

of



## Technical Proposal

# Proposal to Provide Community Shuttle Operations and Maintenance Services

May 3, 2023

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RTW Management, Inc.  
1495 E. 3300 S.  
Salt Lake City, UT 84106  
Submitted by: George Goates, President





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## B. Executive Summary

Thank you for the opportunity to respond to the RFP for Transit Operations Services for the City of Hollywood.

RTW is the City's best option for the service. We are able to provide the City of Hollywood with concentrated talent and a full driver roster before the commencement of the contract. We can ensure the City of Hollywood community routes will be fully staffed. In this proposal, we discuss RTW's dynamic hiring process and why we are able to staff when other companies are not.

The City will hear from our customers that we are ultra-responsive and can make adjustments quickly and effectively. We will be proactive in providing feedback to the City. We are continuously improving and eager to provide the seamless service that Hollywood's passengers should have.

<b>Validity</b>	RTW's enclosed proposal, including our Price Proposal, will remain valid for at least one-hundred and eighty (180) days from the date of this submittal.
<b>Identity of Proposer's Organization and Authorized Individual</b>	RTW Management, Inc. is a stand-alone, privately held corporation with a home office located at: 1495 E. 3300 S.; Salt Lake City, UT 84106 George Goates, President; Phone: (801) 819-3691 Email: ggoates@rtwmanagement.com
<b>Subcontractors</b>	RTW is not proposing the use of any subcontractors.
<b>Acknowledgement of Addenda</b>	RTW acknowledges receipt of the revised RFP.

By selecting RTW, the City of Hollywood operation would enjoy the talents and abilities of our several seasoned transit professionals. RTW is solely focused on fixed-route transit. We do not provide any charter or limousine services.

I want to personally thank you for putting the RFP together. We appreciate your effort in facilitating a streamlined proposal process and we intend to provide the same thoughtful, streamlined service to the City of Hollywood. I appreciate the chance to submit this proposal and am confident that we will provide a significantly better experience for the City of Hollywood, the passengers, and our drivers. Please reach out if I can answer any questions about our company or this proposal.

At RTW, we make sure we get things right. In our proposal we explain how we make sure that we will exceed the City's expectations.

Kind regards,



George Goates  
President



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## C. RTW Qualifications and Experience

### RTW Description

RTW Management, Inc. was founded in 1999 to perform shuttle operations for the Salt Lake City Winter Olympics. The founders (Ryan, Trent, and Walter) created an employee-focused organization. RTW was called on to perform emergency evacuation services during Hurricanes Katrina and Rita, which devastated the southern portion of the United States. During this time, RTW has gained a reputation for excellent service, particularly the personal touch that has become our hallmark. RTW has received many commendations regarding our service. Over the following twenty-three years, we have expanded to numerous cities, counties, and transit agencies.

RTW has experienced strong and measured growth since 2016. Because we are growing, we have opportunities for drivers and supervisors to move up. Instead of managers worrying about people who report to them upstaging them, managers are eager to coach and mentor someone to replace them, because they know that they cannot successfully move up until they train someone to take their place. This dynamic is the opposite of our larger peers and creates a productive and positive work environment where employees feel supported and encouraged by their supervisors. RTW employees love to come to work and the difference in results - especially customer service - is remarkable.

RTW trains and re-trains on the Smith System defensive driving program. This is the nomenclature we use to discuss safety topics. Our drivers learn the language of safe driving habits and we use that language to discuss the routes we actually operate and the spots where extra care is needed. Drivers give input and learn from each other. Safety is an ongoing endeavor and an enduring part of our culture.

**Core Commitment: Safety, Punctuality and Courtesy.** Every employee knows our Company's Core Commitment. In this proposal we will talk about these commitments and how we achieve them. We will also talk about what we do to make sure we live up to our commitments every time.

- **Safety:** RTW has not caused an NTD reportable accident in our 23 year history. We also have an e-mod of .70 which means that we only pay 70% of the industry average for workers compensation insurance because of our exemplary safety record. RTW ensures safe driving by:
  - Hiring the best drivers
  - Training and re-training regularly
  - Constantly monitoring and enforcing safe driving habits
  - Creating a low-stress work environment
- **Punctuality:** RTW drivers are on time. We have a handful of techniques that allow us to meet the schedule to the maximum extent possible, given traffic, weather and boarding passengers with mobility devices. These techniques include sending warnings to drivers and creating pre-determined detours. We can also make small, strategic changes to the schedule and layovers to allow for more time where we need it. We use a root-cause analysis framework to ensure that we constantly optimize routes and processes.



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- **Courtesy:** Because we hire well and treat employees well, our operators are happy, and they provide excellent customer service. RTW's commitment is to diligently seek personnel who meet our ideals and standards in order to help The City of Hollywood meet its goals. Additionally, we select only General Managers who understand that their job is to remove stress from the drivers so drivers can focus on driving. Our proposed General Manager, Dylan Heimer, is a great example of this. Dylan started out as a driver and worked his way up to General Manager. Dylan is well liked and is able to maintain discipline. We train our drivers in customer service, sensitivity, and passenger assistance techniques. We constantly discuss and reinforce healthy customer interaction and ways to deal with stressful situations and belligerent passengers. We have group meetings where drivers and managers talk to each other about their challenges and support and encourage each other.

**Hiring and Training:** RTW is a hiring machine. Hiring is the first and most important key to our success. Many of our peers retain bad operators who bring the entire operation down because they can't hire anyone to replace the bad operator. RTW reaches out to prospective candidates directly based on proprietary lists. Our Human Resources professionals do a great job of representing the company and convincing drivers who may not be actively looking for employment to come join our team. We also call back applicants within 10 minutes of applying M-F and within 24 hours (usually much less) on weekends. We have found that if we can get to applicants first and give them what they are looking for, they don't keep looking. We can secure the best drivers before they go elsewhere. Even during these challenging hiring times, RTW is fully staffed and maintains a list of Extra-board and On-call drivers. We post openings constantly just to keep in touch with drivers and add them to a prospective employee list once a position does open up. Our training curriculum for new drivers is detailed later in our proposal, where we describe how RTW will meet or exceed the City's minimum training requirements. In addition, RTW is a registered CDL trainer and will train non-CDL applicants proactively increasing our hiring pool.

RTW attracts, selects, and retains employees who exemplify our core values—respect, integrity, collaboration, innovation, and excellence—at every job site. We hire superior employees from diverse backgrounds, give them thorough training, encourage them to be accountable for their work and reward them for exceptional performance.

With well-managed people in the right jobs, the City of Hollywood benefits in many ways:

- Higher quality service
- Increased productivity and reliability
- Reduced turnover, resulting in more familiar faces and more consistent service.
- Lower costs

RTW has a robust staffing approach which provides reach back to a capable, available staff of professionals to meet all the RFP requirements. RTW expands the capability of the project team by including a Society for Human Resources Management (SHRM) business teammate with reliable reach-back capability. Our experience is demonstrated through our contracts of similar scope.



RTW will actively recruit for the contract using an array of long-established resources. Our designated Corporate Recruiter is an expert at executing our recruiting plan. Using the resources indicated and our proven Recruiting Response Plan, we will provide the City of Hollywood assurance as to our recruiting and staffing capabilities.

RTW will build a candidate database according to the anticipated task distribution, labor category, experience level, and skill set requirement. We are fully cognizant of the minimum requirements that our employees must meet. We will abide by the requirements and personnel qualifications without fail.

## RTW Customers

RTW is proud of our performance and encourages you to reach out to the folks for whom we provide service. We have exceptional employees who work hard, follow protocol, and think ahead. The difference shows in our performance, and our customers notice.

We have been operating transit services for the past 23 years. Our customers will tell you that RTW takes care of transportation so they can focus on other things. We have provided references for several of our clients on the following pages and we have supplied completed Vendor Reference Forms separately.

<p>"RTW shuttles run like clockwork. They are able to respond to changes more quickly and competently than anyone in the industry. RTW has deep expertise and can provide value-added feedback about scheduling efficiency and route selection. Complaints are handled quickly and professionally. Employees love the service." - Dallas Love Field Airport</p>	<p>"Contractor is always available by phone when there is a problem and will fly in in-person, if necessary, to fix the problem. In the last year, there have been very small problems, identified and taken care of immediately." - Maryland VA System CPARS</p>	<p>"Working with RTW management is like having another employee. You can ask them for any reports, data, analysis...and they give it to you quickly and accurately. They are so responsive. My job is easier because of them. RTW has a way of finding great drivers and keeping them happy." - City of Scottsdale, AZ</p>
<p>"We don't even think about our busing service...it just works!" - Phoenix VAMC</p>	<p>"I have received very good comments about the contractor from our users and other VA employees about the service provided." - Maryland VA System CPARS</p>	<p>"RTW has provided exceptional shuttle service for our employees. They have stayed steadfast in their commitment to customer service...through severe weather, traffic congestion, route changes, drop-off &amp; pick-up location changes, they were proactive in adapting and keeping the routes, having multiple backups and contingency plans, that have allowed the Shuttle Service to operate without interference." - Richard Roudebush Medical Center</p>
<p>"RTW was the best organized operation we have ever seen." - FEMA when RTW provided 60 emergency ADA vehicles for Hurricane Katrina relief within 72 hours</p>		

### RTW Employee Testimonial:

"RTW hired me on with zero professional driving experience, they helped me finish my CDL B training and they have been a phenomenal company to work for. I am always treated with respect, patience and gratitude. I appreciate the trust they have in me, grateful for the support of co-workers, the entire office staff and the support of management (especially when it comes to difficult customers). RTW has consistent follow through on their promises with work shifts, pay schedules and more. The crew at RTW is my family away from home!"





## City of Aventura

In March 2020, RTW was awarded the contract to operate the Aventura Express system in Aventura, FL. This operation marked our first contract in Florida, and is located just outside of Miami, FL. The Aventura Express shuttle serves the Aventura community with rides to major points of interest like the Aventura Mall, Aventura Community Center, and the North Branch of the Miami-Dade Library. This service also provides connections to Miami-Dade and Broward County transit services. We were able to increase drivers wages almost 50% because of our superior cost structure and back office support.

### Key Data:

Contract Term: March 2020 - Present  
Contract Value: \$6,350,000  
Type of Service: Fixed Route



### Contact Information:

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Public Works and Transportation  
Director

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Aventura, FL 33180

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(305)466-8970



## High Valley Transit

In June 2021, RTW Management was asked to operate the new High Valley Transit System in Park City, Utah as a subcontractor to VIA Transportation. In a period of 45 days, we were able to hire and train 30 new operators in a resort town with a small local population during an unprecedented labor shortage. This challenge caused us to sharpen our hiring process. We now apply our new hiring process to all of our contracts and have the best recruiting/hiring process in the industry. Services started successfully on July 1, 2021. This service operates in the Wasatch Back region of Utah and is a combined fixed route and microtransit system.

### Key Data:

Contract Term: June 2021 - Present  
Contract Value: \$5,135,495  
Type of Service: Fixed Route and Microtransit



### Contact Information:

**Rachel Birnbaum**  
Implementation Manager, VIA

Transportation  
31-00 47th Avenue, Suite 2115  
Long Island City, NY 1101

[Rachel.Birnbaum@ridewithvia.com](mailto:Rachel.Birnbaum@ridewithvia.com)  
(847) 274-7385





## Reference Sheet Maryland VAMC

Since 2014, RTW Management has been providing ADA shuttle service for the Department of Veterans Affairs (VA) in Maryland. The VA Medical Center (VAMC) shuttle is offered for veterans, employees, and visitors to the VAMC and serves veterans from the entire state of Maryland. RTW has been a proud partner of the Department of Veterans Affairs for more than 15 years.

### Key Data:

Contract Term: April 2014 - Present  
Contract Value: \$13,332,407  
Type of Service: ADA Paratransit and Shuttle



### Contact Information:

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Facilities and Engineering Services,  
Supervisory Transportation  
Specialist  
Perry Point Transportation VA  
Medical Center, Bldg. 26  
Perry Point, MD 21902  
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O: (410) 642-2411 ext 25936  
C: (443) 695-7175



## Reference Sheet San Diego VAMC

RTW Management has been providing ADA shuttle service for the Department of Veterans Affairs (VA) in San Diego/La Jolla as a subcontractor to KTS Solutions since April 2021. The VA Medical Center (VAMC) shuttle is offered for veterans, employees, and visitors to the VAMC and serves veterans from the San Diego area. RTW has been a proud partner of the Department of Veterans Affairs for more than 15 years

### Key Data:

Contract Term: April 2021 - Present  
Contract Value: \$7,930,495  
Type of Service: ADA Paratransit and Shuttle



### Contact Information:

Kelvin Smith  
President, KTS Solutions  
1040 University Boulevard, Suite 100  
Portsmouth, VA 23703  
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P: (571) 438-2596







## Dallas Love Field Airport

RTW Management provided Ground Transportation Shuttle Services for Dallas Love Field Airport from 2018 through May 2020, when the service was halted due to Covid-19. These shuttle services were available to use by passengers to travel from the terminal baggage claim to the garage transportation location. RTW also provided an employee shuttle operation connecting the remote parking facility with the airport terminal.

