

## TAHOE TRANSPORTATION DISTRICT (TTD)

### Special Meeting – Notice of Agenda and Agenda

Tahoe Regional Planning Agency  
128 Market Street  
Stateline, NV 89449

June 17, 2011  
11:30 a.m.

This meeting is being called as a special meeting because it is not occurring on the regularly scheduled second Friday of the month at 9:30 a.m. All items on this agenda are action items unless otherwise noted.

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#### I. **CALL TO ORDER AND GENERAL MATTERS**

- A. Roll Call and Determination of Quorum of TTD
- B. Approval of Agenda for June 17, 2011

#### II. **PUBLIC INTEREST COMMENTS**

At this time, members of the public shall have the opportunity to directly address the Board. All comments are to be limited to no more than five minutes per person. The Board is prohibited by law from taking immediate action on or discussing issues raised by the public that are not listed on this agenda.

#### III. **TAHOE TRANSPORTATION DISTRICT (TTD) BUSINESS ITEMS**

<u>Item</u>	<u>Action Requested</u>	<u>Page</u>
A. Approval of Preliminary Award of Contract for Long-Term BlueGO Transit Operator to Tectrans and Authorization for the District Manager and Counsel to Negotiate a Final Contract for Board Approval	<b>Approval and Authorization</b>	<b>1</b>
B. Approval of a Resolution Calling for the Investment In and Implementation Of Transportation System Projects Critical to the Improvement of Lake Tahoe Communities, Economy and Environment	<b>Approval</b>	<b>80</b>

#### IV. **ADJOURNMENT**

## **COMPLIANCE WITH PUBLIC NOTICE REQUIREMENTS**

**The following locations will be available for participation by teleconference:**

**Placer County, 3091 County Center Drive, Room 220, Auburn, CA 95603**

This notice and agenda has been posted at the TTD office and the following post offices: Stateline, Nevada and Tahoe Valley, California. The notice and agenda has also been posted at the North Tahoe Conference Center in Kings Beach, the Incline Village GID office and the North Tahoe Chamber of Commerce and on the TTD website: [www.tahoetransportation.org](http://www.tahoetransportation.org).

For those individuals with a disability who require a modification or accommodation in order to participate in the public meeting, please contact Judi White at (775) 589-5502.

### **California Open Meeting Law Compliance**

Written notice of this special meeting was delivered to each member of the Board and to each local newspaper of general circulation and radio or television station who has previously requested such notice in writing. Such notice was received at least 24 hours before the time of this special meeting.

Notice of this special meeting was posted at least 24 hours prior to the meeting in a location that is freely accessible to members of the public.

In addition, the Board has caused this agenda and all documents constituting the agenda packet to be mailed to all persons requesting such materials, and such mailing occurred at the time the agenda was posted or upon distribution to all, or a majority of all, of the members of the Board, which occurred first.

### **Nevada Open Meeting Law Compliance**

Written notice of this meeting has been given at least three (3) working days before the meeting by posting a copy of this agenda at the principal office of the Board and at three other separate, prominent places within the jurisdiction of the Board not later than 9 a.m. of the third working day before the meeting.

Written notice of this meeting has been given by providing a copy of this agenda to any person who has requested notice of the meetings of the Board. Such notice was delivered to the postal service used by the Board not later than 9 a.m. of the third working day before the meeting for transmittal to the requester by regular mail, or if feasible for the Board and the requester has agreed to receive the public notice by electronic mail, transmitted to the requester by electronic mail sent not later than 9 a.m. of the third working day before the meeting.

Supporting materials were provided to any person requesting such materials and were made available to the requester at the time the material was provided to the members of the Board or, if provided to the members of the Board at the meeting, were made available to the requester at the meeting.

This agenda has been posted on the TTD website - [www.tahoetransportation.org](http://www.tahoetransportation.org).



# Tahoe Transportation District

## MEMORANDUM

Date: June 13, 2011

To: Tahoe Transportation District (TTD) Board of Directors

From: TTD Staff

Subject: Approval of Preliminary Award of Contract for Long-Term BlueGO Transit Operator to Tectrans and Authorization for the District Manager and Counsel to Negotiate a Final Contract for Board Approval

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### **Action Requested:**

It is requested the Board approve a preliminary Award of Contract and authorize the District Manager and legal counsel to negotiate a final contract with Diversified Transportation, LLC dba Tectrans for operations and maintenance of the BlueGo Transit System.

### **Background:**

RFP #4-11 for Transit Operations and Maintenance Services was issued on April 18, 2011. The deadline for submissions was extended to May 23, 2011, on which date six proposals were received. The selection committee reviewed and scored the proposals, then convened on May 31, 2011 for further discussion. Interviews with the top three candidates were deemed necessary and scheduled for June 9, 2011. Following the interviews, the selection committee discussed the proposals again and unanimously agreed that Tectrans was best suited to operate and maintain the BlueGo transit system.

### **Discussion:**

The selection committee was comprised of two TTD staff members, three TTD Board members or designees, and one management representative from Vail Resorts. The proposals received on May 23, 2011 were disseminated via CD, hard-copy and/or an FTP site to the committee members. Each proposal was independently reviewed and scored by the selection committee members.

The scoring criteria used was that outlined in the RFP with 20% of the total awarded for project understanding, 25% for experience, 25% for technical expertise, 10% for the proposal and 20% for price. Although price was only 20% of the total score, it was recognized that pricing proposals significantly higher than the proposed BlueGo 2011 / 2012 budget would be disqualified.

During the committee meeting on May 31 initial rankings were compared. Two of the proposers were eliminated from further consideration due to a variety of items, including failure to price the service as requested in the RFP; lack of experience and/or technical expertise; lack of

CG/jw

AGENDA ITEM: III.A.

understanding and cost unreasonableness; among others. There still was no clear consensus choice at this point and reference checks and interviews were determined to be necessary.

Following conversations with the references, three organizations were invited to interview, with the potential reserved to interview the fourth candidate. Interviews with the three candidates were scheduled and conducted on June 9. Tectrans, which has the highest combined score on the Understanding, Experience, Technical, and Proposal criteria had the best interview and also the lowest cost of the top three candidates.

Attached for the consideration of the Board is an outline identifying the items that will be negotiated and included in the proposed contract with Tectrans (Attachment A). Also attached is the proposal submitted to the TTD by Tectrans minus appendices (Attachment B).

Staff recommends the Board approve a preliminary award of contract to Tectrans and authorize the District Manager and Counsel to negotiate a final contract for Board approval at the July 8 Board meeting. Please note this action will trigger the onset of the protest period, which will end at the close of business Wednesday, June 22.

**Fiscal Analysis:**

Tectrans proposed a hourly rate for services and the projected annual costs are:

Year 1	Hourly Rate	Total Hours	Total Cost
Fixed Route	\$37.35	46,940	\$1,753,209
On Call	\$37.35	8,658	\$323,376
Maintenance	\$14.47	55,598	\$804,503
Total			\$2,881,088
Year 2	Hourly Rate	Total Hours	Total Cost
Fixed Route	\$38.74	46,940	\$1,818,456
On Call	\$38.74	8,658	\$335,411
Maintenance	\$15.01	55,598	\$834,526
Total			\$2,988,393
Year 3	Hourly Rate	Total Hours	Total Cost
Fixed Route	\$39.98	46,940	\$1,876,661
On Call	\$39.98	8,658	\$346,147
Maintenance	\$15.48	55,598	\$860,657
Total			\$3,083,465

The projected year 1 price of \$2,881,088 is below the \$2,902,633 allocated to contract costs in the 2011 / 2012 BlueGo operating budget.

**Additional Information:**

If you have any questions or comments regarding this item, please contact Curtis Garner at (775) 589-5505 or cgarner@tahoetransportation.org.

**Attachments:**

- A. Outline – Draft Form Contractor Agreement
- B. Tectrans Proposal

CG/jw

AGENDA ITEM: III.A.

**OUTLINE - FORM CONTRACTOR AGREEMENT**

**GENERAL**

- I. RELATIONSHIP OF PARTIES – INDEPENDENT CONTRACTOR
- II. TERM OF AGREEMENT
- III. BASELINE CONDITION OF VEHICLE FLEET, EQUIPMENT AND FACILITIES
  - A. PROCEDURE TO ESTABLISH?
  - B. LEVEL OF CONDITION?

**CONTRACTOR RESPONSIBILITIES**

- I. SERVICE
  - A. TRANSIT SERVICE
    - 1. FIXED ROUTE SERVICE
    - 2. ON-CALL SERVICE
    - 3. TTD RIGHT TO INCREASE OR DECREASE
  - B. FARE COLLECTION
    - 1. COLLECTION
    - 2. DEPOSIT
  - C. CUSTOMER COMPLAINTS
  - D. MAINTENANCE AND REPAIR
    - 1. FLEET MAINTENANCE
    - 2. EQUIPMENT MAINTENANCE
    - 3. FACILITY MAINTENANCE
- II. STAFFING
  - A. PERSONNEL
    - 1. MANAGER
    - 2. SUPERVISORS
    - 3. DRIVERS
    - 4. DISPATCHERS
    - 5. MAINTENANCE PERSONNEL
    - 6. SAFETY AND TRAINING PERSONNEL
  - B. QUALIFICATIONS
  - C. STAFFING LEVELS – SUFFICIENT TO ACCOMPLISH SERVICE
  - D. TRAINING
- III. RECORD KEEPING
- IV. REPORTING
- V. INSURANCE – WILL REFERENCE INSURANCE SECTION BELOW

**TTD RESPONSIBILITIES**

- I. TRANSIT MANAGER
  - A. GENERAL DUTIES AND ROLE
  - B. RESPONSIVENESS TO REQUESTS FOR APPROVAL AND DISPUTES
- II. PAYMENTS TO CONTRACTOR
  - A. AMOUNTS
    - 1. FIXED ROUTE SERVICE
    - 2. ON-CALL SERVICE

- 3. MAINTENANCE
- B. TIME OF PAYMENT
- C. METHOD OF PAYMENT
- III. VEHICLES
  - A. VEHICLE FLEET
  - B. ADDITIONAL VEHICLES IF NEEDED FOR DEMANDED SERVICE
  - C. VEHICLE MATERIALS
    - 1. FUEL
    - 2. FLUIDS
    - 3. LUBRICANTS
- IV. FACILITIES
  - A. BUS YARD
  - B. OTHER FACILITIES – DUTY TO PROVIDE USE OF Y STATION AND STATELINE TRANSFER STATION
- V. EQUIPMENT
  - A. SHELTERS
  - B. COMMUNICATIONS AND RADIO
  - C. OTHERS?
- VI. MAINTENANCE AND REPAIR
  - A. VEHICLES - MAJOR REPAIRS? (OLD V. NEW RISK SHARING?)
  - B. FACILITIES (ANY SPECIAL FACILITIES?)
    - 1. SNOW REMOVAL
    - 2. OTHER RESPONSIBILITIES?
  - C. EQUIPMENT?
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- I. CONTRACTOR
  - A. GENERAL LIABILITY
  - B. WORKMEN'S COMP
  - C. DEDUCTIBLE FOR DAMAGE TO FLEET, EQUIPMENT OR FACILITIES
- II. TTD
  - A. VEHICLE FLEET INSURANCE?
  - B. EQUIPMENT INSURANCE?
  - C. FACILITIES INSURANCE?

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- I. DUTY TO INDEMNIFY
- II. SCOPE OF INDEMNIFICATION

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  - A. TTD DECISION
  - B. OPPORTUNITY FOR APPEAL TO TTD
  - C. PERFORMANCE DURING DISPUTE
  - D. CLAIMS FOR DAMAGES

- II. MEDIATION/ARBITRATION PROVISION
- III. VENUE AND CHOICE OF LAW
- IV. TTD RIGHT TO REDUCE PAYMENTS? E.G. TTD NEEDS TO PROVIDE MORE STAFFING OR SUPPLIES SERVICES BECAUSE OF INSUFFICIENT STAFFING?

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- I. EVENTS OF DEFAULT
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  - B. TTD DEFAULT
- II. TERMINATION FOR DEFAULT
  - A. NOTICE
  - B. RIGHT TO CURE
- III. TERMINATION FOR CONVENIENCE
  - A. NOTICE
- IV. REMEDIES
- V. CLOSE OUT
  - A. PROCEDURES
  - B. ALLOCATION OF COSTS – NEED DEFINITION OF “BASELINE CONDITION”

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- A – VEHICLE FLEET
- B – SERVICE PLAN
- C – MAINTENANCE PLAN - MAYBE REFERENCE TO CONTRACTOR MAINTENANCE PLAN SUBMITTED WITH BID?
- D – FEDERAL CLAUSES AND PROVISIONS

# Proposal for RFP# 4-11

ATTACHMENT B

# Transit Operations and Maintenance Services



**ORIGINAL**  
May 23, 2011

**BLUEGO**

CCO Special Board Meeting - June 17, 2011

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**TECTRANS**

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FINANCIAL STATEMENT .....  
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## EXECUTIVE SUMMARY

Tectrans is a premier provider of transit and paratransit services, and we are committed to making the BlueGo Transit Operations and Maintenance Services a success for the Tahoe Transportation District (TTD), its riders and all its stakeholders. Throughout this proposal, you will find that our experience, references, project staffing, corporate leadership, corporate support, and work plan prove our commitment to high quality customer satisfaction and successful service delivery.



The cornerstone of our success is the dedication and experience of our staff. Our proposed staffing plan speaks directly to an experienced staff, which is anchored by our proposed Project Manager, Mr. Aaron Vogel. His record of providing high quality transportation service in the Lake Tahoe area is critical to the success of the BlueGo services.



Building on the assignment of an experienced and knowledgeable Project Manager, Tectrans is committed to retaining the experienced and dedicated employees who currently provide the BlueGo services. Using our unique and highly effective training programs, Tectrans will provide high quality customer service by improving driver communication, providing multiple customer feedback options, and on-road verification of service delivery. As an employer of choice, Tectrans offers a very attractive compensation package to our vehicle operators, providing a positive work environment resulting in high employee morale and retention. We are convinced that this attention to detail will result in highly productive, safe, efficient and highly customer-oriented fixed-route services for TTD.

Our complete Work Plan includes many key features enhancements and standard operating procedures for effective and efficient transit and paratransit operations. Tectrans offers a metrics-driven management process for managing fixed-route transit and paratransit services, extensive infrastructure and operational supports including advanced telephony, corporate call center support for after-hours information and emergency response, commitment of corporate staff and resources, full regulatory compliance, and superior operations.

Tectrans demonstrates throughout this proposal that a premier local transit operator, with extensive fixed route, community shuttle, and paratransit experience, provides TTD with the best qualities of local operational expertise backed by extensive corporate resources. As an example, our proposed Project Manager, Mr. Aaron Vogel is a highly experienced fixed-route manager who has direct access to our corporate headquarters resources and staff. This combination of local customer focus and dedicated support resources cannot be offered by a smaller local contractor or by a larger national contractor. We are convinced that Tectrans offers the best combination of local strength and corporate capabilities to operate the BlueGo services. Tectrans truly has “the power to move you.”



## QUALIFICATIONS AND REFERENCES

Diversified Transportation, LLC d/b/a Tectrans is a premier full-service transit and paratransit provider that successfully operates contracted transit and transportation services throughout California and Florida. We specialize in providing contracted transportation services for both the public and private sectors, and we will do everything in our power to make the BlueGo services successful for the Tahoe Transportation District.

Through our experience operating fixed-route transit and paratransit for a wide variety of customers, as well as the experience operating other transportation services for government, transit, and private organizations, our team understands that successful transportation requires:

- **Safety** – is every Tectrans employee’s #1 priority.
- **Dependability** – transportation is a necessity and becomes integrated into passengers’ daily lives.
- **Sensitivity** – to the needs of each individual passenger.
- **Kind Employees** – who naturally care about their passengers.
- **Flexibility** – to meet the changing needs of TTD, as well as employee and public riders.
- **Communication** – maintain open lines of communication with TTD staff and riders.
- **Understanding** – of best practices to operate on-time, safe, and reliable shuttle service.

Diversified began operating wheelchair-accessible buses in the late 1970s, a trend which increased in the years before passage of the Americans with Disabilities Act (ADA). An early innovator, Diversified was the original provider of the Los Angeles Department of Transportation Downtown Area Short Hop (DASH) service, and a key partner in the demonstration and implementation of Access Services ADA transportation in Los Angeles County. In June of 2006, Diversified was acquired by Tectrans, Inc., a privately held company established to design, deploy, and coordinate passenger transportation solutions to governmental agencies, educational institutions, senior care organizations, airports, transit authorities, the private sector, and the individual consumer. Tectrans is headquartered in Los Angeles.



Today, Tectrans provides a full-spectrum of transportation management services, including fixed-route transit and shuttles, commuter feeders to rail stations, paratransit services, Regional Center transportation, employee shuttle, and Dial-A-Ride operations to a wide variety of transit authorities, city and county governments, colleges and universities, and private corporations.

Tectrans provides the full support of our corporate resources and expertise. Tectrans local operations share a corporate commitment to provide the highest quality, integrated transportation services to the transportation dependent community. From the creation of a transportation idea to the completion of a contract, we are able to bring our clients’ strategic and operational vision to life with quality that is unlike any other.

The Tectrans leadership team brings more than 300 combined years of experience in the specialized, ground-based passenger transportation industry and has positioned Tectrans as a preferred transportation provider. Our team is able to build success through the application of new technologies and transportation best practices for existing customers as well as new clients.

The following is a brief history of the Tectrans organization, providing a summary of significant events in our formation:

- **June 2006:** Tectrans is formed through the simultaneous purchase of seven transportation and technology companies operating 800 vehicles, with combined revenues of \$32 million. Contracted bus and paratransit services form the foundation of Tectrans.
- **April 2007:** Tectrans transitions operations for San Francisco Paratransit ADA service and restores safe and timely transportation to riders, becoming the largest provider of trips for the San Francisco Paratransit brokerage program.
- **December 2007:** Tectrans acquires two companies in the Ft. Lauderdale/Miami, Florida, area, providing over 1,000 daily rides for ADA and medical transportation clients, including the largest contracted operations for the Broward County ADA/Transportation Disadvantaged program.
- **February 2008:** Tectrans wins a \$50 million contract to operate courtesy shuttle service for the Ft. Lauderdale-Hollywood International Airport. The transition in May 2008 from the former operator is smooth, and service immediately improves.
- **March 2008:** Tectrans begins transportation operations for the North Los Angeles County Regional Center. Successfully transitioning 84 routes over one weekend, with only three months' lead time, Tectrans completes a full transition, requiring new buses, a new management team, a new facility including maintenance, networks, and all supporting operations.
- **September 2008:** Tectrans is awarded the contract to provide the Bronco Link shuttle service at California State Polytechnic University, Pomona and provides alternative-fueled shuttle bus service to and from the local Metrolink station. The program was immediately successful, generating high ridership and routes were expanded to include a second Metrolink station and additional hours. The Bronco Link service was recently awarded the Metro Diamond Award for its innovative rideshare program, and is now the recipient of the award for two consecutive years.
- **June 2009:** Tectrans celebrates three years of successful operation, with over 1,100 vehicles and 1,200 employees, providing quality and reliability for transportation agencies and paratransit riders across the country.
- **January 2010:** Tectrans is selected and awarded the contract to provide Rental Car Shuttle service at Miami International Airport (MIA) operating over 60 vehicles to and from terminals and the new consolidated rental car center. The midnight start-up of operations on July 13, 2010 is nearly flawless and drew zero complaints.
- **February 2010:** Tectrans wins the contract to provide fleet vehicle maintenance services at the Bob Hope Glendale-Burbank-Pasadena International Airport (BUR) and successfully begins full operations within 30 days of award.
- **August 2010:** Tectrans is selected to provide dial-a-ride and paratransit service for Merced County Transit.
- **September 2010:** Tectrans is selected to manage and operate Collier Area Transit and Paratransit in Naples, FL (accelerated start-up and transition from prior contractor occurred successfully on October 1, 2010). Tectrans is also selected to manage, operate and maintain the City of Monrovia, CA's Dial-A-Ride and Old Town Trolley fixed-route services (with start-up scheduled for November 1, 2010).
- **October 2010:** Tectrans successfully starts up three new operating contracts on the same day, including Collier County, Merced County and a conversion of the City of Margate, FL's fixed-route service from in-house to contracted operations.
- **November 2010:** Tectrans begins service for the Monrovia Transit dial-a-ride and fixed route services, providing a seamless transition for transit dependent riders.
- **December 2010:** Tectrans begins daily operations of the Pomona Valley Transportation Authority Get About paratransit service in Pomona, CA, bringing an innovative taxi and bus paratransit program to life for seniors and disabled riders in the four-city Pomona Valley region.

- February 2011:** Tectrans begins daily operations of fixed-route shuttle service for the City of Opa-Locka which is funded through a joint partnership between the City and SFRTA. The community receives free bus service with two buses on the south route and one bus on the north route.

## TECTRANS PHILOSOPHY



### TECTRANS VISION STATEMENT

Be the best passenger transportation company.

### TECTRANS MISSION STATEMENT

Provide best-in-class passenger transportation solutions for government, private sector, and individual consumers through technological innovation, enhanced relationship management and genuine care for our employees.

### TECTRANS CORE VALUES

- Safety:** Our commitment to safety will not be compromised. Safety is every employee's #1 responsibility.
- Customer Focus:** We contribute to our clients' success and deliver long-term value. We provide caring service to enhance the quality of our customers' lives.
- Employee Oriented:** We empower our employees to be successful. We promote diversity and teamwork, provide opportunities for growth, and treat each other with dignity and respect.
- Integrity and Accountability:** We achieve results without compromising ethics. We deliver what we promise and honor our obligations.
- Responsibility:** We are involved in the communities we serve, we enhance the neighborhoods in which we live, and we take an active role in protecting the environment.



## TECTRANS TRANSPORTATION EXPERIENCE

Tectrans is an experienced transit provider, and operates numerous fixed-route transit, contracted shuttle, paratransit, dial-a-ride and various transportation services. We have provided a comprehensive list of Tectrans clients in the table below. In our history as both Tectrans and prior legacy companies, we have never had a contract end prior to its scheduled conclusion for any reason. Please contact both our active and previous references for positive feedback on our people and our company.

