





## **Proposal Submission (Q-25IK)**

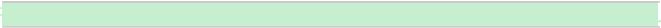
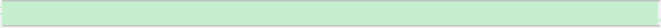
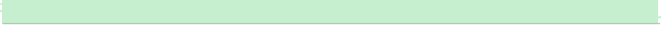

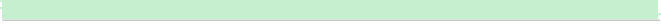
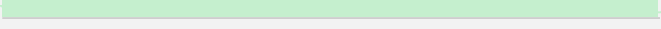


Prospective proposers interested in responding to this solicitation are requested to provide all of the information listed in this section. Submittals that do not respond completely to all of requirements specified herein may be considered non-responsive and eliminated from the process. Brevity and clarity are encouraged.

The Bonfire system utilizes “Questionnaires” to request the following information from prospective proposers.

## **Instructions**

- The Summary worksheet displays your overall progress for the questionnaire.
- The worksheets numbered from 1 to N represent question sets.
- For each question set, select a response from the dropdown (if applicable) and enter a response comment for each question in the table.
- If specific instructions have been provided for a given subset, they will appear as a tooltip for a purple cell. Mouse-over to review them.
- When pasting content, please use Paste Special as Text without any formatting.
- You can only submit text based responses, please do not use special characters like emojis.
- Please do not change the structure of any of the worksheets. Changing the structure will invalidate your submission.
- Any additional information outside of the given structure of the worksheets will not be visible to the purchaser.
- Please do not save this file in a different format. Saving this file in a different format will invalidate your submission.
- Please do not use Excel formulas in your responses.
- Please follow the instructions provided along with this file to submit it back to Bonfire.
- If you have any questions regarding the content of this file, please contact the appropriate purchaser.
- If you have any technical problems, please contact Bonfire at [Support@GoBonfire.com](mailto:Support@GoBonfire.com).

## Summary

Question Set	Questions	% Complete	Progress
1	18 Questions	100.00% Complete	TF  JE
2	79 Questions	100.00% Complete	TF  JE
3	17 Questions	100.00% Complete	TF  JE
4	36 Questions	100.00% Complete	TF  JE
5	10 Questions	100.00% Complete	TF  JE
6	12 Questions	100.00% Complete	TF  JE
7	11 Questions	100.00% Complete	TF  JE
<b>Total</b>	<b>183 Questions</b>	<b>1</b>	<b>TF  JE</b>

## Question Set 1: Experience and Ability

### Question Set 1 Instructions

The relative experience and qualification of each applicant's proposed team, with respect to the project scope, will be judged and a relative rating assigned. This parameter expresses the general and specific project-related capability of the team and indicates the adequate depth and abilities of the organization which it can draw upon as needed. This will include management, technical, and support staff.

#	Question	Response	Comment
1.0.1	Explain your firm's interest in working on this project, a positive commitment to perform the required work and a description of the firm.	-	<p>ProKel Mobility possesses extensive experience in transporting passengers while providing exceptional customer service. This experience, coupled with our management philosophy, "People, Partnerships, and Processes," is key for our public sector clients to deliver and implement services while ensuring high customer satisfaction. ProKel Mobility will bring this diligent commitment and dedication to this community and its stakeholders, especially the communities and passengers it serves.</p> <p>ProKel's transportation planning experts tailored the transportation model proposed in this bid to address all of the requirements in the RFP. Our model aims to drive this service toward promoting the City's goals to improve mobility and connectivity with adjoining cities. ProKel will provide new state-of-the-art technology that will increase the City's transportation (1) connectivity, (2) accessibility, (3) equity and (4) ability to enhance the customer experience. We are passionate about executing and providing the City with community shuttle services in two (2) phases following their respective projected timelines.</p>
1.0.2	Describe the size of your firm.	-	<p>ProKel Mobility is a mid-sized firm, boasting a strong team of over 200 dedicated employees. Our size allows us to be agile and responsive to client needs while maintaining a breadth of expertise and resources that contribute to our comprehensive service offerings.</p>
1.0.3	Describe your firm's financial history, strength and stability.	-	<p>ProKel Mobility has a history of financial prudence and stability, marked by consistent growth and strategic management.</p> <p>Our financial strength is reflected in our ability to sustain operations, invest in new technologies, and expand our services while maintaining a robust balance sheet. This stability positions us well for future growth and ensures we can meet the demands of our clients reliably and efficiently. ProKel has the resources and financial wherewithal to sustain the transition of this project. There are no projects in operation or planned for implementation over the next four (4) years that will impede our ability to transition and/or perform the services under this contract. ProKel is a privately held firm that has neither been bought by nor merged with another firm. The lack of this debt load associated with such transactions has allowed us to control interest costs and keep prices lower for our clients.</p> <p><b>Financial Resources</b></p> <p>ProKel has the resources and financial wherewithal to sustain the transition of this project. There are no projects in operation or planned for implementation over the next four (4) years that will impede our ability to transition and/or perform the services under this contract. ProKel is a privately held firm that has neither been bought by, nor merged with, another firm. The lack of this debt load associated with such transactions has allowed us to control interest costs and keep prices lower for our clients.</p> <p>Any additional forms or information can be provided upon request.</p>
1.0.4	Describe your firm's range of activities.	-	<p>A key aspect of our service portfolio is the partnership with the South Florida Regional Transportation Authority (SFRTA). This collaboration highlights ProKel's specialized capabilities in several crucial areas:</p> <p><b>Commuter Bus Services:</b> ProKel provides comprehensive commuter bus services to and from the Fort Lauderdale Airport Station, encompassing multiple terminals at the Fort Lauderdale International Airport (FLL). This service demonstrates ProKel's ability to manage and operate large-scale, high-frequency commuter transit services, catering to a significant number of passengers and navigating complex airport logistics.</p> <p><b>Emergency Bus Bridge Services and Emergency Assistance:</b> ProKel is equipped to offer emergency bus bridge services. This entails providing crucial transportation services during unforeseen events or disruptions, ensuring continuity and safety in transit operations. ProKel's role in emergency assistance underlines their readiness and resourcefulness in managing transit solutions during critical situations.</p> <p><b>Scheduled Bus Bridge Services:</b> ProKel also operates scheduled bus bridge services. These services are designed to complement existing transit networks, providing additional connectivity and flexibility for passengers. This includes bridging gaps in the usual transit routes, whether due to planned service alterations or unexpected disruptions.</p> <p>These services, as provided to the SFRTA, further reinforce ProKel Mobility's capacity to handle a wide spectrum of transportation needs. From routine commuter transit to critical emergency response, ProKel demonstrates its proficiency and reliability as a transportation service provider, capable of adapting to and efficiently managing a variety of transit scenarios. This adaptability and breadth of service are integral to why SFRTA selected ProKel Mobility, reflecting their trust in ProKel's qualified ability to deliver essential and specialized transportation services.</p>
1.0.5	Describe the specialized experience and technical competence of the firm with respect to working on School Transportation Services.	-	<p>ProKel Mobility's experience in school transportation services is evident through our diverse project portfolio, reflecting our technical competence and specialized approach in this domain. Our expertise is highlighted in projects such as the Miami Dolphins Bus Shuttle and Formula 1 Crypto.com Miami Grand Prix, where we successfully managed complex transportation logistics, a skill directly transferable to the transportation services requested by the City. These projects demanded meticulous route planning, rigorous scheduling, and heightened safety measures, all of which are crucial in school transportation.</p> <p>ProKel's partnership with entities like Palm Tran Connection and Jacksonville Transportation Authority further showcases our ability to collaborate effectively with various stakeholders, ensuring reliable and safe transportation for all user groups, including school children.</p>

## Question Set 1: Experience and Ability

### Question Set 1 Instructions

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#	Question	Response	Comment
1.0.6	Describe the specialized experience and technical competence of the firm with respect to working on Community Bus Services.	-	Regarding community bus services, ProKel's involvement with the City of North Miami Beach and the South Florida Regional Transportation Authority (SFRTA) stands out. In North Miami Beach, ProKel operates full turnkey management, closely working with city staff to enhance mobility for residents, a service model highly relevant to community bus operations. Our contract with SFRTA for the Public Transportation Bus Shuttle for Fort Lauderdale-Hollywood Airport and emergency services demonstrates our capacity to handle large-scale, community-focused transit operations efficiently. These experiences underline our ability to adapt to community-specific needs, ensuring accessibility, timeliness, and comfort for all community members.
1.0.7	Describe the specialized experience and technical competence of the firm with respect to working on Senior Transportation Services.	-	ProKel's proficiency in senior transportation services is illustrated through our collaborative projects with Palm Tran Connection and the Jacksonville Transportation Authority. These partnerships involve operating comprehensive transportation services tailored to the needs of diverse populations, including seniors. Our approach emphasizes accessibility, safety, and comfort, ensuring that senior citizens can travel with ease and dignity. The adaptability and responsiveness demonstrated in these projects, alongside our commitment to understanding and meeting the unique requirements of senior passengers, make ProKel a competent and empathetic provider of senior transportation services.
1.0.8	How has your firm demonstrated adaptability to diverse service models, especially considering the unique requirements of educational transportation, senior shuttles, and community services?	-	ProKel Mobility has worked with a number of clients in Florida as well as around the country. Each of these clients had their own unique needs and challenges. ProKel Mobility worked closely with each of these entities to ensure that each project was met with satisfaction and success. Below, we have provided a list of these clients: Central Florida Regional Transportation Authority (LYNX) Central Ohio Transit Authority City of North Miami Beach Formula 1: Miami Grand Prix Grand Rapid Transit Services: The Rapid Jacksonville Transportation Authority Lehigh and Northampton Transportation Authority Nassau Inter-County Express Palm Tran Connection South Florida Regional Transportation Authority Valley Metro Regional Public Transportation Authority

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#	Question	Response	Comment
1.0.9	Do you have a minimum of five (5) years of experience with similar School and Shuttle Bus Transportation Services? Please provide proof of such experience.	Yes	<p>1. Company Name: City of North Miami Beach            Address: 17050 NE 19th Avenue North Miami Beach FL, 33162            Contact Person: Ms. Marjorie Edwards Title: Line Scheduler            Telephone No.(305-450-8094) Email: marjorie.edwards@citynmb.com            Detailed Scope of Work: ProKel operates the full turnkey day-to-day management. A true transportation partner to the City of North Miami Beach, ProKel works closely with City staff to enhance mobility options for residents within the community. ProKel's services are also used for City special events throughout the year.            Project Dates (Month &amp; Year): 2021 - Present</p> <p>2. Company Name: South Florida Regional Transportation Authority (SFRTA)            Address: 801 NW 33rd St. FL 33064            Contact Person: Mr. Luis Bello Title: Site Assessment Field Supervisor            Telephone No.(305-607-8385 5875 ) Email: kenners@sfrrta.fl.gov            Detailed Scope of Work: Public Transportation Bus Shuttle for Fort Lauderdale-Hollywood Airport; Emergency Bus Bridge covering 75-mile corridor from Miami to West Palm Beach;            Hurricane Emergency Bus Shuttle Transportation; \$4,668,783            Project Dates (Month &amp; Year): 2023- Present</p> <p>3. Company Name: Miami Dolphins Bus Shuttle            Address: 347 Don Shula Dr Suite 102, Miami Gardens, FL 33056            Contact Person: Mr. Merrell Higer Title: Senior Director            Telephone No.(305-943-6690) Email: MHiger@dolphins.com            Detailed Scope of Work: Shuttle Bus and ADA Transportation for Miami Dolphins, Miami Hurricanes, and Hard Rock Stadium events.            Project Dates (Month &amp; Year): 2023- Present</p> <p>4. Company Name: COTA Mainstream            Address:1330 Fields Ave Columbus OH, 43201            Contact Person: Ms. Amy Hockman Title: Director of Mobility Services            Telephone No.(614-275-5821) Email: hockman@kota.com            Detailed Scope of Work: ProKel, in partnership with Transdev, operates transportation services for the Central Ohio Transit Authority (COTA) Mainstream.            Project Dates (Month &amp; Year): 2022- Present</p> <p>5. Company Name: Formula 1 Crypto.com Miami Grand Prix            Address: Hard Rock Stadium, 347 Don Shula Drive, Miami Gardens, Florida 33056            Contact Person: Mr. Merrell Higer Title: Senior Director            Telephone No.(305-943-6690) Email: MHiger@dolphins.com            Detailed Scope of Work: Provide Shuttle Bus and ADA Transportation Services            Project Dates (Month &amp; Year): 2023- Ongoing</p> <p>6. Company Name: Palm Tran Connection            Address: 50 S. Military Trail, Suite 101 West Palm Beach, FL 33415            Contact Person: Ms. Lina Aragon Title: Operations Manager            Telephone No.(561-812-5351) Email: Laragon@pbcgov.org            Detailed Scope of Work: ProKel, in partnership with MV, operates transportation services for Palm Beach County's Palm Tran Connection Transportation Services.            Project Dates (Month &amp; Year): 2023-Present</p> <p>7. Company Name: Jacksonville Transportation Authority            Address: 1111 West Forsyth Street Jacksonville, Florida 32204            Contact Person: Mr. Christopher Macklin Title: Assistant Connexion Manager            Telephone No.(904-632-5275) Email: CLMacklin@jatfa.com            Detailed Scope of Work: ProKel, in partnership with MV, operates transportation services for North Florida/Duval County's transportation services.            Project Dates (Month &amp; Year): 2023-Present</p> <p>8. Company Name: Lynx Orlando - Transdev            Address: Response 4959 L B Mcleod Rd Orlando, Florida 32811            Contact Person: Joey Hogan Title: General Manager            Telephone No.(510-557-4581) Email: joey.hogan@transdev.com            Detailed Scope of Work: ProKel, in partnership with Transdev, operates transportation services for the Central Florida Regional Transportation Authority's Access Lynx Transportation Service.            Project Dates (Month &amp; Year): 2023- Present</p>
1.0.10	The firm or person's must provide information on their proximity to and familiarity with the area in which the project is located.	-	ProKel Mobility has provided information on their proximity to and familiarity with the area in which the project is located. ProKel Mobility, located at 1200 North Federal Highway, Suite 200, Boca Raton, FL 33432, is strategically positioned to efficiently serve the City of Pembroke Pines. Our proximity to Pembroke Pines, coupled with our extensive experience operating within Florida's unique terrain, enables us to deliver services that are both highly responsive and acutely aware of local nuances.
1.0.11	Explain the availability and access to the firm's top level management personnel.	-	In terms of availability and access to our top-level management personnel, ProKel Mobility ensures direct and open lines of communication for our clients. The City will have direct access to the project manager and our CEO, Kelly Gonzalez Jr. This includes their direct phone numbers and email addresses, enabling the City to reach out at any time for any queries or concerns. We understand the importance of clear and timely communication, especially in managing complex projects. Therefore, we make it a priority that our clients can easily contact our key decision-makers without navigating through layers of bureaucracy. This approach ensures that any critical decisions or adjustments can be addressed swiftly and effectively, aligning with our commitment to responsive and client-focused service.

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1.0.12	Please describe the past record of performance of the firm or person with respect to accessibility to clients, ability to meet schedules, communication and coordination skills.	-	<p>ProKel Mobility prides itself on an exemplary past record of performance, particularly in terms of accessibility to clients, meeting schedules, and communication and coordination skills.</p> <p>Accessibility to Clients: We have consistently maintained open and direct lines of communication with all our clients. Our approach ensures that clients can easily reach us without any bureaucratic delays. This level of accessibility has been a cornerstone of our client relations, and we have never encountered issues in this regard.</p> <p>Ability to Meet Schedules: Meeting schedules is a critical aspect of our service delivery, and we have a proven track record of adhering to the timelines set for our projects. Our efficient planning and execution strategies, along with our ability to quickly adapt to changing circumstances, have enabled us to consistently meet or even exceed the scheduled timelines for our projects. We have never had issues with delays or schedule mismanagement, which is a testament to our meticulous planning and resource allocation.</p> <p>Communication and Coordination Skills: Effective communication and coordination are key to the success of any project, and ProKel Mobility excels in these areas. Our team is trained to maintain clear, concise, and continuous communication with all stakeholders involved. We coordinate seamlessly among our internal teams and with external partners, ensuring that all project aspects are synchronized and any potential issues are preemptively addressed.</p> <p>Our past performance record reflects our unwavering commitment to client accessibility, punctuality in meeting schedules, and exceptional communication and coordination. These elements have been integral to our success and have allowed us to build strong, lasting relationships with our clients.</p>																																				
1.0.13	List ongoing contracts/projects with their current status and projected termination dates.	-	<p>The following table highlights ProKels ongoing projects, their current status and projected termination dates:</p> <table border="1"> <thead> <tr> <th>Ongoing Projects</th> <th>Year Started</th> <th>Current Status</th> <th>Projected Termination Dates</th> </tr> </thead> <tbody> <tr> <td>City of North Miami Beach Partnership</td> <td>(2021 - Present)</td> <td>2021 Active Ongoing</td> <td></td> </tr> <tr> <td>South Florida Regional Transportation Authority (SFRTA) Project</td> <td>(2023-Present)</td> <td>2023 Active Ongoing</td> <td></td> </tr> <tr> <td>Miami Dolphins Bus Shuttle Service</td> <td>(2023-Present)</td> <td>2023 Active Ongoing</td> <td></td> </tr> <tr> <td>COTA Mainstream Collaboration</td> <td>(2022-Present)</td> <td>2022 Active Ongoing</td> <td></td> </tr> <tr> <td>Formula 1 Crypto.com Miami Grand Prix</td> <td>(2023-Ongoing)</td> <td>2023 Active Ongoing</td> <td></td> </tr> <tr> <td>Palm Tran Connection Project</td> <td>(2023-Present)</td> <td>2023 Active Ongoing</td> <td></td> </tr> <tr> <td>Jacksonville Transportation Authority Partnership</td> <td>(2023-Present)</td> <td>2023 Active Ongoing</td> <td></td> </tr> <tr> <td>Lynx Orlando - Transdev Collaboration</td> <td>(2023-Present)</td> <td>2023 Active Ongoing</td> <td></td> </tr> </tbody> </table>	Ongoing Projects	Year Started	Current Status	Projected Termination Dates	City of North Miami Beach Partnership	(2021 - Present)	2021 Active Ongoing		South Florida Regional Transportation Authority (SFRTA) Project	(2023-Present)	2023 Active Ongoing		Miami Dolphins Bus Shuttle Service	(2023-Present)	2023 Active Ongoing		COTA Mainstream Collaboration	(2022-Present)	2022 Active Ongoing		Formula 1 Crypto.com Miami Grand Prix	(2023-Ongoing)	2023 Active Ongoing		Palm Tran Connection Project	(2023-Present)	2023 Active Ongoing		Jacksonville Transportation Authority Partnership	(2023-Present)	2023 Active Ongoing		Lynx Orlando - Transdev Collaboration	(2023-Present)	2023 Active Ongoing	
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## Question Set 1: Experience and Ability

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#	Question	Response	Comment
1.0.14	How does your company plan to cover expenses while waiting for reimbursement from the City for approved expenses?	-	<p>At ProKel Mobility, we have a robust financial management strategy in place to cover expenses during periods awaiting reimbursement from the City for approved expenses. Our approach involves the following key elements:</p> <p><b>Working Capital Reserves:</b> We maintain a healthy level of working capital reserves to manage cash flow effectively. These reserves are specifically allocated to cover operational costs, including periods where there might be a delay in reimbursement.</p> <p><b>Credit Facilities:</b> We have established credit facilities with financial institutions that provide us with the flexibility to access additional funds when needed. This ensures uninterrupted operations and the ability to meet our financial obligations on time.</p> <p><b>Efficient Expense Management:</b> We practice stringent expense management to ensure that our expenditures are within budget and aligned with project timelines. This includes regular monitoring and review of expenses to optimize cash flow.</p> <p><b>Proactive Billing and Follow-up:</b> Our financial team ensures timely billing for services rendered and follows up diligently on receivables. This proactive approach aids in minimizing the delay between service delivery and reimbursement.</p> <p><b>Contingency Planning:</b> We also have contingency plans in place for unforeseen delays in payments. This includes adjusting our operational strategies to maintain financial stability. We understand the importance of maintaining steady operations while managing the financial dynamics of project-based work. Our strategies are designed to ensure that our services remain unaffected by reimbursement timelines.</p>
1.0.15	Provide a summary of your financial stability and capacity to manage the cash flow associated with the operation of transportation service.	-	<p>ProKel Mobility's financial stability and capacity to manage the cash flow associated with operating transportation services are grounded in our comprehensive and strategic financial approach. Our company boasts a strong financial position, underscored by consistent revenue streams, sound profit margins, and a robust balance sheet. This foundation is bolstered by our adept cash flow management, which involves accurate forecasting, diligent monitoring, and timely adjustments to ensure liquidity and operational continuity.</p> <p>Our revenue model is characterized by diversification, reducing dependency on any single income source and providing stability against market fluctuations. This diversification is a key factor in maintaining a steady cash flow, essential for the smooth operation of our transportation services.</p> <p>At the heart of our financial health is responsible planning. We maintain reserves for contingencies while judiciously investing in growth, ensuring our long-term financial well-being. Our experienced financial team plays a pivotal role in overseeing all financial operations, including budgeting, managing expenses, and making informed investment decisions. Their expertise is a cornerstone of our ability to sustain financial stability and manage cash flow effectively.</p> <p>Our strategic partnerships and alliances have been instrumental in enhancing our financial capacity. These collaborations often lead to cost efficiencies and improved cash flow management, contributing significantly to our financial resilience. Adhering to stringent compliance standards and implementing a robust risk management framework minimize financial risks and are integral to our financial stability. Our approach to financial management is not just about maintaining stability but also about fostering an environment conducive to growth and expansion in our transportation services.</p>
1.0.16	What is your reputation compared to your peers in the market?	-	<p>ProKel Mobility's reputation in the market is marked by a strong emphasis on innovation, reliability, and customer-centric services, setting us apart from our peers. We have carved out a niche for ourselves by consistently integrating cutting-edge technologies in our transportation solutions, making us synonymous with innovation in the industry. Our reliability in service delivery, backed by an unwavering commitment to safety and punctuality, has further cemented our standing. This combination of innovative solutions and reliable service has given us a competitive edge in the market, distinguishing us from our peers.</p>
1.0.17	What is your reputation like among customers and how have you developed it?	-	<p>Our reputation among customers is built on a foundation of trust, quality, and responsiveness. We have developed this by placing customer needs and satisfaction at the forefront of our operations. Regular feedback channels and a customer-first approach have been instrumental in understanding and meeting their specific requirements. This focus on customer satisfaction has led to positive word-of-mouth, enhancing our reputation. We also attribute our strong customer reputation to our consistent performance, where delivering on promises and maintaining high service standards are our top priorities. Our ability to adapt to customer needs and provide tailored solutions has fostered long-term relationships, further solidifying our positive reputation among our clientele.</p>
1.0.18	How does your service differ from similar competitors? How do you win and retain business?	-	<p>ProKel Mobility differentiates itself from competitors through a unique blend of personalized service, technological innovation, and a commitment to sustainability. Our approach involves understanding the specific needs of each client and customizing our services to meet those needs, rather than offering a one-size-fits-all solution. This personalized approach, combined with our investment in the latest technology, allows us to offer more efficient, reliable, and user-friendly services. Additionally, our commitment to sustainable practices appeals to the growing market segment that values environmental responsibility. Winning and retaining business for us is rooted in this commitment to delivering superior, customized service while staying ahead in technology and sustainability. Our focus on building strong relationships with clients, understanding their evolving needs, and continuously improving our services has been key in maintaining long-term business partnerships.</p>
18 Questions		100.00% Complete	

## Question Set 2: Previous Experience / References Form

### Question Set 2 Instructions

Provide specific examples of similar contracts for Transportation Services for School systems, Shuttle Bus for Seniors, and Community Service Bus transportation. Provide details on related projects (preferably where the team was the same). References should be from the last five years and should be capable of explaining and confirming your firm's capacity to successfully complete the scope of work outlined herein. As part of the proposal evaluation process, the City may conduct an investigation of references, including a record check or consumer affairs complaints. Proposers' submission of a proposal constitutes acknowledgment of the process and consent to investigate. The City is the sole judge in determining Proposers qualifications.

In regards to the References Form portion, you will have the ability to enter information for 5 different references including the Reference Contact Information and the specific Project Information.

In addition, do not provide City of Pembroke Pines projects as any of your references and do not utilize any current City of Pembroke Pines employees as reference contacts.

#	Question	Response	Comment
Previous Experience			
2.1.1	How many clients have you provided services for?	-	ProKel has provided transportation services for clients nationwide in states such as Wisconsin, Michigan, Ohio, Arizona, Pennsylvania, New York, North Carolina, Georgia, and Florida at multiple operating locations. In the Sunshine State alone, ProKel has operated in Duval County, Orange County, Palm Beach County, Broward County, and Miami-Dade County.

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Provide specific examples of similar contracts for Transportation Services for School systems, Shuttle Bus for Seniors, and Community Service Bus transportation. Provide details on related projects (preferably where the team was the same). References should be from the last five years and should be capable of explaining and confirming your firm's capacity to successfully complete the scope of work outlined herein. As part of the proposal evaluation process, the City may conduct an investigation of references, including a record check or consumer affairs complaints. Proposers' submission of a proposal constitutes acknowledgment of the process and consent to investigate. The City is the sole judge in determining Proposers qualifications.

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2.1.2	What similar or related projects have you worked on within the past five years?	-	<p>ProKel Mobility has worked on a number of related or similar projects within the past five (5) years, but would like to highlight the City of North Miami Beach Trolley Shuttle Bus Service project.</p> <p>ProKel Mobility operates five (5) public transportation routes with five (5) trolley shuttle buses in the City of North Miami Beach. ProKel is responsible for all aspects of the fixed-route shuttle bus operations and maintenance, including customer service and dispatch supervision.</p> <p>ProKel's high-quality service has helped the City increase ridership by more than 100%, from 4,000 riders a month to nearly 10,000 riders a month. ProKel upgraded all of the operations and maintenance software to cloud-based dashboards. Our innovations improved the quality of services delivered to the community and increased transparency between the City of North Miami Beach and ProKel by providing the City with real-time insight into the operations.</p> <p>Additionally, ProKel's preventive maintenance is 100%, and the City's on-time performance is above 95% with zero (0) preventable accidents YTD. Even with all these operational accomplishments, ProKel is taking the City's transit system to the next level by incorporating Flex Route On-Demand technology to ensure residents have the best reliable access to transportation and connectivity.</p> <p>ProKel has recently been selected by The South Florida Regional Transportation Authority (SFRTA) as the Prime Contractor. As of June 1, 2023, ProKel will be providing full-turnkey Commuter Fixed Route Bus Services ("Fort Lauderdale Airport Service"; "Fort Lauderdale Airport Feeder Service") to and from the Fort Lauderdale-Hollywood International Airport and terminals. We implement our management and operation plan and schedule bus transportation for the 72-mile rail corridor (from the Miami Dade to the West Palm Beach train station). Including transportation services with on-demand technology ensures residents have the best reliable access to transportation.</p> <p>ProKel provides Emergency Bus Bridge Services and Emergency Assistance; we also offer three (3) Scheduled Bus Bridge Services along the 72-mile Tri-County SFRTA rail corridor, with train stops at eighteen (18) passenger stations located within Miami-Dade, Broward, and Palm Beach counties.</p> <p>ProKel's Commuter/Shuttle Bus Services support the SFRTA services, which operate 50 trains per day. We offer multiple transportation options; we are here to help the eighteen (18) passenger stations and relieve the fifty (50) trains per day. Overall, we assist with transporting 19,500 passengers a week and 30 trains per day on weekends.</p> <p>The SFRTA selected us because of our qualified ability to provide the following services:          Commuter Bus          Services to and from the Ft. Lauderdale Airport Station at Multiple Terminals at the Fort Lauderdale International Airport ("FLL")          Emergency Bus Bridge Services and Emergency Assistance          Scheduled Bus Bridge Services          These include Terminal 1, Terminals 2 and 3 (which are combined), and Terminal 4. There is one (1) additional stop at FLL at a location to be determined by SFRTA at a later date (also referred to as the "Fort Lauderdale Airport Service" or "Fort Lauderdale Airport Feeder Service"). The SFRTA operates the Tri-Rail Service on the SFRC, an approximately 72-mile rail corridor, with train stops at eighteen (18) passenger stations located within Miami-Dade, Broward, and Palm Beach counties. The new Miami Central Station is anticipated to open sometime in the year. The opening of this new station will increase the total number of passenger stations to nineteen (19).</p> <p>The following table lists ProKel's other active projects:</p> <table border="1"> <thead> <tr> <th>Project</th> <th>Description</th> </tr> </thead> <tbody> <tr> <td>City of North Miami Beach Partnership (2021 - Present)</td> <td>ProKel's engagement with the City of North Miami Beach entails full turnkey day-to-day management of transportation services. A critical challenge here was integrating their services seamlessly with the existing city infrastructure, requiring meticulous coordination with city staff.</td> </tr> <tr> <td>South Florida Regional Transportation Authority (SFRTA) Project (2023-Present)</td> <td>This project involved operating a Public Transportation Bus Shuttle for Fort Lauderdale-Hollywood Airport and an Emergency Bus Bridge covering a 75-mile corridor from Miami to West Palm Beach. The major struggle in this undertaking was managing the logistics of a vast transportation network, especially during emergency situations like hurricanes.</td> </tr> <tr> <td>Miami Dolphins Bus Shuttle Service (2023-Present)</td> <td>ProKel's responsibility for shuttle bus and ADA transportation for Miami Dolphins and other events at the Hard Rock Stadium brought its own set of difficulties. Coordinating large-scale event transportation, often with high passenger volume and tight schedules, required exceptional planning and flexibility, particularly in managing crowd control and ensuring timely service.</td> </tr> <tr> <td>COTA Mainstream Collaboration (2022-Present)</td> <td>Partnering with Transdev to operate transportation services for the Central Ohio Transit Authority's Mainstream program, ProKel faced the intricate task of integrating their services into an existing public transit system. Adapting to the unique transit patterns and requirements of the Columbus area while maintaining high service standards was a significant challenge.</td> </tr> <tr> <td>Formula 1 Crypto.com Miami Grand Prix (2023-Ongoing)</td> <td>Providing shuttle bus and ADA transportation services for this high-profile event required ProKel to handle immense logistical challenges, including managing large crowds, ensuring timely transport, and coordinating with multiple stakeholders involved in the event.</td> </tr> </tbody> </table>	Project	Description	City of North Miami Beach Partnership (2021 - Present)	ProKel's engagement with the City of North Miami Beach entails full turnkey day-to-day management of transportation services. A critical challenge here was integrating their services seamlessly with the existing city infrastructure, requiring meticulous coordination with city staff.	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## Question Set 2: Previous Experience / References Form

### Question Set 2 Instructions

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#	Question	Response	Comment
2.1.3	What challenges did you face and how did you overcome them?	-	<p>ProKel, a transportation management company, has undertaken several significant projects across various regions in the United States, facing a multitude of challenges along the way. These projects, active from 2021 to the present, highlight the diverse scope and the complex issues encountered in the transportation sector.</p> <ol style="list-style-type: none"> <li>1. City of North Miami Beach Partnership (2021 - Present): ProKel's engagement with the City of North Miami Beach entails full turnkey day-to-day management of transportation services. A critical challenge here was integrating their services seamlessly with the existing city infrastructure, requiring meticulous coordination with city staff. The need to enhance mobility options for residents demanded innovative solutions, particularly in addressing the varying transportation needs of a diverse urban population.</li> <li>2. South Florida Regional Transportation Authority (SFRTA) Project (2023-Present): This project involved operating a Public Transportation Bus Shuttle for Fort Lauderdale-Hollywood Airport and an Emergency Bus Bridge covering a 75-mile corridor from Miami to West Palm Beach. The major struggle in this undertaking was managing the logistics of a vast transportation network, especially during emergency situations like hurricanes. Ensuring uninterrupted service and safety in such high-pressure scenarios posed significant operational challenges.</li> <li>3. Miami Dolphins Bus Shuttle Service (2023-Present): ProKel's responsibility for shuttle bus and ADA transportation for Miami Dolphins and other events at the Hard Rock Stadium brought its own set of difficulties. Coordinating large-scale event transportation, often with high passenger volume and tight schedules, required exceptional planning and flexibility, particularly in managing crowd control and ensuring timely service.</li> <li>4. COTA Mainstream Collaboration (2022-Present): Partnering with Transdev to operate transportation services for the Central Ohio Transit Authority's Mainstream program, ProKel faced the intricate task of integrating their services into an existing public transit system. Adapting to the unique transit patterns and requirements of the Columbus area while maintaining high service standards was a significant challenge.</li> <li>5. Formula 1 Crypto.com Miami Grand Prix (2023-Ongoing): Providing shuttle bus and ADA transportation services for this high-profile event required ProKel to handle immense logistical challenges, including managing large crowds, ensuring timely transport, and coordinating with multiple stakeholders involved in the event.</li> <li>6. Palm Tran Connection Project (2023-Present): In partnership with MV, ProKel operates transportation services for Palm Beach County's Palm Tran Connection. The key struggle here was adapting to the specific needs of a county-level transit system, requiring a tailored approach to route planning and service delivery.</li> <li>7. Jacksonville Transportation Authority Partnership (2023-Present): Operating transportation services for North Florida/Duval County, in collaboration with MV, presented challenges in scaling operations to meet the needs of a large geographical area with diverse transportation demands.</li> <li>8. Lynx Orlando - Transdev Collaboration (2023-Present): ProKel's role in operating services for the Central Florida Regional Transportation Authority's Access Lynx presented challenges similar to those faced in Columbus, with the added complexity of serving a major tourist destination.</li> </ol> <p>Throughout these projects, ProKel has had to navigate the complexities of varying geographic and demographic demands, emergency situations, large-scale event logistics, and integration with existing transportation systems, all while maintaining high standards of safety and efficiency.</p>
2.1.4	How many of your clients are repeat clients?	-	<p>Because the company was formed in 2015, all of the contracts we have obtained are still in progress. ProKel places a strong emphasis on building long-term relationships with our clients, which has resulted in a significant portion of our business coming from repeat clients.</p>

## Question Set 2: Previous Experience / References Form

### Question Set 2 Instructions

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2.1.5	How long have you maintained relationships with your clients, and can you share insights into the nature of the collaboration over time?	-	<p>Because the company was formed in 2015, all of the contracts we have obtained are still in progress. ProKel prides itself on building and maintaining long-lasting relationships with our clients. The duration of these relationships varies, with many spanning several years, which speaks to our commitment to ongoing excellence and client satisfaction.</p> <p>Over time, our collaborations have evolved from mere service agreements to deep, mutually beneficial partnerships. We have worked closely with clients to not only understand and meet their immediate transportation needs but also to anticipate and adapt to future challenges and opportunities. This approach has allowed us to continuously refine our services, incorporating feedback and learning from each unique context.</p> <p>How long have you maintained relationships with your clients</p> <p>Since our incorporation in 2015, ProKel has been successful in maintaining positive relationships with our clients. This eight-year journey has been marked by persistent dedication to client satisfaction and service excellence. The longevity of these relationships is a testament to our ability to meet and exceed client expectations consistently.</p> <p>Insights into the nature of the collaboration over time</p> <p>Over the years, our collaborations have evolved significantly. Starting from initial service agreements, we have progressed to forming strategic partnerships with our clients. This evolution has been characterized by a deepening understanding of our clients' unique needs and challenges, enabling us to offer more tailored and effective solutions. Our ongoing engagement has fostered an environment of trust and open communication, allowing us to adapt and respond quickly to changing requirements. We have also seen a shift towards more collaborative problem-solving approaches, where client feedback directly shapes service improvements and innovations. This dynamic and responsive nature of our collaboration has been key to maintaining strong, long-lasting relationships with our clients.</p>
2.1.6	How much of your revenue is derived from managing projects similar to ours?	-	<p>The majority of our revenue comes from services similar to those sought by the City. As a premier transportation service provider, we are very familiar with providing various transportation services from community bus systems to on-demand transportation.</p>

## Question Set 2: Previous Experience / References Form

### Question Set 2 Instructions

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2.1.7	Can you share instances where issues or challenges arose during previous projects, and how your firm addressed and resolved these issues to ensure a successful outcome?	-	<p>ProKel's extensive experience in managing various transportation projects has involved encountering and overcoming numerous challenges. These instances highlight our firm's adaptability, problem-solving skills, and commitment to ensuring successful outcomes.</p> <ol style="list-style-type: none"> <li>1. Integrating Services with City Infrastructure (City of North Miami Beach): One of the significant challenges we faced was integrating our services with the existing city infrastructure in North Miami Beach. To address this, we established a close collaboration with city staff, which allowed us to tailor our services to the specific mobility needs of the community. Regular communication and feedback mechanisms ensured that our services were continuously aligned with the city's evolving requirements.</li> <li>2. Managing Emergency Situations (South Florida Regional Transportation Authority): During our project with the SFRTA, we had to manage transportation logistics in emergency situations, such as hurricanes. Our approach involved meticulous contingency planning and the establishment of an efficient communication network. This ensured we could maintain uninterrupted and safe transportation services even during high-pressure emergency scenarios.</li> <li>3. Handling High Passenger Volume at Events (Miami Dolphins Bus Shuttle Service): Managing transportation for large-scale events at the Hard Rock Stadium was challenging due to high passenger volumes and tight schedules. We overcame this by implementing advanced scheduling systems and increasing fleet availability during peak times. Our focus on crowd control measures and flexible route planning also helped manage the flow of passengers efficiently.</li> <li>4. Integrating with Public Transit Systems (COTA Mainstream and Lynx Orlando): In Columbus and Orlando, the challenge was integrating our services into existing public transit systems. We achieved this by conducting extensive research on local transit patterns and engaging with community stakeholders. Customizing our services to meet local needs while ensuring consistency with broader transit operations was key to our success.</li> <li>6. Adapting to County-Level Transit Needs (Palm Tran Connection): Operating for Palm Beach County's Palm Tran Connection required us to adapt to specific county-level transit needs. We resolved this by developing customized route plans and service schedules that were aligned with the unique demographics and geography of the area.</li> <li>7. Scaling Operations for a Large Geographical Area (Jacksonville Transportation Authority): The challenge with the Jacksonville Transportation Authority project was scaling our operations to meet the demands of a large geographical area. We tackled this by leveraging technology for route optimization and scaling up our workforce and fleet as needed to ensure comprehensive coverage.</li> </ol> <p>In each of these instances, our approach has been to identify the unique challenges of the project, engage in proactive problem-solving, and leverage our expertise in transportation management to ensure a successful outcome. Our ability to adapt and respond effectively to diverse challenges has been a cornerstone of our success in these projects.</p>

## Question Set 2: Previous Experience / References Form

### Question Set 2 Instructions

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2.1.8	Highlight key success stories and achievements from your firm's experience in managing transportation services, showcasing positive outcomes and satisfied clients.	-	<p>ProKel Mobility maintains extensive experience working with government agencies in providing transportation services. Within the last five (5) years, we have worked with the following agencies, which are still active clients:            City of North Miami Beach Trolley Shuttle Bus Service (Fixed Route)</p> <p>ProKel operates the full turnkey day-to-day management, operations and maintenance for five (5) shuttle trolley public transportation routes within the City of North Miami Beach. Due to exceptional service and an enhanced operations program, ridership has increased by more than 100% since the start of the contract in April 2021. Additionally, vehicle preventive maintenance inspections are 100% compliant.</p> <p>A true transportation partner to the City of North Miami Beach, ProKel works closely with city staff to enhance mobility options for residents within the community. ProKel's services are also used for special events throughout the year.</p> <p>City of North Miami Beach Trolley Shuttle Project Information            Ridership Improvements            Ridership has increased by 110%            On-Time Performance            Exceptional on-time performance            Safety Record            Zero (0) preventable accidents since the start of the contract            Total Contract Value            \$5 million, value over five (5) years</p> <p>COTA Mainstream (Columbus, Ohio)            ProKel, in partnership with Transdev, operates transportation services for the Central Ohio Transit Authority (COTA) Mainstream. COTA's mission is to "provide solutions that connect people to prosperity through innovation, dedication and teamwork." ProKel shares the same vision.</p> <p>Central Ohio Transportation Authority (COTA)            Customer Service            Customer service is at the core of ProKel's training program and is based on our white-glove, service-centric culture. ProKel's proven top customer service ratings are a key reason that government contracting municipalities outside of Florida are requesting ProKel's transportation services in their regions.</p> <p>On-Time Performance            ProKel maintains a high 96.97% on-time performance due to a superior driver training program and high expectations set by the company from the first day of training for all employees.</p> <p>Safety Record            Safety is the number one focus of the operation. ProKel established a "Safety First" culture to ensure the maintenance of a great safety record in Ohio, just as ProKel does for all of our divisions in Florida.</p>

## Question Set 2: Previous Experience / References Form

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2.1.9	How would your clients assess your firm's transparency in financial matters, such as billing processes, adherence to budgets, and overall fiscal responsibility?	-	<p>Our clients would attest to ProKel's steadfast commitment to transparency in all financial matters, including billing processes, adherence to budgets, and overall fiscal responsibility. This commitment is a cornerstone of our business ethos and is reflected in the strong, trust-based relationships we have built with our clients over the years.</p> <p>Clarity in Billing Processes: Clients consistently commend the clarity and precision of our billing processes. We ensure that all charges are itemized and explained in detail, providing our clients with a comprehensive understanding of the services rendered. This transparency eliminates any ambiguity and builds a foundation of trust.</p> <p>Strict Adherence to Budgets: We are known for our adherence to agreed-upon budgets. Our project management teams work diligently to maintain financial discipline, ensuring that all projects are delivered within the allocated budget. Regular financial reporting to our clients keeps them informed and engaged in the budgetary process, allowing for proactive adjustments when necessary.</p> <p>Demonstrated Fiscal Responsibility: Our approach to fiscal responsibility is not just about adhering to budgets; it's about optimizing the use of resources to deliver value. We consistently seek ways to improve efficiency and reduce costs without compromising on service quality. This fiscal prudence has been recognized and appreciated by our clients, who see us as partners in achieving their financial objectives.</p> <p>Proactive Communication and Reporting: We maintain an open line of communication regarding financial matters. Regular updates, financial reports, and meetings ensure that our clients are always in the loop about their financial standings with us. This transparency extends to proactive discussions about potential financial challenges and collaborative strategizing to mitigate them.</p> <p>Ethical Financial Practices: Above all, our firm is guided by a strong ethical framework. This ensures that all our financial dealings are conducted with the utmost integrity and in compliance with relevant laws and regulations. Our clients trust us not only for our expertise but also for our ethical conduct.</p> <p>Our clients would affirm that ProKel's transparency in financial matters is integral to our operations and a key factor in the enduring trust and satisfaction in our client relationships. Our commitment to clear, ethical, and responsible financial practices is a hallmark of our service delivery.</p>
<b>Reference #1: Reference Contact Information</b>			
2.2.1	Name of Firm, City, County or Agency	-	City of North Miami Beach
2.2.2	Address	-	17050 NE 19th Avenue North Miami Beach FL, 33162
2.2.3	Contact Name	-	Ms. Marjorie Edwards
2.2.4	Contact Title	-	Line Scheduler
2.2.5	Contact E-mail Address	-	marjorie.edwards@citynmb.com
2.2.6	Contact Telephone #	-	305-450-8094
<b>Reference #1: Project Information</b>			
2.3.1	Name of Contractor Performing the work	-	ProKel Mobility
2.3.2	Name and location of the project	-	North Miami Beach Transportation Services
2.3.3	Nature of the firm's responsibility on the project	-	ProKel operates the full turnkey day-to-day management.
2.3.4	Project duration	-	2021 - Present

## Question Set 2: Previous Experience / References Form

### Question Set 2 Instructions

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2.3.5	Completion (Anticipated) Date	-	Ongoing
2.3.6	Size of project	-	Five (5) routes, six (6) trolleys; Monday through Saturday
2.3.7	Cost of project	-	Available upon request.
2.3.8	Work for which staff was responsible	-	ProKel is a true transportation partner to the City of North Miami Beach, ProKel works closely with City staff to enhance mobility options for residents within the community. ProKel's services are also used for City special events throughout the year.
<b>Reference #2: Reference Contact Information</b>			
2.4.1	Name of Firm, City, County or Agency	-	South Florida Regional Transportation Authority (SFRTA)
2.4.2	Address	-	801 NW 33rd St, FL 33064
2.4.3	Contact Name	-	Mr. Luis Bello
2.4.4	Contact Title	-	Site Assessment Field Supervisor
2.4.5	Contact E-mail Address	-	kenners@sfrta.fl.gov
2.4.6	Contact Telephone #	-	305-607-8385 ext:5875
<b>Reference #2: Project Information</b>			
2.5.1	Name of Contractor Performing the work	-	ProKel Mobility
2.5.2	Name and location of the project	-	"Fort Lauderdale Airport Service"; "Fort Lauderdale Airport Feeder Service"
2.5.3	Nature of the firm's responsibility on the project	-	ProKel has been providing full-turnkey commuter fixed route bus services.
2.5.4	Project duration	-	2023 - Present
2.5.5	Completion (Anticipated) Date	-	Ongoing
2.5.6	Size of project	-	Covering 75-mile corridor covering Miami-Dade County, Broward County, and Palm Beach County; seven (7) days a week
2.5.7	Cost of project	-	Available upon request.
2.5.8	Work for which staff was responsible	-	Public Transportation Bus Shuttle for Fort Lauderdale-Hollywood Airport; Emergency Bus Bridge covering 75-mile corridor from Miami to West Palm Beach; Hurricane Emergency Bus Shuttle Transportation; \$4,668,783
<b>Reference #3: Reference Contact Information</b>			
2.6.1	Name of Firm, City, County or Agency	-	Miami Dolphins Bus Shuttle
2.6.2	Address	-	347 Don Shula Dr Suite 102, Miami Gardens, FL 33056

## Question Set 2: Previous Experience / References Form

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#	Question	Response	Comment
2.6.3	Contact Name	-	Mr. Merrell Higer
2.6.4	Contact Title	-	Senior Director
2.6.5	Contact E-mail Address	-	MHiger@dolphins.com
2.6.6	Contact Telephone #	-	305-943-6690
<b>Reference #3: Project Information</b>			
2.7.1	Name of Contractor Performing the work	-	ProKel Mobility
2.7.2	Name and location of the project	-	Miami Dolphins Bus Shuttle Transportation Services
2.7.3	Nature of the firm's responsibility on the project	-	Shuttle Bus and ADA Transportation for Miami Dolphins, Miami Hurricanes, and Hard Rock Stadium Events
2.7.4	Project duration	-	2023 - Present
2.7.5	Completion (Anticipated) Date	-	Ongoing
2.7.6	Size of project	-	Providing ADA and shuttle services on all parking lots for all Hard Rock Stadium events
2.7.7	Cost of project	-	Available upon request.
2.7.8	Work for which staff was responsible	-	ProKel currently operates shuttle bus and ADA transportation services for the Miami Dolphins, Miami Hurricanes, and various events at the Hard Rock Stadium. This operation showcases our expertise in managing large-scale transportation needs, ensuring accessibility and efficiency for all attendees.
<b>Reference #4: Reference Contact Information</b>			
2.8.1	Name of Firm, City, County or Agency	-	Central Ohio Transportation Authority
2.8.2	Address	-	1330 Fields Ave Columbus OH, 43201
2.8.3	Contact Name	-	Ms. Amy Hockman
2.8.4	Contact Title	-	Director of Mobility Services
2.8.5	Contact E-mail Address	-	hockmanan@cota.com
2.8.6	Contact Telephone #	-	614-275-5821
<b>Reference #4: Project Information</b>			
2.9.1	Name of Contractor Performing the work	-	ProKel Mobility
2.9.2	Name and location of the project	-	COTA Mainstream, Columbus OH

## Question Set 2: Previous Experience / References Form

### Question Set 2 Instructions

Provide specific examples of similar contracts for Transportation Services for School systems, Shuttle Bus for Seniors, and Community Service Bus transportation. Provide details on related projects (preferably where the team was the same). References should be from the last five years and should be capable of explaining and confirming your firm's capacity to successfully complete the scope of work outlined herein. As part of the proposal evaluation process, the City may conduct an investigation of references, including a record check or consumer affairs complaints. Proposers' submission of a proposal constitutes acknowledgment of the process and consent to investigate. The City is the sole judge in determining Proposers qualifications.

In regards to the References Form portion, you will have the ability to enter information for 5 different references including the Reference Contact Information and the specific Project Information.

In addition, do not provide City of Pembroke Pines projects as any of your references and do not utilize any current City of Pembroke Pines employees as reference contacts.

#	Question	Response	Comment
2.9.3	Nature of the firm's responsibility on the project	-	ProKel's responsibility, in partnership with Transdev, is to operate transportation services for the Central Ohio Transit Authority (COTA) Mainstream. This entails managing and executing day-to-day transit operations, ensuring efficient and reliable service for COTA Mainstream's riders.
2.9.4	Project duration	-	2022 - Present
2.9.5	Completion (Anticipated) Date	-	Ongoing
2.9.6	Size of project	-	Covers transportation services for Franklin County, City of Columbus, and surrounding areas
2.9.7	Cost of project	-	Available upon request.
2.9.8	Work for which staff was responsible	-	ProKel, in partnership with Transdev, operates transportation services for the Central Ohio Transit Authority (COTA) Mainstream.
<b>Reference #5: Reference Contact Information</b>			
2.10.1	Name of Firm, City, County or Agency	-	Formula 1 Crypto.com Miami Grand Prix
2.10.2	Address	-	Hard Rock Stadium, 347 Don Shula Drive, Miami Gardens, Florida 33056
2.10.3	Contact Name	-	Mr. Merrell Higer
2.10.4	Contact Title	-	Senior Director
2.10.5	Contact E-mail Address	-	MHiger@dolphins.com
2.10.6	Contact Telephone #	-	305-943-6690
<b>Reference #5: Project Information</b>			
2.11.1	Name of Contractor Performing the work	-	ProKel Mobility
2.11.2	Name and location of the project	-	Formula 1 Crypto.com Miami Grand Prix, Hard Rock Stadium, 347 Don Shula Drive, Miami Gardens, Florida 33056
2.11.3	Nature of the firm's responsibility on the project	-	ProKel is offering comprehensive transportation solutions that include both regular shuttle bus services and specialized transportation accommodating the needs of individuals with disabilities. This dual focus ensures accessibility and convenience for a broad range of passengers, emphasizing inclusivity and compliance with ADA requirements for transportation
2.11.4	Project duration	-	2023 - Present
2.11.5	Completion (Anticipated) Date	-	Ongoing
2.11.6	Size of project	-	Providing ADA and shuttle services on all parking lots for Formula 1 events in Miami
2.11.7	Cost of project	-	Available upon request.
2.11.8	Work for which staff was responsible	-	Providing Shuttle Bus and ADA Transportation Services.

## Question Set 2: Previous Experience / References Form

### Question Set 2 Instructions

Provide specific examples of similar contracts for Transportation Services for School systems, Shuttle Bus for Seniors, and Community Service Bus transportation. Provide details on related projects (preferably where the team was the same). References should be from the last five years and should be capable of explaining and confirming your firm's capacity to successfully complete the scope of work outlined herein. As part of the proposal evaluation process, the City may conduct an investigation of references, including a record check or consumer affairs complaints. Proposers' submission of a proposal constitutes acknowledgment of the process and consent to investigate. The City is the sole judge in determining Proposers qualifications.

In regards to the References Form portion, you will have the ability to enter information for 5 different references including the Reference Contact Information and the specific Project Information.

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#	Question	Response	Comment
	79 Questions		100.00% Complete

### Question Set 3: Staffing and Training

#### Question Set 3 Instructions

Address the critical role of qualified personnel and robust training programs.

#	Question	Response	Comment
Key Personnel Qualifications			

## Question Set 3: Staffing and Training

### Question Set 3 Instructions

Address the critical role of qualified personnel and robust training programs.

#	Question	Response	Comment
			<p>Expert Management Team Who Knows This Service and This Community</p> <p>The following is an introduction to the ProKel team and an overview of our vast experience with and expertise in similar projects. ProKel Mobility's proposed management team and staff are not only the best in the industry but also residents of the area and community leaders. To the management team, this is more than just a "government contract." Please feel free to reach out to us with any questions about our proposed management team. We have also included these as Appendix A: Resumes.</p> <p>Kelly Gonzalez Jr., ProKel Mobility City of Pembroke Pines Project Manager / CEO - Second VP OF COMTO Miami</p> <p>ProKel Mobility's CEO and owner, Kelly Gonzalez Jr., is a resident of South Florida and has led numerous initiatives to propel South Florida's transit management development and the community.</p> <p>Kelly Gonzalez, Jr., is the embodiment of the American dream in the transit community. Starting off as a driver earning minimum wage, he became the director of North America's largest privately owned transportation company. His previous experience includes working at a company whose growth expanded to \$1.3 billion in revenue with 16,000 team members and 10,000 vehicles nationwide. With this knowledge in tow, Kelly brings the same ingenuity and innovative solutions approach to ProKel Mobility. Kelly's transportation industry solutions have positioned ProKel to become a leader in the industry and secure market space in paratransit, shuttle bus services, and special needs transportation.</p> <p>Outside of leading ProKel as one (1) of the nation's preferred transportation firms, Kelly is known for his proactive and positive employee relations. Kelly implements performance and safety-focused incentive goals to reward ProKel employees for doing a good job and compensate them for a job well done. This inclusive equity reward system is one of many reasons ProKel drivers stay motivated throughout their employment with the company. ProKel's turnover is less than 6% thanks to retention plans that Kelly has enacted at the company. (Featured by Florida Panthers for its Hispanic Excellence Awards)</p> <p>During his tenure as general manager for the Transportation Management Association's Downtown City Fort Lauderdale Sun Trolley and Broward County's TOPs Program, Kelly oversaw 260 employees and 100+ propane and diesel vehicles. Kelly was able to lead the County to new accomplishments, including the following:</p> <ul style="list-style-type: none"> <li>Worked with local stakeholders to push the Penny for Transportation surtax, which is now helping multiple small cities within the County</li> <li>Raised the wages for the workforce and added new, attractive benefit packages to improve the quality of life of all employees and satisfy his Diversity, Equity, Inclusion philosophy</li> <li>Introduced, piloted and operated the Town of Fort Lauderdale's first 100% electrical shuttle bus, thus reducing the carbon footprint</li> <li>Organized, shuttled and evacuated residents to shelters during the State of Emergency declarations of Florida Governor Ron DeSantis and Broward County Mayor Mark Bogen</li> <li>Introduced new safety programs focused on positive behavior reinforcement, which helped dramatically decrease accidents and improve passenger customer service</li> <li>Sourced new micro-transit alternatives to offer partnering cities improvement in service delivery and innovation</li> <li>Assisted cities as a consulting arm (at no additional cost) with marketing and route optimization initiatives to ensure they surpass their Interlocal 1.7 PPH agreements</li> <li>Kelly is also active with numerous at-risk youth non-profit organizations in Florida. Growing up from humble beginnings in inner-city Liberty City, Kelly depended on the Police Athletic League (PAL) and afterschool programs for support, education and sometimes even food.</li> <li>Today, via ProKel Mobility, Kelly prioritizes being involved in the community he serves.</li> <li>The preceding photos depict a few examples of Kelly's community involvement, emphasizing giving back to local communities. Kelly partners with local government and local PAL programs to help fill voids and needs for the most vulnerable within the community.</li> </ul> <p>Eduardo Carrion, Chief Operating Officer</p> <p>An innovative and results-driven leader focused on achieving exceptional results in high-paced environments that demand continuous process improvement, Eduardo Carrion is characterized as a visionary, strategist and tactician in his role as Chief Operating Officer (COO). He has accomplished many important tasks in the first six (6) months of his position. His drive comes from sincerely wanting to provide a reliable and effective source of public transportation for the community.</p> <p>Eduardo also served in several executive positions within the Regional Transportation Authority (RTA), including Director of Information Technology and Director of Planning and Development. His career at RTA was marked by his innovation and resourcefulness in seeking and securing funding for much-needed capital and operational incentives.</p> <p>Eduardo has a bachelor's degree in workforce education and development, an associate's degree in information management and years upon years of experience managing hundreds of employees at multiple locations. He is a twenty (20) year Air Force Veteran and worked in technology and logistics. Recently, Eduardo has developed short- and long-term transportation goals for the community, overseeing the annual operating and capital budget and working with local, state and federal legislators on issues relating to public transportation, all while emphasizing a strong customer focus to ensure that transit riders receive the best transit service possible.</p> <p>Eduardo embraces and accepts his demanding schedule in an effort to effectively carry out his duties and provide the best service available to his community. Many changes were made to effectively enhance RTA's ability to provide better public transportation to the community. Eduardo consistently delivers extraordinary results in growth, operational performance, and workforce development. He is experienced in driving services, process and customer service improvements while building partnerships with key decision-makers.</p> <p>He will help the City ensure a comprehensive and complete system.</p> <p>Vasti Amaro, Strategic Advisor</p> <p>Since Vasti Amaro joined the company in 2020, ProKel Mobility has broken into new market sectors and doubled its growth despite the pandemic. Vasti helped build ProKel's operations structure, which has today allowed the company to operate at 95% on all operations, safety and safety metrics nationwide.</p> <p>Vasti has more than twenty-five (25) years of transportation experience in both public and private sectors, delivering passenger transport in transit, airport ground transportation and university space. While working for global transportation firms, she was responsible for</p>
3.1.1	Identify the contact person and supervisory personnel who will work on the projects.	-	

### Question Set 3: Staffing and Training

#### Question Set 3 Instructions

Address the critical role of qualified personnel and robust training programs.

#	Question	Response	Comment
3.1.2	Provide summaries of key persons to be assigned to the project with emphasis on their qualifications and experience with similar work. Summaries should list qualifications, including education, experience, honors and awards received, and professional associations of which the firm and/or its personnel are members.	-	<p>Kelly Gonzalez Jr Project Manager 15+ 8+ Years Responsibilities Directs and manages staffing, financials, payroll, scheduling, administration and human resources, safety and maintenance. Develops key performance indicators/goals to assure internal performance accountability measures. Designs and implements training programs to increase productivity and enhance customer service. Specialty Training/Certification obtained Education: Northwood University, West Palm Beach, FL — Business Management and International Business</p> <p>Member/Affiliations: NAACP   COMTO (Conference of Minority Transportation Organization)</p> <p>Eduardo Carrion Chief Operating Officer 8+ 2 Responsibilities Overseeing annual operating and capital budget, working with legislators on public transportation issues, enhancing public transportation Designs and implements training programs to increase productivity and enhance customer service. Specialty Training/Certification obtained Bachelor's degree in workforce education and development, associate degree in information management)</p> <p>Vasti Amaro Strategic Advisor 25+ 3 Responsibilities Operations structure development, safety, and performance management Specialty Training/Certification obtained N/A</p> <p>Natasha Serra Director of Grants and Mobility Funding Compliance 8+ 3 Responsibilities Auditing and compliance, implementing transit projects, organizing community stakeholders Specialty Training/Certification obtained Degree in Organizational Management with a Concentration in Public Safety Administration</p> <p>Frank Ciccarella Vice President of Safety 40+ 3 Responsibilities Safety and training, development of transportation safety programs Specialty Training/Certification obtained Frank's experience includes all types of training and safety programs. He is a certified instructor for the TAPCO Transit and Paratransit training program. This includes training of drivers for all modes of operations as well as safety program implementation.</p> <p>Lashonda Carter Regional Safety Manager 6+ 6+ Responsibilities Implementation of safety programs, accident rate reduction Specialty Training/Certification obtained Proficient in the Smith System and LLLC defensive driving programs.</p> <p>Angelica Williams Director of HR and Internship Program 10+ 4 Responsibilities Managing recruiting functions and internship programs Specialty Training/Certification obtained University of Florida graduate</p> <p>Warren Montague Special Projects Consultant 30+ 10+ Responsibilities Assistance with paratransit services Specialty Training/ Certification obtained Southern Illinois University – Carbondale, Illinois</p>

### Question Set 3: Staffing and Training

#### Question Set 3 Instructions

Address the critical role of qualified personnel and robust training programs.

#	Question	Response	Comment
Driver Qualifications			

### Question Set 3: Staffing and Training

#### Question Set 3 Instructions

Address the critical role of qualified personnel and robust training programs.

#	Question	Response	Comment
3.2.1	What criteria do you use for hiring and retaining drivers? Include details on driver qualifications, experience, and any ongoing training programs.	<p>At ProKel Mobility, we look at our company as more than just a provider of transit services — we are a community resource. Our passengers rely on us to safely transport them to school, work and other destinations that are part of their daily lives.</p> <p>To be a part of the community, we must involve the community. That is why we actively recruit in our clients' counties, towns, cities and neighborhoods. By sending our team to career fairs, local events, universities, vocational schools, driving schools and more, we are creating a presence in the community. We also partner with corporations, mom-and-pop shops, non-profits, franchises and other businesses to create a mutually beneficial relationship between us and our communities.</p> <p>In addition to hiring employees from the City of Pembroke Pines's current service provider, we will work with many national transit organizations to find effective ways and best practices to recruit operators and technicians. We will work with local and state employment agencies, workforce development agencies, multicultural organizations, Veteran Affairs and military outplacement programs to find dedicated, hard-working people who want to be valued members of the ProKel team.</p> <p><b>Talent Acquisition Team</b>  A major component of a ProKel Mobility location manager's role is to understand the cycle of their workforce needs — retention trends during the start-up period, variation of vehicle and operator needs related to seasonal activities and other unique service expectations. To succeed, each location manager must be highly knowledgeable of the local job market and lead our teams toward delivering daily safe and dependable service. That is why we ensure they are never alone in their recruiting efforts.</p> <p>ProKel's talent acquisition team provides an unparalleled level of recruiting support. This team's specialists work with our local team and the regional human resources managers to keep the process effective.</p> <p>The role of a talent acquisition specialist includes the following:  Posting all job openings to the applicant tracking system, KellHire  Managing online job boards  Supporting hiring events (producing promotional pieces, modifying advertising copy, providing giveaways, and verifying labor law and equal opportunity employer compliance)  Monitoring submissions and ensuring applicants are contacted by locations within forty-eight (48) hours  Assisting applicants through the process as needed  Applicant Tracking System</p> <p>Transportation employers are all competing for skilled and dependable operators. Finding and attracting the right applicants requires time, expertise and resources. ProKel's applicant tracking system enables a streamlined, full-cycle recruitment process — monitoring vacancies, sourcing, interviewing and placing. Our central talent acquisition team monitors submissions on our applicant tracking system to ensure application flow. Centralizing a part of the process allows managers to focus on local recruitment channels and contacts within the community. We use KellHire, an online recruiting tool, to generate interest in applying for work at ProKel. KellHire is a proprietary applicant tracking system that automates the recruiting process, creating thorough records of each candidate's journey through the hiring process. This maximizes return on investment for advertising endeavors, advertises job postings automatically, and collects valuable data about the individuals we hire and those who are interested in our company.</p> <p>In addition to centralizing the more standard phases of the process, the system controls recruitment costs by negotiating single contracts with national and local vendors.</p> <p>The applicant tracking system generates reports that help our teams understand what will work best for the City of Pembroke Pines. The talent acquisition specialists can research where our hires are coming from, allowing recruitment efforts to be directed and redirected wisely. Metrics used to measure the effectiveness of our recruitment strategy include:  Time from offer-to-hire  Completed applications-to-hired ratio  Time to fill</p> <p>ProKel works hard to be an employer of choice and that means being responsive. Tools within the tracking system let applicants know where they are in the process, enabling our teams to keep the process moving before a great candidate is lost.</p> <p>The following are some of the ways we strengthen communication with candidates:  Completion status monitored by talent acquisition specialists to conduct follow-up calls  Automated alerts and notifications sent directly to applicants  Self-selection of interview date and time made by applicants  Programmatic Advertising</p> <p>Alongside KellHire, ProKel has incorporated the automated job placement software Programmatic Advertising to ensure the best visibility from our advertising efforts. The Programmatic Advertising platform utilizes intelligence to post our positions on various job boards based on jobseeker traffic. This tool helps us spend money on advertising where it makes sense and where it will most likely produce results.</p> <p><b>KellHire Media platforms include:</b>  Local Operator Recruitment Action Plan  ProKel's start-up process includes forming a local operator recruitment team and creating or updating the location's recruitment action plan for the year. The action plan is led by our location manager, who works with their trained location recruitment team to implement the plan as well as track the status of goals, tasks and events. We support these local efforts with the assistance of a central talent acquisition specialist.</p> <p><b>Hiring Qualified Employees</b>  Working for ProKel requires a sense of commitment, attention and diligence not found in other companies. That is because we are in the business of transporting people — individuals and families who trust us to provide a consistently safe experience every time they take a seat in our vehicles. We insist that our employees understand our commitment to safety, reliability and customer service. To ensure this happens, we require:</p> <p>A safe driving record  Past employment verification  A criminal background check</p>	

### Question Set 3: Staffing and Training

#### Question Set 3 Instructions

Address the critical role of qualified personnel and robust training programs.

#	Question	Response	Comment
<b>Management Structure</b>			
3.3.1	Outline the management structure for overseeing transportation services. Specify roles and responsibilities at various levels within your organization.	-	Please see attached Organization Chart within our proposal. As well as descriptions in the above answers.
<b>Staffing</b>			
3.4.1	Describe Proposer's ability to satisfy all of the personnel qualifications. If Proposer cannot currently meet the requirements, explain how Proposer will attain the required key personnel. Key personnel includes all partners, project manager, and other key professional staff, such as a dispatcher, drivers, etc. that will perform work and/or services in this project.	-	<p>ProKel is fully prepared to meet all the personnel qualifications required for this project, leveraging our rich experience and skilled workforce in transportation services. Our team comprises experienced project managers, adept in managing complex logistics and coordinating diverse teams to ensure seamless operations. They are supported by trained dispatchers, proficient in advanced scheduling, route planning, and real-time decision-making, crucial for maintaining efficiency and reliability.</p> <p>Our drivers, who are at the core of our service delivery, are not only skilled in safe driving practices but are also trained in customer service and ADA compliance. Regular training and assessments ensure they remain at the forefront of safety protocols and driving regulations. The technical and support staff, including mechanics and maintenance personnel, are key to our operations. They are certified and experienced in handling a diverse fleet of vehicles, ensuring their safety and reliability. In the rare instance that additional key personnel are required, ProKel has a strategic recruitment process in place. This process is designed to attract and train individuals who meet our high standards, ensuring they are equipped to contribute effectively to the project's success. Our commitment to quality and excellence in all aspects of our operations positions us to successfully meet and exceed the personnel requirements of this project.</p>
3.4.2	Include Proposer's assurance that the key personnel described in its proposal shall be available to perform the services described, and that the Proposer has sufficient reserve personnel to adequately perform the services described in the event of illness, accident, or other unforeseeable events of a similar nature. Describe Proposer's approach to ensure the availability of personnel at all times, including Proposer's contingency plan, if any.	-	<p>any.</p> <p>ProKel assures that the key personnel outlined in our proposal will be available to perform the services required for this project. Our commitment to reliability and excellence extends to ensuring that we have a robust system in place for personnel availability, including contingency plans to handle unforeseen events such as illness or accidents.</p> <p>Ensuring Availability of Key Personnel: We have planned our staffing to ensure that all key roles are always covered. This includes a strategic rotation system and flexible scheduling to accommodate any absences without impacting service delivery. Our project managers, dispatchers, drivers, and technical staff are scheduled in a manner that allows for overlap and redundancy, ensuring no gap in service provision.</p> <p>Reserve Personnel for Unforeseen Circumstances: ProKel maintains a pool of reserve personnel who are equally trained and qualified to step in at a moment's notice. This reserve team includes professionals in all key areas of operation and is a critical part of our workforce management strategy. They are regularly updated on current projects and can integrate seamlessly when needed.</p> <p>Contingency Planning: Our contingency plan includes comprehensive protocols for rapid response to any personnel-related contingencies. This plan is a part of our broader risk management strategy and includes clear guidelines for immediate replacement of key personnel in case of emergency. Regular drills and reviews ensure that our team is well-prepared to implement these protocols effectively.</p> <p>Continuous Training and Development: To support this system, we invest heavily in continuous training and development of our staff. This ensures that both our primary and reserve personnel are equally competent and ready to deliver high-quality service. Training includes not only technical skills but also soft skills like problem-solving and communication, which are essential in handling unexpected situations.</p> <p>ProKel is committed to ensuring the availability of skilled and qualified personnel at all times for the successful execution of this project. Our well-structured contingency plans and reserve personnel system are key components of this commitment, ensuring uninterrupted, high-quality service delivery under all circumstances.</p>
<b>Staffing Flexibility</b>			
3.5.1	How does your firm manage staffing levels to accommodate fluctuations in demand or unexpected circumstances, ensuring a responsive and reliable service?	-	<p>Fleet and operation managers have full access to a dashboard to supervise all operations and services in real-time, look at the demand fluctuation, manage vehicle availability, corroborate the status of every trip, add new or remove obsolete virtual stops, and verify all past services and operations.</p> <p>ProKel Mobility will provide the necessary flexibility to scale the fleet of vehicles up and down based on fluctuations in demand. Our robust operational capabilities and advanced fleet management systems allow us to optimize vehicle deployment, ensuring that the desired level of service is achieved at all times, whether on a monthly, weekly, daily, or hourly basis. We always strive to exceed expectations and prioritize implementing the core service to ensure that we do.</p> <p>ProKel Mobility's advanced technological infrastructure enables us to capture and analyze valuable data from the mobile app. This includes, but is not limited to:</p> <ul style="list-style-type: none"> <li>Information on user volume</li> <li>Popular destinations</li> <li>Average wait times</li> <li>Peak usage periods</li> </ul> <p>By leveraging this data, we can continuously improve service efficiency, optimize resource allocation, and tailor the rideshare experience to meet the evolving needs of the City's community.</p>
<b>Continuing Education Programs</b>			

### Question Set 3: Staffing and Training

#### Question Set 3 Instructions

Address the critical role of qualified personnel and robust training programs.

#	Question	Response	Comment
3.6.1	Describe any continuing education or professional development programs in place for staff, with a focus on keeping them updated on industry best practices and evolving transportation technologies.	-	<p>At ProKel, we place a strong emphasis on the continuous education and professional development of our staff, recognizing the critical role it plays in maintaining our high standards of service and staying abreast of industry best practices and evolving transportation technologies.</p> <p>We have implemented a comprehensive program that includes regular meetings and training sessions for all our already employed staff. These meetings are not only a platform for updating our team on the latest developments in the transportation sector but also serve as a forum for knowledge sharing and collaborative learning.</p> <p><b>Regular Training Sessions:</b> Our training sessions are meticulously designed to cover a wide array of topics, ranging from the latest industry best practices to advancements in transportation technologies. These sessions are conducted by experts and thought leaders in the field, ensuring that our staff receives the most current and relevant information.</p> <p><b>Hands-On Workshops:</b> Alongside theoretical knowledge, we focus on practical, hands-on workshops that allow our staff to directly engage with new technologies and tools. This hands-on approach is crucial for a thorough understanding and effective application of new systems and practices in their daily work.</p> <p><b>Collaborative Learning Environment:</b> We foster a collaborative learning environment where team members are encouraged to share their experiences and insights. This peer-to-peer learning enhances the overall professional development experience and promotes a culture of continuous improvement.</p> <p><b>Regular Updates and Refreshers:</b> To ensure that our team remains up-to-date, we schedule regular update sessions and refresher courses. These sessions help in reinforcing previous training and introducing any new changes or updates in the sector.</p> <p><b>Encouraging Professional Certifications:</b> We also encourage and support our staff in pursuing relevant professional certifications. This not only aids in their personal career development but also adds value to our collective expertise as an organization.</p> <p>Through these ongoing educational and professional development initiatives, ProKel ensures that our team is always equipped with the latest knowledge and skills required to deliver exceptional service in the dynamic field of transportation. Our commitment to continuous learning is a key factor in our ability to adapt to the evolving needs of the industry and maintain our position as a leader in transportation services.</p>
Customer Service Training			

### Question Set 3: Staffing and Training

#### Question Set 3 Instructions

Address the critical role of qualified personnel and robust training programs.

#	Question	Response	Comment
3.7.1	How do you train staff, especially drivers, in customer service skills to ensure a positive and respectful interaction with passengers and the community, while avoiding misconduct?	-	<p><b>Driver Orientation and Training Program</b></p> <p>ProKel's customer-focused training ensures that every passenger receives service in a friendly and professional manner. Before operators get behind the wheel with a passenger, they will have to complete our service orientation training and service essentials customer service training. Along with customer service, operators must go through ProKel's award-winning and industry recognized TAPTCO operating training program. The program is overseen by ProKel VP of Safety Frank Ciccarelli, who has over forty (40) years of experience overseeing national companies with +5000 drivers. The program will ensure the local safety manager is providing an operator training program that is consistent, safety-first minded and customer friendly. ProKel has extensive experience transporting passengers at the highest-quality level of service. This experience, coupled with our management philosophy, has proven to be invaluable for our clients. ProKel will bring this diligent level of commitment and dedication to the City's stakeholders and the communities and customers it serves. In an era where companies are motivated by profits, we at ProKel have proven our ability to put our core values ahead of gaining revenue at the expense of performance to benefit our customers. Along with a stellar five (5) star safety program, ProKel offers an exciting and incentivizing Safety and Customer Service Rewards Program to keep operators engaged and employee morale bursting "Out The Framework." ProKel sees our internal divisions as multiple communities -- communities that, when properly trained and engaged, reflect the safe operation and exceptional customer service of the communities they serve.</p> <p>ProKel Mobility is a distinguished provider with a remarkable track record in passenger transportation and exceptional customer service. With a management philosophy centered around "People, Partnerships, and Processes," we prioritize delivering services that uphold the highest customer satisfaction standards. Our unwavering commitment and dedication extend to the communities we serve and our valued stakeholders. However, we never lose sight of the fact that our ultimate responsibility lies with our passengers, who are at the heart of everything we do.</p> <p>Drawing upon our extensive experience in the industry, ProKel Mobility has honed its expertise in seamlessly moving people from one point to another, ensuring their comfort, safety, and overall satisfaction. We believe that transportation is more than just a means of getting from place to place; it is an experience that should leave a lasting positive impression. Our commitment to passengers goes beyond merely meeting their transportation needs. We strive to exceed their expectations by providing a service that is reliable, efficient, and tailored to their specific requirements. We understand that each passenger is unique and deserves personalized attention and care. By valuing the individuals we serve, we foster a strong sense of trust and loyalty among our passengers.</p> <p>We recognize that our success hinges on building strong partnerships with our clients and stakeholders. We believe in collaborating closely with local communities, transit agencies, and other key entities to create a transportation ecosystem that benefits everyone involved. By forging these alliances, we can leverage collective expertise, resources, and insights to develop innovative solutions that address the evolving needs of our passengers and the broader community.</p> <p>Our commitment to excellence extends to our internal processes and operational efficiency. We continuously evaluate and refine our procedures to ensure smooth operations, timely service delivery, and seamless coordination between various stakeholders. By streamlining our processes, we optimize our ability to respond promptly to passenger demands, adapt to changing circumstances, and maintain the highest level of service quality.</p>
<b>State Certified Classroom Instruction &amp; Behind-the-Wheel Trainers</b>			
3.8.1	Please identify any existing staff that would be assigned to this contract that are State Certified Classroom Instruction and Behind-the-Wheel Trainers.	-	<p>Our head of training, Frank Ciccarelli, will serve as the State Certified Classroom Instruction. Behind the Wheel (BTW) Training: Behind the Wheel (BTW) training focuses on honing specific basic driving maneuvers and skills necessary to ensure the safe operation of the vehicle under actual road operation. During BTW training, the student puts into practice what they have learned in the classroom and refines their driving skills with a certified trainer. During this period, the student must demonstrate mastery of twenty-five (25) specific defensive driving and performance skills before graduation.</p>
3.8.2	If you don't currently have staff that are State Certified Classroom Instruction and Behind-the-Wheel Trainers, please identify the method in which you plan on utilizing to provide the necessary training to drivers.	-	We currently employ these.
<b>Safety Training Programs</b>			

### Question Set 3: Staffing and Training

#### Question Set 3 Instructions

Address the critical role of qualified personnel and robust training programs.

#	Question	Response	Comment
			<p>ProKel has provided our training outline below.</p> <p>Training Formats</p> <p>The entire new operator training program comprises five (5) training formats:</p> <ul style="list-style-type: none"> <li>Classroom training</li> <li>Pre-driving skills</li> <li>Observation</li> <li>Behind the wheel (BTW)</li> <li>Cadet training</li> </ul> <p>Each of these formats is outlined below.</p> <p>Classroom Training</p> <p>The instructor-led classroom training is based on an adult-learning interactive training model and uses video training modules which are reinforced by the written training/study guide. The video training is presented through an interactive, panel-hosted discussion led by ProKel personnel.</p> <p>Topics include safety, defensive driving principles and techniques, hazards communication, security awareness, employee policies and procedures, employee wellness, sexual harassment, bloodborne pathogens, map reading and on-road procedures. Testing occurs at the end of each module and at the end of classroom training with a cumulative, closed-book exam. Employees must pass with a score of 80% or higher in order to proceed to behind the wheel training.</p> <p>Pre-Driving Skills</p> <p>Designed to familiarize the student with the larger size and spacing of commercial vehicles before driving the vehicle on the street, the pre-driving skills course training requires that all students learn the use of multiple mirrors and vehicle controls.</p> <p>Observation</p> <p>Observation training is provided to give students an opportunity to study the proper way to handle a vehicle. Once a student has successfully completed all pre-driving skills and observation training, they begin driving the vehicle on the street with a training instructor.</p> <p>Behind the Wheel (BTW) Training</p> <p>Behind the wheel (BTW) training focuses on honing specific basic driving maneuvers and skills necessary to ensure the safe operation of the vehicle under actual road operation. During BTW training the student puts into practice what they have learned in the classroom and refines their driving skills with a certified trainer. During this period, the student must demonstrate mastery of twenty-five (25) specific defensive driving and performance skills before graduation.</p> <p>Post-Training Testing and Remedial Training</p> <p>Before a student is released into service, they are closely monitored and receive a final road and training evaluation. Recognizing that not every operator is 100% ready to enter revenue service after the base training program, ProKel offers up to forty (40) hours of remedial training. During the cadetting period, any necessary retraining areas are identified and administered based on this need.</p> <p>ii. Training of newly hired drivers</p> <p>Performing the Proper Screenings</p> <p>ProKel performs a number of screenings on newly hired employees. Employees are informed of these screenings in a minimum hiring standards document. After reviewing this document, new employees may elect to continue their employment with ProKel or remove themselves from consideration.</p> <p>Probationary Periods</p> <p>ProKel's new operator protocol is to conduct re-evaluations every thirty (30), sixty (60) and ninety (90) days. At the end of each stage of a new applicant's training, they receive an evaluation of the skills they have learned up to that point. We continue to conduct those evaluations after the first thirty (30) days, the first sixty (60) days and the first ninety (90) days of employment to make sure that the location's culture, safe behaviors and skills are properly progressing. In addition to permitting managers the opportunity to assess new hires holistically, new hire probationary periods give us time to ensure the new employee's background screenings are acceptable.</p> <p>After the thirty (30)-, sixty (60)-, ninety (90)-day evaluations are complete, every operator gets an evaluation annually, along with any others that are thought appropriate or necessary for behavior development and enhancement.</p> <p>We focus on the behaviors and decision-making as much, if not more, than the basic skills of steering, braking, accelerating, etc. The best way to firmly shape those behaviors is to supply consistent follow-up, especially at the beginning of the learning curve. The more attention and instruction a new operator can receive at those preliminary stages, the more the safe behaviors we want will take hold and become a regular part of their personal work culture and values.</p> <p>The contact made is not always about making corrections, as we believe positively reinforcing good behaviors as often as possible carries a significant impact on an operator's performance and development. Some operators require more frequent follow-up and evaluation, and the training managers have the freedom to make that determination, but the thirty (30)-, sixty (60)- and ninety (90)-day evaluations are standard.</p> <p>Procedures for Background Checks</p> <p>Early employment record checks for our personnel are a continual part of our employee evaluation process.</p> <p>Thorough background checks on all applicants are part of the employment process as a requirement for all new employees. All employees have background checks, which will include driving record, and criminal and financial history checks on a bi-annual basis or on an as-needed basis as determined by the City. We will include both the City, the State of Florida, and national reports in these checks. Repeated background evaluations allow ProKel to ensure quality operators and staff for our customers. ProKel will also enroll in and verify work eligibility status of all newly hired employees through the E-Verify Program.</p> <p>Employment Standards Team</p> <p>ProKel's internal Employment Standards Team (EST) collaborates with KelHire, our internal background check/recruiting vertical, to conduct primary reviews of all background criminal records, motor vehicle records, previous employment records and drug screenings. EST is a group of trained and dedicated professionals tasked with managing record checks for all ProKel candidates and employees. EST staff conducts individual reviews of every background with potentially disqualifying events, incidents or discrepancies. EST ensures that all hiring practices follow Fair Credit Reporting Act (FCRA) regulations and Ban the Box</p>
3.9.1	<p>Provide details on safety training programs for both drivers and support staff, emphasizing protocols for emergency situations and preventive measures. Note – Please upload a copy of the proposer's current training manual describing (See section 1.5.4 for additional information) describing Proposer's training on new and revised procedures. The information shall include but not limited to the following elements:</p> <ul style="list-style-type: none"> <li>i. Training program: number of hours and training curriculum</li> <li>ii. Training of newly hired drivers</li> <li>iii. Continuing education/training</li> <li>iv. In-service training/on the job training</li> <li>v. Training resources</li> <li>vi. Training instructors</li> </ul>		

### Question Set 3: Staffing and Training

#### Question Set 3 Instructions

Address the critical role of qualified personnel and robust training programs.

#	Question	Response	Comment
<b>Employee Satisfaction Measures</b>			
3.10.1	Share strategies for measuring and enhancing employee satisfaction within your organization, emphasizing its impact on service quality.		<p>ProKel possesses a strong capability in recruiting personnel, backed by a robust and strategic hiring process. We effectively utilize various channels to attract a diverse pool of qualified candidates, ensuring we select those who not only possess the necessary skills but also align with our organizational values. Our multi-stage selection process, including skill assessments and thorough background checks, guarantees we onboard the best talent. Additionally, our focus on continuous training and professional development positions us as an attractive employer within the transportation industry. This approach not only allows us to recruit top talent but also to retain a skilled and motivated workforce, essential for our commitment to excellence in service delivery.</p> <p>Incumbent Retention: ProKel understands the value of employees who are already operating transit services. We make every effort to retain employees who want to continue driving for the ProKel operation. ProKel's training program includes specific operator training for incumbent operators.</p> <p>Community Outreach: ProKel Mobility knows the value of employees who are familiar with the service area. In addition to hiring employees from the City's current service provider, we'll work with local and state employment agencies, workforce development agencies, multicultural organizations, and Veteran Affairs and military outplacement programs to find dedicated, hard-working people who want to be valued members of ProKel's team.</p>
<b>Recruitment Policy</b>			

### Question Set 3: Staffing and Training

#### Question Set 3 Instructions

Address the critical role of qualified personnel and robust training programs.

#	Question	Response	Comment
3.11.1	State Proposer's recruitment policy, procedures, methods and resources utilized for recruiting personnel, including conducting background investigations, verification of applicant's employment history, criminal and civil background checks, etc.		<p><b>Hiring Qualified Employees</b> Working for ProKel requires a sense of commitment, attention, and diligence that is not found in other companies. That is because we are in the business of transporting people—individuals and families that trust us to provide a consistently safe experience every time they take a seat on one (1) of our vehicles. We insist that our employees understand our commitment to safety, reliability and customer service. To ensure this happens, we require:</p> <ul style="list-style-type: none"> <li>A safe driving record</li> <li>Past employment verification</li> <li>A criminal background check</li> <li>Motor vehicle record review</li> <li>Employment eligibility verification</li> <li>A drug screening</li> </ul> <p><b>Operator Selection Process</b> ProKel Mobility understands that our operators do not only represent us—they also represent the City. Because of the customer-facing nature of the job, proper selection of qualified operators is vitally important to the success of the operation. We follow a stringent operator selection process to ensure we are providing the City with operators committed to safety, who are focused on the customer, and who are skilled in their operation.</p> <p><b>Ensuring the Right Fit</b> <b>Operator Interviews:</b> ProKel invites prospective operators to interview to ensure they are the right fit for the operation. The knowledge we have gained from hundreds of thousands of interviews has helped us develop an Operator Interview Guide for location managers. This guide helps us consistently screen and select individuals with the characteristics needed to become successful operators. Specific interview sections include:</p> <ul style="list-style-type: none"> <li>Relevancy of experience</li> <li>Schedule suitability</li> <li>Response to stress</li> <li>Commitment to safety</li> <li>Compliance orientation</li> <li>Teamwork orientation</li> <li>Commitment to customer service</li> </ul> <p>Upon a successful interview, the location manager will extend an offer letter to the prospective operator that details pay, necessary training and a start date. Assuming the prospective employee accepts the employment offer, internal ProKel staff will begin further background screening.</p> <p><b>Performing the Proper Screenings</b> ProKel performs a number of screenings on newly hired employees. Employees are informed of these screenings in a minimum hiring standards document. After reviewing this document, new employees may elect to continue their employment with ProKel or remove themselves from consideration.</p> <p><b>Probationary Periods</b> ProKel's new operator protocol is to conduct re-evaluations every thirty (30), sixty (60) and ninety (90) days. At the end of each stage of a new applicant's training, they receive an evaluation of the skills they have learned up to that point. We continue to conduct those evaluations after the first thirty (30) days, the first sixty (60) days and the first ninety (90) days of employment to make sure that the location's culture, safe behaviors and skills are properly progressing. In addition to permitting managers the opportunity to assess new hires holistically, new hire probationary periods give us time to ensure the new employee's background screenings are acceptable.</p> <p>After the thirty (30)-, sixty (60)-, ninety (90)-day evaluations are complete, every operator gets an evaluation annually, along with any others that are thought appropriate or necessary for behavior development and enhancement.</p> <p>We focus on the behaviors and decision-making as much, if not more, than the basic skills of steering, braking, accelerating, etc. The best way to firmly shape those behaviors is to supply consistent follow-up, especially at the beginning of the learning curve. The more attention and instruction a new operator can receive at those preliminary stages, the more the safe behaviors we want will take hold and become a regular part of their personal work culture and values.</p> <p>The contact made is not always about making corrections, as we believe positively reinforcing good behaviors as often as possible carries significant impact on an operator's performance and development. Some operators require more frequent follow-up and evaluation, and the training managers have the freedom to make that determination, but the thirty (30)-, sixty (60)- and ninety (90)-day evaluations are standard.</p>

### Question Set 3: Staffing and Training

#### Question Set 3 Instructions

Address the critical role of qualified personnel and robust training programs.

#	Question	Response	Comment
3.11.2	Describe the proposer's ability to recruit personnel.	-	<p>Applicant Tracking System</p> <p>Transportation employers are all competing for skilled and dependable operators. Finding and attracting the right applicants requires time, expertise and resources. ProKel's applicant tracking system enables a streamlined, full-cycle recruitment process—monitoring vacancies, sourcing, interviewing and placing. Our central talent acquisition team monitors submissions on our applicant tracking system to ensure application flow. Centralizing a part of the process allows managers to focus on local recruitment channels and contacts within the community. We use Kell-Hire, an online recruiting tool to generate interest in applying for work at ProKel Mobility. Kell-Hire is a proprietary applicant tracking system that automates the recruiting process, creating thorough records of each candidate's journey through the hiring process. This maximizes return on investment for advertising endeavors, advertises job postings automatically, and collects valuable data about the individuals we hire and those who show an interest in our company.</p> <p>In addition to centralizing the more standard phases of the process, the system controls recruitment costs by negotiating single contracts with national and local vendors. The applicant tracking system generates a series of reports that help our teams understand what will work best for the operations of the City. The talent acquisition specialists can research where our hires are coming from, allowing recruitment efforts to be directed and redirected wisely. Metrics used to measure the effectiveness of our recruitment strategy include:</p> <ul style="list-style-type: none"> <li>Time from offer-to-hire</li> <li>Completed applications-to-hired ratio</li> <li>Time to fill</li> </ul> <p>ProKel works hard to be an employer of choice, and that means being responsive is key. Tools within the tracking system let applicants know where they are in the process, and they enable our teams to keep the process moving before a great candidate is lost.</p> <p>Following are some of the ways we strengthen communication with candidates:</p> <ul style="list-style-type: none"> <li>Completion status monitored by talent acquisition specialists to conduct follow-up calls</li> <li>Automated alerts and notifications sent directly to applicants</li> <li>Self-selection of interview date and time made by applicants</li> </ul>
<b>Turnover Rate and Retention Procedures</b>			
3.12.1	Describe the Proposer's turnover rate and retention procedures implemented by the Proposer.	-	<p>ProKel maintains a low turnover rate, a testament to our effective retention procedures and positive work environment. Our approach to employee retention is centered around creating a supportive and engaging workplace, offering continuous professional development opportunities, and recognizing and rewarding employee contributions. We actively foster a culture that values each team member, encouraging open communication and feedback. This inclusive environment, combined with competitive compensation and benefits, contributes to high job satisfaction and loyalty among our staff.</p> <p>Our focus on professional growth is also a key factor in our retention success. We provide various training programs and career advancement opportunities, allowing our employees to develop their skills and progress within the company.</p>
<b>Employee Benefit Plan</b>			
3.13.1	Describe the proposer's employee benefit plan, including what health benefits, insurance, retirement plans, paid time off, etc. that the proposer provides to their employees covered under this contract. Note – Please upload a copy of the plan (See section 1.5.4 for additional information).	-	<p>Health and Dental Insurance</p> <p>Eligible employees will be offered health and dental insurance benefits. The details of these benefits are set forth in a booklet provided to eligible employees.</p> <p>Vacation Time</p> <p>Full-time employees are eligible to accrue vacation time, subject to the applicable waiting period. Each location has its own accrual program for vacation time. ProKel full-time employees must be employed with the company for one (1) year before accruing vacation hours. Vacation accrual is capped at eighty (80) hours for hourly employees and 100 hours for salaried employees, unless otherwise regulated by state law. Vacation accrual will be suspended once the cap is reached. Accrual will begin again once vacation time is used and the balance drops below the cap. Exceptions to this cap are generally not made and only if approved by the Senior Vice President of Human Resources. Vacation time may be used for personal time off. Generally, employees should notify the division of the request to use vacation time in accordance with the division's advance notice policy. In the absence of an advance notice policy, employees should provide at least one (1) week's notice of their desire to use vacation time. In the event of unforeseeable circumstances, a shorter notice period may be acceptable. If the vacation time request is not approved and the employee is absent from work during that period, the employee is subject to discipline and may not be paid for that time off. At the time of separation of employment, an employee will be paid all accrued and unused vacation time only if state law requires that ProKel pay the employee for accrued and unused vacation time.</p> <p>Paid Holidays</p> <p>Full-time employees are eligible for paid holidays, subject to the applicable waiting period. Full-time employees must be employed for ninety (90) days before eligible for paid holidays. The list of paid holidays and any applicable waiting period are posted at each facility. Holiday pay will only be paid to a non-exempt employee if the employee has worked his/her scheduled work day preceding the holiday and has worked his/her scheduled workday following the holiday. If a paid holiday falls on an employee's day off or an employee is required to work on a holiday, the employee may receive an alternative day off or holiday pay, depending on the location's policy. If a holiday falls during any unpaid time off (leave or vacation for example), the employee will not receive holiday pay.</p>
17 Questions		100.00% Complete	

## Question Set 4: Firm's Understanding and Approach to the Work

### Question Set 4 Instructions

The understanding that the applicant and consultants demonstrate as to the requirements and needs of the project, including an evaluation of the thoroughness demonstrated in analyzing and investigating the scope of the project.

