programs to transition them from paratransit to fixed route and/or on-demand services, saving the City money and helping Manteca residents gain more transportation independence.

MTM Transit can ensure passengers use the services for which they qualify, which will help the City manage cost for the paratransit system. As CTSA, our ability to better enforce eligibility assignment, including temporary and restricted status, will also improve ridership and productivity for the City of Manteca. These benefits are something only MTM Transit can offer the City.

MANAGEMENT PHILOSOPHY

At MTM Transit, our goal is to be the best transportation provider and deliver exceptional service for each client and their passengers. Through this dedication, we will enhance MT operations while maintaining a strong and transparent working relationship with the City. The flexibility of our operations and open communication will help MTM Transit and the City garner the community's trust in these extremely important services. MTM Transit is an experienced provider with contracts across the nation, and the City can rest assured knowing its account will be a top priority for MTM Transit.

We chose to submit a proposal for this service because we believe in the City's commitment to the program and know that our family-owned organization's values and employee-focused culture are highly aligned with that of the City, whose motto is "The Family City." As each of our clients will attest, MTM Transit's hallmark is open, transparent communication and collaboration with our clients.

The City will discover MTM Transit manages its programs with an unmatched level of honesty and integrity, and we hold true to our core values and our mission of helping agencies meet the transportation needs of their communities. We are committed to ensuring all passengers have an exceptional transportation experience. Throughout the duration of this contract, the City will find our management philosophy, methodologies, and performance standards seek to improve quality, safety, and satisfaction, while delivering reliable, efficient service.

When it comes to customer satisfaction, we present ourselves in a professional manner and treat everyone with respect. We understand the elderly and individuals who use Dial-a-Ride (DAR) and paratransit services are some of society's most vulnerable. Our operators go out of their way to get to know their customers and ensure passengers look forward to their next trip with MTM Transit, whether the trip is fixed route, dial-a-ride, or paratransit.



We also take pride in delivering service with a focus on operational efficiency and knowing we do things right the first time. Our well-trained dispatchers will provide friendly in-person and phone customer service, and optimize the schedules for maximum efficiency, saving time for our operators and passengers.

Specifically, for the City's program, MTM Transit will provide public local fixed route, DAR primarily for seniors 62 years or older and passengers with disabilities, as well as ADA paratransit services. MTM Transit will provide all operations, dispatching, vehicle maintenance of the City-owned buses, and certain administrative functions related to these services. Fixed route services will be provided Monday through Friday between 6:00 a.m. and 7:00 p.m., and Saturday between 9:00 a.m. and 4:00 p.m. DAR and ADA paratransit service will be provided on demand, during the same days and hours as the fixed-route service.



Our confidentially proposed General Manager for the program will be supported by our confidentially proposed Safety and Training Manager and our Maintenance Manager Adam Perriera. These individuals will oversee a team consisting of approximately 13 vehicle operators, a road supervisor, a Lead Dispatcher, one full-time and one part-time dispatcher, and a utility worker. All MTM Transit staff will be fully dedicated to the operation of MT. As detailed in

Section 9. Staffing Plan on **page 109**, most of our Manteca Transit operations employees will work on a full-time basis. The only part-time position in our staffing plan is one dispatcher. To promote stability and offer a better environment for our employees, MTM Transit is committed to maximizing the number of full-time shifts offered to the Manteca Transit operators. This will allow them to qualify for benefits and provide a more stable workforce. As outlined in our staffing plan, we will have 13 full-time operators. Our priority will be to fill as many positions with incumbent staff as possible, and then recruit additional staff as needed from the local market. For all positions represented by the local union, MTM Transit will adhere to the Collective Bargaining Agreement (CBA) requirements and work closely with the union to ensure labor harmony.

Trip booking will be handled by our dedicated dispatchers. Dispatchers will also monitor the provision of service and make real-time adjustments to service on the street as needed to keep routes running on time. We take pride in delivering service with a focus on operational efficiency and knowing that we do things right the first time. Our well-trained dispatchers will optimize schedules for maximum efficiency, saving our operators and passengers time. Our executives and expert trainers will provide thorough and ongoing training for our proposed Reveal routing, scheduling, and dispatching software. Our affiliate MTM owns Reveal, allowing us to provide in-house support that will prevent the City and our local team from having to “wait in line” with outside vendors to receive assistance.

MTM Transit staff will work from the City-provided Transit Operations Facility. Our staff will unlock the front lobby doors on weekdays at 8:00 am and on Saturdays at 9:00 am, and keep the building staffed and open to the public until 5:00pm on weekdays and 4:00pm on Saturdays. During hours of operation, our staff will provide friendly customer service to the public, and sell transit passes, tickets, and other fare media from this location.

We will perform trips using the MT-provided fleet using fuel supplied by the City at the Manteca Corporate Yard, the Waste Quality Control Facility, or other locations approved by the City. We plan to outsource maintenance to Sunshine Auto Care, Inc. which is a family-owned shop located at 1003 Moffat Boulevard in Manteca, just one mile from the Manteca Transit facility. Sunshine Auto Care staffs ASE-certified technicians and has provided similar fleet maintenance service in Manteca since 1986. Our proposed Maintenance Manager Adam Perriera will oversee the maintenance vendor and all maintenance activities, tracking and scheduling preventative maintenance, and providing light repairs and technology maintenance as needed.

Adam will also have oversight of our utility worker who will be responsible for vehicle cleaning and ensuring the appearance of the fleet is a positive reflection of the program. Operators will perform pre-trip inspections of each vehicle prior to entering service for the day. If an issue is identified, the operator will immediately report it, and depending on the severity, the vehicle will be prevented from entering service if a potential safety or other critical concern is identified. Vehicles will also be inspected at the end of each shift.

Our vehicle operators will provide timely and safe service for each of these programs and communicate regularly with our dispatchers. Operators will be appropriately uniformed, greet passengers, and provide riders with assistance boarding and exiting the vehicles as necessary. They will be polite and pleasant but minimize conversations while the vehicle is in motion. As they complete their route, operators will document the status of trip provision through the Reveal in-vehicle tablets. MTM Transit will ensure all operators are trained on the appropriate use of tablets and will require them to log into the system as part of their pre-trip process. Each arrival and departure will be documented on the electronic manifest, and operators will also confirm fare collection and record no-shows on the device. We will regularly monitor data from the tablets and make necessary day-of-service route modifications, resulting in seamless communication between dispatch and operators, as well as increased service and productivity levels. Additionally, our road supervisor will continually evaluate operator performance and adherence to all program standards and safety initiatives.



Safety is a top priority for the City, and at MTM Transit, we maintain a safety-focused culture and consider safety to be every employee's responsibility. We will ensure safe MT operations through extensive training and screening procedures; a thorough quality assurance program including road supervision and on-board camera footage review; and a generous operator incentive program that encourages operators to focus on safe vehicle operation.

Prior to transporting passengers, all operators will complete comprehensive training that includes an orientation of the service and area, equipment on vehicles, passenger sensitivity and assistance, emergency situations, and defensive driving. They will also be required to complete a comprehensive screening that includes initial and ongoing drug and alcohol testing and MVR checks. Our training has resulted in industry leading safety results and low accident rates across our book of business, but in the event an accident or incident occurs, we will immediately notify the City and provide a complete written investigation.



Our local management team, supported by our corporate executives, will regularly monitor program quality and efficiency using data from the Reveal routing, scheduling, and dispatching (RSD) system. We will generate reports and dashboards to ensure we are meeting or exceeding all program metrics. We will share these reports, and any suggestions for improvement with the City. We will also review data from our proposed camera system and from our

TrackIt system for documenting road supervision activities, to identify additional areas for improvement or supplemental training needs.

2. References



2. REFERENCES

List all of the contract services of similar operations that your firm has provided during the preceding five years, including the name of the agency, contact person and phone number, e-mail addresses, description of service(s) and dollar amount of contract. (CITY may contact any person listed for use as a reference and may consider the results of such contacts in the evaluation process.)

We have provided a list of all MTM Transit contracts in **Section 1. Organizational Information, Experience** on **page 13**. Additionally, we have provided additional detail below for five current transit contracts of comparable size, scope, and complexity to the City. We are proud of all our contracts and would be happy to share similar information for any of the other programs we operate upon the City's request.

CITY OF TRACY, CALIFORNIA

The City of Tracy awarded MTM Transit the contract to implement and operate the TRACER fixed route and complementary ADA paratransit services in 2016. In August 2020, we expanded service with the TracerPLUS on-demand pilot operation, which is a microtransit program. In July 2021, the City re-awarded the contract to MTM Transit for a full five-year term.

MTM Transit initially implemented the TRACER program in less than a month. Upon contract award, we quickly secured a maintenance facility, inspected all vehicles, implemented Routematch dispatching software with new tablets, and installed idrive on-board cameras. We also provided the City with four brand new service vehicles to supplement its fleet and retained 98% of the incumbent workforce.

Throughout our tenure operating TRACER, MTM Transit has realized several service improvements. We reduced road calls by 77% in our first 90 days of operation, and we continue to provide quality maintenance. We have passed all state vehicle inspections and helped the City inspect and receive delivery of brand new Gillig transit buses. Our local team also helped the City establish a presence for TRACER on Google Transit, giving passengers better access to service information for easier route planning. Finally, we migrated the program to Reveal software, which is the same software we are proposing for the Manteca Transit program.

MTM Transit also helped the City implement the TracerPLUS on-demand program in August of 2020, through which passengers can book trips via TransLoc mobile app or by calling our reservationists. Regional Vice President Scott Transue, the General Manager, and the Operations Manager coordinated with the City to implement the service and secure TransLoc as the software for this program.

City of Tracy, California

	Address:	50 East 6th Street Tracy, CA 95376		Contract Term:	August 2016 to Present
	Contact Information:	Ed Lovell, Management Analyst II 209-831-6204 ed.lovell@ci.tracy.ca.us		Annual Contract Value:	\$3.1 million <i>(Confidential)</i>
	Description of Services:	Transportation operations – reservations, scheduling, dispatching, vehicle operations, and vehicle maintenance, as well as staff recruitment, hiring, training, and management – for the TRACER Fixed Routes and Paratransit Public Transportation System and the TracerPLUS on-demand microtransit service			






CASCADE EAST TRANSIT (CET): BEND, OREGON

In September 2021, MTM Transit began operating the urbanized portion of transit services within Deschutes County, Oregon on behalf of Cascade East Transit (CET). MTM Transit currently operates ten fixed routes and a separate ADA paratransit service for areas within three-quarters of a mile of the fixed route service area. CET handles reservations, scheduling, and dispatching for these services, while MTM Transit operates 25 vehicles for the fixed routes and approximately 45,000 annual paratransit trips.

MTM Transit’s partnership with CET has led to a significant turnaround as it relates to metrics on operator retention and recruitment, on-time performance, customer complaints, and labor relations with the local union. For example, MTM Transit undertook the service in a reduced service capacity due to the COVID-19 pandemic. We have devised, through our subject matter expertise, a strategy to increase core services back into the fixed route portion of our contract; we are working with CET to incrementally increase revenue service hours and the provision of additional operators in an operator-deficit environment, while maintaining a high retention rate among our incumbent operators. Further, even though we are currently operating reduced fixed route services, MTM Transit has never lapsed in its commitment to the provision of ADA paratransit services for CET customers.

Our partnership with CET has facilitated longer term conversations around microtransit and the introduction of versatile technological tools to better facilitate the scheduling intake process when booking rides, tracking payments, and optimizing quality of service on a per trip basis. MTM Transit’s ongoing expertise in paratransit scheduling has also led to a substantial decrease in overtime, thus resulting in a positive revenue hour rate to CET for the facilitation of additional service in other underserved areas.

Cascade East Transit (CET)

	Address:	1250 NE Bear Creek Road Bend, OR 97701		Contract Term:	September 2021 to Present
	Contact Information:	Andrea Breault, Director 541-699-2386 abreault@coic.org		Annual Contract Value:	\$2.1 million <i>(Confidential)</i>
	Description of Services:	Transportation operations – vehicle operations, as well as staff recruitment, hiring, training, and management – for CET’s Bend fixed route and dial-a-ride services			

REGIONAL TRANSPORTATION COMMISSION (RTC) OF WASHOE COUNTY: RENO, NEVADA

The Regional Transportation Commission (RTC) of Washoe County in Reno, Nevada selected MTM Transit to operate its ACCESS paratransit system in April 2017. With less than three months for implementation, we quickly recruited incumbent and new staff and began training focused on customer service and safety. Seven MTM Transit executives were on site with our training and human resources teams to oversee implementation.

MTM Transit inherited a very unhappy incumbent workforce, and there was a poor relationship with the union. We developed a strong partnership from day one with the Teamsters Local 533 union, and we met with employees as soon as we won the contract to explain our goal of creating a positive work environment. We completed a new collective bargaining agreement (CBA) with the union in less than a week.

MTM Transit implemented an award-winning training platform from the Transit and Paratransit Company (TAPCO) that focuses on changing operator behavior to reduce accidents and increase professionalism. Under the previous contractor, an average of five employees were calling off work each weekday. After one month of service, call-offs dropped from an average of 25 per week to only three. RTC was pleased with the smooth transition, improved operations, and positive change in employee morale.

RTC’s ridership includes 3,600 eligible passengers for ACCESS, and MTM Transit has a staff of more than 70 individuals. We provided 700 trips on our first day of service, with excellent results. We used Trapeze routing, scheduling, and dispatching (RSD) software from July 2017 to May 2018, and we implemented our internal software, Reveal, in June 2018, which has also improved productivity. MTM Transit successfully maintains compressed natural gas (CNG) vehicles in this contract.

In November 2019, MTM Transit coordinated with the RTC to launch a new FlexRIDE microtransit service. This service replaced two routes, and it allows passengers to request rides online, or by calling us directly. The program offers exceptional flexibility and is fully on-demand.



In January 2022, MTM Transit deployed our proprietary Mobility Direct ADA Eligibility Software for RTC’s staff, replacing the paper process for eligibility requests and determinations.

Regional Transportation Commission (RTC) of Washoe County

	Address:	1105 Terminal Way Reno, NV 89502		Contract Term:	July 2017 to Present
	Contact Information:	Mark Maloney, Director of Public Transportation 775-332-2136 mmaloney@rtcwashoe.com		Annual Contract Value:	\$6.6 million <i>(Confidential)</i>
	Description of Services:	Transportation operations – reservations, scheduling, dispatching, vehicle operations, and vehicle maintenance, as well as staff recruitment, hiring, training, and management – for the ACCESS paratransit system and FlexRIDE microtransit service			

MARTIN COUNTY, FLORIDA

MTM Transit began operating paratransit and fixed route services for Martin County, Florida, in October 2020. We provide dispatch, maintenance, hiring, training, and management for a ridership of 102,000 fixed route and nearly 4,000 ADA paratransit passengers. Immediately upon taking over the program, we successfully changed the employee culture by focusing on safety, professionalism, and accountability while building morale. We also established a positive working relationship with the Amalgamated Transit Union that represents the employees and had a collaborative relationship in place before the contract went live. Within 90 days of go live, MTM Transit’s leadership team was able to reduce service KPI deficiencies by 80% over the previous contractor.



Over the past three years, by working closely with our client, we were able to enhance routes for better efficiency and increase the number of passenger trips by 25%. Additionally, MTM Transit has maintained 100% preventative maintenance compliance and has reduced road calls by 50% for the entire fleet. On a monthly basis, we are averaging 97% on-time performance for paratransit with zero missed trips since the start of this contract. Because of our exceptional customer service, we are only averaging two complaints per month for the fixed route service and have not had a single paratransit complaint since we took over the contract. We also have an incredibly low accident rate with only nine preventable accidents in our three-year tenure. MTM Transit also works closely with Martin County to make suggestions to boost fixed route ridership. One suggestion we made recently that has been well-received by the ridership is the installation of new bus stop signs with QR codes that allows passengers to easily locate buses.

Martin County, Florida

	Address:	2401 SE Monterey Road Stuart, FL 34996		Contract Term:	October 2020 to Present
	Contact Information:	Ash Beecher, Transit Administrator 772-288-5783 abeecher@martin.fl.us		Annual Contract Value:	\$2.5 million <i>(Confidential)</i>
	Description of Services:	Transportation operations – dispatching, vehicle operations, and vehicle maintenance, as well as staff recruitment, hiring, training, and management – for the MARTY fixed route program and the MARTY Access paratransit program			

CAPITAL METROPOLITAN TRANSPORTATION AUTHORITY (CMTA): AUSTIN, TX

In May 2014, MTM Transit began providing ADA paratransit services for the Capital Metropolitan Transportation Authority (CMTA) MetroAccess system in the northern region of Austin, Texas. CMTA handles reservations and scheduling for the North Base program, while MTM Transit creates routes; dispatches vehicles through dedicated window dispatching; performs vehicle maintenance; and manages and trains all staff. We provide approximately 140,000 annual trips using a fleet of 75 minivans and 45 paratransit cutaway vehicles. We provide 282,000 annual revenue hours for the North Base program.



MTM Transit improved service with new technology and a security system to protect vehicles and deter vandalism. We also installed a 6,000-gallon fuel delivery system on site to simplify the fueling process and reduce deadhead. To address parking challenges, we implemented a new system in which operators pull their assigned revenue vehicle out and park their personal vehicle in the same spot.

“I appreciate everyone’s effort and dedication in providing a safe and reliable service.”

Rafael Villarreal Jr., Contract Performance Manager
Capital Metro Transportation Authority

After our first five months of service, CMTA recognized MTM Transit for scoring the highest of three Austin-area service providers on performance indicators. CMTA was so pleased with our service, they approved the purchase of 16 additional vehicles to meet increased service demand and complete unanticipated overflow trips. In April 2018, CMTA extended MTM Transit’s contract for the North Base operation and added ten more vehicles to the fleet.

CMTA separately awarded MTM Transit the contract to operate the South Base paratransit services for MetroAccess, following a competitive procurement. We began service in October 2018, after a successful four-month transition period. We implemented the program on

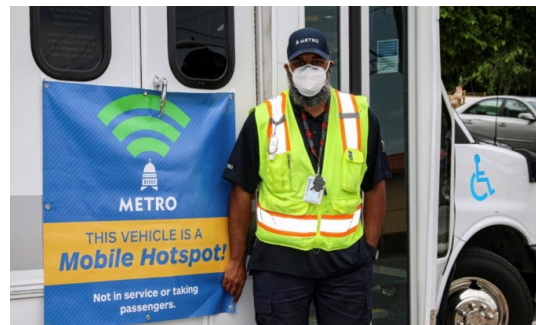
schedule and within budget, meeting with CMTA weekly to provide updates on our progress. MTM Transit provides trips for passengers in the southern region of the Austin metro area. This is a much larger operation than the North Base program; we use a fleet of 110 vehicles to provide 294,000 annual revenue hours for the South Base program.

MTM Transit employs 230 staff members for the South Base operation and provides 1,400 trips a day. Like the North Base operation, CMTA handles reservations and scheduling for the South Base program, while MTM Transit creates routes; dispatches vehicles through dedicated window dispatching; provides vehicle maintenance; and hires, trains, and manages all staff.



In August 2019, MTM Transit expanded our partnership with CMTA again as we began operating a new microtransit pickup service from the North Base for neighborhoods in the Austin metro area. The microtransit service, Pickup, provides transportation to neighborhoods where the population is too small to support a fixed route bus. This service uses Via technology; passengers book trips through the Via app on their cell phones to travel anywhere within their zone. After multiple expansions, MTM Transit now operates 48 cutaway vehicles within ten zones for this operation.






Throughout our tenure, MTM Transit has worked collaboratively with CMTA to develop and deliver innovative solutions to better serve the Austin community. For example, in June 2020, MTM Transit helped CMTA kick-off their Mobile Hot Spot Program. This initiative uses paratransit vehicles and fixed route buses to bring internet access to areas without reliable Wi-Fi service. Providing internet access is incredibly important to the community, so people can stay connected to work, school, family, and friends. This service was particularly valuable to the community during the COVID-19 pandemic when so many people were staying home. Our operators use out-of-service paratransit vehicles to deliver Wi-Fi to eight locations throughout the Austin area.



Additionally, CMTA separately contracts MTM Transit to conduct approximately 1,500 ADA paratransit assessments annually. We have provided this service since 2015, allowing us to decrease paratransit demand by providing accurate eligibility determinations. MTM Transit schedules assessments, performs in-person interviews, conducts physical and cognitive

functional assessments, makes eligibility determinations, notifies applicants, and refers individuals to travel training. MTM Transit is proud of the quality service we provide for CMTA, which helped the agency earn 2019 Outstanding Metro Transit System of the Year by the Texas Transit Association.

Capital Metropolitan Transportation Authority (CMTA)

	Address:	2910 East 5th Street Austin, TX 78702		Contract Term:	May 2014 to Present
	Contact Information:	Chad Ballentine, VP of Demand Response & Innovative Mobility 512-609-1559 chad.ballentine@capmetro.org		Annual Contract Value:	\$30.0 million <i>(Confidential)</i>
	Description of Services:	Transportation operations – scheduling, dispatching, vehicle operations, and vehicle maintenance, as well as staff recruitment, hiring, training, and management – for the MetroAccess paratransit system in both the North Base and South Base programs and Pickup microtransit service in the North Base program; ADA eligibility assessments			

3. Prior Performance Record



3. PRIOR PERFORMANCE RECORD

Provide documentation of prior transit service experience including detailing startups, ridership improvement, on-time performance, safety record, cost containment, and productivity.

MTM Transit has broad experience operating similar programs, and we are confident we can operate the program successfully, working closely with the City to achieve your goals and vision for cost-effective, efficient, and affordable transportation services. In addition to our successes outlined below, the project summaries in **Section 2. References** on **page 21** provide specific examples of our transit service experience and demonstrate our abilities to successfully transition the program and deliver excellent results to the City of Manteca.



SUCCESSFUL START-UPS

MTM Transit is highly accomplished at successfully performing transitions and implementations of small, medium, and large-scale transit programs. MTM Transit has successfully transitioned and implemented several transportation operations contracts recently; detail on our three most recent start-ups is provided below.

- ▶ **Salem Area Mass Transit District (SAMTD), Salem, OR – January 2023.** In our most recent implementation for Salem Area Mass Transit District (SAMTD), we expanded our call center and assessments partnership to include the operation of turnkey ADA paratransit, a fixed-route shopper shuttle, and dial-a-ride services. Upon notice to award, we began working immediately to transition and implement the additional services to MTM Transit. The successful implementation was made possible by the collaboration between our PMO, People and Culture, IT, Finance, Legal, Safety and Training, and Maintenance teams. We used our already strong relationships with the internal and external stakeholders to add this new component to our service portfolio for SAMTD; these strong relationships relied on our open communication system that allowed for a smooth, successful transition and implementation. Since start-up, MTM Transit's partnership with SAMTD has led to drastic, positive turnaround as it relates to metrics on operator retention and recruitment.

- ▶ **County of Hawai'i Mass Transit Agency (MTA), Hilo, HI – January 2023.** Another recent implementation was for the County of Hawaii. This program involves direct ADA paratransit operations which went live on January 1, 2023, with an ADA assessment and travel training program launching in the next few months. We had just 30-days to transition the program, hire new operators, conduct training, and establish a new operations and maintenance facility. We also were responsible for coordinating the installation and training for a new software system for routing, scheduling, and dispatching (RSD) functions. MTM Transit is continuing to refine operations and working to launch the assessment and travel training program, but paratransit service delivery was seamless on the go-live date.

- ▶ **Cascade East Transit (CET), Bend, OR – September 2021.** In our recent transition and implementation for Cascade East Transit (CET) in Bend, Oregon to operate fixed routes and ADA paratransit service, we began working immediately to transition and implement the service to MTM Transit. We also started forming strong relationships with all the internal and external stakeholders; these strong relationships began by establishing an open communication system that allowed for a smooth, successful transition and implementation. Since start-up, MTM Transit's partnership with CET has led to a significant turnaround as it relates to metrics on operator retention and recruitment, on-time performance, customer complaint ratio, and labor relations with the local union.

RIDERSHIP IMPROVEMENT, ON-TIME PERFORMANCE, AND COST CONTAINMENT AND PRODUCTIVITY

MTM Transit is a collaborative partner to our clients, and always seeks to help them improve their programs. **Figure 5** highlights some of the service improvements we have made to ridership, on-time performance, productivity, and cost containment in similar contracts that we believe are relevant to the operation of Manteca Transit.

Program	Improvements
Reno, NV	<ul style="list-style-type: none"> ▶ Incumbent workforce was unhappy and there was a poor relationship with the union. We met with employees immediately, developed strong relationship with union, and completed new CBA in less than a week. ▶ Implemented TAPCO training platform focused on changing operator behavior to reduce accidents and increase professionalism.

Program	Improvements
	<ul style="list-style-type: none"> ▶ After one month of service, call-offs dropped from an average of 25 per week to only three per week. ▶ Implemented Reveal RSD software in June 2018, improving productivity. ▶ Implemented a new microtransit service in November 2019, which has expanded multiple times due to high demand. ▶ Deployed our proprietary Mobility Direct ADA Eligibility Software in January 2022, used by client’s staff, replacing paper process.
Austin (North), TX	<ul style="list-style-type: none"> ▶ Introduced new technology and a security system to protect vehicles and deter vandalism. ▶ Installed a 6,000-gallon fuel delivery system on site to simplify the fueling process and reduce deadhead. ▶ Implemented a new system in which operators pull their assigned revenue vehicle out and park their personal vehicle in the same spot to address parking challenges. ▶ Implemented a new microtransit service in August 2019.
Eugene, OR	<ul style="list-style-type: none"> ▶ Increased efficiency and improved customer service in reservations, scheduling, dispatching, and operations through use of Trapeze. ▶ Dramatically improved run-cut optimizations, route bids, training, safety programs, and performance. ▶ Within months of implementation, client noticed a major change in employee culture, which, in turn, improved morale and customer service. ▶ Implemented a program offering directly operated and brokered transportation services.
Tracy, CA	<ul style="list-style-type: none"> ▶ Implemented a pilot microtransit service in August 2020 which has since grown exponentially, resulting in expansion of hours and days of service. ▶ Successfully negotiated and transitioned union operations, retaining 98% of the incumbent staff. ▶ In our first 90 days of operation, we exceeded performance requirements, including reducing road calls by 77%.
Conroe, TX	<ul style="list-style-type: none"> ▶ Grew ridership from 20 to over 100 passengers per day within the first weeks, and it continues to increase. ▶ Added two fixed routes, vehicles, and operators to the service in August 2018, while maintaining an on-time performance of 99%.

Program	Improvements
Orange County, NY	<ul style="list-style-type: none"> ▶ Managed a 21% increase in paratransit trip volume within the same budget, while decreasing trip denials by 50%. ▶ Improved on-time performance and reduced accidents and road calls.
Allegan County, MI	<ul style="list-style-type: none"> ▶ Reduced the overall expenses by 24% over the previous contractor after we began operations in 2011, while simultaneously reducing trip denials.
Perrysburg, OH	<ul style="list-style-type: none"> ▶ Implemented Reveal to coordinate better routing and grouping options. ▶ Cut trip times by 13%, reduced late trips by 56%, and decreased trip cancellations by 7%. ▶ Increased ridership by 9%, improved productivity by 15%, and maintained on-time performance of 99.7%.
Martin County, FL	<ul style="list-style-type: none"> ▶ Incumbent staff and operators were unhappy with the previous contractor. We successfully changed the culture focusing on safety, professionalism, and accountability while building morale. ▶ Improved safety and reduced accidents with enhanced operator training.

Figure 5: Examples of Program Service Improvements. Highlights of service improvements we have made in similar contracts.

MTM TRANSIT’S SAFETY RECORD

MTM Transit is proud of our industry-leading safety record, which is a direct result of our commitment to safety and the strength of our training programs. We have one of the lowest accident frequency rates (AFRs) in the industry, and we maintain and exceed all local, state, and federal safety standards. For 2022, MTM Transit provided trips travelling more than 13.5 million miles and ended the year with a 0.13 NTD AFR across all contracts. Our average number of revenue miles between preventable accidents for 2022 was 85,228. Please see **Section 11. Safety, Security Programs, and Risk Management** on **page 130** for details on our safety record over the past several years, including our annual miles between accidents and our accident frequency rate.

36-MONTH PRIOR PERFORMANCE RECORD

In addition, include the following statistics and information, for the most recent thirty-six (36) months of service, for not less than five (5) or more than ten (10) of the entities listed in paragraph (1) above: (A) Revenue Service on-time performance; (B) complaints per 100,000 passengers; (C) chargeable (preventable) accidents per 35,000 miles; (D) miles between road calls; and (E) number, dollar amount, and category of liquidated damages assessed. The statistics and information provided shall be based on, or otherwise utilize, the definitions in the NTD reporting system where applicable.

In the tables below, MTM Transit has provided the requested 36-month performance information for five clients, additional detail on these programs is provided in **Section 2. References** on page 21.

City of Tracy, California

	2020	2021	2022
Revenue Service On-Time Performance	FR: 95% Para: 90%	FR: 90% Para: 85%	FR: 90% Para: 87%
Complaints per 100,000 Passengers	21.54	15.0	32.0
Chargeable Accidents per 35,000 Miles	.92	.40	.18
Miles Between Road Calls	40,800	34,841	64,138
Liquidated Damages (Number, Dollar Amount, and Category)	None	None	33 LDs totaling \$44,000 for service standards, reporting, and staffing

Cascade East Transit (Bend, OR)*

	2020	2021	2022
Revenue Service On-Time Performance	88%	90%	93%
Complaints per 100,000 Passengers	57.38	32.33	14.64
Chargeable Accidents per 35,000 Miles	1.29	0.61	0.68
Miles Between Road Calls	N/A (Not part of contract)	N/A (Not part of contract)	N/A (Not part of contract)
Liquidated Damages (Number, Dollar Amount, and Category)	N/A	N/A	None

***Note:** MTM Transit took over the contract on September 1, 2021. Previous annual data is provided for reference.

Regional Transportation Commission of Washoe County (Reno, NV)

	2020	2021	2022
Revenue Service On-Time Performance	97.57%	86.22%	84.23%
Complaints per 100,000 Passengers	.76	1.12	1.3
Chargeable Accidents per 35,000 Miles	.27	.08	.27
Miles Between Road Calls	49,202	38,954	52,780
Liquidated Damages (Number, Dollar Amount, and Category)	2 LDs totaling \$10,700 for late pickup, trip length, accidents, and hold time	0	6 LDs totaling \$50,950 for OTP, late pickup, trip length, productivity, road calls, vehicular collisions, and hold time

Martin County, FL

	2020	2021	2022
Revenue Service On-Time Performance	FR: 80% Para: 100%	FR: 83% Para: 98%	FR: 82% Para: 97%
Complaints per 100,000 Passengers*	FR: 2/month Para: 0.0	FR: 2/month Para: 0.0	FR: 2/month Para: 0.0
Chargeable Accidents per 35,000 Miles	FR: 0 Para: 0	FR: 4 Para: 0	FR: 3 Para: 0
Miles Between Road Calls	7,670	31,189	32,353
Liquidated Damages (Number, Dollar Amount, and Category)	FR: 70 early departure; 9 missed stops totaling \$11,850 Para: 2 early pick up totaling \$200	FR: 39 early departure; 38 late departure totaling \$11,550 Para: None	FR: 24 early departure; 19 late departure totaling \$6,450 Para: None

**Our Martin County contract does not track complaints per passengers, but fixed route service averaged two complaints per month; this program has not had a single paratransit complaint in the past three years.*

Capital Metropolitan Transportation Authority – North Base (Austin, TX)

	2020	2021	2022
Revenue Service On-Time Performance	96.88%	97.27%	94.41%
Complaints per 100,000 Passengers	1.21	1.124	0.918
Chargeable Accidents per 35,000 Miles	0.35	0.32	0.41
Miles Between Road Calls	31,283	28,471	32,590
Liquidated Damages (Number, Dollar Amount, and Category)	2 missed service; 2 miles between road calls; 4 for AFR; 1 complaints; 8 missed trips totaling \$33,900. (\$80,879 paid in incentives)	10 missed service; 4 miles between road calls; 4 for AFR; 6 for on-time departure; 12 for missed trips totaling \$91,600. (\$73,700 paid in incentives)	12 missed service; 3 for AFR; 9 for on-time departure; 12 for missed trips totaling \$139,270. (\$100,200 paid in incentives)

CONFIDENTIAL

4. Personnel



4. PERSONNEL

Submit the qualifications, background, and availability of the candidate for General Manager and Safety/Training Manager. This will be the day-to-day contact for the CITY and cannot be changed without prior approval of a replacement. Describe other key management personnel and supervisory positions that will participate in the performance of this Agreement. Describe PROPOSER's hiring program.

- a. *PROPOSERS shall provide evidence that each person identified in its proposal as filling a key position is, in fact, committed to the CITY project. PROPOSERS should note that CITY requires Key Personnel to be 100% dedicated to CITY's MT operations, unless it provides prior written approval for a lesser time dedication.*
- b. *PROPOSER should include an organization chart and provide an explanation of the relationship of the project team to the PROPOSER's corporate entity, including the specific areas of corporate support to be provided to the CITY.*

LOCAL MANAGEMENT TEAM

MTM Transit will provide all management, supervision, training, bus operators, dispatchers, clerks, service workers, telephone information operators, and other personnel required to responsibly operate the MT public transit system (2.2.2). MTM Transit is pleased to propose a solid local management team who will work together with the City for program success. As noted below, our local management team will consist of 100% dedicated staffing including a General Manager, a Safety/Training Manager, and a Maintenance Manager. We believe these positions are necessary to support the City's missions and goals, as well as the desired growth, expansion, and increased ridership of the operation.

While we are confident in the strength and skillset of our proposed local management team, we are also open to interviewing and vetting any of the current management team, should the City desire. We understand there can be significant value in retaining select managers from incumbent operations as this promotes a smooth transition and enhanced workforce stability.



MTM Transit is willing to consider **retaining one or more members of the current management team**, should the City desire. We will interview and screen any existing managers upon the City's request.

Below, we have outlined each key position and individual we are proposing to hire for the local management team. Resumes for these individuals are included in **Attachment A**.

▲ General Manager | Confidentially Proposed

After a thorough search, MTM Transit is pleased to have found an experienced industry executive to fill the role of General Manager for the City's contract. This individual has requested we keep their name and resume confidential; therefore, we request the City not disclose this information. MTM Transit has discussed the project in depth with our candidate, and we are confident they will perform exceptionally as General Manager; however, they will be subject to the City's approval prior to hiring. This individual will be 100% dedicated to the City and will be full-time, on-site for the City's program to provide overall management and supervision of the Manteca Transit operations. Our General Manager candidate meets all RFP requirements for the position. Their previous accomplishments, leadership skills, safety record, community engagement, and dedication to cultivating the culture of the City will make them an exceptional choice for the role. This individual is excited to join the MTM Transit team, relocate to Manteca, California, and serve as General Manager for the City's program (2.2.3).

As General Manager for the City, this individual will have full authority to make day-to-day decisions regarding the operation of the City's services and will ensure the daily operation of the contract runs smoothly. They will work collaboratively with corporate support, mainly Regional Vice President Scott Transue, for the most appropriate and cost-effective delivery of transportation services. Our proposed General Manager will act as the internal liaison between MTM Transit and the City to maintain our compliance with all contractual requirements. This individual will continuously analyze program and service needs and productivity, identifying and resolving potential areas of improvement. They will always be available to the City to discuss operations and answer any questions. This individual will meet regularly with the City, and the City will be able to rely on them to monitor all aspects of operations, including quality of service, accidents and complaints, safety, and personnel performance. Our confidentially proposed General Manager's resume and letter of commitment to the Manteca program may be found in **Attachment A**.

▲ Safety and Training Manager | Confidentially Proposed

MTM Transit is pleased to propose an experienced Safety and Training Manager for the City's contract. This individual has requested we keep their name and resume confidential; therefore, we request the City not disclose this information. MTM Transit has discussed the project in depth with our candidate, and we are confident they will perform exceptionally as Safety and Training Manager; however, they will be subject to the City's approval prior to hiring. This individual will be 100% dedicated to the City and will be full-time, on-site for the City's program to provide overall management and supervision of the Manteca Transit operations. Our Safety and Training candidate meets all RFP requirements for the position. This individual is excited to join the MTM Transit team and serve as Safety and Training Manager for the City's program.

As Safety and Training Manager, this individual will oversee operator training, conduct operator evaluations, assist with safety regulation compliance and enforcement, oversee road supervisors, conduct safety audits, and run safety meetings. They will be responsible for ensuring we meet all OSHA, state, local, and federal safety requirements, as well as the City's standards. Our Safety and Training Manager will coach staff and operators on our culture of safety and oversee all FTA drug and alcohol testing. They will ensure the safety and high-quality transportation experience for our passengers while operating within the budget of the contract. With their combined experience, knowledge, and skills, MTM Transit has confidence in our confidentially proposed Safety and Training Manager's abilities to successfully serve as the Safety and Training Manager for the Manteca Transit program. This individual's resume and letter of commitment to the Manteca program may be found in **Attachment A**.

▲ Maintenance Manager | Adam Perriera

MTM Transit is pleased to propose Adam Perriera as Maintenance Manager for the City's program. Adam brings over a decade of vehicle and managerial experience to the program along with years of continuous training and professional development activities to maintain current knowledge of rapidly advancing automotive technologies. In Adam's previous role as Service Manager for Swier Tire, he introduced and implemented safety guidelines, managed staff including training and overseeing work performance, and reduced overall costs for the company.

As Maintenance Manager for MT, Adam will oversee the daily maintenance operations including scheduling and forecasting preventative maintenance inspections. He will also train and oversee the productivity of our utility worker and maintenance vendor and assist with the development, monitoring, and enforcement of policies and safety standards. He will ensure the entire Manteca Transit fleet receives scheduled preventative maintenance and timely repairs that meet contract requirements. He will also be responsible for recording all maintenance activities within the AssetWorks FleetFocus Fleet software, along with all reporting requirements related to vehicle maintenance and upkeep. Although we are outsourcing the majority of maintenance, Adam will perform light repairs as needed to ensure vehicles leave the yard on time and to promote maintenance efficiency. In addition to serving as the Maintenance Manager, he will also serve as the required maintenance mechanic who will be on-site at the Manteca Corporation Yard each morning 30 minutes prior to pull-out to inspect vehicles (2.3.4), ensuring a smooth on-time start to each service day. His resume and letter of commitment can be found in **Attachment A**.

▲ Road Supervisor

Our Road Supervisor will proactively ensure reliable transit services, identifying solutions to minimize service disruptions, and verifying that operators always maintain a professional, fair, and friendly demeanor. This individual will conduct all road supervision activities and will be responsible for monitoring performance through on-street observations, operator evaluations, regular radio check-ins, and live and real-time notifications of late/missed trips. S/he will also assist lost vehicles as indicated through the operator tablets and will help monitor footage from the on-board camera system.

▲ Lead Dispatcher and Dispatchers

MTM Transit's plans to hire one full-time lead dispatcher who will be responsible for managing day-to-day route and trip operations, coordinating daily activities with all operators to ensure safe and timely service to passengers, and ensuring consistent communication with operators, MTM Transit, and the City staff as appropriate. He or she will also maintain control of the fleet to minimize wait times or in response to emergency situations. It is our intent to interview and hire qualified incumbent dispatchers and select one as our lead dispatcher.

We also intend to hire one full-time and one part-time dispatcher to provide additional assistance and information to transit center customers, answer calls/requests, verify passenger eligibility, and schedule, adjust, and monitor trips on a daily basis. They will also process and certify ADA and Senior Paratransit applications, review final routing to ensure performance standards are met, and produce productive schedules to accommodate passenger needs, vehicle availability, and efficiency, using the fewest operator hours possible.

▲ Utility Worker

MTM Transit will hire one full-time utility worker who will be responsible for cleaning the vehicle interiors. This individual will also help keep the transit center clean during normal hours of operation and conduct daily walk-throughs to identify graffiti or other issues. Additionally, our utility worker will check Daily Vehicle Inspection (DVIs) forms and fluids, record mileage, and assist with farebox collection.

ORGANIZATIONAL CHART

The organizational chart in **Figure 6** outlines our proposed local staff for this program and demonstrates how they fit into the overall structure of our organization.



Figure 6: Proposed Organizational Chart. MTM Transit’s organizational structure provides efficient lines of report and allows for clear communication.

As shown in the organizational chart, MTM Transit’s reporting structure is streamlined to facilitate quick response to issues and open lines of communication, allowing for clear, transparent communication among staff and between management levels. Our employees know that they can reach out to their direct manager, as well as our corporate leadership team, at any time.

CORPORATE LEADERSHIP TEAM

MTM Transit will provide a level of executive support unmatched by any competitor. We recruit and hire some of the most talented individuals from the industry, as outlined below. Our corporate leadership team has implemented and managed hundreds of public transit programs for major transit agencies in the industry. Their backgrounds are relevant to this contract and include experience with paratransit, dial-a-ride, fixed route, transportation logistics and operations, quality management, and financial management. We provide resumes for these individuals in **Attachment A**.



Regional Vice President | Scott Transue



Scott brings a unique perspective to MTM Transit thanks to his extensive experience during his 20-year career working for various transit agencies, including 12 years in management. Scott joined MTM Transit in November 2016 and currently oversees operations in the Western part of the U.S., using a hands-on approach to program direction to ensure all clients receive personal, specific support. Prior to joining MTM Transit, Scott served as Vice President and Chief Operating Officer for a competing company in Los Angeles, California for over four years, where he oversaw a community transit program that provided fixed route and demand responsive services. In addition, Scott worked for San Diego Metropolitan Transit System (MTS) for eight years as a Transit Operations Specialist/ADA Manager, where he managed operations of assigned transit services. Further, Scott has extensive experience managing fixed route, paratransit, and microtransit programs and oversees our current operation for the City of Tracy, California.

In addition, Scott has experience working within union environments, including negotiating Collective Bargaining Agreements (CBAs), administering them for both fixed route and paratransit operations, and working with staff to manage the terms of each agreement. He has participated in grievance hearings and other processes related to union rules and regulations, and he has been the designated company representative for union elections. Scott has always maintained strong, positive relations with the unions he has worked with, including with the Teamsters union that represents the Manteca workforce, which is the same union that represents our Tracy staff. We have provided a Letter of Reference from Teamsters in **Attachment D**.

Scott will be responsible for the oversight of the City's contract. Our confidentially proposed General Manager will report directly to Scott, and they will both execute all start-up activities, evaluate program effectiveness, and make changes to deliver quality service. Scott will ensure a smooth implementation and support the overall program. He will be heavily involved, present, and actively engaged throughout the transition and start-up processes. He will also make regular in-person visits throughout the contract term. Scott will empower our proposed General Manager to make decisions independently in support of the City program needs, while providing operational support as necessary.

Regional Director of Maintenance | Joe Sullivan



Joe joined MTM Transit in October 2017 and currently oversees MTM Transit's maintenance activities for our contracts in the western part of the United States. He assists our local teams in properly maintaining vehicles through on-time preventative maintenance inspections, repairs, and bodywork. Joe has 14 years of experience in the fleet maintenance industry. Prior to joining MTM Transit, Joe held the positions of Heavy-Duty Transit Bus and Light Truck Technician, Lead Technician, and Fleet Maintenance Manager for MV Transportation. Joe is an ASE-Certified Master Technician and has experience in alternative fuel vehicles, multiplex electronic control systems, and Intelligent Transportation Systems (ITS) equipment that includes electronic fare boxes, automated customer counters, and smart card fare collection systems. In 2015, he was awarded the American Public Works Association Professional Manager of the Year in Public Fleet for the Sacramento Chapter.

Joe will oversee all aspects of the City's maintenance program. He has managed fleets similar in size and scope to the MT fleet and will provide excellent support to our local team. He will work with Maintenance Manager Adam Perriera and our local maintenance team to provide safe, timely, high quality preventative maintenance and repair for all City vehicles. In addition, Joe will work with vehicle equipment manufacturers to provide training and resources for local mechanics and maintenance staff on new vehicle technologies. Joe will readily support the maintenance staff for the City and has experience with union mechanics.

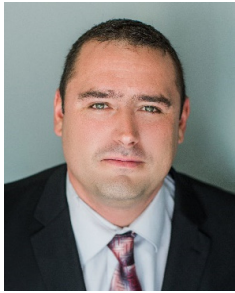
Director of Safety Administration | Matt Weinberg



Matt is a 20-year veteran of the transit industry and is responsible for standardizing training and safety culture programs for MTM Transit staff to maintain high quality, safe transportation nationwide. Matt is a Certified Safety and Health Manager (CSHM) who brings a wealth of knowledge and transit safety expertise to MTM Transit. Most recently, he served as National Safety Director for one of the largest transit companies in the nation, overseeing company-wide regulatory compliance, training, and safety processes and procedures. Matt also has experience working hands-on in the field as a Route Manager and an Assistant General Manager, as well as the Area Director of Safety at National Express LLC. Throughout his career, Matt has implemented numerous training programs and led operations to reduce accident and injury rates.