### Key Data:

Contract Term: May 2018 – May 2020  
Contract Value: \$5,035,000  
Type of Service: Airport Shuttle



### Contact Information:

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Division Manager–Landside Operations

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## City of Radford Transit

RTW manages the city busing for the City of Radford which includes the Campus of Radford University. Our scheduled service varies seasonally based on the University calendar. RTW has been able to work with the University and the City to optimize the routes and receive grants to increase service in employment centers linking the city of Radford to Georgia Tech campus which will create economic development and reduce traffic congestion.

### Key Data:

Contract Term: July 2022- Present  
Contract Value: \$17,385,000  
Type of Service: Fixed Route



### Contact Information:

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## Scottsdale Transit



In July of 2017 RTW Management Inc. was awarded the contract to operate the then-called “Scottsdale Trolley”. The incumbent Dunn Transportation had serviced the contract for over twenty years. The City had reservations about losing the services of such an iconic company. RTW Management oversaw the change from Scottsdale Trolley to Scottsdale Transit. We modernized stogy operating polices and procedures. We promoted the most deserving employees into management. Morale surged. Safety (number and severity of accidents), Punctuality (On-time performance) and courtesy (fewer complaints) all improved significantly within six months and stayed at a level never before seen in Scottsdale through the term of the contract.

### Key Data:

Contract Term: August 2017 - August 2021  
Contract Value: \$11,713,000  
Type of Service: Fixed Route Municipal Transit

### Contact Information:

**Ratna Korepella**  
Transit Manager

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480-312-7630

## RTW’s Financial Stability

RTW tracks financial performance monthly to ensure profitability. Expenses are compared by day and for any variability. RTW has found financial profitability and well-run operations go hand-in-hand. Financial problems are usually a result of operational problems. So, RTW tracks financial performance closely for early signs of operational inefficiencies or potential operational problems and addresses them while they are still small. RTW also has a CPA audit our financials annually to ensure their accuracy.

RTW is significantly more financially responsible than our peers. Our company maintains a debt-to-equity ratio of 60%. Most companies have a much higher debt-to-equity ratio. For example, FirstGroup, the parent company of First Transit, has a debt-to-equity ratio of 6.2x. So, for every dollar of equity the company has, they carry more than six dollars of debt. The debt-to-equity ratio is calculated by dividing total debt by total owner’s equity and is considered an important ratio regarding a company’s financial security and stability.

Liquidity is another seminal measurement of financial stability. Liquidity is often measured by the cash ratio which is calculated as cash and equivalents divided by Total Debt. This number indicates how well a company can handle short-term needs in case of any interruptions to their revenue. RTW Management has a cash ratio of 72%, which means we could pay 72% off all of our debt with cash on hand. First Group only has a ratio of 20%, that of National Express is 12%.

Lastly, Operating Margin indicates how much of a company’s revenue becomes income. This is an important indication of how efficiently a company is operating and an indication of future financial success/stability. RTW has a Net Margin of 19.29%. First Group only has a Net Margin of 14%, that of National Express is only 1%.



Because of our solid financial footing, we are able to withstand market fluctuations. RTW is a growing company and has been disciplined about growing profitably and responsibly. We would rather be smaller and extremely financially stable than large and financially at risk.

RTW is financially sound. Our 2019, 2020, and 2021 audited financial statements are available upon request. We are more financially stable than our peers. Financial stability is measured using the most common financial ratios:

- Debt-to-Equity
- Current Ratio
- Net Margin

If you were investing in the future of a company, these are the ratios that you would look at. We believe that a sound financial operation is the result of sound physical operations.

Below are financial ratios from FYE 2021 as reported on Google Finance.

	RTW Management	National Express	First Group (First Transit)	Notes
Debt-to-Equity	60%	175%	621%	Lower is better: The lower the Debt-to-equity ratio the less debt per dollar of Equity.
Cash Ratio	72%	12%	20%	Higher is better: This measures the amount of cash and equivalents that the company has to cover liabilities. It is a measure of Liquidity.
Net Margin	29%	1%	14%	Higher is Better: This measures how profitable a company is and how well they manage expenses relative to revenue. This indicates operating efficiency.

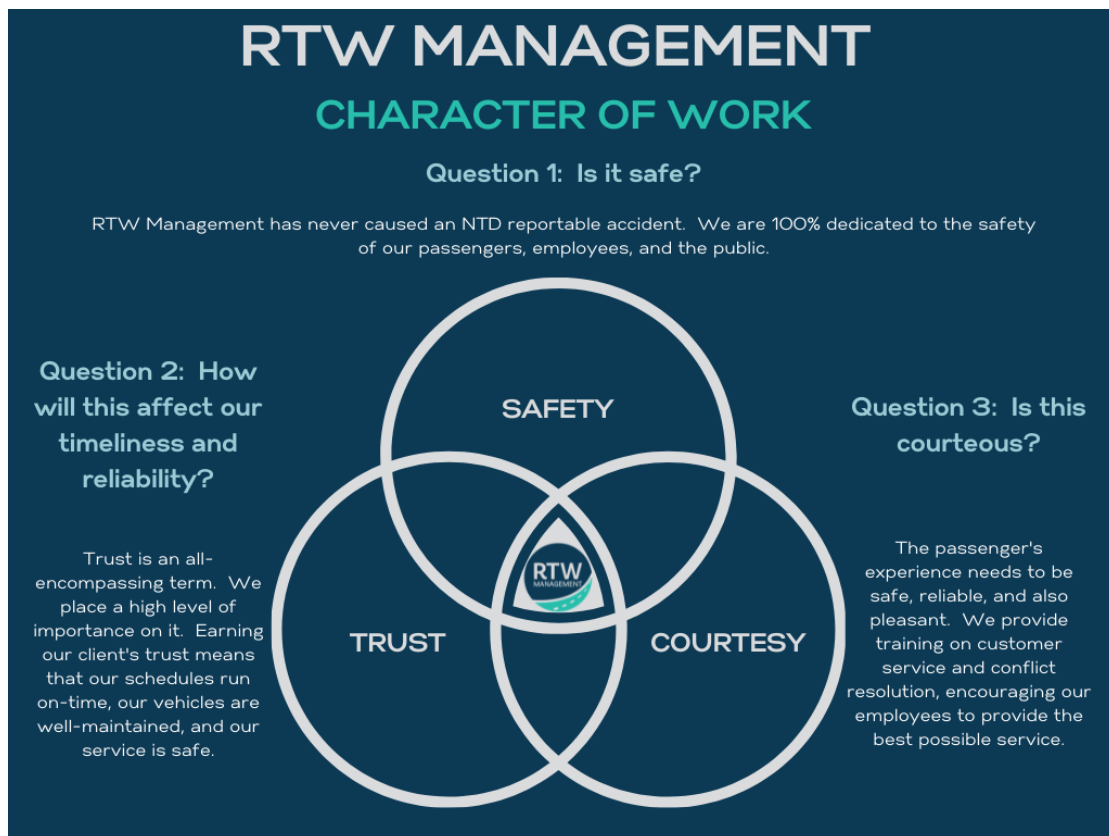


## D. Approach to Scope of Work

### a. Proposed Management Plan

RTW's management approach is focused on Safety, Punctuality, and Courtesy. These are the foundation of everything we do. Because of these core values, our customers love us. At every operation we have been awarded, we have improved safety (number and severity of accidents and incidents), on-time performance, and customer satisfaction (fewer complaints).

In our history, we have never caused an NTD reportable accident. Our managers, supervisors, drivers, and technicians are 100% dedicated to the safety of our passengers, employees, and the public. We also have an e-mod of .70 which means that we only pay 70% of the industry average for workers compensation insurance because of our exemplary safety record. We provide ongoing training to our drivers based on proven driver training programs and actual situations and driving hazards that we see in the field. Drivers have a chance to bring up questions and concerns about certain challenging traffic patterns, like blind corners. We also discuss challenging passenger needs and how to best handle them.



*RTW Management Character of Work*



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Earning our client's trust means running safely and on time with well-maintained vehicles. We ensure safe service through robust recruiting, clear policies, and active enforcement of our policies. We monitor drivers constantly so small problems are corrected quickly and do not become big problems. Drivers love our system, because they know that they can count on other drivers being on task, where they are supposed to be, doing what they are supposed to be doing. Some drivers do not like that we run a tight ship and eventually self-select out. This mode of operation gives our drivers a real sense of accomplishment. They are proud of their work, and it shows in their work product and customer service.



Courtesy is our last building block. Our drivers are trained in customer service and drilled in methods of conflict resolution. We prepare our drivers and other employees to deal with difficult situations. We also model courteous and respectful behavior toward our drivers. We do our best to eliminate hassles and anything that distracts or stresses out drivers. Drivers know that they are supported and are in a better state of mind to handle the responsibilities of driving safely and courteously.

We teach drivers how to deal with aggravated passengers by understanding that passengers may be frustrated by reasons unrelated to the driver. Drivers talk about how to deal with difficult passengers and stressful situations and decompress some of the stress in these meetings and get support from their peers.

We reward this behavior with incentive programs and built-in annual wage increases. We treat our employees with courtesy and we expect them to pay that forward to our passengers and the public.

### ***RTW's Management Approach***

When you reach out to our client references, you will hear firsthand that "bigger is not always better." Our clients are satisfied with RTW because of our efficient organizational structure with all the time, financial and professional resources to move at lightning speed.

As mentioned previously, our biggest strength is our people – Management and Frontline Teams. RTW also has a President who is available to be responsive to any of the City of Hollywood's needs. George will work shoulder-to-shoulder with the City to overcome any obstacles and achieve the best operating metrics possible.

RTW has a unique, hands-on approach that we know the City of Hollywood will appreciate. Transportation is a service business and RTW's flat organizational structure allows us to be responsive to changes and problems more quickly than our peers. Most matters can be handled by our General Manager, who has the authority to approve costs up to \$20,000 without having to check with corporate. Beyond that, a quick phone call to the President is all it takes to authorize a change. Operations adjustments can be approved and executed almost overnight.

There are no committees or mid-level managers with personal agendas. We are nimble and efficient. Transit is a service business that is best executed by strong local management and a personal touch. The



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City of Hollywood will have the personal cell phone of the President of the company and can call anytime to get immediate action. RTW specializes in small urban transit.

Being flatter and nimbler, we can provide the City of Hollywood with more and better reporting. We can make our reports dynamic and can produce ad hoc reports as needed. We have been able to automate our onboarding process so that we can ensure 100% compliance with DOT regulations including medical certifications, accident reporting, driving hours and drug testing. We can also provide the City of Hollywood with real-time access to our reporting systems.

### ***Fulfilling the Scope of Work***

Below are the specific steps RTW will take to fulfill the City's scope of services effectively:

- **Understand the Scope:** We have come to understand the entire scope of the service the City of Hollywood requires by thoroughly reviewing the City's specific deadlines, deliverables, and other requirements. We have built detailed protocols to achieve all of the requirements, all the time.
- **Establish a Plan:** After selection, we will develop a detailed plan that outlines the tasks, timelines, and resources required to fulfill the scope of services. We will ensure this plan is realistic, achievable, and aligned with the expectations set out by the City of Hollywood.
- **Communicate Regularly:** Regular communication with the City of Hollywood and your stakeholders is critical to fulfilling the scope of services effectively. We have created an internal communication protocol so that only the relevant information is sent. This information will be sent timely, concisely, and to the appropriate people. The City of Hollywood can modify our protocol or add or remove people from distribution lists at any time.
- **Monitor Progress:** RTW will regularly monitor our progress against contract requirements and project milestones, and adjust as needed. This will help us stay on track and ensure that we are meeting the requirements of the scope document.
- **Quality Control:** Our Quality Control plan will show the City how we will ensure that excellence in Safety, Maintenance, Driver Training and Customer Service are achieved consistently.
- **Document and Report:** The City of Hollywood deserves to be able to monitor success in all aspects of the operation quickly and accurately. All of our required reporting will be delivered within a maximum of five days after the end of the month. Additionally, we will provide the City staff with a custom dashboard, which will have three sections:
  - Safety – any accidents, incidents or near misses, along supporting details
  - Timeliness – OTP by route
  - Customer Service – Complaints per 100,000 boardings YTD, current month and previous month.