#	Question	Response	Comment
<b>Statement of Understanding</b>			
4.1.1	Provide a narrative statement demonstrating an understanding of the overall intent of this solicitation, as well as the methods used to complete assigned tasks.	-	<p>The overall intent of this solicitation is to find a qualified and capable vendor to operate, maintain, and manage the City of Pembroke Pines Transportation Services. This includes services for the City's Charter Schools, the Community Bus System, and the Senior Transportation Program. The primary objectives are to enhance the overall efficiency and operation of the Transportation System, ensure compliance with operational standards, improve maintenance practices, and provide cost-effective solutions to the city and its charter school system.</p> <p>Our approach to achieving these goals includes deploying a skilled operations team and technical support staff, implementing robust maintenance programs, and utilizing advanced technologies for system management and optimization. We understand the need for a proactive, data-driven, and customer-focused approach to meet the city's expectations for high-quality transportation services.</p>
4.1.2	Please clearly describe all aspects of the project proposed.	-	<p>Our proposal for the City of Pembroke Pines Transportation Services encompasses several key aspects:</p> <p><b>Operations Management:</b> We propose a streamlined approach to manage daily operations, including efficient routing, scheduling, and coordination of transportation services for charter schools, community buses, and senior transportation.</p> <p><b>Maintenance and Upkeep:</b> A comprehensive maintenance program will be implemented to ensure all vehicles are in top condition, prioritizing safety and reliability, and reducing downtime.</p> <p><b>Technical Support and Innovation:</b> Leveraging technology for route optimization, real-time tracking, and management of the transportation fleet. This includes the use of software for scheduling, maintenance tracking, and communication with drivers and users.</p> <p><b>Compliance and Quality Assurance:</b> Ensuring all operations are in full compliance with relevant regulations and standards. Regular audits and feedback mechanisms will be established to continuously improve service quality.</p> <p><b>Staff Training and Development:</b> A focus on professional development for staff, including drivers and administrative personnel, to ensure they are equipped with the latest industry knowledge and skills.</p> <p><b>Stakeholder Engagement and Reporting:</b> Regular interaction with city officials, school administrators, and community representatives to ensure alignment with their needs and expectations. Transparent reporting on performance metrics and operational challenges will be a key feature of our management approach.</p> <p><b>Contract and Terms:</b> Acknowledging the proposed five (5) year contract term with options for two (2) additional five (5) year renewals, we are prepared to commit to a long-term partnership that allows for sustained improvement and adaptation to changing needs.</p> <p>The ProKel Mobility team is excited to submit the following Work Plan for consideration as a prospective partner with the City of Pembroke Pines. ProKel will deliver innovative solutions to make this transportation vision a reality. By providing all the necessary technology, knowledge, and technical assistance, we can make transportation services more flexible, accessible, energy-efficient and cost-effective.</p> <p>ProKel Mobility will provide the necessary vehicles, infrastructure, drivers, and maintenance required for the service. ProKel's transition plan recognizes that a solid implementation methodology and strong management approach are critical to ensuring a smooth service transition. Using an extensive network of experienced support personnel, ProKel focuses on organization, efficiency and quality service while delivering the right leadership and necessary resources without bureaucracy and micromanagement from corporate headquarters. As a result, we can transition service quickly and without service disruptions.</p> <p><b>Progress Meetings With Pembroke Pines</b> ProKel's transition leadership team will hold biweekly meetings with key project members. Discussion topics for these meetings include: The progress of the transition, Task list changes and updates, Potential challenges, and A look ahead to the next two (2) weeks.</p> <p>In addition, ProKel's implementation team will meet daily each morning to review the transition plan, outstanding tasks, current issues and active task lists.</p> <p><b>Working With the Community</b> The transition period is an excellent opportunity to establish positive relations with the passengers and learn their perspective on service quality. To foster regular and consistent communication, ProKel's team will be available to meet with the passengers during the transition in the form of "road trip" town hall meetings. This will help passengers become acquainted with the ProKel team and ask any questions they may have.</p> <p><b>Transition Planning</b> ProKel follows a detailed startup schedule that identifies each task, subtask, dependent task, duration/timeline and staff assignment. ProKel's transition team updates this document throughout the transition period; however, no item on the schedule is marked "complete" without confirmation from the startup manager.</p>
4.1.3	Include details of your approach and work plans.	-	<p>The ProKel Mobility team is excited to submit the following Work Plan for consideration as a prospective partner with the City of Pembroke Pines. ProKel will deliver innovative solutions to make this transportation vision a reality. By providing all the necessary technology, knowledge, and technical assistance, we can make transportation services more flexible, accessible, energy-efficient and cost-effective.</p> <p>ProKel Mobility will provide the necessary vehicles, infrastructure, drivers, and maintenance required for the service. ProKel's transition plan recognizes that a solid implementation methodology and strong management approach are critical to ensuring a smooth service transition. Using an extensive network of experienced support personnel, ProKel focuses on organization, efficiency and quality service while delivering the right leadership and necessary resources without bureaucracy and micromanagement from corporate headquarters. As a result, we can transition service quickly and without service disruptions.</p> <p><b>Progress Meetings With Pembroke Pines</b> ProKel's transition leadership team will hold biweekly meetings with key project members. Discussion topics for these meetings include: The progress of the transition, Task list changes and updates, Potential challenges, and A look ahead to the next two (2) weeks.</p> <p>In addition, ProKel's implementation team will meet daily each morning to review the transition plan, outstanding tasks, current issues and active task lists.</p> <p><b>Working With the Community</b> The transition period is an excellent opportunity to establish positive relations with the passengers and learn their perspective on service quality. To foster regular and consistent communication, ProKel's team will be available to meet with the passengers during the transition in the form of "road trip" town hall meetings. This will help passengers become acquainted with the ProKel team and ask any questions they may have.</p> <p><b>Transition Planning</b> ProKel follows a detailed startup schedule that identifies each task, subtask, dependent task, duration/timeline and staff assignment. ProKel's transition team updates this document throughout the transition period; however, no item on the schedule is marked "complete" without confirmation from the startup manager.</p>
<b>Quality Assurance Plan</b>			

## Question Set 4: Firm's Understanding and Approach to the Work

### Question Set 4 Instructions

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#	Question	Response	Comment
4.2.1	Describe Proposer's process and role of Proposer's key staff in developing, implementing and maintaining the Proposer's Quality Assurance Plan. Outline Proposer's plan to remediate performance deficiencies.	-	<p>ProKel's organizational structure supports ongoing quality controls that confirm service is delivered in a manner that is safe, professional, efficient, and cost effective. The program starts with the local operation, is audited, and monitored by the regional operations staff, and is supported by the resources and staff of central corporate operations.</p> <p>Of significant note is the inclusion of one (1) full-time corporate quality assurance manager who will ensure ProKel's full adherence to all operational and procedural standards. This person will perform random inspections of facilities, review operator records, perform on-road evaluations, and ensure that ProKel is compliant with all contract provisions. He/She will review all system performance statistics, monitoring adherence to all contract operations requirements.</p> <p><b>OBJECTIVE</b></p> <p>ProKel Mobility requires that all transit operations have a quarterly performance audit conducted of their activities. While meeting the requirements for conducting a performance audit is important, a performance audit also provides an opportunity for an independent, objective and comprehensive review of the financial, efficiency and effectiveness of the operating location being audited. The audit has other benefits, including:</p> <ul style="list-style-type: none"> <li>Provides management with useful information to assess past activities and provides insight for future planning efforts.</li> <li>Provides management with a review and evaluation of a operating location's organization and operations;</li> <li>Presents an opportunity to utilize auditor expertise which can supplement staff work; and</li> <li>Assures accountability for the use of company funds.</li> </ul>

## Question Set 4: Firm's Understanding and Approach to the Work

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#	Question	Response	Comment
4.2.2	How do you ensure the quality and safety of your services?	-	<p>To ensure the quality and safety of our services, ProKel employs a detailed and rigorous internal audit program. This program is structured to perform comprehensive performance audits at regular intervals, focusing on various operational aspects to uphold the highest standards.</p> <p><b>INTERNAL AUDIT PROGRAM STRUCTURE OF A PERFORMANCE AUDIT</b> The major steps involved in a performance audit are discussed in the following table:</p> <p>Stage Steps Preliminary Review Background Review Identify Functions Verify Performance Indications Test Compliance Detailed Review Review Functions Gather Documentation Develop Findings Report Preparation Draft Report Forwarded Report to Management Finalization Meet and Discuss Report with Management Make Necessary Changes in Report Present Final Report Follow-up Review Review Status of Report Recommendations</p> <p><b>Preliminary Review</b> The preliminary review provides information about the systems and procedures used for managing finances and operations and for evaluating and reporting performance. It also provides information about the size and scope of the locations' activities, as well as areas in which there may be internal control weaknesses, uneconomical or inefficient operations, lack of effective goal achievement, or lack of compliance with laws and regulations. Tests to determine the significance of such matters are generally conducted in the detailed review phase of the performance audit.</p> <p><b>Detailed Review</b> The purpose of the detailed review phase is to perform the work necessary to meet the audit objectives as set forth in the audit program and as established as the result of the preliminary review. The detailed review phase of the performance audit builds on the results of the preliminary review and consists of gathering sufficient, competent, and relevant evidence to afford a reasonable basis for the auditors' judgments and conclusions regarding the organization, program, activity, or function under audit.</p> <p><b>Report</b> Written audit reports are to be prepared communicating the results of each performance audit. Written reports are necessary to (a) communicate the results of audits to officials at all levels of company, (b) make the results less susceptible to misunderstanding, (c) make the results available for to local staff for review and comments, and (d) facilitate follow-up to determine whether appropriate corrective actions have been taken.</p> <p><b>Finalization</b> Once the draft report is prepared, a copy should be provided to the local management of the location being audited for its review and comment. After management has had an opportunity to review and comment on the draft audit report, the auditor should meet with management to discuss comments on the report. Based on the results of this meeting, the auditor should make any necessary changes in the audit report and prepare the final report.</p> <p><b>Follow-Up Review</b> Management of the audited location is primarily responsible for directing action and follow up on recommendations. As a follow-up to the previous performance audit, the auditor's report should disclose the status of known but uncorrected significant or material findings and recommendations from prior performance audits that affect the current audit objective.</p>

## Question Set 4: Firm's Understanding and Approach to the Work

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#	Question	Response	Comment
4.2.3	What criteria do you use to measure your quality?	-	<p><b>AUDIT AREAS</b>            This section offers guidance for reviewing the various functions of the operations. Since the functions of each operation vary, not all parts of this section will apply to all locations. Transit functions can be divided into the following areas:            General Management and Organization            Service planning            Scheduling, Dispatch and Operations            Personnel Management and Training            Administration            Safety            Maintenance            Areas            Focus            General Management and Organization            Administrative Oversight            Organizational Structure and Reporting            Recent Contract Changes            Staffing Plan            MT            Service Planning            Strategic Planning            Short Range Planning            Evaluation of Routes            Planning for Special Transportation Needs            Surveys of Riders/Non-Riders            Scheduling Dispatch and Operations            Assignment of Drivers            Vacation Absences, Sick Leave            Assignment of Passengers to Demand Responsive Routes            Part-Time and Cover Drivers            Assignment of Vehicles to Routes            Personnel Management and Training            Recruitment            Moral            Training and Safety            Discipline            Benefits            Personnel Files            Training Files            Drug &amp; Alcohol Program            Administration            Budgeting            Risk Management            Contract Management            Facility Management            Accounts Payable            Procurement            Revenue Collection and Cash Management            Payroll            Safety            SSPP            SSP            Safety Meetings            Accident Procedures            Accident/Incident Frequency            Daily Messages            Maintenance            Preventative Maintenance            Sufficiency of Facility            Vehicle Condition            Repair Scheduling            Parts management            Communication with Dispatch            Contracting Out            System Utilization            Road Calls</p> <p><b>AUDIT SCHEDULE</b>            Each operating location will be audited quarterly. Two (2) weeks prior to audit, each location will be notified of pending audit and provided a sample audit checklist in order to provide ample time for the location to perform a local audit, gather documents and make any corrections prior to the official audit to be conducted by corporate staff.</p> <p><b>AUDIT CHECKLIST</b>            The following checklist will be utilized by corporate staff in order to conduct the quarterly audit. A copy of the checklist will be provided to the operating location two (2) weeks prior to the site visit.            ProKel Audit Checklist            Location:            Date:            Local Manager:            Auditor:</p> <p>Section: General Management &amp; Organization            Task/ Item            Yes            No</p>

## Question Set 4: Firm's Understanding and Approach to the Work

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#	Question	Response	Comment
4.2.4	How often do you find mistakes or errors in your work and what is done to correct these errors, and what is the average correction time?	-	<p>Records Management</p> <p>The General Manager, Safety Manager, Administrative Coordinator &amp; Maintenance Manager are responsible for implementing a record management program that includes maintenance, retention, distribution, and safe disposal of all safety and security records of the agency in compliance with state and federal regulations.</p> <p>All safety and security documents of the agency (SSPP, SPP, etc.) will be periodically revised, as needed, to ensure that they are up to date. Revisions and updates will be communicated with employees and regulatory agencies as they occur or as deemed necessary by the management, depending on the nature of the revision or update. The SPP is considered a confidential document and will be retained in a secure location by management.</p> <p>ProKel Mobility will maintain and retain the following records for at least four (4) years:</p> <ul style="list-style-type: none"> <li>Records of bus driver background checks and qualifications</li> <li>Detailed descriptions of training administered and completed by each bus driver</li> <li>A record of each bus driver's duty status that will include total days worked, on-duty hours, driving hours, and time of reporting on and off duty each day</li> <li>Event investigation reports, corrective action plans, and related supporting documentation</li> <li>Records of preventive maintenance, regular maintenance, inspections, lubrication, and repairs performed for each bus</li> <li>Records of annual safety inspections and documentation of any required corrective actions</li> <li>Completed and signed medical examination reports for each bus driver</li> </ul> <p>In addition, ProKel will retain records of daily bus inspections and any corrective action documentation for a minimum of two (2) weeks.</p> <p>Records Retention</p> <p>The human resources (HR) department retains and destroys personnel records in accordance with ProKel's corporate policies on business records retention as well as federal and state laws governing records retention. The following is an outline of the HR department's operating procedures for personnel records retention and destruction of documents when such retention periods have passed. ProKel's retention procedure does not supersede the duration for any state in which we do business, this procedure will be superseded by state requirements.</p> <p>The HR department maintains both employee record information and government compliance reports. Both are subject to the following retention requirements and destruction procedures.</p> <p>Maintenance of Employee Records</p> <p>The following employee information records are maintained in segregated personnel files:</p> <ul style="list-style-type: none"> <li>Pre-employment information.</li> <li>I-9 forms.</li> <li>Benefits plan and employee medical records.</li> <li>Health and safety records.</li> <li>General employee personnel records.</li> </ul> <p>Government compliance reports are maintained in reverse chronological sequence and filed separately from the above employee information records.</p> <p>Destruction of Employee and Applicant Records</p> <p>All paper personnel records and confidential employee data maintained by the HR department will be destroyed by shredding after retention dates have passed; this procedure pertains to all personnel records, not just those governed by the Fair and Accurate Credit Transactions Act (FACTA).</p> <p>Application materials submitted by applicants for employment who were never employed are also to be shredded.</p> <p>Personnel records include electronic as well as paper records. The HR department will work with the IT department periodically but no less than twice annually to review and ensure that the HR department's electronic records relating to employee information and compliance reports are properly purged.</p> <p>Retention of Terminated Employees' Records</p> <p>The retention periods for terminated employees' and applicants' records and compliance reports are as follows.</p> <p>Pre-employment records:</p> <ul style="list-style-type: none"> <li>Résumés, applications and related employment materials, including interview records and notes, for applicants not hired: three (3) years.</li> <li>Résumés, applications and related employment materials, including interview records and notes, for employees: four (4) years after the date of termination.</li> <li>Background checks, drug test results, driving records, company employment verifications, letters of reference and related documents: five (5) years.</li> </ul> <p>Employee records:</p> <ul style="list-style-type: none"> <li>Terminated employee I-9 Forms: The later of three (3) years from the date of hire</li> <li>Compensation, job history and timekeeping records: four (4) years after termination.</li> <li>FMLA, USERRA, and related leave records: three (3) years after termination.</li> <li>Performance appraisal and disciplinary action records: four (4) years after termination.</li> <li>Benefit records: six (6) years after the filing date of the documents, based on the information they contain, or six (6) years after the date on which such documents would have been filed but for an exemption or simplified reporting requirement.</li> <li>Disputed issues (records relating to issues two (2) years after resolution of dispute involving external agencies or parties, wage-hour investigation by DOL, EEOC charge, arbitrations, court actions, etc.), OSHA and employee safety records: five (5) years after termination.</li> <li>Workers' compensation claims: thirty (30) years after the date of injury/illness.</li> <li>Compliance reports and records:</li> <li>State New Hire reports: one (1) year after the report was filed.</li> <li>EEO-1: two (2) years after the report was filed.</li> <li>Annual Affirmative Action plans: two (2) years after the close of AAP year.</li> <li>OSHA 300/300A: five (5) years after posting.</li> <li>Form 5500: six (6) years after the report was filed.</li> <li>Federal/state tax reports: four (4) years after the report was filed.</li> </ul>

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#	Question	Response	Comment
<b>Service Customization</b>			
4.3.1	Provide a detailed plan on how your firm will customize transportation services to meet the specific needs of the City's Charter School system.	-	We have detailed our approach for customizing transportation services to meet the specific needs of the City's Charter School system, Shuttle Bus for Seniors, and Community Service Bus in our proposal. Each segment of the transportation service has been addressed with a tailored plan, ensuring that the unique requirements and priorities of each are met effectively and efficiently. We invite the City to review our proposal for an in-depth understanding of our comprehensive strategies and plans for each of these services.
4.3.2	Provide a detailed plan on how your firm will customize transportation services to meet the specific needs of the City's Shuttle Bus Program for Seniors.	-	We have detailed our approach for customizing transportation services to meet the specific needs of the City's Charter School system, Shuttle Bus for Seniors, and Community Service Bus in our proposal. Each segment of the transportation service has been addressed with a tailored plan, ensuring that the unique requirements and priorities of each are met effectively and efficiently. We invite the City to review our proposal for an in-depth understanding of our comprehensive strategies and plans for each of these services.
4.3.3	Provide a detailed plan on how your firm will customize transportation services to meet the specific needs of the City's Community Service Bus.	-	We have detailed our approach for customizing transportation services to meet the specific needs of the City's Charter School system, Shuttle Bus for Seniors, and Community Service Bus in our proposal. Each segment of the transportation service has been addressed with a tailored plan, ensuring that the unique requirements and priorities of each are met effectively and efficiently. We invite the City to review our proposal for an in-depth understanding of our comprehensive strategies and plans for each of these services.
<b>Routing and Scheduling Optimization</b>			
4.4.1	Explain how your firm plans to optimize routing and scheduling to ensure timely and efficient transportation services. Highlight any algorithms or tools used for this purpose.	-	<p>ProKel has extensive experience transporting passengers and providing high-quality service. This experience, coupled with our management philosophy, has proven invaluable for our clients, ensuring that implementations and customer experiences are successful. ProKel will bring this diligent commitment and dedication to the City's stakeholders, as well as the communities and customers it serves.</p> <p>ProKel embodies the same innovative and forward-thinking spirit of excellence that characterizes the City. Pembroke Pines wants the right partner that can be trusted to improve Staffing Levels, Customer Service, and On-Time Performance.</p> <p>Our Transportation Planning experts tailored a Transportation Model that addresses all of the requirements in the RFP and will be self-sustainable to support the City's redevelopment and economic goals. ProKel, at no cost to the City, will also include Flex Route On-Demand technology integrated within the app and in the Transit Model that ProKel is offering to the City. This On-Demand Flex Route feature is currently offered by the Transit Model in Kent, Seattle, which supports their Amazon Distribution Center. ProKel will include this MIT-inspired technology because we understand the City's need for effective transportation as a catalyst for a new economic boom.</p> <p>At no extra cost to the City, ProKel will provide new state-of-the-art technology to increase the City's transportation connectivity and enhance the customer experience. The City will finally have its own app that integrates into Broward transit routes, Tri-Rail schedules and even a planning application programming interface (API) where customers can plan all transit initiatives right from the City's mobile application.</p> <p>ProKel wants to ensure perfect connectivity and encourages ridership trust with City residents, work commuters, and future distribution/corporate headquarters stakeholders.</p> <p>For our contracts, ProKel provides, on average, a 95% On-Time Performance. Our call holds time averages 0.56 seconds and 1.69 average complaints per 1,000 trips. Our professional and proven maintenance procedures are the foundation of the operation. We can provide Pembroke Pines with quality vehicle maintenance, resulting in high fleet reliability and superior performance. ProKel fully understands the importance of having safe, clean and reliable transportation in use with minimal maintenance service disruption.</p> <p>ProKel Mobility is committed to providing detailed and timely operations reports in the required format. Our experience leveraging state-of-the-art transportation technology allows us to gather comprehensive data on our services. This ensures that system performance tracking is accurate, up-to-date, and aligned with expectations. We believe in accountability and will ensure that our reports give a clear insight into our operations, helping to build a strong and transparent partnership with the city of Pembroke Pines.</p>
<b>Data Analytics for Performance Monitoring</b>			

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#	Question	Response	Comment
4.5.1	<p>How do you utilize data analytics to monitor the performance of transportation services? Provide examples of key performance indicators (KPIs) and how they contribute to continuous improvement.</p>	-	<p>ProKel Mobility has partnered with RideCo to provide the technology behind our experienced and capable management structure. Included below is information concerning how we utilize this system to track data analytics.</p> <p><b>Data Insights</b> Data Insights comprise auto generated Key Performance Indicator (KPI) reports, and supportive analytics, as follows: <b>Visual KPI Dashboards</b> The robust Visual KPI Dashboards can assist across several areas of an organization. The overview dashboards provide key insights on metrics clients care more about. The ridership dashboard provides an understanding of how ridership is trending and key elements of service usage. The customer experience dashboard highlights metrics such as wait times, onboard times, on-time performance, and ride ratings. The productivity dashboard allows assessing how productive the service is with information about passengers per vehicle hour, revenue hours and sharing rates. Lastly, the planning dashboard provides key information such as vehicle utilization, overtime, and maximum hourly vehicles in service. All dashboards provide charts, metrics, and graphs of data, and can be customized by each user to show the data they care the most about for their operation. In addition, a user can set the date range preferences to view all of this data.</p> <p><b>Raw Data Exports</b> The agency can export raw data (rides, vehicles, times, locations, etc.) in .csv format from RideCo platform for further analysis. The raw trip request data (origin/destination/time points) is also available for export and can be used for future transportation planning. All output options are flexible and can meet all standard reporting requirements (as required, such as origin and destination information, vehicles operated in maximum service, unlinked passenger trips, vehicle hours, total vehicle hours, vehicle miles, vehicles' miles traveled, passenger miles traveled, total passenger counts, and total vehicle miles. RideCo can also provide API access to data should the agency want to bring their microtransit data into their pre-existing database provided by a third-party provider (Tableau, Power BI, etc.)</p> <p><b>Daily Key Performance Indicator (KPI) Reporting</b> RideCo offers standardized KPI reports that can be sent to your inbox daily. Reports include several KPIs, including weekly/monthly ridership and revenues, ridership by time of day, booking times, driver performance statistics, and customer ride ratings, and much more.</p> <p>Ride data, provided at the trip level, will include information associated with requested locations of pick-ups and drop-offs, the actual locations of pick-ups and drop-offs, the price of each trip (including any discounts applied), and fare payment data (e.g., fare type, payment type).</p> <p>Driver data, provided at the individual driver level, will include start and end times of shifts (including breaks), total vehicle miles traveled (by start of day to end of day and by terminal to terminal), and total revenue miles. Other examples of data from monthly summary reports include: Demand summary data (origin/destination, time of use, boardings per revenue hour, total ridership). Trip data (travel times, routes trip denial rate, booking abandonment rates, on-time percentage). Revenue summary data (total revenue, revenue broken down by types of passengers). Business intelligence-style data (e.g., information on number of in-service vehicles vs. active passengers, efficiency data etc.) is collected and reported by the RideCo system. RideCo also compiles and provides fully completed NTD reporting in formats that are ready to be submitted to the FTA.</p>
<b>Maintenance Management System</b>			
4.6.1	<p>Detail the maintenance management system that you plan to utilize for the Charter School Bus Program ensuring reliability and minimizing downtime. Include preventive maintenance measures and scheduling.</p>	-	<p>Fleetio is the nation's #1 maintenance software platform. It reduces manual data entry by automating fleet management tasks, instantly pulling data from other systems to predict future maintenance and more.</p> <p>Fleetio's fleet maintenance software tracks maintenance activities, work orders, parts and inventory. This software ensures compliance and record-tracking measures are followed. All road calls can be tracked in this system, and miles between road failures can be calculated in order to identify mechanical trend areas. The software integrates with a myriad of systems, including fuel management and inspection tools. It can also identify labor and material costs for specific job procedures and maintenance functions. The maintenance team can access this interface from one (1) or more workstations in the shop.</p> <p>Our current operations nationwide PMIs are at 100%. Our local team has live access to our maintenance program software, which tracks all the maintenance. The City will also have live access to ProKel's maintenance software, Fleetio.</p>

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#	Question	Response	Comment
4.6.2	Detail the maintenance management system that you plan to utilize for both the Shuttle Bus Programs ensuring reliability and minimizing downtime. Include preventive maintenance measures and scheduling.	-	<p>Fleetio is the nation's #1 maintenance software platform. It reduces manual data entry by automating fleet management tasks, instantly pulling data from other systems to predict future maintenance and more.</p> <p>Fleetio's fleet maintenance software tracks maintenance activities, work orders, parts and inventory. This software ensures compliance and record-tracking measures are followed. All road calls can be tracked in this system, and miles between road failures can be calculated in order to identify mechanical trend areas. The software integrates with a myriad of systems, including fuel management and inspection tools. It can also identify labor and material costs for specific job procedures and maintenance functions. The maintenance team can access this interface from one (1) or more workstations in the shop.</p> <p>Our current operations nationwide PMIs are at 100%. Our local team has live access to our maintenance program software, which tracks all the maintenance. The City will also have live access to ProKel's maintenance software, Fleetio.</p> <p><b>Service Plan</b> ProKel's proposed service plan includes the time-tested, proven elements outlined below.</p> <p><b>Operator Check-In</b> When the operator reports to the ProKel transit facility, they will check in with the lead operator. The operator will radio the dispatcher who will then mark the operator as present. The dispatcher will inform the operator of their vehicle assignment and provide any written notices regarding service adjustments, changes or announcements. Lead operators will perform a "fit for duty" review of each operator. This review includes a uniform check, reasonable suspicion evaluation and a review of each operator's license.</p> <p><b>Daily Vehicle Inspections</b> When the operator arrives at their vehicle they will initiate the daily vehicle inspection (DVI, or "pre-trip") using ProKel's Fleetio wireless equipment on their company-issued wireless devices. All areas of the vehicle that are inspected and all results must be documented.</p> <p>During peak pullout periods, at least one (1) lead operator is in the yard to oversee the DVI process. This person will monitor operators as they perform these inspections, respond to any questions operators may have, and ensure a timely and coordinated pullout.</p> <p>If the operator detects an issue with the vehicle that presents a safety hazard or operational deficiency, the operator will notify a supervisor, who will then lock and tag out the vehicle in the maintenance cloud system. Vehicles will not be moved until a mechanic inspects and repairs any issues they might have. Once maintenance addresses the issues or repairs the defect, the vehicle would be able to go back into revenue service pending maintenance approval.</p> <p>If the vehicle the operator inspected was placed out of service, the operator will then use a spare vehicle to operate service.</p>
4.6.3	What feedback have you received from clients regarding the overall quality of maintenance services provided, including factors like safety, efficiency, and customer satisfaction?	-	<p>Our clients have consistently provided positive feedback regarding the quality of our maintenance services. They particularly commend our commitment to safety, efficiency, and customer satisfaction. Our proactive approach to maintenance, regular safety checks, and quick response to service requirements have been highlighted as key strengths. Clients appreciate our dedication to maintaining high operational standards, which significantly contributes to the smooth and reliable functioning of their services. Overall, the feedback underscores our success in delivering maintenance services that meet and often exceed client expectations.</p> <p>We have included a COTA letter of recommendation with our proposal.</p>
<b>Fuel Efficiency Measures</b>			
4.7.1	Explain measures that would be taken to enhance fuel efficiency to minimize fuel consumption and reduce environmental impact.	-	<p>To enhance fuel efficiency and minimize fuel consumption, thereby reducing environmental impact, our firm would implement several measures. These include the utilization of fuel-efficient vehicles and technologies, regular maintenance to ensure optimal vehicle performance, and the implementation of eco-driving training for all drivers.</p> <p>We would also employ route optimization software to reduce unnecessary mileage and idling time. Additionally, we plan to monitor fuel usage closely and analyze data to identify further opportunities for efficiency improvements. These steps are designed not only to reduce fuel consumption but also to contribute positively to environmental sustainability.</p>
<b>Emergency Response Protocols</b>			

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#	Question	Response	Comment
4.8.1	Outline the emergency response protocols your firm has in place for various scenarios, ensuring the safety and well-being of passengers and community members.	-	<p>Employees are taught to thoroughly inspect vehicles and work areas for anything out of place and to report anything suspicious. Stressing caution and common sense, the training gives guidelines for appropriate suspicion without profiling, observing a suspicious person's behavior, location and time, rather than their attire or skin color. The training also discusses suspicious packages, gives guidelines for identifying chemical and biological weapons, and what steps to take in the event of an emergency.</p> <p>System Safety Program Plan (SSPP)</p> <p>ProKel's System Safety Program Plan is consistent with federal, state and local regulations and assures that industry standards are maintained in accordance with the standards of the American Public Transportation Association (APTA) and the FTA. A copy of this plan is available upon request.</p> <p>The goals of ProKel's Safety Plan are to:</p> <ul style="list-style-type: none"> <li>Identify, eliminate, minimize and/or control safety hazards and risks</li> <li>Provide a superior level of safety in transit operations</li> <li>Support the safety efforts of the clients we serve</li> <li>Achieve and maintain a safe work environment</li> <li>Comply with all regulatory agencies' requirements</li> </ul> <p>This program is audited biannually to ensure adequate overall compliance with the SSPP, operating rules, regulations, standards, codes and procedures.</p> <p>System Security and Emergency Preparedness Plan (SSEPP)</p> <p>The System Security and Emergency Preparedness Plan is a set of comprehensive security goals, objectives and strategies that maximize the security of ProKel's passengers, employees and property. This plan is a blueprint for all security procedures. A copy of this manual is available upon request.</p> <p>ProKel's SSEPP was developed in cooperation with the US Department of Transportation's Federal Transit Administration, Office of Transit's System Security and Emergency Preparedness Training and Technical Assistance Program.</p>
4.8.2	Describe your experience in planning for reunification services with clients and/or providing reunification services in the event of a disaster or emergency. If applicable, provide examples of successful reunification efforts in previous transportation management projects.	-	<p>Our experience in planning and providing reunification services in the event of a disaster or emergency is comprehensive and well-established. We have developed robust emergency response plans in collaboration with clients, which include clear protocols for reunification services. In past transportation management projects, we have successfully implemented these plans during emergencies, ensuring the safe and efficient reunification of individuals with their families or designated safe locations. Our team is trained in emergency response and reunification procedures, which has been instrumental in handling such situations effectively. Examples of our successful efforts include efficient coordination and communication during unforeseen events, where our timely actions facilitated the prompt and safe reunification of individuals. This experience underscores our capability to manage and respond to emergencies with diligence and care.</p>
4.8.3	Outline your plan for conducting evacuation drills.	-	<p>Our plan for conducting evacuation drills involves a structured and systematic approach. We will organize drills that simulate various emergency scenarios to ensure preparedness. These drills will include clear instructions on evacuation procedures, roles and responsibilities, and safety measures. The drills will be designed to be as realistic as possible while ensuring the safety of all participants.</p>
4.8.4	Address the frequency in which evacuation drills will be performed. (For example, address if evacuation drills will be performed at least twice per year, per bus.)	-	<p>We plan to conduct evacuation drills at least twice per year for each bus. This frequency is chosen to ensure that both new and experienced drivers and passengers are regularly exposed to evacuation procedures, keeping their knowledge and skills up-to-date and ensuring preparedness.</p>
4.8.5	Describe how you ensure the participation and preparedness of both drivers and passengers during evacuation drills.	-	<p>To ensure the participation and preparedness of both drivers and passengers during evacuation drills, we will schedule drills well in advance and communicate clearly about the importance and expectations of these exercises. Regular training sessions will be provided to drivers to familiarize them with evacuation protocols. Additionally, we will engage passengers through informational sessions and materials to highlight the significance of their involvement in these drills. This approach ensures that everyone is adequately prepared and understands their role in an evacuation scenario.</p>
<b>Incident Reporting and Analysis</b>			

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#	Question	Response	Comment
4.9.1	How do you handle incident reporting and analysis? Provide information on how your firm investigates and learns from safety incidents to continuously improve services.	<p>Complaints</p> <p>Complaints Received by ProKel</p> <p>Expedient response to all complaints, comments and commendations is critical to customer service excellence. ProKel's personnel will report all passenger complaints and operational problems to the City's project manager/point of contact within twenty-four (24) hours of discovery. All employees are taught to exhibit professionalism and care when receiving a complaint.</p> <p>The company's general guidelines to handling a customer complaint are as follows:</p> <p>Actively listen and document all necessary information.</p> <p>Respond politely and patiently, taking care to appropriately document and confirm the details of the comment.</p> <p>Inform the customer that any complaints will be investigated and that a supervisor may contact them directly as part of this investigation.</p> <p>Thank the caller for their time.</p> <p>ProKel will immediately take appropriate actions and begin an investigation of all complaints to determine validity. Complaints that are serious in nature will immediately be brought to the attention of the City. Depending on the nature of the complaint, either the general manager and/or the regional vice president will personally handle these types of complaint investigations.</p> <p>Complaint investigation includes one (1) or more of the following actions:</p> <p>Telephone conversation with the complainant to understand the details of the complaint.</p> <p>Conversation with all operators, dispatchers, road supervisors and any other staff involved in the situation.</p> <p>Review any vehicle camera clips related to the event.</p> <p>Review of any call recordings relating to the event.</p> <p>Review of all dispatch logs, trip sheets/manifests.</p> <p>All steps taken during the investigation will be documented and filed. If the results of the investigation yield a validated complaint, a copy of the complaint documentation is filed in the affected employee's/employees' employment file(s), and a letter acknowledging the complaint and remedial steps taken is issued to the complainant.</p> <p>Employees who receive repeat, valid complaints will be disciplined appropriately up to and including termination of employment. A formal complaint report will be provided to the City and the complaint will be logged and submitted with all monthly reports, as required.</p> <p>Complaints Received by the City</p> <p>The City will also document passenger comments/complaints, log them into a customer service database and forward the copies to ProKel for investigation and response either via email, fax or other direct delivery.</p> <p>Within two (2) working days of receiving a documented customer comment, ProKel will provide the City with all required information regarding the bus operator's name, bus number and location via email, hard copy or fax. We will document a response to the comment, noting any personnel actions such as discipline or retraining that will occur. After the City acts upon such complaints, the City will provide ProKel with summary information from its complaint database. Should they occur, ProKel will always be timely and thorough in resolving passenger complaints.</p> <p>We have included the following example of a complaint form:</p> <p>Maintaining Professional Customer-Facing Personnel</p> <p>ProKel's personnel will be professionally dressed in the uniforms provided. Employees are directed to present a professional appearance at the start of each service day.</p> <p>Reporting</p> <p>ProKel will follow and adhere to the City's reporting requirements as it relates to project records, which shall be owned by the City and will remain available to authorized City staff at no additional charge. We understand that reporting will be subject to inspection, audit and analysis at the City's discretion. As required, ProKel will maintain all records within the area, and make them available to the City for four (4) years following final payment.</p> <p>Financial Records</p> <p>ProKel will establish and maintain, within a separate account, all project expenditures and any other relevant financial records or documents that conform to the FTA Uniform System of Accounts.</p> <p>Invoices</p> <p>ProKel's Trolley Project Manager, Kelly Gonzalez, will submit monthly invoices to the City within ten (10) calendar days of the following month for services rendered during the reporting period. We will also maintain records for routes in the city. ProKel's invoice will detail the number of hours and bus miles within the City. We understand that additional invoicing methods may be required during the contract term.</p> <p>Payroll Edit Reporting System</p> <p>ProKel has developed an in-house system called ProKel Payroll which interfaces with third-party systems to track data, such as revenue/non-revenue miles/hours, trips, etc., and compiles the data into reports. This system is designed to collect and store the data needed, allowing summary reports to be generated in reader-friendly formats. By using this system to generate billing, payroll and operational reporting, duplicative data entry and subsequent manual errors are greatly reduced.</p> <p>In addition, ProKel uses software in both its corporate office and operating locations. Our software includes general ledger, accounts receivable and accounts payable. This scalable software allows for growth without capacity concerns. The web-enabled feature allows ProKel management to selectively determine which processes and controls should be centralized versus decentralized.</p> <p>We ensure proper data backup and cloud storage of data backups in the event of a fire or other catastrophic event. ProKel's IT team will set up the local computer network to ensure proper connectivity, security levels, password protection and local technical support. We will work with the City MIS staff in whatever manner necessary.</p> <p>ProKel is able to meet the FTA/NTD reporting requirements and currently provides these reports to clients who receive federal funding and are required to submit them. We use the accepted FTA sampling methodology and have systems in place to collect and report this information pursuant to the guidelines of the National Transit Database Reporting Manual.</p>	

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<b>Accessibility for Vulnerable Populations</b>			
4.10.1	Describe measures taken to ensure the safety and accessibility of transportation services for vulnerable populations, such as seniors or individuals with disabilities.	-	<p>We have a lengthy history of providing ADA-compliant transportation services, which is evident in our experience with projects like the Miami Dolphins Bus Shuttle and Formula 1 events. Our focus has always been on ensuring the safety and accessibility of our transportation services for vulnerable populations, including seniors and individuals with disabilities. This commitment is reflected in our adherence to ADA standards, specialized training for our staff, and the implementation of vehicles and equipment designed to meet the unique needs of these populations. Our experience with these high-profile projects demonstrates our capability and dedication to offering inclusive and secure transportation solutions.</p>
<b>Safety Standards</b>			
4.11.1	Detail the safety standards and protocols implemented to ensure the well-being of passengers, drivers, and the community. Include any certifications or safety initiatives your firm follows.	-	<p><b>Safety Program</b>            ProKel's safety program promotes a comprehensive focus on a healthy and safe work environment, using the following elements:            Safety policies for bus, facility and maintenance operations            Best-of-class operator training and certified instructor programs            Safety awareness driven by constant communication, recognition and education            Regular inspections and compliance with regulatory requirements            Risk reduction and security threat detection            Exceptional support via the ProKel safety resource center.  <b>Safety Policy Manual</b>            ProKel's safety policies set forth operating guidelines that reduce workplace accidents, incidents and injuries. ProKel's Safety Manual comprises more than forty (40) policies that address vehicle operations, regulatory compliance, maintenance operations, MSDS/hazardous materials, operational safety practices and facility emergency management.            Furthermore, ProKel issues documented Safety Guidelines that outline safety-related responsibilities for all safety, executive and managerial/supervisory roles. These guidelines additionally outline expectations regarding facility safety and upkeep.  <b>Safety Training</b>            ProKel's operator training is an instructor-guided program that integrates video education to clearly define the expectations for a ProKel operator. It contains twenty-five (25) core classroom training modules that teach new operators the necessary components of safe and courteous vehicle operation. Local operations may add to this program to satisfy the particular training needs of a client or operating environment; however, successful inclusion of the base program is required.            ProKel's customer-focused training ensures that every passenger receives service in a friendly and professional manner. Before operators get behind the wheel with a passenger, they will have to complete our service orientation training and service essentials customer service training. Along with customer service, operators must go through ProKel's award-winning and industry-recognized TAPTCO operating training program. The program is overseen by ProKel VP of Safety Frank Ciccarelli, who has over forty (40) years of experience overseeing national companies with 5,000+ drivers. The program will ensure the local safety manager is providing an operator training program that is consistent, safety-first minded and customer friendly.            Classroom training is followed by pre-driving skill, observation and behind-the-wheel training (where classroom training is put into action in the field).            This training defines the multiple performance standards that all trainees must meet. In addition:            Each standard is described in detail.            Checkpoints to success are outlined.            Failure to achieve the standard is defined.            Mastery tips for operators to use in operation are provided.            All operator training is facilitated by a ProKel FL 14-90 -certified training instructor.            Pictured above is ProKel Mobility Vice President of Safety, Frank Ciccarella, hosting a safety training update with the South Florida regional team.  <b>Safety Awareness</b>            Among our many initiatives promoting safe behavior, ProKel's strength lies in our approach to cohesive safety messaging and recognition. Although each of our operating locations have unique characteristics, all deliver a common message — safety is ProKel's #1 priority — and all use the same vehicles to deliver this message.  <b>Daily Safety Message</b>            Daily, a corporate-issued safety message, is published and delivered to all ProKel locations. Each message is posted at the location and read over the radio by dispatch. Additionally, all meetings and conference calls must begin with a safety message.  <b>Location Safety Committee</b>            Each ProKel location has a Location Safety Committee (LSC). This committee works together to create and maintain a safe work environment for all employees.            The LSC has a significant role in implementing ProKel's System Safety and Security Program and reducing and resolving location hazards. The LSC comprises one (1) or more representatives from each department and is facilitated by the project manager and safety supervisor. Our Director of Safety sits in on all the LSC meetings to ensure all concerns are addressed.</p>

## Question Set 4: Firm's Understanding and Approach to the Work

### Question Set 4 Instructions

The understanding that the applicant and consultants demonstrate as to the requirements and needs of the project, including an evaluation of the thoroughness demonstrated in analyzing and investigating the scope of the project.

#	Question	Response	Comment
4.11.2	How often do the vehicles and/or drivers get into accidents, and what is done to address these issues?		<p>We employ a rigorous accident review process to identify causes and implement corrective actions. Should operator errors be identified, specialized training sessions are conducted to prevent recurrences.</p> <p><b>System Security Awareness Classroom Training</b> ProKel's classroom training includes a thirty (30)-minute presentation of the Warning Signs video, produced by the National Transit Institute's Workplace Safety and Security Program through the funding and support of the Federal Transit Administration.</p> <p>This training video emphasizes the responsibility of transit professionals to extend the reach of law enforcement agencies in ensuring the safety and security of their transit systems. Employees are taught to thoroughly inspect vehicles and work areas for anything out of place and to report anything suspicious. Stressing caution and common sense, the training gives guidelines for appropriate suspicion without profiling, observing a suspicious person's behavior, location and time, rather than their attire or skin color. The training also discusses suspicious packages, gives guidelines for identifying chemical and biological weapons, and what steps to take in the event of an emergency.</p> <p><b>System Safety Program Plan (SSPP)</b> ProKel's System Safety Program Plan is consistent with federal, state and local regulations and assures that industry standards are maintained in accordance with the standards of the American Public Transportation Association (APTA) and the FTA. A copy of this plan is available upon request.</p> <p>The goals of ProKel's Safety Plan are to: Identify, eliminate, minimize and/or control safety hazards and risks Provide a superior level of safety in transit operations Support the safety efforts of the clients we serve Achieve and maintain a safe work environment Comply with all regulatory agencies' requirements</p> <p>This program is audited biannually to ensure adequate overall compliance with the SSPP, operating rules, regulations, standards, codes and procedures.</p> <p><b>System Security and Emergency Preparedness Plan (SSEPP)</b> The System Security and Emergency Preparedness Plan is a set of comprehensive security goals, objectives and strategies that maximize the security of ProKel's passengers, employees and property. This plan is a blueprint for all security procedures. A copy of this manual is available upon request.</p> <p>ProKel's SSEPP was developed in cooperation with the US Department of Transportation's Federal Transit Administration, Office of Transit's System Security and Emergency Preparedness Training and Technical Assistance Program</p> <p>ProKel's goals in implementing quality improvement measures will be to:</p> <ul style="list-style-type: none"> <li>Produce cost savings</li> <li>Increase efficiencies</li> <li>Improve safety performance</li> <li>Heighten quality of service</li> <li>Reduce waste</li> <li>Facilitate teamwork and communication</li> <li>Satisfy customers and stakeholders</li> <li>Improve working conditions and employee morale</li> </ul> <p><b>New Proposed Technology</b> The below two (2) technology solutions are included as part of our commitment to the quality of service as it relates to the delivery of the contract services. The following technologies aim to improve passenger care through onboard monitoring systems as detailed below.</p> <p>We have included short descriptions of these in Appendix B: DriveCam Software and Appendix C: MobilEye Technology.</p> <p><b>Lytx DriveCam</b> The three (3)-part system addresses concerns for fleet management and safety by including the Lytx Video platform, Rise Detection Service/Fleet Tracking Service and the Driver Safety Program. All of these center around the DriveCam Video Event Recorder (VER).</p> <p><b>DriveCam's DC3P Video Event Recorder</b> ProKel proposes using DriveCam's DC3P Video Event Recorder to monitor each operator's driving behavior. This system gives insight into how operators adhere to company and law enforcement policy and provides ProKel's management team with the information needed to refine and enhance training.</p> <p>The DriveCam Video Event Recorder (VER) is placed on the vehicle's windshield. The unit continuously monitors the operator's behavior and provides real-time in-cab feedback. Using exception-based video recording, the camera continuously records. However, data is only saved when activated by embedded sensors that measure force exerted on the vehicle (such as abrupt start/stops, sudden turns, accelerations/decelerations, speeding and collisions). Additionally, the unit has a panic button that is pushed by the operator (in the event of an on-board incident, a passenger altercation, etc.).</p> <p>When triggered, the system saves data clips for a period of ten (10) seconds before and ten (10) seconds after the event.</p> <p>The event video and data (which includes views of the road ahead and of the operator) uploads to DriveCam's Risk Analysis Center where DriveCam's trained professionals analyze the event (review, score and comment on each event) for ProKel's management to use in coaching operators and improving operator safety.</p> <p>Events are stored on a web-based portal for a ninety (90)-day period. Afterward, all events are archived on in-house servers for historical data retention.</p> <p><b>Risk Detection Service System</b> As described in the graphic above, the Lytx DriveCam Event Recorder will help assist drivers and program managers with improving driver behavior and providing insights that will reduce fleet risk over time.</p> <p>The system works to leverage AI and machine learning to ensure that any event is</p>

## Question Set 4: Firm's Understanding and Approach to the Work

### Question Set 4 Instructions

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#	Question	Response	Comment
<b>Regular Safety Audits</b>			
4.12.1	How often does your firm conduct safety audits, and what are the key components of these audits to ensure ongoing compliance with safety standards?	-	<p>Safety Meetings Safety meetings offer an opportunity to provide Florida 19-A Recertification Transit refresher training and address timely topics. All employees must attend this one (1)-hour meeting twelve (12) times per year. Based on the size of the location, several meetings may be scheduled to accommodate operator and staff schedules.</p> <p>All safety meeting topics are issued by ProKel's safety department and address topics in fleet safety (defensive driving, wheelchair securement, adverse weather) and injury prevention (drug and alcohol, back safety, heat safety).</p> <p>Additionally, monthly safety tasks are assigned with the safety meeting schedule. These tasks include facility inspections, completion of annual OSHA logs and emergency plan reviews. All locations receive a safety meeting support packet to aid the meeting facilitator. Support packets include the meeting agenda, an outline for the meeting discussion and supporting handouts and posters.</p> <p>Safety Recognition Programs ProKel offers safety-based programs that recognize employees for safe behavior, including those recognitions detailed below.</p> <p>Cash Safety Bonus Incentives: Operators exhibiting safe driving behavior will qualify for monthly cash bonus incentives. This encourages consistent safe driving habits in the workforce.</p> <p>Safety Pins and Patches: Operators are given safety pins and patches for each year completed without a preventable accident or injury.</p> <p>Safety Blitzes and Other Safety Events: ProKel's local management team will host safety blitzes and/or other employee events to promote safety messages.</p> <p>Inspections and Compliance ProKel complies with all federal, state and local safety environmental laws, regulations, rules, codes and orders required of its contracts and locations. ProKel will coordinate periodic external audits that may be required by these governing agencies. We have a superior record with these types of audits and welcome their visits.</p> <p>ProKel also complies with each state's individual needs specifically relating to environmental regulations regarding air, water and noise pollution and hazardous materials regulations.</p> <p>In addition, the following federal agencies may conduct periodic audits: The Florida Department of Transportation (FDOT) issues regulations affecting transit operations, including those related to the Americans with Disabilities Act (ADA), drug/alcohol testing of employees and all FL 14-90 audits. The Federal Transit Authority (FTA), a Department of Transportation (DOT) agency that is responsible for federal funding (capital and operating) of transit authorities and oversight of those expenditures. The FTA also compiles safety data on all transit agencies. The Federal Motor Carrier Safety Administration (FMCSA), a DOT regulatory agency that is responsible for promulgating carrier safety standards and that has oversight of interstate carrier safety. The Occupational Safety and Health Administration (OSHA) develops and enforces federal regulations related to workplace safety, including maintenance shops, offices and field activities. ProKel is regulated by OSHA and is required to follow OSHA guidelines and all standards incorporated by reference in the Code of Federal Regulations. The Environmental Protection Agency (EPA) develops and enforces federal regulation related to air, water and noise pollution and hazardous materials regulation.</p>
4.12.2	How do you assess and analyze loading and unloading zones for safety and efficiency?	-	<p>To assess and analyze loading and unloading zones, we employ a comprehensive approach that includes site evaluations, traffic flow analysis, and safety audits. Our team examines factors such as the physical layout of the zone, the volume of passengers, vehicle types, and the presence of any potential hazards. We also consider the specific needs of vulnerable populations like seniors or individuals with disabilities. This assessment is supported by data collection and analysis to identify areas for improvement and to ensure that these zones operate with maximum safety and efficiency.</p>
4.12.3	Provide examples of how you have optimized loading and unloading zones in previous transportation management projects.	-	<p>In our previous transportation management projects, we have successfully optimized loading and unloading zones through various measures. For instance, we redesigned the layout of zones to streamline traffic flow and reduce congestion. We also implemented clear signage and markings to guide drivers and pedestrians, enhancing safety and efficiency. In projects involving schools and community centers, we established designated drop-off and pick-up areas to minimize confusion and ensure a smooth flow of vehicles. These efforts have resulted in safer and more efficient loading and unloading processes, contributing to the overall effectiveness of the transportation system.</p>
<b>Adaptability to Changing Demands</b>			

## Question Set 4: Firm's Understanding and Approach to the Work

### Question Set 4 Instructions

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#	Question	Response	Comment
4.13.1	How does your management plan accommodate fluctuations in service demand or unexpected changes, ensuring flexibility and responsiveness to the City's needs?	-	<p>ProKel Mobility will provide the necessary flexibility to scale the fleet of vehicles up and down based on fluctuations in demand. Our robust operational capabilities and advanced fleet management systems allow us to optimize vehicle deployment, ensuring that the desired level of service is achieved at all times, whether on a monthly, weekly, daily, or hourly basis. We always strive to exceed expectations and prioritize implementing the core service to ensure that we do.</p> <p>ProKel Mobility's advanced technological infrastructure enables us to capture and analyze valuable data from the mobile app. This includes, but is not limited to:</p> <ul style="list-style-type: none"> <li>Information on user volume</li> <li>Popular destinations</li> <li>Average wait times</li> <li>Peak usage periods</li> </ul> <p>By leveraging this data, we can continuously improve service efficiency, optimize resource allocation, and tailor the rideshare experience to meet the evolving needs of the City's community.</p>
<b>Regulatory Compliance</b>			
4.14.1	How does your firm ensure compliance with local, state, and federal regulations in transportation services? Share experiences in navigating regulatory requirements.	-	<p>ProKel prioritizes strict compliance with local, state, and federal regulations in all our transportation services. To ensure adherence to these regulations, we have established a dedicated compliance team that stays up-to-date with the latest regulatory changes and requirements. This team conducts regular audits and training sessions to ensure that all staff members, including drivers and management, are informed and compliant with the relevant laws and guidelines.</p> <p>In terms of experience, we have successfully navigated complex regulatory environments in various projects. For instance, in managing transportation services for events like the Miami Dolphins games and Formula 1 races, we coordinated closely with local authorities to adhere to traffic regulations, permit requirements, and safety standards. We also have experience in ensuring ADA compliance, ensuring accessibility for all passengers, particularly those with disabilities. Our proactive approach to compliance involves regular reviews of our practices and procedures, engagement with legal experts, and transparent communication with regulatory bodies. This comprehensive strategy ensures that our transportation services not only meet but often exceed regulatory standards, thereby ensuring safe, efficient, and compliant operations.</p>
<b>Contractual Compliance</b>			
4.15.1	How does your firm ensure compliance with contractual obligations, and what measures are in place to address any potential breaches or discrepancies?	-	<p>Our firm's approach to ensuring compliance with contractual obligations is comprehensive and integrated into our daily operations. We begin with a thorough contract review, where our legal team works closely with management and operational teams to fully understand all obligations and requirements. Based on this understanding, we implement tailored compliance protocols into our operational procedures. This includes continuous monitoring and regular internal audits to ensure adherence to these protocols.</p> <p>Education and awareness are also key components of our strategy. We ensure that all staff members are regularly trained on the importance of contract compliance and the specifics of each project. This training is crucial for fostering a culture of responsibility and adherence to contractual terms across the organization. We maintain open and transparent communication with our clients. This allows us to promptly address any concerns or changes in contract requirements, ensuring that we remain aligned with our clients' expectations.</p> <p>In the event of any potential breaches or discrepancies, we have a proactive approach in place. This involves immediate investigation, the development of corrective action plans, and, if necessary, engaging in transparent communication and remediation efforts with the client. Our aim is always to resolve issues efficiently and maintain the highest standards of service and compliance.</p>
<b>Ethical Business Practices</b>			
4.16.1	How does your firm promote and enforce ethical business practices within the organization, ensuring transparency, integrity, and responsible conduct?	-	<p>ProKel places a strong emphasis on promoting and enforcing ethical business practices within the organization. We believe that transparency, integrity, and responsible conduct are the cornerstones of a successful and reputable business. To promote these values, we have implemented a comprehensive ethics program. This program includes clear policies and guidelines that outline acceptable behaviors and business practices. These policies are communicated to all employees through regular training sessions, ensuring that every team member understands and commits to our ethical standards.</p> <p>We also enforce these practices through a robust compliance framework. This framework includes regular internal audits and reviews to ensure adherence to ethical standards and business practices. Any deviations are addressed promptly and transparently, with corrective actions taken to prevent future occurrences.</p> <p>Transparency is another key aspect of our approach. We maintain open communication channels both within our organization and with our clients and partners. This transparency extends to our financial dealings, operational decisions, and client interactions, fostering an environment of trust and integrity. Moreover, we encourage responsible conduct by empowering our employees to speak up about any concerns or unethical behavior. We have a whistleblower policy that protects employees from retaliation, ensuring that they can report any misconduct without fear.</p>
<b>Readiness and Timeline</b>			

## Question Set 4: Firm's Understanding and Approach to the Work

### Question Set 4 Instructions

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#	Question	Response	Comment
4.17.1	Describe Proposer's ability and readiness to begin providing services as requested herein, assuming a start date of June 1st, 2024.	-	<p>ProKel is thoroughly prepared to initiate the provision of transportation services for the City of Pembroke Pines by the targeted start date of July 1, 2024. We have aligned our resources and strategies to ensure a smooth and efficient transition into service delivery.</p> <p>We have a dedicated team, specifically selected and trained for this project, who are ready to engage from the very first day. This includes experienced managers who are well-versed in overseeing complex transportation projects and ensuring a seamless integration of services. Additionally, our fleet, which has been meticulously prepared and maintained, is set to meet the high operational standards required for this project.</p> <p>The operational systems in place, such as route planning, scheduling software, and communication tools, have been tailored and tested to align with the City's specific needs. These systems are critical in ensuring the efficiency and reliability of our service delivery from day one.</p> <p>In terms of compliance, we have completed all necessary checks with local, state, and federal transportation regulations. This diligence ensures that our services are not only in full alignment with legal standards but also adhere to the highest safety protocols.</p> <p>Our proactive approach also includes establishing strong communication channels with relevant departments of the City of Pembroke Pines. This ensures that any initial challenges are quickly identified and resolved, facilitating a smooth operation. Understanding the complexities that can arise during the initial phase of service implementation, we have developed comprehensive contingency plans. These plans are designed to ensure that our service delivery remains adaptable and resilient to any unforeseen challenges.</p> <p>In essence, our firm is not only prepared but also eagerly anticipating the commencement of services, bringing our extensive expertise and commitment to excellence to the forefront of this project.</p>
4.17.2	Identify if the proposer anticipates a need to hire additional staff, implement new training schedule, etc., to provide services under this contract. Proposer should include a time-line to get this accomplished.	-	<p>ProKel will inform the City of Pembroke Pines if we need to hire additional staff, implement a new training schedule, etc., to provide services under this contract. We have included a process outline within the Staffing and Training Tab along with this proposal.</p>
<b>Concerns</b>			
4.18.1	Identify any issues or concerns of significance that may be appropriate.	-	<p><b>REQUESTED CONTRACT EXCEPTIONS</b></p> <p>ProKel Mobility respectfully requests the following exceptions to the terms and conditions of this contract:</p> <p>The City of Pembroke Pines has issued RFP AD-23-02- Operation and Management of Transportation Services. As part of the submission, the city has provided attachment K- Pricing Submission Sheet- Labor Rates.</p> <p>It is common industry practice for Request for Proposals for transportation services to request that proposers shall be responsible for considering in their proposed rates any future local, state, or federal minimum wage increases and complying with all local, state, and federal wage, labor, and employment laws. Proposer shall submit all labor trades and rates, material costs, equipment costs, overhead costs, travel costs, the costs of any subcontracts, and profit costs, etc. necessary to complete this contract.</p> <p>In addition, Proposers need to include training cost, including cost per training course and the cost of re-running each course following its initial execution.</p> <p>ProKel Mobility understands that the current Operation and Management of Transportation Services is a passthrough model, but your pricing submission sheet does not account for any of the above-mentioned costs. One thing that is concerning is the current pricing provided by the city does not even include; wage taxes, fringe benefits and workers compensation cost usually associated with labor cost. We don't understand how those line items could be counted as passthrough.</p> <p>ProKel Mobility has complied with the RFP and submitted "Attachment K" as required, but with the understanding that we have identified additional costs not included in the pricing submission form. ProKel Mobility assumes that Insurance, fuel, maintenance cost, facility, expenses including; technology, postage and printing, bus wash, background checks, drug testing etc. are passthrough.</p>
<b>Proposal Effectiveness</b>			
4.19.1	A brief statement must be included which explains why your proposal would be the most effective and beneficial to the City of Pembroke Pines.	-	<p>ProKel is designed to be the most effective and beneficial for the City of Pembroke Pines due to our tailored approach, which aligns closely with the city's unique transportation needs. We bring a combination of extensive industry experience, innovative technology solutions, and a deep commitment to customer service and community engagement.</p> <p>Our approach focuses on delivering high-quality, reliable, and efficient transportation services that cater to the diverse needs of the City's residents, including the Charter School system, Senior Transportation Program, and Community Bus System. We emphasize sustainability and eco-friendliness, aiming to reduce environmental impact while maintaining high service standards. ProKel's plan for the City includes robust safety protocols, ADA compliance, and a strong emphasis on accessibility, ensuring that all members of the community, especially the most vulnerable, receive safe and convenient transportation services.</p> <p>ProKel's proposal stands out due to our proven track record, innovative approach, and unwavering commitment to meeting the specific needs of the City of Pembroke Pines making us the ideal partner for this important initiative.</p>
36 Questions		100.00% Complete	

### Question Set 5: Contact Information Form

#	Question	Response	Comment
<b>Company Information</b>			
5.1.1	Company Name	-	PROTRANSPORTATION INC DBA PROKEL MOBILITY
5.1.2	Company Address	-	1200 North Federal HWY Suite 200, Boca Raton, Florida, 33432
<b>Primary Contact for the Project</b>			
5.2.1	Contact Name	-	Kelly Gonzalez Jr.
5.2.2	Contact Title	-	CEO
5.2.3	Contact E-mail Address	-	kelly@prokelmobility.com
5.2.4	Contact Telephone Number	-	561-506-5721
<b>Authorized Approver</b>			
5.3.1	Contact Name	-	Kelly Gonzalez Jr.
5.3.2	Contact Title	-	CEO
5.3.3	Contact E-mail Address	-	kelly@prokelmobility.com
5.3.4	Contact Telephone Number	-	561-506-5721
10 Questions		100.00% Complete	

### Question Set 6: Proposer's Background Information

#	Question	Response	Comment
<b>Former Business</b>			
6.1.1	Under what former name has your business operated? Include a description of the business.	-	PROTRANSPORTATION INC DBA PROKEL MOBILITY
6.1.2	At what address was that business located?	-	1200 North Federal HWY Suite 200, Boca Raton, Florida, 33432
<b>Past Failure</b>			
6.2.1	Have you ever failed to complete work awarded to you. If so, when, where and why?	No	
<b>Inspected</b>			
6.3.1	Have you personally inspected the proposed WORK and do you have a complete plan for its performance?	Yes	
<b>Subcontracting</b>			
6.4.1	Will you subcontract any part of this WORK? If you will be subcontracting any part of this work, provide details including a list of each sub-contractor(s) that will perform work in excess of ten percent (10%) of the contract amount and the work that will be performed by each subcontractor(s). (Note: The proposed list of subcontractor(s) may not be amended after award of the contract without the prior written approval of the Contract Administrator, whose approval shall not be reasonably withheld.)	No	
<b>Bankruptcy Petitions</b>			
6.5.1	List and describe all bankruptcy petitions (voluntary or involuntary) which have been filed by or against the Proposer, its parent or subsidiaries or predecessor organizations during the past five (5) years. Include in the description the disposition of each such petition.	-	N/A
<b>Bond Claims</b>			
6.6.1	List and describe all successful Bond claims made to your surety(ies) during the last five (5) years. The list and descriptions should include claims against the bond of the Proposer and its predecessor organization(s).	-	N/A
<b>Claims, Arbitrations, Administrative Hearings and Lawsuits</b>			
6.7.1	List all claims, arbitrations, administrative hearings and lawsuits brought by or against the Proposer or its predecessor organizations(s) during the last (10) years. The list shall include all case names; case, arbitration or hearing identification numbers; the name of the project over which the dispute arose; and a description of the subject matter of the dispute.	-	N/A
<b>Criminal Proceedings or Hearings</b>			
6.8.1	List and describe all criminal proceedings or hearings concerning business related offenses in which the Proposer, its principals or officers or predecessor organization(s) were defendants.	-	N/A
<b>Company Classification</b>			
6.9.1	In regards to the commodities/services proposed, which of the following best classifies your firm? If you selected any options besides "Original Provider" please explain.	Original Provider	
<b>Debarment/Suspension</b>			
6.10.1	Have you ever been debarred or suspended from doing business with any governmental agency? If you have been debarred or suspended from doing business with any governmental agency, please explain.	No	
<b>Similar Experience &amp; Contracts</b>			

### Question Set 6: Proposer's Background Information

#	Question	Response	Comment
6.11.1	Describe the firm's local experience/nature of service with contracts of similar size and complexity, in the previous three (3) years.	-	<p>ProKel Mobility has worked on a number of related or similar projects within the past five (5) years, but would like to highlight the City of North Miami Beach Trolley Shuttle Bus Service project.</p> <p>ProKel Mobility operates five (5) public transportation routes with five (5) trolley shuttle buses in the City of North Miami Beach. ProKel is responsible for all aspects of the fixed-route shuttle bus operations and maintenance, including customer service and dispatch supervision.</p> <p>ProKel's high-quality service has helped the City increase ridership by more than 100%, from 4,000 riders a month to nearly 10,000 riders a month. ProKel upgraded all of the operations and maintenance software to cloud-based dashboards. Our innovations improved the quality of services delivered to the community and increased transparency between the City of North Miami Beach and ProKel by providing the City with real-time insight into the operations.</p> <p>Additionally, ProKel's preventive maintenance is 100%, and the City's on-time performance is above 95% with zero (0) preventable accidents YTD. Even with all these operational accomplishments, ProKel is taking the City's transit system to the next level by incorporating Flex Route On-Demand technology to ensure residents have the best reliable access to transportation and connectivity.</p>
12 Questions			100.00% Complete



### Question Set 7: Vendor Registration Checklist

#	Question	Response	Comment
<b>Vendor Information Form</b>			
7.1.1	Did you submit a completed Vendor Information Form in the Vendor Registration Portal?	Yes	
<b>Form W-9 (Rev. October 2018 or later)</b>			
7.2.1	Did you submit a W-9 Form (Revised October 2018 or later) in the Vendor Registration Portal?	Yes	
<b>Company Profile</b>			
7.3.1	Did you submit your Company Profile Form in the Vendor Registration Portal?	Yes	
<b>Sworn Statement on Public Entity Crimes Form</b>			
7.4.1	Which option did you select on the Sworn Statement on Public Entity Crimes Form?	A) Not Charged / Convicted	
<b>Equal Benefits Certification Form</b>			
7.5.1	Which option did you select on the Equal Benefits Certification Form?	A) Complies	
<b>Vendor Drug-Free Workplace Certification Form</b>			
7.6.1	Which option did you select on the Vendor Drug-Free Workplace Certification Form?	Complies Fully	
<b>Scrutinized Company Certification</b>			
7.7.1	Did you submit a completed Scrutinized Company Certification in the Vendor Registration Portal?	Yes	
<b>E-Verify System Certification Statement</b>			
7.8.1	Did you submit a completed E-Verify System Certification Statement in the Vendor Registration Portal?	Yes	
<b>Veteran Owned Small Business Preference Certification</b>			
7.9.1	Which option did you select on the Veteran Owned Small Business Preference Certification? Note - If certifying that your business is a Veteran Owned Small Business, you must also attach a "Determination Letter" from the U.S. Dept. of Veteran Affairs Center	Not a Veteran Owned Small Business	
<b>Local Business Tax Receipts</b>			
7.10.1	Did you submit your Local Business Tax Receipts in the Vendor Registration Portal?	No	Not a local vendor
<b>Local Vendor Preference Certificate</b>			
7.11.1	Which option did you select on the Local Vendor Preference Certification? Note - If certifying that your business is a Local Pembroke Pines or Broward County vendor, you must also attach applicable current business tax receipt(s) along with any previous business tax receipts to indicate that the business entity has maintained a permanent place of business for a minimum of one (1) YEAR.	Not a Local Pembroke Pines or Broward County Vendor	
11 Questions		100.00% Complete	



**NON-COLLUSIVE AFFIDAVIT**

BIDDER is the

Officer

\_\_\_\_\_  
(Owner, Partner, Officer, Representative or Agent)

BIDDER is fully informed respecting the preparation and contents of the attached Bid and of all pertinent circumstances respecting such Bid;

Such Bid is genuine and is not a collusive or sham Bid;

Neither the said BIDDER nor any of its officers, partners, owners, agents, representative, employees or parties in interest, including this affidavit, have in any way colluded, conspired, connived or agreed, directly or indirectly, with any other BIDDER, firm or person to submit a collusive or sham Bid in connection with the Contract for which the attached Bid has been submitted; or to refrain from bidding in connection with such Contract; or have in any manner, directly or indirectly, sought by agreement or collusion, or communications, or conference with any BIDDER, firm, or person to fix the price or prices in the attached Bid or any other BIDDER, or to fix any overhead, profit, or cost element of the Bid Price or the Bid Price of any other BIDDER, or to secure through any collusion conspiracy, connivance, or unlawful agreement any advantage against (Recipient), or any person interested in the proposed Contract;

The price of items quoted in the attached Bid are fair and proper and are not tainted by collusion, conspiracy, connivance, or unlawful agreement on the part of the BIDDER or any other of its agents, representatives, owners, employees or parties in interest, including this affidavit.

Printed Name/Signature \_\_\_\_\_ 

Title Chief Executive Officer \_\_\_\_\_

Name of Company PROTRANSPORTATION INC. DBA Prokel Mobility \_\_\_\_\_



**VENDOR INFORMATION FORM**

MAIN CONTACT INFORMATION			
<b>Company Name (Legal Name as filed with IRS)</b>	PROTRANSPORTATION INC. DBA Prokel Mobility		
<b>Doing Business As (DBA)</b>	Yes		
<b>Primary Business Address</b>	1200 North Federal HWY Suite 200		
	<b>City:</b>	Boca Raton	
	<b>State:</b>	Florida	<b>Zip:</b> 33432
	<b>Country:</b>	United States	
<b>Remit To Address</b>	1200 North Federal HWY Suite 200		
	<b>City:</b>	Boca Raton	
	<b>State:</b>	Florida	<b>Zip:</b> 33432
	<b>Country:</b>	United States	
<b>Order From Address</b>	1200 North Federal HWY Suite 200		
	<b>City:</b>	Boca Raton	
	<b>State:</b>	Florida	<b>Zip:</b> 33432
	<b>Country:</b>	United States	
<b>Foreign Entity (Yes/No)</b>	No		
<b>Telephone Number</b>	561-506-5721		
<b>Primary Company E-mail</b>	kelly@prokelmobility.com		
<b>Fax</b>	305-675-3611		
<b>Website</b>	https://prokelmobility.com/		
<b>DUNS</b>	49470734		
<b>Independent Contractor (Yes/No)</b>	No		
<b>Identification Number</b>	<b>SSN:</b>	N/A	<b>FID:</b> 47-4592028

GENERAL PAYMENT TERMS		
<b>Discount Percent</b> Defines the discount percentage the vendor extends to your organization.	<b>Days to Discount</b> Number of days which payment must be received to claim the discount percent.	<b>Days to Net</b> Number of days that the vendor allows before requiring net payment.

CONTACT INFORMATION			
<b>Contact Name (First &amp; Last Name)</b>	Kelly Gonzalez Jr.		
<b>Description/Title/Position</b>	Chief Executive Officer		
<b>Phone (Voice)</b>	561-506-5721		
<b>Phone (Text)</b>	561-506-5721	<b>Opt (Y/N):</b>	In Yes
<b>Fax</b>	305-675-3611		
<b>E-mail</b>	kelly@prokelmobility.com		

# Request for Taxpayer Identification Number and Certification

**Give Form to the  
 requester. Do not  
 send to the IRS.**

▶ Go to [www.irs.gov/FormW9](http://www.irs.gov/FormW9) for instructions and the latest information.

Print or type.  
 See Specific Instructions on page 3.

<b>1</b> Name (as shown on your income tax return). Name is required on this line; do not leave this line blank. ProTransportation Inc	
<b>2</b> Business name/disregarded entity name, if different from above	
<b>3</b> Check appropriate box for federal tax classification of the person whose name is entered on line 1. Check only <b>one</b> of the following seven boxes. <input type="checkbox"/> Individual/sole proprietor or single-member LLC <input type="checkbox"/> Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ▶ _____ <b>Note:</b> Check the appropriate box in the line above for the tax classification of the single-member owner. Do not check LLC if the LLC is classified as a single-member LLC that is disregarded from the owner unless the owner of the LLC is another LLC that is <b>not</b> disregarded from the owner for U.S. federal tax purposes. Otherwise, a single-member LLC that is disregarded from the owner should check the appropriate box for the tax classification of its owner. <input type="checkbox"/> Other (see instructions) ▶ _____	<b>4</b> Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3): Exempt payee code (if any) _____ Exemption from FATCA reporting code (if any) _____ <i>(Applies to accounts maintained outside the U.S.)</i>
<b>5</b> Address (number, street, and apt. or suite no.) See instructions. 1200 North Federal HWY Suite 200	Requester's name and address (optional)
<b>6</b> City, state, and ZIP code Boca Raton, Florida 33432	
<b>7</b> List account number(s) here (optional)	

### Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN*, later.

**Note:** If the account is in more than one name, see the instructions for line 1. Also see *What Name and Number To Give the Requester* for guidelines on whose number to enter.

<b>Social security number</b>									
<b>or</b>									
<b>Employer identification number</b>									
4	7	-	4	5	9	2	0	2	8

### Part II Certification

Under penalties of perjury, I certify that:

1. The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
2. I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
3. I am a U.S. citizen or other U.S. person (defined below); and
4. The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

**Certification instructions.** You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.

<b>Sign Here</b>	Signature of U.S. person ▶	Date ▶ 1-22-24
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### General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

**Future developments.** For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to [www.irs.gov/FormW9](http://www.irs.gov/FormW9).

### Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN), to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following.

- Form 1099-INT (interest earned or paid)

- Form 1099-DIV (dividends, including those from stocks or mutual funds)
- Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)
- Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)
- Form 1099-S (proceeds from real estate transactions)
- Form 1099-K (merchant card and third party network transactions)
- Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition)
- Form 1099-C (canceled debt)
- Form 1099-A (acquisition or abandonment of secured property)

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.

If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See What is backup withholding, later.



**COMPANY PROFILE FORM**

Please provide the following information so that the City could better get to know your company's background.

MAIN CONTACT INFORMATION			
Company Name (Legal Name as filed with IRS)	PROTRANSPORTATION INC. DBA Prokel Mobility		
Doing Business As (DBA)	Yes		
Primary Business Address	1200 North Federal HWY Suite 200		
	City:	Boca Raton	
	State:	Florida	Zip: 33432
Country:	United States		

Organization Background	
Please state the year that you company started its business	2015
Please state the year that your company started providing service under your current business name	2015
What State is your Company Registered In?	Florida

Professional License Information		
License Type	License Number	Expiration

*Please list any applicable professional licenses required to perform the services your company offers.*

Please Provide a Summary of your Company and What Services you provide
<p>ProKel Mobility is one of the fastest-growing mobility solutions company in the United States. As a privately-owned transportation contracting firm, ProKel is committed to providing exceptional customer service and mobility operations in communities all across the United States.</p> <p>ProKel operates in Wisconsin, Michigan, Ohio, Pennsylvania, New York, Georgia, North Carolina, and Florida. In the Sunshine State, ProKel has offices in Palm Beach, Broward, Miami-Dade, Orange and Duval counties.</p> <p>ProKel's experience in passenger transportation, coupled with a management philosophy that places customers and community service at the forefront, distinguishes the company as a leader in the mobility industry.</p>



**SWORN STATEMENT  
ON PUBLIC ENTITY CRIMES  
UNDER FLORIDA STATUTES CHAPTER 287.133(3)(a).**

1. This sworn statement is submitted PROTRANSPORTATION INC. DBA Prokel Mobility  
(name of entity submitting sworn statement) whose business address is  
1200 North Federal HWY Suite 200 Boca Raton, Florida 33432  
and (if applicable) its Federal Employer Identification Number (FEIN) is  
47-4592028. (If the entity has no FEIN, include the Social Security  
Number of the individual signing this sworn statement: \_\_\_\_\_.)
2. My name is Kelly Gonzalez Jr. and my  
(Please print name of individual signing)  
relationship to the entity named above is Chief Executive Officer.
3. I understand that a "public entity crime" as defined in Paragraph 287.133(1)(g), Florida Statutes, means a violation of any state or federal law by a person with respect to and directly related to the transaction of business with any public entity or with an agency or political subdivision of any other state or with the United States, including, but not limited to, any bid, proposal, reply, or contract for goods or services, any lease for real property, or any contract for the construction or repair of a public building or public work, involving antitrust, fraud, theft, bribery, collusion, racketeering, conspiracy, or material misrepresentation.
4. I understand that a "convicted" or "conviction" as defined in Paragraph 287.133(1)(b), Florida Statutes, means a finding of guilt or a conviction of a public entity crime, with or without an adjudication of guilt, in any federal or state trial court of record relating to charges brought by indictment or information after July 1, 1989, as a result of a jury verdict, nonjury trial, or entry of a plea of guilty or nolo contendere.
5. I understand that an "affiliate" as defined in Paragraph 287.133(1)(a), Florida Statutes, means:
  1. A predecessor or successor of a person convicted of a public entity crime: or
  2. An entity under the control of any natural person who is active in the management of the entity and who has been convicted of a public entity crime. The term "affiliate" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in the management of an affiliate. The Cityship by one person of shares constituting a controlling interest in another person, or a pooling of equipment or income among persons when not for fair market value under an arm's length agreement, shall be a prima facie case that one person controls another person. A person who knowingly enters into a



joint venture with a person who has been convicted of a public entity crime in Florida during the preceding 36 months shall be considered an affiliate.

6. I understand that a "person" as defined in Paragraph 287.133(1)(e), Florida Statutes, means any natural person or any entity organized under the laws of any state or of the United States with the legal power to enter into a binding contract and which bids or applies to bid on contracts let by a public entity, or which otherwise transacts or applies to transact business with a public entity, or which otherwise transacts or applies to transact business with a public entity. The term "person" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in management of an entity.

7. Based on information and belief, the statement which I have marked below is true in relation to the entity submitting this sworn statement. **(Please indicate which statement applies.)**

A) Neither the entity submitting this sworn statement, nor any officers, directors, executives, partners, shareholders, employees, members, or agents who are active in management of the entity, nor any affiliate of the entity have been charged with and convicted of a public entity crime subsequent to July 1, 1989.

B) The entity submitting this sworn statement, or one or more of the officers, directors, executives, partners, shareholders, employees, members, or agents who are active in management of the entity, or an affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989, AND **(Please indicate which additional statement applies.)**

B1) There has been a proceeding concerning the conviction before a hearing officer of the State of Florida, Division of Administrative Hearings. The final order entered by the hearing officer did not place the person or affiliate on the convicted vendor list. **(Please attach a copy of the final order.)**

B2) The person or affiliate was placed on the convicted vendor list. There has been a subsequent proceeding before a hearing officer of the State of Florida, Division of Administrative Hearings. The final order entered by the hearing officer determined that it was in the public interest to remove the person or affiliate from the convicted vendor list. **(Please attach a copy of the final order.)**

B3) The person or affiliate has not been placed on the convicted vendor list. **(Please describe any action taken by or pending with the Department of General Services.)**

Kelly Gonzalez Jr.

Bidder's Name/Signature

PROTRANSPORTATION INC.

DBA Prokel Mobility

Company

Date

1-22-24



## **EQUAL BENEFITS CERTIFICATION FORM FOR DOMESTIC PARTNERS AND ALL MARRIED COUPLES**

Except where federal or state law mandates to the contrary, a Contractor awarded a Contract pursuant to a competitive solicitation shall provide benefits to Domestic Partners and spouses of its employees, irrespective of gender, on the same basis as it provides benefits to employees' spouses in traditional marriages.

The Contractor shall provide the City and/or the City Manager or his/her designee, access to its records for the purpose of audits and/or investigations to ascertain compliance with the provisions of this section, and upon request shall provide evidence that the Contractor is in compliance with the provisions of this section upon each new bid, contract renewal, or when the City Manager has received a complaint or has reason to believe the Contractor may not be in compliance with the provisions of this section. Records shall include but not be limited to providing the City and/or the City Manager or his/her designee with certified copies of the Contractor's records pertaining to its benefits policies and its employment policies and practices.

The Contractor must conspicuously make available to all employees and applicants for employment the following statement:

**"During the performance of a contract with the City of Pembroke Pines, Florida, the Contractor will provide Equal Benefits to its employees with spouses, as defined by Section 35.39 of the City's Code of Ordinances, and its employees with Domestic Partners and all Married Couples".**

The posted statement must also include a City contact telephone number and email address which will be provided to each contractor when a covered contract is executed.

### **SECTION 1 DEFINITIONS**

- 1. Benefits** means the following plan, program or policy provided or offered by a contractor to its employees as part of the employer's total compensation package which may include but is not limited to sick leave, bereavement leave, family medical leave, and health benefits.
- 2. Cash Equivalent** mean the amount of money paid to an employee with a domestic partner or spouse in lieu of providing benefits to the employee's domestic partner or spouse. The cash equivalent is equal to the employer's direct expense of providing benefits to an employee for his or her spouse from a traditional marriage.
- 3. Covered Contract** means a contract between the City and a contractor awarded subsequent to the date when this section becomes effective valued at over \$25,000 or the threshold amount required for competitive bids as required in section 35.18(A) of the Procurement Code.
- 4. Domestic Partner** shall mean any two (2) adults of the same or different sex who have registered as domestic partners with a governmental body pursuant to state or local law authorizing such registration, or with an internal registry maintained by the employer of at



least one of the domestic partners. A contractor may institute an internal registry to allow for the provision of equal benefits to employees with domestic partners who do not register their partnerships pursuant to a governmental body authorizing such registration, or who are located in a jurisdiction where no such governmental domestic partnership registry exists. A contractor that institutes such registry shall not impose criteria for registration that are more stringent than those required for domestic partnership registration by the City of Pembroke Pines.

5. **Equal benefits** means the equality of benefits between employees with spouses and/or dependents of spouses and employees with domestic partners and/or dependents of domestic partners, and/or between spouses of employees and/or dependents of spouses and domestic partners of employees and/or dependents of domestic partners.
6. **Spouse** means one member of a married pair legally married under the laws of any state within the United States of America or any other jurisdiction under which such marriage is legally recognized, irrespective of gender.
7. **Traditional marriage** means a marriage between one man and one woman.

#### SECTION 2 CERTIFICATION OF CONTRACTOR

The firm providing a response, by virtue of the signature below, certifies that it is aware of the requirements of Section 35.39 "City Contractors providing Equal Benefits for Domestic Partners and all Married Couples" of the City's Code of Ordinances, and certifies the following (**Check only one box below**):

- A. Contractor currently complies with the requirements of this section; or
- B. Contractor will comply with the conditions of this section at the time of contract award; or
- C. Contractor will not comply with the conditions of this section at the time of contract award:  
or
- D. Contractor does not comply with the conditions of this section because of the following allowable exemption (**Check only one box below**):
1. The Contractor does not provide benefits to employees' spouses in traditional marriages;
2. The Contractor provides an employee the cash equivalent of benefits because the Contractor is unable to provide benefits to employees' Domestic Partners or spouses despite making reasonable efforts to provide them. To meet this exception, the Contractor shall provide a notarized affidavit that it has made reasonable efforts to provide such benefits. The affidavit shall state the efforts taken to provide such benefits and the amount of the cash equivalent. Cash equivalent means the amount of money paid to an employee with a Domestic Partner or spouse rather than providing benefits to the employee's Domestic Partner or spouse. The cash equivalent is equal to the employer's direct expense of providing benefits to an employee's spouse;



City of Pembroke Pines

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3. The Contractor is a religious organization, association, society, or any non-profit charitable or educational institution or organization operated supervised or controlled by or in conjunction with a religious organization, association, or society;

4. The Contractor is a governmental agency;

**The certification shall be signed by an authorized officer of the Contractor. Failure to provide such certification (by checking the appropriate boxes above along with completing the information below) shall result in a Contractor being deemed non-responsive.**

COMPANY NAME: PROTRANSPORTATION INC. DBA Prokel Mobility

AUTHORIZED OFFICER NAME / SIGNATURE: Kelly Gonzalez Jr.

A handwritten signature in black ink, appearing to read 'K. Gonzalez Jr.', written over a horizontal line.



## VENDOR DRUG-FREE WORKPLACE CERTIFICATION FORM

### SECTION 1 GENERAL TERM

Preference may be given to vendors submitting a certification with their bid/proposal certifying they have a drug-free workplace in accordance with Section 287.087, Florida Statutes. This requirement affects all public entities of the State and becomes effective January 1, 1991. The special condition is as follows:

**IDENTICAL TIE BIDS** - Preference may be given to businesses with drug-free workplace programs. Whenever two or more bids that are equal with respect to price, quality, and service are received by the State or by any political subdivision for the procurement of commodities or contractual services, a bid received from a business that certifies that it has implemented a drugfree workplace program shall be given preference in the award process. Established procedures for processing tie bids will be followed if none of the tied vendors have a drug-free workplace program. In order to have a drug-free workplace program, a business shall:


1. Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition.
2. Inform employees about the dangers of drug abuse in the workplace, the business's policy of maintaining a drug-free workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations.
3. Give each employee engaged in providing the commodities or contractual services that are under bid a copy of the statement specified in subsection (1).
4. In the statement specified in subsection (1), notify the employees that, as a condition of working on the commodities or contractual services that are under bid, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contendere to, any violation of chapter 893 or of any controlled substance law of the United States or any state, for a violation occurring in the workplace no later than five (5) days after each conviction.
5. Impose a sanction on, or require the satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employee's community, by any employee who is so convicted.
6. Make a good faith effort to continue to maintain a drug-free workplace through implementation of this section.

### SECTION 2 AFFIRMATION

Place a check mark here only if affirming bidder **complies fully** with the above requirements for a Drug-Free Workplace.

Place a check mark here only if affirming bidder **does not** meet the requirements for a Drug-Free Workplace.

**Failure to complete this certification at this time (by checking either of the boxes above) shall render the vendor ineligible for Drug-Free Workplace Preference. This form must be completed by/for the proposer; the proposer WILL NOT qualify for Drug-Free Workplace Preference based on their sub-contractors' qualifications.**

  
Authorized Signature

Kelly Gonzalez Jr  
Authorized Signer Name

PROTRANSPORTATION INC.  
DBA Prokel Mobility  
Company Name



**SCRUTINIZED COMPANY CERTIFICATION  
PURSUANT TO FLORIDA STATUTE § 287.135.**

I, Kelly Gonzalez Jr., on behalf of PROTRANSPORTATION INC.  
DBA Prokel Mobility,  
Print Name and Title Company Name

certify that PROTRANSPORTATION INC. DBA Prokel Mobility :  
Company Name

1. Does not participate in a boycott of Israel; and
2. Is not on the Scrutinized Companies that Boycott Israel list; and
3. Is not on the Scrutinized Companies with Activities in Sudan List; and
4. Is not on the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List; and
5. Has not engaged in business operations in Syria.

Submitting a false certification shall be deemed a material breach of contract. The City shall provide notice, in writing, to the Contractor of the City's determination concerning the false certification. The Contractor shall have ninety (90) days following receipt of the notice to respond in writing and demonstrate that the determination of false certification was made in error. If the Contractor does not demonstrate that the City's determination of false certification was made in error then the City shall have the right to terminate the contract and seek civil remedies pursuant to Florida Statute § 287.135.

Section 287.135, Florida Statutes, prohibits the City from: 1) Contracting with companies for goods or services in any amount if at the time of bidding on, submitting a proposal for, or entering into or renewing a contract if the company is on the Scrutinized Companies that Boycott Israel List, created pursuant to Section 215.4725, F.S. or is engaged in a boycott of Israel; and 2) Contracting with companies, for goods or services over \$1,000,000.00 that are on either the Scrutinized Companies with activities in the Iran Petroleum Energy Sector list, created pursuant to s. 215.473, or are engaged in business operations in Syria.

As the person authorized to sign on behalf of the Contractor, I hereby certify that the company identified above in the section entitled "Contractor Name" does not participate in any boycott of Israel, is not listed on the Scrutinized Companies that Boycott Israel List, is not listed on either the Scrutinized Companies with activities in the Iran Petroleum Energy Sector List, and is not engaged in business operations in Syria. I understand that pursuant to section 287.135, Florida Statutes, the submission of a false certification may subject the company to civil penalties, attorney's fees, and/or costs. I further understand that any contract with the City for goods or services may be terminated at the option of the City if the company is found to have submitted a false certification or has been placed on the Scrutinized Companies with Activities in Sudan list or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List.

PROTRANSPORTATION INC.  
DBA Prokel Mobility  
Company Name

Kelly Gonzalez Jr.  
Print Name / Signature

Chief Executive Officer  
Title



**E-VERIFY SYSTEM CERTIFICATION STATEMENT  
(UNDER SECTION 448.095, FLORIDA STATUTES)**

1. Definitions:
  - a. **“Contractor”** means a person or entity that has entered or is attempting to enter into a contract with a public employer to provide labor, supplies, or services to such employer in exchange for salary, wages, or other remuneration. “Contractor” includes, but is not limited to, a vendor or consultant.
  - b. **“Subcontractor”** means a person or entity that provides labor, supplies, or services to or for a contractor or another subcontractor in exchange for salary, wages, or other remuneration.
  - c. **“E-Verify system”** means an Internet-based system operated by the United States Department of Homeland Security that allows participating employers to electronically verify the employment eligibility of newly hired employees.
2. Effective January 1, 2021, Contractors, shall register with and use the E-verify system in order to verify the work authorization status of all newly hired employees. Contractor shall register for and utilize the U.S. Department of Homeland Security’s E-Verify System to verify the employment eligibility of:
  - a. All persons employed by a Contractor to perform employment duties within Florida during the term of the contract; and
  - b. All persons (including subvendors/subconsultants/subcontractors) assigned by Contractor to perform work pursuant to the contract with the City of Pembroke Pines. The Contractor acknowledges and agrees that registration and use of the U.S. Department of Homeland Security’s E-Verify System during the term of the contract is a condition of the contract with the City of Pembroke Pines; and
  - c. Should vendor become the successful Contractor awarded for the above-named project, by entering into the contract, the Contractor shall comply with the provisions of Section 448.095, Fla. Stat., “Employment Eligibility,” as amended from time to time. This includes, but is not limited to registration and utilization of the E-Verify System to verify the work authorization status of all newly hired employees. Contractor shall also require all subcontractors to provide an affidavit attesting that the subcontractor does not employ, contract with, or subcontract with, an unauthorized alien. The Contractor shall maintain a copy of such affidavit for the duration of the contract.
3. Contract Termination
  - a. If the City has a good faith belief that a person or entity with which it is contracting has knowingly violated s. 448.09 (1) Fla. Stat., the contract shall be terminated.
  - b. If the City has a good faith belief that a subcontractor knowingly violated s. 448.095 (2), but the Contractor otherwise complied with s. 448.095 (2) Fla. Stat., shall promptly notify the Contractor and order the Contractor to immediately terminate the contract with the subcontractor.
  - c. A contract terminated under subparagraph a) or b) is not a breach of contract and may not be considered as such.
  - d. Any challenge to termination under this provision must be filed in the Circuit Court no later than 20 calendar days after the date of termination.
  - e. If the contract is terminated for a violation of the statute by the Contractor, the Contractor may not be awarded a public contract for a period of 1 year after the date of termination.

COMPANY NAME: PROTRANSPORTATION INC. DBA Prokel Mobility

PRINTED NAME / AUTHORIZED SIGNATURE: Kelly Gonzalez Jr.



## VETERAN OWNED SMALL BUSINESS (VOSB) PREFERENCE CERTIFICATION

### SECTION 1 GENERAL TERM

#### VETERAN OWNED SMALL BUSINESS (VOSB) PREFERENCE

The evaluation of competitive bids is subject to section 35.37 of the City's Procurement Procedures which, except where contrary to federal and state law, or any other funding source requirements, provides that preference be given to veteran owned small businesses. To satisfy this requirement, the vendor shall affirm in writing its compliance with the following objective criteria as of the bid or proposal submission date stated in the solicitation. A veteran owned small business shall be defined as:

1. "Veteran Owned Small Business" shall mean a business entity which has received a "Determination Letter" from the United States Department of Veteran Affairs Center for Verification and Evaluation notifying the business that they have been approved as a Veteran Owned Small Business (VOSB).