Matt oversees our award-winning safety and training programs, which are aimed at ensuring high quality, safe transportation for passengers nationwide. He also oversees, updates, and enforces our Safety Management System (SMS), System Safety Program Plan (SSPP), Public Transportation Agency Safety Plan (PTASP), Emergency Preparedness Plan, and Drug and Alcohol Policies across our book of business. Matt also directs and conducts company-wide operational safety audits, and facilitates creative safety initiatives like regular safety blitzes, as well as our exclusive Master Operator and Zero Accident Philosophy (ZAP) programs. Additionally, Matt coordinates with our corporate team, and our local management teams to meet MTM Transit safety goals, training objectives, and to maintain compliance with local, state, and federal regulations. His broad experience will bring a focus on safety and creative incentives to MT's program and the Manteca community.

Director of Transit Technology | Pat Lopez



Pat has more than 20 years of experience in management and team leadership in information systems and service delivery, providing strategic planning, architecture, security, infrastructure, and technology solutions. He joined MTM Transit in October 2021 and currently leads MTM Transit's efforts to continuously optimize delivery of services using technology. Prior to joining MTM Transit, Pat spent over 18 years developing, implementing, and supporting Intelligent Transportation Solutions in various roles of increased responsibility. Pat is an Information Technology Infrastructure Library (ITIL) Foundations practitioner and is a Microsoft Certified Systems Engineer. Pat manages ongoing maintenance, support, upgrades, new development, and deployment of transit technology for MTM Transit.

Pat will provide needed support to our local team and the City as it relates to the transit technology used to operate the MT contract, including Reveal and TrackIt. Pat will help ensure all transit technology is implemented properly, meet the needs of the City's program, and stay updated throughout the term of the contract. He will also make sure our local team stays up to date on necessary training for our transit technology solutions.

▲ Chief Operating Officer of Transit | Brian Balogh



Brian leads all MTM Transit operations to achieve contract compliance and efficient quality service. Brian joined MTM Transit in December 2015 and has 28 years of transportation management experience. He brings a wealth of expertise to MTM Transit and focuses on appropriate fiscal management, data retention, transparency with clients, and customer service. He assesses customer satisfaction and implements plans to improve operations, reevaluating as necessary. Brian is also responsible for maintaining budget compliance and developing plans to exceed financial goals. Prior to joining MTM Transit, Brian spent nine years as Senior Regional Vice President for MV Transportation where he oversaw 20 divisions and over 24 contracts across five Midwest states, managing more than 1,500 employees, and overseeing the maintenance of 650 fleet buses. Prior to that role, Brian spent 15 years with Greyhound Lines where he served as the District Manager of Field Operations. In this role, he oversaw nine terminal facilities, 110 commission agencies, 350 operators, and 225 employees in a 14-state area.

Brian also has extensive experience and knowledge in labor relations, which will benefit the City because MTM Transit will be able to create a positive working relationship with the union. He has a degree in Management and Labor Relations from Cleveland State University, and during his tenure with Greyhound, he was a lead negotiator multiple times for the labor relations team for their national CBAs covering thousands of operators and mechanics. He attended the Interest Based Bargaining training with the ATU at the George Meany Center in Washington D.C. Further, Brian has negotiated almost 50 separate CBAs in the United States (ATU, Teamsters) and Canada (CUPE) covering operators, maintenance workers, and office staff. He has built relationships with labor leaders during both negotiation and oversight/implementation of large national agreements as well as smaller individual operating divisions.

Brian will support Regional Vice President Scott Transue and our local General Manager, assisting as needed during start-up and throughout the contract. He will collaborate with Scott to ensure MTM Transit's performance for the City aligns with all contract requirements. Brian will also regularly monitor the City's reporting to ensure contract compliance and quality.

Regional Director of Sales | Ben Schandle



Ben Schandle is a consultative sales, marketing, and business development leader with more than 15 years of experience. He is highly skilled at assessing transportation agency operations, market opportunities, and community initiatives to develop and implement comprehensive plans for new clients. Ben possesses a strong process improvement mindset with the ability to implement new systems to enhance data-driven decision making, customer service, and process efficiency. Ben is known as a highly effective leader who consistently delivers on goals for his clients.

Ben is committed to MTM Transit's successful transition and implementation of the City's program. He will spend time in-person at least quarterly at the start of the contract and work with our confidentially proposed General Manager, helping with marketing, business development, and community outreach.

Chief People Officer | Kerri Mileski



Kerri leads MTM Transit's Human Resources, Training, and Compliance departments. Kerri focuses on staff engagement and organizational design to streamline MTM Transit's operations. She supervises execution and updates to MTM Transit's award-winning training program for new hire orientations and refresher training to give new and existing employees the tools and skills they need to effectively serve MTM Transit's clients and their passengers. Kerri is a training and education specialist with more than ten years of experience. In her past roles, she has directed a variety of training curricula for corporations and educational programs for learning institutions.

Kerri is also an expert in program development and implementation, executing creative solutions for training staff members of all levels and positions. Kerri and her team will be involved in recruitment, screening, hiring, training, and retention efforts for the MT program, helping the local management team engage all employees so they remain satisfied and receive the benefits and services needed.

President and CEO | Alaina Maciá



Alaina oversees all operations at MTM Transit and is President and CEO of MTM Transit and affiliate MTM. She serves as the executive liaison for contractual and operational matters, and under her leadership, MTM Transit meets and exceeds contract deliverables within the required timeframes. Alaina has been in a senior management role within the transportation industry since 2003, giving her nearly 18 years of experience as an executive. She was the driving force and the visionary behind the creation of MTM Transit in 2009, and her priority is to drive the company to be the leader in high quality transportation. Alaina's vision and passion for ensuring all community services are accessible without barriers, including healthcare, job access, and social services for all persons, including those in need, is what continues to drive MTM Transit forward. She is leading the transportation industry to be focused on a sustainable future with a reduction in climate impact.

Alaina holds a master's degree in business administration from Washington University in St. Louis' Olin School of Business. She is actively involved in the St. Louis community and is a member of the Washington University Institute of Public Health National Council, the St. Louis Chapter of YPO (Young Presidents Council), the St. Louis Regional Business Council, member of the MICDS Board of Trustees, and serves on the Foundation for Barnes-Jewish Hospital.

As a testament to Alaina's effective leadership, she has received many honors including being named one of 2012's Most Influential Businesswomen by the St. Louis Business Journal and being named in the publication's 30 Under 30 class in 2004, 40 Under 40 class in 2011, and 40 Under 40 Hall of Fame in 2020. In 2014, Mass Transit named Alaina to its 40 Under 40 list, and Ernst & Young named her Entrepreneur of the Year in the Midwest Region's Healthcare Services category. In 2018, the St. Louis Business Journal named her on the list of the area's Technology Executives of the Year, and in 2020, she received the St. Louis Business Journal's newest honor, the Business Journal Hall of Fame. Only ten individuals received this honor out of 1,600.

Alaina is highly committed to MTM Transit's partnership with MT and will work closely with the local team to achieve the City's service delivery goals. Alaina is keenly aware that good structure and process delivers reliable and efficient services to all stakeholders, and she promotes this key tenet throughout MTM Transit.

HIRING PROGRAM

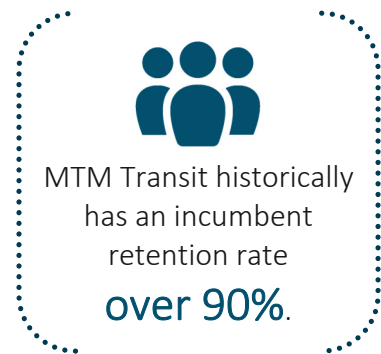
MTM Transit successfully recruits and hires qualified and licensed vehicle operators, dispatchers, road supervisors, utility workers, and other staff across our book of business by providing competitive wages and benefits and conducting thorough credentialing during the hiring process. We work diligently to recruit and retain employees who understand the importance of safety and customer service, and we train them to ensure they always operate in the best interests of our passengers.

Recruitment and Retention



All incumbent employees who wish to gain employment with MTM Transit will be given a fair hiring process. For consideration, the employees must meet MTM Transit’s qualifications and be in good standing with the City and the current transit service provider. In compliance with California Labor Code, MTM Transit will retain the employees of the existing Manteca Transit contractor for at least 90 days. We will retain those employees, except for reasonable and substantiated cause. We intend to make a written offer of employment to each employee to be rehired, and they will have ten days to respond.

We are dedicated to minimizing the number of employees displaced because of this contract. Further, we understand the value that experienced employees bring to an existing transit program. We have found retaining incumbent employees fosters continuity of service, ensures a smooth implementation, and provides a long-lasting benefit to the community. In fact, in our Tracy, California operation, we retained 98% of the incumbent work force. MTM Transit will work with the union to ensure we retain as many incumbent employees as possible.



After we recruit and hire as many of the eligible incumbent employees as possible, our Human Resources department and local MTM Transit implementation team will recruit the additional staff required to execute this contract. We will obtain written approval from the City prior to taking any action regarding staffing, and no key personnel position will be unfilled for a period longer than 60 days.

We post and promote all open positions, along with their applicable descriptions, on various outlets including:

- ▶ Local and national recruiting websites such as CareerBuilder, LinkedIn, ZipRecruiter, and Indeed
- ▶ State employment/workforce development office
- ▶ Local job banks and fairs
- ▶ Social media such as Facebook and Twitter
- ▶ Local community colleges and universities
- ▶ Veteran and community outreach

MTM Transit also works with organizations to recruit individuals with disabilities and veterans, such as TAP and H.E.R.O.E.S. The TAP online portal provides access to a pool of individuals with disabilities, including veterans. Through TAP, MTM Transit posts jobs that reach all 80 of the Vocational Rehabilitation (VR) agencies across the United States. TAP's services include job postings; resume searches by geographic region; recruiter access; and interview capability. MTM Transit also works with H.E.R.O.E.S. Care, a coalition of organizations that provide support to military families.

Recruitment Strategy

As the City knows, it is critical that this contract remains properly staffed. We do not wait for a shortage to occur; rather, we continually recruit and train qualified employees throughout the life of the contract. Our corporate Human Resources department will partner with the local management team during implementation and throughout the term of the contract to assist in recruiting, screening, interviewing, and hiring staff. The Human Resources department has weekly or monthly calls with each of our operating divisions, depending on size and staffing needs, to help local managers regularly evaluate current and anticipated recruitment needs, enabling them to be proactive in identifying any gaps that may occur.

MTM Transit creates “evergreen” job requisitions for operator positions and is in a continual state of recruitment so that we always maintain a pipeline of qualified candidates we can bring on board quickly. Open positions are promptly recruited for and filled to minimize issues, and we maintain a very low turnover rate across our book of business.

In the event of a vacancy in a key management position, we will temporarily reassign another MTM Transit management team member to take on the responsibilities while we recruit and train the replacement. We will not replace any key personnel without approval from the City.

Improving Operator Recruitment

Across the industry, operator recruitment is a continuous challenge, especially with organizations such as Lyft, Uber, and Amazon competing for a similar employee pool. MTM Transit identifies employee recruitment and operator staffing as our primary objective and has established a taskforce to work toward a goal of 100% operator staffing in all locations. The taskforce consists of corporate Human Resources staff, select managers from our operating locations, and our Regional Vice Presidents. Some of the strategies we have deployed across our book of business, and will deploy for the City, include:

- ▶ Utilize a variety of recruitment sites including social media, as well as national and local resources
- ▶ Attend job fairs to create awareness
- ▶ Offer referral bonuses
- ▶ Interview, administer drug tests, and sign-up new employees in a single day to reduce the hiring timeline and minimize situations where individuals find alternative work before we fully process the applicant
- ▶ Maintain multiple points of contact from the time of application to the first training class to keep applicants engaged
- ▶ Set expectations early, clearly explaining the responsibilities and expectations to prevent employees from opting out later in the hiring or training process

Our taskforce meets weekly to review open positions and optimal staffing, evaluate which recruitment strategies have been most effective, and review the attrition report and exit interview results for each of our locations. The taskforce shares a color-coded dashboard with our entire executive team to ensure transparency throughout the organization. This level of corporate support and engagement in the hiring process is simply unmatched in the industry. While COVID-19 does continue to have an impact, our efforts have historically paid off in nearly every operating location with sites fully staffed, with a wait list of applicants for operator positions.



Union Recruitment and Negotiations

We assure the City that we will fully comply with the laws that govern labor negotiations. We intend to recognize the union and have priced our proposal appropriately to move forward with enhanced wages and benefits, meeting or exceeding the requirements of the current Collective Bargaining Agreement (CBA), and to bargain in good faith for the remaining contract term, if applicable. Although we have already reached out to the union for initial discovery, we will

begin the following process upon contract award to provide a smooth transition and a long-term partnership with the union:

- ▶ Quickly arrange for a meeting with the current workforce to introduce the MTM Transit team and invite the local union to send representatives
- ▶ Immediately reach out to the local union to identify negotiators from each side
- ▶ Schedule local in-person meetings with union representatives to begin and continue negotiations
- ▶ Identify portions of the CBA for discussion and negotiation and send draft agreement to the union
- ▶ Resolve outstanding points of disagreement
- ▶ Facilitate union meetings with employees to vote on contract

Typically, a negotiation process can take six to eight weeks depending upon the availability of negotiators from both sides.

▲ Screening and Hiring Candidates

MTM Transit will only select candidates who meet or exceed all requirements set forth in RFP. During the recruitment process, our Human Resources department ensures all job postings include brief questionnaires that ask qualification-related questions as a requirement to apply. Once an application has been received and reviewed, an MTM Transit recruiting representative will contact the candidate via phone to discuss the position and to ensure the candidate meets the minimum qualifications.

Candidates who meet the minimum qualifications and demonstrate the ability to perform the job effectively via the phone interviews are scheduled for in-person interviews with the implementation and/or local management teams. During the interviews, candidates' skills and qualifications are assessed once more, and questions are asked to determine if candidates align with the position applied for. If applicable, candidates take part in on-site testing and assessments as needed. In addition, some positions, such as management roles, require additional interviews and/or panel interviews along with our assessment.



MTM Transit carefully recruits and screens candidates, **only hiring those who display the qualities necessary to provide exemplary service** on behalf of MTM Transit and the City.

Once a candidate is chosen for a role, an offer letter is presented and accepted. The candidate then completes forms for pre-employment testing, as well as a hiring packet. MTM Transit then checks backgrounds for candidates who pass interviews and accept positions, including:

- ▶ State Criminal History
- ▶ Out of State Criminal History
- ▶ National Sex Offender Registry



MTM Transit Operators are properly screened prior to beginning work.

We also conduct pre-employment drug screenings, motor vehicle records (MVR) reviews, DOT physicals, and any other MT required background checks on all operators. Additionally, MTM Transit ensures all operators can read, write, and understand English, as well as be able to complete any required forms or documentation. During our initial hiring screening, we assess candidates' ability to communicate in English. They must also be able to successfully complete MTM Transit's hiring paperwork to receive a job offer.

As outlined in the RFP, MTM Transit understands we are responsible for the employment and supervision of all employees for our Manteca Transit contract. We know that not every applicant is cut out to be a professional transportation employee, and we also know that after training, continuous supervision must take place to ensure bad habits do not set in. MTM Transit is glad to see that the City takes the requirement of service supervision so seriously, and we will ensure our team promotes a system that is focused on safety and customer service.

MTM Transit will use appropriate screening and selection criteria, and we will perform employment, Department of Motor Vehicle (DMV), physicals, and criminal background checks as required, complying with all applicable state and federal employment laws, and undertaking the steps necessary to assure employees perform their duties in a safe, legal, and professional manner at all times **(2.2.4)**. This includes conducting pre-employment California DMV checks for all prospective employees who will operate a vehicle. In addition, MTM Transit will check DMV records every six months for accidents, vehicle code violations, and valid driver's licenses.

We will make all reasonable efforts to ensure that employees having contact with the public are of good moral character. If an employee is convicted of a felony or of a crime involving moral turpitude during the time of his or her employment, MTM Transit will not permit that employee to continue to hold a position of employment involving contact with the public.

Drug and Alcohol Testing

MTM Transit maintains an employee alcohol and substance abuse testing program for all employees in safety-sensitive positions. We will perform pre-employment, post-accident, reasonable suspicion, and random drug and alcohol testing of these employees. MTM Transit's drug and alcohol testing program complies with all applicable requirements as established by the Federal Transit Administration (FTA) or by other federal or state agencies, rules, and regulations. This includes FTA Section 8 and State of California requirements, as well as the Drug Free Workplace Act of 1988.

MTM Transit distributes the drug and alcohol policy to every employee, and they must certify receipt. We support a drug-free workplace, and we send a clear message that drug and alcohol use in the workplace is incompatible with employment at MTM Transit. The policy describes actions that may be taken against the employee. We have zero tolerance for positive results; no employee with a confirmed positive drug or alcohol test will be allowed to perform any work under the contract. We will maintain test result documents in personnel files and will make results readily available for inspection.

Operator Qualifications

MTM Transit performs background checks on every operator. Five-year motor vehicle reports are reviewed prior to hire and again each year. MTM Transit also performs criminal background checks on each operator and verifies employment history for all potential new hires; anyone with a dissatisfactory background or references is not considered for employment. We will ensure all operators for the Manteca Transit Operations contract are properly licensed, have a clean driving record, and are insurable.

Per the RFP, all MTM Transit operators will be required to meet MTM Transit and the City's minimum employee qualifications outlined in the RFP, as well as all applicable CHP requirements, to include:

- ▶ A valid California Class "B" driver's license and medical card
- ▶ Verification of Transit Training Certificate issued by the DMV, pursuant to Section 12804.6
- ▶ A California General Public Paratransit Vehicle (GPPV) certificate issued by the DMV
- ▶ Pre-employment DMV checks and a DMV re-check at least every six months to determine and ensure a satisfactory driving record
- ▶ Complete MTM Transit's extensive training program

Operator Appearance and Professionalism

All MTM Transit operators will be required to always maintain a clean, well-groomed appearance while on duty or in uniform. We have high standards for our operators, and we expect them to conform closely to uniform standards, right down to wearing appropriate socks and tucking in their shirts. Our operators will be required to always be in uniforms while in service or on duty. MTM Transit will provide the uniforms, which are subject to City approval, and we will adhere to the uniform requirements as outlined in the RFP [\(2.2.7\)](#).

Operators will be required to carry and display photo identification badges when on the clock or visiting a City-owned property, and will wear clean, pressed uniforms. Employees will not wear uniforms while off duty, unless traveling to and from work.

MTM Transit operators, and all MTM Transit employees, are expected to always exhibit professional behavior while representing MTM Transit and the City. Employees who do not follow our guidelines will be disciplined, up to and including termination.

We will also ensure that operators understand they are not allowed to use cell phones and other personal communication devices while operating City vehicles. We have a zero-tolerance policy for cell phones and electronic device use during vehicle operation, and we will use on-board camera footage to ensure that operators are following this standard. Operators suspected of texting will be instantly suspended, and investigations that confirm texting will result in operator termination.

5. Scope of Work

5. SCOPE OF WORK

A detailed description of the operations capability, methods, and resources by which PROPOSER intends to use to perform the work set forth in the Scope of Services, including:

- a. Any strategies or concepts the PROPOSER may have for enhancing service quality, reducing costs, or otherwise improving the productivity and performance of the services provided, and provide specific examples of cases where the PROPOSER has successfully implemented these strategies for other public agency clients.*

The City of Manteca is seeking a qualified transportation contractor to operate and maintain its transit system, including managing both the public fixed route bus services as well as the Dial-A-Ride (DAR)/ADA Paratransit bus service. MTM Transit will provide management, technical, and operating services that maximize productivity and emphasize quality customer service. We will meet periodically with the City to evaluate performance standards, taking all reasonable actions the City requests to correct performance deficiencies. We will provide the necessary management, technical, and operating services to operate the Manteca Transit system, as specified by the City, working with the City to provide quality transportation services for area residents and visitors **(2.1.9)**.

Our relevant experience means we can assure the City we are able to provide the necessary management, technical support, and operating services required to operate the City's fixed route and DAR/ADA complementary paratransit bus services as specified in the RFP. This includes providing the resources and support to help the City to achieve its goals as outlined in the RFP:

- ✓ **A better managed vehicle maintenance program** that gives the City the confidence its fleet will receive timely, safe, and appropriate repairs. **Section 6. Vehicle Maintenance Program** on **page 76**, details our proposed program.
- ✓ **Implement methods of transit performance data reporting by using Reveal software** to automate the routing and scheduling process and provide real-time dispatching using GPS, as well as Automatic Vehicle Location (AVL) tracking. Reveal capabilities are detailed further in this section.
- ✓ **Effective hiring and staffing approaches backed by the proven training** we have outlined in **Section 10. Training Program** on **page 112**. These methods help assure the City that our employees will be able to provide efficient, reliable, and exemplary customer service.
- ✓ **Increasing ridership on the fixed route system** through public outreach efforts.
- ✓ **Utilizing our experience to help the City implement route changes** to the current system and Saturday fixed route service, as identified in the 2019 Short Range Transit Plan – a move that would increase transit's footprint in the community and best serve the transportation needs of Manteca's growing population.

Further, throughout the life of the contract, we will continually look for areas of improvement in performance and service enhancements. The General Manager will oversee the day-to-day transit services operations, ensuring that supervisors, dispatchers, operators, and all other staff are meeting service performance standards and best serving the City's residents. As the City's transit partner, MTM Transit will continually monitor transit operations, routes, services, system design, facilities, and equipment. We will advise the City of any observed deficiencies and needed improvements and provide recommendations for the City's review and consideration **(2.2.18)**.

MTM Transit is well positioned to help the City reach its goals. We will utilize our capabilities, methods, resources, and strategies outlined below to achieve effective and efficient operations. These include our reservations, scheduling, and dispatching processes, backed by our innovative technology, to improve productivity, performance, and reporting capabilities.

OPERATIONS FACILITY AND FURNISHINGS

MTM Transit understands our management and dispatch operations will be conducted at the Manteca Transit Center, located at 220 Moffat Boulevard, as well as at the City's Corporation Yard at 205 East Wetmore, where vehicles are stored and currently cleaned. During Manteca Transit's days of operation, MTM Transit will staff the Manteca Transit facility Monday through Friday from 8:00 a.m. to 5:00 p.m., and Saturdays from 9:00 a.m. to 4:00 p.m., except for the holidays designated in the RFP, to answer phones, sell passes, provide customer service, and secure the facility **(2.2.13)**. MTM Transit proposes to outsource maintenance to Sunshine Auto Care, Inc. located at 1003 Moffat Blvd in Manteca as detailed in **Section 6. Vehicle Maintenance Program** on **page 76**.

In addition, the City will provide adequate work areas and office furniture, and MTM Transit will provide the transit operations facility supplies, as detailed in the RFP. We acknowledge that the City will also provide utility services for the facility **(2.4.4)**, as well as custodial services for the facility, and that MTM Transit will keep all areas clean and tidy during normal hours of operation **(2.1.5)**, **(2.4.1)**. As the City's transit partner, we will help maintain the center's professional appearance, conducting daily walk-throughs to inspect the facility and will report graffiti or other issues to City staff.

When we vacate the office, MTM Transit agrees to leave the premises clean and with no damage, in the condition not less than when we first occupied the premises, except for reasonable wear **(2.4)**. We will notify the City in a timely manner of any repair or maintenance

needs, allowing adequate time for the City to determine the extent of the situation and schedule repairs if needed (2.4.2). As outlined in the RFP, we will develop and maintain a hazardous materials handling, disposal, and monitoring system that includes a regularly scheduled safety and training program as prescribed by federal, state, and local laws and regulations (2.4.3).

▲ Street Furnishings

As detailed in the RFP, the City will purchase, install, and replace all required Manteca Transit street furnishings, including bus stop signs and posts, benches, and shelters, and will clean, maintain, and repair benches and shelters (2.1.7). The City will also maintain trees along routes and stops or ask property owners to do so. We will train operators to advise the City of any conditions such as low-hanging trees and branches that could damage vehicles, and to exercise good care and caution to avoid any damage. We acknowledge the City will make a reasonable effort to notify MTM Transit in advance of any road closures, detours, parades, or other events that could interfere with Manteca Transit operations or require route or schedule deviations (2.1.8).

▲ Bus Stop Shelters

While we acknowledge the City will maintain city bus stops, we will instruct our bus operators to spot check shelters; we will immediately report to the city any cleaning, maintenance, and repair needs. In addition, we will install and maintain route schedules and other postings at bus stops and shelters as required or requested by the City (2.4.5).

COMPUTER AIDED DISPATCH SYSTEM

MTM Transit is proposing Reveal software as the computer aided dispatch system for all routing, scheduling, and dispatch (RSD) functions. Our affiliate company, MTM, acquired Reveal Management Solutions, a robust RSD solution that is an excellent fit for the City of Manteca's program. Because Reveal is now our internal software offering, we are positioned to provide extensive in-house support and upgrades, ensuring that the City does not have to "wait in line" for assistance. We also implement Reveal upgrades as they are made available and train staff in the use of these features.

Reveal automates the routing and scheduling process and provides optimum dispatching capabilities through real-time GPS information. Reveal offers an easy-to-use app for operators that facilitates trip manifest distribution, AVL tracking, and short notice trip assignment. With

this technology, passengers will have real-time visibility into the location of vehicles for enhanced data, and MTM Transit and the City will be able to view live and historic on-time performance and GPS data to monitor service quality and easily resolve complaints.

We will utilize the Reveal system to develop, deploy, and support customer information solutions for Dial-A-Ride/ADA paratransit service. Our computer aided dispatch system will meet the RFP's requirements for DAR/ADA service, including **(2.2.12)**:

- ▶ Real time, demand response, On-Time Performance tracking and monitoring, with the ability to examine non-compliant occurrences (profiling call data)
- ▶ Automated monitoring and advisement of "late trips," with the ability to examine noncompliant occurrences (profiling call data)
- ▶ Monitoring and alerting of passenger/trips that meet certain criteria
- ▶ Automated proactive calling of passengers for "Next Day Service" with the option to cancel the trip at the time of the call
- ▶ Ability to have paratransit passengers call an automated line for a real-time status update of their ride's estimated time of arrival
- ▶ Reporting (in addition to current), to include:
 - On-time by hour and by operator
 - On-time by daily pullouts and routes
 - On-time return to yard report
 - On-time performance exceptions
 - Route optimization report predictive analysis
 - Call tracking to include hold and wait times in compliance with the ADA, and integrated into the City's phone system

Reveal also has a data import function that will enable us to import data from virtually any format. We will be able to import the City's existing passenger and ridership data and immediately begin improving routing to increase efficiency, track ridership trends, and provide thorough operational reports to show the City the improvements that we are making.



With Reveal, **MTM Transit staff will be able to track all Manteca Transit vehicles, including fixed route vehicles, in real time.** Reveal integrates with the mobile data tablets we will provide each operator to enable GPS location and tracking.

Reveal Passenger Application

With Reveal, MTM Transit can offer the City’s passengers the ability to request, view, or cancel reservations via any online browser. If this is of interest, we will work with the City on implementing this after contract go-live. Passengers can use the app to:



- ▶ Request a trip
- ▶ Confirm same day and future travel itineraries
- ▶ Check the actual ETA of a scheduled trip
- ▶ Cancel or modify existing trips
- ▶ View all future trips requested
- ▶ Receive alerts and trip reminders via voice or SMS text message
- ▶ Receive text notification of imminent arrival
- ▶ Confirm or cancel trips through callback reminders
- ▶ Confirm or cancel remaining trips scheduled for the same day
- ▶ Access personal trip information and trip history 24/7

This application gives passengers information about their trips and helps reduce call volume. **Figure 7** shows how passengers request a trip.

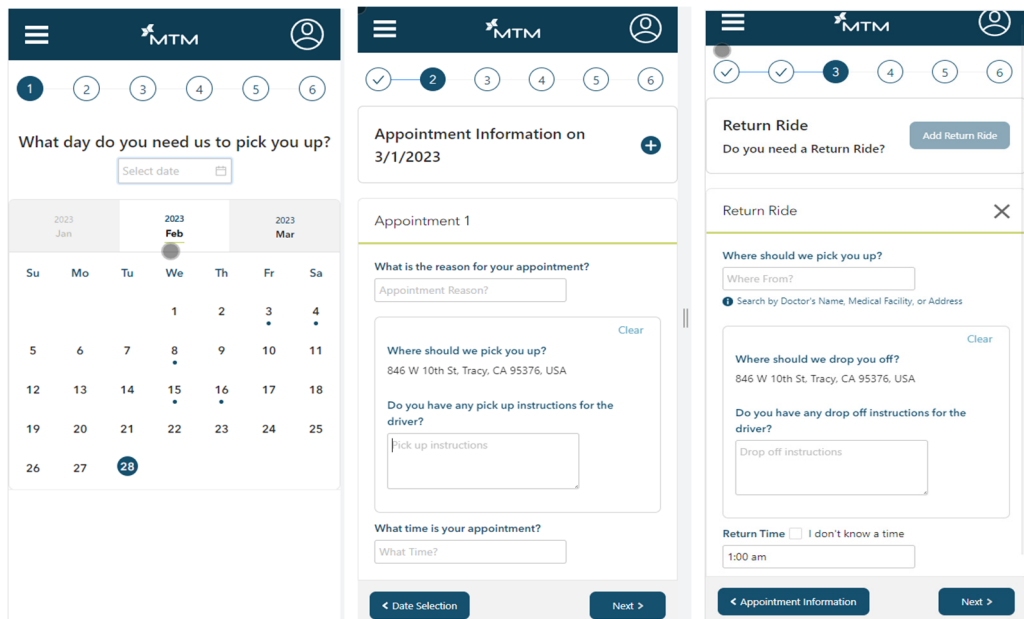


Figure 7: Passenger App. The application allows passengers to book, view, or cancel reservations.

RESERVATIONS AND CUSTOMER SERVICE

MTM Transit understands a good transportation experience starts with a focus on customer service. Every call gives us the opportunity to make a great impression on our passengers. We train our staff to quickly answer calls and to interact with each caller with courtesy and respect.

We acknowledge that we will operate the City-provided and maintained telephone system to receive incoming calls, which includes an automated answering system that allows callers to leave a message for trip reservations, information requests, reporting complaints and other issues **(2.2.14)**. We will provide all telephone information and dispatch personnel needed to effectively respond to incoming calls requesting service information and DAR/ADA paratransit service or reservations at a quality and level consistent with customer demand. MTM Transit staff will respond to incoming calls promptly, minimizing busy signals or on hold waiting time, and we will periodically monitor call volume to evaluate the need for additional phone lines.

Dial-A-Ride/ADA Paratransit passengers will be asked to call for reservations at least one day in advance, and no more than 14 days in advance. We acknowledge the City's goal is to have zero ADA paratransit service denials, and that in accordance with the Americans with Disabilities Act, subscription trips are approved and scheduled if there is available trip capacity, limited to 50% of trips at any given hour. We will ensure that ADA-certified individuals are given priority service, with reservations for seniors and other passengers accommodated on a space available basis **(2.1.11)**.

MTM Transit's reservations will be staffed and operational from Monday through Friday, 8:00 a.m. to 5:00 p.m., and on Saturdays from 9:00 a.m. to 4:00p p.m., except for the holidays noted in the RFP. Our office staff focuses on accurate data entry, utilizing phone scripts to capture precise responses and efficiently handle information requests. Upon contract award, MTM Transit will work closely with the City to refine scripts and information collected during calls.

After greeting a caller requesting a ride for the DAR/ADA paratransit service, dispatchers will quickly pull up passenger information in Reveal. Reveal will display eligibility status, the addresses that the passenger frequently travels to and from, as well as information regarding how often the passenger's trips are performed on time or late, and how often the passenger does not show up for or cancels trips. The database will also alert the dispatcher if service is suspended for any period, or if the dispatcher will need to add additional time to trips due to mobility status or addresses that are difficult to travel to.

▲ Making Reservations in Reveal

With MTM Transit’s Reveal routing, scheduling, and dispatching software, our office staff will be able to determine passenger eligibility for paratransit service based not only on the passenger’s eligibility determination, but also the service area as defined by the City.

Reveal facilitates fast, simple trip booking by automatically populating rider information from the database, including common locations, mobility devices, eligibility, attendant, etc. The Reveal user starts by entering the rider’s name, phone number, or ID number, selects the appropriate rider, and begins entering trip information. As shown in **Figure 8**, Reveal allows the user to enter information for the initial trip, and automatically generates trip reversals for return rides, which users modify at the same time.

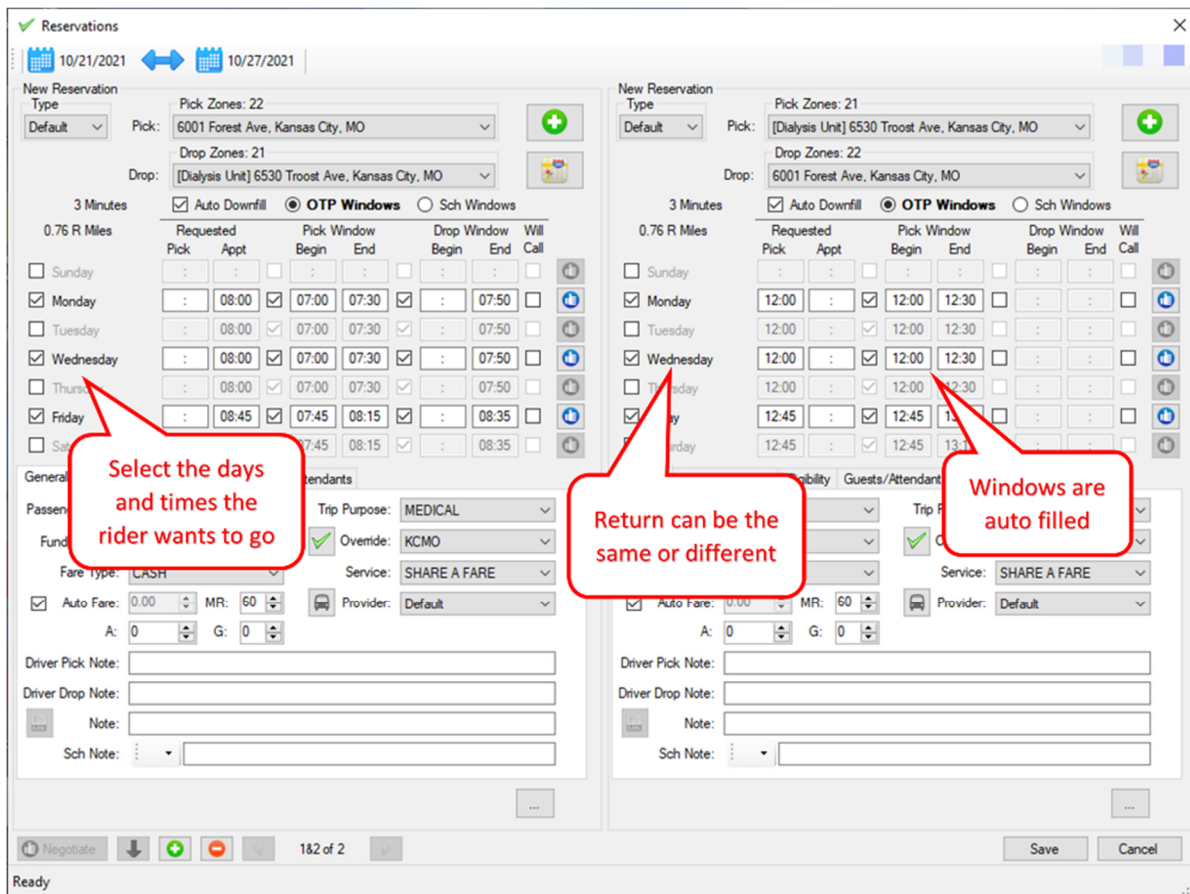


Figure 8: Reveal Trip Booking. Reveal makes the trip booking process simple and quick for users.

Reveal also automatically applies business rules, such as those determined by the City and coded into Reveal, to every trip request. Reveal alerts the user if the trip is ineligible for any reason, according to the specific business rules.

Reveal has GIS and mapping capabilities to identify approximate current locations. Reveal already identifies and integrates service area boundaries defined by each fixed route in the region. Our system is intuitive, easy to use, and GIS-based with geographic query functions. Reveal can ensure trip origin and destination are eligible, create new service-based zones, and allow user access to map views of the service area, individual routes/stops, specific street addresses, or other specified zoom levels. The system also recognizes one-way streets and temporary road closures, ensuring accurate travel time estimates and attainable schedules.

In **Figure 9**, for example, Reveal alerts the user that the trip falls outside the defined service area, making it ineligible for service. The user can click the alert to see additional information, which provides a map view of the defined service area in relation to the requested pick-up/drop-off addresses.

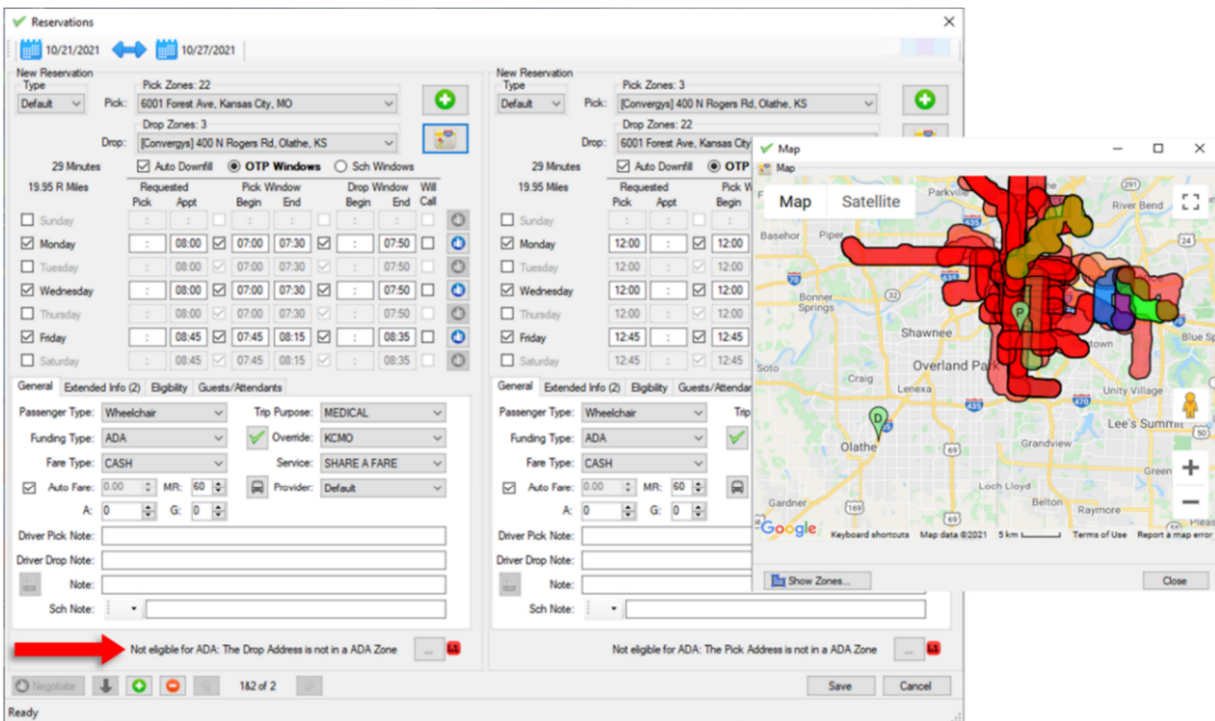


Figure 9: Reveal Applies Business Rules. Reveal alerts the user if the trip conflicts with business rules such as service areas.

Reveal’s reservation screen allows users to schedule a trip for a single day or a subscription trip for a specific date range; process both individual and standing trip orders and will calls; add multiple trip legs; set trip 30-minute windows by pick-up/drop-off time, appointment time, or both; and select pick-up/drop-off addresses from a drop-down menu of previously used addresses. Further, users can accommodate reservations, standing orders, trip reservation

editing, suspended service, personal care attendants, trip cancellations, and multiple fare rules, linked to eligibility and service area. Reveal also retains frequent and recent destinations, which are present in a drop-down menu, to facilitate quick, accurate trip data entry.

Users can also pull up a calendar showing a passenger’s future trips, as shown in **Figure 10**, preventing duplicate, or overlapping, trip requests.

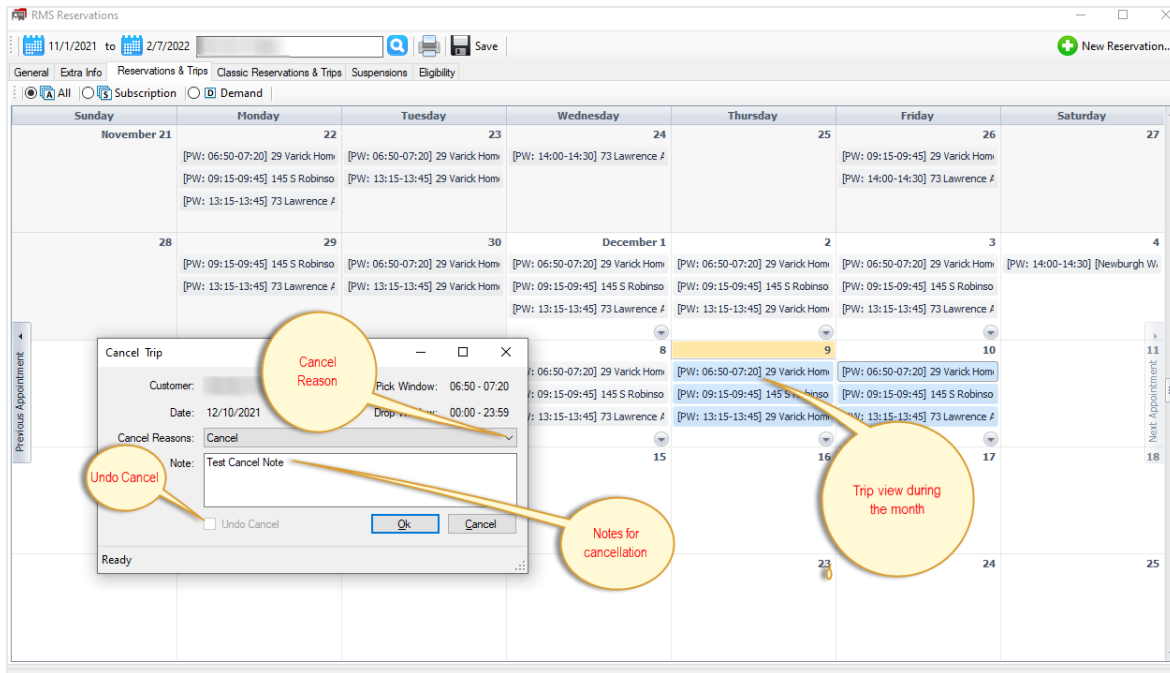


Figure 10: Reveal Calendar View. Users can quickly pull up a calendar to quickly view each passenger’s trip reservations and add, cancel, or reschedule trips.

Reveal automatically generates a pick-up window, which users can adjust manually. Users arrange trip pick-up within a window that balances system optimization with the passenger’s need, negotiating time on each side of the requested pick-up time.

During trip booking, Reveal displays possible trip placements so the user can negotiate pick-up times, if necessary. Reveal’s algorithm scores trip placement options according to the City’s service priorities, like trip cost, timeliness, productivity, or average travel time. As shown in **Figure 11**, Reveal provides several color-coded placement options for trip legs. Green placements are the best choice, followed by yellow and red. Trips with green scores typically fit into the current route, while trips with red scores add miles or cause the route to fall outside service parameters like travel time. Reveal calculates scores for each placement option based on parameters set in coordination with the City.

