

Proposal to the



For the Operation and Management of the Special Event Shuttle Services



Submitted by:



**12 Mauchly Building I
Irvine, California 92618**



May 12, 2025

Kelly Fujio
Director of Community Services
City of La Habra
101 West La Habra Blvd
La Habra, CA 90631

Dear Ms. Fujio:

On behalf of Parking Concepts Inc., dba Transportation Concepts (TC), I would like to begin by thanking you for the opportunity to submit a proposal for the Special Event Shuttle Services in response to the City of La Habra Request for Proposals.

Parking Concepts Inc. is a California Corporation formed in 1974. Our Federal Employer I.D. is 95-2909899 and our corporate headquarters are in Irvine, California. Transportation Concepts is a DBA of Parking Concepts Inc. We began public transportation service back in 1982. Our focus over these 43 years has been to constantly strive to meet or exceed the expectations of each of our clients as well as the communities that we serve. Over these years we have developed an outstanding reputation in the public transit industry. We believe this is due to the strength of our people at the local level as well as the support of a strong local corporate support team, which we have proven over the last 4 years while serving the City of La Habra's transportation needs. We have an extremely capable workforce that will continue to be assigned to the City of La Habra Transportation Shuttle Services.

We hope that through our proposal we will be able to demonstrate our continued dedication and commitment to the City and the highlights of our company and our offer to operate this very important service to include:

- A Project Manager with profound knowledge of Shuttle Services
- A strong local staff team designed to insure the success of the Shuttle Services for the City of La Habra
- Highly qualified corporate support staff based in Irvine, California
- An operational plan that focuses on customer service resulting in a positive experience for the end user
- Positive references from supportive clients who have continued to contract Transportation Concepts for their shuttle needs year after year

Transportation Concepts is experienced in providing special shuttle services as well as all types of passenger transportation services. Over the years we have had the pleasure to provide shuttle services throughout the Orange County area for clients such as the City of La Habra, the City of Huntington Beach, the City of Irvine, the City of Buena Park, as well as the County of Orange to name a few. Additionally, our staff is well versed in terms of requirements set forth with OCTA.

The local team that would be assigned to the Senior Shuttle service will each have a clear understanding of the needs of the City system, the technology utilized in day-to-day operations, and the parameters driving the system.

Mr. Brett Baum, our proposed Project Manager for the City of La Habra Special Event Shuttle Services, will continue to lead with a very hands-on management approach. He understands his internal working environment as well as the external environment his team serves. He is adamant about getting out into the community on a regular basis and has frequent contact with the clients. Brett has over 25 years of experience managing contractual bus services for several agencies throughout the Southern California Region.

We hope that through our proposal you realize the dedication and commitment that only Transportation Concepts can continue to bring to the City of La Habra. We have focused on the qualifications of our company, our local team, our knowledge with Shuttle Service operations and our sincere desire to continue to manage and operate the City of La Habra Shuttle Services.

If further information is needed, please contact me at (949) 864-3286, (949) 753-7526 (facsimile) or via e-mail – dmueller@parkingconcepts.com. I am the individual authorized to bind Transportation Concepts to the terms of this proposal, which is valid for a minimum of 120 days from the submitting deadline. We are confident that we have submitted a very sound and competitive proposal and look forward to the opportunity to be the selected as the Contractor of choice for this shuttle project.

Sincerely,



David Mueller
President
Parking Concepts Inc., dba Transportation Concepts

Table of Contents

Cover Letter	Page 1
Table of Contents	Page 3
Company Qualifications	Page 4
Operational Structure	
Corporate Support Team	
Company Experience	
Management Philosophy	
Ability to Perform	
Bankruptcy Filings	
Local Staffing List	Page 10
Key Management Staff	
Staffing Level Breakdown	
Local Staff Chart	
Operational Approach	Page 12
Hiring Process	
Vehicle Operator Initial Training Program	
Continual Training Program	
Safety and Security Plans	
Reservations System	
Dispatching	
Supervision	
Daily / Monthly Reporting	
Vehicle Maintenance Program	
Client References	Page 40
Cost Proposal	Page 49
Additional Information	Page 50
Exceptions	
Business Entity	
DIR/Registration / Contractors License	
Contract Signatories	

Company Qualifications

Company Organizational Structure



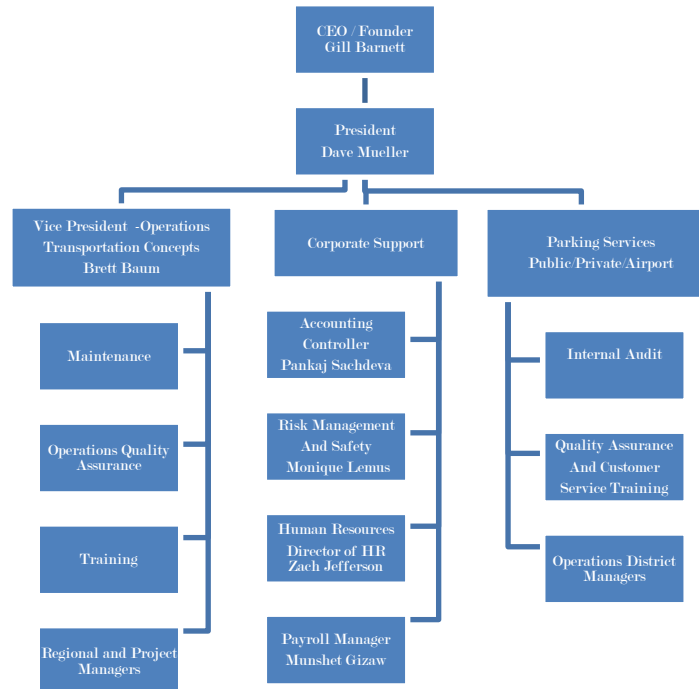
Profile - Transportation Concepts is the public transportation division of Parking Concepts, a **California S Corporation**, with corporate offices in Irvine, California. We currently employ over 1,500 people. Gill Barnett, President and owner of Parking Concepts, founded the company in 1974 to provide an

enhanced level of **customer service** to an industry that had been sorely lacking in that focus on the customer. Today, Parking Concepts is one of the most successful and respected parking facility operators in the United States.

In 1982, Parking Concepts was awarded a shuttle bus contract at the Ontario International Airport. It was at that time that **Transportation Concepts** was formed. Over the last **43 years** Transportation Concepts (TC) has successfully operated numerous public transportation Fixed Route, Paratransit and On Demand contracts throughout this time.



CORPORATE ORGANIZATIONAL CHART



Transportation Concepts is a smaller regional company compared to some of the industry giants providing transit services throughout the United States. Most of our business is concentrated in California. In fact, our region support is based in the Los Angeles Region. The supporting organization is made up of considerable strength in each of their specific disciplines. One of the advantages of Transportation Concepts' organizational structure is

immediate access to our corporate support team. **The City of La Habra staff can access each member directly as necessary without having to go through layers of people. This results in an accelerated response time and decisiveness in making decisions.**

CORPORATE OFFICERS

Name	Position
Gill Barnett	Founder & Owner
Dave Mueller	President
Rich Rogers	EVP / COO
Paul Gnasso	SVP- Business Development
Rafael Abanilla	SVP- Parking Operations
John Groden	VP - Airports

Corporate Support Team



Gill Barnett, CEO and Founder – Gill Barnett, CEO and founder of Parking Concepts and Transportation Concepts, has been actively involved in the parking and transportation industry for over 50 years. He began his career as a parking attendant at the age of 17 and worked his way up to management by the age of 22. Noting the lack of quality customer care from the beginning of his career, Gill envisioned a company devoted to providing a level of *customer service that would exceed expectations*. Over these last 50 years he has built an organization that is recognized nationally for always doing the right thing and being transparent in all business decisions.



Dave Mueller, President – Dave joined Parking Concepts in 2006 as a Vice President. His experience includes many years in the car rental industry, both in the US and abroad. In addition, he was an executive with a San Diego-based national parking management organization. Dave's senior management experience includes accounting, finance, operations, administration, business development, consulting services, as well as mentoring many successful leaders in the service industry. Following in the footsteps of Gill Barnett, Dave is most comfortable working alongside our associates, whether in the operations or in our corporate offices.



Brett Baum, Vice President of Operations, Transportation Concepts
Mr. Baum plays a critical role as the Vice President of Operations and the key individual who supports our operations team and the City of La Habra services. Brett has over 25 years of public transit management experience with Transportation Concepts. He has proven himself to be an excellent team builder who has a supportive approach and cooperative management style designed to build excellent client, employee, and passenger relations. His leadership approach has served to provide the catalyst towards the provision of excellent customer service.

Brett will be instrumental in continuing to work with the City of La Habra in implementing potential service and contractual changes throughout the term of the contract and will provide on-going communication to the City staff, as well as to participate in regular meetings as needed.

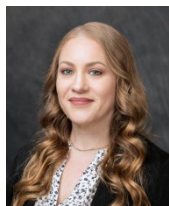
Brett's focus will be to work with the operations team and the City staff to verify that we are exceeding all contractual expectations. He will perform an ongoing analysis of key performance indicators and institute action plans if needed and will provide the ongoing daily leadership support to help maintain an enviable workplace and smooth operation.



Zach Jefferson, Director of Human Resources – Zach possesses a wide range of knowledge and expertise in employment-related practices, such as recruitment, onboarding, affirmative action and EEO initiatives, and employee relations. Throughout his career in Human Resources, Zach has gained experience leading HR departments in the parking and transportation industry. Mr. Jefferson is responsible for developing and administering all employee-related programs to ensure compliance with all regulations governing labor on a federal, state, and local level. He provides pertinent information to all operating locations and monitors compliance. Areas of focus include training, EEO, Affirmative Action and Civil rights, labor relations, integrity, and compliance. Zach also acts as a liaison to attorneys, insurance companies and individuals, as well as with all our employees.



IAP Risk Solutions – As an integral component of our Corporate Support team we have partnered with Industrial Athlete Pros in our quest to continue reducing employee risk and prevent incidents from ever occurring. The IAP team works with TC to establish ambitious standards for benchmarking safety in the workplace. Collectively we conduct weekly reviews on every accident/injury or near miss, provide bi-weekly management training sessions, as well as quarterly offsite full-day safety meetings for managers and supervisors. The IAP Risk Solution group conducts regular OSHA audits at all our locations, works with our insurance carrier, our medical clinics/medical network, and our attorneys, with the overall goal of consistently reducing accidents and incidents with a goal of achieving *Zero claims*.




Monique Lemus, Risk Management Analyst – Ms. Lemus is responsible for handling claims procedures with our insurance carrier and managers. She monitors and tracks our loss-prevention statistics and works as a liaison with TC senior management and IAP in rolling out our risk-management and loss-prevention programs and initiating policies to comply with safety legislation and the transportation industry practices. Ms. Lemus also acts as the liaison to attorneys, insurance companies and individuals, investigating any incidents that may result in loss.



Pankaj Sachdeva, Controller – Pankaj Sachdeva joined the Parking Concepts team in the role of Controller after accumulating more than 21 years of experience in finance and accounting management. He is an expert in budgeting, financial reporting, financial modeling, analysis, business planning, and process improvement. Before joining PCI, Pankaj held finance-related management positions in a variety of industries including skincare and the RV rental industry.



Nima Rajabali, Systems Project Manager – Mr. Rajabali is responsible for overseeing all information technology, including our proprietary apps, and handling all special technical projects. He ensures that all locations are in conformance with all system security and is responsible for procuring both hardware and software products, as well as creating processes to ensure compliance with system security. Nima is a certified Scrum Master with a technical Project Management Certificate, as well as having a Bachelor of Engineering degree.

Full Send Networks, IT Support – Full Send Networks is our Information Technology  partner, where innovation meets excellence. At the forefront of technological advancement, they pride themselves on delivering tailored IT solutions that redefine possibilities. From scalable software development to comprehensive network solutions, they are dedicated to addressing the evolving needs of businesses. With a team of seasoned professionals, they navigate the digital landscape, providing innovative strategies that drive efficiency and foster growth. They provide ongoing Information technology and Cyber Security related support services, Voice Over IP, Low voltage Cabling, compliance needs such as (NIST, CMMC and PCI), Disaster Recovery solutions, Cloud hosted solutions and much more to ensure our information technology needs are met and we have the utmost confidence in our system security.