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## i. Action Plan to Achieve Start Date

The first step if we are awarded the contract is to contact the management personnel we are proposing and to recruit and hire for additional supervisory positions. These personnel will begin to get into places as soon as possible. We will begin to schedule interviews for drivers as quickly as possible and within a week of interviewing we will send offer letters to all the drivers we would like to hire. Depending on how much time there is until the start date, we will also bring in a mobile drug tester to test all the drivers at once.

Our onboarding process is done electronically with fillable PDFs and documents with electronic signatures. Employees also upload pictures of their identification, qualifications, and certifications. This ensures that during a busy start up period, all the required information is acquired and input into the system. If there is any missing piece of required information, the system will flag it and the driver will not be able to start working until we have all required information.

On the following pages we have included a detailed mobilization plan which will be tailored to meet the City of Hollywood's needs following contract award to ensure that service will begin without fail within 30 days of receiving an award or potentially sooner if necessary.

### RTW Employee Testimonial:

"RTW Management has done what no other transit provider could do. They boldly took on the challenges of contracting a startup transit agency when no one else dared to. Despite many challenges and limitations, RTW's stellar management team has successfully formed a solid transit operation in Park City, and proven to be a leader in the transportation industry."

- *Merrilee Hewitt, General Manager*

### *Transition Team*

Our President **George Goates** will be onsite to help with recruiting and meet with representatives of the City of Hollywood and Broward County Transit, as needed. George will report to the City on milestone progress, so the City will be sure that the transition is going smoothly.

Each contract mobilization requires a concentration on human resources, accounting, safety/security, employee relations, facility management, asset management, and administration. The following individuals will play key roles in our transition:

Our General Manager, **Dylan Heimer**, will assume the day-to-day role of the "Mobilization Manager" for the implementation of this contract. He will ensure RTW is meeting all milestones, coordinating support from the other transition team members, and obtaining all other RTW resources that may be needed per the Transition Timeline. He will start work full time 60 days prior to operations beginning. He will be in the Hollywood area from a temporary office or on-site, if the City of Hollywood will give us space. Dylan will be thoroughly prepared to lead the local team confidently and enthusiastically on the first day of service.



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Other members of our local management team will be full time on site throughout the process, including our Operations Manager (**Cliff**), Maintenance Manager (**Ryan**), HR Manager (**Chris**) and National Safety & Training Manager (**Nathan**).

Our Mobilization team members will be on site with the sole focus of managing start-up activities to ensure that the City of Hollywood's standards are met. Building on the prior experience managing successful contract implementations, each of RTW's transitions has demonstrated the true strength of our mobilization team and corporate support. We know how long each step takes and we work backward to make sure we start each process with enough time to have a smooth completion. We have simplified the process by bringing in an onsite drug tester for our kick-off meeting with drivers so that we can ensure that everyone is tested timely and ready to go, and we don't have to chase down drug tests during the transition period. Our GM will lead and facilitate every step of the transition, including responsibility for maintaining morale during what otherwise could be a stressful time for the City of Hollywood staff, passengers, and employees.

Although the basic principles of a start-up may be the same, we recognize that each client may have different concerns regarding contract transition. Common concerns include working effectively with the staff, implementing new core values and culture, establishing high morale to ensure employee retention and enhance recruitment success, increasing productivity, establishing best practices in maintenance and vehicle appearance, managing and responding to customer complaints and enhancing quality service, among others. In addition, it is important to become very familiar with the workforce during the transition to ensure expectations are clear. Our firm treats all employees as "internal customers," and understands that their ultimate satisfaction is key to our success.



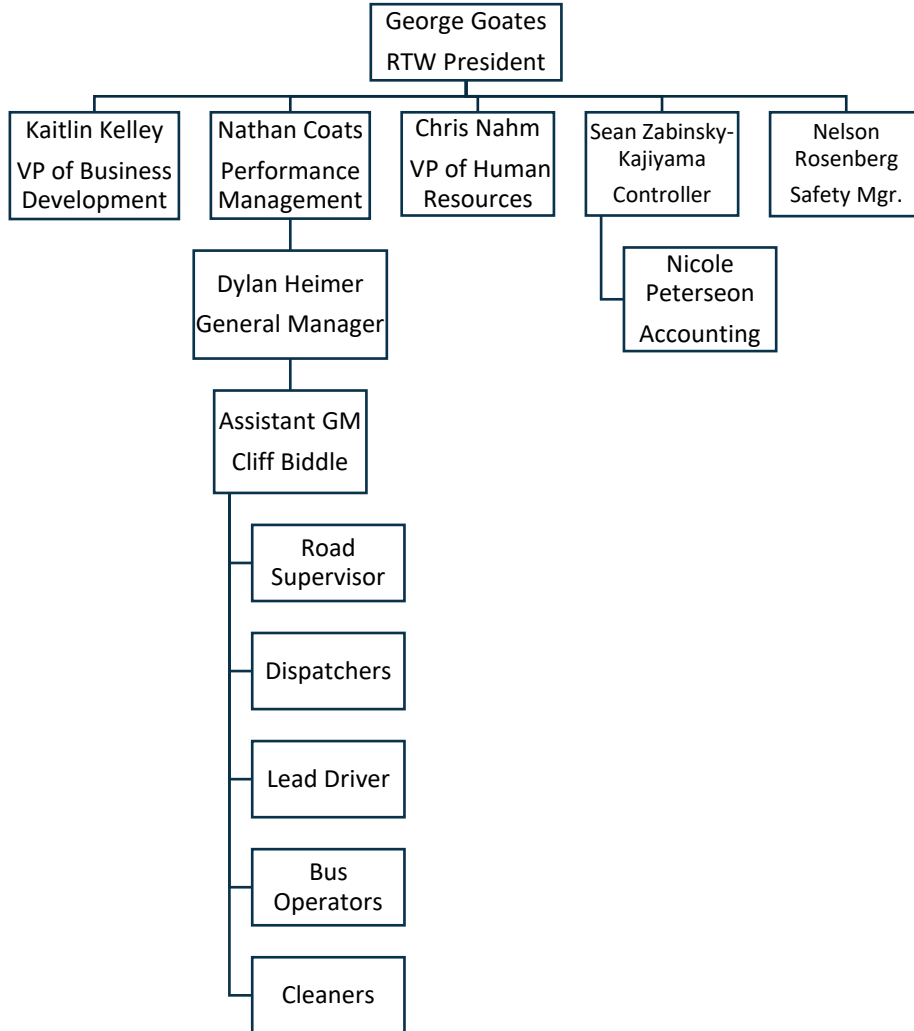


## ii. Start-Up Timeline

RTW assumes contract will be awarded June 1 and will begin July 1, but pricing is good for 180 days and we only need 30 days from award to being operational. We can probably start with fewer than 30 days notice.



### iii. Organizational Chart



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#### iv. Supervisory Responsibilities and v. Key Personnel

##### *Home Office Resources*

RTW's operations in the field can always count on the resources and responsiveness of our home office support team. Many of these personnel will be directly involved in the City of Hollywood operations and continue to be available to support our local team throughout the contract.

##### *George Goates, President*

George is the President of RTW Management and will be ultimately responsible for all aspects of the contract with the City of Hollywood. George will attend quarterly meetings with the City of Hollywood to ensure the highest level of safety, timeliness, customer service, and courtesy.



Prior to RTW Management, George worked at Hewlett Packard where he managed a team that oversaw the continuous operational improvement. Prior to Hewlett Packard, George worked in Private Equity at Leucadia National where he was responsible for improving the operations and ensuring the success of portfolio companies. George began his career in Investment Banking at Bear Stearns.

George received an Honors Bachelor of Arts Degree in Finance and a Master of Science Degree in Finance from the University of Utah, Eccles School of Business where he graduated #1 in his Master of Finance Program.

##### *Nathan Coats, National Safety Manager*

Nathan is an accomplished transportation professional with more than 20 years of experience in managing operations, safety, and maintenance. He is currently serving as our Company VP of Operations. Prior to RTW Management, Nathan worked as an Assistant General Manager at MV Transportation/Capital Metro in Austin, TX, where he oversaw the daily operations, safety, and maintenance of CMTA North Ops. Nathan was responsible for ensuring production efficiency, quality, service, and cost-effectiveness while working with the management team to implement the organization's operational procedures, policies, and standards.



Prior to MV, Nathan worked as an Operations Director at Cache Valley Transit District in Logan, Utah, where he oversaw the daily operations and maintenance of the district. He was responsible for ensuring production efficiency, quality, service, and cost-effectiveness while working with the executive team to develop and approve the organization's operational procedures, policies, and standards. Nathan was also responsible for overseeing the Marketing and Planning Department and working with local city and county planners to develop a transit focus in the short and long-range planning.

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Nathan began his career as a Driver Development & Safety Manager at Laidlaw Transit/LTD-CVTD in Logan, Utah.

Nathan holds various certifications, including CTAA Certified Community Transit Manager and Safety and Security Officer and is a board member of Utah Rural & Urban Specialized Transit Assoc. (URSTA) since 2008, serving as President from 2011-2015. Nathan is also a Para-transit Cost Manager, Gold certified classroom and behind-the-wheel trainer.

*Chris Nahm, Vice President of Human Resources*

Christopher Nahm is a seasoned professional with a diverse background in HR management and operations. With over a decade of experience in the industry, Christopher has worked with some of the leading institutions and businesses across the country.



As a Human Resources Manager supporting our existing transit teams, Chris is responsible for the day-to-day administration of employee benefits programs, talent acquisition, and performing all pre-hire tasks, including offer letters, background checks, and onboarding.

*Sean Zabinsky, Controller*



Sean Zabinsky has seven years of accounting experience and has spent the last four years as an Audit Manager with the global public accounting firm, BDO. He has a strong understanding of finance, internal controls, and accounting standards (including GAAP and IFRS). With a Master of Accounting degree from the University of Utah, Sean is excited to be bringing his experience to the transit industry.

*Nicole Peterson, Accounting and Payroll*



Nicole received a bachelor's degree in accounting from Dixie State where she graduated Cum Laude while working part time for Lang and Co., a leading regional Certified Public Accountancy. After graduation, Nicole took the position of Assistant Controller with a fast-growing internet development company called Solution X. In 2006, she was promoted to controller.

Nicole currently works as our Accounting and Payroll Manager, and she formerly served as our HR Manager, ensuring that RTW hires the best talent available and trains that talent effectively to create an outstanding workforce and tomorrow's leaders. Nicole ensures payroll runs flawlessly and looks after the well-being of all employees at RTW Management.

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## vi. General Manager

### *Dylan Heimer, General Manager*

Dylan began as a driver for RTW Management's Scottsdale operation in September 2017 and was promoted progressively until in April of 2019 Dylan was made General Manager. Dylan had 53 drivers at peak service.

Dylan earned a Bachelor of Science in Biology from Arizona State University where he received a full presidential academic scholarship. Dylan maintains a current CDL Class B with Passenger Endorsement. He is also a Certified Smith System Trainer.



Dylan's experience began at Holland America Line and Princess Cruises Alaska and the Yukon as a Driver and Guide during ASU's summer break. During his time there, he created a fun and safe experience for cruise customers while operating vehicles safely and ensuring the vehicles were operating at a high standard.

Dylan's expertise in driving and training led him to RTW where he succeeded in managing an operations team, which includes road supervisors, dispatchers, driver/operators, and other personnel. Dylan optimized back-end processes and reports using advanced Excel features. He oversaw all aspects of safety and training for safety-sensitive personnel.

Overall, Mr. Heimer's diverse background and skill set make him a valuable asset to any team he joins. His attention to detail, customer service experience, and expertise in driving and training make him a rising star in the industry.

## vii. Operations Manager

### *Clifford Biddle, Operations Manager / Safety and Training Manager*

Clifford is a seasoned professional with more than 20 years of experience in the safe operation of commercial vehicles. He is a Class A and B Commercial Driver with experience in 30 and 35' Gillig, 40'-45' NABI, and articulated style buses. Clifford holds a Commercial Instructor Certification first obtained in 2007 and kept current to date.