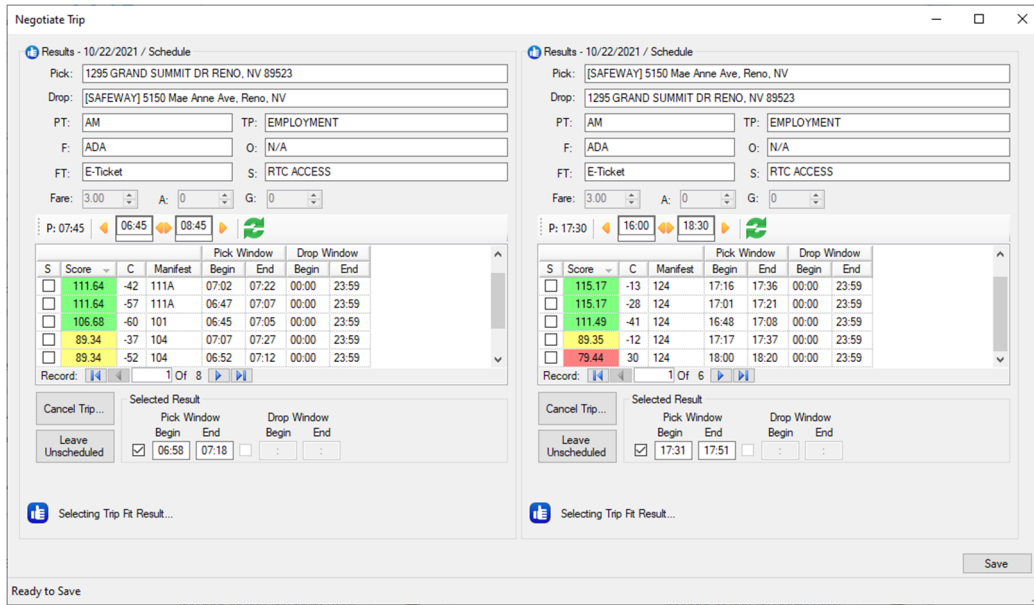


Figure 11: Color-Coded Trip Placement Options in Reveal. Users can easily identify and negotiate trip windows with riders based on Reveal’s auto-generated options.

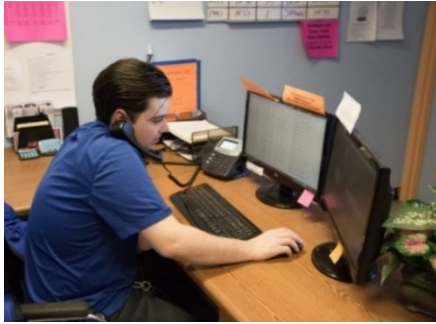
Users can also save notes in the system indicating unusual requests or communication regarding special needs. The user confirms whether the passenger’s use of a mobility device has changed since their last ride and adjusts the need for an accessible vehicle as necessary.

After entering a trip into the system, the office staff member reads back the trip details to the passenger, including date, time, origin, and destination, prior to ending the call.

Language Support

MTM Transit is committed to providing transportation access to all passengers despite any language barriers. We will provide bilingual (Spanish/English) telephone personnel during all days of operations. To meet the needs of passengers who speak languages not spoken by our staff, MTM Transit uses interpretive services, which can accommodate dozens of languages. MTM Transit can initiate a three-way conversation with an interpreter without the caller needing to make an additional call.

EFFICIENT SCHEDULING



MTM Transit will utilize Reveal software to schedule and transport passengers using DAR/ADA paratransit buses. This software is capable of accommodating both reservations and same day reservations with a two-hour advance notice, as well as integrating all demand for service into efficient vehicle tours which maximizes productivity and assures service quality to levels prescribed in the Scope of Work **(2.2.11)**.

The first step in scheduling is the development of a framework of runs designed around the demand for trips. MTM Transit first analyzes a schedule of service parameters to be used as a basis for trip reservations, scheduling, and the development of operator shifts. A report on the bookings per hour provides the beginning information necessary to create this daily schedule.

Building on this framework, MTM Transit staff analyze all subscription trips to maximize the core efficiencies on an ongoing basis and to ensure proper capacity remains to accommodate single trip requests. During scheduling, dispatchers review all unassigned trips for the next day in Reveal and quickly see all manifest options available to them. MTM Transit trains staff to closely review the schedules daily to ensure effective routing to maximize productivity.

Regional Vice President Scott Transue will review the scheduling process and work with our General Manager and internal Reveal technology team to update the process quarterly, ensuring best practices from all locations are applied throughout our contracts. These quarterly reviews ensure that the system is operating as efficiently as possible, that no quality assurance procedure is being overlooked, and that the routes are optimized for service demand and weather at the beginning of each season. As changes become predictable, MTM Transit will propose new routes and route schedules.

▲ Scheduling in Reveal

Reveal's Scheduling Workflow allows users to route trips multiple days, or even weeks, into the future if desired. Reveal schedules trips around templates of standing order trips on established routes, adding single-reservation trips as they best fit into the schedule. Reveal then performs automated scheduling in batch mode or with individual trips and repeats the workflow several times to optimize efficiency, productivity, and performance in real time and in accordance with client standards.

Our algorithm searches for opportunities to group rides and minimize miles, while still offering convenient pick-up, drop-off, and travel times for riders. Several layers of our Scheduling Workflow help maximize ride sharing, and we have effectively reduced required vehicle needs by improving trip grouping.

Dynamic scheduling within Reveal allows users to continually update schedules as cancellations and reservation updates change the manifests, ensuring we always assign trips in the most efficient manner. Reveal continues to optimize trip schedules until the trip is less than 48 hours in advance, at which time they are “locked” except for drag-and-drop alterations as needed for late cancellations, no-shows, or breakdowns.

Reveal’s Real-Time Scheduling (RTS) functionality helps our team maintain optimum on-time performance (OTP) and productivity while reducing administrative time. As cancellations, no shows, and same-day requests occur throughout the day, Reveal alerts office staff whenever an assigned trip would fit better on a different manifest and offers suggestions for new placement. RTS always runs in the background of Reveal in conjunction with real-time traffic data from Google Maps and automatic vehicle location (AVL) from the Driver Application, allowing users to proactively move trips to avoid service delays or other issues. What sets Reveal’s RTS capability apart from our competitors is that it offers possible solutions to users, including where to place pick-ups and drop-offs within new routes, completely removing guesswork from the process.

Reveal incorporates clients’ business rules into the Scheduling Workflow to ensure scheduling adheres to capacity, performance metrics, and protocols. We follow all labor rules concerning employee shifts, breaks, fuel breaks, etc. One of the key advantages to Reveal is that our team can customize parameters at any time, according to travel time, OTP, and other metrics to find the best balance between meeting contract requirements and rider needs. Reveal also allows users to modify scheduling settings in a “test” environment and compare the impact of settings using data snapshots. This makes it easy for MTM Transit to make informed decisions on scheduling rules without having to guess how they may impact scheduling outcomes.

During the scheduling process, users can view all unassigned trips for the next day and quickly see the available manifest options. Reveal shows the potential impact to the service when a trip is moved from one manifest to another, and it identifies issues needing attention, such as trips projected to arrive late or late in the window, overbooked manifests, routes with excessive dwell or slack time, routes missing lunch breaks, etc., as shown in the screenshot in **Figure 12**. The parameters triggering these alerts are completely customizable to the City and select KPIs.

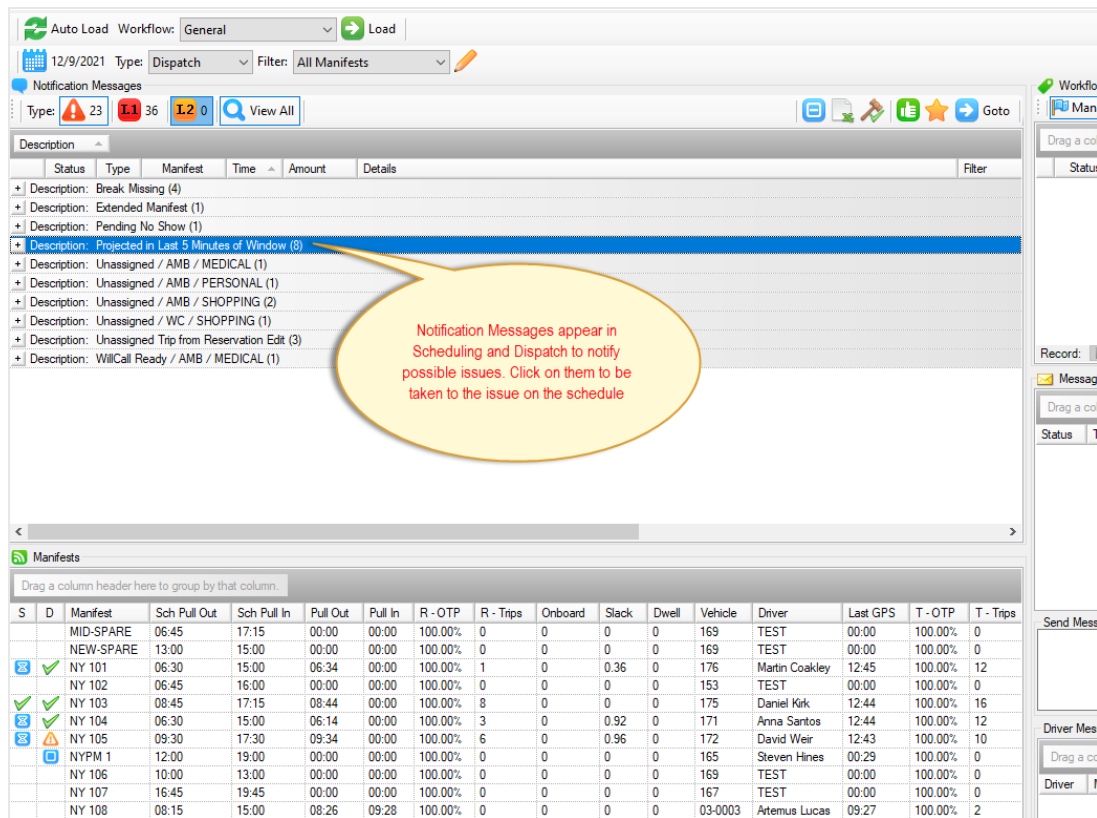


Figure 12: Reveal Screenshot. Reveal alerts staff to problems that need to be addressed during the scheduling process.

Dispatchers will act on appropriate alerts, adjusting the schedule to build quality templates and the best grouping available for each day of the week. An algorithm in Reveal searches for exact location matches when batching trips to use the fewest vehicles. Dispatchers can also manually place a single trip or multiple trips within a schedule based on using the most cost-effective vehicle, usually the one closest to the address at the given time.

In addition, our staff will use Reveal’s Daily Review application to analyze the scheduled data, as well as the actual data, daily. In the scheduled data, the application searches for potential scheduling issues on a trip-by-trip basis and allows staff to fine-tune the schedules before deployment to promote high on-time performance and productivity.

Optimizing the Schedule

MTM Transit’s dispatchers will produce productive, realistic schedules to accommodate passenger needs and vehicle availability, as well as to promote efficiency. To encourage multi-loading and routing opportunities, our staff develops run manifests based on pick-up and destination locations and times, and we group trips whenever possible. By appropriately

identifying such opportunities, we increase service delivery efficiency, maximize productivity, and lower the overall per-trip cost. MTM Transit's office staff identifies service delivery challenges and makes changes to the schedule as necessary. Adjustments are made to the template schedule to ensure all routes have an assigned operator and vehicle, no overlaps in operator or vehicle assignments occur, and only vehicles available for service are assigned to routes.

Dispatchers will also consider input provided by operators and the City. By doing so, we guarantee the City the most productive and efficient program possible. MTM Transit's staff will continue to identify any areas of redundancy in all services and will work transparently with the City to eliminate inefficiencies in routing and scheduling.

Manifests are provided to operator tablets through Reveal's Driver Application, and paper copies can be printed to serve as a backup if required. As schedules change throughout the day due to no-shows, cancellations, adverse weather, etc., operators receive up-to-date manifest information through the Driver Application. Trip data such as GPS/AVL coordinates and time stamps are also captured by the tablets and transmitted back into Reveal for reconciliation and reporting.

▲ Managing Subscription Trips

Subscription trips (also referred to as standing orders) are the backbone or "skeleton" of the service. Understanding this, MTM Transit conducts data mining of historical trip data to identify passengers whose travel patterns exhibit subscription qualities, especially during off peak periods, and encourages subscription requests when beneficial. Subscription service automatically generates the trip request, which reduces incoming requests by phone and allows for heightened service to other callers.

We also use this data to analyze situations where passengers may be better served not having subscription service due to frequent changes or cancellations, or where efficiencies may be gained by scheduling subscription trips ad hoc with daily trips to increase overall efficiency of the service. Subscriptions are reviewed and optimized based on current and accurate daily operator and office staff feedback.

Subscription trips are very easy to create and manage in Reveal. Trips can easily be temporarily suppressed for specific days or date ranges automatically without the need for deleting and recreating a subscription. Suppressed trips can be just as easily returned to normal status simply by unchecking the box next to the day or days needed.

EFFECTIVE DISPATCHING

Dispatch is where the effort of the reservation and scheduling process changes from abstract to the real world. MTM Transit understands the “art” of dispatching; from incidents, cancellations, operator call-offs, and rider no shows, there is never a dull moment in the Dispatch room. It is up to dispatchers to manage, not just monitor, the on-time performance of routes to minimize the difference between scheduled productivity and realized productivity. The dispatchers must identify and correct possible service difficulties by proactively monitoring the performance information to gain the extra efficiency not already realized by Reveal.

Identifying and resolving late deliveries and reroutes, responding to problem situations as they occur, and communicating with operators in such a way that they can avoid delays in service is the dispatchers’ focus.

Reveal has the necessary tools and features to facilitate dispatching and same day scheduling, as described in this section. Reveal's Dispatch Workflow application allows dispatchers to adjust same-day scheduling proactively to account for no-shows, will-call returns, and vehicle re-routing. Reveal also provides dispatchers with “what if” information needed to make the best decisions. Reveal shows whether a vehicle will be on time, if a trip addition will cause a delay for a future trip, or if a specific route problem will extend revenue and service hours. The Reveal Dispatch Workflow gives users the tools to make proactive decisions for each service day, including adding same-day trips and reassigning trips to different routes, without drowning in information or spending unnecessary time searching for solutions. **Figure 13** shows an example of the information users can view in real-time.

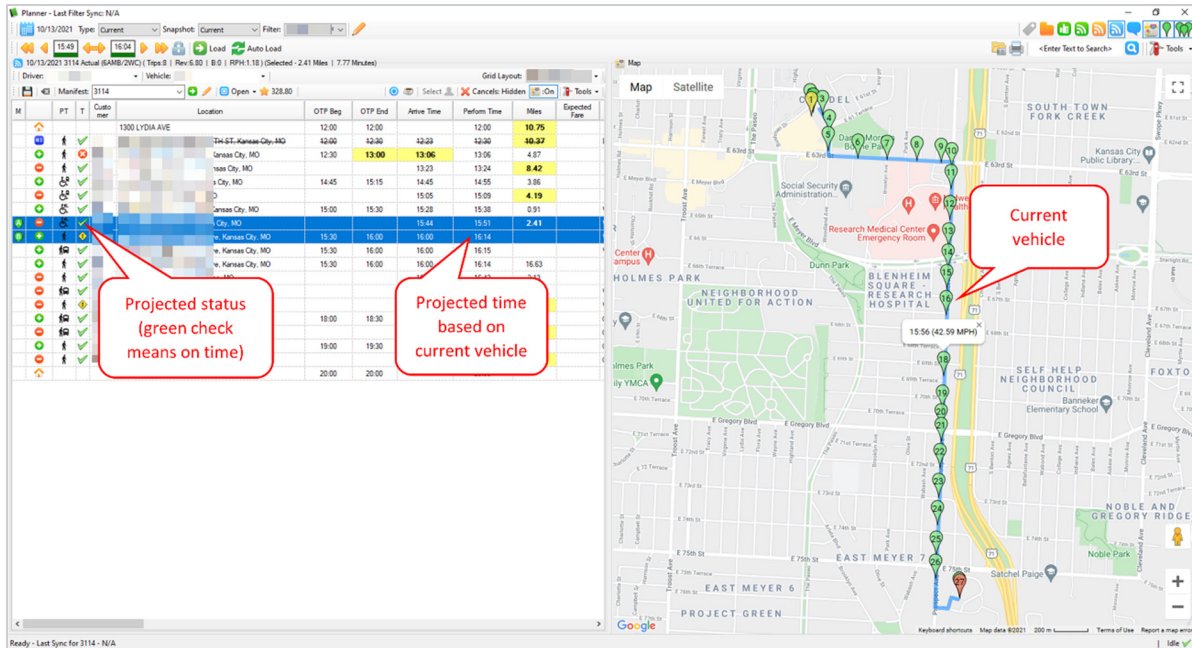


Figure 13: Dispatching View. *Reveal gives users the information they need to adjust routes in real-time.*

To quickly accommodate same-day trips, dispatchers can rank unassigned trips within Reveal to identify the closest vehicle(s) at any given time. Because Reveal receives up-to-the-minute AVL information on every vehicle using the Driver Application, dispatchers can easily click on the notification message, selecting the closest vehicle to accommodate the trip. Reveal then automatically sends the operator a message via the Driver Application, notifying them of the added trip. If the operator does not acknowledge the new trip(s) within a set amount of time, the dispatcher receives a notification that the operator has not acknowledged the trip, at which time they can contact the operator, or reassign the trip.

In addition to automating same-day trip placement, Reveal gives users automated projections for each vehicle’s schedule based on their last pick-up or drop-off so they can stay on-top of any routes that may fall behind schedule. With fully automated RTS, Reveal automatically recalculates the timeliness of routes by acquiring GPS data every 60 seconds and uses Google map data to project the timeliness of all future trips on a route. This Google data also factors in current traffic and other road delays, projecting potentially late trips far more accurately than other software solutions.

Reveal automatically alerts dispatchers and offers suggested manifests where upcoming trips on that route may fit the best. Reveal ranks trip moves by color, based on a scoring system to be established in collaboration with the City, making it easy for dispatchers to see how trip movement may impact service in relation to key performance metrics.

Reveal also allows dispatchers to view “what if” scenarios regarding potential manifest changes, as depicted in **Figure 14**, such as whether it will cause another trip on the manifest to be late, extend revenue and/or service hours, or interfere with a required operator break. Dispatchers view a ranking of unassigned trips to quickly identify the closest vehicles at any given time and immediately see the impact of a trip move when inserting a trip on another manifest. Reveal ranks trip moves through a color-coded scoring system, helping dispatchers make the best decision on which manifest could best accommodate a trip addition. **Figure 14** shows how manifests are ranked and color-coded: green is best, yellow is fair, red is poor.

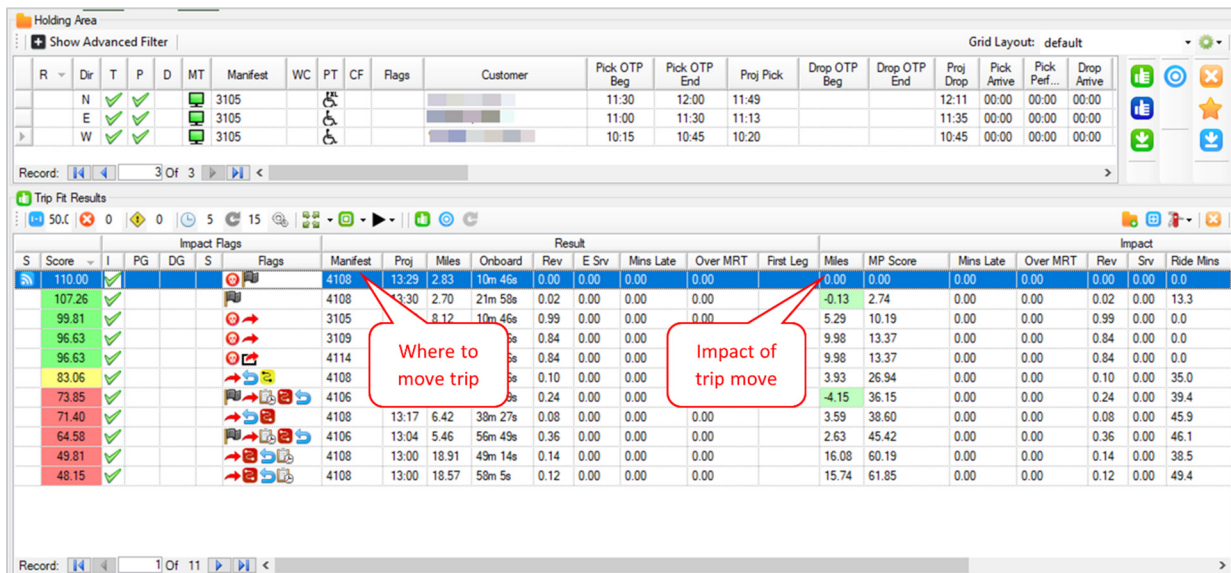


Figure 14: “What If” Scenarios. Reveal shows dispatchers the impact of potential trip moves before they make them and automatically rates potential moves based on the City’s rules/priorities for the service.

In addition, Reveal provides dispatchers with schedule updates and projected performance. Dispatchers can identify trips projected to run late or trips with passengers on board longer than FTA and City guidelines. **Figure 15** shows how Reveal indicates problem trips, which the dispatcher can move individually or in a batch mode all at once.

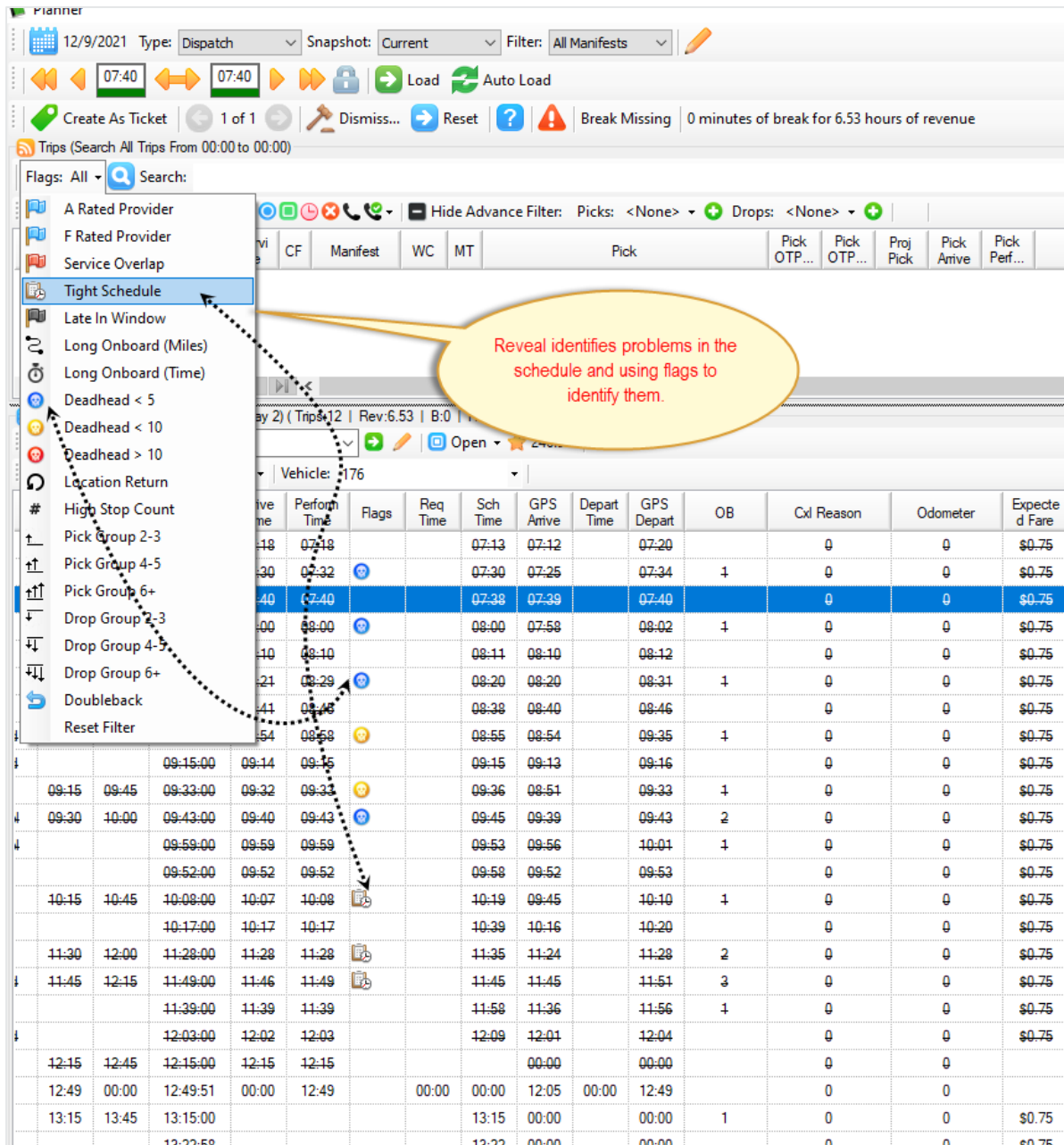
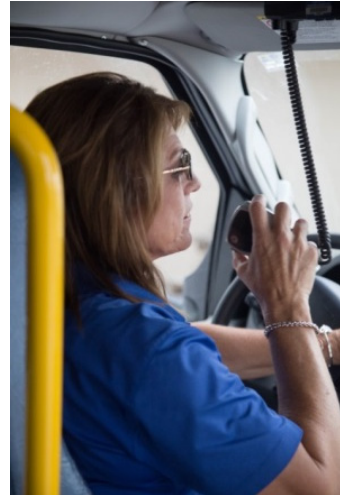


Figure 15: Reveal Problem Trips. Reveal identifies problem trips and trips projected to be late.

Dispatchers create a permanent record of all moved trips, no-shows, and late cancellations through Reveal. They can create a ticket and add comments, a screenshot, or other image to the ticket for instructional use or back-up to the issue. This allows MTM Transit to track incidents and accidents in detail, including how routes are scheduled and performed, as well as operator activity.

▲ Ensuring Effective Communication

One of the most important roles of our dispatchers will be ensuring effective coordination, communication, and interfacing with our operators. Dispatchers will be expected to always know the location of each vehicle in service and maintain constant contact regarding schedules and on-time performance. Reveal's in-vehicle technology and dashboards will help our team do this in real time.



Our operators are the first line out in the field and their feedback about conditions such as road closures is essential to avoiding delays and issues. By establishing and maintaining effective collaboration between dispatchers and operators, we can ensure efficient service, trip timeliness, and improved productivity. Our dispatchers will communicate on a real-time basis with the operators to ensure schedule adherence through the tablets that we will place in each vehicle. MTM Transit will also maintain direct radio dispatch control over all City transit vehicles during all hours of operation using the radios we will provide. Operators will be required to notify dispatch of any situation that may cause a deviation from the schedule, including breaks, lunches, breakdowns, accidents, or any situation out of the ordinary.

It is also important to note that MTM Transit considers its dispatch team to be a key voice in the promotion of our overall safety program. Each dispatcher is trained in reasonable suspicion and responsible for ensuring operators are fit for duty before allowing them to enter service. The dispatchers are also trained to deliver safety messages throughout the day and to monitor adherence to the overall safety culture.

Radio Communications System

MTM Transit will provide, operate, and maintain a two-way radio communication system which will be compliant with all applicable federal statutes, regulations, and licensing conditions. We will train bus operators to keep communication brief and maintain professional etiquette when using the radio system (2.4.6). In addition to the radios, text messages can be sent and received from the Reveal in-vehicle tablets.

Geo-coding

Reveal interfaces with Google Maps, which is the most trusted, accurate mapping service available. Reveal allows users to review routes overlaid on Google Maps during reservation, scheduling, and dispatching. Google's Street View allows dispatchers to verify that an address is geocoded accurately and provide operators with additional assistance when locating an address to which they have not previously provided service.

Figure 16 shows how dispatchers adjust geocoding to maintain accuracy. In the example, the address is geocoded to the street, but dispatchers can easily move the geocoded location to the exact entrance of the large facility where the operator will perform the pick-up and/or drop-off by dragging the balloon representing the geo-coded location.

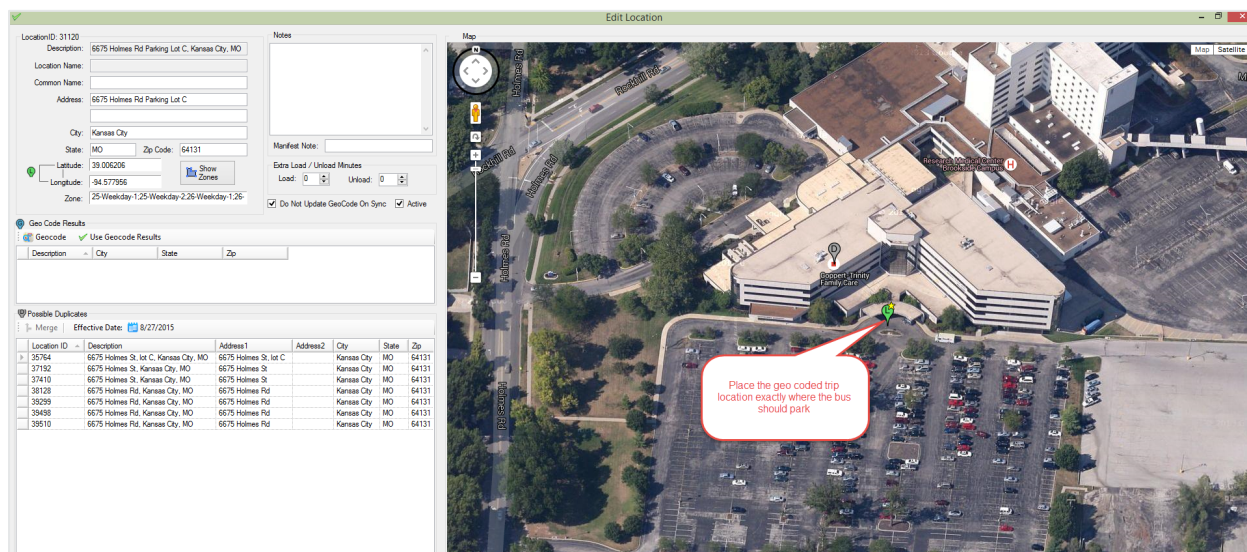


Figure 16: Reveal Software Screenshot. Dispatchers can use Reveal to help operators pick up and drop off passengers at the correct door or part of a building to save time and reduce confusion.

The Google Maps interface also provides up-to-date traffic conditions, allowing office staff to make the best decision when scheduling will-call returns, answering calls about ride timing, and making real-time adjustments to maintain on-time performance (OTP). Users can also geocode pick-up and drop-off locations through Google Maps, down to the specific entrance of a building, for each rider, improving pick-up and drop-off location accuracy. Geocoding is capable of handling various street abbreviations, can eliminate true duplicate entries, and allows the user to manually enter 'x' and 'y' coordinates if an address cannot be geocoded based on the existing map range attributes.

Reveal can even specify different geocoded pick-up and drop-off locations for each trip the rider takes. If an operator arrives at a location varying from the geocoded address, Reveal immediately alerts office staff so they can address the discrepancy. Users can use Reveal's street-view to verify correct geocoding and provide operators with additional assistance when locating the specific pick-up location.

▲ Post-Trip Validation

Through Reveal's Data Verifier application, dispatchers check data for accuracy and completeness throughout the system, check reports for accurate data, and reconcile trips and fares. Reveal tracks all changes to data so MTM Transit and the City can review any modifications. Our dispatchers will be able to view the scheduled route side-by-side with the actual route to see variance. We will also adjust the settings in Reveal, so negative variances automatically create notification messages for dispatchers to review.

With sophisticated analytical tools built into Reveal, we can capture accurate information during the Post-Trip Validation (PTV) process at the end of each day, or as soon as an operator's shift has ended. During the PTV process, dispatchers can review performance issues immediately, including on-time performance (OTP) by operator, by route, by time of day, by passenger, long ride versus short trip miles, vehicle dwell time with a passenger on board, passenger cancellations and no-show history, and passenger ride history.

MTM Transit understands the significance of data integrity, as we capture and analyze large amounts of data. Our dispatchers review data for accuracy and identify potential issues to follow PTV processes in an accurate and trustworthy manner.

MOBILE DATA TABLETS AND REVEAL MOBILE SOLUTIONS

MTM Transit will provide Samsung Galaxy tablets equipped with the Reveal Mobile Solution within each Manteca Transit vehicle. The tablets will provide operators and dispatchers with real-time insight into vehicle usage, allowing for instant route re-optimization and nimble changes based on developments during the service day. They will also allow dispatchers to view vehicle location and provide customers with an accurate ETA, and to monitor on-time performance minute-by-minute.

Through the Reveal technology in-vehicle tablets, we will provide a global positioning system (GPS) solution that offers vehicle location and tracking capabilities for all vehicles, including fixed route. The system is capable of:

- ▶ Interfacing with the Reveal system to provide real time updates to paratransit routes in no more than 30-second intervals
- ▶ Interfacing with Google mapping software to identify the exact location of the paratransit vehicles at any time
- ▶ Providing on-time performance data in real time, accessible at any time to the City
- ▶ Offering daily, weekly, monthly, and annual automated on-time performance reporting in real time

MTM Transit operators will be required to log into the system as part of their pre-trip process, and the data generated from the tablets will be automatically saved in Reveal and available for immediate review and reporting. Each operator will know how to enter accurate information into the system, including times and mileage. This will result in quality customer service and seamless communication between dispatch and operators, as well as increased service and productivity levels.

ADA CERTIFICATION, TRAVEL TRAINING, AND SPECIAL EVENTS

MTM Transit already provides ADA Certification and travel training services for Manteca residents as the authorized vendor for the CTSa, as detailed in **Section 1. Organizational Information** on **page 16**. We fully understand that those responsibilities are not part of this scope of work.

When authorized by the City, MTM Transit will provide special event, promotional, or other special transportation services within the service area using Manteca Transit vehicles **(2.2.1)**, with compensation for such services at the normal rates per revenue vehicle hour as specified in the agreement.

SYSTEM PROMOTION AND AVAILABLE MARKETING SUPPORT

MTM Transit understands the City prepares all advertising and promotional materials designed to inform the public of transit operations and promote ridership **(2.1.2)**. We acknowledge that the City will provide us with all brochures, passes, tickets and materials for our staff to distribute **(2.1.6)**. The City will also provide all advertising and promotional materials designed to inform the public of transit operations and promote ridership. MTM Transit will install and

maintain all route schedules and other posting at bus stops and shelters, including delivering and placing all bus Rider Guides and other marketing information at locations defined by the City, such as schools and the library.

In the event the City decides it would like additional marketing support, MTM Transit has a talented in-house marketing team that is available to assist the City with marketing efforts to help promote transit services as needed and requested. Our Marketing Team can also create PowerPoints, videos, and other audio/visual presentations for travel training that may be needed.

We will also respond to passengers' requests for information, and provide promotional information to community agencies and groups, as specified in the RFP. We will further work cooperatively with the City staff to carry out an annual schedule of community-based promotional activities **(2.2.17)**.

Facilitating Community Interaction

We will conduct in-person outreach with local human service agencies and organizations with consumers that frequent the City's services. We understand the City strives to maintain good relationships with MTM Transit, the riders, and local human service agencies. Additionally, MTM Transit will consistently participate in and/or provide support to local boards, commissions, and committees. For instance, in Tracy, our team donated items to the local Food Bank and to a non-profit organization, Brighter Christmas. Our local team was able to fill three barrels with food and gifts to under-resourced families as pictured below.



MTM Transit has extensive experience conducting community outreach and soliciting feedback from community members, as well as running comprehensive programs to make sure community members with the highest barriers to entry understand the availability of public

transit resources, how to access these services, and how to use them appropriately, independently, and confidently. MTM Transit’s commitment to community outreach continues to be a differentiator for our clients and their stakeholders.

MTM Transit believes we can present several opportunities for community involvement and outreach during the transition period and throughout the life of the City’s contract, which will help to expand and promote coordinated transportation. Some of our ideas for outreach efforts include, but are not limited to, the following:

- ▶ **Implementing a “Shopper Shuttle” program** that goes to various assisted living centers, group homes, senior centers, etc. to help people get their groceries, pharmacy meds, etc. This could also help with productivity by boosting ridership.
- ▶ **Partnering with the Food Bank of Manteca** as part of a Meals on Wheels program. We have successfully done this with other clients; for example, in Austin, Texas, we partnered with the Greater Texas Food Bank.
- ▶ **Developing marketing and informational materials** that engage with community dialogue around services by proactively addressing common questions/concerns and informing riders about the services available to them. These materials can include pamphlets, mailers, flyers, videos, and physical or digital advertisements to disperse into the community in targeted areas. We can also help the City create call out questions, surveys, and focus group materials to solicit feedback from community members. MTM Transit’s in-house marketing team can develop content specific to the City and the Manteca community.
- ▶ **Working to engage related community organizations**, such as local libraries, care facilities, and civic groups, whose members may be possible passengers of the City’s services. We can engage with these groups to help amplify the City’s messaging regarding MT services.
- ▶ **Holding virtual “town hall” style information sessions** with a targeted list of groups and community stakeholders to describe how the services work, centered around the unique value propositions for each target group and possible barriers to using the City’s services. Town hall meetings can also be conducted for passengers and vulnerable population groups within the community.
- ▶ **Conducting high-touch, individualized outreach** to especially vulnerable or vocal community members to ensure they are knowledgeable and prepared to use the City’s services.
- ▶ **Leveraging support to drive continuous growth and improvement** by holding post-start-up meetings with community members and organizations, understanding the community’s impression of MTM Transit’s operation of the City’s services, and adjusting service design and/or outreach materials if necessary.

6. Vehicle Maintenance Program



6. VEHICLE MAINTENANCE PROGRAM

Provide a detailed description of the PROPOSER's plan to maintain vehicles and equipment used to provide transit services. The plan should include, but not be limited to, staffing approach, inspection schedules, and preventative maintenance schedules. Explain how maintenance will be scheduled so as to not interfere with delivery of daily transit service. Explain road call and vehicle change-out procedures, and the following:

- a. *Provide a table of at least three (3) transit systems comparable in size to MT, demonstrating the performance of the PROPOSER's maintenance program over a 12-month period (July 1, 2021 – June 30, 2022) showing the following metrics: 1) Miles between road calls, 2) Total number of days vehicles remained out of service, and 3) % of bus availability. Show what the standard was and the actual performance and any other key information.*

MTM Transit recognizes how important it is to the City that its vehicles remain at optimum performance to ensure schedule dependability for MT riders, and we will perform the maintenance duties for the City as outlined in the RFP **(2.3)**. Our staff and vendors will clean and maintain all the City's transit vehicles and provide all labor, maintenance equipment, and supplies as outlined in the RFP to fulfill our maintenance and repair responsibilities.

At MTM Transit, we take pride in the care of the vehicles we operate and keep them in superior mechanical condition to maximize their longevity. MTM Transit will use its extremely effective preventative maintenance program to keep the fleet in like-new condition.



Properly maintained vehicles increase road performance statistics, reduce breakdowns and road calls, and contribute to the successful operation of the City's fixed route and DAR/ADA paratransit program. Our experienced dedicated Maintenance Manager Adam Perriera, along with our proven maintenance procedures and AssetWorks fleet management software program, will help ensure the City's fleet is well maintained.

MTM Transit's maintenance procedures will meet or exceed manufacturer's recommendations, and will comply with all FTA, City, State, and California Highway Patrol (CHP) regulations and standards **(2.3.1)**. We acknowledge the City will provide nine cutaways and one CNG vehicle for transit operations; MTM Transit will provide one vehicle for non-revenue use **(2.3.2)**. We understand we will be responsible for maintenance and repairs for all current and future City-provided vehicles and equipment. Our staff will fuel vehicles at the Manteca Corporate Yard or the Control Facility as outlined in the RFP. The City will provide fueling cards and identification badges to our designed personnel to access the Corporation Yard and Control Facility **(2.3.13)**.

MAINTENANCE STAFFING APPROACH

MTM Transit is proposing Adam Perriera as the Maintenance Manager for the City of Manteca's fleet. Adam will be on-site at the Manteca Bus Facility each morning 30 minutes before the first vehicle pull out to inspect vehicles for any maintenance issues (2.3.4), and he will be responsible for all aspects of vehicle maintenance.

Our Regional Director of Maintenance Joe Sullivan, who is an ASE-Certified Master Technician, will work with Adam Perriera to ensure timely and proper performance of preventative maintenance inspections, repairs, and bodywork. More information on both Adam and Joe's experience can be found in *Section 4. Personnel* on page 36.

We also intend to staff one full-time utility worker, but the majority of vehicle maintenance will be outsourced to Sunshine Auto Care, Inc., which is already fully staffed with ASE-certified technicians and is equipped with the tools and equipment needed to maintain and repair the City's transit vehicles. Their facility is less than one mile from the Transit Center making it a cost-effective and efficient option for the program.

FLEET MANAGEMENT SOFTWARE

MTM Transit proposes specialized AssetWorks FleetFocus for fleet and equipment maintenance management, record keeping, analytics, and reporting for the MT contract. FleetFocus allows our maintenance teams to monitor vehicle status, warranty requirements, and inventory levels, along with controls of scheduled and unscheduled repair items, such as air conditioning, wheelchair lift/ramp parts, and materials. It provides the ability to define and track preventative maintenance schedules and repairs; calculate when maintenance is due; schedule preventative maintenance notifications by date, mileage, or hours; and provide a detailed maintenance history and cost summary. **Figure 17** further outlines the software capabilities of FleetFocus.

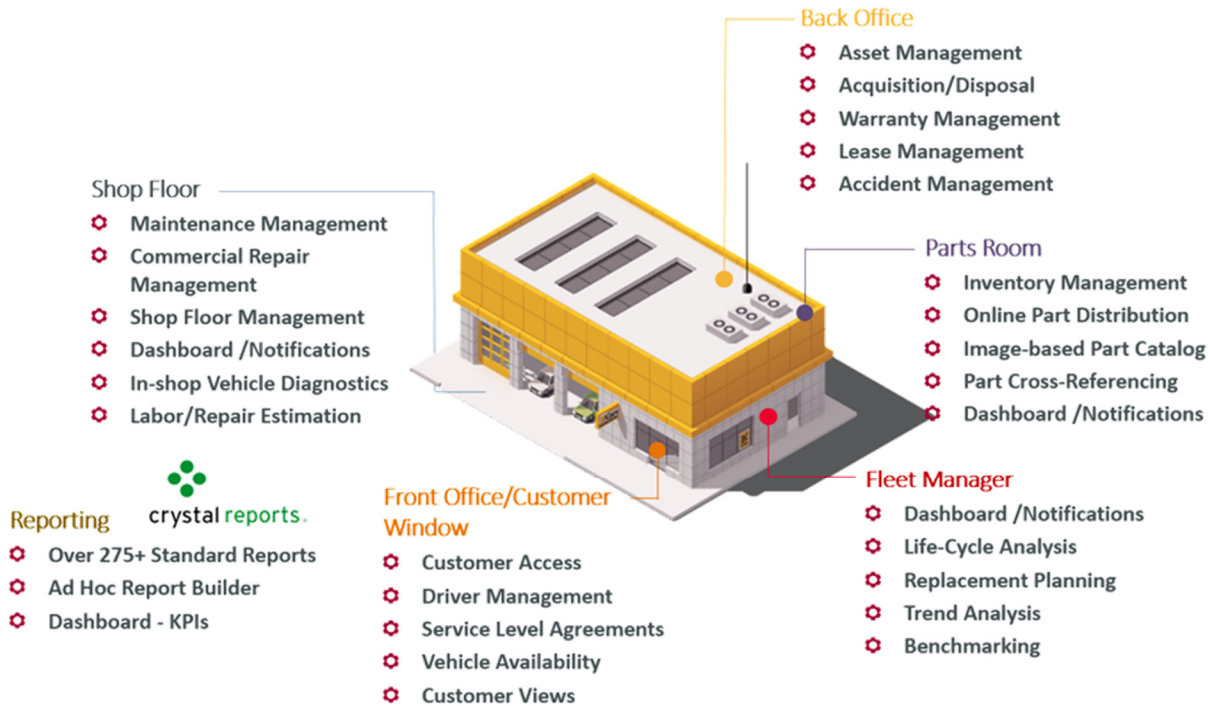


Figure 17: AssetWorks FleetFocus Software. FleetFocus is used for a variety of maintenance management, record keeping, and reporting tasks.

AssetWorks FleetFocus is the industry-leading fleet management software system on the market and will help MTM Transit keep the City’s fleet on the road in the most cost-effective manner possible. FleetFocus provides alerts to users to notify them of urgent issues and dates that preventative maintenance is due. The software is also highly customizable and offers many user-definable features and options. It includes a full range of reports, which provides clients with immediate feedback on fleet performance.

FleetFocus tracks an unlimited amount of assets, including vehicles, equipment, parts, and fixed assets through their entire lifecycles. The information managed within the system includes:

- ▶ Basic asset data, like year, make, and model
- ▶ Meters
- ▶ Preventative maintenance
- ▶ Department, location, and operator assignment
- ▶ Classifications
- ▶ Motor pool
- ▶ Acquisition
- ▶ Warranty
- ▶ File attachments
- ▶ Replacement
- ▶ Recurring costs

Our maintenance teams use FleetFocus to track repairs, inspections, and warranty work as required. FleetFocus provides inherent workflows for the processing and completion of all work orders, which may be created as needed, from service requests, or auto generated based on PM schedules. This includes internal maintenance shops, external commercial/vendor repairs, fully integrated inventory management, direct vs. indirect labor, operational vs. location downtime, and much more. FleetFocus provides a wide variety of supporting functionality including, but not limited to:

- ▶ Work order processing
- ▶ Commercial work
- ▶ Billing
- ▶ Historical costs
- ▶ Shop calendar
- ▶ Notifications
- ▶ Recalls/campaigns
- ▶ Warranty
- ▶ Accident management

FleetFocus provides a variety of dashboards for ease in tracking and reporting. **Figure 18** shows a sample Work Management Portal dashboard from FleetFocus.