Company Experience

From the operation of a six-bus shuttle operation at the Ontario Airport in 1982, through today, Transportation Concepts has enjoyed measured growth. Currently, the company manages several Fixed Route, Shuttle or Dial-a-Ride contracts in the California region, all in areas with similar challenges as the City of La Habra.

The company operates these services utilizing a fleet of over 200 vehicles ranging in size from seven passenger minivans to 40-foot transit coaches. Most of the vehicles maintained and operated by Transportation Concepts use Alternative fuels. In addition, **we have experience operating Zero Emission Buses in several locations since 2015.** This includes the ZEB procurement, infrastructure set up and charging system electrification and management.

Fixed-Route Services



TC has over 25 years of experience operating a fixed-route service. We have several FR contracts, which include **Beach Cities Transit**, which we have operated over the last 15 years, as well as over 23 years of continuous success operating The **Palo Verde Valley Transit Authority** service, 15 years of continued success operating service in the **City of**

Glendora, and **12 years** of success operating service for the **City of Rio Vista**. Additional fixed-route experience for TC includes **7 years** of experience under contract with **Los Angeles Metro** operating **55 buses**, **19 years** under contract with **Corona Transit** operating **20 buses**, **5 years** of experience with the **Riverside Transit Agency** operating **86 buses**, along with prior contracts with **Omnitrans**, **Palos Verdes Peninsula**, **Los Angeles County**, and several other municipal operations throughout the state of California.

Shuttle/Circulator/Commuter Feeder Services



TC has been providing shuttle services since 1982. In fact, we currently operate several shuttle services of varying operating characteristics to include, airport and college campus shuttles, medical center shuttles, and Employer shuttles. We are extremely proficient at providing high quality, high capacity, short haul, and high frequency services. In addition, we provide other special services including regular shuttles connecting remote parking lots to employment centers; feeder services linking passengers from the train station to employment centers, and commuter services providing transportation from designated parking lots in suburban areas to jobsites located in major metropolitan areas. These services are one way we can contribute to improving the air quality of the communities we serve.

Demand Response/ADA Paratransit / Dial-a-Ride Services



TC also has close to 25 years of experience operating Paratransit and On-Demand services throughout California. Currently this includes existing contracts with the City of Redondo Beach, with **15 years** of success operating the **WAVE Paratransit**, **23 years** of success operating demand response service to the **Palos Verde Valley Transit Authority** **15 years** with the **City of Glendora**, and **12 years** of success operating demand response to the **City of Rio Vista** community. In addition, Transportation Concepts has **20 years** of prior experience with the **City of Corona** operating 14 vehicles, **8 years** of experience under contract with the **Riverside Transit Agency** operating 60 vehicles, **5 years** under contract with **Omnitrans** operating 110 vehicles, along with several other operating contracts with municipalities in the Los Angeles and Southern California region. TC senior management has experience providing Paratransit and On-Demand services for close to 40 years.

Management Philosophy

Transportation Concepts, as a smaller transit organization, has a reputation that means more to us than just turning a profit. Gill Barnett, the founder and CEO of our company has always said, ***"If you take care of your clients and take care of your employees, they will in turn take care of the business."*** This is the **foundation of our company culture** that was formed on that principal and is one of the key reasons that Transportation Concepts has continued to meet or exceed expectations over the last 42 years, as well as why we have retained most of our contracts for 15 -20 plus years.

Company Strategic Plan

Our strategic plan is an organizational blueprint for the future direction of our company, and defines our long-term goals. We feel it's important for the City of La Habra's evaluating team to better understand the purpose of our company culture and our long-term goals as they align with the future of the services for the City of La Habra. The following is an overview of that Strategic Plan:

Mission Statement: Empowering our team to deliver superior service to our partners with uncompromising integrity

Vision Statement: To be the industry-leading service provider for our partners, led by our culture, team, and technology

Organizational Values

- | | |
|-----------------------|---|
| Integrity | <ul style="list-style-type: none">• Do what is right...and when no one is looking• Do what is right, not what is easy• If in doubt - what would Gill Barnett do? |
| Family | <ul style="list-style-type: none">• Each employee is more than just a number• Treat everyone fairly• Hear and encourage every voice |
| Customer Focus | <ul style="list-style-type: none">• Prioritize our Customers and their needs• Empathize with our customers• Solicit customer feedback at all levels of organization |
| Accountability | <ul style="list-style-type: none">• Take ownership of our actions• Strive for clear, open, and direct communication• Do not dwell on mistakes – learn from them |
| Safety | <ul style="list-style-type: none">• Guides everything that we do• Target Zero -Zero claims and near misses• Strive for a relentless pursuit of safety improvements |
| Leadership | <ul style="list-style-type: none">• Lead by example• Establish trust and demonstrate care• Aspire to be great in our service to others |

Ability to Perform

Parking Concepts Inc., dba Transportation Concepts, has been a company in existence for over 50 years. Throughout the years we have always been a financially strong organization. There is no past, current or pending financial or legal issues that would in any way jeopardize our ability to continue operating the City of La Habra Special Event Shuttle Services. However, pursuant to the RFP request, included under separate cover, marked confidential is a list of all arbitrations, lawsuits, settlements, and the like that they company has been involved with in the past five (5) years.

Bankruptcy Filings

Parking Concepts Inc., dba Transportation Concepts has never filed or been a party to any Bankruptcy filings throughout the last 50 years since inception.

Local Staffing

Key Management - Transportation Concepts offers a management team led by Mr. Brett Baum, our Vice President of Operations for TC, and located at our Redondo Beach location. Mr. Baum has extensive experience with demand response Dial a Ride, fixed route, and shuttle services. He is an effective leader and has a history of success and operational expertise in the areas of implementation and human resources related to service provision. In addition, Mr. Baum has in-depth knowledge related to community shuttle service environments like the City of La Habra. Although Transportation Concepts offers extensive support, we are convinced that the service quality is only as good as the local team.

Brett Baum, Project Manager



Although Transportation Concepts offers extensive corporate support, our experience in contract operations is that the overall quality of service is only as good as the local team and its leader. To this end, TC proposes Mr. Brett Baum, an experienced and professional Manager with over 25 years of transit management to continue as the leader of the La Habra project team. He will have direct responsibility for this contract and serve as the direct liaison with the City of La Habra staff as well as the service ambassador on behalf of the City.

Brett Baum, as Project Manager, is the leader who works as an extension of the City of La Habra to deliver the best possible service to the community and ensure all the goals and objectives are met. Through effective management and team work the Project Manager operates the service hours within the City budget and ensures compliance with all regulatory standards. Utilizing the collective information from the TC team, the Project Manager provides a clear view of the current operation and articulates the projected forecast of the service to the City of La Habra Staff. The Project Manager is responsible for all aspects of the operation including assisting the City with NTD reporting, coordination with system planning, updating the Public Transportation Agency Safety Plan, marketing efforts, representation with the City Staff and other City officials and oversight of all transit-related projects and issues.



On-site support positions available to Brett will continue to include maintenance, safety/training, operations supervision, and dispatch/ clerical. The corporate staff will thoroughly support the local team as described further in this proposal. This local team has continued to strengthen over the last 4 years while operating the City of La Habra services as we have been driven to exceed expectations. We are committed to continuing our quest over the next contract term to consistently exceed your expectations and strive for a world-class operation.

Jonathan Norman, Maintenance Manager



Jonathan has over 16 years of maintenance experience and will provide on-going support to the vehicle maintenance program, as well as the City of La Habra. Jonathan has firsthand experience with the La Habra fleet and clearly understands CHP regulations related to maintaining your equipment. He is well versed in diagnostics related to preventive maintenance and vehicle repair. He has direct experience scheduling maintenance in both a manual and automated environment. In addition, he has a proven history of shop management, employee scheduling, inventory control, and warranty procedures. He will be instrumental in providing support to Roger De Jesus, our maintenance supervisor, and the local operations team, as well as our other regional support team members throughout the term of our contract.

George Heere, Safety and Training Manager



George has over 16 years of safety/training experience in the public transportation industry. George will provide the La Habra team with direct oversight of the training and safety program at the Redondo Beach operation to ensure they are actively followed. He will provide ongoing training for all vehicle operators as well as support the team in all aspects of our recruiting, hiring, and training activities. George will conduct regular safety meetings and audits to ensure that the operation is meeting and exceeding all required contractual, regulatory, and company standards.

Roger De Jesus, Maintenance Supervisor



Mr. De Jesus has 20 years of fleet maintenance experience. He has hands-on experience diagnosing and repairing similar fleets. He clearly understands the requirements associated with preventive maintenance, repair, and regulatory compliance of the designated fleet. He will continue to provide management oversight of the maintenance efforts of the La Habra fleet and provide regular maintenance quality assurance reviews relative to contractual and regulatory compliance. He will coordinate with Brett Baum and will report to and be supported by Jonathan Norman, our Maintenance Manager, to ensure that all maintenance work is being conducted in accordance with Regulatory, Company and City Standards.

Ability to Retain Management Personnel

Transportation Concepts has a successful history of retaining our Managers. What sets our company apart is that we not just talk about caring for our people, we show it. Many of our Managers have been with our company for 20 or more years. In fact, Brett Baum has been with TC for over 25 years. We provide a very fair compensation package and offer annual bonuses based upon performance. We empower our managers, providing them with support, guidance, executive coaching, and leadership training. Like all our employees' we invest the time and resources necessary to ensure their success.

Local Staffing Chart

Position	Number of Employees	Average Wage Year 1
Vehicle Operators	1FT / 1PT	\$25.20 hour
Project Manager	1 PT	Included in Overhead
Maintenance Manager	1 PT	Included in Overhead
Lead Mechanic	1 PT	Included in Overhead
Road Supervisor	1 PT	Included in Overhead
Dispatcher	1 PT	\$29.00 hour
Regional Trainer	1 PT	Included in Overhead
Utility / Bus Wash	1 PT	Included in Overhead

Hiring the Right Person

One of the significant keys to success for any organization is to find the right person who can embody all the key characteristics necessary and sought by a customer service driven organization. Transportation Concepts utilizes a thorough, seven-step selection process to identify the right candidate to hire and train as a member of our team. The seven steps include:

<u>Job Description</u>	<u>Application review.</u>	<u>Motor Vehicle Record Check</u>
<ul style="list-style-type: none"> ◆ After filling out an application, an applicant is given a job description that describes in detail all of the aspects of the job. ◆ This lets the applicant know up front the requirements of the job and makes a statement very early on to the applicant about the importance of safety in the operation. 	<ul style="list-style-type: none"> ◆ This process includes statements by the applicant regarding their previous employment history, previous driving record history, any history of vehicle accidents, and any history of workplace injuries. ◆ This bring up potential 'red-flags' that may exist in an applicant's background as far as safety is concerned. 	<ul style="list-style-type: none"> ◆ Applicants are required to submit a current H-6 printout from the Department of Motor Vehicles, which details the applicants' driving record for the past ten years. ◆ Any applicant who is unable to produce the original H-6 document is not given further consideration for employment.

<u>Interview</u>	<u>Reference Checks.</u>	<u>Criminal Background Check.</u>	<u>Physical and Drug Test.</u>
<ul style="list-style-type: none"> ◆ All of the supervisors who are responsible for interviewing are trained in specific questions to ask that, among other things, will identify an individual's safety awareness. ◆ The purpose of the interview is to add clarification and further detail to the information contained on the application form. ◆ Individuals who are able to follow directions and maintained satisfactory relationships with their former supervisors and coworkers, have been found to be strong candidates to become safe employees. 	<ul style="list-style-type: none"> ◆ 3 most recent employers must be indicated on the application. ◆ They must sign an authorization form, which gives permission to their former employer to comment upon their performance as an employee. ◆ Any warning signs regarding the safe working practices of the applicant will raise serious questions as to their suitability as a Transportation Concepts employee. 	<ul style="list-style-type: none"> ◆ All applicants who are required to complete a criminal background check. ◆ This check, conducted by the company in conjunction with InfoLink, will identify any criminal convictions that the applicant may have incurred. 	<ul style="list-style-type: none"> ◆ All Transportation Concepts employees must pass a physical examination and a drug screen prior to being accepted as an employee. ◆ The company's physical examination meets the Department of Transportation requirements and results in a DOT medical card. ◆ The company's drug screening program is conducted by US Healthworks and meets all Federal Transit Administration guidelines.