#	Customer	Customer Since	Type of Service	Location
1	Alzheimer's Family Services	2009	Paratransit	Huntington Beach, CA
2	Anaheim Resort Transportation	1995	Dial-a-Cab	Anaheim, CA
3	Bay Area Rapid Transit District (BART)	1995	Fare Media Sales and Customer Service	San Francisco Bay Area, CA
4	Broward County	November 2010	Fixed-Route	Fort Lauderdale, FL
5	Burbank-Glendale-Pasadena Airport Authority (BUR)	2010	Fleet Management & Maintenance	Burbank, CA
6	California State Polytechnic University, Pomona	2009	Fixed Route	Pomona, CA

#	Customer	Customer Since	Type of Service	Location
7	California State University, Dominguez Hills	2010	Fixed Route	Carson, CA
8	California State University, Northridge	2010	Fixed Route	Northridge, CA
9	City of Anaheim, Senior Mobility Program	1985	Paratransit	Anaheim, CA
10	City of Aventura	2003	Fixed Route	Aventura, FL
11	City of Beverly Hills	2009	Paratransit Program Administrator	Beverly Hills, CA
12	City of Boca Raton	2008	Fixed Route	Boca Raton, FL
13	City of Brea	1985	Fixed Route	Brea, CA
14	City of Coral Springs	2005	Fixed Route	Coral Springs, FL
15	City of Dania Beach	2004	Fixed Route	Dania Beach, FL
16	City of Doral	2008	Trolley Fixed Route	Doral, FL
17	City of Hallandale Beach	2003	Fixed Route	Hallandale Beach, FL
18	City of Hillsboro Beach	2010	Fixed Route	Hillsboro Beach, FL
19	City of Homestead	2010	Fixed Route	Homestead, FL
20	City of La Habra	1985	Paratransit	La Habra, CA
21	City of Lauderdale Lakes	2006	Fixed Route	Lauderdale Lakes, FL
22	City of Lauderhill	2009	Fixed Route	Lauderhill, FL
23	City of Margate	Oct 1, 2010	Fixed Route	Margate, CA
24	City of Maywood	1985	Dial-a-Ride	Maywood, CA
25	City of Monrovia	Nov 1, 2010	Dial-a-Ride & Trolley Service	Monrovia, CA
26	City of North Lauderdale	2006	Fixed Route	North Lauderdale, FL
27	City of Oakland Park	2006	Fixed Route	Oakland Park, FL
28	City of Opa Locka	2011	Fixed Route	Opa Locka, FL
29	City of Parkland	2005	Fixed Route	Parkland, FL
30	City of Plantation	2001	Fixed Route	Plantation, FL
31	City of Pompano Beach	2003	Fixed Route	Pompano Beach, FL
32	City of Temple City	2004	Dial-a-Ride	Temple City, CA
33	City of Walnut	1998	Dial-a-Cab	Walnut, CA
34	City of West Hollywood	2009	Paratransit Program Administrator	West Hollywood, CA
35	City of Yorba Linda	2008	Senior Shuttle	Yorba Linda, CA
36	Collier County	Oct 1, 2010	Fixed Route; Paratransit; Transit Management	Naples, FL
37	Contra Costa County Transit Authority (CCCTA)	2008	Online Fare Media Sales	Concord, CA
38	CVS Pharmacy LPGA Challenge	2007	VIP Shuttle	Danville, CA
39	Diamond Ride	1995	Dial-a-Cab	Diamond Bar, CA
40	Downtown Ft. Lauderdale Transportation Management Association	2005	Fixed Route	Ft. Lauderdale, FL
41	Fort Lauderdale-Hollywood International Airport (FLL)	1987-2002, 2008	Airport Shuttle	Fort Lauderdale, FL
42	Get About/Pomona Valley Transportation Authority	1996	Dial-a-Cab	La Verne, CA
43	Golden Gate Regional Center	2006	Paratransit	San Francisco, CA
44	Harbor Regional Center	1988	Paratransit	Torrance, CA
45	Hollywood Community Redevelopment Agency	2010	Trolley	Hollywood, FL
46	Long Beach Community College District	2009	Fixed Route	Long Beach, CA

#	Customer	Customer Since	Type of Service	Location
47	Los Angeles Department of Transportation (LADOT)	1989	Paratransit Program Administrator (CityRide)	Los Angeles, CA
48	Memorial HealthCare Systems	2006	Fixed Route	Hollywood, FL
49	Merced County	2010	Dial-a-Ride	Merced, CA
50	Miami International Airport (MIA) Consolidated Rental Car Shuttle	2010	Airport Shuttle	Miami, FL
51	Miami Shores Village	2006	Fixed Route	Miami Shores, FL
52	North Los Angeles County Regional Center	2007	Paratransit	Van Nuys, CA
53	Orange County Transportation Authority	2001	Paratransit	Orange, CA
54	Playa Vista Beach Shuttle	2008	Fixed Route	Playa Vista, CA
55	Pomona Valley Transportation Authority	Dec 18, 2010	Paratransit	Pomona, CA
56	Raytheon	2004	Fixed Route	El Segundo, CA
57	Regional Center of Orange County	1992	Paratransit	Santa Ana, CA
58	Regional Center of the East Bay	2007	Paratransit	Moorpark, CA
59	San Bernardino County	2007	Demand/Response	San Bernardino, CA
60	San Dimas Dial-A-Cab/Pomona Valley Transportation Authority	1987	Dial-a-Cab	La Verne, CA
61	San Francisco MTA / SF Paratransit (through the broker Veolia)	2007	ADA Paratransit	San Francisco, CA
62	South Florida Regional Transportation (SFRTA)	2003	Fixed Route	Pompano Beach, FL
63	TODA Development (600 Townsend Center )	2007	Fixed Route	San Francisco, CA
64	Town of Bay Harbor Islands	1992	Fixed Route	Bay Harbor Islands, FL
65	Town of Davie	2005	Fixed Route	Davie, FL
66	Town of Miami Lakes	2005	Fixed Route	Miami Lakes, FL
67	Town of Surfside	2006	Fixed Route	Surfside, FL
68	Tri-Counties Regional Center	2008	Paratransit	Santa Barbara, CA
69	Village of Bal Harbour	2004	Fixed Route	Bal Harbour, FL
70	Village of Palmetto Bay	2006	Fixed Route	Palmetto Bay, FL
71	Village of Surfside	2006	Fixed Route	Surfside, FL
72	Westside Regional Center	2008	Paratransit	Culver City, CA

## TECTRANS REFERENCES

We have provided a select list of Tectrans clients in the following table. These references have been selected to demonstrate our unique ability to provide the BlueGo services. Each reference demonstrates our experience meeting the needs of similar-sized contracted fixed-route transit, and paratransit services.

<b>Client Name:</b>	<b>Collier Area Transit</b>	
<b>Address:</b>	2885 Horseshoe Dr. South Naples, FL 34104	
<b>Telephone Number</b>	(239) 252-5832	
<b>Contact Person</b>	<b>Ms. Glama Carter</b>	
<b>Annual Revenues</b>	\$6,100,000	
<b>Length of Service</b>	October 2010 - Present	
<b>Type of Service</b>	Fixed-Route Transit and ADA Paratransit	

<b>Client Name:</b> <b>Address:</b> <b>Telephone Number</b> <b>Contact Person</b>	<b>Merced County (Merced Transportation)</b> 600 Grogan Street Merced, CA 95340 (209) 385-7600 Mr. Rod Ghearing, Transit Manager	
<b>Annual Revenues</b> <b>Length of Service</b> <b>Vehicle Size</b> <b>Vehicle Quantity</b> <b>Type of Service</b>	\$1,500,000 October 2010 - Present 16-20 Passenger Cutaway Vehicles 30 Dial-A-Ride ADA Paratransit	
<b>Client Name:</b> <b>Address:</b> <b>Telephone Number</b> <b>Contact Person</b>	<b>South Florida Regional Transportation (SFRTA)</b> 800 N.W. 33 Street, Suite 100 Pompano Beach, FL 33064 (954) 788-7948 Mr. Jim Devaughn	
<b>Annual Revenues</b> <b>Length of Service</b> <b>Type of Service</b>	\$2,500,000 November 2003 - Present Rail feeder fixed-route transit service five days a week and emergency service for Miami-Dade, Broward, and Palm Beach Counties.	
<b>Client Name:</b> <b>Address:</b> <b>Telephone Number</b> <b>Contact Person</b>	<b>600 Townsend Center – Shuttle Services</b> 2 Henry Adam Street #450 San Francisco, CA 94103 (415) 626-4265 Ms. Deborah Fox	
<b>Annual Revenues</b> <b>Length of Service</b> <b>Type of Service</b>	\$260,000 2006 - present Corporate parking shuttle and shuttle to TransBay Terminal.	
<b>Client Name:</b> <b>Address:</b> <b>Phone</b> <b>Contact Person</b>	<b>PVTA Get About</b> 2120 Foothill Blvd, Suite 116 La Verne, CA 91750 (909)596 - 7664 Mr. George Sparks	
<b>Annual Revenues</b> <b>Length of Service</b> <b>Type of Service</b>	\$1,400,000 2010 - Present Demand response, advanced scheduled reservations, and same day return trips provided for seniors, disabled and other eligible riders.	

<b>Client Name:</b> <b>Address:</b> <b>Telephone Number</b> <b>Contact Person</b>	<b>City of Monrovia</b> 415 S. Ivy Ave Monrovia, CA 91016 (626) 932 – 5550 Craig Jimenez	
<b>Annual Revenues</b> <b>Length of Service</b> <b>Vehicle Size</b> <b>Vehicle Quantity</b> <b>Type of Service</b>	\$685,000 November 2010 – Present 16-20 Passenger Cutaway Vehicles 9 Downtown fixed-route Trolley Bus and Dial-A-Ride service for the City of Monrovia.	
<b>Client Name:</b> <b>Address:</b> <b>Telephone Number</b> <b>Contact Person</b>	<b>Playa Vista Beach Shuttle</b> 6200 Playa Vista Dr. Playa Vista, CA 90094 (310) 437-6070 Dawn Suskin	
<b>Annual Revenues</b> <b>Length of Service</b> <b>Type of Service</b>	\$70,000 2008 - present Community shuttle bus service	
<b>Client Name:</b> <b>Address:</b> <b>Telephone Number</b> <b>Contact Person</b>	<b>Raytheon Employee Shuttle</b> 2000 E. El Segundo Blvd El Segundo, CA 90245 (310) 647-9446 James Dougherty	
<b>Annual Revenues</b> <b>Length of Service</b> <b>Type of Service</b>	\$500,000 2004 - present Business campus and parking lot shuttle bus service serving Raytheon employees.	
<b>Client Name:</b> <b>Address:</b> <b>Telephone Number</b> <b>Contact Person</b>	<b>Fort Lauderdale-Hollywood International Airport</b> 300 Terminal Drive Fort Lauderdale, FL 3315 (954) 359-1278 Mr. John O'Hara	
<b>Annual Revenues</b> <b>Length of Service</b> <b>Type of Service</b>	\$8,000,000 1987 - November 2002; May 2008 - Present Airport Courtesy Shuttle service for Employee Parking Lot and Remote Parking Lots.	

## FINANCIAL CAPABILITY

Tectrans, Inc. is a financially sound, well managed and growth-oriented company. Tectrans has positioned itself for future growth and sustained health by assembling an industry leading management team and joining with well respected equity and senior lending partners capable of providing all needed capital funding, even in today's challenging economic environment.

Tectrans' accrual basis financial statements are prepared in accordance with GAAP with annual financial audits and tax return filings conducted by the regional accounting firm of Windes & McClaughry Accountancy Corporation ([www.windes.com](http://www.windes.com)). Windes and McClaughry is based in Long Beach, California and has been providing benefits administration, financial audit, and tax services to California businesses since 1926. They have represented Tectrans since the formation of the Company. Audited revenues have increased from \$28.2 million in Fiscal Year 2007 to \$67.9 million for our recently completed Fiscal Year 2010. Tectrans annualized 2011 revenue run rate is \$102 million based on recently awarded contract procurements.

Tectrans is well capitalized and has positioned itself for sustained growth over the next five to ten years by selecting best-in-class capital and lending partners. Tectrans' management team owns a sizeable percentage of the Company's equity share, with material capital contributions provided by Huron Capital Partners ([www.huroncapital.com](http://www.huroncapital.com)), Roynat Business Capital ([www.roynat.com](http://www.roynat.com)), and Thrivent Financial ([https://www.thrivent.com/aboutus/howweare/factsfinancials/financial\\_ratings.html](https://www.thrivent.com/aboutus/howweare/factsfinancials/financial_ratings.html)). Our management team's extensive experience, coupled with the long term commitment of our three equity stakeholders, has allowed us to deliver high quality service at competitive pricing and sustained operating cash margins well above industry averages. We have combined the equity interests of the management team and our external capital provides with a full service credit facility provided through our senior lending partner, Fifth Third Bank (<https://phx.corporate-ir.net/phoenix.zhtml?c=72735&p=irol-IRHome>). Fifth Third provides a one-stop financing solution to the Company by providing both term loans and an asset based revolver. Tectrans management has recently secured a commitment from our senior lender to increase our revolving credit line availability by over 50%. This increased borrowing base will provide significant funding reserves to address any capital expenditure and working capital requirements

Additionally, Tectrans maintains a performance bond surety line of \$15 million with Ace-USA Surety (<http://gps.acegroup.com/Surety.html>). Ace is an A+15 rated surety provider and maintains a transportation industry specialization. Tectrans also utilizes Aon (<http://www.aon.com/about-aon/about-aon.jsp>) as its sole broker for all surety and corporate insurance programs.

A copy of our most recent certified, audited financial statement has been included in a separate envelope for your review. In addition, letters describing the good status of our relationships with our key financial partners, all signed by authorized officers, are included with the financial statement submittal.

## **INSURANCE COVERAGE**

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Tectrans maintains excellent insurance coverage through our broker, Aon Risk Services. Using carriers with minimum AM Best rating of "Excellent" or better, our coverage exceeds any requirements issued by state or public agencies for transit operations. Aon has reviewed the service parameters for the BlueGo services and is committed to providing the contractor-required General Liability insurance coverage, which will meet the requirements of TTD and its stakeholders. For additional information, please refer to the Appendix at the end of this proposal to review a commitment letter from Aon verifying our ability to bind the necessary General Liability coverage.

## TECHNICAL APPROACH

With a base of local operations, and an extensive network of operations throughout California providing accessible public transit to tens-of-thousands of riders daily, our management team has the operational experience and dedication needed to provide high quality transportation with excellent customer service. The core of our transportation service delivery is excellent **customer service**. As our riders know, we put the customer and their safety first.

### FIXED-ROUTE OPERATIONS

Tectrans has extensive experience providing fixed-route transit and community shuttle services to the public. Our focus in delivering these services is providing the most reliable and timely fixed-route service possible, in the safest manner possible. For BlueGo's fixed-route services, we will accomplish these goals through our proactive monitoring, supervision, and documentation of service delivery.



The core of our philosophy for fixed-route operations is summarized by the phrase "Trust, but Verify." The key to this operations philosophy relies first on front line staff to document their efforts using standard forms and procedures, and second on managers, dispatchers and supervisors proactively monitoring service delivery in person. In this way, first-hand observation verifies comprehensive reporting and allows our team to identify potential issues for early intervention and solution.

These methods have helped our operations team to develop a favored technique for fixed-route vehicle operator staffing.

Fixed-route vehicle operators will be assigned a regular recurring weekly schedule, a method Tectrans uses to provide excellent customer service to our riders. Using this recurring weekly schedule, fixed-route riders can expect to see, and become familiar with a regular friendly face – their transit driver. By providing dedicated drivers on a regular schedule, **Tectrans assures a consistently high level of customer service** and personal interaction with passengers. This scheduling method also allows for: consistent scheduling of the drivers; most drivers to be full-time employees; and reduces the cost of service due to overtime and lunch relief scheduling. The typical weekday work schedule will provide the drivers with excellent benefits and scheduled time off, making the fixed-route service an attractive place to work for Tectrans drivers.

### FIXED-ROUTE PERFORMANCE

Measurement and reporting of productivity goals are an essential part of our successful fixed-route service delivery method. Our experience operating fixed-route transportation demonstrates that **on-time performance is the key metric** or Key Performance Indicator (KPI) that gauges how effective a fixed-route service is. We believe this is the most important goal for any fixed-route or shuttle system because riders depend on the timely delivery of service to carry out their daily lives. To the rider, a timetable is much like a contract, and at a minimum, they expect us to meet the terms of the contract.

For most projects, we consider 95% or above to be the standard for this KPI. To achieve this goal we use many methods, but the most important method is by integrating on-time performance into our company culture. Every management meeting, driver conversation, safety meeting, newsletter, incentive program, and disciplinary action has an on-time performance focus.

The goal is emphasized from management to drivers. Some of the specific actions we take include:

- Performance bonuses for drivers and dispatch staff that meet on-time goals
- Driver communication of routing issues to dispatch staff so that routes can be adjusted
- Consistent use of communication procedures by the drivers and dispatch staff to monitor service delivery
- Diverting late trips to stand-by vehicles or supervisors
- GPS Tracking of vehicles

**Providing high on-time performance results in high effectiveness ratings, lower complaints and high levels of customer service.** For Tectrans, high on-time performance means reducing or eliminating service complaints. For BlueGo, high on-time performance has important benefits including a positive community image, lower complaints, less staff time dedicated to monitoring service, and more staff time implementing service improvements for the community.

A secondary key metric for BlueGo’s fixed-route service is passengers per hour. These two KPIs are linked, because poor on-time performance drives productivity down, and **high on-time performance drives productivity up**. Achieving productivity goals are an essential part of our successful service delivery method. Our experience is that “passengers per hour” is the metric or KPI that gauges the cost-effectiveness of fixed-route services. The benefits of achieving high passenger-per-hour productivity are primarily financial. At higher productivity levels, the same number of passengers can be carried for less cost. Higher productivity also means more passengers can be carried for the same cost. Either way, the benefits are a win-win relationship for the TTD and Tectrans.

## PARATRANSIT OPERATIONS

Peak-vehicle scheduling is our primary method to manage the BlueGo’s On-Call paratransit services. The peak scheduling method relies on historical trends and current service requests to predict and schedule both vehicles and vehicle operators in the most efficient way possible. Using the peak-vehicle scheduling method, we schedule work shifts and vehicles for use in the service based on the anticipated peak ridership.



During peak times of day, and peak days in the week or month, more vehicles are scheduled for revenue service. As demand decreases during particular times of day (or days of the week, or days of the month), the number of shifts and vehicles in revenue service also decreases. A key advantage of this scheduling method is that it provides not only **efficient service**, but also provides consistent **service levels** by maintaining on-time performance and wait times even during busier peak periods. Riders receive the same high level of service no matter what the demand.

### PARATRANSIT PERFORMANCE

Productivity goals are an essential part of this successful service delivery method. It is our experience that “passengers per hour” is the metric or Key Performance Indicator (KPI) that gauges the **efficiency** of service delivery. With an eye on our own budgets, as well as those of our customers, our managers focus on maximizing passengers-per-hour productivity. The benefits of achieving high passenger-per-hour productivity are primarily financial. At higher productivity levels, the same number of passengers can be carried for less cost. Higher productivity also means more passengers can be carried for the same cost. Either way, the benefits are a win-win for the TTD and Tectrans as we give our customers the best “bang for the buck” possible.

Along with high passengers per hour, maintaining high on-time performance is one of our primary operational goals. The “twin” of passengers per hour, the on-time performance KPI gauges the **effectiveness** of paratransit service. We believe this is the most important measurement for any transportation system because our riders depend on the timely delivery of service to carry out their daily lives. To the rider, a reservation is much like a contract, and at a minimum, they expect us to meet the terms of the contract.

For most projects, we consider 95% or above to be the standard for this KPI. To achieve this goal we use many methods, but the most important method is the integration of on-time performance in our company culture. For Tectrans, high on-time performance means reducing or eliminating unproductive ETA and complaint calls which typically take much longer to complete on the telephone. This results in reduced staffing expense and improved contract performance for us and our customers. For TTD, high on-time performance has important benefits including a positive community image, fewer complaints, less staff time dedicated to monitoring service, and more staff time implementing service improvements for the community.

## **DISPATCHING AND SCHEDULING**

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Our company operates using both cellular and radio-based communication systems for its various service operations. For the BlueGo services, Tectrans will utilize the two-way radio system provided by TTD at no cost to Tectrans.

As additional support for Blue Go operations, Tectrans is a national account partner with Sprint/Nextel and has established accounts for provision of direct-connect walkie-talkie service for our managers and supervisors, as well as cellular phone service. This relationship with Sprint/Nextel also means that all key staff, managers, and supervisors are directly accessible through cellular phones to TTD staff as well as internal company employees, furthering our commitment to our “open door” policy.

Tectrans understands that formal procedures for effective communications system use are mandatory. Tectrans uses standard protocols for radio systems, a standard operating procedure designed to shorten communication times and improve response in disaster or emergency operation. Our drivers are instructed on proper communications technique, including use of run and/or vehicle numbers to identify themselves, clearing and acknowledging each transmission, use of modulated, clipped tones and maintaining message brevity. Procedures governing the use of the communications system are strictly enforced.

The radio communications system has five primary functions within most of our operations:

- Permits schedule adjustments by advising drivers of detours, accidents and passenger overloads;
- Permits quick deployment of strategic spares and allows for scheduled repair as necessary;
- Permits management to respond to emergency situations involving passengers, equipment and personnel including accidents, illnesses, lost or confused passengers, lost articles, and dangerous or criminal activity aboard vehicles or at the facilities;
- Permits management to receive information on traffic, and conditions of assets (shelters, signs, etc.); and
- Expands management’s ability to monitor service through location reporting and direct reporting.

### **TRANSIT DISPATCHING**

Dispatch staff provide key control and observation functions for the BlueGo operations. Tectrans will produce the most efficient and effective service, daily run-cuts, and driver route assignments, using all the tools and resources available to us. Tectrans will use vehicle dispatch methods designed to ensure a high level of productivity and efficiency of on-route services.

Using all the oversight and management tools available to them, dispatchers will:

- Handle telephone requests and inquiries with high quality customer service
- Provide accurate, timely, and positive information to customers
- Ensure TTD policies are correctly enforced
- Produce trip manifests in compliance with the highest possible efficiency
- Adjust driver and vehicle assignments for greatest efficiency
- Assist drivers with daily service needs to achieve high on-time and customer service performance
- Make real-time adjustments to service delivery for improved customer service and productivity
- Document all trip activity for full data collection and reporting
- Confirm and edit trip data daily to ensure accuracy of reporting

**PARATRANSIT DISPATCHING**

The importance of excellence in customer service at the reservations level should not be understated and is often overlooked in paratransit services - to the detriment of the provider. The Transportation Research Board noted, "The reservations center is the principal function for direct interaction with all customers...in many respects, this is evidently the most sensitive function of all in the DRT system, for reservationists have to interact with customers on a variety of issues." Tectrans staff provide a high level of service for each and every call.

After visiting our SF Paratransit operations an independent technology consultant had this to say: *"Tectrans actually provides better service for SF Paratransit customers because of the level of training and professionalism of the call center staff. The staff displayed empathy and understanding with each customer as appropriate. Based on these observations I was very impressed with the level of professionalism, service and care each Tectrans Customer Service agent displayed when handling calls."*

Tectrans Operations and IT Departments have extensive experience implementing and operating industry standard scheduling software packages including Trapeze, Stratagen ADEPT, and RouteMatch. From schedule development, to MDT interface and AVL location services, Tectrans staff can adapt to the needs of any transportation service in a timely, immediate and technically proficient manner, no matter what issues are involved. Tectrans is ready to assist in the implementation of the specific AVL/GPS and dispatching technology chosen by TTD

Tectrans will support the operation of the BlueGo On Call services using our standard dispatch process, a computer assisted and manually operated system for efficient and effective paratransit dispatching. Our manual dispatching system is capable of providing subscription trips requests, advanced reservation requests, as well as same day and real-time reservations.

Recommendations that are often made at other call centers are already common practice for Tectrans call center staff. Tectrans dispatchers announce themselves with a standard greeting which includes their name and the program the customer is calling. (Example: "Good afternoon BlueGo, this is Susan how can I help you today?") When booking a reservation, Tectrans dispatch staff confirm the reservation including origin, destination, and pickup time prior to ending the call.



## **CUSTOMER CARE PROGRAM**

We believe that first impressions are paramount. When a customer rides a BlueGo vehicle, this experience may very well be their first impression of our company, or of BlueGo. Therefore we take customer service very seriously, and have procedures in place to ensure the positive experience of our riders.

### **CUSTOMER FEEDBACK OPTIONS**

Our policy is to provide customers with as many opportunities and methods as possible to give us their feedback. Typical methods that will be used for the BlueGo services include:

- Customer comment cards onboard vehicles
- Customer comments via email
- Customer comments via website
- Social Media feedback (Twitter, Facebook, etc)
- On-board vehicle, in-person customer feedback surveys
- Written customer feedback surveys
- Telephone customer feedback surveys
- Web-based customer feedback survey

### **CUSTOMER FEEDBACK SURVEYS**

Tectrans uses written customer feedback surveys, comment cards onboard vehicles, email, and web-based feedback as typical methods to gather information regarding the driver's behavior, his or her driving, and the condition of the bus. This process is used by our Project Managers and our senior management team to routinely monitor driver performance and track our service delivery.

In addition, we conduct scientifically sound, random sample surveys of riders to gain additional insight on our shuttle service in general, and our customer service delivery in particular. One of our Tectrans family companies provides contracted call center and customer contact center services to private businesses. Located in Los Angeles, our customer contact center staff has the capability and experience to conduct truly random sample, telephone-based survey interviews of riders to gather scientifically valid results for use in the management and evaluation of our services. With annual comprehensive surveys developed in partnership with TTD staff, we can provide critical service information to improve the effectiveness and efficiency of the program. As a Tectrans family company, we can offer this value-added service to TTD as needed.

### **800-HOW'S MY DRIVING**

With the approval of TTD, Tectrans will apply a "How's My Driving" decal to every vehicle giving both the ridership and other drivers the opportunity to provide immediate feedback. All hotline calls will be received in our 24/7/365, bilingual, Los Angeles-based call center. Our Contact Center staff and Supervisors will be responsible for effectively administering the hotline call procedures. Our team will remain focused on processing and responding to comments in a thorough, appropriate, and timely manner. Understanding that good customer service results from constructive feedback and resolution, our investigation process will remain objective and we will work hard at fostering a positive, goodwill approach with all involved parties.

### **CUSTOMER COMMENT RESOLUTION**

We pride ourselves on our exemplary record of quality customer service and continue to focus on this aspect of our business. All customer complaints will be promptly investigated and followed-up on by your Project Manager. Each complaint is entered into our Customer Feedback database to permit monitoring of customer comments, and to detect any trends in customer comments related to overall service or a particular driver. Our policy is for all complaints to be investigated and a preliminary response communicated to the individual making the complaint within 24 hours. This also includes response to TTD staff as well. The investigation and follow-up will result in resolving the customer's complaint, and hopefully, continued use of our bus service.

### **CUSTOMER SERVICE RECOGNITION**

A key element of our Customer Feedback Policy includes recognition of drivers and staff who provide superior customer service. We use a driver incentive program which recognizes those drivers with outstanding driving records, positive customer comments, and exemplary conduct. Every month, we select one or more vehicle operators based on merit, and present them with a Driver of the Month plaque and recognition rewarding their positive conduct.

Additionally, each time a driver is complimented, they will receive a \$10 bonus in the form of a gift card. Compliments include positive customer comments received through one of our formal customer feedback methods, verbal reports from supervisors or managers, positive comments from TTD staff, and drivers that are “caught” doing the right thing by our staff. This reward method is our way of improving morale and increasing motivation in all our staff to provide the best customer service we can to our customers.