A preference of two and a half percent (2.5%) of the total evaluation point, or two and a half percent (2.5%) of the total price, shall be given to the **Veteran Owned Small Business (VOSB)**. This shall mean that if a **VOSB** submits a bid/quote that is within 2.5% of the lowest price submitted by any vendor, the **VOSB** shall have an option to submit another bid which is at least 1% lower than the lowest responsive bid/quote. If the **VOSB** submits a bid which is at least 1% lower than that lowest responsive bid/quote, then the award will go to the **VOSB**. If not, the award will be made to the vendor that submits the lowest responsive bid/quote. If the lowest responsive and responsible bidder IS a "**Local Pembroke Pines Vendor**" (**LPPV**) or a "**Local Broward County Vendor**" (**LBCV**) as established in Section 35.36 of the City's Code of Ordinances, entitled "Local Vendor Preference", then the award will be made to that vendor and no other bidders will be given an opportunity to submit additional bids as described herein.

If there is a **LPPV**, a **LBCV**, and a **VOSB** participating in the same bid solicitation and all three vendors qualify to submit a second bid, the **LPPV** will be given first option. If the **LPPV** cannot beat the lowest bid received by at least 1%, an opportunity will be given to the **LBCV**. If the **LBCV** cannot beat the lowest bid by at least 1%, an opportunity will be given to the **VOSB**. If the **VOSB** cannot beat the lowest bid by at least 1%, then the bid will be awarded to the lowest bidder.

If multiple **VOSBs** submit bids/quotes which are within 2.5% of the lowest bid/quote and there are no **LPPV** or **LBCV** as described in Section 35.36 of the City's Code of Ordinance, entitled "Local Vendor Preference", then all **VOSBs** will be asked to submit a **Best and Final Offer (BAFO)**. The award will be made to the **VOSB** submitting the lowest **BAFO** providing that that **BAFO** is at least 1% lower than the lowest bid/quote received in the original solicitation. If no **VOSB** can beat the lowest bid/quote by at least 1%, then the award will be made to the lowest responsive bidder.

#### COMPARISON OF QUALIFICATIONS

The preferences established in no way prohibit the right of the City to compare quality of supplies or services for purchase and to compare qualifications, character, responsibility and fitness of all persons, firms or corporations submitting bids or proposals. Further, the preference established in no way prohibit the right of the city from giving any other preference permitted by law instead of the preferences granted, nor prohibit the city to select the bid or proposal which is the most responsible and in the best interests of the city.

### SECTION 2 AFFIRMATION

#### VETERAN OWNED SMALL BUSINESS (VOSB) PREFERENCE CERTIFICATION:

- Place a check mark here only if affirming bidder meets requirements above as a Veteran Owned Small Business. In addition, the bidder must attach the "Determination Letter" from the U.S. Dept. of Veteran Affairs Center.
- Place a check mark here only if affirming bidder does not meet the requirements above as a VOSB.

**Failure to complete this certification at this time (by checking either of the boxes above) shall render the vendor ineligible for VOSB Preference. This form must be completed by/for the proposer; the proposer WILL NOT qualify for VOSB Preference based on their sub-contractors' qualifications.**

COMPANY NAME: ProTransportation DBA ProKel Mobility

PRINTED NAME / AUTHORIZED SIGNATURE: 



## LOCAL VENDOR PREFERENCE CERTIFICATION

### SECTION 1 GENERAL TERM

#### LOCAL PREFERENCE

The evaluation of competitive bids is subject to section 35.36 of the City's Procurement Procedures which, except where contrary to federal and state law, or any other funding source requirements, provides that preference be given to local businesses. To satisfy this requirement, the vendor shall affirm in writing its compliance with either of the following objective criteria as of the bid or proposal submission date stated in the solicitation. A local business shall be defined as:

1. "Local Pembroke Pines Vendor" shall mean a business entity which has maintained a permanent place of business with full-time employees within the City limits for a minimum of one (1) year prior to the date of issuance of a bid or proposal solicitation. The permanent place of business may not be a post office box. The business location must actually distribute goods or services from that location. In addition, the business must have a current business tax receipt from the City of Pembroke Pines.

**OR;**

2. "Local Broward County Vendor" shall mean or business entity which has maintained a permanent place of business with full-time employees within the Broward County limits for a minimum of one (1) year prior to the date of issuance of a bid or proposal solicitation. The permanent place of business may not be a post office box. The business location must actually distribute goods or services from that location. In addition, the business must have a current business tax receipt from the Broward County or the city within Broward County where the business resides.

A preference of five percent (5%) of the total evaluation point, or five percent (5%) of the total price, shall be given to the **Local Pembroke Pines Vendor(s)**; A preference of two and a half percent (2.5%) of the total evaluation point for local, or two and a half percent (2.5%) of the total price, shall be given to the **Local Broward County Vendor(s)**.

#### COMPARISON OF QUALIFICATIONS

The preferences established in no way prohibit the right of the City to compare quality of supplies or services for purchase and to compare qualifications, character, responsibility and fitness of all persons, firms or corporations submitting bids or proposals. Further, the preference established in no way prohibit the right of the city from giving any other preference permitted by law instead of the preferences granted, nor prohibit the city to select the bid or proposal which is the most responsible and in the best interests of the city.

### SECTION 2 AFFIRMATION

#### LOCAL PREFERENCE CERTIFICATION:

- Place a check mark here only if affirming bidder meets requirements above as a Local Pembroke Pines Vendor. In addition, the business must attach a current business tax receipt from the City of Pembroke Pines along with any previous business tax receipts to indicate that the business entity has maintained a permanent place of business for a minimum of one (1) year.
- Place a check mark here only if affirming bidder meets requirements above as a Local Broward County Vendor. In addition, the business must attach a current business tax receipt from the Broward County or the city within Broward County where the business resides along with any previous business tax receipts to indicate that the business entity has maintained a permanent place of business for a minimum of one (1) year.
- Place a check mark here only if affirming bidder does not meet the requirements above as a Local Vendor.

**Failure to complete this certification at this time (by checking either of the boxes above) shall render the vendor ineligible for Local Preference. This form must be completed by/for the proposer; the proposer WILL NOT qualify for Local Vendor Preference based on their sub-contractors' qualifications.**

COMPANY NAME: PROTRANSPORTATION INC. DBA Prokel Mobility

PRINTED NAME / AUTHORIZED SIGNATURE: Kelly Gonzalez Jr.

**CERTIFICATION REGARDING LOBBYING;  
DEBARMENT, SUSPENSION AND OTHER RESPONSIBILITY MATTERS  
FOR EXPENDITURE OF FEDERAL FUNDS**

**LOBBYING**

As required by 7 CFR Part 3018, for persons entering into a contract, grant or cooperative agreement over **\$100,000** involving the expenditure of Federal funds, the undersigned certifies for itself and its principals that:

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

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

The undersigned Contractor, certifies or affirms the truthfulness and accuracy of each statement of its certification and disclosure, if any. In addition, the Contractor understands and agrees that the provisions of 31 U.S.C. Chap. 38, Administrative Remedies for False Claims and Statements, apply to this certification and disclosure, if any.

  
\_\_\_\_\_  
Signature of Contractor's Authorized Official  
PROTRANSPORTATION INC. DBA Prokel Mobility  
\_\_\_\_\_  
Contractor / Name of Company

Kelly Gonzalez Jr. Chief Executive Officer  
\_\_\_\_\_  
Printed Name and Title of Contractor's Authorized Official  
1-22-24  
\_\_\_\_\_  
Date

---

**DEBARMENT, SUSPENSION AND OTHER RESPONSIBILITY MATTERS**

As required by 7 CFR Part 3017, for persons entering into a contract, grant or cooperative agreement over **\$25,000** involving the expenditure of Federal funds, the undersigned certifies for itself and its principals that:

- (a) Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any Federal department or agency;
- (b) Have not within a three-year period preceding this application been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State, or local) transaction or contract under a public transaction; violation of Federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;
- (c) Are not presently indicted for or otherwise criminally or civilly charged by a Government entity (Federal, State, or local) with commission of any offenses enumerated in paragraph (b) of this certification; and
- (d) Have not within a three-year period preceding this application had one or more public transaction (Federal, State, or local) terminated for cause or default; and

Where the applicant is unable to certify to any of the statements in this certification, he or she shall attach an explanation to this application.

  
\_\_\_\_\_  
Signature of Contractor's Authorized Official  
PROTRANSPORTATION INC. DBA Prokel Mobility  
\_\_\_\_\_  
Contractor / Name of Company

Kelly Gonzalez Jr. Chief Executive Officer  
\_\_\_\_\_  
Printed Name and Title of Contractor's Authorized Official  
1-22-24  
\_\_\_\_\_  
Date

**Disclosure of Lobbying Activities**

Complete this form to disclose lobbying activities pursuant to 31 U.S.C. 1352  
(See reverse for public burden disclosure)

<p><b>1. Type of Federal Action:</b>                  A _____                  a. contract                  b. grant                  c. cooperative agreement                  d. loan                  e. loan guarantee                  f. loan insurance</p>	<p><b>2. Status of Federal Action:</b>                  A _____                  a. bid / offer / application                  b. initial award                  c. post-award</p>	<p><b>3. Report Type:</b>                  A _____                  a. initial filing                  b. material change  <b>For material change only:</b>                  Year _____ quarter _____                  Date of last report _____</p>
<p><b>4. Name and Address of Reporting Entity:</b>                  _____ Prime _____ Subawardee                  Tier _____, if Known:                    N/A                    Congressional District, if known:</p>	<p><b>5. If Reporting Entity in No. 4 is Subawardee, Enter Name and Address of Prime:</b>                    N/A                    Congressional District, if known:</p>	
<p><b>6. Federal Department/Agency:</b>                    IV / A</p>	<p><b>7. Federal Program Name/Description:</b>                  CFDA Number, if applicable: _____                  N/A</p>	
<p><b>8. Federal Action Number, if known:</b>                    N/A</p>	<p><b>9. Award Amount, if known:</b>                  \$ _____                  N/A</p>	
<p><b>10. a. Name and Address of Lobbying Registrant</b>                  (if individual, last name, first name, MI):                    N/A</p>	<p><b>b. Individuals Performing Services</b> (including address if different from No. 10a)                  (last name, first name, MI):                    N/A</p>	
<p>11. Information requested through this form is authorized by Title 31 U.S.C. Section 1352. This disclosure of lobbying activities is a material representation of fact upon which reliance was placed by the tier above when this transaction was made or entered into. This disclosure is required pursuant to 31 U.S.C. 1352. This information will be reported to the Congress semi-annually and will be available for public inspection. Any person who fails to file the required disclosure shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.</p>	<p><b>Signature:</b> _____  <b>Print Name:</b> Kelly Gonzalez Jr.  <b>Title:</b> Chief Executive Officer  <b>Telephone No.:</b> 561-507-5721 <b>Date:</b> _____</p>	



[Department of State](#) / [Division of Corporations](#) / [Search Records](#) / [Search by Entity Name](#) /

## Detail by Entity Name

Florida Profit Corporation  
PROTRANSPORTATION INC.

### Filing Information

<b>Document Number</b>	P15000039157
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<b>Event Date Filed</b>	07/30/2015
<b>Event Effective Date</b>	NONE

### Principal Address

1200 NORTH FEDERAL HWY  
SUITE 200  
BOCA RATON, FL 33432

Changed: 08/25/2015

### Mailing Address

1200 NORTH FEDERAL HWY  
SUITE 200  
BOCA RATON, FL 33432

Changed: 03/02/2016

### Registered Agent Name & Address

Goldblatt, Pearl  
1200 NORTH FEDERAL HWY  
SUITE 200  
BOCA RATON, FL 33432

Name Changed: 03/27/2017

Address Changed: 03/27/2017

### Officer/Director Detail

#### **Name & Address**

Title CEO

GONZALEZ , KELLY  
1200 NORTH FEDERAL HWY  
SUITE 200  
BOCA RATON, FL 33432

Title President, Secretary

Goldblatt, Pearl  
1200 NORTH FEDERAL HWY  
SUITE 200  
BOCA RATON, FL 33432

### Annual Reports

<b>Report Year</b>	<b>Filed Date</b>
2020	01/17/2020
2021	04/20/2021
2022	02/03/2022

### Document Images

<a href="#">02/03/2022 -- ANNUAL REPORT</a>	<a href="#">View image in PDF format</a>
<a href="#">04/20/2021 -- ANNUAL REPORT</a>	<a href="#">View image in PDF format</a>
<a href="#">01/17/2020 -- ANNUAL REPORT</a>	<a href="#">View image in PDF format</a>
<a href="#">04/04/2019 -- ANNUAL REPORT</a>	<a href="#">View image in PDF format</a>
<a href="#">04/19/2018 -- ANNUAL REPORT</a>	<a href="#">View image in PDF format</a>
<a href="#">03/27/2017 -- ANNUAL REPORT</a>	<a href="#">View image in PDF format</a>
<a href="#">03/02/2016 -- ANNUAL REPORT</a>	<a href="#">View image in PDF format</a>
<a href="#">07/30/2015 -- Amendment</a>	<a href="#">View image in PDF format</a>
<a href="#">04/30/2015 -- Domestic Profit</a>	<a href="#">View image in PDF format</a>

# DBE Certification



## JACKSONVILLE TRANSPORTATION AUTHORITY

January 27, 2022

Pro Transportation, Inc. DBA ProKel Mobility  
5011 Gate Pkwy  
Bldg 100 Suite 100  
Jacksonville, FL 32256

In Re: DBE Firm Certification

Dear Mr. Kelly Gonzalez,

The Jacksonville Transportation Authority (JTA) is pleased to announce that your firm has been certified as a **Disadvantaged Business Enterprise [DBE]** in Florida, under a **Unified Certification Program [UCP]** in accordance with 49 CFR, PART 26.

DBE Certification is continuing from the date of this letter and will conclude on the anniversary date of your firm's certification. Continued certification and participation in the DBE program is contingent upon your firm renewing its eligibility annually through this office. You will be notified in advance of your obligation to continue eligibility in a timely fashion. Information regarding certification renewal can be accessed online at <https://jtafla.debsystem.com>. Failure of your firm's recertification will result in immediate action to remove the firm from the UCP database.

Your firm's listing in the Florida Department of Transportation's Florida Unified Certification Program is affirmation of your firm's continued certification. This listing can be accessed via the internet at: <http://www3b.dot.state.fl.us/EqualOpportunityOfficeBusinessDirectory/>

Please be advised that DBE Certification is subject to actions by governmental agencies that can impact the disadvantaged status of DBE firms. Be further advised that your DBE Certification with the Florida Department of Transportation dually certifies your firm with all Florida UCP Members. DBE Certification is **NOT** a guarantee of work, but enables the firm to compete for and perform contract work on all USDOT Federal Aid (FAA, FTA & FHWA) projects in Florida as a DBE contractor, sub-contractor, and consultant / sub-consultant or material supplier.

**Certification Date**  
June 22, 2020

**Certification Expiration Date**  
June 22, 2023

If at any time there is a material change in your firm, including, but not limited to name change, principal ownership, officer, Directors, scope of work performed, daily operations, affiliations with other businesses, individuals or physical locations of the firm, you must immediately notify this office in writing. Notification of the aforementioned circumstances should include therewith all applicable supporting documentation. Upon this Authority's receipt of your amendment(s) you will receive necessary instructions.

Accordingly, your firm may compete for and perform work on all USDOT Federal Aid projects throughout Florida that receive credit for works performed in the following areas:

**NAICS**

NAICS 339113: BIOHAZARD PROTECTIVE CLOTHING AND ACCESSORIES MANUFACTURING  
NAICS 339113: RESPIRATORY PROTECTION MASK MANUFACTURING  
NAICS 48: TRANSPORTATION AND WAREHOUSING  
NAICS 485111: MIXED MODE TRANSIT SYSTEMS  
NAICS 485113: BUS AND OTHER MOTOR VEHICLE TRANSIT SYSTEMS  
NAICS 485999: ALL OTHER TRANSIT AND GROUND PASSENGER TRANSPORTATION  
NAICS 541611: ADMINISTRATIVE MANAGEMENT AND GENERAL MANAGEMENT CONSULTING SERVICES  
NAICS 561320: CONTRACT STAFFING SERVICES  
NAICS 561720: JANITORIAL SERVICES

**FDOT SPECIALTY CODE(S) & DESCRIPTIONS**

NAICS 339113 Respiratory protection mask manufacturing (More) [Size standard: 750 employees] NAICS 485111 Mixed Mode Transit Systems (More) [Size standard: \$16,500,000 annual revenues] NAICS 485113 Bus and Other Motor Vehicle Transit Systems (More) [Size standard: \$16,500,000 annual revenues] NAICS 485999 All Other Transit and Ground Passenger Transportation (More) [Size standard: \$16,500,000 annual revenues] NAICS 541611 Administrative Management and General Management Consulting Services NAICS 561320 Contract Staffing Services NAICS 561720 Janitorial Services

Questions or concerns should be directed to this office by mail or telephone.  
Our telephone number is 904-633-8533 / Fax 904-630-3166.  
You can also email us at [dbe1@jtafla.com](mailto:dbe1@jtafla.com).

Sincerely,

A handwritten signature in black ink that reads "Ken Middleton".

Ken Middleton  
Jacksonville Transportation Authority  
Director - Diversity, Equity & Customer Advocacy  
(904) 632-5275 - Office

# PROKEL MOBILITY

## The City Of Pembroke Pines Procurement Department

RFP # AD-23-02

### Operation and Management of Transportation Services

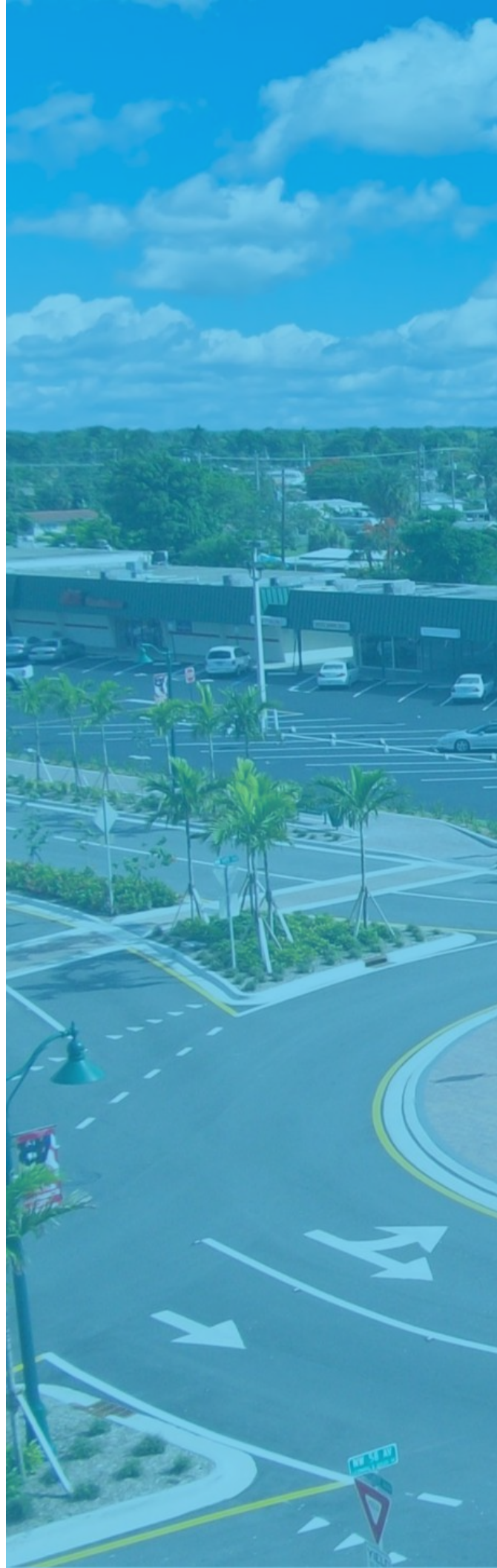
January 23, 2024

[prokelmobility.com](http://prokelmobility.com)

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# Letter of Transmittal



# Letter of Transmittal

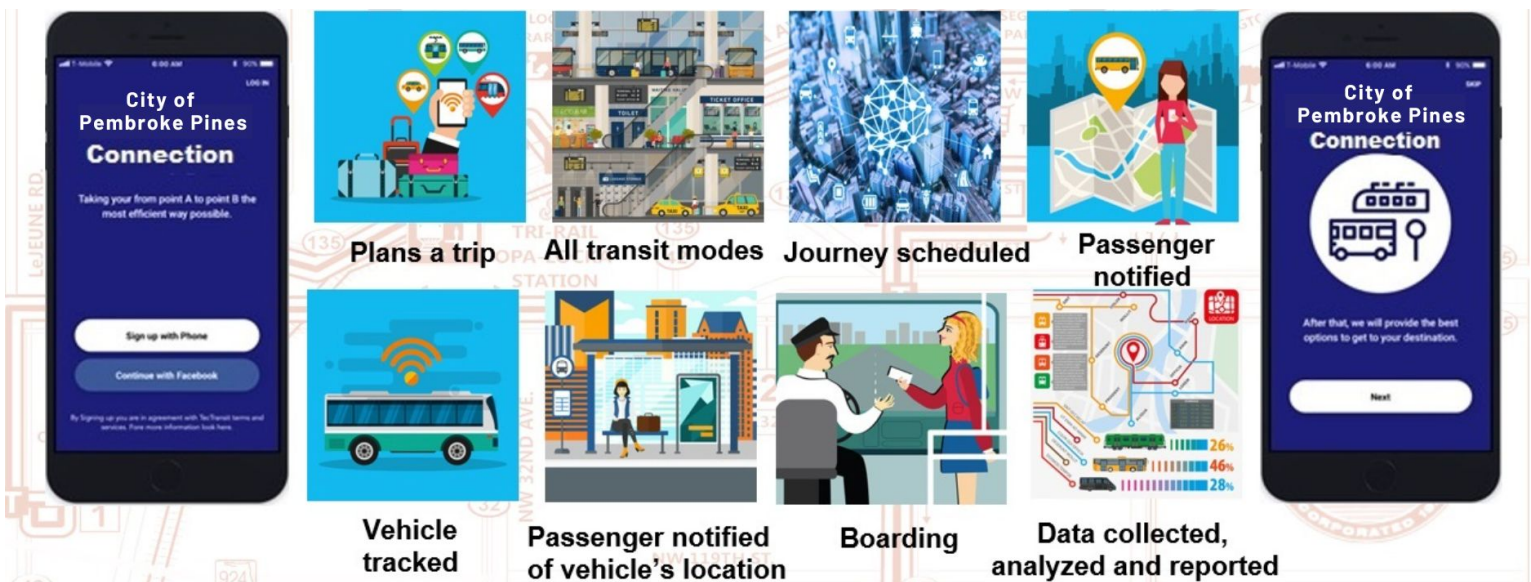
Dear Mr. Danny Benedit,

Please find the enclosed proposal from ProKel Mobility in response to the City of Pembroke Pines, Procurement Department Request For Proposals for Operation and Management of Transportation Services.

ProKel Mobility possesses extensive experience in transporting passengers while providing exceptional customer service. This experience, coupled with our management philosophy, **"People, Partnerships, and Processes,"** is key for our public sector clients to deliver and implement services while ensuring high customer satisfaction. ProKel Mobility will bring this diligent commitment and dedication to this community and its stakeholders, especially the communities and passengers it serves.

ProKel's transportation planning experts tailored the transportation model proposed in this bid to address all of the requirements in the RFP. Our model aims to drive this service toward promoting the City's goals to improve mobility and connectivity with adjoining cities. ProKel will provide **new state-of-the-art technology** that will increase the City's transportation (1) **connectivity**, (2) **accessibility**, (3) **equity** and (4) **ability to enhance the customer experience**. We are passionate about executing and providing the City with community shuttle services in two (2) phases following their respective projected timelines.

ProKel is also offering the City of Pembroke Pines the opportunity to create an experience that takes advantage of the latest technology, including creating a custom app, displayed below:





---

# Letter of Transmittal

We can offer the City of Pembroke Pines quick-acting operation and maintenance for all of your transportation services. ProKel hopes to improve your performance by utilizing the same strategies that have already produced our personal record of 95% on-time performance.

Along with a stellar five (5) star safety program, ProKel offers an exciting and incentivizing Safety/Customer Service Rewards Program to keep operators engaged and employee morale bursting “*Out of the Framework.*” ProKel sees our internal divisions as multiple communities – communities that, when properly **trained and engaged**, reflect the safe operation and exceptional customer service of the communities they serve. ProKel understands the City of Pembroke Pines is constantly expanding, and we believe we have the relationships, technology, and experience to support the City of Pembroke Pines’ continued growth. ProKel is here, in every regard, to support the City of Pembroke Pines and the City’s citizens with a transportation model built to last.

Should there be any questions about our responses or our proposal, please do not hesitate to reach out to me directly by emailing [kelly@prokelmobility.com](mailto:kelly@prokelmobility.com), or by calling 786-785-4875.

Sincerely,

Kelly Gonzalez Jr.  
Chief Executive Officer  
ProKel Mobility



# Executive Summary

## Executive Summary

### Who We Are



ProKel Mobility (“ProKel”) is uniquely qualified to be the operator of micro-transit, deviated fixed route, and demand response public transportation services for the City of Pembroke Pines. As one of the largest transportation providers in the South Florida Metropolitan area, and a local provider able to meet the City of Pembroke Pines's requirements, ProKel Mobility has the knowledge, resources and experience to meet and exceed the City of Pembroke Pines's needs and expectations.

ProKel Mobility is a Florida Department of Transportation DBE-certified minority-owned business with extensive experience serving Florida communities. ProKel Mobility's local project management team and regional corporate support are unmatched in the industry because we provide dedicated account managers to every one of our clients.

In delivering this solution, ProKel will positively transform the City of Pembroke Pines transportation (1) **connectivity**, (2) **accessibility**, (3) **equity**, and (4) **customer experience**. We are passionate about building the best possible implementation of the solicited services. ProKel is proud to have changed public transportation for the better nationwide, and can confidently state that transit users in the City of Pembroke Pines will notice the **ProKel difference**.

ProKel is excited to present a highly competitive proposal to provide industry-leading deviated fixed route, demand response, and micro-transit public transportation services.



*Expert Management Team Who Knows This Service and This Community*

ProKel proposes the following expert management team for the successful execution of the solicited services for the City of Pembroke Pines. In addition to knowing this service inside and out – each member is a transportation veteran, and the project team represents over a century of

combined experience – this team also knows this community and cares deeply about its future success. We are committed to bringing the technological and transportation solutions that will drive the City of Pembroke Pines to its highest potential in the coming decades.

The following is an introduction to the ProKel team and an overview of our vast experience with and expertise in similar projects.



**Jacqueline Gold**  
Operations Manager



**Frank Ciccarella**  
Vice President of Safety



**Marcos Monheit**  
CFO



**Vasti Amaro**  
Strategic Advisor



**Kelly Gonzalez Jr**  
CEO + Owner Project  
Manager



**Monsieur Michelaire  
Phanor**  
Vice President of Operations



**John Petillen**  
Operations Supervisor



**Warren Montague**  
Special Projects Consultant



**Natasha Serra**  
Director of Grants and  
Mobility Funding Compliance



**Robert Hann**  
Transportation Planner



**Anthony Radicone**  
VP of Maintenance



**Eduardo Carrion**  
Chief Operating Officer



**Angelica Williams**  
Director of HR and Internship  
Program



**Lashonda Carter**  
Regional Safety Manager

**Kelly Gonzalez Jr., ProKel Mobility the City of Pembroke Pines Project Manager / CEO - 2ND VP OF COMTO Miami**



Kelly is the embodiment of the American dream in the transit community. Starting off as a driver earning minimum wage, he became the director of North America's largest privately owned transportation company. His previous experience includes working at a company whose growth expanded to **\$1.3 billion in revenue** with **16,000 team members and 10,000 vehicles nationwide**. With this knowledge in tow, Kelly brings the same ingenuity and innovative solutions approach to ProKel Mobility. Kelly's transportation industry solutions have positioned ProKel to become a leader in the industry and secure market space in paratransit, shuttle bus services, and special needs transportation.


Outside of leading ProKel as one (1) of the nation's preferred transportation firms, Kelly is known for his proactive and positive employee relations. Kelly implements performance and safety-focused incentive goals to reward ProKel employees for doing a good job and compensate them for a job well done. This **inclusive equity reward system** is one (1) of the reasons ProKel drivers stay motivated throughout their employment with the company. ProKel's **turnover is less than 6% thanks** to retention plans that Kelly has enacted at the company.


(Featured by Florida Panthers for its Hispanic Excellence Awards)

## KELLY GONZALEZ

CEO, PROKEL MOBILITY

Kelly Gonzalez is a first-generation Afro-Latino son of two Dominican immigrant parents. He learned the value of hard work at a young age. He also learned early in his career what it means to be inclusive and break accessibility barriers for those in need of transportation solutions.





### Local Experience and Knowledge of This Contract

ProKel Mobility's CEO/Owner, Kelly Gonzalez Jr., is a resident of South Florida and has led numerous initiatives to propel South Florida's transit management development and the community.



CITY OF  
**FORT LAUDERDALE**  
FLORIDA



During his tenure as general manager for the Transportation Management Association's Downtown City Fort Lauderdale Sun Trolley and Broward County's TOPs Program, Kelly has managed the oversight of 260 employees and 100+ propane and diesel vehicles. Kelly was able to lead the County to new accomplishments, including the following:



- Worked with local stakeholders to push the Penny for Transportation surtax, which is now helping multiple small cities within the County
- Raised the wages for the workforce and added new, attractive benefit packages to improve the quality of life of all employees and satisfy his *Diversity, Equity, Inclusion* philosophy



- Successfully introduced, piloted and operated the City of Fort Lauderdale’s first 100% electrical shuttle bus, thus reducing the carbon footprint
- Successfully organized, shuttled and evacuated residents to shelters during the State of Emergency declarations of Florida Governor Ron DeSantis and Broward County Mayor Mark Bogen
- Introduced new safety programs focused on positive behavior reinforcement, which helped dramatically decrease accidents and improve passenger customer service
- Sourced new micro-transit alternatives to offer partnering cities improvement in service delivery and innovation
- Assisted cities as a consulting arm (at no additional cost) with marketing and route optimization initiatives to ensure they surpass their Interlocal 1.7 PPH agreements

Kelly is also active with numerous at-risk youth non-profit organizations in Florida. Growing up from humble beginnings in inner-city Liberty City, Kelly depended on the Police



Athletic League (PAL) and afterschool programs for support, education and sometimes even food. Today, via ProKel Mobility, Kelly prioritizes being involved in the community he serves.



The preceding photos depict a few examples of Kelly's community involvement, which emphasizes giving back to local communities. Kelly partners with local government and local PAL programs to help fill voids and needs for the most vulnerable within the community.

## Robert Hann, General Manager - City of Pembroke Pines



Robert Hann has been in the transportation industry since 1995, most recently serving as General Manager for Coach USA in Chicago. He will serve as the transportation planner for the City of Pembroke Pines project.

He has vast experience designing and operating fixed-route bus services, corporate commuter, airport, convention and parking lot shuttles, as well as private transportation solutions.

Robert has an MBA from DePaul University and an MS from the Kelley School of Business at Indiana University.

## Eduardo Carrion, Chief Operating Officer

An innovative and results-driven leader focused on achieving exceptional

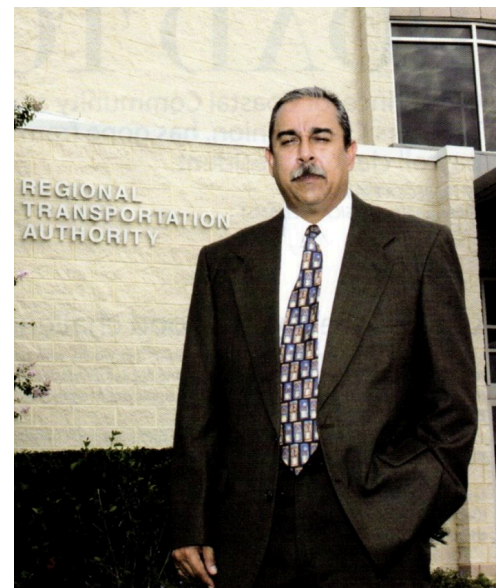


results in fast-paced environments that demand continuous process improvement, Eduardo Carrion is a visionary, strategist and tactician. He has accomplished many important tasks in the first six (6) months of his position. His drive comes from sincerely wanting to provide a reliable and effective source of public transportation for the community.



Eduardo also served in several executive positions within the Regional Transportation Authority (RTA), including Director of Information Technology and Director of Planning and Development. His career at RTA was marked by his innovation and resourcefulness in seeking and securing funding for much-needed capital and operational incentives.

Eduardo has a bachelor's degree in workforce education and development, an associate degree in information management, and years upon years of experience managing hundreds of employees at multiple locations. He is a twenty (20) year Air Force Veteran and has worked in technology and logistics. Recently Eduardo has developed short-term transportation



goals for the community, overseeing the annual operating and capital budget and working with local, state and federal legislators on issues relating to public transportation while emphasizing a strong customer focus to ensure that riders receive the best transit service possible.

To put it briefly, Eduardo consistently delivers extraordinary results in growth, operational performance, and workforce development. He is experienced in driving services, process and customer service improvements while building partnerships with key decision-makers.

He will help the City of Pembroke Pines ensure a comprehensive and complete system.

## Vasti Amaro, Strategic Advisor



Since Vasti Amaro joined the company in 2020, ProKel Mobility has broken into new market sectors and doubled its growth despite the pandemic. Vasti helped build ProKel's operations structure which has today allowed the company to operate at 95% on all operations, safety, and safety metrics nationwide.

Vasti has more than twenty-five (25) years of transportation experience in both public and private sectors, delivering passenger transport in transit, airport ground transportation and university spaces. While working for global transportation firms, she was responsible for successful start-up operations for Hillsborough Area Regional Transit (HART) in Tampa, Dallas Area Rapid Transit (DART), Phoenix Transit, Greater Richmond Transit Company (GRTC), Phoenix Sky Harbor International Airport (CONRAC), Fort Lauderdale-Hollywood International Airport and the bus shuttle for Miami International Airport.

Before joining ProKel's board and serving as the executive suite coach for ProKel's CEO Kelly Gonzalez Jr., Vasti served as the Chief of Staff for the Port Authority of Allegheny County, where she worked closely with CEO Katharine Eagan Kelleman to help improve the agency's service, modernize its systems and expand the public engagement programs.

Vasti also serves as an Advisory Board member for Women of Color Golf and Director of the Girls on the Green Tee Program, a nonprofit organization based in Tampa, FL. Their mission is to teach women and young girls of color, ages ten (10) to seventeen (17), the game of golf. The organization was recently selected as the PGA Charity of the Year, receiving \$30,000 for the Girls on the Green Tee program. They also hosted its Inaugural Golf Classic in conjunction with the NFL Alumni Super Bowl golf tournament raising additional funds for the program.

## **Natasha Serra**, Director of Grants and Mobility Funding Compliance



Natasha Serra is dedicated to the South Florida region and has more than eight (8)+ years of experience with auditing and compliance in FTA 5307, 5310, 5311, 5312 and 5339 funding. Natasha holds a degree in Organizational Management with a Concentration in Public Safety Administration. She is a passionate human services advocate with a proven track record of leveraging resources to implement transit projects. She has extensive experience with public involvement programs at the local, state, and national levels and has developed innovative programs by integrating technological resources and

human capital. Natasha excels at organizing community stakeholders towards common goals while tracking and analyzing program-related performance measurement metrics.

## **Frank Ciccarella**, Vice President of Safety



Frank has more than forty (40) years of senior executive safety and training transportation experience. Frank joined ProKel Mobility in October 2020 and has positively reshaped the safety culture within the company.

Winner of the 2007 American Public Transportation Association (APTA) Gold Award for the best overall safety program in America and now Vice Chairman of the APTA Bus Safety Committee, Frank has gone from strength to strength, conceiving, creating, implementing and directing a great number of transportation safety programs— especially paratransit safety and customer care driver training programs. He has been rewarded by seeing these programs come to fruition, raising the safety and customer care levels in the companies concerned. Frank has expertise as a senior executive in a \$2.2 billion passenger transportation company and has directed large-scale change management processes.

## **Lashonda Carter**, Regional Safety Manager



Lashonda Carter is highly proficient in the Smith System and LLLC defensive driving programs. She incorporates these programs as the foundation of her organizational behavior disciplines and management theories. She joined ProKel in 2017, and the company immediately felt the impact; the accident frequency rate decreased by 43%, which had a positive impact on both the safety of our passengers and the cost of insurance premiums within the company.

Lashonda also has multiple positive behavior incentive programs that encourage safe driving. She is a big believer in positive reinforcement. Her monthly positive behavior and incentive programs keep drivers on their toes and excited about safety while boosting the overall morale of the company. Lashonda sets a high safety standard for every location; she has a No Unsafe Zero (0) Tolerance Policy, which ensures the safety of the passengers on the road. She always preaches that great safety habits and great workforce morale will trickle down to the service provided; the number of positive customer service commendations from riders speak for themselves.

## **Angelica Williams**, Director of HR and Internship Program



Angelica Williams is a University of Florida graduate with over ten (10) years of experience in human resources, recruiting and internship programs. Angelica will manage the City of Pembroke Pines's recruiting functions and ensure ProKel has the best talent in the industry. She will also work directly with Kelly Gonzalez Jr. on programs to ensure the City of Pembroke Pines employees are retained and morale is consistently high.

She will oversee the development and implementation of this program and assign interns to various departments. Angelica is the liaison between the company and the educational institution (the student's faculty sponsor, the school's career center director and/or career counselors). She directly supervises and interacts with the interns, coordinates their day-to-day activities with department supervision, evaluates intern performance and provides progress reports to the educational institution.

## Warren Montague, Special Projects Consultant



Warren Montague brings over thirty (30) years of first-class transportation operations experience. With twenty (20) years leading transportation efforts in the City of Philadelphia and an impressive transit record managing transportation services as a paratransit general manager providing services for Metropolitan Atlanta Rapid Transit Authority (MARTA), Warren has one of the most distinguished resumes in the nation.

As the former manager of mobility services (operating as a contractor for the Detroit Department of Transportation), Warren is a mentor to ProKel's CEO Kelly Gonzalez Jr. Warren took Kelly under his wing in 2015 via the Conference of Minority Transportation Officials' (COMTO) workshop programs. Since 2015, our CEO has been fortunate to learn from the best.

Warren will assist the City of Pembroke Pines on all matters related to paratransit services.

Warren currently serves as the manager of mobility services for MV Transportation in Detroit, MI. In this role, he is the liaison for the Detroit Department of Transportation (DDOT) Compliance & Standards department, which oversees the Disadvantaged Business Enterprise (DBE) Program, Title VI, Paratransit Services, Specialized Services and the Drug and Alcohol Program.

Previously, Warren was the Chief Operating Officer for Customized Community Transportation of the Southeastern Pennsylvania Transportation Authority (SEPTA), in which he was responsible for all contracted transportation services, including paratransit and circular and small bus routes in the surrounding counties. As a transportation professional, he was an effective chief and oversaw one of the largest paratransit operations in the United States. His management expertise facilitated the delivery of critical transportation services to a seriously under-served constituency in the fifth-largest city in the country.

Since 1996, Warren has been an active member of COMTO's local and national organization in the following capacities:

- President of the Greater Philadelphia Area Chapter (six (6) years);
- National Board of Directors (ten (10) years)
- Council of Presidents Representative (six (6) years)
- Secretary/Treasurer (two (2) years)
- 1st Vice Chair (two (2) years)
- Conference Chairman, 2011 National Meeting and Training Conference in Philadelphia, PA

Under his leadership and guidance, the Greater Philadelphia Area local chapter has received numerous awards including "Chapter of the Year" for its community service and scholarship efforts. In addition, local corporate executive members have been awarded "Executive of the Year." Warren has been the recipient of several awards for his service and leadership, including the Gerald A

Sibling Award. Although currently working in the Midwest, he continues to stay connected and provide counsel to the local chapter.

## Marcos Monheit, CFO



Marcos Monheit is an alum of John Hopkins University. Marcos has over twenty (20) years of experience in the financial realm.

He is a financial executive at Monheit Consulting LTD., with broad experience in all aspects of financial management, including accounting, financial reporting, budgeting and analysis, treasury, capital markets and mergers and acquisitions. He is experienced with start-up companies and private equity funding, as well as with companies at every stage of development. Marcos specializes in financial modeling, mergers and acquisitions, interest rate derivatives and implementation of credit facilities.

## Mitch Phanor, Vice President of Operations



ProKel Mobility's Chief Operating Officer, Mitch Phanor, brings over twenty (20) years of transit experience from his years of working with the New York transit system. Mitch had oversight of startups and mobilizations, which included 2,000+ vehicles and 3,000+ team members during his tenure in New York City, for all the municipal contracts under New York City Transit and local and state governing agencies.

During his twenty (20) year term in New York City, Mitch's operations maintained a 97%+ On-Time Performance, and he was recognized for multiple Safety and Blue Seal of Excellence Awards for maintaining government-owned fleets in good condition while ensuring his maintenance technicians were Automotive Service Excellence (ASE) certified.

Mitch's extensive experience in operating and managing all of New York City's boroughs will give the City of Pembroke Pines operation experience oversight that no other local provider can match or deliver.

Mitch fosters a spirit of "the customer always comes first" and takes pride in his work to achieve that goal, exceeding the City of Pembroke Pines's contractual expectations. Mitch's experience in management culture has proven to be invaluable in servicing the transportation needs of all the agencies ProKel services, including:

- the State of New York;
- the City of North Miami Beach;

- the Columbus Ohio Transit Authority,
- the Valley Metro Regional Public Transportation Authority;
- all Palm Beach County regional operations;
- all Broward County regional operations; and
- all Miami Dade County regional operations.

Mitch currently oversees the day-to-day operations for ProKel nationally; he is committed to providing exceptionally tailored services to the City of Pembroke Pines and addressing individual needs and requirements.

### **Anthony Radicone, Vice President of Maintenance**

Anthony Radicone will be the Vice President of Maintenance for this engagement, bringing his experience running maintenance operations on the management level for over thirty (30) years.

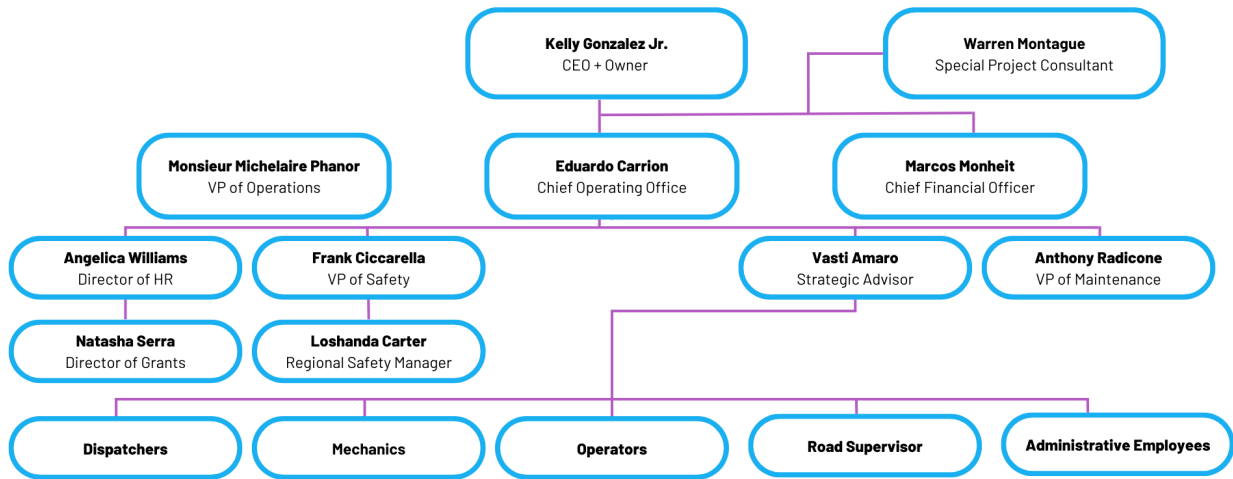
He most recently served with First Transit Group until 2019. As the Maintenance Manager, he ensured safe operation and proper service schedules, including Audit Work Orders, monitoring trends and recommending changes to the maintenance program. He will bring his master capabilities to the City of Pembroke Pines, supporting the existing and new fleets.



# Organizational Chart



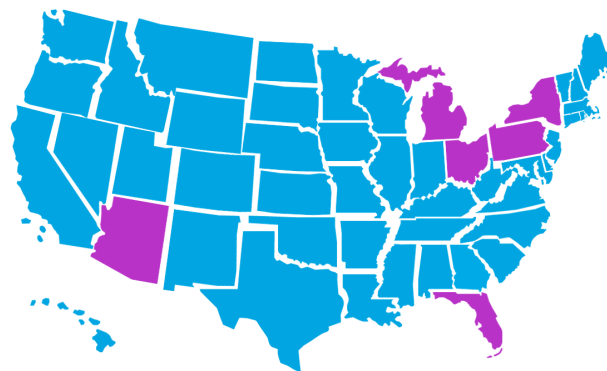
Organization Chart - ProKel Mobility



## Who We Serve

ProKel Mobility currently works with some of the largest government agencies and leading private transportation companies. We include the following snapshot of a few notable clients we have served in the past two (2) years and clients we are contracted to serve this year.

On the next page is a letter from one of our clients, Central Ohio Transit Authority (COTA) in Columbus, OH.



Blue States: DBE Certified Only

Purple States: Operating



33 N. High St.  
Columbus, Ohio 43215  
614-228-1776



May 26, 2022

To Whom It May Concern,

It gives me great pleasure to write a letter of recommendation in recognition of ProKel Mobility. COTA is pleased with the partnership we have with ProKel in meeting the transit needs of our community.

We continue to be appreciative of the services and leadership provided by project manager and executive officer, Kelly Gonzalez, Jr. Kelly is committed to great customer service and improving overall efficiencies of our service. Kelly continues to be responsive to our requests and is flexible in meeting the ever-changing needs of our customers and organization.

Kelly Gonzalez, Jr. and his local team including operators are well-trained and professional. The team cares about customer and client satisfaction including courtesy and dedication. Our success is undoubtedly the result of safe and reliable transportation services the ProKel team provides to the customers of Columbus.

Over the past 5 months, since our partnership with ProKel began, we have seen a consistent average on-time performance for our Paratransit service of 97% an increase from the 4<sup>th</sup> quarter of 2021 from an average of 86% with a different partner. At the same time our ridership is back to pre-COVID levels and being able to maintain a high on-time performance with increased ridership is due to the strong supportive partnership with ProKel. During this period we have seen a 20% reduction in customer complaints and a 53% increase in customer compliments.

I am truly grateful for our partnership and commend ProKel Mobility for the great work they have delivered for our customers in Columbus. I look forward to our continued partnership as we are continuously striving to innovate and support not only Paratransit but Mobility solutions for our region in the future.

Sincerely,



Amy Hockman  
Interim Chief of Transit Operations

 MOVING EVERY LIFE FORWARD

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## Local Customer Highlight: City of North Miami Beach Trolley Shuttle Bus Service



ProKel Mobility operates five (5) public transportation routes with five (5) trolley shuttle buses in the City of North Miami Beach. ProKel is responsible for all aspects of the fixed-route shuttle bus operations and maintenance, including customer service and dispatch supervision. ProKel's **high-quality service** has helped the City **increase ridership** by more than 100%, from **4,000 riders a month** to nearly **10,000 riders a month**. ProKel, a true partner and leader in innovation, upgraded all of the operations and maintenance software to cloud-based dashboards. Our innovations improved the quality of services delivered to the community and increased transparency between the City of North Miami Beach and ProKel by providing the City with real-time insight into the operations.



Additionally, ProKel's **preventive maintenance is 100%**, and the City's **on-time performance is above 95%** with **zero (0) preventable accidents** YTD. Even with all these operational accomplishments, ProKel is taking the City's transit system to the next level by incorporating Flex Route On-Demand technology to ensure residents have the best reliable access to transportation and connectivity.

*Pictured: Miami Dade County Mayor Daniella Levine Cava with North Miami Beach City Staff and ProKel's Safety Supervisor Cierra Sutton.*



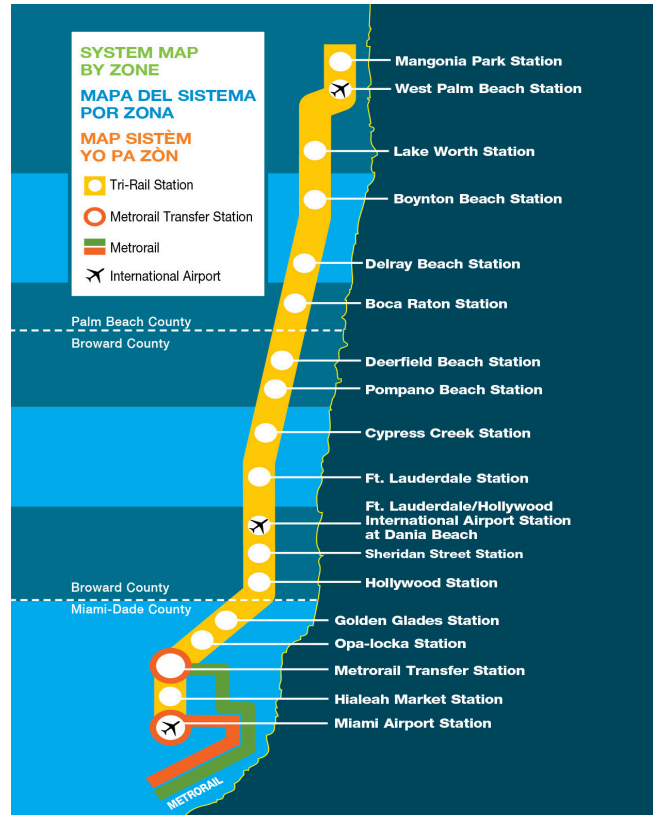


ProKel was recently selected by The South Florida Regional Transportation Authority (SFRTA) as the Prime Contractor. As of June 1, 2023, ProKel has been providing full-turnkey Commuter Fixed Route Bus Services (“Fort Lauderdale Airport Service”; “Fort Lauderdale Airport Feeder Service”) to and from the Fort Lauderdale-Hollywood International Airport and

Terminals. We implemented our management and operation plan and scheduled bus transportation for the 72-mile rail corridor (from the Miami Dade to the West Palm Beach train station). Including transportation services with on-demand technology ensures residents have the best reliable access to transportation.

ProKel provides Emergency Bus Bridge Services and Emergency Assistance; we will also offer three (3) Scheduled Bus Bridge Services along the 72-mile Tri-County SFRTA rail corridor, with train stops at eighteen (18) passenger stations located within Miami-Dade, Broward, and Palm Beach counties.

ProKel’s Commuter/Shuttle Bus Services support the SFRTA services, which operate fifty (50) trains per day. We offer multiple transportation options; we are here to help the eighteen (18) passenger stations and relieve the fifty (50) trains per day. Overall, we assist with transporting 19,500 passengers a week and thirty (30) trains per day on weekends.





## **Why ProKel Mobility**

### **Experienced Management Team**

ProKel's management team consists of leaders in the transportation industry with extensive experience in delivering public transit services. Our executive team is made up of former COOs and many other senior leadership executives from some of the largest transit systems in Florida and across the US.

Supplementing our public transit knowledge is our focus on technological innovations. We leverage our expertise in deploying and managing Intelligent Transportation Systems (ITS).

Intelligent Transportation Systems refers to the application of information systems, telecommunications, sensors and control systems for all modes of transportation.

ITS is a proven systems solution that can:

- Increase the capacity and productivity of service delivery options
- Improve reliability and safety
- Reduce the environmental impact and adverse consequences of incidents

### **Financial Stability**

ProKel has the resources and financial wherewithal to sustain the transition of this project. There are no projects in operation or planned for implementation over the next four (4) years that will impede our ability to transition and/or perform the services under this contract. ProKel is a privately held firm that has neither been bought by nor merged with another firm. The lack of this debt load associated with such transactions has allowed us to control interest costs and keep prices lower for our clients.

### **Local, Minority-Owned Business**

Our company is the only local provider able to meet the City of Pembroke Pines's requirements as outlined within this RFP. We are dedicated to the City of Pembroke Pines; our team consists of individuals who have been born and raised in the community we serve. As a minority-owned business, we can help the City of Pembroke Pines meet MWBE goals.

### **Account Management Team**

ProKel Mobility provides each client with a dedicated account management team. Clients have central points of contact who know their specific needs and communities, enabling us to meet and exceed any requirements that may arise during the contract.

### **Giving Back To Community**

ProKel is a committed and active partner to those serving the community. Our proposed management team and staff are the best in the industry, residents of the area, and community leaders. To our management team, this is more than just a "government contract."

### **Technology Background**

ProKel does not merely manage clients' technology products; we serve as a technology solution provider that will assist and advise agencies in the purchase, development, integration and implementation of existing and emerging new technologies.

ProKel also wishes to introduce cutting-edge technology to this system, at no additional cost, along with an exclusive partnership with The Routing Company ("TRC") that includes a flexible route mechanism. With this technology, citizens can request pick-ups in locations that deviate from the normal route, which will alter the route for the driver, creating a seamless, agile pick-up system.

ProKel Mobility offers the opportunity to partner with TRC to bring their transportation technology and wealth of experience in transportation innovation to our services. TRC comprises mathematicians, computer scientists, academics, transportation policy/grant advisors and rideshare experts. Members of TRC's team led the deployment of UberPool in over forty (40) locations worldwide and designed and implemented UberBus in the developing world. TRC's policy/grant advisors have secured over \$150 million in grant funding for public bodies.

### **Cost**

In addition, ProKel understands the budget constraints of transportation agencies nationwide as they seek to provide much-needed quality transportation services to their respective communities. As more agencies and cities outsource services to private transportation providers to reduce overall costs, there has been a trend of degradation in performance and overall quality of the services. ProKel believes that private companies that seek profits over quality cause this effect.

To combat this trend, we are developing new technology and relationships with innovative technology providers to bring private sector efficiencies to public transit contracts. This is one of the foundational motivators that led ProKel to partner with TRC and bring new cost-saving efficiencies to the City of Pembroke Pines without compromising the quality of service.

In an era where companies are motivated by profits, we at ProKel have proven our ability to put our core values ahead of gaining revenue at the expense of performance to benefit our customers.

### **Successful Delivery of Service**

ProKel has extensive experience transporting passengers and providing high-quality service. This experience and our management philosophy have proven invaluable for our clients, ensuring that implementations and customer experiences are successful. ProKel will bring this diligent commitment and dedication to the City of Pembroke Pines's stakeholders and the communities and customers it serves.

ProKel embodies the same innovative and forward-thinking spirit of excellence that characterizes the City of Pembroke Pines. The City of Pembroke Pines wants the right partner that can be trusted to improve Staffing Levels, Customer Service, and On-Time Performance.

Our transportation planning experts tailored a transportation model that addresses all of the RFP requirements and will be self-sustainable to support the City of Pembroke Pines's redevelopment and future economic goals.

ProKel wants to ensure perfect connectivity and encourage ridership trust with the City of Pembroke Pines residents, work commuters, and future distribution/corporate stakeholders.

For our contracts, ProKel provides, on average, a 95% On-Time Performance. Our call holds time averages 0.56 seconds and 1.69 average complaints per 1,000 trips. Our professional and proven maintenance procedures are the foundation of the operation. We can provide the City of Pembroke Pines with quality vehicle maintenance, resulting in high fleet reliability and superior performance. ProKel fully understands the importance of having safe, clean and reliable transportation in use with minimal maintenance service disruption.

### **Supplemental Value**

Imagine a world where all county and regional transportation services are connected through increased mobility choices. Connecting data, processes, and people makes communities safer, smarter, and more responsive to the needs of residents.

The future of transportation is being shaped by customers and driven by their choices and preferences. More than ever before, customers want to be in control. They want to plan their trips, select their payment methods and get the service they want, when and where they want it. As a result, customer expectations are influencing the way private and public providers plan and design transportation services and systems.

ProKel Mobility is proposing a transportation plan that will provide a consistent, long-term program of providing priorities for and investing in existing transit services using proven technologies and operating strategies. ProKel Mobility believes that the plan will offer the greatest likelihood of achieving sustained increases in transit ridership.

The transportation plan builds on the following three (3) strategic areas:

- **Move passengers faster, and more reliably**
- **Make taking public transit more attractive**
- **Innovate for the Future**

In order to achieve the strategies noted above, ProKel Mobility's transportation plan aims to optimize all transportation resources in the City of Pembroke Pines, particularly those other than traditional fixed route systems.

ProKel Mobility has identified key elements for near-term implementation and several structural options for the long-term delivery of Mobility Management services in the City of Pembroke Pines. We can help the City of Pembroke Pines choose the best option.

The three (3) key elements recommended include:

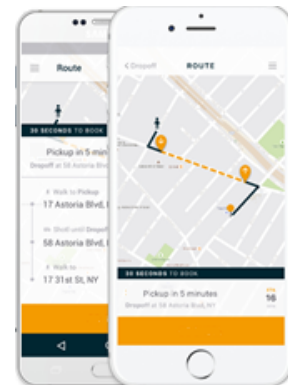
- 1. Mobility on Demand (MOD) systems** have emerged in the last decades as an attempt to satisfy travelers' demands. These systems can provide 'door-to-door' transportation in small vehicles, with the possibility of pre-booking.

ProKel Mobility has the understanding, experience, team and capability to effectively and efficiently design, develop and deploy mobility-on-demand solutions to provide cities, transit agencies and customers with a cost-effective, robust, world-class transportation system.

ProKel Mobility deploys a system that is fully connected, information-rich, and able to address safety, mobility, and environmental impacts, which will deliver greater livability to our communities and our daily lives.

ProKel Mobility has invested in a mobility platform for transport operators, municipalities and corporations matching multiple passengers headed in the same direction with a moving vehicle. All routes are fully dynamic and adjusted in real time based on traffic and demand. The algorithms are made to ensure maximum punctuality on every ride. ProKel Mobility provides effective pooled transportation; all rides are shared with other passengers heading to a similar destination or with common directions.

**Passenger App:** available to customers who can create their profile, cancel a ride if necessary, monitor the arrival of the bus, and follow its journey throughout the route. The Shotl algorithms are made to ensure maximum reliability.



**Driver App:** We install tablets (or smartphones) in vehicles with the route already loaded. With the app, the route will be predetermined. The platform provides drivers with navigational instructions, logging all details such as the pick-up hour and location, the vehicle's routes, delays, etc.

**Real-time dashboard:** Fleet and operation managers have full access to a dashboard to supervise all operations and services in real-time, look at the demand fluctuation, manage vehicle availability, corroborate the status of every trip, add new or remove obsolete virtual stops, and verify all past services and operations.

## 2. Flex or Deviated Fixed Route Services

Flexible/deviated services incorporate typical fixed-route and demand-responsive models. In most cases, flexible services may be more cost-effective and serve a broader range of users more effectively by replacing 40-foot bus service from neighborhood streets and replacing with smaller buses which would feed fixed route service on main arterials.

Advantages include:

- Smaller buses traverse narrower side streets better than larger buses and are generally more acceptable by neighborhoods than larger vehicles
- Main street routes operate at a higher rate of speed and become more cost-efficient
- Circulator routes can be operated in many different fashions such as fixed, flex or dial-a-ride service
- Service can be implemented in new areas with potential ridership – as demand increases, the expanded area would be moved to larger buses

## 3. First/ Last Mile Initiative

ProKel Mobility's on-demand first/last mile system connects people with fixed-route transit services. Customers using smartphone apps within predetermined service areas could request to be picked up on-demand and share rides with other customers to/from the nearest transit station. The services are also available to customers through call centers and would offer wheelchair-accessible vehicles when needed.



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# 1.5 Proposal Requirements

## 1.5 PROPOSAL REQUIREMENTS

The <https://ppines.bonfirehub.com> website allows for vendors to complete, scan and upload their documents as part of the proposer's submittal on the website.

Prospective proposers interested in responding to this solicitation are requested to provide all of the information listed in this section. Submittals that do not respond completely to all of requirements specified herein may be considered non-responsive and eliminated from the process. Brevity and clarity are encouraged.

The Bonfire system utilizes "Questionnaires" to request the following information from prospective proposers.



# 1.5.2 Questionnaires



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# Tab 1 - Experience and Ability

## Tab 1 - Experience and Ability (25 points):

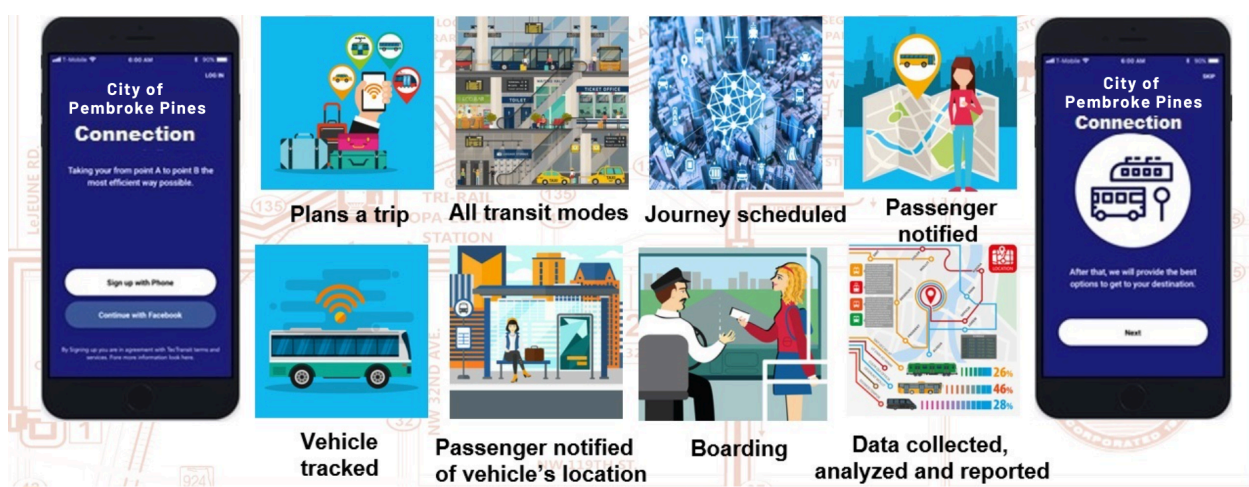
The relative experience and qualification of each applicant’s proposed team, with respect to the project scope, will be judged and a relative rating assigned. This parameter expresses the general and specific project-related capability of the team and indicates the adequate depth and abilities of the organization which it can draw upon as needed. This will include management, technical, and support staff.

### 1. Explain your firm’s interest in working on this project, a positive commitment to perform the required work and a description of the firm.

ProKel Mobility possesses extensive experience in transporting passengers while providing exceptional customer service. This experience, coupled with our management philosophy, **“People, Partnerships, and Processes,”** is key for our public sector clients to deliver and implement services while ensuring high customer satisfaction. ProKel Mobility will bring this diligent commitment and dedication to this community and its stakeholders, especially the communities and passengers it serves.

ProKel’s transportation planning experts tailored the transportation model proposed in this bid to address all of the requirements in the RFP. Our model aims to drive this service toward promoting the City’s goals to improve mobility and connectivity with adjoining cities. ProKel will provide **new state-of-the-art technology** that will increase the City’s transportation (1) **connectivity**, (2) **accessibility**, (3) **equity** and (4) **ability to enhance the customer experience**. We are passionate about executing and providing the City with community shuttle services in two (2) phases following their respective projected timelines.

ProKel is also offering the City of Pembroke Pines the opportunity to create an experience that takes advantage of the latest technology, including creating a custom app, displayed as follows:



In addition, within our Executive Summary is a fully developed plan for the future needs of transit in the City of Pembroke Pines, with a twelve (12) EV fleet of buses and the option of future routes which will have a maximum of 30% increase.

We can offer the City of Pembroke Pines quick-acting operation and maintenance for all shuttle buses. We provide buses with the latest technology and have included innovative solutions to this contract that meet the City's long- and short-term goals. ProKel hopes to improve performance by utilizing the same strategies that have already produced our personal record of 95% on-time performance.

Kelly Gonzalez is the proposed Project Manager for the City of Pembroke Pines and is aware of the City's goals; he is passionate about this work. He will be the direct point of contact during the term of the Agreement. We have provided in our Executive Summary how Kelly is qualified to complete this project successfully.

Along with a stellar five (5) star safety program, ProKel offers an exciting and incentivizing Safety/Customer Service Rewards Program to keep operators engaged and employee morale bursting "Out of the Framework." ProKel sees our internal divisions as multiple communities – communities that, when properly **trained and engaged**, reflect the safe operation and exceptional customer service of the communities they serve.

ProKel understands the City of Pembroke Pines is constantly expanding, and we believe we have the relationships, technology, and buses to support the City of Pembroke Pines as the industry evolves and as the City's growth continues. As an added option, ProKel can provide deviated fixed routes to assist in the optimization of the City's transportation needs.

ProKel is here, in every regard, to support the City of Pembroke Pines and the City's citizens with a transportation structure built to last.

In addition to ProKel's proposed changes, we will have the opportunity to partner with The Routing Company ("TRC") to bring TRC's transportation technology and their wealth of experience in transportation innovation to supplement our services. TRC comprises mathematicians, computer scientists, academics, transportation policy/grant advisors and shared ride experts. Members of TRC's team led the deployment of UberPool in over forty (40) locations worldwide and designed and implemented UberBus routes.

## **2. Describe the size of your firm.**

ProKel Mobility is a mid-sized firm, boasting a strong team of over 200 dedicated employees. Our size allows us to be agile and responsive to client needs while maintaining a breadth of expertise and resources that contribute to our comprehensive service offerings.

### **3. Describe your firm's financial history, strength and stability.**

ProKel Mobility has a history of financial prudence and stability, marked by consistent growth and strategic management.

Our financial strength is reflected in our ability to sustain operations, invest in new technologies, and expand our services while maintaining a robust balance sheet. This stability positions us well for future growth and ensures we can meet the demands of our clients reliably and efficiently. ProKel has the resources and financial wherewithal to sustain the transition of this project. There are no projects in operation or planned for implementation over the next four (4) years that will impede our ability to transition and/or perform the services under this contract. ProKel is a privately held firm that has neither been bought by nor merged with another firm. The lack of this debt load associated with such transactions has allowed us to control interest costs and keep prices lower for our clients.

#### **Financial Resources**

ProKel has the resources and financial wherewithal to sustain the transition of this project. There are no projects in operation or planned for implementation over the next four (4) years that will impede our ability to transition and/or perform the services under this contract. ProKel is a privately held firm that has neither been bought by, nor merged with, another firm. The lack of this debt load associated with such transactions has allowed us to control interest costs and keep prices lower for our clients.

Any additional forms or information can be provided upon request.

#### 4. Describe your firm's range of activities.

A key aspect of our service portfolio is the partnership with the South Florida Regional Transportation Authority (SFRTA). This collaboration highlights ProKel's specialized capabilities in several crucial areas:

- **Commuter Bus Services:** ProKel provides comprehensive commuter bus services to and from the Fort Lauderdale Airport Station, encompassing multiple terminals at the Fort Lauderdale International Airport (FLL). This service demonstrates ProKel's ability to manage and operate large-scale, high-frequency commuter transit services, catering to a significant number of passengers and navigating complex airport logistics.
- **Emergency Bus Bridge Services and Emergency Assistance:** ProKel is equipped to offer emergency bus bridge services. This entails providing crucial transportation services during unforeseen events or disruptions, ensuring continuity and safety in transit operations. ProKel's role in emergency assistance underlines their readiness and resourcefulness in managing transit solutions during critical situations.
- **Scheduled Bus Bridge Services:** ProKel also operates scheduled bus bridge services. These services are designed to complement existing transit networks, providing additional connectivity and flexibility for passengers. This includes bridging gaps in the usual transit routes, whether due to planned service alterations or unexpected disruptions.

These services, as provided to the SFRTA, further reinforce ProKel Mobility's capacity to handle a wide spectrum of transportation needs. From routine commuter transit to critical emergency response, ProKel demonstrates its proficiency and reliability as a transportation service provider, capable of adapting to and efficiently managing a variety of transit scenarios. This adaptability and breadth of service are integral to why SFRTA selected ProKel Mobility, reflecting their trust in ProKel's qualified ability to deliver essential and specialized transportation services.

## **5. Describe the specialized experience and technical competence of the firm with respect to working on:**

### **a. School Transportation Services**

ProKel Mobility's experience in school transportation services is evident through our diverse project portfolio, reflecting our technical competence and specialized approach in this domain. Our expertise is highlighted in projects such as the Miami Dolphins Bus Shuttle and Formula 1 Crypto.com Miami Grand Prix, where we successfully managed complex transportation logistics, a skill directly transferable to the transportation services requested by the City. These projects demanded meticulous route planning, rigorous scheduling, and heightened safety measures, all of which are crucial in school transportation.

ProKel's partnership with entities like Palm Tran Connection and Jacksonville Transportation Authority further showcases our ability to collaborate effectively with various stakeholders, ensuring reliable and safe transportation for all user groups, including school children.

### **b. Community Bus Services**

Regarding community bus services, ProKel's involvement with the City of North Miami Beach and the South Florida Regional Transportation Authority (SFRTA) stands out. In North Miami Beach, ProKel operates full turnkey management, closely working with city staff to enhance mobility for residents, a service model highly relevant to community bus operations. Our contract with SFRTA for the Public Transportation Bus Shuttle for Fort Lauderdale-Hollywood Airport and emergency services demonstrates our capacity to handle large-scale, community-focused transit operations efficiently. These experiences underline our ability to adapt to community-specific needs, ensuring accessibility, timeliness, and comfort for all community members.

### **c. Senior Transportation Services**

ProKel's proficiency in senior transportation services is illustrated through our collaborative projects with Palm Tran Connection and the Jacksonville Transportation Authority. These partnerships involve operating comprehensive transportation services tailored to the needs of diverse populations, including seniors. Our approach emphasizes accessibility, safety, and comfort, ensuring that senior citizens can travel with ease and dignity. The adaptability and responsiveness demonstrated in these projects, alongside our commitment to understanding and meeting the unique requirements of senior passengers, make ProKel a competent and empathetic provider of senior transportation services.

**6. How has your firm demonstrated adaptability to diverse service models, especially considering the unique requirements of educational transportation, senior shuttles, and community services?**

ProKel Mobility has worked with a number of clients in Florida as well as around the country. Each of these clients had their own unique needs and challenges. ProKel Mobility worked closely with each of these entities to ensure that each project was met with satisfaction and success. Below, we have provided a list of these clients:

- Central Florida Regional Transportation Authority (LYNX)
- Central Ohio Transit Authority
- City of North Miami Beach
- Formula 1: Miami Grand Prix
- Grand Rapid Transit Services: The Rapid
- Jacksonville Transportation Authority
- Lehigh and Northampton Transportation Authority
- Nassau Inter-County Express
- Palm Tran Connection
- South Florida Regional Transportation Authority
- Valley Metro Regional Public Transportation Authority

**7. Do you have a minimum of five (5) years of experience with similar School and Shuttle Bus Transportation Services? Please provide proof of such experience.**

**1. Company Name:** City of North Miami Beach

**Address:** 17050 NE 19th Avenue North Miami Beach FL, 33162

**Contact Person:** Ms. Marjorie Edwards **Title:** Line Scheduler

**Telephone No: (305-450-8094) Email:** marjorie.edwards@citynmb.com

**Detailed Scope of Work:** ProKel operates the full turnkey day-to-day management. A true transportation partner to the City of North Miami Beach, ProKel works closely with City staff to enhance mobility options for residents within the community. ProKel's services are also used for City special events throughout the year.

**Project Dates (Month & Year):** 2021 - Present

**2. Company Name:** South Florida Regional Transportation Authority (SFRTA)

**Address:** 801 NW 33rd St, FL 33064

**Contact Person:** Mr. Luis Bello **Title:** Site Assessment Field Supervisor

**Telephone No: (305-607-8385 5875 ) Email:** kenners@sfrta.fl.gov

**Detailed Scope of Work:** Public Transportation Bus Shuttle for Fort Lauderdale-Hollywood Airport; Emergency Bus Bridge covering 75-mile corridor from Miami to West Palm Beach; Hurricane Emergency Bus Shuttle Transportation; \$4,668,783

**Project Dates (Month & Year):** 2023- Present

**3. Company Name:** Miami Dolphins Bus Shuttle

**Address:** 347 Don Shula Dr Suite 102, Miami Gardens, FL 33056

**Contact Person:** Mr. Merrell Higer **Title:** Senior Director

**Telephone No: (305-943-6690) Email:** MHiger@dolphins.com

**Detailed Scope of Work:** Shuttle Bus and ADA Transportation for Miami Dolphins, Miami Hurricanes, and Hard Rock Stadium events.

**Project Dates (Month & Year):** 2023- Present

**4. Company Name:** COTA Mainstream

**Address:** 1330 Fields Ave Columbus OH, 43201

**Contact Person:** Ms. Amy Hockman **Title:** Director of Mobility Services

**Telephone No: (614-275-5821) Email:** hockmanan@cota.com

**Detailed Scope of Work:** ProKel, in partnership with Transdev, operates transportation services for the Central Ohio Transit Authority (COTA) Mainstream.

**Project Dates (Month & Year):** 2022- Present

**5. Company Name:** Formula 1 Crypto.com Miami Grand Prix

**Address:** Hard Rock Stadium, 347 Don Shula Drive, Miami Gardens, Florida 33056

**Contact Person:** Mr. Merrell Higer **Title:** Senior Director

**Telephone No: (305-943-6690) Email:** MHiger@dolphins.com

**Detailed Scope of Work:** Provide Shuttle Bus and ADA Transportation Services

**Project Dates (Month & Year):** 2023- Ongoing

**6. Company Name:** Palm Tran Connection

**Address:** 50 S. Military Trail, Suite 101 West Palm Beach, FL 33415

**Contact Person:** Ms. Lina Aragon **Title:** Operations Manager

**Telephone No.:(561-812-5351) Email:** Laragon@pbcgov.org

**Detailed Scope of Work:** ProKel, in partnership with MV, operates transportation services for Palm Beach County's Palm Tran Connection Transportation Services.

**Project Dates (Month & Year):** 2023-Present

**7. Company Name:** Jacksonville Transportation Authority

**Address:** 1111 West Forsyth Street Jacksonville, Florida 32204

**Contact Person:** Mr. Christopher Macklin **Title:** Assistant Connexion Manager

**Telephone No.:(904-632-5275) Email:** CLMacklin@jtafla.com

**Detailed Scope of Work:** ProKel, in partnership with MV, operates transportation services for North Florida/Duval County's transportation services.

**Project Dates (Month & Year):** 2023-Present

**8. Company Name:** Lynx Orlando - Transdev

**Address:** Response 4959 L B Mcleod Rd Orlando, Florida 32811

**Contact Person:** Joey Hogan **Title:** General Manager

**Telephone No.:(510-557-4581) Email:** joey.hogan@transdev.com

**Detailed Scope of Work:** ProKel, in partnership with Transdev, operates transportation services for the Central Florida Regional Transportation Authority's Access Lynx Transportation Service.

**Project Dates (Month & Year):** 2023- Present



**8. The firm or person's must provide information on their proximity to and familiarity with the area in which the project is located.**

ProKel Mobility has provided information on their proximity to and familiarity with the area in which the project is located. ProKel Mobility, located at 1200 North Federal Highway, Suite 200, Boca Raton, FL 33432, is strategically positioned to efficiently serve the City of Pembroke Pines. Our proximity to Pembroke Pines, coupled with our extensive experience operating within Florida's unique terrain, enables us to deliver services that are both highly responsive and acutely aware of local nuances.

**9. Explain the availability and access to the firm's top level management personnel.**

In terms of availability and access to our top-level management personnel, ProKel Mobility ensures direct and open lines of communication for our clients. The City will have direct access to the project manager and our CEO, Kelly Gonzalez Jr. This includes their direct phone numbers and email addresses, enabling the City to reach out at any time for any queries or concerns. We understand the importance of clear and timely communication, especially in managing complex projects. Therefore, we make it a priority that our clients can easily contact our key decision-makers without navigating through layers of bureaucracy. This approach ensures that any critical decisions or adjustments can be addressed swiftly and effectively, aligning with our commitment to responsive and client-focused service.

**10. Please describe the past record of performance of the firm or person with respect to accessibility to clients, ability to meet schedules, communication and coordination skills.**

ProKel Mobility prides itself on an exemplary past record of performance, particularly in terms of accessibility to clients, meeting schedules, and communication and coordination skills.

- **Accessibility to Clients:** We have consistently maintained open and direct lines of communication with all our clients. Our approach ensures that clients can easily reach us without any bureaucratic delays. This level of accessibility has been a cornerstone of our client relations, and we have never encountered issues in this regard.
- **Ability to Meet Schedules:** Meeting schedules is a critical aspect of our service delivery, and we have a proven track record of adhering to the timelines set for our projects. Our efficient planning and execution strategies, along with our ability to quickly adapt to changing circumstances, have enabled us to consistently meet or even exceed the scheduled timelines for our projects. We have never had issues with delays or schedule mismanagement, which is a testament to our meticulous planning and resource allocation.
- **Communication and Coordination Skills:** Effective communication and coordination are key to the success of any project, and ProKel Mobility excels in these areas. Our team is trained to maintain clear, concise, and continuous communication with all stakeholders involved. We coordinate seamlessly among our internal teams and with external partners,

ensuring that all project aspects are synchronized and any potential issues are preemptively addressed.

Our past performance record reflects our unwavering commitment to client accessibility, punctuality in meeting schedules, and exceptional communication and coordination. These elements have been integral to our success and have allowed us to build strong, lasting relationships with our clients.

**11. List ongoing contracts/projects with their current status and projected termination dates.**

The following table highlights ProKels ongoing projects, their current status and projected termination dates:

Ongoing Projects	Year Started	Current Status	Projected Termination Dates
<b>City of North Miami Beach Partnership (2021 - Present)</b>	<b>2021</b>	Active	Ongoing
<b>South Florida Regional Transportation Authority (SFRTA) Project (2023-Present)</b>	<b>2023</b>	Active	Ongoing
<b>Miami Dolphins Bus Shuttle Service (2023-Present)</b>	<b>2023</b>	Active	Ongoing
<b>COTA Mainstream Collaboration (2022-Present)</b>	<b>2022</b>	Active	Ongoing
<b>Formula 1 Crypto.com Miami Grand Prix (2023-Ongoing)</b>	<b>2023</b>	Active	Ongoing
<b>Palm Tran Connection Project (2023-Present)</b>	<b>2023</b>	Active	Ongoing

<b>Jacksonville Transportation Authority Partnership (2023-Present)</b>	<b>2023</b>	Active	Ongoing
<b>Lynx Orlando - Transdev Collaboration (2023-Present)</b>	<b>2023</b>	Active	Ongoing

**12. How does your company plan to cover expenses while waiting for reimbursement from the City for approved expenses?**

At ProKel Mobility, we have a robust financial management strategy in place to cover expenses during periods awaiting reimbursement from the City for approved expenses. Our approach involves the following key elements:

- **Working Capital Reserves:** We maintain a healthy level of working capital reserves to manage cash flow effectively. These reserves are specifically allocated to cover operational costs, including periods where there might be a delay in reimbursement.
- **Credit Facilities:** We have established credit facilities with financial institutions that provide us with the flexibility to access additional funds when needed. This ensures uninterrupted operations and the ability to meet our financial obligations on time.
- **Efficient Expense Management:** We practice stringent expense management to ensure that our expenditures are within budget and aligned with project timelines. This includes regular monitoring and review of expenses to optimize cash flow.
- **Proactive Billing and Follow-up:** Our financial team ensures timely billing for services rendered and follows up diligently on receivables. This proactive approach aids in minimizing the delay between service delivery and reimbursement.
- **Contingency Planning:** We also have contingency plans in place for unforeseen delays in payments. This includes adjusting our operational strategies to maintain financial stability.

We understand the importance of maintaining steady operations while managing the financial dynamics of project-based work. Our strategies are designed to ensure that our services remain unaffected by reimbursement timelines.

**13. Provide a summary of your financial stability and capacity to manage the cash flow associated with the operation of transportation service.**

ProKel Mobility's financial stability and capacity to manage the cash flow associated with operating transportation services are grounded in our comprehensive and strategic financial approach. Our company boasts a strong financial position, underscored by consistent revenue streams, sound profit margins, and a robust balance sheet. This foundation is bolstered by our adept cash flow

management, which involves accurate forecasting, diligent monitoring, and timely adjustments to ensure liquidity and operational continuity.

Our revenue model is characterized by diversification, reducing dependency on any single income source and providing stability against market fluctuations. This diversification is a key factor in maintaining a steady cash flow, essential for the smooth operation of our transportation services.

At the heart of our financial health is responsible planning. We maintain reserves for contingencies while judiciously investing in growth, ensuring our long-term financial well-being. Our experienced financial team plays a pivotal role in overseeing all financial operations, including budgeting, managing expenses, and making informed investment decisions. Their expertise is a cornerstone of our ability to sustain financial stability and manage cash flow effectively.

Our strategic partnerships and alliances have been instrumental in enhancing our financial capacity. These collaborations often lead to cost efficiencies and improved cash flow management, contributing significantly to our financial resilience. Adhering to stringent compliance standards and implementing a robust risk management framework minimize financial risks and are integral to our financial stability. Our approach to financial management is not just about maintaining stability but also about fostering an environment conducive to growth and expansion in our transportation services.

#### **14. What is your reputation compared to your peers in the market?**

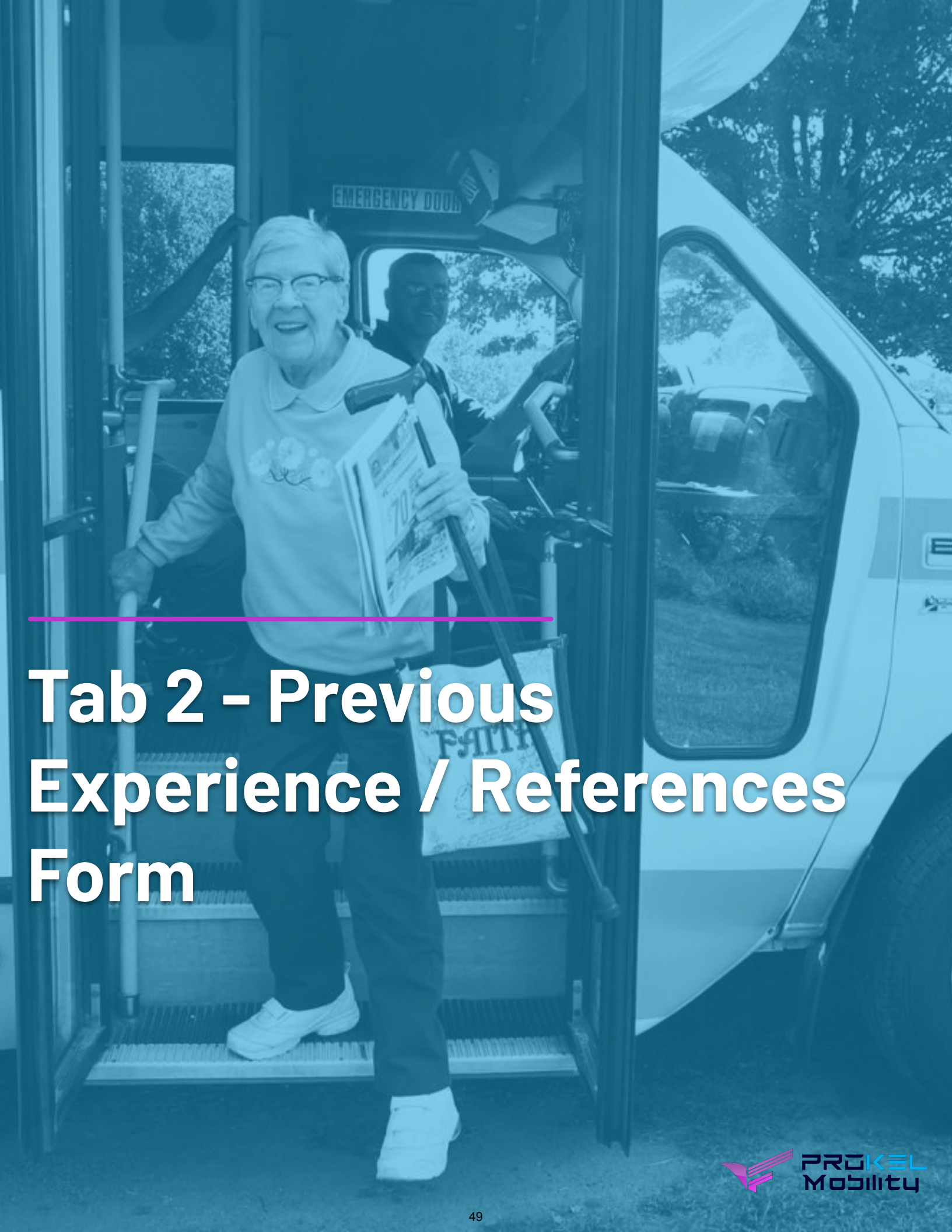
ProKel Mobility's reputation in the market is marked by a strong emphasis on innovation, reliability, and customer-centric services, setting us apart from our peers. We have carved out a niche for ourselves by consistently integrating cutting-edge technologies in our transportation solutions, making us synonymous with innovation in the industry. Our reliability in service delivery, backed by an unwavering commitment to safety and punctuality, has further cemented our standing. This combination of innovative solutions and reliable service has given us a competitive edge in the market, distinguishing us from our peers.

#### **15. What is your reputation like among customers and how have you developed it?**

Our reputation among customers is built on a foundation of trust, quality, and responsiveness. We have developed this by placing customer needs and satisfaction at the forefront of our operations. Regular feedback channels and a customer-first approach have been instrumental in understanding and meeting their specific requirements. This focus on customer satisfaction has led to positive word-of-mouth, enhancing our reputation. We also attribute our strong customer reputation to our consistent performance, where delivering on promises and maintaining high service standards are our top priorities. Our ability to adapt to customer needs and provide tailored solutions has fostered long-term relationships, further solidifying our positive reputation among our clientele.

**16. How does your service differ from similar competitors? How do you win and retain business?**

ProKel Mobility differentiates itself from competitors through a unique blend of personalized service, technological innovation, and a commitment to sustainability. Our approach involves understanding the specific needs of each client and customizing our services to meet those needs, rather than offering a one-size-fits-all solution. This personalized approach, combined with our investment in the latest technology, allows us to offer more efficient, reliable, and user-friendly services. Additionally, our commitment to sustainable practices appeals to the growing market segment that values environmental responsibility. Winning and retaining business for us is rooted in this commitment to delivering superior, customized service while staying ahead in technology and sustainability. Our focus on building strong relationships with clients, understanding their evolving needs, and continuously improving our services has been key in maintaining long-term business partnerships.



# Tab 2 - Previous Experience / References Form

## Tab 2 - Previous Experience / References Form (12.5 points):

**Provide specific examples of similar contracts for Transportation Services for School systems, Shuttle Bus for Seniors, and Community Service Bus transportation. Provide details on related projects (preferably where the team was the same). References should be from the last five years and should be capable of explaining and confirming your firm's capacity to successfully complete the scope of work outlined herein. As part of the proposal evaluation process, the City may conduct an investigation of references, including a record check or consumer affairs complaints. Proposers' submission of a proposal constitutes acknowledgment of the process and consent to investigate. The City is the sole judge in determining Proposers qualifications.**

ProKel Mobility has a rich portfolio of similar contracts, particularly in the realms of school system transportation, senior shuttle bus services, and community service bus transportation. We have managed several projects that align closely with these criteria over the past five (5) years. For each of these projects, we can provide detailed information, including the scope of work, project timelines, and outcomes. Our team, which has remained consistent across these projects, has demonstrated a strong capacity to successfully execute complex transportation services. These references are capable of affirmatively detailing our firm's ability to fulfill the outlined scope of work.

**In regards to the References Form portion, you will have the ability to enter information for 5 different references including the Reference Contact Information and the specific Project Information.**

In line with the proposal requirements, we will provide information for five (5) different references, covering the Reference Contact Information and specific Project Information. These references will be carefully selected to showcase our firm's expertise and successful track record in the transportation sector. They will include diverse projects that exemplify our capabilities in managing various transportation services, particularly those relevant to the City's requirements.

**In addition, do not provide City of Pembroke Pines projects as any of your references and do not utilize any current City of Pembroke Pines employees as reference contacts.**

In compliance with the stipulations, we will ensure that none of our provided references pertain to projects undertaken for the City of Pembroke Pines, nor will we utilize any current City of Pembroke Pines employees as reference contacts. Our selection of references will strictly adhere to these guidelines to maintain the integrity and appropriateness of our proposal submission.

**1. Previous Experience:**

**a. How many clients have you provided Services for?**

ProKel has provided transportation services for clients nationwide in states such as Wisconsin, Michigan, Ohio, Arizona, Pennsylvania, New York, North Carolina, Georgia, and Florida at multiple operating locations. In the Sunshine State alone, ProKel has operated in Duval County, Orange County, Palm Beach County, Broward County, and Miami-Dade County.

**b. What similar or related projects have you worked on within the past five years?**



ProKel Mobility has worked on a number of related or similar projects within the past five (5) years, but would like to highlight the **City of North Miami Beach Trolley Shuttle Bus Service** project.

ProKel Mobility operates five (5) public transportation routes with five (5) trolley shuttle buses in the City of North Miami Beach. ProKel is responsible for all aspects of the fixed-route shuttle bus operations and maintenance, including customer service and dispatch supervision. ProKel's **high-quality service** has helped the City **increase ridership** by more than 100%, from **4,000 riders a month** to nearly **10,000 riders a month**. ProKel upgraded all of the operations and maintenance software to cloud-based dashboards. Our innovations improved the quality of services delivered to the community and increased transparency between the City of North Miami Beach and ProKel by providing the City with real-time insight into the operations.

Additionally, ProKel's **preventive maintenance is 100%**, and the City's **on-time performance is above 95%** with **zero (0) preventable accidents** YTD. Even with all these operational accomplishments, ProKel is taking the City's transit system to the next level by incorporating Flex Route On-Demand technology to ensure residents have the best reliable access to transportation and connectivity.