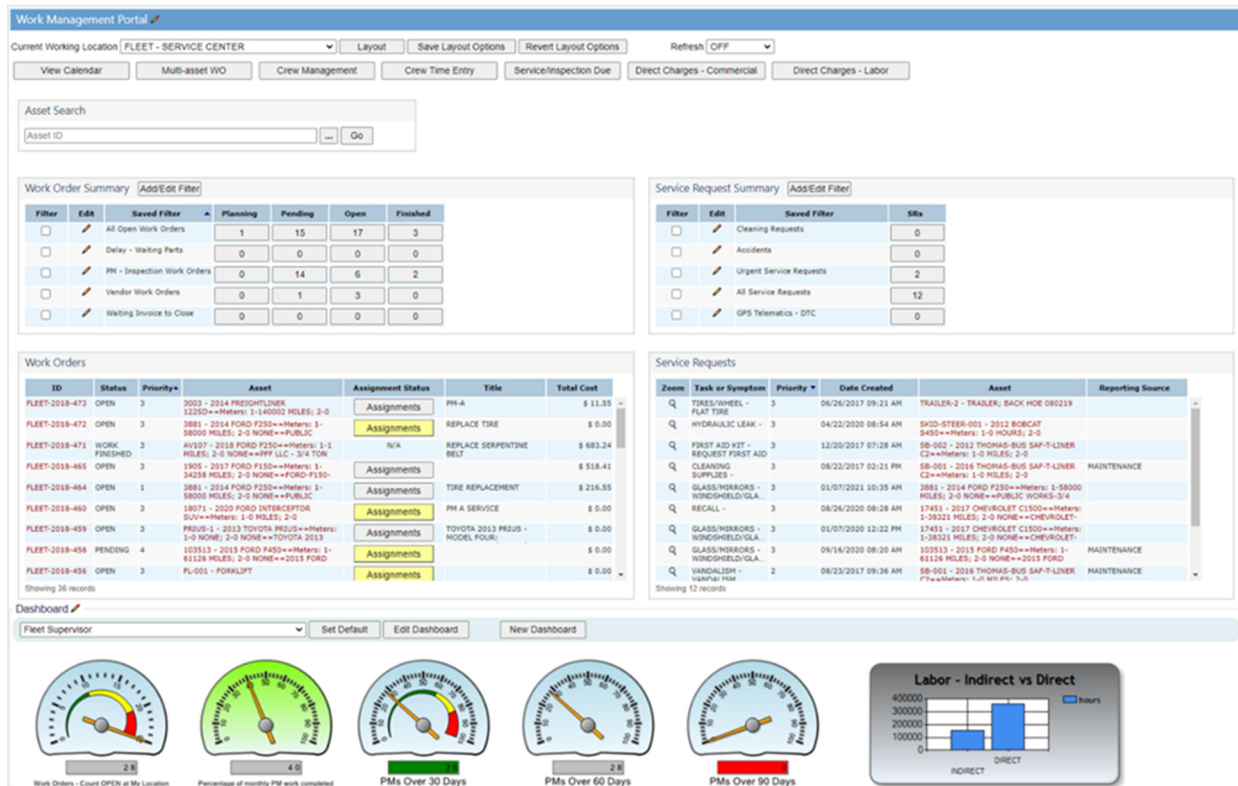


Figure 18: AssetWorks FleetFocus Fleet Management Software. This sample dashboard demonstrates one of the many dashboards available in FleetFocus.

MTM Transit also maintains a vehicle file for each vehicle within the software that includes a complete maintenance and repair history, inspection, and licensing documentation. The paperless storage system helps reduce our environmental footprint. FleetFocus can organize each vehicle file by vehicle number, and document all vehicle maintenance to include preventative maintenance, scheduled maintenance and inspection, unscheduled maintenance, fuel and oil usage, and engine and transmission rebuilds. We also use FleetFocus to provide additional maintenance reports on a regular basis or as requested. FleetFocus provides over 275 out-of-the-box reports, as well as ad-hoc reporting capabilities so we can create the exact reports our clients need to understand their unique fleet operations.

We included the costs of AssetWorks FleetFocus in our base price proposal.

▲ Inspection Records

In addition to providing the City access to AssetWorks FleetFocus, MTM Transit will make all inspection records available to the City, CHP, or other regulatory agencies with jurisdiction, when requested (2.1.4). Our staff will assist and prepare inspection records and report in a form and according to a schedule the City approves, to include:

- ▶ Daily vehicle inspection checklists
- ▶ Bus cleaning/washing log
- ▶ Road call reports or work orders for each road call identifying date and time, vehicle number, problem, and mileage of vehicle
- ▶ Summary of maintenance and repair problems

MTM Transit will transport vehicles to required inspection facilities when requested. To ensure vehicles are maintained according to City and FTA standards, our management team will participate in meetings with the City staff monthly, or more often as required.

▲ Maintenance Facility

As detailed in the RFP, the City will provide the vehicles and equipment required for Manteca Transit services (2.1.3). For maintenance of the City of Manteca's transit fleet, we will be outsourcing to Sunshine Auto Care, Inc., which is already fully staffed with ASE-certified technicians and is equipped with the tools and equipment needed to maintain and repair the City's transit vehicles. Upon City approval, we will utilize this facility to perform vehicle maintenance starting on day one of the contract.

Sunshine Auto Care has provided similar fleet maintenance service in Manteca since 1986 and is located at 1003 Moffat Boulevard in Manteca, which is well within the 10-mile radius from the Manteca Transit Center **(2.3.3)**. As shown in **Figure 19**, this facility is less than one mile from the Center and meets all the requirements as stated in this RFP.

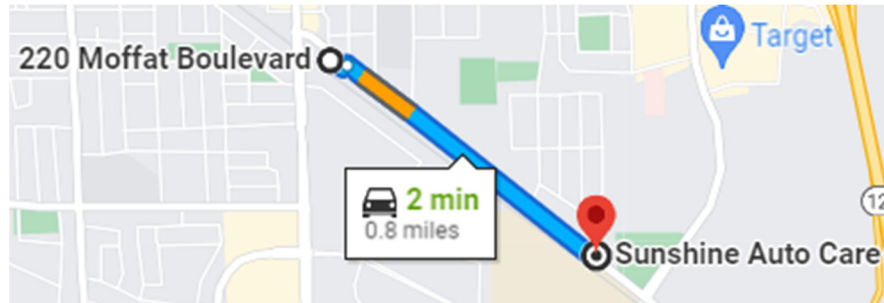


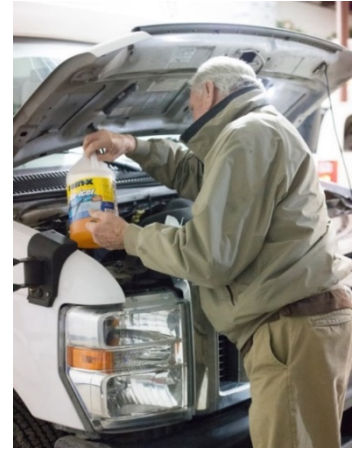
Figure 19: Maintenance Facility Location. MTM Transit proposes using Sunshine Auto Care, Inc. for maintenance which is located at 1003 Moffat Blvd, Manteca, CA 95336.

We understand that Manteca Transit vehicles will be stored within the City’s Corporation Yard, the Waste Quality Control Facility, or other location approved by the City **(2.3.11)**. MTM Transit will submit to the City an annual Safety Compliance Report/Terminal Record Update (CHP 343) through an inspection from the Motor Carrier Unit of the CHP **(2.2.8)**. We understand we must attain satisfactory ratings in all inspection categories; we will correct any findings expeditiously or explain any findings to the City’s satisfaction. MTM Transit has passed every regulatory inspection that it has been subject to.

MTM Transit will not install equipment or make any alterations to City-owned equipment without the City’s prior written consent, and will not post any notices, announcements, or other materials in or on equipment without the City’s approval **(2.3.9)**. In addition, we agree that no City-provided vehicles or equipment will be operated beyond the limits established in the applicable insurance policies and may only be used to transport passengers as outlined in the agreement, or in services approved beforehand by the City. We agree to use vehicles in a careful, proper manner, and to comply with all federal, state, local, or other governmental laws, regulations, requirements and rules regarding the use, maintenance, and operations of the vehicles **(2.3.10)**.

VEHICLE INSPECTIONS

MTM Transit performs daily pre- and post-trip inspections on all vehicles, as well as more thorough monthly compliance inspections, and preventative maintenance inspections according to OEM-supplied timeframes. All inspection documentation is retained by MTM Transit in compliance with FTA and National Transit Database (NTD) reporting requirements and provided to the City as requested. The City is encouraged to inspect any vehicle at any time.



If an operator or other employee identifies a problem during a pre- or post-trip inspection, the vehicle is immediately removed from service, repaired, and inspected again before it is returned to service. MTM Transit submits vehicles to the City upon request for safety inspections at intervals identified by the City.

▲ Daily Pre-Trip Inspections



MTM Transit believes it is everyone's responsibility to maintain the appearance and serviceability of each vehicle in the Manteca Transit fleet. At the start of the day, every vehicle undergoes a daily pre-trip inspection. Operators are trained to recognize symptoms of maintenance issues and perform a pre-trip inspection. MTM Transit will use TrackIt software to provide electronic documentation of the Daily Vehicle Inspection (DVI) form [\(2.3.5\)](#), and operators will complete the DVI form on tablets. We currently use this electronic DVI system in our Tracy operation, and have found it to significantly improve communications between operators and the maintenance team.

TrackIt reduces DVI processing times and provides our Maintenance Managers with real-time alerts when defects are reported.

We will submit our DVI form to the City for approval prior to the service start-up date [\(2.3.8\)](#). Operators are required to sign and date the form noting whether a defect was found. The pre-trip inspection includes a walk-around visual inspection, a full cycle check of lift and/or ramp and interlock function, and a check of the items on the DVI form to include items required by the City.

Operators will be required to sign and date the form noting whether a defect was found. Maintenance Manager Adam Perriera will review all DVI forms daily to prioritize defects and ensure issues are quickly addressed. Defective vehicles are removed from service until repaired. All vehicles are properly maintained, fully operable, body damage free, road worthy, and clean while in service.

Wheelchair lifts/ramps will be cycled each day prior to in-service use; our staff will report any failures to dispatch and to the City (2.3.7). Before beginning service each day, operators are given 15 minutes to inspect the following items (2.3.9):

- ▶ Turn signals and emergency flashers
- ▶ Headlights, on both high and low beams
- ▶ Brake, tail, and back-up lights
- ▶ Interior and exterior lights
- ▶ Windshield wipers and washer
- ▶ Door and window operation
- ▶ Horn
- ▶ Brakes functionality and brake fluid
- ▶ Oil level and pressure
- ▶ Fare collection equipment
- ▶ Mirrors
- ▶ On-board camera systems
- ▶ Wheelchair lift or ramp, tie downs
- ▶ Steering
- ▶ Radio system/tablet
- ▶ Heater(s) and defroster
- ▶ Air conditioning system
- ▶ Safety equipment
- ▶ Interior and exterior cleanliness
- ▶ Amount of fuel and other fluid levels
- ▶ Tires (air pressure, tread depth, wear)
- ▶ Battery fluid, cables, and corrosion
- ▶ Body damage
- ▶ Coolant and fluids

▲ Post-Trip Inspections

Once the vehicle is out of service for the day, operators record the mileage and usage of fuel and oil. Operators check for fuel leaks, missing gas caps, oil leaks, and radiator and cooling system leaks. Operators also check the fluids for automatic transmission, brakes, coolant, and windshield washing solvent, and inspect the first aid and accident kit. A post-trip inspection sheet is prepared by the inspecting operator and turned in to be retained in the vehicle file in the fleet management software.



▲ Groove Glove for Tire Wear Monitoring

MTM uses Groove Glove technology to aid in tire conditional review. Groove Glove is a Wi-Fi connected handheld laser-based tire and alignment diagnostic scanner. Groove Glove collects tire tread status and alignment. The tool can be linked to reporting through license plate scanning. Complete vehicle tire scanning can be done in as little as 30 seconds.

The user first captures license plate information, then scans all four tires. Groove Glove then sends the scan data to any integrated software and compiles the data into a history report for managers, supervisors, or technicians.



This program checks tread depth and tire wear across the surface of the tires. The reports allow MTM Transit to take a proactive approach to tire safety as well as in maximizing tire life. We can identify wear patterns, determine alignment needs and tire rotations to extend tire life and safe operations.

VEHICLE CLEANLINESS AND APPEARANCE

The appearance of the City's fleet should be a positive and professional reflection of the program. Clean vehicles make a good impression on passengers. As such, MTM Transit always keeps all program vehicles clean and free from body damage. MTM Transit will ensure that vehicle servicing and cleaning is completed in adherence to the standards outlined in the RFP [\(2.3.12\)](#).

For the City of Manteca's program, MTM Transit will use Butler's Mobile Cleaning Source for weekly exterior washing and cleaning. Butler's is a disadvantaged business enterprise (DBE) and has almost two decades of experience specializing in quality washing and cleaning methods.

We will also staff a utility worker who will assist in maintaining the cleanliness of vehicle exteriors and interiors, keeping vehicles free of litter and debris as much as practicable throughout the operating day; we will also exterminate all vermin and inspect immediately upon their discovery.

MTM Transit will comply with all federal, state, and local laws and regulations regarding wastewater resulting from vehicle cleaning. We ensure all vehicle cleaning will be in compliance with the RFP and as shown in **Figure 20**.

Vehicle Cleaning and Servicing

Daily	<ul style="list-style-type: none"> ✓ Clean vehicle interior on a nightly basis ✓ Sweep the floor ✓ Dust the dashboard and operator controls ✓ Remove gum, grease, dirt, and grime interior ✓ Clean and sanitize interior surfaces ✓ Empty trash receptacle ✓ Inspect for seat damage or graffiti ✓ Remove or repair any graffiti or damage to seat upholstery (no vehicle will be put into revenue service with visible graffiti without City approval)
Once Weekly (or as needed)	<ul style="list-style-type: none"> ✓ Wash exterior of each bus, including windows, wheels, rubber, or vinyl components (tires, bumper, fender) of each bus ✓ Mop floors, clean side panels, ceilings, operator’s compartment, seat frames/backs
Once Monthly (or as needed)	<ul style="list-style-type: none"> ✓ Door edge guards (and treat with a preservative)

Figure 20: Vehicle Cleaning and Servicing.

Our managers and the road supervisor will perform periodic unannounced checks of vehicle cleanliness and monitor it through on-street supervision. Any vehicle that does not meet MTM Transit and the City’s cleanliness standards is removed from service until the problem has been addressed.

PREVENTATIVE MAINTENANCE PROGRAM

MTM Transit’s preventative maintenance program is based on industry best practices, is rigorous, and ensures all necessary defects are identified and repaired in a timely manner. Additionally, daily visual inspections minimize downtime by proactively addressing any situations in which the operation, safety, or appearance of a vehicle may be compromised. Our goal is to always have all vehicles available for service and maintain all vehicle equipment, including the radios and tablets, in good working order.

MTM Transit maintains all components of each vehicle, including its body, frame, furnishing, mechanical, electrical, hydraulic, and other operating systems in proper working condition free from damage and malfunction. We ensure all vehicles have functioning air conditioning, heating, seatbelts, wheelchair lifts/ramps, and wheelchair tie-downs.

We schedule maintenance at times that ensure maximum availability of vehicles for service. Maintenance repairs are completed within a reasonable amount of time to minimize the time vehicles are not available for revenue service or back-up service.

Our comprehensive vehicle maintenance program complies with the requirements of the RFP, OEM standards, and all federal, state, local, or other governmental laws, regulations, requirements, and rules with respect to use, maintenance, and operation of the vehicles.



Preventative Maintenance Schedule

Our Maintenance Manager Adam Perriera will be responsible for overseeing all maintenance and repairs for existing and future City-provided vehicles and equipment and will always ensure vehicles are maintained in service ready condition. We will conduct repair work as soon as practicable when we learn such work is required. We understand our maintenance duties will include the following as outlined in the RFP [\(2.3.5\)](#):

- ▶ Establishing and following a pre-trip and post-trip inspection program
- ▶ Conducting Preventative Maintenance Inspections (PMI) at least every 45 days or 4,000 miles, or the manufacturer's suggested mileage (whichever is less)
- ▶ Always maintaining vehicles in service ready condition, including daily fueling and fluid checks, exterior and interior cleaning
- ▶ Maintaining all components of the vehicle bodies
- ▶ Maintaining heating and air conditioning systems
- ▶ Making repairs within 30 days or less of date of occurrence
- ▶ Having responsibility for proper use, care, maintenance, and towing of all revenue service vehicles to and from our maintenance facility
- ▶ Maintaining a sufficient inventory of parts and fluids to assure timely repairs
- ▶ Making exterior repairs, including painting and bodywork upkeep
- ▶ Completing all required governmental and regulatory documents
- ▶ Assuring that no vehicle is allowed into operation when its condition is unsafe or uncertain

We are committed to maintaining the current fleet and the new vehicles in excellent condition. MTM Transit staff will help ensure these vehicles are kept in like-new condition.

MTM Transit will maintain relevant Preventative Maintenance Inspection logs and conduct mandatory California Highway Patrol inspections, as well as preventative maintenance inspections (PMI) at least every 45 days or 4,000 miles, whichever comes first (2.3.5). PMIs will include checking all the following:

- ▶ Replacement of engine oil and filters
- ▶ Seatbelts and seats
- ▶ Wheelchair belts
- ▶ Wheelchair lift/ramp
- ▶ Interior and exterior lights
- ▶ Brake system
- ▶ Suspension system
- ▶ Belts, hoses
- ▶ Transmission fluids
- ▶ Water pump
- ▶ Ignition system
- ▶ Spark plugs and fuses
- ▶ Fuel system
- ▶ Passenger grab rails
- ▶ Body, doors, and windows
- ▶ Wheelchair securement positions
- ▶ Interior climate controls
- ▶ Vehicle operator gauges and controls
- ▶ Drive train
- ▶ Steering system
- ▶ Engine fluids
- ▶ Air filter/system
- ▶ Batteries
- ▶ Engine electrical system
- ▶ Exhaust system
- ▶ Emergency equipment
- ▶ Damage to vehicles

▲ Lift and Securement Maintenance

Each vehicle equipped with a lift is thoroughly inspected for safety and cycled twice daily, each morning and afternoon shift. All lift equipment is inspected, serviced, and lubricated at the necessary intervals to ensure it is operational whenever the vehicle is used in revenue service. The bridge hinge and lift are cleaned of all dirt and debris using compressed air.



All components of the lift are lubricated using penetrating oil specified by the lift manufacturer. The fluid level in the lift reservoir is checked, and both manual and electrical operation is tested to ensure proper functioning and that the securement belts work properly. The manual lift handle is inspected to make certain it is in the proper place, and the interlock and warning alarm is inspected to ensure they are operating properly. Vehicles with non-functioning lifts are not allowed to enter service. MTM Transit repairs non-functioning lifts, and all repairs are documented on a work order and recorded within the fleet management software.

ROAD CALL AND VEHICLE CHANGE-OUT PROCEDURES

MTM Transit prepares for unforeseen events by training operators and staff on appropriate responses. In case of a breakdown, the operator is to notify dispatch, advising of the problem. Dispatch has a troubleshooting guide for common issues to help the operator respond to the issue quickly. Many times, this can be done without involving maintenance, but if needed, the dispatcher coordinates with the maintenance team to resolve the issue quickly and safely to get passengers back on schedule.

If the issue cannot be resolved over the radio, and should passengers be on board, a standby operator, or if necessary, our Road Supervisor, Safety & Training Manager, or our General Manager, will travel to the location in a pre-tripped replacement vehicle. Upon arrival, all passengers will be transferred to the replacement vehicle and proceed to their respective destinations. If no passengers are on board, the replacement vehicle will proceed to the next scheduled pick-up. The problem vehicle will be removed from service until all repairs are complete.

MAINTENANCE PROGRAM PERFORMANCE OF THREE SIMILAR TRANSIT SYSTEMS

As requested in the RFP, we have detailed in **Figure 21** MTM Transit’s performance of our maintenance program over the 12-month period of July 1, 2021, to June 30, 2022, for three comparable transit systems. MTM Transit acknowledges that the City’s standard for in-service miles between preventable, mechanical road calls is 5,000 miles **(2.3.6)**. As shown in **Figure 21**, our standard is 15,000 miles, which we are currently exceeding in our contracts. The data for miles between road calls figure reflects both preventable and non-preventable road calls.

Maintenance Performance (July 1, 2021 to June 30, 2022)

Category	Standard	Actual Performance		
		Martin Co, FL	Reno, NV	Tracy, CA
Miles Between Road Calls	15,000 Fixed; 25,000 Para	16,500 Miles	41,513 Miles	33,719 Miles
Total Days Vehicles Remained Out of Service (OOS)	36 average days OOS per vehicle (10%) per year	38	33	22

Maintenance Performance (July 1, 2021 to June 30, 2022)

Category	Standard	Actual Performance		
		Martin Co, FL	Reno, NV	Tracy, CA
Percent of Bus Availability	<i>80% average daily vehicle availability (20%)</i>	88%	86%	90%
PM On-Time Performance	<i>100% PM OTP within 10% window</i>	100%	98%	100%
Fleet Size	<i>N/A</i>	22	58	22
Total Miles	<i>N/A</i>	693,239	1,157,261	370,909

Figure 21: MTM Transit Maintenance Performance for Comparable Systems.

7. Innovation Approaches and Technologies



7. INNOVATION APPROACHES AND TECHNOLOGIES

This section should address the PROPOSER's strategies and concepts for managing and controlling key cost drivers. Identify and describe any examples/case studies in which the PROPOSER has successfully implemented cost control or revenue enhancement strategies for other public agency clients in the following areas:

- a. workers' compensation*
- b. fuel efficiency and savings*
- c. workforce attendance*
- d. improvement in recruitment/retention*
- e. improvement in fare revenue collection*
- f. improved efficiency in use and maintenance of vehicles*
- g. technology enhancements to improve quality, efficiency, and/or reliability of transit operations*
- h. any other specific areas which the PROPOSER believes to be an appropriate target for improving cost control and management or increasing transit system revenues*

Continual improvement and innovation are required to meet the growing transportation needs of our contracts within constrained budgets, and we have met our clients' needs and operated within our proposed budgets consistently. As a privately-owned company, MTM Transit is an agile partner, capable of making quick adjustments to meet changing program needs. The City can be assured that MTM Transit will deliver cost savings to the program without sacrificing customer satisfaction, program quality, or access. Below, we provide examples and case studies outlining our success controlling key cost operators in similar programs.

WORKERS' COMPENSATION

Program: Orange County in Goshen, New York

Through the consistent focus on safety, reinforced daily by our local General Manager, MTM Transit's Orange County, New York location has not had a workers' compensation claim since 2020. Our General Manager consistently reminds his employees to think before acting, and always promotes safety for his team, both on and off the job. Both the General Manager and his dispatchers provide daily reminders to operators at check-in and over the radio, reminding them to think before doing anything that is risky. This important message of always doing the right thing to protect yourself and your passengers from risk or harm of injury is echoed at monthly safety meetings and safety blitzes. Additionally, from a corporate perspective, all Regional Vice Presidents meet quarterly to discuss current and potential claims in order to mitigate risk and make continuous improvements companywide regarding workers' compensation claims.

FUEL EFFICIENCY AND SAVINGS

Program: Sarasota County Area Transit in Sarasota, Florida

In our Sarasota, Florida location, we implemented a fuel card and tracking system which was much improved over the previous provider. We also optimized the dispatching and scheduling software settings, resulting in better routing, and focused on assigning trips to the appropriately sized vehicles for proper capacity on each route. These efforts resulted in annual savings of 12% in overall fuel costs.

IMPROVEMENT IN REVENUE COLLECTION

Program: Sarasota County Area Transit in Sarasota, Florida

Our Sarasota, Florida team worked closely with the client to modify the fare payment program, a move which has resulted in approximately \$25,000 in annual savings. Previously, passengers were able to send in checks to prepay for their trips. Then when their account was zeroed out, they were still claiming they had paid (“the check is in the mail”). The Sarasota team changed to a prepaid ticket system, where the passenger had to either purchase tickets in advance or pay cash at the time of the trip. MTM Transit developed a system to track all ticket purchases and cash payments. This resulted in large savings for the client by reducing previously uncollected fares.

WORKFORCE ATTENDANCE

Program: Reno Regional Transportation Commission in Reno, Nevada

In our implementation in Reno, Nevada, MTM Transit inherited an incumbent workforce that was very unhappy, and there was a poor relationship with the union. Under the previous contractor, there were on average five employees calling off work each weekday, or 25 call-offs per week. After completing just one month of service, MTM Transit had reduced the number of call-offs to an average of 0.6 per day, or a total of three per week. This significant improvement was accomplished through MTM Transit’s open-door policy and morale-boosting culture. Maintaining consistent employee attendance, especially amongst operators, allows our team to focus on what matters most: safety and customer service.



IMPROVED EFFICIENCY IN USE AND MAINTENANCE OF VEHICLES

Program: City of Tracy Tracer Service in Tracy, California

In Tracy, California, MTM Transit inherited a fleet that the previous provider had not made a priority in its maintenance shop, which was supporting several other contracts. By deploying a more robust preventative maintenance program, paired with management in our maintenance software, we were able to reduce road calls by 77% in our first 90 days of operation. We continue to maintain a solid preventative maintenance program for this location.

When we were re-awarded with the program in July of 2021, we successfully commissioned an entire new fleet for Tracy that started on the first day of service. Our Maintenance Manager for Tracy went above and beyond during the process; he worked with the City from start to finish, assisting with vehicle build specifications to branding, ITS installations, taking delivery, and placing them into service.

TECHNOLOGY ENHANCEMENTS TO IMPROVE QUALITY, EFFICIENCY, AND RELIABILITY

MTM Transit has improved quality, efficiency, and reliability in many locations across the United States through the innovative use of technology. Below we have highlighted some of these successes.

Improving Quality and Efficiency with Reveal

As noted throughout our response, MTM Transit is proposing our internal Reveal software for the Manteca Transit program. Reveal has helped us drive operational efficiency and passenger satisfaction across our programs by maximizing multi-loading opportunities to improve passengers per hour, deploying more intelligent routing, improving on-time performance (OTP) and subsequent passenger satisfaction, and allowing for easy day-of-service adjustments to prevent delays and missed trips. Specific examples of improvements we experienced upon converting clients to Reveal software include:

- ▶ **Tracy, California.** MTM Transit transitioned the Tracy program from RouteMatch software to Reveal for the paratransit portion of the program. We saw immediate positive results in OTP increasing from 88% to 92%, while simultaneously improving routing to increase productivity from 1.7 passengers per hour (PPH) to 2.1 PPH.

- ▶ **Reno, Nevada.** When MTM Transit transitioned our Reno contract to Reveal, we saw an increase in OTP and productivity, but most significantly, Reveal’s automated trip reminders helped us to reduce no shows by 21%. With Reveal, passengers receive automated calls or SMS text messages reminding them of their trips. Passengers are now able to easily cancel via the automated system.
- ▶ **Hamilton County, Ohio.** We migrated our Hamilton County, Ohio contract to Reveal in September of 2018. The six-month OTP average prior to implementing Reveal was 86.43%. After we migrated to Reveal, the six-month OTP average went up to 93.93%.

Additionally, as noted previously, MTM Transit is the provider of travel training and assessment services for the San Joaquin Regional Transportation District, which is the designated Consolidated Transportation Services Agency (CTSA) for San Joaquin County. In the second quarter of 2023, MTM Transit will be launching a new eligibility database for that program called Mobility Direct. Mobility Direct is a software created by MTM Transit specifically to manage the paratransit eligibility process from start to finish. Because both Reveal and Mobility Direct are MTM Transit’s in-house technologies, we have developed integrations that allow automated data transfer between the programs. Once both programs are live on our technology, eligibility information will be easily available to our Manteca Transit dispatchers in Reveal without the need to pull eligibility information manually from reports.

▲ Using the idrive Camera System to Prevent Accidents

Another technology we are proposing for the Manteca Transit system is the idrive camera system. The idrive system is a critical tool to drive an enhanced safety culture for the program, helping to reduce accidents and incidents. Unlike many competing video monitoring systems, idrive records continuously including both inside and outside of the vehicle whenever a vehicle is operating. This camera system offers distracted and drowsy driving detection, as well as safe distance warnings to prevent accidents with real-time alerts for the operators. It also uses facial recognition to identify operators for accurate data and reporting. The idrive AI Cam also includes accident detection, which detects potential accidents and sends alerts to our managers.

MTM uses idrive in multiple programs we operate, and we have developed safety procedures around the data and alerts provided by the system. This system has helped us create targeted training and retraining opportunities, coach individual operators to improve performance, and proactively address safety concerns before an accident occurs.

One example of the success of this system is our Hamilton County, Ohio operation. This location began using the idrive safety tools in the first quarter of 2022. They now have the highest idrive safety score across our book of business with a 9.99 out of 10. By using the idrive reports, providing regular feedback to the operators and proactively coaching to correct potential safety issues, they have seen a dramatic reduction in preventable accidents. In fact, this location has driven over 250,000 miles since June of 2022 and not had a single preventable accident.

▲ Streamlining Maintenance Inspections with TrackIt

We are proposing to use TrackIt for electronic documentation of Daily Vehicle Inspections (DVIs) for the Manteca Transit program. This system allows real-time DVI communication between vehicle operators and the maintenance team via automated alerts, ensuring necessary repairs are scheduled immediately, and that technicians and parts are ready when the vehicle requires service. Further, operators can take pictures of the defects to attach to the DVI, which helps the maintenance team understand the problem before physically inspecting the vehicle themselves. Finally, the system's dashboards allow the maintenance team to have a consolidated view of required services for the entire fleet and to easily prioritize repairs.

MTM Transit began using TrackIt to maintain digital records of DVIs in Tracy, California, in July of 2021. The maintenance team in Tracy has seen significant reductions in administrative time spent completing and reviewing DVI forms, and in the time from report initiation to repair completion. Our Tracy maintenance team states that now they can review all DVIs for the fleet within about 20 minutes, where it previously took up to eight hours. Operators report spending approximately 12 hours per month completing DVI forms with the TrackIt system, as opposed to 32 hours per month using the previous paper system. Perhaps most importantly, the time from the documentation of a defect on a DVI time to an actual repair has gone from an average of 36 hours to just six hours with TrackIt. Additionally, safety defects are sent immediately via an alert to the Maintenance Manager, enabling notification with minutes of detection. Finally, we estimate that we have saved over 20,000 pieces of paper with this system, or approximately two trees, providing benefit to the environment and supporting our green initiatives.

IDENTIFYING COST CONTROL TARGETS IN MANTECA

▲ Reveal Software

One of the primary opportunities for cost-efficiency is proper scheduling and routing of trips. By properly educating dispatchers to take full advantage of the features of Reveal, our staff will monitor trip data to identify improvements. Our dispatchers will be trained to examine and adjust each scheduled run to maximize productivity and minimize circuitous routing.

We will also monitor and update the backend settings within Reveal to ensure the most efficient scheduling possible in the system. The parameters within Reveal can be adjusted to take various factors into account to accurately estimate travel and load times. We will adjust these parameters to slow down or speed up routes based on the terrain, traffic, time of day, day of the week, distance traveled, vehicle type, and load times by location, as well as seasonal concerns.



While Reveal offers advanced techniques to maximize scheduling efficiencies, MTM Transit also understands that scheduling efficiencies start when a customer calls to book a trip. We will train our staff to be skillful in managing calls and tactful in minimizing talk times, handling each call with the utmost speed, courtesy, and respect. We will also train our dispatchers in negotiating trip times and verifying that eligibility parameters cover the trip.

Our dispatch team will encourage multi-loading and routing opportunities and develop efficient run manifests based on pick-up and destination locations and times. By appropriately identifying such opportunities, we will increase service delivery efficiency, maximize productivity, and lower the overall per-trip cost. Our staff will be extremely proficient with Reveal's various applications; our local team's expertise with this software will be continually enhanced throughout the life of this contract, as additional training will be provided by our corporate IT staff quarterly or more often as needed to ensure our staff have the most up-to-date knowledge about the program.

▲ Potential Enhancement: Microtransit Solutions

Another success that MTM Transit has had in improving overall system efficiency, controlling costs, and supporting ridership growth is through microtransit services. MTM Transit believes microtransit services could be a potential future service enhancement for Manteca. The convenience and simplicity of a tech-driven microtransit option is a great option to help the City achieve its goal of increasing system ridership while decreasing program costs.



We have already seen the positive impact that implementing microtransit can have; we recently added microtransit to our operations for the Regional Transportation Commission of Washoe County, Nevada, in the greater Reno area; the Capital Metropolitan Transportation Authority in Austin; the City of Tracy in California; and CATA in State College, Pennsylvania. Highlights from these programs are shown in **Figure 22** below.

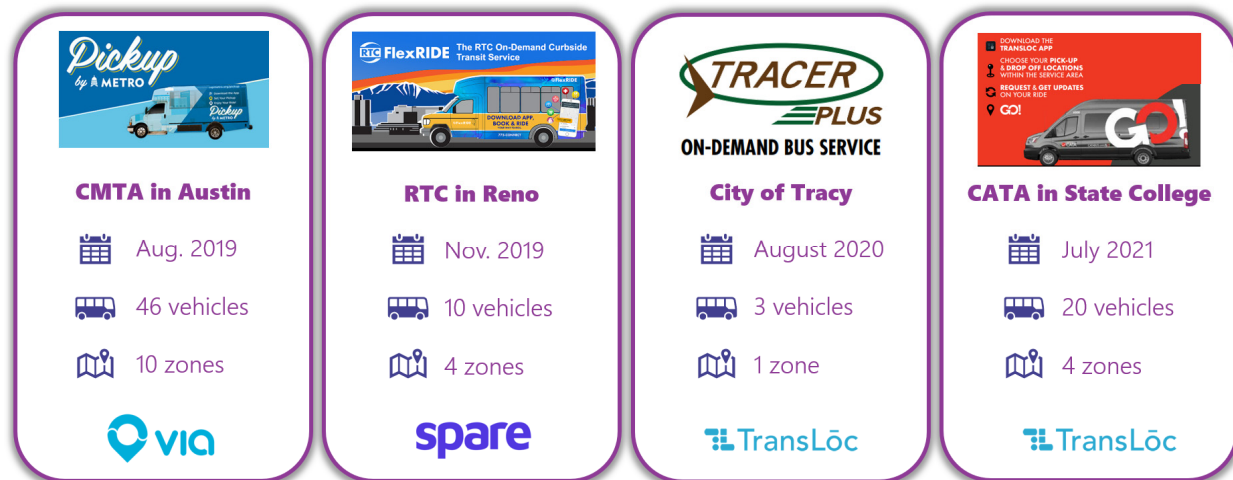


Figure 22: MTM Transit Microtransit Operations. MTM Transit operates four microtransit programs for various clients across the United States.

As an example, in our Austin contract, MTM Transit began operating a microtransit service in August of 2019. What started as a small pilot with just a few vehicles has grown exponentially to serve ten zones with 48 dedicated vehicles. In addition to net new ridership growth, the client has estimated converting approximately 13% of its paratransit riders to this lower-cost alternative. The chart in **Figure 23** shows the growth in service in just the last year.

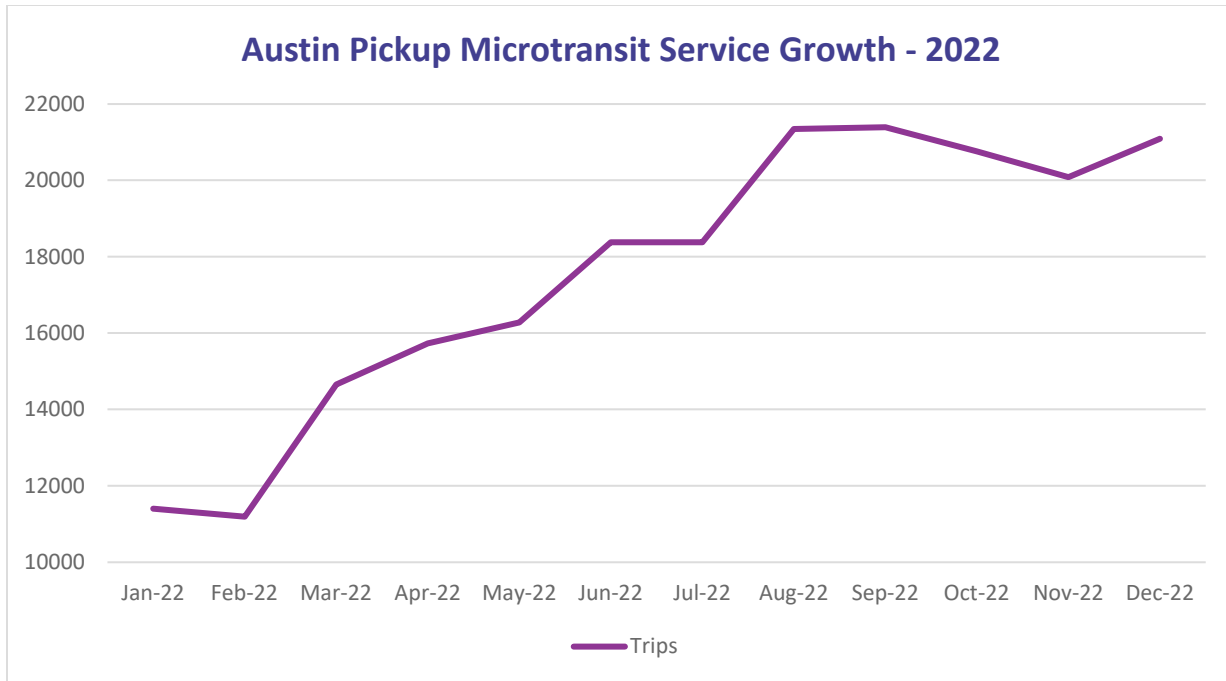


Figure 23: Austin Pick-Up Ridership. The microtransit program in Austin, Texas has seen significant growth in the past year.

If Manteca Transit is interested in exploring the addition of microtransit services to the Manteca Transit program, MTM Transit is well positioned to guide the agency through the process. We have experience with multiple microtransit technology solutions, and in piloting and growing microtransit programs across the country.

▲ Facility Flexibility

We understand the City’s position and reasoning behind the ten-mile maintenance facility requirement for this program. Ensuring proper fleet maintenance and minimizing deadhead are critical for the program and the City’s budget. In the event the City would reconsider expanding the ten-mile radius to fifteen miles, we could discuss the potential of using MTM Transit-dedicated maintenance staff at our existing Tracy facility for maintenance of the Manteca Transit fleet. If the City of Manteca is open to this, and in collaboration and with the approval of the City of Tracy, we would welcome the opportunity to discuss potential cost savings during negotiations.

8. Employee Work Rules and Benefits Package



8. EMPLOYEE WORK RULES AND BENEFIT PACKAGE

Submit PROPOSER's specific work rules and benefit package that will be provided to employees. Please include any incentive, motivational or awards program that you would provide.

MTM Transit’s comprehensive Employee Handbook and our Safety and Training Manual outline the standards of excellence to which we hold all of our employees. These manuals address the expectations of professional conduct regarding appearance, attitude and customer service, appropriate communication and interaction with customers, HIPAA, and personal media devices. These manuals, which will be modified upon contract award to meet the City’s requirements and furnished to all drivers, supervisors, and other staff, will address the following:

- ▶ Accident/incident policies
- ▶ Fare policies and procedures
- ▶ Vehicle inspection and care
- ▶ Maintenance policy and procedures
- ▶ Wages and Benefits
- ▶ Uniforms
- ▶ Driver’s rules and performance evaluation processes
- ▶ Radio policies and procedures
- ▶ Fog and inclement weather policy
- ▶ Reporting procedures
- ▶ Sample forms
- ▶ Disciplinary actions
- ▶ Service Information
- ▶ Substance abuse policies, drug and alcohol testing requirements

We communicate to employees from their day of hire that they are a representation of both MTM Transit and the City, and as such they shall remain polite and professional at all times – including, to a certain extent, in their actions outside of work.

As a company that provides services on behalf of public entities across the country, MTM Transit truly understands the obligation to act in the spirit of public service and represent our clients in an ethical manner at all times. The City of Manteca can be assured that our proper recruiting, extensive training, and consistent monitoring and supervision will ensure employees providing services under this contract will uphold the City’s ethical standards.



BENEFITS PACKAGE

We believe in paying all employees a livable wage to increase the employee retention of a qualified workforce. We also understand the critical importance of budgeting wages that are compliant with current and future collective bargaining agreements.

Further, MTM Transit offers an attractive benefits package that features multiple tiers of coverage options, enabling more employees to obtain coverage with greater flexibility in their choices. Our benefit package provides more comprehensive coverage at a lower cost to our employees than our competitors. These benefits aid in employee recruitment, satisfaction, and retention.



With a **stable workforce and low turnover**, MT and its passengers will benefit from having satisfied personnel who are invested in the success of the contract, and who are able to **develop long-term knowledge of the program and their passengers**.



We intend to offer equal or greater benefits to all employees transferring from incumbent operations, as well as for all unionized employees. We are confident in our comprehensive benefit package, but we will work through any gaps and make accommodations so no employee experiences a lapse in coverage. Our health insurance includes options for medical, dental, and vision coverage, with Section 125 Pre-Tax Benefits for employer-paid health insurance. We look forward to working with the Teamsters union to review and improve their benefit plans in the future and have provided a Letter of Reference from Teamsters in **Attachment D**. MTM Transit will comply with all terms of the current collective bargaining agreements.

A high-level overview of MTM Transit's non-union standard benefits package is provided below:

- ▶ **Medical Insurance:** All employees who work 30 hours a week or more are eligible for enrollment in MTM Transit's medical plans. Pre-tax deductions are available for coverage for employees and dependents. MTM Transit offers two plans.
- ▶ **Dental Insurance:** Employee pays 50% for coverage.
- ▶ **Life Insurance:** Employee's annual base salary rounded up to the next \$1,000 increment with a maximum benefit of \$250,000. Coverage reduces at age 65. MTM Transit pays 100% of benefit.
- ▶ **Vision Insurance:** 100% paid by the employee.
- ▶ **Long-Term Disability:** Plan provides 60% of an employee's pre-disability earnings, up to \$10,000 a month.
- ▶ **Optional Coverage, Voluntary Life Insurance for Employee, Spouse, and Children:** Employee can enroll in additional life coverage for self and/or eligible family members. Coverage is reduced beginning at age 65.

- ▶ **Optional Coverage, Short-Term Disability:** Income replacement at 66.67% of weekly pre-disability earnings if the employee cannot work due to an approved disability. Maximum of \$2,000 per week.
- ▶ **Optional Coverage, Hyatt Legal:** Pre-paid legal plan.
- ▶ **Optional Coverage, Allstate Insurance Plans:** Employee-paid coverage for critical illness, hospital indemnity, and accidents.
- ▶ **Optional Coverage, InfoArmor:** Employee-paid coverage for identify theft protection.
- ▶ **Paid Time Off (PTO)/Vacation:** MTM Transit offers PTO accrual commensurate with seniority.
- ▶ **Paid Sick Time:** Sick Leave is included in the MTM Transit's PTO accrual.
- ▶ **Retirement Savings:** All full-time employees are eligible to enroll in the company-sponsored 401(k) plan after three months of employment. Alternatively, when pensions are established for Union employees, we contribute accordingly to that plan.
- ▶ **Holiday Pay:** Employees receive seven paid holidays each year.
- ▶ **Bereavement Leave:** PTO of up to three business days, effective after one year of employment.
- ▶ **Uniform:** MTM Transit will supply full- and part-time City operators with uniforms and a name badge. All City operators will be provided with solid collared shirts, sweaters/jackets, hats, and a black belt; they will also be asked to wear their own-provided navy blue or black shorts or slacks and socks, as well as black shoes (2.2.7).
- ▶ **Wellness Program:** Includes free flu shots and health screenings, weight loss program, and step contests.
- ▶ **Quarterly Safety Bonus:** Available to employees with no preventable incidents or accidents, and no valid passenger- or service-related complaints.
- ▶ **Master Operator Program:** Three levels of recognition; develops operator skills and customer service abilities.
- ▶ **Tuition Reimbursement:** Provides reimbursement for education from certificates and licensures through doctorate degrees through select universities.



MTM Transit's **non-union standard benefits package can be adjusted to meet the CBA requirements for all union employees** serving the City, as needed.