### **MYSTERY RIDER PROGRAM**

An additional customer service enhancement that Tectrans offers our local clients, and an integral part of our customer service program, is a “secret shopper” type program where our managers, supervisors, and customer service staff will be trained to ride the BlueGo fixed route services and report back to Tectrans management about their experiences. This program also provides an opportunity for community stakeholders, frequent riders, and other concerned citizens to become involved in improving transit services. Under our guidance and training, these end users of the system can perform the same “secret shopper” evaluations and become a part of improving the Blue Go bus system.

Each month, a different Tectrans Mystery Rider will be tasked with spending several hours of their time riding the Monrovia vehicles. These “anonymous” passengers will utilize an automated checklist using a company-issued PDA to document their findings to the Tectrans Project Manager, who will compile the findings and report quarterly to BlueGo operations staff and Tectrans management. Any deficiencies in the operator’s performance will be immediately addressed by the management and supervisory team, and any accolades for “above and beyond” service will be recognized in the presence of other vehicle operators. Specific areas that will be observed and reported include:

- Safe operation of the vehicle
- Customer service
- Passenger assistance
- ADA compliance
- On-Time Performance
- Vehicle cleanliness

Because Tectrans will provide this unique program without the need to seek outside resources, ***the Mystery Rider Program is included in our service at no additional cost to TTD.***

### **MYSTERY CALLER PROGRAM**

Much like the “Mystery Rider” program, the Tectrans Mystery Caller program takes advantage of our existing resources to provide a third-party evaluation of the services provided by a local Tectrans office. Under this program, seasoned and experienced call center supervisors and staff from our Los Angeles headquarters place anonymous calls to the field call center and evaluate our procedures and call center agent performance.

Much like a “secret shopper” program, managers, supervisors, and call center staff make anonymous calls for scheduling requests, lost and found, request information on their ride, and other routine call center requests. Agents are formally evaluated on their ability to empathize with the caller, efficiency in handling common requests, customer services, and adherence to standard policies. Using a standard checklist, the Tectrans Mystery Callers document and report their findings to the local Tectrans Project Manager, who will compile the findings and report quarterly to BlueGo operations staff and Tectrans management. Any deficiencies in the agent’s performance will be immediately addressed by the management and supervisory team, and any

accolades for “above and beyond” service will be recognized. Because Tectrans provides this unique program using existing internal resources, *the Mystery Caller Program is included in our service at no additional cost to TTD.*

### **CUSTOMER SERVICE PLEDGE**

Every Tectrans vehicle operator will post a large format (8 ½” by 11”) employee identification photo in a prominent place in the vehicle. More than just an ID badge, this professional, high quality photograph will feature a smiling vehicle operator that will offer a positive welcome to all riders. Along with the photo, the vehicle operator’s name and ID number will be prominently displayed for easy identification, and each driver will be responsible for ensuring their picture is displayed in the bus before they start their assigned shift.



Along with this important picture, each vehicle will also prominently display both the Tectrans toll-free customer service hotline telephone number, and our website contact information. This will ensure that riders have every opportunity to provide Tectrans and TTD staff with their feedback.

The third and final posting on the interior of every BlueGo vehicle is the Tectrans Customer Service Pledge. This pledge, signed by both the vehicle operator and our General Manager, is displayed in every vehicle to affirm for both the rider and the operator, our company’s commitment to providing the best possible customer service to every passenger.

### **SAFETY IS EVERY EMPLOYEE’S #1 RESPONSIBILITY (SEE#1)**

Safety is the most important commitment we make to the communities in which we operate service. It is our companywide belief, from the CEO to the newest frontline employee, that *Safety is Every Employee’s #1 Priority.* With that in mind, Tectrans has developed its proprietary **SEE#1** safety culture to ensure that our passengers and customers experience only safe transit operations. It is our goal to have less than one accident per 100k miles for all accidents regardless of towing or damage levels. The Project Manager, Aaron Vogel, is directly responsible for ensuring that operations at the Shop Street Terminal are in full compliance with this goal and company culture.

No matter how courteous the driver, how timely the service, or how clean the vehicle, unless the transit operation is safe, and all our employees **SEE#1**, then all of our other efforts are wasted. Safe operation of the vehicle and experience is what our passengers expect from us. Confidence in the ability of our services to operate without incident promotes the continued success of the system and encourages public support for the service we provide.

### **SAFETY PLAN**

Tectrans has developed a comprehensive Safety Plan. One of the main priorities of the Safety Plan is to teach employees how to maintain attention to detail and develop good operational habits. These two attributes are critical in preventing accidents and maintaining our excellent safety record. The Safety Plan contains basic information and training on our overall safety program elements including:

- Equipment and Facility Inspections
- Safety Training and Instruction
- Monitoring of Employees
- Accident Reporting & Investigation

- Safety Meetings
- Driver Performance Evaluation
- Safety incentive Program
- Driver Qualifications
- Applications
- Interviews
- Screening
- Pre-Employment Testing
- Probationary Period
- Driver Training



## MONTHLY SAFETY INITIATIVE

Tectrans has created a continuous safety communication campaign, called our Monthly Safety Initiative. This monthly program heightens awareness and provides a basic understanding of vital safety and *operational excellence* concepts. This program effectively reduces employee resistance to change and improves their basic understanding of key concepts. Best of all, the campaign allows for small digestible doses of information over time and that will support effective cultural change.

The program reinforces the importance of safety with different subjects each and every month. The messages are pertinent, relevant and novel, allowing for much better retention.

The program is based on modern adult learning theories and consists of several different media elements that collectively provide both dissemination and integration of the key safety messages. The following material is shipped to each terminal once per month:

- Manager's implementation guide (step-by-step procedures)
- Monthly poster (specific theme)
- Safety Meeting Facilitator's Guide
- DVD-based 30 minute safety meeting (5-8 minute actual run time video)
- A monthly introductory letter
- Four weekly "What's Wrong With This Picture?" photos, related to the monthly theme
- An adequate supply of supervisor talking points cards, to be signed by each employee
- Radio announcements

## SAFETY COMMITTEE

In line with our recently enhanced safety organization and programs, Tectrans will implement a Safety Committee at the Shop Street Terminal to meet regularly for the purpose of proactively reducing accidents and injuries. The Safety Committee will be comprised of at least four members, and may include the Operations/Maintenance Supervisor, Operators, and Maintenance or Dispatch personnel. The Safety and Training Manager will serve as the Committee Chair and the remaining Committee members will be chosen based on their safety record, attendance record, safety knowledge, leadership skills, overall safety attitude and willingness to help and contribute to the activities of the



committee. The Safety Committees will be responsible for reviewing all accidents and injuries on a monthly basis (minimum, or as required,) with the COO and Senior Vice President, Safety and Risk Management.

The main purpose of the Safety Committees is to:

- Review motor vehicle accidents and work-related injuries/illnesses and determine primary or root cause as well as secondary or associated factors.
- Identify preventative measures and recommend solutions to prevent accident and injury recurrences.
- Conduct regular safety inspections of the facility and identify any physical hazards.
- Detect and eliminate unsafe conditions or practices not in compliance with the Tectrans safety Policies and Procedures.
- Promote safety awareness and Employee involvement through incentive programs, safety communication programs, and recognition of safety accomplishments.
- Solicit feedback and suggestions from Employees.
- Make safety recommendations to management regarding preventative and corrective actions.

### **SAFETY RECOGNITION PROGRAMS**

To support our safety culture, Tectrans will enact the following recognition program for our operators to recognize and encourage safe behavior and attitudes. These recognition programs change and mature over time, so that each individual award provides a means to improve our attention to detail and focus on **Safety as Every Employee #1 responsibility (SEE#1)**.

- Driver of the Month Program
- Recognizes Operators who are without accidents and or injuries, and have an outstanding working record for the month.
- Each winner receives a certificate, recognition during our monthly safety meeting, and automatic entry into the Driver of The Year competition.
- Driver Milestones Program
- Recognizes Operators who are without accidents and or injuries over specific time periods, rewarding long standing safe behavior.
- Drivers receive award for 3 months, 6 months, 1 Year, 3 Year up to 20 year safe operations.
- Rewards include gift cards (or other financial incentives) public recognition, uniform pins, patches, and jackets.
- Driver of the Year
- Every Driver of the Month recipient is entered in the pool for selection as Driver of the Year at our annual Safety Recognition program.
- The selected Operator is one who stands “Head and Shoulders” above the rest and selection requires unanimous agreement of the Project Manager, Assistant Manager, and Safety Manager.
- Selection of Driver of the Year is made in January for the previous year.

### **DRUG AND ALCOHOL TESTING**

Tectrans is fully committed to providing consistently safe and high quality service by ensuring a drug and alcohol free workplace. The use of drugs and/or alcohol represents a serious threat to the safety of transportation services. As part of our dedication to safety, Tectrans maintains and enforces an aggressive drug and alcohol testing program Tectrans maintains and enforces an aggressive drug and alcohol testing program which has been approved by the US Department of Transportation.

Provided for your review in the Appendix, our policy is in compliance with the Omnibus Transportation Employee Testing Act of 1991, the Department of Transportation (DOT), and the Federal Transit Administration

(FTA) Regulations (49 CFR Parts 40 and 655). These regulations require that drug and alcohol testing be performed on all employees who perform safety-sensitive functions and the regulations protect both the employee and the integrity of the drug and alcohol testing process, while safeguarding the validity of test results, and ensuring that results are attributed to the correct employee.

Any applicant with a positive pre-employment drug test, or who refuses to test, is considered ineligible for employment with any Tectrans company. Our comprehensive program covers not only pre-employment screening as mandated by FTA regulations, but also includes testing at random, post-accident, return to duty, and reasonable suspicion conditions. Our Substance Abuse Policy covers the following critical elements:

- Covered Employees
  - All Safety Sensitive Positions
- Prohibited Conduct
  - Alcohol Use
  - Drugs Use
- Testing
  - Drugs
  - Alcohol
  - Pre-Employment
  - Reasonable Suspicion
  - Post-Accident
  - Random
  - Return-To-Duty
  - Follow-Up
- Returning to Work Procedures
- Medical Review Officer
- Substance Abuse Professional
- Lab Testing
- Consequences
- Training
- Retention of Records
- Access to Records
  - Record Retention Standards
  - Designated Employer Representative
- Management Information Systems

***Accident and Incident Procedures***

Driver and passenger safety is our top priority. We continuously take steps to reduce accident frequency through programs like our Operator Education Program (OEP) and our strict adherence to our Drug & Alcohol Policy, as well as other methods. We also credit our company Safety Plan and our passionate emphasis on safety for the reduction in the accident rate. Because of this company focus and constant improvement effort, we have an unparalleled record of safety.

It is the policy of Tectrans to conduct prompt, accurate and thorough investigations of all accidents, injuries, illnesses and near misses, with the goal of promoting safety and preventing reoccurrences. Tectrans' accident procedures include close coordination with our contract staff, first responders and safety agencies (including police), and all begin with proper driver training and follow-through by our staff. Accidents are reported through dispatch immediately to the Project Manager, and will be investigated by appropriate staff.

Tectrans trains all road supervisors and management staff in accident investigation techniques, and requires a trained accident investigator to arrive at the scene of every accident and document, measure, take statements and photos of the scene. This package is turned into our corporate risk management team and is used as part of the evaluation process.

Preventable accidents are addressed by management on an accident-by-accident and employee-by-employee basis. All accidents will be recorded, and records of all accidents will be filed in the appropriate employee files for tracking and analysis of driver safety and commitment to Tectrans' safety values. Accident details are used as training tools. By submitting details to an employee review committee, they are discussed and analyzed for instructive use during regularly scheduled and mandatory safety meetings. Accidents that indicate trends are handled by organizing a campaign to eliminate the behavior leading to the reoccurrence.

### **TRAINER CERTIFICATION PROCESS (TCP)**

In order to maintain a safe and professional Operator corps, two of the key items we must provide are; an industry leading driver training program (OEP) and trainers that have been properly educated on instruction. We at Tectrans have recognized the need for top notch training staff and have developed a program and certification process to insure all of our Operators receive the best initial and on-going training. To that end we have created and are implementing a **trainer selection, preparation and certification process**, consisting of:

- Selection and promotion processes
- Education and training
- Testing and certification

We have created the assessment tools, including written mastery tests and structured promotional interviews to be used in selecting and promoting operator trainers. In addition, job-specific assessments for classroom facilitators and BTW instructors are part of this proprietary program.



All current and future trainers in our transportation operations will go through approximately 12 hours of educational courses (On-line self-directed, scheduled webinars, self-directed CD-ROMs) covering:

- Learning Basics
- How to Coach Adult Learners
- How to Train at Tectrans

### **SAFETY LEADERSHIP**

We at Tectrans recognize safety as a core value and our number one priority. In the development of creating a safety first culture, it is imperative that the entire management staff not only understand this core value, but how to actually apply it every day at their operation. We have created a sophisticated **Leadership Education, Training & Development Process**, designed to be mastered over a period of several months. Our management training is delivered in a blended approach to learning that includes:

- Web-based, self-directed asynchronous on-line courses
- Self-directed CD-ROM courses
- Live-hosted webinars (delivered on a schedule and attended by several managers at a time)
- Local and regional skills-building workshops

The leadership course will lead to fourth level learning outcomes (understanding and enactive mastery) in the areas of ***operational excellence***, safety and behavior-based leadership.

Subjects include:

- Introduction to Leadership
- Ownership (Who is responsible for results?)
- Accidents/Mistakes & Why People Have Them
- Understanding Human Behavior
- Safety Leadership Principles
- Safety Leadership Techniques
- Behavior-Based Performance Improvement

This custom-designed curriculum will be delivered in small doses over a period of three months through a series of self-directed courses and web-based learning sessions totaling six hours, followed by participation in skills-building workshops. This level of training to our managers illustrates our true commitment to the community and our employees, and confirms our vision of **SEE#1**.

**REGULATORY COMPLIANCE**

Tectrans and our family of companies have extensive experience providing fixed-route transit and dial-a-ride services to the public. As a professional and experienced operator, we know the importance of maintaining our qualifications and legal ability to operate within the State of California. We also know the many benefits of maintaining strict regulatory, safety, and legal compliance. Tectrans (through its wholly owned subsidiary Diversified Transportation, LLC) is an authorized Motor Carrier with the California Highway Patrol. In addition, we maintain California Public Utilities Commission authorization to provide contracted busing services for the public. We are also a registered participant in the Department of Motor Vehicles Pull Notice Program.

- CHP Motor Carrier: CA 332536
- PUC Charter Party Carrier: TCP0021312-Z
- DMV Pull Notice Requester Code: W6038
- California Secretary of State Tax ID and Certification: 200612610169

As a fully qualified transportation provider, Tectrans maintains complete compliance with all regulatory agencies and regulations affecting our operations. From initial driver recruitment, through to delivery of services to our riders, we make sure that our operations not only comply with, but exceed, acceptable legal standards.

This includes compliance with at least the following standards and regulations:

- California Highway Patrol (CHP)
- Motor Carrier Regulations
- Public Utilities Commission (PUC)
- Department of Motor Vehicles (DMV)
- DMV Pull Notice Program
- DMV Employer Testing Program (ETP)
- General Public Paratransit Vehicle (GPPV) Certification
- Vehicle for Developmentally Disabled Person (VDDP) Certification
- California Motor Vehicle Code
- Title 13
- Department of Justice
- LiveScan Background Checks
- California Air Resources Board (CARB)
- Federal Transit Administration (FTA)
- Federal Department of Transportation (DOT)
- Transportation Security Administration (TSA)
- Drug and Alcohol Testing Program
- National Transit Database (NTD)
- Equal Employment Opportunity (EEO) Employer
- Industrial Welfare Commission
- Wage Orders and work rules
- National Labor Relations Board (NLRB)
- Collective Bargaining Agreements and Labor Relations
- OSHA and CalOSHA



- Injury and illness Prevention Program (IILP)
- Red Cross First Aid and CPR
- EPA and CalEPA
- Storm Water Pollution Prevention (SWPP)
- Federal Contracting Requirements
- Americans with Disabilities Act (ADA)
- Local fire, safety, building and environmental requirements)

Compliance with the many regulatory agencies and regulations that apply to the commercial transportation industry requires constant attention and dedication from our local and corporate staff. Tectrans supports our local transportation operations, supervisors and managers with direct assistance from our corporate and regional offices. We maintain an extensive Human Resources staff and compliance program under direction of Pat Gaudin, our Senior Vice President of Human Resources. In addition, Drew Jones, our Senior Vice President of Safety and Risk Management, supports field locations with direct assistance completing common documentation and implementation of standard programs and policies. Likewise, Perri Newell, our Director of Human Resources, ensures that all local staff have the most current and effective resources for driver recruitment, qualification, and training.

## **TRAINING PROGRAMS**

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Tectrans believes that driver training is the foundation upon which safe, dependable vehicle operations are built. Well trained and consistent drivers who follow procedures in detail will ensure that buses operate on time and are dependable for our customers. As a leading provider of transportation services nationwide, Tectrans leads the way with industry-proven best practices and comprehensive training programs that improve employee performance and create safe and reliable vehicle services.

### **OPERATOR EDUCATION PROGRAM (OEP)**

Tectrans has implemented a training program designed to provide comprehensive and thorough training for all of our drivers and operations staff. The program uses classic classroom training as well as hands on practical experience, and takes advantage of current technology to maintain the interest of trainees by using audio/visual aids, DVD, online resources, role playing, workbooks, oral and written testing, and self paced learning. Training is conducted by qualified and certified trainers, as well as senior staff and management for each terminal. Guest trainers are also incorporated for specific program topics and specialized training opportunities.

The standard driver training program allows for custom elements and modification to meet the needs of our individual operating terminals and their clients. Using this flexible design, Tectrans achieves a consistently high standard across all of our operating divisions by ensuring that critical elements of the program are implanted at every location, while specific needs of our clients are also addressed with contract-specific training.

The Tectrans training program is a minimum of 80 hours in length, including 40 hours of classroom learning and at least 40 hours of behind-the-wheel learning. Additional program elements provide additional training hours. However, effective training is not judged only by hours spent in class, but rather the content of the program itself. To ensure the highest quality program, Tectrans has utilized several respected industry resources to build our program, including the U.S. Department of Transportation, Transportation Safety Institute, Community Transportation Association Passenger Service and Safety (PASS) and Avatar Management Services.

A summary of the Tectrans Driver Training Program components is provided in the following table:

Day	Category	Module	Description	Hours
1	Classroom	Introduction	Welcome & Expectations	1
	Classroom	Company Policies & Procedures	Employee Handbook	2
	Classroom	Vehicle Operations	Vehicle Introduction & Driver Manual	3
	Classroom	Project Specific Training	Customized for Every Terminal	2
2	Classroom	<b>SEE #1</b>	Safety is Every Employees #1 Responsibility	2
	Classroom	First Aid & CPR	Red Cross Certification	6
3	Classroom	Customer Care	Based on START Customer Service Program	8
4	Classroom	ADA/Passenger Sensitivity	Based on CTA PASS Training Program	8
5	Classroom	Defensive Driving	Based on Smith System	8
<b>Total Classroom Instruction</b>				<b>40</b>
6	Behind the Wheel	DVIR Training	Pre-trip Inspection Training	4
	Behind the Wheel	Securement Training	Complete Hands On ADA Training	4
7	Behind the Wheel	Closed Course Training	Vehicle Familiarization & Skills Development	8
8	Behind the Wheel	Mountain Driving	Mountain Driving Skills Development	8
9 & 10	Behind the Wheel	On-Road Training	Emphasize Defensive Driving & Skills Testing	16
11 to 20	Behind the Wheel	On-Route Training	Real World Testing & Evaluation	80
<b>Total Behind the Wheel Instruction</b>				<b>120</b>
<b>Total Instruction</b>				<b>160</b>
<b>Additional Training</b>				
	Continuous	Safety Meetings	Monthly Refresher Training	2
	Continuous	Road Supervision	Active On-Route Supervision & Evaluation	Varies
	Continuous	Refresher Training	Additional or Reminder Training	Varies
	Continuous	Corrective Re-Training	Specific One-on-One Fitness Evaluation	Varies
	Continuous	Certification Training	Additional Training for Certifications	Varies

***New Hire vs. Incumbent Training***

During a service transition, drivers working for the incumbent contractor and who are properly trained, qualified and licensed, may be hired and placed into revenue service without completing the entire Tectrans driver training program. Based on proper documentation of qualifications, these drivers may receive the minimum mandatory training for Tectrans operators, including at a minimum, Tectrans policies and procedures, **SEE#1**, and customer service.

During the transition period, Tectrans will conduct an assessment of the existing drivers, and incumbent operators are tested on all training components to ensure proficiency. Within the first 90 days of start-up, all drivers will be certified to meet the Tectrans training program.

The following chart details the differences between new hire and incumbent training.

Category	Module	Hours	New Driver	New Hire With CDL	Incumbent Driver
Classroom	Introduction	1	✓	✓	✓
Classroom	Company Policies & Procedures	2	✓	✓	✓
Classroom	Vehicle Operations	3	✓	✓	✓
Classroom	Project Specific Training	2	✓	✓	✓
Classroom	SEE#1	2	✓	✓	✓
Classroom	First Aid & CPR	6	✓	✓	✓
Classroom	Customer Care	8	✓	✓	✓
Classroom	ADA/Passenger Sensitivity	8	✓	✓	
Classroom	Defensive Driving	8	✓	✓	
Total Classroom Instruction			40	40	24
Behind the Wheel	DVIR Training	4	✓	✓	
Behind the Wheel	Securement Training	4	✓	✓	
Behind the Wheel	Closed Course Training	8	✓		
Behind the Wheel	Mountain Driving	8	✓		✓
Behind the Wheel	On-Road Training	16	✓		
Behind the Wheel	On-Route Training	80	✓		
Total Behind the Wheel Instruction			120	4	8
Continuous	Safety Meetings	2	✓	✓	✓
Continuous	Road Supervision	Varies	✓	✓	✓
Continuous	Refresher Training	Varies	✓	✓	✓
Continuous	Corrective Re-Training	Varies	✓	✓	✓
Continuous	Certification Training	Varies	✓	✓	✓
Total Instruction Hours by Trainee Type			160+	44+	32+

**Corporate Training Support**

Tectrans directly supports our local training programs with dedicated corporate support positions. The Tectrans Senior Vice President of Safety and Risk Management and his staff will provide oversight and direction for training programs to all local Tectrans terminal operations. As Senior Vice President of Safety and Risk Management, Mr. Drew Jones oversees all safety and training program content and implementation. He not only ensures that Tectrans policies are followed, but he also makes sure that all operating terminals meet or exceed legal or regulatory requirements of local, state, and federal agencies.

**Tectrans Training Staff**

The majority of the training program is delivered by our certified Safety Trainer with the direction and support of local Project Manager, and the assistance other senior location staff. Corporate support is available to every local operating terminal for assistance in delivering the Tectrans Operator Education Program (OEP). All Safety Trainers are required to be certified Red Cross First Aid and CPR instructors; certified Transportation Safety Institute Transit or Paratransit Trainer; certified DMV Employer Testing Program Examiner; maintain a commercial driver’s license with passenger endorsement and airbrakes certificate in good standing; and maintain a current medical certificate.

**Training Program Overview**

The Tectrans Operator Education Program (OEP) begins with classroom training before moving to behind the wheel training, additional certification training, and continuous training. Classroom instruction is dynamic and efficiently paced. The daily schedule includes multiple topic changes in order to maintain the interest of

trainees. For an interesting classroom experience, our program includes video, graphics, workbook reading and exercises, demonstrations, group and individual exercises, and role playing with multiple opportunities for trainee participation.

### **SEE#1** Safety Training

Training begins with our number one core value, safety. The first and top priority message for all Tectrans employees is that Safety is Every Employee's #1 Responsibility (**SEE#1**). Above all other concerns, our employees are instructed that they must accept responsibility for their own safety, as well as the safety of everyone around them, including coworkers, passengers, and the public. Our policy teaches the trainee the three priorities of service; Safety as number one, then Customer Satisfaction, and finally Efficiency. In any situation, decisions are made using these priorities in order.

This element of classroom training is a wide ranging discussion of safety procedures that include:

- Personal Safety
- Injury Prevention
- Accident Prevention
- Drug and Alcohol Testing Program
- Emergency Procedures
- Hazard Communication
- Injury Reporting
- Accident Reporting

### Company Policies and Procedures

This element of the training curriculum is our opportunity to describe and review the comprehensive Tectrans policies and procedures which govern the employment relationship between the company and the trainee, and also govern continued employment status. The major components of this training include a site tour and facility orientation, and instruction using Tectrans Employee Handbook and the Driver Manual.

The Employee Handbook covers every major topic of employment with Tectrans. It governs the employee/employer relationship for all Tectrans employees, and contains all basic regulatory and employment law provisions. The Employee Handbook is a standard document across all of Tectrans operating terminals. In contrast, the Driver Manual is a highly customized document which describes in detail the specific operating procedures and requirements for each individual Tectrans operating terminal. The Driver Manual includes customized descriptions of driver duties and responsibilities which apply to specific transportation services operated at the terminal.