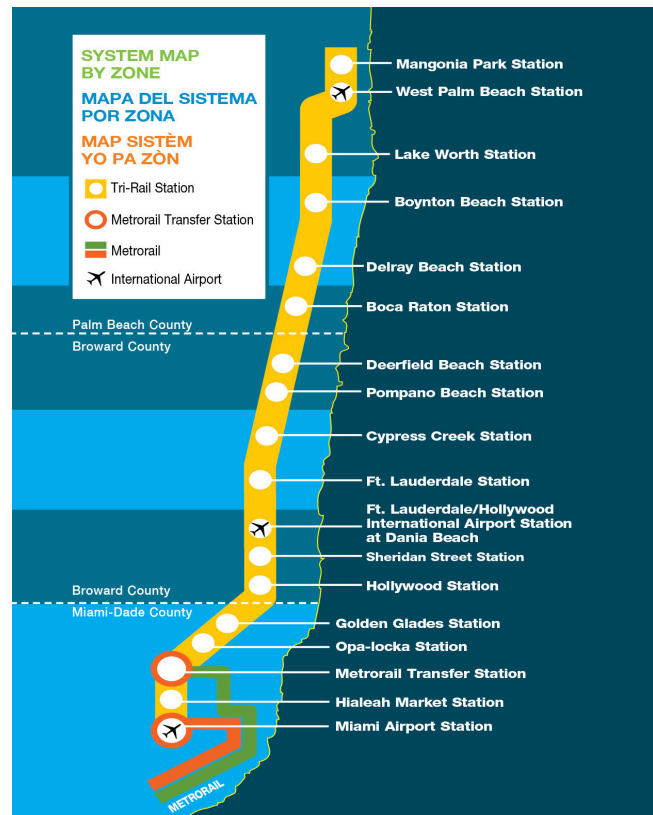
*Pictured: Miami Dade County Mayor Daniella Levine Cava with North Miami Beach City Staff and ProKel's Safety Supervisor Cierra Sutton.*



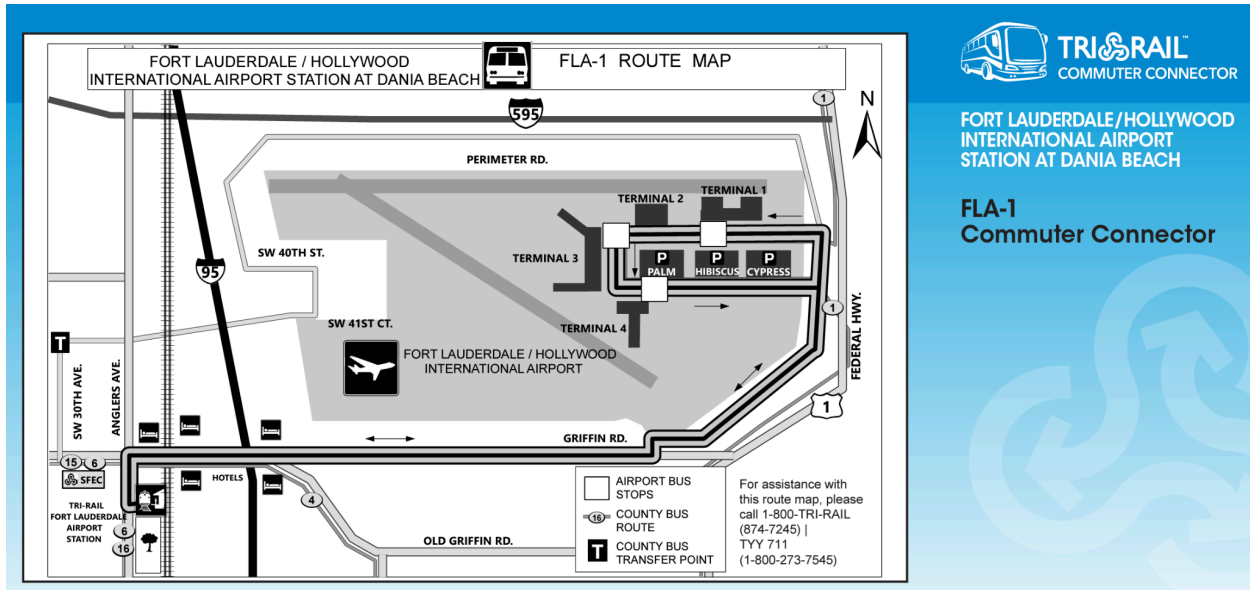
ProKel has recently been selected by The South Florida Regional Transportation Authority (SFRTA) as the Prime Contractor. As of June 1, 2023, ProKel will be providing full-turnkey Commuter Fixed Route Bus Services (“Fort Lauderdale Airport Service”; “Fort Lauderdale Airport Feeder Service”) to and from the Fort Lauderdale-Hollywood International Airport and terminals. We implement our management and operation plan and schedule bus transportation for the 72-mile rail corridor (from the Miami Dade to the West Palm Beach train station). Including transportation services with on-demand technology ensures residents have the best reliable access to transportation.



ProKel provides Emergency Bus Bridge Services and Emergency Assistance; we also offer three (3) Scheduled Bus Bridge Services along the 72-mile Tri-County SFRTA rail corridor, with train stops at eighteen (18) passenger stations located within Miami-Dade, Broward, and Palm Beach counties.



ProKel’s Commuter/Shuttle Bus Services support the SFRTA services, which operate 50 trains per day. We offer multiple transportation options; we are here to help the eighteen (18) passenger stations and relieve the fifty (50) trains per day. Overall, we assist with transporting 19,500 passengers a week and 30 trains per day on weekends.



The SFRTA selected us because of our qualified ability to provide the following services:

- Commuter Bus
- Services to and from the Ft. Lauderdale Airport Station at Multiple Terminals at the Fort Lauderdale International Airport ("FLL")
- Emergency Bus Bridge Services and Emergency Assistance
- Scheduled Bus Bridge Services

These include Terminal 1, Terminals 2 and 3 (which are combined), and Terminal 4. There is one (1) additional stop at FLL at a location to be determined by SFRTA at a later date (also referred to as the "Fort Lauderdale Airport Service" or "Fort Lauderdale Airport Feeder Service"). The SFRTA operates the Tri-Rail Service on the SFRC, an approximately 72-mile rail corridor, with train stops at eighteen (18) passenger stations located within Miami-Dade, Broward, and Palm Beach counties. The new Miami Central Station is anticipated to open sometime in the year. The opening of this new station will increase the total number of passenger stations to nineteen (19).

The following table lists ProKel's other active projects:

Project	Description
<b>City of North Miami Beach Partnership (2021 - Present)</b>	ProKel's engagement with the City of North Miami Beach entails full turnkey day-to-day management of transportation services. A critical challenge here was integrating their services seamlessly with the existing city infrastructure, requiring meticulous coordination with city staff.
<b>South Florida Regional Transportation Authority (SFRTA) Project (2023-Present)</b>	This project involved operating a Public Transportation Bus Shuttle for Fort Lauderdale-Hollywood Airport and an Emergency Bus Bridge covering a 75-mile corridor from Miami to West Palm Beach. The major struggle in this undertaking was managing the logistics of a vast transportation network, especially during emergency situations like hurricanes.
<b>Miami Dolphins Bus Shuttle Service (2023-Present)</b>	ProKel's responsibility for shuttle bus and ADA transportation for Miami Dolphins and other events at the Hard Rock Stadium brought its own set of difficulties. Coordinating large-scale event transportation, often with high passenger volume and tight schedules, required exceptional planning and flexibility, particularly in managing crowd control and ensuring timely service.
<b>COTA Mainstream Collaboration (2022-Present)</b>	Partnering with Transdev to operate transportation services for the Central Ohio Transit Authority's Mainstream program, ProKel faced the intricate task of integrating their services into an existing public transit system. Adapting to the unique transit patterns and requirements of the Columbus area while maintaining high service standards was a significant challenge.
<b>Formula 1 Crypto.com Miami Grand Prix (2023-Ongoing)</b>	Providing shuttle bus and ADA transportation services for this high-profile event required ProKel to handle immense logistical challenges, including managing large crowds, ensuring timely transport, and coordinating with multiple stakeholders involved in the event.

<b>Palm Tran Connection Project (2023-Present)</b>	In partnership with MV, ProKel operates transportation services for Palm Beach County’s Palm Tran Connection. The key struggle here was adapting to the specific needs of a county-level transit system, requiring a tailored approach to route planning and service delivery.
<b>Jacksonville Transportation Authority Partnership (2023-Present)</b>	Operating transportation services for North Florida/Duval County, in collaboration with MV, presented challenges in scaling operations to meet the needs of a large geographical area with diverse transportation demands.
<b>Lynx Orlando - Transdev Collaboration (2023-Present)</b>	ProKel’s role in operating services for the Central Florida Regional Transportation Authority’s Access Lynx presented challenges similar to those faced in Columbus, with the added complexity of serving a major tourist destination.
<b>Nassau County (2021 - Present)</b>	Paratransit contract
<b>Phoenix, Arizona (2021 - Present)</b>	Paratransit contract

**c. What challenges did you face and how did you overcome them?**

ProKel, a transportation management company, has undertaken several significant projects across various regions in the United States, facing a multitude of challenges along the way. These projects, active from 2021 to the present, highlight the diverse scope and the complex issues encountered in the transportation sector.

**1. City of North Miami Beach Partnership (2021 - Present):**

ProKel's engagement with the City of North Miami Beach entails full turnkey day-to-day management of transportation services. A critical challenge here was integrating their services seamlessly with the existing city infrastructure, requiring meticulous coordination with city staff. The need to enhance mobility options for residents demanded innovative solutions, particularly in addressing the varying transportation needs of a diverse urban population.



## 2. South Florida Regional Transportation Authority (SFRTA) Project (2023-Present):

This project involved operating a Public Transportation Bus Shuttle for Fort Lauderdale-Hollywood Airport and an Emergency Bus Bridge covering a 75-mile corridor from Miami to West Palm Beach. The major struggle in this undertaking was managing the logistics of a vast transportation network, especially during emergency situations like hurricanes. Ensuring uninterrupted service and safety in such high-pressure scenarios posed significant operational challenges.



## 3. Miami Dolphins Bus Shuttle Service (2023-Present):

ProKel's responsibility for shuttle bus and ADA transportation for Miami Dolphins and other events at the Hard Rock Stadium brought its own set of difficulties. Coordinating large-scale event transportation, often with high passenger volume and tight schedules, required exceptional planning and flexibility, particularly in managing crowd control and ensuring timely service.



## 4. COTA Mainstream Collaboration (2022-Present):

Partnering with Transdev to operate transportation services for the Central Ohio Transit Authority's Mainstream program, ProKel faced the intricate task of integrating their services into an existing public transit system. Adapting to the unique transit patterns and requirements of the Columbus area while maintaining high service standards was a significant challenge.



## 5. Formula 1 Crypto.com Miami Grand Prix (2023-Ongoing):

Providing shuttle bus and ADA transportation services for this high-profile event required ProKel to handle immense logistical challenges, including managing large crowds, ensuring timely transport, and coordinating with multiple stakeholders involved in the event.



## 6. Palm Tran Connection Project (2023-Present):

In partnership with MV, ProKel operates transportation services for Palm Beach County's Palm Tran Connection. The key struggle here was adapting to the specific needs of a county-level transit system, requiring a tailored approach to route planning and service delivery.



## 7. Jacksonville Transportation Authority Partnership (2023-Present):

Operating transportation services for North Florida/Duval County, in collaboration with MV, presented challenges in scaling operations to meet the needs of a large geographical area with diverse transportation demands.



**JACKSONVILLE  
TRANSPORTATION  
AUTHORITY**

## 8. Lynx Orlando - Transdev Collaboration (2023-Present):

ProKel's role in operating services for the Central Florida Regional Transportation Authority's Access Lynx presented challenges similar to those faced in Columbus, with the added complexity of serving a major tourist destination.



Throughout these projects, ProKel has had to navigate the complexities of varying geographic and demographic demands, emergency situations, large-scale event logistics, and integration with existing transportation systems, all while maintaining high standards of safety and efficiency.

### d. How many of your clients are repeat clients?

Because the company was formed in 2015, all of the contracts we have obtained are still in progress. ProKel places a strong emphasis on building long-term relationships with our clients, which has resulted in a significant portion of our business coming from repeat clients.

### e. How long have you maintained relationships with your clients, and can you share insights into the nature of the collaboration over time?

Because the company was formed in 2015, all of the contracts we have obtained are still in progress. ProKel prides itself on building and maintaining long-lasting relationships with our clients. The duration of these relationships varies, with many spanning several years, which speaks to our commitment to ongoing excellence and client satisfaction.

Over time, our collaborations have evolved from mere service agreements to deep, mutually beneficial partnerships. We have worked closely with clients to not only understand and meet their immediate transportation needs but also to anticipate and adapt to future challenges and opportunities. This approach has allowed us to continuously refine our services, incorporating feedback and learning from each unique context.

### How long have you maintained relationships with your clients

Since our incorporation in 2015, ProKel has been successful in maintaining positive relationships with our clients. This eight-year journey has been marked by persistent dedication to client

satisfaction and service excellence. The longevity of these relationships is a testament to our ability to meet and exceed client expectations consistently.

**Insights into the nature of the collaboration over time**

Over the years, our collaborations have evolved significantly. Starting from initial service agreements, we have progressed to forming strategic partnerships with our clients. This evolution has been characterized by a deepening understanding of our clients' unique needs and challenges, enabling us to offer more tailored and effective solutions. Our ongoing engagement has fostered an environment of trust and open communication, allowing us to adapt and respond quickly to changing requirements. We have also seen a shift towards more collaborative problem-solving approaches, where client feedback directly shapes service improvements and innovations. This dynamic and responsive nature of our collaboration has been key to maintaining strong, long-lasting relationships with our clients.

**f. How much of your revenue is derived from managing projects similar to ours?**

The majority of our revenue comes from services similar to those sought by the City.

As a premier transportation service provider, we are very familiar with providing various transportation services from community bus systems to on-demand transportation.

**g. Can you share instances where issues or challenges arose during previous projects, and how your firm addressed and resolved these issues to ensure a successful outcome?**

ProKel's extensive experience in managing various transportation projects has involved encountering and overcoming numerous challenges. These instances highlight our firm's adaptability, problem-solving skills, and commitment to ensuring successful outcomes.

**1. Integrating Services with City Infrastructure (City of North Miami Beach):**

One of the significant challenges we faced was integrating our services with the existing city infrastructure in North Miami Beach. To address this, we established a close collaboration with city staff, which allowed us to tailor our services to the specific mobility needs of the community. Regular communication and feedback mechanisms ensured that our services were continuously aligned with the city's evolving requirements.



**2. Managing Emergency Situations (South Florida Regional Transportation Authority):**

During our project with the SFRTA, we had to manage transportation logistics in emergency situations, such as hurricanes. Our approach involved meticulous contingency planning and the establishment of an efficient communication network. This ensured we could maintain



uninterrupted and safe transportation services even during high-pressure emergency scenarios.

### 3. Handling High Passenger Volume at Events (Miami Dolphins Bus Shuttle Service):

Managing transportation for large-scale events at the Hard Rock Stadium was challenging due to high passenger volumes and tight schedules. We overcame this by implementing advanced scheduling systems and increasing fleet availability during peak times. Our focus on crowd control measures and flexible route planning also helped manage the flow of passengers efficiently.



### 4. Integrating with Public Transit Systems (COTA Mainstream and Lynx Orlando):

In Columbus and Orlando, the challenge was integrating our services into existing public transit systems. We achieved this by conducting extensive research on local transit patterns and engaging with community stakeholders. Customizing our services to meet local needs while ensuring consistency with broader transit operations was key to our success.



### 6. Adapting to County-Level Transit Needs (Palm Tran Connection):

Operating for Palm Beach County's Palm Tran Connection required us to adapt to specific county-level transit needs. We resolved this by developing customized route plans and service schedules that were aligned with the unique demographics and geography of the area.



### 7. Scaling Operations for a Large Geographical Area (Jacksonville Transportation Authority):

The challenge with the Jacksonville Transportation Authority project was scaling our operations to meet the demands of a large geographical area. We tackled this by leveraging technology for route optimization and scaling up our workforce and fleet as needed to ensure comprehensive coverage.



**JACKSONVILLE  
TRANSPORTATION  
AUTHORITY**

In each of these instances, our approach has been to identify the unique challenges of the project, engage in proactive problem-solving, and leverage our expertise in transportation management to ensure a successful outcome. Our ability to adapt and respond effectively to diverse challenges has been a cornerstone of our success in these projects.

**h. Highlight key success stories and achievements from your firm’s experience in managing transportation services, showcasing positive outcomes and satisfied clients.**

ProKel Mobility maintains extensive experience working with government agencies in providing transportation services. Within the last five (5) years, we have worked with the following agencies, which are still active clients:

**City of North Miami Beach Trolley Shuttle Bus Service (Fixed Route)**



ProKel operates the full turnkey day-to-day management, operations and maintenance for five (5) shuttle trolley public transportation routes within the City of North Miami Beach. Due to exceptional service and an enhanced operations program, ridership has increased by more than 100% since the start of the contract in April 2021. Additionally, vehicle preventive maintenance inspections are 100% compliant.

A true transportation partner to the City of North Miami Beach, ProKel works closely with city staff to enhance mobility options for residents within the community. ProKel’s services are also used for special events throughout the year.

City of North Miami Beach Trolley Shuttle Project Information	
<b>Ridership Improvements</b>	Ridership has increased by 110%
<b>On-Time Performance</b>	Exceptional on-time performance
<b>Safety Record</b>	Zero (0) preventable accidents since the start of the contract
<b>Total Contract Value</b>	\$5 million, value over five (5) years

**COTA Mainstream (Columbus, Ohio)**



ProKel, in partnership with Transdev, operates transportation services for the Central Ohio Transit Authority (COTA) Mainstream. COTA’s mission is to “provide solutions that connect people to prosperity through innovation, dedication and teamwork.” ProKel shares the same vision.

Central Ohio Transportation Authority (COTA)	
<b>Customer Service</b>	Customer service is at the core of ProKel’s training program and is based on our white-glove, service-centric culture. ProKel’s proven top customer service ratings are a key reason that government contracting municipalities outside

	of Florida are requesting ProKel’s transportation services in their regions.
<b>On-Time Performance</b>	ProKel maintains a high 96.97% on-time performance due to a superior driver training program and high expectations set by the company from the first day of training for all employees.
<b>Safety Record</b>	Safety is the number one focus of the operation. ProKel established a “Safety First” culture to ensure the maintenance of a great safety record in Ohio, just as ProKel does for all of our divisions in Florida.

**i. How would your clients assess your firm’s transparency in financial matters, such as billing processes, adherence to budgets, and overall fiscal responsibility?**

Our clients would attest to ProKel’s steadfast commitment to transparency in all financial matters, including billing processes, adherence to budgets, and overall fiscal responsibility. This commitment is a cornerstone of our business ethos and is reflected in the strong, trust-based relationships we have built with our clients over the years.

- **Clarity in Billing Processes:** Clients consistently commend the clarity and precision of our billing processes. We ensure that all charges are itemized and explained in detail, providing our clients with a comprehensive understanding of the services rendered. This transparency eliminates any ambiguity and builds a foundation of trust.
- **Strict Adherence to Budgets:** We are known for our adherence to agreed-upon budgets. Our project management teams work diligently to maintain financial discipline, ensuring that all projects are delivered within the allocated budget. Regular financial reporting to our clients keeps them informed and engaged in the budgetary process, allowing for proactive adjustments when necessary.
- **Demonstrated Fiscal Responsibility:** Our approach to fiscal responsibility is not just about adhering to budgets; it’s about optimizing the use of resources to deliver value. We consistently seek ways to improve efficiency and reduce costs without compromising on service quality. This fiscal prudence has been recognized and appreciated by our clients, who see us as partners in achieving their financial objectives.
- **Proactive Communication and Reporting:** We maintain an open line of communication regarding financial matters. Regular updates, financial reports, and meetings ensure that our clients are always in the loop about their financial standings with us. This transparency extends to proactive discussions about potential financial challenges and collaborative strategizing to mitigate them.
- **Ethical Financial Practices:** Above all, our firm is guided by a strong ethical framework. This ensures that all our financial dealings are conducted with the utmost integrity and in

compliance with relevant laws and regulations. Our clients trust us not only for our expertise but also for our ethical conduct.

Our clients would affirm that ProKel's transparency in financial matters is integral to our operations and a key factor in the enduring trust and satisfaction in our client relationships. Our commitment to clear, ethical, and responsible financial practices is a hallmark of our service delivery.

## **2. References Form: Please provide references for your Services.**

### **References Contact Information**

#### **Reference #1**

- i. Name of Firm, City, County or Agency:** City of North Miami Beach
- ii. Address:** 17050 NE 19th Avenue North Miami Beach FL, 33162
- iii. Contact Name:** Ms. Marjorie Edwards
- iv. Contact Title:** Line Scheduler
- v. Contact E-mail Address:** marjorie.edwards@citynmb.com
- vi. Contact Telephone #:** 305-450-8094

#### **Project Information**

- i. Name of Contractor Performing the work:** ProKel Mobility
- ii. Name and location of the project:** North Miami Beach Transportation Services
- iii. Nature of the firm's responsibility on the project:** ProKel operates the full turnkey day-to-day management.
- iv. Project duration:** 2021 - Present
- v. Completion (Anticipated) Date:** 2026
- vi. Size of project:** Five (5) routes, six (6) trolleys; Monday through Saturday
- vii. Cost of project:** Available upon request.
- viii. Work for which staff was responsible:** ProKel is a true transportation partner to the City of North Miami Beach, ProKel works closely with City staff to enhance mobility options for residents within the community. ProKel's services are also used for City special events throughout the year.

**Reference #2**

- i. **Name of Firm, City, County or Agency:** South Florida Regional Transportation Authority (SFRTA)
- ii. **Address:** 801 NW 33rd St, FL 33064
- iii. **Contact Name:** Mr. Luis Bello
- iv. **Contact Title:** Site Assessment Field Supervisor
- v. **Contact E-mail Address:** kenners@sfrta.fl.gov
- vi. **Contact Telephone #:** 305-607-8385 ext:5875

**Project Information**

- i. **Name of Contractor Performing the work:** ProKel Mobility
- ii. **Name and location of the project:** "Fort Lauderdale Airport Service"; "Fort Lauderdale Airport Feeder Service"
- iii. **Nature of the firm's responsibility on the project:** ProKel has been providing full-turnkey commuter fixed route bus services.
- iv. **Project duration:** 2023 - Present
- v. **Completion (Anticipated) Date:** Ongoing
- vi. **Size of project:** Covering 75-mile corridor covering Miami-Dade County, Broward County, and Palm Beach County; seven (7) days a week
- vii. **Cost of project:** Available upon request.
- viii. **Work for which staff was responsible:** Public Transportation Bus Shuttle for Fort Lauderdale-Hollywood Airport; Emergency Bus Bridge covering 75-mile corridor from Miami to West Palm Beach; Hurricane.Emergency Bus Shuttle Transportation; \$4,668,783

**Reference #3**

- i. **Name of Firm, City, County or Agency:** Miami Dolphins Bus Shuttle
- ii. **Address:** 347 Don Shula Dr Suite 102, Miami Gardens, FL 33056
- iii. **Contact Name:** Mr. Merrell Higer
- iv. **Contact Title:** Senior Director
- v. **Contact E-mail Address:** MHiger@dolphins.com
- vi. **Contact Telephone #:** 305-943-6690

**Project Information**

- i. **Name of Contractor Performing the work:** ProKel Mobility
- ii. **Name and location of the project:** Miami Dolphins Bus Shuttle Transportation Services
- iii. **Nature of the firm's responsibility on the project:** Shuttle Bus and ADA Transportation for Miami Dolphins, Miami Hurricanes, and Hard Rock Stadium Events
- iv. **Project duration:** 2023 - Present
- v. **Completion (Anticipated) Date:** Ongoing
- vi. **Size of project:** Providing ADA and shuttle services on all parking lots for all Hard Rock Stadium events
- vii. **Cost of project:** Available upon request.
- viii. **Work for which staff was responsible:** ProKel currently operates shuttle bus and ADA transportation services for the Miami Dolphins, Miami Hurricanes, and various events at the Hard Rock Stadium. This operation showcases our expertise in managing large-scale transportation needs, ensuring accessibility and efficiency for all attendees.

**Reference #4**

- i. **Name of Firm, City, County or Agency:** Central Ohio Transportation Authority
- ii. **Address:** 1330 Fields Ave Columbus OH, 43201
- iii. **Contact Name:** Ms. Amy Hockman
- iv. **Contact Title:** Director of Mobility Services
- v. **Contact E-mail Address:** hockmanan@cota.com
- vi. **Contact Telephone #:** 614-275-5821

**Project Information**

- i. **Name of Contractor Performing the work:** ProKel Mobility
- ii. **Name and location of the project:** COTA Mainstream
- iii. **Nature of the firm's responsibility on the project:** ProKel's responsibility, in partnership with Transdev, is to operate transportation services for the Central Ohio Transit Authority (COTA) Mainstream. This entails managing and executing day-to-day transit operations, ensuring efficient and reliable service for COTA Mainstream's riders.
- iv. **Project duration:** 2022 - Present
- v. **Completion (Anticipated) Date:** Ongoing
- vi. **Size of project:** Covers transportation services for Franklin County, City of Columbus, and surrounding areas
- vii. **Cost of project:** Available upon request.
- viii. **Work for which staff was responsible:** ProKel, in partnership with Transdev, operates transportation services for the Central Ohio Transit Authority (COTA) Mainstream.

**Reference #5**

- i. **Name of Firm, City, County or Agency:** Formula 1 Crypto.com Miami Grand Prix
- ii. **Address:** Hard Rock Stadium, 347 Don Shula Drive, Miami Gardens, Florida 33056
- iii. **Contact Name:** Mr. Merrell Higer
- iv. **Contact Title:** Senior Director
- v. **Contact E-mail Address:** MHiger@dolphins.com
- vi. **Contact Telephone #:** 305-943-6690

**Project Information**

- i. **Name of Contractor Performing the work:** ProKel Mobility
- ii. **Name and location of the project:** Formula 1 Crypto.com Miami Grand Prix, Miami Gardens FL.
- iii. **Nature of the firm's responsibility on the project:** ProKel is offering comprehensive transportation solutions that include both regular shuttle bus services and specialized transportation accommodating the needs of individuals with disabilities. This dual focus ensures accessibility and convenience for a broad range of passengers, emphasizing inclusivity and compliance with ADA requirements for transportation
- iv. **Project duration:** 2023 - Present
- v. **Completion (Anticipated) Date:** Ongoing
- vi. **Size of project:** Providing ADA and shuttle services on all parking lots for Formula 1 events in Miami
- vii. **Cost of project:** Available upon request.
- viii. **Work for which staff was responsible:** Providing Shuttle Bus and ADA Transportation Services.



# Tab 3 – Staffing and Training

## Tab 3 – Staffing and Training (20 points):

Address the critical role of qualified personnel and robust training programs.

### 1. Key Personnel Qualifications:

- a. Identify the contact person and supervisory personnel who will work on the projects.

#### Expert Management Team Who Knows This Service and This Community

The following is an introduction to the **ProKel team and an overview of our vast experience** with and expertise in similar projects. ProKel Mobility's proposed management team and staff are not only the best in the industry but also **residents of the area and community leaders**. To the management team, this is more than just a "government contract." Please feel free to reach out to us with any questions about our proposed management team. We have also included these as **Appendix A: Resumes**.

**Kelly Gonzalez Jr., ProKel Mobility City of Pembroke Pines Project Manager / CEO - Second VP OF COMTO Miami**



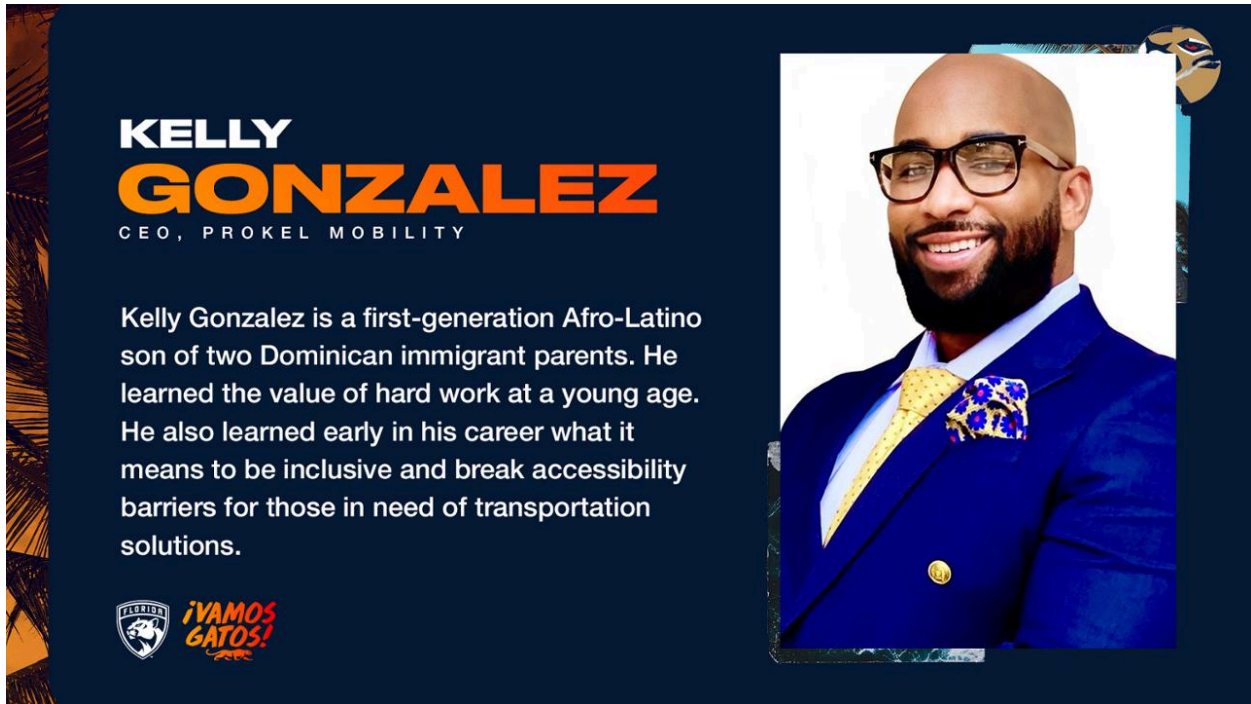
ProKel Mobility's CEO and owner, Kelly Gonzalez Jr., is a resident of South Florida and has led numerous initiatives to propel South Florida's transit management development and the community.

Kelly Gonzalez, Jr., is the embodiment of the American dream in the transit community. Starting off as a driver earning minimum wage, he became the director of North America's largest privately owned transportation company.

His previous experience includes working at a company whose growth expanded to **\$1.3 billion in revenue** with **16,000 team members and 10,000 vehicles nationwide**. With this knowledge in tow, Kelly brings the same ingenuity and innovative solutions approach to ProKel Mobility. Kelly's transportation industry solutions have positioned ProKel to become a leader in the industry and secure market space in paratransit, shuttle bus services, and special needs transportation.


Outside of leading ProKel as one (1) of the nation's preferred transportation firms, Kelly is known for his proactive and positive employee relations. Kelly implements performance and safety-focused incentive goals to reward ProKel employees for doing a good job and compensate them for a job well done. This **inclusive equity reward system** is one of many reasons ProKel drivers stay motivated throughout their employment with the company. ProKel's **turnover is less than 6%** thanks to retention plans that Kelly has enacted at the company.

(Featured by Florida Panthers for its Hispanic Excellence Awards)



**KELLY GONZALEZ**  
CEO, PROKEL MOBILITY

Kelly Gonzalez is a first-generation Afro-Latino son of two Dominican immigrant parents. He learned the value of hard work at a young age. He also learned early in his career what it means to be inclusive and break accessibility barriers for those in need of transportation solutions.

 **¡VAMOS GATOS!**

During his tenure as general manager for the Transportation Management Association’s Downtown City Fort Lauderdale Sun Trolley and Broward County’s TOPs Program, Kelly oversaw 260 employees and 100+ propane and diesel vehicles. Kelly was able to lead the County to new accomplishments, including the following:

- Worked with local stakeholders to push the Penny for Transportation surtax, which is now helping multiple small cities within the County
- Raised the wages for the workforce and added new, attractive benefit packages to improve the quality of life of all employees and satisfy his *Diversity, Equity, Inclusion* philosophy
- Introduced, piloted and operated the Town of Fort Lauderdale’s first 100% electrical shuttle bus, thus reducing the carbon footprint
- Organized, shuttled and evacuated residents to shelters during the State of Emergency declarations of Florida Governor Ron DeSantis and Broward County Mayor Mark Bogen



- Introduced new safety programs focused on positive behavior reinforcement, which helped dramatically decrease accidents and improve passenger customer service
- Sourced new micro-transit alternatives to offer partnering cities improvement in service delivery and innovation
- Assisted cities as a consulting arm (at no additional cost) with marketing and route optimization initiatives to ensure they surpass their Interlocal 1.7 PPH agreements



Kelly is also active with numerous at-risk youth non-profit organizations in Florida. Growing up from humble beginnings in inner-city Liberty City, Kelly depended on the Police Athletic League (PAL) and afterschool programs for support, education and sometimes even food.

Today, via ProKel Mobility, Kelly prioritizes being involved in the community he serves.



The preceding photos depict a few examples of Kelly's community involvement, emphasizing giving back to local communities. Kelly partners with local government and local PAL programs to help fill voids and needs for the most vulnerable within the community.

### Eduardo Carrion, Chief Operating Officer



An innovative and results-driven leader focused on achieving exceptional results in high-paced environments that demand continuous process improvement, Eduardo Carrion is characterized as a visionary, strategist and tactician in his role as Chief Operating Officer (COO). He has accomplished many important tasks in the first six (6) months of his position. His drive comes from sincerely wanting to provide a reliable and effective source of public transportation for the community.

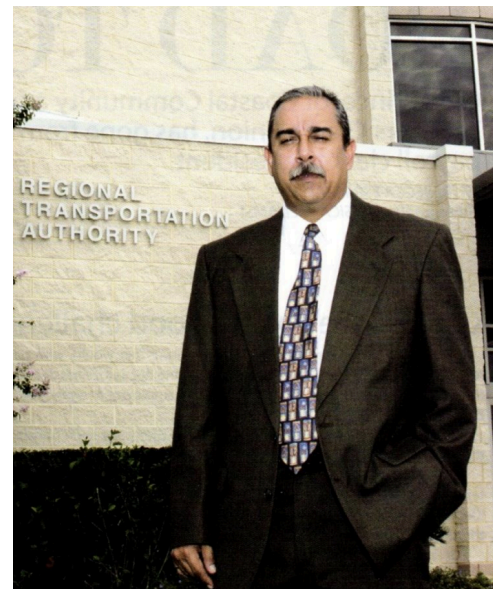
Eduardo also served in several executive positions within the Regional Transportation Authority (RTA), including Director of Information Technology and Director of Planning and Development. His career at RTA was marked by his innovation and resourcefulness in seeking and securing funding for much-needed capital and operational incentives.

Eduardo has a bachelor's degree in workforce education and development, an associate's degree in information management and years upon years of experience managing hundreds of employees at multiple locations. He is a twenty (20) year Air Force Veteran and worked in technology and logistics. Recently, Eduardo has developed short- and long-term transportation goals for the community, overseeing the annual operating and capital budget and working with local, state and federal legislators on issues relating to public transportation, all while emphasizing a strong customer focus to ensure that transit riders receive the best transit service possible.

Eduardo embraces and accepts his demanding schedule in an effort to effectively carry out his duties and provide the best service available to his community. Many changes were made to effectively enhance RTA's ability to provide better public transportation to the community.

Eduardo consistently delivers extraordinary results in growth, operational performance, and workforce development. He is experienced in driving services, process and customer service improvements while building partnerships with key decision-makers.

He will help the City ensure a comprehensive and complete system.



### Vasti Amaro, Strategic Advisor



Since Vasti Amaro joined the company in 2020, ProKel Mobility has broken into new market sectors and doubled its growth despite the pandemic. Vasti helped build ProKel’s operations structure, which has today allowed the company to operate at 95% on all operations, safety and safety metrics nationwide.

Vasti has more than twenty-five (25) years of transportation experience in both public and private sectors, delivering passenger transport in transit, airport ground transportation and university space. While working for global transportation firms, she was responsible for successful start-up operations for Hillsborough Area Regional Transit (HART) in Tampa, Dallas Area Rapid Transit (DART), Phoenix Transit, Greater Richmond Transit Company (GRTC), Phoenix Sky Harbor International Airport (CONRAC), Fort Lauderdale-Hollywood International Airport and the bus shuttle for the Miami International Airport.

Before joining ProKel’s board and serving as the executive suite coach for ProKel’s CEO Kelly Gonzalez Jr., Vasti served as the Chief of Staff for the Port Authority of Allegheny County, where she worked closely with CEO Katharine Eagan Kelleman and helped improve the agency’s service, modernized its systems and expanded the public engagement programs.

Vasti also serves as an Advisory Board member for Women of Color Golf and Director of the Girls on the Green Tee program, a nonprofit organization based in Tampa, FL. Their mission is to teach women and young girls of color, ages ten (10) to seventeen (17), the game of golf. The organization was recently selected as the PGA Charity of the Year, receiving \$30,000 for the Girls on the Green Tee program. They also hosted its Inaugural Golf Classic with the NFL Alumni Super Bowl golf tournament, raising additional funds for the program.

### Anthony Radicone, Vice President of Maintenance

Anthony Radicone, Vice President of Maintenance, will bring his experience running maintenance operations on the management level for over thirty (30) years. He is a self-motivated professional experienced in all vehicle and fleet maintenance aspects. Anthony has a proven track record for taking technical or complex problems from inception to completion. He does this while streamlining procedures to improve safety, productivity and control costs.



Anthony most recently served with First Transit Group. As maintenance manager, he ensured safe operation and proper service schedules, including Audit Work Orders, monitoring trends and recommending changes to the maintenance program. His senior management skills were handy when he generated reports to forecast maintenance and repair budget needs and future service contract negotiations. He was also responsible for assisting in developing Shop Standard Operating Procedures (SOPs), Quality Assurance and Breakdown Analysis and Quality Inspections (QI). He will bring his experience and capability to the City of Pembroke Pines, supporting the existing and new fleet.

### **Mitch Phanor, Vice President of Operations**

ProKel Mobility's Chief Operating Officer, Mitch Phanor, brings over twenty (20) years of transit experience from his years of working with the New York transit system. Mitch had oversight of startups and mobilizations, which included 2,000+ vehicles and 3,000+ team members during his tenure in New York City, for all the municipal contracts under New York City Transit and local and state governing agencies.

During his twenty (20) year term in New York City, Mitch's operations maintained a 97%+ On-Time Performance, and he was recognized for multiple Safety and Blue Seal of Excellence Awards for maintaining government-owned fleets in good condition and ensuring his maintenance technicians were Automotive Service Excellence (ASE) certified.

Mitch Phanor's extensive range of experience in operating and managing all of New York City's boroughs will give the City operation experience oversight that no other local provider can match or deliver.

Mitch, who currently oversees the day-to-day operations for ProKel nationally, is committed to providing distinctive tailored services to the City of Pembroke Pines and addressing the individual needs and requirements of the City.

Mitch fosters a spirit of "the customer always comes first" and takes pride in his work to achieve that goal, exceeding the contractual expectations of the City. Mitch's experience and management culture have proven to be invaluable in servicing the transportation needs of all the agencies ProKel services, including:

- the State of New York,
- the Town of North Miami Beach,
- the Columbus Ohio Transit Authority,
- the Valley Metro Regional Public Transportation Authority,
- all Palm Beach County regional operations,



- all Broward County regional operations, and
- all Miami Dade County regional operations.

### **Natasha Serra, Director of Grants and Mobility Funding Compliance**



Natasha Serra is dedicated to the South Florida region and has more than eight (8) years of experience with auditing and compliance in FTA 5307, 5310, 5311, 5312 and 5339 funding. Natasha holds a degree in Organizational Management with a concentration in Public Safety Administration. She is a passionate human services advocate with a proven track record of leveraging resources to implement transit projects. She has extensive experience with public involvement programs at the local, state and national public involvement programs and has developed innovative programs by integrating technological resources and human capital. Natasha excels at organizing community stakeholders towards common goals while tracking and analyzing program-related performance measurement metrics.

### **Frank Ciccarella, Vice President of Safety**



Frank Ciccarella has more than forty (40) years of senior executive safety and training transportation experience. Frank joined ProKel Mobility in October 2020 and has positively reshaped the safety culture within the company.

Winner of the 2007 American Public Transportation Association (APTA) Gold Award for the best overall safety program in America and now Vice Chairman of the APTA Bus Safety Committee, Frank has gone from strength to strength, conceiving, creating, implementing and directing a great number of transportation safety programs— especially paratransit safety and customer care driver training programs. He has been rewarded by seeing these programs come to fruition, raising the safety and customer care levels in the companies concerned. Frank has expertise as a senior executive in a \$2.2 billion passenger transportation company and has directed large-scale change management processes.

### Lashonda Carter, Regional Safety Manager



Lashonda Carter is highly proficient in the Smith System and LLLC defensive driving programs. She incorporates these programs as the foundation of her organizational behavior disciplines and management theories. She joined ProKel in 2017, and the company immediately felt the impact; the accident frequency rate decreased by 43%, which had a positive impact on both the safety of our passengers and the cost of insurance premiums within the company.

Lashonda also has multiple positive behavior incentive programs that encourage safe driving. She is a big believer in positive reinforcement. Her monthly positive behavior and incentive programs keep drivers on their toes and excited about safety while boosting the overall morale of the company. Lashonda sets a high safety standard for every location; she has a No Unsafe Zero (0) Tolerance Policy, which ensures the safety of the passengers on the road. She always preaches that great safety habits and great workforce morale will trickle down to the service provided; the number of positive customer service commendations from riders speak for themselves.

### Angelica Williams, Director of HR and Internship Program



Angelica Williams is a University of Florida graduate with over ten (10) years of experience in human resources, recruiting and internship programs. Angelica will manage the City's recruiting functions and ensure ProKel has the best talent in the industry. She will also work directly with Kelly Gonzalez Jr. on programs to ensure the City's employees are retained, and morale is consistently high.

Angelica will oversee the development and implementation of this program and assign interns to various departments. She is the liaison between the company and the educational institution (the student's faculty sponsor, the school's career center director and/or career counselors). She directly supervises and interacts with the interns, coordinates their day-to-day activities with department supervision, evaluates intern performance and provides progress reports to the educational institution.

## Warren Montague, Special Projects Consultant

City of  
Philadelphia

marta



Warren Montague brings thirty (30) years of first-class transportation operations experience. With twenty (20) years leading transportation efforts in the Town of Philadelphia and an impressive transit record managing transportation services as a paratransit general manager providing services for Metropolitan Atlanta Rapid Transit Authority (MARTA), Warren has one of the most distinguished resumes in the nation. Warren will assist the City on all matters related to paratransit services.

As the former manager of mobility services (operating as a contractor for the Detroit Department of Transportation), Warren took ProKel's CEO Kelly Gonzalez Jr. under his wing in 2015 via the Conference of Minority Transportation Officials (COMTO) workshop programs. Since 2015, our CEO has been fortunate to learn from the best.

Warren currently serves as the manager of mobility services for MV Transportation in Detroit, MI. In this role, he is the liaison for the Detroit Department of Transportation (DDOT) Compliance & Standards department, which oversees the Disadvantaged Business Enterprise (DBE) Program, Title VI, Paratransit Services, Specialized Services and the Drug and Alcohol Program.

Previously, Warren was the Chief Operating Officer for Customized Community Transportation of the Southeastern Pennsylvania Transportation Authority (SEPTA), in which he was responsible for all contracted transportation services, including paratransit and circular and small bus routes in the surrounding counties. As a transportation professional, he was an effective chief and oversaw one of the largest paratransit operations in the US. His management expertise facilitated the delivery of critical transportation services to a seriously under-served constituency in the fifth-largest city in the country.

Since 1996, Warren has been an active member of COMTO's local and national organization in the following capacities:

- President of the Greater Philadelphia Area Chapter, six (6) years;
- National Board of Directors, ten (10) years;
- Council of Presidents Representative, six (6) years;
- Secretary/Treasurer, two (2) years;
- First Vice Chair, two (2) years;
- Conference Chairman, 2011 National Meeting and Training Conference in Philadelphia, PA.

Under his leadership and guidance, the Greater Philadelphia Area local chapter has received numerous awards including "Chapter of the Year" for its community service and scholarship efforts. In addition, local corporate executive members have been awarded "Executive of the Year." Warren has been the recipient of several awards for his service and leadership, including the Gerald A.

Sibling Award. Although currently working in the Midwest, he continues to stay connected and provide counsel to the local chapter.

Warren holds a bachelor's degree in Criminal Justice from Temple University and an associate's degree in Arts: General Studies. He is a member of Omega Psi Phi Fraternity, Mu Omega; Phoenix Lodge #3 F&AM, PHA; Melchizedek Chapter #15 HRAM; Martin Luther King Jr. Consistory #86 and Pyramid Temple #1 AEAONMS. He is a former board member of the Pennsylvania Transportation Coalition (PenTrans) and Philadelphia Academies, Inc. Advisory Board for Public Education. He is currently serving on the Deacon Board of Sharon Baptist Church of Philadelphia.

### Marcos Monheit, CFO



Marcos Monheit is an alum of John Hopkins University. Marcos has twenty (20) years of experience in the financial realm.

He is a financial executive at Monheit Consulting LTD., with broad experience in all aspects of financial management, including accounting, financial reporting, budgeting and analysis, treasury, capital markets and mergers and acquisitions. He is experienced with start-up companies and private equity funding, as well as with companies at every stage of development. Marcos specializes in financial modeling, mergers and acquisitions, interest rate derivatives and implementation of credit facilities.

- b. Provide summaries of key persons to be assigned to the project with emphasis on their qualifications and experience with similar work. Summaries should list qualifications, including education, experience, honors and awards received, and professional associations of which the firm and/or its personnel are members.**

The following comprehensive table showcases the profiles of ProKel's staff members, highlighting their professional qualifications and roles within the organization. This table includes vital information such as employee name, their respective title within the firm, the total years of experience each member brings to their role, as well as the duration of their tenure with ProKel. Additionally, the table provides insights into each staff member's primary responsibilities and any specialty training or certifications they have obtained. This information is intended to illustrate the depth of expertise, commitment, and the diverse skill sets our team possesses, underscoring our firm's capability to deliver high-quality services.

<u>Employee Name</u>	<u>Title</u>	<u>Years of Experience</u>	<u>Years with Firm</u>
Kelly Gonzalez Jr	Project Manager	15+	8+ Years
<b><u>Responsibilities</u></b>			
<ul style="list-style-type: none"> <li>• Directs and manages staffing, financials, payroll, scheduling, administration and human resources, safety and maintenance.</li> <li>• Develops key performance indicators/goals to assure internal performance accountability measures.</li> <li>• Designs and implements training programs to increase productivity and enhance customer service.</li> </ul>			
<b><u>Specialty Training/Certification obtained</u></b>			
<p><b>Education:</b> Northwood University, West Palm Beach, FL – Business Management and International Business</p> <p><b>Member/Affiliations:</b> NAACP   COMTO (Conference of Minority Transportation Organization)</p>			

<u>Employee Name</u>	<u>Title</u>	<u>Years of Experience</u>	<u>Years with Firm</u>
Eduardo Carrion	Chief Operating Officer	8+	2
<b><u>Responsibilities</u></b>			
Overseeing annual operating and capital budget, working with legislators on public transportation issues, enhancing public transportation Designs and implements training programs to increase productivity and enhance customer service.			
<b><u>Specialty Training/Certification obtained</u></b>			
Bachelor's degree in workforce education and development, associate degree in information management)			

<u>Employee Name</u>	<u>Title</u>	<u>Years of Experience</u>	<u>Years with Firm</u>
Vasti Amaro	Strategic Advisor	25+	3
<b><u>Responsibilities</u></b>			
Operations structure development, safety, and performance management			
<b><u>Specialty Training/Certification obtained</u></b>			
N/A			

<u>Employee Name</u>	<u>Title</u>	<u>Years of Experience</u>	<u>Years with Firm</u>
Natasha Serra	Director of Grants and Mobility Funding Compliance	8+	3
<b><u>Responsibilities</u></b>			
Auditing and compliance, implementing transit projects, organizing community stakeholders			
<b><u>Specialty Training/Certification obtained</u></b>			
Degree in Organizational Management with a Concentration in Public Safety Administration			

<u>Employee Name</u>	<u>Title</u>	<u>Years of Experience</u>	<u>Years with Firm</u>
Frank Ciccarella	Vice President of Safety	40+	3
<b><u>Responsibilities</u></b>			
Safety and training, development of transportation safety programs			
<b><u>Specialty Training/Certification obtained</u></b>			
Frank's experience includes all types of training and safety programs. He is a certified instructor for the TAPCO Transit and Paratransit training program. This includes training of drivers for all modes of operation as well as safety program implementation.			

<u>Employee Name</u>	<u>Title</u>	<u>Years of Experience</u>	<u>Years with Firm</u>
Lashonda Carter	Regional Safety Manager	6+	6+
<b><u>Responsibilities</u></b>			
Implementation of safety programs, accident rate reduction			
<b><u>Specialty Training/Certification obtained</u></b>			
Proficient in the Smith System and LLLC defensive driving programs.			

<u>Employee Name</u>	<u>Title</u>	<u>Years of Experience</u>	<u>Years with Firm</u>
Angelica Williams	Director of HR and Internship Program	10+	4
<b><u>Responsibilities</u></b>			
Managing recruiting functions and internship programs			
<b><u>Specialty Training/Certification obtained</u></b>			
University of Florida graduate			

<u>Employee Name</u>	<u>Title</u>	<u>Years of Experience</u>	<u>Years with Firm</u>
Warren Montague	Special Projects Consultant	30+	10+
<b><u>Responsibilities</u></b>			
Assistance with paratransit services			
<b><u>Specialty Training/ Certification obtained</u></b>			
<ul style="list-style-type: none"> <li>● Southern Illinois University – Carbondale, Illinois</li> <li>● Bachelor of Science Workforce Education and Development Temple University – Philadelphia, PA</li> <li>● B.A., Criminal Justice Community College of Philadelphia – Philadelphia, PA</li> <li>● Associate Degree in Arts, General Studies Bus Accident Investigation – US DOT, TSI (Oklahoma City, OK )</li> <li>● Passenger Assistance Technical Instructor (Dallas, TX program)</li> <li>● Instructor – Passenger Assistance Techniques (PAT)</li> <li>● Wheelchair Securement, Sensitivity – University of Wisconsin (Milwaukee)</li> <li>● Comprehensive ADA Paratransit Eligibility Determination – NTI/FTA</li> <li>● “Train the Trainer” – SEPTA Professional Education Development</li> <li>● Software – PASS, Mainframe, Microsoft Office, Windows</li> </ul>			

<u>Employee Name</u>	<u>Title</u>	<u>Years of Experience</u>	<u>Years with Firm</u>
Marcos Monheit	Chief Financial Officer	20+	2+
<b><u>Responsibilities</u></b>			
Financial Management			
<b><u>Specialty Training/Certification obtained</u></b>			
John Hopkins University Graduate			

<u>Employee Name</u>	<u>Title</u>	<u>Years of Experience</u>	<u>Years with Firm</u>
Mitch Phanor	Vice President of Operations	20+	1+
<b><u>Responsibilities</u></b>			
Operational management in transit system, overseeing startups and mobilizations			
<b><u>Specialty Training/Certification obtained</u></b>			
N/A			

<u>Employee Name</u>	<u>Title</u>	<u>Years of Experience</u>	<u>Years with Firm</u>
Anthony Radicone	Vice President of Maintenance	30+	7
<b><u>Responsibilities</u></b>			
Running Maintenance Operations			
<b><u>Specialty Training/Certification obtained</u></b>			
<ul style="list-style-type: none"> <li>• United States Army Maryland Automotive/Diesel Repair and Rebuilding School</li> <li>• United States Army Fort Bragg, NC Transmission and Overhaul School.</li> <li>• ASE Certified-Master Technician</li> </ul>			

## 2. Driver Qualifications:

- a. **What criteria do you use for hiring and retaining drivers? Include details on driver qualifications, experience, and any ongoing training programs.**

## Recruiting Talented Employees

### Overview

At ProKel Mobility, we look at our company as more than just a provider of transit services – **we are a community resource**. Our passengers rely on us to safely transport them to school, work and other destinations that are part of their daily lives.

To be a part of the community, we must involve the community. That is why we actively recruit in our clients' counties, towns, cities and neighborhoods. By sending our team to career fairs, local events, universities, vocational schools, driving schools and more, we are creating a presence in the community. We also partner with corporations, mom-and-pop shops, non-profits, franchises and other businesses to create a mutually beneficial relationship between us and our communities.

In addition to hiring employees from the City of Pembroke Pines's current service provider, we will work with many national transit organizations to find effective ways and best practices to recruit operators and technicians. We will work with local and state employment agencies, workforce development agencies, multicultural organizations, Veteran Affairs and military outplacement programs to find dedicated, hard-working people who want to be valued members of the ProKel team.



## Talent Acquisition Team

A major component of a ProKel Mobility location manager's role is to understand the cycle of their workforce needs – retention trends during the start-up period, variation of vehicle and operator needs related to seasonal activities and other unique service expectations. To succeed, each location manager must be highly knowledgeable of the local job market and lead our teams toward delivering daily safe and dependable service. That is why we ensure they are never alone in their recruiting efforts.

ProKel's talent acquisition team provides an unparalleled level of recruiting support. This team's specialists work with our local team and the regional human resources managers to keep the process effective.

The role of a talent acquisition specialist includes the following:

- Posting all job openings to the applicant tracking system, **KelHire**
- Managing online job boards
- Supporting hiring events (producing promotional pieces, modifying advertising copy, providing giveaways, and verifying labor law and equal opportunity employer compliance)
- Monitoring submissions and ensuring applicants are contacted by locations within forty-eight (48) hours
- Assisting applicants through the process as needed

## Applicant Tracking System



Transportation employers are all competing for skilled and dependable operators. Finding and attracting the right applicants requires time, expertise and resources. ProKel's applicant tracking system enables a streamlined, full-cycle recruitment process – monitoring vacancies, sourcing, interviewing and placing. Our central talent acquisition team monitors submissions on our applicant tracking system to ensure application flow. **Centralizing a part of the process allows managers to focus on local recruitment channels and contacts within the community.**

We use **KelHire**, an online recruiting tool, to generate interest in applying for work at ProKel. **KelHire** is a proprietary applicant tracking system that automates the recruiting process, creating thorough records of each candidate's journey through the hiring process. This maximizes return on investment for advertising endeavors, advertises job postings automatically, and collects valuable data about the individuals we hire and those who are interested in our company.

In addition to centralizing the more standard phases of the process, the system controls recruitment costs by negotiating single contracts with national and local vendors.

The applicant tracking system generates reports that help our teams understand what will work best for the City of Pembroke Pines. The talent acquisition specialists can research where our hires

are coming from, allowing recruitment efforts to be directed and redirected wisely. Metrics used to measure the effectiveness of our recruitment strategy include:

- Time from offer-to-hire
- Completed applications-to-hired ratio
- Time to fill

**ProKel works hard to be an employer of choice and that means being responsive.** Tools within the tracking system let applicants know where they are in the process, enabling our teams to keep the process moving before a great candidate is lost.

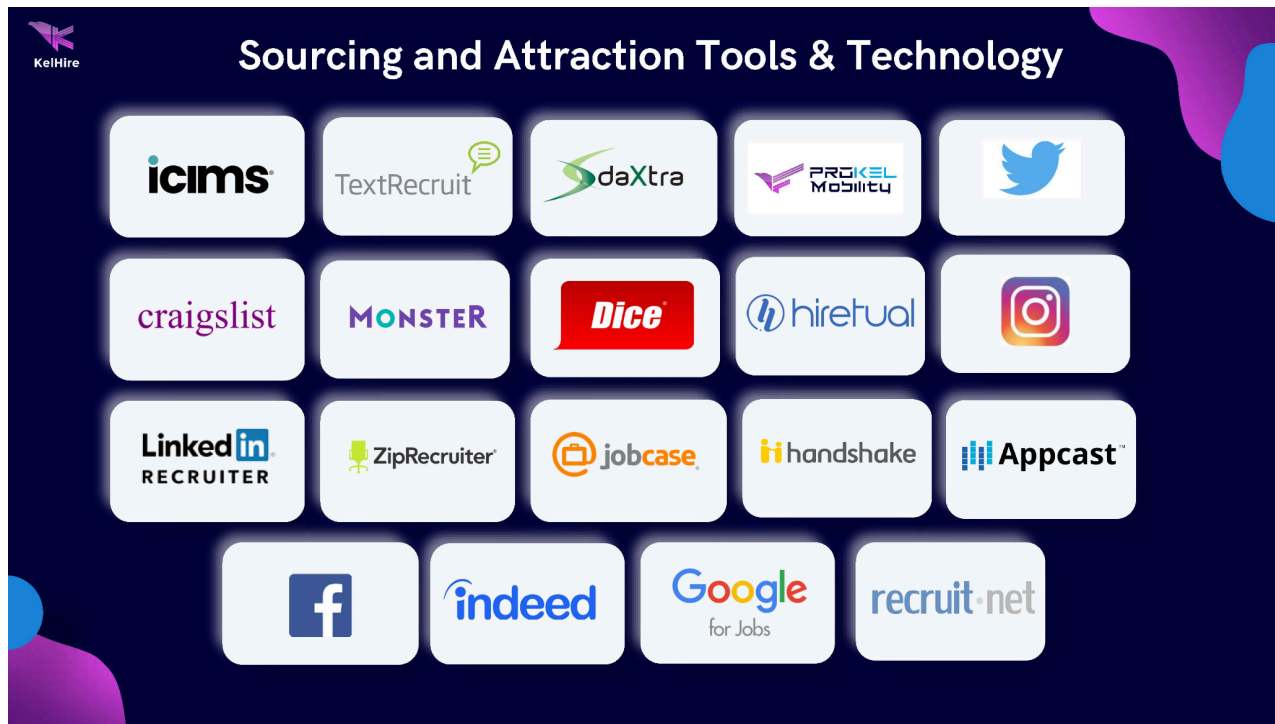
The following are some of the ways we strengthen communication with candidates:

- Completion status monitored by talent acquisition specialists to conduct follow-up calls
- Automated alerts and notifications sent directly to applicants
- Self-selection of interview date and time made by applicants

### **Programmatic Advertising**

Alongside **KelHire**, ProKel has incorporated the automated job placement software Programmatic Advertising to ensure the best visibility from our advertising efforts. The Programmatic Advertising platform utilizes intelligence to post our positions on various job boards based on jobseeker traffic. ***This tool helps us spend money on advertising where it makes sense and where it will most likely produce results.***

**KelHire Media platforms include:**



**Local Operator Recruitment Action Plan**

ProKel’s start-up process includes forming a local operator recruitment team and creating or updating the location’s recruitment action plan for the year. The action plan is led by our location manager, who works with their trained location recruitment team to implement the plan as well as track the status of goals, tasks and events. We support these local efforts with the assistance of a central talent acquisition specialist.

## Local and Targeted Recruiting Efforts

Signs posted on location building or in yard

Drivers encouraged to spread the word about employment opportunities

Create/enhance partnerships with local tech/vocational schools to host campus visits and career events



Flyers for neighborhood events including parades, flea markets, farmer's markets and sporting events, as well as those at local businesses, churches, libraries, police/fire stations and community centers

Job fairs: on-site, local and regional

Employment agencies

Announcements on local radio and TV stations

Social Media

Billboards, yard signs, and sandwich boards throughout community

Newspaper advertisements, community newsletters and bulletins

Letters or postcards mailed to residents

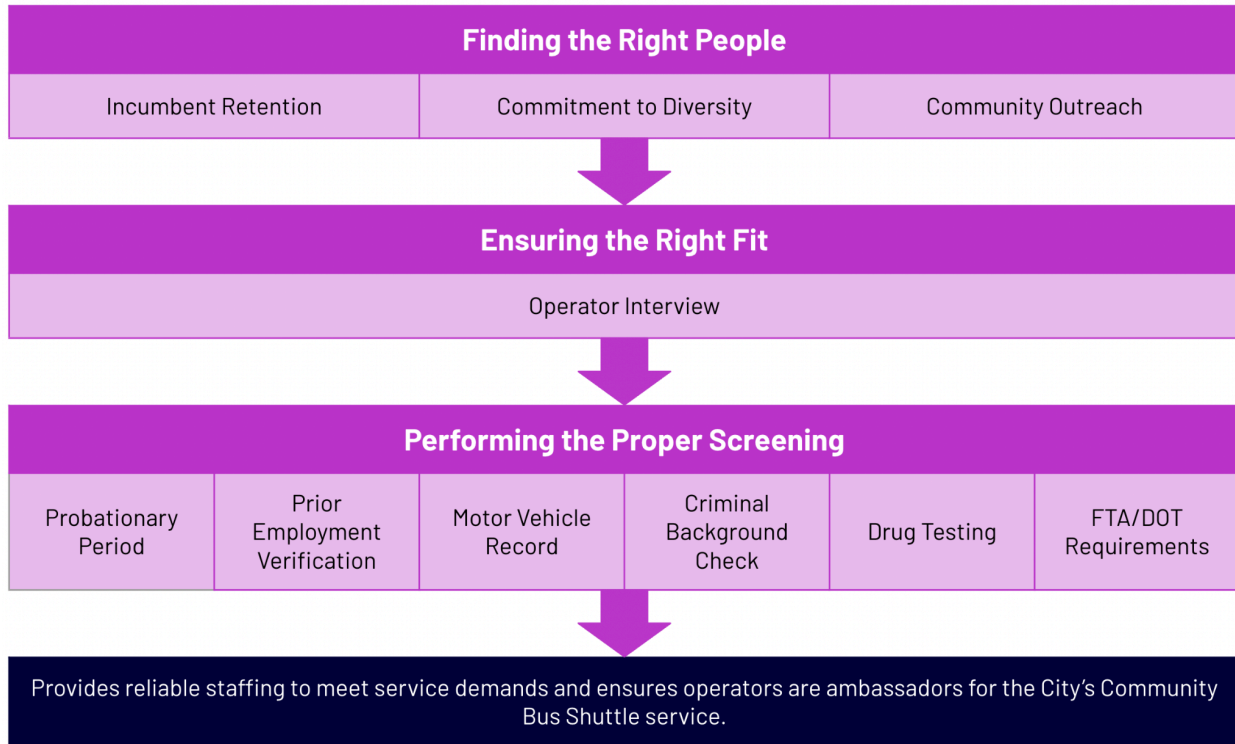
### Hiring Qualified Employees

Working for ProKel requires a sense of commitment, attention and diligence not found in other companies. **That is because we are in the business of transporting people – individuals and families who trust us to provide a consistently safe experience every time they take a seat in our vehicles.** We insist that our employees understand our commitment to safety, reliability and customer service. To ensure this happens, we require:

- A safe driving record
- Past employment verification
- A criminal background check
- Motor vehicle record review
- Employment eligibility verification
- A drug screen

### Operator Selection Process

ProKel Mobility understands that our operators do not only represent us – they also represent the City of Pembroke Pines and its community. Because of the customer-facing nature of the job, proper selection of qualified operators is vitally important to the operation's success. We follow a stringent operator selection process to ensure we provide the City with operators committed to safety who are focused on the customer and skilled in their operation.



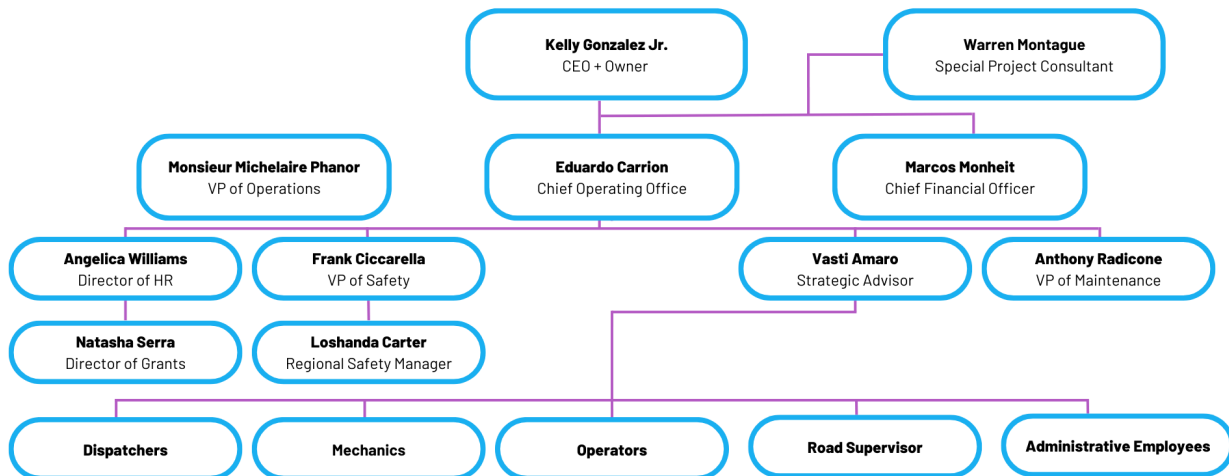
### 3. Management Structure:

- a. Outline the management structure for overseeing transportation services. Specify roles and responsibilities at various levels within your organization.

#### Staffing:



Organization Chart - ProKel Mobility



- a. Describe Proposer’s ability to satisfy all of the personnel qualifications. If Proposer cannot currently meet the requirements, explain how Proposer will attain the required key personnel. Key personnel includes all partners, project manager, and other key professional staff, such as a dispatcher, drivers, etc. that will perform work and/or services in this project.

ProKel is fully prepared to meet all the personnel qualifications required for this project, leveraging our rich experience and skilled workforce in transportation services. Our team comprises experienced project managers, adept in managing complex logistics and coordinating diverse teams to ensure seamless operations. They are supported by trained dispatchers, proficient in advanced scheduling, route planning, and real-time decision-making, crucial for maintaining efficiency and reliability.

Our drivers, who are at the core of our service delivery, are not only skilled in safe driving practices but are also trained in customer service and ADA compliance. Regular training and assessments ensure they remain at the forefront of safety protocols and driving regulations. The technical and support staff, including mechanics and maintenance personnel, are key to our operations. They are certified and experienced in handling a diverse fleet of vehicles, ensuring their safety and

reliability. In the rare instance that additional key personnel are required, ProKel has a strategic recruitment process in place. This process is designed to attract and train individuals who meet our high standards, ensuring they are equipped to contribute effectively to the project's success. Our commitment to quality and excellence in all aspects of our operations positions us to successfully meet and exceed the personnel requirements of this project.

- b. Include Proposer's assurance that the key personnel described in its proposal shall be available to perform the services described, and that the Proposer has sufficient reserve personnel to adequately perform the services described in the event of illness, accident, or other unforeseeable events of a similar nature. Describe Proposer's approach to ensure the availability of personnel at all times, including Proposer's contingency plan, if any.**

ProKel assures that the key personnel outlined in our proposal will be available to perform the services required for this project. Our commitment to reliability and excellence extends to ensuring that we have a robust system in place for personnel availability, including contingency plans to handle unforeseen events such as illness or accidents.

- **Ensuring Availability of Key Personnel:** We have planned our staffing to ensure that all key roles are always covered. This includes a strategic rotation system and flexible scheduling to accommodate any absences without impacting service delivery. Our project managers, dispatchers, drivers, and technical staff are scheduled in a manner that allows for overlap and redundancy, ensuring no gap in service provision.
- **Reserve Personnel for Unforeseen Circumstances:** ProKel maintains a pool of reserve personnel who are equally trained and qualified to step in at a moment's notice. This reserve team includes professionals in all key areas of operation and is a critical part of our workforce management strategy. They are regularly updated on current projects and can integrate seamlessly when needed.
- **Contingency Planning:** Our contingency plan includes comprehensive protocols for rapid response to any personnel-related contingencies. This plan is a part of our broader risk management strategy and includes clear guidelines for immediate replacement of key personnel in case of emergency. Regular drills and reviews ensure that our team is well-prepared to implement these protocols effectively.
- **Continuous Training and Development:** To support this system, we invest heavily in continuous training and development of our staff. This ensures that both our primary and reserve personnel are equally competent and ready to deliver high-quality service. Training includes not only technical skills but also soft skills like problem-solving and communication, which are essential in handling unexpected situations.

ProKel is committed to ensuring the availability of skilled and qualified personnel at all times for the successful execution of this project. Our well-structured contingency plans and reserve personnel

system are key components of this commitment, ensuring uninterrupted, high-quality service delivery under all circumstances.

## 5. Staffing Flexibility:

### a. How does your firm manage staffing levels to accommodate fluctuations in demand or unexpected circumstances, ensuring a responsive and reliable service?

Fleet and operation managers have full access to a dashboard to supervise all operations and services in real-time, look at the demand fluctuation, manage vehicle availability, corroborate the status of every trip, add new or remove obsolete virtual stops, and verify all past services and operations.

ProKel Mobility will provide the necessary flexibility to scale the fleet of vehicles up and down based on fluctuations in demand. Our robust operational capabilities and advanced fleet management systems allow us to optimize vehicle deployment, ensuring that the desired level of service is achieved at all times, whether on a monthly, weekly, daily, or hourly basis. We always strive to exceed expectations and prioritize implementing the core service to ensure that we do.

ProKel Mobility's advanced technological infrastructure enables us to capture and analyze valuable data from the mobile app. This includes, but is not limited to:

- Information on user volume
- Popular destinations
- Average wait times
- Peak usage periods

By leveraging this data, we can continuously improve service efficiency, optimize resource allocation, and tailor the rideshare experience to meet the evolving needs of the City's community.

## 6. Continuing Education Programs:

### a. Describe any continuing education or professional development programs in place for staff, with a focus on keeping them updated on industry best practices and evolving transportation technologies.

At ProKel, we place a strong emphasis on the continuous education and professional development of our staff, recognizing the critical role it plays in maintaining our high standards of service and staying abreast of industry best practices and evolving transportation technologies.

We have implemented a comprehensive program that includes regular meetings and training sessions for all our already employed staff. These meetings are not only a platform for updating our team on the latest developments in the transportation sector but also serve as a forum for knowledge sharing and collaborative learning.

- **Regular Training Sessions:** Our training sessions are meticulously designed to cover a wide array of topics, ranging from the latest industry best practices to advancements in transportation technologies. These sessions are conducted by experts and thought leaders in the field, ensuring that our staff receives the most current and relevant information.
- **Hands-On Workshops:** Alongside theoretical knowledge, we focus on practical, hands-on workshops that allow our staff to directly engage with new technologies and tools. This hands-on approach is crucial for a thorough understanding and effective application of new systems and practices in their daily work.
- **Collaborative Learning Environment:** We foster a collaborative learning environment where team members are encouraged to share their experiences and insights. This peer-to-peer learning enhances the overall professional development experience and promotes a culture of continuous improvement.
- **Regular Updates and Refreshers:** To ensure that our team remains up-to-date, we schedule regular update sessions and refresher courses. These sessions help in reinforcing previous training and introducing any new changes or updates in the sector.
- **Encouraging Professional Certifications:** We also encourage and support our staff in pursuing relevant professional certifications. This not only aids in their personal career development but also adds value to our collective expertise as an organization.

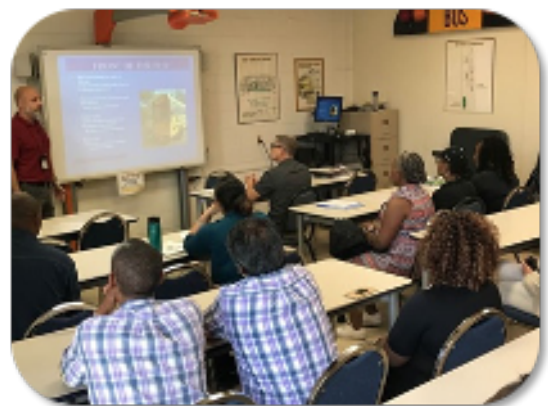
Through these ongoing educational and professional development initiatives, ProKel ensures that our team is always equipped with the latest knowledge and skills required to deliver exceptional service in the dynamic field of transportation. Our commitment to continuous learning is a key factor in our ability to adapt to the evolving needs of the industry and maintain our position as a leader in transportation services.

## 7. Customer Service Training:

- How do you train staff, especially drivers, in customer service skills to ensure a positive and respectful interaction with passengers and the community, while avoiding misconduct?**

### Driver Orientation and Training Program

ProKel’s customer-focused training ensures that every passenger receives service in a friendly and professional manner. Before operators get behind the wheel with a passenger, they will have to complete our service orientation training and service essentials customer service training. Along with customer service, operators must go through ProKel’s award-winning and industry recognized **TAPTCO** operating training program. The program is overseen by ProKel VP of Safety Frank



Ciccarelli, who has over forty (40) years of experience overseeing national companies with +5000 drivers. The program will ensure the local safety manager is providing an operator training program that is consistent, safety-first minded and customer friendly.

ProKel has extensive experience transporting passengers at the highest-quality level of service. This experience, coupled with our management philosophy, has proven to be invaluable for our clients. ProKel will bring this diligent level of commitment and dedication to the City's stakeholders and the communities and customers it serves. In an era where companies are motivated by profits, we at ProKel have proven our ability to put our core values ahead of gaining revenue at the expense of performance to benefit our customers.

Along with a stellar five (5) star safety program, ProKel offers an exciting and incentivizing Safety and Customer Service Rewards Program to keep operators engaged and employee morale bursting "Out The Framework." ProKel sees our internal divisions as multiple communities – communities that, when properly trained and engaged, reflect the safe operation and exceptional customer service of the communities they serve.

ProKel Mobility is a distinguished provider with a remarkable track record in passenger transportation and exceptional customer service. With a management philosophy centered around "People, Partnerships, and Processes," we prioritize delivering services that uphold the highest customer satisfaction standards. Our unwavering commitment and dedication extend to the communities we serve and our valued stakeholders. However, we never lose sight of the fact that our ultimate responsibility lies with our passengers, who are at the heart of everything we do.

Drawing upon our extensive experience in the industry, ProKel Mobility has honed its expertise in seamlessly moving people from one point to another, ensuring their comfort, safety, and overall satisfaction. We believe that transportation is more than just a means of getting from place to place; it is an experience that should leave a lasting positive impression. Our commitment to passengers goes beyond merely meeting their transportation needs. We strive to exceed their expectations by providing a service that is reliable, efficient, and tailored to their specific requirements. We understand that each passenger is unique and deserves personalized attention and care. By valuing the individuals we serve, we foster a strong sense of trust and loyalty among our passengers.

We recognize that our success hinges on building strong partnerships with our clients and stakeholders. We believe in collaborating closely with local communities, transit agencies, and other key entities to create a transportation ecosystem that benefits everyone involved. By forging these alliances, we can leverage collective expertise, resources, and insights to develop innovative solutions that address the evolving needs of our passengers and the broader community.

Our commitment to excellence extends to our internal processes and operational efficiency. We continuously evaluate and refine our procedures to ensure smooth operations, timely service delivery, and seamless coordination between various stakeholders. By streamlining our processes,

we optimize our ability to respond promptly to passenger demands, adapt to changing circumstances, and maintain the highest level of service quality.

**8. State Certified Classroom Instruction & Behind-the-Wheel Trainers:**

**a. Please identify any existing staff that would be assigned to this contract that are State Certified Classroom Instruction and Behind-the-Wheel Trainers.**

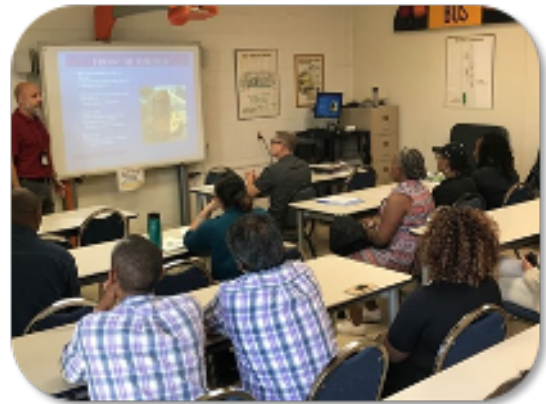
All operator training is facilitated by a ProKel FL 14-90 -certified training instructor.

**Driver Orientation and Training Program**

*Training Formats*

The entire new operator training program comprises five (5) training formats:

- Classroom Training
- Pre-Driving Skills
- Observation
- Behind the Wheel (BTW)
- Cadet Training



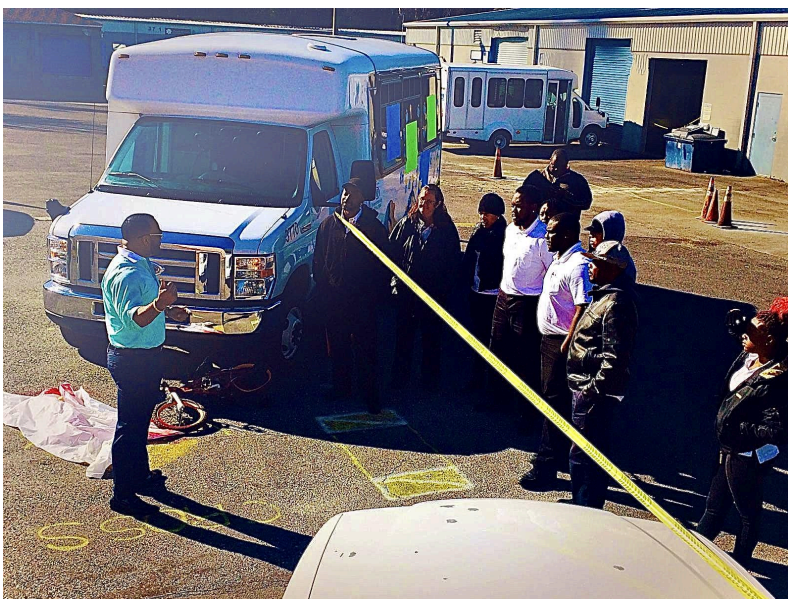
Each of these formats is outlined below.

Classroom Training: The instructor-led classroom training is based on an adult-learning interactive training model and uses video training modules which are reinforced by the written training/study guide.

The video training is presented through an interactive, panel-hosted discussion led by ProKel personnel. Topics include safety, defensive driving principles and techniques, hazards communication, security awareness, employee policies and procedures, employee wellness, sexual harassment, bloodborne pathogens, map reading and on-road procedures.

Testing occurs at the end of each module and at the end of classroom training with a cumulative, closed-book exam. Employees must pass with a score of 80% or higher in order to proceed to behind the wheel training.

Pre-Driving Skills: Designed to familiarize the student with the larger



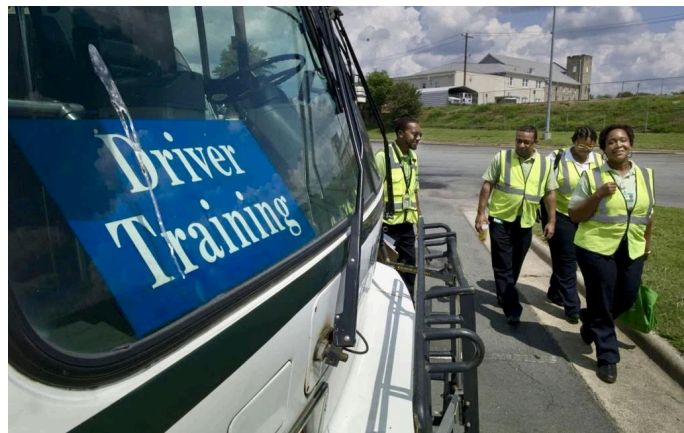
size and spacing of commercial vehicles before driving the vehicle on the street, the pre-driving skills course training requires that all students learn the use of multiple mirrors and vehicle controls.

Observation: Observation training is provided to give students an opportunity to study the proper way to handle a vehicle. Once a student has successfully completed all pre-driving skills and observation training, they begin driving the vehicle on the street with a training instructor.

Behind the Wheel (BTW) Training: Behind the Wheel (BTW) training focuses on honing specific basic driving maneuvers and skills necessary to ensure the safe operation of the vehicle under actual road operation. During BTW training, the student puts into practice what they have learned in the classroom and refines their driving skills with a certified trainer. During this period, the student must demonstrate mastery of twenty-five (25) specific defensive driving and performance skills before graduation.

Cadet Training: After completion of the behind the wheel training, each trainee is provided with in-service cadet training with a line trainer. Operators will operate the vehicle and all on-board technology in service and interact with the passengers on a practical level. During the training, the operator becomes familiarized with the routes, major trip generators and the service area as a whole. During this period, the trainee is closely monitored and receives their final road and training evaluation. Any areas of necessary remedial training are identified and documented.

Post-Training Testing and Remedial Training: Before a student is released into service, they are closely monitored and receive a final road and training evaluation. Recognizing that not every operator is 100% ready to enter revenue service after the base training program, ProKel offers up to forty (40) hours of remedial training. During the cadetting period, any necessary retraining areas are identified and administered based on this need.



ProKel BTW trainers are certified, and ProKel provides continuing education for certification.

- b. If you don't currently have staff that are State Certified Classroom Instruction and Behind-the-Wheel Trainers, please identify the method in which you plan on utilizing to provide the necessary training to drivers.**

ProKel has staff who are State Certified Classroom Instruction and Behind-the-Wheel Trainers.

## 9. Safety Training Programs:

- a. **Provide details on safety training programs for both drivers and support staff, emphasizing protocols for emergency situations and preventive measures. Note – Please upload a copy of the proposer’s current training manual describing (See section 1.5.4 for additional information) describing Proposer’s training on new and revised procedures. The information shall include but not limited to the following elements:**
  - i. **Training program: number of hours and training curriculum**

ProKel has provided our training outline below.

### *Training Formats*

The entire new operator training program comprises five (5) training formats:

- Classroom training
- Pre-driving skills
- Observation
- Behind the wheel (BTW)
- Cadet training

Each of these formats is outlined below.

### *Classroom Training*

The instructor-led classroom training is based on an adult-learning interactive training model and uses video training modules which are reinforced by the written training/study guide.

The video training is presented through an interactive, panel-hosted discussion led by ProKel personnel.

Topics include safety, defensive driving principles and techniques, hazards communication, security awareness, employee policies and procedures, employee wellness, sexual harassment, bloodborne pathogens, map reading and on-road procedures.

Testing occurs at the end of each module and at the end of classroom training with a cumulative, closed-book exam. Employees must pass with a score of 80% or higher in order to proceed to behind the wheel training.



*Pictured is Project Manager Kelly Gonzalez teaching the importance of pedestrian safety.*

*Pre-Driving Skills*

Designed to familiarize the student with the larger size and spacing of commercial vehicles before driving the vehicle on the street, the pre-driving skills course training requires that all students learn the use of multiple mirrors and vehicle controls.

*Observation*

Observation training is provided to give students an opportunity to study the proper way to handle a vehicle. Once a student has successfully completed all pre-driving skills and observation training, they begin driving the vehicle on the street with a training instructor.

*Behind the Wheel (BTW) Training*

Behind the wheel (BTW) training focuses on honing specific basic driving maneuvers and skills necessary to ensure the safe operation of the vehicle under actual road operation. During BTW training the student puts into practice what they have learned in the classroom and refines their driving skills with a certified trainer. During this period, the student must demonstrate mastery of twenty-five (25) specific defensive driving and performance skills before graduation.

*Post-Training Testing and Remedial Training*

Before a student is released into service, they are closely monitored and receive a final road and training evaluation. Recognizing that not every operator is 100% ready to enter revenue service after the base training program, ProKel offers up to forty (40) hours of remedial training. During the cadetting period, any necessary retraining areas are identified and administered based on this need.

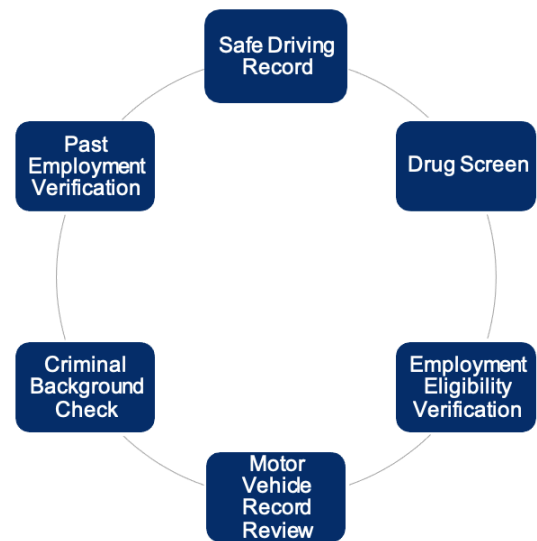
**ii. Training of newly hired drivers**

*Performing the Proper Screenings*

ProKel performs a number of screenings on newly hired employees. Employees are informed of these screenings in a minimum hiring standards document. After reviewing this document, new employees may elect to continue their employment with ProKel or remove themselves from consideration.

*Probationary Periods*

ProKel’s new operator protocol is to conduct **re-evaluations every thirty (30), sixty (60) and ninety (90) days**. At the end of each stage of a new applicant's training, they receive an evaluation of the skills they have learned up to that point. We continue to conduct those evaluations after the first thirty (30) days, the first sixty (60) days and the first ninety (90)



days of employment to make sure that the location's culture, safe behaviors and skills are properly progressing. In addition to permitting managers the opportunity to assess new hires holistically, new hire probationary periods give us time to ensure the new employee's background screenings are acceptable.

After the thirty (30)-, sixty (60)-, ninety (90)-day evaluations are complete, every operator gets an evaluation annually, along with any others that are thought appropriate or necessary for behavior development and enhancement.

We focus on the behaviors and decision-making as much, if not more, than the basic skills of steering, braking, accelerating, etc. The best way to firmly shape those behaviors is to supply consistent follow-up, especially at the beginning of the learning curve. **The more attention and instruction a new operator can receive at those preliminary stages, the more the safe behaviors we want will take hold and become a regular part of their personal work culture and values.**

The contact made is not always about making corrections, as we believe positively reinforcing good behaviors as often as possible carries a significant impact on an operator's performance and development. Some operators require more frequent follow-up and evaluation, and the training managers have the freedom to make that determination, but the thirty (30)-, sixty (60)- and ninety (90)-day evaluations are standard.

#### *Procedures for Background Checks*

Early employment record checks for our personnel are a continual part of our employee evaluation process.

Thorough background checks on all applicants are part of the employment process as a requirement for all new employees. All employees have background checks, which will include driving record, and criminal and financial history checks on a bi-annual basis or on an as-needed basis as determined by the City. We will include both the City, the State of Florida, and national reports in these checks. Repeated background evaluations allow ProKel to ensure quality operators and staff for our customers. ProKel will also enroll in and verify work eligibility status of all newly hired employees through the E-Verify Program.

#### *Employment Standards Team*

ProKel's internal **Employment Standards Team (EST)** collaborates with **KelHire**, our internal background check/recruiting vertical, to conduct primary reviews of all background criminal records, motor vehicle records, previous employment records and drug screenings.

EST is a group of trained and dedicated professionals tasked with managing record checks for all ProKel candidates and employees. EST staff conducts individual reviews of every background with potentially disqualifying events, incidents or discrepancies. EST ensures that all hiring practices follow Fair Credit Reporting Act (FCRA) regulations and Ban the Box ordinances. All backgrounds are held to the standards of ProKel, the City's requirements, and all applicable federal and local laws.

If a potential disqualifying event is discovered, the following process occurs: The location is notified via email that the employee or applicant is ineligible for employment due to adverse information found on the record check, and the employee/applicant is placed on administrative leave. EST sends a letter to the applicant or employee letting them know of their ineligibility and providing them with the information needed for an appeal. This appeal is an opportunity for the applicant to explain the circumstances surrounding the disqualifying event and provide applicable documentation to be potentially reinstated. An appeals committee meets to discuss every appeal and thoroughly review ProKel and the City's standards, with decisions made on a case-by-case basis.

Locations are notified of the outcome, and EST follows up with the candidate or employee to provide them with the outcome.

The diligent reviews performed by EST provides the peace of mind that all ProKel operators and employees are fully qualified to serve the City, its customers, and passengers.

### **iii. Continuing education/training**

Safety is a non-negotiable priority for ProKel Mobility. Our proactive and aggressive safety program not only meets but often exceeds the Florida Department of Transportation requirements. From regular training sessions to on-the-ground safety measures, we ensure that all aspects of our operations prioritize the safety of passengers, employees, and the public. By leveraging our team's extensive transit experience, we continuously refine our safety protocols to reflect best practices and industry innovations.

### **iv. In-service training/on the job training**

#### *Cadet Training*

After completion of the behind the wheel training, each trainee is provided with in-service cadet training with a line trainer. Operators will operate the vehicle and all on-board technology in service and interact with the passengers on a practical level. During the training, the operator becomes familiarized with the routes, major trip generators and the service area as a whole.

During this period, the trainee is closely monitored and receives their final road and training evaluation. Any areas of necessary remedial training are identified and documented.

### **v. Training resources**

ProKel maintains an employee handbook that is always accessible to our staff. This handbook reviews important information regarding training and our process.

### **vi. Training instructors**

At ProKel, our operator training is spearheaded by FL 14-90 certified instructors, ensuring the highest standard of educational quality and practical expertise. Our approach is comprehensive, blending theoretical knowledge with hands-on experience. This includes classroom instruction on

the latest industry practices and safety protocols, alongside practical training to ensure proficiency in real-world scenarios. Our instructors are committed to continuous professional development, regularly updating their skills to stay at the forefront of transportation trends and technologies. We also incorporate technology like simulations and virtual learning environments, enhancing the training experience. At the heart of our program is a strong emphasis on safety, ensuring all operators maintain the highest safety standards in their operations. This robust training approach ensures our team is well-prepared to excel in the dynamic transportation sector.

## 10. Employee Satisfaction Measures:

### a. Share strategies for measuring and enhancing employee satisfaction within your organization, emphasizing its impact on service quality.

ProKel possesses a strong capability in recruiting personnel, backed by a robust and strategic hiring process. We effectively utilize various channels to attract a diverse pool of qualified candidates, ensuring we select those who not only possess the necessary skills but also align with our organizational values. Our multi-stage selection process, including skill assessments and thorough background checks, guarantees we onboard the best talent. Additionally, our focus on continuous training and professional development positions us as an attractive employer within the transportation industry. This approach not only allows us to recruit top talent but also to retain a skilled and motivated workforce, essential for our commitment to excellence in service delivery.

**Incumbent Retention:** ProKel understands the value of employees who are already operating transit services. We make every effort to retain employees who want to continue driving for the ProKel operation. ProKel's training program includes specific operator training for incumbent operators.

**Community Outreach:** ProKel Mobility knows the value of employees who are familiar with the service area. In addition to hiring employees from the City's current service provider, we'll work with local and state employment agencies, workforce development agencies, multicultural organizations, and Veteran Affairs and military outplacement programs to find dedicated, hard-working people who want to be valued members of ProKel's team.

## 11. Recruitment Policy:

- a. **State Proposer’s recruitment policy, procedures, methods and resources utilized for recruiting personnel, including conducting background investigations, verification of applicant’s employment history, criminal and civil background checks, etc.**

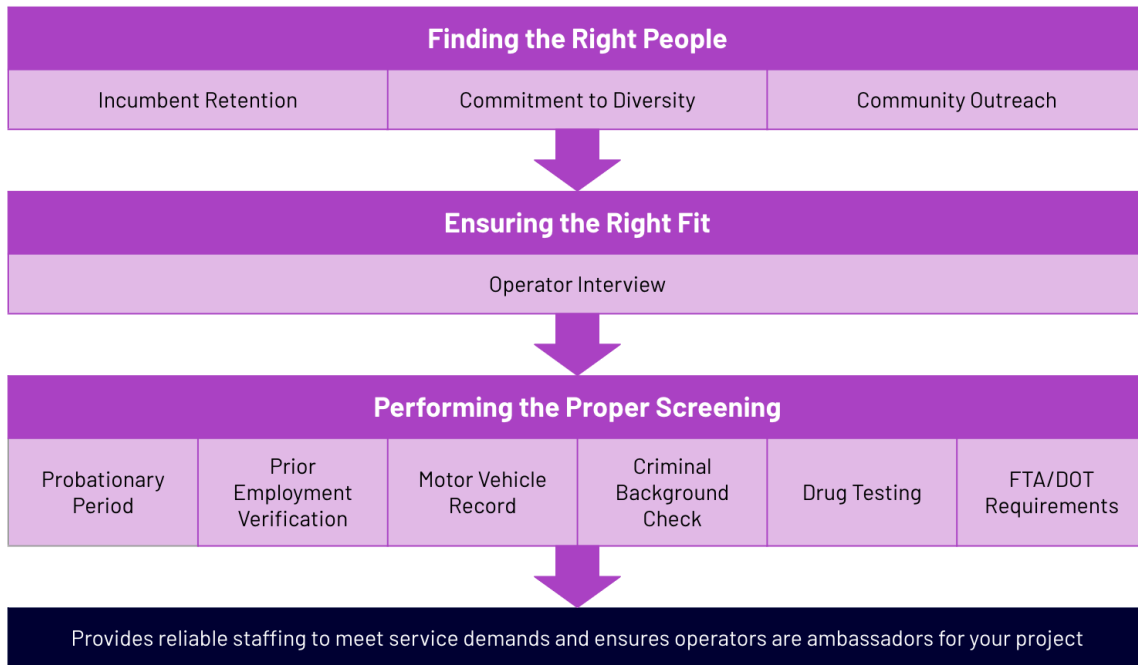
### Hiring Qualified Employees

Working for ProKel requires a sense of commitment, attention, and diligence that is not found in other companies. **That is because we are in the business of transporting people—individuals and families that trust us to provide a consistently safe experience every time they take a seat on one (1) of our vehicles.** We insist that our employees understand our commitment to safety, reliability and customer service. To ensure this happens, we require:

- A safe driving record
- Past employment verification
- A criminal background check
- Motor vehicle record review
- Employment eligibility verification
- A drug screening

### Operator Selection Process

ProKel Mobility understands that our operators do not only represent us—they also represent the City. Because of the customer-facing nature of the job, proper selection of qualified operators is vitally important to the success of the operation. We follow a stringent operator selection process to ensure we are providing the City with operators committed to safety, who are focused on the customer, and who are skilled in their operation.