Recruitment

We have a solid recruiting plan in place at the City of La Habra operation that involves utilizing external hiring companies to assist in recruitment, as well as getting out into the community to seek those that reside locally. This past year, like every other transit operator throughout California, we experienced some significant challenges in retaining some of our newly hired employees. We made a business decision to increase the Driver wages by \$4.00 per hour effective January 1, 2025. This results in a twenty percent (20%)

increase to their starting rate. This will not only serve to retain our existing drivers, but it may have an impact on several past employees, who had previously left for other better paying transit operator jobs, resulting in their return to TC.

Ongoing recruitment includes advertisement on our website and in the local media as well as going through local employment centers and utilizing an agreement with a local recruitment company.

Employee Selection

Success in any service driven industry starts with hiring the right people. Transportation Concepts has developed a comprehensive and thorough approach to the screening and selection program for our potential team members.

Job Description

When an applicant applies with Transportation Concepts, they fill out an application online for employment, they are given a job description that describes in detail all the aspects of the job that the applicant will be expected to perform if they are selected for the position.

Application review

The review of the application includes statements by the applicant regarding their previous employment history, their previous driving record history, any history of vehicle accidents, and any history of workplace injuries.

Motor Vehicle Record Check

Each applicant is required to submit a current driver record history printout from the Department of Motor Vehicles, which details the applicants' driving record for the past five years. Only original, current driver record history reports are accepted. Any applicant who is unable to provide this is not given further consideration.

Interview

All the staff responsible for interviews have been trained in specific questions to ask that among other things will identify an individual's initial skills and more importantly their attitude towards passengers, peers, and the service they were provided.

Reference Checks

The applicants must identify on the application form their three most recent employers. In addition, they must sign an authorization form, which gives permission to their former employer to comment upon their performance as an employee. Additionally, pursuant to 49 CFR Part 40 Drug and Alcohol Testing, the applicant must sign a "Release of Information form". The employment references and release of information form that each applicant has identified are contacted and questioned about the work performance and prior D&A history of the applicant. All the responses gained through these references are documented to provide organization and structure to the process.

Background Check

Each current Transportation Concepts Operator providing service for the City of La Habra has successfully passed both a company background check as well as an E-Verify

clearance before hiring. These qualifications must also be maintained throughout employment.

- Must have five years of driving experience.
- May have one break or interruption in holding a valid license of no more than 90 days during the five-year period immediately preceding the submittal of an employment application. The break or interruption cannot be the result of a state having suspended or revoked the license, and the candidate must still be able to demonstrate that they have a minimum of five years' driving experience.
- No felony convictions.
- No more than two at-fault or preventable accidents in the last three years.
- No more than two convictions of moving violations in the last three years.
- When combined, there were no more than two incidents (preventable accidents or moving violations) during the last three years.
- No record of DUI or DWI within the past 15 years.
- Not subject to outstanding warrants for arrest



Physical and Drug Screening

All Transportation Concepts employees must pass a DOT physical examination and a drug screen prior to being accepted as an employee. The company's physical examination and drug screening program meets the Department of Transportation (DOT) requirements. The company's local DOT certified facility is Concentra Medical Group who conducts the medical screening and issues a DOT medical certificate. The company's drug screening program is conducted locally by Concentra, which meets all Federal Transit Administration guidelines.

Final Selection Criteria

Once the employee completes the seven steps, the following criteria will be reviewed again and must be met before employment is offered:

- Five years minimum driving experience, including a minimum three-year U.S. residence.
- Minimum 21 years of age.
- Possession of all required licenses, including a Commercial Driver's License Class B driver's license.
- Can obtain special permits and endorsements.
- Proven ability in customer service.
- Be able to speak, write and understand English and possess the capability to perform simple mathematic functions.
- Provide proof of U.S. citizenship or legal alien status, must have lived in the United States for three years.
- No negative feedback on ex-employment references.
- Demonstrate compassion and sensitivity for customer service and passenger assistance.

In addition, if it is discovered through a Motor Vehicle Record Check that an existing employee has an infraction and has not notified us it could lead to termination. If the employee has notified us, the infraction could result in re-training or termination depending on the contract and the infraction.

Employee Handbook

Our Employee Handbook is vital, as it sets the tone for the company's expectations of its employees. The Handbook incorporates our philosophy of excellence and ensures that all employees understand that our success is a result of their efforts.

Our Employee Handbook has recently gone through a revision to stay current with both state and federal laws and is included at the end of this section.



Drug and Alcohol Screening

Transportation Concepts is committed to providing consistently safe and dependable transportation service to the passengers of the transit systems that it operates. In compliance with these goals, and with the Federal Transit Administration's requirements, the company has adopted a Drug-Free Workplace Policy.

The Screening Guarantee:

- To ensure that employees are not impaired in their ability to perform their assigned duties in a safe, productive, and healthy manner.
- To create a workplace environment free from the adverse effects of drug and alcohol use and misuse.
- To prohibit the unlawful manufacture, distribution, dispensing, possession, or use of controlled substances
- To encourage employees to seek professional assistance anytime through personal problems, including alcohol or drug dependency, adversely affects their ability to perform assigned duties.

Transportation Concepts' Drug and Alcohol screening policy applies to all safety-sensitive and non-safety-sensitive Transportation Concepts employees, paid part-time employees and contractors when they are on TC property or performing any transit related business for TC.

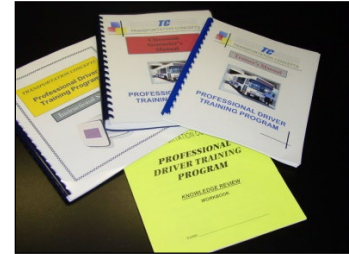
All safety-sensitive and non-safety-sensitive employees shall be subject to the following testing:

- Pre-Employment
- Random
- Post-Accident
- Return to Duty (after Leave exceeding 30 days)

Training Programs

Vehicle Operator Training

Training, at Transportation Concepts, is a comprehensive program that encompasses new driver training, orientation to the safety policy of the company, and regular, ongoing in-service training for all existing employees. Using the company's proprietary Driver Training program, which has been developed using the TAPTCO Transit and Paratransit driver training program, along with additional Transit materials from the Transportation Safety Institute (TSI), APTA, and the National Safety Council.



The key elements in our operating procedures are the concern our professional bus operators demonstrate for the safety and comfort of their passengers, and the drivers' effective technical performance in operating the equipment, coupled with orientation to the safety policy of our company, and regular, ongoing in-service training for all existing employees. Our training program will continue to be overseen by our Certified Trainer George Heere. George will work with Brett Baum and Chris Lamp to ensure that all training requirements, including all company policies and procedures, contractual requirements, and those required by regulatory agencies governing transit in the State of California, are conducted.

The following is a breakdown of the Driver Training program:

Driver Classroom Training



We begin our classroom training with 8 hours of company orientation. This is followed by an additional 40 hours for employees without previous transit training. This is an intense technical training program using the TAPTCO Training System, however it has been enhanced and customized for the City of La Habra Service operations. If the new hired driver is already an experienced transit driver, we will reduce the classroom training time down, depending upon the Trainers assessment of the individual, however a minimum of 32 hours is required for all experienced vehicle operators that we hire.

Behind the Wheel Training

Behind the Wheel Training also follows the TAPTCO driver training program. We have enhanced the program to include specific elements specific to the City of La Habra Service operation. For inexperienced drivers, we require that they complete the 40-hour program. Experienced drivers will complete a minimum of 8 hours of BTW. However, depending on the assessment of our trainer, the behind the wheel instruction may continue up through the entire 40-hour program.

In-Service Training

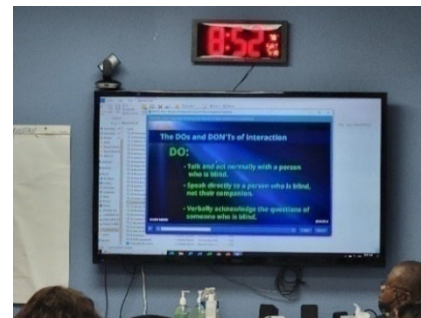
In-service training is conducted with one of our certified behind-the-wheel drivers. A new driver without experience will be required to complete 40 hours of operating the bus in service with an experienced evaluator. For those new hire drivers with previous certifications / experience, we require a minimum of 32 hours of in-service training with an experienced BTW evaluator.

The breakdown by mode for Vehicle Operator Training hours for new hires is shown below:

Vehicle Operator Status	Classroom	BTW	In-Service	Total Hours
No Transit Experience	48 hours	40 hours	40 hours	128 hours
Transit Experienced	32 hours	8-40 hours	32 hours	72-104 hours

Our Classroom driver training course provides instruction in the following general areas:

- ✓ Introduction to Professional Driving
- ✓ Federal Regulations
- ✓ Hazards Communication
- ✓ Creating a Drug & Alcohol-Free Workplace
- ✓ Blood-borne Pathogens
- ✓ Heat Stress Prevention / Wellness
- ✓ Whistleblower
- ✓ Introduction to the Bus
- ✓ Pre-Trip Inspections
- ✓ Air Brake System
- ✓ Safety Best Practices
- ✓ Mirror Adjustments & Reference Points
- ✓ Fatigue Management
- ✓ LLLC Defensive Driving / Critical Points
- ✓ Preventing Harassment
- ✓ Preventing Driving Distractions
- ✓ Following Distance
- ✓ Intersections
- ✓ Railroad Crossings
- ✓ Pedestrian Awareness
- ✓ Preventing Backing Accidents
- ✓ Merging, Lane Changing & Passing
- ✓ Special Driving Conditions
- ✓ Introduction to ADA & Sensitivity
- ✓ ADA, Lifts, Ramps & Securement
- ✓ Professionalism / Customer Service
- ✓ Conflict/Aggression Management
- ✓ Accident & Emergency Procedures
- ✓ NTI – Warning Signs
- ✓ IIPP
- ✓ Slip, Trips and Falls
- ✓ AVL / Paddles / Manifest



- ✓ The Mark DVD
- ✓ Active Shooter DVD
- ✓ Local Issues / SOP / Policies and Procedures
- ✓ Employee Handbook
- ✓ Reasonable Accommodations
- ✓ Title VI
- ✓ CNG Tank / Filling Procedures
- ✓ Lock Out / Tag Out
- ✓ Fire Extinguisher / Emergency Evacuation
- ✓ OSHA Training
- ✓ **Conflict Resolution Training**
- ✓ TSI Transit Training

Our Behind the Wheel (BTW) driver training course provides instruction in the following general areas:

- ✓ Introduction to the Bus / 10 step
- ✓ Skills / Maneuvering Standards
- ✓ Daily Driving Standards



As you approach the vehicle, notice its general condition. Look under the vehicle for:

- fresh oil
- coolant
- grease
- fuel leaks

Check area around the vehicle for hazards to vehicle movement such as:

- people
- other vehicles
- objects
- low hanging wires
limbs, etc.

In Service training focuses on all elements of operating the bus in “real time” conditions. A qualified BTW Trainer is always onboard while the new employee is operating the bus on the public streets.

As the new operator progresses on-the-road training with a qualified driver trainer, meeting the requirements as outlined above. This individual will reinforce the basics of defensive driving and the handling of the specific vehicle they will be operating. Time is also spent as a participant/observer.

Following are components of the in-service training program:

- ◆ Basic vehicle handling skills including starting, stopping, turns, and backing
- ◆ Proper loading and unloading procedures.
- ◆ Proper lock-down (equipment) and securing procedures.
- ◆ Paperwork requirements, MDT operations, Destination sign operation.
- ◆ Specific route training.

- ◆ Providing passengers with courteous and comfortable transportation.
- ◆ Proper use of Push to Talk System (PTT).
- ◆ Care and maintenance of the vehicle and equipment, accident procedures, dress code.
- ◆ Special driving skills are needed when transporting passengers.
- ◆ Special driving skills are needed when driving in periods of rain and or unseasonable weather.

Throughout the training program the qualified operator trainer continually evaluates the performance and personalities of candidates to recognize the individuals who have the best chance to succeed. Not all people are able to deal with the demands of public transit. Our Training program has been extremely useful for screening those individuals not suited for public transit service.