### Customer Service Training

Drivers are the "face" of every transportation service because they represent both TTD and Tectrans to riders every day. Since passengers interact with drivers more frequently than any other transportation staff member, Tectrans emphasizes providing excellent customer service throughout our driver training program. In this training module, Tectrans provides instruction that complements our comprehensive Customer Care program (described in detail in the Customer Care Program section of this proposal).



The core message of the Tectrans Customer Care Program, is that satisfaction is judged solely by the passenger. When approaching any event or situation, our drivers and staff can have a positive, neutral, or negative impact on how that event or situation is perceived by our passengers. Our Customer Care Program goal is to make every customer interaction a positive one.

We deliver this core message in a way that empowers our drivers and staff to be pro-active; to take the best action to resolve issues quickly; and to communicate empathy and understanding with passengers. These skills are taught to each driver as they learn to identify and use various communication techniques, and how to best communicate effectively with the public. The program addresses basic guidelines of quality customer service in a transit setting, and our standards of what it means to be a professional driver.

Based on the industry leading START customer service training program, Tectrans provides detailed instruction to help operators understand the part they play in providing and promoting a positive passenger experience. Materials help drivers overcome common negative mindsets that can make the job unnecessarily difficult. The program teaches drivers:

- How and why to make customers feel welcome
- Keeping it Positive - Non Verbal Communication
- Understanding and following rules, policies and guidelines
- How to make good decisions about exceptions
- Establishing professional boundaries with customers
- Conflict Avoidance - Letting it Go
- How and when to call for assistance
- How to manage schedules and time pressures
- Mature and positive communication with co-workers and management
- Communicating with Customers During Emergencies and other difficult situations

### ADA/Passenger Sensitivity Training

Tectrans understands the importance of treating all passengers with respect and understanding. In particular, we emphasize providing high quality service for seniors and passengers with disabilities. Providing excellent service to passengers with disabilities is not really difficult. However, many people have limited experience and may have fears or misconceptions about people with disabilities, making a strong ADA and passenger assistance training program is essential for our staff.

Tectrans utilizes the PASS (Passenger Service and Safety) program developed by the Community Transportation Association, which has been heavily modified to meet the needs of our clients and our drivers. The course is designed to familiarize staff with the legal requirements of the Americans with Disabilities Act (ADA), and includes an overview of the requirements of the ADA as it applies to public transportation, including vehicle operation and maintenance. The goal is to provide drivers with the skills necessary to create a positive impression for every rider, regardless of physical ability or age.



The passenger sensitivity course includes a variety of hands on experiences for our drivers. Extensive role-playing and participatory experiences are used to give every driver a chance to “feel” and develop empathy for our riders. Drivers have opportunities to board the vehicle using a variety of mobility devices, including a wheelchair (complete with lift boarding, securement, and lift de-boarding), walker, cane, and using a white cane while experiencing visual impairment. The course also includes special guest instructors from the local disability community, advocacy, or training organizations. Our community involvement provides extensive opportunities for participation of local social service organizations, and helps build connections to the rider populations we serve and keep our training fresh and current. This outreach is reinforced during behind the wheel training, when drivers visit local program sites, senior centers, adult day health care, dialysis centers, or other frequent service destinations and build personal relationships with riders and staff.

The passenger sensitivity course materials also include handouts, role-playing exercises, guest lecturers and video presentations. The main emphasis of our program is that riders are people first, and they are the best source for finding out what assistance they want or need. Topics covered during this course include:

- Americans with Disabilities Act (ADA)
- Visual Disabilities
- Hearing Disabilities
- Communication Disabilities
- Mobility Disabilities
- Developmental Disabilities
- Mental Disabilities
- Hidden Disabilities
- Driver Sensitivity and Communications
- Disability Awareness
- Communication Techniques
- Definition of the "common wheelchair"
- Mobility Devices
- Wheelchair Handling
- Lift Operating Procedures
- Wheelchair Securement
- Passenger Assistance Tips
- Principles of Crisis Management
- Evacuation Techniques
- Emergency Procedures
- Blood Borne Pathogen Protection
- Handling Seizure Disorders
- Disability Simulations
- Extensive Role Playing
- Personal Care Attendants
- Service Animal

### First Aid and CPR

In recognition of safety as our top corporate priority, all Tectrans drivers are trained and certified in Red Cross First Aid and CPR. Each Tectrans trainer is a certified Red Cross First Aid and CPR instructor and provides the training, examination and certification for Tectrans drivers. The Red Cross First Aid and CPR course provides our drivers with the knowledge and skills necessary to recognize and provide basic care for breathing and cardiac emergencies as well as how to respond to sudden illness or injuries. Drivers must successfully complete all required skills and pass a written examination with a score of 80% or better to receive Red Cross training certificates.



### Transportation Operations

The operations training session provides general instruction to drivers about the vehicles they will operate, and both the general and specific operating conditions of the terminal. An introduction to the vehicle includes classroom descriptions and hands on inspection and demonstration of the major vehicle systems. Typical components discussed are the engine, steering, brakes, driver controls, doors, safety windows, lift equipment, securement devices, safety equipment, radio, and farebox. Training is focused on how the transit vehicle differs from a private automobile and the specific procedures required to ensure they are operated safely. Basic operations training topics include:

- Attendance Policies/Call Out Procedures
- Work Schedules
- Report for Duty Procedures
- Route and Manifest Development
- Required Driver Equipment
- Daily Vehicle Inspection Report (DVIR)
- Radio Operation and Etiquette
- Fare Collection and Fare Box Operation
- Map Reading
- Mobile Data Terminal (MDT) Operation
- Dispatch Operations
- Vehicle Fueling

### Defensive Driving Training

The backbone of our safety program is the emphasis on defensive driving skills for every Tectrans driver. Using the LLLC Defensive Driving Program, every Tectrans terminal teaches drivers the core defensive driving fundamentals of space, visibility and time. Commercial drivers can go their entire professional lives without an accident, and defensive driving is a proven factor in creating safe vehicle operations.

Our defensive driving course teaches drivers the four critical elements of defensive driving: **Look Ahead; Look Around; Leave Room; and Communicate**. This critical course teaches drivers how to recognize and avoid dangerous situations. We teach that any accident, no matter how small, puts drivers themselves, passengers,

and the general public at risk. The basic classroom defensive driving program includes classroom instructions, DVDs, and various testing materials. Behind the wheel instruction reinforces classroom instruction.

Defensive Driving Course topics include:

- Vehicle Stopping Distances
- Vehicle Backing
- Blind Spots
- Steering Methods
- Curves, Intersections and Turning
- Railroad Intersections
- Parking Lot Procedures
- Freeway Driving and Merging
- Following Distances
- Lane Changes
- Night Driving
- Weather Conditions
- Curbs and Fixed Object

### Project-Specific Training

Tectrans supplements our complete standardized driver training program with specific training geared to the needs of the individual service provided at each operating terminal. Tectrans will tailor our program to meet the specific requirements of TTD. Specific examples of customized driver training elements include subjects like: operating hours, days and services; passenger eligibility; fare collection policies; passenger assistance rules; trip reservations, scheduling, and cancellation policies; service area guidelines; operations during snow events; uniform standards; and other program areas as needed. Our goal is to provide an exceptional Operator Education Program that provides the highest quality and safest transportation experience for TTD and its riders.

### ***Behind the Wheel Training***

Classroom training provides the foundation for becoming an excellent Tectrans driver. Behind the Wheel Training builds on that foundation with practical, hands on instruction and skills development. Specifically, all Behind the Wheel training emphasizes correct defensive driving techniques. Elements of the Tectrans Behind the Wheel training program are described in the following paragraphs.



### Daily Vehicle Inspection Report (DVIR) Training

All drivers receive training on how to properly perform the process. DVIR Training includes a full walk-around inspection of the vehicle exterior and interior using a comprehensive checklist. DVIR Training includes a full explanation and walk through of the vehicle maintenance process to show how the DVIR process contributes to the overall vehicle maintenance program. Procedures are explained and demonstrated for safety sensitive conditions that require immediate repair and “downing” of a service vehicle, as well as minor repair items that must be noted for future repair. Each checklist item is demonstrated and explained in detail and every driver is tested for proper performance of the checklist items, and understanding of their importance for safe vehicle operation. DVIR Training includes the gate check process which confirms that every driver has performed the DVIR, is properly equipped for their shift, and is carrying their required drivers license, endorsements, certifications, medical card, etc.

### Closed Course Training

Driver skills training starts with training on a closed course. Skills training is the introduction and practice with basic vehicle maneuvers and operations to familiarize drivers with the larger size, slower speed, slower reaction and larger spacing of commercial vehicles before driving the vehicle on the street. Closed Course Training occurs on private property using large paved spaces and skills course set up using cones and barriers.

The skills course requires all trainees to learn the use of multiple mirrors, vehicle steering, braking, and acceleration, and emphasizes how to safely maneuver the vehicle in both forward and in reverse. The skills training program allows our trainers identify potential deficiencies in students and apply additional training or supports to improve their performance or remove students from the training program when they cannot meet our demanding standards.

Closed course skills training teaches the following skills:

- Judgment Stops
- Emergency Maneuvers
- Following Distance
- Right and Left Side Backing
- Right Turns and Left Turns
- Left Turn One Way to One Way
- Parallel Parking
- Customer Stop
- Loading Zones
- Railroad Crossings
- Drive Through
- Back Through
- Serpentine

### Securement Training

During behind the wheel training, Tectrans provides thorough hands on experience with securing mobility devices for every driver. Demonstrations and hands on practice conform with PASS recommendations and meet all ADA requirements. During securement training, critical attention is paid to ensure that each mobility device is properly secured, and to make sure the customer enjoys a safe ride. The focus of this training is to secure the mobility device at strength positions; the operator will never attach securement straps to spokes or other loose components. Equally important is making sure shoulder belts and lap restraint also properly used for every passenger. Tectrans teaches the following securement procedures:

- The vehicle must be parked at the curb
- The vehicle transmission in park
- The vehicle parking brake engaged
- The vehicle interlock operational
- The operator deploys the lift according to specific lift procedures
- The operator assists the passenger in boarding the lift
- Passengers ride the lift facing away from the vehicle
- The operator ensures mobility device brakes are engaged
- The operator ensures the passenger lap belt is secured
- The operator ensures the lift safety strap and barrier are engaged
- The operator communicates to the passenger that lift operation will begin
- The operator raises the lift to its complete up position
- The operator allows the passenger to maneuver into position in the vehicle, assisting as necessary.
- The operator requests permission to secure the mobility device
- The operator secures the mobility device at strength positions
- The operator requests permission to place shoulder and lap restraints
- The operator secures shoulder and lap restraints
- The operator notifies the passenger that they are ready to depart

### On-Road Training

Once a student has successfully completed all skill course maneuvers during closed course training, drivers begin on-road instruction under the supervision of Tectrans' training staff. The focus of this training is on practicing and reinforcing the defensive driving with actual on the road practice. During on-road training, each driver is presented with extensive time behind the wheel to experience as many real world driving situations as possible. In addition, each Tectrans Terminal uses a specific testing route that presents each driver trainee with all the

commercial driver drive test scoring challenges. To complete on-road training, Tectrans drivers must demonstrate mastery of defensive driving, emergency procedures, and all technical driving skills.

### Mountain Driving Training

The BlueGo transit and paratransit services operate in a unique mountain region, which requires specialized transit driver training to maintain safe and efficient transit bus operations. For the safety of our drivers and passengers, Tectrans utilizes a comprehensive Mountain Driving training module, which reinforces the correct and safe driver operating procedures. Topics of this 8-hour classroom and behind the wheel program include:

- Mountain pre-trip inspection with focus on braking systems
- Pre-trip windshield defrost and wiper operation
- Route training on steep grades
- Correct use of transmission
- Engine braking techniques
- Mountain braking procedures
- Safe speed on turns
- Vehicle controls in snow and ice
- Break down procedures – proper securement of vehicle and use of flairs and triangles
- Installing chains
- Emergency procedures and runaway truck ramp procedures and location of the ramps along the routes.
- Following distance
- Defensive driving

### On-Route Training

Upon completion of on-road training, new drivers are assigned to a training route. The training route will typically be one of lower ridership, to allow the new driver time to build their skills. Drivers will operate the vehicle, become familiar with trip generators and landmarks, and interact with passengers on a practical level. Drivers are expected to follow all the same procedures and perform the same functions as regular route drivers, and are monitored constantly by the trainer or road supervisor staff who rides along on the route to provide supervision and training reinforcement.

During on-route training, drivers are evaluated and tested frequently. Before a driver is approved for transfer to revenue service, supervisors evaluate their knowledge of operational policies and procedures. In addition, supervisors evaluate driver attitude regarding traffic or stress, customer courtesy, passenger sensitivity, defensive driving, and safe vehicle operations.

### ***Continuous Training***

Once drivers graduate to revenue service, Tectrans provides ongoing and frequent training opportunities. Through both regularly scheduled training, or on an as needed basis, Tectrans is committed to the successful and safe performance of all drivers over the long term.

### Safety Meetings

Tectrans conducts a regular schedule of mandatory safety meetings at each Tectrans Terminal. Held at least once every month, safety meetings are our opportunity to provide our drivers with new information, the latest safety techniques, and additional training on company policies. Above and beyond this monthly safety training, our Monthly Safety Initiative is continuous, including; posters, supervisor talking points, training DVD and safety messages.

### Road Supervision

Dedicated road supervisors provide the oversight necessary to ensure drivers are performing at their best when they are in revenue service for our customers. Road Supervisors perform the critical task of annual driver

evaluations that include safety, defensive driving, and customer service evaluations. In addition, they maintain relations with major trip generator sites and staff, and document service quality throughout revenue service.

### Refresher Training

Whether based on annual driver evaluation, observations from road supervisors or customers, or upon request of the driver, Tectrans provides refresher training for all drivers on an as needed basis. Refresher training allows any driver to return to any area of our comprehensive training program to re-learn or reinforce the standards and techniques that make a professional Tectrans driver. From time to time, specific trends or problem areas are identified at an operating terminal, and refresher training is provided to all drivers on a particular subject area. Refresher training is also provided to all drivers for professional growth or to learn new skills.

### Corrective Re-Training

Corrective re-training is provided for individual drivers using a one-on-one instruction process that allows instructors to focus their time and attention on particular driver behaviors or improvements. Drivers are evaluated at least annually, and corrective re-training is provided to any driver that does not meet safety or customer service expectations. Additional triggers for corrective re-training include accidents, injuries, negative customer comments, excessive absences, or other reported incidents. Drivers that receive corrective re-training are re-evaluated for job suitability, and evaluations are documented in driver training and employee files.

### Certification Training

In addition to the basic program, training in advanced topics and specialized certifications are also completed by our training staff on an as needed basis. Specific training or permit certification items such as General Public Paratransit Vehicle (GPPV), Verification of Transit Training Document (VTT), air brake certification, School Pupil Activity Bus (SPAB), etc. are provided as needed or as required by the contracted service.

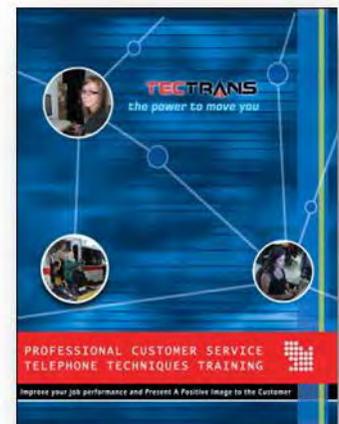
## **DISPATCH AND CALL CENTER TRAINING**

For some transportation services, communication by telephone is the most common contact between our staff and our riders. We understand telephone contact with our staff can make, or break, the customer's perception of the service they receive. Our focus when selecting and hiring dispatch and call center staff is to attract empathetic and caring individuals – people with full understanding and compassion for our passengers who depend on our services and may have special needs or who may be elderly or disabled.

### ***Call Center Skills Training***

To ensure a sensitive and positive customer interaction, Tectrans uses industry-proven skills training, that focuses on providing a kind, caring and empathetic approach to call taking by call center agents. This comprehensive employee training program, which includes audio tapes and a workbook, provides all of our drivers with valuable basic customer service skills training. The basic focus of this training is how to properly communicate with customers on a variety of common topics. The primary components of the program include:

- The Communication Process
- Communication Fundamentals
- Developing an effective greeting
- Treating the customer right
- Making a Great Impression
- Selling Yourself
- How and when to ask for help



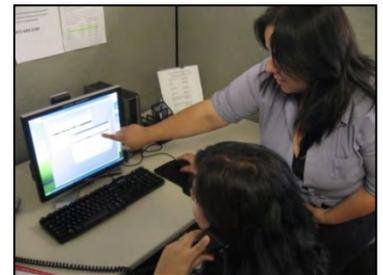
This all-inclusive customer service skills training encourages our drivers first to understand and empathize with the needs of our passengers, and second gives them the tools they need to respond effectively and meet those customer needs.

### ***Customer Service Refresher Training***

In addition, Tectrans has implemented a comprehensive and recurring training program for customer service agents and dispatchers, to focus specifically on providing exceptional customer service for our many clients and customers. This new program, titled "Professional Customer Service" is designed to reinforce the best practices in use throughout our transportation reservations and technology-based call centers. The result is an improved experience for customers when they call for reservations, and improved job satisfaction for our many talented customer service agents.

### ***Telephone Doctor® Training***

True Customer Service begins with communication. In addition to the call center training programs in place, Tectrans will use the "Telephone Doctor" customer service training program to improve our basic communication techniques, especially over the phone. This program will be required for all dispatchers, agents, call center and office staff for initial training, as well as annual re-training, and is provided to TTD at no additional charge. This program web-based interactive program is two and a half hours in length, and provides valuable information to improve the way our staff communicates with our riders and other customers. The concepts are presented in a common sense fashion, with situational and role-playing used throughout the program. The complete training program covers the following topics:



- ***The Service Mentality:*** Identifies and highlights basic characteristics and traits of people who demonstrate excellent customer service.
- ***Determining Needs:*** Listening Skills and Questioning Techniques; How to become an effective listener; Internal and External Communications
- ***Changing Perception:*** Learning non-visual communication; Finding the right attitude on the phone
- ***Coaching Skills:*** Ways to improve performance; Difference between training, coaching and counseling; Developing managers and supervisors
- ***Five Forbidden Phrases:*** What they are and how callers will react; Changing the message to achieve your desired results
- ***Six Cardinal Rules of Customer Service:*** Humorous real-life examples of what to do (and what not to do) when faced with common situations
- ***Proactive Customer Service:*** Building rapport with regular callers; Providing adequate information the first time
- ***The Welcomed Guest:*** Employees on the phone are ambassadors of the company; Enhancing their ability to represent the service well

### **MAINTENANCE TRAINING**

Throughout our transit operations today, Tectrans has more than 50 technicians providing exceptional vehicle maintenance services. We employ A, B, and C qualified technicians, always with an eye to training the less skilled employee up to an A classification. The difference between Tectrans and our competition is our people. We see our maintenance staff as a valuable asset, and we believe in investing in each employee's training and growth. We have developed an extensive training program for our technicians, service workers, parts clerks and supervisors.

Tectrans' philosophy is to pinpoint the training needs of the individual and avoid the "shotgun" approach to training. We do not train every Technician in every area, but deliver only the training that each technician needs and will use. We have formed strategic alliances with our national and local vendors to provide specialized training on specific vehicle components and systems. The vendors we work with regularly to train our Technicians include: AC-Delco, Allison Transmission, Bendix, Carrier, Caterpillar, Cummins, Ford, GMC, Navistar and Thermo King.

Each Technician is given the opportunity to participate in planned, regional and national training seminars conducted by various equipment and vehicle manufacturers. This opportunity is offered as an additional incentive to enhance knowledge, reduce turnover, and provide for a greater knowledge base for the service needs of the BlueGo vehicles.

## **VEHICLE MAINTENANCE PROGRAM**

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Tectrans operates and maintains more than 1,400 vehicles nationwide. We have extensive experience in maintaining transit vehicles of all makes and models, from large fixed-route transit buses to cutaway paratransit vehicles to smaller vans and sedans. Our maintenance standards and best practices are based on experience meeting, and in most cases exceeding, manufacturer's recommendations and regulatory standards. Our focus is on providing an aggressive maintenance program that ensures comprehensive care of every vehicle during its useful life and beyond.

Tectrans understands that a strong and comprehensive vehicle maintenance program is a cornerstone of providing reliable transportation services. Our standardized maintenance plan provides effective and efficient maintenance for commercial transportation vehicles and meets or exceeds all manufacturer's recommendations and regulatory requirements. From vehicle cleaning to major repairs, effective vehicle maintenance enhances and protects a significant capital investment in rolling stock (whether that investment is made by Tectrans or by you, the client) and promotes a positive image of both the service and Tectrans.

### **VEHICLE MAINTENANCE STAFFING**

Successful vehicle maintenance is accomplished by attracting and maintaining an experienced and highly motivated team. The best maintenance program will eventually fail without dedicated and qualified employees to manage the processes and to ensure full program compliance. This is why Tectrans uses industry best practices to recruit, hire, and train well qualified and committed maintenance team members. However, Tectrans doesn't stop there. We then provide incentives, recognition, corporate support and all the tools our team needs to accomplish our primary goal of delivering a comprehensive maintenance program.

#### ***Recruiting***

Tectrans uses only industry-proven methods for recruiting experienced maintenance team members. These proven methods include, but are not limited to: local classified advertising; advertising on internet sites such as Craigslist, *Mass Transit Magazine*, Transit Talent, and others; internal recruitment and posting of open positions within company locations; and advertising in local media and trade publications.

We understand the importance of hiring the best technicians available in a given geographic area. Our maintenance team must ensure the reliability and overall performance of the transportation system by ensuring maximum vehicle up-time. Beyond the recruiting methods mentioned above, Tectrans maintains active and productive relationships with both technical and trade schools such as Universal Technical Institute, Wyotech and Los Angeles Technical Trade School to provide employment placement for graduating skilled technicians.

#### ***Hiring***

Our recruitment process is driven by local staffing needs, with both needs assessment and final hiring decisions being made by local management team members and corporate support. Support services provided include,

but are not limited to: determining qualifications, placing advertisements in the correct media, screening applicants, and maintaining recruitment files on qualified candidates for future positions. In addition, Tectrans uses the CandidateCare Program (described in detail in the Employee Recruiting section of this proposal) to pre-qualify, qualify, and screen prospective candidates. The CandidateCare program also manages and coordinates compliance with our standard background check, driving history check, criminal history check, and FTA compliant drug and alcohol testing program. Finally, the CandidateCare program used by Tectrans includes an interactive behavioral interview process for all applicants, which is customized to meet our standard for maintenance staff. Tectrans requires that all maintenance staff must meet all minimum qualifications for being a vehicle operator, including possessing a commercial driver's license.

### ***Maintenance Staff Positions***

Beyond the assigned Maintenance Manager, each Tectrans terminal is staffed to meet the particular needs of the transportation services being provided. Tectrans classifies maintenance team members into general categories of technician and utility worker, with further definition of the technician category based on skills, certification, and training. As described in the Staffing section of this proposal, the maintenance staffing for BlueGo will consist of an appropriate mix of qualified staff from the following categories:

#### Technician Class A

Class A Technicians are the most senior level technicians working in the shop. These journeymen level team members have the most experience, training, and expertise of our team. The primary duties of an A Technician are to ensure the efficient and effective maintenance of a diverse fleet of vehicles. Class A Technician designation requires a high level of knowledge of Medium to Heavy and Light Truck/Automotive mechanical equipment maintenance. They must have at least 10 years of hands-on experience and be ASE Certified and licensed to perform air conditioning repairs according to EPA requirements. All Tectrans technicians must be licensed commercial drivers with air brakes certification.

#### Technician Class B

Class B Technicians are seasoned and knowledgeable technicians who perform routine and effective vehicle maintenance duties. Responsibilities may include PMI services, simple diagnostic work, general repairs, and traditional automotive repairs. Class B Technicians generally have more experience than Class C Technicians, without the level of training and certification of Class A Technicians. Class B Technicians have three to five years of hands-on repair experience in automotive or Medium to Heavy duty vehicle maintenance. All Tectrans technicians must be licensed commercial drivers with air brakes certification.

#### Technician Class C

Class C Technicians provide general vehicle maintenance support and perform minor repairs and routine maintenance tasks. They generally have limited experience but meet minimum training requirements and are considered semi-skilled in general automotive repair and maintenance. Many Class C Technicians are essentially mentored by our more seasoned Technicians. Class C Technicians take direction from Class B and Class A Technicians and must have the ability to communicate effectively with other staff members. All Tectrans technicians must be licensed commercial drivers with air brakes certification.

#### Utility Worker

Utility personnel perform general maintenance and upkeep for the operating terminal, as well as vehicle fueling, vehicle washing and cleaning, and general helper support for the maintenance shop as needed and under the direction of senior shop personnel.