## Ensuring the Right Fit

### *Operator Interviews:*

ProKel invites prospective operators to interview to ensure they are the right fit for the operation. The knowledge we have gained from hundreds of thousands of interviews has helped us develop an Operator Interview Guide for location managers. This guide helps us consistently screen and select individuals with the characteristics needed to become successful operators. Specific interview sections include:

- Relevancy of experience
- Schedule suitability
- Response to stress
- Commitment to safety
- Compliance orientation
- Teamwork orientation
- Commitment to customer service

Upon a successful interview, the location manager will extend an offer letter to the prospective operator that details pay, necessary training and a start date. Assuming the prospective employee accepts the employment offer, internal ProKel staff will begin further background screening.

### *Performing the Proper Screenings*

ProKel performs a number of screenings on newly hired employees. Employees are informed of these screenings in a minimum hiring standards document. After reviewing this document, new employees may elect to continue their employment with ProKel or remove themselves from consideration.

### *Probationary Periods*

ProKel's new operator protocol is to conduct **re-evaluations every thirty (30), sixty (60) and ninety (90) days**. At the end of each stage of a new applicant's training, they receive an evaluation of the skills they have learned up to that point. We continue to conduct those evaluations after the first thirty (30) days, the first sixty (60) days and the first ninety (90) days of employment to make sure that the location's culture, safe behaviors and skills are properly progressing. In addition to permitting managers the opportunity to assess new hires holistically, new hire probationary periods give us time to ensure the new employee's background screenings are acceptable.

After the thirty (30)-, sixty (60)-, ninety (90)-day evaluations are complete, every operator gets an evaluation annually, along with any others that are thought appropriate or necessary for behavior development and enhancement.

We focus on the behaviors and decision-making as much, if not more, than the basic skills of steering, braking, accelerating, etc. The best way to firmly shape those behaviors is to supply consistent follow-up, especially at the beginning of the learning curve. **The more attention and instruction a new operator can receive at those preliminary stages, the more the safe behaviors we want will take hold and become a regular part of their personal work culture and values.**

The contact made is not always about making corrections, as we believe positively reinforcing good behaviors as often as possible carries significant impact on an operator's performance and development. Some operators require more frequent follow-up and evaluation, and the training managers have the freedom to make that determination, but the thirty (30)-, sixty (60)- and ninety (90)-day evaluations are standard.

**b. Describe the proposer's ability to recruit personnel.**

### Applicant Tracking System



Transportation employers are all competing for skilled and dependable operators. Finding and attracting the right applicants requires time, expertise and resources. ProKel's applicant tracking system enables a streamlined, full-cycle recruitment process—monitoring vacancies, sourcing, interviewing and placing. Our central talent acquisition team monitors submissions on our applicant tracking system to ensure application flow. **Centralizing a part of the process allows managers to focus on local recruitment channels and contacts within the community.**

We use **KelHire**, an online recruiting tool to generate interest in applying for work at ProKel Mobility. **KelHire** is a proprietary applicant tracking system that automates the recruiting process, creating thorough records of each candidate's journey through the hiring process. This maximizes return on investment for advertising endeavors, advertises job postings automatically, and collects valuable data about the individuals we hire and those who show an interest in our company.

In addition to centralizing the more standard phases of the process, the system controls recruitment costs by negotiating single contracts with national and local vendors.

The applicant tracking system generates a series of reports that help our teams understand what will work best for the operations of the City. The talent acquisition specialists can research where our hires are coming from, allowing recruitment efforts to be directed and redirected wisely. Metrics used to measure the effectiveness of our recruitment strategy include:

- Time from offer-to-hire
- Completed applications-to-hired ratio
- Time to fill

**ProKel works hard to be an employer of choice**, and that means being responsive is key. Tools within the tracking system let applicants know where they are in the process, and they enable our teams to keep the process moving before a great candidate is lost.

Following are some of the ways we strengthen communication with candidates:

- Completion status monitored by talent acquisition specialists to conduct follow-up calls
- Automated alerts and notifications sent directly to applicants
- Self-selection of interview date and time made by applicants

## 12. Turnover Rate and Retention Procedures:

### a. Describe the Proposer's turnover rate and retention procedures implemented by the Proposer.

ProKel maintains a low turnover rate, a testament to our effective retention procedures and positive work environment. Our approach to employee retention is centered around creating a supportive and engaging workplace, offering continuous professional development opportunities, and recognizing and rewarding employee contributions. We actively foster a culture that values each team member, encouraging open communication and feedback. This inclusive environment, combined with competitive compensation and benefits, contributes to high job satisfaction and loyalty among our staff.

Our focus on professional growth is also a key factor in our retention success. We provide various training programs and career advancement opportunities, allowing our employees to develop their skills and progress within the company.

### 13. Employee Benefit Plan:

- a. **Describe the proposer's employee benefit plan, including what health benefits, insurance, retirement plans, paid time off, etc. that the proposer provides to their employees covered under this contract. Note – Please upload a copy of the plan (See section 1.5.4 for additional information).**

#### Health and Dental Insurance

Eligible employees will be offered health and dental insurance benefits. The details of these benefits are set forth in a booklet provided to eligible employees.

#### Vacation Time

Full-time employees are eligible to accrue vacation time, subject to the applicable waiting period. Each location has its own accrual program for vacation time. ProKel full-time employees must be employed with the company for one (1) year before accruing vacation hours. Vacation accrual is capped at eighty (80) hours for hourly employees and 100 hours for salaried employees, unless otherwise regulated by state law. Vacation accrual will be suspended once the cap is reached. Accrual will begin again once vacation time is used and the balance drops below the cap. Exceptions to this cap are generally not made and only if approved by the Senior Vice President of Human Resources. Vacation time may be used for personal time off. Generally, employees should notify the division of the request to use vacation time in accordance with the division's advance notice policy. In the absence of an advance notice policy, employees should provide at least one (1) week's notice of their desire to use vacation time. In the event of unforeseeable circumstances, a shorter notice period may be acceptable. If the vacation time request is not approved and the employee is absent from work during that period, the employee is subject to discipline and may not be paid for that time off. At the time of separation of employment, an employee will be paid all accrued and unused vacation time only if state law requires that ProKel pay the employee for accrued and unused vacation time.

#### Paid Holidays

Full-time employees are eligible for paid holidays, subject to the applicable waiting period. Full-time employees must be employed for ninety (90) days before eligible for paid holidays. The list of paid holidays and any applicable waiting period are posted at each facility. Holiday pay will only be paid to a non-exempt employee if the employee has worked his/her scheduled work day preceding the holiday and has worked his/her scheduled workday following the holiday. If a paid holiday falls on an employee's day off or an employee is required to work on a holiday, the employee may receive an alternative day off or holiday pay, depending on the location's policy. If a holiday falls during any unpaid time off (leave or vacation for example), the employee will not receive holiday pay.



# Tab 4 - Firm's Understanding and Approach to the Work

## Tab 4 - Firm's Understanding and Approach to the Work (25 points):

**The understanding that the applicant and consultants demonstrate as to the requirements and needs of the project, including an evaluation of the thoroughness demonstrated in analyzing and investigating the scope of the project.**

Our understanding of this solicitation is to provide comprehensive services for operating, maintaining, and managing the City of Pembroke Pines Transportation Services. This encompasses services for the City's Charter Schools, the Community Bus System, and the Senior Transportation Program. Our approach will focus on ensuring overall efficiency and effective operation of the Transportation System. We plan to deploy a strong operations team and technical support team to operate in compliance with the city's requirements, improve maintenance standards, and enhance efficiencies. We are prepared to commit to a five (5) year contract term, with the option of two (2) additional five (5) year renewals, aligning with the city's objectives for a long-term partnership.

## 1. Statement of Understanding:

- a. **Provide a narrative statement demonstrating an understanding of the overall intent of this solicitation, as well as the methods used to complete assigned tasks.**

The overall intent of this solicitation is to find a qualified and capable vendor to operate, maintain, and manage the City of Pembroke Pines Transportation Services. This includes services for the City's Charter Schools, the Community Bus System, and the Senior Transportation Program. The primary objectives are to enhance the overall efficiency and operation of the Transportation System, ensure compliance with operational standards, improve maintenance practices, and provide cost-effective solutions to the city and its charter school system.

Our approach to achieving these goals includes deploying a skilled operations team and technical support staff, implementing robust maintenance programs, and utilizing advanced technologies for system management and optimization. We understand the need for a proactive, data-driven, and customer-focused approach to meet the city's expectations for high-quality transportation services.

- b. **Please clearly describe all aspects of the project proposed.**

Our proposal for the City of Pembroke Pines Transportation Services encompasses several key aspects:

**Operations Management:** We propose a streamlined approach to manage daily operations, including efficient routing, scheduling, and coordination of transportation services for charter schools, community buses, and senior transportation.

**Maintenance and Upkeep:** A comprehensive maintenance program will be implemented to ensure all vehicles are in top condition, prioritizing safety and reliability, and reducing downtime.

**Technical Support and Innovation:** Leveraging technology for route optimization, real-time tracking, and management of the transportation fleet. This includes the use of software for scheduling, maintenance tracking, and communication with drivers and users.

**Compliance and Quality Assurance:** Ensuring all operations are in full compliance with relevant regulations and standards. Regular audits and feedback mechanisms will be established to continuously improve service quality.

**Staff Training and Development:** A focus on professional development for staff, including drivers and administrative personnel, to ensure they are equipped with the latest industry knowledge and skills.

**Stakeholder Engagement and Reporting:** Regular interaction with city officials, school administrators, and community representatives to ensure alignment with their needs and

expectations. Transparent reporting on performance metrics and operational challenges will be a key feature of our management approach.

**Contract and Terms:** Acknowledging the proposed five (5) year contract term with options for two (2) additional five (5) year renewals, we are prepared to commit to a long-term partnership that allows for sustained improvement and adaptation to changing needs.

**c. Include details of your approach and work plans.**

The ProKel Mobility team is excited to submit the following Work Plan for consideration as a prospective partner with the City of Pembroke Pines. ProKel will deliver innovative solutions to make this transportation vision a reality. By providing all the necessary technology, knowledge, and technical assistance, we can make transportation services more flexible, accessible, energy-efficient and cost-effective.

ProKel Mobility will provide the necessary vehicles, infrastructure, drivers, and maintenance required for the service. ProKel's transition plan recognizes that **a solid implementation methodology and strong management approach** are critical to ensuring a smooth service transition. Using an extensive network of experienced support personnel, ProKel focuses on organization, efficiency and quality service while delivering the right leadership and necessary resources without bureaucracy and micromanagement from corporate headquarters. As a result, we can transition service quickly and without service disruptions.

*Progress Meetings With Pembroke Pines*

ProKel's transition leadership team will hold biweekly meetings with key project members. Discussion topics for these meetings include:

- The progress of the transition,
- Task list changes and updates,
- Potential challenges, and
- A look ahead to the next two (2) weeks.

In addition, ProKel's implementation team will meet daily each morning to review the transition plan, outstanding tasks, current issues and active task lists.

*Working With the Community*

The transition period is an excellent opportunity to establish positive relations with the passengers and learn their perspective on service quality.

To foster regular and consistent communication, ProKel's team will be available to meet with the passengers during the transition in the form of "road trip" town hall meetings. This will help passengers become acquainted with the ProKel team and ask any questions they may have.

### *Transition Planning*

ProKel follows a detailed startup schedule that identifies each task, subtask, dependent task, duration/timeline and staff assignment. ProKel's transition team updates this document throughout the transition period; however, no item on the schedule is marked "complete" without confirmation from the startup manager.

## 2. Quality Assurance Plan:

- a. **Describe Proposer's process and role of Proposer's key staff in developing, implementing and maintaining the Proposer's Quality Assurance Plan. Outline Proposer's plan to remediate performance deficiencies.**

ProKel's organizational structure supports ongoing quality controls that confirm service is delivered in a manner that is safe, professional, efficient, and cost effective. The program starts with the local operation, is audited, and monitored by the regional operations staff, and is supported by the resources and staff of central corporate operations.

Of significant note is the inclusion of one (1) full-time corporate quality assurance manager who will ensure ProKel's full adherence to all operational and procedural standards. This person will perform random inspections of facilities, review operator records, perform on-road evaluations, and ensure that ProKel is compliant with all contract provisions. He/She will review all system performance statistics, monitoring adherence to all contract operations requirements.

### OBJECTIVE

ProKel Mobility requires that all transit operations have a quarterly performance audit conducted of their activities. While meeting the requirements for conducting a performance audit is important, a performance audit also provides an opportunity for an independent, objective and comprehensive review of the financial, efficiency and effectiveness of the operating location being audited. The audit has other benefits, including:

- Provides management with useful information **to assess past activities and provides insight for future planning efforts.**
- Provides management with a review and evaluation of a operating location's organization and operations;
- Presents an opportunity to utilize auditor expertise which can supplement staff work; and
- Assures accountability for the use of company funds.

**b. How do you ensure the quality and safety of your services?**

To ensure the quality and safety of our services, ProKel employs a detailed and rigorous internal audit program. This program is structured to perform comprehensive performance audits at regular intervals, focusing on various operational aspects to uphold the highest standards.

**INTERNAL AUDIT PROGRAM**

**STRUCTURE OF A PERFORMANCE AUDIT**

The major steps involved in a performance audit are discussed in the following table:

Stage	Steps
1. Preliminary Review	<ul style="list-style-type: none"> <li>- Background Review</li> <li>- Identify Functions</li> <li>- Verify Performance Indications</li> <li>- Test Compliance</li> </ul>
2. Detailed Review	<ul style="list-style-type: none"> <li>- Review Functions</li> <li>- Gather Documentation</li> <li>- Develop Findings</li> </ul>
3. Report Preparation	<ul style="list-style-type: none"> <li>- Draft Report</li> <li>- Forwarded Report to Management</li> </ul>
4. Finalization	<ul style="list-style-type: none"> <li>- Meet and Discuss Report with Management</li> <li>- Make Necessary Changes in Report</li> <li>- Present Final Report</li> </ul>
5. Follow-up Review	<ul style="list-style-type: none"> <li>- Review Status of Report Recommendations</li> </ul>

**Preliminary Review**

The preliminary review provides information about the systems and procedures used for managing finances and operations and for evaluating and reporting performance. It also provides information about the size and scope of the locations' activities, as well as areas in which there may be internal control weaknesses, uneconomical or inefficient operations, lack of effective goal achievement, or lack of compliance with laws and regulations. Tests to determine the significance of such matters are generally conducted in the detailed review phase of the performance audit.

## Detailed Review

The purpose of the detailed review phase is to perform the work necessary to meet the audit objectives as set forth in the audit program and as established as the result of the preliminary review.

The detailed review phase of the performance audit builds on the results of the preliminary review and consists of gathering sufficient, competent, and relevant evidence to afford a reasonable basis for the auditors' judgments and conclusions regarding the organization, program, activity, or function under audit.

## Report

Written audit reports are to be prepared communicating the results of each performance audit. Written reports are necessary to (a) communicate the results of audits to officials at all levels of company, (b) make the results less susceptible to misunderstanding, (c) make the results available for to local staff for review and comments, and (d) facilitate follow-up to determine whether appropriate corrective actions have been taken.

## Finalization

Once the draft report is prepared, a copy should be provided to the local management of the location being audited for its review and comment.

After management has had an opportunity to review and comment on the draft audit report, the auditor should meet with management to discuss comments on the report. Based on the results of this meeting, the auditor should make any necessary changes in the audit report and prepare the final report.

## Follow-Up Review

Management of the audited location is primarily responsible for directing action and follow up on recommendations. As a follow-up to the previous performance audit, the auditor's report should disclose the status of known but uncorrected significant or material findings and recommendations from prior performance audits that affect the current audit objective.

### c. What criteria do you use to measure your quality?

## AUDIT AREAS

This section offers guidance for reviewing the various functions of the operations. Since the functions of each operation vary, not all parts of this section will apply to all locations.

Transit functions can be divided into the following areas:

- General Management and Organization

- Service planning
- Scheduling, Dispatch and Operations
- Personnel Management and Training
- Administration
- Safety
- Maintenance

Areas	Focus
<b>General Management and Organization</b>	<ul style="list-style-type: none"> <li>- <b>Administrative Oversight</b></li> <li>- <b>Organizational Structure and Reporting</b></li> <li>- <b>Recent Contract Changes</b></li> <li>- <b>Staffing Plan</b></li> <li>- <b>MT</b></li> </ul>
<b>Service Planning</b>	<ul style="list-style-type: none"> <li>- <b>Strategic Planning</b></li> <li>- <b>Short Range Planning</b></li> <li>- <b>Evaluation of Routes</b></li> <li>- <b>Planning for Special Transportation Needs</b></li> <li>- <b>Surveys of Riders/Non-Riders</b></li> </ul>
<b>Scheduling Dispatch and Operations</b>	<ul style="list-style-type: none"> <li>- <b>Assignment of Drivers</b></li> <li>- <b>Vacation Absences, Sick Leave</b></li> <li>- <b>Assignment of Passengers to Demand Responsive Routes</b></li> <li>- <b>Part-Time and Cover Drivers</b></li> <li>- <b>Assignment of Vehicles to Routes</b></li> </ul>
<b>Personnel Management and Training</b>	<ul style="list-style-type: none"> <li>- <b>Recruitment</b></li> <li>- <b>Moral</b></li> <li>- <b>Training and Safety</b></li> <li>- <b>Discipline</b></li> <li>- <b>Benefits</b></li> <li>- <b>Personnel Files</b></li> <li>- <b>Training Files</b></li> <li>- <b>Drug &amp; Alcohol Program</b></li> </ul>
<b>Administration</b>	<ul style="list-style-type: none"> <li>- <b>Budgeting</b></li> <li>- <b>Risk Management</b></li> <li>- <b>Contract Management</b></li> <li>- <b>Facility Management</b></li> <li>- <b>Accounts Payable</b></li> <li>- <b>Procurement</b></li> <li>- <b>Revenue Collection and Cash</b></li> </ul>

	<b>Management</b> - Payroll
<b>Safety</b>	- SSPP - SSP - Safety Meetings - Accident Procedures - Accident/Incident Frequency - Daily Messages
<b>Maintenance</b>	- Preventative Maintenance - Sufficiency of Facility - Vehicle Condition - Repair Scheduling - Parts management - Communication with Dispatch - Contracting Out - System Utilization - Road Calls

**AUDIT SCHEDULE**

Each operating location will be audited quarterly. Two (2) weeks prior to audit, each location will be notified of pending audit and provided a sample audit checklist in order to provide ample time for the location to perform a local audit, gather documents and make any corrections prior to the official audit to be conducted by corporate staff.

**AUDIT CHECKLIST**

The following checklist will be utilized by corporate staff in order to conduct the quarterly audit. A copy of the checklist will be provided to the operating location two (2) weeks prior to the site visit.

<b>ProKel Audit Checklist</b>			
<b>Location:</b>	<b>Date:</b>		
<b>Local Manager:</b>	<b>Auditor:</b>		
<b>Section: General Management &amp; Organization</b>			
<b>Task/ Item</b>	<b>Yes</b>	<b>No</b>	<b>Comment</b>
<b>Does the Location have a clear organizational structure?</b>			
<b>Does the location have the newest contract?</b>			
<b>Does the location have a clear understanding of the staffing plan?</b>			
<b>Is the location in compliance with the staffing plan?</b>			

Does the location have vacancies open longer than 30 days?			
Does the General Manager ensure compliance with MT requirements?			
Does the General Manager have clear oversight of operating location?			
<b>Section: Service Planning</b>			
<b>Task/ Item</b>	<b>Yes</b>	<b>No</b>	<b>Comment</b>
Does the location have a clear organizational structure?			
Does the location have the newest contract?			
Does the location have a clear understanding of the staffing plan?			
Is the location in compliance with the staffing plan?			
Does the location have vacancies open longer than 30 days?			
Does the General Manager ensure compliance with MT requirements?			
Does the General Manager have clear oversight of operating location?			
<b>Section: Scheduling, Dispatch &amp; Operations</b>			
<b>Task/ Item</b>	<b>Yes</b>	<b>No</b>	<b>Comment</b>
Does the location have clear procedures to assign drivers to routes?			
Does the location follow procedures for requesting vacations?			
Does the location have a plan to combat absences and sick leave?			
Does the location have adequate routes to meet service demand?			
Does the location have adequate number of part-time and full time drivers?			
Does the have sufficient vehicles to meet demand?			
Are the dispatchers and reservationist trained in the dispatch system?			
<b>Section: Personnel, Management and Training</b>			
<b>Task/ Item</b>	<b>Yes</b>	<b>No</b>	<b>Comment</b>
Does the location have a clear procedure to recruit new drivers?			
Does the location use the TAPCO training system?			
How many training hours are provided to new drivers?			

Is the GM providing benefit information to new employees?			
Is the location following Personnel File procedures?			
Are the personnel files up-to-date?			
Is the location following Training File procedures?			
Are the training files up-to-date?			
Does the location follow the Drug & Alcohol program procedures?			
Is the location up-to-date in the required random drug and alcohol pulls?			
<b>Section: Administration</b>			
<b>Task/ Item</b>	<b>Yes</b>	<b>No</b>	<b>Comment</b>
Does the location follow the monthly budget?			
Is the GM familiar with the requirements contained in the contract?			
Does the GM manage its facility?			
Does the location perform periodic inspections of the facility?			
Is the location following facility lease agreement?			
Does the facility follow procurement procedures?			
Does the GM review payroll before submittal?			
<b>Section: Safety</b>			
<b>Task/ Item</b>	<b>Yes</b>	<b>No</b>	<b>Comment</b>
Does the location follow the SSSP?			
Does the location follow the SSP?			
Does the location conduct monthly safety meetings?			
Does the location distribute an agenda for the safety meetings?			
Does the location follow accident reporting procedures?			
Does the location display the daily safety message?			
<b>Section: Maintenance</b>			
<b>Task/ Item</b>	<b>Yes</b>	<b>No</b>	<b>Comment</b>
Does the location follow the PM schedule?			
Does the location have a facility maintenance plan?			
Does the maintenance department provide the GM a report of vehicle condition?			

<b>Does the GM inspect vehicles to ensure proper body condition?</b>			
<b>Does the location follow an adequate scheduling protocol for repairs?</b>			
<b>Does the location outsource repairs to outside vendors?</b>			
<b>Does the location inspect repairs when vehicles are returned from outside vendors?</b>			
<b>Does the location ensure it follows the warrantee work protocol?</b>			
<b>Are mechanics trained to use the MIS?</b>			
<b>Are all work orders and repairs entered in the MIS?</b>			
<b>Does the location follow road call procedures?</b>			

**d. How often do you find mistakes or errors in your work and what is done to correct these errors, and what is the average correction time?**

**Records Management**

The General Manager, Safety Manager, Administrative Coordinator & Maintenance Manager are responsible for implementing a record management program that includes maintenance, retention, distribution, and safe disposal of all safety and security records of the agency in compliance with state and federal regulations.

All safety and security documents of the agency (SSPP, SPP, etc.) will be periodically revised, as needed, to ensure that they are up to date. Revisions and updates will be communicated with employees and regulatory agencies as they occur or as deemed necessary by the management, depending on the nature of the revision or update. The SPP is considered a confidential document and will be retained in a secure location by management.

ProKel Mobility will maintain and retain the following records for at least four (4) years:

- Records of bus driver background checks and qualifications
- Detailed descriptions of training administered and completed by each bus driver
- A record of each bus driver's duty status that will include total days worked, on-duty hours, driving hours, and time of reporting on and off duty each day
- Event investigation reports, corrective action plans, and related supporting documentation
- Records of preventive maintenance, regular maintenance, inspections, lubrication, and repairs performed for each bus
- Records of annual safety inspections and documentation of any required corrective actions
- Completed and signed medical examination reports for each bus driver

In addition, ProKel will retain records of daily bus inspections and any corrective action documentation for a minimum of two (2) weeks.

**Records Retention**

The human resources (HR) department retains and destroys personnel records in accordance with ProKel's corporate policies on business records retention as well as federal and state laws governing records retention. The following is an outline of the HR department's operating procedures for personnel records retention and destruction of documents when such retention periods have passed. ProKel's retention procedure does not supersede the duration for any state in which we do business, this procedure will be superseded by state requirements.

The HR department maintains both employee record information and government compliance reports. Both are subject to the following retention requirements and destruction procedures.

### **Maintenance of Employee Records**

The following employee information records are maintained in segregated personnel files:

- Pre-employment information.
- I-9 forms.
- Benefits plan and employee medical records.
- Health and safety records.
- General employee personnel records.

Government compliance reports are maintained in reverse chronological sequence and filed separately from the above employee information records.

### **Destruction of Employee and Applicant Records**

All paper personnel records and confidential employee data maintained by the HR department will be destroyed by shredding after retention dates have passed; this procedure pertains to all personnel records, not just those governed by the Fair and Accurate Credit Transactions Act (FACTA).

Application materials submitted by applicants for employment who were never employed are also to be shredded.

Personnel records include electronic as well as paper records. The HR department will work with the IT department periodically but no less than twice annually to review and ensure that the HR department's electronic records relating to employee information and compliance reports are properly purged.

### **Retention of Terminated Employees' Records**

The retention periods for terminated employees' and applicants' records and compliance reports are as follows.

#### **Pre-employment records:**

- Résumés, applications and related employment materials, including interview records and notes, for applicants not hired: three (3) years.
- Résumés, applications and related employment materials, including interview records and notes, for employees: four (4) years after the date of termination.
- Background checks, drug test results, driving records, company employment verifications, letters of reference and related documents: five (5) years.

**Employee records:**

- Terminated employee I-9 Forms: The later of three (3) years from the date of hire
- Compensation, job history and timekeeping records: four (4) years after termination.
- FMLA, USERRA, and related leave records: three (3) years after termination.
- Performance appraisal and disciplinary action records: four (4) years after termination.
- Benefit records: six (6) years after the filing date of the documents, based on the information they contain, or six (6) years after the date on which such documents would have been filed but for an exemption or simplified reporting requirement.
- Disputed issues (records relating to issues two (2) years after resolution of dispute involving external agencies or parties, wage-hour investigation by DOL, EEOC charge, arbitrations, court actions, etc.), OSHA and employee safety records: five (5) years after termination.
- Workers' compensation claims: thirty (30) years after the date of injury/illness.

**Compliance reports and records:**

- State New Hire reports: one (1) year after the report was filed.
- EEO-1: two (2) years after the report was filed.
- Annual Affirmative Action plans: two (2) years after the close of AAP year.
- OSHA 300/300A: five (5) years after posting.
- Form 5500: six (6) years after the report was filed.
- Federal/state tax reports: four (4) years after the report was filed.

### **3. Service Customization:**

- a. How will your firm customize transportation services to meet the specific needs of the City's Charter School system, Shuttle Bus for Seniors, and Community Service Bus? Provide a detailed plan for each.**

We have detailed our approach for customizing transportation services to meet the specific needs of the City's Charter School system, Shuttle Bus for Seniors, and Community Service Bus in our proposal. Each segment of the transportation service has been addressed with a tailored plan, ensuring that the unique requirements and priorities of each are met effectively and efficiently. We invite the City to review our proposal for an in-depth understanding of our comprehensive strategies and plans for each of these services.

## 4. Routing and Scheduling Optimization:

- a. Explain how your firm plans to optimize routing and scheduling to ensure timely and efficient transportation services. Highlight any algorithms or tools used for this purpose.

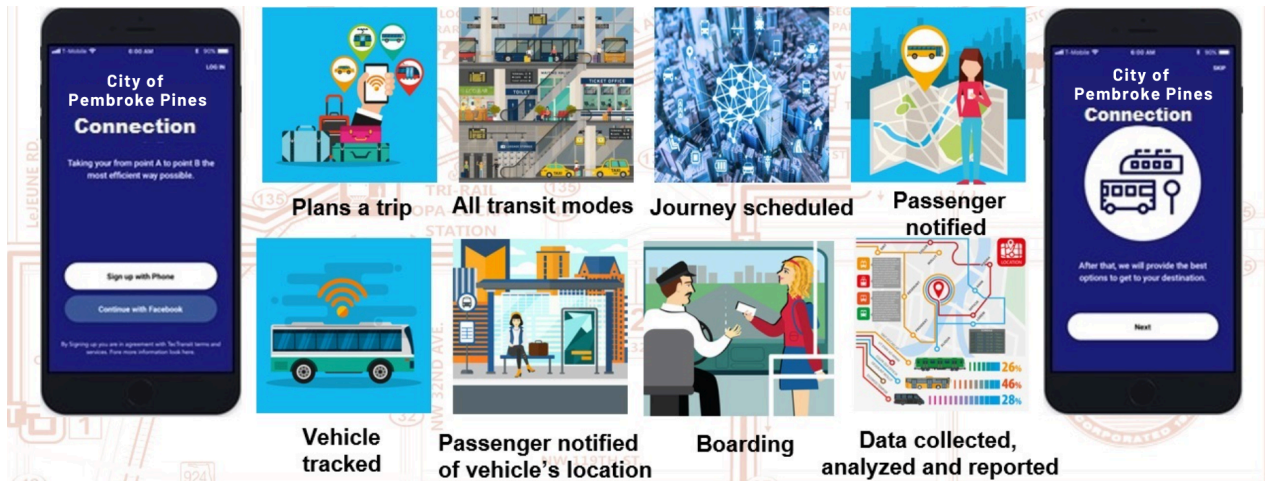
### **Successful Delivery of Service**

ProKel has extensive experience transporting passengers and providing high-quality service. This experience, coupled with our management philosophy, has proven invaluable for our clients, ensuring that implementations and customer experiences are successful. ProKel will bring this diligent commitment and dedication to the City's stakeholders, as well as the communities and customers it serves.

ProKel embodies **the same innovative and forward-thinking spirit of excellence** that characterizes the City. Pembroke Pines wants the right partner that can be trusted to improve **Staffing Levels, Customer Service, and On-Time Performance.**

Our Transportation Planning experts **tailored a Transportation Model** that addresses all of the requirements in the RFP and will be self-sustainable to support the City's redevelopment and economic goals. ProKel, at no cost to the City, **will also include Flex Route On-Demand technology** integrated within the app and in the Transit Model that ProKel is offering to the City. This On-Demand Flex Route feature is currently offered by the Transit Model in Kent, Seattle, which supports their Amazon Distribution Center. ProKel will include this MIT-inspired technology because we understand the City's need for effective transportation as a catalyst for a new economic boom.

At no extra cost to the City, ProKel will provide new state-of-the-art technology to increase the City's transportation connectivity and enhance the customer experience. The City will finally **have its own app** that integrates into Broward transit routes, Tri-Rail schedules and even a planning application programming interface (API) where customers can plan all transit initiatives right from the City's mobile application.



ProKel wants to ensure perfect connectivity and encourages ridership trust with City residents, work commuters, and future distribution/corporate headquarters stakeholders.

For our contracts, ProKel provides, on average, a 95% On-Time Performance. Our call holds time averages 0.56 seconds and 1.69 average complaints per 1,000 trips. Our professional and proven maintenance procedures are the foundation of the operation. We can provide Pembroke Pines with quality vehicle maintenance, resulting in high fleet reliability and superior performance. ProKel fully understands the importance of having safe, clean and reliable transportation in use with minimal maintenance service disruption.

ProKel Mobility is committed to providing detailed and timely operations reports in the required format. Our experience leveraging state-of-the-art transportation technology allows us to gather comprehensive data on our services. This ensures that system performance tracking is accurate, up-to-date, and aligned with expectations. We believe in accountability and will ensure that our reports give a clear insight into our operations, helping to build a strong and transparent partnership with the city of Pembroke Pines.

## 5. Data Analytics for Performance Monitoring:

- a. **How do you utilize data analytics to monitor the performance of transportation services? Provide examples of key performance indicators (KPIs) and how they contribute to continuous improvement.**

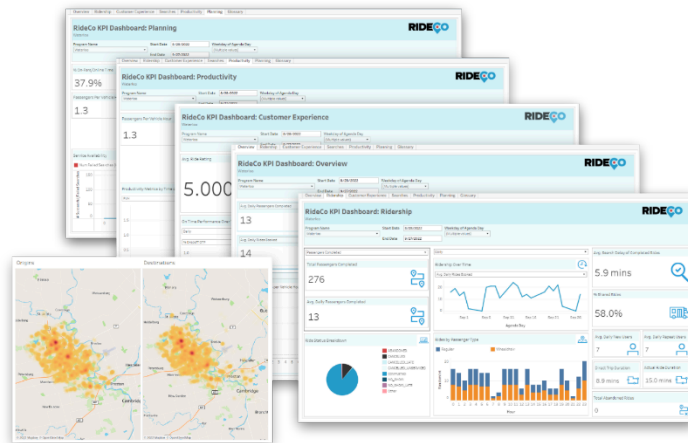
ProKel Mobility has partnered with RideCo to provide the technology behind our experienced and capable management structure. Included below is information concerning how we utilize this system to track data analytics.

### Data Insights

Data Insights comprise auto generated Key Performance Indicator (KPI) reports, and supportive analytics, as follows:

#### Visual KPI Dashboards

The robust Visual KPI Dashboards can assist across several areas of an organization. The overview dashboards provide key insights on metrics clients care more about. The ridership dashboard provides an understanding of how ridership is trending and key elements of service usage. The customer experience dashboard highlights metrics such as wait times, onboard times, on-time performance, and ride ratings. The productivity dashboard allows assessing how productive the service is with information about passengers per vehicle hour, revenue hours and sharing rates. Lastly, the planning dashboard provides key information such as vehicle utilization, overtime, and maximum hourly vehicles in service. All dashboards provide charts, metrics, and graphs of data, and can be customized by each user to show the data they care the most about for their operation. In addition, a user can set the date range preferences to view all of this data.



#### Raw Data Exports

The agency can export raw data (rides, vehicles, times, locations, etc.) in .csv format from RideCo platform for further analysis. The raw trip request data (origin/destination/time points) is also available for export and can be used for future transportation planning. All output options are flexible and can meet all standard reporting requirements (as required, such as origin and destination information, vehicles operated in maximum service, unlinked passenger trips, vehicle hours, total vehicle hours, vehicle miles, vehicles' miles traveled, passenger miles traveled, total

passenger counts, and total vehicle miles. RideCo can also provide API access to data should the agency want to bring their microtransit data into their pre-existing database provided by a third-party provider (Tableau, Power BI, etc.)

### **Daily Key Performance Indicator (KPI) Reporting**

RideCo offers standardized KPI reports that can be sent to your inbox daily. Reports include several KPIs, including weekly/monthly ridership and revenues, ridership by time of day, booking times, driver performance statistics, and customer ride ratings, and much more.

Ride data, provided at the trip level, will include information associated with requested locations of pick-ups and drop-offs, the actual locations of pick-ups and drop-offs, the price of each trip (including any discounts applied), and fare payment data (e.g., fare type, payment type).

Driver data, provided at the individual driver level, will include start and end times of shifts (including breaks), total vehicle miles traveled (by start of day to end of day and by terminal to terminal), and total revenue miles. Other examples of data from monthly summary reports include:

- Demand summary data (origin/destination, time of use, boardings per revenue hour, total ridership).
- Trip data (travel times, routes trip denial rate, booking abandonment rates, on-time percentage).
- Revenue summary data (total revenue, revenue broken down by types of passengers).

Business intelligence-style data (e.g., information on number of in-service vehicles vs. active passengers, efficiency data etc.) is collected and reported by the RideCo system. RideCo also compiles and provides fully completed NTD reporting in formats that are ready to be submitted to the FTA.

## 6. Maintenance Management System:

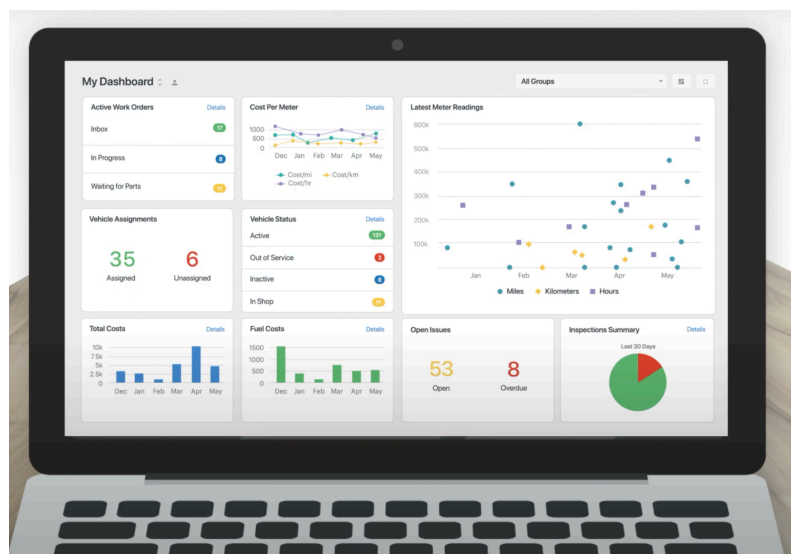
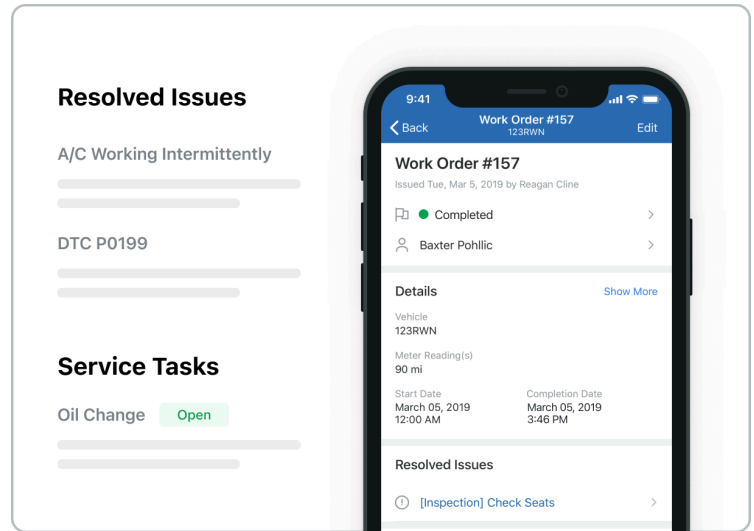
- a. Detail the maintenance management system that you plan to utilize for the Charter School Bus Program ensuring reliability and minimizing downtime. Include preventive maintenance measures and scheduling.

**Fleetio** is the nation's #1 maintenance software platform.

It reduces manual data entry by automating fleet management tasks, instantly pulling data from other systems to predict future maintenance and more.

Fleetio's fleet maintenance software tracks maintenance activities, work orders, parts and inventory. This software ensures compliance and record-tracking measures are followed. All road calls can be tracked in this system, and miles between road failures can be calculated in order to identify mechanical trend areas. The software integrates with a myriad of systems, including fuel management and inspection tools. It can also identify labor and material costs for specific job procedures and maintenance functions. The maintenance team can access this interface from one (1) or more workstations in the shop.

Our current operations nationwide PMIs are at 100%. Our local team has live access to our maintenance program software, which tracks all the maintenance. The City will also have live access to ProKel's maintenance software, Fleetio.



**b. Detail the maintenance management system that you plan to utilize for both the Shuttle Bus Programs ensuring reliability and minimizing downtime. Include preventive maintenance measures and scheduling.**

**Fleetio** is the nation's #1 maintenance software platform.

It reduces manual data entry by automating fleet management tasks, instantly pulling data from other systems to predict future maintenance and more.

Fleetio's fleet maintenance software tracks maintenance activities, work orders, parts and inventory. This software ensures compliance and record-tracking measures are followed. All road calls can be tracked in this system, and miles between road failures can be calculated in order to identify mechanical trend areas. The software integrates with a myriad of systems, including fuel management and inspection tools. It can also identify labor and material costs for specific job procedures and maintenance functions. The maintenance team can access this interface from one (1) or more workstations in the shop.

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**Service Plan**

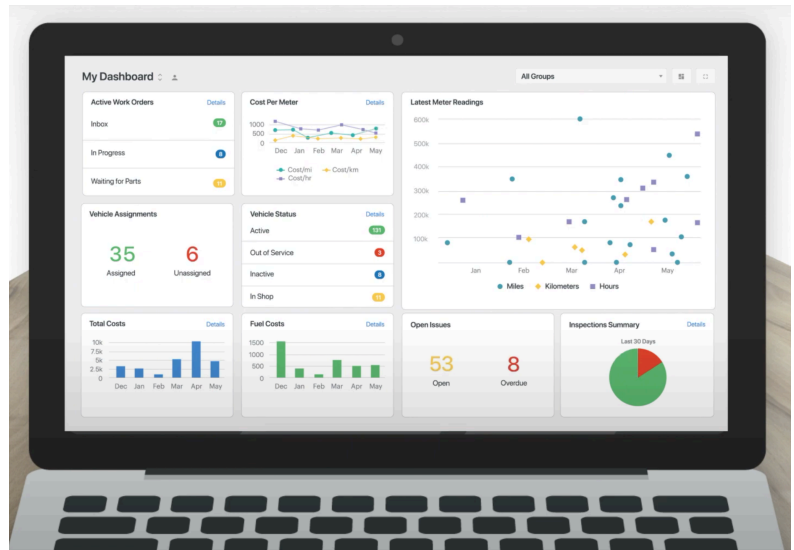
ProKel's proposed service plan includes the time-tested, proven elements outlined below.

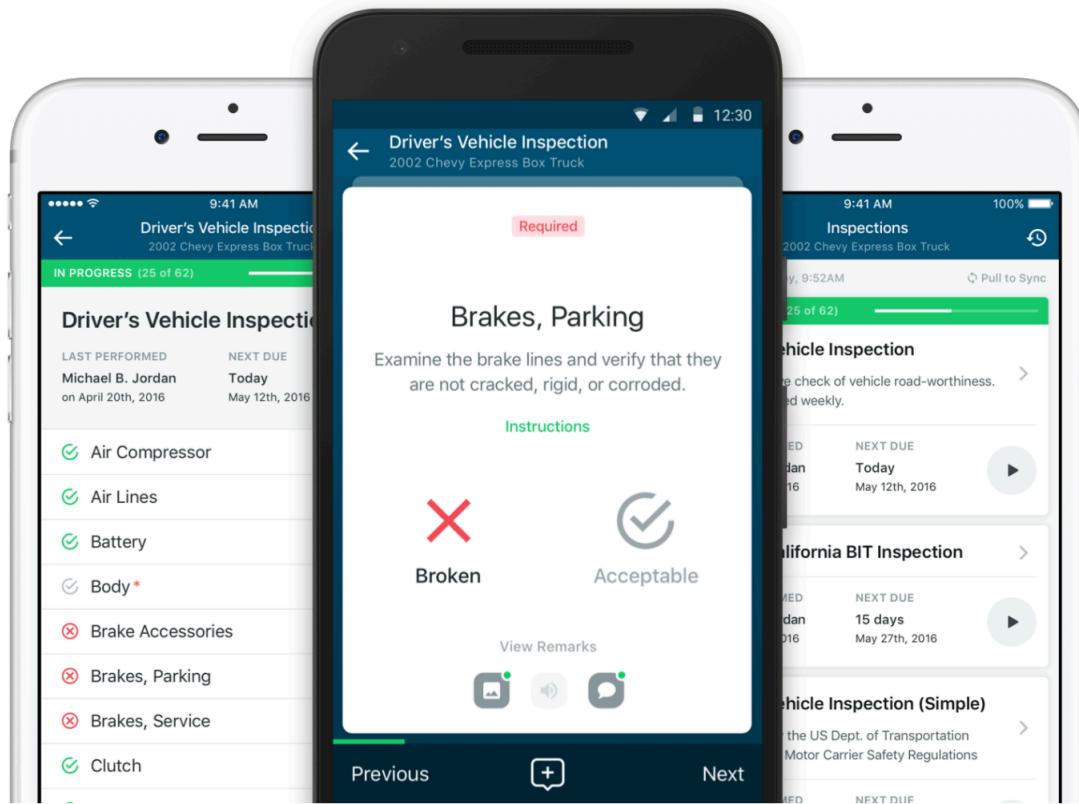
*Operator Check-In*

When the operator reports to the ProKel transit facility, they will check in with the lead operator. The operator will radio the dispatcher who will then mark the operator as present. The dispatcher will inform the operator of their vehicle assignment and provide any written notices regarding service adjustments, changes or announcements. Lead operators will perform a "fit for duty" review of each operator. This review includes a uniform check, reasonable suspicion evaluation and a review of each operator's license.

*Daily Vehicle Inspections*

When the operator arrives at their vehicle they will initiate the daily vehicle inspection (DVI, or "pre-trip") using ProKel's Fleetio wireless equipment on their company-issued wireless devices. All areas of the vehicle that are inspected and all results must be documented.





During peak pullout periods, at least one (1) lead operator is in the yard to oversee the DVI process. This person will monitor operators as they perform these inspections, respond to any questions operators may have, and ensure a timely and coordinated pullout.

If the operator detects an issue with the vehicle that presents a safety hazard or operational deficiency, the operator will notify a supervisor, who will then lock and tag out the vehicle in the maintenance cloud system. Vehicles will not be moved until a mechanic inspects and repairs any issues they might have. Once maintenance addresses the issues or repairs the defect, the vehicle would be able to go back into revenue service pending maintenance approval.



If the vehicle the operator inspected was placed out of service, the operator will then use a spare vehicle to operate service.

**c. What feedback have you received from clients regarding the overall quality of maintenance services provided, including factors like safety, efficiency, and customer satisfaction?**

Our clients have consistently provided positive feedback regarding the quality of our maintenance services. They particularly commend our commitment to safety, efficiency, and customer satisfaction. Our proactive approach to maintenance, regular safety checks, and quick response to service requirements have been highlighted as key strengths. Clients appreciate our dedication to maintaining high operational standards, which significantly contributes to the smooth and reliable functioning of their services. Overall, the feedback underscores our success in delivering maintenance services that meet and often exceed client expectations.

We have included a COTA letter of recommendation on the following page:



33 N. High St.  
Columbus, Ohio 43215  
614-228-1776



May 26, 2022

To Whom It May Concern,

It gives me great pleasure to write a letter of recommendation in recognition of ProKel Mobility. COTA is pleased with the partnership we have with ProKel in meeting the transit needs of our community.

We continue to be appreciative of the services and leadership provided by project manager and executive officer, Kelly Gonzalez, Jr. Kelly is committed to great customer service and improving overall efficiencies of our service. Kelly continues to be responsive to our requests and is flexible in meeting the ever-changing needs of our customers and organization.

Kelly Gonzalez, Jr. and his local team including operators are well-trained and professional. The team cares about customer and client satisfaction including courtesy and dedication. Our success is undoubtedly the result of safe and reliable transportation services the ProKel team provides to the customers of Columbus.

Over the past 5 months, since our partnership with ProKel began, we have seen a consistent average on-time performance for our Paratransit service of 97% an increase from the 4<sup>th</sup> quarter of 2021 from an average of 86% with a different partner. At the same time our ridership is back to pre-COVID levels and being able to maintain a high on-time performance with increased ridership is due to the strong supportive partnership with ProKel. During this period we have seen a 20% reduction in customer complaints and a 53% increase in customer compliments.

I am truly grateful for our partnership and commend ProKel Mobility for the great work they have delivered for our customers in Columbus. I look forward to our continued partnership as we are continuously striving to innovate and support not only Paratransit but Mobility solutions for our region in the future.

Sincerely,



Amy Hockman  
Interim Chief of Transit Operations

 MOVING EVERY LIFE FORWARD

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## **7. Fuel Efficiency Measures:**

- a. Explain measures that would be taken to enhance fuel efficiency to minimize fuel consumption and reduce environmental impact.**

To enhance fuel efficiency and minimize fuel consumption, thereby reducing environmental impact, our firm would implement several measures. These include the utilization of fuel-efficient vehicles and technologies, regular maintenance to ensure optimal vehicle performance, and the implementation of eco-driving training for all drivers.

We would also employ route optimization software to reduce unnecessary mileage and idling time. Additionally, we plan to monitor fuel usage closely and analyze data to identify further opportunities for efficiency improvements. These steps are designed not only to reduce fuel consumption but also to contribute positively to environmental sustainability.

## 8. Emergency Response Protocols:

- a. **Outline the emergency response protocols your firm has in place for various scenarios, ensuring the safety and well-being of passengers and community members.**

Employees are taught to thoroughly inspect vehicles and work areas for anything out of place and to report anything suspicious. Stressing caution and common sense, the training gives guidelines for appropriate suspicion without profiling, observing a suspicious person's behavior, location and time, rather than their attire or skin color. The training also discusses suspicious packages, gives guidelines for identifying chemical and biological weapons, and what steps to take in the event of an emergency.

### *System Safety Program Plan (SSPP)*

ProKel's System Safety Program Plan is consistent with federal, state and local regulations and assures that industry standards are maintained in accordance with the standards of the American Public Transportation Association (APTA) and the FTA. A copy of this plan is available upon request.

### **The goals of ProKel's Safety Plan are to:**

- Identify, eliminate, minimize and/or control safety hazards and risks
- Provide a superior level of safety in transit operations
- Support the safety efforts of the clients we serve
- Achieve and maintain a safe work environment
- Comply with all regulatory agencies' requirements

This program is audited biannually to ensure adequate overall compliance with the SSPP, operating rules, regulations, standards, codes and procedures.

### *System Security and Emergency Preparedness Plan (SSEPP)*

The System Security and Emergency Preparedness Plan is a set of comprehensive security goals, objectives and strategies that maximize the security of ProKel's passengers, employees and property. This plan is a blueprint for all security procedures. A copy of this manual is available upon request.

ProKel's SSEPP was developed in cooperation with the US Department of Transportation's Federal Transit Administration, Office of Transit's System Security and Emergency Preparedness Training and Technical Assistance Program.

**b. Describe your experience in planning for reunification services with clients and/or providing reunification services in the event of a disaster or emergency. If applicable, provide examples of successful reunification efforts in previous transportation management projects.**

Our experience in planning and providing reunification services in the event of a disaster or emergency is comprehensive and well-established. We have developed robust emergency response plans in collaboration with clients, which include clear protocols for reunification services. In past transportation management projects, we have successfully implemented these plans during emergencies, ensuring the safe and efficient reunification of individuals with their families or designated safe locations. Our team is trained in emergency response and reunification procedures, which has been instrumental in handling such situations effectively. Examples of our successful efforts include efficient coordination and communication during unforeseen events, where our timely actions facilitated the prompt and safe reunification of individuals. This experience underscores our capability to manage and respond to emergencies with diligence and care.

**c. Outline your plan for conducting evacuation drills.**

Our plan for conducting evacuation drills involves a structured and systematic approach. We will organize drills that simulate various emergency scenarios to ensure preparedness. These drills will include clear instructions on evacuation procedures, roles and responsibilities, and safety measures. The drills will be designed to be as realistic as possible while ensuring the safety of all participants.

**d. Address the frequency in which evacuation drills will be performed. (For example, address if evacuation drills will be performed at least twice per year, per bus.)**

We plan to conduct evacuation drills at least twice per year for each bus. This frequency is chosen to ensure that both new and experienced drivers and passengers are regularly exposed to evacuation procedures, keeping their knowledge and skills up-to-date and ensuring preparedness.

**e. Describe how you ensure the participation and preparedness of both drivers and passengers during evacuation drills.**

To ensure the participation and preparedness of both drivers and passengers during evacuation drills, we will schedule drills well in advance and communicate clearly about the importance and expectations of these exercises. Regular training sessions will be provided to drivers to familiarize them with evacuation protocols. Additionally, we will engage passengers through informational sessions and materials to highlight the significance of their involvement in these drills. This approach ensures that everyone is adequately prepared and understands their role in an evacuation scenario.

## 9. Incident Reporting and Analysis:

- a. **How do you handle incident reporting and analysis? Provide information on how your firm investigates and learns from safety incidents to continuously improve services.**

### Complaints

#### *Complaints Received by ProKel*

Expedient response to all complaints, comments and commendations is critical to customer service excellence. ProKel's personnel will report all passenger complaints and operational problems to the City's project manager/point of contact within twenty-four (24) hours of discovery. All employees are taught to exhibit professionalism and care when receiving a complaint.

The company's general guidelines to handling a customer complaint are as follows:

- Actively listen and document all necessary information.
- Respond politely and patiently, taking care to appropriately document and confirm the details of the comment.
- Inform the customer that any complaints will be investigated and that a supervisor may contact them directly as part of this investigation.
- Thank the caller for their time.

ProKel will immediately take appropriate actions and begin an investigation of all complaints to determine validity. Complaints that are serious in nature will immediately be brought to the attention of the City. Depending on the nature of the complaint, either the general manager and/or the regional vice president will personally handle these types of complaint investigations.

Complaint investigation includes one (1) or more of the following actions:

- Telephone conversation with the complainant to understand the details of the complaint.
- Conversation with all operators, dispatchers, road supervisors and any other staff involved in the situation.
- Review any vehicle camera clips related to the event.
- Review of any call recordings relating to the event.
- Review of all dispatch logs, trip sheets/manifests.

All steps taken during the investigation will be documented and filed. If the results of the investigation yield a validated complaint, a copy of the complaint documentation is filed in the affected employee's/employees' employment file(s), and a letter acknowledging the complaint and remedial steps taken is issued to the complainant.

Employees who receive repeat, valid complaints will be disciplined appropriately up to and including termination of employment. A formal complaint report will be provided to the City and the complaint will be logged and submitted with all monthly reports, as required.

### *Complaints Received by the City*

The City will also document passenger comments/complaints, log them into a customer service database and forward the copies to ProKel for investigation and response either via email, fax or other direct delivery.


Within two (2) working days of receiving a documented customer comment, ProKel will provide the City with all required information regarding the bus operator's name, bus number and location via email, hard copy or fax. We will document a response to the comment, noting any personnel actions such as discipline or retraining that will occur. After the City acts upon such complaints, the City will provide ProKel with summary information from its complaint database.

***Should they occur, ProKel will always be timely and thorough in resolving passenger complaints.***

We have included the following example of a complaint form:

### CUSTOMER SERVICE REPORT

COMMENDATION  
 COMPLAINT  
 INQUIRY  
 LOST + FOUND  
 OTHER



NUMBER

DATE RECEIVED	TIME RECEIVED	DATE LOGGED	FUNDING SOURCE <small>SELECT ONE</small>	FEEDBACK SUBTYPE	RESPONSE DATE
DATE OF INCIDENT	TIME OF INCIDENT	BOOKING ID	VEHICLE NO N/A	RUN N/A	VALID <input type="checkbox"/> Yes <input type="checkbox"/> No
					PROVIDER MV
SCHEDULE EARLY	SCHEDULE LATE	ORIGIN		DESTINATION	
CUSTOMER NAME	ADDRESS	TELEPHONE BUS: RES: CELL:	TAKEN BY		
			NOTE		
<b>DETAILS</b>					
<b>INVESTIGATION</b>					
<b>REPLY TO CUSTOMER</b>					
EMPLOYEE INVOLVED <b>Driver:</b>	EMPLOYEE NO.	INVESTIGATED BY	TELEPHONE	DATE	

*Maintaining Professional Customer-Facing Personnel*

ProKel’s personnel will be professionally dressed in the uniforms provided. Employees are directed to present a professional appearance at the start of each service day.

## Reporting

ProKel will follow and adhere to the City's reporting requirements as it relates to project records, which shall be owned by the City and will remain available to authorized City staff at no additional charge. We understand that reporting will be subject to inspection, audit and analysis at the City's discretion. As required, ProKel will maintain all records within the area, and make them available to the City for four (4) years following final payment.

### *Financial Records*

ProKel will establish and maintain, within a separate account, all project expenditures and any other relevant financial records or documents that conform to the FTA Uniform System of Accounts.

### *Invoices*

ProKel's Trolley Project Manager, Kelly Gonzalez, will submit monthly invoices to the City within ten (10) calendar days of the following month for services rendered during the reporting period. We will also maintain records for routes in the city. ProKel's invoice will detail the number of hours and bus miles within the City. We understand that additional invoicing methods may be required during the contract term.

### *Payroll Edit Reporting System*

ProKel has developed an **in-house system called ProKel Payroll** which interfaces with third-party systems to track data, such as revenue/non-revenue miles/hours, trips, etc., and compiles the data into reports. This system is designed to collect and store the data needed, allowing summary reports to be generated in reader-friendly formats. By using this system to generate billing, payroll and operational reporting, duplicative data entry and subsequent manual errors are greatly reduced.

In addition, ProKel uses software in both its corporate office and operating locations. Our software includes general ledger, accounts receivable and accounts payable. This **scalable software** allows for growth without capacity concerns. The web-enabled feature allows ProKel management to selectively determine which processes and controls should be centralized versus decentralized.

We ensure **proper data backup** and cloud storage of data backups in the event of a fire or other catastrophic event. ProKel's IT team will set up the local computer network to ensure proper connectivity, security levels, password protection and local technical support. We will work with the City MIS staff in whatever manner necessary.

ProKel is able to **meet the FTA/NTD reporting requirements** and currently provides these reports to clients who receive federal funding and are required to submit them. We use the accepted FTA sampling methodology and have systems in place to collect and report this information pursuant to the guidelines of the National Transit Database Reporting Manual.

## **10. Accessibility for Vulnerable Populations:**

- a. Describe measures taken to ensure the safety and accessibility of transportation services for vulnerable populations, such as seniors or individuals with disabilities.**

We have a lengthy history of providing ADA-compliant transportation services, which is evident in our experience with projects like the Miami Dolphins Bus Shuttle and Formula 1 events. Our focus has always been on ensuring the safety and accessibility of our transportation services for vulnerable populations, including seniors and individuals with disabilities. This commitment is reflected in our adherence to ADA standards, specialized training for our staff, and the implementation of vehicles and equipment designed to meet the unique needs of these populations. Our experience with these high-profile projects demonstrates our capability and dedication to offering inclusive and secure transportation solutions.

## 11. Safety Standards:

- a. **Detail the safety standards and protocols implemented to ensure the well-being of passengers, drivers, and the community. Include any certifications or safety initiatives your firm follows.**

### Safety Program

ProKel's safety program promotes a comprehensive focus on a healthy and safe work environment, using the following elements:

- Safety policies for bus, facility and maintenance operations
- Best-of-class operator training and certified instructor programs
- Safety awareness driven by constant communication, recognition and education
- Regular inspections and compliance with regulatory requirements
- Risk reduction and security threat detection
- Exceptional support via the ProKel safety resource center.

#### *Safety Policy Manual*

ProKel's safety policies set forth operating guidelines that reduce workplace accidents, incidents and injuries. ProKel's Safety Manual comprises more than forty (40) policies that address vehicle operations, regulatory compliance, maintenance operations, MSDS/hazardous materials, operational safety practices and facility emergency management.

Furthermore, ProKel issues documented Safety Guidelines that outline safety-related responsibilities for all safety, executive and managerial/supervisory roles. These guidelines additionally outline expectations regarding facility safety and upkeep.

### Safety Training

ProKel's operator training is an instructor-guided program that integrates video education to clearly define the expectations for a ProKel operator. It contains twenty-five (25) core classroom training modules that teach new operators the necessary components of safe and courteous vehicle operation. Local operations may add to this program to satisfy the particular training needs of a client or operating environment; however, successful inclusion of the base program is required.

ProKel's customer-focused training ensures that every passenger receives service in a friendly and professional manner. Before operators get behind the wheel with a passenger, they will have to complete our service orientation training and service essentials customer service training. Along with customer service, operators must go through ProKel's award-winning and industry-recognized TAPTCO operating training program. The program is overseen by ProKel VP of Safety Frank Ciccarella, who has over forty (40) years of experience overseeing national companies with 5,000+ drivers. The program will ensure the local safety manager is providing an operator training program that is consistent, safety-first minded and customer friendly.

Classroom training is followed by pre-driving skill, observation and behind-the-wheel training (where classroom training is put into action in the field).

This training defines the multiple performance standards that all trainees must meet. In addition:

- Each standard is described in detail.
- Checkpoints to success are outlined.
- Failure to achieve the standard is defined.
- Mastery tips for operators to use in operation are provided.

All operator training is facilitated by a ProKel FL 14-90 -certified training instructor.



*Pictured above is ProKel Mobility Vice President of Safety, Frank Ciccarella, hosting a safety training update with the South Florida regional team.*

### Safety Awareness

Among our many initiatives promoting safe behavior, ProKel's strength lies in our approach to cohesive safety messaging and recognition. Although each of our operating locations have unique characteristics, all deliver a common message – **safety is ProKel's #1 priority** – and all use the same vehicles to deliver this message.

### Daily Safety Message

Daily, a corporate-issued safety message, is published and delivered to all ProKel locations. Each message is posted at the location and read over the radio by dispatch. Additionally, all meetings and conference calls must begin with a safety message.



*Pictured is ProKel Mobility's Project Manager, Kelly Gonzalez, with local South Florida team members.*

### *Location Safety Committee*

Each ProKel location has a Location Safety Committee (LSC). This committee works together to create and maintain a safe work environment for all employees.

The LSC has a significant role in implementing ProKel's System Safety and Security Program and reducing and resolving location hazards. The LSC comprises one (1) or more representatives from each department and is facilitated by the project manager and safety supervisor. Our Director of Safety sits in on all the LSC meetings to ensure all concerns are addressed.

#### **b. How often do the vehicles and/or drivers get into accidents, and what is done to address these issues?**

We employ a rigorous accident review process to identify causes and implement corrective actions. Should operator errors be identified, specialized training sessions are conducted to prevent recurrences.

### *System Security Awareness Classroom Training*

ProKel's classroom training includes a thirty (30)-minute presentation of the Warning Signs video, produced by the National Transit Institute's Workplace Safety and Security Program through the funding and support of the Federal Transit Administration.

This training video emphasizes the responsibility of transit professionals to extend the reach of law enforcement agencies in ensuring the safety and security of their transit systems.

Employees are taught to thoroughly inspect vehicles and work areas for anything out of place and to report anything suspicious. Stressing caution and common sense, the training gives guidelines for appropriate suspicion without profiling, observing a suspicious person's behavior, location and time, rather than their attire or skin color. The training also discusses suspicious packages, gives guidelines for identifying chemical and biological weapons, and what steps to take in the event of an emergency.

### *System Safety Program Plan (SSPP)*

ProKel's System Safety Program Plan is consistent with federal, state and local regulations and assures that industry standards are maintained in accordance with the standards of the American Public Transportation Association (APTA) and the FTA. A copy of this plan is available upon request.

#### **The goals of ProKel's Safety Plan are to:**

- Identify, eliminate, minimize and/or control safety hazards and risks
- Provide a superior level of safety in transit operations
- Support the safety efforts of the clients we serve
- Achieve and maintain a safe work environment
- Comply with all regulatory agencies' requirements

This program is audited biannually to ensure adequate overall compliance with the SSPP, operating rules, regulations, standards, codes and procedures.

### *System Security and Emergency Preparedness Plan (SSEPP)*

The System Security and Emergency Preparedness Plan is a set of comprehensive security goals, objectives and strategies that maximize the security of ProKel's passengers, employees and property. This plan is a blueprint for all security procedures. A copy of this manual is available upon request.

ProKel's SSEPP was developed in cooperation with the US Department of Transportation's Federal Transit Administration, Office of Transit's System Security and Emergency Preparedness Training and Technical Assistance Program

### **ProKel's goals in implementing quality improvement measures will be to:**

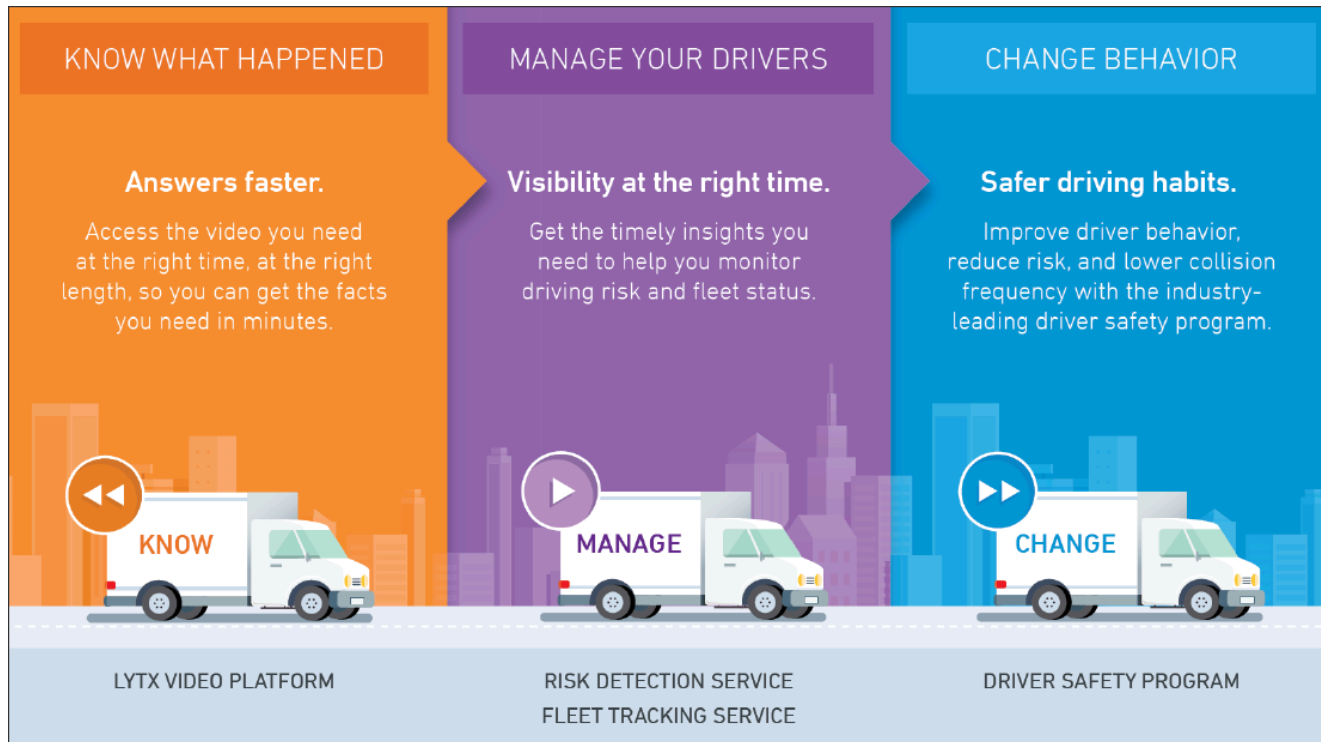
- Produce cost savings
- Increase efficiencies
- Improve safety performance
- Heighten quality of service
- Reduce waste
- Facilitate teamwork and communication
- Satisfy customers and stakeholders
- Improve working conditions and employee morale

### *New Proposed Technology*

The below two (2) technology solutions are included as part of our commitment to the quality of service as it relates to the delivery of the contract services. The following technologies aim to improve passenger care through onboard monitoring systems as detailed below.

We have included short descriptions of these in **Appendix B: DriveCam Software** and **Appendix C: MobilEye Technology**.

# Lytx DriveCam



The three (3)-part system addresses concerns for fleet management and safety by including the Lytx Video platform, Rise Detection Service/Fleet Tracking Service and the Driver Safety Program. All of these center around the DriveCam Video Event Recorder (VER).

## DriveCam’s DC3P Video Event Recorder

ProKel proposes using DriveCam’s DC3P Video Event Recorder to monitor each operator’s driving behavior. This system gives insight into how operators adhere to company and law enforcement policy and provides ProKel’s management team with the information needed to refine and enhance training.

The DriveCam Video Event Recorder (VER) is placed on the vehicle’s windshield. The unit continuously monitors the operator’s behavior and provides real-time in-cab feedback. Using exception-based video recording, the camera continuously records. However, data is only saved when activated by embedded sensors that measure force exerted on the vehicle (such as abrupt start/stops, sudden turns, accelerations/decelerations, speeding and collisions). Additionally, the unit has a panic button that is pushed by the operator (in the event of an on-board incident, a passenger altercation, etc.).





## Meet the first step in state-of-the-art fleet protection.

### The Lytx DriveCam® event recorder is where it all starts.

This automotive-grade device does more than just capture video. It uses onboard algorithms to collect and process data and video, and distinguish normal driving from risky behaviors.

When triggered, the system saves data clips for a period of ten (10) seconds before and ten (10) seconds after the event.

The event video and data (which includes views of the road ahead and of the operator) uploads to DriveCam’s Risk Analysis Center where DriveCam’s trained professionals analyze the event (review,

#### ▶ DriveCam Video Event Recorder Features

- Onboard Posted Speed Database
- Real-Time In-Cab Feedback
- Risk Predict® Technology
- Collision Video Recording
- 4 GB Camera Storage
- Telematics
- Hotspot Mapping
- Operator-Activated Event Recording (panic button)

Lytx Video Platform	Risk Detection Service	Driver Safety Program	Fleet Tracking Service
The video facts fleets need – in minutes.	Monitor fleet risk with timely insights.	A proven approach to improving driving habits.	Improve customer satisfaction and safety - in one solution.
Gives users access video anywhere they have an internet connection.	Provides users with insights about driving moments that are important to track.	Helps change behavior by coaching drivers to be aware of their habits on the road.	Provides real-time fleet status so users can optimize productivity.
	All features of Lytx Video Platform PLUS:	All features of Lytx Video Platform and select features of Risk Detection PLUS:	All features of Lytx Video Platform PLUS:
<ul style="list-style-type: none"> <li>• Immediately access up to 100 driving hours of video online from Lytx account</li> <li>- Continual recording</li> <li>- Live Streaming Video</li> <li>- 5 min per vehicle per month</li> <li>• Ability to add auxiliary cameras</li> <li>• Secure access to Lytx account, programs, services and data</li> <li>• Gateway to manage drivers, vehicles, select configurations and administrative functions</li> </ul>	<ul style="list-style-type: none"> <li>• Dashboard displays the categories that are contributing to risk, frequency by count and trend, per Group. (April/May)</li> <li>• Event List provides a summary of exception-based events generated by vehicles drivers including accelerometer, speeding, rolling stop and third-party ADAS triggered events.</li> <li>• Extend Events: Get 30-seconds before and 30-seconds after exception-based events (when Continual Recording is activated)</li> <li>• No coaching workflow</li> </ul>	<ul style="list-style-type: none"> <li>• Prioritized coaching tasks</li> <li>• Prescriptive coaching workflow</li> <li>• Human review identifies behaviors and outcomes</li> <li>• Reports: Safety and performance; Drivers, group, and program status reports, Industry benchmarking</li> <li>• Scores: Coaching effectiveness help users monitor efficacy</li> <li>• Program management and support</li> <li>• Program reviews, ROI analysis</li> <li>• Insight dashboards</li> </ul>	<ul style="list-style-type: none"> <li>• Real-time vehicle location</li> <li>• Route replay</li> <li>• Locate closest vehicle</li> <li>• Custom geo-fences with real-time alerts</li> <li>• Real-time and past vehicle location data</li> <li>• Fuel management reports (available with J1939 ECM connection)</li> <li>• State mileage data extracts</li> </ul>
8			lytx.

score and comment on each event) for ProKel’s management to use in coaching operators and improving operator safety.

Events are stored on a web-based portal for a ninety (90)-day period. Afterward, all events are archived on in-house servers for historical data retention.



We implement edge-to-cloud machine vision and artificial intelligence [MV+AI] technology that is intentionally designed and developed to solve specific challenges fleets like yours care about.



Lytx solutions are powered by the world’s largest video and driving database of its kind in a single platform. Our database is driven by +500K vehicles, 20 years of experience, and billions of miles of driving data.



Lytx is pioneer and leader in video telematics industry, and holds over 120 issued and pending patents.

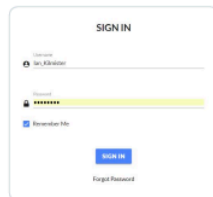
<https://www.lytx.com/en-us/patents>

### Mobile Friendly



Optimized for tablet touch screens

### login.lytx.com



Single sign-on for all your Lytx accounts

### Hablamos Español



Choose your language in browser settings

### User Feedback



Clients comments can help us prioritize



The Lytx Video Platform gives you instant access to data and video – on demand. Continual recording means continual protection.



The Lytx Video Platform is mobile friendly, which means you can access your program from mobile devices, such as tablets or smartphones anywhere you have an internet connection.



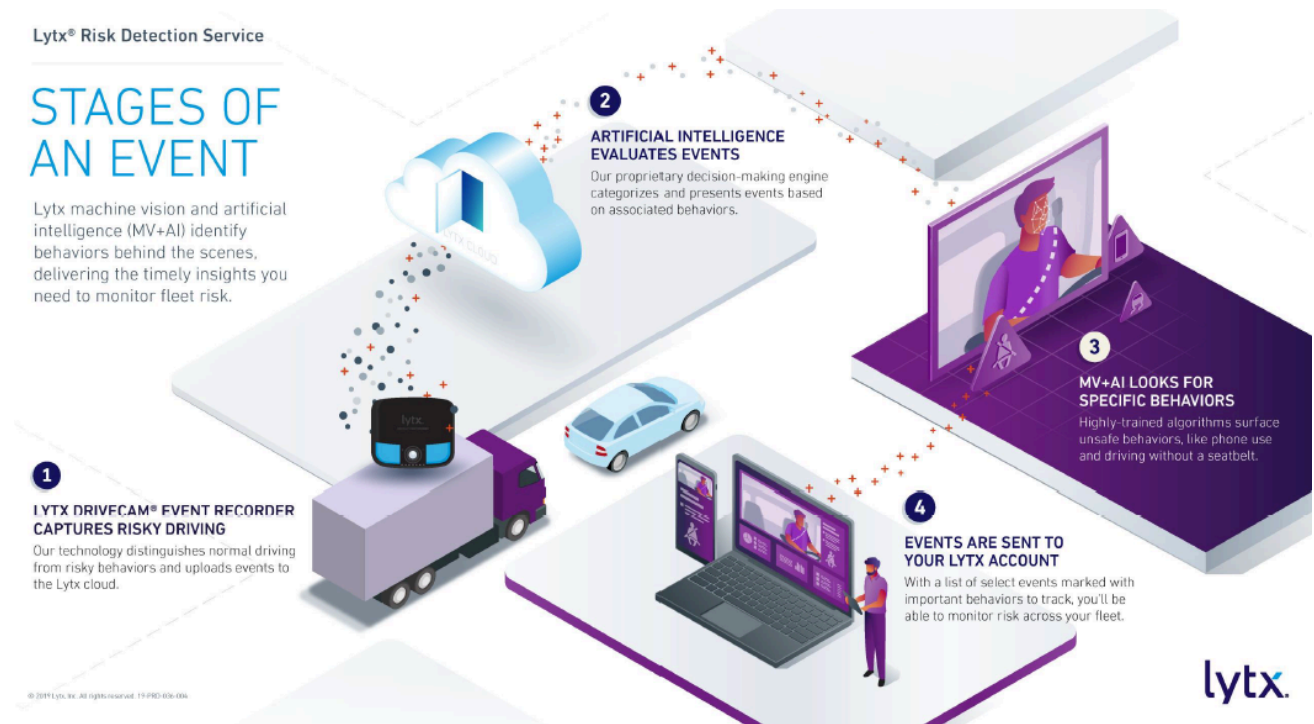
Lytx provides a livestream option, which provides a real-time view of what’s happening on the road.

## Risk Detection Service System

Lytx® Risk Detection Service

### STAGES OF AN EVENT

Lytx machine vision and artificial intelligence (MV+AI) identify behaviors behind the scenes, delivering the timely insights you need to monitor fleet risk.



As described in the graphic above, the Lytx DriveCam Event Recorder will help assist drivers and program managers with improving driver behavior and providing insights that will reduce fleet risk over time.

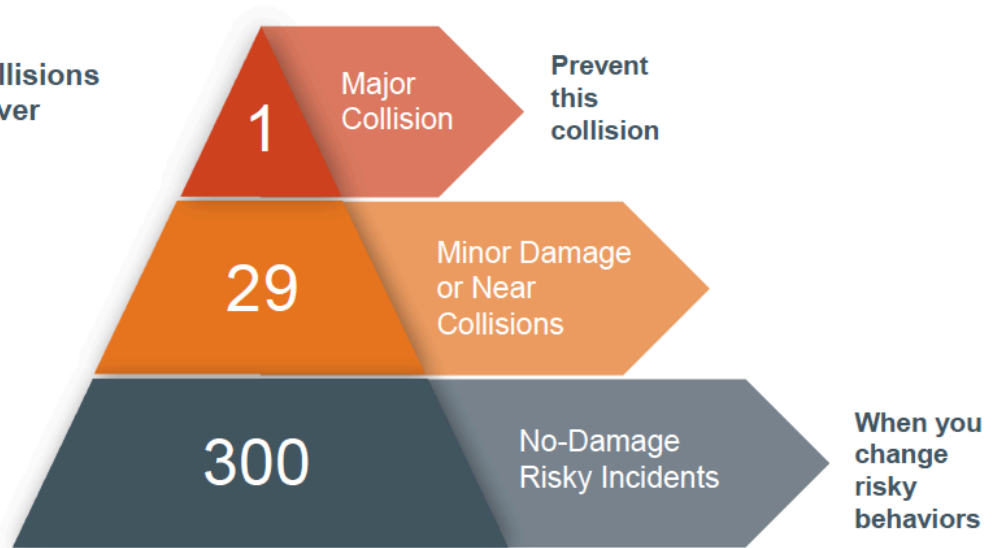
The system works to leverage AI and machine learning to ensure that any event is communicated to the management team, ensuring transparency and accountability.

Wrapping this accountability into a larger driver education and training system will ensure that our performance always improves.



## SAFETY PYRAMID

Help prevent collisions by changing driver behavior before causing a major incident



Source: H.W. Heinrich, *Industrial Accident Prevention: A Scientific Approach*.

Lytix and ProKel know that preventing accidents, especially those with major collisions, is a matter of reducing the general number of accidents by getting down to the core of the driver-based issues that cause them. As the above graphic shows, ProKel knows that immediately changing behavior through the use of the DriverCam system will lead to fewer Major Collisions by stopping the behavior when it leads to lesser, No-Damage Risky Incidents. We will bring this focus onto the Coral Springs opportunity.

# Mobileye Collision Avoidance System

ProKel is pleased to offer the **Mobileye collision avoidance system**. **Mobileye**, an Intel company, is a windshield-mounted camera that detects other vehicles, pedestrians and lane divisions in real time. This system includes the following capabilities within the driver's view to assist and promote safe driving.



**PEDESTRIAN & CYCLIST COLLISION WARNING**

Alerts drivers of an imminent collision with a pedestrian or cyclist



**HEADWAY MONITORING & WARNING**

Helps drivers keep a safe following distance from the vehicle ahead and alerts them if the distance becomes unsafe



**FORWARD COLLISION WARNING\***

Alerts drivers of an imminent collision with a vehicle or motorcycle ahead, both on highways and in urban areas



**LANE DEPARTURE WARNING\***

Alerts drivers when there is an unintentional deviation from the driving lane



**SPEED LIMIT INDICATOR\*\***

Recognizes speed limit signs, and notifies the driver, both of the new speed limit and if they exceed it



**Mobileye 8 Connect can detect pedestrians and cyclists at night!**

\*Night detection requires a minimal amount of light and does not operate in complete darkness.

\*Meets NHTSA's guidelines.

\*\*Detects signs declared valid by the Vienna Convention on Road Signs and Signals.

Camera unit containing the camera, EyeQ® chip, SIM card, modem, gyro, g-sensor and speaker for audio alerts

EyeWatch™ display for visual alerts

GPS unit

## OVER-THE-AIR UPDATES

Mobileye is continuously developing new features and improving its alerts and algorithms. Over-the-air updates ensure your fleet benefits from new features, future-proofing your technology purchase.

Note: All pictures shown are for illustration purpose only and not to scale.

Mobileye mitigates the primary risk factor that leads to vehicle collisions – operator inattention. An estimated 93% of all accidents are a result of human error, with nearly 80% resulting from operator inattention in the three (3) seconds preceding the accident. In an estimated 40% of rear-end collisions, no brakes were applied. Further, 60% of road accident fatalities are due to unintentional lane departures.

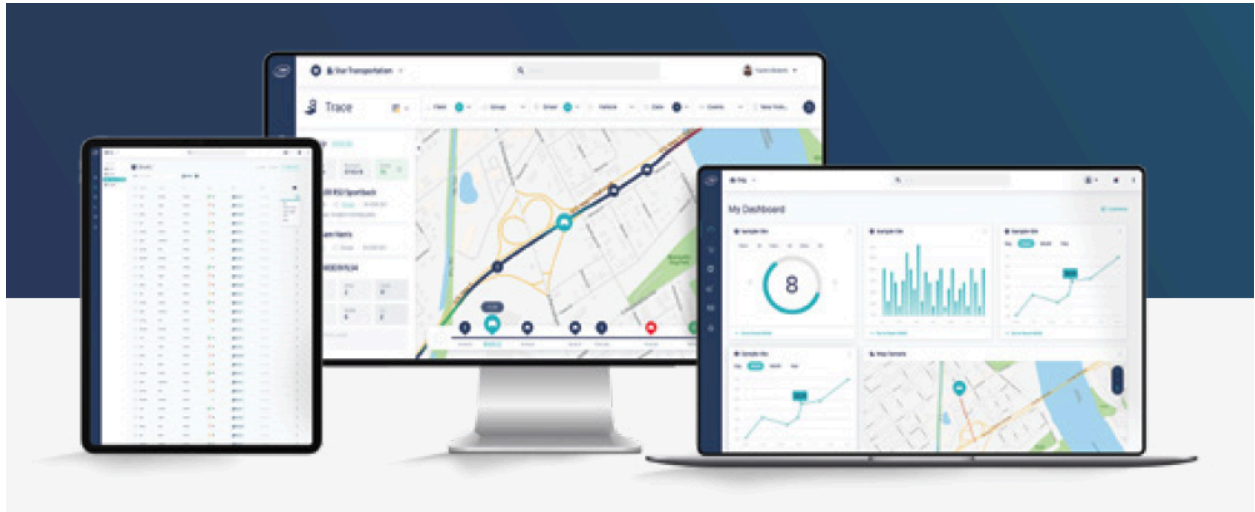
When triggered, the system will emit an auditory warning when the following events occur:

- The vehicle operator departs from the lane
- The distance between the vehicle and the vehicle in front of it becomes too small
- A forward collision is imminent
- A pedestrian is detected
- The operator exceeds the speed limit

This warning signals the operator to apply the brakes to avoid collisions.



### Safety Reporting with Mobileye



Mobileye also allows for capabilities such as geofencing, tracking and other features that are centralized within one (1) easily accessible system. All of this adds to a capability to provide in-depth, on-demand reporting that is functional, useful and can drive decision-making processes.



#### Safety

With alert data metrics you'll have greater insight into drivers' progress on unsafe habits such as tailgating, near misses, harsh braking and lane changes without signaling



#### Tracking

With track-and-trace features, you can ensure our vehicles stay on route and conduct step-by-step analysis to determine route efficiency and safety



#### Insights

Our safety reports make it easy to identify which drivers could benefit from extra training and which might be rewarded for safe driving



#### Boundaries

Geo-fencing allows you to set pre-defined limits for drivers, ensuring that your vehicles stay within a prescribed area

### How They Work Together

Additionally, with its intelligent high beam control, Mobileye automatically switches high beams to low beams when oncoming traffic is approaching. This camera system supplements the safety monitoring capabilities of DriveCam; when Mobileye detects a near



collision, the operator's reaction will trigger DriveCam to begin recording. This additional feedback will enable the DriveCam coach to more thoroughly coach operators in safe driving practices.

#### *Adjustments to Service*

The company will provide services under an agreement with the City and will keep the City advised on any matters of importance, service adjustment or recommendations. The City has the final authorization on the service parameters.

#### *Service Dispatching*

A dispatcher will be available during all hours of service to answer the telephone, and provide ongoing support to vehicle operators comprising signing in and out, vehicle route assignments, incident management and road calls.

#### *Changes to Service Parameters*

ProKel understands that the City reserves the right to revise and/or add any service parameters similar to the parameters outlined in the City's RFP as needed in order to meet service needs and regulations. ProKel may propose ideas to improve the use of City vehicles during revenue service.

## **Complaints**

#### *Complaints Received by ProKel*

Expedient response to all complaints, comments and commendations is critical to customer service excellence. ProKel's personnel will report all passenger complaints and operational problems to the City's project manager/point of contact within twenty-four (24) hours of discovery. All employees are taught to exhibit professionalism and care when receiving a complaint.

The company's general guidelines to handling a customer complaint are as follows:

- Actively listen and document all necessary information.
- Respond politely and patiently, taking care to appropriately document and confirm the details of the comment.
- Inform the customer that any complaints will be investigated and that a supervisor may contact them directly as part of this investigation.
- Thank the caller for their time.

ProKel will immediately take appropriate actions and begin an investigation of all complaints to determine validity. Complaints that are serious in nature will immediately be brought to the attention of the City. Depending on the nature of the complaint, either the general manager and/or the regional vice president will personally handle these types of complaint investigations.

Complaint investigation includes one (1) or more of the following actions:

- Telephone conversation with the complainant to understand the details of the complaint.
- Conversation with all operators, dispatchers, road supervisors and any other staff involved in the situation.

- Review any vehicle camera clips related to the event.
- Review of any call recordings relating to the event.
- Review of all dispatch logs, trip sheets/manifests.

All steps taken during the investigation will be documented and filed. If the results of the investigation yield a validated complaint, a copy of the complaint documentation is filed in the affected employee's/employees' employment file(s), and a letter acknowledging the complaint and remedial steps taken is issued to the complainant.

Employees who receive repeat, valid complaints will be disciplined appropriately up to and including termination of employment. A formal complaint report will be provided to the City and the complaint will be logged and submitted with all monthly reports, as required.

#### *Complaints Received by the City*

The City will also document passenger comments/complaints, log them into a customer service database and forward the copies to ProKel for investigation and response either via email, fax or other direct delivery.


Within two (2) working days of receiving a documented customer comment, ProKel will provide the City with all required information regarding the bus operator's name, bus number and location via email, hard copy or fax. We will document a response to the comment, noting any personnel actions such as discipline or retraining that will occur. After the City acts upon such complaints, the City will provide ProKel with summary information from its complaint database.

***Should they occur, ProKel will always be timely and thorough in resolving passenger complaints.***

The following is an example of the complaint form:

### CUSTOMER SERVICE REPORT

COMMENDATION  
 COMPLAINT  
 INQUIRY  
 LOST + FOUND  
 OTHER



NUMBER

DATE RECEIVED	TIME RECEIVED	DATE LOGGED	FUNDING SOURCE <small>SELECT ONE</small>	FEEDBACK SUBTYPE	RESPONSE DATE
DATE OF INCIDENT	TIME OF INCIDENT	BOOKING ID	VEHICLE NO N/A	RUN N/A	VALID <input type="checkbox"/> Yes <input type="checkbox"/> No
					PROVIDER MV
SCHEDULE EARLY	SCHEDULE LATE	ORIGIN		DESTINATION	
CUSTOMER NAME	ADDRESS	TELEPHONE BUS: RES: CELL:	TAKEN BY		
			NOTE		
<b>DETAILS</b>					
<b>INVESTIGATION</b>					
<b>REPLY TO CUSTOMER</b>					
EMPLOYEE INVOLVED <b>Driver:</b>	EMPLOYEE NO.	INVESTIGATED BY	TELEPHONE	DATE	

*Maintaining Professional Customer-Facing Personnel*

ProKel’s personnel will be professionally dressed in the uniforms provided. Employees are directed to present a professional appearance at the start of each service day.

## Reporting

ProKel will follow and adhere to the City's reporting requirements as it relates to project records, which shall be owned by the City and will remain available to authorized City staff at no additional charge. We understand that reporting will be subject to inspection, audit and analysis at the City's discretion. As required, ProKel will maintain all records within the area, and make them available to the City for four (4) years following final payment.

### *Financial Records*

ProKel will establish and maintain, within a separate account, all project expenditures and any other relevant financial records or documents that conform to the FTA Uniform System of Accounts.

### *Invoices*

ProKel's Project Manager, Kelly Gonzales, will submit monthly invoices to the City within ten (10) calendar days of the following month for services rendered during the reporting period. We will also maintain records for routes in the city. ProKel's invoice will detail the number of hours and bus miles within the City. We understand that additional invoicing methods may be required during the contract term.

### *Payroll Edit Reporting System*

ProKel has developed an **in-house system called ProKel Payroll** which interfaces with third-party systems to track data, such as revenue/non-revenue miles/hours, trips, etc., and compiles the data into reports. This system is designed to collect and store the data needed, allowing summary reports to be generated in reader-friendly formats. By using this system to generate billing, payroll and operational reporting, duplicative data entry and subsequent manual errors are greatly reduced.

In addition, ProKel uses software in both its corporate office and operating locations. Our software includes general ledger, accounts receivable and accounts payable. This **scalable software** allows for growth without capacity concerns. The web-enabled feature allows ProKel management to selectively determine which processes and controls should be centralized versus decentralized.

We ensure **proper data backup** and cloud storage of data backups in the event of a fire or other catastrophic event. ProKel's IT team will set up the local computer network to ensure proper connectivity, security levels, password protection and local technical support. We will work with the City MIS staff in whatever manner necessary.

ProKel is able to **meet the FTA/NTD reporting requirements** and currently provides these reports to clients who receive federal funding and are required to submit them. We use the accepted FTA sampling methodology and have systems in place to collect and report this information pursuant to the guidelines of the National Transit Database Reporting Manual.

*Vehicle Repair Tracking*

The maintenance clerk will complete AM and PM down lists to track vehicles that need repairs or maintenance. These logs will help track the vehicles and the turnaround time to minimize downtime and ensure that the vehicles will be repaired in a timely manner. Once repairs have been completed, vehicles will be inspected and put back into service and a repair order will be completed. This repair order will be updated in the maintenance system which tracks the individual vehicle’s repair history. All driver vehicle reports will be stored in the maintenance department as part of the vehicle’s permanent history once the defect has been corrected.

*Types of Reports and Submittal*

The table below summarizes the reports required by the City followed by the requested submittal date.