From 2007-2009, Clifford assisted with the creation and route management of the Tempe, AZ Orbit System. He has achieved two Safe Driver Awards and is currently working as a Safety Compliance Manager for Liberty Transport LLC in Phoenix, AZ. Clifford monitors the safe operation of this national trucking company utilizing various tools and sets goals for safe operation and score improvements. He also conducts regular safety meetings and maintains lines of communication with state, federal, and local agencies regarding updates on law/regulation changes.



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Previously, Clifford has worked as a Transit Supervisor for RTW Management. As a Transit Operator for First Transit, he operated transit buses of various styles and sizes along designated routes. Clifford has also worked as a Truck Driver for Heartland Express, Freeport Logistics, and Interstate Distributor Co. Additionally, he has worked as a CDL Instructor for the American Institute of Trucking and Phoenix Truck Driving Institute.

### **viii. Maintenance Manager**

#### ***Bob Galizia, Maintenance Manager***

Bob Galizia is an ASE Master Technician with extensive experience in transit buses and other large vehicles, gained through a combination of private sector, local government, and United States Army employment. Bob is a customer-focused professional with exceptional communication and leadership skills, who always ensures proper safety measures are taken. He has a proven track record of troubleshooting and repairing diesel and alternative fuel vehicles. Bob is known for mentoring junior mechanics and has a strong network of technicians that respect and enjoy working with him.



Bob has an impressive list of certifications, including Automotive Master Technician, Truck Master Technician, and CNG Technician by the Association of Automotive Service Excellence. He is also a CNG Cylinder and Fuel Systems Inspector by CSA Group and an Arizona State Emissions Inspector and Fleet Agent.

In his current position as Fleet Equipment Technician II at the Town of Gilbert, Arizona, Bob performs journey-level skilled mechanical work in the maintenance and repair of heavy-duty equipment, including A/C, air brakes, high-pressure hydraulic systems, power train, drive line, computer systems, and electrical systems. He diagnoses and repairs all aspects of a wide variety of diesel and alternative fuel-powered equipment. While at Scottsdale Transit Bob was responsible for a fleet of 23 hybrid electric/CNG buses.

Prior to his current role, Bob worked as an Equipment Repair Technician at the Arizona Department of Transportation and a Fleet Technician Crew Chief at the City of Scottsdale. In both roles, he managed employee-related activities, oversaw repair and maintenance tasks, and ensured adherence to preventative maintenance schedules. Bob holds an Automotive Technology degree from Mesa Community College and an Automotive Sciences degree from Arizona Automotive Institute. He has also completed the Management Development Continuing Education Program at the City of Scottsdale.

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## b. Proposed Operations Plan

### i. Reporting Structure/Organization

RTW will ensure that a Manager or other supervisor is on duty during all operating hours including weekends. The Assistant GM will work weekends to ensure that there is a management presence every day.

Road Supervisors operate in the field ensuring drivers have what they need to be successful. Road Supervisors handle minor mechanical issues in the field and deliver spare buses out to drivers when the bus is inoperable or operating the bus is in any way inadvisable. Road Supervisors also observe safe driving habits in the field. They observe any potentially dangerous situations in the way the route is run and recommend improvements. Road Supervisors are an important part of keeping morale high and keeping drivers happy and productive. Road supervisors also have the ability to perform the duties of a dispatcher.

Dispatchers are in constant communication with drivers and Road Supervisors. Dispatchers manage driver breaks and route modifications. Dispatchers manage the route drivers and make real-time changes to schedules. They also answer any questions drivers have and do whatever they can for drivers to keep them safe and focused.

#### ***Work Plan & Schedule***

RTW schedules employees for shifts that reflect the route timing as defined on the the City of Hollywood-supplied run-cut paddles. Our local management team establishes a base schedule for each route, accounting for deadhead for that route and an additional 15 minutes to allow ample time for the driver to perform the pre-trip and post-trip inspections. It has been our experience that this approach to scheduling allows our team to operate the routes on-time and includes enough time for any required breaks and driver relief.

#### ***Coordinating with Hollywood Weekly***

To ensure regular communication with the City of Hollywood, we are proposing to meet every Wednesday (at a time when all of our operational and maintenance management team members will be onsite) with representative of the City of Hollywood. This frequent communication, which will follow a precise and timed agenda, is meant to allow The City of Hollywood to maintain overall control over the operation and adherence to contractual requirements. Regular reports and KPI performance will be major items on the agenda for these meetings.

#### ***Ensuring Continuous Service***

RTW's daily operations are supplemented by scheduled and on-duty supervisory and "extra-board" staff with in-service vehicles. To ensure buses are dispatched for service on time, RTW uses on-duty extra-board drivers to fill in for any late/no-show driver. Extra-board drivers show up in the morning and are ready to drive in case a driver does not show up. Extra-board drivers are paid a minimum of three hours.



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Dispatch, office, and road supervisory personnel continuously monitor in-service vehicles for time-point efficiency.

## ii. Quality Control

Service monitoring is an important element of our dedication to quality assurance, and is part of every system RTW operates, regardless of whether it is fixed-route, shuttle, paratransit or demand-responsive transportation. As a company, we track a variety of Key Performance Indicators (KPIs) across all our operations. RTW continuously reviews performance metrics to measure our progress towards goals and our performance against stated standards in the contract. We recognize that many of the systems available at our contracts offer our managers and supervisors close to real-time, detailed KPI information on their locations at their fingertips.

Data captured by these systems are reviewed at all levels of our organization.

- Our local management team enters KPI data daily and reviews trends and problem areas to take proactive action to improve service quality.
- The General Manager reviews all KPIs on a weekly basis and communicates with the management team, provides support, and reviews trends to ensure early intervention when needed.
- Our regional and home office teams review key data points and ensure that best practices are shared across locations.
- We share our performance goals and achievements with our employees to emphasize their roles in achieving high levels of service quality.

The KPIs tracked hourly, daily and reported on a monthly basis are included in our KPI Report and are discussed at the monthly KPI review meetings that are conducted at every RTW location. If there are areas of concern, these are discussed with the goal of finding methods to improve performance. Likewise, where results are particularly good, our teams recognize the efforts of our employees in always providing best-in-class service to our passengers and clients alike.

Service monitoring is completed through a number of methods. We empower our front-line employees to perform their duties with care and to document their performance results on standard forms, such as Trip Sheets and Daily Vehicle Inspection Reports. We encourage open communication between our Operators, Supervisors, Dispatchers, and Technicians to ensure that issues are resolved quickly and with little or no effect on passengers. All KPIs are recorded electronically by management at each of our locations and transmitted to our corporate offices to be included in our monthly KPI Summary. On an annual basis, these KPIs are compiled at a corporate level into a summary that is reviewed by management at the highest levels. We take pride in offering the safest and most efficient service in the country.





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### ***Approach to Problem Solving***

RTW utilizes dispatchers, frontline supervisors, and managers to discreetly monitor the activities of drivers to ensure that they are compliant with all rules of operation. We will use a combination of GPS/AVL monitoring, stealth observation, open observation, and direct contact to determine if operators are complying with the expectations of both the City and RTW.

Driver reports, supervisor procedures, pre-trip inspections, pull-out procedures, field supervision, efficient dispatch, maintenance quality, and operator policies and training impact operational performance. Regularly scheduled road observations and ride checks will be performed by our managers and operations staff to monitor the performance and image of the operators and vehicles. We understand driver performance and vehicle condition will form the impression of the City's community bus service. Supervisors will conduct road observations to verify operators are driving their vehicles safely and properly and to ensure compliance with our high standards of safe driving performance. Road observations will be conducted by either following in a separate vehicle or riding in the vehicle with the operator.

We will use service monitoring tools to improve system communications, promote and enhance overall system quality and efficiency through tracking service schedules, and control on-route service. Our employees perform their duties with care and are responsible to monitor, correct, and document performance results including:

- On-Time Performance/Customer Service Levels
- Detours
- Road Calls
- Late and Missed Trips
- Off-Route Operators
- In-Service Failures
- Unusual Traffic Conditions
- Complaints
- Accidents and Incidents
- Events that Impact Service Delivery



### *Process Documentation to Improve Customer Satisfaction*

Customer satisfaction is based on how a passenger is treated as much as the service itself. We train drivers on empathy. We help them understand the passenger point of view. We also train our drivers to handle the negative emotions that come with an angry customer. These techniques diffuse emotionally charged situations and allow our drivers not to be upset by angry passengers. We also teach these techniques to managers who handle complaints.

We answer complaints empathetically and quickly. Often the folks complaining are converted from making a complaint to giving a compliment after they have been listened to and treated well. Some of our strongest supporters are people who initially had a complaint. We don't shy away from complaints; we lean into complaints and will solicit feedback as actively as The City will allow us to. We will put cards with our company name, website, phone number, email, QR codes and even a place to hand write comments, in order to actively encourage feedback. ***For the first six months of the contract our President will return all complaint calls personally (valid or not) to get a feel for the operation and set a good tone with the community.***

RTW operators receive a performance evaluation every six months which helps to ensure that all safety and Company regulations are being implemented. All operators also receive annual training to ensure they are up to date with policies and procedures. Supervisors observe operator's performance daily before they leave the yard and behind the wheel.

Our team tracks, reports, and reviews our on-time performance (OTP) monthly. These reports are reviewed with the team to maintain high performance and to identify any potential corrective actions necessary to maintain high OTP.

Customer complaints are used as training tools. Complaints are reviewed with the operator involved, by all the supervisors and managers. In each of these settings, the focus is on analyzing what happened, what could have or should have happened, what approach will be used in the future, and how supervisors will monitor operations to avoid any recurrences in the future. Operators are coached and re-trained if retraining would benefit the operator's professional performance.

RTW coaches its supervisors and managers in methods to promote positive customer service and reliable operations, and supervisors and managers are coached on a regular basis in supervisory techniques. The emphasis is to reinforce the positive behavior of operators, dispatchers and maintenance staff, while identifying the incorrect behavior early on so it can be corrected before it becomes ingrained as a habit. Positive reinforcement coupled with progressive discipline are the means by which RTW employees are developed and the means by which the few truly difficult employees are counseled out into new careers.

### ***Achieving Continuous Improvement***

RTW's continuous improvement process includes the following steps:



- **Identify areas for Improvement:** This involves taking a step back to analyze current processes, systems, and performance to identify deficiencies or areas that could be improved.
- **Define the Problem or Opportunity:** Once an area for improvement has been identified, the problem or opportunity is clearly defined and understood.
- **Analyze the Problem:** In order to identify the root cause of the problem or opportunity, a thorough analysis is conducted. This may involve data analysis, process mapping, and other techniques. As needed, our local management team will request additional expertise from our company subject-matter experts to perform an effective analysis.
- **Develop Solutions:** Once the root cause has been identified, potential solutions must be developed and evaluated. These proposed solutions are reviewed with our home office support team to refine according to industry standards.
- **Implement Solutions:** The most effective solution is selected and implemented, typically through a pilot program or small-scale test first, prior to widespread implementation.
- **Monitor and Evaluate:** The effectiveness of the solution is monitored and evaluated, and adjustments are made as needed. Home office resources are often called in again to perform the evaluation. Our local management team may also request representatives from The City to assist in the evaluation.
- **Standardize and Document:** The solution is then standardized and documented to ensure that it is consistently applied throughout the organization. This documentation is then shared with The City.
- **Repeat:** The process is repeated on continuously to identify new areas for improvement and ensure ongoing progress.

Overall, RTW's continuous improvement plan is long-term commitment to ongoing learning, collaboration, and a willingness to challenge the status quo to achieve better results for the City.

### iii. Dispatcher/Road Supervisor Work Schedule

RTW employs a very unique supervision method to "make sure" all shifts are covered by drivers who are ready and able to drive safely. Morning drivers text in 30 minutes before their shift and state, "I am awake, alert, and ready for my shift." To which the supervisor responds "Hoorah." This is a fun little thing that we do, but it gives the driver the opportunity to affirm that they are ready to drive. We have had drivers text in and say they were not prepared to drive for multiple reasons. If we did not have this texting requirement in place, the conversation about a driver's fitness to drive may have never come up. Also, having the drivers text in 30 minutes ahead of time gives us warning if they are not coming in for whatever reason. We do our best to screen drivers, but no-calls, no-shows happen. If we don't hear from a driver and can't get ahold of them, we have an extra 30 minutes to cover their shift. This is how we make sure we have drivers in place for each route every time.