This period may be extended if necessary to meet the individual needs and demonstrate the skills of the new driver. During this span of time, the operator trainer completes a *Driver Evaluation Form* on the new driver and meets with the new driver and the Project Manager at the end of this training phase to discuss the evaluation. Any deficiencies are noted and must be corrected before the driver is authorized to operate without the senior driver on board.

Transportation Concepts' training program exceeds the training standards established by all regulatory agencies. Our drivers are often trained with endorsements exceeding the minimum requirements, as this allows more flexibility within our firm's operations. Operators are also required to maintain a current medical certificate. Transportation Concepts keeps a database of all company drivers together with the expiration of licenses and endorsements, thereby assuring contract and legal compliance.

Cadetting Checklist
Use this form periodically to track each student's progress on cadetting. If your operation has standards it must use for you can write them in the blank space.

Name: _____ Bus Model: _____
 Instructor: _____ Date: _____
 Location: _____

CDSR ONE		CDSR ONE	
1. Pre-Trip Inspection	P / N/A	17. Lane Changing	P / N/A
2. Seat Adjustment	P / N/A	18. Position/Worked Anemometer	P / N/A
3. Mirror Adjustment	P / N/A	19. Adverse Conditions	P / N/A
4. Use of Flashers	P / N/A	20. Limited Visibility	P / N/A
5. Use of Signal and Horn	P / N/A	21. Post-Trip Inspection	P / N/A
6. Use of Brake and Manuever Steps	P / N/A	22. Conventional Driving	P / N/A
7. Defensive Driving - HLC	P / N/A	23. Left Turn	P / N/A
8. Following Distance	P / N/A	24. Breakdown	P / N/A
9. Single Road Driving	P / N/A	25. Manual/ Automatic (Passenger Return)	P / N/A
10. Single Parking	P / N/A	26. ADA Accommodations	P / N/A
11. Right Turn	P / N/A	27. Air Brake	P / N/A
12. Left Turn	P / N/A	28. Operator Specific/Total Requirement - Wipe Out	P / N/A
13. Crossing Intersection	P / N/A		
14. Crossing Railroad Tracks	P / N/A		
15. Narrow Traffic/Unimproved Roadway Dr.	P / N/A		
16. Street Signs	P / N/A		
17. Earning Traffic Violation	P / N/A		
18. Overtaking and Passing	P / N/A		

Standard _____ Comments _____

Student Signature _____ Trainer Signature _____

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Continual Training Program

Transportation Concepts on-going training program will ensure a safe operating environment and address employee performance, provide refresher training and safety awareness for all employees, and provide training if a driver switches to a larger size/type of revenue vehicle. This training includes monthly safety meetings, safety orientation for new employees, and retraining as necessary for employees who have been involved in accidents. In addition, management will conduct a safety and performance evaluation ride check with each driver at least once every 90 days, and one hour refresher training on proper use of wheelchair lifts at least once every twelve months. All preventable accidents result in retraining for the individual to prevent recurrence of the accident. Training is customized for the individual based upon the nature of their infraction.

Advanced Customer Service Training

The Company's expectations are clearly articulated to all employees constantly. The company's primary objectives are to provide safe, courteous, professional, and dependable service to every customer. Knowledge of these objectives is reinforced in training. Safety,

attitude, on-time performance, customer relations, effective communication, and appearance are all stressed as being our major focal points. On an ongoing basis, the company reinforces that our role is to serve our customers. Transportation Concepts infiltrates the idea that our goal is to deliver exceptional customer service in all areas of our business. Our customers should experience customer satisfaction upon every interaction with any representative of our organization.

- Teaching the importance of excellent customer service
- Developing the operator's professional image
- Establishing positive relationships with customers

Each employee is required to review customer service principles and implement simple methods to ensure that they are projecting a positive image and providing a pleasant experience for those they encounter daily. We continuously strive for customer service excellence and provide tools for our employees so that they can deliver exceptional customer service. Our objectives for the program are described below:

- ✓ Understand who your customer is
- ✓ Define exceptional customer service for that individual
- ✓ Identify the benefits of great customer service
- ✓ Recognize barriers to the delivery of outstanding customer service
- ✓ Demonstrate how to measure customer satisfaction and take corrective action
- ✓ Learn techniques for dealing with angry or upset customers
- ✓ Develop a personal action plan to improve customer service skills

Transportation Concepts' primary goal is to deliver exceptional customer service. If we fulfill all our contractual obligations, we should have extremely satisfied customers that experience a pleasant, safe, and timely ride, as well as expedience and professionalism if they call in for a reservation or need system information. Such concepts are a significant part of our day at Transportation Concepts. We emphasize the importance of these objectives and how they can assist in and out of the workplace. Our customer service philosophy will continue to emphasize that this is the responsibility of each employee, and will include the following:

Professional Attitude

Wear specified uniforms that are clean and maintained. Be well groomed and ready to work at designated times and positions. Be calm, energetic, pleasant, and polite. Smile, make eye contact, and be committed to excellence.

Superior Customer Service

Go out of your way to meet customer needs, providing personalized service when appropriate. Work as an effective team member with an enthusiastic attitude. Be able to take direction with minimal supervision.

Effective Communication

Speak clearly and in a friendly tone of voice. Ask questions to clarify the customer's understanding and assist any special needs passengers. Seek bilingual assistance when necessary. Be an active listener and demonstrate attentiveness and sincerity.

Problem Solving

Handle and resolve demanding situations promptly. Be discreet, apologize to the customer or driver, and suggest solutions. Remain calm and notify a supervisor when necessary to keep a situation from escalating. Be a pro-active analytical person and anticipate potential issues.

Operations Staff and Maintenance Staff Training



Transportation Concepts has defined our mission to be focused and customer oriented as well as to be the safest and most dependable supplier of high-quality passenger transportation services. We understand that our greatest resource in fulfilling this mission is our employees. We believe that we must work through first-line employees; our operators, staff, and mechanics, to provide the quality of service, safety, and professionalism that our customers expect. Our staff selection process is designed to identify employees who understand our mission and are committed to fulfilling its aims. Development is one of the most important ingredients that TC focuses on. Not just at the time of hire, but continually.

Transportation Concepts provides a comprehensive and thorough training program for all **non-driving staff**. The following is a breakdown of training components and hours required for all employees who are selected into the position of *Dispatcher, *Operations Supervisor, and our Maintenance Mechanics.

* These require that the individual complete the TC Operator Training program prior to beginning the specific training program for their position.

Dispatcher Training Program

Dispatch specific training program is 40 hours. Training course topics include:

- ✓ Employee Handbook
- ✓ D&A Policy
- ✓ Reasonable Suspicion
- ✓ Sexual Harassment
- ✓ Title VI
- ✓ Reasonable Accommodations
- ✓ Customer Service
- ✓ Fare Collection Procedures
- ✓ Daily Dispatch Operating Procedures
- ✓ Paperwork Flow Procedures –FTA/NTD requirements
- ✓ Telephone Answering Etiquette / Procedures
- ✓ System process and procedures
- ✓ In Service Fixed Route and DAR observation

Additionally, we provide a minimum of 8 hours of refresher training each year.

Operations Supervisor Training Program

The supervisor's specific training program is 50-60 hours. Training course topics include:

- ✓ Employee Handbook
- ✓ D&A Policy
- ✓ Reasonable Suspicion
- ✓ Sexual Harassment
- ✓ Title VI
- ✓ Reasonable Accommodations
- ✓ How to handle Workplace Confrontation
- ✓ Supervisor Responsibilities
- ✓ Forms
- ✓ Supporting Documents
- ✓ Accident Investigation and Reporting
- ✓ Workers Compensation / Risk Management Mitigation
- ✓ In Service Fixed Route and DAR observation

Additionally, we provide a minimum of 8 hours of refresher training each year.

Maintenance Technician Training Program

The maintenance training program is a minimum of 40 hours. Training course topics include:

- ✓ Employee Handbook
- ✓ Personal Safety
- ✓ Maintenance Policy & Procedures Manual
- ✓ MSDS
- ✓ Shop Safety – Tires / Lifts
- ✓ Hazardous Materials Containment
- ✓ OSHA
- ✓ Preventative Maintenance Inspection
- ✓ Service Intervals of fleet
- ✓ DVIR Process
- ✓ RO / Warranty paperwork requirements
- ✓ AC repairs
- ✓ Support Vehicle Maintenance
- ✓ CHP Terminal Inspections

Additionally, we provide 12 hours of refresher training each year inclusive of OSHA requirements as well as require our technicians to attend manufacturer training sessions whenever they become available.

Managers and Supervisors

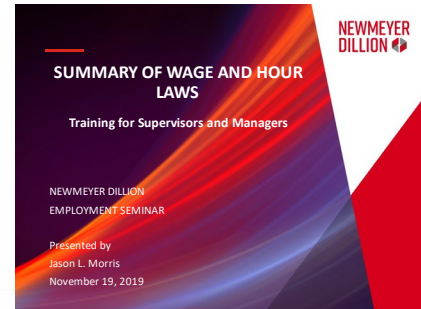
To achieve these goals, we must equip our first and second-level managers with leadership skills that they can use every day. Therefore, we have undertaken a training process to help these managers develop the skills they need. Every supervisory employee receives "Interaction Management" training. This training develops the skills they need to coach, develop, and



lead others.

Managers receive ongoing quarterly training in such areas as:

- The foundation of leadership skills
- Reinforcing effective performance
- Coaching for success
- Improving work habits
- Resolving conflict
- Improving employee performance
- Using effective follow-up
- Maintaining improved performance
- Sexual Harassment
- California Labor Laws
- Health and Wellness
- Developing and Nurturing a Successful Safety Culture



PCI Manager Workshop
 Date: April 21, 2022
 Insight Consultant/Facilitators: Teri Fisher, CEO & Managing Partner
 + Kevin Catlin, President & Managing Partner

Safety Program

The effectiveness of any program is dependent upon the existence of a clear direction. This is particularly true in the areas of safety. Transportation Concepts has adopted a safety policy statement that declares the following:

- Safety is the number one priority of our operations
- Safety is everyone's Responsibility
- All accidents/incidents and near misses are preventable
- All unsafe acts and conditions must be eliminated by everyone at work and at home
- Safety is not simply another rule to follow, but a guiding principle.

Target Zero

As an organization, we are continually doing all we can to enhance safety awareness amongst our operating locations and strive for continued nurturing of our safety culture. Beginning in 2017 we implemented a theme for our safety program "Target Zero". It is our goal to have zero accidents, incidents and near misses. This vision starts at the top and is driven down to every employee within the organization.



Since the implementation of Target Zero in 2017, our company has recognized the following reductions in key metrics of our prevention plan:

- 78% reduction in total injuries
- 89% reduction in litigated claims
- 81% reduction in direct cost associated with claims

What made PCI so incredibly successful is the result of several key factors:

- **Leadership Commitment** to the risk reduction plan and their direct participation. Belief in the plan that specifically targeted the corporate identified risks
- **Focus** on stellar and methodical execution of the strategic risk reduction plans. This is a critical component in any plan. Without focus, even the best plans fail
- **Innovative communications and technology** were utilized. With a network of sites across the country and continued direct communication with employees, we increased employee confidence and trust. The communication model is one of the key components of an early and sustainable risk reduction model.

Recent Safety Accolades

Over the last several years, our company has achieved the following accolades from some of the most well-known National and International Safety organizations:



Finalist for the Green Cross for Safety Award of Excellence

This award recognizes a corporation, coalition or organization that was relentless in its pursuit of safety.

Nominees for Safety Excellence should have:

- Identified an obstacle to eliminating preventable deaths or injuries
- Developed a solution to the problem identified
- Implemented the solution with significant measurable results
- Evaluated the solution and planned next steps
- Recognized its value to the safety community and planned steps to share with others



Invited Participant at the XXII World Congress on Safety and Health at Work 2021



Held every three years since 1955, the World Congress on Safety and Health at Work is a unique international Forum that brings together approximately 3,000 safety and health experts, decision makers from the field of social security and the public sector as well as employers' and workers' representatives from around the world to exchange ideas, research and best practices on highly topical issues in occupational safety and health.