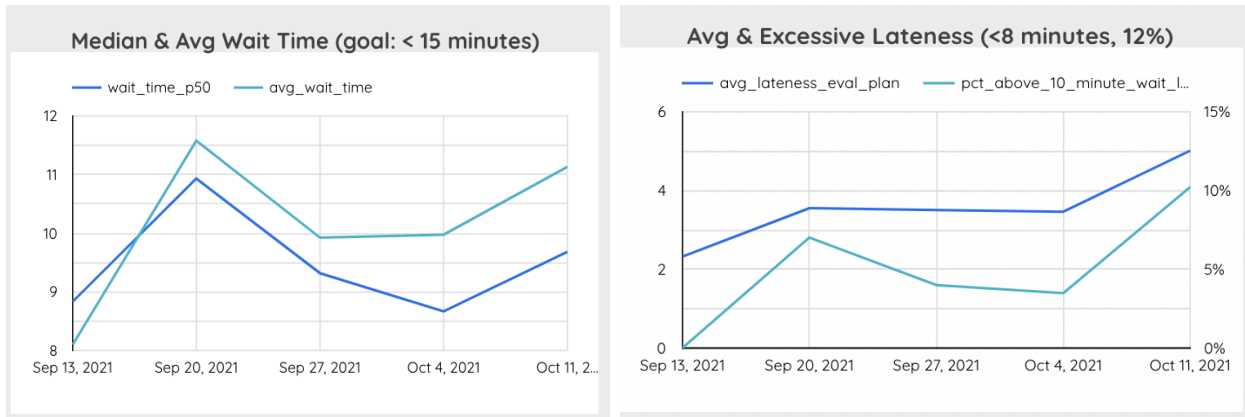
Report	Submittal Date
Daily Operations Report	No later than 12:00 PM on the following business day
Daily Trip Reports	No later than 12:00 PM on each Tuesday for the previous seven (7)-day period
Monthly Report	No later than the tenth day of the following month
Operator Reports	Daily (at all times)
Performance Reports	At the City’s request

**Quality Assurance and Quality Control Proposals**

As explored in the above methodology section, at the outset of any deployment, ProKel/TRC will create service level agreements with the City, and we will ensure the quality of our services against these metrics each week.

These service level agreements may be aspirational (i.e., service level goals to work towards, such as lowering telephone bookings or increasing passengers per hour) or minimum requirements (i.e., metrics that the service should not exceed or go below, such as maximum wait time before pick-up or maximum number of unfulfilled).

As an example of the above, one of the service metrics requested by another transportation partner was to avoid wait times for passengers in excess of fifteen (15) minutes and for the arrival time to be under eight (8) minutes (12% greater) compared to if they took a taxi directly to their destination, as the graphs below demonstrate.



With regard to training, ProKel/TRC provides completion certificates for each module of the dashboard and for each feature of the driver app. We **repeat this training on a yearly basis** and as part of our product roadmap, we intend to automate this procedure so that drivers are prompted with questionnaires in-app and dashboard users are taken to virtual environments to test their knowledge about the system.

## 12. Regular Safety Audits:

- a. **How often does your firm conduct safety audits, and what are the key components of these audits to ensure ongoing compliance with safety standards?**

### *Safety Meetings*

Safety meetings offer an opportunity to provide Florida 19-A Recertification Transit refresher training and address timely topics. All employees must attend this one (1)-hour meeting twelve (12) times per year. Based on the size of the location, several meetings may be scheduled to accommodate operator and staff schedules.

All safety meeting topics are issued by ProKel's safety department and address topics in fleet safety (defensive driving, wheelchair securement, adverse weather) and injury prevention (drug and alcohol, back safety, heat safety).

Additionally, monthly safety tasks are assigned with the safety meeting schedule. These tasks include facility inspections, completion of annual OSHA logs and emergency plan reviews.

All locations receive a safety meeting support packet to aid the meeting facilitator. Support packets include the meeting agenda, an outline for the meeting discussion and supporting handouts and posters.

### *Safety Recognition Programs*

ProKel offers safety-based programs that recognize employees for safe behavior, including those recognitions detailed below.

- **Cash Safety Bonus Incentives:** Operators exhibiting safe driving behavior will qualify for monthly cash bonus incentives. This encourages consistent safe driving habits in the workforce.
- **Safety Pins and Patches:** Operators are given safety pins and patches for each year completed without a preventable accident or injury.
- **Safety Blitzes and Other Safety Events:** ProKel's local management team will host safety blitzes and/or other employee events to promote safety messages.

### **Inspections and Compliance**

ProKel complies with all federal, state and local safety environmental laws, regulations, rules, codes and orders required of its contracts and locations. ProKel will coordinate periodic external audits that may be required by these governing agencies. We have a superior record with these types of audits and welcome their visits.

ProKel also complies with each state's individual needs specifically relating to environmental regulations regarding air, water and noise pollution and hazardous materials regulations.

In addition, the following federal agencies may conduct periodic audits:

**The Florida Department of Transportation (FDOT)** issues regulations affecting transit operations, including those related to the Americans with Disabilities Act (ADA), drug/alcohol testing of employees and all FL 14-90 audits.

**The Federal Transit Authority (FTA)**, a Department of Transportation (DOT) agency that is responsible for federal funding (capital and operating) of transit authorities and oversight of those expenditures. The FTA also compiles safety data on all transit agencies.

**The Federal Motor Carrier Safety Administration (FMCSA)**, a DOT regulatory agency that is responsible for promulgating carrier safety standards and that has oversight of interstate carrier safety.

**The Occupational Safety and Health Administration (OSHA)** develops and enforces federal regulations related to workplace safety, including maintenance shops, offices and field activities. ProKel is regulated by OSHA and is required to follow OSHA guidelines and all standards incorporated by reference in the Code of Federal Regulations.

**The Environmental Protection Agency (EPA)** develops and enforces federal regulation related to air, water and noise pollution and hazardous materials regulation.

**b. How do you assess and analyze loading and unloading zones for safety and efficiency?**

To assess and analyze loading and unloading zones, we employ a comprehensive approach that includes site evaluations, traffic flow analysis, and safety audits. Our team examines factors such as the physical layout of the zone, the volume of passengers, vehicle types, and the presence of any potential hazards. We also consider the specific needs of vulnerable populations like seniors or individuals with disabilities. This assessment is supported by data collection and analysis to identify areas for improvement and to ensure that these zones operate with maximum safety and efficiency.

**c. Provide examples of how you have optimized loading and unloading zones in previous transportation management projects.**

In our previous transportation management projects, we have successfully optimized loading and unloading zones through various measures. For instance, we redesigned the layout of zones to streamline traffic flow and reduce congestion. We also implemented clear signage and markings to guide drivers and pedestrians, enhancing safety and efficiency. In projects involving schools and community centers, we established designated drop-off and pick-up areas to minimize confusion and ensure a smooth flow of vehicles. These efforts have resulted in safer and more efficient loading and unloading processes, contributing to the overall effectiveness of the transportation system.

### **13. Adaptability to Changing Demands:**

**a. How does your management plan accommodate fluctuations in service demand or unexpected changes, ensuring flexibility and responsiveness to the City's needs?**

ProKel Mobility will provide the necessary flexibility to scale the fleet of vehicles up and down based on fluctuations in demand. Our robust operational capabilities and advanced fleet management systems allow us to optimize vehicle deployment, ensuring that the desired level of service is achieved at all times, whether on a monthly, weekly, daily, or hourly basis. We always strive to exceed expectations and prioritize implementing the core service to ensure that we do.

ProKel Mobility's advanced technological infrastructure enables us to capture and analyze valuable data from the mobile app. This includes, but is not limited to:

- Information on user volume
- Popular destinations
- Average wait times
- Peak usage periods

By leveraging this data, we can continuously improve service efficiency, optimize resource allocation, and tailor the rideshare experience to meet the evolving needs of the City's community.

## 14. Regulatory Compliance:

**a. How does your firm ensure compliance with local, state, and federal regulations in transportation services? Share experiences in navigating regulatory requirements.**

ProKel prioritizes strict compliance with local, state, and federal regulations in all our transportation services. To ensure adherence to these regulations, we have established a dedicated compliance team that stays up-to-date with the latest regulatory changes and requirements. This team conducts regular audits and training sessions to ensure that all staff members, including drivers and management, are informed and compliant with the relevant laws and guidelines.

In terms of experience, we have successfully navigated complex regulatory environments in various projects. For instance, in managing transportation services for events like the Miami Dolphins games and Formula 1 races, we coordinated closely with local authorities to adhere to traffic regulations, permit requirements, and safety standards. We also have experience in ensuring ADA compliance, ensuring accessibility for all passengers, particularly those with disabilities. Our proactive approach to compliance involves regular reviews of our practices and procedures, engagement with legal experts, and transparent communication with regulatory bodies. This comprehensive strategy ensures that our transportation services not only meet but often exceed regulatory standards, thereby ensuring safe, efficient, and compliant operations.

## **15. Contractual Compliance:**

### **a. How does your firm ensure compliance with contractual obligations, and what measures are in place to address any potential breaches or discrepancies?**

Our firm's approach to ensuring compliance with contractual obligations is comprehensive and integrated into our daily operations. We begin with a thorough contract review, where our legal team works closely with management and operational teams to fully understand all obligations and requirements. Based on this understanding, we implement tailored compliance protocols into our operational procedures. This includes continuous monitoring and regular internal audits to ensure adherence to these protocols.

Education and awareness are also key components of our strategy. We ensure that all staff members are regularly trained on the importance of contract compliance and the specifics of each project. This training is crucial for fostering a culture of responsibility and adherence to contractual terms across the organization. We maintain open and transparent communication with our clients. This allows us to promptly address any concerns or changes in contract requirements, ensuring that we remain aligned with our clients' expectations.

In the event of any potential breaches or discrepancies, we have a proactive approach in place. This involves immediate investigation, the development of corrective action plans, and, if necessary, engaging in transparent communication and remediation efforts with the client. Our aim is always to resolve issues efficiently and maintain the highest standards of service and compliance.

## **16. Ethical Business Practices:**

### **a. How does your firm promote and enforce ethical business practices within the organization, ensuring transparency, integrity, and responsible conduct?**

ProKel places a strong emphasis on promoting and enforcing ethical business practices within the organization. We believe that transparency, integrity, and responsible conduct are the cornerstones of a successful and reputable business. To promote these values, we have implemented a comprehensive ethics program. This program includes clear policies and guidelines that outline acceptable behaviors and business practices. These policies are communicated to all employees through regular training sessions, ensuring that every team member understands and commits to our ethical standards.

We also enforce these practices through a robust compliance framework. This framework includes regular internal audits and reviews to ensure adherence to ethical standards and business practices. Any deviations are addressed promptly and transparently, with corrective actions taken to prevent future occurrences.

Transparency is another key aspect of our approach. We maintain open communication channels both within our organization and with our clients and partners. This transparency extends to our financial dealings, operational decisions, and client interactions, fostering an environment of trust and integrity. Moreover, we encourage responsible conduct by empowering our employees to speak up about any concerns or unethical behavior. We have a whistleblower policy that protects employees from retaliation, ensuring that they can report any misconduct without fear.

## 17. Readiness and Timeline:

**a. Describe Proposer's ability and readiness to begin providing services as requested herein, assuming a start date of July 1st, 2024.**

ProKel is thoroughly prepared to initiate the provision of transportation services for the City of Pembroke Pines by the targeted start date of **July 1, 2024**. We have aligned our resources and strategies to ensure a smooth and efficient transition into service delivery.

We have a dedicated team, specifically selected and trained for this project, who are ready to engage from the very first day. This includes experienced managers who are well-versed in overseeing complex transportation projects and ensuring a seamless integration of services. Additionally, our fleet, which has been meticulously prepared and maintained, is set to meet the high operational standards required for this project.

The operational systems in place, such as route planning, scheduling software, and communication tools, have been tailored and tested to align with the City's specific needs. These systems are critical in ensuring the efficiency and reliability of our service delivery from day one.

In terms of compliance, we have completed all necessary checks with local, state, and federal transportation regulations. This diligence ensures that our services are not only in full alignment with legal standards but also adhere to the highest safety protocols.

Our proactive approach also includes establishing strong communication channels with relevant departments of the City of Pembroke Pines. This ensures that any initial challenges are quickly identified and resolved, facilitating a smooth operation. Understanding the complexities that can arise during the initial phase of service implementation, we have developed comprehensive contingency plans. These plans are designed to ensure that our service delivery remains adaptable and resilient to any unforeseen challenges.

In essence, our firm is not only prepared but also eagerly anticipating the commencement of services, bringing our extensive expertise and commitment to excellence to the forefront of this project.

**b. Identify if the proposer anticipates a need to hire additional staff, implement new training schedule, etc., to provide services under this contract. Proposer should include a time-line to get this accomplished.**

ProKel will inform the City of Pembroke Pines if we need to hire additional staff, implement a new training schedule, etc., to provide services under this contract. We have included a process outline within the **Staffing and Training Tab** along with this proposal.

## 18. Concerns:

- a. Identify any issues or concerns of significance that may be appropriate.

### REQUESTED CONTRACT EXCEPTIONS

ProKel Mobility respectfully requests the following exceptions to the terms and conditions of this contract:

The City of Pembroke Pines has issued RFP AD-23-02- Operation and Management of Transportation Services. As part of the submission, the city has provided attachment K- Pricing Submission Sheet- Labor Rates.

It is common industry practice for Request for Proposals for transportation services to request that proposers shall be responsible for considering in their proposed rates any future local, state, or federal minimum wage increases and complying with all local, state, and federal wage, labor, and employment laws. Proposer shall submit all labor trades and rates, material costs, equipment costs, overhead costs, travel costs, the costs of any subcontracts, and profit costs, etc. necessary to complete this contract.

In addition, Proposers need to include training cost, including cost per training course and the cost of re-running each course following its initial execution.

ProKel Mobility understands that the current Operation and Management of Transportation Services is a passthrough model, but your pricing submission sheet does not account for any of the above-mentioned costs. One thing that is concerning is the current pricing provided by the city does not even include; wage taxes, fringe benefits and workers compensation cost usually associated with labor cost. We don't understand how those line items could be counted as passthrough.

ProKel Mobility has complied with the RFP and submitted "Attachment K" as required, but with the understanding that we have identified additional costs not included in the pricing submission form. ProKel Mobility assumes that Insurance, fuel, maintenance cost, facility, expenses including; technology, postage and printing, bus wash, background checks, drug testing etc. are passthrough.

## **19. Proposal Effectiveness:**

- a. A brief statement must be included which explains why your proposal would be the most effective and beneficial to the City of Pembroke Pines.**

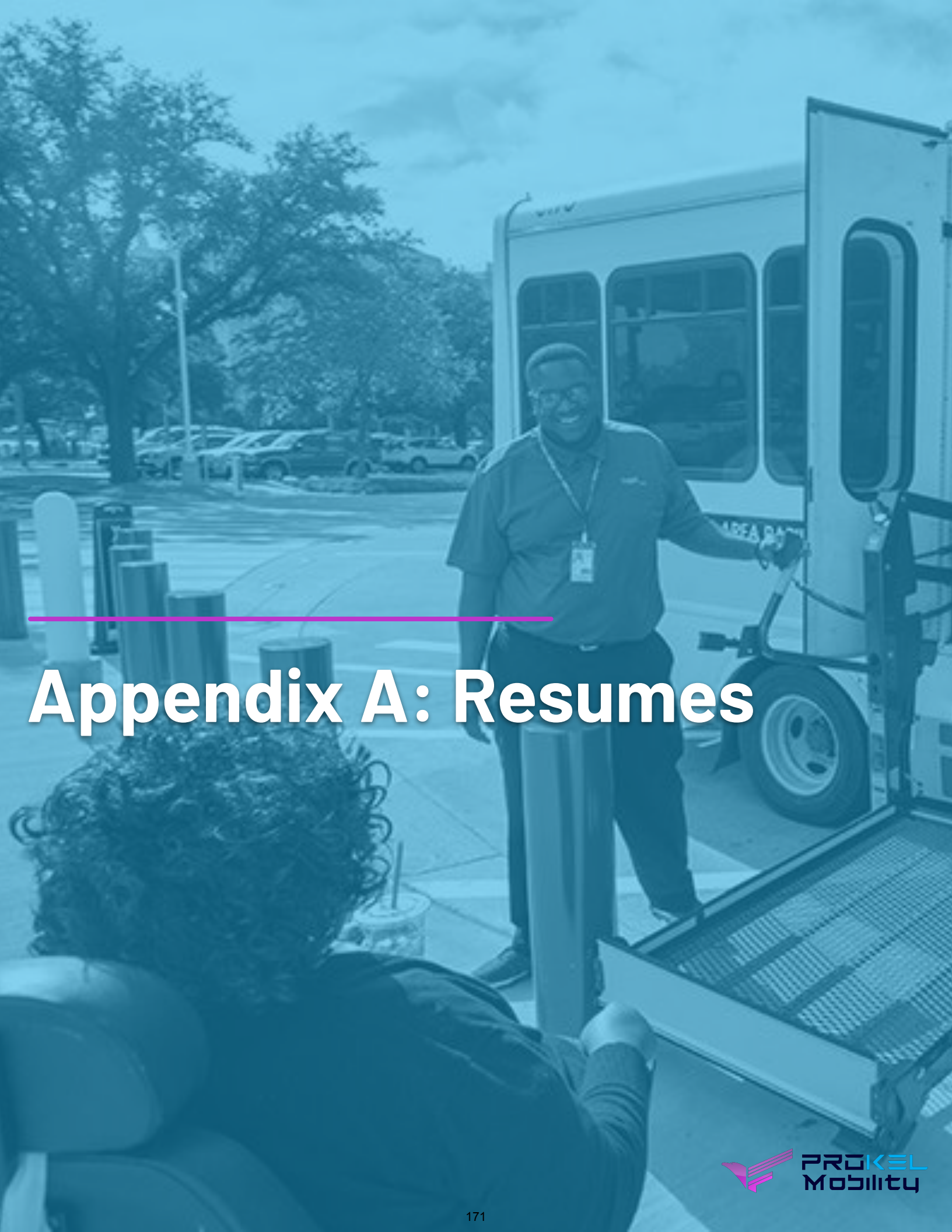
ProKel is designed to be the most effective and beneficial for the City of Pembroke Pines due to our tailored approach, which aligns closely with the city's unique transportation needs. We bring a combination of extensive industry experience, innovative technology solutions, and a deep commitment to customer service and community engagement.

Our approach focuses on delivering high-quality, reliable, and efficient transportation services that cater to the diverse needs of the City's residents, including the Charter School system, Senior Transportation Program, and Community Bus System. We emphasize sustainability and eco-friendliness, aiming to reduce environmental impact while maintaining high service standards. ProKel's plan for the City includes robust safety protocols, ADA compliance, and a strong emphasis on accessibility, ensuring that all members of the community, especially the most vulnerable, receive safe and convenient transportation services.

ProKel's proposal stands out due to our proven track record, innovative approach, and unwavering commitment to meeting the specific needs of the City of Pembroke Pines making us the ideal partner for this important initiative.



# Appendices



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# Appendix A: Resumes

# ROBERT HANN

## Executive Transportation Professional

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### PROFESSIONAL SUMMARY

A seasoned professional and effectual leader with a proven ability to lead businesses in all phases of business life cycles, expansion, peak, contraction, and trough. Successful operator of airport and parking lot shuttles, charter businesses, convention shuttles, "hop-on hop-off" and group tours. Led strategic marketing effort for The GO Group, LLC. Prepared and was successful in winning competitive shuttle RFPs, including the Midway Parking Lot Shuttle operation.

### EXPERIENCE

#### **Munrovey Consulting** – *Principal*

2020 – Present

- Responsible for business development, implementation of contracts and business oversight of contracts for several transportation companies

#### **Coach USA**, *General Manager*

2019 – 2020

- Responsible for leading Coach USA's Chicago operations including:
  - Megabus Midwest
  - Airport Operations
  - Chicago Trolley and Double Decker
  - Coach USA Chicago Charter operations
- Employed to analyze the business and determine future direction for corporate office and ownership group. The Company was comprised of 250 employees, including union and non-union drivers, dispatchers, sales, accounting, and maintenance. While leading the effort to turn around the operation, we were able to grow market share in each area, simultaneously realizing substantial cost savings. However, following careful analysis of how the business fit with the remainder of the Coach USA portfolio, we determined that the best option was for Coach USA to focus on Megabus Midwest only

#### **Berkshire Hathaway Home Services**, *Realtor*

2018 – 2019

- Represented home sellers, buyers and investors in the Chicago area, primarily focusing on the western suburbs. The position has enabled me to enhance strong sales, marketing, and negotiating skills. The qualities of being pro-active, creative problem solving, and self-direction have also been honed

#### **Continental Air Transport Co., Inc.**, *Vice President - Marketing*

1995 – 2017

- Led the overall marketing and sales efforts for Continental Air Transport's multiple services
- Focused on Chicago's visitor, corporate and residential market
- Ensured high level of quality control for its services

### EDUCATION

#### **DePaul University** – 2005

MBA - Finance

#### **Indiana University** – 1995

Bachelor of Science

### PROFESSIONAL AFFILIATIONS

#### **Rotary Club of Chicago O'Hare** – April 2001 to Present

- Chair of the Club's Foundation
- President in 2005
- Former member of the Board of Directors

#### **Rotary District 6450**

- Treasurer from 2013 – 2016
- District Grant Auditor 2016 – Present

#### **Good Shepherd Lutheran Church**

- President of Church Council 2013 – 2017, 2019
- Chairperson of Building Restoration September 2018 – Present

#### **Indian Guides**

- Organized group in Oak Park
- Chief from 2007 – 2009
- Nation Chief from 2009 – 2017



# Kelly Gonzalez Jr.

Chief Executive Officer | Principal

## Professional Summary

Ability to maximize efficiencies in current Transit Models and work with agencies to modernize and make their current model more efficient. | Forward-thinking leader who places customer-centric solutions at the forefront of Transit Operations. | Partner with agencies to not only operate premium service, but also help them secure funding from multiple Federal, State and local sources.

## Experience

**ProKel Mobility, Miami, FL** — Chief Executive Officer | Principal

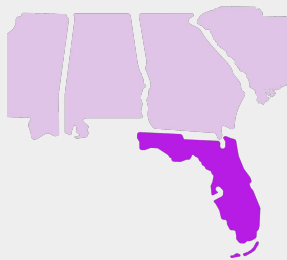
SEPTEMBER 2019 - PRESENT

- Responsible for leading day-to-day operations, sales and overall company strategy, while managing seven executive-level direct reports. Tripled company revenue within the first 16 months.
- Direct and manage staffing, financials, payroll, scheduling, administration and human resources, safety and maintenance out of the Miami location.
- Develop key performance indicators/goals to assure internal performance accountability measures.
- Designed and implemented training programs to increase productivity and enhance customer service.
- Restructured company operations and recruited former transit senior leaders and directors.
- Introduced and invested in new state-of-the-art transit-leading technology to maximize output potential.
- Work hand-in-hand with cities and other clients to optimize their current transportation model.

**First Transit, Broward County, FL** — General Manager

FEBRUARY 2018 - SEPTEMBER 2019

- Oversight of 260 employees operating the Sun Trolley Fixed Route services and the Broward's TOPS Paratransit contract for a company that transports 2.1 billion passengers yearly and employs 100,000.



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## Experience Continued

**Global Food Industries, Miami, FL** — *Chief Business Development Officer*

FEBRUARY 2017 - FEBRUARY 2018

- Led GFI into new markets and restructured departments to increase quality assurance, streamline logistics efficiencies and increase the company's footprint in government feeding procured markets.

**Total Transportation Corp., New York, NY** — *VP of Business Development & Government Relations*

AUGUST 2016 - FEBRUARY 2017

- Directed the Business Development for the largest ADA compliant transportation provider in the City of New York. Revenue: \$200 Million.

**MV Transportation, Dallas, TX** — *Director of Business Development*

OCTOBER 2008 - JULY 2016

- Directed the Business Development efforts for the largest privately held government contracting transit company in North America which employs 20,000 professionals, revenues \$1.3 Billion annually, and services more than 250 agencies/private entities worldwide.

## Education

**Northwood University, West Palm Beach, FL** — *Business Management and International Business*

## Member/Affiliations

NAACP | COMTO (Conference of Minority Transportation Organization)



# Eduardo R. Carrion

Senior Level Executive

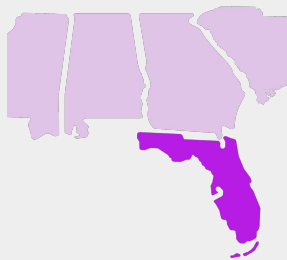
## Professional Summary

Innovative and results-driven leader focused on achieving exceptional results in high-paced environments that demand continuous process improvement; Characterized as a visionary, strategist and tactician. Consistent record of delivering extraordinary results in growth, operational performance, and workforce development; Experienced in driving services, process, and customer service improvements while building partnerships with key decision-makers.

## Experience

**ProKel Mobility - New York, NY** – SENIOR VICE PRESIDENT/ COO  
2021 – Present

- Direct 170+ employees along with managers to achieve company objective and goals, oversee daily fixed routes, special education bus division, charter service and Paratransit operations, oversee maintenance and safety compliance of more than 100 Vehicles, Oversee proper training for personnel and monitor productivity
- Maintained strategic view and ensured constant reliability of company brand
- Identified and evaluated advertising, sponsorship and educational opportunities that align with overall marketing strategies
- Introduced new marketing programs that align with the business strategy to drive growth and retention.
- Overseen execution of business development programs in collaboration with business partners in market and matrix partners throughout the organization
- Oversee proposal development, strategic and operational plan and development of service launch project management plan • Perform Strategic Account Management functions; Manage key accounts portfolio, establish strong, long-term client relationships
- Responsible for project management functions, including budgeting and forecasting, expense reporting, risk management, status reporting, and execution; Create project documentation and strategy plans; Account for complete project lifecycle from inception to closure; Collaborate with participants to determine project timeline
- Contract Negotiations & Alliances



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## Experience Continued

### **SOLYD Transit Platform** – CO-FOUNDER/ CHIEF INNOVATION OFFICER 2017— 2021

- SOLYD Transit was created as a systems development company that offers dedicated digital business solutions from small, to mid and large-scale enterprises utilizing Blockchain technology as the backbone of system development and delivery. Maintained strategic view and ensured constant reliability of company brand
- Lead the design and development of the first on-demand transit app, built on a blockchain platform. The system was successfully deployed in a test environment and with the goal of gradually expand its implementation across other modes of transportation such as First and Last Mile services and late night services
- Develop a Mobility-as-a-Service (MaaS) platform that would combine all transportation services from public and private transportation providers through a unified platform that creates and manages a user's entire trip
- Developed a Go-To-Market strategy, including market analysis, marketing and business development components
- Developed and implemented business strategy and assisted in generating annual revenue goals
- Identified opportunities to develop and cross-sell new services
- Ensured quality deliverables are finalized and presented to clients
- Developed plans for execution of large, global engagements
- Represent company in the North American market

### **Total Transportation Corp.** – SENIOR VICE PRESIDENT BUSINESS DEVELOPMENT 2016— 2017

- Served as a key member of the executive team charged with formulating strategic direction and devising business development initiatives consistent with overall strategy. Traveled nationally to identify new business opportunities and effectively managed a territory spanning across the United States and Canada. Planned and executed marketing strategies and events including trade shows and conferences with over thousands of participants. Cultivated business partnerships, built a successful pipeline and created new sales opportunities. Managed new and existing client projects including complex contract negotiations and labor relations
- Strategically managed revenue generation endeavors, including the development of forecasts, divisional pipeline strategies and quarterly shareholder reports
- Built and managed a business development team to enhance and refine customer relationships and satisfaction Increase company-wide participation in key cities through the development and implementation of a community outreach plan
- Partner with local, state and federal government officials on behalf of Total Transportation corp. to increase positive relationship and company growth

- Research and develop new service delivery models based on the mobility management model which is consistent with the current focus on livable and sustainable communities and embraces the delivery of affordable, multimodal transportation that is safe, accessible, and economical, utilizing brokering, Transportation Network Companies (TNC) and/ or autonomous driverless vehicles
- Raise public awareness about Total Transportation Corp., its programs and services through the development and implementation of a communication plan

### **MV Transportation** – VICE PRESIDENT BUSINESS DEVELOPMENT 2014— 2016

- Responsible for the marketing of services to the public transportation industry - work with a procurement team to oversee the technical and price proposal process, perform ground research, attend client hosted meetings, analyze the contractual opportunity, and determine unique strategies to win bids
- Principle author of the 2016 East Region Business Development Market Assessment/ Business Development Strategies; Resulting strategic plan has been approved by MV leadership team, used as the roadmap for developing a "First to Market" approach and strategy by developing and implementing an aggressive research, marketing and outreach program
- Collected and compiled industry trends, case studies, competitor analysis, and potential partnerships for internal cross-functional teams. Conducted market and competitive analysis for different business segments and verticals including forecasting potential market revenues and the development of pipeline
- Analyzed industries and segments to create thorough situational and SWOT analysis, providing internal business development team with a more comprehensive grasp of the competitive and cultural landscape
- Engaged customers to understand economic and operational needs. Developed alternate strategic approach, designed based research and feedback from customers for each assigned procurement project
- Assisted in the development and strategic leadership of over 10 major procurement opportunities; resulted in excess of \$50 million in new annual revenue
- Led all aspects of the development of a proposal for the City of El Paso Paratransit Services (LIFT); awarded a five-year, \$34 million dollar contract

### **Maruti Mobility Management, LLC** – CHIEF OPERATING OFFICER/ CIO 2011— 2014

- Senior Level Executive directing corporate operations. Implemented substantial improvements in costs, services, sales, and employee morale and retention. Contributing to and emphasizing collaboration within a nationally operating, multi terminal company. Development and implementation of strategies focusing on organizational change, process engineering and technology advancement
- Brought in by ownership to implement systemic operational changes, achieving cost savings, higher profits, and process improvements resulting in an improved operating ratio by 15% in 6 months

## Experience Continued

- Operations executive and business project manager successful at delivering over \$5mm in cost containment and revenue growth by building an organizational culture of continuous process improvement. Expert at managing both people and projects to deliver results with a sense of urgency
- Structured approach to leading cross-functional teams to implement process improvement projects in customer care and support operations in the transit industry
- Directed company's trade and consumer marketing activities, overseeing branding, advertising, communications, media/PR, market research and competitive intelligence
- Developed and implemented an integrated strategic communications plan to advance Maruti's brand identity; broaden awareness of its programs and priorities; and increase the visibility of its programs across key stakeholder audiences
- Developed and implemented Regional Marketing Strategy that identified growth opportunities in the transportation markets equivalent to \$6M of additional revenue
- Championed development of new business development and operating procedures that increased revenues by 25% and skyrocketed profits 90% in one year through stringent cost control measures and process improvement measures

### **Corpus Christi Regional Transportation Authority – CHIEF EXECUTIVE OFFICER / CIO 2001— 2011**

- Senior executive responsible for providing safe, dependable and economical public transportation services to over five (5) million passengers per year. Led group of Managers/Directors who supervise roughly 300 direct hire and contracted employees in the transportation, maintenance, and administrative branches. Responsible for the overall direction and evaluation of each unit. Also responsible for developing strategic and tactical planning with fiscal responsibility for \$26.9 MM operating and \$29.7 MM capital budgets
- In 2009, facing a 23% shortfall in sales tax revenues, implemented cost cutting measures that resulted in a positive year-end operating budget; avoided reduction in services, fare increases or layoffs
- Designed and implemented workforce development plan and mentoring program; resulted in the reduction of employee turnover ratio by 63%
- Instituted a zero-defect vehicle maintenance program that led to a 68% drop in vehicle assistance road calls.
- Developed a comprehensive safety program that reduced preventable accidents from 2.8 to .3 accidents per 100,000 miles; saved over \$250,000 in annual claims
- Completed the construction of a \$5.3 MM vehicle maintenance facility, on time and within budget. • Developed legislative strategy to request funding support for the agencies expanded capital program; was awarded over \$12 MM in congressional discretionary funding
- Provide the vision, leadership, planning and management for the development, acquisition, implementation and support of information technology. Aligning agency information technology with strategic direction, build and develop IT organizational processes and procedures to support organizational needs. Planning, directing, and managing the IT department in order to ensure the development and implementation of cost-effective systems and efficient computer operations to meet current and future decision-making requirements

## Education

### **Southern Illinois University – Carbondale, Illinois**

Bachelor of Science

Workforce Education and Development

### **Community College of The Air Force**

Associate Degree in Information Systems Management

### **Villanova University**

Project Management Certificate

### **USAF**

Six Sigma Black Belt Certification

## Skills

- Government Regulations & Relations
- Strategy, Vision, & Mission Planning
- Operational & Strategic Planning
- Project Management
- Finance & Budgeting
- Policy & Procedures Development
- Quality & Continuous Improvements
- Cost Analysis Reduction & Control
- Strategic Account Management
- Public Transportation Management
- Organizational Development Mobility Management Emerging Technology



# Vasti Amaro

Board of Directors and Strategic Advisor

## Professional Summary

Vasti has more than twenty-five (25) years of transportation experience in both public and private sectors, delivering passenger transport in the transit, airport ground transportation and university space. While working for global transportation firms, she was responsible for successful start-up operations for Hillsborough Area Regional Transit (HART) in Tampa, Dallas Area Rapid Transit (DART), Phoenix Transit, Greater Richmond Transit Company (GRTC), Phoenix Sky Harbor International Airport (CONRAC). She's managed operations for Collier Area Transit (CAT), Broward County Transit (BCT), South Florida Regional Transit Authority (SFRTA), Fort Lauderdale/Hollywood International Airport, and the Bus Shuttle for the Miami International Airport.

## Experience

**ProKel Mobility, Palm Beach County, FL** - Board of Director/ Strategic Advisor to the CEO 2020 - Present

- Develop strategic plans with the executive team and senior staff to continuously improve ProKel Mobility's operations for existing paratransit and fixed route shuttle services. Drive operational efficiencies in support of customer program(s). Identify and execute solutions to achieve customer cost savings commitments. Identify and execute solutions to reduce inbound and outbound transportation expenses.
- Established and conducted multi-divisional reviews, document and monitor action items required to improve division metrics. Monitor overall division metrics and participate in the operational review calls to discuss action items taken and progress toward company and customer goals. Share and support implementation of best practices across divisions. Motivate, lead, and train division general managers.

**Vasti Transport, Tampa, FL** - Principal

2014- Present

- Transportation consultant and executive coaching to leaders of mass transit agencies and business owners.

**Port Authority of Allegheny County, Pittsburg, PA** - Chief of Staff

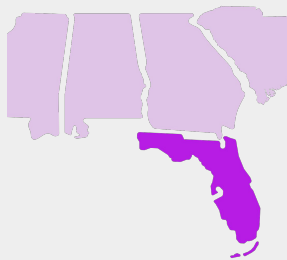
2017 - 2019

- As a consultant to the agency, Provided transitional support to the new CEO and then held permanent position with oversight of 2,600 employees and an operating budget of \$480M/capital budget of \$189M.

**First Transit, Tampa, FL** - Director of Business Development (East Region)

2015 - 2017

- Responsible for revenue growth and market development in all transportation segments and maintenance business.



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## Experience Continued

### **Hillsborough Area Rapid Transit (HART), Tampa, FL** - *Director of Maintenance/ Director of Transportation/ Director of Paratransit*

April 2014 - July 2015 & August 2017- March 2018

- As a consultant to the agency under Vasti Transport, filled three executive roles during two separate periods. As Acting Director of Transportation, assisted with the evacuation of Hurricane Irma and implemented a new bus route redesign, referred to as Mission Max.

### **Keolis, Tampa, FL** - Senior Vice President of East Region November 2010 - October 2013

- Provided leadership and oversight for over thirty-five client contracts with Cities, Counties, Airports, Mass Transit Agencies, and Corporations from seven facilities throughout the state of Florida and Virginia with over 1,000 employees and over \$40 million in revenue. Responsibilities also included client relations, business development and start-up operations. Instrumental with a merger and acquisition by Keolis, helping them enter the U.S market.

### **Transdev, Phoenix, AZ** - *GM/Director of Transportation*

October 1999 - October 2010

- Responsible for many start-ups and transitions in Transit, Airport and University space. Part of the Phoenix Transit startup team, which converted the public transit agency to a full turn-key operation.



# Natasha Serra

Project Manager

## Professional Summary

Natasha brings ten years of experience in the field of Mobility Management and is a passionate human services advocate with a proven track record for leveraging financial resources to implement transit projects. Natasha has the ability to track and analyzing program related performance measurements metrics for in -depth reporting on financial and spatial analysis in the transportation environment. She has extensive experience with auditing and compliance in FTA 5307, 5310 5311, 5312 and 5339 and developed various innovative programs by integrating technological resources with human capital by organizing and building community consensus amongst stakeholders to finance or source funding for transportation projects and programs. She has extensive experience with civil rights and public involvement programs at the local, state and national level.

## Experience

**Cleveland Clinic - Martin Health - Florida, Transportation Business Model - Consultant**

April 2022 – present

- Creating Courier Routes Consultant
- Providing ArcGIS Technical Assistance in concert with LabLogistics for the development of hospital-to-hospital courier services

**Flagler County Transit Services- Kittelson and Associates, DBE Consultant - Florida, FTA Transit Grants Consultant**

December 2021 – June 2022

- Consultant /FTA Consultant
- Provided Technical Assistance with FTA New 5307 Direct Recipient Application
- Assisted with FTA Transit Grants Management, Financial Grants Management Consultation

**Lake County Transit Services - Florida, FTA Transit Grants Reporter and Consultant on Project Management**

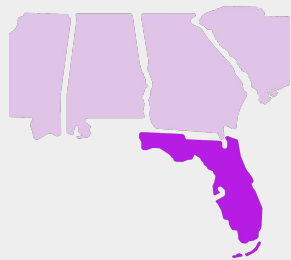
December 2020 – November 2021

- Consultant / FTA Reporter / TrAMS Technical Assistance
- Assist with FTA Transit Grants Management, Financial Grants Management Reporting (TrAMS FFR, MPR, DBE reports), Project Management assistance and consultation on TIP Amendments

**City of Ocala Growth Department - Florida, Consultant for FTA and FDOT Triennial Review Assistance**

December 2019 – October 2021

- Providing technical assistance to the city with a route realignment to develop, provide planning scenarios and cost benefits analysis utilizing REMIX
- Responsible for all public engagement
- Applied for stimulus funding for emergency transit response services for COVID-19
- Present at public meetings to account for the recommended service changes
- Assisted with the FTA 2019 Triennial Review; developed policies and procedures for the City's finance, budget, and procurement departments



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## Experience Continued

### **Assisted Rides Software Enhancements – California, Software Development Consultant**

Ongoing for over 5 years

- Facilitated software developments for reporting on Preventative and Routine Vehicle Maintenance, Safety Plans, and other Asset Management reporting capabilities for compliance with FTA and DOT Auditing requirements

### **UZURV Holdings Inc. – Virginia, Consultant on FTA Safety and Compliance** Spring 2020

- Responsible for the Drug and Alcohol and Safety Programs for FTA compliance Assisted with CRM enhancements for the Advantage Ride On-Demand program

### **Agency for Persons Disabilities – Tallahassee, Florida, Project Manager** 2017-2019

- Wrote and won a bid for conducting a transportation study for APD that included revising their Transportation Business Model for Medicaid Transportation. This study included revising APD's transportation rate model for the State by postulating statewide transportation demand for the disabled

### **Renaissance Planning – Miami, Florida, Project Manager** 2017-2019

- Assisted with Triennial Reviews in FDOT District 6. Proposal support for establishing Mobility Management Programs in FDOT District four and in Georgia w/ Southern Company. Facilitated Complete Streets and SMART Planning Workshops and coordinated a Mobility Summit for FDOT District Four

### **Florida Dept. of Transportation, District 4 in partnership with Gulfstream Goodwill Industries, Inc. – Treasure Coast of Florida, Regional Mobility Manager** 2016-2017

- Established Mobility Management performance metrics to assist local county governments in District 4 receive match to fund first mile and last mile MaaS programs

### **Reveal Management Services – Nationwide, Software Sales** 2014-2016

- Coordinated business development for this transit software provider in Florida markets. Performed route optimization analysis on fixed route to promote sales. Facilitated merger with MTM Management

### **Florida Commission for the Transportation Disadvantage (FCTD) – Tallahassee, Florida, Statewide Mobility Manager** 2012-2014

- Established the operational guidelines for the United We Guide (UWG) Mobility Management Program for NHSTA via the FCTD to address traffic, incidents and fatalities for Florida's aging population

### **St. Lucie Board of County Commissioners, Transit Division – St. Lucie County, Mobility Specialist** 2011-2012

- Acquired over \$515,000 in grant capital for transportation planning and coordination; updated the TDSP, TIP, and LRTP

## Education

### **Southern New Hampshire University**

Pursuing a Masters in Organizational Leadership  
Certifications in Community Economic Development

### **Indian River State College**

Bachelor of Science in Organizational Management with a Concentration in Public Safety Administration

### **Indian River State College**

Associate of Arts in Criminal Justice

## Professional Certifications

- FEMA
- FPTA
- CTAA



# Frank Ciccarella

*Vice President of Safety*

## Professional Summary

Frank J. Ciccarella is recognized as one of our nation's experts in public transportation training and safety. Frank has more than 40 years of experience in training and safety as an executive and as a consultant to the industry. Frank has experience in all phases of public transportation including fixed route bus operations, paratransit operations, taxi operations, TNC's, Shuttle Bus, and similar forms of public transportation.

Frank's experience includes all types of training and safety programs. He is a certified instructor for the TAPCO Transit and Paratransit training program. This includes training of drivers for all modes of operations as well as safety program implementation.

## Experience

### **Synergize Consulting - Gardner, KS - Owner**

September 2018 - Present

- Provides management consulting in all phases of transit and/or for-hire operations
- Offers a comprehensive suite of driver training, employee training, safety training, new company start up, audit preparation, expert witness review & preparation, risk management control, analytic reviews, training program development and implementation, safety program management oversight.

### **J Rubino Transit Consulting, Saint Augustine, FL -**

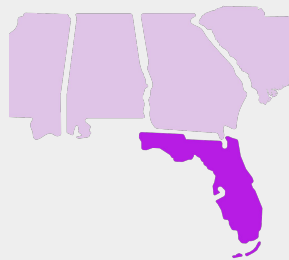
September 2018 - Present

- Performs expert witness services in legal matters, including personal injury cases, employment disputes, and regulatory matters
- Provides driver and employee training, safety training, and management consulting in all phases of transit and/or for-hire operations

### **SCR Medical Transportation - Chicago IL. - Vice President of Safety, Training, and Security**

August 2013 - August 2018

- Created a synergistic approach to managing safety in all areas of operations
- Conceptualized and created the System Safety and Security Plan to standardize operational and safety practices across all departments, including:
  - Driver Recruitment, Selection, and Hiring Procedures
  - Development and Implementation of New Driver Training Programs



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## Experience Continued

- Implementation of the SCR Certified Driver Instructor Program
- Continuing Education Courses for existing drivers
- Management of the SCR DOT Drug and Alcohol Program
- Collision and Injury Prevention Program
- Security Planning and Implementation of the SSSP
- Incident Alert / Crisis Communication Planning
- Compliance programs for Federal, State, and Client Regulations
- Employee Safety Incentive Program
- Development of Safety and Training Budget Guidelines.
- Development of the Risk Management program, Claims Management, and Insurance Renewal and Finance Programs
- Implementation of Safety Committee goals and guidelines
- Development and Implementation of Internal Audit procedures
- Serve as a member of the executive staff
- Developed guidelines for SCR Safety Department Proposal writing
- Management of Fleet Maintenance
- Management of Facilities and Environmental Controls

### **North America Central School Bus - Joliet, IL. - Director of Safety and Training** May 2011 – August 2013

- Responsible for all safety and training of drivers, mechanics, and staff.
- Develop and implement a coordinated new driver training program and education program for current drivers.
- Responsible for development of all environmental programs and training.
- Responsible to create and implement standardized operational and safety practices.
- Responsible for the development, implementation, & management of the Substance Abuse Program.
- Develop and implement standardized security plan and training.

### **Medical Transportation Management (MTM) / Ride Right Transportation - Lake St. Louis MO. - Vice President, Safety, Training and Security** February 2010 – May 2011

- Developed a comprehensive approach to safety and risk management and implemented a System Safety and Security Program company wide. Ride Right was a new operating division of MTM.
- Conceptualized, created, and implemented standardized operational and safety practices.
  - Driver Recruitment, Selection, and Hiring Procedures
  - New Operator Training Programs
  - Continuing Education Courses for existing operators

- Implemented and Developed the Substance Abuse Prevention Program.
- Collision and Injury Prevention Program
- Security Planning
- Incident Alert / Crisis Communication Planning
- Compliance programs for Federal, State, and Client Regulations
- Develop and Implement location start up training programs.
- Incident Reporting Program

### **First Transit, First Vehicle Services, Divisions of First Group America - Cincinnati, OH - Vice President, Safety and Security** October 2007 – May 2009

- Led the integration and change management strategies for Laidlaw Transit and First Group America from October 2007 through January 2009
- Created and implemented a World Class Safety Program for more than 14,000 employees and 7,500 vehicles operating at 180 facilities across North America
- Conducted a best practices study and comparative analyses of safety practices across a dozen major transportation firms to establish a strategic plan
- Integrated and managed the Substance Abuse prevention program.
- Developed a comprehensive approach to safety and risk management and implemented a System Safety and Security Program
- Established new organizational norms for two culturally distinct organizations by introducing World Class Safety, in which risk-averse behavior is considered a priority for every member of the organization
- Integrated the World Class Safety norm as a driver of business practices and employee development programs
- Implemented World Class Safety strategies and programs including, employee recruitment, selection, orientation, job skills training, in-service education, leadership development and performance support systems

### **Laidlaw Transit Services, Inc., Overland Park, KS - Vice President Safety and Security** February 2002 – October 2007

- Created a synergistic approach to managing safety in all areas of operations
- Developed and implemented the best transit safety program in America
- Conceptualized and created the System Safety and Security Plan to standardize operational and safety practices across 120 locations, including:
  - Operator Recruitment, Selection, and Hiring Procedures
  - New Operator Training Programs
  - Continuing Education Courses for existing operators
  - Developed and Implemented the Substance Abuse Prevention Program
  - Collision and Injury Prevention Program & Security Planning
  - Incident Alert / Crisis Communication Planning
  - Compliance programs for Federal, State, and Client Regulations
  - Employee Safety Incentive Program



# Warren Montague

*Special Projects Consultant*

## Professional Summary

Mr. Warren Montague is MV's proposed general manager for the MARTA Mobility Operations and Maintenance Services implementation.

## Experience

### **MV Transportation – Detroit, MI –**

*Manager of Office of Mobility Service,*

*Compliance & Standards 2013 – Present*

- Oversight of the following programs for the Detroit Department of Transportation:
  - ADA Paratransit operations and delivery of services
  - Disadvantaged Business Enterprise (DBE) Program
  - Title VI Plan
  - Drug & Alcohol Program
  - Specialized Services Program

### **Southeastern Pennsylvania Transportation Authority (SEPTA) – Philadelphia, PA**

1993 – 2013

*Chief Transportation Officer, Customized Community Transportation*

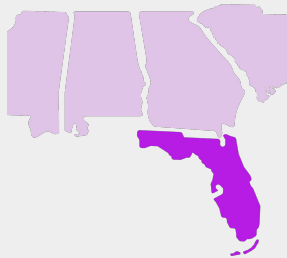
2011 – 2013

- Oversight of service plan to provide more than 8000 advance reservation, door-to-door daily paratransit and fixed route trips
- Negotiated contracts for CCT transportation services both paratransit and fixed route
- Management oversight of fixed routes operated by private contractors and hourly employees
- Administered financial and budgetary services to account for millions in annual expenses and receivables
  - Provided all facets of customer services – advisory committees, training, ADA compliance
- Responded to assignments from the GM/AGM

### **Customized Community Transportation – Director of Service Operations**

1997 to 2011

- Oversight of SEPTA CCT CONNECT – more than 7,000 senior and ADA complementary paratransit door-to-door rides each weekday across a five-county service area, more than 2,200 sq. mi.
- Oversight of service operations and planning service for five counties
- Directed, coordinated and budgeted service and policy implementation for all contractors
- Designed and developed service specifications and contract documents



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## Experience Continued

- Managed internal operations staff of about 53 (Control Center, Scheduling Units), contract labor force of about 42 (Reservations)
- Delivered public and community presentations as required
- Completed the successful centralization of paratransit service at SEPTA headquarters, with no accompanying increase in head count. Results: improved productivity, quality of service, and capacity (immediate 18-20% gain in trip volume) while using same fleet and same number of service hours. Planned and oversaw introduction of direct dispatch, a new function for SEPTA involving new technology start-up
- Oversaw many successful contractor transitions, upgrades of PASS (Paratransit Automated Scheduling System), and phased implementation of the largest MDT project in North America

### **Freedom Paratransit – Director**

1997

- Managed SEPTA's in-house paratransit unit – helped create unit as emergency strategy when largest carrier unexpectedly shut down
- Oversaw daily activities and service delivery to senior and ADA ridership
- Hired and supervised service operations staff
- Advised in-house and contractors on methods to improve service
- Developed and coordinated service problem resolution
- Represented SEPTA in labor grievances and arbitration
- Represented unit to senior and disabled communities

### **SEPTA Paratransit – Director of Transportation**

1996

- Coordinated street supervision and contractor problem resolution
- Assigned site monitors
- Met with contractors via service changeovers, contract infractions, service complaint investigations
- Conducted contractor training, and served as primary contractor liaison

### **SEPTA Paratransit – Service Monitor**

1993 to 1994

- Monitored daily paratransit service through telephone contact with contractor dispatch units • Input data into computer system, and handled vehicle breakdowns and accidents
- Responsible for monitoring contractors at special events, and vehicle inspections/street monitoring

### **Philadelphia Corporation for Aging – Philadelphia, PA – Resource Coordinator**

1988 to 1993

- Developed and implemented the senior citizen Attendant Transportation Program (ATS)
- Certified and evaluated older adults in homebound situations needing assistance to access transportation
- Trained both in-house staff and drivers in Passenger Assistance Techniques
- Monitored funding and spending to facilitate payment to contract carriers

## Education

### **Southern Illinois University – Carbondale, Illinois**

Bachelor of Science

Workforce Education and Development

### **Temple University – Philadelphia, PA**

B.A., Criminal Justice

### **Community College of Philadelphia – Philadelphia, PA**

Associate Degree in Arts, General Studies

**Bus Accident Investigation** – US DOT, TSI (Oklahoma City, OK)

**Passenger Assistance Technical Instructor** (Dallas, TX program)

**Instructor** – Passenger Assistance Techniques (PAT)

**Wheelchair Securement, Sensitivity** – University of Wisconsin (Milwaukee)

**Comprehensive ADA Paratransit Eligibility Determination** – NTI/FTA

**“Train the Trainer”** – SEPTA Professional Education Development

**Software** – PASS, Mainframe, Microsoft Office, Windows

## Professional Affiliations

### **Board Member**

- Conference of Minority Transportation Officials (COMTO)
- Pennsylvania Transportation Coalition (PenTrans)
- Philadelphia Academies, Advisory Board for Public Education



# Marcos Monheit

CFO

## Professional Summary

Seasoned financial professional with proven experience managing high growth environments, corporate finance, capital markets, M&A, financial modeling, budgeting, analysis, treasury, accounting, and financial reporting

## Experience

### WorkCapital BS"D S.a.r.l.- Senior Financial Consultant

2018 - 2021

- Luxembourg based fintech start-up operating in Brazil with an Israel-based development team Provided guidance on financial and tax compliance in Luxembourg, Israel, Brazil, and Guernsey
- Implemented dynamic cash forecasting model, maintained cap table and forex hedging

### PHARMSCRIPT LLC – SOMERSET, NJ - Chief Financial Officer

2010- 2017

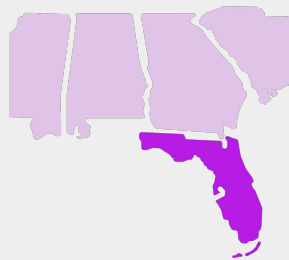
- Pharmscript is a fast-growing long-term-care pharmacy servicing hundreds of thousand skilled-nursing beds in 24 states out of 20 pharmacy locations
- Played key role in the early financial turn-around of Pharmscript, thereby saving the Company from insolvency and positioning it for rapid growth while achieving industry-leading profit margins
- Developed and executed the financial strategy that enabled Company to grow more than ten-fold in 6 years without additional capital infusion or bank debt
- Negotiated complex medication supplier agreements achieving extraordinary pricing as well as ground-breaking payment terms
- Led due diligence and financial integration of pharmacy acquisitions
- Oversaw the due diligence process for 2016 private equity investment

### IDT CORPORATION – NEWARK, NJ (NYSE "IDT") - Chief

Financial Officer – IDT Carmel Holdings, Inc. 2007-2009

2003 - 2009

- IDT provides telecommunication services worldwide to retail and wholesale markets. The Company also incubated and operated several other businesses through its IDT Capital division
- IDT Carmel bought and managed consumer debt and had \$1 billion in portfolios under management
- Established and led monthly portfolio performance review process
- Implemented business modeling changes that dramatically improved budgeting and projection turn-around time and analytical flexibility
- Prepared and reviewed schedules used in public SEC filings



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## Experience Continued

### *Chief Financial Officer – IDT Capital, Inc. 2006-2007*

- IDT Capital, Inc., the incubation division of IDT Corp, managed 12 different businesses in the areas of energy supply, debt management, publishing, radio, mobile internet content, call centers, and insurance brokerage
- Fiscal oversight and management of portfolio companies with aggregated annual revenues of \$300 million
- Instituted uniform financial reporting and analysis for all 12 businesses and oversaw budgeting process
- Led financial due diligence of acquisition targets

### *Chief Financial Officer – IDT Global Israel, Ltd (“IGI”) 2003-2006*

- IGI was IDT’s Jerusalem-based 600 seat call center and outsourced services provider
- Secured NIS 12 million in government grants for call center development
- Performed fiscal oversight of multi-million-dollar construction of Jerusalem headquarters
- Developed break-even strategy to bring the Company from start-up mode into financial independence

### **UNIVERSAL HEALTH MANAGEMENT, LLC – FT. LAUDERDALE, FL** - Chief Financial Officer

2001 - 2003

- UHM was a fast-growing nursing home management company operating in Florida and New York
- Implemented capitated contracts for major expenses, resulting in predictable cash flows and financial results
- Revamped the financial staff, brought balance sheets to date and initiated cash flow reporting

### **THE AMERIX CORPORATION – COLUMBIA, MARYLAND** - Vice President, Treasury

1999 - 2001

- Amerix was a national electronic payment processing provider moving more than \$1B annually and servicing over \$5B in high-risk credit card receivables for all major U.S. credit card providers
- Directed all capital raising activities, banking relationship management, corporate cash operations, risk management, and lease financing
- Led the private offering of \$30M in convertible preferred stock
- Negotiated and established the Company's first revolving credit facility and purchasing card program

### **INTEGRATED HEALTH SERVICES, INC. – SPARKS, MARYLAND (NYSE “IHS”)**

IHS was a national healthcare services provider with annual revenues of \$3.2B

*Vice President, Assistant Treasurer 1998-1999*

- Negotiated multi-million dollar equipment leases, saving the Company over \$1M per year
- Lowered IHS exposure to surety bond contingent liabilities by \$5M

### *Director, Corporate Finance 1997-1998*

- Established interest rate hedge portfolio comprised of over \$1B in standard and exotic swaps
- Prepared financial models, analysis, and road-show material for issuance of \$950M in senior subordinated notes. Also implemented all related forward rate-lock hedges
- Worked closely with investment banks to implement induced conversion of \$259M in senior convertible debt
- Participated in the consent and tender of \$215M in senior subordinated notes

• Received IHS 1997 Corporate Award of Special Recognition for Achievement and Commitment to Quality Service  
*Director, Mergers and Acquisitions 1996-1997*

- Directed financial analysis, valuation, and financial due diligence of prospective acquisitions and made recommendations to senior management regarding financial risks, deal structure, and purchase price negotiation

### **CSX INTERMODAL, INC. – BALTIMORE, MARYLAND** - Financial Systems

1990-1996

- CSX Intermodal is a business unit of CSX Corporation (NYSE “CSX”) with annual revenues of \$1B
- Held several positions from Financial Analyst to Manager, Accounting and Financial Systems 1990-1996
- Managed all computerized financial accounting systems, monthly accounting close, capital spending analysis
- Controller for \$23M subsidiary

### **PRICE WATERHOUSE LLP. – NEW YORK, NEW YORK** - Staff Accountant

1987-1989

- Performed U.S. Taxation compliance and research work and completed interim and year-end reviews for purposes of issuing audited financial statements

## Education

### **Johns Hopkins University – Baltimore, Maryland**

Master of Science, Finance

Recipient of the Stegman Award for Academic Excellence

Overall GPA 4.0/4.0

### **University of Maryland – College Park, Maryland**

Bachelor of Arts, Economics

## Languages

- English, Portuguese - Native
- Hebrew – Fluent



# Lashonda Carter

*Regional Safety Manager*

## Professional Summary

Lashonda is highly proficient in the Smith System and LLLC defensive driving programs. She incorporates these programs as the foundation of her organizational behavior disciplines and management theories. She came on board with ProKel in 2017, and the company immediately felt the impact

## Experience

### Safety Manager, ProKel Mobility (Palm Beach, FL)

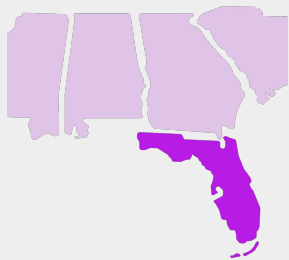
*2017 to Present*

- Oversee the safety and training administration for 90 drivers.
- Improved driver relations through effective, consistent, and honest communications
- Improved Accident Frequency Rate
- Consistent road observations and ride checks to maintain performance levels
- Maintain 100% compliance with DOT and FTA regulations
- Assist other divisions throughout the United States with new location start-ups and corrective actions for challenges at current divisions
- Manage drug and alcohol program for all safety sensitive employees
- Manage and audit collection sites and clinics
- Assisted in retraining new service coordinator in reasonable suspicion testing
- Maintain employee records and files to meet contract, state, and federal requirements
- Enforce current policy and promoted new award program to improve attendance

### Safety Manager, MV Transportation, Inc. (Palm Beach, FL)

*2015 to 2017*

- Supervise paratransit operation providing over 8,000 passenger trips a week in Palm Beach County (2,000 sq. miles) with a team of more than 170 employees
- Oversee safety-sensitive employees in the areas of safety, maintenance, dispatch, and administration, with five direct reports
- Monitor and oversee safety functions of subcontracted provider
- Assist and monitor employee recognition programs for good driving habits and customer service to promote safety and morale
- Enforce current policy and promoted new award program to improve attendance
- Ensure compliance with all environmental, health, and safety regulations
- Conduct investigations of in-service accidents/incidents
- Assisted in reducing overtime costs
- Reduced accident frequency



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## Experience Continued

### Lead Trainer / Road Supervisor Metro Mobility Management (Palm Beach, FL)

2011 to 2015

- Responded to employee issues, accidents, and emergencies
- Provided training support as needed
- Performed dispatching at two locations
- Made facility visits and reached resolution for any problem or issue
- Maintained communication with drivers and all employees to assure delivery of quality service
- Implemented, promoted and adhered to company policies and procedures
- Coordinated all forms of operations, including organizing schedules, monitoring service costs, responding to customer complaints

## Skills

- Data Analysis
- Problem Solving
- Delegation
- Decision Making
- Computer Software
- Data Entry
- Recruiting
- Operations
- Team Building

## Certifications

- MVOC Training
- Non-Emergency Stretcher/Stair Chair Training
- Drug and Alcohol Responsible Suspension Determination
- CPR/First Aid
- SHRM



# Angelica Williams

*Director of HR and Internship Program*

## Professional Summary

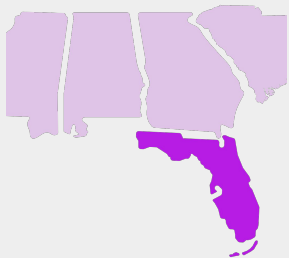
Angelica is a University of Florida graduate with over ten (10) years of experience in human resources, recruiting and internship programs. Angelica will manage the recruiting functions for the City and make sure ProKel has the best talent in the industry.

## Experience

### Director of HR & Recruiting

*Miami, FL 2019-Present*

- Direct all aspects of talent acquisition - National recruitment in multiple areas of the organization: Operations (Paratransit and Fixed, School Bus and Shuttle services),
- Develop social media talent recruiting campaigns
- 100% Fully Staffed in all ProKel locations due to outside the box recruiting plans and execution
- Direct talent attraction and employment branding initiatives
- Develop talent acquisition strategies and hiring plans
- Determine current staffing needs and produce quarterly forecasts
- Direct ProKel's recruiting initiatives nationally with Union and non-union talent as well as responsible for competitor analysis and available workforce analysis nationally
- Daily meet with leaders/executives of internal and external organizations to establish innovative approaches to drive & retain key talent
- Responsible for hiring all Corporate, Field talent, and Executive level functions
- Proactively evaluating with Operations to forecast the increases in recruiting needs of the business and demands for start up's and bid roles, backfills and trend shortages
- Continuous evaluation and refinement of recruitment process to exceed or meet service level requirements
- Experienced in conducting, coordination, and execution of panel interviews
- Direct all employment marketing strategies and budget management for the recruiting department. This includes talent platforms, diversity, and military recruitment to meet compliance. Coordinate the Talent Review Process across the country with Field Operations partners
- Oversee supplemental recruiting programs: internships, University partnership, and workforce development organizations.



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## Education

### BS, Business Management, Marketing, and Related Support Services

University of Florida  
*Gainesville, FL 2005-2009*





# Anthony Radicone

*Vice President of Maintenance*

## Professional Summary

Self-motivated professional with over 30 years of progressive experience in all aspects of the vehicle and fleet maintenance industry. A proven track record for taking technical or complex problems from inception to completion, while streamlining procedures that improve safety, productivity and control cost through expertise.

## Experience

### *First Transit Group- Maintenance Manager*

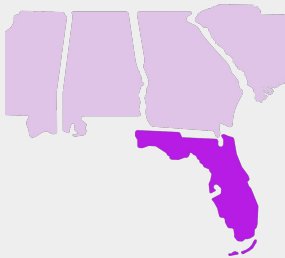
*October 2017 to Present*

- Daily planning & scheduling of Bus Maintenance / Audit Work Orders
- Monitor CPM for Budget
- Oversee Shop Supervisors/ assist with work delegation
- Monitor trends / Recommend changes to Maintenance program
- Plan campaigns, projects and recalls /Process Warranty Parts & Services
- Assist in the development of Shop Standard Operating Procedures (SOP's)
- Strategic Planning, implementation & communication of Maintenance financial, safety and quality goals/objectives
- Quality assurance/ Breakdown Analysis and Quality Inspections (QI)
- Comply with DOT, OSHA Federal, State & Local laws
- Measures, track and perform ongoing analysis for metric based initiatives

### *Maruti Fleet and Management- Regional Maintenance Director*

*January 2015 - October 2017*

- Oversee maintenance activities at seven operating locations.
- Directly responsible for all aspects of the operation of 300 vehicles: buses, vans and trolleys.
- Lead, coordinate & manage work shifts with local shop Supervisors, Maintenance Technicians, Parts Manager and Service Line employees.
- Enforce all Company Standard Operating Procedures and Key Performance Indicators as they relate to safety, maintenance and repair.
- Work within an established \$2 million yearly operating budget and oversee \$200k in Parts Inventory.
- Provide Senior Management with reports to forecast maintenance and repair budgets needs as well as future service contract negotiations.



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## Experience Continued

- Comply and adhere to all State & Federal regulations as well as DOT & OSHA rules and regulations.
- Increased productivity by effectively leveling technician skill set to complete assigned tasks at peak levels.
- Facilitate periodic shop audits as well as ensure compliance with all Corporate Audits.
- Develop initiatives and goals that focus on process improvements that lead to cost savings and service improvements.
- Ensure adherence of all local contract requirements
- Manage Audit and Preventive Maintenance Schedules.
- Develop and execute short term strategies, solutions and improvements.
- Provide support to operations team by conducting pre-shift meetings and team leadership.

### **Maggie's Paratransit –Assistant Director-New York City Boroughs** *June 2011 – June 2014*

- Directly responsible for all aspects of the operation of 875 para-transit and school buses that provide over 900 routes daily.
- Ensure adherence of all MTA contract requirements
- Oversee five shop locations, track all part costs.
- Manage Audit and Preventive Maintenance Schedules.
- Develop and execute short term strategies, solutions and improvements.
- Maintain budget for profit and loss
- Prioritize, implement and manage work schedules, projects and assignments for 78 staff members.
- Provide support to operations team by conducting pre-shift meetings, team leadership, education and development of staff.

### **MV Transportation- Fleet Maintenance Manager –Staten Island/Brooklyn, New York** *July 2007 – March 2011*

- Directly responsible for all aspects of the operating maintenance of 280 para-transit buses that provides over 3000 one-way trips daily within all five boroughs of NYC.
- Directly responsible for:
  - Adherence of all MTA contract requirements
  - Budget for profit and loss
  - Maintenance and union relations
  - Tracking and control of parts and inventory from vendors and suppliers
  - Prioritization, implementation and management of work schedules, projects and assignments.
- Communicate effectively with all levels of 23 staff members. Issuance of written and oral formats.
- Manage all Audit and Preventive Maintenance schedules.
- Provide support to the operations team, conduct pre-shift meetings, lead, educate and develop employees, plan daily manpower to meet workload, perform other duties as required.
- Developed and maintained a Department of Transportation Passing Rate of 98.7% and Out of Service of 3%.

### **Joseph Scott Incorporated Consulting Firm – Owner/Consultant** *August 2001 - July 2007*

*Private Bus and Truck Companies with Contracts with State and Local Authorities.*

- Develop and Monitor Fleet Campaigns.
- Develop and execute short term strategies, solutions and improvements.
- Ensure adherence of Contract Requirements.
- Transition Activities, Inspections and Audits.
- Oversee all performance activities in the Maintenance Shop.
- Manage all Preventive Maintenance Schedules.
- Oversee all Department of Transportation Inspections.
- Provide weekly updates to the General Manager /Owner of Company.

### **Couch and Company -Investment Management Company Owner** –*Certified with Series 62, 63 and 24* *January 1991 - August 2001*

- Responsibilities as an owner, overseeing 163 stockbrokers.
- Directly responsible for all aspects of the firm under the guidelines of the National Association of Securities Dealers.
- Maintained standard of fair dealing as a member in the conduct of business.
- Observe high standards of commercial honor, just and equitable principles of trade. Directly responsible for customer funds held within the firm of 375 million dollars.
- Overseeing five branch offices with over 300 transactions a day for each office.
- Overseeing all disclosures, trades, suitability recommendations and special situations.
- Directly responsible for hiring, training, and monitoring of staff.
- Ensured that policies within the company were within adherence of laws and regulations governing the industry.

### **Park Inn Ford-Service Manager** *July 1990 – January 1991*

- Responsible for staff of 18 mechanics and three departments.
- Set annual operating budgets for all departments.
- Evaluate all employees and ensured staff remained up to date with automotive industry changes.
- Coach and counsel staff to maintain and keep a high customer standard for the dealership.
- Process all warranty claims.

## Experience Continued

### U-Haul truck company-District Service Manager

March 1988 – July 1990

- Oversee regional shops with a combined staff of 19 mechanics.
- Set annual operating budgets and evaluate profit/loss for each department.
- Manage and evaluate mechanical team.
- Ensured the staff was updated in current automotive industry changes by continued education.

### United States Army- Sergeant of the Motor Pool

January 1982 - January 1988

*Mission:*

To provide necessary forces and capabilities in support of the national security and defense strategies.

*Function:*

Motor pools serve as a designated parking lot, a secured maintenance area and a guarded vehicular control point that ensures vehicles have passed appropriate safety inspections.

*Responsibilities:*

- Responsibilities included ensuring that all 275 truck vehicles for the 3rd Battalion were combat ready and that all aspects of operating maintenance was performed.
- Provide support to the battalion operations team, conduct per-shift meetings.
- Lead, educate and develop all the soldiers on my team.
- Directly responsible for adherence of all military requirements.

## Military Decorations, Awards

- February 1985 - Army Commendations Medal
- June 1983 - Army Good Conduct Medal
- September 1983 - Non-Commissioned Officer Development Ribbon
- December 1986 - Overseas Ribbon

## Education

- United States Army Maryland Automotive/Diesel Repair and Rebuilding School
- United States Army Fort Bragg, NC Transmission and Overhaul School.
- ASE Certified-Master Technician
- Albany Business College from 1977-1981
- CAFM(Certified automotive fleet manager)



# Monsieur Mitch Phanor

*Vice President of Operations*

## Professional Summary

ProKel Mobility's Chief Operating Officer, Mitch Phanor, brings over twenty (20) years of transit experience from his years of working with the New York transit system. Mitch had oversight of startups and mobilizations, which included 2,000+ vehicles and 3,000+ team members during his tenure in New York City, for all the municipal contracts under New York City Transit and local and state governing agencies.

## Experience

### VP of Operations, ProKel Mobility (New York, NY)

*July 2022 to Present*

- Responsible for the overall operation of divisions nationally.
- Primary client contacts accountable for guaranteeing contract compliance
- Provided technical expertise to multiple clients for system improvement and development focusing on various performance measures and efficiencies
- General oversight of Transit Operations, providing guidance with day-to-day activities and planning strategies to General Managers and Clients

### Project Director/Operations Manager, MV Transportation, Inc./New York Transit Authority (New York, NY)

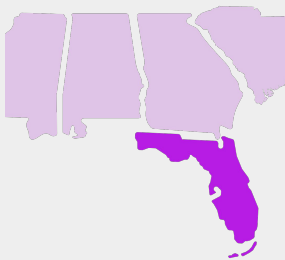
*2011 to 2022*

- Responsible for the daily management of an \$80 million, five year paratransit operation providing door-to-door transportation services to ADA approved passengers within the five boroughs of New York City
- Effective management of various departments (operations, safety and training, vehicle maintenance and accounting and administration)
- Lead a workforce of more than 370 employees (300 drivers, 20 mechanics and 50 staff employees)
- Maintain superior client relations
- Conduct union hearings
- Resource allocation (driver scheduling and vehicle availability)

### Safety Manager, AGM, MV Transportation, Inc. (Brooklyn, NY)

*2006 to 2011*

- Reviewed current and next day manifest for efficiency and operational performance
- Responded to complaints and took action with retraining drivers with multiple infractions of regulations and procedures
- Assisted with dispatchers training to decrease complaints of drivers as it affects all departments



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# Jacqueline Goldsmith

*Operations Manager*

## Professional Summary

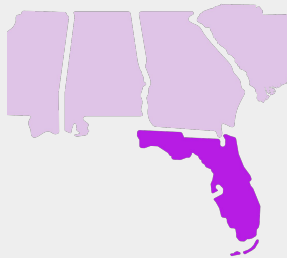
Results-driven leader with strong financial acumen | Ability to enforce and maintain high standards | Demonstrated ability to train, motivate and mentor employees to achieve/exceed contractual expectations

### **ProKel Mobility, Miami, FL** — *Operations Supervisor* JUNE 2021 - PRESENT

- Responsible for company leadership, direction and support to ensure successful execution of annual business plans and compliance with policies of both the contracting agency and client. • Set budgets and implement production planning to drive down waste costs.
- Conduct periodic departmental audits to ensure financial metrics are managed continuously, exceptions are reported and action plans are developed.
- Effectively manage customer relations through direct contact and outreach programs. • Oversee vehicle maintenance plan and ensure fleet availability to meet service requirements. • Oversee safety and training programs, plans and processes to ensure overall compliance. • Improve vehicle maintenance, service and standards, resulting in lower costs and greater reliability.

### **First Transit, Deerfield, FL** — *Supervisor of Shuttle Bus Services* 2020 - 2021

- Assisted in daily supervision of the operation of the transportation contract, in compliance with the policies of the contracting agency and in conformance with company procedures.
- Oversaw the vehicle maintenance plan, fleet availability, and safety and training programs to ensure compliance with company, contract and regulatory requirements.
- Conducted periodic departmental audits to confirm financial metrics were managed continuously, exceptions were reported and action plans were developed in order to ensure the location met its financial, safety and operational expectations.



[prokelmobility.com](https://prokelmobility.com)



<https://www.linkedin.com/company/prokelmobility/>

## Experience Continued

**First Transit, Deerfield, FL** — *Supervisor of Shuttle Bus and Paratransit/Operations*  
2016-2018

- Managed the financials for a location which employed 260 team members and with \$11 million yearly combined revenue (Broward Paratransit and Sun Trolley Fixed Route Shuttle).
- Produced KPI reports for the General Manager which highlighted the state of overtime, passengers per hour, stand-by hours, trips per day, revenue hours scheduled per day, trips per revenue hours as scheduled per day, percentage of WC trips, scheduled trips percentage vs. delivered, and more.
- Spearheaded Driver Behavior Safety programs to reduce accidents and worker compensation cases.
- Worked with GM to launch driver incentive programs focusing on Safety and On Time Performance.

## Education

**University of Louisville**, Louisville, KY —  
Bachelor's Degree in Arts | Minor in Pan African Studies

## Skills

- Strategic Planning
- Quality & Safety Assurance/Control
- Leadership/Motivation/Teamwork
- Operations Development
- Maintenance Operations/Management
- Employee Training, development and mentoring



# John Petillen

*Operations Supervisor*

## Professional Summary

Ten-year leader in the transportation industry | Demonstrated ability to train, motivate and mentor employees to achieve corporate goals | Ability to quickly identify and remedy issues | Proven track record for streamlining procedures that improve safety and increase production

## Experience

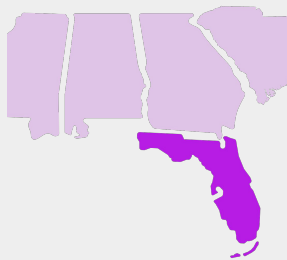
**ProKel Mobility, Miami Dade and Palm Beach County, FL** — *Operations Supervisor*

JANUARY 2020 - PRESENT

- Oversee the daily operational and business support activities of the facility and direct the workflow.
- Manage, motivate, coach and evaluate 75 employees, and facilitate effective training programs.
- Implement and enforce policies and procedures and ensure safety and timeliness in all projects.
- Responsible for daily, weekly and monthly review of key operational metrics.
- Maintain open communication with all departments routinely to ensure the company meets or exceeds expectations.
- Assist with safety and training programs and processes to ensure compliance.

**First Transit, Dania Beach, FL** — *Lead Operations Supervisor*  
2014 - 2019

- Responsible for overseeing and scheduling 120+ vehicles and 150+ drivers, managing eight dispatchers and 1,700 to 2,100 paratransit passenger trips per day.
- Facilitate and conduct effective training programs for all staff.
- Responded and effectively resolved labor issues and settled outstanding labor disputes and grievances.
- Assisted with maintenance issues in relation to the operations.
- Increased staff productivity/on-time performance, resulting in enhanced customer satisfaction.
- Successfully reduced customer complaints while improving customer service and satisfaction.



[prokelmobility.com](http://prokelmobility.com)



<https://www.linkedin.com/company/prokelmobility/>

## Experience Continued

**Medex Transport, South Florida Region** — *Dispatch Manager*  
2011-2014

- Dispatched and supervised the daily operational activities of the Paratransit operations with a fleet of 55 buses.
- Provided 1,200 trips per day and coordinated with human service customers to ensure proper service.
- Created staff schedules while staying on budget and ensuring proper staff for the average volume of service.

## Languages

### **Trilingual**

Fluent in:

- English
- Spanish
- Creole

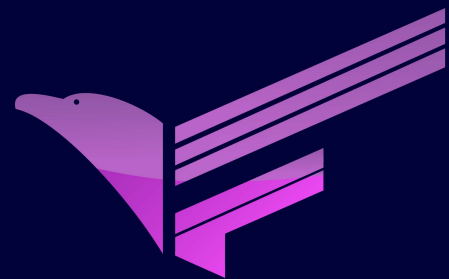
## Skills

- Strategic Planning
- Leadership/Motivation/Teamwork
- Analyzing and Troubleshooting
- Operations Development
- Maintenance Operations/Management
- Knowledge of Regulations/Processes
- Process/Production Improvement
- Quality and Safety Assurance/Control
- Computer Program Knowledge
- Project Development/Management



---

# Appendix B: DriveCam Software



PROKEL  
Mobility

lytx®

## KNOW WHAT HAPPENED

### Answers faster.

Access the video you need at the right time, at the right length, so you can get the facts you need in minutes.



LYTX VIDEO PLATFORM

## MANAGE YOUR DRIVERS

### Visibility at the right time.

Get the timely insights you need to help you monitor driving risk and fleet status.



RISK DETECTION SERVICE  
FLEET TRACKING SERVICE

## CHANGE BEHAVIOR

### Safer driving habits.

Improve driver behavior, reduce risk, and lower collision frequency with the industry-leading driver safety program.



DRIVER SAFETY PROGRAM

Lytx Video Platform	Risk Detection Service	Driver Safety Program	Fleet Tracking Service
<p>The video facts fleets need – in minutes.</p>	<p>Monitor fleet risk with timely insights.</p>	<p>A proven approach to improving driving habits.</p>	<p>Improve customer satisfaction and safety - in one solution.</p>
<p>Gives users access video anywhere they have an internet connection.</p>	<p>Provides users with insights about driving moments that are important to track.</p>	<p>Helps change behavior by coaching drivers to be aware of their habits on the road.</p>	<p>Provides real-time fleet status so users can optimize productivity.</p>
	<p>All features of Lytx Video Platform <b>PLUS:</b></p>	<p>All features of Lytx Video Platform and select features of Risk Detection <b>PLUS:</b></p>	<p>All features of Lytx Video Platform <b>PLUS:</b></p>
<ul style="list-style-type: none"> <li>• Immediately access up to 100 driving hours of video online from Lytx account <ul style="list-style-type: none"> <li>- Continual recording</li> <li>- Live Streaming Video</li> <li>- 5 min per vehicle per month</li> </ul> </li> <li>• Ability to add auxiliary cameras</li> <li>• Secure access to Lytx account, programs, services and data</li> <li>• Gateway to manage drivers, vehicles, select configurations and administrative functions</li> </ul>	<ul style="list-style-type: none"> <li>• Dashboard displays the categories that are contributing to risk, frequency by count and trend, per Group. (April/May)</li> <li>• Event List provides a summary of exception-based events generated by vehicles drivers including accelerometer, speeding, rolling stop and third-party ADAS triggered events.</li> <li>• Extend Events: Get 30-seconds before and 30-seconds after exception-based events (when Continual Recording is activated)</li> <li>• No coaching workflow</li> </ul>	<ul style="list-style-type: none"> <li>• Prioritized coaching tasks</li> <li>• Prescriptive coaching workflow</li> <li>• Human review identifies behaviors and outcomes</li> <li>• Reports: Safety and performance; Drivers, group, and program status reports, Industry benchmarking</li> <li>• Scores: Coaching effectiveness help users monitor efficacy</li> <li>• Program management and support</li> <li>• Program reviews, ROI analysis</li> <li>• Insight dashboards</li> </ul>	<ul style="list-style-type: none"> <li>• Real-time vehicle location</li> <li>• Route replay</li> <li>• Locate closest vehicle</li> <li>• Custom geo-fences with real-time alerts</li> <li>• Real-time and past vehicle location data</li> <li>• Fuel management reports (available with J1939 ECM connection)</li> <li>• State mileage data extracts</li> </ul>



## RISK DETECTION SERVICE

# The tools you need to monitor fleet risk on your terms.

Get the insights that help you spot moments that are important to track. You decide when it's right to take action.

# RISK DETECTION SERVICE

---

**Monitor fleet risk on your terms.** Surfaces driving moments that are important to track with a high degree of confidence, so you can decide when it's right to take action.

**I need to monitor fleet risk throughout the day so I can take action at the right time.**

- **Monitor driving behaviors and where risk is happening and decide when to take action**
- **Spot trends and address behaviors that are contributing to fleet risk**

## Overarching Benefits

- ✓ **Surface**  
Identifies the potential risk you care about in minutes
- ✓ **Notify**  
Fleet managers get a summary of events that are important to track
- ✓ **Monitor**  
Review events and spot trends so you can take corrective action when you need to

# STAGES OF AN EVENT

Lytx machine vision and artificial intelligence (MV+AI) identify behaviors behind the scenes, delivering the timely insights you need to monitor fleet risk.

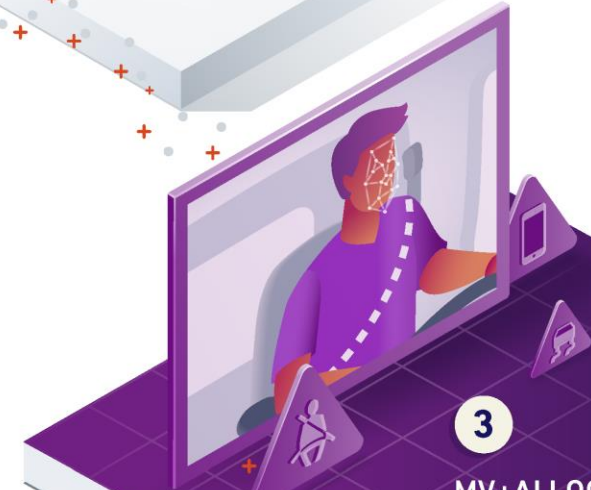
## 1 LYTX DRIVECAM® EVENT RECORDER CAPTURES RISKY DRIVING

Our technology distinguishes normal driving from risky behaviors and uploads events to the Lytx cloud.



## 2 ARTIFICIAL INTELLIGENCE EVALUATES EVENTS

Our proprietary decision-making engine categorizes and presents events based on associated behaviors.



## 3 MV+AI LOOKS FOR SPECIFIC BEHAVIORS

Highly-trained algorithms surface unsafe behaviors, like phone use and driving without a seatbelt.

## 4 EVENTS ARE SENT TO YOUR LYTX ACCOUNT

With a list of select events marked with important behaviors to track, you'll be able to monitor risk across your fleet.



## DRIVER SAFETY PROGRAM

# A proven approach to improving driving habits.

Lytx's premier solution that helps users change behavior by coaching drivers to be aware of their habits on the road.

# DRIVER SAFETY PROGRAM

---

## A proven approach to improving driving habits.

Lytx's premier offering is proven to help change driving behavior with video coaching so drivers can be more aware of their habits on the road.

## I want to improve fleet safety, and drive accountability for results.

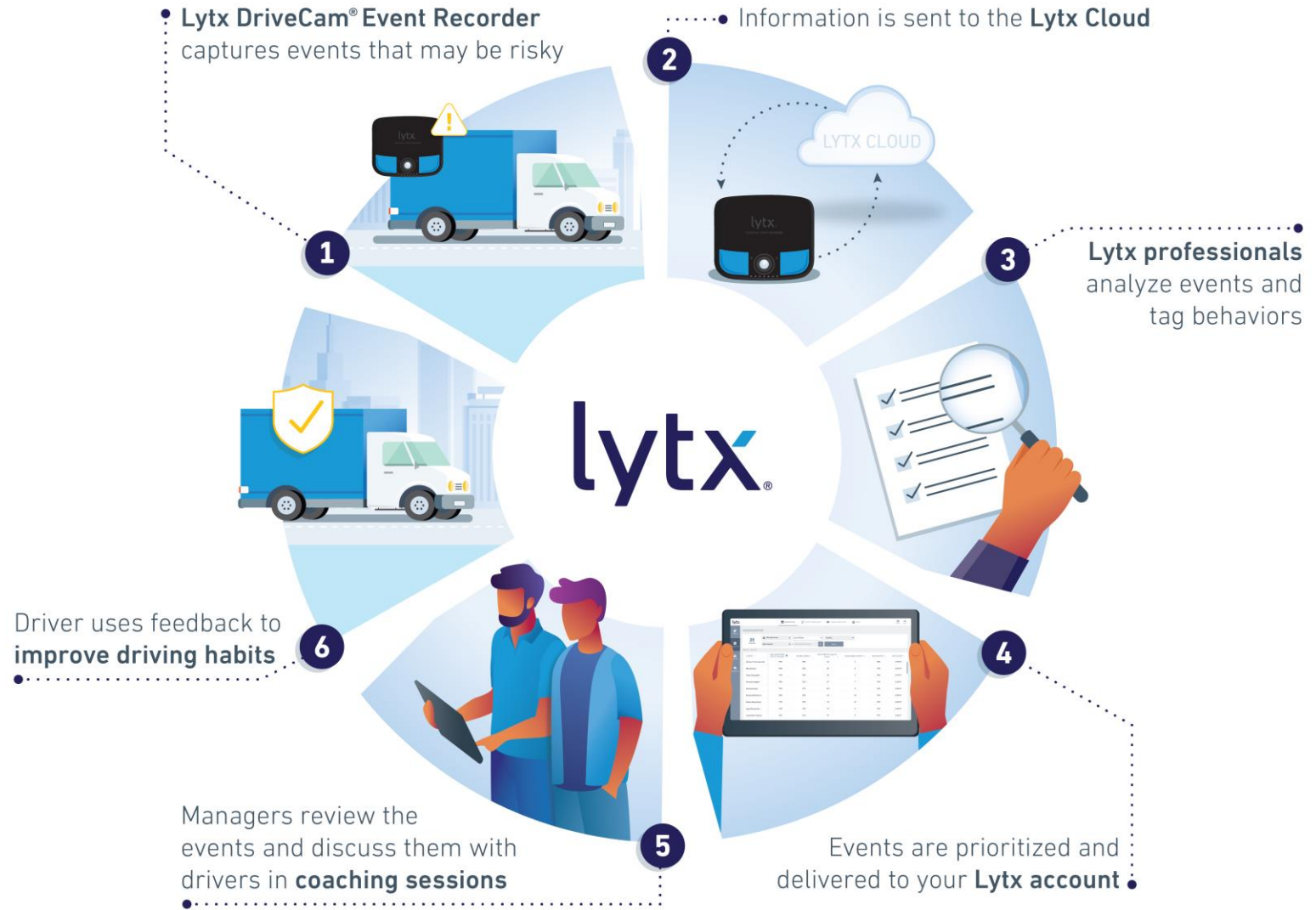
- Reduce unsafe behaviors and improve fleet performance with video-based coaching
- Change behavior by increasing awareness of driving habits on the road and in the field

## Overarching Benefits

- ✓ **Safety**  
Helping drivers improve their driving skills is your best defense when it comes to fleet safety.
- ✓ **Uptime**  
Maximum uptime happens when drivers are safe and protected, and that can reduce downtime spent on vehicle maintenance and repairs.
- ✓ **Costs**  
Safer driving is proven to help your bottom line, from lower insurance premiums to increased productivity and improved fuel efficiency.

# DRIVER SAFETY CYCLE

Change behavior by coaching drivers to be aware of their habits. The Lytx coaching process puts fleets on the fast track to improving driver performance and minimizing risk on the road.



# STAGES OF AN EVENT

Here's how billions of miles of driving data gets translated into simple priorities that can help you reduce your fleet's risk of collisions.

## 1 LYTX DRIVECAM® EVENT RECORDER CAPTURES RISKY DRIVING

Built-in algorithms distinguish normal driving from risky behaviors and upload events to the Lytx cloud.



## 2 ARTIFICIAL INTELLIGENCE EVALUATES EVENTS

Our proprietary decision-making engine categorizes and presents events based on:

- Collision probability
- Coachability
- Associated behaviors



## 4 EVENTS ARE DELIVERED TO YOUR LYTX ACCOUNT

Relevant events are prioritized for you so you can focus on coaching the most important things first, and make the most of your day.



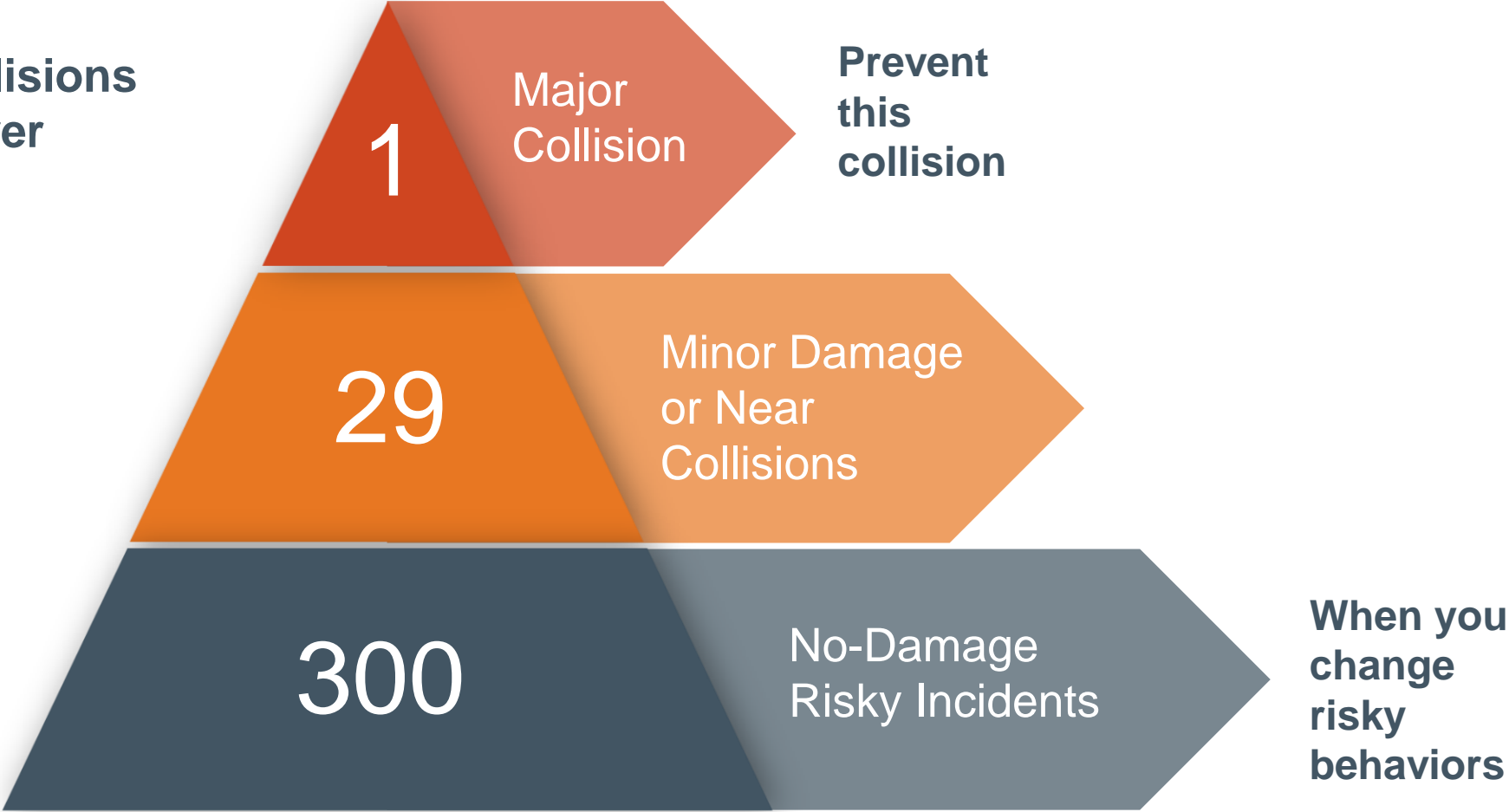
## 3 LYTX PROFESSIONALS REVIEW EVERY EVENT

Highly-trained analysts review hours of footage, so you don't have to—providing an objective, impartial assessment.



# SAFETY PYRAMID

Help prevent collisions by changing driver behavior before causing a major incident



Source: H.W. Heinrich, *Industrial Accident Prevention: A Scientific Approach*.



## FLEET TRACKING SERVICE

# Your fleet status in an instant.

Real-time vehicle status helps you run a more efficient fleet.  
Respond faster, minimize phone time, and optimize productivity.

# FLEET TRACKING SERVICE

---

See fleet status in an instant.

Real-time vehicle status helps you run a more efficient fleet so you can respond faster, minimize phone time, and optimize fleet productivity.