All of our dispatchers possess CDLs and are cross-trained as road supervisors, and vice versa. This gives us one more person who can step into either of these roles and it increases the knowledge base of both positions.



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Most performance issues occur in the field, so our road supervisors are on the road and at other strategic points along the routes. RTW Dispatchers:

- Ensure drivers are providing safe and courteous customer service and are following all RTW and the City of Hollywood policies and procedures.
- Identify, communicate and respond to system threats and disruptions by coordinating route deviations and detours.
- Provide assistance to passengers, as needed.
- Monitor and document service operation.
- Investigate all incidents, accidents, breakdowns, equipment problems, and customer comments and suggestions.
- Conduct periodic ride along observations and security audits.
- File detailed daily activity reports.

### *Operator Check-in*

RTW's vehicle operators will report for duty 30 minutes prior to their first scheduled departure time, to conduct their pre-trip inspection and to allow sufficient time to arrive at their first designated stop. Upon arrival, our supervisory team will ensure that the operators are in a good state of mind, properly groomed and uniformed for service.

Prior to leaving the bus yard, a supervisor will assign drivers a bus and route in Tripshot. The Drivers will conduct their pre-trip inspection and login. If applicable, the driver will ensure their electronic destination sign is accurate for their route.

The RTW supervisory team will also conduct an operator check-in prior to the start of each shift to ensure all Operators are on target to begin service as scheduled.

If an operator is absent or unresponsive at the time of check-in, the supervisory team will immediately implement a back-up plan for coverage and proceed with the Notifications of Delays/Rider Alert Postings protocol described in the the City of Hollywood's scope of services.

### *Dispatch Activities*

Every manager, supervisor, and GM at RTW started out as a driver and still holds an active, current CDL. This attracts talented drivers who are eager to do a good job, prove themselves and know there is a path to move up. Drivers respect managers and supervisors who have driven themselves and know the job. Lastly, our managers and supervisors know how to manage personnel and operations. They can draw from their experience to handle difficult or unusual circumstances.

All of our managers and supervisors can serve as dispatchers. Drivers will always have access to a dispatcher through a 100% reliable two-way radio. Drivers can call in any trouble and dispatchers will handle their problems. Our drivers don't have to worry about anything other than driving safely, staying on time, and being courteous. Supervisors take care of:



- Unruly/Dangerous passengers
- Vehicle trouble
- Traffic problems and Road Closures
- Bodily fluid incidents
- Re-routing, road closures, and heavy traffic

Dispatchers know the service area and can re-route drivers in order to avoid problems. They also make sure that our drivers feel safe and comfortable. At any time, they can hear a friendly voice with just the touch of a button. The channel is open so all drivers can hear each other at the same time. Dispatchers connect drivers to the home office and ensure that drivers do not stress about anything except for driving safely and courteously. A calm happy driver is a safe driver. Dispatchers are paid to take the stress from the drivers.

### *Radio Protocols*

RTW understands following proper radio protocols is essential to efficient operations and this topic is covered extensively in our training programs.

RTW relies on successful use of consistent radio protocols to minimize delays and overlaps through good dispatching. If The City of Hollywood buses should run off schedule or begin to bunch, our dispatcher will monitor the spacing and make minor changes by radio in order to avoid running hot, overlaps and delays.

As mentioned, RTW's drivers will always have access to a dispatcher through a two-way radio. Drivers can call in any trouble and dispatchers will help them address any issues to ensure timely service to the passengers who rely on the bus service.

Dispatchers know the service area and can use the radios to re-route drivers in order to avoid problems. Dispatchers are the drivers' tie to the home office and ensure that drivers can focus on driving safely and courteously.

### *Operations Supervisors Assignment Schedule*

RTW will have a manager or supervisor on duty every day in order to:

- Ensure "On time. Every time." performance of runs.
- Monitor the public presence and condition of vehicles.
- Enforce proper driving practices of drivers.
- Guard the safety of the public – the riders and the general public.
- Respond timely to extraordinary transit incidents or accidents.
- Promote positive interrelationships with drivers and riders.

RTW's operating principle is "On time. Every time." Transit riders have an expectation of timeliness for pick-ups and drop-offs. It is RTW's expectation as well. To ensure buses are dispatched for service on time, RTW uses on-duty "extraboard" drivers to fill in for any late/no-show scheduled drivers. RTW



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“posts” back-up vehicles at strategic points amidst convergent route networks such that delayed or disabled vehicles can be replaced in a timely fashion. Road supervisors follow-up on run irregularities to minimize recurring incidents and expedite service solutions.

Road supervisors are just that – on the road, not in a remote office location. Having supervisory personnel mobile and in strategic service locations ensures timely response to service recovery situations. Often, because drivers are “out of the office” during most of their duty periods, having road supervisors who are also out of the office available for periodic interaction with what is the largest segment of operational staff is both convenient and appropriate. Neither of these concepts is independent of the others. The road supervisor is an integral and indispensable part of quality transit service.

#### **iv. Accident and Incident Reporting**

With RTW Management, there will never be any “surprises” for the City, especially regarding accidents, incidents, operational KPIs, safety performance, and any other mission-critical circumstances. Accident reporting will include, at a minimum, a verbal communication via phone call from RTW’s General Manager to the City within twenty-four (24) hours of occurrence, followed by a written report within seventy-two (72) hours to include a police report, if available, and/or City accident or incident report.

During the transition period and prior to taking full control of the City’s operation, RTW’s Transition Team will establish an effective and timely communication cadence with the City. This communications plan will include RTW’s open-door policy, regular one-on-one and team meetings as desired by the City and protocols and timing for sharing critical reports detailing operational and safety updates. This communication plan will be reviewed and adjusted as needed to reflect the City’s needs.

#### **v. Accident Communications with City**

In the rare case of an accident involving a fatality or the transportation of any individual to a hospital, the RTW will communicate it to the City immediately (within two hours) and we will maintain frequent contact with the City as needed,

#### **vi. Drivers Manual**

A copy of RTW’s Drivers Manual is available upon request. Our standard manual will be tailored to reflect the scope of work of the City of Hollywood’s Community Shuttle program.



## c. Proposed Vehicle Maintenance Plan

RTW will require a 20% to 25% spare ratio, or at least one spare per FTA guidelines in order to ensure continuous service. RTW has adopted a cornerstone philosophy for preventive maintenance with regard to total fleet management. RTW preventive maintenance procedures identify any problems before parts fail and lead to possible vehicle breakdowns. Performing the proper maintenance reduces vehicle downtime, increases fleet productivity, and improves our ability to serve Hollywood's passengers. Our focus on a detailed preventive maintenance program allows for the reduction in the number of spare vehicles required and containing RTW's fleet operating costs. RTW maintenance shop personnel and vendors consistently perform scheduled maintenance using the following standard operating procedures:

- RTW maintenance shops ensure that all vehicles are operationally safe and mechanically sound. In addition, the preventive maintenance program ensures all repairs are completed right the first time in order to fully support operational demands for transportation services.
- The Maintenance Department (and any approved vendors and subcontractors) continually search for new ways to reduce maintenance costs through standardization, while adhering to all fleet vehicle specifications standards and adherence to company maintenance policies and procedures.
- RTW Maintenance Managers network with their peers to share best practices to further improve the RTW maintenance program.
- The Maintenance Manager and General Manager constantly monitor and analyze their maintenance data daily to ensure budgeted goals are achieved.
- Our ASE-Certified Service Technicians apply the most effective repair methods and use industry-standardized maintenance repair times to ensure timely and cost-effective fleet upkeep is executed with each vehicle repair.
- Parts inventories are managed and audited on a regular basis to ensure we receive the lowest competitive prices to keep the costs of repairs at a minimum.
- All maintenance and operational managers enforce compliance with all OSHA, Federal, State, and local regulations.



It is the intent of RTW to provide the safest, cleanest, most reliable service to the Hollywood service area and to exceed the City’s highest expectations. Our goal is to utilize an ongoing Preventive Maintenance Program designed to meet current transit needs with a safe, reliable transportation service. The RTW Preventive Maintenance Program is designed to produce an increase in effectiveness and efficiency, while protecting the City of Hollywood’s and Broward County’s capital investments by maintaining all buses and other transit support vehicles in prime operating condition. The effectiveness of this program is monitored and reviewed on a regular basis. If needed, improvements and modifications will be made to obtain maximum efficiency and productivity. Our detailed Fleet Maintenance Plan is available upon request.

### Daily Vehicle Inspections

Every driver will be required to complete a visual pre-trip inspection of their vehicle at the beginning of their shift, and to fill out the Daily Vehicle Inspection Report (DVIR). The DVIR includes approximately 60 checklist items that must be verified to ensure that the vehicle is safe and operational. The checklist will also include elements related to public health and cleaning. Defects found at this point are referred directly to the maintenance department. Any safety-sensitive defects will immediately cause the vehicle to be pulled from service and replaced with a spare vehicle.

All DVIR’s will be logged into our fleet management software, Fleetio, allowing trends to be tracked.

### Preventive Maintenance Inspections

Preventive Maintenance (PM) is key to sustaining the value of the vehicles used for this contract. There are several benefits to a thorough PM program.

- **Promoting Safety:** A well-maintained vehicle is a safe vehicle. Regularly scheduled PM inspections alert the maintenance team to potential hazards. Further, safer vehicles lead to less accidents, especially ones due to mechanical failure.
- **Reduction of Unscheduled Downtime:** Part of RTW’s dedication to being a trusted provider of transportation services is that our vehicles will always be in good working order. PM inspections allow us to address problems on a scheduled basis, rather than dealing with unforeseen, and sometimes costly, issues as they arise.





- **Prolonged Useful Life:** When vehicles are new, maintenance needs are few. However, a good PM program will ensure that vehicles are in good working condition even as they age. PM promotes careful monitoring of major components and allows for efficient scheduling of replacements as needed.

The PM inspection schedules are generated from the hub miles of each vehicle. These miles are entered in our Fleetio software program to provide accurate inspection intervals. The primary intent of scheduled inspections is to keep vehicles in peak operating condition and to minimize unscheduled repairs and vehicle down-time.

Only Inspection forms provided by the City of Hollywood/Broward County Transit or OEM are used. Step-by-step instructions on the proper procedures for completing the inspection form are part of RTW's maintenance action plan.

Heating and air-conditioning systems are maintained to ensure that passenger compartments are comfortably maintained under all climatic conditions at all times.

### *Schedule for Preventive Maintenance*

The table below represents the starting point for the City of Hollywood Community Shuttle fleet. We will ensure that the PM service schedule is in alignment with all OEM specifications.

PM Service Details	
<b>"A" PM Service</b>	<p><i>Every 30 Days or 3,000 Miles</i></p> <p>Safety Systems serviced, Brakes, Lights, Safety and Warning Systems</p> <p>ADA and Securement Systems Serviced and Inspected</p> <p>Batteries, Starting and Charging Systems tested and serviced</p> <p>Driveline and suspension serviced and/or inspected</p> <p>Wheels and Tires inspected and tires set to rated PSI</p> <p>Engine systems serviced and inspected</p> <p>Air Filter Inspection</p> <p>Replace Fuel Filter/Oil Water Separator</p> <p>Inspect/replace Drive Belts and Gear-driven accessories as indicated</p> <p>HVAC Systems service – including auxiliary heating or cooling systems</p> <p>Operational Controls, All interior and exterior components</p> <p>Obtain Engine Oil Sample</p> <p>Replace Engine oil and Filter</p>
<b>"B" PM Service</b>	<p><i>Every 90 Days or 15,000 Miles (In addition to "A" Services)</i></p> <p>Engine and Drive Train service</p>



PM Service Details	
"C" PM Service	If Engine Oil and Filter has not been changed, change at this PM Engine Air Intake System and Emission Systems serviced Inspect Suspension System and Chassis Alignment Obtain Transmission Fluid Sample Change Transmission Filter (SYNTHETIC FLUID) Change Transmission Fluid and Filters (NON-SYNTHETIC) Service Air System Dryer and Compressor Major HVAC Systems Service
	<i>Every 360 Days or 30,000 Miles (In addition to "A" and "B" Services)</i> Service Wet/Lube Hubs Replace Hydraulic/Power Steering Fluid Service Differential and Live Axle Bearings/Replace Lubricant Complete Brake System Service
"Emissions"	<i>2 Years or 100,000 Miles</i> Inspect/Service DPF and Exhaust System
Weekly	Brake Inspection

*Preventive Maintenance Service Details*

**Roadcall Procedures**

At the beginning of service each day, the dispatcher will designate available spare vehicles and will ensure that these vehicles are inspected and ready to be dispatched as needed. When an on-street failure occurs, the dispatcher will notify the Maintenance Manager to inform them of the incident. A spare bus will be dispatched immediately. If possible, a technician will resolve the issue with the stopped vehicle in the field. If not, the technician will contact dispatch to arrange for a tow truck to remove the vehicle back to the facility. Either way the driver will get a new bus right away and will be able to continue service uninterrupted. RTW believes that through a rigorous preventive maintenance program, on-street failures can be minimized.