Additional Benefits

MTM Transit offers additional benefits as part of our standard package, including a health and wellness program through IncentFit, which facilitates wellness challenges, activity rewards, and fitness reimbursements. MTM Transit uses IncentFit to challenge employees to activities such as company-wide step count competitions and weight loss challenges. Employees who are on our health benefits can also earn discounts by completing activities such as preventative care appointments and volunteering in their communities. We have found IncentFit to be a fun and enjoyable way to encourage our employees to stay healthy and active, which has been proven to increase workplace productivity.



Employees at MTM Transit's Austin South office take part in stretching wellness activity.

Our Human Resources department continually looks for innovative ways to improve employee engagement, morale, and retention. For example, in recognition of the uncertainty and unprecedented demands on employees during COVID-19, and in thanks for the outstanding job all our employees have done during this difficult time, MTM Transit granted all employees an extra day off on June 12, 2020. Called our “Relax from Home” day, staff were encouraged to turn off their computers, spend time with family, or simply relax. We celebrated this day with a photo contest in which staff submitted photos of how they spent their “Relax from Home” day.

Further, we have recently combined our commitment to honoring diversity and engaging our workforce by pledging to recognize Juneteenth as a paid holiday beginning in 2021. Juneteenth, which is observed on June 19th each year, is the oldest nationally observed celebration of the ending of slavery in the United States and commemorates African American freedom and achievements. Our leadership, including President and CEO Alaina Maciá, felt this is an important step toward talking about our company values, and acting on them.

Workday



MTM Transit uses an online platform, Workday, for our employees to **manage their pay and benefits in one central location**, either through a desktop version or a mobile app. Features that employees can access through workday include **pay stubs, tax documents, benefits information, an internal address directory, expenses, and more.**

Employees can also use Workday to track their time off and make time off requests, change and view benefits election details, access MTM Transit's code of conduct and employee handbook, and view and change their personal information. This platform empowers employees to manage multiple aspects of their employment in one single location at any time.

EMPLOYEE INCENTIVES

MTM Transit offers numerous monetary and non-monetary employee incentives that are used to provide a more stable and professional workforce including, but not limited to the following:

- ▶ New hire sign-on bonuses
- ▶ Employee referral bonuses
- ▶ Employer-paid ASE certification exams
- ▶ Employee ASE certification bonuses
- ▶ Safety bonuses
- ▶ Attendance bonuses
- ▶ Safety contests
- ▶ Passenger commendation awards and bonuses
- ▶ Safety Management System (SMS) Ambassador Program (employee-driven safety club)
- ▶ Birthday and longevity celebrations
- ▶ New hire training graduation parties
- ▶ On-the-spot recognition gift cards for practicing safe work habits
- ▶ Employee "Spotlight" awards
- ▶ Employee wellness incentives
- ▶ Barbeques, pizza parties, and other themed events



Additionally, our recruiting, hiring, and training processes allow MTM Transit to attract and retain high-quality employees who know the local area and the community. MTM Transit has a proven ability to retain an experienced and capable workforce.

PERFORMANCE INCENTIVES

MTM Transit understands the importance of incentivizing staff to operate vehicles as safely as possible, provide excellent customer service, and work for MTM Transit for the life of the contract. As such, we have the following programs in place to promote these key objectives and enhance employee retention.

Quarterly Safety Bonus

MTM Transit provides safety bonuses for operators who consistently avoid preventable accidents and create a culture of safety. We use the following qualifying criteria to evaluate safety performance each quarter:

- ▶ Employees must have no preventable accidents or preventable incidents
- ▶ Must attend all scheduled safety meetings
- ▶ All scheduled shifts must be performed and completed
- ▶ No valid passenger or service-related complaints (this includes employee discipline)

The quarterly safety bonus is paid as follows:

- ▶ \$50 for full-time qualified employees
- ▶ \$25 for part-time qualified employees

The quarterly safety bonuses will be paid in compliance with the terms of the CBA.

Master Operator Program

MTM Transit recently added a new recognition program entitled the Master Operator program. The Master Operator program is a program that recognizes and further develops the skills, customer service, and potential of all operators at each of our locations.

The Master Operator program is comprised of three levels. At each level, operators will have achieved an excellent safety record, excellent driving skills, and will be a champion for customer service.

- ▶ **First Level, Professional Operator:** This level is open to all existing and new operators.
- ▶ **Second Level, Advanced Operator:** Advanced Operator can be achieved after one consecutive year of excellent service and performance.
- ▶ **Third Level, Master Operator:** This level is achieved after two consecutive years of excellent service and performance, together with customer service and with obtaining advanced certified operator qualifications.

The Master Operator program helps us to recognize the best of our operators and helps us retain our existing employees. At each level of advancement, the operators are recognized in front of their peers and family members and wear vests of different colors to work that allows them to stand out among their co-workers.

Employee Recognition

MTM Transit uses Bonfyre, an online platform that allows employees to recognize colleagues and others for outstanding performance. Bonfyre is a simple, intuitive app integrated directly into Microsoft Teams that streamlines the channels MTM Transit uses to communicate with employees. In Bonfyre, employees can participate in team activities, as well as send and receive recognition posts; messages for birthdays and work anniversaries; reminders to engage with their teammates; self-development and wellbeing tips; leader updates; and much more.



We also publicly recognize staff who deliver on our core values and provide excellent service at local safety meetings, at board meetings (as approved by our clients), and through social media.

STAFF DEVELOPMENT

MTM Transit's Human Resources department has developed a clear strategy aimed at furthering the development and growth of all our team members. This strategy has five domains designed to provide every employee ongoing development for a successful lifelong career:

- ▶ **Employee Development:** Providing the employee with lifelong learning opportunities.
- ▶ **Engagement and Retention:** Retaining the right talent through a culture of employee engagement, including leadership coaching and recognition, as well as quarterly internal surveys to continuously assess our engagement levels and make any changes as needed.
- ▶ **Recognition and Rewards:** Recognizing our employees' hard work through fun, socially interactive platforms. Currently, we use Bonfyre, an online platform that allows all employees to recognize others for exemplary performance. Comments are visible to the employee's managers and others within the company.
- ▶ **Performance Management:** Using scorecards, goals, and KPIs to track employee performance at all levels.
- ▶ **Succession Planning:** Using 10 different contributor levels, and our proprietary Career Journey Blueprint, employees can recognize potential career interests, required experience, and capabilities, and to prepare for their next internal career move.

Bench Program

MTM Transit recognizes the benefits of promoting from within; we develop internal employees to build a pipeline of future qualified leaders through our Bench Program. The Bench Program is a 12-month leadership program that provides participants with the skills and confidence to immediately step into a leadership role. This program combines multiple learning strategies, including:

- ▶ Virtual instructor-led classes
- ▶ On-demand submissions
- ▶ Role-play
- ▶ Mentoring
- ▶ Flipped classrooms
- ▶ Job rotation
- ▶ Individualized development plans

The program pushes participants outside their comfort zones to learn through activities including vision boards, presentations, cross departmental assignments, and video submissions surrounding a variety of topics. Through this program, MTM Transit develops and certifies Brand Ambassadors who represent MTM Transit both internally and externally.

Participants also complete behavior- and knowledge-based assessments, which outline competencies for success. Participants use these assessments in partnership with their direct supervisor to create an individualized development plan (IDP) to use for coaching.

During the program, each participant works with a strategically assigned executive-level mentor, meeting monthly to receive coaching and guidance. All executive leaders deliver department-specific training to increase organizational knowledge. Leadership also leads project teams for participants; each team spearheads an idea to support a corporate goal for MTM Transit.

Following completion of the Bench Program, we survey participants to gauge their satisfaction with mentoring relationships, identify areas of opportunity, and improve overall effectiveness of the program.

EMPLOYEE ENGAGEMENT



Outside of training and development, we work to retain qualified personnel through a culture of excellent employee relations. We take several steps to minimize turnover and encourage careers, including offering competitive wages based on local cost of living, operating a wellness program, and providing benefits with multi-tiered health coverage options, as well as paid time off that increases based on tenure.

Staff interaction is a key focus for MTM Transit. We celebrate holidays, new employees, and achievements, and promote community engagement to support the members we serve. Our intranet news site, which we call Core, connects employees throughout all our locations by highlighting awards, celebrations, and other events, as shown in **Figure 24**.

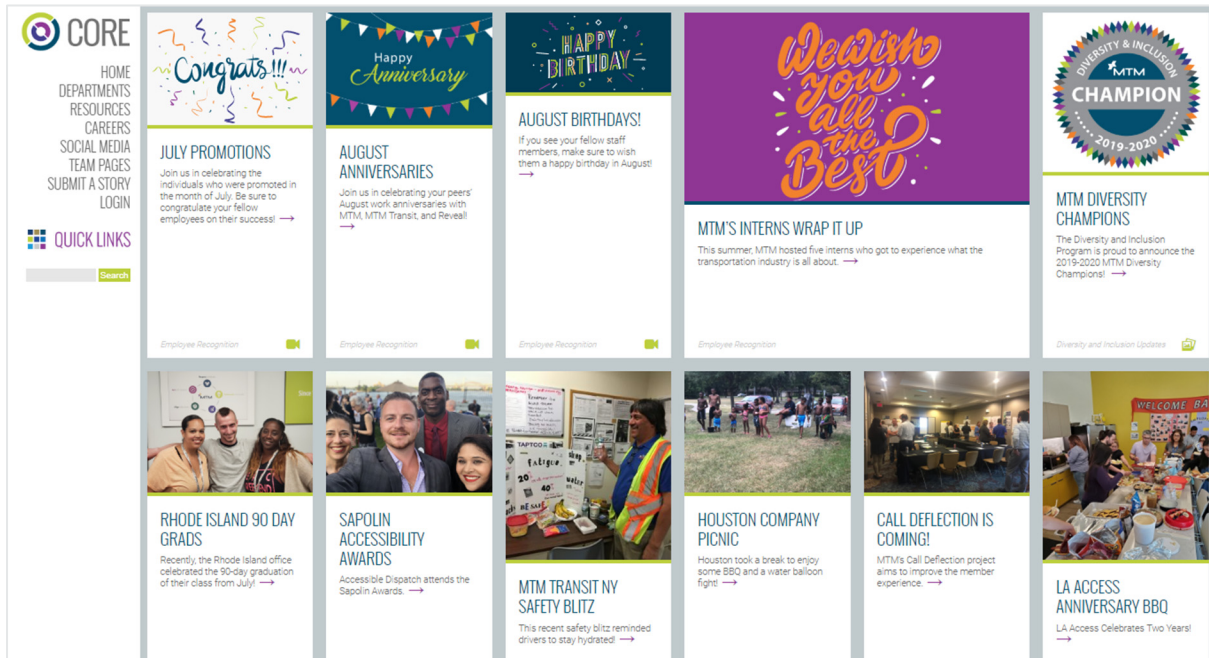


Figure 24: Core. MTM Transit’s intranet news site engages employees in our unique culture.

Employee Surveys

We also contract with a third-party provider called Emplify to conduct confidential employee engagement surveys across our organization each quarter. Our leaders act based on the results of each engagement operator to ensure our directives are positively impacting our teams and driving retention of quality employees.

9. Staffing Plan



9. STAFFING PLAN

Submit a detailed staffing plan indicating all management and staff employee positions, the number of full-time equivalent employees at each position (full-time equivalent employee equals 2,080 work hours per year), and salary and benefit schedules for each employee classification. The staffing plan should be specific to each of the three years. PROPOSER selected under this RFP will be required to adhere to its Staffing Plan throughout the term of the Agreement. The Staffing Plan should demonstrate that the PROPOSER shall be able to recruit, provide and retain a sufficient number of qualified personnel to operate the services being procured under this RFP in accordance with all contractual requirements and current service levels. In addition:

- a. The staffing plan must include the résumés of the proposed Regional Manager, General Manager, Safety/Training Manager, Dispatcher(s) showing all relevant education, training and experience. PROPOSERS are instructed not to submit managers for consideration unless these individuals are expected to be available for the entire contract period on a full-time basis.*
- b. Provide a description of the PROPOSER's plans and programs to promote employee recruitment and retention, including its plan for adequate compensation and benefits, opportunities for advancement, and other means for promoting the recruitment and retention of employees and the preservation of a stable work force.*
- c. Provide a description of the PROPOSER's program for rewarding outstanding employee performance, including attendance, and for enhancing the overall quality and performance of the workforce.*

To fully meet the needs of the City of Manteca's Transit Operations program, its passengers, and this contract in its entirety, MTM Transit will provide sufficient local presence, backed by our solid foundation of executive support. Our local staff will receive appropriate training and have adequate work experience, allowing us to ensure the successful start-up and management of this program. MTM Transit will recruit and retain as many current transit employees as possible, and we will retain the previous contractor's employees for a period of no less than 90 days. We will comply with the personnel and hiring requirements of the contract. Our hiring procedures are described in detail in **Section 4. Personnel, Hiring Program** on **page 47**.

A description of MTM Transit's employee benefit package and incentive programs, as well as the benefit schedules, are included in **Section 8. Employee Work Rules and Benefit Package** on **page 100**.

STAFFING/KEY PERSONNEL

MTM Transit assures the City we will provide a qualified, dedicated, local team, who is fully supported by the oversight of our experienced executive staff, to effectively operate the City of Manteca’s Transit Operations program. This includes providing a fully dedicated local staff for the program as described in **Section 4. Personnel** on **page 36**. In that same section, we have detailed the backgrounds of our key personnel, including Scott Transue, MTM Transit’s Regional Vice President; our confidentially proposed General Manager; Adam Perriera, our Maintenance Manager; and our confidentially proposed Safety/Training Manager. Their resumes are included in **Attachment A**. MTM Transit intends to interview and hire an incumbent dispatcher for the Lead Dispatcher position if a strong candidate is identified.

Figure 25 outlines our proposed staffing plan for the first three years of the contract term, including the number of full-time equivalent (FTE) employees for each position. We have also provided our staffing plan for the option years. We are confident this staffing plan will provide the adequate staffing levels needed to provide the services as outlined in this RFP. Each position listed will be located on-site and fully dedicated to the MT program. We agree to adhere to our staffing plan throughout the term of the contract, and to adjust as appropriate to support program demand and growth. Additionally, we will hire as many qualified incumbent employees as possible, ensuring they meet MTM Transit and MT qualifications.

Position	Years 1-3 FTE	Option Years 4-5 FTE
General Manager	1	1
Safety and Training Manager	1	1
Maintenance Manager	1	1
Lead Dispatcher	1	1
Dispatcher	1.5 (1 FT, 1 PT)	2.5 (2 FT, 1 PT)
Road Supervisor	1	2
Utility Worker	1	1
Operator (Driver)	13	23
Total	20.5 (20 FT, 1 PT)	32.5 (32 FT, 1 PT)

Figure 25: Staffing Plan. MTM Transit’s proposed staffing levels.

Our recruiting, hiring, and retention processes allow MTM Transit to attract and retain high-quality employees who know the local area and the local community; more information on these processes can be found in *Section 4. Personnel, Hiring Program* on **page 47**. Our personnel receive appropriate training both during start-up and ongoing and have adequate work experience, knowledge, and licenses to perform the services required under this contract; more information on training can be found in *Section 10. Training Program* on **page 112**. As noted in the table above, it is our intent to hire mainly full-time staff to fill the staffing plan. This allows more employees to access our benefits, and we have found that it improves employee retention.

10. Training Program



10. TRAINING PROGRAM

Submit a description of the PROPOSER's program for training operators, dispatchers, supervisors, and other personnel. The Training Program must include an identification of the specific course content or subject matter and the number of hours of training to be provided for each of the above classes of employees. A minimum of 144 hours per bus operator is required for the initial training program. In addition, provide the following:

- a. A description of the specific training the PROPOSER will provide regarding (1) the operation of Equipment and systems used in providing service under the Agreement; (2) the ADA training program; (3) customer service training program; and (3) safety and security of operations, Vehicles, and the MTC to assure compliance with the safety and security requirements of the Agreement.*
- b. A description of both initial and in-service training, including the steps the PROPOSER intends to take to improve employee skills, enhance service quality, and promote safety in the performance of work.*

The cornerstone of any successful transportation program is a stable team of trained, experienced staff. MTM Transit devotes a great deal of time and effort to our training program to provide the skills necessary to perform jobs efficiently and effectively. Our proven curriculum familiarizes all MTM Transit staff with the duties of their position, as well as the policies and procedures for the clients they serve. Each member of the staff serving the City will be well-versed in the City's policies and procedures. As required by the RFP, we will develop, implement, and maintain a formal training and retraining program that is subject to the City's review and approval. All MTM Transit employees working on the Manteca Transit program will undergo our training, including bus operators, dispatchers, and supervisors, as outlined below **(2.2.5)**.

We also cross-train to add a layer of redundancy to each position and enhance each employee's knowledge of and dedication to the program. MTM Transit has developed and implemented formal training and retraining programs, in accordance with all applicable regulations, laws, and ordinances, for all our operators, road supervisor, managers, dispatchers, and utility worker personnel. We will implement this same training program for the MT program.

As part of the training program, MTM Transit distributes an Operator Manual and an Employee Safety and Training Manual to all employees. These manuals address operator rules; accident/incident procedures; communications policies; inclement weather policies; vehicle inspection, care and maintenance policies and procedures; reporting procedures; and pertinent forms.

OPERATOR TRAINING

Operator training is essential for the proper operation of the MT program, and MTM Transit takes pride in our proven ability to attract and retain the most qualified operators and ensure their appropriate training. Our extensive experience in the transportation industry has taught us that a thorough and appropriate training curriculum is vital to the successful operation of a program.

Because operators strongly influence both productivity and customer service, their feedback and input are highly regarded. MTM Transit trains each operator in the basics of driving, securement, and customer service, as well as reporting inefficient routing and identifying potential conflicts. Our operators are trained on how to operate all types of buses, wheelchair lifts, securement systems, and other equipment used to provide service for the MT program.



Our operator training emphasizes safety and customer service; accident/incident prevention; and vehicle care. MTM Transit has developed formal training and retraining programs for operators. Our operator training curriculum features:

- ▶ MTM Transit classroom manual
- ▶ Participant guides
- ▶ Facilitator guides
- ▶ Written tests
- ▶ In person, one-on-one, and group trainings
- ▶ Skills assessments

Our operator program for MT will meet the minimum of 144 initial training hours. A high-level overview of our operator training program is outlined in **Figure 26**, along with the hours assigned to each topic. This outline consists of our basic training procedures and hours, but we can add additional hours and training topics to meet the City’s requirements for training standards, as needed. Existing operators transferring from incumbent operations may qualify for reduced training, dependent on results of an initial skills assessment and approval from the City.

Operator Training

Classroom Training Topics	Hours
Welcome to MTM Transit and Paperwork	1
Meet the General Manager and Local Staff (with Facility Tour)	0.5
Introduction to Professional Driving	1
Federal Laws Regulations	0.5
Safety Best Practices	0.5

Operator Training

LLLC Defensive Driving (Smith System Program)	1
Hazard Identification and Mitigation	0.5
Introduction to the Bus	0.5
Pre-Trip and Post-Trip Inspections	1
Mirror Adjustments and Reference Points	3
Preventing Rear End Collisions	0.5
Preventing Intersection Accidents	1
Railroad Crossings	1
Pedestrian and Bicycle Awareness	1
Preventing Backing Accidents	1
Merging, Changing Lanes, and Passing	0.5
Adverse Driving Conditions	1
Operating Electric Powered Buses	1
Preventing Operator Fatigue	0.5
Preventing Operator Distractions	2
Hazard Communication	0.5
Injury Prevention – Slips, Trips, and Falls	1
Using Maps and GPS	0.5
Employee Safety Reporting Program	0.5
MTM Transit Emergency Procedures	1.5
Health and Wellness	1
Sexual Harassment – Respectful Workplace	1
Professionalism and Customer Service	1
Conflict and Aggression Management	0.5
ADA Compliance and Sensitivity	0.5
Mobility Devices	1
Contract Specific Requirements	2
Whistleblower	1
Preventing Harassment	3
Drug and Alcohol Awareness	1
Bloodborne Pathogens	1
Emergency Evacuations	1
Accident Procedures	1
MTM Transit Accident Reporting Procedures	1

Operator Training

National Transit Institute (NTI) – Warning Signs	0.5
Classroom Review	0.5
Classroom Final Exam	1
Pre-Driving Skills, Observation, and Behind-the-Wheel (BTW) Training	Hours
Pre-Trip and Post-Trip Inspections	2
Mirror Adjustments and Reference Points	2
Lift and Ramp Operations	3
Securement Systems	3
Closed Skills Course	12
Commentary Driving	6
On-the-Road Observation	12
On-the-Road Safe Driving Skills	12
On-the-Road Safe Driving Skills and Route Training	10
On-the-Road Final Assessment	1
Cadet Driving with Passengers (One-on-One Training in Revenue Service)	40
Graduation from Training	1
<i>Classroom Total</i>	<i>40.00</i>
<i>Pre-Driving Skills, Observation, and Behind-the-Wheel (BTW) Total</i>	<i>104.00</i>
Total Operator Training Hours	144.00

Figure 26: Operator Training Outline. A high-level overview of MTM Transit’s operator training program for the City.

MTM Transit evaluates each operator at least once a year, in accordance with their date of hire, to ensure safe driving habits and proper licensure and credentials. At this time, licenses are verified to check that they are not close to expiration; if they are close to expiration, measures are taken to renew the certificates. The evaluation includes the following areas:

- ▶ Pre-trip inspections
- ▶ Brake use
- ▶ Defensive driving techniques
- ▶ Following distance and space cushion driving
- ▶ Acceleration, braking, and stopping distances
- ▶ Lane use, lane change, and passing
- ▶ Left and right turns
- ▶ Does the operator slow to five miles per hour during turns?

- ▶ Intersections
- ▶ Does the operator know the four rules of intersections?
- ▶ Does the operator cover the brake?
- ▶ Does the operator “rock and roll” before making turns?
- ▶ Backing – Does the operator back the vehicle properly?
- ▶ Railroad crossing – Is the proper procedure followed?
- ▶ Hand position – Does the operator use proper hand position?
- ▶ Boarding and discharge – Does the operator position the vehicle safely?

Our local management team also periodically conducts unannounced spot checks of vehicle cleanliness to verify operators maintain clean vehicles that reflect positively on the City and MTM Transit. As an added component of operator evaluations, MTM Transit reviews footage from the on-board cameras to coach, discipline, and praise operators as appropriate.

MTM Transit retains completed training records in each employee’s file. We follow all federal and state standards governing our operators and will provide training records to the City upon request. Further, we maintain a file on each operator that includes copies of annual motor vehicle records; records of complaints, commendations, and accident reports; and documentation of training completed. We maintain a separate and confidential physical and drug screen file if required, which is available for annual inspection.

More information on a few of our trainings is provided below:

- ▶ Defensive driving program
- ▶ PASS training
- ▶ Wheelchair lift and securement training
- ▶ Medical emergencies training
- ▶ Ongoing operator training

▲ Defensive Driving Program

MTM Transit uses TAPTCO’s defensive driving curriculum for operators. This curriculum is enhanced with MTM Transit elements, as well as materials from the National Safety Council, and exceeds the content of many individual programs. TAPTCO is an award-winning operator training program focused on changing behavior to avoid accidents, deliver professionalism, provide better performance, and keep operators and passengers safe. Our training focuses on superior customer service with an emphasis on empathy and the special needs of our passengers.

▲ PASS Train-the-Trainer

MTM Transit proudly provides the Passenger Assistance Safety and Sensitivity (PASS) Trainer Certification program, which helps ensure operators have current expertise in passenger assistance techniques and sensitivity skills appropriate for serving persons with disabilities. The PASS training course for all new operators and existing incumbent operators is eight hours and is part of our new-hire training.



All MTM Transit trainers attend the PASS Trainer Certification program, which is designed as a two-day Train-the-Trainer workshop to certify trainers who can then train operators. Some of the advantages of offering the PASS certification program are the ability to reduce organizational liability; comprehensive, up-to-date training on the assistance operators should be providing to passengers with special needs; intensive emergency training; and updates for all participants on relevant regulatory changes. The PASS Trainer certification is valid for three years and participants can renew online, or by attending a PASS workshop. The course outline for the two-day trainer certification is provided in **Figure 27**.

PASS Train-the-Trainer Certification Program		
Day 1	▶ Introduction	▶ Communication
	▶ Distracted Driving	▶ People First Language
	▶ Operator Fatigue	▶ Disability Awareness
	▶ Epilepsy or Seizure Disorders	▶ Diabetes
	▶ Americans with Disabilities Act	▶ Assisting Passengers with Service Animals
	▶ You as a Professional	▶ Transit Employee Occupational Safety and Health
	▶ Professional Driving	
	▶ Customer Service	
	▶ Stress	
Day 2	▶ Bloodborne Pathogens	▶ Wheelchair Securement
	▶ Kidney Dialysis	▶ Securing the Wheelchair Occupant
	▶ Mobility Equipment and Features	▶ Transporting an Aging Society
	▶ Lift Operation	▶ Sexual Harassment
	▶ Evacuation	▶ Accidents and Emergencies
	▶ Fire Extinguishers	▶ Medical Emergencies

Figure 27: PASS Train-the Trainer Course Outline. A high-level overview of MTM Transit’s PASS certification program.

Wheelchair Lift and Securement Training

MTM Transit operators receive two hours of initial training in wheelchair securement and loading procedures, and they receive refresher training in wheelchair securement as part of their ongoing training. Properly maneuvering and handling wheelchairs is also included as part of our sensitivity training. Our road observation procedures include verifying that our operators are properly securing all mobility devices.



MTM Transit operator adjusts wheelchair securement belts.

Medical Emergencies Training

To ensure our operators are well versed in handling medical emergencies, we include training in the PASS program to cover medical emergencies and to help with the understanding of warning signs of medical emergencies in passengers. In the PASS training, our operators will go through the steps of reporting and assisting with different types of medical emergencies. Seconds save lives, so we teach our operators in our Medical Emergencies PASS class to learn to recognize some key indicators of life-threatening emergencies.

We cover the following passenger warning signs, which include:

- ▶ Chest pains lasting two or more minutes
- ▶ Uncontrolled bleeding
- ▶ Sudden or severe pain
- ▶ Coughing or vomiting blood
- ▶ Sudden dizziness, weakness, or change in vision
- ▶ Difficulty breathing, or shortness of breath
- ▶ Change in mental status (e.g., confusion, difficulty arousing)
- ▶ Severe or persistent vomiting or diarrhea

The lifeline to any passenger medical issue is to be able to call for medical help immediately and relay these symptoms to emergency responders. This all starts with good quality training, which MTM Transit provides to our operators in the emergency medical procedures training.

“*Driver Lyle (Pettenger) may have saved someone’s life. Lyle saw that someone was unconscious in their car and called 911, and an ambulance showed up and took the person away. I wanted to call and let you know how much Lyle cares about people and how extraordinary he is.*”

Effie, CATARIDE Passenger

▲ Operator Evaluations and Monitoring

Operators will be tested throughout the initial training and will be required to pass a test at the end of the training to determine competency to ensure each operator follows all procedures introduced in training. Evaluations will be conducted after initial training and periodically throughout the contract. Further, operators must receive sign-off by the instructor regarding their skills prior to operating a vehicle for the program. At least once every six months, an in-service evaluation will be conducted for each operator to ensure quality service and safe operations. Assessments will be documented on the appropriate form and kept on file for each operator at MTM Transit’s local facility. Also at this time, medical cards and driver’s licenses will be checked to ensure all documentation is in good standing [\(2.2.5\)](#).

All MTM Transit operators will be certified as having completed our formal training course for new operators, as approved by the City. We will assure they will be licensed with a valid California Class B driver's license with appropriate certification(s) and medical card. In addition, MTM Transit will ensure that:

- ▶ Operators of transit buses will possess a Verification of Transit Training Certificate as issued by the State of California Department of Motor Vehicles, pursuant to Section 12804.6 of the California Vehicle Code
- ▶ Operators of Dial-A-Ride and ADA paratransit vehicles will possess a California General Public Paratransit Vehicle (GPPV) certificate
- ▶ Operators will meet all applicable requirements as established by the California Highway Patrol

MTM Transit will notify the City of any disciplinary action that is taken against any operator that may affect the safety of operations.

▲ Ongoing Operator Training

Ongoing training is an important component of MTM Transit’s operator education program and training process. We provide ongoing training at monthly safety meetings, with annual hours of ongoing training totaling 12 hours per year. In addition, we will provide an eight-hour advanced training course once per year for all operators. This retraining will include all aspects of the original training. The ongoing training reviews topics covered during initial training, including defensive driving; passenger assistance; operational issues; and selected safety matters such as customer service tips, railroad crossing safety, and wheelchair securement.



In addition, we reevaluate operators once a year in accordance with their date of hire to ensure safe driving habits and proper licensure and credentials. If license or credentials are close to expiration, we require operators to renew. If an operator is involved in a preventable accident, they are required to complete eight hours of evaluation and retraining before being allowed back into service.



Unmatched in the industry, all MTM Transit operators must successfully complete **annual recertification**, which includes LLC defensive driving, wheelchair securement, and customer service training.

The annual recertification training is a minimum of four hours additional training annually. Every three years we recertify our operators with the PASS training program, which is eight hours.

“The service is handy and the drivers are really nice. I have never experienced any problems. I love it!”

Danielle Myer, Passenger
LFPT, Lancaster, Ohio

▲ Bus Operator Responsibilities

MTM Transit will properly train operators to ensure they adhere to the operator's responsibilities outlined in the RFP **(2.2.6)**, to include:

- ▶ When requested by the City, operators will hand out notices to passengers or otherwise assist in customer relations, promotion, marketing, monitoring, and supervisory functions
- ▶ Operators will be required to honor special passes; collect, cancel and/or validate passes, tickets, and coupons; and issue and collect passes, tickets, and transfers, as the City determines
- ▶ Operators will verify cash fares deposited in the farebox and for purchasing passes
- ▶ Operators will record ridership counts by passenger category and boarding location in accordance with procedures approved by the City
- ▶ Operators will be trained in the secure collection and proper reporting of fares and ridership counts in accordance with industry standards and in compliance with City policies and procedures
- ▶ Training bus operators to provide passenger assistance to persons with disabilities, including boarding and alighting assistance, and loading and unloading of small packages

Fare Collection

We will train operators to handle fare collection; at MTM Transit, we have designed our revenue collection and reconciliation procedures to ensure proper accountability, provide an audit trail, and minimize the potential for abuse. We are committed to safeguarding our client's financial resources and will conduct our fare accounting and cash handling procedures in accordance with internal control procedures established and approved by the City. Our system is based upon the principles of limited access, specific individual accountability, and joint responsibility of monies prior to deposit (at least two employees present). We acknowledge that MTM Transit will oversee, collect, and document the daily fare deposit procedure, with bus operators emptying manual fareboxes on each vehicle daily into the City's vault (in the presence of a manager, road supervisor, or the utility worker); we understand we are responsible for transporting fare revenue daily to the City's Finance Division, except for Saturdays and alternating Fridays **(2.2.15)**. Alternately, we will transport to the City-approved bank as noted in Section 1.17 of the RFP if that is the City's requirement.

DISPATCHER TRAINING

MTM Transit will train and empower our dispatchers to act in the best interest of the City, problem-solve, and resolve conflicts. Our thorough training program instructs our staff to strike the appropriate balance between customer service and efficiency. Our staff will have detailed knowledge of the City of Manteca’s transit services, fares, operating policies, contract requirements, and appropriate use of Reveal.

We will ensure that staff who may be assigned to assisting passengers over the phone or in the Transit Center in customer relations skills, telephone manners, accident/incident procedures, fares, bus and demand response schedules and services, information referrals, ADA regulations regarding trip reservations, Manteca Transit reservation procedures, and operating policies. In addition, our dispatch personnel assigned to Manteca Transit scheduling and vehicle dispatching duties will be properly trained on applicable procedures and professional technique (2.2.5).



MTM Transit’s dispatchers complete 40 hours of the classroom instruction portion of operator training and at least 40 hours of training on relative topics to their positions, such as those included in **Figure 28**.

Training Topic	Focus Points
Client Emergencies	<ul style="list-style-type: none"> ▶ Passenger Illness ▶ Violent Passenger ▶ Disruptive Passenger ▶ Injured Passenger ▶ When to Call the Police ▶ Emergency Response Procedures
AVL	<ul style="list-style-type: none"> ▶ Locating Vehicles ▶ Reviewing Operator Routes ▶ Locating Passenger Drop-Off ▶ Locating Passenger Pick-up ▶ Using AVL for Corrective Action
Reservations	<ul style="list-style-type: none"> ▶ Interacting With Callers with Speed, Courtesy, and Respect ▶ Phone Operations ▶ Customer Service ▶ Minimizing Talk Times ▶ Reveal Software
Dispatching	<ul style="list-style-type: none"> ▶ Voice Dispatching ▶ Effective Routing ▶ Decision Making ▶ No Show Procedures ▶ No Pay Procedures ▶ Reveal Software
Scheduling	<ul style="list-style-type: none"> ▶ Effective and Efficient Run Building ▶ Reveal Software ▶ Identifying and Correcting Scheduling Errors ▶ Effective Routing

Training Topic	Focus Points	
Cancelling and Creating Trips	<ul style="list-style-type: none"> ▶ Scheduling Trips ▶ Grouping Trips 	<ul style="list-style-type: none"> ▶ Moving Trips ▶ Accurate Reveal Software Trip Booking
Communicating with Operators	<ul style="list-style-type: none"> ▶ Using the Tablet ▶ Radio Etiquette 	<ul style="list-style-type: none"> ▶ Radio Procedures ▶ Vehicle Familiarization
Passenger Interaction	<ul style="list-style-type: none"> ▶ Passenger Relations ▶ Disability Awareness ▶ Calming Irate Passengers 	<ul style="list-style-type: none"> ▶ Sensitivity Training ▶ Customer Service ▶ Trip booking scripts
Accident Procedures	<ul style="list-style-type: none"> ▶ Notifying clients 	<ul style="list-style-type: none"> ▶ DOT Post Accident Drug and Alcohol Test
Reporting and Record Keeping	<ul style="list-style-type: none"> ▶ Record Processing ▶ Maintaining Accurate Records of Daily Trip Activity 	<ul style="list-style-type: none"> ▶ Reconciliation and Auditing ▶ Reveal Software ▶ Confidentiality and HIPAA

Figure 28: Dispatcher Training. A high-level overview of MTM Transit’s training for dispatchers.

Part of MTM Transit’s training for dispatchers, as indicated above, includes sensitivity training and how to calm irate passengers to de-escalate a situation. We believe in equipping our staff to expertly handle any situation that may arise, allowing them to always provide the best customer service possible.

ROAD SUPERVISOR TRAINING

Our Road Supervisor will receive the same classroom and behind-the-wheel training as operators and 12 hours of annual refresher training. Additionally, they complete 20 hours of formal training on dispatching protocol and required supervisory reports. At the end of each training day, they take a quiz covering that day’s materials and must score a minimum of 80%.

We also train Road Supervisors in the field, testing problem-solving by placing each Road Supervisor in a situation where he or she must determine the best solution for a vehicle movement or parking issue at one of the frequented passenger drop-off centers.

MAINTENANCE STAFF TRAINING

Our newly hired maintenance staff will receive 40 hours of classroom training like the classroom training provided to the operators. In addition, maintenance staff will receive one week of training on the following, and they will be required to pass a skills test at the end of training and prior to working on the City's contract:

- ▶ Manufacturer-provided training
- ▶ MTM Transit policies and procedures, and shop and environmental policies, procedures, and safety
- ▶ Drug and alcohol testing and reporting
- ▶ Overview of contract
- ▶ MTM Transit's Maintenance Manual and maintenance program requirements
- ▶ Parts ordering and inventory procedures
- ▶ Protective equipment, fluid disposal, and environmental compliance
- ▶ ASE certification training

MANAGEMENT TRAINING

A highly competent manager is skilled at both staff management and business operations. We provide our management staff with various training opportunities, including:

- ▶ A Supervisor Training Guide for new managers serves as a reference
- ▶ Web-based online video training through the MTM Transit Training Center provides over 600 resources including leadership, management/supervision, coaching and counseling employees, team building, ethics, harassment, and various other human resources topics
- ▶ In-depth orientation and ongoing one-on-one coaching and mentoring by the individual's immediate supervisor/manager
- ▶ Minimum of two hours Reasonable Suspicion Training
- ▶ Two hours of Sexual Harassment Prevention Training every two years

Additionally, local MTM Transit managers are required to complete our Leadership Education and Development (LEAD) training. The LEAD program focuses on what matters most – our passengers. Through a three-part series, LEAD training gives our leaders the tools and competencies needed to manage a team by developing business, personal leadership, and transformational leadership skills while focusing on our core values and safety.



When all three LEAD sessions are completed, the participant has a greater understanding of management basics, human resources processes and procedures, effective team building, budgets, operating systems, professionalism and communication, diversity/cultural competency, and leading a safety culture. LEAD training also emphasizes MTM Transit's core values: deliver value, act with integrity, respect individuals, align with clients, and collaborate to innovate.

AMERICANS WITH DISABILITIES ACT (ADA) TRAINING

MTM Transit will ensure compliance with all ADA requirements in operating MT services, including:

- ▶ The use of mobility devices to board passengers
- ▶ Properly boarding passengers who are required to stand on the wheelchair lift platform to be lifted into the bus
- ▶ Properly securing wheelchair passengers in the wheelchair tie-down positions
- ▶ Making the required announcements of stops

MTM Transit has in-depth knowledge of ADA laws and regulations. As a responsible transportation provider, MTM Transit will proactively monitor the MT program compliance with ADA standards to ensure superior customer service. Further, MTM Transit is a member of the American Public Transportation Association (APTA) and other various state and international organizations to help stay abreast of changes within the transportation industry. Our executive legal counsel reviews ADA requirements on a regular basis, allowing us to be aware of and understand any modifications as they occur. We will provide ADA compliance training to all MTM Transit team members serving the MT program.

CUSTOMER SERVICE TRAINING

Our passengers are always at the core of our operations, which is why we take great care in recruiting and retaining the right people. We have found that it is relatively simple to train an employee on the requirements of his or her job, but not to train them to be a good person. MTM Transit understands that many of the passengers we serve represent vulnerable populations, such as the elderly or those with varying abilities.



As part of our initial training program, all staff must complete training on customer service. This includes how to treat passengers with courtesy and respect, and for operators, how to appropriately assist passengers with disabilities or special needs as the situation may warrant. We also provide training on how to calm an irate passenger, which enables our staff to de-escalate situations in a courteous, professional manner. Staff who interact with passengers on the phone, including dispatchers, receive training on interacting with callers with speed, courtesy, and respect, while minimizing talk times.

We also train staff on the specific requirements of our contracts and will modify our training as needed for the City. MTM Transit's local team will be well-versed in the MT program and can answer questions from the public.

Whether operating a wheelchair lift or communicating with a person with cerebral palsy, we train our employees to treat passengers with the utmost respect and have their best interests in mind. In nearly every contract we operate, we provide services to individuals with disabilities and the elderly. We are familiar with working with these populations, and we strive to give them the best service possible.

MTM Transit's Human Resources department has a series of online video courses to augment on-site training. These courses, which all new employees are required to complete, address sensitivity issues, particularly relating to individuals with disabilities. They include courses on the following subjects:

- ▶ Compliance is Just the Beginning: Three Steps to Ethical Decisions
- ▶ Removing Barriers to Healthcare
- ▶ Sensitivity Training: People with Disabilities
- ▶ M.E.E.T. on Common Ground: Speaking Up for Respect in the Workplace
- ▶ Sensitivity Training for Teamwork
- ▶ Effective Communications
- ▶ Diversity and Inclusion



Further, we solicit information from the passengers and communities we serve about specific topics that should be addressed in our sensitivity training through passenger surveys. Included in MTM Transit's education and training requirements for all staff is a focus on etiquette—how to treat and interact with passengers, inclusive of sensitivity to their needs and medical conditions, confidentiality of information, and overall basic politeness. Sensitivity training

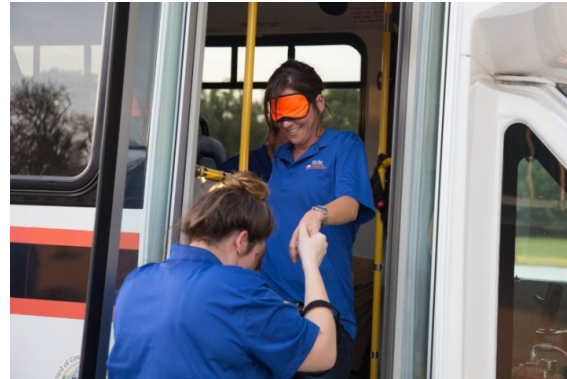
stresses appropriate interaction with people with disabilities, people of all sexual orientations, cultural and racial minorities, and the elderly. We recognize the critical importance of this behavior, and we investigate any reported deviance from this understood and expected conduct. We then follow up with appropriate disciplinary action.

▲ Sensitivity Training

To ensure our employees truly understand the challenges facing populations with disabilities or special needs as they navigate public transportation, we have created a sensitivity training program that includes both classroom and hands-on training. Further, MTM Transit adheres to the U.S. Department of Health and Human Services Office of Minority Health CLAS standards and uses interpretation services and TTD/TTY to accommodate all passengers.

Operators learn about empathy and customer service through a training program provided by the Easter Seals. We also include several hours of training on the ADA, and operators complete an exercise in which they walk blindfolded and ride a bus while blindfolded and secured in a wheelchair to get a better understanding of the challenges facing some passengers.

Our dispatchers and road supervisors undergo the same classroom training as operators. Upon contract award, we will modify our training program to meet the City's specific requirements.



Operator in Sumter County, Florida, exits bus wearing blindfold to understand experiences of visually impaired passengers.

“*Excellent service to the community and friendly staff who cares. MTM Transit goes the extra mile, literally. Awesome, thank you!!*”

Sumter County Transit Passenger

De-Escalation Training

We fully understand the scope of services and the customers we serve. To improve ridership numbers and the overall customer experience, it is important that our team members, especially operators and customer service staff, are trained to de-escalate certain situations and know how to best handle intense or stressful situations. The safe transportation of customers is paramount, and we acknowledge the role our front-line employees play in achieving this.

Accordingly, we provide all operators and customer service staff with initial and annual de-escalation training covering how to respond to passengers who become agitated and disruptive during transport, tactics for keeping customers calm, and how to best ensure customers are properly seated and secured during transport. Operators and customer service staff learn several de-escalation techniques to help them manage possible scenarios in the safest, most sensitive manner possible.

CROSS TRAINING EFFORTS

The culture at MTM Transit is one of teamwork in every department; we are a group of professionals who understand the bigger picture when serving passengers and clients. MTM Transit's cross training program increases team members' understanding of each person's role in providing great service.



For example, our operators spend time as dispatchers for a day, and our dispatchers accompany operators on their routes. By spending time in each other's work environments, team members gain a greater appreciation for their coworkers and the jobs they perform. This has resulted in improved morale, more efficient collaboration between employees, and improved customer service.

KNOWLEDGE COLLEGE

Throughout employment, our staff receives continual training, including annual performance reviews and access to our online learning resource, Knowledge College, shown below in **Figure 29**. The system contains hundreds of online training sessions that are accessible 24 hours a day, seven days a week, for staff to develop their job skills and earn certifications. These courses cover a variety of subjects to meet the training needs of our employees, from job-specific technical courses to topics such as Excel, Word, Communication, Time Management, Organizational Skills, Leadership Essentials, and Sales. These courses are used to enhance job training and performance and as part of employees' personal and career development plans.

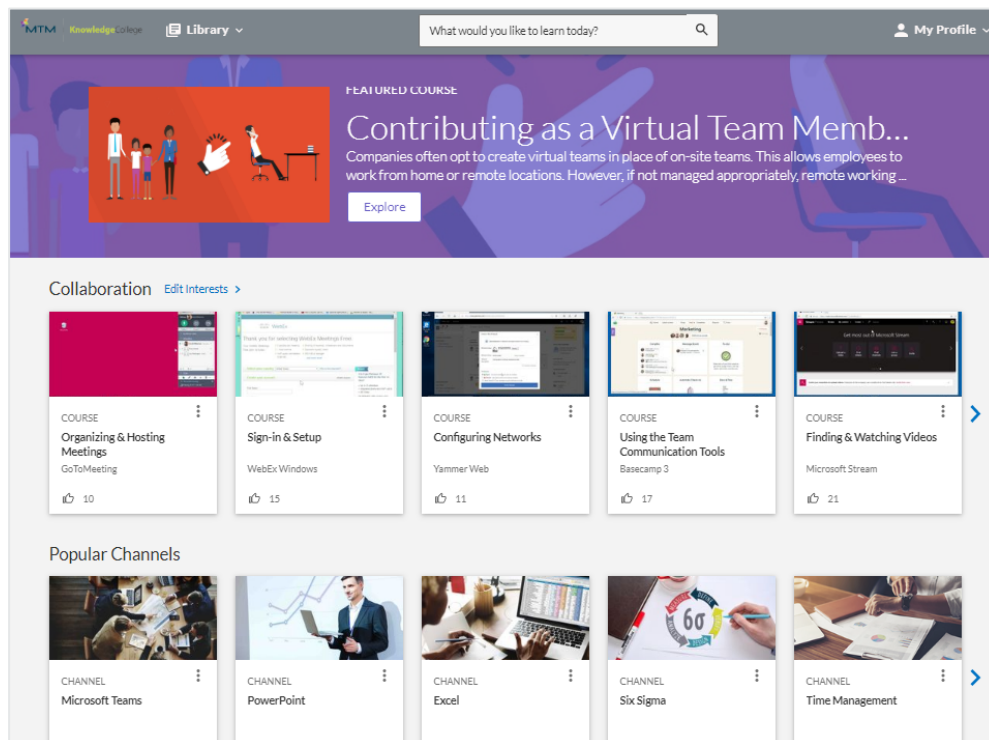


Figure 29: Knowledge College Training. MTM Transit employees have 24/7 access to courses through Knowledge College.