## I want to quickly locate, track and manage my vehicles with video support so I can:

- Improve efficiency and increase the number of jobs per day
- improve customer satisfaction by responding to status questions faster
- Better manage customer expectations by knowing technician location, and ETA
- Monitor drivers and ensure they are on task and on time

### Overarching Benefits

- ✓ **Respond Faster**  
Improve customer satisfaction with the ability to communicate things like driver status and ETA
- ✓ **Maximize Work Hours**  
Increase productivity by managing driver productivity
- ✓ **Optimize Assets**  
Streamline fleet management by improving vehicle use and on-time performance

It's not a dashcam.

# IT'S A RISK DETECTION POWERHOUSE



**Meet the first step  
in state-of-the-art  
fleet protection.**

**The Lytx DriveCam® event  
recorder is where it all starts.**

This automotive-grade device does more than just capture video. It uses onboard algorithms to collect and process data and video, and distinguish normal driving from risky behaviors.

# THINGS TO CONSIDER

Things to Consider:

## VERSATILE, ADAPTABLE SOLUTIONS

**Lytx can customize your solution to address your specific fleet needs and goals.**



Your business challenges are unique. Why settle for a “one-size-fits-most” solution?



Lytx can adapt as your fleet needs change, without subsequent installations or touches. Our cloud-based distributed architecture lets us deploy firmware and algorithms updates over the air - without needing to replace costly hardware.



Lytx solutions are customizable with highly configurable features to give you the right program at the right price. Configurations include camera view, video length, triggers, behavior selection, event scoring, and more.

Things to Consider:

## FLEET-SPECIFIC TECHNOLOGIES

Lytx has been developing and deploying cutting-edge technologies for over 20 years.



We implement edge-to-cloud machine vision and artificial intelligence [MV+AI] technology that is intentionally designed and developed to solve specific challenges fleets like yours care about.



Lytx solutions are powered by the world's largest video and driving database of its kind in a single platform. Our database is driven by +500K vehicles, 20 years of experience, and billions of miles of driving data.



Lytx is pioneer and leader in video telematics industry, and holds over 120 issued and pending patents.

<https://www.lytx.com/en-us/patents>

Things to Consider:

## ALL VIDEO IS NOT CREATED EQUAL

**Lytx Video Platform is built for ease of use.**



The Lytx Video Platform gives you instant access to data and video – on demand. Continual recording means continual protection.



The Lytx Video Platform is mobile friendly, which means you can access your program from mobile devices, such as tablets or smartphones anywhere you have an internet connection.

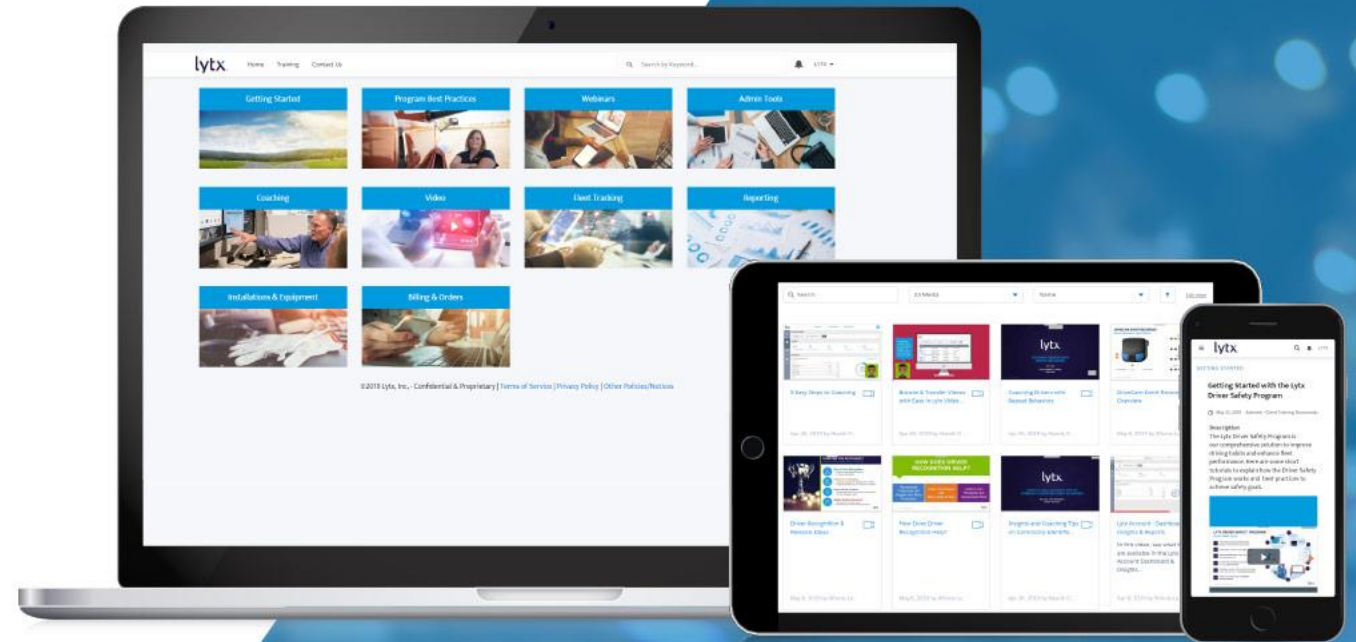


Lytx provides a livestream option, which provides a real-time view of what's happening on the road.

# THE SUPPORT YOU NEED

Resources and training on-demand, all in one place.

- **How-to Articles**  
Read step-by-step instructions to help you manage your program.
- **Tutorial Videos**  
Watch and learn how to use our solutions.
- **Webinars**  
Sign up for live webinars or rewatch recorded sessions.
- **eLearning**  
Choose self-paced courses.
- **Learning Plans**  
Take guided learning curriculums.
- **Contact Support**  
Send your questions without ever picking up the phone.



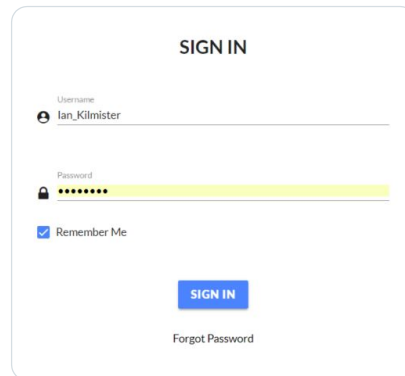
# EASE OF USE FEATURES

## Mobile Friendly



Optimized for tablet touch screens

## login.lytx.com

A screenshot of a login form titled "SIGN IN". It includes a "Username" field with the text "Ian\_Kilmister", a "Password" field with a yellow bar and a lock icon, a "Remember Me" checkbox which is checked, a blue "SIGN IN" button, and a "Forgot Password" link.

Single sign-on for all your Lytx accounts

## Hablamos Español



Choose your language in browser settings

## User Feedback



Clients comments can help us prioritize

A photograph of a man and a young child looking out a window. The man is on the right, wearing a blue denim shirt, and the child is on the left, wearing a striped shirt. They are both looking out the window with interest. The image is overlaid with a semi-transparent dark grey filter.

**Saving lives is at the heart of everything we do.**



---

# Appendix C: MobilEye Technology



# MOBILEYE<sup>®</sup> 8 CONNECT<sup>™</sup>

Driven by Safety

AI-powered, aftermarket collision avoidance system that helps prevent collisions and improve driver performance



# ACT TO PREVENT COLLISIONS

94% of road collisions are caused by human error. The best approach to fleet safety is to avoid collisions rather than reviewing them after the fact. Mobileye 8 Connect not only provides this proactive solution, but helps train drivers to avoid dangerous situations in the first place.

## Fleet Safety with Real-time Alerts

Mobileye's collision avoidance system warns drivers of potential hazards in real time with audio and/or visual warnings, giving them time to prevent or mitigate a collision.



### PEDESTRIAN & CYCLIST COLLISION WARNING

Alerts drivers of an imminent collision with a pedestrian or cyclist



### HEADWAY MONITORING & WARNING

Helps drivers keep a safe following distance from the vehicle ahead and alerts them if the distance becomes unsafe



### FORWARD COLLISION WARNING\*

Alerts drivers of an imminent collision with a vehicle or motorcycle ahead, both on highways and in urban areas



### LANE DEPARTURE WARNING\*

Alerts drivers when there is an unintentional deviation from the driving lane



### SPEED LIMIT INDICATOR\*\*

Recognizes speed limit signs, and notifies the driver, both of the new speed limit and if they exceed it

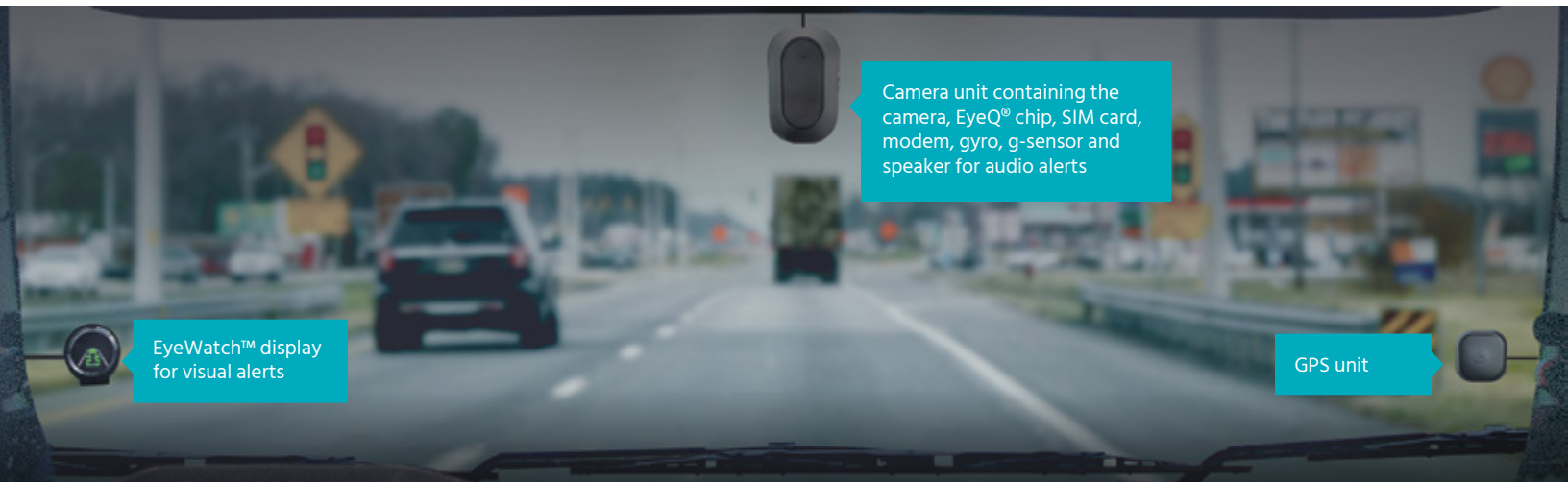


### Mobileye 8 Connect can detect pedestrians and cyclists at night!

\*Night detection requires a minimal amount of light and does not operate in complete darkness.

\*Meets NHTSA's guidelines.

\*\*Detects signs declared valid by the Vienna Convention on Road Signs and Signals.



Camera unit containing the camera, EyeQ® chip, SIM card, modem, gyro, g-sensor and speaker for audio alerts

EyeWatch™ display for visual alerts

GPS unit

## OVER-THE-AIR UPDATES

Mobileye is continuously developing new features and improving its alerts and algorithms. Over-the-air updates ensure your fleet benefits from new features, future-proofing your technology purchase.

Note: All pictures shown are for illustration purpose only and not to scale.

# MEASURING THE SAFETY IMPACT

Mobileye 8 Connect™ is a unique system that combines collision avoidance alerts with g-sensor data to provide a powerful picture of how your fleet safety is improving.

## The Driving Metrics You Need to Make Managing Simpler

Our platform gives fleet managers concrete insights into drivers' safety-related behavior, vehicle tracking, and compliance so you can give your drivers the support they need.



### Safety

With alert data metrics you'll have greater insight into drivers' progress on unsafe habits such as tailgating, near misses, harsh braking and lane changes without signaling



### Tracking

With track-and-trace features, you can ensure our vehicles stay on route and conduct step-by-step analysis to determine route efficiency and safety



### Insights

Our safety reports make it easy to identify which drivers could benefit from extra training and which might be rewarded for safe driving



### Boundaries

Geo-fencing allows you to set pre-defined limits for drivers, ensuring that your vehicles stay within a prescribed area

”...beyond anything I expected to get from Mobileye – I thought it would help improve us, but the results have been dramatic. Mobileye is truly a lifesaving device. We believe every vehicle on the road should be equipped with it.”

**Neal Kalish**  
President and Owner of Ambu-Trans Ambulette

”Mobileye has helped us to reduce incidents on the road and maintain a high safety rating with our insurance..”

**Jimmy Pardo**  
Vice-President and Founder, P&B Transport

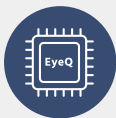
# THE MOBILEYE DIFFERENCE

For over two decades we've been working on, and perfecting, the computer vision and artificial intelligence underlying our collision avoidance system.

In 2017 Intel recognized the groundbreaking nature of this technology when it acquired Mobileye and in 2019 the European Patent Office named the Mobileye team one of the finalists for its prestigious European Inventor Award.

**Over 25 leading auto manufacturers rely on Mobileye technology** and there are currently over 40 million vehicles equipped with our collision avoidance technology.

The same team that designed the technology trusted by these manufacturers also developed our retrofit collision avoidance.



## Next generation and up-to-date technology

Mobileye 8 Connect features represent our latest generation in collision avoidance technology. These include cloud connectivity, an optional fleet platform, greater range, 10x improvement in accuracy, a wider-angle camera lens and a g-sensor to detect harsh braking, accelerating and cornering.



## Reduce collisions, save money

Join others such as Dish USA, which cut in-scope collision costs by 73%, Ambu-Trans Ambulette, which experienced a 91% reduction in collision-related costs and P&B Transport, which saw insurance claims from collisions drop from \$800,000 to \$20,000 – all after installing Mobileye.<sup>1</sup>



## Improve driver performance

Mobileye 8 Connect alerts don't just help drivers avoid collisions, but evidence shows these same alerts actually help instill safer driving habits. A University of Missouri study<sup>2</sup> documented a 71% drop in headway monitoring warnings among drivers using collision avoidance technology.

1. Statistics refer to collisions which Mobileye alerts can prevent or mitigate.  
2. <https://www.mem-ins.com/blog/recent-study-shows-three-out-of-four-drivers-improve-driving-with-collision-avoidance-technology>

# HOW DOES IT WORK?

## 1 Vision-Based

Just like when we drive, using our vision to scan the road and judge how far we are from obstacles and what potential dangers they pose—a camera can also scan the way ahead with the advantage of never becoming fatigued or distracted.



## 2 AI-Powered

The key element in our system is in the ability to mimic how people understand the roadscape. Through the use of artificial intelligence, Mobileye's EyeQ® chip is able to identify potential hazards and alert drivers in real-time.



## 3 Experience You Can Trust

The system's AI is based on two decades of stress testing our algorithms against real-life driving situations and over 200 million miles of high-resolution video from automaker pre-production testing.



# ABOUT MOBILEYE



Mobileye, an Intel Company, is a global leader in the development of computer vision and machine learning, data analysis, localization, and mapping technologies for Advanced Driver Assistance Systems and autonomous driving solutions.

Our safety technology is integrated into hundreds of new car models from the world's major automakers: BMW, Audi, Volkswagen, Nissan, Ford, Honda, General Motors and more.

The Mobileye collision avoidance system is available with a single, forward-facing vision sensor suitable for almost any vehicle.

**[www.mobileye.com/fleets](http://www.mobileye.com/fleets)**

## Vendor Discussions

### Questions

Question #1

Subject: Tab 4, Question #17

In the RFP, on page 30, Tab 4 "Firm's Understanding and Approach to the Work," question # 17 states "Describe Proposer's ability and readiness to begin providing services as requested herein, assuming a start date of **June 1st, 2024.**"

Can you confirm if the intended start date of the new contract actually be June 1st, 2024 or if it was intended to state July 1, 2024?

Answer #1

This section included a scrivener's error, it should have actually stated July 1, 2024, as the current contract term ends on June 30, 2024.



# Employee Handbook



## ProKel Mobility

46 NW 168 St. North Miami Beach, FL 33169

Office: 561-506-5721 Mobile: 561-506-5721

Kelly Gonzalez, Chief Executive Officer, ProKel Mobility

Issue Date: March 2022

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## Welcome to ProKel Mobility

Dear New Prokel Employee,

As you begin your employment with ProKel Mobility, we would like to welcome you to our organization and invite you to read and become familiar with the contents of this employee handbook. We believe that you will find it full of helpful and valuable information about our policies and procedures. This handbook is designed to assist you in performing to the best of your abilities, as well as developing and realizing your potential as one of our valued employees.

ProKel Mobility is the fastest-growing provider of reliable and safe transportation. With your help, we are looking forward to continuing growth and prosperity as we find new and better ways to serve our customers' needs.

Please read this handbook carefully and retain it for future use. Familiarize yourself with its contents as soon as possible, because it should answer many of your initial and ongoing questions about your employment with ProKel Mobility. *We want you to be fully informed and understand our policies and procedures completely.*

This handbook has been developed by ProKel Mobility to promote the understanding, cooperation and good communication that results from providing consistent and uniform application of rules to all employees. The handbook provides information concerning our policies and practices, and you are responsible for familiarizing yourself with it. If you have any questions about any of the information contained herein, please ask your supervisor or human resources for an explanation or clarification.

Once again, we welcome you to our family and wish you success as we turn to face the numerous challenges, opportunities and potential rewards ahead.

*Kelly Gonzalez Jr.*

CEO

A handwritten signature in black ink that reads "Kelly Gonzalez Jr." with a horizontal line underneath the name.



# **1. Purpose of Employee Handbook**

## 1. Purpose of Employee Handbook

This employee handbook has been drafted as a guideline for our employees. It describes the Company's general philosophy and some of its policies and procedures. Except for the Company policy regarding at-will employment, the Company reserves the right to amend, withdraw or modify these policies or procedures at any time and with or without notice to employees.

The Company reserves the right to interpret all provisions of this handbook. The Company's interpretation shall, in all instances, be final. More detailed policies are available on the Portal intranet.



# 2. Code of Conduct



## 2. Code of Conduct

Our code of conduct, previously contained in the booklet **Striving for Excellence**, has been fully incorporated into this Employee Handbook. Our Code has been adopted by the ProKel Mobility, Inc. Board of Directors as the ethics and business code of conduct for our Company and its subsidiaries. It summarizes the principles that guide our actions in the marketplace as we strive to be the best provider of transportation and management services. Our code applies to all PK employees, members of the Board of Directors, agents, consultants, contract labor or others, when they are representing or acting on behalf of PK. We expect our contractors and suppliers to be guided by these standards as well. Our code promotes not only “doing things right”, but also “doing the right things” to maintain our personal and institutional integrity.

At PK, we believe that ethical conduct requires more than simply complying with the laws, rules and regulations that govern our business. We are a Company that:

- Values teamwork
- Sets team goals
- Assumes collective accountability for actions
- Embraces diversity
- Shares leadership
- Is committed to excellence and to pursuing superior performance in every activity

However, it is the personal integrity of each of our employees and their commitment to the highest standards of personal and professional conduct that underlie the ethical culture of PK.

PK aims to set *the standard* for ethical conduct at all of our locations. We will achieve this through behavior in accordance with six principles: Honesty, Integrity, Respect, Trust, Responsibility and Citizenship, as detailed below.

**Honesty:** to be truthful in all our endeavors; to be honest and forthright with one another and with our customers, communities, suppliers and shareholders.

**Integrity:** to say what we mean, to deliver what we promise, to fulfill our commitments and to stand for what is right.

**Respect:** to treat one another with dignity and fairness, appreciating the diversity of our workforce and the uniqueness of each employee.

**Trust:** to build confidence through teamwork and open, candid communications.

**Responsibility:** to take responsibility for our actions, and to speak up – without fear of retribution – and report concerns in the workplace, including violations of laws, regulations and Company policies, and seek clarification and guidance whenever there is a doubt.

**Citizenship:** to obey all laws of the US and the states in which we do business and to do our part to better the communities in which we live and work.

There are numerous resources available to assist you in meeting the challenge of performing your duties and responsibilities. Corporate Policy Statements and local policies and procedures that provide details pertinent to many of the provisions of the Code can be accessed via the Portal intranet or obtained from your supervisor. Although your own common sense and good judgment should be your first guide to appropriate conduct, please use these additional resources whenever clarification is necessary:

- If you are faced with an ethical dilemma, your supervisor is usually the best source of information and guidance.
- Additionally, the Human Resources, Legal, Risk Management, Business Development and Executive departments are available to assist you whenever necessary.
- PK also operates an Ethics Hotline, 1800-PRO-KEL2.

During your employment you may be involved in an investigation regarding possible violation(s) of the Code of Conduct and/or other PK policies. PK expects each employee to fully cooperate in such an investigation and the failure to do so may result in disciplinary action, up to and including termination.

PK will not retaliate against an employee who in good faith:

- 1) Discloses a possible state or federal law violation to a government agency
- 2) Discloses a possible incident of wrongful harassment
- 3) Refuses to participate in an activity that would result in a violation of state or federal law
- 4) Exercised whistleblower rights in a former job
- 5) Participates in an investigation

We are proud of our employees and the important role our corporation plays in our communities and our industry. Thank you for doing your part to create and maintain an ethical work environment and for **Striving for Excellence**.

### **Our Commitments**

**For our employees** we are committed to honesty, just management, fairness, providing a safe and healthy environment free from the fear of retribution and respecting the dignity due everyone.

**For our customers** we are committed to producing reliable products and services, delivered on time, at a fair price.

**For the communities** in which we live and work we are committed to observing sound environmental business practices and to acting as concerned and responsible neighbors, reflecting all aspects of good citizenship.

**For our shareholders** we are committed to pursuing profitable growth without taking undue risk, to exercising financial discipline in the deployment of our assets and resources, and to making accurate, timely and clear disclosures in all public reports and communications.

**For our suppliers and partners** we are committed to fair competition and the sense of responsibility required of a good customer and teammate.

### **Obey the Law**

We will conduct our business in accordance with all applicable laws and regulations. The laws and regulations related to government contracting are far-reaching and complex, thus placing responsibilities on PK beyond those faced by companies without government customers. Compliance with the law does not comprise our entire ethical responsibility. Rather, it is a minimum, absolutely essential condition for performance of our duties.

### **Promote a Positive Work Environment**

All employees want and deserve a workplace where they feel respected, satisfied and appreciated. As a national enterprise, we respect cultural diversity and recognize that the various places in which we do business may have different legal provisions pertaining to the workplace. As such, we will adhere to the requirements specified by law in all of our localities, and further, we will not tolerate harassment or discrimination of any kind, especially involving:

- Age
- Sex
- Ancestry
- Color
- Disability
- National origin
- Race
- Religion
- Veteran status
- Sexual orientation
- Marital status
- Family structure

Providing an environment that supports honesty, integrity, respect, trust, responsibility and citizenship permits us the opportunity to achieve excellence in our workplace. While everyone who works for the Company must contribute to the creation and maintenance of such an environment, our executives and management personnel assume special responsibility for fostering a work environment that is free from the fear of retribution and will bring out the best in all of us. Supervisors must be careful in words and conduct to avoid placing, or seeming to place, pressure on subordinates that could cause them to deviate from acceptable ethical behavior.

### **Work Safely: Protect Yourself, Your Fellow Employees and the World We Live In**

We are committed to providing a drug-free, safe and healthy work environment, and to observe environmentally sound business practices. We will strive, at a minimum, to do no harm and where possible, to make the communities in which we work a better place to live. Each of us is responsible for compliance with environmental, health and safety laws and regulations. Observe posted warnings and regulations. Report immediately to the appropriate management any accident or injury sustained on the job, or any environmental or safety concern you may have.

## **Workplace Violence**

The Company is committed to providing a safe environment for our employees, passengers, clients and visitors. Any employee who commits or threatens any violence in the workplace will be subject to termination. Each employee is also responsible for reporting to his or her supervisor, a manager or the Human Resources Department any violence or threats of violence, whether involving an employee or someone else. The Company will promptly investigate these reports and take appropriate action to protect the safety of its employees.

## **Keep Accurate and Complete Records**

We must maintain accurate and complete Company records. Transactions between the Company and outside individuals and organizations must be promptly and accurately entered in our books in accordance with generally accepted US accounting practices and principles. No one should rationalize or even consider misrepresenting facts or falsifying records. This includes records relating to timekeeping and hours worked. It will not be tolerated and will result in disciplinary action.

## **Make Accurate Public Disclosures**

We must assure that all disclosures made in all periodic reports and documents filed with the Securities and Exchange Commission, and other public communications by the Corporation, are full, fair, accurate, timely and understandable. This obligation applies to all employees, including all financial executives, with any responsibility for the preparation of such reports, including drafting, reviewing, and signing or certifying the information contained therein. This requires operating in an environment of open communication, while not compromising proprietary and confidentiality concerns.

If you have concerns about any aspect of our financial disclosures, you should talk to your manager, the Finance organization, the Legal Department, or the Ethics Officer. Any employee who is contacted by another employee expressing concerns about questionable accounting or auditing matters must immediately report those concerns to the Ethics Officer.

## **Record Costs Properly**

Employees and their supervisors are responsible for ensuring that labor and material costs are accurately recorded and charged on the Company's records. These costs include, but are not limited to, normal contract work, work related to independent research and development, and bid and proposal activities.

## **Adhere to All Antitrust Laws**

Antitrust is a blanket term for laws that protect the free enterprise system and promote open and fair competition. These laws deal with agreements and practices "in restraint of trade" such as price fixing and boycotting suppliers or customers, for example. They also bar pricing intended to run a competitor out of business; disparaging, misrepresenting, or harassing a competitor; stealing trade secrets; bribery; and kickbacks.

Antitrust laws are vigorously enforced. Violations may result in severe penalties such as forced sales of parts of businesses and significant fines against the Company. There may also be sanctions against individual employees including substantial fines and prison sentences. These laws also apply to international operations and transactions related to imports into and exports from the countries in which we do business. Employees involved in any dealings with competitors are expected to know that US and other countries' antitrust laws may apply to their activities, and to consult with the Legal Department prior to negotiating with or entering into any arrangement with a competitor.

### **Know and Follow the Law When Involved in International Business**

Corruption erodes confidence in the marketplace, undermines democracy, distorts economic and social development, and hurts everyone who depends on trust and transparency in the transaction of business. The Company is committed to conduct its activities free from the unfair influence of bribery and to foster anti-corruption awareness among its employees and business relations throughout the world.

There are several laws that govern these transactions:

- The *Foreign Corrupt Practices Act (FCPA)* is a US law that prohibits corruptly giving, offering or promising anything of value to foreign officials or foreign political parties, officials or candidates, for the purpose of influencing them to misuse their official capacity to obtain, keep, or direct business or to gain any improper advantage. In addition, the FCPA prohibits knowingly falsifying a Company's books and records or knowingly circumventing or failing to implement accounting controls. Employees involved in international operations must be familiar with the FCPA and with similar laws that govern our operations in other countries in which we do business.
- The *International Traffic in Arms Regulations (ITAR)* is a US law that regulates the international transfers of equipment or technology that may contain prior approval, licensing and reporting requirements. Employees involved in international operations must also be familiar with the ITAR.
- Additionally, it is illegal to enter into an agreement to refuse to deal with potential or actual customers or suppliers, or otherwise to engage in or support restrictive international trade practices or boycotts.

It is always important that employees conducting international business know and abide by US laws and those of the countries that are involved in the activities or transactions. These laws govern the conduct of PK employees throughout the world. If you participate in these business activities, you should know, understand and strictly comply with these laws and regulations. If you are not familiar with these rules, consult with your supervisor, the Business Development Department and the Legal Department prior to negotiating any foreign transaction.

### **Follow the Law and Use Common Sense in Political Contributions and Activities**

PK encourages its employees to become involved in civic affairs and to participate in the political

process. Employees must understand, however, that their involvement and participation must be on an individual basis, on their own time and at their own expense. In the US, federal law prohibits corporations from donating corporate funds, goods or services, directly or indirectly, to candidates for federal offices – including employees' work time. Local and state laws also govern political contributions and activities as they apply to their respective jurisdictions, and similar laws exist in other countries.

### **Carefully Bid, Negotiate and Perform Contracts**

We must comply with the laws and regulations that pertain to the acquisition of goods and services by our customers. We will compete fairly and ethically for all business opportunities. In circumstances where there is reason to believe that the release or receipt of non-public information is unauthorized, do not attempt to obtain or accept such information from any source.

Appropriate steps should be taken to recognize and avoid organizational conflicts in which one Company business unit's activities may preclude the pursuit of a related activity by another business unit.

If you are involved in proposals, bid preparations or contract negotiations, you must be certain that all statements, communications and representations to prospective customers are accurate and truthful. Once awarded, all contracts must be performed in compliance with specifications, requirements and clauses.

### **Avoid Illegal and Questionable Gifts or Favors**

The sale of PK products and services should always be free from even the perception that favorable treatment was sought, received or given in exchange for the furnishing or receipt of business courtesies. Employees will neither give nor accept business courtesies that constitute, or could be reasonably perceived as constituting, unfair business inducements or that would violate law, regulation or policies of the Company or customer, or that could cause embarrassment to or reflect negatively on the Company's reputation.

Although customs and practices may differ among the many marketplaces in which we conduct our business, our policies in this regard are substantially similar within the US and elsewhere throughout the world. As a matter of respect for the rich and diverse customs practiced among our business relations internationally, permissive conduct may differ somewhat in accordance with applicable policy or upon guidance from the business unit's Ethics Officer and Legal Department.

### **Gifts, Gratuities and Business Courtesies to US, State and Local Government Employees**

Federal, state and local government departments and agencies are governed by laws and regulations concerning acceptance by their employees of entertainment, meals, gifts, gratuities and other items of value from firms and persons with whom those government departments and agencies do business or over whom they have regulatory authority. It is the policy of PK to comply strictly with those laws and regulations.

#### Federal Executive Branch Employees

PK employees are prohibited from giving anything of value to federal Executive Branch employees,

except as follows:

- PK advertising or promotional items of little intrinsic value (generally \$10 or less) such as a coffee mug, calendar or similar item displaying the Company logo.
- Modest refreshments such as soft drinks, coffee and donuts on an occasional basis in connection with business activities.
- Business-related meals and local transportation having an aggregate value of \$10 or less per occasion, provided such items do not in aggregate exceed \$10 in a calendar year. Although it is the responsibility of the government employee to track and monitor these thresholds, no PK employee shall knowingly provide meals and/or transportation exceeding the \$10 individual or \$10 annual limit.

#### Federal Legislative and Judiciary Branches, and State and Local Government Employees

Employees of the federal legislative and judiciary branches and employees of state and local government departments or agencies are subject to a wide variety of different laws and regulations. These laws and regulations and Corporate Policy Statements pertaining to them must be consulted prior to offering such employees anything of value.

#### Business Courtesies and Gifts to Non-Government Persons

It is an acceptable practice for PK employees to provide meals, refreshments, entertainment and other business courtesies of reasonable value to non- government persons in support of business activities, provided:

- The practice does not violate any law or regulation or the standards of conduct of the recipient's organization. The person who offers the courtesy is responsible for inquiring prohibitions or limitations of the recipient's organization before offering any business courtesy.
- The business courtesy must be consistent with marketplace practices, infrequent in nature, and may not be lavish or extravagant. While it is difficult to define "lavish or extravagant" by means of a specific dollar amount, a common sense determination should be made consistent with reasonable marketplace practices.

PK employees are prohibited from offering or giving tangible gifts (including tickets to sporting, recreational or other events) having a market value of \$100 or more, to a person or entity with which the Company does or seeks to do business, unless specifically approved by the Chief Executive, President or the General Counsel.

#### Business Courtesies and Gifts to PK Employees

Although an employee may not use his or her position at PK to obtain business courtesies, it is permissible to accept unsolicited meals, refreshments, entertainment and other business courtesies on an occasional basis, provided:

- The acceptance will foster goodwill and successful business relations.
- The courtesies are not lavish or extravagant under the circumstances.
- The courtesies are not frequent and do not reflect a pattern or the appearance of a pattern of frequent acceptance of courtesies from the same entities or persons.
- The employee accepting the courtesies would feel comfortable about discussing the courtesies with his or her manager or coworker, or having the courtesies known by the public.

It is the personal responsibility of each employee to ensure that his or her acceptance of such meals, refreshments or entertainment is proper and could not reasonably be construed in any way as an attempt by the offering party to secure favorable treatment.

PK employees are not permitted to accept compensation, honoraria, funds or monetary instruments in any form or amount, or any tangible gift (including tickets to sporting, recreational or other events) that has a market value of \$100 or more, from any entity, representatives of any entity, or any person that does or seeks to do business with the Company, unless approved by the CEO or President. *Solicitation of gifts is always prohibited.* If you have any questions about the propriety of a gift, gratuity or item of value, contact your supervisor, the CEO or President.

#### Gifts to PK Employees Who Procure Goods or Services for PK

If you buy goods or services for PK or are involved in the procurement process, you must treat all suppliers uniformly and fairly. In deciding among competing suppliers, you must objectively and impartially weigh all facts and avoid even the appearance of favoritism. For this reason, gifts from suppliers or vendors must not be accepted, except advertising or promotional items of nominal value such as a pen, key chain, water bottle, visor, cup or glass or similar items displaying a company's logo. Established routines and procedures should be followed in the procurement of all goods and services.

#### **Conflicts of Interest Are Prohibited**

Playing favorites or having conflicts of interest – in practice or appearance – runs counter to the fair treatment to which we are all entitled. Avoid any relationship, influence or activity that might impair, or even appear to impair, your ability to make objective and fair decisions when performing your job. *A conflict of interest occurs whenever an individual's private interest interferes with the interest of the Company.* We owe a duty to PK to advance its legitimate interests when the opportunity to do so arises. You should never use Company property or information for personal gain, or take for yourself personally any opportunity that is discovered through your Company position.

Here are some ways a conflict of interest could arise:

- Employment, or agreement to accept future employment, by a competitor or potential competitor, regardless of the nature of the employment, while employed by PK without immediate disclosure to PK.
- Acceptance of gifts, payment or services from those seeking to do business with PK.

- Placement of business with a firm owned or controlled by an employee or his/her family.
- Ownership of, or substantial interest in, a Company that is a competitor or a supplier.
- Acting as a consultant to a PK customer or supplier.
- Having a personal interest or potential for gain in any Company transaction.

Any situation, transaction or relationship that might give rise to an actual or potential conflict of interest must be disclosed in writing to your supervisor and the CEO.

### **Follow the Rules about Employing Former Government Officials**

There are extensive conflict of interest laws and regulations regarding the employment or use of former government personnel. These rules extend to contact or negotiations with current government employees to discuss their potential employment by the Company or their use as consultants or subcontractors. Conflict of interest laws and regulations must be fully and carefully observed. When in doubt, consult corporate and Company policies and procedures, and seek the advice of the Legal Department, Human Resources or the General Counsel.

### **Maintain the Integrity of Consultants, Agents and Representatives**

Business integrity is a key standard for the selection and retention of those who represent PK. Agents, representatives or consultants must certify their willingness to comply with the Company's policies and procedures and must never be retained to circumvent our values and principles. Paying bribes or kickbacks, engaging in industrial espionage, obtaining the proprietary data of a third party without authority, or gaining inside information or influence are just a few examples of what could give us an unfair competitive advantage in a government procurement and could result in violations of law.

### **Protect Proprietary Information**

Proprietary Company information may not be disclosed to anyone without proper authorization. Keep proprietary documents protected and secure. In the course of normal business activities, suppliers, customers and competitors may sometimes divulge to you information that is proprietary to their business. Respect these confidences.

### **Obtain and Use Company and Customer Assets Wisely**

Proper use of Company and customer property, electronic communication systems, information resources, material, facilities and equipment is your responsibility. Use and maintain these assets with the utmost care and respect, guarding against waste and abuse, and never borrow or remove them from Company property without management's permission. Be cost-conscious and alert to opportunities for improving performance while reducing costs.

While these assets are intended to be used for the conduct of PK's business, it is recognized that occasional personal use by employees may occur without adversely affecting the interests of the Company. Personal use of Company assets must always be in accordance with corporate and Company policy – consult your supervisor for appropriate guidance and permission.

All employees are responsible for complying with the requirements of software copyright licenses related to software packages used in fulfilling job requirements.

**More Information**

To support a comprehensive Ethics and Business Conduct Program, PK has developed education and communication information documents in many subject areas. These programs have been developed to provide employees with job-specific information to raise their level of awareness and sensitivity to key issues.

**Our Goal: An Ethical Work Environment**

We have established this policy to underscore our commitment to ethical conduct throughout our Company. Our CEO oversees a corporate-wide effort to promote a positive, ethical work environment for all employees. Our HR Department is open to employees that have ethical questions. You are urged to utilize this resource to report violations of the Code or whenever you have a question or concern that cannot be readily addressed within your work group or through your supervisor.

**Accountability**

Each of us is responsible for adherence to the standards of conduct set forth in this Code and for raising questions if we are concerned that these standards are not being met. Violations of the Code are cause for corrective action, which may result in disciplinary action up to and including discharge.

**How to Contact the Ethics Committee**

The Ethics Committee of the PK Board of Directors has created a process for employees to use to transmit complaints to the Committee about accounting, internal controls or auditing matters. This includes the confidential or anonymous submission of concerns regarding questionable accounting or auditing matters. If you wish to raise a question or concern or report a violation to the Ethics Committee, you should contact us at the Support Center. Your concern will be promptly communicated to the Chair of the Audit and Ethics Committee of the Board.

**Contact the Ethics Office**

You are encouraged to contact the Support Center to discuss any ethics question or concern, to report a violation of the Code or for information on how to contact an individual to assist with your concern. You can reach our office through any of the following confidential means of communication:

<b>Call:</b>	1800-PRO-KEL2
<b>Write:</b>	Office of Ethics and Business Conduct ProKel Mobility 46 NW 168 <sup>th</sup> St North Miami Beach, FL 33169
<b>Internet E-Mail:</b>	<a href="mailto:hr@prokelmobility.com">hr@prokelmobility.com</a>

**Note:**

Caller ID is not used on Ethics Helpline phone numbers

When you contact our office at the Miami Support Center:

- You will be treated with dignity and respect.
- Your communication will be kept confidential to the greatest extent possible.
- Your concerns will be seriously addressed and, if not resolved at the time you call, you will be informed of the outcome.
- You need not identify yourself.

***PK prohibits retaliation against any employee who uses the Ethics Helpline.***





# 3. Equal Employment Opportunity

### 3. Equal Employment Opportunity

PK's employment policy is to provide equal opportunity to all persons. In furtherance of this policy, employment decisions shall be based on merit, qualifications and competence. Except where required or permitted by law, employment practices shall not be influenced or affected by virtue of an applicant's or employee's:

- Race
- Color
- Creed
- Religion
- Sex
- National origin
- Age
- Disability
- Veteran status
- Sexual orientation
- Gender identification
- Any other characteristic protected by law


This policy statement governs all aspects of employment including, but not limited to, recruitment, selection, promotions, terminations, transfers, layoffs, compensation, training, benefits, and other terms and conditions of employment.

PK prohibits retaliation against applicants or associates who file discrimination charges with federal, state or local fair employment practice agencies, participate in investigations of such charges or oppose unlawful employment practices.

PK's Equal Opportunity Policy is an essential part of the Company's overall commitment to attract, hire and develop a strong, talented and diverse workforce. PK will make every effort to reasonably accommodate qualified applicants or employees with disabilities based on the essential functions of the job, as well as the sincerely held beliefs of applicants or employees, provided such accommodation does not result in undue hardship to PK. Any requests for reasonable accommodation should be submitted to your supervisor.

*If you need additional assistance, please contact the Human Resources Department via the Open Door Hotline at 1800-PRO-KEL2.*



The image shows the interior of a bus, viewed from the passenger side. The seats are dark-colored and arranged in rows. There are windows along the side of the bus, and the interior is dimly lit. A sign is visible on the wall above the seats, which reads "AIR CONDITIONING UNIT PLEASE KEEP WINDOWS CLOSED". The text "4. Anti-Harassment Policy" is overlaid in large white font in the center of the image.

# 4. Anti-Harassment Policy

## 4. Anti-Harassment Policy

All Company employees have a right to work in an environment free from all forms of discrimination and conduct which can be considered harassing, coercive or disruptive. Consistent with the Company's respect for the rights and dignity of each employee, harassment based on race, color, religion, sex, sexual orientation, national origin, age, disability, marital status, citizenship, or any other characteristic protected by law, will not be tolerated. This includes harassment by a PK employee, contractor, agent or third parties with whom PK employees interact during the course of their employment.

All employees should be aware of the following:

1. Sexual harassment is strictly prohibited. Sexual harassment includes unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature.
2. Harassment on the basis of any protected characteristic is strictly prohibited. Under this policy, harassment is verbal or physical conduct that denigrates or shows hostility or aversion toward an individual because of his or her:
  - Race
  - Color
  - Religion
  - Sex
  - Sexual orientation
  - National origin
  - Age
  - Disability
  - Marital status
  - Citizenship

This prohibition of harassment as defined above also applies to any other characteristic protected by law or that of his/her relatives, friends or associates, and that:

- has the purpose or effect of creating an intimidating, hostile or offensive work environment;
- has the purpose or effect of unreasonably interfering with an individual's work performance; or
- otherwise adversely affects an individual's employment.

Harassing conduct includes, but is not limited to, epithets, slurs or negative stereotyping; threatening, intimidating or hostile acts; and written or graphic material that denigrates or shows hostility or aversion toward an individual or group and that is placed on walls or elsewhere on the employer's premises or circulated in the workplace.

3. All supervisors are responsible for assuring that no employee is subjected to conduct that constitutes sexual or any other form of harassment.
4. Any individual found to have engaged in inappropriate conduct, including sexual or any other form of unlawful harassment, will be disciplined as appropriate, up to and including discharge.
5. Any employee who believes that he or she has been the subject of inappropriate conduct,

including sexual or any other form of harassment, or who has observed any such conduct should immediately bring the matter to the attention of any supervisor, executive or human resources employee. Alternatively, you may contact the Open Door Hotline at 1800-PRO-KEL2.

6. A prompt and thorough investigation of the alleged incident will be conducted, and appropriate corrective action will be taken if warranted. Complaints will be treated as confidential to the extent possible.
7. The Company will not in any way retaliate against an employee, potential employee or former employee who, in good faith, makes a complaint or report of inappropriate conduct such as harassment, or participates in the investigation of such a complaint or report. Retaliation against any individual for reporting a claim of harassment or cooperating in the investigation of same will not be tolerated.

A photograph of a person in a wheelchair, with the text "5. Media and Photographic Release" overlaid in white. The person is wearing a dark jacket and is looking towards the camera. The wheelchair is purple and has a red frame. The background is blurred, showing other people and what appears to be an indoor setting.

# 5. Media and Photographic Release

## 5. Media and Photographic Release

PK leverages its marketing and social media content to promote company activities and company growth via proposals, social platforms, company websites and media outlets. Signature of the employee handbook authorizes PK and its agents, staff, employees and representatives to take such photographs and recordings of PK current or former staff members for the benefit of PK at its sole discretion. Signature of this employee handbook waives any right that the team member may have to inspect and/or approve the finished product that may be used in all publications, social media outlets or proposals.





# 6. Immigration Law Compliance

## 6. Immigration Law Compliance

PK complies with the Immigration Reform and Control Act of 1986 and is committed to employing only United States citizens and aliens who are authorized to work in the United States.

As a condition of employment, each new employee must properly complete, date, and sign the first section of the United States Citizenship and Immigration Services Form I-9. Newly rehired employees must also complete the form if they have not previously filed an I-9 with this organization, if their previous I-9 is more than three years old, or if their previous I-9 is no longer valid.

The image shows the interior of a bus, viewed from the back of the cabin looking towards the front. The seats are orange with black frames. Purple handrails are visible along the ceiling. The windows show a view of trees outside. The text "7. Open Door Policy" is overlaid in white on the center of the image.

# 7. Open Door Policy

## 7. Open Door Policy

As a PK employee, you've joined an organization that places high value on customer service. That same high value is placed on employees. You will find your supervisor values you as an employee and is there to help guide and assist you in performing your role.

We challenge ourselves to take the initiative and be part of the solution. Any time you have a suggestion or idea to make things better or a concern about the way things are done, discuss it with your supervisor or any member of management. *Your input is a valuable part of our success.*

We are committed to addressing workplace concerns and issues important to you. If a situation arises with your job, another employee or customer that makes you uncomfortable, PK asks that you immediately bring it to our attention. You can discuss the situation with your supervisor. If, for any reason, you do not want to discuss the situation with your supervisor or if you feel issues remain unresolved, you can contact another member of management or you can contact:

<b>Open Door Hotline:</b>	1800-PRO-KEL2
<b>Open Door Email:</b>	<a href="mailto:opendoor@prokelmobility.com">opendoor@prokelmobility.com</a>
<b>Open Door Address:</b>	Office of Ethics and Business Conduct ProKel Mobility ATTN: Senior Vice President of Human Resources 46 NW 168 <sup>th</sup> St North Miami Beach, FL 33169

You can be assured that such complaints will be investigated and that you will not be subject to any adverse action as a result of making a good faith complaint.



## 8. Nature of Employment

PK is an at-will employer. That means that employment may be terminated at any time by either the employee or the Company for any lawful reason. No person other than the CEO or a Company President is authorized to enter into any employment agreement for a specified term with any employee. Any other employment agreements are not authorized and are void.

Some of our employees are covered by a collective bargaining agreement. If you are covered by a collective bargaining agreement, your employment relationship is governed by that agreement.



A photograph showing the lower legs and feet of several people in a crowd. On the left, a person wears dark, fitted trousers and black sandals with buckles. In the center, a person wears light blue denim jeans with a rolled-up hem and brown loafers. On the right, a person wears blue denim shorts with a large tear on the back pocket and dark sneakers with white socks featuring a large 'N' logo. The background is blurred, suggesting an outdoor or public event setting.

# 9. Nature of Our Business

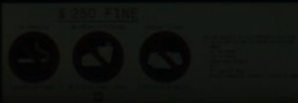
## 9. Nature of Our Business

PK is a private contractor operating passenger transportation services for public and private agencies nationwide. We operate in a very competitive business environment and therefore we must operate safely, control our costs, and provide outstanding customer and client service. We welcome your suggestions on how we can make improvements at our Company. Every PK employee plays a critical role in our success.



8:24 AM

PLEASE STAY BEHIND THE YELLOW LINE



7936

8:24 AM

ONTARIO

# 10. Definitions

Watch Your Step

## 10. Definitions

### Introductory Period

The first ninety (90) days of employment are an introductory period. The period is an essential part of the training and evaluation process and is used to ensure that each employee's performance meets the required standards. An introductory period may be extended at the discretion of the supervisor. Because employment at PK is at-will, we have no obligation to retain you nor do you have an obligation to remain an employee during your introductory period.

### Minimum Age

The minimum age for employment at PK is eighteen (18) years old, unless a different minimum age is required by contract or licensing requirements.

### Employment Categories

- **Full-time** employees are those who are regularly scheduled to work at least thirty-five (35) hours or more per week. Generally, regular full-time employees are eligible for some or all of the Company's benefit package, subject to the terms, conditions and limitations of each benefit program.
- **Part-time** employees are those who are regularly scheduled to work less than thirty-five (35) hours per week. This includes casual, occasional and on-call drivers and other staff. While part-time employees receive all legally mandated benefits (such as workers' compensation and Social Security benefits), they are ineligible for many of the Company's other benefit programs.
- **Temporary** employees are those who are hired as interim replacements, to temporarily supplement the work force or to assist in the completion of a specific project. Employment assignments in this category are of a limited duration. Employment beyond any initially stated period does not in any way imply a change in employment status. Temporary employees retain such status unless and until notified of a change. The temporary employment relationship is an at-will relationship, regardless of whether an estimated duration of assignment exists. While temporary employees receive all legally mandated benefits (such as workers' compensation insurance and Social Security), they are ineligible for the Company's other benefit programs. No temporary employment may last longer than twelve (12) consecutive months.

### Safety Sensitive Functions

The following functions are considered to be "safety sensitive":

- Operating a revenue service vehicle, including when not in revenue service
- Operating a non-revenue service vehicle for job functions
- Supervisors, trainers and staff members that use revenue or non-revenue vehicles to train or supervise operators

- Controlling dispatch or movement of a revenue service vehicle
- Maintaining (including repairs, overhaul and rebuilding) a revenue service vehicle or equipment used in revenue service

Thus, the following positions are “safety sensitive”:

- Driver
- Mechanic and other maintenance personnel
- Reservationist (if performing safety sensitive functions)
- Dispatcher
- Road Supervisor
- Assistant, Maintenance, Operations, Safety or General Manager





# 11. Compensation and Payroll Practices

## 11. Compensation and Payroll Practices

### Wages and Benefits

Each location of the Company has a wage and benefit structure. A printed summary is posted at each location and will be made available to you upon request. If a collective bargaining agreement exists at a location, it will describe the wages and benefits for members of the bargaining unit. Wages and benefits are subject to change from time to time. *Contact your General Manager or the Human Resources Department if you have any specific questions about your wages or benefits.*

### Payroll Status

- **Non-exempt employee:** Non-exempt or hourly employees are eligible to receive overtime pay for overtime hours worked. Generally, employees are entitled to time and one-half their regular rate of pay for all hours worked over forty (40) in a workweek. If you work in a state that provides daily overtime, such as California, PK pays overtime in accordance with state law. Non-exempt employees will also be paid double time when required by applicable state law. PK policy prohibits “comp time” as a replacement for overtime pay for non-exempt employees. Paid time off including vacation time, sick time and/or holiday pay is not included for the purpose of computing overtime.
- **Exempt employee:** Certain executive, administrative and professional employees are designated as salary-paid, overtime-exempt employees. Such employees receive a weekly salary that is paid every pay period. This predetermined amount is not reduced due to variations in the quality or quantity of an employee’s work. Exempt employees are not entitled to overtime compensation. Subject to certain exceptions, an exempt employee must receive the full salary for any workweek in which the employee performs any work, regardless of the number of days or hours worked. Exempt employees do not need to be paid for any workweek in which they perform no work. Deductions will not be made from an employee’s weekly predetermined salary because of the operating requirements of the business. If such an employee is ready, willing and able to work, deductions may not be made for time when work is not available. Please see our exempt payroll policy for more information.

### Payroll Period and Pay Dates

For payroll purposes, the workday is defined as 12:01 a.m. to midnight and the workweek is defined as 12:01 a.m. Saturday to midnight the following Friday. Any type of paid time off is not counted as time worked for computing overtime.

Generally, payday is every other Friday. The specific pay dates for each division or location are posted on the employee bulletin board at that division or location. If a payday falls on a holiday, you will receive your paycheck on the preceding Thursday. Each paycheck covers work performed during the fourteen (14)-day period ending the Saturday before payday. Direct deposit is available to all employees.

### Time Recording

If you are a non-exempt employee, you must record the time you start work, the times you leave for and return from meal breaks and the time you leave at the end of your working day. All employees are required to record time off.

Employees must accurately record all time worked. Employees who do not accurately record all time worked, work off the clock or otherwise falsify their time records are in violation of company policy. Employees who violate company policy may be subject to discipline, including immediate termination of their employment.

When your employment begins, you will receive instructions on how to record your time. Your immediate supervisor or manager must authorize your time record.

### **Pay Adjustments**

Operators and other division-based hourly jobs typically have pay adjustments tied to an anniversary date or other due date and are effective on the first day of the pay period following the anniversary date and/or due date. PK does not normally conduct mid-year pay reviews for its non-driving workforce unless required by contract. PK uses a common review date of January 1 and the first full payroll cycle in January for non-driving, non-bargaining unit pay increases. Any exceptions must be approved by the Group President and Senior Vice President of Human Resources.

### **Operator Payroll Procedures**

PK has adopted procedures that govern compensation for operators including rate of pay, hours of work, training time, non-revenue and revenue work. Please refer to the policy posted at your division for additional information.

### **Payroll Deductions**

The law requires that the Company make certain deductions from every employee's compensation. Among these are applicable federal, state and local income taxes. It is your responsibility to correctly complete your W-4 form to ensure the proper amount of taxes is withheld.

The Company offers programs and benefits beyond those required by law. Eligible employees may voluntarily authorize deductions from their paycheck to cover the costs of participation in these programs, such as health insurance. Payroll deductions may also occur in other circumstances, such as court ordered garnishments, pre-authorized deductions for uniforms or voluntary written authorization.

If you have questions concerning a deduction, your supervisor can assist in having your questions answered or you can call the Payroll Department.

### **Compensation for Meetings/Training/Drug Testing**

Non-exempt employees will be paid their regular hourly rate for meetings, training and/or drug testing during regular work hours and a training rate for attendance occurring outside regular work hours. If an employee's job classification does not have a specified training rate, the training rate is the applicable minimum wage.

### **Travel Time**

Non-exempt employees are paid their regular hourly rate for travel that occurs during their regular work hours. For travel outside regular work hours, travel time is paid at the applicable minimum wage.

PK follows the applicable state or federal law in determining whether travel time is treated as hours worked.

### Length of Service

An employee's start date, the date on which an employee began to receive wages, is considered their "date of hire". PK will bridge an employee's length of service if they voluntarily resigned, were in good standing when they resigned and return to PK within ninety (90) days of their resignation date.

### Employment Termination

- **Resignation (Voluntary):** Employment termination initiated by an employee who chooses to leave the Company voluntarily.
- **Discharge/Layoff (Involuntary):** Employment termination initiated by the Company.

Employees who are enrolled in Company-provided health benefits at the time of termination will receive COBRA notification as required by law.

*Any questions may be directed to the Employee Resources Hotline at 1800-PRO-KEL2.*

### What to Do if You Have Questions about Compensation and Payroll Practices

If you have any questions, concerns, comments or complaints related to your compensation or the Company's payroll practices, please direct those comments to your supervisor, any executive, the Payroll department or the Human Resources department. You may also contact the Open Door Hotline at 561-506-5721.

A man with a beard and glasses, wearing a red and blue plaid shirt, blue overalls, and blue gloves, is working on a large industrial machine in a factory. He is focused on his task, using a tool to adjust a component. The background shows the complex structure of the machine and the industrial environment.

# 12. Hours of Work

## 12. Hours of Work

### Work Schedules

Work schedules for employees vary throughout the Company. Supervisors will advise employees of their individual work schedules. Staffing needs, operation demands and client service requirements may require variations in the total hours that may be scheduled each day and week. The Company does not guarantee hours of work or schedules.

When operating requirements or other needs cannot be met during regular scheduled hours, employees may be required to work overtime hours. When possible, advance notification of these mandatory assignments will be provided. All overtime work must receive the supervisor's prior authorization.

### Rest and Meal Periods

Rest and meal periods prescribed by law and PK policy are an important part of our Safety Program. All efforts should be extended to ensure that employees will be provided a minimum of a thirty (30)-minute off-duty meal break time during each shift. The meal break is unpaid.

While operational contingencies may occasionally prevent an employee from taking a meal period, it is understood that such instances should be the exception and not the rule. With the exception of employees in California who have signed an on-duty meal period agreement, any employee who is unable to take a thirty (30)-minute off-duty meal break due to operational contingencies on an ongoing basis should contact the General Manager or Regional Vice President.

It is not possible for PK to schedule break times or service destinations according to an employee's desire to enjoy their break at their homes or at any other specific location. Field employees should understand that the nature of their job is such that they may be dispatched in any direction at any time and they should be prepared to eat at public facilities close to where they receive their break or bring their meals with them.

Each state in which PK operates has state-specific requirements for meal and rest breaks. For example, PK employees in California who work more than 3.5 hours are entitled, authorized and permitted to a ten (10)-minute paid rest break for every four (4) hours worked or major fraction thereof. Thus, an employee working an eight (8)-hour shift may take paid rest breaks. These breaks should be spaced evenly throughout the workday. Like meal breaks, it is not possible to schedule rest break times and thus they should be taken when operations permit. The meal and rest break rules are posted in each location.

If you have questions about the rules, please contact your Supervisor or Human Resources.



# 13. Attendance Policy

## 13. Attendance Policy

All PK employees are required to report to work on time every day they are scheduled to work. The following policy applies to all non-exempt, non-introductory period employees and is based on a rolling twelve (12)-month time period.

The policies outlined in this section do not limit the employee's and the Company's right to end the employment relationship at any time, for any reason not prohibited by law, with or without cause, and with or without notice.

### Excused Absence

Excused absences are approved requests for:

- Family medical leave (FMLA)
- Kin care (if required by state law)
- Personal leave
- Jury and/or witness duty
- Military
- Bereavement
- Pre-arranged vacation days
- Any other leave protected by law.

Attendance points are not issued for excused absences.

Pre-arranged vacation days will be excused if:

1. A PK "Request for Time Off" form is completed and approved by the Operations Manager, General Manager or Regional Vice President.
2. These steps are completed per the division's advance notice policy.

### Unexcused Absence

Absenteeism is measured in occurrences. Employees are required to call in for each day of work missed. All employees who will be absent or tardy are required to notify their supervisor or dispatch at least one (1) hour prior to the start of their shift. Notwithstanding the situations described below, if an absence occurs, or an employee fails to call within the appropriate time, or because of a FMLA-qualified serious medical condition, the employee's absence will not count as an occurrence.

The following rules govern unexcused absences:

- An unexcused absence, where the employee calls in at least one (1) hour prior to the start of his/her shift, is counted as one (1) occurrence.
- Unexcused absences up to five (5) consecutive days are counted as one (1) occurrence, provided proper notice is given. After day five (5), each day of absence is counted as an occurrence unless the employee provides a doctor's note excusing the absence for up to a total of ten (10) days. After ten (10) days, each day absent will be counted as an occurrence. Absences exceeding ten (10) days may be considered for a leave of absence.
- Calling in less than one (1) hour in advance of your start time to report an absence or tardy is

counted as 1.5 occurrences.

- Failure to call at all (No Call – No Show) for a scheduled shift is counted as four (4) occurrences.
- A failure to complete the entire shift is counted as one (1) occurrence.
- Missing a required meeting is counted as one (1) occurrence.

### **Tardiness**

- Arriving to work up to fifteen (15) minutes after your scheduled reporting time either for shift start or returning from rest or meal breaks is .5 of an occurrence.
- Reporting to work more than fifteen (15) minutes after a scheduled reporting time either for shift start or returning from rest or meal breaks will be counted as one (1) occurrence.
- If an employee is tardy for their shift, the shift may be reassigned and the employee sent home.

### **Disciplinary Guidelines for Attendance**

All non-exempt employees will be issued an Employee Attendance Report documenting each occurrence.

Violations of more than one (1) component of the attendance policy will receive a single-point assessment of the highest value.

Employees are allowed a maximum of seven (7) occurrences within a rolling twelve (12)-month period before a written warning is issued. Each occurrence is removed from the employee's record twelve (12) months after the occurrence. If an employee reaches ten (10) occurrences within a rolling twelve (12)-month period, he/she will be terminated.

### **Clean Slate**

If an employee goes "occurrence-free" for a consecutive six (6)-month period, his/her attendance record will be wiped clean and any prior occurrences will not be considered as a basis for disciplinary action.

### **Company Meeting Attendance**

We require that all employees attend Company operations meetings, which include the monthly safety meetings. Failure to attend a mandatory Company meeting will result in one (1) attendance point.

### **Attendance Policy for Non-Exempt Introductory Employees**

PK expects new employees to demonstrate excellent attendance during their introductory period. Introductory period employees are permitted no more than one (1) occurrence point using the guidelines set above.

### **Attendance Policy for Exempt Employees**

Due to the nature of exempt or salaried work, exempt employees are not subject to the Attendance/Tardiness Policy. Exempt employees are expected to maintain good attendance and complete all work assignments and meet the requirements of the position.

### **Emergency Closings and Seasonal Work**

Emergency conditions, such as severe weather, fire, flood or earthquake, can disrupt Company operations and interfere with work schedules, as well as endanger employees' well being. These extreme circumstances may require the partial closing down of operations, or of business altogether. Time off due to emergency closings is generally unpaid.

Due to seasonal or holiday fluctuations of business, it is sometimes necessary to reduce hours below the normal level. When this is necessary, reductions will be based on factors such as agency and client schedules, as well as driver seniority. Drivers should expect such slowdowns to include, but not be limited to, summers and seasonal holidays such as Thanksgiving or Christmas.





# 14. Employee Benefits

## 14. Employee Benefits

### Health and Dental Insurance

Eligible employees will be offered health and dental insurance benefits. The details of these benefits are set forth in a booklet provided to eligible employees.

### Vacation Time

Full-time employees are eligible to accrue vacation time, subject to the applicable waiting period. Each location has its own accrual program for vacation time. ProKel full-time employees must be employed with the company for one (1) year before accruing vacation hours. Please check with your manager or the division wage and benefit sheet for your vacation accrual rate.

Vacation accrual is capped at eighty (80) hours for hourly employees and 100 hours for salaried employees, unless otherwise regulated by state law. Vacation accrual will be suspended once the cap is reached. Accrual will begin again once vacation time is used and the balance drops below the cap. Exceptions to this cap are generally not made and only if approved by the Senior Vice President of Human Resources.

Vacation time may be used for personal time off. Generally, employees should notify the division of the request to use vacation time in accordance with the division's advance notice policy. In the absence of an advance notice policy, employees should provide at least one (1) week's notice of their desire to use vacation time. In the event of unforeseeable circumstances, a shorter notice period may be acceptable. If the vacation time request is not approved and the employee is absent from work during that period, the employee is subject to discipline and may not be paid for that time off.

At the time of separation of employment, an employee will be paid all accrued and unused vacation time only if state law requires that PK pay the employee for accrued and unused vacation time.

### Paid Holidays

Full-time employees are eligible for paid holidays, subject to the applicable waiting period. Full-time employees must be employed for ninety (90) days before eligible for paid holidays. The list of paid holidays and any applicable waiting period are posted at each facility. Holiday pay will only be paid to a non-exempt employee if the employee has worked his/her scheduled work day preceding the holiday and has worked his/her scheduled workday following the holiday.

If a paid holiday falls on an employee's day off or an employee is required to work on a holiday, the employee may receive an alternative day off or holiday pay, depending on the location's policy.

If a holiday falls during any unpaid time off (leave or vacation for example), the employee will not receive holiday pay.

The image shows the interior of a bus, viewed from the passenger perspective. The bus is filled with people, some sitting on blue seats and others standing in the aisle. A man in a light-colored shirt and khaki pants is standing in the center aisle, holding onto a yellow handrail. The bus has yellow handrails and blue seats. The lighting is somewhat dim, and the overall atmosphere is busy. The text "15. Leave Policies" is overlaid in white on the center of the image.

# 15. Leave Policies

## 15. Leave Policies

The Company provides all leaves required by applicable federal or state law, including the types of employee leaves listed below. Any unpaid leave of absence in excess of thirty (30) days may impact vacation accrual, healthcare benefits and length of service for seniority or bidding purposes. Please see the policy on leaves for more information.

In addition to the leaves listed below, many states have created other protected leaves. Please see your state addendum for information regarding additional leaves available under state law.

With the exception of a personal leave, all applicable leaves run concurrently. For example, if an employee takes time off for a serious health condition that resulted from a work-related injury, the workers' compensation leave, state and federal family medical leave begin on the first day of absence.

### Workers' Compensation

PK purchases Workers' Compensation Insurance for employees who incur a work-related injury or illness. *Any illness or injury to an employee, regardless of severity, that occurs while on the job must be reported.* Any employee who has suffered a work-related injury or illness has the right to make a workers' compensation claim. The employee may then be sent to a Company-approved medical facility for treatment or examination, which may determine whether follow-up care is necessary. While on Workers' Compensation leave or while on a Temporary Modified Work assignment, employees shall conform to all applicable rules, policies and procedures. Employees will not be discriminated against for presenting a Workers' Compensation claim.

All employees who experience a work-related injury that requires medical attention will be subject to a drug and alcohol test (if allowable by applicable state law) and placed on unpaid "safety leave" until the results of the test are known.

Temporary modified work may be offered to those employees who have sustained a compensable workers' compensation injury and who have been released by an authorized health care provider to return to work with medical and/or physical restrictions.

The company shall establish the temporary modified work day and work week within the restrictions set forth by the authorized health care provider. Temporary modified work days shall not exceed eight (8) hours to ensure temporary modified duty employees do not work overtime. Temporary modified work may be assigned for up to twenty-six (26) weeks in a rolling fifty-two (52)-week period.

Prior to acceptance of temporary modified work, the employee shall be furnished a written temporary modified work offer indicating the temporary modified work duties. Employees accepting this work shall receive their normal regular hourly rate of pay. For more information on temporary modified work, please request a copy of the policy, which is located on the Portal intranet.

### Reporting Employee Injuries or Illnesses

Employees are required to report in a timely fashion all on-the-job injuries and illnesses to their General Manager, Dispatcher or immediate supervisor. Failure to report an on-the-job injury or illness in a timely manner may result in disciplinary action up to and including termination.

## Personal Leave

Personal leave without pay is available to non-introductory period employees who wish to take time off from work duties to fulfill personal obligations. Personal leave may not be used to seek or accept employment elsewhere.

Employees should submit a request for personal leave in writing to their supervisor as far in advance as possible. Personal leave may be granted at the sole discretion of the company for a minimum period of two (2) weeks, and to a maximum of eight (8) weeks every calendar year. Additional leave will only be granted as required by law, including but not limited to reasonable accommodation obligations. Any accrued vacation time, or sick time if applicable, must be used during a personal leave.

Requests will be evaluated on a case-by-case basis and in consideration of a number of factors, including reasons for the leave, anticipated duration, operational requirements, seniority, job performance and staffing considerations. During the unpaid portion of a personal leave, if the employee participates in a healthcare program, the employee is responsible for the entire healthcare premium amount. The Company will resume payment of its portion of the benefits costs when the employee returns to active employment.

*Seniority and accruals for vacation, any paid time off or holiday pay are suspended during an unpaid personal leave and will resume upon return to active employment.*

If the leave request is due to the employee's own medical condition, the employee must provide a fitness for duty medical certification from his/her treating physician prior to returning to work. Employees returning to work after a thirty (30)-day or more break in service will also be required to undergo a background check and a return-to-work physical and drug test, as permitted or required by applicable federal or state law, which includes, but is not limited to, regulations and requirements set forth by the DOT, FTA, FMCA, OSHA and ADA.

When personal leave ends, the employee will return to the same position, if available. If that position is not available, PK will attempt to place the employee in a position for which he/she is qualified. If there is no such position available, employment will be separated. The employee remains eligible for rehire and may apply for any available position in the future. If an employee fails to report to work at the expiration of the approved leave period, the Company will treat the employee as having voluntarily resigned.

## Family and Medical Leave

Employees have rights to family and medical leave under the Federal Family and Medical Leave Act (FMLA) of 1993. The Company provides Family and Medical Leave in accordance with both federal and any applicable state law.

**Eligibility for Family and Medical Leave.** Employees who have worked at the Company for at least twelve (12) months and who have worked at least 1,250 hours during the previous twelve (12) months are eligible for Family and Medical Leave. Where PK has assumed an existing contract, the time an employee has worked for a previous contractor is considered in this calculation.

Leave for the birth, adoption, or placement of a child must be completed within one (1) year of the birth, adoption or placement.

**Types of Family and Medical Leave Available.** State and federal laws allow Family and Medical Leave for various reasons. Because an employee's rights and obligations may vary depending upon the reason for the Family and Medical Leave, it is important to identify the reason for the leave.

Family and Medical Leave is available for the following reasons:

- The birth, adoption, or foster care of an employee's child within twelve (12) months following the birth or placement of the child ("Bonding Leave").
- To care for an immediate family member (spouse, registered domestic partner, child or domestic partner's child, or parent with a serious health condition)("Family Care Leave").
- An employee's inability to work because of a serious health condition ("Serious Health Condition Leave").
- A "qualifying exigency" for military operations arising out of a spouse's, child's or parent's Armed Forces (including the National Guard and Reserves) active duty or call to active duty in support of a "contingency operation" declared by the US Secretary of Defense, President or Congress, as required by law. Unless otherwise required by law, a "qualifying exigency" under Military Exigency Leave will be defined by the Company on a case-by-case basis ("Military Exigency Leave").
- To care for a spouse, child, parent or next of kin (nearest blood relative of an individual) who is an Armed Forces member with a serious injury or illness incurred in the line of duty while on active duty that may render the individual medically unfit to perform his or her military duties ("Service member Family Leave").

**How and When to Request Leave.** If you need Family and Medical Leave, you must provide the Company notice of the need for leave. To request foreseeable leave (such as following the birth of a child or for planned surgery), you should fill out an *Application for Leave of Absence form*, which is available from Human Resources at least thirty (30) days in advance and submit the form to your Division Manager.

When the need for leave is not foreseeable, you must give notice as soon as possible and, if possible, in writing. Any request for leave should provide the Company with enough information to determine whether the leave qualifies as Family and Medical Leave. However, you are not required to disclose the specific medical condition related to the leave request. Failure to provide proper notice may result in delay or denial of leave.

**Medical Certification Requirement.** If your leave is due to a serious health condition, either your own or a family member's, you will be required to furnish Medical Certification from a health care provider. Medical Certification forms are available from Human Resources. Failure to provide the required certification may result in the delay, denial or cancellation of leave. If the certification shows that your absence does not qualify under the FMLA, the FMLA designation will be revoked retroactive to the first day of your leave and you may be subject to PK's attendance policy. The Company may require recertification during your leave.

**Amount of Leave Available.** An employee may take up to twelve (12) weeks of Family and Medical leave in a rolling one (1)-year period (see below). The leave may be taken in increments of workweeks, days or hours, as necessary. Under some circumstances, you may take Family and Medical Leave intermittently—which means taking leave in blocks of time, or by reducing your normal weekly or daily work schedule.

If both a husband and wife are employed by PK and eligible for FMLA, their leave may be limited to a combined total of twelve (12) weeks if the leave is taken for:

1. Bonding Leave
2. Family Care Leave
3. Serious Health Condition Leave

The maximum amount of Family and Medical Leave for an employee wishing to take Service member Family Leave will be a combined leave total of twenty-six (26) workweeks in a twelve (12)-month period.

*For example: You take twelve (12) workweeks off to bond with a newly adopted child. Later, in that same twelve (12)-month period, you wish to take time off from work to care for a spouse, child, parent or next of kin under the Service member Family Leave provision of this policy. Because the law allows extra time off for Service member Family Leave, you will be allowed to take this time off, so long as the total amount of leave does not exceed twenty-six (26) workweeks.*

If both spouses work for the Company and are eligible for leave under this policy, they will be limited to a total of twenty-six (26) workweeks off between the two (2) when the leave is for Service member Family Leave only or is for a combination of Service member Family Leave, Bonding Leave and/or Family Care Leave.

**How the Amount of Leave is Calculated.** The Company will calculate Family and Medical Leave on a "rolling twelve (12)-month basis." This means that the twelve (12)-month period is measured backwards from the date an employee uses any Family and Medical Leave. Each time an employee takes Family and Medical leave, the remaining leave entitlement would be any balance of the twelve (12)-week annual entitlement that had not been used during the immediately preceding twelve (12) months.

**Benefit Continuation.** During Family and Medical Leave, your group health insurance will be maintained under the same conditions as if you were working. If you are on paid leave, your share of the premium, if any, will be deducted from your paycheck. If you are on unpaid leave, you must make the premium payments on a monthly basis. If employee premium payments are more than thirty (30) days late, insurance coverage may be terminated. You will be required to reimburse the Company for any premium payments you missed that the Company pays on your behalf.

**Reinstatement.** When you return from Family and Medical leave, you will be entitled to reinstatement to your job or an equivalent job with the same pay, benefits, and terms and conditions of employment, unless you are a "key employee" to whom special rules apply, or you are unable to perform an essential function of the position, with or without reasonable accommodation. Because the maximum entitlement under the FMLA is twelve (12) weeks, this right to reinstatement will not apply to leaves that continue after the twelve (12) weeks are exhausted. Additionally, an employee has no greater right

to reinstatement than if the employee had been continuously employed rather than on leave.

**Pay Status.** Family and Medical leave is generally unpaid leave. However, if you have any accrued vacation or sick time, you may be required to use that accrued time. Under these circumstances both the paid and unpaid leave count as Family and Medical Leave.

**Fitness for Duty.** If you are taking medical leave due to your own serious health condition, you must provide a return-to-work release from your health care provider before you return. The return-to-work statement should be submitted to the Leaves Manager in the Benefits Department. Employees returning to work after a break in service of thirty (30) days or more will be required to undergo a background check and a return-to-work physical and drug test as permitted or required by applicable federal or state law which includes, but is not limited to, regulations and requirements set forth by the DOT, FTA, FMCA, OSHA and ADA.

**Status Update.** While you are on leave, the Company may require you to periodically confirm your status and your intention to return to work. Any employee who decides while on leave that he or she will not be returning to work at the end of the leave should immediately inform the Company.

**Fraudulent Use of Leave.** If the Company determines that an employee has obtained leave or continued to take leave under the state or federal Family and Medical Leave laws based on fraudulent, dishonest or misleading conduct of any kind, the employee will be subject to immediate termination.

## Bereavement

If an employee wishes to take time off due to the death of an immediate family member, the employee should notify his or her supervisor immediately. Immediate family member is defined as:

- Spouse
- Domestic partner
- Child
- Domestic partner's child
- Sibling
- Parent (or person who raised you)
- Grandparent
- Grandchild

Hourly employees may be granted unpaid time off of up to one (1) week for bereavement leave. See your division or location for specific policies regarding bereavement leave. Salaried employees may take paid time off of up to three (3) days (five (5) days if air travel is required) for bereavement leave.

## Jury Duty

All non-exempt employees are eligible for unpaid jury duty leave. Exempt employees are also eligible for jury duty leave. For each complete workweek during which an exempt employee is unpaid and performs no work, the leave will be unpaid. Employees may use any accrued vacation time for the period of the jury duty leave. Health insurance benefits will continue until the end of the first full month of unpaid jury duty. At that time, employees will become responsible for the full costs of their health and/or dental insurance if they wish to continue coverage through the remainder of the jury duty leave. Employees are expected to report to work whenever the court schedule permits.

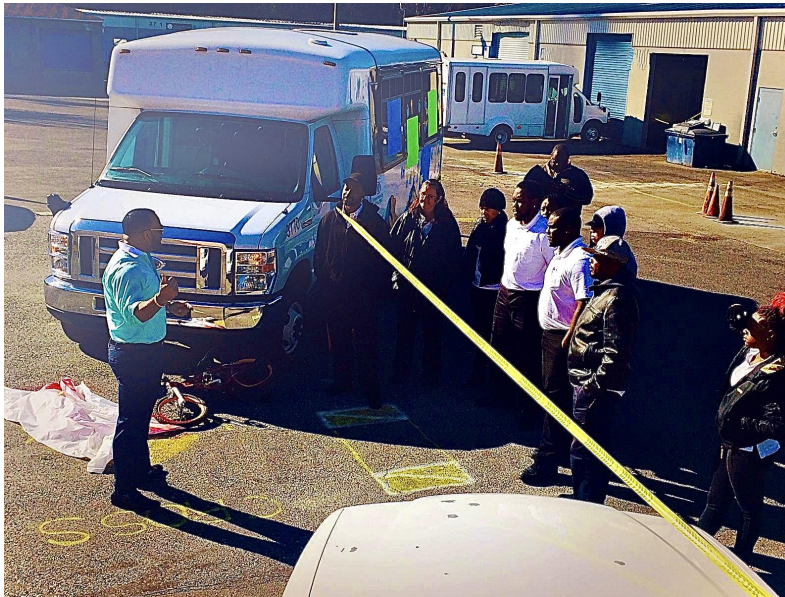
## Military Leave

Leaves of absence will be granted to all employees who are members of the National Guard, reserves or regular armed forces as required by and under the conditions prescribed in applicable state and federal laws.

## Administrative Leave

Employees are required to report any life event that could potentially disqualify them from employment based on our company and/or contractual client Qualification Standards. The employee will be placed on unpaid administrative leave until a final disposition has been provided by the appropriate authoritative agency. Examples of potentially disqualifying events include, but are not limited to, felony charges, misdemeanors, DUI/DWI charges, suspended license, arrests, open accidents, moving infractions, or traffic violations, etc.

Employees that do not immediately report any life event that could potentially disqualify them from employment within 24hrs of the event will be terminated from his/her employment.





# 16. Employee Performance and Conduct Policies

## 16. Employee Performance and Conduct Policies

### Performance Appraisals

Exempt employees and non-exempt staff employees will ordinarily be reviewed annually during a common review date of January 1. The appraisal will be discussed in a meeting between the employee and the supervisor. The supervisor and employee will review the job requirements, performance objectives, or other performance criteria. A performance rating will be assigned and an annual pay review may be provided.

### Conflicts of Interest

Employees have an obligation to conduct business within guidelines that prohibit actual or potential conflicts of interest. Our Code of Conduct outlines our policies regarding conflicts of interest.

### Reference Checks

No employee may provide a reference check, letter of reference, verification of employment or disclose any performance or employee information to any outside party at any time on either a current or past employee. All requests for reference checks or verifications of employment must be forwarded to Human Resources at the Support Center. PK only provides confirmation of employment, dates of employment and position held. No performance or termination information may be disclosed.

### Outside Employment

An employee may hold a job with another organization as long as he or she satisfactorily performs his or her job responsibilities with PK. Employees should consider the impact that outside employment, whether paid or voluntary, may have on their health and physical endurance. All employees will be judged by the same performance standards and will be subjected to the scheduled needs of our clients, regardless of any existing outside work requirements. In some divisions, operators are required to report hours worked as a driver for another employer on a daily basis. Under certain circumstances a log may be required. Your General Manager can provide you with additional information.

### Hiring of Relatives

PK is a family-oriented company and encourages family and friends of employees to consider making PK their company, too. However, relatives in the same area of the company may not supervise each other or direct each other's work. Exceptions to this policy must be approved by the Senior Vice President of Human Resources.

### Job Abandonment

An employee who does not report for three (3) consecutive days' scheduled shifts will be considered to have voluntarily resigned his or her position.

### Confidentiality and Proprietary Information

During the course of employment, employees may receive and have access to confidential information

regarding the internal affairs of the Company. All employees are expected to respect and maintain the confidentiality of employee records, business records, data and other information not otherwise available to the public. Upon separation of employment, an employee must return all documents, records or any property that belongs to the Company or is related to Company business. Any programs, writings or other material developed by an employee as part of his or her work at the Company is property of the Company.

The protection of confidential business information during and after your employment is important to the interests and the success of this Company. Such confidential information includes, but is not limited to, the following examples:

- Technological data
- Operations data: customer lists, trip sheets, financial and billing information, schedules, dispatch logs, policy or program manuals
- Marketing plans and strategies, or project plans or proposals
- Personnel or labor information such as names, titles, employee phone numbers, medical and benefit information, training materials or labor relations strategies

Nothing in this policy, however, should be construed to prohibit employees from discussing their terms and conditions of employment amongst themselves.

### **Electronic Data Systems Policy**

The Company maintains a computer system, a voice-mail system and an e-mail system to assist employees in conducting Company business. These systems, including the equipment and data stored in the systems, are the exclusive property of the Company. As such, all messages created, sent, received or stored in these systems are and remain the property of the Company.

The Company's e-mail and computer systems and resources are not to be used for entertainment, personal communications and other personal use or any illegal, harassing, inappropriate, pornographic, libelous or obscene purpose during or outside work hours. The only exception is for limited personal uses on the employee's own time, subject to the limitations and guidelines of the Internet, Newsgroup and Electronic Mail Policy. The Company's electronic data systems may not be used to solicit or proselytize for commercial ventures, religious or political causes, outside organizations or other non-job-related solicitation without the advance permission of the Company.

Because the computer systems and resources remain Company property, employees should have no expectation of privacy with regard to these systems and resources. All computers and Company equipment are subject to search at any time. Additionally, PK reserves the right to discontinue an employee's access to any computer systems and resources at any time.

Employees are prohibited from downloading or uploading "executable" files without advance approval by the Director of Information Technology. Additionally, employees are prohibited from copying software without advance approval by the Director of Information Technology.

Please see the Internet, Newsgroup and Electronic Mail Policy for more detail.

## Software Code of Ethics

Unauthorized duplication of copyrighted computer software violates the law and is contrary to our organization's standards of conduct. We disapprove of such copying and recognize the following principles as a basis for preventing its occurrences:

- Employees are prohibited from making or using unauthorized software copies under any circumstances.
- Employees must comply with all license or purchase terms regulating the use of any software we acquire or use.
- Employees must comply with, and enforce, PK's internal controls to prevent the making or using of unauthorized software copies, including effective measures to verify compliance with these standards and appropriate disciplinary measures for violation of these standards.

## Blogging

PK understands that some employees may wish to create and maintain personal Web logs, or "blogs". While the company respects an employee's right to personal expression, there is an understanding that personal blogs can impact the company and its employees. Please take note of the following guidelines with regard to workplace-related blogging:

- Employees must make it clear that the views in their blogs are their own and not those of PK.
- It is prohibited to disclose confidential/trade secret information.
- Employees are prohibited from making discriminatory, defamatory, libelous or slanderous comments when discussing PK, its supervisors, management, co-workers or competitors.
- Employees must comply with all other company policies (such as rules against discrimination and harassment).
- Company time may not be used to view, create or update personal blogs.

Employees may be asked to refrain from commenting on topics related to the Company (or, if necessary, to suspend the blog altogether), if advisable to comply with securities or other laws. PK, at its sole discretion, will determine whether a particular blog violates company policies. As with all other policies, violation of this policy may result in discipline up to and including termination. Should you have any questions regarding this policy, please contact the Human Resources department.

## Work Rules

Work rules are necessary to ensure the safety and well-being of all employees. The purpose of Work Rules is not to punish employees. Rather, it is intended to inform them regarding expectations and provide a framework for coaching and counseling. The Company reserves the right to skip steps in the disciplinary process whenever it determines circumstances warrant.

Work Rules are divided into two (2) groups of offenses:

1. *Minor Violations* will usually be addressed in a four (4)-step process (although the Company need not follow this sequence):
  - First violation – Counseling session/verbal warning
  - Second violation – Written warning
  - Third violation – Final warning and/or unpaid suspension
  - Fourth violation – Termination
2. *Major Violations* will warrant disciplinary action up to a final warning and/or unpaid suspension, or termination.

### **Minor Violations**

The Company need not follow any particular sequence of discipline and may impose immediate suspension or discharge where circumstances warrant. Examples of minor violations include, but are not limited to, the following types of workplace behavior.

1. Repeated failure to follow work policies, procedures or duties
2. Repeated failure to follow personal appearance standards
3. Use of abusive or profane language
4. Use of personal radios while operating a Company vehicle.
5. Eating or drinking while operating a Company vehicle.
6. Violation of the Internet, Newsgroup and Electronic Mail Policy, not considered to be a major violation

### **Major Violations**

Major violations will result in termination or other serious discipline. Examples of major violations include, but are not limited to, the following types of workplace behavior:

1. Reporting to work or working under the influence, possessing alcohol or illegal drugs in the workplace, or any violation of PK's Drug and Alcohol Policy
2. Deliberately damaging or abusing property
3. Carelessness or horseplay resulting in property damage in excess of \$1,000 or personal injury
4. Insubordination, including the refusal and/or failure to follow a directive, to perform assigned work or to encourage others to do either
5. Violation of confidentiality and proprietary information policy

6. Sexual or any other forms of harassment prohibited by Company policies
7. Violations of state, federal, county or municipal laws, regulations or requirements that would disqualify an employee from employment under PK's hiring criteria, with the exception of moving violations while driving, which are governed by the PK Safety Point System. Employees are required to report such arrests and/or convictions within twenty-four (24) hours.
8. Violations of the PK Safety Policy, Attendance Policy or Substance Abuse Policy of the following nature regarding Company vehicles and/or equipment:
  - Operating without a valid license appropriate for that vehicle, equipment or service. Licenses include Driving, Hack License, or any special certifications licenses required by the administering contract/ client.
  - Driving on a suspended license
  - Driving a commercial vehicle without a valid medical card
  - Transporting school children without proper school bus certification as required by applicable law
  - Un-insurability as a vehicle operator
  - Negligent use of a Company-owned or provided vehicle or equipment
  - Unauthorized use of a Company-owned or provided vehicle or equipment including transporting unauthorized passengers
  - Use of a personal cell phone while operating a Company vehicle
9. Falsification of any records such as medical forms, time records or employment applications, or making false statements
10. Inappropriate, unprofessional or disorderly verbal or physical conduct directed toward coworkers, passengers, clients or any third party while acting as a representative of the Company
11. Entering a passenger's home while in service or in Company uniform without a legitimate business purpose
12. Possession of weapons or explosives on Company premises
13. Conviction of driving under the influence, reckless driving or hit-and-run driving whether on or off the job, in a Company or private vehicle, for employees performing safety sensitive functions

14. Use of Company property or Company garages for personal vehicle repair
15. Failing to pass initial, ongoing or changed qualification standards
16. Dishonesty, theft or improper handling of company assets or cash
17. Gross negligence

### **Vehicle Citations**

Vehicle citations are the responsibility of the employee. PK will not pay for parking tickets or citations issued to Company vehicles or employees on Company time unless required by law. It is the responsibility of the employee to obey all traffic laws and to operate a vehicle in a safe and legal manner.

### **Personal Appearance**

When at work, employees are expected to present a professional appearance and to dress according to the requirements of their position. Where required, employees must come to work in a clean, pressed uniform. Those who report for work inappropriately dressed will be sent home unpaid and directed to return to work in proper attire.

For safety reasons, the following appearance standards also apply for all operators and safety sensitive positions:

- Leather, rubber-soled shoes must be worn.
- Long hair extending past the shoulders must be tied back.
- Fingernails cannot exceed 1/2" past the tip of the fingers.
- Dangling jewelry, including earrings, is not permitted.

If the employee's shift needs to be covered by another employee, the employee may forfeit his/her entire day's shift at the manager's or supervisor's discretion. If sent home, the employee will be issued an attendance occurrence noted as an absence.

### **Smoking**

Smoking is expressly forbidden in or near Company vehicles at all times. This rule applies to everyone – employees, passengers, clients and the general public. It is also prohibited for any employee to smoke in any PK facility or garage. Employees wishing to smoke must do so on their own time and a minimum of twenty (20) feet from a facility or bus.

### **Solicitation**

With regard to solicitation, PK prohibits:

- Solicitation and distribution of goods, services or literature by non-employees on Company premises.
- Solicitation by employees on Company premises when the person soliciting or the person being solicited is on working time. (Working time is the time employees are expected to be working and does not include a scheduled meal or other authorized break.)
- Distribution of goods and/or literature by employees on Company premises in non-working areas during working time, as defined above.
- Distribution of goods and/or literature by employees on Company premises in working areas.

*Note: A “working area” is an area, usually inside production areas or offices, where work is performed. It includes halls and aisles used in the course of employees’ work. It also may include outside areas like the yard. “Working area” generally does not include break rooms, cafeterias, employee parking lots and Company grounds or recreation areas.*

### **Confidentiality of Information**

PK treats employee information as confidential. PK will only release employee information upon:

1. Written authorization
2. Court order
3. As necessary in accordance with business needs and to administer benefits
4. To meet other contractual or legal requirements

### **Security Inspections**

Employees should not have an expectation of privacy in Company equipment such as desks, lockers and computers. Desks, lockers, computer and communications systems are the property of the Company and therefore can be inspected by any agent or representative of the Company at any time, either with or without prior notice. The Company has the right to inspect packages and persons on, entering and/or leaving Company property. Any employee who wishes to avoid inspection of any articles or materials should not bring such items onto the Company's premises.

### **Employee Personnel Files**

Employees can review the information contained in their own personnel file, except:

1. Records relating to the investigation of a possible criminal offense
2. Letters of reference
3. Ratings, reports or records that were obtained prior to employment, prepared by
4. identifiable examination committee members or obtained in connection with a promotional examination.

Employees who are interested in reviewing the contents of their personnel file should complete the Personnel File Review Form and submit it to their Manager of Human Resources to schedule a mutually convenient time for an appointment.

To ensure that PK's personnel files are up to date and contain accurate, complete information,

employees are asked to notify their supervisor or Human Resources of any changes that need to be made in any of the following categories:

- Name
- Telephone number
- Home address
- Individual to notify in case of an emergency



The background image shows the interior of a public transit vehicle, likely a bus or train. It is filled with passengers, some standing and some sitting. The interior is dimly lit with a blueish tint. Handrails and poles are visible throughout the cabin. The text "17. Safety and Incident Policies" is overlaid in the center in a large, white, bold font.

# 17. Safety and Incident Policies

## 17. Safety and Incident Policies

### Safety Hotline

Since the safety, health and welfare of our employees, passengers and public is our number-one priority at PK, we have established an Employee Safety Hotline to report any safety problems or concerns:

**Safety Hotline Number:**

**1800-PRO-KEL2**

Concerns including vehicle maintenance issues, unreported incidents, failure to secure wheelchairs, office safety issues, etc. should be reported to the Employee Safety Hotline. You are also expected to report any instances to your supervisor so your concerns can be immediately addressed.

### Incident

Any occurrence, event or action (regardless of how minor) which does not follow Company procedures or that presents a threat or problem to PK, its passengers, public or its employees is considered an incident. Any occurrence involving a passenger while under the care, custody and control of PK and its employees is considered an incident. Any contact between your vehicle and another person, vehicle or object is considered an incident whether or not there was damage or injury.

### Incident Reporting

All incidents, regardless of how minor, must be immediately reported per PK's Incident Reporting procedure. For workers compensation injuries, please refer to our Workers' Compensation policy. Failure to timely report an incident may result in disciplinary action up to and including termination.

### Major Safety Incidents

For incident reporting purposes, a major incident is one involving a transit vehicle or occurring on PK property. This includes, but is not limited to:

- Fatality
- Pedestrian or cyclist incident/injury
- Passenger incident or injury involving a lift
- Passenger incident or injury while entering or exiting a vehicle
- Passenger incident or injury involving improperly securing a passenger
- Preventable roll-away incident

- Incident resulting in a worker's compensation claim
- PK Operator is cited for a moving violation
- Any injury (including to the PK Operator) requiring immediate medical attention away from the scene
- Property damage of at least \$1,000
- Environmental spills
- Vehicle roll-over/lay-over
- Vehicle fire
- Incidents with Operator allegation of equipment or maintenance failure
- Events with potential for negative public relations and/or news media coverage
- Incidents where Operator drug and/or alcohol use may be involved
- Incidents where fault is in question

### **Minor Safety Incidents**

These include all other incidents that do not meet the definition of a "major" incident.

### **Subrogation of Incident or Injury Claims**

Every employee is expected to protect PK's rights to subrogate for reimbursement of vehicle damages, Workers' Compensation payments and related costs, medical and dental insurance payments and related costs, and other payments/costs which result from the negligence of third parties.

Employees must obtain concurrence from PK (Risk Management for Workers' Compensation claims or Human Resources for Medical/Dental claims) prior to signing any "release of liability" from any responsible third party or third-party insurer.

### **Safety Investigation Leave**

Any employee involved in a major incident will be placed on administrative leave while the incident is being investigated to determine root causes and preventability. Administrative leave is unpaid unless the incident is determined to be non-preventable. Employees may perform other non-safety sensitive functions if available and/or appropriate until final determination is made.

### **Electronic Systems**

The company employs numerous technologies, including DriveCam, video systems, GPS and mobile

data terminals in order to help ensure the safety of the driver and passengers, compliance with federal, state and local driving laws as well as regulations for both the driver and the motoring or pedestrian public. Any recording resulting from these technologies may be used as evidence in the investigation and may result in the issuing of appropriate disciplinary action.