Invited Participant at the 33rd International Congress on Occupational Health 2021



With the theme ‘Sharing Solutions in Occupational Health: Locally, Regionally, Globally,’ ICOH 2021 brought together occupational health researchers, practitioners, and policy makers from around the world to share their collective knowledge about improving worker health and safety at the largest occupational health congress in the world.

Safety Wellness Program

In each of our operating locations, the local teams have embodied our safety principle and strive to involve all our employees in the building of this foundation. Some of the elements of the local safety wellness program include:

- ✓ Safety Messages broadcast via dispatch, on driver paperwork, or through our media program which is continually streaming in the driver’s room on a flat screen TV
- ✓ Tailgate sessions with small groups of employees to talk about safety in the workplace
- ✓ Immediate communication of information regarding any location accident/incident or near miss to all employees. Not only do we provide the information, but we also ask for their input on solutions to reduce or eliminate reoccurrence
- ✓ Facility Safety Inspections at each facility on a Quarterly basis
- ✓ Program to recognize and reward employees who bring solutions to management regarding potential safety hazards
- ✓ Employee wellness program that focuses on eating healthy and an exercise program
- ✓ Annual wellness contests that involve location teams that compete throughout the company. Focus is on eating right and exercising. Rewards are given to the top three placing teams
- ✓ Mandatory Incident Calls with Corporate held weekly if needed to discuss any accident/incident/near miss that may have occurred the previous week. These are held each Thursday, and we celebrate when we have zero incidents each week by proclaiming that day “*No Call Thursday.*”
- ✓ Mandatory weekly safety meeting call for all managers
- ✓ Safe Work Habit Observations on 2 employees each week at every location
- ✓ Mandatory monthly safety meetings for all employees
- ✓ Safety messages on pay stubs and through our payroll system
- ✓ Mandatory monthly ride checks by the management team, including our Operations Supervisor, Operations Manager as well as our Project Manager
- ✓ Quality assurance maintenance checks/Audits by our Maintenance Manager



Safety Monitoring

As a promoter of awareness, Transportation Concepts utilizes a thorough system of monitoring to review/record and guarantee the effectiveness of the Safety Program.

Drivers' motor vehicle records will be monitored through the State of California's program, in which an updated MVR report is generated every twelve months, in addition, on-street observations are performed as well as paperwork reviewed. Observations are documented and serve to provide valuable feedback to the employees regarding their performance.

Safety performance is also monitored in the investigation, review, and subsequent retraining of each accident/incident or near miss. The result of the investigation is not only to decide on preventability, but more importantly it is designed to implement retraining and communication across the board to do all that is possible to prevent a reoccurrence. Although typical the definition of a preventable accident as one in which the operator failed to do everything possible to prevent the accident, Transportation Concepts strives to take that further by applying that same definition to potential incidents or near misses as well. If an accident is deemed preventable, retraining is scheduled.



The combination of the implementation of a thorough safety policy, a recruiting and screening process that focuses on safety, a comprehensive training program, and monitoring system to record and identify performance, results in a genuinely safety-oriented company. The safety of the services provided by Transportation Concepts is an acknowledgment of the success of the overall program.



Safety Incentive Program

Our company has in place an incentive program that promotes safety and rewards exemplary safety performance. Everyone responds to a benefit. Most of what we do is with the understanding that there will be benefit to our actions. Regarding vehicle accidents or a worker's compensation injury, a safety program establishes an incentive to be safe. It encourages each employee to do things the right way, which is the premise of our "Safety Culture." A table reflective of our safety incentive program is included below:

Achievement	Criteria	Reward
Employee of the Quarter Awarded to one driver at location This achievement is based on three months of performance. If all other criteria are met, the manager must select the winner based on who most clearly exemplifies TC's safety philosophy for the period.	No accidents/incidents, Perfect attendance In proper uniform No injuries No valid complaints No conduct violations	Select promotional items to be presented by the Manager at the monthly safety meeting \$75 gift card presented
Annual Safe Driving Award Awarded to each driver that meets criteria This achievement is based on one year of performance.	No Preventable accidents/injuries	\$100 gift card presented One year Safety pin

<p>Five Year Safe Driving Award Awarded to each driver that meets criteria over a 5-year period</p>	<p>No Preventable accidents/injuries</p>	<p>\$500 gift card presented Five-year Safety pin Safety Jacket</p>
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Security Plan

Transportation Concepts will develop and implement a location specific System Safety and Security and Emergency Preparedness Plan (SSEPP) at the City of La Habra operation. This is a document that addresses all aspects of SSEPP and is in compliance with the FTA.

SSEPP Training

Our *System Security Awareness for Transit Employees course* was developed in response to the need for front-line employee training in security and terrorism. Front-line employees and their immediate supervisors are very often the most effective means of preventing and responding to security-related incidents. To effectively observe and report information, employees need training that gives them the basic skill sets regarding where to look, what to look for and what to report. Their decisions and actions will determine the severity and extent of an incident.

Knowledge of what to do and more importantly, what *not* to do is vital to their safe and effective response. The course is primarily designed for employees who have direct contact with the public or the vehicles and facilities used by the public. However, it can be easily adapted for the larger universe of employees.

The goals of this course are to:

- Define their role and responsibility in system security
- Recognize suspicious people, activities, packages, devices, and substances
- Observe and report relevant information
- Minimize harm to themselves and others

New employees will receive System Security Awareness training as part of their Classroom training. Current employees will receive this training as part of their ongoing safety training.

The *Security Incident Management for Transit Supervisors* course addresses the fundamental skills of front-line supervision as well as the responsibilities involved in security incident management. The goals of this course are to:

- Define the role and responsibility of a supervisor
- Define and describe a supervisor's duties as a security incident manager
- Identify the four phases of an incident
- Describe the elements of Improvised Explosive Devices and Chemical-Biological-Radiological incident management

All supervisors will receive this Security Incident Management training as part of their ongoing supervisory training.

Risk Management Plan and Training

Risk reduction utilizes sensible measures in the workplace to protect our business, employees, and customers. Safety risk management and safety assurance are the key processes and activities for managing safety. Transportation Concepts has developed a comprehensive risk management plan that is comprised of the following:

- Establishment of Risk Control Benchmarks / Goals
- Development of Risk Control policies and procedures
- Regulatory audits, reviews, and monitoring of location risk mitigation efforts
- Training and development to ensure all management staff are well versed in assessment of safety risks
- Review of location reporting/investigative information on a weekly basis with each local management team
- Development and implementation of health and wellness program
- Development, implementation, and monitoring of Injury Illness Prevention Program
- Development, implementation, and monitoring of Safety Management System (SMS)
- Ongoing Assessment of Risk and allocation of additional Safety Resources when needed

The overall goals of our Risk Management Plan:

- ✓ Employee risk and incident reduction
- ✓ Workers' Compensation Cost Reduction
- ✓ Improved Employee Wellness
- ✓ Improved Employee Engagement in Safety Plan
- ✓ Customer Satisfaction Improvements
- ✓ Employee Relations Improvements
- ✓ Overall Balanced Score Card Result



Safety Risk Training

To manage the safety risks effectively and proactively at each operating location we must provide continual training for all our employees. This is accomplished through several methods:

- Weekly Management Calls to collectively discuss the root cause and prevention of any accident/incident or near miss
- Monthly Management Safety meetings to provide continued safety education and to provide an analysis of both company and location specific safety information

to assess the safety risk potential consequences of hazards, both foreseen and unforeseen

- Quarterly Management and Supervisory meetings to further “drill down” on specific items determined to be of importance in achieving our goal of Zero Accidents/incidents or near misses
- OSHA Regulatory Compliance
- SMS Compliance

Dispatch and Reservations System

Transportation Concepts has considerable experience in both “off the shelf” systems, such as Route-Match and Trapeze, as well as location specific customized computerized reservation/dispatch systems.

We currently utilize **TripMaster**, a CTS software product. The following is an outline of our reservation scheduling system.



CTS Software offers a full suite of scheduling, dispatching, billing, and reporting software for the NEMT and paratransit industries. TripMaster, their flagship product, stands alone as a complete solution.

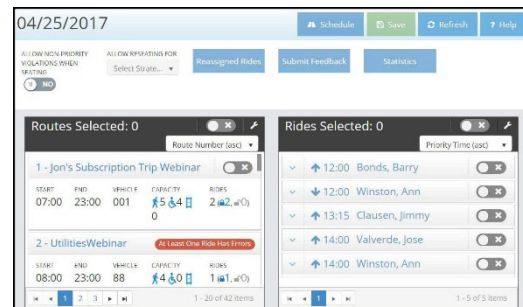
Automated Scheduling

TripScheduler is key to the on-time performance your passengers deserve. It is designed with efficiency in mind by generating schedules that decrease vehicle miles and drive time. With CTS Software’s TripScheduler, you will confidently create realistic, accurate schedules.



Make every day a good day when you:

- Meet your organization’s unique needs with customizable scheduling settings
- Minimize drive time and fuel consumption
- Decrease – or eliminate – manual scheduling headaches
- Provide optimal customer service with on-time performance
- Stay within ride capacity while meeting individual mobility needs



The TripScheduler platform is like no other in the NEMT & paratransit industry. Creating a data-driven approach has allowed our customers to easily compare statistics to track efficiency while scheduling rides. Some of our other features include:

- Efficient batch schedule an entire’s day ride load at once
- Customize settings to meet your scheduling requirements

Reservation Management

CTS Software sets the industry standard with our intuitive scheduling process, and TripMaster revolutionizes how you build reservations. Your staff can create recurring and demand response-reservations with equal ease. The flexible, scalable system empowers you to make reservations the same day or up to an infinite day in the future.

One-screen schedule control

- Rely on one main screen as a dispatching hub
- Make on-the-fly changes to rides and routes
- View maps of rides and routes
- Pull up on-screen tracking of all vehicles
- Dramatically decrease dispatcher-to-driver radio chatter

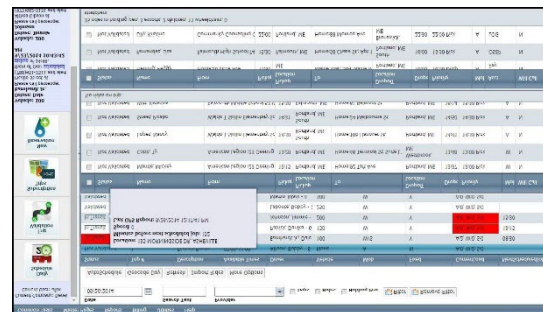
Flexible, intuitive, on-demand reservations at your command

Efficient Reservations - Happy Dispatchers

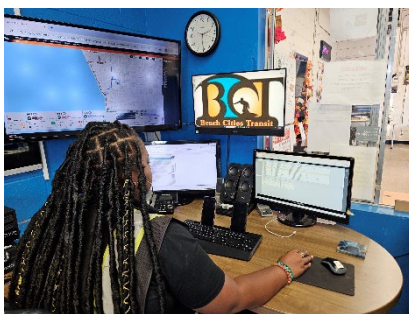
Our intuitive dispatcher dashboard allows users to complete reservations and make changes quickly, so you can work while on the phone with riders.

Other Key Features Include:

- ✓ Web-based – connect from anywhere!
- ✓ Create detailed custom reports at no charge



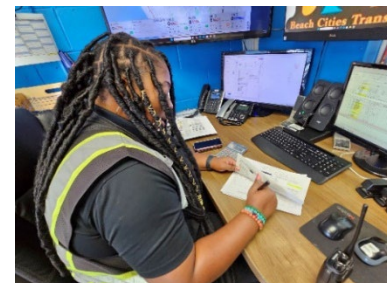
Dispatch Functions



To operate this service effectively, Transportation Concepts will continue to provide Dispatch coverage during all hours of operations with 1 Dispatcher. Our Operations Supervisors and Operations Manager will provide back up as necessary. This allows coverage during all operating hours of the City of La Habra operation

Our approach to effective supervision focuses on safe and effective operations primarily considering headways, quality assurance, and a **10-minute response time goal** (relative to on-street response).

Expectations - The focus of our Dispatch operation is to consistently ensure the highest level of quality service delivery. The responsibilities of this position are critical in the overall service provision. It is fundamental to ensure that dispatch has a clear understanding of associated duties. Over



the years we have taken great care of getting to know the passengers that use the La Habra services. Should a member of the public contact our dispatch staff, the highest level of customer service will be given, regardless of the demeanor of that passenger calling.