After completing each self-paced training session, the employee completes a quiz on the covered material and must score 90% or higher to earn the Certificate of Achievement. Our Corporate Training and Development team receives an automatic alert when an employee earns a certificate, and a copy is placed in the employee's file. Supervisors can also select specific subjects for team training. Participation in the online training library is a part of each employee's annual evaluation, as it enhances current skills and promotes professional growth.

11. Safety, Security Programs, and Risk Management



11. SAFETY, SECURITY PROGRAMS, AND RISK MANAGEMENT

This section shall include (1) a description of the PROPOSER's program for assuring safe transit operations and compliance with Federal and State safety laws and regulations, including a bus operator evaluation program; and (2) a description of the PROPOSER's safety record over the past five (5) years, in statistical form if possible, including an identification of any citations during that period for violations of the FTA Public Transportation Agency Safety Plan, California Occupational Safety and Health Act, the Federal Occupational Safety and Health Act of 1970, or any other applicable safety law or regulation.

MTM Transit believes safety is the single most important indicator of a quality transportation program. We establish and maintain a culture that always demands safe behavior, which provides a solid foundation for building a successful safety plan. We have many measures in place to promote and sustain a safety-focused culture. MTM Transit:

- ▶ Has never been assessed any OSHA or EPA violations
- ▶ Maintains 100% drug and alcohol program compliance
- ▶ Monitors each facility on a random basis for safety compliance

MTM Transit focuses on safety in all its operations, and we will assume full responsibility for the safety and security of passengers, personnel, and the City's vehicles and equipment. We will comply with all applicable California Highway Patrol (CHP) and OSHA requirements and will provide the City with copies of annual CHP vehicle and equipment inspections, safety compliance reports, and any pull notices, participating in California DMV's "Driver Pull Notice Program" for appropriate monitoring of employee driver license activity. MTM Transit will require all bus operators, dispatchers, and supervisors to participate in our safety program.

Our formal safety and accident prevention program is in full compliance with California state law and includes safety meetings, safety incentives, and comprehensive initial and ongoing safety training as well as participation in safety organizations and in risk management activities provided by our insurance carrier or other organization **(2.2.8)**. We keep all employees apprised of our daily, weekly, monthly, and annual performance with highly visible safety boards and safety performance messages. In all meetings, we set aside time to discuss our ongoing safety and customer service performance. Our employees continually see and understand the importance of safety and excellent customer service and our vision to be the best transit provider and how we are performing to that vision. In addition, our safety training, detailed in **Section 10. Training Program** on **page 112** incorporates the nationally recognized Transit and Paratransit Company (TAPTCO) bus safety and operator training program.

SAFETY MANAGEMENT SYSTEM PLAN

MTM Transit holds all employees responsible for enforcing safety rules and complying with federal, state, and local regulations, in addition to those set forth by our clients. Our Safety Management System (SMS) Plan includes accident prevention, response, review, and analysis; employee retraining guidelines and procedures; instructions for determining preventability of accidents using the National Safety Council (NSC) guidelines; a program for internal meetings to promote safety awareness; MTM Transit participation in safety-related organizations; and operator incentive provisions for safety. **Figure 30** highlights the key elements of MTM Transit’s safety program.

Key Elements of MTM Transit’s Safety Program

Hazard Identification, Prevention, and Control	▶ Incident Management and Investigation	▶ Emergency and Disaster Plans
	▶ System Security	▶ Vehicle Inspections
	▶ Safety Audits	▶ Safety Team
Operator Safety Programs	▶ Safety Reports and Forms	
	▶ Defensive Driving Program	▶ Customer Service Training
	▶ Fitness For Duty Evaluation	▶ Safety Bonuses
General Safety Programs	▶ Operator Refresher Training	
	▶ Blood-Borne Pathogens	▶ Fire Safety
	▶ Drug and Alcohol Awareness	▶ Right-To-Know
	▶ Ergonomics	▶ Workplace Violence
	▶ Fall Protection	▶ Fueling safety

Figure 30: Key Elements of MTM Transit’s Safety Program. Safety is MTM Transit’s top priority.

SAFETY PROCESSES AND PROGRAMS

MTM Transit creates safe operations through risk control, effective training, forming Safety Committees, conducting safety blitzes, and providing safety bonuses. We understand that safety and customer service is very important to the City, and we conduct our operations with safety always in mind.

MTM Transit's safety processes and programs reduce the frequency of unsafe behaviors, occurrence of collisions, and compensable injuries. We create an awareness of safety-related issues while providing continuous education and communication through the following mechanisms:

- ▶ Posters, banners, and pennants
- ▶ Monthly operator recognition
- ▶ Quarterly safety bonuses
- ▶ Safe operator awards and incentives
- ▶ Regular audits
- ▶ Daily safety messages
- ▶ Handouts and promotional items
- ▶ Newsletters and safety radio messages
- ▶ Mandatory monthly safety meetings
- ▶ Executive visits to the field
- ▶ Quarterly response drills

Our safety program fully adheres to all federal, state, and local regulations, and all staff, including support team members, participate in the program. We also invite the City to participate in our meetings and in review of our documentation.

“Thank you so much for always being there to take me to City Hall. Thank you for uplifting me when I felt down and making me laugh when I needed it. Thank you for giving me guidance and thank you for helping me out. I just wanted you to know that you are appreciated and I am thankful.”

Tori Taylor
Sarasota Passenger

▲ Safety Committee and Monthly Safety Meetings

Our confidentially proposed Safety and Training Manager will lead the Safety Committee and monthly meetings, and the City's staff will be included in these meetings if they wish to attend. The committee develops action plans and meets monthly to evaluate our safety program and lead safety meetings for all staff. Meetings will cover topics determined by the committee and approved by the City. During meetings, attendees discuss safety issues and recent incidents/accidents, and the committee chooses candidates for the monthly safe driving awards. We record all the meetings, and absent employees are required to watch or listen to the recording prior to the next meeting. The Safety Committee also reviews all accidents and incidents and determines preventability.

▲ Safety Blitzes

As part of our commitment to making safety an integral part of our everyday culture, MTM Transit conducts regular safety blitzes. We have found them to be an effective way of keeping employees engaged and making safety fun and enjoyable. For example, staff in our Eugene, Oregon office recently conducted a safety blitz with a popular movie theme (Disney Pixar's *Up*) to promote safety while assisting members of the community; the local leadership team made this blitz fun and memorable for the entire location.



Blitzes include random pull-out checks, hourly radio reminders, or stand-up meetings that enforce safety messages. During some of our past safety blitzes, we placed notes in different parts of vehicles that operators can redeem when they discover them during the pre-trip inspection.

▲ Quarterly Safety Bonuses

MTM Transit rewards operators who complete each quarter with no absences, no substantiated complaints, and no preventable accidents. The following qualifying criteria are used to evaluate safety performance each quarter:

- ▶ Employees must have no preventable accidents or preventable incidents
- ▶ Must attend all scheduled safety meetings
- ▶ All scheduled shifts must be performed and completed
- ▶ No valid customer or service-related complaints (this includes employee discipline)

The quarterly safety bonus is paid as follows:

- ▶ \$50 for full-time qualified employees
- ▶ \$25 for part-time qualified employees

The quarterly safety bonuses will be paid in compliance with the terms of the CBA.

▲ Daily Safety Messages

Each evening, MTM Transit’s Director of Safety Administration Matt Weinberg emails daily safety messages to managers and dispatchers at all MTM Transit’s locations. Dispatchers print these out and post them in the common areas and/or hand them out each morning before service to remind operators to focus on a specific safety concern each day. Messages address topics like making safe lane changes, bicyclists and driving, blind spots, fatigue, and proper backing techniques.



▲ Safety Contests

MTM Transit conducts contests across our operations to further promote safety. Local safety contests have various criteria and prizes for the winners, such as televisions, restaurant cards, Visa gift cards, etc. Contests are also conducted across MTM Transit location management teams to set up safety blitzes for specific topics; winning teams receive prizes such as Amazon gift cards for the most involved, most creative, and most effective safety blitz. These contests bring awareness to staff and encourage them to focus on safety and accident avoidance.

▲ Zero Accident Philosophy (ZAP)

MTM Transit chose Zero Accident Philosophy (ZAP) as our safety theme to increase employee buy-in and commitment on safety, as well as support our PTASP. Each MTM Transit employee signs a ZAP commitment letter, signaling their agreement to follow our safety procedures to eliminate accidents and injuries. We rolled out ZAP internally in June 2020, with a contest among our locations for the best ZAP-related safety blitz to get our employees excited and buying in. MTM Transit recognizes our top performing managers with a monthly ZAP Manager Award.



We recognize each ZAP winner with a picture and story on social media and our internal online news site, as well as with a **certificate of recognition and a gift certificate**. We also created a ZAP Man character who visits our locations and **spreads safety messages in a fun and engaging way**.

Figure 31 shows photos of some of our recent ZAP award winners and our ZAP Man.



Figure 31: Zap Man. Photos of recent MTM Transit ZAP Man visits.

▲ SMS Ambassador Program

Another program we rolled out in 2020 is our SMS (Safety Management System) Ambassador Program. Employees volunteer to serve as safety champions for our organization. Our SMS Ambassadors wear a badge on their uniforms, shown at right, which identifies them to all employees. SMS Ambassadors:

- ▶ Work with other employees to identify safety concerns, hazards, and issues
- ▶ Support newly hired employees by helping mentor them and answer questions
- ▶ Communicate safety concerns and issues to other employees and help address them at safety meetings
- ▶ Provide committee feedback at monthly safety meetings in front of their peers
- ▶ Present a program related to safety prevention at a location safety meeting



The role of SMS Ambassador is another way in which we empower our employees to take ownership of safety, and to ensure it is truly an integral part of all our everyday operations.

▲ Operator Evaluations

MTM Transit evaluates each operator at least once a year, in accordance with their date of hire, to ensure safe driving habits and proper licensure and credentials. At this time, licenses are verified to check that they are not close to expiring; if they are close to expiration, measures are taken to renew the certificates. The evaluation includes the following areas:

- ▶ Pre-trip inspections
- ▶ Brake use
- ▶ Defensive driving techniques
- ▶ Following distance and space cushion driving
- ▶ Acceleration, braking, and stopping distances
- ▶ Lane use, lane change, and passing
- ▶ Left and right turns
- ▶ Does the operator slow to five miles per hour during turns?
- ▶ Intersections
- ▶ Does the operator know the four rules of intersections?
- ▶ Does the operator cover the brake?
- ▶ Does the operator “rock and roll” before making turns?
- ▶ Backing – Does the operator back the vehicle properly?
- ▶ Railroad crossing – Is the proper procedure followed?
- ▶ Hand position – Does the operator use proper hand position?
- ▶ Boarding and discharge – Does the operator position the vehicle safely?

Our local management team also periodically conducts unannounced spot checks of vehicle cleanliness to verify operators maintain clean vehicles that reflect positively on the City and MTM Transit. As an added component of operator evaluations, MTM Transit reviews footage from the on-board cameras to coach, discipline, and praise operators as appropriate.

▲ idrive AI Cam System

We recommend installing the idrive AI Cam, an inertia-based camera system with extensive safety features, such as facial recognition, drowsy driving detection, safe distance warning, and distracted driving detection.

Unlike many competitor video monitoring systems, idrive is an inertia-based camera system that records continuously and allows us to request recordings from both inside and outside of the vehicle whenever a vehicle is operating. Other safety features include:



Distracted and drowsy driving detection helps prevent accidents, and facial recognition automatically identifies operators for accurate data and reports. idrive AI Cam also includes accident detection, which detects potential accidents and will send an alert to our project manager and road supervisor team.

MTM Transit can use the footage to monitor both operator and passenger behavior. If an accident occurs, idrive stores video, audio, GPS coordinates, speed, and g-force values. Additionally, idrive AI Cam offers an environmental component that helps reduce idle time and fuel consumption, and improve driving behavior, which together reduce wear and tear on the fleet. The idrive AI Cam system offers the features and benefits outlined in **Figure 32**.

Features	Benefits
<ul style="list-style-type: none"> ✓ Integrated dual camera (road & operator facing) ✓ Two additional cameras (AI-embedded) can connect to AI Cam ✓ Events stored on device ✓ IR sensor for low light operation ✓ Advanced heat dissipation technology ✓ Real-time fatigue and distraction detection ✓ AI to predict and prevent accidents in real time ✓ AI to assess risks and warn operators in real time ✓ Facial recognition for operator safety ✓ Fleet machine-learning ✓ Predictive and prescriptive analytics ✓ Automatic (OTA) updates ✓ Industry standard encryption ✓ GDPR compliant 	<ul style="list-style-type: none"> ✓ Proprietary and embedded neural network ✓ Platform as a Service – iris ✓ Real-time reports ✓ Company score ✓ Actionable intelligence ✓ Mobile app for fleet managers and operators ✓ ELD and Tachograph integration ✓ Customizable AI sets ✓ Quantifiable and measurable ROI ✓ Durable IP66 casing

Figure 32: idrive AI Cam Features and Benefits. Overview of features and benefits on idrive AI Cam.

We have included the costs of idrive AI Cam in our price proposal.

DRUG AND ALCOHOL POLICY

MTM Transit will provide safe, dependable, and economical transportation services for the MT program. As our employees are MTM Transit’s most valuable resource, it is also our goal to provide a safe, healthy, and satisfying work environment for all employees. In meeting these goals, it is our policy to:

- ▶ Ensure employees are not impaired in their ability to perform assigned duties in a safe, productive, and healthy manner
- ▶ Create a workplace environment free from the adverse effects of drug and alcohol abuse or misuse
- ▶ Prohibit the unlawful manufacture, distribution, dispensing, possession, or use of controlled substances
- ▶ Encourage employees to seek professional assistance when substance abuse adversely affects their ability to perform their assigned duties

Our Drug and Alcohol Policy that is distributed to every employee outlines our zero-tolerance policy for all MTM Transit locations. This policy complies with the Federal Transit Administration (FTA) regulations codified as 49 CFR Part 655, as amended and the United States Department of Transportation (DOT) regulations codified as 49 CFR Part 40, as amended. As you will see in our Drug and Alcohol Policy, provisions authorized by MTM Transit are italicized and bolded throughout this policy. All other policy provisions are implemented under the authority of the DOT and the FTA.

As required by the FTA and the DOT, we do not impose requirements in our drug testing program that are inconsistent or contrary to 49 CFR Part 40. The DOT regulations titled, “Procedures for Transportation Workplace Drug and Alcohol Testing” are codified as 49 CFR Part 40. The regulations ensure uniform practices for specimen collections, laboratory analysis, medical review, result reporting, and the Return-to-Duty process for violating employees. The regulations are applicable to safety-sensitive employees in transportation workplaces throughout the nation (transit, railroad, aviation, commercial operators, etc.).

The Omnibus Transportation Employee Testing Act (OTETA) of 1991 also directs each transportation administration to craft industry-specific regulations that define which employees are subject to testing, the testing circumstances, policy statement requirements, and training requirements, relevant to that industry. MTM Transit complies with both the DOT regulations described above, as well as the FTA regulations titled, “Prevention of Prohibited Drug Use and Alcohol Misuse in Transit Operations,” which are codified as 49 CFR Part 655.

SAFETY RECORD

MTM Transit is proud of our industry-leading safety record, which is a result of our commitment to safety and the strength of our training programs. From careful operator screening and training to comprehensive vehicle inspections, we ensure and maintain a safety-focused culture. We provide a steady flow of positive safety training materials and information and recognize those who are performing safely with safety bonuses. We also provide specific training tools that focus on the greatest needs of each of our contracts, including extensive securement training and continual refresher training.

Annual Miles Between Preventable Accidents

Our average number of revenue miles between preventable accidents for 2022 was 85,228 and we have maintained impressive statistics in this area over the past five years, as shown in **Figure 33**.

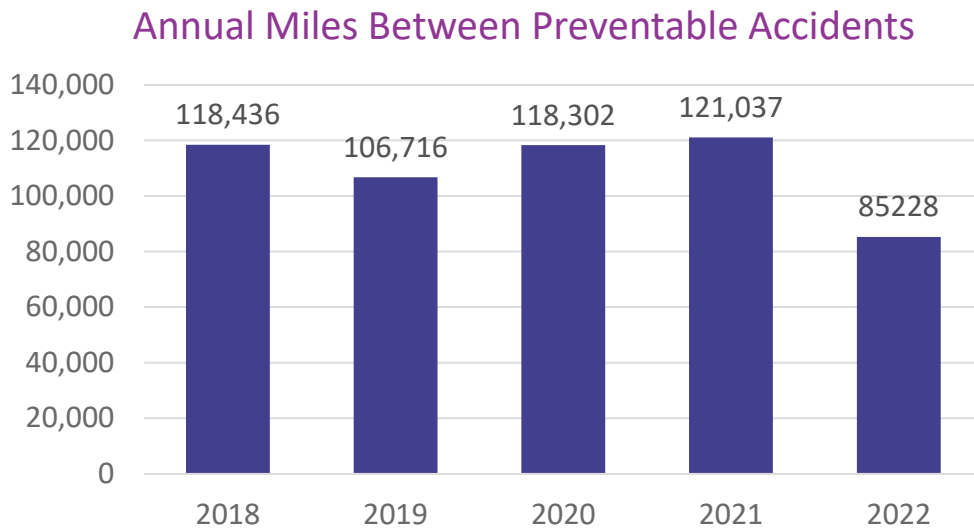


Figure 33: Annual Miles Between Preventable Accidents. MTM Transit’s safety-focused culture results in secure, reliable transportation.

▲ Accident Frequency Rates (AFRs)

We have one of the lowest National Transit Database (NTD) accident frequency rates (AFRs) in the industry, and we maintain and exceed all local, state, and federal safety standards. For 2022, MTM Transit provided 13.5 million miles of trips and ended the year with a 0.13 NTD AFR.

In **Figure 34**, we provide our NTD AFR record for the past five years, demonstrating consistently strong numbers, even as our annual miles have increased.

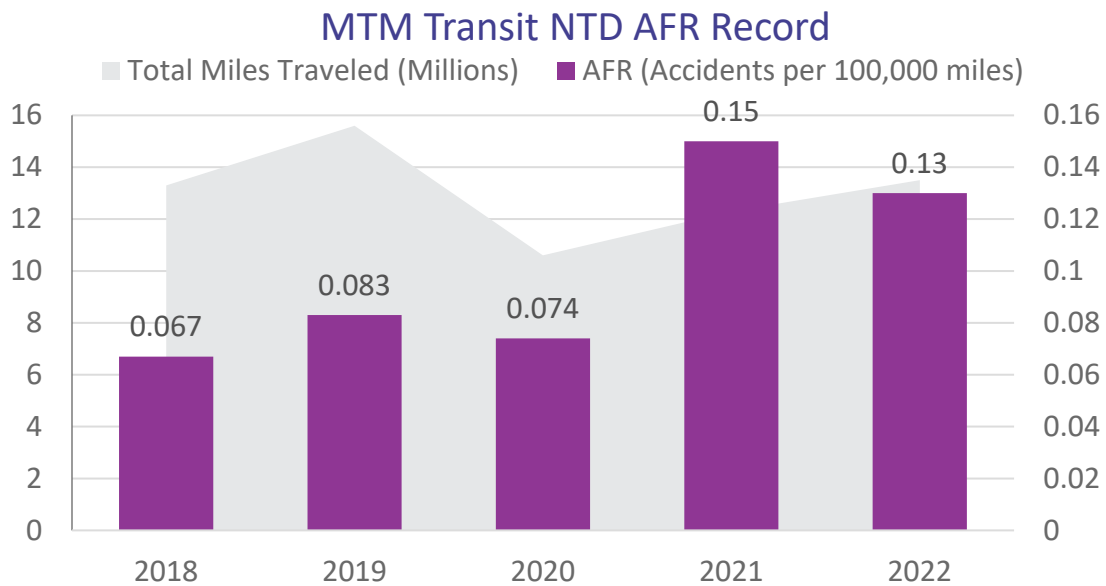


Figure 34: NTD AFR Record. MTM Transit has maintained low NTD AFRs over the past five years.

RISK MANAGEMENT AND ACCIDENT PREVENTION

Preventing accidents and managing risk is vital to ensuring operator and passenger safety. MTM Transit has procedures in place and provides training to address a wide variety of risks, such as accidents, crime/security incidents, terrorism, and inclement weather.

We believe risk management begins during the hiring process. We focus on hiring safety-minded individuals with clean driving records and a DOT-approved physical examination, and then provide extensive safety training upon hire and throughout employment. We continually monitor everyone’s MVR, evaluate safe driving behaviors through road supervision and ride checks, conduct regular and unannounced drug and alcohol testing, and evaluate camera footage and performance data to validate operators’ safety performance.

We also have a Five Step Accident-Avoidance System, which we post throughout our divisions, and remind our operators to follow during safety refreshers:

- ▶ Maintain a four second following distance
- ▶ Obey the speed limit
- ▶ Use TAPTCO's LLLC Defensive Driving Program: look ahead, look around, leave room, and communicate
- ▶ Check your mirrors every five to eight seconds
- ▶ If you are late, stay late

Part of our accident-avoidance strategy includes fatigue management, which is a training module in our TAPTCO training program. Fatigue management is taught from the very beginning of the course and is part of ongoing training throughout employment with MTM Transit. Furthermore, adherence to hours-of-service regulations is to be strictly taught and adhered to, to also avoid operator fatigue.

Additionally, our training on emergency response and preparedness procedures includes safety drills as well as classroom training. It includes a review of our Emergency Preparedness Plan, which describes processes for coordinating with law enforcement and other public safety agencies to manage response to an incident that occurs on a vehicle or affects operations. It also identifies a process for integrating company resources and capabilities into the community response effort to support management of a major event affecting the community. Our training on emergency response and preparedness procedures also includes a review of our PTASP, which addresses safety policies and procedures for various elements of our operations, including employees, passengers, vehicles, facilities, equipment, and maintenance.

12. Performance Monitoring and Quality Control Program



12. PERFORMANCE MONITORING AND QUALITY CONTROL PROGRAM

Submit a list of PROPOSER's performance monitoring measures and program, including operations and maintenance. Describe the quality control program of PROPOSER.

QUALITY ASSURANCE AND PERFORMANCE MONITORING



Our ability to balance system productivity requirements with courteous, passenger-friendly service allows us to maximize available transportation resources in each of our contracts. To ensure that service levels remain consistently high, our confidentially proposed General Manager and the entire support team will be responsible for monitoring schedule adherence, efficient run coordination, on-time performance, clear communication between dispatch and vehicles, quality customer service, and safe work habits. We are prepared to serve the City of Manteca with the passengers' best interests in mind, providing safe, timely, professional, and reliable transit service throughout the life of the contract.

We will use Reveal to analyze key data and statistics regarding efficiency, timeliness, and other performance standards. This will provide MTM Transit and the City with insight into program successes and opportunities and serve as a guide that checks and balances operational activities. For the Manteca Transit program, we will conduct the following quality control activities to monitor and improve performance:

- ▶ Perform real time checks throughout the day
- ▶ Perform spot checks to ensure that loading and unloading processes at major trip generators are proceeding efficiently and with no schedule impact
- ▶ Mandate that operators contact dispatch during any delays, including trains, construction, accidents, weather, etc.
 - Late arrivals will be reported to the dispatcher for communication to the passenger and to allow for alternate arrangements to be made as necessary.

Meeting Service Performance Standards

MTM Transit assures the City that we will exercise due diligence in the performance of its transit services, and that we will always strive to provide service in a manner which maximizes productivity and at the same time maximizes customer service. We have reviewed and intend to adhere to the City's performance standards and on-time performance goals.

Under MTM Transit’s management, every route will start on time, and schedules will be safely maintained throughout the day. We measure on-time performance by assessing late minutes per operating hour and will always meet or exceed the required 95% on-time performance indicators during operation of the program (2.1.10). We will take all available steps to restore on-time performance if a route operates more than 10 minutes behind schedule.

We will operate all vehicles in accordance with applicable local, state, and federal laws and ordinances and meet or exceed the City’s operating and performance standards as outlined in the RFP, including but not limited to those shown in **Figure 35**. MTM Transit will operate the DAR/ADA Paratransit service in accordance with the guidelines included in the RFP and with other policies and procedures in place by the City, and we will ensure that our staff is trained on ADA requirements for interacting with individuals with disabilities. We will give ADA certified individuals priority service, with seniors and other passengers accommodated on a space-available basis.

Fixed Route Performance Standards (2.1.10)

- ▶ 95% on-time scheduled departures, ≤ 5 minutes late leaving from any timed stop
- ▶ 0% early scheduled / timed departures
- ▶ 0% missed trips
- ▶ ≥ 35,000 miles between accidents
- ▶ ≤ 1 complaint for every 5,000 fixed route passengers
- ▶ ≥ 3 primary vehicles every day and one back-up

Paratransit Service Performance Standards (2.1.11)

- ▶ 95% of passengers picked up +/- 10 minutes of scheduled pick-up time - 1
- ▶ 90% of passengers picked up +/- 15 minutes of scheduled pick-up time - 2
- ▶ 0% ADA denied trips - 3
- ▶ 0 passengers pick up ≥ 30 minutes after the scheduled pick-up time - 4
- ▶ Contact passengers 15 minutes prior to scheduled pick up to advise if the route is on time, or how late the route is - 5
- ▶ ≤ 1 complaint for every 1,000 DAR passengers - 6
- ▶ ≥ 35,000 miles between accidents - 7
- ▶ Give ADA certified individuals priority service, accommodating seniors and other passengers on a space available basis - 8
- ▶ Comply with all other City policies - 9

Figure 35: Performance Measures. MTM Transit will meet or exceed the performance standards the City requires.

Frequent monitoring of these data points and statistics allows our management team to identify potential issues before they escalate and to be proactive in ensuring the quality of our programs. In addition to our confidentially proposed General Manager and the local staff reviewing the data throughout the day, MTM Transit's corporate team analyzes data from all its operating locations on a regular basis. This process allows us to compare similar contracts and find opportunities to improve the quality of services.

The General Manager will also meet with the City regularly to discuss the performance of the transit operations, including performance standards, to ensure any needed improvements to system performance are made. If a pattern emerges of a noticeable number of missed metrics, the General Manager will present a proposed remedy for the issue identified; if standards are not met for a given month, s/he will provide a plan to remedy the issues. We look forward to working with the City to deliver the services as expected, to find remedies for any potential issues, and to identify and propose potential improvements.

▲ Books, Records, and Reports

As a transparent and supportive partner, we will keep the City informed on all aspects of the program through timely submission of the reports requested in the RFP, and we will maintain all books, records, documents, accounting ledgers, and similar materials related to this contract on file for at least three years following the date of the final payment. Vehicle maintenance records will be retained indefinitely and will be turned over to the City at the conclusion of the contract. MTM Transit will have all daily logs, reports, and summaries available for the City's review at the Manteca Transit Center by 5:00 p.m. the next business day following data collection.



We will maintain operational data through Reveal, including all trip information saved in Reveal from operator manifests on their tablets. In addition, **our extensive experience with both FTA and NTD reporting and history of receiving strong triennial reviews will help the City maintain its funding levels.**

We will forward monthly reports to the City no later than 10 days after the end of each month and will submit annual reports to the Transit Manager within 30 days after the close of the applicable fiscal year (2.2.16). As required in the RFP, MTM Transit will submit the following reports to the City:

- ▶ Monthly summaries to include mileage, hours, ridership, route-by-route operating data, fare data, accident report, incident report, in-service trouble calls, wheelchair use report, bicycle rack use report, special ridership categories as required, inventory of transfers, Ride Guides, route maps, day passes, telephone system data, bus cleaning, and other requested reports.
- ▶ Passenger complaint, reasonable modification requests, and compliment reports
- ▶ Incident and accident reports
- ▶ National Transit Database (NTD) data: MTM Transit has extensive experience with both FTA and NTD reporting and will provide the City with all necessary statistics required under FTA NTD reporting as outlined in the RFP. We are very strict about following FTA guidelines in reporting and service, which translates to strong triennial reviews to help maintain funding levels. Report templates are available within Reveal, and customizable to the City's needs. We will provide passenger mile sampling data according to a method approved by the FTA for NTD reporting purposes.
- ▶ Financial reporting and monthly accounting data
- ▶ Equal Employment Opportunity (EEO) Affirmative Action report
- ▶ Passenger count data by fare and demographic category
- ▶ Vehicle hours, miles, revenue hours, and revenue miles
- ▶ Passengers per hour
- ▶ Wheelchair boardings
- ▶ Road calls
- ▶ DAR/ADA Paratransit passenger no shows, cancellations, and missed trips

MTM Transit will collect information concerning vehicle activity daily on the bus operator's log, bus operator's report, dispatch log, or other forms we develop and have approved by the City, and we will summarize that information daily in Daily Operational reports available for City review. We will collect and compile operations data daily, weekly, monthly, quarterly, and annually; and we will provide reports the City specifies, according to the individual routes, modes, and total system.

We view timely, accurate reporting as a critical element of effective service planning, service quality evaluable, and policy development. MTM Transit will maintain operational data through Reveal, including all trip information saved in Reveal from operator manifests on their tablets.

We will provide the City with comprehensive information on day-to-day operations through scheduled and as-requested reports, which will be generated through Reveal. We will collect data as required in the RFP and submit reports in the format approved by the City. MTM Transit will provide the following reports listed in **Figure 36**, including those requested by the City:

Reports	
Daily Revenue	▶ Daily operator summary log
Vehicle Status	▶ Daily ticket sale spreadsheet
Report – within 3 Business Days	▶ Daily credit card receipts/settlement report
	▶ Daily farebox worksheet
	▶ Daily operational report (passenger counts, revenue hours, vehicle breakdown, detailing)
	▶ Daily status and passenger complaints
	▶ No-show/cancellation of trips
Weekly Operational Reports	▶ Fixed Route On-Time Performance
	▶ Dial-A-Ride/ADA Paratransit On-Time Performance
	▶ Dispatch/Receptionist/Passenger phone recordings (selected at random)
Monthly – by 10 th of the Month	▶ Monthly management report, with: <ul style="list-style-type: none"> ○ Invoice/billing summary by mode ○ Capacity/constraint data ○ Telephone system data ○ Total employee work hours ○ Safety training manager report ○ Inventory of schedules/brochures/tickets ○ Missed trips ○ Final list of completed customer service reports ○ Workforce report ○ Staff schedule ○ Gate key/fuel card inventory report
	▶ Fixed Route reports
	▶ Dial-A-Ride/ADA Paratransit reports
	▶ Vehicles/mileage
Quarterly	▶ DBE procurements report (if applicable)
	▶ NTD passenger mile surveys
	▶ Drug and alcohol program report
Annually	▶ Drug & Alcohol MIS Report
	▶ Equal Employment Opportunity Affirmative Action Report

Figure 36: Reporting Schedule. MTM Transit will comply with the City-established reporting schedule.

▲ Reveal’s Recording and Reporting Capabilities and Dashboards

MTM Transit is offering Reveal’s real time and historic reporting module, which provides an added level of recordkeeping, data reconciliation, tracking, auditing, reporting, and billing activities. Information on the overall Reveal system is provided in *Section 5. Scope of Work* on **page 54**. These reporting tools are unique and industry specific.

Reveal allows users to begin with a summary report, and then drill down into the report to review detailed reporting information and view trips on a Google map. This saves time when researching potential problems since users do not need to manually look through each operator manifest. Manifest data is saved to the system as operators check out during the day, providing up-to-date information on the number of passengers transported throughout the day as well as the fare amount collected. Fare collection reports can be set to report on fares collected by operator, by manifest, or by type of service provided.

Reveal has over 50 different types of reports exportable to Microsoft Excel. Examples include:

- ▶ Daily Schedule/Actual Breakdown
- ▶ OTP by Month, Manifest, and Hour
- ▶ OTP by Operator and by Passenger
- ▶ Schedule and Actual Trip Performance – 15-minute breakdown
- ▶ Productivity Summary
- ▶ Passenger Trip Summary
- ▶ Customer List
- ▶ NTD Reports
- ▶ No Shows

Through Reveal’s Ad Hoc reporting functions, our management team will be able to use filters to sort data and display it in tables or charts. Users can change the sorting of a column or the grouping, thereby changing the sorting and subtotaling of the report being generated. Users will also be able to add or remove columns, add a new column that is a calculation based on other columns, and add a filter to the displayed data.

Our confidentially proposed General Manager and the dispatchers will have the ability to review all performance issues, including on-time performance by operator, by route, by time of day, by passenger, long ride versus short trip miles, vehicle dwell time with a passenger on board, and customer cancellation and no-show history. All customer ride history will also be uploaded into Reveal. The General Manager will also be able to execute "what if" scenarios through Reveal by taking snapshots of a day's data, which can then be used to create different scenarios of schedules, run cuts, and trip assignments. S/he will be able to compare key metrics of each snapshot to determine the most cost-effective way to provide the best service for the riders.

MTM Transit, as well as Reveal’s technical support team, will spend ample time training users so they have a thorough understanding on how to use Reveal’s reporting capabilities to show trends that will help maximize efficiency. Reveal is one of the most user-friendly RSD software solutions available, and it will provide clear summary data and provide MTM Transit with an unprecedented understanding of program metrics so we may improve them.

Reveal’s Interactive Dashboards

Reveal provides many interactive dashboards that our managers can use to monitor all key metrics. They are especially helpful in the post-trip validation process, when trending issues, or determining the root cause of a passenger complaint. Dashboards are available that focus on passengers, operators, locations, and even manifests. Reveal offers a Schedule vs. Actual dashboard allowing the user to compare data from how trips were scheduled with how the schedules were operated after the day of service. The dashboard in **Figure 37** below shows the location address, stops at each address, trips completed, cancellations, and on-time performance.

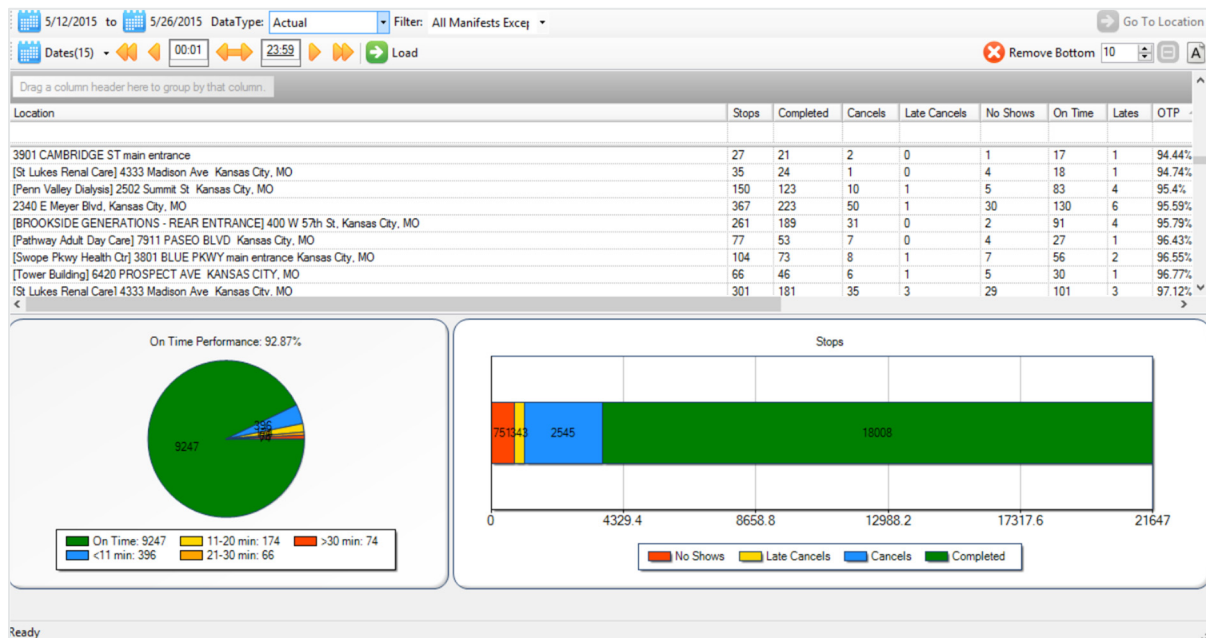


Figure 37: Reveal Reporting Dashboard.

In addition, Reveal will provide increased transparency into day-to-day operations for the City through dashboards, as well as access to real-time program data. **Figure 38** shows the dashboards Reveal provides.

Dashboard	Function
Quality Assurance	Displays selected key performance indicators for the contract such as overall productivity, on-time performance, etc.
Passenger Summary	List of all passengers and the number of trips taken in date range, on-time performance, etc.
Passenger	Specific passenger information pertaining to on-time performance, trip dates, manifests, etc.
Operator Summary	List of all operators, on-time performance, number of trips provided on time and late
Operator	Specific operator information pertaining to on-time performance, manifest driven, dates, passengers
Location Summary	Displays addresses detailing on-time performance, cancellations, number of pick-ups and drop-offs
Location	Specific location information pertaining to on-time performance, passengers, number of pick-ups and drop-offs
Filter	Allows comparison of different types of services provided
Manifest Summary	Displays trips and how they relate to each manifest; (on-time, late, on-time performance, completed)
Manifest	Provides specific information per manifest pertaining to on-time performance, late, completed, etc.
Schedule vs. Actual	Provides manifest and trip information, comparing scheduled to actual performance, to provide the user to trend information needing attention

Figure 38: Reveal Dashboards. *Reveal offers extensive dashboards for performance monitoring.*

Each dashboard is interactive and allows users to double-click on any of the segments within the graphs, and the grids displayed will update automatically displaying the information that makes up the specific portion of the graph, allowing the user an in-depth view of the situation and to view locations in Google Maps. Reveal’s dashboards will allow us to see all activity in real time for the current day or any scheduled work for future days and track schedules and work progress by employee, run, route, manifest, time of day, and address location.

The Passenger Dashboard is a particularly useful dashboard that can improve customer service. It allows users to access a single passenger’s trip history over a span of time and populate that information into interactive visual displays. It identifies late trips and why a trip was late; it

determines if the trip was booked incorrectly, scheduled late in the window, or if the operator was late. As shown in **Figure 39**, the Passenger Dashboard shows three interactive graphs that correspond with the trip data, allowing easy trip review.

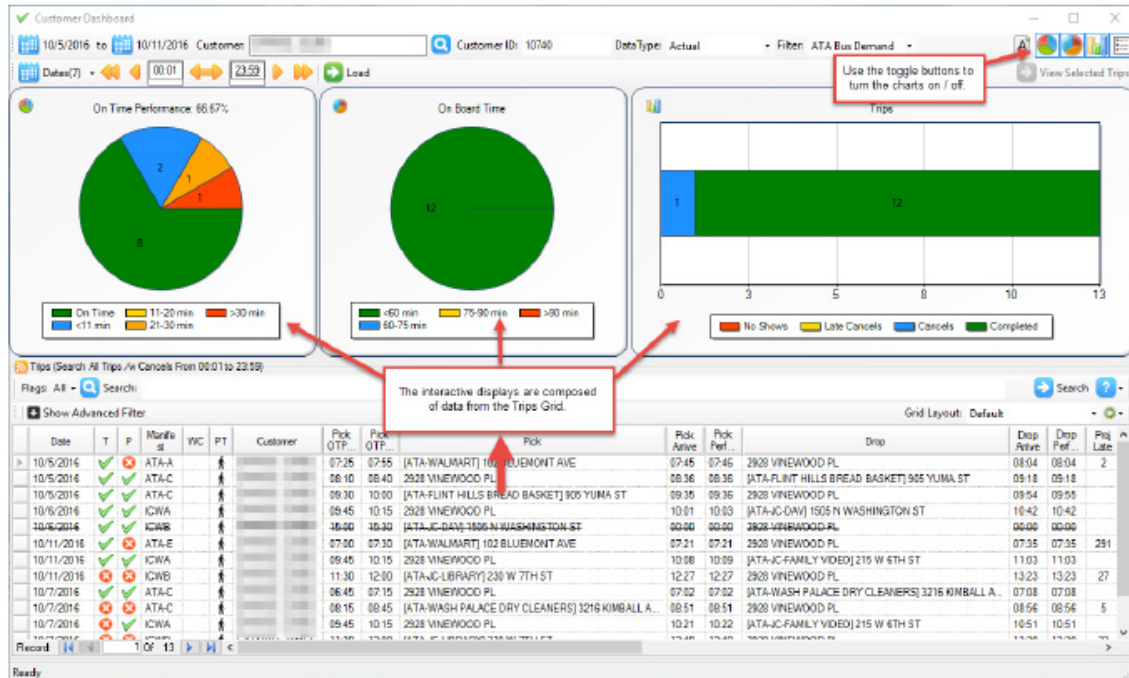


Figure 39: Reveal Passenger Dashboard. Users can use this dashboard to determine why trips are late.

The Quality Assurance dashboard allows users to select key metrics for different days, data types, and filters to be compared to each other and to trend performance. Custom reports will be created using this dashboard. Users may select the date, data type, and metrics they wish to see, as shown at the top of **Figure 40**. This will generate a report for the parameters and key metrics that have been selected. Each time the load button is clicked, Reveal will create a new column of metrics to the right of what has already been loaded. At any time, the dashboard can be exported to Excel for report creation and submission to the City.

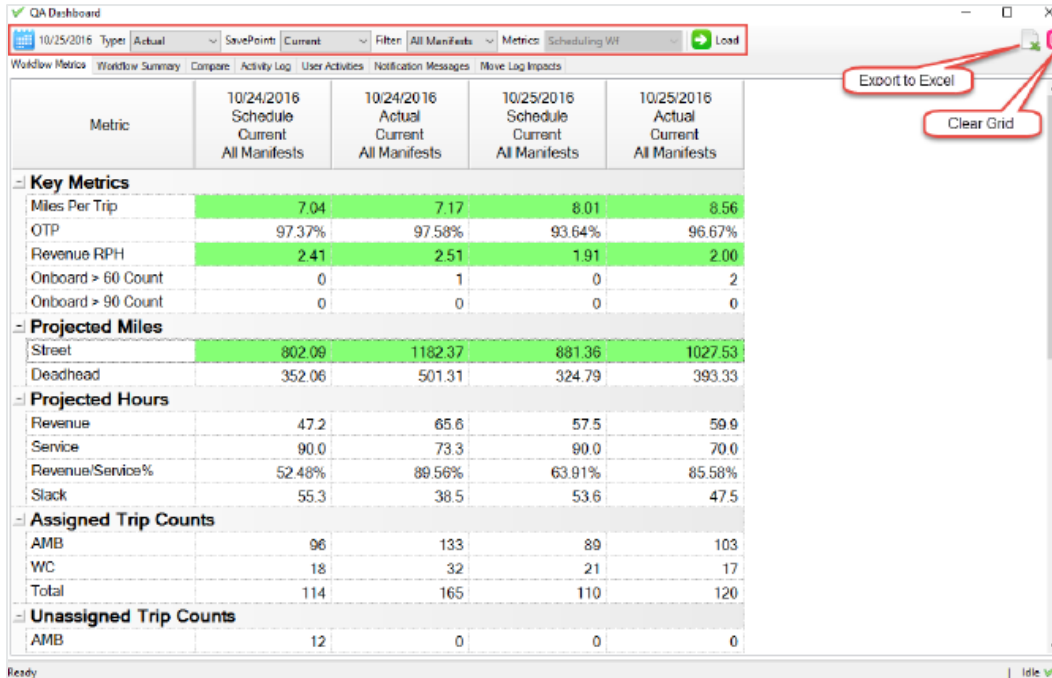


Figure 40: Quality Assurance Dashboard. *Reveal’s Quality Assurance Dashboard allows users to select key metrics on different days, data types, and filters, to compare and trend performance.*

Using Reveal’s interactive dashboards and reporting functions, the General Manager and MTM Transit’s staff will be able to review performance issues, including on-time performance by operator, by route, by time of day, and by passenger. They will also be able to monitor other metrics such as long ride versus short trip miles, vehicle dwell time with a passenger on board, and passenger cancellation and no-show history.