**General Repair**

RTW has an excellent accident rating, not causing a single reportable accident in its 23-year history. That does not mean that there are not occasional needs for general repairs. All repairs will be assigned to technicians based on the skill-level required for that task. Our maintenance team will develop a repair plan and ensure that the correct parts are available. Major component repairs will be outsourced to a local vendor. Stocked parts will include, light bulbs, driver side rear view mirrors, tires, brake pads, rotors, calipers, etc.

All repair work is performed by maintenance personnel with ASE Certification.



- Upon removal of a vehicle from service for repairs, a schedule is set within 24 hours creating a timetable for repairs and an estimated date for returning the vehicle to service.
- Inspection and/or repair work is commenced promptly in accordance with the established schedule, but no later than twenty-four (24) hours after the time of removal from service.
- The schedule is updated daily (and documented in the Daily Down Report) to reflect the progress of work and the estimated return of the vehicle to service.
- Vehicles are not removed from Revenue Service during peak periods except to conduct emergency repairs.

Daily down reports are sent to the City of Hollywood at the close of each business day, or as required by the City of Hollywood.

### *Parts Inventory*

RTW will purchase and stock the necessary parts to maintain the City of Hollywood fleet in a safe and reliable manner. We strive to purchase the highest quality components at competitive prices. A minimum number of parts is maintained based on historical trends. This inventory is closely monitored and parts are inventoried monthly for optimum rotation and usage. The Maintenance Manager also works with local vendors to maintain inventory in order to reduce lead times on purchasing.

All parts are listed in the Fleetio maintenance software program and pertinent data concerning each part is available. All fuel, oil, and other fluids are also listed in the Fleetio program. The following information is available for each part in inventory:

- |                    |                 |                      |
|--------------------|-----------------|----------------------|
| • Average cost     | • Last received | • Last order date    |
| • Last use         | • Value of part | • List of vendors    |
| • Order quantity   | • Bin Location  | • Reorder points     |
| • Quantity on hand | • Vendor code   | • Length of warranty |

### *Wheelchair Lifts and Ramps*

RTW understands that the combination of an aging population and the increase of use of other types of mobility devices require that wheelchair and mobility device lifts be fully and safely operational at all times on our vehicles. Wheelchair lifts are inspected and cycled daily as a part of the DVIR process, and any defects are noted in the DVIR report. Any malfunctioning lift will be a reason to remove the vehicle from service until the lift is repaired. Lifts will also be inspected during the preventive maintenance inspection. Non-safety sensitive defects will be repaired at this time, including replacement of worn components, gear cleaning and adjustments in alignment as necessary.



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### *Oil Analysis Program*

Fluid Analysis is an effective, inexpensive tool which provides information about the internal condition of the major components in vehicles and equipment. Benefits of a well implemented fluids analysis program includes:

- Keeping small repairs small
- Maximizing maintenance dollars
- Managing major component life
- Documenting maintenance practices
- Evaluating maintenance products

Samples will be conducted at each engine oil change and at half-life on transmission fluid and transmission fluid change.

### *Reporting*

RTW Management uses Fleetio software, which is infinitely customizable and will allow us to create reports in whatever format the City of Hollywood would like to see. Fleetio is also cloud-based, so RTW will issue the City of Hollywood a login to review maintenance records anytime. The system helps maintain a high level of efficiency in data manipulation and fleet awareness. The system creates a separate work order in addition to the hard copy generated by the technician.

Every work order is keyed into the Fleetio system. The work order is coded by inspection codes to assist in trend analysis and data manipulation. The historical data provided by the software is a valuable tool to determine any failure trends, tracking defective parts, identify repeated workmanship issues, maintenance costs per mile, and much more statistical data to help us manage the City of Hollywood's fleet.

### *Warranty Repairs*

RTW will manage the City of Hollywood's vehicle and equipment warranties and will comply with all warranty provisions in the conduct of maintenance functions. Particular attention will be paid to any warranties that The City of Hollywood includes for any new vehicles slated for delivery during the term of the contract.

As needed, RTW will coordinate warranty repairs with the City of Hollywood-approved local dealers or distributors authorized to conduct such repairs for the manufacturer.

### *Cleaning Oversight*

Our Maintenance Manager will be responsible for the oversight of cleaning activities. Vehicles will be randomly inspected for cleanliness.





### *Bus Washing, Cleaning and Detailing*

All City of Hollywood Community Shuttle vehicles will receive a daily interior cleaning, including the removal of all trash and wiping down the entire interior of the vehicle. All gum, grease, dirt, and graffiti will be removed from interior surfaces during the cleaning process. Any damage to the upholstery will be reported to the maintenance department and repaired as soon as possible.

Exteriors of vehicles will be cleaned on a regular schedule, in accordance with the City of Hollywood’s cleaning standards.

In order to ensure that the vehicles we operate are not only visually appealing, but also safe and sanitary, we have implemented a cleaning procedure that focuses on the elimination of viral and bacterial agents. We utilize anti-viral cleaning products that have been approved by the CDC and we follow all CDC guidelines regarding the cleaning of our vehicles and workspaces. Our employees will be provided with the required Personal Protective Equipment (PPE), including masks and gloves.

The following vehicle washing and detailing tasks are completed at RTW’s facility, at the intervals noted:

- Remove graffiti and trash – daily
- Dust handrails – daily
- Clean Operator’s area fare box and dash – daily
- Mop floor – minimum three (3) times a week
- Wash rear of bus – three (3) times a week; more if necessary
- Wash bus – three (3) time a week; more if necessary

### *RTW Cleaning Requirements*

#### *Exteriors:*

- Exteriors washed/cleaned (including wheels).
- Wipe down exterior of bus daily with antiviral solution.
- Wash exterior with green cleaning solution weekly or as needed.
- Remove any ice under the vehicle daily.
- Clean dirt on the front, sides, or rear of the bus.
- Wipe sticky or oily residue on the front, sides, or rear of the bus.
- Remove dirt, stickers, residue, or graffiti on the windshields or window glass of the bus.
- Polish all outside mirrors.
- Wash off any soap streaking on the body or exterior glass of the bus.
- Wipe off grease or scuffing on wheels or tires.

#### *Interiors:*

- Review interior to ensure that there is no dirt, dust, trash, stains, gum, or any kind of residue on seats, floors, side panels, walls, wheel wells, step wells, ledges, handrails, driver’s area, driver’s control, light panels, and ceiling.
- Rub out any graffiti on any interior surface.
- Remove dirt, stickers, residue, or graffiti on windshields or window glasses; inside mirror glass shall be cleaned with Windex using microfiber towel.
- Note any cut or damaged seats.
- Seal step wells and floors.
- Clean/mop vehicle floor.
- Clean vehicle ceiling.
- Clean window interior.
- Dust and polish handrails.
- Clean driver’s area and dashboard daily.
- Hand wash rear of vehicle bi-weekly.
- Clean inside of interior light fixtures every six (6) months.
- Clean inside of head sign glass every (3) months.
- Detailed cleaning involves with a more intensive cleaning to the interior and exterior on a quarterly basis.
- Detailed exterior cleaning shall involve removing graffiti, and cleaning engine compartments, wheels, back-ends, undercarriages, and other areas to be done quarterly.
- Detailed daily interior cleaning shall address ceilings, seat backs, grab rails, and other areas that accumulate dirt and grime.



- Wash wheels – three (3) time a week; more if necessary
- Vacuum seats – Weekly
- Clean window interior – three (3) time a week; more if necessary
- Clean radio handset – three (3) time a week; more if necessary
- Clean ceiling – monthly
- Detail interior and exterior – Every four weeks
- Clean inside of head sign glass – Annually
- Clean inside of light fixtures – Bi-annually
- Exterior mirrors- every other day or as needed Vents – weekly or as needed
- Sweeping – daily
- Audit and replace faded/damaged exterior and interior RPTA-approved decals – ongoing

### *Special Repairs (e.g. MDT, HVAC and other on-board systems)*

RTW will use qualified vendors to effect specialty repairs for items such as MDTs, HVAC systems, and other on-board systems where special expertise is required to expeditiously complete the needed repairs.

### *Hazardous Materials Storage and Disposal*

The Shop Safety Program for RTW vehicle maintenance and maintenance facilities are part of the company System Safety Program Plan (SSPP). The SSPP includes an outline for responsibilities governing, among many other things, hazardous materials storage and disposal. Hazard Materials and Hazardous Identification and Resolution Processes, Fire Protection and Evacuation Plan, Lock-out Tag-out Procedures, and Security are all major topics contained within the SSPP. A current copy of the SSPP can be provided to The City of Hollywood upon request.

RTW service trucks that carry DOT-defined hazardous materials (including tanks of oxygen, acetylene, or propane; batteries; gasoline; aerosol cans starting fluid or other combustible fluids) must comply with DOT regulations.

Material Safety Data Sheets (MSDS) are retained on file and are readily accessible for every product currently used in our shop, including all chemicals (even those purchased at a local store). Our Maintenance Manager adds each new chemical purchased to the shop's Chemical Inventory and always keeps accurate and up-to-date records.

Our Maintenance Manager also labels every hazardous chemical container with the chemical identity and hazard warning. Containers that require labels include jugs, drums, buckets, bottles, and storage tanks.

### *Maintenance Quality Assurance*

RTYW's local management team oversees the quality level of services on vehicles and buses after repairs are made on a random basis. At a minimum, 20 percent of all PMI inspections will be audited and quality



assurance (QA) inspected prior to vehicles returning to service. Any items noted on QA inspections will be corrected and used for technician coaching and retraining.

The physical condition of the bus after all service and repair operations are completed is an accurate indicator of the service provided to the passenger. Conditions that will be evaluated are:

- Interior and exterior cleanliness.
- Propulsion system fluid levels, such as engine and transmission fluid and cooling system fluid levels.
- Tire pressure and tread depth.
- Interior and exterior lights.
- Mirrors and windshield wipers.
- Door and lift/ramp operation.
- Interior and exterior body conditions including windows, floors, seats and body panels.

Accessible safety operating equipment includes fareboxes, camera systems, and radio equipment. This equipment shall be operational at all times.

The results of the QA evaluations will be presented to RTW management in simple, clear quantitative terms. This information can then be analyzed to determine trends, ensure compliance with contract requirements and service level agreements, and to revise or institute maintenance procedures or updated job procedures.

## d. Proposed System Safety Program Plan (SSPP)

RTW is extremely proud of our historical safety record. Most importantly, RTW has not caused an NTD reportable accident in our 23-year history. We also have an e-mod of .72 which means that we only pay 72% of the industry average for workers compensation insurance because of our exemplary safety record. RTW ensures safe driving by:

- Hiring the best drivers
- Training and re-training regularly
- Constantly monitoring and enforcing safe driving habits
- Creating a low-stress work environment

### RTW Safety Program

RTW has many elements to our safety plan that we will customize to the exact operation in Hollywood.

Safety is our top priority. We put more effort into hiring and training than any of our peers and this is the foundational and most important step in our exceptional safety plan. We also train management to take the stress off of drivers, so drivers can focus on their sole responsibility, which is to drive safely, on-time, and in a friendly manner.



In order to avoid accidents, we train on Smith System principals and retrain on the specific routes. We have group meetings where drivers talk about what they are seeing in the field and how their training applies. We also install aftermarket crash detection systems that service vehicles do not come with from the factory. Lastly, we use **Nauto** cameras to detect distracted driving. If a driver looks away from the road while they are in motion, they get a beep with a volume commensurate with their speed. The incident is also captured in a video clip and send to management for review and training purposes. We try to be as compassionate as possible, but we are not able to tolerate unsafe driving. We have found that letting unsafe drivers go reduces future accidents to a fraction of what they would otherwise be. We also have a zero tolerance policy for using a cell phone while the vehicle is in motion.

Each bus will have a binder, that instructs drivers what to do in case of an accident. We actually use these binders in our monthly safety trainings. They include quick instructions on what to do if they smell smoke or gas, for example.