Category	Qualifications	Typical Duties
<p><b>Technician A</b></p>	<ul style="list-style-type: none"> <li>• 10 Years Practical Hands On Experience</li> <li>• Have and Maintain Multiple ASE Certifications</li> <li>• Be capable of using and operating Welder</li> <li>• Be computer literate and able to operate standard software</li> <li>• HVAC Certification is required.</li> <li>• Posses all basic technician tools</li> <li>• Be capable of operating diagnostic equipment</li> <li>• Commercial Drivers License with Air Brakes Certification</li> </ul>	<ul style="list-style-type: none"> <li>• Perform engine and transmission overhauls</li> <li>• Perform PMI services</li> <li>• Diagnose engine, electrical and A/C systems</li> <li>• Repair engine, electrical and A/C systems</li> <li>• Diagnose and repair electronic systems</li> <li>• Perform brake repairs on both air and hydraulic systems</li> <li>• Perform inspection and repair of diesel, gasoline other power driven equipment.</li> <li>• Perform Air Conditioner Charging and Repair</li> <li>• Respond to Road calls</li> <li>• Perform machining of parts for automotive equipment and machinery to meet specifications</li> <li>• Prepare and submit records of work performed.</li> <li>• Record all parts and supplies used on equipment</li> </ul>
<p><b>Technician B</b></p>	<ul style="list-style-type: none"> <li>• 3 to 5 years practical hand-on experience</li> <li>• Practical knowledge of Medium/Heavy and Light Truck/Automotive repair and maintenance</li> <li>• Posses all basic technician tools</li> <li>• Commercial Drivers License with Air Brakes Certification</li> </ul>	<ul style="list-style-type: none"> <li>• Perform PMI Services</li> <li>• Perform semi-skilled preventive, corrective, and repair maintenance tasks on various types of Vehicles.</li> <li>• Diagnose and repair engine, transmission and electrical systems</li> <li>• Perform repairs on hydraulic brake systems</li> <li>• Prepare and submit records of work performed.</li> <li>• Record all parts and supplies used on equipment</li> <li>• Respond to Road Calls</li> <li>• This may include inspections, diagnostic work, electronics; brake repairs on hydraulic systems.</li> </ul>
<p><b>Technician C</b></p>	<ul style="list-style-type: none"> <li>• 1 year automotive technician experience</li> <li>• Or completion of 1 year vocational training program in automotive technicians</li> <li>• Posses basic tools</li> <li>• Good communication skills</li> <li>• Commercial Drivers License with Air Brakes Certification</li> </ul>	<ul style="list-style-type: none"> <li>• Perform Oil and Lube Services</li> <li>• Perform Tire Mount and Dismount</li> <li>• Assist Class A &amp; B Technicians to complete routine repairs and PMI services</li> <li>• Perform minor non-safety related repairs</li> <li>• Perform routine part replacements and adjustments such as installing batteries and replacing lights</li> <li>• Prepare and submit records of work performed.</li> <li>• Record all parts and supplies used on equipment</li> </ul>

Category	Qualifications	Typical Duties
Utility	<ul style="list-style-type: none"> <li>• Have and maintain a valid Commercial Drivers License</li> <li>• Possess basic tools</li> <li>• Exhibit a positive attitude and enthusiasm</li> </ul>	<ul style="list-style-type: none"> <li>• Wash, clean and detail fleet vehicles</li> <li>• Complete logs and reports</li> <li>• Perform daily facility maintenance</li> <li>• Perform daily yard/lot maintenance</li> <li>• Work in inclement weather</li> </ul>

**Training & Certification**

Because Tectrans places significant resources into hiring the most qualified candidates possible, we strongly promote retention of maintenance staff by encouraging continuous education, training and advancement. Using National Institute for Automotive Service Excellence (ASE) as the basis for continuous training, Tectrans encourages all maintenance staff to improve and maintain their skills on a continuous basis. A key benefit of the ASE program is the continuous training aspect, since each certification must be renewed every five years. By earning ASE certifications in multiple subjects, our maintenance staff can improve their skills and expand their professional credentials. Earning ASE certification specific to public transportation vehicles, diesel engines, and alternative fuel vehicles is strongly encouraged.

Going above and beyond the ASE programs, Tectrans coordinates hands-on in-person training opportunities for our staff, with our vast network of suppliers and vendors. Through the coordination efforts of our Regional Maintenance Manager (a Tectrans corporate position dedicated to supporting local terminal staff and coordinating our corporate vehicle specification and maintenance programs) Tectrans provides routine training opportunities in the following categories:

- Wheelchair lifts and mobility device training – through both Ricon and Braun
- Air conditioning training – through Thermo King and Carrier
- Alternative fuels (propane, CNG) training – through Mutual Propane and Clean Energy
- Diesel engines training – through Cummins and Creative Bus Sales

To encourage and reward our maintenance staff as they obtain additional certifications, Tectrans promotes an incentive program that pays all technician staff a bonus of \$50 per year for each current ASE certification held or obtained, and \$500 annually for master certification.

**VEHICLE MAINTENANCE PLAN**

The Tectrans approach to vehicle maintenance provides a comprehensive plan for maintenance success from our **SEE#1** safety culture to returning vehicles to revenue service. Our clients have expressed their appreciation as our commitment to maintaining service vehicles has improved the appearance and reliability of both the service vehicles and the transportation services they provide.

**Maintenance Safety**

Safety is the first critical component of Tectrans' vehicle maintenance plan. This emphasis ties directly to our corporate philosophy where Safety is Every Employee's #1 responsibility (**SEE#1**). Our safety culture starts with safe procedures that ensure injury prevention and continues through to safe repair practices that ensure safe vehicle operation after the vehicle leaves our shop. It is our top priority to establish and maintain a lasting safety culture. The key safety procedures and strategies described below work to ensure that we achieve this goal.

#### FTA Compliant Drug and Alcohol Testing

All maintenance personnel are considered safety sensitive employees and are included participants in our FTA-compliant drug and alcohol testing program. This comprehensive program (described in detail in Safety section of this proposal) provides for drug and alcohol testing of maintenance staff throughout their hiring and employment with Tectrans.

#### Personal Protective Equipment (PPE)

Tectrans equips each shop facility with high quality modern industry-tested tools and equipment. Equipment is clearly marked and well maintained. Personal Protective Equipment (PPE) such as safety glasses, face shields, gloves, coveralls, and other PPE is readily available in convenient locations throughout our shop facilities. Proper use of Personal Protective Equipment is strictly enforced.

#### Facility Standards

Work areas are well lit and kept free of debris or obstructions. Facilities are organized with designated storage areas for parts, chemicals, oil and other items with adequate ventilation, markings, and signage. Equipment necessary for facility cleaning (brooms, mops, dust pans, absorbent, etc.) are strategically located in the shop and easily accessible in clearly marked locations.

#### Shop Safety Barriers

Maintenance and shop areas are secured with safety chains and similar barriers. Signage throughout the shop provides notification to prevent non-maintenance employees from entering the shop space. Proper buffer space is clearly marked on the floors around shop equipment to remind employees to keep a safe distance when the equipment is in use. Only maintenance staff are allowed entrance to designated maintenance areas, and PPE must be worn at all times. This policy applies to all staff including drivers, vendors, management and visitors.

#### Lock Out/Tag Out

Tectrans follows OSHA-complaint lock out/tag out procedures to ensure that shop equipment is used, stored and powered on and off properly and securely. The program is reinforced through routine inspections and periodic re-training to ensure compliance with the lock out/tag out safety program.

#### Hazardous Waste Handling

In accordance with OSHA procedures and in compliance with our environmental impact policies, Tectrans maintains a comprehensive hazard communication program that ensures proper identification, storage, use, and disposal of chemicals and fluids used in the maintenance shop. Comprehensive Material Safety Data Sheets (MSDS) are maintained at each facility, and we use secure storage containers and designated areas for each chemical and fluid. All fluids are clearly marked and labeled. Waste oil and fluids are properly collected and recycling programs provided by 3<sup>rd</sup> party vendors are used at each site to properly recycle and dispose of all vehicle waste fluids. Similarly, all used tires are recycled by a 3<sup>rd</sup> party vendor. Meticulous and detailed records of all recycling programs are kept, and all compliance reporting is produced and maintained at each individual shop.

#### Safety Meetings

Maintenance personnel participate in short weekly safety meetings led by the on-site Maintenance Supervisor. These meetings provide updates for maintenance staff on new or revised procedures and provide an opportunity for hands-on training or demonstrations. Tectrans shop staff are also required to attend the regularly scheduled monthly safety meetings conducted at each terminal. These meetings provide general safety information and focus on safe driving and on-the-road transportation issues. The "all hands on deck" nature of the monthly safety meeting allows a clear and consistent safety message to reach all terminal employees and promote our **SEE#1** philosophy.

### Safety Messages

Safety messages and posters are displayed throughout Tectrans facilities to remind everyone of our **SEE#1** philosophy. Posters are similar to those provided in the Safety section of this proposal. Messages and posters are frequently updated and changed to encourage employee participation and interest. In addition, the Monday Morning Safety Messages (described in Safety section of this proposal) are distributed to all Terminals and communicated to all employees by their respective managers and supervisors. These safety messages are a very important tool and are designed to be all inclusive.

### Maintenance Information System – Collective Data

Tectrans uses CollectiveFleet Pro, for comprehensive maintenance management, fleet data collection, inventory control, and comprehensive maintenance program reporting. As used in Tectrans terminals, the Collective Data system tracks essential fleet and vehicle information, establishes and maintains preventive maintenance schedules, records all repair activity for both labor and parts, controls parts usage and inventory, and records and reports all maintenance activity. The system is a web-based product that is installed and operational at every Tectrans terminal, which allows centralized control and standardization of maintenance information.



As a tool used daily by local maintenance staff, as well as corporate support and management staff, the Collective Data software provides advanced scheduling of preventive maintenance service by both mileage and days. Automated email reminders and text messages are generated by the system for daily work, PM schedules, and other essential parameters, and are sent directly to local Project Managers and Maintenance Managers for immediate action. Our system provides for automatic email notification of essential service information that is beyond most compliance standards (such as missed PM's or downed vehicles) directly to a chain of corporate support and management staff, including all the way up to our Chief Operating Officer. This level of automation sets a new standard for maintenance accountability and management responsiveness.

Extensive reporting is built into the software, allowing detailed analysis at both the local and corporate levels. These reports serve as the basis for tracking key performance indicators in our maintenance program. Reports include work orders, vehicle maintenance summaries, cost and labor allocations by vehicle or project, PM currency, PM schedules, parts inventory and usage, along with many others. The system has built-in custom reporting capabilities which can be used to create detailed reports using any data point collected in the system. More information about the Collective Data system can be found at [http://collectivedata.com/fleet\\_management\\_software.html](http://collectivedata.com/fleet_management_software.html).

### ***Daily Vehicle Inspection Reports (DVIR)***

Drivers are responsible for performing vehicle inspections before and after the end of each shift. Beyond a simple safety inspection, this DVIR checklist is designed to spot maintenance needs early, and address them before they become major repairs. Before the start of each revenue service shift, the driver completes a full walk-around exterior and interior vehicle inspection. Items checked on the DVIR forms include all safety equipment, road worthy features, and driver and passenger convenience equipment.

The DVIR checklist forms are completed in duplicate so that a copy of each daily inspection checklist is retained in the vehicle, while the original checklist is turned in to the maintenance department for review. Any minor defects are noted for future repair, while any road worthy or safety equipment defects are immediately reported to dispatch and the vehicle is placed out of service. Minor defect reports are documented in the vehicle file and CollectiveFleet Pro system for repair at the next scheduled PMI, where all minor defects are corrected.

The DVIR process is a critical element of our complete maintenance program. Because this process is so important, Tectrans uses both gate checks and supervisor observations to ensure compliance with our DVIR

program. Supervisors routinely walk the yard and observe drivers while they perform their DVIRs, often identifying deficiencies and corrective actions, but most importantly, reinforcing best practices as they “catch” drivers performing DVIRs correctly. To ensure daily DVIR compliance, supervisors and managers perform a daily gate check before each vehicle leaves the yard. The gate check confirms that every driver has performed the DVIR, is properly equipped for their shift, and is carrying their required drivers license, endorsements, certifications, medical card, etc.

**Preventive Maintenance Inspection Program**

Preventive Maintenance Inspections (PMIs) are the foundation of a comprehensive and effective vehicle maintenance program. The PMI process is designed to protect the capital investment in the fleet, ensure fleet availability, and maintain safe operating conditions. First and foremost in planning all maintenance activities is the availability of vehicles to meet service requirements. In particular, Tectrans performs the majority of PM inspections when there is the least impact to operations. Our goal is to have vehicles in service during peak hours of operation.

Of equal importance is the currency of preventive maintenance inspections. Tectrans continues to schedule and follow-up on all PMIs in order to maintain 100% PMI currency. The Tectrans PMI program is scheduled using the CollectiveFleet Pro software using a 3,000 mile or 30-day service interval. Odometer readings from driver trip sheets are entered into CollectiveFleet Pro daily, and confirmed each time the vehicle enters the shop. Based on these odometer readings, vehicles are scheduled for a PMI when they meet either the mileage of time thresholds. And because it’s automated, a vehicle cannot be overlooked or missed in the PM schedule cycle. A schedule of PMIs due within the next 30-day period is generated automatically on the 15th day of the preceding month. Both operations and maintenance staff are notified by the CollectiveFleet software to schedule the vehicle for service so that the vehicle can be removed from the operations schedule in time to meet the required PMI appointment.

PMIs are conducted on a schedule of A, B and C services, where A services are performed every 3,000 miles or 30 days. B services are added to the standard A service at 24,000 miles and C service is added to the A service at 100,000 miles. A description of each PMI service is provided in the table below, and additional detailed PMI inspection sheets and maintenance forms are provided for your review in the Appendix at the end of this proposal.

Service Type	Service Interval	Service Items
“A” Service	3,000 Miles or 45 Days	Lube, Oil and Filter Change Under Hood/Engine Compartment Inspection Interior Inspection Exterior Inspection Brake Inspection Lift Inspection & Service
“B” Service	24,000 Miles*	Transmission Service – Fluid and Filter Change
“C” Service	100,000 Miles*	Vehicle Tune-Up Differential Service – Fluid Change

\* “B” and “C” Services are performed in addition to and during an “A” Service

During the PMI, the technician reviews both the vehicle file and all previous PMI reports as well as the vehicle repair summary, which shows the comprehensive repair and PMI history for the life of the vehicle. This critical step in the process allows the PMI to become both a critical safety element and an efficient maintenance program. First, reviewing the vehicle repair history allows the technician to identify and correct repeated

repairs and address safety concerns (such as repeated brake or interlock failures, for example), even if they have no personal history with the vehicle. Second, the file review allows for repairing minor defects identified during the Daily Vehicle Inspection (DVI) process, and encourages pro-active component replacement where worn or suspect parts are replaced during the PMI when the vehicle is already out of service and before they cause a service disruption. All defects reported through DVI or identified during the PMI are completed before the vehicle is returned to service.

### ***Quality Control Inspections***

Tectrans uses a management re-inspection program to ensure the quality of our PMI program and provide training and education opportunities for our maintenance staff. At each Tectrans terminal, the local Maintenance Manager re-inspects ten percent of all the PMI inspections conducted at the facility, with care taken to re-inspect PMIs performed by each technician on staff every month. The re-inspection process includes review of all work orders, paperwork and vehicle file, followed by a complete re-performance of the PMI to include verification of all PMI inspection check list items, and evaluation of all repairs performed on the vehicle during the PMI. Any deficiencies found during the re-inspection are immediately corrected and the Maintenance Manager takes corrective action with technicians through re-training and other means to ensure future PMIs meet Tectrans' exacting standards.

### ***Air Conditioning Maintenance Program***

With a base of operations in California and South Florida (some of the hottest climates in the Nation), Tectrans places a high priority on maintaining well functioning air conditioning systems in our vehicles. Preventive maintenance for air-conditioning is performed at regular PM Inspection intervals in accordance with the preventive maintenance recommendations of the manufacturer of the air conditioning system. Then, before peak air conditioning season each year, the entire system is checked and cleaned to ensure optimum performance of the system. Air-conditioning repairs are made in accordance with environmental regulations as outlined in the Clean Air Act of 1990 including, but not limited to, the use of certified technicians, an approved refrigerant recovery system, and the tracking of refrigerant used for each repair. A complete copy of the Air-Conditioning PM checklist is provided in the Appendix at the end of this proposal.

### ***Wheelchair Lift Maintenance Program***

Tectrans recognizes that an essential element of vehicle maintenance is ensuring that the wheelchair lift is in good operating condition at all times. Using our comprehensive wheelchair lift PM program (provided in the Appendix at the end of this proposal), each PM Inspection includes specific lift maintenance, lubrication and thorough inspection of lift components. Technicians inspect for structural deficiencies, hydraulic leaks, and verify correct operation of the lift platform, sensors, barrier, and controls. Most importantly, as part of the DVIR process, all drivers are required to cycle the lift to confirm trouble-free operation before the vehicle enters service. Lift malfunctions are a cause for immediate out-of-service assignment. Vehicles with inoperable or malfunctioning lifts are not placed into revenue service, and are scheduled for immediate repair.

### ***Parts Inventory and Management***

As part of our dedication to providing maximum service reliability, Tectrans is committed to using only the best quality parts for service vehicles. By making every effort to use only Original Equipment Manufacturers (OEM) quality parts, and meeting or exceeding all OEM recommendations for both repair procedures and parts, we help to ensure that buses remain in revenue service, providing maximum reliability for passengers.

In addition, Tectrans maintains a secure and robust inventory of parts at our local terminals so as to ensure that routine parts and supplies are readily available to meet the needs of PMI and repair schedules, minimizing maintenance down-time. Typical parts inventory levels are held at a three-week supply level, and all parts are stored under secure lockup, including tires and consumables. Parts inventories are physically counted and

verified at least once a year. Parts inventories and usage is tracked in our CollectiveFleet Pro system for accurate reporting and accounting of all parts used as well as trend analysis reporting.

Tectrans maintains active and healthy relationships with a vast network of vendors and suppliers to provide the parts needed to maintain our vehicles. Through both local and national account vendors, Tectrans provides local operating terminals with extensive options to procure the best quality parts and the best possible prices. Our network includes many Disadvantaged Business Enterprise (DBE) vendors, and we promote use of DBE vendors across our company operations. Examples of key suppliers include Interstate Batteries, Creative Bus Sales, Factory Motor Parts, Galpin Ford, Cummins, and Thermo King.

### ***Tire Management Program***

Tectrans manages tires so that they provide the maximum useful life at the minimum cost. Our network of suppliers provide consistent inventory and just in time delivery to meet our PMI and replacement needs, including tire warranty administration. Tires are maintained at proper air pressures for loads per OEM recommendations, and are checked daily by drivers during the DVIR process. Proper wheel alignment is maintained consistently through PMI verification to avoid premature wear. Front tires are replaced when worn beyond 4/32 of an inch and rear tires are replaced when they are worn beyond 2/32 of an inch when measured between major treads and wear bars. These procedures help to maintain consistent wear and the longest possible tire life. At the end of useful life, all tires are recycled through environmentally complaint vendors.

### ***Warranty Management***

Tectrans administers both vehicle and parts warranties for all vehicles maintained in our operating fleet. The CollectiveFleet Pro system is used to identify all parts under warranty and to manage warranty recovery. The system is also used to identify all vehicles affected by a defective manufacturer's part or recall program. Tectrans maintains strong relationships with bus manufacturers and dealerships including Ford, General Motors, El Dorado National, and Creative Bus Sales, among others in order to coordinate and complete warranty repairs. Regardless of where the work is done, Tectrans accurately and aggressively administers the completion of warranty repairs and recall campaigns that affect the vehicle fleet.

### ***Road Call Program***

If a vehicle breaks down on route, is involved in an accident, or has any other emergency, Tectrans is committed to quickly restoring passenger bus service. Our dispatch staff are trained to respond to various in-service events, and follow standard procedures to determine the best method of response. Once confirmed, immediate response by a Road Supervisor and replacement vehicle is arranged for vehicle accidents and other emergencies.

To facilitate an immediate response to service disruptions, Tectrans maintains a "ready bus" for daily assignment. The "ready bus" is a vehicle that has already had a pre-trip inspection performed, is parked at the facility, and is ready to leave at a moment's notice. In the event that a replacement vehicle is needed in service, the "ready bus" is used to take over passenger operations on the route. Typically, the original driver resumes revenue service while the road supervisor coordinates with maintenance staff to arrange repair or towing for the stranded vehicle.

For mechanical breakdowns, a triage process is used by the dispatcher in coordination with maintenance staff to get the vehicle back in service or a replacement vehicle placed in service as quickly as possible. The road call process follows these steps:

- Triage mechanical issues with driver and maintenance staff
- Confirm a replacement vehicle is needed
- Coordinate "ready bus" and road supervisor assignment
- Confirm with maintenance staff if tow truck, on scene repair, or drive in response is needed

- Confirm break down location using landmarks and GPS as available
- Route “ready bus” and road supervisor to breakdown location
- Confirm route is returned to revenue service
- Complete the Road Call Report, verifying vehicle number, route number, operator name, time and date, location and description of the problem
- Route the Road Call Report to both Project Manager and Maintenance Manager

Tectrans tracks all road calls in our CollectiveFleet system, and provides accurate reporting of miles between road calls. This critical KPI is reported monthly and is monitored by both local and corporate maintenance staff to identify trends and ensure standards are met. Following a road call event, the vehicle is diagnosed and repaired. Before the vehicle is returned to revenue service, the Maintenance Manager must sign off on the repair.

### ***Vehicle Cleaning Plan***

Vehicle appearance is a top priority for our staff. BlueGo passengers deserve the highest quality passenger experience possible, and a clean, presentable vehicle plays a large role in that experience. Vehicle operators and maintenance technicians play key roles in ensuring that riders are transported in clean, comfortable, and safe vehicles. Cleanliness and vehicle appearance is a part of the Vehicle Operator’s pre-trip inspection.

All bus exteriors are thoroughly washed two to three times per week and more often as necessary due to weather or unusual conditions. Our environmentally sound practice reduces water run-off, and all wash water is collected for proper treatment and disposal. Vehicle interiors are cleaned daily at the end of each shift, and checked as part of the following day’s pre-trip inspection. The daily cleaning includes but is not limited to the following:

- Cleaning the inside of all windows, removing all dust, fingerprints and head prints.
- Removing all dust from seats, dashboards, wheel wells, rails, ledges.
- Sweeping all floor areas; mop all liquid spills.
- Ensuring bus is free of all paper, gum and debris, etc.
- Repairing damaged seats.
- Daily removal/repair of graffiti.

In addition Tectrans enforces an annual complete vehicle detail process, where all vehicles receive a major cleaning, including both complete interior, and exterior detail with wax and polish. Vehicle cleanliness is a key customer service indicator and Tectrans’ management team often performs unannounced spot inspections to ensure compliance with our vehicle appearance policy.

### ***Vehicle Fueling Plan***

Daily fueling of all vehicles will be performed at designated fueling stations, in strict compliance with Tectrans fuel management policy. Fueling will be performed by drivers or service workers, as appropriate, at the end of each work shift. This method ensures that each vehicle is fueled and stored for the night with a full tank. During fueling the vehicle interior is swept and all trash removed, and a visual inspection is performed with any defects documented on the post-trip inspection form and reported to maintenance and window dispatch. At the end of each service day, service workers are responsible for ensuring all vehicles are fueled and properly parked on the Shop Street Terminal lot and positioned correctly for the AM peak pull-out.

Besides operator labor costs, fuel is the second largest operating expense for Tectrans. Our company fuel policy emphasizes daily monitoring and reconciling of fuel costs utilizing vendor receipts, driver logs, and on-line vendor transaction (invoice) postings. All management and employees are required to keep a vigilant watch over fuel expenditures to identify any abnormalities that may indicate a misuse of fuel. A daily Fuel Control Log

is used to document all fuel activity with confirmation by dispatchers and drivers alike. The Fuel Control Log is reviewed daily by the Project Manager. Any fueling activity reported on the Fuel Control Log, which is not supported by the driver trip sheet record and the receipt, is reconciled and investigated immediately to determine if fraud or misuse has occurred.

### ***Environmental Compliance Program***

Tectrans complies with federal, state and local environmental regulations. Our compliance program is designed to meet various standards that apply to our local transportation operations including Occupational Health and Safety Administration, Environmental Protection Agency, Clean Water Act, Material Safety Data Sheets, Spill Prevention Control and Countermeasures, Storm Water Pollution Protection Plans, local zoning and fire department regulations, and other compliance programs as needed.

The Senior Vice President of Safety and Risk Management, Mr. Drew Jones leads all corporate and field efforts in regulatory compliance efforts. Mr. Jones provides the oversight and direction needed to ensure local compliance, and provides an expert resource to our local Project and Maintenance Supervisors. In coordination with the Western Region Maintenance Director, Mr. Daniel Moreno, Tectrans provides excellent corporate support resources and oversight to ensure compliance at all Tectrans terminals and maintenance facilities.