COMPLAINT RESOLUTION AND REPORTING



MTM Transit cares deeply about the level of service we provide. We are prepared to be a transparent partner and work cooperatively with the City of Manteca to ensure all complaints are properly resolved and reviewed for complete customer satisfaction. MTM Transit will be attentive and courteous to all customers voicing complaints. We will refer them to the City unless the person objects or the situation requires immediate action. In those cases, all complaints will be reported to the City by the next working day or sooner.

By choosing MTM Transit as its service provider, the City will experience a positive impact on customer service. With MTM Transit’s management, the City will not be subject to complaints and issues about the service provided. We will provide courteous, prompt attention to

passengers' needs through selective hiring, comprehensive initial and ongoing training, rigorous operator credentialing, and thorough performance monitoring. We will investigate and respond to all complaints and comments regarding the City's service.

MTM Transit has a strong history of maintaining low customer complaint rates and knows how to solicit appropriate feedback, track complaints, determine underlying issues, and resolve problems. MTM Transit will document all complaints from the public and report them to the City. Our complaint procedure is described below.



In our current operations in Tracy, California, **MTM Transit has successfully reduced complaints over the course of the contract**, with 9 complaints/month in 2018, 7.5 complaints/month in 2019, and only 0.58 complaints/month in 2020.

In the event an issue does arise, we are often able to address passenger concerns within a few minutes on the first phone call by reviewing specific trip data. If this is not sufficient to address the passenger's concern, we begin investigation immediately.

Specifically, MTM Transit will follow the process below to investigate and resolve complaints for the MT program:

- 1. Complaint Receipt:** If a passenger wants to report a complaint, they can call MTM Transit and one of our reservationists log the complaint on the complaint form and provides copies of the form to our General Manager and the City of Manteca.
- 2. Initial Investigation and Complaint Meeting:** Our General Manager assigns each complaint to a supervisor for investigation. The supervisor contacts the passenger to confirm the information, then reviews pertinent manifest data, and interviews staff as appropriate. The supervisor also pulls dispatch records, data, and reports to help determine the complaint's root cause(s).
- 3. Additional Investigation:** Based on the complainant interview or witness accounts, the supervisor may review vehicle maintenance records, on-board camera footage, and the operator's personnel file.
- 4. Remedy Exploration:** If a complaint is the result of a preventable action on the part of an employee, the supervisor proposes re-training and/or disciplinary action to the General Manager.
- 5. Discussion of Remedy:** The General Manger reviews the proposed resolution with the City to ensure compliance with all service policies and procedures and notifies the complainant of any remedy or remedies put into effect.

6. **Resolution:** Resolution occurs when the General Manager and the City determine and understand the cause of the problem; our team takes action to prevent the problem from recurring; and the complainant is satisfied with the resolution.
7. **Notification and Documentation:** The supervisor or the General Manager contacts the passenger to let him/her know of MTM Transit's resolution and actions. We provide a copy of the completed and resolved complaint to the City and retain a copy for our records.

MTM Transit can use Reveal to manage complaints, as we do in our Tracy program. In Reveal, any team member can enter a customer service ticket. The ticket ties to the specific passenger and trip. Once our staff enter the complaint details, Reveal automatically sends an e-mail with the complaint details to a designated distribution team, who can begin investigation and resolution.

Reveal makes it easy for staff to view open, pending, or closed complaints/accommodations; add notes or change the status of a complaint; and download a complaint report showing complaint type, date created, date closed, passenger/trip, and complaint details.

With Reveal, MTM Transit will be able to better address and investigate complaints regarding the paratransit service. We can view a map of the trip, confirm actual pick-up and drop-off times, view the route the operator used, and confirm details such as speed traveled. We can confirm whether the operator was at the correct location, correct entrance, and the time they arrived and departed. We can also determine if the operator made an un-authorized stop along the way. MTM Transit can tie trip details from Reveal to the complaint for documentation, training, and corrective action purposes.

As a testament to our commitment to customer service, we offer safety and customer service bonuses to all operators who complete each quarter with no preventable accidents and no absences or substantiated complaints. These bonuses encourage operators to always be exceptionally aware of safe driving and quality customer service. We also offer Operator of the Year performance awards.

SECRET RIDER PROGRAM

MTM Transit will develop and deploy a Secret Rider program for Manteca Transit services. Prior to deployment, MTM Transit will engage the City, as well as system stakeholders, including passengers and advocates. By obtaining input from these groups, MTM Transit will accurately define what indicators should be monitored as part of the Secret Rider questionnaire.

MTM Transit will develop specific questions for each measure to ensure the questionnaires are responsive to stakeholder needs. Although the questions will not be finalized until after the stakeholder feedback is requested, we have provided sample questions in **Figure 41** below covering both service and bus stop factors; additional factors may be added as requested by the City and surveys can be customized based on service type (i.e., fixed route or paratransit). Some questions will require a simple yes/no answer, while others can be evaluated on a scale of one to five, based on the City’s preference. Our goal will be for the entire questionnaire to take approximately eight to ten minutes for the Secret Rider to complete.

Sample Secret Rider Questions

	Service	Bus Stop
Operations	<ul style="list-style-type: none"> Was signage functional and accurate? Was a bus schedule available? Were the doors functional? Was the farebox functional? Were stop announcements correct and clear? Was the wheelchair lift functional? Was the vehicle on time? 	<ul style="list-style-type: none"> Was a route schedule displayed? Were bus stop signs visible?
Physical Condition	<ul style="list-style-type: none"> Was the exterior in good condition free of dents, scratches, and graffiti? Was the interior odor-free? Were seats in good condition free of tears, rips, and cracks? Were windows clean and free of cracks? Were interior walls free of graffiti? Was the bus in overall clean condition? 	<ul style="list-style-type: none"> Were trash cans emptied? Was the shelter odor-free? Was the shelter free of graffiti and etchings? Were the benches in good condition and free of cracks/splinters? Was the shelter free of cracks, holes, and leaks? Was the shelter in overall clean condition?

Sample Secret Rider Questions

	Service	Bus Stop
Safety	<ul style="list-style-type: none"> • Were seatbelts in working condition? • Were the windshield wipers functional? • Did the operator talk to passengers while driving? • Did the operator pull out before passengers were seated? 	<ul style="list-style-type: none"> • Were lights near the stop in working condition? • Were the surrounding sidewalks clear of debris and wheelchair accessible?
Customer Service	<ul style="list-style-type: none"> • Was the operator friendly to passengers? • Was the operator in uniform with name badge displayed? • Was the operator able to communicate in Spanish? • Was the operator able to operate the wheelchair lift when requested? 	N/A

Figure 41: Sample Secret Rider Questions.

MTM Transit will recruit a network of Secret Riders diverse in age, race, ethnicity, ability, and gender, working with a variety of outlets to obtain volunteers. For example, we plan to integrate recruitment with social media outlets such as Twitter and Facebook. In addition, we will work with the City to identify candidates, as well as local advocates for individuals with disabilities and older adults to recruit secret riders with a variety of disabilities. Preferably, our Secret Riders will be individuals who utilize the Manteca Transit systems on a regular basis, ensuring they recognize problems and issues with service quickly.

After we have identified sufficient Secret Riders, we will begin training activities. By providing thorough instruction to our surveyors, we will ensure that Secret Riders are well-trained to conduct surveys. Secret Riders will be instructed to be discreet during the survey, as well as to evaluate service accurately and honestly.

Using the questionnaire, MTM Transit’s Secret Riders will discreetly audit compliance with system and passenger expectations. To ensure an accurate sampling of questionnaires is taken throughout the year, MTM Transit will complete a minimum of ten evaluations monthly using a random sampling methodology. We will strive to survey the system at all time periods, including peak and off-peak periods. Results of the Secret Rider questionnaires will be compiled and submitted monthly to the City, accompanied by any mitigation, training, or improvement plans developed because of the findings.

13. Plan and Schedule for Operation of System

13. PLAN AND SCHEDULE FOR OPERATION OF SYSTEM

Submit a detailed plan and schedule for the operation of the system and maintenance. This should include all activities necessary for Fixed Route and DAR/ADA Paratransit operations.

We have included our implementation plan for the City of Manteca's transit program in **Attachment C**, which outlines the activities necessary for a successful start of operations on July 1, 2023.

Details on our methods and processes for ensuring an effective transition and implementation are outlined in **Section 15. Transition and Start-Up Plan** on **page 159**. Our approach assures a seamless start-up and a successful operation, and includes:

- ▶ A proven start-up plan detailing deliverables
- ▶ On-site support from our implementation team
- ▶ Weekly timeline meetings with the City
- ▶ Providing executive oversight and support during implementation and throughout the life of the contract

14. Road Supervision

14. ROAD SUPERVISION

Submit a description of the formal procedure and schedule for road supervisory personnel, including vehicle(s) for use and monitoring of service. Describe any other functions which will be assigned to management (i.e., General Manager and Safety/Training Manager).

Road supervision and observations play an important role in the monitoring of high-quality service for the Manteca Transit program and will be conducted by our dedicated Road Supervisors. MTM Transit will provide a vehicle for road supervision and operator shuttling, which will include the Manteca Transit logo and the words “Road Supervisor” on the sides of the vehicle (2.2.9). We are proposing to provide a fully-electric vehicle for the Manteca program to align with our corporate environmental initiatives and to support the City in reducing its carbon footprint.

Our management team works with road supervisors to ensure proper oversight of on-street operations, timeliness, dispatch, and rollouts. Our safety managers also periodically evaluate operators during in-service evaluations (ride-alongs). Road supervisors are responsible for monitoring performance through on-street observations, operator evaluations, regular radio check-ins, and live/real time notifications of late/missed trips, as well as assisting lost vehicles as indicated through the operator tablets.

Our road supervisors provide periodic and annual operator evaluations. They proactively ensure reliable transit services, identify solutions to minimize service disruptions, and verify that operators always maintain professional, fair, and friendly demeanors. They also monitor footage from the on-board camera systems.

ON-STREET OBSERVATIONS

During on-street observations, Road Supervisors observe the safe operation of the vehicle, the normal driving of the operator in service, and the practice of the policies and procedures of MTM Transit and the client. Areas of observation include:

- ▶ Is speed reasonable for conditions?
- ▶ Is there proper following distance?
- ▶ Is the route followed properly?
- ▶ Are proper stopping procedures followed at all railroad crossings?
- ▶ Are traffic lights, signs, and stop signs observed?
- ▶ Is the operator’s appearance appropriate?
- ▶ Are all the starts and stops smooth?

- ▶ Is backing executed properly?
- ▶ Was the pre-trip completed properly?
- ▶ Does the operator drive in proper traffic lanes?
- ▶ Are loading zone procedures executed well?

TRACKIT

MTM Transit proposes the TrackIt software for electronic documentation of on-street supervision and preventative maintenance functions. This software provides digital checklists and customizable forms for seamless recordkeeping and reporting. Our staff will interact with TrackIt via ruggedized tablets, which offer convenience for electronic documentation in the field and parking areas. TrackIt stores all information in a secure environment, completely backed up and safe from server crashes or other emergencies. Only authorized staff can access information.



The TrackIt software **provides paperless digital tools to systematically collect, track, analyze, and act on the personnel data generated by our operation.** Road supervisors will collect ride evaluations, accident reports, and other types of personnel data into TrackIt using tablets.



This software provides digital checklists, observation forms, digital training evaluations, and assessment forms for seamless recordkeeping and reporting during on-street supervision. TrackIt compares and compiles risk factors for operators and provides customizable alerts to show when vehicles leave designated locations or are used without authorization. TrackIt has other unique features, including providing a bird's-eye view showing the entire fleet with interactive maps, breadcrumb trails, and the ability to locate the nearest vehicles to a given point. It can also map high traffic areas, narrow roads, and accident locations on Google maps. TrackIt ties all accident reports and pictures together in one record that is stored electronically. The software integrates with other databases and provides high level reporting without separate audits.

Because the TrackIt Manager road supervision module is designed around the core skills from our TAPTCO new-hire training program and operator behaviors, it supports our foundation of safe performance. TrackIt increases efficiency for road supervisors, identifies areas to improve driving skills, and reduces preventable accidents and complaints. Our staff have extensive experience using TrackIt, and we will optimize its use for the City to collect, track, analyze, and act on the data generated during on-street supervision activities, contributing to the safe operation of the City's vehicles for all passengers.

We have included the costs of TrackIt in our base price proposal.

OPERATOR EVALUATIONS

As outlined previously in *Section 11. Safety, Security Programs, and Risk Management* on page **136**, our Road Supervisors conduct periodic in-service evaluations and documents results on our Driver Evaluation Form.

15. Transition and Start-up Plan



15. TRANSITION AND START-UP PLAN

This section shall describe the PROPOSER's plan for carrying out its transition and start-up activities and assuming responsibility for the services specified in this RFP, including (1) an identification of the issues that will need to be addressed in the transition and start-up period; and (2) the PROPOSER's plan and itemized schedule for addressing each of those issues. Note that the PROPOSER's transition and start-up costs should be identified in the Start-Up Costs Price Sheet included in Exhibit I.

In addition, this Plan shall specifically describe the actions the PROPOSER will undertake, during the transition and start-up period, to foster an environment that will promote the CITY goals of providing safe, reliable, and high-quality transit services, assuring courtesy to passengers, and providing exceptional customer service.

TRANSITION AND IMPLEMENTATION

When it comes to new implementations, MTM Transit works as a whole and all aspects of the corporate office are available to assist in implementation, including our human resources department, training teams, and corporate executives. We work collaboratively with our clients as partners, walking through every step of implementation together. MTM Transit will facilitate a highly organized and seamless transition for the City without disrupting services and minimizing any negative impact to customers.

To demonstrate our readiness to operate this contract, MTM Transit has provided a draft Transition and Start-Up Plan in **Attachment C**. It outlines all activities necessary to ensure a seamless transition and start-up of service. MTM Transit has a long history of successfully training, hiring, and certifying new and existing staff when we have taken over contracts; we assure the City that this process will go smoothly. We detail our process in **Section 4. Personnel** on **page 36**.

MTM Transit does not take a cookie cutter approach to managing our client contracts; we customize each program to the needs of our clients to ensure a smooth and open transition and implementation period. Upon contract award, we will work with the City to modify the draft Transition and Start-Up Plan as necessary to ensure a smooth, successful start-up. We will obtain a formal "sign off" or certification from the City upon completion of each implementation step. MTM Transit will collaborate closely with the City and all stakeholders during implementation and throughout the life of the contract to provide the highest quality of service.

Transition and Implementation Team



MTM Transit has a **dedicated Project Management Office (PMO) team** that oversees the start-ups for each of our new contracts. This ensures each of our operating locations **align with our high corporate standards** and that the local team and the City experiences **exceptional support throughout the start-up period.**

In addition to the PMO team, the following individuals will be part of the implementation team for the City:

- ▶ **Local Management Team:** The local management team for this contract will be on-site to support and participate in all implementation efforts. They will use this time to familiarize themselves with the service and community, as well as establish relationships with the City and the other members of the staff.
- ▶ **Regional Vice President, Scott Transue:** Scott will work closely with the local management and PMO teams to ensure we meet all contract deliverables and that the necessary operational policies and procedures are in place. He will also play a key role in ensuring a positive working relationship with the City from day one.
- ▶ **Director of Safety Administration, Matt Weinberg:** Matt will be responsible for overseeing the training of all staff for the program and implementing the safety and emergency preparedness plans for the local staff.
- ▶ **Regional Director of Maintenance, Joe Sullivan:** Joe will work closely with the local Maintenance Manager to develop and document maintenance policies, set up the maintenance software systems including AssetWorks and TrackIt for DVIs, and assist in establishing relationships with the proposed maintenance and vehicle cleaning vendors.
- ▶ **Director of Transit Technology, Pat Lopez:** Pat will assist with technology support and training for the software being used for the City. He will work closely with the City's team to ensure our local team is ready for day one of service.

Additionally, MTM Transit will have members from several key operational departments on the ground in the City's facilities to assist with the transition and implementation. This includes:

- ▶ **Human Resources:** Team members will recruit and provide qualified employees to fill any open roles. They will perform outreach to current incumbent staff, conduct interviews, and assist with employee screening.
- ▶ **Information Technology:** We will have team members on-site to assist with technology support and training for the City-provided software solutions. These individuals will work closely with the City's team to ensure our local team is ready for day one or service.

- ▶ **Training:** We will bring members of our training team on-site to assist our local Safety and Training Manager with classroom and behind-the-wheel training.
- ▶ **Marketing:** We will create any materials needed to promote the City's services. Our Marketing Team will coordinate efforts with the City's Marketing Team.

Corporate and regional support is most critical during the transition and implementation phase. We deploy our corporate managers, technology experts, and safety and training professionals to each new implementation site and these individuals remain on the ground and accessible until the site is fully operational, aligned with MTM Transit's corporate culture and values, and performing to our high standards. We use a "fade out" approach, slowly transitioning more and more responsibilities to the local team over time as we monitor metrics to confirm their independent success. MTM Transit will do everything in our power to mitigate issues on the first few days of service and make the transition as easy as possible and seamless for MT's passengers.

Meeting Project Timelines

As outlined in the transition and implementation project plan in **Attachment C**, once the contract has been awarded, our transition and implementation team, including all key personnel mentioned above, will conduct an internal kick-off meeting and will be on-site, as needed, during the transition and implementation period. Although we expect to retain 90% of the existing contractor's staff and have already begun recruiting staff for the program, we will expedite that process upon contract award. MTM Transit will work closely with the City to transition the current incumbent's services and will offer positions to any qualified incumbent employees who may be interested in any open roles. In compliance with California Labor Code, MTM Transit will retain the employees of the existing Manteca Transit contractor for at least 90 days. MTM Transit has done so in our similar contracts across the country, and we are confident in our ability to work collaboratively with the City until the program is successfully transitioned and implemented.

Because of ever-changing circumstances during transitions and implementations, our transition and implementation team will work alongside our confidentially proposed General Manager and Regional Vice President Scott Transue, holding a weekly timeline meeting to ensure we meet our goals and quickly recognize any plan changes that need to be made. MTM Transit will review all changes with the City to maintain a true partnership. To provide consistent service during transition and implementation, MTM Transit will assign every deliverable to a specific team member. Our confidentially proposed General Manager, Regional Vice President Scott Transue, and additional members of our transition and implementation team will all be on-site during the implementation, working with the City and our local team to establish a successful service from day one.

Beyond implementation, Regional Vice President Scott Transue will have regular meetings with our confidentially proposed General Manager to discuss operations. Our corporate executives will also facilitate an annual meeting with the City to review the previous 12 months of operation and create a plan for improvements during the next 12 months. Further, throughout the life of the contract, our Chief Operating Officer Brian Balogh and Director of Safety Administration Matt Weinberg will visit in-person to conduct audits and ensure operations run smoothly. IT support staff will conduct annual health checks on all proposed software to verify the software functions as it should, and Human Resources staff will be on site to support job fairs and recruiting efforts as needed.

▲ Ensuring a Seamless Transition

Also outlined in our Transition and Start-Up Plan in **Attachment C**, MTM Transit clearly outlines our responsibilities and timelines encompassing all aspects of implementing our operations, including:

- ▶ Program development
- ▶ Reporting, recordkeeping, and accounting
- ▶ Recruiting, staffing, and training
- ▶ Acquiring equipment, hardware, software, and other materials and integrating systems as needed

MTM Transit will train staff prior to day one of service and familiarize each staff member with the MT program and transportation resources. If there are benefits that can be instantly gained by modifying inefficient procedures, we will correct them. If there are several areas requiring attention and improvement, we will formulate a plan and roll out changes gradually. All changes will be reviewed with the City to maintain a true partnership.

16. Handling Operational Emergencies and Requests



16. HANDLING OPERATIONAL EMERGENCIES AND REQUESTS

Submit a description of practices used by PROPOSER in handling routine emergencies. Submit a description of PROPOSER's approach to responding to requests for changes in service such as service refinements associated with start-up.

ACCIDENT REPORTING AND REVIEW

Accidents and incidents can be very unnerving for everyone involved. When an accident or incident occurs, MTM Transit handles it in a professional, calm manner. MTM Transit will develop, implement, and maintain formal procedures to respond to accidents, incidents, service interruptions, and complaints, which we will provide to the City for review and approval. As outlined in the RFP, these occurrences will include vehicle accidents, passenger injuries or disturbances, in-service vehicle failures, lift or ramp failures of buses in service, fixed route buses operating more than 10 minutes behind schedule, and DAR buses operating more than 30 minutes behind schedule **(2.2.10)**. Our process for handling complaints is detailed in **Section 12. Performance Monitoring and Quality Control Program** on **page 142**.

Although MTM Transit's safety and NTD AFR records are historically low, we understand that accidents and incidents are a part of transportation service, and we have procedures to prevent, investigate, and rate accidents/incidents within our safety program. Our safety team uses the National Safety Council (NSC) definition of preventability, as well as NSC guidelines for accident/incident response and investigation.

In the event of an accident or incident that falls under the City's qualifications during contracted service hours, MTM Transit uses the following process:

- ▶ The accident/incident is reported immediately to the dispatcher, the client, and the proper responding authorities.
- ▶ This includes accidents and incidents involving injuries, which will be immediately reported to the Transit Manager immediately upon receipt by MTM Transit; incidents resulting in loss or damage to Manteca Transit property need to be reported to the City's Transit Manager within 24 hours **(2.2.10)**.
- ▶ MTM Transit employees follow written protocol to secure the scene and interact with passengers and emergency personnel, including taking pictures, notes, and obtaining passenger courtesy cards when applicable.

- ▶ A road supervisor (or the safety manager) responds to the accident/incident and determines the cause and extent of damage and injury.
- ▶ They review accompanying camera footage and complete all required paperwork.
- ▶ MTM Transit's safety personnel are notified of all details pertaining to the accident.
- ▶ Post-accident, safety-sensitive employee drug and alcohol testing is administered as appropriate.
- ▶ MTM Transit interviews the operator involved.
- ▶ MTM Transit thoroughly debriefs the operator and passengers as necessary.
- ▶ MTM Transit provides a written accident report to the client within 24 hours of the accident, including the official report and response.
- ▶ Back-up documents and photos are provided to the client within two business days.
- ▶ Drug and alcohol testing results are provided as soon as MTM Transit receives them.
- ▶ We counsel and/or retrain the operator as appropriate depending on test results and investigation findings.
- ▶ Results of investigation findings are stored electronically and available to the City.
- ▶ These records are maintained for a minimum of five years.
- ▶ MTM Transit removes the damaged vehicle from service and promptly repairs it, if applicable.
- ▶ After investigation, the Safety Committee determines the preventability of the accident.

MTM Transit's executive safety team also tracks and reviews accidents in all locations. Director of Safety Administration Matt Weinberg is notified immediately when an MTM Transit location has a major accident/incident, and this information is entered into a database, which sends an automatic email alert to the executive team to review. This allows us to track accidents and compare similarities across our operations and adjust training to address common unsafe operator behavior and reduce accidents.

When an accident or incident occurs, we immediately conduct re-training for any preventable accidents. This includes incidents that occur outside of the vehicle; for example, in the event of a workers' compensation incident, we recreate the event with the employee and/or all staff to determine the root cause and provide education on how the circumstance can be prevented. We also fully utilize camera systems, which can help determine the assessment of liability, and provide insight into the cause or circumstances surrounding the incident.

▲ Idrive AI Cam

In addition to the procedures outlined above, MTM Transit will review videos from the on-board camera system during accident and complaint investigations. As described in *Section 5. Scope of Work* on **page 54**, MTM Transit will provide, install, and maintain the Idrive on-board camera system on every dedicated vehicle. We use this system throughout our book of business and incorporate footage and data from these cameras in our overall safety culture. The onboard video system will be checked every day as a part of the pre-trip inspection. In the event the system is not functioning, the vehicle will be pulled from service until it is once again operational. The camera system will also create a weekly report, which we will use to determine if we need to meet with any operators to discuss problem behavior or driving and initiate additional training or discipline.

OPERATOR TRAINING FOR MEDICAL EMERGENCIES

To ensure our operators are well versed in handling medical emergencies, we include training in the PASS program to cover medical emergencies and to help with the understanding of warning signs of medical emergencies in passengers. In the PASS training, our operators will go through the steps of reporting and assisting with different types of medical emergencies. Seconds save lives, so we teach our operators in our Medical Emergencies PASS class to learn to recognize some key indicators of life-threatening emergencies.

We cover the following passenger warning signs, which include:

- ▶ Chest pains lasting two or more minutes
- ▶ Uncontrolled bleeding
- ▶ Sudden or severe pain
- ▶ Coughing or vomiting blood
- ▶ Sudden dizziness, weakness, or change in vision
- ▶ Difficulty breathing, or shortness of breath
- ▶ Change in mental status (e.g., confusion, difficulty arousing)
- ▶ Severe or persistent vomiting or diarrhea

The lifeline to any passenger medical issue is to be able to call for medical help immediately and relay these symptoms to emergency responders. This all starts with good quality training, which MTM Transit provides to our operators in emergency medical procedures training.

“*Driver Lyle (Pettenger) may have saved someone’s life. Lyle saw that someone was unconscious in their car and called 911, and an ambulance showed up and took the person away. I wanted to call and let you know how much Lyle cares about people and how extraordinary he is.*”

Effie, CATARIDE Passenger

REQUESTS FOR SERVICE CHANGES

Successful transportation programs allow flexibility to make changes and adjustments to daily protocols and processes. MTM Transit is an agile partner that continually coordinates with our clients to always provide the right levels of service. We will work together with the City to enhance, increase, and strengthen the range of transportation options available, as well as determine strategies to increase routes and provide additional service as needed. We take on every client request, no matter how challenging, and deliver responsible solutions, as our clients will attest.

During implementation, we will hold weekly meetings with the City to ensure alignment and coordinate to discuss potential modifications and/or service enhancements. After implementation, our local General Manager will meet with the City regularly to discuss performance, opportunities, and potential service enhancements. The City will also have access to our corporate leadership team, including Regional Vice President Scott Transue who will be on-site regularly to support the program.

One local example of our ability to accommodate service changes is our Tracy, California contract. MTM Transit helped the City of Tracy implement the TracerPLUS on-demand program in August of 2020, through which passengers can book trips via TransLoc mobile app or by calling our reservationists. Regional Vice President Scott Transue, the General Manager, and the Operations Manager coordinated with the City of Tracy to implement the service and secure TransLoc as the software for this program.

EMERGENCIES; NATURAL DISASTERS

MTM Transit is fully prepared to assist with emergency evacuations and/or reverse emergency evacuations during inclement weather, or other disastrous events **(2.2.19)**. We will conduct drills for our operations team to ensure that when an emergency occurs, that our team can respond calmly to the challenge. MTM Transit provides training on emergency response and preparedness procedures to all employees. We train our operators to provide safe and reliable service in the event of any emergency, including accidents, crime/security incidents, and inclement weather. Training on emergency response and preparedness procedures includes safety drills as well as classroom training. In the event of an emergency, we will adhere to our Emergency Preparedness Plan, a sample of which can be provided upon request.

Our training will follow the requirements set forth in the RFP for the City's PTASP. Training includes a review of our Emergency Preparedness Plan, which describes processes for coordinating with law enforcement and other public safety agencies to manage response to an incident that occurs on a vehicle or affects operations. It also identifies a process for integrating company resources and capabilities into the community response effort to support management of a major event affecting the community. Our training on emergency response and preparedness procedures also includes a review of our PTASP, which addresses safety policies and procedures for various elements of our operations, including employees, passengers, vehicles, facilities, equipment, and maintenance **(2.2.8)**.

We will also make available the transportation and communications services and operations facility to assist the City. We understand in such an event, we will not be obligated to operate transit service duties and responsibilities, and that we will be entitled to be paid reasonable compensation for providing such emergency services as mutually agreed upon.

▲ Success Story: Responding to the COVID-19 Pandemic

Businesses worldwide have had to adapt to a new normal due to the COVID-19 pandemic, and MTM Transit is no different. Our number one priority is always the safety and well-being of our passengers and employees. Doing so in the current environment means remaining flexible and developing innovative approaches, and MTM Transit has more than met the challenge. Since March 2020, we implemented the following solutions:

- ▶ Partnered with our clients on the procurement and installation of plexiglass barriers in vehicles to minimize operators' exposure
- ▶ Secured and distributed PPE for our operators, including masks, sanitizers, and gloves

- ▶ Ensuring passengers are wearing face coverings and observing social distancing standards, where appropriate
- ▶ Implementing new daily sanitizing procedures on all vehicles we operate, and in all operations facilities and offices
- ▶ Transitioned our non-essential support functions to working from home
- ▶ Aiding with communication of COVID-19 safety precautions to passengers; for example, in San Diego, we partnered with our client to develop and send messages to passengers whose email addresses were already on file to inform them about the current requirement for wearing face coverings while in public.

We follow state and county guidance on face coverings and social distancing. We also disinfect all vehicles daily, both during and post-pandemic, for the ongoing safety of passengers.

MTM Transit prioritizes continual improvement and incorporating lessons learned into our processes. Our leadership has stayed abreast of the latest developments and guidance from the WHO and the CDC since this pandemic started and has always deferred to government guidelines when making decisions about our operations.

“During the on-going COVID-19 pandemic period, MTM Transit has demonstrated dedication, commitment, and perseverance to provide unwavering service to our community. MTM Transit has responded quickly and effectively to incorporate enhanced safety protocols for customers, vehicle operators and the entire operations team.”

Suzie Edrington, Director of Demand Response
Capital Metropolitan Transportation Authority

17. Insurance Coverage



17. INSURANCE COVERAGE

Provide a statement indicating insurance coverage by type and dollar amount and loss history for a five-year period.

Please refer to **Attachment B** for a draft certificate of insurance and five-year loss history.

MTM Transit will maintain the required insurance coverage outlined in the RFP throughout the life of the contract, including specified endorsements and minimum limits of insurance at least as broad as:

- ▶ Commercial General Liability Insurance with \$2,000,000 minimum limit per occurrence
- ▶ Automobile Liability Insurance with a \$1,000,000 minimum limit per accident for bodily injury and property damage
- ▶ Workers' Compensation coverage as required by the State of California, with statutory limits and Employer's Liability Insurance with a limit of no less than \$1,000,000 per accident for bodily injury or disease
- ▶ Professional Liability (Errors and Omissions) coverage with a limit of no less than \$2,000,000 per occurrence or claim, \$2,000,000 aggregate

18. Insurance Certificate



18. INSURANCE CERTIFICATE

Submit proof of ability to obtain insurance as specified in Exhibit H. This proof shall take the form of a current certificate of insurance. If the certificate does not cover the requirements as specified in the draft agreement, verification of availability of required insurance to CONTRACTOR shall be provided in the form of a letter of confirmation from the PROPOSER's insurance broker.

MTM Transit has provided a draft certificate of insurance evidencing our ability to obtain the appropriate coverage in **Attachment B**.

Required Forms (Appendix F)



Required Forms

Form A

ADDENDUM RECEIPT

MTM Transit, LLC (CONTRACTOR) acknowledges it has received and read the following Addenda:

Addendum # <u>1</u>	Signature <u><i>Olama Nacia'</i></u>
Addendum # <u>2</u>	Signature <u><i>Olama Nacia'</i></u>
Addendum # <u>3</u>	Signature <u><i>Olama Nacia'</i></u>
Addendum # <u>4</u>	Signature <u><i>Olama Nacia'</i></u>
Addendum # _____	Signature _____
Addendum # _____	Signature _____

Signature <u><i>Olama Nacia'</i></u>	Date <u>2/28/2023</u>
Title <u>President and CEO</u>	Company Name <u>MTM Transit, LLC</u>

Form B

NON-COLLUSION AFFIDAVIT FOR PROPOSER

STATE OF CALIFORNIA
COUNTY OF St. Charles

Alaina Maciá declares and says:

1. That he/she is the (owner, partner, representative, or agent) of MTM Transit, LLC, hereinafter referred to as (CONTRACTOR) or (subcontractor).
2. That he/she is fully informed regarding the preparation and contents of this proposal for certain work in the City of Manteca, State of California.
3. That his/her proposal is genuine and is not collusive or a sham proposal.
4. That any of its officers, owners, agents, representatives, employees, or parties in interest, including this affiliate, has not in any way colluded, conspired, connived or agreed, directly or indirectly, with any other proposer, firm, or person to submit a collusive or sham proposal in connection with such contract or to refrain to submitting a proposal in connection with such contract, or has in any manner, directly or indirectly, sought by unlawful Contract or connivance with any other proposer, firm, or person to fix the price or prices in said proposal, or to secure through collusion, conspiracy, connivance, or unlawful Contract any advantage against the City of Manteca or any person interested in the proposed contract; and,
5. That the price or prices quoted in the proposal are fair and proper and are not tainted by any collusion, conspiracy, connivance, or unlawful Contract on the part of the proposer or any of its agents, owners, representatives, employees, or parties in interest, including this affiliate.

I certify (or declare) under penalty of perjury, that the foregoing is true and correct.

Dated this 28 day of February, 2023, at Lake St. Louis, ~~California~~ Missouri.

Signed: Alaina Maciá

Title: President and CEO

Form C

CERTIFICATION OF ELIGIBILITY (LABOR STANDARDS)

The MTM Transit, LLC (Name of Proposer) hereby certifies that it is not included on the United States Comptroller General's Consolidated List of Persons or Firms currently Debarred for Violations of Various Public Contracts Incorporating Labor Standard Provisions.

Signed *Alaina Nacia'*

Title President and CEO

Date 2/28/2023

Form D

DEBARMENT AND SUSPENSION CERTIFICATION

This certification does not apply to contracts and subcontracts under \$25,000. Offers that are not accompanied by a completed, applicable certification will be rejected as nonresponsive.

- The Proposer certifies, to the best of its knowledge and belief, that the Proposer and its principals:
 1. Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily or involuntarily excluded from covered transactions by any federal department or agency;
 2. Have not, within the preceding three years, been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public or private agreement or transaction; violation of federal or state antitrust statutes, including those proscribing price fixing between competitors, allocation of customers between competitors, and bid rigging; commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, tax evasion, receiving stolen property, making false claims, or obstruction of justice; or commission of any other offense indicating a lack of business integrity or business honesty;
 3. Are not presently indicted for or otherwise criminally or civilly charged by a governmental entity (federal, state, or local) with commission of any offense described in Paragraph 2 of this certification;
 4. Have not, within the preceding three years, had one or more public transactions (federal, state, or local) terminated for cause or default.

OR

- The Proposer is unable to certify to all of the statements in this certification, and attaches its explanation to this certification. (In the explanation, the Proposer must certify to those statements that can be certified and explain why the other statements cannot be certified.)

The Proposer certifies or affirms the truthfulness and accuracy of the contents of the statements submitted on or with this certification. In addition, the Proposer understands and agrees that the provisions of 31 USC §§ 3801 et al. are applicable to this certification.

Company: MTM Transit, LLC

Name: Alaina Maciá

Title: President and CEO

Signature: 

Date: 2/28/2023

Form E

BUY AMERICA CERTIFICATION

This certification applies to contracts over \$150,000 if they involve the purchase of iron, steel, manufactured goods, or rolling stock.

If this Offer is valued in excess of \$150,000 and **involves the procurement of steel, iron, or manufactured products (as defined in 49 CFR §§ 661.3 and 661.5)**, the Proposer hereby certifies that it:

- Will comply with the requirements of 49 USC § 5323(j)(1) and the applicable regulations in 49 CFR part 661;

OR

- Cannot comply the requirements of 49 USC § 5323(j) (and 49 CFR part 661) but may qualify for an exception to the requirements pursuant to 49 USC § 5323(j)(2), as amended, and the applicable regulations in 49 CFR § 661.7.

If this Offer is valued in excess of \$150,000 and **involves the procurement of buses or other rolling stock (including associated equipment)**, the Proposer hereby certifies that it:

- Will comply with the requirements of 49 USC § 5323(j) and the applicable regulations of 49 CFR § 661.11;

OR

- Cannot comply with the requirements of 49 § USC 5323(j) (and 49 CFR § 661.11), but may qualify for an exception to the requirements consistent with 49 USC § 5323(j)(2)(C), as amended, and the applicable regulations in 49 CFR § 661.7.

The Proposer certifies or affirms the truthfulness and accuracy of the contents of the statements submitted on or with this certification. In addition, the Proposer understands and agrees that the provisions of 31 USC §§ 3801 et al. are applicable to this certification

Company: MTM Transit, LLC

Name: Alaina Maciá

Title: President and CEO

Signature: 

Date: 2/28/2023

Form F

LOBBYING CERTIFICATION

This certification does not apply to contracts and subcontracts under \$100,000. Offers that are not accompanied by a completed, applicable certification will be rejected as nonresponsive.

The Proposer certifies, to the best its knowledge and belief, that:

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

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

The Proposer certifies or affirms the truthfulness and accuracy of the contents of the statements submitted on or with this certification. In addition, the Proposer understands and agrees that the provisions of 31 USC §§ 3801 et al. are applicable to this certification.

Company: MTM Transit, LLC

Name: Alaina Maciá

Title: President and CEO

Signature: 

Date: 2/28/2023

Per paragraph 2 above, complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," if applicable.

Form G

TAX LIABILITY CERTIFICATION

This certificate applies to all contracts.

The Proposer, certifies that:

- (a) it has no unpaid federal tax liability that has been assessed, for which all judicial and administrative remedies have been exhausted or have lapsed, and that is not being paid in a timely manner pursuant to an agreement with the authority responsible for collecting the tax liability; and

- (b) it has not been convicted of a felony criminal violation under any federal law within the preceding 24 months.

The Proposer certifies or affirms the truthfulness and accuracy of the contents of the statements submitted on or with this certification. In addition, the Proposer understands and agrees that the provisions of 31 USC §§ 3801 et al. are applicable to this certification.

Company: MTM Transit, LLC

Name: Alaina Maciá

Title: President and CEO

Signature: Alaina Maciá

Date: 2/28/2023

FORM H

**CITY OF MANTECA
REQUEST FOR PROPOSAL FOR TRANSIT OPERATIONS SERVICES**

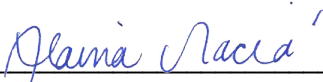
**PROGRAM FRAUD CIVIL REMEDIES ACT OF 1986, AS AMENDED,
31 U.S.C. 3801 ET SEQ.**

The Proposer certifies or affirms the truthfulness and accuracy of the contents of the statements submitted on or with this proposal. In addition, the Proposer understands and agrees that the provisions of 31 USC §§ 3801 et al. are applicable to this certification.

Company: MTM Transit, LLC

Name: Alaina Maciá

Title: President and CEO

Signature: 

Date: 2/28/2023

Form I

RFP Process Integrity Rules

The City of Manteca pledge is for the procurement process for public transit operations services to be open, objective, carefully monitored, and understandable to all. The following rules will be adhered to and enforced:

BEGINNING ON THE DATE OF THE ISSUANCE OF THE RFP FOR PUBLIC TRANSIT OPERATIONS SERVICES, AND ENDING ON THE DATE OF THE AWARD OF AGREEMENT FOR PUBLIC TRANSIT OPERATIONS SERVICES, ALL COMMUNICATION INITIATED BY PROPOSERS OR REPRESENTATIVES OF PROPOSERS AND THE CITY SHALL BE THROUGH GEORGIA LANTSBERGER OF THE FINANCE DEPARTMENT OF THE CITY OF MANTECA AND SHALL BE IN WRITING (BY EMAIL OR LETTER). THE CONTACT INFORMATION IS AS FOLLOWS:

City of Manteca Finance Department
Attn: Juan Portillo, Transit Manager
1001 W. Center Street, Suite D
Manteca, CA 95337
Email: jportillo@manteca.gov

ANY ATTEMPT TO CONTACT OR INTERACT WITH ANY ELECTED OR APPOINTED OFFICIAL FOR THE PURPOSE OF INFLUENCING THE SELECTION PROCESS WILL RESULT IN DISQUALIFICATION FROM THE SELECTION PROCESS.

ALL COMMUNICATIONS BETWEEN THE CITY AND INDIVIDUAL PROPOSERS WILL BE DOCUMENTED AND MAY BE TRANSMITTED SIMULTANEOUSLY TO ALL PROPOSERS.

ANY PROPOSER WHO FAILS TO RECOGNIZE OR UTILIZE THIS PROCESS OF COMMUNICATION WILL BE NOTIFIED OF ITS VIOLATION AND MAY BE SUBJECT TO DISQUALIFICATION.

PROPOSER must acknowledge and sign this statement as part of the RFP process. PROPOSER must return a signed copy of this statement with the RFP submittal.

On behalf of the entity I am authorized to represent, I understand and accept the rules established as set forth above.

Company Name: MTM Transit, LLC

Date: 2/28/2023

Company Representative: Alaina Maciá *Alaina Maciá*

Title: President and CEO

Form J

CERTIFICATION REGARDING ALCOHOL MISUSE AND PROHIBITED DRUG USE

1. As required by FTA regulations, "Prevention of Alcohol Misuse and Prohibited Drug Use in Transit Operations," at 49 CFR part 655, subpart I, the undersigned certifies that is has established and implemented an alcohol misuse and anti-drug program, and has complied with or will comply with all applicable requirements of FTA regulations, "Prevention of Alcohol Misuse and prohibited Drug Use in Transit Operations," 49 CFR part 655.
2. The undersigned shall at all times comply with all applicable FTA regulations, policies, procedures and directives.

Signature Alaina Maciá
Name Alaina Maciá
Title President and CEO
Date 2/28/23
Company Name MTM Transit, LLC

Form K

ACKNOWLEDGEMENT OF “BEST VALUE” SELECTION PROCESS

PROPOSER hereby acknowledges that the selection process under this RFP will evaluate Proposals on a “Best Value” basis, which the Federal Transit Administration’s (FTA) Best Practices Manual defines as follows:

“Best Value” is a selection process in which proposals contain both price and qualitative components, and award is based upon a combination of price and qualitative considerations. Qualitative considerations may include technical design, technical approach, quality of proposed personnel, and/or management plan. The award selection is based upon consideration of a combination of technical and price factors to determine (or derive) the offer deemed most advantageous and of the greatest value to the procuring agency.

As a result, PROPOSER further acknowledges that pricing will not be the sole basis upon which Proposals are evaluated.

An individual authorized to bind the PROPOSER to this Agreement must sign below acknowledging and understanding of the foregoing.

Signature Alaina Maciá
Name Alaina Maciá
Title President and CEO
Date 2/28/2023
Company Name MTM Transit, LLC

Attachments



ATTACHMENTS

- Attachment A** Resumes and Letters of Commitment
- Attachment B** Insurance Documents
- Attachment C** Transition and Start-Up Plan
- Attachment D** Teamsters Letter of Reference

Attachment A

Proposed General Manager Resume
Redacted for Confidentiality

Please find the resume for the proposed General Manager in the separate envelope labeled "Confidential Materials" submitted with the Technical Response.

***Proposed Safety and Training Manager Resume
Redacted for Confidentiality***

Please find the resume for the proposed General Manager in the separate envelope labeled "Confidential Materials" submitted with the Technical Response.

Adam Perriera

Ripon, CA | 925-726-6340 | adam.perriera@gmail.com

PROFESSIONAL EXPERIENCE

Swier Tire **October 2018 – February 2022**

Service Manager

- Managing staff including training and overseeing work performance
- Increasing business
- Recruiting different suppliers for supply and demand, lowering cost of product for purchases
- Introduced and implemented safety guidelines
- Greet and check out customers

Meineke Car Care Centers **June 2016 – October 2018**

Store/ Regional Manager

- Responsible for ordering parts and restocking supplies
- Managing crew including hiring and letting go of employees
- Operating the cashier for sale and service needs.
- Mechanic work when needed in the shop
- Oversaw 11 different location from Sacramento to the central valley region
- Conducted audits for errors and productivity per location.
- Increased productivity by creating new store location and layout, handling all permits and purchases for new equipment needed.
- Oversaw proper safety regulations according to state law and company standards accompanied with biweekly safety meeting with all managers

Maita Chevrolet **October 2015-June 2016**

Service Advisor

- Advising customers on recommended services such as repairs needed, and following up with customers once services were completed
- Oversaw warranty claims and recalls through the manufacturer

Wheel Works **December 2012- October 2015**

Manager of Tire Sales/Service Manager

- Developing employee training practices and safety procedures.
- Processing purchase orders of incoming and outgoing inventory.
- Responsible for coordination of grand opening.
- Growing wholesale market by establishing partnerships with nearby businesses.
- Covering all aspects front and back of the business.