We will follow DOT policies by testing 50% of all our on-site employees at random yearly. We do this through an ADP service so tests are purely random and we can document 100% compliance. Although it is not required by DOT, we test drivers after all avoidable accidents, even if the driver is not technically at fault. We also have pre-employment and ongoing drug testing training.

Drivers are required to wear clean clothes without rips or tears and not excessively worn out. We also provide reflective vests for employees in the lot. Safety-sensitive shoes are required, with no sandals allowed.

Every bus in operation for Hollywood will have a bio-hazard bag. This will include gloves and sanitation fluids along with instruction cards to clean up any bodily fluids. If there is an incident, a supervisor takes the driver a spare vehicle and the supervisor sanitizes the vehicle before putting it back in service. If the situation is bad enough, we will call a professional service to clean up the mess.

Every driver will fill out a Daily Vehicle Inspection Report (DVIR) before operating a vehicle. Our software will ensure that the vehicle is inspected properly and that the inspection is documented. If the driver finds any irregularities a work order goes to all supervisors immediately.

Bus binders also carry instructions for Emergency Response, First Aid, and Medical Services. In any emergency, a driver will alert a supervisor over a two-way radio as soon as possible after handling any urgent conditions.

Drivers and passengers are required to wear seatbelts while vehicles are in operation.

The graphic below provides a high-level description of the elements of our Safety Program.







# SAFETY PROGRAM

RTW has built its Safety Program on standards of excellence, based on the latest FTA guidelines.

### Competence and Fitness

Every driver must be competent and physically capable of doing their jobs well.



### Accident and Incident Investigation and Response



RTW's detailed accident and incident procedures allow us to protect our clients from insurance, legal, and regulatory risk.

### Safety of Vehicles

Through training and pre/post-trip inspections, RTW ensures that vehicles are always safe.



### Safety Committee

The Safety Committee will encourage fellow employees to work in a safe manner, provide input to foster a safety culture, and promote a safe work environment.



### Safety of Premises

Safety of the facility and equipment results in a lower number of incidents.

### Safety Audit and Management Check



An internal safety audit is completed by our President annually. We also conduct self-audits, completed by the local management team, ensuring compliance with all required safety standards at our operation and in our facility.

### Personal Protective Equipment



The use of PPE limits the number of incidents that occur and protects the health and safety of our employees.

## RTW Safety Program

### Shop Safety and Cleanliness

RTW's utility workers will clean, maintain, and organize the shop. The shop will be cleaned at the end of each shift. After performing repairs to a vehicle, mechanics will completely clean up the area they worked in, as well as the surrounding areas.

All shop equipment used will have a designated space indicated by the shop map. The shop will be organized by the maintenance manager to ensure an efficient operating facility and a safe work environment.

All shop equipment will be cleaned, as needed, by the mechanics using the equipment. Equipment will be kept free from grease, oil, and dust accumulation and greasy fingerprints.



Any shop equipment that requires repair will immediately be brought to the attention of the Manager.

The shop floor will be kept clean by sweeping and mopping. A detailed cleaning will be scheduled once a week in order to clean under equipment and remove grease and oil accumulation that regular mopping may have missed. All cleaning will be performed in an environmentally safe and compliant manner.

Logout/Tagout procedures will be used when applicable.



## Drug & Alcohol Program

RTW Management has a proven and established Substance Abuse Policy (*RTW Employee Handbook* is available upon request for complete details on the policy). A sample annual Drug & Alcohol Report is available upon request.

All RTW properties and contracts comply with 49 CFR Parts 653 and 654. RTW will implement its FTA-compliant drug and alcohol testing program, produce any documentation necessary to establish its compliance, and permit any authorized representative of the United States Department of Transportation or its operating administrations, the State of Florida and its departments, and FDOT to inspect the facilities and records associated with the implementation of the drug and alcohol testing program, as required.

The requirements to operate a vehicle as an RTW employee are:

- Possess a current valid driver's license with no restrictions other than corrective lenses.
- Have no limitation or restrictions that would interfere with safe driving, including but not limited to, medical conditions, ignition interlock restriction or prescribed medication that would interfere with the safe, lawful operation of a motor vehicle.
- Pass an initial five-panel drug screening.
- Submit to random drug and alcohol screenings.
- Pass a Department of Criminal Investigation (DCI) background check. RTW will perform a background check on all applicants for vehicle operator and will reject any applicant who has been convicted of any felony or misdemeanor charge, which would affect the applicant's ability to perform as a vehicle operator or to come in contact with the public.
- Pass a child and dependent adult abuse background check.
- Not be identified on the Office of Inspector General (OIG) Excluded Parties List System (EPLS).
- Be trained in the use of ADA accessible equipment.
- Use passenger restraint devices as required by law.
- Provide assistance to passengers, as needed or requested, particularly for passengers with mobility impairments requiring assistance in boarding, de-boarding or securing a mobility device.
- No smoking while in the vehicle or while transporting members.
- Not transporting passengers while under the influence of alcohol or any drug that impairs the ability to drive safely.



## Distracted Driving Camera Systems

RTW also has experience with distracted driving cameras. These cameras alert a driver of a potential near miss. They also record a short clip when a driver takes their eyes off of the road. These cameras have increased our safety tremendously and have helped us identify unsafe drivers. So, our pool of drivers is safer. Our research has found that drivers with near misses and distracted events are exponentially more likely to be involved in a major accident. We identify those potential offenders before something catastrophic happens. Through these near-miss and distracted-incident videos, we can also identify situations and places that seem to be troubled locations. We can address these issues in our safety meetings talking about actual spots on our routes and how to navigate them safely. In this way, our drivers apply the concepts they learn in our Smith System safety training.

## e. Proposed Training Program

All drivers receive initial basic safe driver training and annual refresher courses to include defensive driving techniques, wheelchair/scooter loading, use of safety belts, and emergency response procedures. RTW believes driver training benefits everyone and is cost effective in the long run. All drivers are trained in the proper use of the vehicle they drive and are given a road test before being hired. They are also routinely monitored from a distance, so they do not know that they are being monitored. RTW utilizes the Smith System defensive driving course.

New drivers will receive more than 40 hours of training, as detailed below:

RTW Management Training Requirements
<b>RTW's Training Curriculum</b>
RTW will require a minimum of 28 hours of BTW training for every new driver.
RTW's Basic Driving training module includes 16 hours of defensive driving from Smith Systems, JJ Keller and the National Safety Defensive Driving course.
RTW's ADA and Passenger Sensitivity Training module includes a minimum of twelve (12) hours with more than a dozen areas of focus.
RTW's annual driver refresher training includes a minimum of twenty (8) total hours of annual training for all existing drivers, including monthly team safety meetings, defensive driving, customer service, diversity and equity, health and safety, and any changes in contract requirements.

RTW's basic driver training courses and modules include:



Initial Training Hours	Refresher Training Hours (Required annually)	RTW Training Courses & Modules
4	3	<b>Service Procedures:</b> Introduction into City of Hollywood procedures, two-way radios, public announcement (PA) systems, electronic message signs, and wheelchair and mobility device securement. This will also include an introduction to RTW Management, completion of employment forms, basic employment policies, work rules and procedures, wages, benefits, and timekeeping.
4	1	<b>Vehicle Pre-Trip Inspection Procedures:</b> Instruction on pre-trip inspection procedures, utilizing the RTW/The City of Hollywood pre-trip inspection form.
8	1	<b>Vehicle Familiarization and Reporting:</b> This includes a review of vehicle, introduction to on-board equipment (wheelchair lift, head sign, and gauges) including manual operation of lifts, and record-keeping (daily and incident/accident reporting)
8	6	<p><b>ADA and Passenger Sensitivity Training:</b> This 1-day module will include:</p> <ul style="list-style-type: none"> <li>• Training on respectful words and attitudes regarding disabilities,</li> <li>• Common misunderstandings about disabilities and disabled people,</li> <li>• Interacting (communication) with passengers with disabilities respectfully and thoughtfully.</li> <li>• Information and facts about various types of disabilities, including hearing disabilities, speech impairments, vision disabilities.</li> <li>• ADA policies and practices</li> <li>• Lift and boarding direction.</li> <li>• Lift/wheelchair tie down techniques.</li> <li>• Use of securement devices.</li> <li>• Bus stop announcements.</li> <li>• Service animals.</li> <li>• Driver position for boarding and maneuvering manual, power, and scooter-type mobility devices.</li> <li>• Scooter clutch locations and clutch types.</li> <li>• Positive control of devices; powering down motorized mobility devices.</li> <li>• Location of occupied scooters in transit.</li> <li>• Integrated lap and shoulder belts.</li> <li>• Setting and checking wheelchair brakes after secured.</li> </ul>
4	4	<b>Customer Service and Conflict Resolution:</b> We will provide training on customer courtesy, assistance with boarding passengers, schedule adherence, handling difficult passengers, conflict avoidance, and diversity. This module will include the American Public Transportation Association's (APTA) best practices for customer service.
4	1	<b>Emergency Management:</b> This training will include the following elements:



Initial Training Hours	Refresher Training Hours (Required annually)	RTW Training Courses & Modules
		<ul style="list-style-type: none"> <li>• Accident/incident management procedures.</li> <li>• Accident/incident report writing.</li> <li>• Emergency ten-code script.</li> <li>• Post-accident drug and alcohol testing protocol.</li> <li>• Bus evacuation (fireman’s carry, blanket method, drag method).</li> <li>• Fire extinguisher.</li> <li>• Ignition switch.</li> <li>• Ventilation.</li> <li>• Protecting passengers after evacuation.</li> <li>• Enlisting aid from bystanders.</li> </ul>
16	4	<p><b>Basic Driver Education:</b> This 2-day module includes:</p> <ul style="list-style-type: none"> <li>• Defensive driving from JJ Keller and encompassing the National Safety Defensive Driving course.</li> <li>• Accident prevention; mirrors and blind spots (seat adjustments; mirror adjustments; blind spot demonstration; front crossover mirror use; body mechanics to minimize blind spots).</li> <li>• Vehicle features and components (all vehicle types).</li> <li>• Ridership data.</li> <li>• Basic mechanical troubleshooting and “no-go” criteria.</li> <li>• Fueling, cleaning, and parking.</li> <li>• Voice and data communications procedures.</li> <li>• Vehicle code and current laws and regulations related to drivers.</li> <li>• GPS usage, schedules, routes, data collection requirements.</li> <li>• Gratuity prohibition.</li> <li>• Radio communications and protocol.</li> </ul>
<u>48</u>	<u>20</u>	<b><u>TOTAL CLASSROOM TRAINING HOURS</u></b>
40+	3	<p><b>Behind-the-Wheel Training:</b> DMV-required skills assessment and basic training (square corners; tail swing-out; measured right turn; parking; forward stop; setting brake; using flashers; straight-line backing; using, but not fixating on mirrors). Familiarity with the geographic area; use of directional signals; smooth decelerating/stopping; smooth turns; smooth acceleration; emergency preparedness and evacuation procedures. This will include In-Service training consisting of half of a week of on-board observation and half of a week of driving while being supervised one-on-one and evaluated by that same supervising employee.</p>

In the classroom, RTW drivers participate in a facilitator-led discussions, watch pertinent training videos, and are tested. Training is based on comprehensive driving standards that detail every aspect of safe and defensive driving. This program offers consistent and thorough training to all new drivers. Training is modular and allows instructors the ability to customize and to focus on what is most needed, such as



unique service areas, unique vehicle features, or type of service. Training can be expanded upon or compressed with consultation from the City of Hollywood.

### *Annual Advanced Training*

As detailed above, advanced training for all existing, trained drivers will be conducted annually. This will be at least eight (8) hours long and include an overview of all elements in the new driver training program as described above, in addition to regularly scheduled safety meetings and reminders.

### *Re-Training Following Preventable Accidents*

A full investigation and re-training program will be a requirement for any RTW driver who experiences our preventable accident threshold. The driver will not be placed back into service until the investigation is completed and retraining has successfully been completed. The driver will be retrained as soon as possible following the accident, and the investigation will occur within three days of any preventable accident.

### *Technician Training / Safety Compliance*

A master mechanic will be on site during all working hours. Techs are required to have an ASE certification. We also prefer transit bus experience, but in the current labor environment would consider hiring a tech without transit experience. Once hired, a company orientation and on-the-job training in RTW and City of Hollywood policies, procedures, and requirements is provided by the manager of maintenance training with follow-up for task competencies by fleet maintenance supervisors.