Tectrans maintains database records of all compliance data and reporting, accessible at operating terminals and corporate locations, along with hard copy files of all fees, permits, compliance processes, data recording, and required reporting. Through the support of various contractors that provide environmental services, such as waste product recycling and storm water monitoring and testing, we maintain strict controls over both materials and compliance documentation.

Tectrans strictly complies with the Clean Water Act, addressing both spill response and storm water pollution prevention at every Tectrans facility. As appropriate, Tectrans produces and implements the procedures for the Spill Prevention, Control and Countermeasures Plan and Storm Water Pollution Prevention Plans. Response plans include the appropriate notification sequence for each location, specific response assignments for local staff, immediate response training, the use of containment measures, and certified emergency response contractors. Tectrans maintains current MSDS and chemical inventories on file at both corporate and operating terminal locations, and ensures only our standard list of safe and approved chemicals are in use at each facility.

### ***Third Party Inspections***

Tectrans is a fully licensed and certified transportation operator, and fully understands the requirements of major local and state agencies and their regulations. We understand that periodic inspections will occur at all our operating terminals. These inspections by third parties, regulatory agencies, or funding partners are important milestones for our staff and are treated as a top priority.

As a result, Tectrans has a superior record for regulatory compliance with agencies such as the California Highway Patrol and Federal Transit Administration Triennial Audits. Our standard is 100% compliance with CHP, DOT, OSHA, FTA, NTSB and other agencies as they apply to our local operating terminals. Most importantly, we welcome our clients to review our operations, perform their own internal inspections, and verify our strict adherence to local operating requirements.

### ***Corporate Support and Oversight***

Tectrans provides a complete support program to assist and direct our local operating terminals in providing the best vehicle maintenance service to our customers. Our Regional Maintenance Manager, Mr. Daniel Moreno, provides support and management oversight to identify areas for improvement and implement best practices across all of our operating terminals. Through on-line monitoring of maintenance KPIs, regular reporting, and on-site local visits, he ensures that our vehicle maintenance staff implement our maintenance program to reduce or eliminate vehicle down-time and provide maximum revenue service for BlueGo.

Oversight is also accomplished through data driven decision making and monitoring specific vehicle maintenance Key Performance Indicators (KPIs). Four KPI measurements are collected and reported by every terminal on a monthly basis. These KPIs include:

- PMI Currency
- Maintenance Cost per mile
- Miles between Road Calls
- Out of Service Percentage

Maintenance KPIs are compiled, reported and compared across regions and between similar transportation operations. Each terminal location is then assigned a specific target score for each of the KPI measurements, creating a customized standard appropriate for the conditions at each individual operating location. Performance is then tracked and judges against the standard, and provides a tool for local Project Managers and Maintenance Managers to use in their daily decision making. KPI reports are provided to our customers as part of the monthly operating report package (usually attached to service invoicing) and additional custom reporting is implemented for each customer as needed.

## **BUS STOP/TRANSFER CENTER MAINTENANCE/CLEANING**

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A professional atmosphere for employees and a professional appearance of transfer points, bus shelters and stops are an indicator to the public of the type of professional transit services provided by the BlueGo transit service. Tectrans will work with TTD staff to develop a continuous monitoring program and daily cleaning schedule utilizing staff dedicated to performing these requirements.

Through communication from utility staff, drivers, supervisors, general public and Tectrans management, the condition of each stop will be monitored and tracked electronically and reported monthly to TTD staff. The tracking and condition report will be detailed as to the type of shelter, stop or transfer point requirements and servicing needs. During winter months and other seasonal needs, additional staff members and time will be dedicated to maintaining the safety of bus stops and shelters, ensuring removal of snow and ice as needed, especially during high seasonal demands. Care will be taken to develop a point-by-point inspection form which details the following items into a customized information database:

- Location
  - Shelter or stop
- Trash receptacles
  - Location
  - Number and size of trash receptacles
  - Size of trash receptacles
- Condition of Shelter/Stop
  - Lighting if applicable
  - Removal of graffiti
  - Painting, siding and roofing condition
  - If glass or shelter siding, condition and cleanliness
- Condition of surrounding area
  - Landscaping condition
  - Grass or weed control
  - Mowing as appropriate
- Schedule of cleaning
  - Schedule of power washing (as appropriate)
  - As required or on a scheduled basis insecticide applications to control pests
- Seasonal Maintenance

- Snow and ice removal
- Salt distribution
- Fare and route information brochures

Follow up, and management of the program will be the responsibility of the BlueGo Project Manager, because we consider ourselves to be part of TTD as a whole and our professionalism is reflected in the safety, cleanliness and security of a transfer location, bus stop, or shelter.

## **INCLEMENT WEATHER PROCEDURES**

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Unlike most parts of the country, the BlueGo service area has more than its share of snow, rain, and ice, which can adversely affect transit operations. Tectrans has developed policies and procedures that are flexible enough to address most, if not all, of the challenges associated with snow, rain and other weather-related conditions experienced in this area. It is our practice to work closely with the local management team, client, and public safety agencies to modify existing policies and practices so that they address the specific needs of the communities we serve, so they are custom tailored to meet specific conditions for each client system we operate.

For the BlueGo operation, we will ensure our procedures address the following issues:

- Enhanced inclement weather driving (to complement our company standards)
- Use of tire chains, snow stud tires, and other traction enhancements
- Passenger safety, loading, and unloading during inclement weather
- Dispatch protocols during inclement weather
- Vehicle maintenance and equipment needs
- Business continuity in weather emergencies (for employees and passengers)
- Evacuation plans and participation in regional systems

As an experienced transportation provider, we have the proven ability to adapt to changing environments with the least amount of impact on service. We also recognize our responsibility for the safety of our employees, the passengers, and the public we serve.

## **DATA COLLECTION AND REPORTING**

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Monthly, weekly, and daily management reports will be prepared, reviewed and submitted by your Project Manager, Aaron Vogel. Each report will be reviewed to ensure completeness, accuracy, ease of data collection and, if possible, will be submitted electronically. Reporting will include basic standard reports currently in use by TTD today as well as any additional reports that Tectrans and TTD staff determine are necessary to enhance the transportation services.

Daily Incident Reports, Monthly Incident Reports, Overall Safety Compliance Reports, and other operational measurement reports will be developed and customized in keeping with accepted transit industry standards and TTD requests. All reported incidents which are of an emergency nature or considered a media-worthy event, shall receive elevated attention and response from our staff. These incidents will be pre-defined and recognized for immediate notification via an emergency distribution list, with specific responsibilities for follow-up and communication, to ensure the correct action is taken during the critical moments of such an event, and to ensure that all parties understand the nature of the event and response.

## **FARE COLLECTION AND ACCOUNTING**

Our team understands that all fares collected are TTD property. Our drivers will comply with and complete the daily tasks of collecting fares and recording them accurately. Trainees are familiarized with the correct handling

of fares, such as how to use fareboxes, whether assistance in handling currency is appropriate, and explanation of accounting for the number of passengers for reconciliation purpose. Training will also include identification and recording of all passengers, fare types, transfer and fare media for proper accounting and reconciliation of fares to passenger counts.

Tectrans has developed a comprehensive plan for the collection and reconciliation of fares for the BlueGo services which meet the expectations of TTD staff including transit and acceptable common accounting practices. Furthermore, our fare reconciliation plan meets the requirements of FTA audit standards. As an additional value to TTD, Tectrans can review and provide recommendations to TTD for improving tickets sales, passes and other suggestions to help improve ensure revenue generation for TTD and ease of purchase for the passenger.

To ensure the fare collection and reconciliations are completed precisely, the following basic processes will be used, regardless of the type of fare media:

- The operator is instructed to collect a fare from each passenger and verify the passenger places the correct fare into the fixed route farebox, which is a part of each fixed-route vehicle.
- If a passenger does not have the fare, the operator calls the dispatcher for instructions and/or follows the procedures that are currently in place.
- The operator collects the ticket or passes and punches it to render it void for future use.
- Dispatch is to be notified immediately of any farebox defect that might inhibit the proper collection of fares.
- At least two individuals will be present to handle fare and cash reconciliations daily within a secure setting at the administrative offices. Daily fares collected will match the total ridership per route and any discrepancies will be reviewed, investigated and reported to the Project Manager immediately upon determination.
- A nightly and or daily deposit shall be made into the designated financial institution; the deposit slip and collection report is given to the Project Manager.
- Monthly reports will be compiled and submitted to TTD.

Fares collected will be reconciled daily and reported accurately as a credit to the monthly service billing to TTD. Tectrans acknowledges that fares and passenger counts will be reconciled and any discrepancy between projected fares and actual fares collected will be the responsibility of Tectrans. With 100% reporting and active management, we will ensure both a cost-effective and accurate farebox recovery procedure for the benefit of both Tectrans and TTD.

### **NTD REPORTING**

As a long-time provider of FTA funded transit and paratransit services, Tectrans is well aware and experienced in providing National Transit Database (NTD) reporting as required to maintain FTA funding, up to and including triennial audit procedures. Our staff has maintained certification of our NTD reporting efforts, preparing and submitting complete monthly, quarterly and annual NTD reports for both fixed route and dial-a-ride services for contracted transportation customers such as Whittier Transit, West Hollywood Cityline, Maywood Express and Maywood Dial-A-Ride, Monrovia Transit and Temple City Dial-A-Ride.

Our staff will conduct on-board data sampling of the BlueGo services (in full compliance with FTA Circular C 2710.1A for fixed-route passenger sampling and FTA Circular C 2710.2A for demand response sampling) in order to compute statistically valid passenger-mile data for NTD reporting. Random sampled BlueGo trip sheets will be provided, summarized and reported monthly, no later than the required 10 days after the end of the month, along with our complete billing and reporting package.

The following forms will be submitted monthly:

- Daily Random-Sample Trip Sheets for use in reporting passenger miles traveled
- Ridership Activity Form MR-20
- Safety & Security Forms S&S-50 Non-Major Incidents and S&S-40 Major Incidents
- Maintenance Performance Form R-20
- Energy Consumption Form R-30
- Transit Agency Service Form S-10
- End of month cumulative lifetime mileage by vehicle for use in preparing Revenue Vehicle Inventory Form A-30

Tectrans will ensure that all reported NTD data meets FTA guidelines and requirements and will adhere to the most recent NTD data collection procedures through coordination with staff at TTD. Our staff will coordinate our reporting efforts with TTD to ensure compliance with changed, updated, or revised reporting requirements as they occur.

### **KEY PERFORMANCE INDICATOR (KPI) TRACKING**

Tectrans maintains a standard Policy and Procedure for all of our transportation operations that includes collection and reporting of standard operating statistics. These reports are used for our internal reporting and service monitoring tracking of Key Performance Indicators (KPIs), and these reports are provided to our customers as a direct report and back-up documentation for the customer invoice. These Microsoft Excel-based reports contain the KPI standards our management and staff use to track performance, and are customized for each contacted service to reflect the needs of the particular customer, service type, geographic area, or ridership needs.

A representative sample of our Microsoft Excel-based reporting package is provided on the following pages.



### **SUBCONTRACTOR PARTICIPATION**

As further fulfillment of our Core Value of Responsibility, Tectrans is committed to the inclusion of disadvantaged business enterprises (DBEs) in our supplier and vendor base. This inclusion helps Tectrans stay “involved in the communities we serve” and “enhance the neighborhoods in which we live.” Because this commitment is part of our standard business practices, we can readily assist TTD in meeting its commitment to the development and utilization of DBE suppliers.

While Tectrans does not propose subcontracting any portion of the BlueGo services, should subcontracting become necessary throughout the term of this contract, Tectrans will make every effort to use DBE firms in the performance of subcontracted service. Tectrans will document and record our efforts to obtain qualified DBE subcontractors and our utilization of DBE subcontractors. Tectrans will report the extent of our DBE participation annually or more often as required by TTD.

### **TECTRANS DBE POLICY**

Tectrans is committed to increasing the number of disadvantaged, minority, small, and woman-owned business enterprises (collectively referred to as DBEs) providing subcontracted services to our company. We will take all reasonable steps to ensure that qualified DBEs have an equal opportunity to do business with our company. Standard practices to implement our DBE subcontracting policy include:

- Identify specific work items for subcontracted DBE participation
- Advertise specific subcontracted work items in one or more daily or weekly newspapers, trade association publications, minority or trade oriented publications, trade journals, or other media
- Ensure advertisements do not exclude or limit the number of potential DBE respondents
- Request assistance from organizations that provide recruitment and placement of DBEs
- Obtain lists of qualified DBEs through government placement, certification, or other DBE sources
- Contact DBEs directly through mail, email, internet and telephone to advertise subcontracted work items
- Maintain logs of all DBE contacts, including detailed status reports
- Negotiate in good faith with all interested DBEs
- Document all DBE proposals, bids and estimates received
- Document all DBE participation in subcontracted work

### **IMPLEMENTATION/TRANSITION PLAN**

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If we are selected by TTD, Tectrans will provide the smoothest possible transition from the previous service provider for the BlueGo operation. We have thoroughly examined all elements of this transition and we are confident that we have the resources in place to minimize the disruptions frequently experienced during service transitions. We recognize that once selected to provide the BlueGo service, our reputation is on the line. With this recognition, we make a commitment unlike any other provider: our staff and resources, from driver to CEO, are on-site and at the disposal of TTD to make sure this transition is successful.

In the following section, we present the major components of our transition plan for the BlueGo services. Major components include our successful transition experience, our Transition Team concept, our transition communication strategies, and our workforce transition plan.

#### **SUCCESSFUL TRANSITION EXPERIENCE**

Our transition strategy has been a success for service start-ups throughout our service areas, including those described in detail below as well as numerous other recent project transitions for California State University Northridge, California State University Dominguez Hills, Bob Hope International Airport, Tri-Counties Regional Center, Metrolink crew shuttle service in Los Angeles, and numerous other projects.

#### ***Pomona Valley Transportation Authority (PVTA) Paratransit***

The start-up of paratransit services for the PVTA in December 2010 included the implementation of Tectrans' "Mobile Knowledge XDS Dispatch application" on 30 paratransit buses owned by the Authority. Previously the PVTA and its contractor relied solely on manual dispatch functions without the aid of any in-vehicle technology. Tectrans' experience with Mobile Knowledge XDS in-vehicle and back-office technologies as deployed in Tectrans' 400+ taxi fleet allowed us to leverage proven technologies and strategically apply them for the first time in a paratransit bus operation.

The project now benefits from route-optimized dispatching via automated on-board Mobile Data Terminals (MDTs) by way of Cellular Data networks. Aside from the automated MDT dispatching, which significantly reduced driver voice traffic to the dispatch office, the project also benefits from GPS (Global Positioning System) data allowing conclusive trip auditing, route "bread-crumbling," and streamlined data capture for the National

Transit Database (NTD) reporting requirements. In combination with other strategically employed technologies such as SmartDrive™, Zonar™, this sophisticated approach yields dramatic savings brought on through streamlined efficiencies and a more interactive monitoring of the vehicle via Tectrans' PVTA back office staff.

Tectrans also rolled out a more process-driven approach to PVTA's Rider Registration and Rider ID Card systems via the programming of a Microsoft SQL Relational Database that allows programmatic tracking of application, enrollment and eligibility of the program's rider base at large via Tectrans' SSL-Secured Internet Rider Registration sites and the implementation of a "Rider ID Card Printing System."

Despite the numerous new technologies applied on behalf of PVTA, as well as near torrential rains the week of the transition, the Tectrans start-up of service was silent to the passengers who provided no complaints and continue to be satisfied with Tectrans' service.

***City of Monrovia (CA) Dial-A-Ride and Trolley***

Tectrans was awarded a new contract to manage, operate and maintain the City of Monrovia's seven-vehicle General Public Dial-a-Ride system – commonly known as Monrovia Transit – and the City's two-vehicle Trolley system. Operations commenced November 1, 2010 from a newly opened Tectrans operations terminal located in the City of Monrovia. The transition of service from the previous contracted was completely smooth, as evidenced by the following testimonial received from the client, Mr. Craig Jimenez, AICP, shortly after start-up: "I just wanted to let you know how pleased the City has been with the service that we have received from Tectrans in running Monrovia Transit and the trolley service. From our perspective, the transition was seamless and from the community's standpoint, invisible. Kudos to your team, especially [General Manager] Michael Klein for making our job so easy! I look forward to a long and positive relationship between Monrovia and Tectrans."

***Merced County (CA) Dial-A-Ride Paratransit***

Tectrans assumed management and operations of "The Bus" Dial-A-Ride in Merced County, California, on October 1, 2010. This contract start-up represented Tectrans' first operating contract in California's Central Valley. Tectrans' Merced operations are in partnership with a well known local operator, Merced Transportation Services, who holds responsibility for the County's fixed-route transit operations. Both the dial-a-ride and fixed-route operations are managed from "The Bus" facilities provided by the County. Both Tectrans and Merced Transportation Services took control of operations from the previous national contractor at midnight on the first day of the contract. The transition elicited no complaints from the passengers and the client was satisfied with both companies for the attention to detail and application of company resources to ensure that the transition was silent.



The Tectrans transition team alongside staff from Merced County with one of the service vehicles.

### ***Collier Area Transit (Naples, FL)***

On October 1, 2010, Tectrans successfully assumed management control for the entire Collier Area Transit (CAT) and Paratransit operation from the County's previous contractor (McDonald Transportation), with a transition of only 17 days. Due to the timing of the final approvals in mid-September, the County was faced with the challenge of entrusting the transition to Tectrans in an extremely constrained timeframe. Even though the procurement process managed by the County had included a transition timeline of a minimum of 60 days, Tectrans rose to the challenge. All operational and support departments of the company were involved in the accelerated timeline, making the midnight handover of control seamless and silent. Tectrans was able to hire 100% of the previous contractor's workforce, including all required drug testing and background checks. The morning pull-out on 10-01-10 was flawless and the ridership was not aware of any change in control and there were zero service complaints.



The Tectrans transition team alongside staff from Collier Area Transit on the morning of the contract turnover.

### ***Miami International Airport Rental Car Shuttle***

Our transition strategies and team approach were recently used to start up the consolidated Rental Car Shuttle Service at Miami International Airport. In January of 2010, Tectrans subsidiary LSF Shuttle was awarded the contract to operate the Miami International Airport's (MIA) Rental Car Shuttle (RAC). The challenge of this transition was consolidating 16 independent rental car fleets and drivers into one system operating on a single route. The fleet, which totaled over 100 vehicles, needed to be reduced to 70 for the consolidated service. The entire fleet was inspected and the most similar vehicles in the best condition were selected by our team to operate the new service. Over a period of 60 days, each and every vehicle was refurbished to include new seating, paint, mechanical repairs and decals for the new shuttle service. The vehicles remained in service with each existing rental company until midnight on the day of transition, so our refurbishing plan was implemented without interruption of the existing service. The driver staff (125), dispatch staff (5), customer service representatives (15) and technicians(8) were hired and trained in the last 30 days prior to hand over. A facility was secured and outfitted including office and maintenance shop in the last 30 days prior to hand over. During the two weeks preceding the hand over, corporate support staff and our local management and operations team worked diligently to finalize preparations for the midnight transition. At 12:01 on July 13th, 2010 Tectrans began full operation of the RAC service, as 70 vehicles and 125 drivers became part of the Tectrans team. As a reward for the planning and effort of our Transition Team, service operated continuously through the stroke of midnight, and travelers were seamlessly transported to the new consolidated rental car facility on its first day of operation with zero complaints.

### ***North Los Angeles County Regional Center Transition***

Another example of success for our transition strategy is our conversion of the North Los Angeles County Regional Center Paratransit service. The contract was awarded the last week of December 2007, and service started March 1, 2008. Using our start-up team approach, we accomplished a successful service start-up during a just over 60-day window without any disruption to client services. During this time we converted the service literally from the ground up. We established a brand new operating facility by locating, securing and out-fitting a property in Van Nuys (City of Los Angeles); specified, located, acquired and out-fitted 98 paratransit buses; recruited, qualified, hired and trained over 120 full and part time vehicle operators; negotiated a Collective Bargaining Agreement with Teamsters Local 572; and began revenue service without any delay in service start-up.

## ***San Francisco Paratransit***

In 2007, Tectrans formed Mobility Plus Transportation to take over and improve the SF Paratransit service, working closely with the SF MTA's broker. During the transition, we discovered and pro-actively corrected many serious issues, including: drivers had been hired on the day of application, without background or history checks; DMV Pull Notice Program, DOT Physicals, and FTA Drug & Alcohol Programs were not in place; drivers received no formal training; vehicle maintenance was undocumented and poorly performed; driver pay rates and benefits did not comply with the collective bargaining agreement.



After thoroughly identifying each deficiency, Tectrans implemented an improvement plan, and addressed critical service needs in priority order. We revamped the management team; quickly negotiated and executed a new collective bargaining agreement; improved driver wages and benefits; qualified, hired, and trained new drivers; and provided additional lift equipped vehicles to meet passenger demand. As a result, within 30 days of assuming operations we achieved positive results: complaints fell from 20 per week to 8; on-time performance improved from 88% to 94%; and ridership increased from 5,400 to 6,000.

## **TRANSITION TEAM**

Because a service transition is always challenging, Tectrans is committed to provide every resource to make it as smooth and trouble free as possible for our riders and transit customers. The key strategy we employ for a successful service start-up or service transition, is to first designate the Transition Agent (a senior Tectrans manager to lead the transition), and then establish a transition team with members from every discipline in the company. Key members of the transition team include local project operations staff, accounting staff, human resources staff, marketing staff, information technology staff, corporate support staff, and others as needed. After pulling this inter-disciplinary group together for an initial face-to-face meeting, the Transition Manager schedules and leads the group through a series of regular scheduled weekly meetings, from the time of award through 60 days post service start-up.

Upon award of the BlueGo services contract, Tectrans will immediately convene our transition team and begin our transition coordination efforts. The team will be led by:

### Transition Agent:

- Valerie Flores, Senior Vice President – West Bus Operations

### Transition Team Members:

- Local BlueGo Project Manager and Operations Staff
- Daniel Moreno Western Region Maintenance Director
- Cindi Ritter, SVP–Systems and Compliance
- Drew Jones, SVP-Safety and Risk Management
- Perri Newell, Human Resources Director
- Dirk Schniedermeier, Chief Technology Officer
- Allen Kimble, Controller
- Susan Soh, Accounting Manager
- John Buskohl - COO
- Scott Williams, SVP–Business Development
- Dwight Brashear, EVP – Business Development

**TRANSITION TASKS**

The Transition Team will focus their energy on accomplishing the following start-up and transition tasks in the most comprehensive and efficient manner possible. Every start-up presents new and unique challenges, but the issues that must be resolved are generally similar to the list of tasks and timeline set forth below. We will begin the start-up process using this framework, and make adjustments to the tasks and schedule as needed, based on consultation with TTD staff and the specific challenges presented by the transition process. This timeline truly becomes a “living” document as it expands and develops during the transition period.

<b>Transition Task List</b>				
Task	Assigned	Start Date	Complete Date	
<b>Contract</b>				
Notice of Intent to Award	Agency	06/07/2011	06/07/2011	
Contract Award	Agency	06/07/2011	06/07/2011	
Negotiate & Sign Contract	SVP West	06/07/2011	06/10/2011	
Initial Coordination Meeting with Agency Staff	SVP West	06/13/2011	06/13/2011	
Monthly/Bi-Weekly Meeting with Agency Staff	SVP West		Ongoing	
Initial Transition Team Meeting	SVP West	06/10/2011	06/10/2011	
Weekly Transition Team Meetings	SVP West		Ongoing	
Bind Insurance Certificates & Endorsements	SVP West	06/13/2011	06/17/2011	
<b>Human Resources</b>				
Plan informal meetings for existing staff	Dir HR	06/13/2011	06/14/2011	
Hold informal meetings for existing staff	Dir HR	06/15/2011	06/16/2011	
Interview Existing employees	Dir HR	06/15/2011	06/17/2011	
Qualify Existing Contractor Staff	Dir HR	06/15/2011	06/20/2011	
Select Existing employees	PM	06/20/2011	06/20/2011	
Advertise Open Positions	Dir HR	06/20/2011	06/24/2011	
Hold job fair for open positions	Dir HR	06/24/2011	06/24/2011	
Qualify Applicants	Dir HR	06/24/2011	06/25/2011	
Background Checks	Dir HR	06/24/2011	06/25/2011	
DMV Pull Notice/H6 Screening	Dir HR	06/24/2011	06/25/2011	
Physical Exams/Drug Screens	Dir HR	06/24/2011	06/25/2011	
Customize employee orientation program	Dir HR	06/24/2011	06/25/2011	
Assign employee orientation schedule	PM	06/24/2011	06/24/2011	
Conduct employee orientation sessions	PM	06/25/2011	06/25/2011	
Driver Training	PM	06/25/2011	06/30/2011	
<b>Vehicles</b>				
Procure support vehicles	Dir Maint	06/13/2011	06/17/2011	
Pre-Delivery Inspection	Dir Maint	06/20/2011	06/20/2011	
Vehicle Delivery	Dir Maint	06/20/2011	06/24/2011	
<b>Vehicle Maintenance</b>				
Prepare Vehicle Files	Dir Maint	06/24/2011	06/24/2011	
Create Vehicle Profiles in Collective Data	Dir Maint	06/27/2011	06/27/2011	
Prepare and populate PM Schedules	Dir Maint	06/28/2011	06/28/2011	
Order and Install Radios	Dir Maint	06/24/2011	06/28/2011	
Perform Initial PM Inspections	Dir Maint	06/30/2011	06/30/2011	
<b>Operations</b>				
Order and Issue Uniforms	PM	06/28/2011	06/30/2011	
Prepare KPI Report Template	PM	06/24/2011	06/30/2011	
Establish Final Driver Schedules	PM	06/24/2011	06/30/2011	
Perform Dry Runs on Shuttle Routes	PM	06/30/2011	06/30/2011	
<b>Service Begins</b>				
Start Revenue Service	PM	07/01/2011	07/01/2011	
Transition From Start-Up Team to Operations Team	SVP West	07/01/2011	08/01/2011	

### **WORKFORCE TRANSITION PLAN**

At Tectrans, we recognize that our best resources at any new operation are the employees already working there. We recognize the long tenure of many of the vehicle operators currently working for BlueGo today and appreciate their contributions to the service. Therefore, we will spend a great deal of time and energy in the effort to retain the workforce already in place.