EDUCATION

General Motors Electronic Training for Service Advising **October 2015-2016**

BSRO Certifications **2009**

Numerous courses completed through Bridgestone, Falken and Yokohama to achieve top knowledge of the tire technology for each brand. Management training provided by Bridgestone in retail business procedures.

ATTACHMENT 3

To The City of Manteca Selection Panel

Re: Commitment Letter for Manteca Transit Proposal

I am excited to be proposed as MTM Transit's Maintenance Manager for the Manteca Transit services. With my years of experience, I know I will be a good partner to the City staff and will bring improvements to the program as well as take great care of your passengers.

I look forward to the opportunity to work with both MTM Transit and the City of Manteca if our proposal is selected.

Respectfully,

X 

Adam Perriera
Maintenance Manager



Scott Transue

Regional Vice President



Experience

Scott started out working in the public sector for various transit agencies and now has over two decades of extensive experience with the majority of his work being in management.

MTM Transit, St. Louis, MO, 2016 to Present

Regional Vice President

- ▶ Oversees operations in the Western part of the U.S. and uses a hands-on approach to program directing to ensure that all clients receive personal, specific support
- ▶ Works in collaboration with operations support departments and transportation providers to ensure the most appropriate and cost-effective delivery of transportation services are provided
- ▶ Ensures that business outcomes and contract goals are defined and met
- ▶ Keeps abreast of changes to transit program rules, regulations, and policies, and works with clients to acquire a good understanding of their local climates and issues
- ▶ Follows through with service issues, troubleshooting problems, and concerns in a timely and professional manner

Southland Transit, Inc., El Monte, CA, 2012 to 2016

Vice President, COO

- ▶ Responsible for the control and operation of the company, developing and monitoring division budgets, and ensuring services were provided within budgets
- ▶ Reduced operational expenses by 30%
- ▶ Directed and managed overall operations of transit services, performed counseling sessions of staff, and attended unemployment and workers compensation hearings
- ▶ Wrote reports, correspondence, and various operating procedures for division staff
- ▶ Tracked and reviewed all divisions to ensure key performance indicators were met
- ▶ Developed ongoing goals and objectives for subordinate staff and oversaw operations and vendor contracts of various locations across Southern California
- ▶ Maintained positive client relations with agency staff, elected officials, and ensured the highest customer service standards were met while maintaining projects within budget
- ▶ Renegotiated agency and vendor contracts to enact updated and renewed costs, reduced personnel costs and overhead, and streamlined business processes to become more efficient
- ▶ Oversaw subordinate managers, ensured all projects were operating efficiently, and developed policies and procedures to ensure high quality operations



MTM

Transit

Scott Transue

Regional Vice President



Experience *(continued)*

Specialized Transportation Consulting, San Diego, CA, 2011 to 2012

Senior Transportation Consultant

- ▶ Audited public transit contracts to maximize efficiencies and service improvements
- ▶ Completed community transportation service and design
- ▶ Assisted agencies with maximizing federal and state cost recovery efforts
- ▶ Provided specialized transportation planning and marketing programs for clients, as well as expert ADA advice, consultation, and the California Non-Emergency Transportation consulting services
- ▶ Responsible for the development of an employee policies and procedures handbook

North County Transit District, Oceanside, CA, 2010 to 2011

Manager, Service Quality and Accessibility

San Diego Metropolitan Transit System, San Diego, CA, 2002 to 2010

Transit Operations Specialist/ADA Manager



Education

San Diego University, San Diego, CA

Bachelor of Science, Social Science

Pepperdine University, School of Business and Management, Malibu, CA

Transit and Paratransit Management Certificate Program

National Transit Institute, Rutgers, NJ

Managing the Costs of ADA Paratransit Seminar, Understanding ADA Seminar

Federal Transit Administration, Washington, D.C.

FTA Civil Rights Seminar



Additional Information

- ▶ Member of Accessible Services Advisory Committee
- ▶ Member of Social Service Transportation Advisory Committee
- ▶ Member of Council on Access and Mobility



MTM

Transit



Joseph Sullivan
Regional Director of Maintenance



Experience

MTM Transit, Lake St. Louis, MO, 2017 to Present

Regional Director of Maintenance

- ▶ Provides oversight and quality assurance for all aspects of MTM Transit's maintenance functions across operations in the Western region of the country
- ▶ Assists General Managers, Maintenance Managers, and Operations Managers in ensuring proper maintenance of vehicles through on-time preventative maintenance inspections, repairs, and body work, which are completed by our internal maintenance employees and using cost effective, quality vendors
- ▶ Works with vehicle and vehicle equipment manufacturers to provide training and resources for mechanics and maintenance staff on new vehicle technologies

MV Transportation, 2008 to 2017

Fleet Maintenance Manager, Elk Grove, CA, 2012 to 2017

- ▶ Managed day-to-day maintenance responsibilities of fixed route and paratransit operations, including 78 vehicles with compressed natural gas and gasoline engines
- ▶ Provided oversight to all maintenance activities to ensure contractual requirements were achieved in a safe, healthy, and environmentally conscious manner
- ▶ Worked on special projects for MV's Western region and mentored new fleet managers
- ▶ Received the American Public Works Association Fleet Manager of the Year Award in 2015 for the Sacramento region

Lead Technician, South Lake Tahoe, CA, 2010 to 2012

- ▶ Led a team of maintenance technicians, managed scheduled preventative maintenance programs, delegated repairs, built and led maintenance campaigns, and performed emergency service repairs
- ▶ Maintained a fleet of diesel, gasoline, and CNG transit vehicles, ensured clients' needs were met, and maintained a shop that was compliant with local and federal regulations
- ▶ Used the TEAM computer-based maintenance scheduling and management system to track maintenance
- ▶ Tracked and controlled spare parts inventories and worked with parts vendors to maintain an appropriate parts inventory
- ▶ Provided mechanical support to several other MV-operated facilities

Joseph Sullivan

Regional Director of Maintenance



Experience *(continued)*

Heavy Duty Transit Bus/Light Truck Technician, South Lake Tahoe, CA, 2008 to 2010

- ▶ Serviced, repaired, and maintained a fleet of diesel, gas, and CNG transit vehicles, including busses from the following manufacturers: Orion, New Flyer, Nabbi, Gillig, Blue Bird, MCI, and Chance
- ▶ Maintained Ford and Chevy Cutaway vehicles
- ▶ Received extensive training and used I/O controls multiplex electrical systems



Education

Las Positas College, Livermore, CA

General Education and Welding MIG/TIG/ARC/Automotive Classes



Certifications

- ▶ Automotive Service Excellence (ASE), Master Certification, June 2011
- ▶ EPA 608 Test Proctor, March 2017
- ▶ Vansco Electrical, October 2016
- ▶ MAN Axle, October 2016
- ▶ Amerex, September 2016
- ▶ Detroit 50G, December 2015
- ▶ Genfare, June 2015
- ▶ National Transit Institute, December 2012
- ▶ CHP Inspection, March 2012
- ▶ Bendex Brake Systems, March 2012
- ▶ EPA Section 608 Refrigeration Systems, March 2011
- ▶ Intermotive Interlock and Fast Idle Systems, March 2010
- ▶ MGM Brake Systems, March 2010
- ▶ EPA Section 609 Refrigerant Recovery and Recycling, March 2010
- ▶ CNG Fuel Systems, January 2010
- ▶ Starrs, Ford Motor Co., July 2009



Matt Weinberg 
Director of Safety Administration



Experience

MTM Transit, Lake St. Louis, MO, 2021 to Present

Director of Safety Administration

- ▶ Coordinates with the executive team and local general/project managers to direct and meet all safety goals and directives, training objectives, and compliance with local, state, and federal regulations
- ▶ Implements training programs and successfully leads operations to reduce accident rates and liability costs
- ▶ Leads accident and injury avoidance initiatives and safety processes
- ▶ Responsible for developing and implementing company-wide safety and training standard operating procedures and leads Executive Safety Committee

Transdev North America, Lombard, IL, 2017 to 2021

National Safety Director

- ▶ Responsible for overall regulatory compliance, training, and safety processes and procedures for Transdev locations across the United States
- ▶ Worked with individual locations to ensure consistent and thorough implementation of safety and security processes, policies, and programs to mitigate risks and potential company liability, including collision/injury management and reduction
- ▶ Monitored safety process execution for compliance with company requirements/expectations and provided guidance and direction as needed
- ▶ Ensured contract compliance with all applicable federal (DOT, OSHA, DHS), state, local, and company regulations

National Express, LLC, Lisle, IL, 2015 to 2017

Area Director of Safety

- ▶ Responsible for company safety program for school and transit route contracts in Illinois, Iowa, Minnesota, Missouri, and Wisconsin; including several with union representation
- ▶ Played a key role in implementing and integrating safety programs into purchased or acquired companies
- ▶ Conducted onboarding and training sessions for new General Managers and Safety/Training Supervisors.
- ▶ Obtained certificate in Safety and Health Management through the Institute for Health and Safety Management

Matt Weinberg

Director of Safety Administration



Experience *(continued)*

Saia, Inc., Johns Creek, GA, 2013 to 2015

Regional Safety Manager

- ▶ Managed a region consisting of 11 terminals across Illinois, Indiana, Iowa, Minnesota, and Wisconsin
- ▶ Ensured compliance with OSHA, DOT, and company policies and procedures when traveling to terminals within the region
- ▶ Led regular safety meeting discussing various topics such as accident/injury/spill prevention, hazardous materials processes in accordance with DOT regulations and company policy, safe driving, etc.
- ▶ Conducted safety audits and reviewed and coached events recorded by on board camera system

Advanced Disposal Services, Inc., Batavia, IL, 2011 to 2013

Route Manager

- ▶ Responsible for operation on the residential side of the Batavia hauling location
- ▶ Managed 50 drivers in a union environment and ensured the operation ran as safely and efficiently as possible
- ▶ Maintained constant interaction with customer base and coached and disciplined drivers as necessary

Veolia Transportation, Lombard, IL, 2007 to 2011

Assistant General Manager, Master Instructor

- ▶ Supervised over 70 employees and served as head of the property's safety initiative which included mentoring employees, managing the DriveCam system, and governing the drug and alcohol policies
- ▶ Successfully completed the Veolia Transportation Master Instructor training courses in Accident Responder, Basic Instructor Training, and Behind-The-Wheel, in order to conduct train-the-trainer courses throughout the country
- ▶ Maintained budgetary requirements and other corporate reporting such as operations, safety, accident analysis, environmental, etc.

Pace Suburban Bus, Chicago, IL, 2006 to 2007

Operations Administrator for Chicago ADA Services

- ▶ Performed onsite implementation coaching for Trapeze routing software
- ▶ Assessed contractual compliance of ADA laws and contractual obligations for outside carriers contracted by Pace
- ▶ Prepared and lead contract carrier meetings as well as presentations to passengers interested in the ADA service

Matt Weinberg

Director of Safety Administration



Experience *(continued)*

Veolia Transportation, Lombard, IL, 2003 to 2006

Route Supervisor

- ▶ Began transit career with Veolia operating fixed route transit and paratransit vehicles
- ▶ Promoted to behind-the-wheel (BTW) trainer and then moved up to Route Supervisor
- ▶ Traveled to other terminals to assist with driving routes during staffing shortages



Education

Northern Illinois University, DeKalb, IL

Bachelor of Science, Geography



MTM

Transit



Pat Lopez

Director, Transit Technology



Experience

MTM Transit, Lake St. Louis, MO, 2018 to Present

Director, Transit Technology

- ▶ Leads efforts to continuously optimize delivery of MTM Transit services through the use of technology
- ▶ Manages ongoing maintenance, support, upgrades, new development, and deployment of Transit technology
- ▶ Creates strategic plans for Transit software installations and leads the development of new products and services for MTM and MTM Transit
- ▶ Leads execution of project plans to ensure the company is delivering superior customer care and delivering the latest and most applicable versions of Transit Technology to vendors

Redflex Traffic Systems, Inc., Phoenix, AZ, 2004 to 2018

Director of Field Services

- ▶ Lead technical operations and team responsible for supporting customers throughout the United States
- ▶ Oversaw installation and maintenance of smart transportation solutions for 130+ contracts and over two-thousand systems
- ▶ Forecasted, developed, and managed budget of over \$8 million, allotted for payroll, travel, and subcontractor expenses
- ▶ Provided direct leadership to five managers and 75 indirect reports; managed and regulated the entire employee leadership lifecycle from hiring to termination
- ▶ Successfully revamped Field Services department, creating and updating all internal processes and procedures

Product Support Manager, 2011 to 2015

- ▶ Reported to Field Services Support Director while motivating, directing, and leading high performing team of technical advisors and project engineers
- ▶ Served as an engineering resource, and assisted with integration testing and development of procedural documentation
- ▶ Closely collaborated with key internal stakeholders to coordinate testing, roll-out, and hand-off of new technologies
- ▶ Partnered with outside third-party vendors to develop and deploy software solutions and hardware products
- ▶ Served as key driver in executing system performance optimization, improving system performance, and enhancing field services



MTM

Transit

Pat Lopez



Director, Transit Technology



Experience *(continued)*

NOC Manager, 2010 to 2011

- ▶ Demonstrated authoritative leadership and direction over a staff of four supervisors and over 20 indirect hourly employees responsible for the productivity and efficiency of a 24/7 operation
- ▶ Planned, allocated, and managed a \$1M+ budget allocated for operational expenses
- ▶ Managed staff leadership lifecycle, including sourcing, interviewing, hiring, training, performance management, and disciplinary actions up to termination, if necessary
- ▶ Supported staff growth and development initiatives through the creation and implementation of a formal L2 Mentor program
- ▶ Developed email tracking solution to assist the team in meeting SLAs and productivity
- ▶ Maximized efficiency by developing and improving technician dispatch solution to improve accountability of SLA's and productivity of Field Services
- ▶ Leveraged excellent technical and written communication skills to research to develop NOC database for the tracking and reporting of assigned tasks and improve productivity of the department

Regional Field Supervisor, 2007 to 2010

Field Technician, 2004 to 2007



Education and Certifications

Eastern New Mexico University, Portales, NM

Bachelor of Business Administration – Computer Information Systems

ITIL Foundations Certification

Practitioner

Microsoft Windows NT and 2000 OS

Microsoft Certified Systems Engineer (MCSE) Certification



MTM

Transit



Brian Balogh

Chief Operating Officer of Transit



Experience

MTM Transit, Lake St. Louis, MO, 2015 to Present

Chief Operating Officer of Transit, 2018 to Present

- ▶ Directs all operations serving the transit market, including functional ADA eligibility assessments and travel training, quality assurance, paratransit operations, brokerage and subcontracted service, ADA call centers, and fixed route operations, including maintenance, reservations, scheduling and dispatch, and safety
- ▶ Collaborates with Regional Vice Presidents to ensure MTM Transit's performance aligns with all operational and financial contract requirements
- ▶ Regularly monitors contract reporting to ensure contract compliance and quality
- ▶ Leads an executive leadership team who provide direction and support to general managers and program directors throughout the nation

Vice President of Transit, 2016 to 2018

- ▶ Ensured contract and budget compliance and developed plans to meet or exceed financial goals of the client, such as increasing productivity due to increased efficiency, improvements in on-time performance, rider satisfaction, safety metrics, and maintenance reliability
- ▶ Worked in collaboration with operations, support departments, and transportation providers to ensure the most appropriate and cost-effective delivery of transportation services
- ▶ Monitored and managed implementations to ensure seamless transitions and uninterrupted service provision
- ▶ Assessed customer satisfaction to improve each operation

Director of Operations, 2015 to 2016

- ▶ Directed and coordinated the day-to-day activities of multiple internal departments
- ▶ Coordinated efforts of Community Outreach and Logistics team members and provided performance-driving leadership to Network Representatives to ensure success of multi-load efforts, provider/facility alignment, network adequacy, and superior service delivery, improving transportation quality and reducing costs
- ▶ Led Community Outreach team members to leverage facility outreach for better understanding of provider performance



Transit

Brian Balogh

Chief Operating Officer of Transit



Experience *(continued)*

MV Transportation, Chicago, IL, 2007 to 2015

Senior Regional Vice President

- ▶ Increased profitability of divisions through efficiency and organization with revenue exceeding \$85 million annually
- ▶ Maintained complete oversight and maintenance of fleets totaling 650 vehicles, as well as direct oversight of 20 divisions and over 24 individual contracts across five Midwest states providing paratransit, fixed route, and shuttle services
- ▶ Led development of division-level management and staff, as well as corporate support teams totaling more than 1,500 employees

Greyhound Lines, Inc., Chicago, IL, 1992 to 2007

District Manager, Field Operations

- ▶ Oversaw performance of nine terminal facilities, 110 commission agencies, 350 drivers, and 225 terminal employees in a 14-state area
- ▶ Recruited, selected, trained, and mentored managers and supervisors
- ▶ Developed initiatives to increase sales and reduce controllable expenses



Education

Cleveland State University, Cleveland, OH

Bachelor's Degree in Business Administration/Management and Labor Relations

- ▶ James J. Nance College of Business



Awards

- ▶ Named 2011 Regional Vice President of the year
- ▶ Nominated to the American Public Transportation Association (APTA) Leadership Program in 2012
- ▶ Active member of APTA and CALACT



Ben Schandle

Director, Regional Sales



Experience

MTM Transit, Lake St. Louis, MO, 2021 to Present

Director, Regional Sales

- ▶ Oversees sales opportunities for MTM Transit and ensures transit agencies consider MTM Transit for new business contracts in paratransit, fixed route, and transit technology solutions
- ▶ Takes lead in identifying, pursuing, and acquiring new business through competitive bidding opportunities and organic growth for MTM Transit
- ▶ Builds strong relationships potential clients and maintains quality relationships with current clients
- ▶ Develops comprehensive internal and external sales and marketing plan to drive new revenue for the business nationwide
- ▶ Analyzes and presents market trends and demand for existing product viability; spearheads strategy on all new business opportunities for MTM Transit
- ▶ Serves as subject matter expert and effectively delivers on value proposition

First Group, Cincinnati, OH, 2018 to 2021

National Business Development Manager

- ▶ Recruited, hired, trained, coached, and mentored various levels of staff, including: Business Development Manager, Consultants, and Routing Teams
- ▶ Developed and managed budgets and forecasting, as well as collaborated with Accounting on Accounts Payable and Receivable
- ▶ Pursued customer leads, directed on-site meetings with prospective customers, assisted in development of financial models, and approved and conducted all sales presentations
- ▶ Developed comprehensive internal and external sales and marketing plans to drive new revenue
- ▶ Presented organized, data-driven and responsive CRM reports to senior leadership weekly
- ▶ Analyzed market trends demand for existing product viability while collaborating with new product development
- ▶ Developed seven new product lines, consisting of: electric vehicles, vans, routing, transportation management, safety, maintenance, and consulting
- ▶ Engaged in process improvement; created and implemented FTS's Salesforce platform, including KPI metrics, sales reports, and tracking of all business opportunities



MTM

Transit

Ben Schandle

Director, Regional Sales



Experience *(continued)*

TNT Services, Columbus, OH, 2016 to 2018

Director of Business Development

- ▶ Hired and trained two account managers assigned to newly created territory
- ▶ Created regional budgets and conducted forecasting to achieve sales objectives
- ▶ Lead full sales cycle from initial customer engagement through operational fulfillment
- ▶ Collaborated with financial planning team to develop bid models for pricing of new business proposals and confirmed accuracy of assumptions, cost structure, and margins
- ▶ Acquired \$5M in new business revenue while growing existing accounts by approximately 10%
- ▶ Established new, 5-state territory and oversaw all sales and marketing efforts
- ▶ Developed request for proposal response process to engage with new school bus transportation market
- ▶ Developed targeted sales and marketing plans for new business region while creating and launching superior product line to meet challenges and needs of the market
- ▶ Engaged in process improvement and worked with group of SMEs to develop new product that resulted in capture of 20% regional market share in year one for the on-site mobile washing product line

Ryder Systems, Inc., Cincinnati, OH, 2013 to 2016

Area Sales Manager

- ▶ Provided feedback to senior leadership on market trends, competitive threats, unmet needs, and opportunities to deliver greater value to customers by extending offerings
- ▶ Developed new “C” level customers through hunting activities, ensured prospective accounts were profitable, significant, and strategically aligned with company objectives
- ▶ Analyzed profitability of prospects, competitive influences, and inherent account risk
- ▶ Built strong partnerships and ensured 6 sales reports achieved total quota of \$6M
- ▶ Engaged in the region conducting new business development, total cost of ownership analysis, team development, and select care truck maintenance program oversight
- ▶ Developed total cost of ownership model to penetrate self-operated transportation market

Dumont Aviation Group, New Castle, DE, 2010 to 2013

Director of Sales and Operations

B.J.V. Properties, Wilmington, DE, 2005 to 2013

Owner and President



MTM

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Ben Schandle

Director, Regional Sales



Education

Xavier University, Cincinnati, OH

Bachelor of Science – Business Economics

Bachelor of Arts – Marketing



Additional Skills and Certifications

Professional Certifications

- ▶ Challenger Development Program
- ▶ MEDDIC
- ▶ APPICS Supply Chain
- ▶ ZOOMINFO – Sales, Marketing, and Operations

Professional Training

- ▶ Sales Training through Miller Heiman, Challenger, and Dale Carnegie

Professional Licenses

- ▶ Real-estate Licenses – Delaware, Kentucky



MTM

Transit



Kerri Mileski 
Chief People Officer

Experience

Kerri is an expert in program development and implementation, executing award-winning creative solutions for developing and training staff members of all levels and positions with the objective of improving business outcomes.

MTM Transit, St. Louis, MO, 2012 to Present

Chief People Officer, 2018 to Present

- ▶ Develops and executes human resource strategy in support of MTM Transit's overall business plan and strategic direction, specifically in the areas of succession planning, talent management, change management, organizational and performance management, training and development, benefits, wellness, and compensation
- ▶ Provides strategic and operational leadership by articulating human resource needs and plans to the Executive Management team, Advisory Board, and Board of Directors
- ▶ Shapes how MTM Transit embraces employees to achieve business results through a dynamic talent allocation strategy, hiring and promoting for a more inclusive workplace, and developing a strong company culture to improve those results
- ▶ Improves procedures for monitoring and enhancing employee engagement and culture to leverage as a core recruiting and employee retention tool
- ▶ Implements an end to end quarterly analytical feedback practice to make informed people decisions and improve business results
- ▶ Created and launched Future Leaders program to develop a bench of employees trained and prepared to assume leadership positions throughout the organization

Vice President of People and Culture, 2015 to 2018

- ▶ Identified and implemented Workday as MTM Transit's new HRIS system to improve visibility into the company's workforce, engage employees through performance tracking, and improve user experience
- ▶ Established staffing strategies and implemented plans and programs to identify talent, both inside and outside the company, for positions of responsibility
- ▶ Designed progressive and proactive compensation and benefits programs to provide motivation, incentives, and rewards for effective performance
- ▶ Launched multiple programs aligned with our culture: Diversity & Inclusion, LearnIt employee development program, Internship Program, Mentoring Program, and Monthly Manager Meetings

Kerri Mileski

Chief People Officer



Experience *(continued)*

- ▶ Used value stream mapping to optimize HR functions and improve efficiency of hiring process of contact center agents
- ▶ Reduced no-show rate by 50% and reduced 90-day attrition by 37%
- ▶ Developed and launched multiple award-winning training programs to provide support for five critical areas in the organization: Leadership, Logistics, Contact Center, Systems & Technology, and Facilities

Vice President of Administration, 2013 to 2015

- ▶ Responsible for oversight and direction of Human Resources, Quality Management, and Corporate Training and Development functions of the organization
- ▶ Continually assessed competitiveness of all programs and practices against the relevant comparable companies, industries, and markets
- ▶ Implemented a Compliance Hotline as a reporting mechanism to facilitate and track reporting of unethical/improper conduct and provide a confidential way for employees, providers, members, and clients to present issues and concerns to the organization
- ▶ Replaced traditional health benefits offerings with a wellness model to focus on preventive and ongoing health improvements to bring a renewed focus and energy to health initiatives (MTM's annual total cost per covered employee reduced to 40% below benchmark industry average)

Manager, Corporate Training, 2012 to 2013

- ▶ Developed corporate training programs and policies to ensure staff maintained a thorough knowledge and understanding of company policies/operating procedures
- ▶ Implemented company-wide Learning Management System to supplement compliance, leadership, technology, and competency training for development
- ▶ Designed and implemented first company-wide contact center training program with dedicated internal training delivery partners

Career Education Corporation, St. Louis, MO, 2009 to 2012

Director of Education, Missouri College, 2011 to 2012

- ▶ Ensured academic programs produced the expected learning outcomes by coordinating and executing policy implementation, updates, and maintenance; and developing and delivering training modules and in-service sessions
- ▶ Aided the college in setting ongoing goals and initiatives for staff development, including ensuring all timelines and deliverables were met through coaching and support



Transit

Kerri Mileski

Chief People Officer



Experience *(continued)*

Director of Career Services, Le Cordon Bleu, 2009 to 2011

- ▶ Developed and launched career placement program to provide training and resources for resume creation, job search best practices, interview and presentation skills, and professionalism
- ▶ Created and implemented a Career Services curriculum for multiple campus departments
- ▶ Achieved 98% or greater graduate placement rate throughout tenure



Education

American Intercontinental University, Hoffman Estates, IL

Master of Education

University of Missouri, Columbia, MO

Bachelor of Science, Food Science, and Human Nutrition

Washington University, St. Louis, MO

Women's Leadership Certificate

Advanced Management Certificate



Additional Information

- ▶ Presidents Council St. Louis, Leadership Council Member
- ▶ Missouri Interscholastic Cycling League, Board Member/Program Development Chair
- ▶ Author, On the Rise, Volume 2, St. Louis Business Journal Top 150 Leaders
- ▶ SHRM-SCP Certification, 2017
- ▶ Healthiest Employer, 2015
- ▶ Learning Elite Award Silver & Gold Recipient #51, #37, #14, 2017-2018
- ▶ Training Top 125 Award Recipient #91, #82, #44, #33, 2016-2019
- ▶ Stevie Awards Customer Service Training Team of the Year Gold & Silver, 2016-2018
- ▶ Stevie Awards Best New Training Program Gold, 2017
- ▶ Stevie Awards Sales Training Program, 2019
- ▶ Women in the Workplace Honoree, 2018
- ▶ Top Innovators for Diversity & Inclusion, 2017
- ▶ St. Louis Post Dispatch Top Workplaces, 2018
- ▶ American Heart Association Fit-Friendly Worksite Gold Achievement, 2014



Alaina Maciá

President and Chief Executive Officer (CEO)



Experience

Alaina is a visionary leader in the healthcare and transit industries, and she is passionate about reducing barriers to community and healthcare services through efficient transportation program design. Alaina is aligned with client goals and serves as an executive liaison for all contractual and operational matters. She is keenly aware that good structure and process delivers reliable and efficient services to all stakeholders, and she promotes this key tenet throughout MTM Transit.

MTM Transit, St. Louis, MO, 2009 to Present

President and CEO

- ▶ Oversees all operational, technological, and support departments
- ▶ Recruits high quality, industry-leading executives to work at MTM Transit, bringing successful practices with them
- ▶ Leads efforts to analyze and streamline current operational processes to enhance efficiency and scalability of operations
- ▶ Ensures MTM Transit meets contract deliverables by reviewing company-wide key performance indicators that drive the desired contract outcomes and requirements
- ▶ Focuses on delivering an enhanced rider experience by hiring the right people, ensuring reliable and efficient processes, and delivering accessible and efficient technology

Medical Transportation Management, Inc. (MTM), St. Louis, MO, 2003 to Present

President and CEO

- ▶ Oversaw MTM's growth from a \$30 million company to an organization generating nearly \$500 million in revenue annually, over 20% compounded annual growth rate
- ▶ Restructured organization personnel and physical locations to create higher efficiency and increase productivity, reducing the administrative cost of handling transportation services by over 50%
- ▶ Drives MTM to continually improve and generate significant savings, generally between 10 to 25% over previous costs
- ▶ Identifies technology strategy to enhance user experience through mobile ready application and portals driving more than 5% of interactions to the web, mobile application, or IVR application



MTM | Transit

Alaina Maciá

President and Chief Executive Officer (CEO)



Education

Olin School of Business, Washington University, St. Louis, MO

Master of Business Administration

- ▶ Emphasis in corporate strategy and finance
- ▶ Member of Delta Gamma Sigma (top 20% of class)

School of Engineering and Applied Science, Washington University, St. Louis, MO

Bachelor of Science in Biological Engineering, emphasis in Environmental Engineering

- ▶ Missouri Bright Flight and Academic Scholarship to Washington University



Additional Information

- ▶ Member of the Washington Institute for Public Health National Council
- ▶ Member of the YPO, a network of the world's most influential and innovative business leaders
- ▶ Sits on the St. Louis Regional Business Council, Co-Chairs the Workforce Development Committee
- ▶ St. Louis Business Journal Technology Executives of the Year List, 2018
- ▶ Mass Transit Magazine 40 Under 40 Award, 2014
- ▶ Ernst & Young Entrepreneur of the Year Award, 2014
- ▶ St. Louis Business Journal 40 Most Influential Business Women List, 2012
- ▶ St. Louis Business Journal 40 Under 40 Award, 2011
- ▶ St. Louis Business Journal 30 Under 30 Award, 2004



Transit



Attachment B

Loss Runs

General Liability											
Policy Year Inception	Policy Year Expiration	Carrier	Total claims	Open Claims	Paid Loss	Paid Expense	Reserve Loss	Reserve Expense	Recovery	Total incurred	Valuation Date
09/30/22	09/30/23	Old Republic	0	0	0	0	0	0	0	\$0	01/31/23
09/30/21	09/30/22	Old Republic	0	0	0	0	0	0	0	\$0	01/31/23
09/30/20	09/30/21	Old Republic	0	0	0	0	0	0	0	\$0	01/31/23
09/30/19	09/30/20	National Interstate Ins. Co.	0	0	\$0	\$0	\$0	\$0	\$0	\$0	02/06/23
09/30/18	09/30/19	National Interstate Ins. Co.	0	0	\$0	\$0	\$0	\$0	\$0	\$0	02/06/23
Totals			0	0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Auto Liability											
Policy Year Inception	Policy Year Expiration	Carrier	Total claims	Open Claims	Paid Loss	Paid Expense	Reserve Loss	Reserve Expense	Recovery	Total incurred	Valuation Date
09/30/22	09/30/23	Old Republic	22	12	\$32,785	\$2,232	\$145,557	\$1,632	\$0	\$182,206	01/31/23
09/30/21	09/30/22	Old Republic	77	11	\$500,904	\$19,008	\$1,135,258	\$1,623	-\$26,451	\$1,630,341	01/31/23
09/30/20	09/30/21	Old Republic	54	1	\$659,208	\$45,805	\$765,000	\$56,596	-\$35,728	\$1,490,881	01/31/23
09/30/19	09/30/20	*National Interstate Ins. Co.	88	1	\$229,918	\$54,542	\$200,000	\$1	-\$4,657	\$479,804	02/06/23
09/30/18	09/30/19	*National Interstate Ins. Co.	110	0	\$870,398	\$115,092	\$0	\$0	-\$1,293	\$984,197	02/06/23
Totals			351	25	\$2,293,213	\$236,678	\$2,245,815	\$59,852	-\$68,129	\$4,767,429	

Workers' Compensation											
Policy Year Inception	Policy Year Expiration	Carrier	Total claims	Open Claims	Paid Loss	Paid Expense	Reserve Loss	Reserve Expense	Recovery	Total incurred	Valuation Date
09/30/22	09/30/23	Travelers	11	10	\$23,803	\$1,463	\$57,823	\$19,260	\$0	\$102,349	01/31/23
09/30/21	09/30/22	Starr Specialty	55	7	\$492,706	\$89,978	\$45,387	\$9,718	\$0	\$637,789	01/31/23
09/30/20	09/30/21	Starr Specialty	57	8	\$328,245	\$94,278	\$19,737	\$9,159	-\$24,380	\$427,040	01/31/23
09/30/19	09/30/20	The Hartford	86	1	\$586,067	\$170,346	\$12,088	\$2,004	\$0	\$770,505	02/15/23
09/30/18	09/30/19	The Hartford	94	1	\$851,187	\$204,619	\$63,172	\$2,162	\$0	\$1,121,140	02/15/23
Totals			303	27	\$2,282,008	\$560,684	\$198,208	\$42,303	-\$24,380	\$3,058,823	

Professional Liability											
Policy Year Inception	Policy Year Expiration	Carrier	Total claims	Open Claims	Paid Loss	Paid Expense	Reserve Loss	Reserve Expense	Recovery	Total incurred	Valuation Date
09/30/22	09/30/23	PEO900463-03	0	0	\$0	\$0	\$0	\$0	\$0	\$0	02/02/23
09/30/21	09/30/22	PEO900463-02	13	8	\$0	\$8,029	\$0	\$0	\$0	\$8,029	02/02/23
09/30/20	09/30/21	PEO900463-01	3	1	\$0	\$0	\$0	\$0	\$0	\$0	02/02/23
09/30/19	09/30/20	Ironshore	0	0	\$0	\$0	\$0	\$0	\$0	\$0	02/02/23
09/30/18	09/30/19	Ironshore	0	0	\$0	\$0	\$0	\$0	\$0	\$0	02/02/23
Totals			16	9	\$0	\$8,029	\$0	\$0	\$0	\$0	\$0

Attachment C

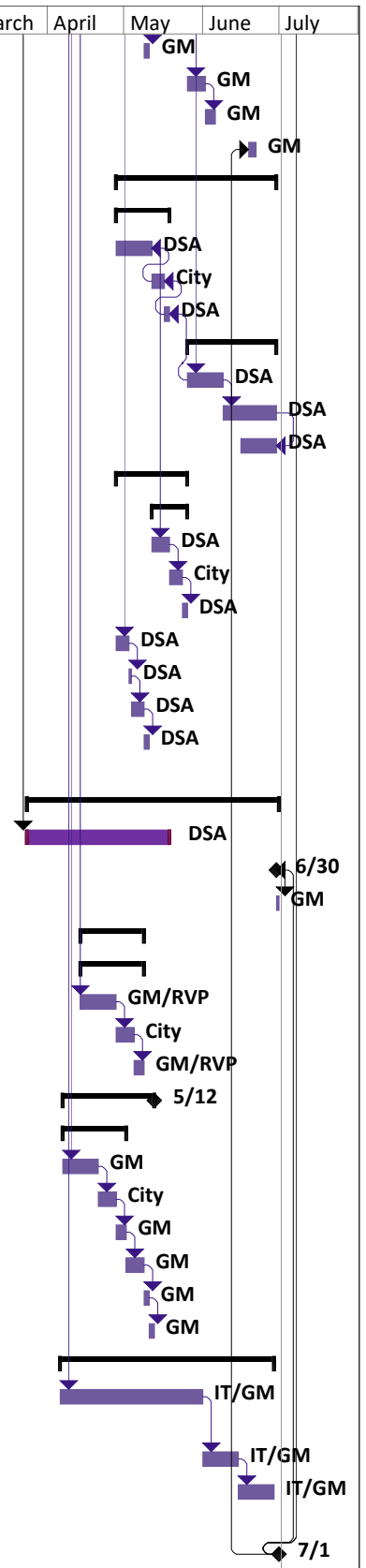


ATTACHMENT 3

ID	Task Name	Duration	Start	Finish	March	April	May	June	July
1	MANTECA IMPLEMENTATION PLAN	77 days	Thu 3/16/23	Sat 7/1/23					
2	Notice of Award	1 day	Thu 3/16/23	Thu 3/16/23					
3	Staff recommendation	0 days	Thu 3/16/23	Thu 3/16/23					
4	Contract execution	5 days	Fri 3/17/23	Thu 3/23/23					
5	PROJECT MANAGEMENT	72 days	Fri 3/17/23	Mon 6/26/23					
6	Develop work plan	14 days	Fri 3/17/23	Wed 4/5/23					
7	Draft and submit to client	9 days	Fri 3/17/23	Wed 3/29/23					
8	Review/approve work plan	3 days	Thu 3/30/23	Mon 4/3/23					
9	Finalize work plan and commence wor	2 days	Tue 4/4/23	Wed 4/5/23					
10	Conduct kickoff meeting	1 day	Thu 4/6/23	Thu 4/6/23					
11	Conduct weekly status meetings	71 days	Mon 3/20/23	Mon 6/26/23					
27	Obtain permits and licenses	30 days	Wed 3/22/23	Tue 5/2/23					
28	COLLECTIVE BARGAINING	35 days	Thu 3/23/23	Thu 5/11/23					
29	Initial meeting	0 days	Thu 3/23/23	Thu 3/23/23					
30	Negotiation meetings	20 days	Fri 3/24/23	Thu 4/20/23					
31	Union Agreement	15 days	Fri 4/21/23	Thu 5/11/23					
32	Draft and send to union	5 days	Fri 4/21/23	Thu 4/27/23					
33	Review	5 days	Fri 4/28/23	Thu 5/4/23					
34	Modify	5 days	Fri 5/5/23	Thu 5/11/23					
35	Meeting to vote and approve	0 days	Thu 5/11/23	Thu 5/11/23					
36	FACILITY	2 days	Thu 6/29/23	Sat 7/1/23					
37	Move in	2 days	Thu 6/29/23	Sat 7/1/23					
38	Prepare yard	2 days	Thu 6/29/23	Sat 7/1/23					
39	STAFFING	55 days	Fri 3/17/23	Thu 6/1/23					
40	Reach out to incumbent staff	5 days	Fri 3/17/23	Thu 3/23/23					
41	Place employment ads	0 days	Thu 3/23/23	Thu 3/23/23					
42	Prepare and print application materials	1 day	Fri 3/24/23	Fri 3/24/23					
43	Review resumes	10 days	Fri 3/24/23	Thu 4/6/23					
44	Interview	25 days	Fri 3/24/23	Thu 4/27/23					
45	Conduct drug screening and physical testing	2 days	Wed 4/26/23	Thu 4/27/23					
46	Conduct background checks, work history, criminal records check	3 days	Tue 4/25/23	Thu 4/27/23					
47	Hire employees	20 days	Fri 4/28/23	Thu 5/25/23					
48	Establish personnel records	2 days	Fri 5/26/23	Mon 5/29/23					
49	Enter employee data in HR System	2 days	Tue 5/30/23	Wed 5/31/23					
50	Post EEOC, minimum wage, etc.	1 day	Thu 6/1/23	Thu 6/1/23					
51	Uniforms	20 days	Fri 4/28/23	Thu 5/25/23					
52	Present Proposed Uniform to City	0 days	Fri 4/28/23	Fri 4/28/23					
53	Review/approve	5 days	Fri 4/28/23	Fri 5/5/23					
54	Order uniforms	10 days	Fri 5/5/23	Thu 5/18/23					
55	Receive uniforms	0 days	Wed 5/24/23	Wed 5/24/23					
56	Distribute uniforms	1 day	Thu 5/25/23	Thu 5/25/23					
57	OPERATIONS	55 days	Thu 4/6/23	Wed 6/21/23					
58	Develop Policy and Procedure Manual	22 days	Thu 4/6/23	Fri 5/5/23					
59	Draft and submit to client	15 days	Thu 4/6/23	Wed 4/26/23					
60	Review/approve	5 days	Thu 4/27/23	Wed 5/3/23					
61	Finalize manual	2 days	Thu 5/4/23	Fri 5/5/23					
62	Develop Record Keeping and Reporting Program Plan	10 days	Thu 4/27/23	Wed 5/10/23					
63	Draft and submit to client	5 days	Thu 4/27/23	Wed 5/3/23					
64	Review/approve	3 days	Thu 5/4/23	Mon 5/8/23					

ATTACHMENT 3

ID	Task Name	Duration	Start	Finish	March	April	May	June	July
65	Finalize plans	2 days	Tue 5/9/23	Wed 5/10/23			GM		
66	Conduct and finalize driver shifts	5 days	Fri 5/26/23	Thu 6/1/23				GM	
67	Establish seniority list	2 days	Fri 6/2/23	Mon 6/5/23				GM	
68	Create staff schedules	3 days	Mon 6/19/23	Wed 6/21/23					GM
69	TRAINING	45 days	Fri 4/28/23	Thu 6/29/23					
70	Develop training plan	15 days	Fri 4/28/23	Fri 5/19/23					
71	Draft and submit to client	10 days	Fri 4/28/23	Fri 5/12/23			DSA		
72	Review/approve	3 days	Fri 5/12/23	Wed 5/17/23			City		
73	Finalize plan	2 days	Wed 5/17/23	Fri 5/19/23			DSA		
74	Driver training	25 days	Fri 5/26/23	Thu 6/29/23					
75	Classroom training	10 days	Fri 5/26/23	Thu 6/8/23					
76	On the Road training	15 days	Fri 6/9/23	Thu 6/29/23					
77	General Employee Training	10 days	Fri 6/16/23	Thu 6/29/23					
78	SAFETY	20 days	Fri 4/28/23	Thu 5/25/23					
79	Develop Safety Program	10 days	Fri 5/12/23	Thu 5/25/23					
80	Draft and submit to client	5 days	Fri 5/12/23	Thu 5/18/23			DSA		
81	Review/approve	3 days	Fri 5/19/23	Tue 5/23/23			City		
82	Finalize plans	2 days	Wed 5/24/23	Thu 5/25/23			DSA		
83	Develop accident packets	3 days	Fri 4/28/23	Tue 5/2/23			DSA		
84	Post safety materials and procedures	1 day	Wed 5/3/23	Wed 5/3/23			DSA		
85	Establish safety award program	3 days	Thu 5/4/23	Mon 5/8/23			DSA		
86	Establish relations with local fire and police depts	2 days	Tue 5/9/23	Wed 5/10/23			DSA		
87	FLEET	71 days	Fri 3/24/23	Fri 6/30/23					
88	Order/Procure non-revenue vehicles	40 days	Fri 3/24/23	Thu 5/18/23					
89	Receive revenue vehicles	0 days	Fri 6/30/23	Fri 6/30/23					
90	Prepare revenue vehicles for service	1 day	Fri 6/30/23	Fri 6/30/23					
91	QUALITY ASSURANCE	17 days	Fri 4/14/23	Mon 5/8/23					
92	Develop Quality Assurance Plan	17 days	Fri 4/14/23	Mon 5/8/23					
93	Draft and submit to client	10 days	Fri 4/14/23	Thu 4/27/23			GM/RVP		
94	Review/approve	5 days	Fri 4/28/23	Thu 5/4/23			City		
95	Finalize plan	2 days	Fri 5/5/23	Mon 5/8/23			GM/RVP		
96	MAINTENANCE PLAN	26 days	Fri 4/7/23	Fri 5/12/23					
97	Develop Preventative Maintenance Plan	17 days	Fri 4/7/23	Mon 5/1/23					
98	Draft and submit to client	10 days	Fri 4/7/23	Thu 4/20/23			GM		
99	Review/approve	5 days	Fri 4/21/23	Thu 4/27/23			City		
100	Finalize plan	2 days	Fri 4/28/23	Mon 5/1/23			GM		
101	Customize all manuals	5 days	Tue 5/2/23	Mon 5/8/23			GM		
102	Establish servicing/PMI schedule	2 days	Tue 5/9/23	Wed 5/10/23			GM		
103	Establish cleaning schedule	2 days	Thu 5/11/23	Fri 5/12/23			GM		
104	INFORMATION TECHNOLOGY	60 days	Thu 4/6/23	Wed 6/28/23					
105	Install and test Reveal, AssetWorks, Trackit systems	40 days	Thu 4/6/23	Wed 5/31/23					
106	Develop IT policies/procedures	10 days	Thu 6/1/23	Wed 6/14/23				IT/GM	
107	Update and document disaster recovery plan	10 days	Thu 6/15/23	Wed 6/28/23				IT/GM	
108	TRANSPORTATION SERVICES BEGIN	0 days	Sat 7/1/23	Sat 7/1/23					7/1



Attachment D



ATTACHMENT 3 GENERAL TEAMSTERS LOCAL No. 439

(San Joaquin, Calaveras, Tuolumne, Amador and Alpine Counties)

Affiliated with the International Brotherhood of Teamsters

Sal Lomeli
Principal Officer

Kenny Gonzales
President

Carroll Thompson
Vice President

Rafael Cholula
Recording Secretary

David Balzadua
Trustee

Jose Becerra
Trustee

Brian Sloan
Trustee

February 14, 2023

MTM
Scott Transue
Regional Vice President

To whom this may concern

I am writing as a union representative for Teamsters Local 439. Teamsters Local 439, based in Stockton and representing employee throughout San Joaquin County represents several bargaining units of bus drivers working for contractors operating municipal transit systems. In that capacity, we represent drivers that work for MTM Transit in operating Tracy's TRACER Bus system. We have had positive experiences dealing with MTM Transit and have not had any large disputes that could not be resolved. We support consideration of MTM for the contract for the City of Manteca.

Sincerely,
Deekay Lee
Business Representative

www.teamsters439.com

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