All maintenance personnel will have access to RTW's maintenance/shop safety handbook which will be tailored to reflect the City of Hollywood's needs during the transition period. This handbook addresses safety rules for all equipment and machinery and tools, outlines requirements relative to personal protective equipment, fire and fluid safety, electrical safety, evacuation, HAZCOM, OSHA, FDOT, and accident/incident management and reporting.

Technician training spans 50 hours, including the general maintenance safety training, basic mechanic training, and vendor training courses. Technicians are additionally encouraged to participate in ASE certification training.

**Orientation:** Mechanics will complete an orientation of the shop, equipment, tools, software, and company policies and procedures.

**Basic Training:** Upon completion of initial orientation, RTW also provides basic training in the following areas:

- Basic repair skills/preventive maintenance
- Basic electrical training
- Air systems and brakes
- Alternative fuel safety and inspection
- Vehicle electrical systems and multiplex
- Suspension and steering



- Engine service, tune up, and troubleshooting
- Transmission diagnostics and service
- Bus air conditioning and heating

**Safety Training:** RTW safety training includes:

- Personal protective equipment
- Lock out/tag out procedures
- Basic shop safety
- The emergency action plan
- Hazardous communication
- Vehicle lift equipment training.

**Environmental Compliance** training modules cover:

- Storm water pollution prevention
- Waste oil fluids storage and disposal
- Waste oil fluids storage

### *Training Program Evaluation*

The following are some steps RTW takes to evaluate our training program for effectiveness at the local level:

- **Define the Objectives:** Our HR Manager defines the objectives of the training program and what we want to achieve from it. This helps in determining what needs to be evaluated.
- **Determine the Evaluation Method:** Our local management team and HR Manager work together to choose the most effective evaluation method (such as, employee and client surveys, KPI assessments, interviews, focus groups, and performance reviews, or a combination of these).
- **Collect Data:** We will collect data from the participants and other relevant stakeholders to assess the effectiveness of the program. The data will include both qualitative and quantitative information.
- **Analyze Data:** Our General Manager and our HR team will analyze the data collected and evaluate the program's effectiveness to identify strengths, weaknesses, and areas for improvement (essentially a traditional SWOT analysis for the training program).
- **Report Findings:** Our HR Manager will report the findings of the evaluation to RTW's corporate team and to the City of Hollywood.
- **Use Feedback to Improve:** Our local management team will use the feedback from the evaluation to make necessary improvements in the training program.

Overall, RTW's training program evaluation is essential for ensuring that our training curriculum and program is meeting its objectives and providing the intended benefits to the City of Hollywood and our local operation. It improves the program and helps us make informed decisions about future training initiatives.

## **Commitment to Employee Development**

RTW values our employees. We proudly cite our low employee turnover as proof of our commitment to our employees: RTW drivers average more than five (5) years with the company for contracts that RTW



has managed for more than three (3) years. We expect to maintain a similar tenure for drivers in Hollywood and on all our new contracts.

Our commitment to employee development begins with the recruitment and hiring processes. RTW is a “hiring machine.” We utilize universal recruitment, selection, and training for all positions that are derived from a combination of our Core Principles, project contract requirements, and additional qualifications that are predictive of excellent performance. As a result, these processes are intended to provide an excellent place to work and an enjoyable client and passenger experience.

All talent processes we employ include data-driven continuous improvement. The selection process is measured to validate and continuously improve its ability to predict performance and other desired metrics. The training programs and underlying learning objectives are derived from project requirements and/or targeted to performance objectives and metrics.

## f. Proposed Start-up Plan

For details regarding our start-up plan, including the detailed Gantt chart of all activities required to start the new service, see section **D.a.: Proposed Management Plan** previously in our proposal. In this section we are focusing on how we will recruit, hire, and retain staff for the new operation.

### Recruitment and Onboarding

RTW’s recruiting process begins with the development of effective position descriptions that reflect the needs of our operation on behalf of our customer. The City of Hollywood contract requirements, RTW’s extensive benchmarking, and our operations experience will be utilized to formulate job descriptions with responsibilities and qualifications required of each position. These job descriptions form the foundation of the qualification component of our recruiting, selection, and training for the project.

Below, we have included information regarding our Hiring and Retention Plan which we consider to be extremely relevant to our successful transition, implementation, and operation of the City of Hollywood’s services.

#### *Hiring Philosophy and Practice*

We expend more resources than our peers in acquiring, training and developing top operators. In keeping with our culture, we provide our employees:

- A climate of trust, respect, and support
- Open-door communications with all levels of management
- Opportunity for advancement
- Competitive wages and benefits, even in the current hiring environment

**RTW Employee Testimonial:**

“Great place to work! Good team atmosphere and supportive management.”

- Theodore Gross,  
Supervisor





## Hiring New Employees

The transit industry is facing unprecedented challenges in finding and retaining quality employees. RTW Management has faced these challenges head-on at its operating locations, and we have developed an assertive approach to hiring that has proven to be successful. Our three-pronged approach includes the following key elements:

- **Compelling Working Environment and Competitive Wages and Benefits:** RTW will offer a meaningful raise in the first fiscal year. RTW is known as an employer of choice for drivers. We offer unique benefits to our employees, including a suite of health benefits, life insurance, 401(k) investment options, and signing bonuses where applicable.
- **Community and Online Outreach:** We actively recruit in multiple places, including online (Indeed and LinkedIn), community-based (colleges and universities, local school districts), and employee referrals. We have a standard policy of responding to inquiries about employment within 10 minutes. This ensures that we are often the first in line for employees who have sent out multiple inquiries.
- **Direct Outreach:** In this tight employment market, it is necessary to think outside of the box for recruitment. We have added cold calling to our hiring approach and have had impressive results. In a resort town where we recently began operations, we hired and trained 30 drivers in 45 days. In order to achieve this impressive result, we developed a matrix that allows us to prioritize our outreach to potential candidates for employment. We have included the matrix in the exhibit below as an example of what we would develop for the City of Hollywood community shuttle services.

### RTW Hiring Matrix

Priority							
Source	Former RTW Drivers	Local Broward County Transit Drivers	Retired Area Drivers	School Bus Drivers (looking for year round)	Motor Coach Drivers	Garbage/ Recycling Drivers	Truck Drivers
<b>Step 1: Find Leads</b>	Inbound interest from job postings	Openpayrolls.com Driver referrals	Contact Through Social Media	School District Websites	Indeed/LinkedIn	Indeed LinkedIn	Openpayrolls.com Referrals
<b>Step 2: Track Down Contact Information</b>	Been Verified White Pages	Been Verified White Pages		School District Websites Been Verified White Pages	Indeed, LinkedIn, Been Verified, White Pages	Indeed, LinkedIn, Been Verified, White Pages	Referrals
<b>Step 3: Make Contact</b>	Phone Calls In-person meetings	Phone Calls Events	Reach out with previous email addresses and phone numbers	Email	Phone Calls, Emails, Indeed Message	Phone Calls, Emails, Indeed Message	Phone Calls Events



## Ongoing Recruitment

We know that our best resources and investments are our people. We have processes in place to ensure that our best employees are provided with the opportunity to develop their careers and advance within the company. All our current management and supervisory staff started out as drivers, so when openings for new supervisors and managers are identified, we adhere to the following hierarchy for recruitment of individuals to fill that role:

- Recruit from the location where the role exists.
- Recruit from other RTW Management operations.

We would prefer that our investment in our employees stay with RTW. As a company, RTW supports the development of our employees. We want each of our employees to realize their full potential. Our President and our Managers meet weekly to discuss the driver pool and which employees can move up within the organization. They work to devise a plan to provide increasing levels of training and responsibility to those individuals who have the potential for growth. Furthermore, our General Managers are also provided with opportunities to move up within the company. When new opportunities arise, we seek talent from our current employees, and assist them in recruiting and training their replacements so that they may move to a new and more challenging role.

### **RTW Employee Testimonial:**

"I love the team culture [at RTW] and that not only am I a part of the team, but I am contributing to the development of the team and that my opinion is valued."

– *Janae Murray,*  
*Trainer/Supervisor*

## Background Screening

### *Background Checks*

We maintain electronic versions of our operators' qualification files which include each operator's motor vehicle record (MVR) and background check. The MVR checks and background checks are conducted for a minimum of seven years history.

### *Employment and Reference Checks*

RTW also performs Employment and Reference Checks for each employee. As a part of the hiring process, we reach out to employers listed by the applicant to ensure that their employment history is accurate. We also call all references provided by the candidate. Once a candidate has passed these checks, they will be scheduled for DOT physical and pre-employment drug testing. After they successfully complete these steps, we can place them into our new hire training program.

## Selection and Onboarding

RTW has well-defined requirements for personnel operating in safety-sensitive positions. We use these requirements as our starting point and customize them based upon the contract requirements and needs of the service.



*Our recruitment and hiring process ensure that we are the employer of choice in the communities we RTW  
Hiring Matrix*

serve. Our training programs, for both paratransit and fixed-route operations, ensure that each and every driver, supervisor, and technician is fully equipped with all the tools and knowledge needed to be high quality employees for every service we operate.

Chris Nahm in HR will be responsible for hiring according to our selection guidelines. Dylan Heimer, our GM will double-check Chris' work to ensure that offers are only extended to drivers who meet the selection criteria. Many of the criteria are system enforced, so our HR system will not allow a felon or someone who has failed a drug test or who does not have the required experience to move past the offer stage. All of our onboarding is accomplished electronically and so we can produce comprehensive reports instantly. Dylan will have reports to check compliance quickly and thoroughly. Lastly, Nathan Coats will audit our local hiring process quarterly as an additional check to ensure compliance with our internal standards.

## Employee Incentives and Morale

RTW has developed policies and a culture that maximize employee retention. Our employee retention program includes promotions, raises, and increases in vacation time.

RTW retains employees primarily by hiring well, supporting our drivers, and giving them the tools they need to succeed. RTW treats drivers with respect and shows how much their work matters by having frequent conversations about performance, goals and operations in the field. RTW also gives annual increases based on tenure with the company. Regular raises are one of the most powerful tools for retention.

RTW also provides additional vacation as employee tenure increases which helps us attract drivers who want to stay and earn top pay and keep drivers who have gotten these raises.

Additional employee incentives include:

- Employee of the Month
- Community service opportunities
- Employee and family appreciation events
- Customer service excellence recognition
- Cookouts/BBQs to reward excellent safety performance
- Celebration of Transit Driver Appreciation Day (TDAD) every March
- Performance bonuses based on KPIs for the General Manager, Operation Managers, and Supervisors
- Annual Safety awards
- Service Award Recognition (5 years, 10 years, and 15 years, plus) for long-tenured employees

**RTW Employee Testimonial:**

"RTW is a fantastic company to work for. Both Merilee and Janae are amazing supervisors who are truly genuine, and it shows within their actions. You can just feel it in the atmosphere at work. It sure makes life easier working with bosses who wholeheartedly care and are completely proficient. 1000% recommend!"

*- Melissa Vera, RTW Driver*



## Discipline and Termination Policy

RTW enforces discipline firmly but fairly. For example, we have a zero-tolerance policy for cell phone use. This may seem harsh, but everyone knows this rule is inviolate and they keep it, so it really is more kind than an ambiguous policy. We have only terminated the employment of three employees in our history for cell phone violations. Drivers obey this rule faithfully.

RTW will also develop and implement a well-defined policy regarding ready-for-duty (including grooming and uniforms), tardiness, no-calls, and no-shows. We have standard policies companywide but will be sure the policies in Tempe reflect the needs of the operation and the City of Hollywood.

We likewise enforce other rules which raises the standard of performance. Drivers know that other drivers are not “getting away” with things. We have found that a firm, fair application of our policies leads to better driver morale and better service. The key to be able to enforce rules evenly is to have a strong hiring pool to avoid the temptation to bend the rules because you can’t find another driver. This situation kills morale and quality of work.

Below is our safety policy. There are exceptions to these steps: grievous safety violations can lead to immediate termination, especially within the first 90 days of employment:

- 1st Safety violation - verbal counseling of the unsafe practice and the corrective action(s).
- 2nd Safety violation - written counseling of the unsafe practice, the corrective action(s), and a written warning documented in the employee's personal file.
- 3rd Safety violation - a written warning documented in the employee 's personal file and suspension of employment.
- 4th Safety violation - a written warning documented in the employee's personal file and progressive discipline up to and including termination of employment.



## E. References – Vendor Reference Forms

Please see separately supplied completed Vendor Reference Forms.



## F. Required Forms

Please see separately supplied completed Required Forms.