Each Dispatcher will be highly proficient in the operation of our computerized reservations system along with the proper use of a radio system. Each employee in the office (including the Project Manager and Operations Manager) has direct experience with the reservation system as well to provide further support for the dispatch center.

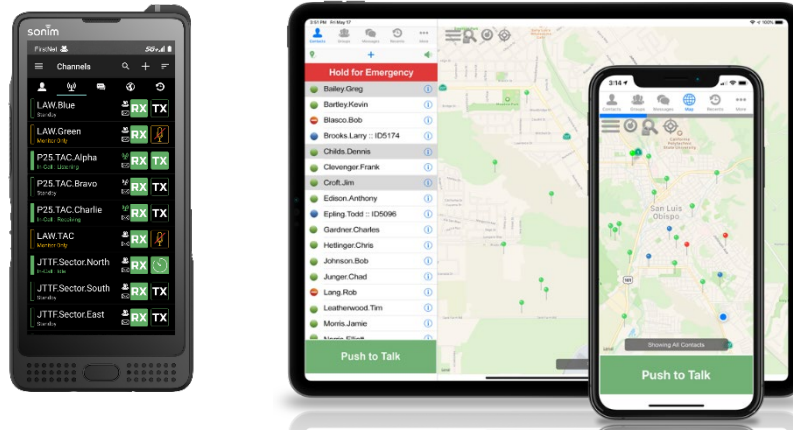


The person on duty in Dispatch is responsible for coordination and communication with vehicle operators in addition to taking ride requests from passengers and answering the customer information line. The purpose of dispatch is to take reservations, schedule rides, communicate daily bus assignments, late pull-outs, detours, and other issues that could potentially affect service. In addition, this person is responsible for monitoring and verifying all the driver information that is input for the generation of monthly reports. For this reason, it is critical that this individual understands the service, the service area, have knowledge and ability relative to the technology associated with the system, and understand what is logical when reviewing a report. Each employee should have a keen awareness and understanding of the operation and all associated requirements.

The Dispatcher is also responsible for making sure all work is assigned timely, in accordance with the Ca. state rules and procedures governing the assignment of work and overtime. This individual ensures Operators are in proper uniform, are fit for service, have the proper credentials, and are prepared to carry out their daily assignment. Part of this function includes working to ensure that pre- and post-trip inspections are thoroughly performed and that only vehicles in a proper state of readiness are released into service. Dispatchers also coordinate with the maintenance department for preventive/unscheduled maintenance and follow up to ensure that maintenance issues are addressed.

Dispatch Radio System

Over the last several years Transportation Concepts has used the Kenwood NX-3820HGK 2-way radio system. Over time, we have experienced some challenges related to poor reception in specific areas. Moving forward, we are proposing to upgrade our radio system to the ESChat Broadband “push to talk” (PTT) radio system. This system incorporates reliable and secure voice communications with Bluetooth capability, multimedia messaging, location tracking and mapping. The phone units will be secured within the driver compartment of each City of La Habra vehicle. It would be our plan to replace the 2-way system with the ESChat Broadband PTT system upon contract award.



Data Collection, Record Keeping and NTD Reporting

Quality Control and Reporting

The Dispatcher must utilize several tools to be effective and for accountability purposes. Some of the tools used are described below:

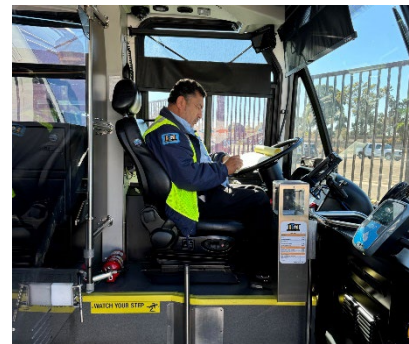
Daily Dispatch Log

- ✓ This sheet is used to record **ALL** activities that pertain to the day-to-day activities in dispatch.
- ✓ It is used for tracking and recording **ALL** activities and incidents for the purpose of follow up and checks and balances.
- ✓ The system works on “ ***PROBLEM and ACTION CODES*** “.
 - ❖ This is a list containing the most reported problems and offers the ability to add others.
 - ❖ As with the problem list, there is a list of action codes. These codes explain how you handled the problem.

Daily Service Report

- ✓ This report recaps the amount of service time lost on a particular route and block and the reason for it.
- ✓ It also shows if and what supervisors had to drive.
- ✓ Time loss needs to be put down in hours and minutes format

We will continue to provide reports that comply with NTD /OCTA reporting requirements. All reporting documents will continue to be produced accurately and in a timely manner monthly as required. TC utilizes a basic “check and balance” system to ensure validity of all reporting. The raw data is collected because of employees in the field. Each report submitted must concur with the coinciding “actual operating data.”



Daily and Monthly Operations Reporting

Transportation Concepts' Vehicle Operators will record their daily operations on a daily Driver Trip Sheet. These Trip Sheets will be turned into the Dispatcher at the end of their shift. The Dispatcher will perform a review of the Trip Sheet when it is turned in to ensure that all the primary information is recorded. Subsequently, the information from the Trip Sheets will be entered into an Excel spreadsheet by the staff. All the information from the Trip Sheets will be entered into the spreadsheet within three days of service and will be available for City review within five days of service.

At the end of each month, Transportation Concepts will also prepare a Monthly Operating Report that will include information on all the Operating Data as required or desired by the City of La Habra. This report will be submitted to the City on or before the 15th of the month.

National Transit Data Base Reporting (NTD)

As a contracted operator of public transit services TC reports operating statistics to clients and agencies who directly report to NTD. The following is a sample of the procedures and reporting areas that are typically reported by TC. With each specific operation the reporting parameters and data may be different.



NTD Operating Statistics

- Ridership by the number of Unlinked Passenger Trips
- Total Vehicle Miles
- Vehicle Revenue and Non-Revenue Miles
- Total Vehicle Hours
- Revenue and Non-Revenue Hours
- Type of Vehicle and Service Mode
- Number of Vehicle Trips
- Farebox Collection
- Incidents and Accidents
- ADA Stats; Mobility Aids, Attendants, Lift Boarding
- Passenger Complaints

City of La Habra Specific Ride Statistics

- Location statistics
- Detour and Delay Information
- Passenger Statistics

NTD Sampling Plan directed by the City of La Habra

- Method selected by City Staff
- As defined by NTD Sampling Plan Manual
- Separate sample statistics and reporting
- Cross checking of data for Quality Assurance



Transportation Concepts will continue to comply with and provide the City of La Habra with all required NTD reporting documents and information. To ensure that this important function is completed accurately, Transportation Concepts continually sends representatives to training sessions presented by the FTA on the NTD reporting systems. These programs are presented periodically by the FTA and provide both a valuable training session on the completion of the reports, as well as providing the opportunity to create a direct contact with an FTA representative. Transportation Concepts is well versed in the requirements of NTD reporting and can be counted upon by the agency to address this key area in an accurate and timely manner.

Other Required Reports

Transportation Concepts will submit reports on a weekly and monthly basis to include a summary of significant achievements and challenges, as well as recommended solutions or action plans to enhance situational issues based upon agency needs. Reports will include but not be limited to hours and miles, accidents/incidents, complaints and commendations, vehicle maintenance repair and PMI tracker, drug, and alcohol testing (quarterly), and dispatch logs (if requested). All statistical information as required by the City and the FTA will be incorporated into a weekly or monthly summary.

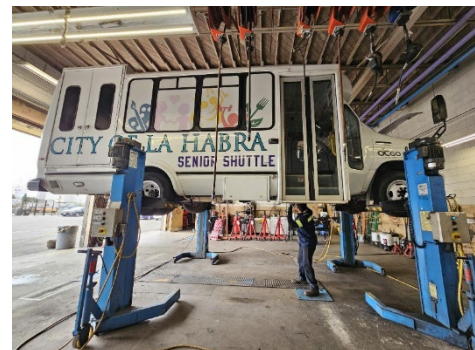


Vehicle Maintenance Plan

Transportation Concepts' goal is to provide safe, clean, and well-maintained vehicles for our drivers and passengers. Our main objectives in the maintenance department are as follows:

- Perform quality service inspections meeting both OEM and Client expectations.
- To be initiative-taking in addressing proper part replacement through identifying life expectancy of parts and incorporating replacement schedules as part of the PM process.
- Assure vehicles are clean.
- Stock a proper level of inventory to reduce vehicle down time.
- Assure quality parts are being utilized.
- Assure vehicles are safe and in compliance with state and local regulations.
- Track and keep accurate records.
- Keep road calls at a minimum.

Transportation Concepts has a strong commitment to fleet maintenance based upon the precepts of preventive maintenance and has developed procedures to ensure vehicle maintenance quality and fleet longevity. All maintenance personnel receive specific fleet training through manufacturers or by our Maintenance Manager, Mr. Jonathan Norman or other qualified outside resources, involved in the TC maintenance program.



This training will include, at a minimum, the following:

- ✓ Monthly review of PM (City and other regulatory compliance)
- ✓ Contract compliance with safety, maintenance, and cleaning.
- ✓ Minimum of 48 hours of certified training on specific bus components
- ✓ Parts inventory and vendors
- ✓ Service requirements
- ✓ Alternative fuels awareness and safety

Ongoing Maintenance Training

Although each mechanic receives continual training in all areas of maintenance technology, additionally, they receive a minimum of 12 hours training annually in each of the following OSHA required training segments:

- ✓ **Heat Stress Prevention**
- ✓ **Hazard Communication**
- ✓ **Fire Prevention**
- ✓ **First Aid**
- ✓ **HIPP**
- ✓ **Log Out /Tag Out**
- ✓ **PPE**
- ✓ **Blood Bourne Pathogen**

Jonathan Norman, our Maintenance Manager, will be responsible for the vehicle and facility maintenance efforts related to the designated services for the City of La Habra Service. Mr. Norman will ensure that all maintenance requirements of the contract are met. Mr. Norman is well versed in all aspects of fleet maintenance and will work directly with manufacturers relative to OEM requirements regarding the City's fleet and warranty procedures. It's important to note that our current maintenance team have CNG Tank Inspection Certifications, CARB inspection Certifications, as well as ZEB certifications from 4 specific ZEB manufacturers.

Any maintenance personnel assigned to work on the System buses will have a thorough knowledge of:

- Bus engines, transmissions, electrical, multiplex I/O electrical systems, electronic engine and transmission controls, hydraulic and air systems, engine cooling systems, radiators, passenger heating and cooling (A/C), and related mechanical parts.
- Methods and procedures used in servicing mechanical equipment.
- Bus chassis and bodies.
- Tools, precision instruments, equipment, and procedures used in the general repair and maintenance of bus equipment.
- Decimals, fractions, and specifications related to bus mechanics.
- Specialized areas such as painting, upholstery, brake relining, air-conditioning, destination signs and wheelchair lifts.

Maintenance personnel shall be able to:

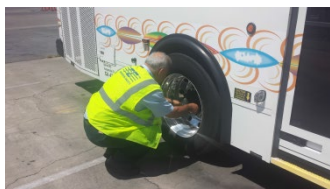
- Inspect bus engines, transmissions, and other related parts.
- Diagnose bus engine, transmission, electrical, multiplex I/O electrical, hydraulic, and air system problems and related parts.
- Repair bus engine, transmission, electrical, hydraulic, and air system problems and related parts.
- Perform wheelchair/lift/ramp inspections
- Perform annunciator and destination sign inspections
- Inspections on video recording devices
- Document, on City-approved forms, all repairs performed.