However, we also know that not every contractor holds its employees to the same strict standards that we do. Therefore, it is important that we have a specific process to introduce ourselves to the current contractor's employees through meetings and personal contact, conduct one-on-one interviews, perform background checks and verify qualifications (using the CandidateCare pre-employment screening and including physicals, and drug and alcohol testing), and finally extend offers of employment to the current employees who meet our hiring criteria. Our strict hiring process for transitioning employees ensures that we both retain the best employees with the most knowledge of the system and that we maintain our high standards.

### ***Existing Employee Transition***

During the transition period, we will implement a comprehensive process to communicate, document, and coordinate with employees, supervisors and management our desire to retain the existing BlueGo workforce. Our intention is to ease the levels of stress and anxiety existing employees may feel throughout the transition period, with our ultimate goal of providing a smooth, transition without service disruptions.

Upon contract award, and with the consultation and approval of TTD staff, the Transition Agent will make direct contact with the existing contractor's senior on-site management to request a formal meeting, specifically for the purpose of introduction of the Tectrans Transition Team, and to ask for permission to contact the existing contractor's BlueGo employees.

Through a process of employee meetings, written communication and one-on-one discussion, Tectrans' Transition Team will develop and sustain the rapport necessary to address every issue existing employees might have regarding their future employment opportunities.

Based on the response from the existing contractor's management team, one of two different scenarios will be initiated. If permission is granted to talk with existing employees, Tectrans will:

- Immediately ask for an employee mailing and telephone list
- Obtain input and recommendations from the current management and TTD staff
- Request assistance from current management in performing outreach to current employees on-site, through in-person contact, postings or other marketing
- Contact the labor organization's representative
- Inform the bargaining unit of our recruitment process
- Request union representative's participation in our recruitment process

If permission is not granted to talk to existing employees, Tectrans will:

- Immediately contact the labor organization's representative and ask for the current mailing address of each employee
- Inform the bargaining unit of our recruitment process
- Request union representative's assistance in our recruitment process
- Attempt to contact staff through advertising and other non-personal contact methods during non-working hours so that TTD services will not be disrupted
- Attempt to find a neutral third party to act on our behalf when approaching existing employees
- Request assistance from TTD staff in order to facilitate outreach to current employees

To complete the process of existing employee transition, Tectrans will:

- Mail informational letters to each employee outlining the awarded contract and asking employees to attend informational meeting(s) during the employees free time
- Include materials with telephone contact numbers, application, and informational scheduled meeting dates and location
- Schedule employee informational meetings which will not interfere with existing employee work schedules
- Provide specific information during the meetings about positions available, compensation, benefits, work environment and other information as needed
- Staff informational meetings with senior Tectrans staff and Transition Team members to answer all employment, or operational questions from existing employees
- Ask each employee to complete an employment application, if they choose
- Process applications immediately during the meeting
- Conduct individual interviews at the meeting or scheduled for specific later date
- Develop a database of applicants and track applications throughout the hiring process

Following acceptance, further background checks, pre-employment physical exams, drug and alcohol testing, and additional qualifications will be completed. Any existing employee applicant who does not meet Tectrans standards will be informed of the results and be told that Tectrans regrets our inability to offer an employment opportunity.

Upon clearance of these requirements, the applicant will be hired as a "Trainee," and scheduled for the initial Tectrans orientation training program for BlueGo vehicle operators. Training will be conducted during the transition period on non-scheduled work hours to avoid any impact on current transit services. Also during this period, complete human resources, payroll and benefits, and regulatory compliance information will be completed and proper files established. Throughout this recruitment process, Tectrans will maintain close communication and coordination with TTD staff and current contractor management.

### ***New Employee Transition***

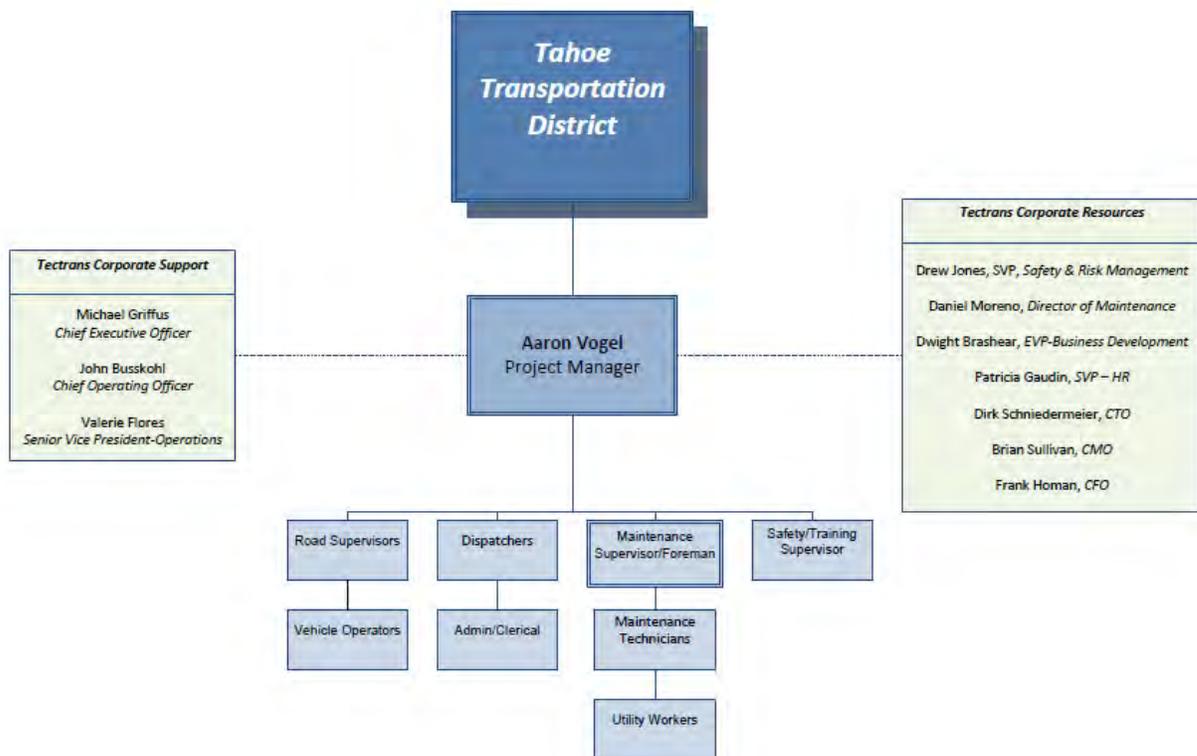
While we expect to retain as many of the current BlueGo employees as possible, we understand that some current employees may elect to stay with the current contractor or may not meet qualifications for employment with Tectrans. To meet this demand we intend to use proactive recruitment methods to hire additional qualified vehicle operators.

## PROJECT MANAGEMENT AND STAFFING

Tectrans is proud of the team of individuals leading our transportation operations. Over the following pages, Tectrans provides you with an introduction to our superior project level staff, our company’s corporate leaders, and the critical support staff that form the foundation of our efforts to provide exceptional transportation services to our riders and contract agencies.

### ORGANIZATION CHART

The organization chart presented below is a visual presentation of our company’s reporting and support structure. When combined with the descriptions of our management team and the resumes of our key personnel provided in the Appendix, we have presented a complete picture of our staff capabilities and qualifications.



### PROJECT STAFFING

Our local project team will depend on the leadership and direction of our management staff. These individuals provide the front line of operations expertise and customer service focus that drives a high quality transportation operation. While not all of the key personnel proposed for the BlueGo services are members of our existing operations team, working for our company today, they all have a proven track record of success, including intimate knowledge and firsthand experience of the Lake Tahoe and BlueGo operating area.

Tectrans affirms that these key personnel will be available and assigned to the BlueGo services for the duration of the project and as required by the contract specifications, these key personnel will not be removed or replaced without the prior written concurrence of TTD.

### **PROJECT MANAGER**

Our local project team will depend on the leadership and direction of our Project Manager. For the BlueGo project, Tectrans proposes **Mr. Aaron Vogel** as the Project Manager. Aaron is an extremely talented, experienced general manager who has an amazing background and the skill set to make any transportation service run smoothly and efficiently. By offering Aaron as Project Manager for your project we are committing one of the most qualified professionals available to Tectrans, and an individual with direct professional transit experience in Lake Tahoe.

Aaron has been in the passenger transportation industry for more than eight years. He has proven experience providing quality transportation to fixed-route passengers, dial-a-ride customers, the transit-dependent community, and disabled riders. He has succeeded at every level of transit services, and has established a particularly strong reputation for his commitment to safety and concern for the well-being of his riders.

Aaron will be 100% dedicated to the BlueGo project. His major responsibilities will include general management and oversight of the day-to-day operations of the fixed-route and paratransit operations, assessing daily system performance, approving and submitting all project reporting, directing program activities, and communicating common goals and objectives. Additional duties will include overseeing the start-up and transition, regulatory compliance, Customer Care program, and coordinating closely with TTD staff on project operations. Aaron is available at any time of the day or night. He understands our company standards of excellent and complaint-free service for our customers. A resume for Aaron Vogel is included in the Appendix at the end of this proposal.

### **CURRENT EMPLOYEE RETENTION**

A cornerstone of our staffing approach is to enthusiastically retain all available current BlueGo operating staff. Our operating plan is to retain as many existing staff as possible below the Project Manager level, who fit our operating plan and meet our minimum qualifications. Our recruiting of current staff (explained in detail in the Transition section of this proposal) includes at least the following positions:

- Drivers
- Dispatchers
- Road Supervisors
- Mechanics
- Maintenance Supervisor/Foreman
- Utility Workers (Washers/Fuelers/Maintenance)
- Administrative Staff
- Safety/Training Supervisor

Our knowledge of the BlueGo operations includes the seasonal nature of the transit services provided by TTD, and includes the peak ski and snow season. We understand the operational challenges of the ski season in the greater Lake Tahoe area, and are prepared to succeed with: seasonal employment and recruiting strategies; additional snow removal and maintenance resources; and staff assigned as Ambassadors to coordinate bus and passenger traffic at highly congested transit hubs like Stateline and Heavenly Village during peak ski season.

Our transit expertise ensures that Tectrans complies with California Labor Code 1070-1074, and we will do everything in our power to encourage retention of the current transportation service program employees, both exempt and non-exempt. Beyond mere compliance with labor regulations, Tectrans is committed to keeping the existing employees for the long term. We view this as an opportunity to maintain continuity of service, retain institutional memory, and facilitate a smooth, trouble-free transition of the transportation service. This includes our certification in compliance with California State Senate Bill No. 158, that we agree to retain qualified current employees of the existing service contractor for a period of at least 90 days.

### **LABOR RELATIONS**

Tectrans maintains excellent working relationships with labor unions. We view labor union representation as an opportunity to build effective working relationships for the mutual benefit and success of our customers, our employees, the unions, and our company. Our clients rely on our labor relations expertise to handle virtually all labor-related issues because the Tectrans management team has extensive experience working with local labor unions including existing collective bargaining agreements with the Teamsters Union, the Amalgamated Transit Union, the Machinists Union and others.

Tectrans' Human Resources staff is devoted full time to transit industry labor issues. It remains in the forefront of developments in labor negotiations, impasse resolution, grievance arbitration, 13(c) agreements, legislation and the day-to-day labor issues confronting management. Our Human Resources staff assist our managers in developing and maintaining effective labor strategies, and advise our managers in labor negotiations, impasse resolution (binding and non-binding arbitration, non-binding fact finding, etc.) and grievance arbitration. They also provide 13(c) agreement assistance and maintain day-to-day advisory relationships with contract clients.

While we understand there can be no representation authority between Tectrans and the Teamsters Local 533 which represents the BlueGo staff until the current workers become our employees and elect union representation, we are committed to developing an early positive relationship with the union. As an example of our early relationship building, upon award of contract for transportation services at the North Los Angeles County Regional Center in 2007, Tectrans management and staff proactively contacted the previous bargaining unit (Teamsters Local 572), hired all the existing employees, did not oppose union election, and quickly negotiated a successful collective bargaining agreement with our newly represented employees. Our relationship with the Teamsters remains harmonious to this day, and includes recently ratified collective bargaining agreements with Teamsters Local 386, which represents our driver staff in Merced.

### **CORPORATE LEADERSHIP**

Tectrans corporate leaders are an integral part of the Tectrans key management team and are vital to making its daily operations so successful. They provide oversight, direction and support to the dedicated local management team described above.

#### **VALERIE FLORES: SENIOR VICE PRESIDENT, WEST REGION**

Ms. Valerie Flores is a veteran of both the private sector and public sector transit industry. Over an 18-year career, Valerie has operated large ADA paratransit services in urban settings like Las Vegas, NV, the San Francisco Bay Area, and provided area oversight for multiple ADA and transit contracts in the Midwest. In her public-sector career, Valerie managed the contracted transit services for the Denver RTD, managing multiple transportation operators contracted to provide both fixed route and ADA services to transit riders. With extensive senior management experience in both the public and private sectors, Valerie offers a unique perspective on contracted transportation operations, with the ability to build teeming relationships with customers and riders to ensure excellent customer service through a partnership approach that ensures contract compliance. Valerie joined the Tectrans team in 2010 as the Senior Vice President – West Operations, with oversight and management responsibility for all transportation operations and related functions in the West Region, by providing direct access to corporate resources. In this position, she reports directly to the Chief Operating Officer. A resume for Valerie Flores is included in the Appendix at the end of this proposal.



Mike Griffus (left), Valerie Flores, John Busskohl (right)

**JOHN BUSSKOHL: CHIEF OPERATING OFFICER**

Mr. John Busskohl, Chief Operating Officer of Tectrans, grew up working in the family-owned bus business, with operations in Iowa, Nebraska, and South Dakota. An Iowa native, John was literally born into the bus business, working as a mechanic during high school. John graduated from Iowa State University in 1987 with a Bachelor's degree in Industrial Engineering and began working for Ingersoll Rand as a sales engineer. Re-joining the family business in 1991, John relocated to Phoenix, AZ as Vice President of Sales, eventually becoming General Manager and co-owner in 1993. After converting the family business to a Coach USA company in 1996, John became a founding shareholder and operated the company as the Phoenix branch of Coach USA from 1996 until 1999 when he was promoted to Vice President responsible for Coach USA's West Region operations and relocated with his wife and two daughters to Las Vegas. In 2005 John changed roles with Coach USA, taking on the challenge of Vice President of Sales and Marketing, until he joined the Tectrans team in 2009 as COO. John has direct oversight responsibility for all transportation operations for Tectrans operating companies. A resume for John Busskohl is included in the Appendix at the end of our proposal.

**MICHAEL GRIFFUS: CHIEF EXECUTIVE OFFICER**

Mr. Michael Griffus, Chief Executive Officer of Tectrans, is a 25-year veteran of the transit and transportation industry, with extensive experience in vehicle operations for courtesy shuttles, transit and paratransit service, school bus, and private shuttles nationwide. A veteran of the United States Marine Corps and a graduate of the University of Washington in Seattle, Mike takes an active role in promoting and directing the activities of the company he joined as CEO in early 2010. Prior to joining Tectrans, Mike served as the President and COO of a large contracted transportation company, holding overall responsibility for client satisfaction at more than 120 contract locations. These locations included numerous courtesy shuttle operations, including the Phoenix Airport shuttle operations among others. He has negotiated and managed dozens of labor union agreements, including collective bargaining agreements with the Teamsters, ATU, TWU, UTU and SEIU among others. Mike has an unwavering commitment to safety and ensures that the entire Tectrans organization understands that, from the top down and from the bottom up, Safety is Every Employee's #1 Priority. A resume for Mike Griffus is included in the Appendix at the end of our proposal.

**CORPORATE SUPPORT**

Tectrans' corporate staff are critical members of the support team that will assist our field staff both during the transition and throughout the contract term. These corporate support team members and their contributions include:

**SAFETY, TRAINING AND REGULATORY COMPLIANCE**

**DREW JONES: SENIOR VICE PRESIDENT - SAFETY & RISK MANAGEMENT**

**Mr. Drew Jones**, Tectrans Senior Vice President, Safety & Risk Management, is a highly accomplished management professional with proven success in local, regional, national and international passenger transportation operations. Drew's responsibilities include developing and implementing industry leading safety programs that represent Tectrans' most important core value: Safety. His expertise is in developing business strategies, programs and processes that are practical and support the vision and goals of the organization and move the transportation industry forward. Drew has 25 years of experience in safety, security and risk management, including 18 years of experience in public safety as a paramedic. For the past decade, Drew has provided leadership for some of the largest passenger transportation companies, both nationally and internationally. Drew has served as a member of the board of delegates for the National Safety Council and he has played numerous other industry association roles. Drew is a recognized leader, receiving both national and international recognition and awards for his successes in the transportation and public safety arena. His

devotion to safety is coupled with excellent communication and interpersonal skills, which allows Drew to forge strong relationships with staff, management and valued stakeholders, including highly regarded passengers in the communities we serve.

**FLEET MANAGEMENT AND MAINTENANCE:**

**DANIEL MORENO: WEST REGION DIRECTOR OF MAINTENANCE**

**Mr. Daniel Moreno** is an experienced Transit Maintenance Manager who has quickly risen through the ranks from front-line positions to his current position as Tectrans West Region Director of Maintenance. Daniel is keenly aware of maintenance and service issues of all kinds, and possesses the knowledge and skills to ensure a safe, well-maintained fleet. Operations under Daniel's watch have ALWAYS passed regulatory inspections. Daniel has been managing and maintaining transit and paratransit fleets since 1997, and is well trained in virtually all aspects of transit maintenance including the following specific programs and certifications:

- Transit & Paratransit Management Certificate Program, 2007, University of the Pacific, Los Angeles, CA
- Certified Technical Vehicle Course, 1999 – 2000, West Valley Occupational Center, Woodland Hills, CA
- General Motors Training Center, Fleet and Commercial Service, On-Board Diagnostics I and II
- Ford Training, Tech II Familiarization, On-Board Diagnostics
- Ricon-Certified Lift Technician
- Braun-Certified Lift Technician
- Cummins Training, Alternative Fuel Service, Diagnostics, and Repair
- Mainstream Engineering, 609 Refrigerant Recovery and Recycling
- Carrier Transicold, Large Bus AC Certified
- Vehicle Maintenance Management and Inspection (VMMI), Community Transportation Association of America (CTAA), 2011

Daniel also serves as the Project Manager for our fleet management and maintenance contract at the Bob Hope International Airport in Burbank. Daniel will be available to assist our BlueGo team with any vehicle or facility maintenance related issues, and he will be an instrumental member of the Tectrans transition team.

**TECHNOLOGY/CALL CENTER:**

**DIRK SCHNIEDERMEIER: CHIEF TECHNOLOGY OFFICER**

The Tectrans Information Technology Team is lead by **Mr. Dirk Schniedermeier**, Chief Technology Officer for Tectrans, Inc. and each of its operating divisions. Prior to his assignment as CTO, he served for 10 years as Tectrans subsidiary CDSNet/MyTransitPlus' Sr. Systems Administrator / Sr. Network Engineer. Following the CDSNet acquisition by Tectrans, Inc., he was awarded the role of IT Director, making him responsible for the overall IT and telephony infrastructure of approximately 1,500 employees. Dirk has numerous accomplishments in design, implementation and management of large-scale contact center solutions. Dirk has implemented large-scale Wide Area Networks, complex telephone systems, call center design and technology installation, and secure Internet gateways for Tectrans' clients, projects, and for internal purposes. Dirk specifies, sources, acquires and implements all technology for Tectrans and our dozens of client properties/contract assignments. He also oversees all IT staff at each operations and management location, serving as a principal liaison for all technology needs of our locally based teams.

**HUMAN RESOURCES/LABOR RELATIONS:**

**PATRICIA GAUDIN: SENIOR VICE PRESIDENT – HUMAN RESOURCES**

**Ms. Patricia Gaudin** has more than 20 years of management and human resource experience with diverse nationally based industries. She has extensive experience driving strategic growth and profitability for assigned clients as well as a production environment for a payroll and staffing company. She is highly competitive, passionate, persuasive and articulate, able to achieve results in a fast-paced and dynamic environment. Patricia has a demonstrated success record in:

- Organization Development for senior leadership – Custom program development for C-level leadership teams.
- Experienced with compliance training and development of line and production based employees as well as mid- to senior-level management.
- Motivating staff to peak performance levels.
- Proven record of initiative and success in business development, C-level relationship development, writing, and project management within environments from small projects to large-scale retention and business campaigns.
- Extensive experience with mergers and acquisitions – operational as well as human resource due diligence and staff transition.
- Call Center management and customer service management and delivery systems.

**PERRI NEWELL: WEST REGION DIRECTOR OF HUMAN RESOURCES**

**Ms. Perri Newell** is relatively new to Tectrans but has been a human resources manager and professional in the passenger transportation industry for 14 years and is well versed in all facets of high quality human resources management. Perri has successfully negotiated collective bargaining agreements on behalf of management with nearly every major labor organization, including the Teamsters and ATU. Perri joined Tectrans in 2011 after successful long-term tenures at Veolia Transportation, First Student and Laidlaw, and is already having a major positive impact supporting all corporate HR efforts, including the enhancement of best practices, recruiting and hiring techniques, compliance, labor relations support, benefits administration, and payroll interface. She has managed human resources for regions as large as 140 locations with more than 11,000 employees. Perri supports all Tectrans operations and management locations with their respective human resources needs and serves as a staff point of contact for the Senior Vice President for Human Resources to ensure timely response to our work forces.

**FINANCE AND ACCOUNTING:**

**FRANK HOMAN, CPA: CHIEF FINANCIAL OFFICER**

**Mr. Francis “Frank” Homan** is a founding member of Tectrans, Inc. and serves as its Chief Financial Officer. He also led the start-up and growth of another successful transportation company, and was recently the President of FGH Consulting Group. He has completed nearly 40 transportation-related acquisitions as both a strategic buyer and investment-banking advisor. Frank oversees all financial and accounting functions of Tectrans, Inc. and its various subsidiary companies and is instrumental in managing all financial aspects of new contract start-ups and strategic acquisitions. He has overseen the tasks necessary to see Tectrans grow from its inaugural revenue of approximately \$30 million to the current run rate of \$80 million and growing. Frank is available to support all financial and accounting related needs of the BlueGo services assignment, including establishment of standard operating procedures, customer and internal reporting, accounting system set-up, and assessment of vendor relationships. Frank is an active member of the American Institute of CPAs.

**ALLEN KIMBLE, CPA: CONTROLLER**

**Mr. Allen Kimble** has been a critical member of the Tectrans team since the Company's inception. Allen bring many years of accounting and finance experience to Tectrans and its clients, including experience as a Controller for both Laidlaw Transit Services and Trans Mobile Solutions. With Laidlaw, Allen provided oversight and control of the \$100 million financial operations for the company's U.S. west region. As Tectrans Controller, Allen is responsible for the financial operations of the Company. Under the direction of the CFO, he established and maintained the Company's accounting and reporting systems, and he developed financial and operational policy and procedures to allow operational efficiency and to ensure exemplary quality service to our clients and the public. He handles all aspects of accounting operation from A/P, A/R and budgeting to financial statement preparation and month-end reporting. Allen serves as a corporate finance liaison for all Tectrans Project Managers to ensure that all managed properties follow SOPs and perform their customer-based services on-time and within budget.

**CINDI RITTER: SENIOR VICE PRESIDENT – MANAGEMENT SYSTEMS AND COMPLIANCE**

**Ms. Cindi Ritter**, formerly the Tectrans Senior Vice President for West Operations, has been named to the newly created position of Senior Vice President – Management Systems and Compliance. This position was created to reflect the needs of Tectrans' rapidly growing organization to ensure quality control and adherence to standard operating and reporting procedures, companywide. Cindi, who has been in the transit and taxi business for more than 15 years, oversees a number of projects to enhance our companywide management systems and ensure our compliance with regulatory, client, and internal reporting requirements. The primary function of this new role is to oversee our ongoing efforts to assure quality control for all customers, and will perform regular audits of the BlueGo services operation. Cindi reports directly to Frank Homan, Chief Financial Officer, in her new role, as a liaison for all Tectrans Project Managers.

**MARKETING, BUSINESS DEVELOPMENT, CUSTOMER SATISFACTION:**

**DWIGHT BRASHEAR: EXECUTIVE VICE PRESIDENT - BUSINESS DEVELOPMENT**

**Mr. Dwight Brashear** joined the transit industry on September 9, 1985 as a part-time bus operator for San Diego Transit Corporation (SDTC). He spent the next 16 years in various positions; serving his final two years as Manager of Transportation. In April of 2002, Dwight was recruited away from San Diego Transit, serving for two years as General Manager over the San Diego South Bay Maintenance Facility for ATC Vancom, a private transit management company. In February 2004, Dwight joined Capital Area Transit System (CATS) as its Chief Executive Officer. On September 1, 2005, three days after Hurricane Katrina struck the Gulf Coast, Mr. Brashear was asked by Louisiana Governor Kathleen Blanco to become the state transportation coordinator for the evacuation of New Orleans. Dwight was recognized for his efforts in October of 2006 when he received the American Public Transportation Association's first-ever Special Award for Extraordinary Leadership. In 2010, Mr. Brashear joined Tectrans, where he serves as Executive Vice President of Business Development. Dwight is a graduate of the American Public Transportation Association's Leadership program. Mr. Brashear has also studied public transportation in France, Austria and Germany.

**SCOTT WILLIAMS: SENIOR VICE PRESIDENT – BUSINESS DEVELOPMENT**

**Mr. Scott Williams** is a transportation services veteran with knowledge and experience in all areas of service provision and operations support services such as reservations, dispatch, call center operations, maintenance, and human resources. Scott, who has been a management team member with Tectrans since inception, was instrumental in the Company's growth, development, and operational direction. Prior to Tectrans, Scott served in several managerial roles with Diversified Paratransit, Inc. which was one of Tectrans' inaugural platform companies. After Diversified Paratransit was purchased by Tectrans, Scott was promoted to VP, Call Center Operations where he was the Company's leader in implementing the Trapeze scheduling and dispatch

technology and managing the company's various call center operations. Prior to his current role in marketing and business development, Scott served as the SVP, West Bus Operations for Tectrans, overseeing more than 30 contracts for services across California.

#### **BRIAN SULLIVAN: CHIEF MARKETING OFFICER**

A founding member of Tectrans, **Mr. Brian Sullivan** has 20 years of experience marketing public transportation services, including the development of contract-winning proposals and award-winning marketing and communications campaigns. He has also managed complex customer satisfaction surveys and customer relations management (CRM) programs. Brian and his marketing teams have been recognized numerous times by the public transportation industry for excellence in communications (including several American Public Transportation Association AdWheel Awards and AdWheel Grand Awards). He is serving on the APTA Marketing and Communications Committee, and is an active participant in numerous other trade associations including CTAA, WTS, CTA, and CalACT. Brian has assisted transit agencies, municipalities, and counties with their marketing and communications needs, including tax referendum planning, market and brand awareness studies, strategic planning, and transition plans. He is the principal author and facilitator of Tectrans' proprietary *AMBASSADOR* training program for all management team members to ensure that the Tectrans brand and the operating brands of our customers are represented well in their respective marketplaces.

#### **JENNIFER KELLY, MBA: MARKETING MANAGER**

**Ms. Jennifer Kelly** is a marketing and communications professional with experience in both the private and government sectors. A veteran of the United States Air Force and an Auburn University graduate, Jennifer has been in transportation-related marketing and communications since 2009. For Tectrans, Jennifer manages internal and external communications, public relations, branding, and customer satisfaction efforts. Jennifer is available to assist Tectrans management teams with projects ranging from effective vehicle designs and wraps, to maps and schedules, to advertising and public relations, to complex web-based outreach efforts. She has experience with the latest technologies and communication media, including the myriad of social networking portals that the transit industry is just beginning to utilize to their fullest potential.

## **STAFFING PLAN**

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The Tectrans Project Manager will lead a team of qualified local operations staff, comprised of many or all of the qualified and dedicated existing contractor staff. Throughout the transition and ongoing operations, our goal will be to provide TTD and riders with the highest quality staff to provide the highest quality transportation services possible. The table below represents our complete plan for staffing the BlueGo operation, from project management to front line staffing. The table includes typical job duties and full-time equivalent (FTE) assignments for all the categories of staff needed to successfully operate the services.

Over time, the staffing needs of the BlueGo operation may change due to service changes, operational conditions and funding challenges. In partnership with our customers, Tectrans management reviews these conditions regularly, and makes changes to staffing levels as needed to maintain exemplary customer service as well as efficient and effective transportation operations.

Title	FTE(s)	Typical Job Duties
Project Manager Mr. Aaron Vogel	1 FTE	The Project Manager is responsible for providing transportation operations with high on-time performance and excellent service to customers. He selects and manages all operations staff, monitors performance and works aggressively to identify and solve problems. As a leader of front line staff, he is a real people person and focused on delivery of excellent service for our customer.
Safety Supervisor	1 FTE	Under the direction of the PM, the Safety and Training Manager is responsible for all efforts to ensure the safe delivery of passenger service, training requirements and annual training needs. To follow-up on procedures and process for ADA compliance, medical testing, CDL certification and all other safety standards for the facility and passengers. Liaison with corporate Director of Safety.
Maintenance Supervisor	1 FTE	The Maintenance Manager provides supervision of the total vehicle maintenance program, including compliance with our preventative maintenance program, regulatory compliance, routine and specialized vehicle repairs, and quality assurance.
Mechanics	3 FTE	Technicians perform hands on vehicle maintenance and repairs of paratransit vehicles. They perform preventative maintenance inspections, routine repairs, and parts removal and replacement.
Utility Workers	6 FTE	Utility personnel perform general maintenance and upkeep for the operating terminal, as well as vehicle fueling, vehicle washing and cleaning, and general helper support for the maintenance shop as needed and under the direction of senior shop personnel.
Dispatchers	5 FTE	Dispatchers track service delivery throughout the day, maintaining data and voice contact with drivers in the field and assisting them in providing excellent, on-time customer service. Dispatchers make adjustments to routes and schedules as needed during the service day to accommodate changing needs, emergencies and other service events.
Administrative Clerks	2 FTE	Administrative clerical staff perform paperwork processing and reporting functions, typically including: billing and invoicing, preparation of reports, compilation of data for distribution, collection and monitoring of KPIs, farebox counting and reconciliation.
Road Supervisors	2 FTE	Road Supervisors are specially trained staff that provide direct oversight of vehicle operators and dispatch staff. They provide key first person observations and problem solving in the field that emphasizes the delivery of excellent customer service by vehicle operators and dispatchers.
Vehicle Operators	34 FTE	Vehicle Operators are the “face” of Tectrans to our riders. Many times they are the only person a rider will ever see or talk to personally. A driver’s responsibility is to operate vehicles on pre-assigned routes and provide a safe, comfortable and on-time trip to riders. Their focus is to provide every passenger with a safe and happy experience.

## WAGES AND BENEFITS

In the following table we present our plan for the wages and benefits provided to our staff operating the BlueGo operations. Wages and benefits are adjusted over time to reflect changes in market conditions, individual performance and contract conditions.

Wages & Benefits Plan											
Position	Exempt	Non-Exempt	Wage Range	401(k)	Paid Vacation	Paid Holidays	Jury Duty	Bereavement	Medical	Dental	Vision
Project Manager	✓		\$80,000 to \$100,000	✓	✓	✓	✓	✓	✓	✓	✓
Safety Supervisor	✓		\$45,000 to \$60,000	✓	✓	✓	✓	✓	✓	✓	✓
Maintenance Supervisor	✓		\$50,000 to \$70,000	✓	✓	✓	✓	✓	✓	✓	✓
Mechanics		✓	\$19.00 to \$24.00 per hour	✓	✓	✓	✓	✓	✓	✓	✓
Utility Workers		✓	\$10.00 to \$12.00	✓	✓	✓	✓	✓	✓	✓	✓
Dispatchers		✓	\$13.00 to \$15.00 per hour	✓	✓	✓	✓	✓	✓	✓	✓
Administrative Clerks		✓	\$11.00 to \$13.00 per hour	✓	✓	✓	✓	✓	✓	✓	✓
Road Supervisors		✓	\$14.00 to \$16.00 per hour	✓	✓	✓	✓	✓	✓	✓	✓
Vehicle Operators		✓	\$11.50 to \$15.00 per hour	✓	✓	✓	✓	✓	✓	✓	✓

## EMPLOYEE RECRUITING AND HIRING

Having successfully worked with more than 100 public agencies and private companies, Tectrans understands that the largest contributing factor to a successful and effective transportation service is its human resources. We have considerable experience in all key human resources areas:

- Personnel recruitment
- Employment screening and relations
- Hiring processes and procedures
- Training and refresher training for all employees
- Wage and benefits administration
- Progressive discipline program
- Supervision and management

Under current economic conditions, recruitment and hiring is not the same challenge that it was even two years ago. While we can attract willing workers more easily than in the past, there still are challenges to overcome - especially in the transit market where customer service is such a high priority. Tectrans is dedicated to recruiting only the best employees for the BlueGo Service. To achieve that goal, our recruitment and hiring policies are designed to reduce employee turnover, a problem that has plagued the transit industry for many years. Our plan is to implement strategies for the recruitment of qualified employees for BlueGo to achieve the lowest possible turnover rate.

Tectrans will adhere to all regulatory requirements in working with and offering continued employment to any employee of the existing operator who wishes to continue with the BlueGo. Required licensing, drug and alcohol pre-employment screening and background checks will be required; however, our recruitment process is geared to retaining the many highly qualified and dedicated employees who are currently providing services for BlueGo.

### **CANDIDATECARE WORKFORCE DEVELOPMENT PROGRAM**

The Tectrans CandidateCare Workforce Development Program is designed to support our Human Resource efforts through a comprehensive recruitment, selection and hiring program. CandidateCare combines best-in-class technology, Human Resource process support and collaboration by specialists in the behavioral and industrial sciences into a standardized format and a standardized scoring system to rate and track applicants. Specifically, CandidateCare produces talent management and workforce development solutions through custom materials and management tools. ***This value added feature is provided at no cost to TTD.***

The CandidateCare program is designed specifically to assess transportation industry staffing, including drivers, dispatchers, office staff, and transit supervisors/managers. It begins with a series of assessment tools (hurdles) designed to screen-out unfit applicants. The individual steps, or hurdles include:

- Customized Career-board and online Applicant Tracking System
- Organizational and job related on-line Pre-screen surveys (pass/fail knock-out questions)
- User and administrative portals for customized Job-Board postings and status dashboard, online employment application, pre-employment forms, digital signature technology and metrics/tracking database
- Fully customized and automated candidate status update, selection and rejection e-mails
- Construct valid competency assessments (to be verified through job analysis), measuring validated paratransit job-specific competencies that include: Adaptability, Compliance, Conscientiousness, Customer Focus, Response to Stress, Safety Orientation and Teamwork
- Validated paratransit job-specific structured employment interview (with behaviorally-anchored items and online scoring template)
- Online skills based assessments including; Numerical Ability, Reading Comprehension and the Ability to Follow Directions
- Hiring and performance metrics management platform
- EEO data collection and reporting

### **MINIMUM VEHICLE OPERATOR QUALIFICATIONS**

Equally important to attracting a qualified pool of applicants is making the right hiring decision. Sound decisions rely on well-defined description of job duties, acceptable hiring standards, selection criteria that identify the best, and a strict adherence to the process which makes it all work.

Our screening process starts with the basic hiring standards:

- An accurate and valid application
- Minimum, five years of driving experience
- Minimum, 50,000 miles driving experience in the US
- Minimum, 25 years of age
- Successfully pass a U.S. Department of Transportation physical examination.
- Successfully pass a drug and alcohol screen
- Have the ability to obtain the special permits and endorsements
- Possess a Commercial Drivers License
- Have sufficient command of the English language
- 10 Year DMV History
- No record of DUI or DWI
- No felony, narcotics, drug/alcohol, moral turpitude convictions
- No conviction of reckless driving or speed contest
- Background check and employer verification

### **DRESS-CODE, APPEARANCE AND PROFESSIONAL DEMEANOR**

All drivers are required to wear uniforms and will comply with BlueGo and Tectrans dress code requirements including grooming and professionalism. Prior to start-up, TTD will have an opportunity to see and approve Tectrans' proposed driver uniform. Uniforms are inspected daily by the shift supervisor prior to driver pull-outs to make sure each driver is in compliance. Uniforms include name badges for the drivers so they can be easily identified by riders.

### **ONGOING MONITORING OF CREDENTIALS**

Even the most stringent of pre-employment screening measures will be ineffective if they are not monitored on an ongoing basis. As recognition of that, we enroll all drivers into the Department of Motor Vehicles (DMV) Pull-Notice program. In this proactive program, the DMV notifies us immediately of all changes to a commercial driver's record, and provides an annual update if there is no license activity. In addition, we track driver credentials through routine standard reporting practices, and verify all driver credentials daily through our window dispatch process, including drivers license, medical certificate, DMV certificates, and others.

### **EMPLOYEE RETENTION**

We believe employee retention is a byproduct of a well-run organization providing exemplary service. Today, due to current economic conditions, there are available employees in most areas. However, even when unemployment is relatively low, Tectrans has been able to hire and keep good employees because of our best practices and our customer service focus. In fact, in our most recent similar-sized transition from a prior contractor in Collier County, Florida, Tectrans was successful in retaining 100% of the previous workforce (more than 60 individuals).

## **HUMAN RESOURCES COMPLIANCE**

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Tectrans is fully committed to being the employer of choice for transportation professionals. Company policy prohibits discrimination based on race, color, religion, creed, national origin or ancestry, age, gender, sexual orientation, veteran status, genetic information or characteristics, medical condition, physical or mental disability, or any other consideration made unlawful by federal, state or local laws. We maintain strict compliance with all federal and state employment laws. At a minimum, compliance includes the following:

- Federal Civil Rights Act of 1964
- Federal Immigration and Nationality Act
- Americans with Disabilities Act of 1990
- States Fair Employment Practices Act
- Equal Employment Opportunity Commission Regulations
- CA Labor Code Section 1070-1074
- SB158 – Retention of Employees
- AB1825 – Sexual Harassment Training

### **EQUAL EMPLOYMENT OPPORTUNITY**

Equal Employment Opportunity has been, and will continue to be, a fundamental principle at Tectrans and all affiliated companies, where employment is based upon merit. We want to have the best available persons in every job. This policy of Equal Employment Opportunity applies to all policies and procedures relating to recruitment and hiring, compensation, benefits, termination, and all other terms and conditions of employment.

To comply with applicable laws ensuring equal employment opportunities to qualified individuals with disabilities, Tectrans makes reasonable accommodations for the known physical or mental limitations of an otherwise qualified individual with a disability who is an applicant or an employee unless undue hardship would result. Any applicant or employee who requires an accommodation in order to perform the essential functions of the job should contact the Human Resources department and request such an accommodation. The individual with the disability should specify what accommodation he or she needs to perform the job. Tectrans staff will conduct an investigation to identify the barriers that make it difficult for the applicant or employee to have an

equal opportunity to perform his or her job, and will identify possible accommodations, if any, that will help eliminate the limitation. If the accommodation is reasonable and will not impose an undue hardship, Tectrans will make the accommodation.

### **HARASSMENT POLICY**

Tectrans is committed to a work environment in which all individuals are treated with respect and dignity. Each individual has the right to work in a professional atmosphere that promotes equal employment opportunities and prohibits discriminatory practices, including harassment. Therefore, Tectrans expects that all relationships among persons in the workplace be business-like and free of bias, prejudice, and unlawful harassment.

Our company stands firm on the belief that everyone employed provides value to our business and will always be a key factor in our success as an organization. To that end, we have adopted an Open Door Policy in order to further demonstrate the value we place on our staff. This means that every Manager's door is open to every employee. The purpose of the Open Door Policy is to encourage open communication, feedback, and discussion about any matter of importance to our employees. The Company's open door policy means that employees are free to talk with any Manager at any time.

Each member of management is responsible for creating an atmosphere free of discrimination. Further, employees are responsible for respecting the rights of their co-workers, clients, consumers, and vendors. A Manager or Supervisor has the responsibility to address the concern and help our staff members understand workplace practices, processes, and business decisions. If an employee does not feel comfortable discussing his or her issue with their immediate Supervisor, the Open Door Policy allows an employee to discuss an issue or concern with the next level of Management and/or Human Resources directly. All Managers and Supervisors shall be willing to listen to any workplace concerns and help with resolution or clarification.

### **EMPLOYEE HANDBOOK**

The Employee Handbook applies to all employees of the Tectrans family of companies. It provides a guide for all employees of Tectrans in implementing basic Human Resources policies, such as Equal Employment practices, Open Door policy, and others. When combined with the additional policy statements, these documents comprise our core guidelines for performing daily tasks and achieving common goals for every employee from management to front line staff.

The Employee Handbook covers all basic employment information, and describes our universal policies and practices. The handbook is designed to provide our employees with information about the policies and the benefits of our organization. In addition to these standard policies, the handbook is customized for each terminal operation to reflect the specific individual operating conditions of the terminal, including adherence to union requirements and collective bargaining agreements, physical conditions of each terminal, and the operational needs of the clients we serve.

While the complete Employee Handbook is provided for your review in the Appendix at the end of this proposal, the handbook covers the following important policies and procedures:

- Employment
  - At-Will Employment
  - Equal Employment Opportunity
  - Eligibility Requirements
  - Background Checks
  - Human Resources Records
  - Compensation
  - Pay Schedules
  - Work Week Definition
  - Overtime/Non-Exempt Status
  - Transfers and Promotions
- Hours of Work
  - Attendance and Punctuality
  - Hours
  - Meal and Rest Periods
- Time Off
  - Paid Time Off
  - Holidays
  - Bereavement Leave
  - Jury Duty
  - Military Leave
  - Religious Observances
  - Family Medical Leave
  - Pregnancy Leave

- CA State Disability Insurance
- Paid Family Leave
- Leave of Absence
- School Leave
- Time off for Victims
- Lactation Accommodation
- Employee Benefits
  - Medical Benefits
  - Dental Benefits
  - Changes to Benefits
  - Worker's Compensation
- On-The-Job Policies
  - Business Ethics
  - Professional Conduct
  - Quality Statement
  - Open Door
  - Bullying
  - Nepotism
  - Non-Discrimination
  - Anti-Harassment
  - Attendance
  - Dress Code
  - Personal Appearance
  - Hygiene
  - Employee Conduct
  - Corrective Action
  - Job Abandonment
  - Violence in the Workplace
  - Weapons in the Workplace
  - Confidential Information
- Use of Computers and Equipment
- Email and Internet Use
- Voice Mail Use
- Personal Phone Calls
- Solicitation and distribution
- Smoke Free/Tobacco Free
- Substance Abuse
- Safety Policy
  - Injuries
  - Accidents
  - Emergencies
- Security Policies
  - Guests and Visitors
  - Children and Pets
  - Company Property
  - Theft and Vandalism
  - Investigations and Searches
  - Emergency/Crisis Communications
- Facilities Policy
  - Clean Workplace
  - Work Areas
- Financial Policy
  - Travel and Expenses
  - Training and Seminars
- Leaving the Company
  - Resignation/Termination Procedures
  - Post Separation Procedures
  - Reduction in Force



*Aon Trucking Practice*

May 18, 2011

Mark Milan  
Tectrans, Inc.  
6053 W. Century Blvd.  
Los Angeles, CA 90045

Re: Tectrans, Inc.  
Tahoe Transportation District (Transit Operations and Maintenance Services)

Dear Mark:

In the event that Tectrans, Inc. is awarded the above mentioned contract, we are in a position to secure the insurance coverage and issue evidence of such upon demand.

Should you have any questions, please feel free to contact me.

Regards,

*Holly Williams*

Holly Williams, CIC, CRM  
Sr Account Specialist

**RESUME****Aaron Vogel****General Manager****Education**

A.S. Business Administration,  
Sierra College,  
2009

B.S. Business Administration,  
San Jose State,  
2012

**Paratransit Operations****Fixed-Route Operations****Operator and Labor Relations****Safety & Training****Overview**

Aaron Vogel is a transit manager with experience in both fixed-route and paratransit operations. Aaron has been a transportation supervisor or manager for more than 8 years including Dial-a-Ride and Fixed Route assignments. He has managed systems operating 60+ vehicles transporting over 5000 passengers a day. Aaron has proven experience providing quality transportation to fixed-route passengers, dial-a-ride customers, the transit dependent community, and disabled riders. He has succeeded at every level of transit services, and has established a particularly strong reputation for his commitment to safety and concern for the well-being of his riders

**Experience****SFO Shuttle Bus Co.  
Operations Manager****2010 – Present**

- Maintain regulatory compliance for DMV, CHP Terminal Inspection, USDOT, and FMCSA requirements.
- Route cutting, scheduling, auditing, and developing transit services.
- Transport 5000+ passengers a day, with over 200 routes, and 60+ buses.
- Conduct monthly safety meetings, developed a safety and training program.
- Ensure compliance of a multi-year contract for billing, safety, services, schedules, routing guidelines and company policies and procedures.
- Promptly attend to all customer inquiries via email, phone, and in person.
- Oversee vehicle registration, maintenance inspections, repairs, and cleaning to ensure fleet availability meets safety service requirements.

**Northstar at Tahoe Transportation  
Assistant General Transit Manager****2002-2010**

- Supervise payroll, hiring, mentoring, corrective counseling, training, and scheduling of an operation of 70+ employees including bus operators, trainers, dispatchers, supervisors, and an administration coordinator.
- Responsible for the operations of all dial-a-ride and fixed route services.
- Awarded Operation of the Year 2008 and A New Level in Customer Service 2009.
- Responsible for the entire safety and training program meeting CHP and DOT specifications.
- Write, plan, and present weekly safety meetings and training programs, reducing at fault accidents by 70%.
- Investigate all accidents and customer complaints with a high degree of professionalism.
- Support the staff daily through written and oral communication and ensure compliance of company policies.
- Oversee the vehicle maintenance needs and ensures fleet availability meets safety service requirements.
- Develop, write, and present short and long-term plans, goals, strategies, and financial needs.
- Provide leadership, process information and make quick decisions while initiating action to resolve problems.



# Tahoe Transportation District

## MEMORANDUM

Date: June 13, 2011

To: Tahoe Transportation District (TTD) Board of Directors

From: TTD Staff

Subject: Approval of a Resolution Calling for the Investment In and Implementation Of Transportation System Projects Critical to the Improvement of Lake Tahoe Communities, Economy and Environment

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### **Action Requested:**

Staff requests the Board approve a resolution calling for transportation infrastructure investment and implementation of transportation system projects critical to the improvement of Lake Tahoe's communities, economy, and environment.

### **Background:**

Staff and the Board discussed the affects the current political and economic climate have on implementation of the District's capital improvement program at the workshop in April. Also discussed were the lingering effects this climate will have and what steps the District must take to continue the implementation progress it is making with its program. Among them was galvanizing a message of support from the Tahoe region for implementation of the District's projects and those of its partners who are helping accomplish the goals of the Regional Transportation Plan (RTP).

### **Discussion:**

The proposed resolution is intended to be a statement of the Board's leadership and an invitation for other agencies and organizations at Lake Tahoe to send a message of support and demand for transportation system investment. With budget discussions in both states and reauthorization of the federal transportation bill in Congress pending, the time for local communities who know what their community needs; know what transportation system improvements mean to their economy; and know what they mean to environmental quality to speak with a unified voice is now. Several factors have created awareness and need at the local level to work together to make positive change and work to improve the economic situation in the Region. This summer season is an opportunity to take advantage of the momentum that has developed over the last several years. The annual Federal Forum event in August is a target date to have a series of resolutions and letters of support adopted and is good timing with the expected introduction of a reauthorization bill. As part of the District's outreach efforts inside and outside the Basin, this partnership building exercise will reinforce support for transportation projects and the delivery of those projects.

CH/jw

AGENDA ITEM: III.B.

The Board and Staff discussed the resolution at its last meeting on June 10, 2011. It was the Board's desire to make some edits and so this item was continued to the special meeting agenda of June 17. At the time of this writing, staff is awaiting additional comments and is preparing the final draft of the resolution which will be distributed at the Board meeting.

**Additional Information:**

If you have any questions or comments regarding this item, please contact Carl Hasty at (775) 589-5501 or [chasty@tahoetransportation.org](mailto:chasty@tahoetransportation.org).

**Attachment:**

- A. None – will be distributed at the Board meeting