Transportation Concepts' maintenance program consists of five primary components:

- ◆ **Daily Vehicle Inspections**
- ◆ **Preventive Maintenance**
- ◆ **Vehicle Repairs**
- ◆ **Vehicle and Bus Stop Cleaning**
- ◆ **Maintenance Record Keeping**

Daily Vehicle Inspections:



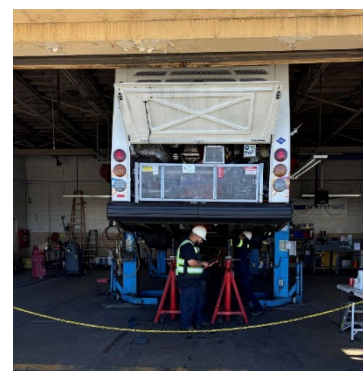
Transportation Concepts requires all operators to complete a thorough pre-trip inspection prior to placing the vehicle into service, as well as a post-trip inspection at the end of each day. The inspections are performed and documented by the vehicle operator on a Daily Bus Report (DBR). If any defects are noted, a written record for use by the Maintenance Department is created. For defects needing immediate repair, the dispatcher or on-duty supervisor will contact the maintenance department to immediately make the repair so the vehicle can be released for service on time or will assign a different vehicle for service. These pre-trip and post-trip inspections are important to help ensure that service continues with the highest level of operating safety and to minimize service delays by identifying mechanical problems prior to the vehicle pulling into service.

Preventative Maintenance Inspections:

The company uses a series of preventative maintenance inspections, which are conducted at varying mileage levels depending upon the fleet type and contractual requirements.

The PMI Process broke down as follows:

- Drive on inspection – This portion is utilized to check specific gauges, warning lights, indicators, driver area specific items, switches, windshield etc.
- Interior inspection- This portion is dedicated to inspecting floors, seats, windows, emergency window operation, lights, heat, vent and A/C operation, stanchions, safety equipment, registration, and other required items.



- Exterior inspection- this portion will include the inspection of the exterior including body condition, tires, windows lights, bumpers, tires, rims, lift, interlock and other applicable items.
- Chassis inspection- This portion will include a thorough inspection of the undercarriage, suspension, brakes and look for leaks and perform various filter and fluid changes per specific PM type.
- Test drive- This portion is used to check for proper shift points, engine performance, braking etc.

Any defects noted during the process will be reviewed and safety items repaired before being placed back into service.

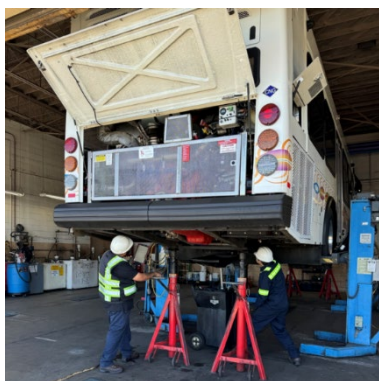
Transportation Concepts utilizes preventive maintenance programs based on OEM and Client specific requirements. Maintenance staff will perform the review of failed items in efforts to determine premature failure or to identify potential issues that can be added to the PMI process in efforts to schedule replacement cycles for specific items, reducing vehicle road calls and improving proficiency.

All preventive maintenance will be performed at regularly scheduled intervals according to OEM standards for the designated fleet.

All maintenance (including, but not limited to, vehicle PM inspections, brake inspections, lift inspections, major lift PM's, oil changes, engines washes, radiator cleans, interior cleans, upholstery shampoos, climate control inspections) will be tracked utilizing a computerized system

TC will comply with all Federal, state, and local exhaust emission requirements. In addition, all vehicles will have a valid vehicle registration and permanent license plates. All vehicles in revenue service will carry proof of insurance.

Vehicle Repairs:



Transportation Concepts policy is structured to assure that quality and thorough repairs are made on all vehicles. Repairs will be thorough and performed to industry standards. Parts will meet and exceed OEM specifications. Work orders will be used to document repair functions, diagnostics performed, itemized parts and fluids that were used.

All wheelchair lifts, ramps, tie-downs, and related equipment will meet ADA requirements and shall be inspected, serviced, and lubricated at intervals as necessary to ensure that the wheelchair lifts and ramps are safe and fully operational before the vehicle is used in revenue service. Operator pre-trip inspections will be utilized to check lift operation before pull-out from the garage. The vehicle will not be placed in service for any safety related item, including inoperable wheelchair lifts at the time of pull-out. The bus will be placed out of service until repaired.

All body damage, corrosion, stress cracking, and defects not covered by the original manufacturer will be repaired in a professional manner. All repairs and painting will be done in a professional manner.

Visibility for drivers and passengers will not be obstructed, and glass shall be replaced when pits, cracks, abrasions, and/or scratches are excessive. Excessive rattles and other annoyances to passenger comfort shall be repaired.

All mechanical, electrical, multiplex I/O electrical, fluid, air, and/or hydraulic systems will be maintained in a safe and operating condition.



Heating and air-conditioning (A/C) (climate control) systems will be maintained and used to ensure that the passenger compartment temperature is comfortably always maintained under all climatic conditions on all in-service runs. TC will maintain the climate control system, heating, and A/C systems, in an operable condition throughout the entire year. TC will meet all Federal, state, and local EPA requirements related to freon.

Heating and Air Conditioning units will be inspected at every preventative inspection interval. The following components are inspected :

- ✓ Inspect drive compressor belt for proper tension/wear
- ✓ Replace return air filter
- ✓ Monitor oil level
- ✓ Inspect control thermometer
- ✓ Check all the wiring and connections
- ✓ Analyze system for proper operation
- ✓ Inspect Blowers for proper operation
- ✓ Inspect evaporator and condenser cores, clean if needed
- ✓ Check sight glass for proper refrigerant fill
- ✓ Check all lines

In addition, every 24,000 miles the following will be completed:

- ✓ Change filter dryer as specified by manufacturer
- ✓ Clean cores
- ✓ Torque component mounting bolts
- ✓ Inspect water control valve for proper operation
- ✓ Check the condenser and evaporator for proper operation

Seats will be maintained in proper operating condition. All tears, cuts, gum, graffiti, and other damage will be repaired in a professional manner. TC will replace seat covers and/or cushion materials which are worn or cannot be professionally repaired, using seat cover materials which are identical in design and color as those materials being replaced.

Parts Inventory

Vehicle repairs are completed using the highest quality parts available. Transportation Concepts participates in several national parts programs, which allows significant time-savings in most cases. We employ a first-in and first-out inventory system. Spare parts inventory is based on a cost per vehicle system. Transportation Concepts will stock spare parts to meet preventative maintenance and inspection needs, graffiti, and vandalism, electrical, wheelchair lift and other maintenance related items. Quantity is predicated on the item's failure rate. Transportation Concepts also takes into consideration the availability of local parts and suppliers. We utilize air- freight overnight delivery if a local supplier cannot meet our immediate needs.

TC will continue to maintain an ongoing spare parts inventory that has proven successful in having readily available components available to reduce vehicle downtime and always meet peak hour vehicle requirements for service delivery.

All repairs will be made in accordance with applicable procedures listed in the vehicle manufacturer's maintenance manuals and shall comply with all local, state, and Federal regulations.

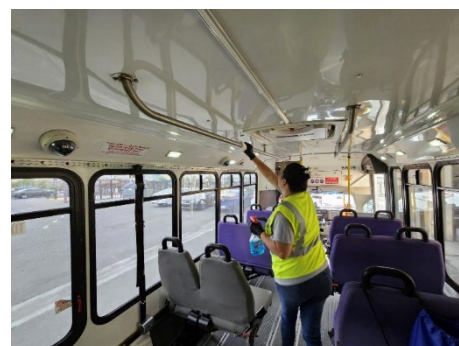
Vehicle Cleaning



The cleanliness of the vehicles that are used for the provision of transit service is an important indicator to the passengers of the quality of the service. The exterior and interior cleanliness of the vehicle is readily noticed by the passengers and contributes to their perception of the service quality. As previously stated, to address this critical service component, Transportation Concepts will continue to utilize our Full-time utility workers, as well as utilizing a subcontracted vendor whom TC has been using for years, to wash the exteriors of

the buses to maintain the consistent cleanliness of the fleet. The Project Manager will use a calculated schedule to monitor the cleaning of the fleet and to ensure that each vehicle receives its' required cleaning and detail.

Daily, all vehicles utilized in revenue service will have the interiors swept and wiped down. Related to exterior washes, although the RFP establishes that vehicles are to be washed a minimum of once (1) per week, TC has throughout the last several years conducted complete **exterior washes more often than once weekly**. This is due to the proximity of the service area to the ocean. We are proposing to continue complete **exterior cleaning as frequently as needed, exceeding the RFP requirements** to maintain the professional and clean image for the City of La Habra. In addition, the wheels and inside of all windows will be cleaned and scrubbing oil or other excessive residue off the rear end; dusting or vacuuming of all seats, dashboard, stanchions and exposed surfaces; and sweeping or vacuuming of all



floor areas, including the removal of gum, grease, oil, etc. will be performed.

Maintenance Recordkeeping



Fleetio

The proper functioning of the maintenance department relies upon an accurate system of recordkeeping verifying the performance of the department. TC will provide an up-to-date electronic vehicle file for each vehicle which shall contain all pertinent vehicle and maintenance information including, but not limited to vehicle make, model, running repairs, pm schedules and activity, work orders, other equipment, road call information, warranty information, and inspection documentation.

The advantages of this system are as follows:

- **Fleet Management** -able to track every detail of repair electronically
- **Fleet Maintenance** – schedule automated preventative inspections
- **Fuel Management** – simplify data collection and gain insight into costs and fuel efficiency
- **Reports** – track and develop trend reports by vehicle and type of vehicle

Daily bus condition reports will be kept for a 90-day period, in accordance with CHP requirements.

The preventive maintenance inspection reports will be kept for the term of the contract. Daily bus condition reports will be kept for a 90-day period, in accordance with CHP requirements.

Annual CHP Terminal Inspections


Since Transportation Concepts began operating service for the City of La Habra, we have received a “satisfactory” rating on each annual terminal inspection from the California Highway Patrol. Although this is a minimum standard, it is just one measurement that we use in determining excellence in our fleet maintenance program. This same measurement of success with the annual CHP terminal inspections has been consistent in every operation we have had in California.






Client References


The following are references from current clients that can share pertinent information attesting to our success as both a Fixed Route and Dial a Ride operator in the Southern California region.


We invite you to contact our clients for confirmation of our dedication, commitment, and excellent service standards and performance. At the end of this section, you will find testimony letters from our clients attesting to the level of satisfaction they have had with our organization.

Location Name	Palo Verde Valley Transit Authority Blythe, California
	PVVTA George Colangeli General Manager 415 North Main Street Blythe, CA 92225 (760) 922-4900 gmanager@pvvta.com
Nature of Services	Fixed route and paratransit transportation services; the Vehicle fleet consists of 9 buses, 1 of which is assigned to paratransit. Responsible for dispatch, operation, supervision, and provision of vehicle maintenance on fleet of agency buses.
Term of Agreement	2003 – Present
Type of Fleet Dispatching System	Currently using GMV GPS/ Passenger Information System, AVL fleet tracking capabilities as well as a digital on-board video surveillance recording system
Number of Employees	16
Annual Revenue	\$1.5m

Location Name	City of Rio Vista / Solano Transportation Authority Rio Vista, California
	Solano Transportation Authority Brandon Thomson Transit Mobility Coordinator 427 Main Street Suisun City, CA 94585 (707) 399 - 3234 bthomson@sta.ca.gov
Nature of Services	Deviated Fixed Route and Micro-Transit services. The vehicle fleet consists of 3 buses, 1 of which is dedicated to Micro-transit. Responsible for dispatch, operation, supervision, and provision of vehicle maintenance on fleet of agency buses.
Term of Agreement	2012 – Present
Type of Fleet Dispatching System	Currently using The Routing Company (TRC) Platform System, AVL fleet tracking capabilities as well as a digital on-board video surveillance recording system
Number of Employees	5
Annual Revenue	\$500k

Location Name	City of Suisun City / Solano Transportation Authority Suisun City, California
 	Solano Transportation Authority Brandon Thomson Transit Mobility Coordinator 427 Main Street Suisun City, CA 94585 (707) 399 - 3234 bthomson@sta.ca.gov
Nature of Services	Fixed-Route and Micro-transit transportation services Vehicle fleet consists of 9 buses, 1 of which is assigned to micro-transit. Responsible for dispatch, operation, supervision, and provision of vehicle maintenance on fleet of agency buses.
Term of Agreement	2022 – Present
Type of Fleet Dispatching System	Currently using The Routing Company (TRC) Platform, AVL fleet tracking capabilities as well as a digital on-board video surveillance recording system
Number of Employees	7
Annual Revenue	\$550k

Location Name	CITY OF GLENDORA Glendora, California
	City of Glendora Vanessa Nalbandian Interim Transportation Manager 116 East Foothill Blvd Glendora, CA 91741 (626) 852-4814 vnalbandian@cityofglendora.org
Nature of Services	Fixed route Metrolink and paratransit transportation services. The vehicle fleet consists of 10 cutaway buses, 1 of which is CNG powered. Responsible for dispatch, operation, supervision, and vehicle maintenance on fleet of City provided buses.
Term of Agreement	15 Years
Type of Fleet Dispatching System	Currently using a fully automated computerized dispatch system with a GPS system.
Number of Employees	15
Annual Revenue	\$1.2m

Location Name	BEACH CITY TRANSIT REDONDO BEACH Redondo Beach, California
	City of Redondo Beach Diane Amaya Interim Transit Manager 1922 Artesia Blvd Redondo Beach, CA 90278 (310) 318-0610 x 3357 Diane.amaya@redondo.org
Nature of Services	Fixed route and curb to curb paratransit transportation services. A 10-mile service area includes Redondo Beach, Hermosa Beach, Manhattan Beach, and El Segundo. The vehicle fleet consists of 20 CNG powered buses, 15 of which are assigned to fixed routes. Responsible for dispatch, operation, supervision, and vehicle maintenance on fleet of City provided buses.
Years of Operation	14 Years
Type of Fleet Dispatching System	Currently using a computerized dispatch system with GPS system. Implementation of annunciator system and "Real Time" technology with GMV along with Metro TAP system
# of Employees	36
Annual Revenue	\$3.6 Million



City of Avalon

Santa Catalina Island, CA

June 17, 2022

Mr. Rich Rogers, COO
Transportation Concepts
12 Mauchly, Building 1
Irvine, CA 92618

It is my sincere pleasure to write this letter of recommendation on behalf of the City of Avalon regarding the excellent service Transportation Concepts provides.

After twenty-five years with the same transit company, in 2016 the City sought to re-vamp its transit system. This included three new all-electric transit buses, expanding the fixed-route service and completely redesigning an antiquated Dial-a-Ride process. This is a daunting task for any agency. Doubly so as the City of Avalon is located on Santa Catalina Island.

Transportation Concepts came in with a collaborative and solution-based mind-set. They have been with us every step of the way. They consistently embrace and implement new ideas and technologies the City brings forward.

Transportation Concepts attention to detail, communication and safety are exemplary. Their employees are professional, dedicated and customer-service driven which is critical in a City like Avalon whose primary economy is tourism.

Any organization that chooses Transportation Concepts to lead their public transit service will not be disappointed.

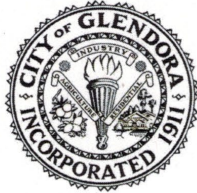
If you have any specific questions regarding Transportation Concepts, please do not hesitate to reach out.

With warm regards,



Audra McDonald
Administrative Analyst/Transportation Manager
City of Avalon
amcdonald@cityofavalon.com
310-510-0220

Avalon City Hall - 410 Avalon Canyon Road - P.O. Box 707 - Avalon, CA - 90704-0707



City of Glendora | Transportation Division

410 E. Dalton Ave., Glendora, CA 91741-3380
(626) 852-4814 | CityOfGlendora.org

Mr. Rich Rogers
Chief Operating Officer
Transportation Concepts
12 Mauchly, Building I
Irvine, CA. 92618

July 8, 2022

Subject: Letter of Recommendation for Transportation Concepts

Dear Rich,

I wanted to express my appreciation and enthusiastic recommendation for Transportation Concepts. Since my time in Glendora, your team lead by Brian Connell has been nothing short of excellent. I have had the pleasure of working alongside the team for nearly four years. Over this time, we have collaborated to improve the service for our riders, ensure a state of good repair, and address the immense challenges of a global pandemic.

Since assuming my role as Transportation Manager in Glendora, Brian and his team made my transition seamless. I was immediately impressed by the rapport each driver had with our passengers, the customer-service focus of the dispatchers, and the quickness with which maintenance issues were resolved. There are numerous examples where the team went above and beyond, but I would like to relay some of those here.

In 2019, the City of Glendora submitted our first application for the Section 5310 grant program. Brian provided backup data for our application, provided review of the scope of work, and helped us prepare for the new requirements of federal funding. Brian was able to draw on his deep knowledge of the Section 5310 program to help us develop a maintenance plan which addressed LA Metro's requirements and has ensured all our federally funded vehicles are operating. Brian has also been invaluable in helping us develop specifications for our new vehicles.

Related to this, is the rollout of a new dispatching system. From my experience and that of my peers, this has always been a challenge. I was immensely surprised by how smooth this rollout has gone. Brian and Desiree (the dispatcher) have stepped up by taking the lead on working with our vendor to implement the new software, transition our data, and train the drivers on the new system. Given the speed of the rollout, it is still amazing to me how easily we have moved to a new system and how quickly the dispatcher and drivers have adjusted. Without Brian and his team, we would likely be still attempting to rollout the new service.

As with any service over the past three years, the pandemic has created chaos and uncertainty with employment, safety, and financial viability. As the pandemic caused a dramatic drop in ridership and service, the City and Transportation Concepts were able to work out a mutually beneficial change to our contract by moving to fixed-and-variable structure. One of the things that I most appreciated about Transportation Concepts has been their flexibility and willingness to work with the City. The new contractual arrangement allowed the City to stabilize our funding shortfall and allowed Transportation Concepts to meet their fixed costs of the contract. While many contractors would have walked away or

demanded more substantial changes, Transportation Concepts is committed to helping provide a cooperative environment to provide public transit services.

These three examples are very emblematic of not just the quality of Transportation Concepts, but the integrity of the staff and the desire to solve problems. I have come to rely heavily on the experience of Brian and his team to navigate the challenges of transit operations. It is my honest opinion that our service receives such high marks from our customers because Transportation Concepts provide such excellent service and support.

I wanted to take this opportunity to write this letter because I think Transportation Concepts is the best choice for operations and maintenance contracts. In speaking to my peer agencies, we have not had remotely the same level of challenges or issues, which is due in large part to the attitude and professionalism of Transportation Concepts staff.

I would be happy to speak with any potential clients as a reference and they can contact me at smateer@cityofglendora.org or at (626) 852-4846.

Sincerely,

Steven Mateer

Steven Mateer
Transportation Manager
City of Glendora



Community Services Department

1922 Artesia Boulevard
Redondo Beach, California 90278
www.redondo.org

fax: 310 798-8273

June 21, 2022

Rich Rogers, COO
Transportation Concepts
12 Mauchly, Building 1
Irvine, CA 92618

RE: Reference Letter

Dear Rich,

This letter is to acknowledge the efforts of the Transportation Concepts operations staff for the Redondo Beach transportation services. The exceptional performance of General Manager, Brett Baum, and the Transportation Concepts Operations staff of the Redondo Beach - Beach Cities Transit (BCT) and WAVE Dial A Ride services, ensured continuous service throughout the Coronavirus-2019 pandemic (COVID-19), and our collaboration enabled the immediate implementation of measures that protected BCT riders, and operations staff. In addition, as a result of these efforts, there have been no missed trips during the past two years, unlike many of our transit peer agencies in Los Angeles County.

Since Transportation Concepts began service operation for the City in January 2010, the City has issued Requests For Proposals for the services two additional times, and was awarded new contracts for service in 2015 and 2020. This success rate is largely based on the Transportation Concepts' management staff who continue to be adaptable, responsive and proactive in resolving service issues, providing professional and technical assistance, and in addressing the needs and expectations of City staff. Vehicles are well-maintained within the appropriate schedules, and the annual CHP inspections are consistently positive.

During this agreement period and since 2010, Transportation Concepts staff has provided valuable expertise and assistance with new vehicle and equipment purchases, transition to the regional fare collection system, the implementation of BCT's real-time information system and two service analysis efforts. They play a key role in the NTD random sampling and data collection efforts, as well as updating and revising time schedules. Brett takes the initiative to communicate with Redondo Union High School administration staff to ensure school trippers have limited issues, and coordinated service schedules during the COVID-19 school closures and reopening.

The overall relationship between City staff and Transportation Concepts staff is positive, collaborative and cooperative, and I have trust and confidence our working relationship will continue through the remaining period of the current agreement, as we move forward with route and time schedule changes with the upcoming opening of the new Redondo Beach Transit Center.

Thank you for your efforts with ensuring that the Transportation Concept's transit staff continues to provide quality transit services for the City. I can be contacted at 310-318-0631 x2670, if you have any questions.

Sincerely,



Joyce Rooney
Transit Operations & Transportation Facilities Manager

PLAYA VISTA PARKS AND LANDSCAPE CORPORATION

June 20, 2022

Parking Concepts, Inc
Attn: Rich Rogers
12 Mauchly, Bldg. 1
Irvine, CA 92618

Dear Mr. Rogers.

I wanted to recognize the excellent service provided by Transportation Concepts to Playa Vista Parks & Landscape Corporation ("PVPAL"). Transportation Concepts has been running our community's transportation service under contract since December 2015. Throughout this time, I have been impressed with the level of service, responsiveness, professionalism demonstrated by your management team.

Any extra service requests, additional or new tasks requested by Transportation Concepts was greeted with a can-do and willing attitude. We also appreciate that when issues do arise, your team has always been helpful and expeditious in investigating and resolving them regardless of how difficult it may seem.

Thank you for your efforts with ensuring the Transportation Concept's team continues to provide quality shuttle service to the PVPAL community. I look forward to many years of continued service excellence.

Sincerely,



Dawn Suskin, CCAM-LS.Cl®, PCAM®
General Manager, Playa Vista Parks & Landscape Corp.

PLAYA VISTA 

Property managed by FirstService Residential

6200 PLAYA VISTA DRIVE ~ PLAYA VISTA, CA 90094 ~ TEL. 310.437.6070 ~ FAX 310.437.6069

Cost Proposal

Transportation Concepts will provide the management and operation of the Special Event Shuttle Service utilizing the 17-passenger wheelchair equipped vehicles provided by the City of La Habra. We will provide fully trained and commercial licensed drivers, provide vehicle insurance as required to meet California and City requirements, provide management and supervisory oversight of operation, maintain all vehicles in accordance with regulatory requirements from CHP and PUC. Shuttle service will be provided based upon the final special event shuttle schedule determined by the City of La Habra.

The rate for this operation would be billed as a fully burdened variable hourly billing methodology. This rate is all inclusive except for fuel, which will be provided by the City:

	Year 1	Year 2	Year 3	Year 4
Fully Burdened Hourly Rate	\$114.67	\$117.27	\$121.00	\$126.10

Additional Information

Exceptions

Upon review of the RFP and sample contract, Transportation Concepts requests the only exceptions:

RFP Item E - Criminal History Background Investigation, remove the first sentence. We have conducted Live Scan background checks for other operations; however, we have never had to register as an HR agency. The proposed change is highlighted in red below:

E. Criminal History Background Investigation

Contractor shall be registered with the Department of Justice as a Human Resources Agency.

Contractor shall at a minimum perform background checks on drivers utilizing a vendor such as Live Scan to ensure that drivers with inappropriate backgrounds are not employed to provide Services under this Agreement. Drivers shall have no felony conviction history consistent with Contractor's obligations under Government Code Section 12952.

RFP Item –Vehicle Maintenance Services, although clarified in Addendum 1, please insert section allowing major maintenance component replacements (Engine, Transmission, Differential) to be reimbursed to Contractor by City. The proposed change is highlighted in red below:

Vehicle Maintenance Services:

Vehicle Maintenance

Vehicle maintenance shall be provided by and the sole expense of the Contractor; except for major component failures on City owned vehicles (engine, transmission, differential) which City agrees to reimburse contractor for those replacement items. The City reserves the right to inspect the vehicles at any time for vehicle cleanliness or other maintenance needs.

Business Entity

Transportation Concepts is a dba of Parking Concepts Inc., a California corporation. Our corporation number is C740412.

DIR Registration / Contractors License

Parking Concepts Inc.'s DIR number is 1000017454

Contract Signatories

Pursuant to California Corporation Code Section 313 the two individuals that the company has authorized to bind the organization is as follows:

- **David L Mueller, President**
- **Gill Barnett, Corporate Secretary**