### Safety Point System

PK safety results are directly related to the actions and behaviors of our employees. At-risk behaviors lead to incidents and injuries. Therefore all PK safety sensitive employees are subject to a Safety Point System rating which assesses cumulative points for at-risk safety behaviors or actions.

Any work-related incident which involves an employee at PK will be investigated and may result in Safety Points being assigned.

If the incident is determined to have been "preventable" by the PK employee, then it will be considered a preventable incident. While an incident may not be legally considered your "fault", it will be treated as preventable, regardless of the cost to PK. Even minor damage incidents cost the Company money in terms of repairs, lost vehicle or driver time, staff time, etc. Any damage to a Company vehicle will automatically be assessed to the most recent employee who drove that vehicle and who failed to report it on a daily vehicle inspection sheet.

### Preventability of Incidents and Injuries

The determination as to whether an incident could have been "preventable" will be made by the Division Safety Manager and General Manager. It is subject to review by the Area Safety Manager and/or the Region Vice President. If there is a disagreement it will be given to the Vice President of Safety and Senior Vice President of Safety. The Senior Vice President of Safety has the final determination of preventability on all incidents.

### Disciplinary Action

Any employee who has a preventable incident will be subject to retraining and/or discipline up to and including termination based on the Safety Point System.

Although most situations will be addressed by issuing Safety Points, PK reserves the right to impose discipline, up to and including termination, for any unsafe act, failure to follow safe work practices and/or procedures, or negligent operation of a Company vehicle regardless of the point assessment under the Safety Point System. Unsafe behaviors are also subject to disciplinary action regardless of whether they lead to injury. Such discipline must be approved by the Senior Vice President of Safety or a Company President.

### Accruing Safety Points

All preventable incidents will be assigned points in the following manner:

Incident	Point
Drive Cam incidents will be assessed points based on level of severity	One (1) point
Unsafe maneuver(s) or act	One (1) point

Failure to cycle wheelchair lift	One (1) point
Failure to do a proper vehicle inspection (DVI)	Two (2) points
Improper following distance	Two (2) points
Conviction of a minor traffic violation	Two (2) points
Backing incident Minor preventable incident	Two (2) points
Any use of a cell phone or non company-issued electronic device while operating a vehicle	Three (3) points
Major preventable incident that does not involve serious injury, death and/or property damage in excess of \$25,000	Four (4) points
Major preventable incident with serious injury, death and/or property damage in excess of \$25,000	Six (6) points
Any preventable roll-away incident	Six (6) points
Failure to properly secure/transport a mobility device	Six (6) points
Failure to immediately report a citation or incident in a Company vehicle	Six (6) points
Tampering with, disabling or otherwise interfering with Drive Cam or other monitoring equipment	Six (6) points
Conviction of a major traffic violation *	Six (6) points

(\*) A major traffic violation is any citation, in either a personal or company vehicle, that involves any item listed on page 39 and/or: (1) driving while intoxicated or under the influence of alcohol or drugs; (2) failure to stop and immediately report an incident in which you are involved; (3) homicide, manslaughter or assault arising out of the operation of a motor vehicle; (4) driving while your license is suspended or revoked; (5) reckless driving; (6) possession of open container or alcoholic beverages; (7) speed contests, drag racing or attempts to flee from an officer of the law; (8) reckless driving; (9) leaving the scene of an accident.

### Maximum Allowable Safety Points

For introductory employees, the receipt of four (4) or more points during the introductory period will result in termination. In addition, the receipt of two (2) separate safety point assessments during the introductory period will result in termination, regardless of the employee's total point count.

For non-introductory period employees, in any rolling eighteen (18)-month period of employment, the receipt of six (6) or more points will result in termination. Any infraction which occurred more than eighteen (18) months prior would no longer be included in the safety point count. In addition, receipt of three (3) separate Safety Point assessments in any rolling one (1)-year period will result in termination,

regardless of the employee's total point count.

### **Safety Point Hearing**

If an employee feels that he/she has been issued safety points improperly, a point count hearing may be requested. Point count hearing requests must be made within five (5) business days of the point assessment to your supervisor. The supervisor will contact the Area Safety Director to conduct the hearing within ten (10) business days.

The hearing panel will consist of three (3) of the following people: Vice President of Safety, Area Safety Director, General Manager, Assistant General Manager and/or Safety and Training Manager. The hearing will be chaired by the Vice President of Safety or the Area Safety Manager. Decisions by the panel must be signed off and approved by the Regional Vice President and the Senior Vice President of Safety to be binding.

### **Retraining**

PK reserves the right to require an employee to attend retraining in addition to any discipline imposed. Failure to attend mandated retraining courses may result in disciplinary action up to and including termination.

All customer-service-related incidents which do not result in termination are subject to retraining from the PK customer service program (Ergometrics START program) or other approved Customer Service Training Module using the applicable section of the training that will apply to the incident. This must be accomplished within one (1) week of the incident date.

All vehicle-related incidents which do not result in termination are subject to retraining using the approved Defensive Driving Training Programs. This must be accomplished within one (1) week of the incident date.

Retraining may also be required based on an unacceptable onboard or field inspection.

### **Motor Vehicle Records (MVR)**

All employees in safety sensitive positions must provide a copy of their Motor Vehicle Record (MVR). MVRs may be checked during employment. Such employees must report to their supervisor a citation received in either a company or personal vehicle within twenty-four (24) hours. Failure to report a citation will result in immediate termination.

PK retains the right to access your MVR during employment. If an operations employee in a position requiring a driver's license has his/her license suspended, restricted or revoked, his/her employment will be terminated.

### **Statements at the Scene of an Incident**

Under no circumstances is a PK Operator to discuss the circumstances of a vehicular incident occurring while in the course of his/her duties for PK or make any statement about the incident with anyone other than the police, PK division/safety personnel, PK Risk Management personnel and/or PK Third Party Claims Administrator personnel. Drivers are to give their names, addresses, telephone numbers, vehicle insurance and driver's license information. Any further information can be obtained

by contacting the General Manager or the Area Safety Director.

### **Leaving the Scene of an Incident or Injury**

Under no circumstances is a PK Operator to leave the scene of an incident without first doing each of the following:

1. Immediately reporting the incident to the division.
2. Providing any and all claimants or other parties in the incident the personal and Company information required by law and needed to make a claim.
3. Obtaining all information regarding other vehicles and parties involved.
4. Obtaining authorization from the dispatcher to leave the incident scene.
5. Taking pictures of the vehicles involved and the incident scene as well as sketching out the scene of the incident on the incident diagram form.

### **Safety Inspections**

All employees are subject to inspections to ensure safe, quality service for our passengers. Inspections will be done at random as well as scheduled times. Types of inspections include field inspections, on-board evaluations, vehicle inspection audits and facility inspections.

### **Wheelchair Lift Deployment**

Under no circumstances is a PK employee to leave a wheelchair lift partially or completely in the down position outside of the vehicle while not physically there and able to alert any pedestrians to the potential danger. Under no circumstances is the vehicle to be driven unless the wheelchair lift is safely and properly stowed in its secure folded position.

### **Safety Meetings**

Safety meetings are a critical component of our safety program and assist PK in managing contractual and refresher training requirements. All operations employees are required to attend a minimum of one (1) safety meeting per month.

### **Return of Property**

Employees must return all Company property at the time of termination, resignation or layoff, or immediately upon request. Where permitted by law, the Company may withhold from the employee's check or final paycheck the cost of any items that are not returned. The Company may also take all action deemed appropriate to recover or protect its property.

### **Use of Personal Cell Phones and Other Electronic Devices**

The use of cell phones for personal calls during working hours is discouraged and should be limited to break or meal periods. Where a client contract prohibits drivers from carrying personal cell phones,

the use of personal cell phones is prohibited.

*Note: Any use of a personal cell phone or any non-company-issued electronic device, whether hands-free or not, during the operation of a company vehicle is prohibited. Use of personal cell phones while operating a company vehicle may result in termination of employment.*

### **Preparedness for Work and Alertness Management**

It is the Operator's responsibility to report for duty well-rested, with proper equipment and uniform and in sufficient time as may be required and prescribed to perform his/her duties.

Professional operators must get adequate rest – ideally a minimum of eight (8) hours – before coming to work. Every operator is responsible for coming to work properly rested, as there is a significant risk of fatigue-related incidents. If an operator is not sufficiently rested or is fatigued, he/she must report their condition to a supervisor or manager immediately.





# 18. ProKel Mobility Substance Abuse Policy

## 18. Prokel Mobility Substance Abuse Policy

*PK Drug and Alcohol Section In accordance with the U.S. Department of Transportation and the Federal Transit Administration Regulations (CFR Part 40 and 655) Effective as of October 1, 2010*

### 18.1 Policy

ProKel Mobility is dedicated to providing safe, dependable and economical service to its clients. ProKel Mobility's employees are our most valuable resource. It is our policy:

- (1) to take appropriate action to assure that employees are not impaired in their ability to perform assigned duties in a safe, productive and healthy manner;
- (2) to foster and maintain a drug and alcohol-free environment for all employees and patrons;
- (3) to prohibit the unlawful manufacture, distribution, dispensing, possession or use of controlled substances; and
- (4) to encourage employees to voluntarily seek professional assistance whenever personal problems, including alcohol or drug use, may adversely affect their ability to perform their assigned duties.

To achieve the goal of a substance-free workplace, this policy incorporates three (3) integrated components.

#### **Prevention through education and training:**

Education and training will communicate and clarify this policy to all employees, as well as assist employees in recognizing substance abuse problems and in finding solutions to those problems.

#### **Detection, deterrence and enforcement:**

Federal regulations require that effective January 1, 1995 all safety-sensitive employees will be subject to reasonable suspicion, post-accident, random, return-to-duty and follow-up drug and alcohol testing. Applicants for safety-sensitive positions will not be eligible for those positions unless they pass a pre-employment drug test. **As a "zero tolerance" employer, any positive drug or alcohol test or refusal to test will result in termination of employment.**

#### **Treatment and opportunities for rehabilitation:**

Alcohol and drug abuse are recognized as diseases that can be treated. ProKel Mobility promotes a voluntary rehabilitation program to encourage employees to seek professional assistance prior to testing positive for drugs or alcohol, without fear of discipline.

## 2.0 Purpose

The purpose of this policy is to ensure worker fitness for duty and to protect our employees, passengers and the public from the risks posed by the use of alcohol and prohibited drugs (as defined below). This policy is also intended to comply with all applicable federal regulations governing workplace anti-drug programs in the transit industry.

The Federal Transit Administration (FTA) and the Federal Motor Carrier Safety Administration (FMCSA) of the US Department of Transportation (DOT) 49 Code of Federal Regulations (CFR) Part 655 and 382 mandate urine drug testing and breath alcohol testing for employees performing safety-sensitive functions. This regulation also prevents performance of safety-sensitive functions when there is a positive test result or a test refusal. The US DOT has also adopted the revised version 49 CFR Part 40 as amended, which outlines procedures for transportation workplace drug and alcohol testing programs. This Policy incorporates these federal requirements for employees performing safety-sensitive functions, as well as other provisions.

In addition, DOT has published 49 CFR Part 29, implementing the Drug-Free Workplace Act of 1988, which requires the establishment of drug-free workplace policies and the reporting of certain drug-related offenses to the FTA. California passed a similar version of the federal law, the Drug-Free Workplace Act of 1990 (Gov't Code § 8350 et seq).

Note: This policy reiterates the requirements of the federal regulations; these requirements will be in *italics*. Portions of this policy marked in **bold** are not necessarily FTA-mandated, but reflect ProKel Mobility's employment policy (this does not include policy headings).

If any provision of an existing PK policy, rule or resolution is inconsistent or in conflict with any provision of this policy or the DOT/FTA rules, this policy and the DOT/FTA rules shall take precedence. If any provision of this policy is inconsistent or in conflict with the DOT/FTA rules, the DOT/FTA rules shall take precedence.

## 3.0 Applicability

### 3.1 Safety-Sensitive Employees

This policy applies to all safety-sensitive ProKel Mobility employees, including paid part-time employees who perform or could be called upon to perform any transit-related safety-sensitive function. This includes off-site lunch periods or breaks when an employee is scheduled to return to work.

A safety-sensitive function is any of the following duties:

1. All employees with a commercial driver's license that will operate a revenue service, or non-revenue service vehicle. (Operation includes the operation of the LIFTS or anyone who assists the passengers to ensure they are secured in the vehicles.)
2. All drivers who operate revenue service vehicles, including when not in revenue service and regardless of the class of license that they hold.

3. All dispatch personnel and supervisors who control the movement of any revenue service vehicle. (This includes all management personnel if they perform any safety-sensitive functions at any time even on an emergency basis.)
4. All Maintenance personnel who perform various repairs to revenue vehicles (including repairs, overhaul and rebuilding) and employees who operate equipment used in revenue service.
5. Carrying a firearm for security purposes. (Not applicable to PK.)
6. Volunteers are considered a covered employee if:
  - a. they are required to hold a commercial driver's license to operate the vehicle; or
  - b. they receive remuneration in excess of their actual expenses incurred while engaged in the volunteer activity. (For a description of job categories, see Exhibit B.)

### **3.2 Contractors**

Contractors who perform any of the safety-sensitive functions described in this policy for PK will also be subject to the same requirements as safety-sensitive PK employees.

### **3.3 Non-Safety-Sensitive Positions**

All PK employees are subject to the provisions of the Drug-Free Workplace Act of 1998. Visitors, vendors and contracted employees on PK premises will not be permitted to conduct transit business if found to be in violation of this policy.

### **4.0 Opportunities for Rehabilitation (PK Policy)**

To promote a drug- and alcohol-free workplace, this policy includes a rehabilitation program that allows employees to voluntarily come forward to request rehabilitation.

#### **4.1 Voluntary Rehabilitation (PK Policy)**

Any employee who has a drug and/or alcohol abuse problem and has not been selected for reasonable cause, random or post-accident testing or has not refused a drug or alcohol test may voluntarily refer themselves to the General Manager or the Human Resource Department, who will then refer the individual to the company's Substance Abuse Professional (SAP) for an evaluation and treatment.

Voluntary self-referral commits the employee to a therapeutic process. Confidentiality of the employee will be protected. The SAP will evaluate the employee and make a specific recommendation regarding the appropriate treatment. When an employee voluntarily refers themselves for treatment, the employee may be eligible for sick leave and disability benefits. Employees will be allowed to take accumulated vacation time or may be eligible for unpaid time off to participate in any prescribed rehabilitation program. Employees are encouraged to voluntarily seek professional substance abuse assistance before any substance use or dependence affects job performance.

#### **4.2 While Undergoing Treatment (PK Policy)**

Any safety-sensitive employee who admits to a drug and/or alcohol problem will immediately be removed from his/her safety-sensitive function and will not be allowed to perform such function until

successful completion of a prescribed rehabilitation program is completed. The employee will be placed on an unpaid leave of absence for a maximum of 30-60 days to allow time for completion of the treatment/rehabilitation program. Proof of completion must be provided in writing. The employee will be required to pass a drug and alcohol test before he/she can perform a safety-sensitive function.

\*PK shall make every effort to place the employee back in his/her position upon returning to work. However, an employee's commitment to an SAP does not guarantee that the employee's job will be available upon return.

#### **4.3 Cost of Rehabilitation (PK Policy)**

**All associated costs for treatment are the sole responsibility of the employee.**

#### **4.4 Returning to Work After Treatment (PK Policy)**

**All employees who successfully complete prescribed treatment and are allowed to return back to work will be subject to unannounced follow-up testing as prescribed by the SAP.**

### **5.0 Prohibited Substances**

Prohibited substances addressed by this policy include the following:

#### **5.1 Prohibited Drugs**

FTA regulations specifically prohibit the use of the following illegal, prohibited substances ("Prohibited Drugs") and require testing for their presence under certain circumstances: marijuana, amphetamines, opiates, phencyclidine (PCP) and cocaine.

Safety-sensitive employees may be tested for prohibited drugs at any time while on duty or **on PK property**.

#### **5.2 Alcohol**

The consumption of beverages containing alcohol, or substances including any medication such that alcohol is present in the body while performing safety-sensitive duties or transit business, are prohibited. "Alcohol" means the intoxicating agent in beverage alcohol, ethyl alcohol or other low molecular weight alcohols, including methyl or isopropyl alcohol. (The concentration of alcohol is expressed in terms of grams of alcohol per 210 liters of breath as measured by an evidential breath testing device.)

#### **5.3 Legal Drugs (PK Policy)**

The appropriate use of legally prescribed drugs and non-prescription medications is not prohibited. However, the use of any substance which carries a warning label that indicates that mental functioning, motor skills or judgment may be adversely affected **MUST** be reported to supervisory personnel. Medical advice should be sought, as appropriate, while taking such medication and before performing safety-sensitive duties.

Any time an employee comes forward about a medication that he/she is currently taking, the information must be forwarded to the Director of the Compliance Department for clarification and

review. The Compliance department will then notify the Medical Review Officer (MRO) to determine if the medication is appropriate to take while performing a safety-sensitive function.

A legally prescribed drug means that the employee has a prescription or other written approval (in his/her name) from a physician for the use of a drug in the course of medical treatment. The misuse of legal drugs while performing a safety-sensitive function is prohibited at all times.

If the MRO determines that the medication being taken is not appropriate to take while performing a safety-sensitive function, the employee will remain off duty until the issue is cleared by the MRO.

In order to continue performing a safety-sensitive function, the employee taking the medication will be required to provide the following:

- A written letter from the prescribing physician stating the patient's name, the name of the substance, the period of authorization and a statement that the medication will not adversely affect the employee's performance to drive or perform his/her safety-sensitive function and that the employee may continue to perform his/her safety-sensitive function while taking such medication. The letter must be signed and dated by the physician and the letter will be provided to the MRO for final approval.

## **6.0 Prohibited Conduct. Manufacture, Trafficking, Possession and Use of Controlled Substances**

*The manufacture, distribution, dispensing, possession or use of controlled substances in the workplace is prohibited. A "controlled substance" is any illegal drug or any substance identified in Schedules I through V of Section 202 of the Controlled Substances Act (21 USC § 812), and as further defined by 21 CFR 1300.11-1300.15. Any employee engaging in the manufacture, distribution, dispensing, possession or use of a controlled substance on PK premises will be subject to disciplinary action, up to and including termination and/or will be required to complete a drug abuse assistance or rehabilitation program. Law enforcement shall be notified, as appropriate, where criminal activity is suspected.*

### **6.1 Requirement to Submit to Drug and Alcohol Testing**

PK shall require every covered employee who performs a safety-sensitive function as described in the FTA regulations Part 655 and the FMCSA regulations Part 382 to submit to a pre-employment, post-accident, random and reasonable suspicion drug and alcohol test as described in this policy. PK shall not permit any employee who refuses to submit to such tests to perform or continue to perform any safety-sensitive functions.

### **6.2 Alcohol Use/Hours of Compliance**

No safety-sensitive employee should report for duty or remain on duty when his or her ability to perform assigned functions is adversely affected by alcohol or when his or her blood alcohol concentration is 0.02 or greater. No employee shall use alcohol while on duty or while performing safety-sensitive functions. No employee shall have used alcohol within four (4) hours of reporting for duty. After an accident, employees shall refrain from alcohol use for eight (8) hours or until an alcohol test has been administered.

No safety-sensitive employee shall use alcohol during the hours that they are on call. On-call employees have the opportunity to acknowledge the use of alcohol at the time he/she is called to

report to duty and the inability to perform his/her safety-sensitive function.

### 6.3 Compliance with Testing Requirements

Any safety-sensitive employee who commits the following actions shall be removed from duty immediately:

- Refuses to comply with a request for testing
- Fails to remain readily available for post-accident testing
- Provides false information in connection with a test
- Attempts to falsify test results through tampering, contamination, adulteration or substitution

Refusal can include an inability to provide a specimen or breath alcohol sample without a valid medical explanation, as well as a verbal declaration, obstructive behavior or physical absence resulting in the inability to conduct the test.

### 6.4 Refusal to Submit to a DOT Alcohol or Controlled Substance Test

As an employee, you have refused to take a drug or alcohol test if you:

1. Fail to appear for any test (except a pre-employment test) within a reasonable time, as determined by the employer, consistent with applicable DOT agency regulations, after being directed to do so by the employer.
2. Fail to remain at the testing site until the testing process is complete, provided that this is not applicable if an employee leaves the testing site before the testing process commences. (For a pre-employment test this is not deemed to have refused testing, unless the cup was handed to the donor.)
3. Fail to provide a urine specimen for any drug test or fail to provide an adequate amount of saliva or breath for any alcohol test required by this part or DOT agency regulations, provided that this is not applicable if an employee does not provide a urine specimen/breath alcohol test because he or she has left the testing site before the testing process commences. (For a pre-employment test this is not deemed to have refused testing, unless the cup was handed to the donor.)
4. In the case of a directly observed or monitored urine drug collection, fail to permit the observation or monitoring of your provision of a specimen
5. Fail to provide a sufficient amount of urine or breath specimen when directed, and it has been determined, through a required medical evaluation, that there was no adequate medical explanation for the failure. **It is PK's policy that any employee that does not provide a valid specimen during a collection for a test will remain off duty until the employee is cleared from the MRO that the employee had a valid medical reason.**
6. Fail or decline to take a second test the employer or collector has directed you to take.
7. Fails to sign the certification at step two (2) of the breath alcohol testing form (ATF).

8. Fail to undergo a medical examination or evaluation, as directed by the MRO as part of the verification process, or as directed by the DER. In the case of a pre-employment drug test, the employee is deemed to have refused to test on this basis only if the pre-employment test is conducted following a contingent offer of employment.
9. Fail to cooperate with any part of the testing process (e.g., refuse to empty pockets when so directed by the collector or behave in a confrontational way that disrupts the collection process).
10. If the MRO reports that you have a verified adulterated or substituted test result, you have refused to take a drug test.
11. Employee admits to the collector or MRO that he or she adulterated or substituted their specimen.
12. Employee fails to follow the observer's instructions to raise and lower their clothing and to turn around to permit the observer to determine if the employee has a prosthetic or other device that could be used to interfere with the collection process.
13. Employee possesses or wears a prosthetic or other device that could be used to interfere with the collection process.
14. Employee refuses to wash his or her hands, after being directed to do so.
15. As an employee, if you refuse to take a drug and/or alcohol test, you incur the same consequences as testing positive and will be immediately removed from performing any safety-sensitive functions.

## **6.5 Compliance with Treatment Requirements**

All employees are encouraged to make use of the available resources for treatment for alcohol and substance abuse problems.

## 6.6 Notify PK of Criminal Drug Conviction

Every employee must notify PK of any criminal drug statute conviction for a violation occurring in the workplace within five (5) days after such conviction. **Failure to do so shall subject said employee to disciplinary action up to and including termination, or satisfactory participation in a rehabilitation program, at the employee's expense.**

## 6.7 Improper Application of the Policy

PK is dedicated to ensuring fair and equitable application of this "Zero Tolerance" substance abuse policy. Therefore, supervisors and managers are required to use and apply all aspects of this policy in an unbiased and impartial manner. Any supervisor and manager who knowingly disregards the requirements of this policy, or who is found to deliberately misuse the policy in regard to subordinates, shall be subject to disciplinary action, up to and including termination.

## 7.0 Testing for Prohibited Substances

### 7.1 General

Testing shall be conducted in a manner to ensure a high degree of accuracy and reliability and using techniques, equipment and laboratory facilities which have been approved by the US Department of Health and Human Services (DHHS). Testing for prohibited drugs and alcohol on safety-sensitive employees shall be conducted in accordance with the procedures set forth in 49 CFR Part 40 as amended. See attached Testing Procedures for detailed procedures on all required types of drug and alcohol testing.

**Medical Review Officer (MRO):** All drug testing results shall be interpreted and evaluated by an MRO who meets all applicable requirements of Part 40, who shall be responsible for receiving laboratory results generated by an employer's drug testing program **and** has appropriate medical training to interpret and evaluate an individual's confirmed positive test result.

The MRO shall comply with the drug testing procedures set forth in 49 CFR Part 40. The MRO will not review alcohol test results. When a confirmed positive test is reported from the testing laboratory, it is the responsibility of the MRO to:

- a. Review the individual's medical history, including any medical records and biomedical information provided
- b. Contact the employee and afford the employee the opportunity to discuss the test results with him/her
- c. Determine whether there is a legitimate medical explanation for the result, including legally prescribed medication

The MRO shall not convey test results to PK until making a definite decision that the test result was positive or negative, or refusal to test. If the employee provides an adequate explanation, the MRO verifies the test as negative and no further action is taken. When the MRO reports the results of the verified positive test to PK, the MRO will disclose the drug(s) for which there was a positive test. If the MRO declares a drug test to be invalid for any reason, the test is considered canceled, and neither

positive nor negative. However, a recollection under direct observation may be ordered by the MRO.

## 7.2 Testing for Prohibited Drugs

PK shall collect or have collected urine samples from safety-sensitive employees to test for prohibited drugs. An assigned Collection Site will split each urine sample collected into a primary and a split sample (see testing procedures). The urine samples will be sent under seal, with required chain of custody forms, to a laboratory certified by the DHHS.

Currently ProKel Mobility is under contract with Clinical Reference Laboratory (CRL) in Lenexa, Kansas for its initial testing and confirmation testing. An initial drug screen will be conducted on each **primary** specimen. For those specimens that are not negative, a confirmatory Gas Chromatography/Mass Spectrometry (GS/MS) test will be performed. The test will be considered positive if the amounts present are at or above the minimum thresholds established in 49 CFR Part 40 as amended, as set forth in the attached Exhibit A (threshold levels of testing).

**Split Specimen Testing:** If the test result of the primary specimen is positive or there is a refusal to test due to adulteration or substitution, the employee may request the MRO to direct his/her split specimen be tested in a different DHHS-certified laboratory. The MRO shall honor such a request if it is made within seventy-two (72) hours of the employee having been notified of a verified positive or refusal to test result. This does not delay PK from taking any action consistent with this policy for positive tests and the employee will be removed immediately from any safety-sensitive functions regardless if he/she is having a split specimen tested by a different laboratory. However, if the split specimen (bottle B) produces a negative result, or for any reason the second portion is not available, the test is considered canceled and no sanctions are imposed. However, a recollection under direct observation shall be ordered by the MRO.

If an employee requests a split sample to be tested and the split specimen test is confirmed positive by the second laboratory, the employee will be responsible for all payments associated with the test of the split specimen. The cost for the split specimen will not be required up-front or at the time the employee makes the request with the MRO but only after the split test comes back from the second lab and the split is also confirmed positive.

**Canceled Test:** A drug or alcohol test that has a problem identified that cannot be or has not been corrected, or which this part otherwise requires to be canceled. A canceled test is neither a positive nor a negative test.

## 7.3 Alcohol Testing

Tests for alcohol concentration on safety-sensitive employees will be conducted with a National Highway Traffic Safety Administration (NHTSA)-approved evidential breath testing device (EBT) operated by a trained breath alcohol technician (BAT). In order to maintain quality assurance, EBTs must be externally calibrated in accordance with the plan developed by the manufacturer of the device. If the initial test on an employee indicates an alcohol concentration of 0.02 or greater, a second test will be performed to confirm the results of the initial test. For summary of applicable

alcohol threshold levels, see Exhibit A.

## 8.0 Types of Testing

49 CFR Part 655 and 382 requires the following types of testing for Prohibited Substances for safety-sensitive employees:

- Pre-employment or transfer
- Reasonable suspicion
- Post-accident
- Random

### 8.1 Pre-Employment, Transfer Testing or Return-to-Work Testing

All applicants for safety-sensitive positions shall undergo urine drug testing prior to employment. Receipt by PK of a verified negative test result from the MRO is required prior to performing ANY safety sensitive functions for the first time. If an applicant or employee's drug test is canceled or negative dilute, the employee or applicant shall be required to immediately take another pre-employment drug test.

Existing employees who are being considered for transfer to a safety-sensitive position from a NON-safety-sensitive position will be required to undergo a DOT pre-employment drug test. Any existing safety-sensitive employee who is simply transferring to a different division for another safety-sensitive position is NOT required to undergo another DOT pre-employment drug test.

#### 8.1.1 Non-Safety-Sensitive Positions

All applicants applying for any non-safety-sensitive positions will have to take and pass a pre-employment NON-DOT urine drug test prior to being hired.

#### 8.1.2 Return to Work After Thirty (30) Days (DOT-FMCSA Policy)

PK has certain contracts that are subject to the Federal Motor Carrier Safety Regulations and NOT (FTA) regulations. Therefore, if an employee has a commercial license and has been out for thirty (30) days or more AND the employee has been out of the random testing pool, the covered employee will be required to take a DOT pre-employment drug test before he/she can return to a safety-sensitive position.

#### 8.1.3 Return to Work after Ninety (90) Days (DOT-FTA Policy)

If a covered employee has not performed a safety-sensitive function for ninety (90) consecutive calendar days regardless of the reason AND the employee has not been in the random pool during that time, the employee must take and pass a DOT Pre-Employment drug (NOT a return-to-duty) test before he/she can perform a safety-sensitive function.

#### **8.1.4 Return to Work After Thirty (30) Days (PK Policy)**

It is PK's policy that any time a Non-DOT safety-sensitive employee has not performed a PK non-DOT safety sensitive function for thirty (30) or more consecutive days (regardless of reason) the employee will be required to take a NON-DOT Pre-Employment drug test (as permitted or required by applicable state or federal law) before he/she can return to a safety-sensitive position.

\*\*Please contact the Director of Drug and Alcohol Compliance for confirmation of what mode of transportation your division falls under.

#### **8.1.5 Previous Employer Request Requirement**

As an employer, we are required to verify previous violations of DOT drug and alcohol regulations within the last two (2) years of employment with a DOT-regulated agency or employer.

An employer must obtain and review the information listed below from any DOT-regulated employer the employee performed safety-sensitive functions for in the previous two (2) years. The information must be obtained and reviewed prior to the first time an employee performs safety-sensitive functions. If not feasible, the information should be obtained no later than thirty (30) days after the first time an employee performs safety-sensitive functions. The information obtained must include:

1. Information of the employee's alcohol test in which a breath alcohol concentration of 0.04 or greater was indicated.
2. Information of the employee's controlled substance test in which a positive result was indicated.
3. Any refusal to submit to a required alcohol or controlled substance test (including verified adulterated or substituted drug test results).
4. Other violations of DOT agency drug and alcohol testing regulations

As the applicant or employee, if you have violated any of the DOT drug and alcohol regulations, you must also obtain documentation of your successful completion of the DOT return-to-duty requirements (including proof of follow-up tests administered).

Furthermore, all applicants will be asked whether he or she has tested positive, or refused to test, on any pre-employment drug or alcohol test administered by an employer to which the employee applied for, but did not obtain safety-sensitive transportation work covered by DOT agency drug and alcohol testing rules during the past two (2) years.

#### **8.1.6 Pre-Employment Breath Alcohol Testing**

ProKel Mobility contracts with many cities and states, and several of our contracts require ProKel Mobility to conduct breath alcohol testing in addition to the required drug test. Divisions that are subject to this requirement will have to take a pre-employment breath alcohol test. Breath alcohol

testing will be in accordance with DOT Part 40 and §655.42.

### **8.1.7 Reasonable Suspicion Testing**

All safety-sensitive employees shall be subject to reasonable suspicion testing, to include appropriate urine and/or breath testing when there is reasonable suspicion to believe that a covered employee has used a prohibited drug and/or engaged in alcohol misuse. A reasonable suspicion referral for testing will be made on the basis of specific, contemporaneous, articulable observations concerning the appearance, behavior, speech or body odors of the covered employee.

Reasonable suspicion tests for the presence of alcohol shall be authorized by observations made just prior, during or immediately after the performance of a safety-sensitive function. If an alcohol test is not administered within two (2) hours following the determination to test the employee, the employer shall prepare and maintain on file a record stating the reasons the alcohol test was not promptly administered. If the alcohol test is not administered within eight (8) hours following the determination, PK shall cease attempts to administer an alcohol test and shall state in the record the reasons for not administering the test.

Reasonable suspicion determination will be made by a supervisor, or other company official who has had the required Reasonable Suspicion training to detect and document the signs and symptoms of drug use and alcohol use and who reasonably concludes that an employee may be under the influence of a prohibited substance. **Any employee who is required to take a Reasonable Suspicion test will remain off duty until a negative alcohol and drug test is received.**

## **8.2 Post-Accident Testing**

### ***Fatal Accidents***

As soon as practicable following an accident involving the loss of human life, ProKel Mobility will conduct drug and alcohol tests on each surviving covered employee operating the mass transit vehicle at the time of the accident. Post-accident drug and alcohol testing of the operator is not required under this section if the covered employee is tested under the fatal accident testing requirements of the Federal Motor Carrier Safety Administration rule 49 CFR 382.303 (a)(1) or (b)(1). ProKel Mobility shall also test any other covered employee whose performance could have contributed to the accident as determined by investigating staff using the best information available at the time of the decision.

### ***Non-Fatal Injury Accidents***

As soon as practicable following an accident not involving the loss of human life in which a mass transit vehicle is involved, ProKel Mobility will drug and alcohol test each covered employee operating the mass transit vehicle at the time of the accident unless investigating staff determine, using the best information available at the time of the decision, that the covered employee's performance can be completely discounted as a contributing factor to the accident.

ProKel Mobility shall also test any other covered employee whose performance could have contributed to the accident as determined by investigating staff using the best information available at the time of the decision. (For exact testing criteria, see Post-Accident Testing Procedures.)

### PK Policy: When to Conduct a NON-DOT Post-Accident/Incident Test

If the accident does not meet the FTA/FMCSA testing criteria, PK will reserve the right to test any safety-sensitive employee after any accident/incident regardless of the severity of the accident/incident. Additionally, PK will test any other safety-sensitive employee whose performance PK determines could have contributed to the accident.

For any tests done under these circumstances, it must be explained to the employee that the drug and alcohol tests will be done under ProKel Mobility's authority, and should be done on NON-DOT drug and alcohol chain-of-custody forms.

Any employee who takes a post-accident test will remain off duty until a negative alcohol and a negative drug test is received from the MRO.

### **8.3 Random Testing**

Employees performing safety-sensitive functions will be subject to unannounced, random drug and alcohol testing in accordance with FTA regulations. The random drug and alcohol testing rates will be, at a minimum, based on the current FTA and FMCSA requirements at all times. Each such employee shall have an equal chance at selection and shall remain in the pool even after being tested. The basis for random selection shall be by a scientifically valid random number generation method initiated by computer.

The dates for administering unannounced testing of randomly selected covered employees shall be spread reasonably throughout the calendar year, month, week, and all hours that safety-sensitive functions are performed. This ensures that employees would have a reasonable expectation that they might be called for a test on any day they are at work. A covered employee shall only be randomly tested for alcohol misuse while the employee is performing safety-sensitive functions; just before the employee is to perform safety-sensitive functions; or just after the employee has ceased performing such functions. A covered employee may be randomly tested for prohibited drug use anytime while on duty.

### **8.4 Positive Alcohol Test**

- a. A safety-sensitive employee who has a confirmed alcohol concentration of 0.02 or greater but less than 0.04 will be removed from his or her duties for eight (8) hours unless a confirmation test results in a concentration measure of less than 0.02. (For a test result which is less than 0.04, no other action will be taken except that which is described in this paragraph.)
- b. An alcohol concentration of 0.04 or greater or a test refusal will be considered a positive alcohol test. The employee will be immediately removed from duty and referred to a Substance Abuse Professional (SAP) **and terminated from employment.**

### **8.5 Positive Drug Test**

The consequences of a positive drug test or a test refusal are as follows: The employee will immediately be removed from safety sensitive duties, referred to a SAP **and terminated from employment.**

## 9.0 MRO Report of a Negative Dilute Specimen

If the MRO informs PK that a negative drug test was dilute, the employee will be directed to take another test immediately. In some cases the MRO may require the retest to be performed under “Direct Observation.” Each employee directed to take another test will be given the minimum possible advance notice that he or she must go to the collection site to take another test.

For any employee that is directed to take another test, the result of the second test – not that of the original test – becomes the test of record, which PK will rely on for purposes of this policy. Any employee who takes another test and the second test is also negative and dilute will not be required to take a third test because the second test was also dilute. Any employee who is directed to take another test and declines to do so shall be considered as having refused the test for purposes of this policy and DOT agency regulations.

Dilute Specimen: A specimen with creatinine and specific gravity values that are lower than expected for human urine.

## 10.0 Substance Abuse Professional (SAP)

A SAP must meet all of the credential, basic knowledge, qualification training, continuing education and documentation requirements of 49 CFR Part 40, Subpart O, §40.281 (a-e). The SAP will evaluate the employee to determine what assistance, if any, the employee needs in resolving problems associated with prohibited substance abuse or alcohol misuse. The SAP will also determine whether or not an employee has successfully completed a program of rehabilitation.

### ProKel Mobility has contracted with:

Certified Counseling Services  
4437 Hollywood Blvd Hollywood, FL 33021  
Charles Resnick, LMHC, CAP, CCTP, CIP, CPP, SAP  
954-243-6698

This firm is a national company that contains a large network of qualified SAPs throughout the US. Employees simply call the toll-free number and provide the SAP their city and zip code and the SAP will find them one (1) or more qualified SAPs closest to their area.

## 11.0 Training and Education

All employees shall participate in a minimum one (1)-hour training session designed to meet FTA requirements by learning about the effects and consequences of drug use on personal health, safety and the work environment.

For those supervisors participating in reasonable suspicion determination testing, there will be at least two (2) hours of training to explain the criteria for reasonable cause testing, including at least an hour on the physical, behavioral and performance indicators of probable drug use and another hour on the physical, behavioral, speech and performance indicators of probable alcohol misuse. Initial training sessions will be reinforced with educational materials and meetings. Further, employees shall be provided with a community hot-line telephone number.

## 12.0 Employee Assistance Community Service Hotline

Treatment Center	Phone Number
The Center for Substance Abuse Treatment maintains a toll-free Referral Helpline for locating substance abuse treatment in your area	800-662-HELP
National Clearinghouse on Family Support and Children's Mental Health	800-628-1696
National Foundation for Depressive Illness	800-239-1265
SAMHSA's Center for Substance Abuse Treatment	800-662-HELP (4357) 800-487-4889 (TDD) 877-767-8432 (Spanish)

## 13.0 Records, Confidentiality

A safety-sensitive employee is entitled, upon written request, to review and obtain copies of any records relating to the employee's drug and alcohol testing. PK must maintain records of its substance abuse program in a secure location with controlled access.

## 14.0 System Contact

Any questions regarding this policy or any other aspect of PK's Substance Abuse Management Program should be directed to the office of the following:

<b>Name:</b>	Kelly Gonzalez Jr., Director of Drug and Alcohol Compliance
<b>Address:</b>	46 NW 168 <sup>th</sup> St., North Miami Beach, FL 33169
<b>Phone Number:</b>	561-506-5721

## 15.0 Local Authority

Local Division Managers are authorized to receive test information from the MRO as well as confirmation test results from the Certified BAT.

## 16.0 Revisions to the Policy and Program

This policy and program are subject to revision in accordance with the Department of Transportation regulations as amended.

## 17.0 Zero-Tolerance Policy

PK's "Zero-Tolerance" Policy means that any employee or applicant that tests positive for any drug or alcohol test (in accordance with the thresholds of DOT Part 40) will be immediately terminated and/or not hired so there is no follow-up required by PK with the SAP. Any applicant or employee who tests positive for drugs alcohol or refuses to test will not be hired and/or terminated and the applicant and/or employee can never reapply for a position with ProKel Mobility.

**EXHIBIT A**

Pursuant to the Federal Department of Transportation regulations, following are the drugs to be tested for, and the threshold levels for each test which ProKel Mobility is required to accept:

Drug or Metabolite	Urine Initial Test Cutoff (ng/mL)*	Confirmatory (GC/MS) Test Cutoff (ng/mL)*
Marijuana	50	15
Cocaine	150	100
Opiates (morphine, codeine)	2,000	100
Heroin	10	10
Amphetamine (includes methamphetamine and MDMA-Ecstasy, MDA, MDEA)	500	250
Phencyclidine (PCP)	25	25

\*nanograms per milliliter

**ALCOHOL**

(Includes ethanol, methanol, isopropanol)

**Breath Alcohol Concentration**

(expressed in grams of alcohol per 210 liters of breath)

Initial Screen	Confirmatory
Given if 0.02 or greater on initial screen	
Under 0.02	0.02 to less than 0.04, employee may not perform safety-sensitive function

**EXHIBIT B**

**The following is a list of Safety-Sensitive Job Functions at ProKel Mobility:**

21	VP Fleet Maintenance	335	Dispatch Supervisor	420	BTW Trainer	562	Mechanic B (specify Union Class)
45	Director of Operations	336	Drive Cam Supervisor	425	BTW Instructor	563	Mechanic C (specify Union Class)
49	Maintenance Training Manager	340	Lead Dispatcher	450	Classroom Instructor	564	Technician A Mechanic
50	Regional Maintenance Manager	345	Dispatcher	451	Classroom Trainer	565	B Mechanic
57	Special Projects Manager	346	Window Dispatcher	470	Parts Manager	566	Technician C Mechanic
62	Manager in Training	349	Scheduling Manager	471	Assistant Parts Manager	567	Technician Apprentice
172	Operations Admin Asst	350	Scheduler	475	Parts Clerk	568	Technician
300	General Manager	352	Scheduling Coordinator	500	Maintenance Manager	569	Mechanic Helper
301	General Manager 1	353	VA Coordinator	510	Assistant Maintenance Manager	570	Cleaners
302	General Manager 2	354	Operations Supervisor	512	Maintenance Technician	575	Service Worker
303	General Manager 3	355	Road Supervisor	514	Bus Stop Maintenance	580	Utility Crew
304	General Manager 4	359	Lead Supervisor	515	Maintenance Clerk	590	Bus Aide
310	Division Manager	371	Admin Ferry	516	Maintenance Supervisor	600	Driver Trainer
315	Assistant Division Manager	399	Call Center Manager	517	Service Employee	610	Driver
320	Operations Manager	400	Safety and Training Manager	518	Advanced Service Employee		
321	Shift Supervisor	405	Training Manager	519	Entry Level Mechanic		
322	Assistant Operations Manager	406	Training Supervisor	520	Shop Foreman		
323	Operations supervisor	410	Safety Trainer	530	Lead Mechanic		
330	Dispatch Manager	415	Assistant Safety Manager	550	Mechanic		
332	Reservations Manager	416	Safety Manager	561	Mechanic A (specify Union Class)		

Any PK employee who has a non-safety-sensitive position, but who may perform a safety-sensitive function at any time while they are working, must be subject to the DOT regulations including random testing and will be included in the DOT random testing pool.

## Testing Procedures

Note: Testing and collection procedures will be conducted as set forth by 49 CFR Parts 40 (as amended) & 655 & 382. The information on the following pages is meant for general information only for ProKel Mobility employees. Any questions regarding reference to the regulations should be directed to the policy section of this handbook. A copy of 49 CFR Part 40 is available for review to each employee upon request to their local manager.

**This is a “Zero-Tolerance” policy and any reference to return to work after a positive test result does not apply to employees affected by this policy. The FTA does not mandate “Second Chance”.**

## Pre-Employment Testing

1. The FTA regulations require that all applicants for employment in safety-sensitive positions or individuals being transferred to safety-sensitive positions from NON-safety-sensitive positions must be given a pre-employment drug test.
2. Applicants may not be assigned to safety-sensitive functions unless they pass the drug test.
3. Applicants must be informed in writing of the testing requirements prior to conducting the test. **PK will require applicants to sign a form acknowledging that they know that their urine will be tested for cocaine, PCP, amphetamines, marijuana and opiates.**
4. Appropriate personnel at each location will schedule appointments for collection. The employee must be made aware that their placement into a safety-sensitive position is contingent upon a negative test result.
5. It is the responsibility of the applicant to report to the collection site at the time and day scheduled.
6. Positive test results must be reviewed by the MRO.
7. Applicants are notified by the MRO and are given an opportunity to discuss the results.
8. Applicants who test positive will not be hired into a safety-sensitive position.
9. An applicant whose pre-employment test results are negative will continue through the safety-sensitive hiring process.
10. Applicants will be asked whether they have tested positive, or refused to test, on a pre-employment drug or alcohol test while trying to obtain safety-sensitive transportation work from an employer covered by a DOT agency during the past two (2) years. If the applicant admits that he or she had a positive test or a refusal to test, PK will not allow the applicant to perform safety-sensitive duties unless and until the applicant provides documents showing the successful completion and release from a SAP.

## Random Testing Procedures

The FTA regulations require random testing for prohibited drugs and alcohol for all safety-sensitive employees. Random testing identifies those who are using drugs or misusing alcohol but are able to use the predictability of other testing methods to escape detection. More importantly, it is widely believed that random testing serves as a strong deterrent against employees beginning or continuing prohibited drug use and misuse of alcohol at PK. ProKel Mobility has developed procedures for

notification and collection to best implement the requirements of the federal rules.

These procedures answer common questions regarding random testing:

- Who is tested?
  - Why are only some individuals tested?
  - When and how do the tests occur?
1. Random drug and alcohol testing applies only to safety-sensitive employees. Identification numbers for all safety-sensitive employees will be included in a selection pool.
  2. Random drug and alcohol testing is accomplished by a scientifically valid, tamper-proof, computer-generated selection process. A random list for testing of employee numbers will be generated every month.
  3. Employees are chosen in an unannounced, unpredictable manner. No employee will be removed from the random pool's following selection, and every employee will continue to be subject to random selection throughout the year. Every employee in the random pool has an equal chance of being selected every time. Employees are only removed from the random pool when they are in rehabilitation programs, terminated or permanently transferred to a non safety-sensitive position, or expected to be out for at least ninety (90) days or more.
  4. Random testing will be conducted on all shifts, all times of day, and all days of the week throughout the calendar year. No shift is exempt from testing.
  5. Random drug testing may be conducted concurrently with random alcohol testing or at any time during an employee's shift. Random alcohol testing will be conducted just before the employee is scheduled to perform a safety-sensitive function, while the employee is performing safety-sensitive duties or just after the employee performs a safety-sensitive function. The employee must proceed to the test site immediately after being notified that he or she has been selected for testing in the allotted time given.
  6. For both Maintenance and Operations (Drivers), the Divisional Manager in each location will be notified which employees have been selected for testing. Once an employee is notified of his/her selection, he/she must report immediately for the test. Failure to report after notification constitutes a refusal to test (see Procedures for Random Test Notification below).
  7. Employees will be notified where to report for collection, when to stop work and report to the collection site and who will relieve them, if necessary.
  8. The employee must submit to a drug and/or alcohol test, and sign all necessary forms. Failure to cooperate with the collection procedure in any way constitutes a refusal to test which has the same consequences as a positive test result.
  9. The employee is in a paid status throughout the random testing procedure. Employees will be removed from duty if the results are positive **and the employee will be terminated.**
  10. If both alcohol and drug tests are being given, the breath alcohol test will be performed first. Immediately thereafter, the urine sample will be collected for the drug test.
  11. If there is a confirmed breath alcohol test of between .02% and .039%, the employee will be relieved from duty immediately for a minimum of eight (8) hours.

12. If there is a confirmed positive breath alcohol test (0.04% or above), the employee will be given the name of a Substance Abuse Professional (SAP) **and terminated.**

### **Procedures for Random Test Notification**

1. The Human Resource Department triggers the selection list of the month's safety-sensitive employees to be scheduled for testing.
2. The local manager will review work schedules, including planned absences when known, to develop a best available time to perform the tests. The local manager will coordinate the testing schedule with the collector.
3. In developing testing times, the goal will be to minimize the impact in service. Testing will be conducted using the following priority periods:
  - Before work
  - During split time
  - After work/shift is completed
  - During work, with standby personnel relief
4. During work, without relief (if no other time is possible).
5. Notification of Employees: The Human Resources Department triggers notification to each location's designated employer representative (DER) via electronic mail. The DER will notify each safety-sensitive employee selected and thus notified. Each employee who is selected is to report to the test site immediately
6. The employee cannot "go off sick" or on vacation or leave of absence after notification.
5. Collection site personnel shall report "unreasonable delays" to the local DER as employees are required to immediately report to the collection site following notification. Failing to report to the collection site within a reasonable allotted time constitutes a refusal to test.
6. The DER shall confirm with the Regional, Divisional or Operations Manager that the employee was notified.
7. The DER shall notify the proper management official if an employee fails to report for testing after notification.
8. An employee who fails to report for testing shall be removed from duty immediately. If an employee is determined to have "refused to test", he/she faces the same consequences as testing "positive" for drugs/alcohol and will be given the name and number of a SAP and **terminated from employment.**

### **Collection Procedures for All Tests**

All collection procedures shall be performed in accordance with Part 40. Upon notification of a test under this policy:

1. The employee must report to the collection site immediately after notification.

2. The employee shall provide photo identification to collection site personnel. Supervisors will verify the identification of employees without photo identification and may photograph the employee if necessary.
3. The employee must comply with all collection procedures including signing correctly all required federal urine and breath forms.
4. The employee must follow the directions of the collection staff to ensure that an unadulterated urine specimen is collected and/or the breath alcohol test is completed.
5. The employee will be in a private enclosure and unobserved unless a direct observed collection is determined to be needed by the local DER or the collector.
6. The employee must supply at least forty-five (45) ml of urine (approximately 1.5 ounces). If the employee gives an inadequate amount of urine or if the employee is unable to give a sufficient urine sample, collection site staff shall provide the individual with no more than forty (40) ounces of fluid to drink during a period of up to three (3) hours.

The employee will then attempt to provide a complete sample using a fresh container. If the required amount is provided, the collection staff will continue with the collection process. If the employee is still unable to provide an adequate specimen within three (3) hours of the first unsuccessful attempt to provide the specimen, the collection staff must discontinue the collection, note the facts on the "remarks" line of the CCF and immediately notify the DER.

**Shy Bladder:** The term "shy bladder" refers to a situation when the employee does not provide a sufficient amount of urine (forty-five (45) ml) for a DOT-required drug test. If an employee tells the collector, upon arrival at the collection site, that he or she cannot provide a specimen, the collector must still begin the collection procedure regardless of the reason given and direct the employee to make the attempt to provide the specimen.

The employee must be monitored during this time, and the collector must specifically tell the employee that they are not to leave the collection site. If the employee leaves the collection site or refuses to make the attempt to provide a sufficient urine specimen, this is considered a refusal to submit to a test.

Failure to produce a sample of urine will result in an immediate referral for an evaluation from a licensed physician within five (5) days, who can determine in his or her reasonable judgment the safety-sensitive employee's inability to provide an adequate amount of urine. If no medical reason is found substantiating an inadequate sample, the incident will be treated as a "refusal to test" and will carry the same consequences as a positive test result.

**It is PK's policy that any employee who does not provide a valid specimen during a collection for a test will remain off duty until the employee is cleared from the MRO that the employee had a valid medical reason.**

7. If the employee fails to provide an adequate amount of breath for the breath alcohol test, a second attempt will be made. The Breath Alcohol Technician (BAT) shall note "failure to produce a sample" in the "Remarks" section of the breath alcohol testing form and immediately inform the DER. The DER will instruct the employee to obtain, as soon as possible but within five (5) days after the attempted provision of breath, an evaluation from a licensed physician who is acceptable to the

employer concerning the employee's medical ability to provide an adequate amount of breath.

8. Whenever there is reason to believe that a particular individual has altered or substituted the urine specimen, a second specimen shall be obtained as soon as possible under direct observation of a same-gender collection site employee. Reasons may include temperature of the specimen out of normal range or the presence of a bluing agent in the specimen.

**Substituted Specimen:** A specimen with creatinine and specific gravity values that are so diminished that they are not consistent with human urine.

**Adulterated Specimen:** A specimen that contains a substance that is not expected to be present in human urine, or contains a substance expected to be present but is at a concentration so high that it is not consistent with human urine.

9. If the breath alcohol screening is 0.02 or greater, the breath alcohol technician will wait at least fifteen (15) minutes and a maximum of thirty (30) minutes before administering the confirmation test. Even if more than thirty (30) minutes have passed, the BAT will still conduct the confirmation test.
10. To ensure that the test results are attributed to the correct covered employee, both specimen bottles must be sealed and labeled in the presence of the donor. The labels must be printed with the same specimen identification number as the custody control form and attached to the specimen bottles. The donor initials the labels on the vials, verifying that the specimen is his or hers.

### **Reasonable Suspicion Testing Procedures**

1. Supervisors and managers receive training in order to identify behaviors that might be indicators of drug use and/or alcohol misuse. Training includes the procedures for how to deal with employees suspected of drug use and/or alcohol misuse.
2. If a supervisor observes an appearance, behavior, speech pattern or body odor of the covered employee that might be indicative of drug use and/or alcohol misuse, he/she directs the employee to stop work and escorts them to an area to be questioned and observed in private.
3. The supervisor completes the Reasonable Suspicion Incident Report. The supervisor must ensure that the employee does not continue to operate in a safety-sensitive function after being identified for reasonable suspicion testing.
4. If there is a decision to test based on observable symptoms, the employee is ordered to submit to a drug and alcohol test and is escorted to the collection site.
5. The employee is on paid status until the test collection is completed. **Employee will remain off-duty until a negative drug and alcohol test is received.** To the greatest extent possible, arrangements shall be made to have him/her transported home and the employee should not be allowed to leave on his/her own recognizance.
6. If there is a confirmed breath alcohol test of between 0.02% and 0.039%, the employee will be relieved from safety-sensitive duty immediately for a minimum of eight (8) hours. If there is a confirmed positive breath alcohol test (0.04% or greater) and/or confirmed positive drug test or refusal to test, the employee shall be provided the name and number of a SAP **and the employee**

**will be terminated.**

7. If the employee's drug test is confirmed negative by the MRO or the BAT test is below 0.02, the employee will be allowed to return to work and will be paid for any time missed.

### **Post-Accident Testing Procedures**

The FTA regulations require testing for prohibited drugs and alcohol in the case of certain mass transit accidents. Post-accident testing is mandatory for accidents where there is a loss of life and for other non-fatal accidents.

1. The supervisor ensures that all injured people receive proper medical care. Nothing in this section shall be construed to require the delay of necessary medical attention for the injured following an accident or to prohibit a covered employee from leaving the scene of an accident for the period necessary to obtain assistance in responding to the accident or to obtain necessary emergency medical care.
2. The supervisor determines whether the accident meets FTA criteria using PK's "Post-Accident Decision Checklist Form".
3. If the accident meets the FTA/DOT criteria, a DOT post-accident drug and alcohol test will be conducted immediately. The employee will be taken to the collection site and tested as soon as practicable following the accident. The employee should remain readily available for alcohol testing up to eight (8) hours and for drug testing up to thirty-two (32) hours after the accident, including notifying their supervisor of their location, or they may be deemed to have refused to submit to testing if they do not make themselves readily available for testing.
4. **Once the tests have been completed, the employee will remain off duty until a negative drug and alcohol test is received.**
5. If the employee is not tested within two (2) hours for alcohol, the supervisor must document the reason for the delay, and if the test is not conducted in eight (8) hours, the DER shall cease all further attempts and update the records as to the reason(s) why the test was not completed. If the thirty-two (32) hours have passed, the DER shall cease all further attempts to complete the drug test.
6. If the employee refuses to be tested or if the drug test is confirmed positive, the employee is removed from duty, provided the name and number of a SAP **and will be terminated.**

### **Post-Accident Testing Criteria**

It should be noted that a post-accident test is given because the incident meets the criteria listed below. It is NOT a probable cause or reasonable suspicion test. An accident (§ 655.4) is defined as an occurrence associated with the operation of a vehicle in which:

1. An individual dies.
2. An individual suffers a bodily injury and immediately receives medical treatment away from the scene of the accident.
3. With respect to an occurrence in which the mass transit vehicle involved is a bus, van or

automobile, one or more vehicles incurs disabling damage as the result of the occurrence and is transported away from the scene by a tow truck or other vehicle. For purposes of this definition, “disabling damage” means damage which precludes departure of any vehicle from the scene of the occurrence in its usual manner in daylight after simple repairs.

**Inclusions:** Disabling damage includes damage to vehicles that could have been operated, but would have been further damaged if so operated.

**Exclusions:** Damage which can be remedied temporarily at the scene of the occurrence without special tools or parts, tire disablement without other damage even if no spare tire is available, or damage to headlights, tail-lights, turn signals, horn or windshield wipers that makes them inoperative.

4. With respect to an occurrence in which the mass transit vehicle involved is a rail car, trolley car, trolley bus or vessel, the mass transit vehicle is removed from operation.
5. The FTA has determined that **“LIFTS”** constitute equipment used in revenue service and their operation is essential to the operation of the vehicle and protection of public safety, and their operation shall now be included in the accident definition.

**To determine if a test should be administered under this section, always use ProKel Mobility’s “Post-Accident Decision Checklist”. This form should be used for all accidents in determining whether a test will be done under DOT authority.**

### **Prohibited Drugs and Alcohol Misuse**

**PK is required to ensure that all covered employees receive at least sixty (60) minutes of training and discussion on the effects and consequences of prohibited drug use on personal health, safety and the work environment, and on the signs and symptoms that may indicate prohibited drug use. The information below shall assist in providing statistics and examples of substance abuse in the workforce and the signs and symptoms of such use.**

A study conducted showed that 75% of illicit drug users eighteen (18) and older are employed, which amounts to about 10 million US workers. On a daily basis, based on 250 work days in a year, at least 42,000 Americans are coming to work stoned or are getting “high” while on the job.

#### Studies and statistics show that:

1. Every twenty-three (23) minutes a death occurs as a result of a drug- or alcohol-related accident.
2. A typical abuser is:
  - a. Late to work three (3) times more often
  - b. Requests twice as much time off
  - c. Is absent 2.5 times more than average
  - d. Uses three (3) times as many sick benefits
  - e. Collects five (5) times as much workers’ comp
  - f. Has 300% higher medical costs/benefits

If these statistics haven't convinced you that the problem is serious, let's look at a few more.

A national survey once reported that:

1. 19% of all children over the age of twelve (12) had used some type of illegal drug
2. 65% of eighteen (18)- to twenty-five (25)-year-olds had used some type of illegal drug
3. 30 million to 40 million Americans stated they had used cocaine
4. By age seventeen (17), 70% of American teenagers had tried alcohol

As you can see, drug and alcohol abuse is a serious problem, having a major effect on all our lives. Even though you may not be abusing drugs or alcohol, you are affected by the results of drug and alcohol abuse in our society. You pay higher medical costs to help cover the costs for abusers who cannot afford the cost of treatment. You pay higher insurance costs to help fund the drug and alcohol abuse programs paid for by insurance companies. The material and services you buy cost more because of decreased worker productivity, as well as increased cost to employers.

This section is designed to provide you with a brief overview of the seriousness of using controlled substances and alcohol. It also provides education on the signs, symptoms and effects of the illicit drugs that you will be tested for. Your employer has taken great measures to ensure a safe working environment. Please review this booklet in its entirety to educate yourself on drug and alcohol in the workplace. When you have completed reading this material, you will better understand the need for a drug-free workplace.

The drugs that employees will be subject to testing for include:

- Amphetamine
- Marijuana
- Phencyclidine (PCP)
- Alcohol (by evidential breath testing device only)
- Cocaine
- Opiates

## **Facts About Amphetamines**

Amphetamines (methamphetamine, MDMA-ecstasy) are central nervous system stimulants. They tend to make people "hyper" and "jumpy". They can be taken either orally or injected. They are often used by people to stay awake and to counteract the effects of drowsiness. They are especially dangerous to take while performing safety-sensitive tasks or driving.

Ecstasy, MDMA (3,4 methylenedioxymethamphetamine) is a synthetic, psychoactive drug that is chemically similar to the stimulant methamphetamine and the hallucinogen mescaline. MDMA causes an increase in serotonin, which plays an important role in the regulation of mood, sleep, pain, appetite

and other behaviors.

Some heavy MDMA users experience long-lasting confusion, depression and selective impairment of working memory and attention processes. Ecstasy users make extremely dangerous drivers. They can exhibit the same impairments as amphetamine, heroin, cocaine, and hallucinogen users.

#### Signs and Symptoms of Amphetamine Use:

- Hypersensitivity
- Exhaustion
- Dilated Pupils
- Grinding teeth
- Loss of appetite and immediate weight loss
- Dry mouth
- Excessive talking

#### Effects on Person:

- More likely to take risks
- Impaired judgment
- Delayed reaction time

### **Facts About Cocaine**

Cocaine also stimulates the central nervous system. It gives the user an intense feeling of well-being, or euphoria, known as a "high". The high will last for ten (10) to sixty (60) minutes. A more potent form of the drug called "crack" cocaine is especially addicting and dangerous. Although its high lasts only about five (5) to eight (8) minutes, crack cocaine can be addicting after only one (1) use, and cause death the first time it is used. Cocaine can be injected, snorted or free-based. Snorting is sniffing the drug up the nose, and free-basing is done by heating the drug and inhaling the vapors.

#### Signs and Symptoms of Cocaine Use:

- Mood swings
- Weight Loss
- Restlessness: Difficulty sitting or standing in one place
- Depression
- Nose bleeds
- Irritable, angry, nervous, angers easily
- Bad breath
- Euphoric feeling
- Running nose, uncontrollable sniffing

#### Effects on Person:

- Slowed reaction time
- Distorted vision and depth perception
- Slow to make decisions
- Unable to correctly measure time and distance

### **Facts About Marijuana**

Marijuana is a depressant and a mind-altering drug. Marijuana does not depress the central nervous system's reaction, it works on the brain. Mind-altering means it causes hallucinations. It can be eaten or smoked. Street names for marijuana are "dope", "grass", "joint", "hash" or "hooch".

Tests have shown that people's reflexes and thought processes are slower under the influence of marijuana. The effects of this drug are longer lasting than first thought. In fact, impairment can last more than twenty-four (24) hours after using marijuana. The body actually stores the drug for days, weeks and in some cases, months, depending on the frequency of use.

#### Signs and Symptoms of Marijuana Use:

- Dilated pupils
- Slowed reflexes
- Giddiness
- Slowed thinking
- Moodiness
- Trance-like state
- Impaired vision
- Reduced feeling of pain
- Odor of burning
- Short-term memory loss
- Loss of concentration
- Unable to sleep after prolonged use

#### Signs to Look For:

- Cigarette rolling paper
- Dried plant material, either crumbled or pressed
- Roach clip (device to hold joint)
- Hash pipe (very small pipe)

### **Facts About Opiates**

Opiates are classified as a narcotic analgesic. They tend to have a sedating, calming effect, and act as a depressant to the central nervous system. Opiates are more commonly known as morphine, codeine and heroin. Street names for opiates are "junk", "smack", "horse" and "brown sugar". Opiates are prescribed by doctors to relieve pain, but they are used by the abuser to relax or "escape the real world". They can either be taken orally, injected or smoked.

When the drug is injected, the user feels an immediate "rush", usually followed by a very relaxed and soothing feeling. However, some opiates can cause very unpleasant side effects such as nervousness,

nausea and restlessness, and if taken in excess, may cause coma or death.

Signs and Symptoms of Opiate Use:

- Mental confusion
- Slurred speech
- Unsteadiness
- Hostility
- Memory loss
- Drowsiness
- Excess talking
- Euphoria
- Depression
- Short attention span
- Cold, moist or bluish skin
- Reduced feeling of pain

Effects on Person:

- Lack of concentration, daydreaming
- Distorted sense of time and distance
- Distorted vision

**Facts About Phencyclidine (PCP)**

Phencyclidine, commonly called “angel dust”, is known as a dissociative anesthetic. Users of PCP may experience hallucinations and signs of intoxication. They may not be able to focus their attention or will experience confusion and lack of coordination.

Although PCP has immediate short-term effects, it is also known for its long-term effect of causing psychotic behavior often associated with violent acts. Other street names for PCP include “hog” and “crystal”. PCP may be smoked, snorted or injected.

Signs and Symptoms of PCP Use:

- Delusions
- Confusion
- Panic
- Increased blood pressure
- Anxiety
- Flashbacks

Effects on Person:

- More likely to take risks

- Impaired coordination
- Aggressive actions

### **Facts About Alcohol**

Alcohol is a socially acceptable drug that has been consumed throughout the world for centuries. It is considered a recreational beverage when consumed in moderation for enjoyment and relaxation during social gatherings. However, when consumed primarily for its physical and mood-altering effects, it is a substance of abuse. As a depressant, it slows down physical responses and progressively impairs mental functions.

#### Signs and Symptoms of Alcohol Use:

- Dulled mental processes
- Lack of coordination
- Odor of alcohol on breath
- Possible constricted pupils
- Sleepy or stuporous condition
- Slowed reaction rate
- Slurred speech

(Note: Except for the odor, these are general signs and symptoms of any depressant substance.)

#### Health Effects:

The chronic consumption of alcohol (average of three (3) servings per day of beer (twelve (12) ounces) whiskey (one (1) ounce) or wine (six (6) ounces) over time may result in the following health hazards:

- Decreased sexual functioning
- Dependency (up to 10% of all people who drink alcohol become physically and/or mentally dependent on alcohol and can be termed "alcoholic")
- Fatal liver diseases
- Increased cancers of the mouth, tongue, pharynx, esophagus, rectum, breast and malignant melanoma
- Kidney disease
- Pancreatitis
- Spontaneous abortion and neonatal mortality
- Ulcers
- Birth defects (up to 54% of all birth defects are alcohol-related)

#### Social Issues:

- Two-thirds of all homicides are committed by people who drink prior to the crime.
- 2% to 3% of the driving population is legally drunk at any one time. This rate is doubled at night and on weekends.
- Two-thirds of all Americans will be involved in an alcohol-related vehicle accident during their lifetimes.
- The rate of separation and divorce in families with alcohol dependency problems is seven (7) times the average.
- 40% of family court cases are alcohol-problem related.
- Alcoholics are fifteen (15) times more likely to commit suicide than the general population.

More than 60% of burns, 40% of falls, 69% of boating accidents and 76% of private aircraft accidents are alcohol-related.

#### The Annual Toll:

- 24,000 people will die on the highway due to a legally impaired driver
- 12,000 more will die on the highway due to the alcohol affected driver
- 15,800 will die in non-highway accidents
- 30,000 will die due to alcohol-induced brain disease or suicide
- 10,000 will die due to alcohol-caused liver disease
- Up to another 125,000 will die due to alcohol-related conditions or accidents

#### Workplace Issues:

- It takes one (1) hour for the average person (150 pounds) to process one serving of an alcoholic beverage from the body.
- Impairment in coordination and judgment can be objectively measured with as little as two (2) drinks in the body.
- A person who is legally intoxicated is six (6) times more likely to have an accident than a sober person.

A person wearing an orange high-visibility vest is driving a vehicle. The steering wheel is black and has the word 'OPTARE' written on it. The dashboard has several gauges. The background shows a construction site with a fence and buildings. The text 'Receipt and Acknowledgement' is overlaid in white on the image.

# Receipt and Acknowledgement

## RECEIPT AND ACKNOWLEDGEMENT

### EMPLOYEE HANDBOOK

I have received a copy of the March 2022 PK Employee Handbook and understand its provisions. I also understand that my employment may be terminated at any time and for any reason by either me or the Company. I understand that this handbook does not constitute an employment contract.

### ZERO-TOLERANCE SUBSTANCE ABUSE POLICY (Effective 1/1/2020) AND EMPLOYEE EDUCATION AND TRAINING ACKNOWLEDGEMENT FORM

I understand that I may consult the SVP of Human Resources regarding any questions not answered in the handbook.

I have received this handbook and I understand that it is my responsibility to read and comply with the policies contained within it and any revisions made to it.

I hereby acknowledge that I have participated in and completed the required one (1)-hour of DRUG AND ALCOHOL EMPLOYEE EDUCATION AND TRAINING in accordance with Part 655.14(b)(1) and as part of that training, this policy and handbook was reviewed.

I further acknowledge that I have been advised of the consequences for safety-sensitive employees who violate the testing requirements and information concerning the effects and alcohol misuse and controlled substance abuse on health, work and personal life.

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**Employee Signature**

---

**Date**

---

**Print Name**

**ProKel Mobility  
Planning & Training**

# **Training Curriculum and Modules**





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# Operator Selection Process

ProKel invests heavily in our employees and works to develop them as individuals. We promote fair hiring practices as we implement new strategies to attract and retain the best employees. Our regional Human Resources and local management teams adhere to all state and federal employment laws. Our Affirmative Action/ Equal Employment Opportunity Plan forms the foundation of our hiring practices and employment policies. Following employment laws and best hiring practices is the minimum of what any respectable company should do. To comply with legal requirements as established by the Fair Labor Standards Act (FLSA), the Civil Rights Act, and the Americans with Disabilities Act, we thoroughly define job duties and communicate the requirements of each position.

We begin the employment selection process by defining the hiring requirements for employees. Our minimum standards for Operators are as follows:

- Must be able to read, write, and communicate effectively in English
- Must be at least 21 years of age and have a driving record of at least three years
- Must have a high school diploma or GED Must have a complete employment history
- Must have a current driver's license of the class required for the operation of the vehicle they are assigned to drive and must possess any and all other licenses, permits, and/or endorsements required by applicable federal, state, and local regulations
- Must possess a current DMV Medical Examiners Certificate or be able to pass a DOT physical
- Must have no homicide, manslaughter, or assault convictions associated with operations of a motor vehicle
- Must have no moving violations within the past 36 months, including but not limited to: failure to stop at the scene of an accident; driving with a revoked license; possession of opened alcoholic containers; or attempting to elude an officer
- May not have more than one preventable at-fault accident within the past 36 months
- Must be able to pass a DOT pre-employment drug screen following 49 CFR Part 655

An applicant will not be denied employment solely on the grounds of a conviction for a criminal offense. The type of offense, the date, and the relevance of the criminal conviction to the position applied will be considered in the employment decision. The following records of criminal convictions will be considered within the period permitted by applicable state law:

- Felonies and misdemeanors
- Drug possession or use
- Drug trafficking or manufacturing
- Crime of violence against another person(s)
- A pattern of illegal activities
- Sexually related offense
- Any other conviction that may present a safety or security risk

Any background check or application that shows a conviction must be referred to and approved by the Regional Director of Human Resources before the applicant is hired. 4.3.5 Operator Training Program ProKel's training programs are designed to foster a culture of safety. We encourage employee development and professionalism and are committed to helping our employees excel in customer care and operational performance. We build consistency into our practices to ensure compliance with regulations and policies. The following chart provides a snapshot of the training we provide.

Training Program	Description	Participants	Details
ODP	The ODP teaches Operators the essential skills they need to do their job at the highest level of safety and competence.	Operators	<ul style="list-style-type: none"> <li>● Classroom, behind-the-wheel (BTW), and cadet training</li> <li>● Defensive Driving course</li> <li>● Emergency Procedures</li> <li>● Customer Care &amp; Sensitivity</li> </ul>
Customer Service Training	Our customer service training is about perceived quality from the passenger's point of view.	Frontline Employees	We created this program to address the global need for understanding and responding to passenger needs.
OSHA Training	Provides standardized OSHA training to Operators and Maintenance Employees	Operations and Utility Employees	<ul style="list-style-type: none"> <li>● Classroom training</li> <li>● 22 subjects; Process Guide; Checklists; Action Planning Sheets</li> <li>● Training compliance audit by Regional Safety Director and external auditors</li> </ul>
Training for Behind-the-Wheel Trainers	Enhances the skills of our BTW Trainers, including teaching them how to stage BTW training and properly teach safe driving behaviors on a skills course	Safety & Training Manager, BTW Trainers, Supervisors	<ul style="list-style-type: none"> <li>● Classroom</li> <li>● Driving Demonstrations</li> <li>● Skills Training</li> <li>● Testing</li> <li>● Customized to ProKel</li> </ul>
Training for Cadetter Training	Train veteran Operators to mentor trainees while cadetting in revenue service (one-on-one)	Selected Veteran Operators	<ul style="list-style-type: none"> <li>● Approximately 20 hours (classroom &amp; BTW)</li> <li>● Precision driving training course</li> <li>● Cadetting Mentor must demonstrate</li> </ul>

			proficiency with fare collection, communication equipment, map reading, local policies <ul style="list-style-type: none"> <li>● End of course practical exam – 1 hour</li> </ul>
Accident Responder Training	Designed to enhance accident responders' ability to handle an accident scene, including improving accident documentation and ensuring accident details are captured accurately	Supervisors and Safety & Training Manager	<ul style="list-style-type: none"> <li>● Classroom and field training</li> <li>● Certification is obtained and tracked for renewal</li> <li>● Customized to ProKel</li> </ul>

**Operator Development Program (ODP™)** – ODP teaches Operators the essential skills they need to perform their job safely and competently. Our comprehensive approach to training was developed in partnership with Avatar Systems, an industry leader in training development. The program integrates classroom courses, closed courses, and behind-the-wheel (BTW) training. There are 33 performance standards and skills that Operators must meet. Technical training classes include an introduction to the vehicle, understanding vehicle dynamics, and using onboard communication systems. Safe driving classes address topics including defensive driving, fatigue management, following distance, substance abuse, and emergency procedures.

**BTW Training** – After trainees complete skill area maneuvers, they practice more advanced maneuvers on the streets. Instructors lead the sessions and quiz trainees on operational policies, procedures, classroom training material, and procedures for unexpected events and accidents.

**Cadetting In-Service Training** – During the latter portion of training, trainees drive service routes under the immediate supervision of an instructor. During in-service training, Operators experience customers, follow a manifest, maintain a schedule, and collect fares with an experienced Operator on board to assist and evaluate.

**Ongoing Training and Evaluation** – Operator training does not stop after graduation. Through regular monitoring, evaluations, and refresher training, we provide a culture of support and accountability to help employees succeed and keep passengers safe. Supervisors and training staff make periodic road observations of each new Operator to ensure employees comply with procedures and policies. We record all observations on a Road Ride Report or Supervisor's Observation Report. A Supervisor discusses all observations with the Operator shortly after the observation and addresses serious driving errors or customer relations issues immediately.

**Training Documentation** – Our Safety and Training staff document each employee's training and note when they complete each module. The training log records attendance, hours of instruction, training evaluations, and coursework completion. Onboard Evaluations and Trail Checks – During the first 30 days of Operator employment, Supervisors ride along with Operators and monitor their

safety habits. After a new Operator completes 30 days of revenue service, Supervisors conduct trail-check observations, preferably unobserved, to ensure the Operator is following all safety and operational rules and regulations, as specified by ProKel and local and state laws.

**Refresher Courses and Retraining** – The ProKel standard is a rigorous one. Refresher courses and retraining maintain and improve overall quality.

## Monitoring Operator Performance

**Microsoft Power BI** – Our Vision Suite integrates with Microsoft's Power BI to provide access to critical information about Operator safety performance, accidents and incidents, including location, time of day, day of week, employee identification, seniority of the employee, the root cause of the accident, the number of safety incidents the employee has been involved in, etc. This information enables us to quickly identify trends and develop action plans to prevent future incidents. We conduct quarterly reviews to ensure the accuracy of the data collected. Through Power BI, we track our overall safety performance in several areas and drill down to capture very detailed information regarding each accident or incident.

**Wurk Performance Monitoring Tool** – Wurk is our proprietary software for managing and monitoring the work performance of Reservationists, Dispatchers, and Operators. ProKel created this software to monitor our overall performance, identify the performance of each team member, and increase visibility into specific metrics.

**Road Observations** – Road Supervisors serve as quality assurance specialists for ProKel operations, are 100% dedicated to the Mainstream operation, and are in the field during all hours of operation. They report to the Operations Manager and ensure that on-street service meets all client and passenger expectations. Specifically, they:

- Monitor and document daily service operation regarding safety and on-time performance and ensure Operators follow rules and procedures
- Investigate customer service issues
- Answer passenger questions and provide service information
- Oversee and assist Operators with pre-trip inspections and assist in the yard
- Ensure on-time performance standards are met throughout the day
- Coach and correct Operator performance as needed Respond to service problems to restore service
- Prepare accident reports Inform supervisory personnel about operational problems and coordinate efforts toward resolution
- Perform road checks, time checks, ride checks, uniform inspections, and road observations
- Conduct in-line checks to confirm equipment and electronics are working properly, the vehicles are clean and ready for operations, and Operators are ready for service
- Investigate and respond to unsafe situation reports and make recommendations to resolve the situation

- Complete routine records and perform clerical work related to operations

## **Post-Accident Training**

Our Safety and Training Manager reviews the accident details to determine if the accident was preventable. We complete this review as quickly as possible. We provide post-accident training to employees involved in a preventable accident, tailoring the training to address the root cause of the accident. This training includes, at a minimum, one hour of BTW instruction. Employees must complete post-accident training before returning to driving duties.

## **Customer Relations**

As previously discussed, ProKel is involved in the communities we serve. We develop and deliver passenger education and information sessions and will engage with the Mainstream Advisory Committee at least quarterly to discuss service and address any concerns.

## **Customer Service Training**

We train our employees to understand passenger needs and view service quality from the passenger's perspective. The passenger experience is enhanced or diminished by their environment and the way they and other passengers are treated and the attitude of the staff. The key ideas of the program include:

- Make the travel experience pleasant for each passenger and create a positive customer service environment throughout their journey.
- Recognize the emotional state of the passengers and act accordingly.
- See situations from the passenger's perspective and then take the necessary actions to either make them happy or keep them happy.
- Take action to solve problems and add to a positive environment.
- Customize our approach to better support the local culture and the system

We use a traffic light symbol to teach employees how they can impact and improve customer service. Green, yellow, and red represent the different emotional states of passengers:

- Green is a positive environment where passengers feel safe, relaxed, and comfortable. Our goal is to maintain this positive state by recognizing and valuing our passengers.
- Yellow is an environment of caution or unease. The Operator or employee needs to recognize this state and provide information or reassurance to a customer.
- Red is an environment of urgency or crisis. The Operator needs to take immediate action to remedy the problem.

## Supervisory Training

For ProKel's Supervisory Training, Road Supervisors and Dispatchers receive the same training to ensure that these participants are on the same page. They must be able to work together to provide the highest level of customer service and driver efficiency to each client.

### Road Supervisor and Dispatcher Training

Service quality, efficiency, and safety depend on effective scheduling, dispatching, and field supervision. Dispatchers and Road Supervisors must complete all Operator training modules, plus an additional 40 hours of on-the-job training before assuming their responsibilities. Road Supervisors and Dispatchers must complete customer service training and service area familiarization training. The below table represents the programs available to supervisory employees.

<b>Development Program</b>	<b>Description</b>	<b>Audience</b>	<b>Length/Frequency</b>
ProKel Ethics: Making the Right Choices	Class objectives include: <ol style="list-style-type: none"> <li>1. Definition of ethics</li> <li>2. Benefits of an ethical culture</li> <li>3. Laws that enforce ethical conduct on organizations</li> <li>4. ProKel resources</li> <li>5. An ethical decision-making process</li> </ol>	Supervisor and above positions	Mandatory and instructor-led (3-4 hours)
Harassment Prevention Training	Training topics include: <ol style="list-style-type: none"> <li>1. Definition of unlawful harassment and other prohibited harassment</li> <li>2. ProKel's Unlawful Harassment Policy</li> <li>3. Manager/Supervisor's role in responding to and preventing unlawful harassment or inappropriate behavior</li> <li>4. Behaviors that violate ProKel policy</li> <li>5. Workplace bullying</li> </ol>	Managers and Supervisors	Mandatory, every 2 years Instructor-led (3.5 hours) or Online (2 hours)
Interviewing	Training topics include: <ol style="list-style-type: none"> <li>1. Planning and preparing for interviews</li> <li>2. Conducting interviews and complying with employment laws</li> <li>3. Evaluating candidates and</li> </ol>	Managers and Supervisors who make hiring decisions	As needed/requested (2 hours)

	making a hiring decision		
Employee Accountability	Training topics include: 1. Defining accountability 2. The Manager's role in holding employees accountable 3. Communication and ongoing feedback 4. The Simple Model of Accountability	Managers and Supervisors	3 hours As needed/ requested (3 hours)
ManageMap Workshops	The goal of the ManageMap Workshop is to provide employees with information to handle workplace issues that may arise	Managers and Supervisors	As needed/ requested Instructor-led (1 hour each)
Communication Skills: Verbal and Non-Verbal	Training topics include: 1. Positive vs. negative words 2. Successful vs. unsuccessful communication 3. Elements of nonverbal communication	Managers and Supervisors	As needed/ requested Instructor-led (1 hour each)
Documentation	Training topics include: 1. Purpose and examples of documentation 2. The ProKel Observation Form 3. How to prepare and preserve documentation	Managers and Supervisors	As needed/ requested Instructor-led (1 hour each)
Managing Conflict	Training topics include: 1. Definition of conflict 2. Causes/reasons conflict occurs 3. Steps for managing conflict	Managers and Supervisors	As needed/ requested Instructor-led (1 hour each)
Progressive Discipline	Training topics include: 1. Purpose of progressive discipline 2. Steps of progressive discipline 3. Documentation categories	Managers and Supervisors	As needed/ requested Instructor-led (1 hour each)

## General Manager Training

General Managers who are new to ProKel participate in a training program on topics including talent acquisition, payroll analytics, TOM software use, accounting, risk management, completing Monthly Operating Reports (MORs), and using the safety dashboard. Near the end of the training, General Managers conduct a capstone project by researching a topic and its underlying issues, creating a plan to address the issues, and presenting his proposal to the Executive Committee.

# **Paratransit Operator Development Training Program**

## **(Confidential)**

A well-trained and experienced workforce of customer-focused employees is the best tool ProKel can provide, and with our newly introduced, in-depth Paratransit Operator Training program, the client will receive just that. Working in the transit industry requires a specialized mindset; working in paratransit services requires additional skills, patience, and compassion. ProKel recognizes these traits in the operators we hire and supplies specialized training for exceptional customer service. We communicate to operators that our role as a company is to provide safe, courteous, and efficient transportation for each passenger we carry.

As the first and often only point of in-person contact most customers have with the client and ProKel, our operators are key to the successful operation of these important services. ProKel saw the need to develop specialized training just for our paratransit operations. These operators need more resources to understand how to provide excellent service for paratransit passengers, including elderly persons and individuals with various disabilities, which is why we added courses in interacting with passengers, diffusing conflicts, and effective communication. Every passenger deserves the best from our operators, with service that meets their individual needs. With our reengineered paratransit training program, that is exactly what the client's passengers will get.

### **Operator Training Program**

All new paratransit operators, including ProKel paratransit operators, receive a minimum of 74 hours of training including training in the the client expectations, service parameters and geographic area, as well as vehicle maneuvering, passenger assistance techniques, advanced customer service, regulatory issues, workplace violence, system security, blood borne pathogens, hazardous materials, ADA requirements, distracted driving, and fatigue awareness.

Not only are our on-site trainers and managers overseeing the training and progress, but our regional management staff also access this information for quality control and oversight purposes. Our instructors have access to our Safety Resource Center that includes all policies and procedures for employee training and management.

We believe in hiring the right people, ensuring that our passengers feel safe and welcome on their journey. Our customer-focused training program makes our operators the best in the industry. Below is an overview of specific training our drivers will receive:

### **Classroom Training**

Our paratransit operators begin their training in a classroom setting with a TSI-certified ProKel trainer. This interactive setting allows trainees to learn about the company and the client expectations, interact with fellow trainees and the trainer in small groups, and get hands-on experience with various pieces of equipment and tools used in daily vehicle operations. Each

trainee receives their own workbook that doubles as a reference guide for the employee. The following is the minimum classroom instruction:

Following completion of the five units above, drivers will complete a 7.5 hour First-Aid and CPR training course through the Red Cross, as well as a one-hour final evaluation.

## Behind-The-Wheel Training

In-class instruction is only part of our comprehensive training program. To familiarize inexperienced operators with actual on-road situations and hazards, all operators complete ProKel Behind-the-Wheel training. This involves Closed Course Instruction, Basic Road Work training and Advanced Road Work training. We are the only transit provider that has true one-on-one Behind-the-Wheel training for all our operators.

- **Closed Course Instruction** (10 Hours) trains operators in complete vehicle maneuverability in a secure area. This training uses simulated obstacles and road situations that replicate the the client service area. The idea is to get the operator comfortable and familiar with the vehicle.
- **Basic Road Work** (4 Hours) allows the operator to become more familiar with handling the vehicle in a light traffic environment. The course is designed specific to the service area, on two lane roads with minimal obstacles, and is less than 35 mph. Operators learn the challenges of routes and service area characteristics and develop skills to determine if it's a "Go" (the operator is safely able to operate the vehicle) or a "No-Go" (the operator cannot safely operate the vehicle) situation.
- **Advanced Road Work** (10 Hours) training is conducted on a one-on-one basis with qualified trainers. No passengers are on-board during road-work training, while the new operator becomes familiar with service area routes.

## Operator Evaluation

The safety of our passengers is our number one priority – one that simply cannot be compromised. After completing Behind-theWheel training, operators demonstrate that they have mastered required skills by successfully completing a thorough final evaluation before progressing to cadet training. We do not allow a new hire to operate a vehicle with revenue passengers until this phase of training is completed satisfactorily. Each operator must pass the Final Evaluation to receive certification as a ProKel operator – a mandate over and above established State and USDOT requirements.

## Cadet-In-Revenue Service Training

The last step in training – before the transition from instruction to real-world experience – is our Cadet-in-Revenue Service Training. Each cadet is coupled with a certified cadet trainer, typically a

senior operator. This one-on-one training includes ten hours of in-service training on actual transit routes.

Cadets demonstrate their ability to drive safely, provide excellent customer service, and assist persons with disabilities and mobility devices. Cadet trainers conduct a final evaluation after the Cadet-in-Revenue training is complete, only cadets who successfully pass this final stage of training are qualified to be assigned on routes.

## **Post-Training Evaluations**

To monitor operator performance and ensure continued compliance with the training principles, all new operators undergo three post-training evaluations. These evaluations are completed 30 days, 60 days, and 90 days following successful completion of the training program. Evaluations provide additional mentoring opportunities for new operators and additional support as successful members of the ProKel team. Operators who need additional training will be referred to and assessed by the Safety Department.

## **Incumbent Operator Training Program**

ProKel will assess existing employees' skill levels and determine the level of training required. Typically, transitioning employees will have a shorter training period. We will conduct training for existing employees outside of regular working hours so as not to interfere with their current driving assignments. This ensures the client continuously has sufficient staff numbers to deliver service throughout the transition.

All current and new customer service personnel will complete ProKel's full customer service training program to ensure that they are familiar with our customer service philosophy and are taught the best approaches to interacting with passengers. For new hires, training classes will begin as soon as necessary. New hire operators will complete 74 hours of training prior to service to ensure they are fully prepared to perform their roles. Classes will have staggered start times to maximize the use of our training staff.

ProKel expects to have seven regional trainers available on site throughout the transition period to perform training duties, which will ensure that the ProKel drivers and staff will be fully trained and ready to operate on the start date.

ProKel designs training curricula to meet the standards of the current service and the requirements of the new RFP when we assume transportation services from an incumbent contractor. The needs of the client and the community are assessed, as well as the historical accident and injury rates of the incumbent contractor. Training curriculums vary in scope from four hours to 16 hours, depending on our service assessment, and will include some or all the following modules:

- Prokel and client Policies

- Vehicle Review
- Schedule/Trip Sheet Test
- Disability Awareness & Communication
- Passenger Assistance Techniques
- Smith System Defensive Driving
- Passenger Relations, Conflict Resolution

## **Vehicle Operation And Service Training**

### **Communication Systems**

We use clearly defined procedures to train our personnel on vehicle communication systems to make our operations as effective and efficient as possible. Our training protocols are continually evaluated against the radio dispatch console to maintain consistency and up-to-date instruction in the classroom, behind-the-wheel, and during revenue training.

While in the classroom, drivers are shown the importance of programming their line block and run in communications systems. By properly programming these systems, we facilitate seamless communication between the on-board mobile data terminal (MDT), the GPS/AVL system on our buses, the locator monitor in the operations control room, and bus data terminals.

### **Safe Driving Practices**

#### **Performance Enhancement Training**

It is important for our employees to stay current on practices that help us deliver exceptional customer service. From time to time, we conduct performance enhancement training to maintain focus on service issues that are important to our company, our clients, and the passengers we serve. Our performance enhancement training programs include:

- Smith System of Defensive Driving – a defensive driving program designed to increase employee awareness of the proper space cushion around our vehicles
- Make the Intersection Connection – a program developed by our corporate safety department to focus on preventing and eliminating incidents that commonly occur at intersections, especially those involving pedestrians
- Customer training programs designed to focus on meeting customers' needs
- Quarterly meetings focus on important information, such as health tips, route and customer issues, employee commendations, and collisions, incidents and injuries
- Sensitivity or diversity training to reinforce the value we place on the unique differences that each of us brings to the workplace

## **Sensitivity Training And Passenger-Assistance Training**

We utilize the professional TSI modules for customer service, including specific training on passenger assistance and issues involving the Americans with Disabilities Act (ADA). The goal of the ADA course is to familiarize staff with the legal requirements of the Americans with Disabilities Act and to create a positive impression of all members of our ridership regardless of physical ability or advanced age.

This course includes an overview of the requirements of the ADA as it applies to public transportation including vehicle operation. Training includes handouts, role-playing exercises, guest lecturers and video presentations. Modules include:

- Disability simulations through extensive role playing
- An overview of the implications of public transportation utilization for those with visual disabilities, hearing disabilities, mobility disabilities, and those without obvious disabilities
- Assistance tips for passengers with disabilities
- Service animals.

During these training sessions, ProKel will bring in members of the community we serve. Our operators and staff gain a clearer understanding and closer connection to the subject when they understand the perspective of the ridership.

## **Defensive Driving**

Our preferred training for all operators includes the Smith System of Defensive Driving program. The training begins with classroom instruction and progresses to on-the-road instruction under actual driving conditions, at a minimum of four (4) hours each.

Smith System is the leading global provider of advanced driver training for experienced operators. Their proprietary Five Keys (shown at right) focus on enabling operators to apply the following driving fundamentals:

- Space to maneuver their vehicle away from conflict
- Visibility to detect danger and the potential for conflict with another vehicle or fixed object early
- Time to react to volatile and complex driving environments

This forms the foundation of our results-oriented defensive driving training program, which is designed to reduce collisions, fuel consumption, and maintenance costs, while increasing cost effectiveness. At the conclusion of the instruction, drivers receive a driving checklist, a backing pamphlet, a Five Keys reminder sticker, and a certificate of completion.

## **CUSTOMER SERVICE TRAINING**

ProKel understands that every client regards customer service as essential to the success of the service as a whole. We focus our operations around customer service. One way we achieve

exceptional customer service is through thorough customer service training for our employees. Our customer service training is designed to simulate situations faced by transit operators. It provides in-depth instruction on handling passengers safely and with courtesy and empathy. Skill development includes:

- How and why to make customers feel welcome
- How to communicate positively and solve problems in an outcome-oriented way
- Why policies should be followed and how to make good decisions about exceptions
- How and why to establish appropriate, professional boundaries with customers
- How to avoid and curtail emotional escalation, power wars and other unsafe behavior
- How and when to seek assistance
- How to interact with supervisors and co-workers in a mature and positive way

All ProKel personnel who have contact with passengers receive this training. We will ensure that during the start-up that all current customer service staff that transition to ProKel will go through our complete customer service training program. In the event operators, supervisors, dispatchers, or other personnel are the subject of customer complaints, a discussion of the incident is conducted. Employees are subject to one-on-one counseling, progressive disciplinary action (including termination if deemed appropriate), supervisor ride-alongs and mentoring, and attending customer service training with a new operator’s class as appropriate.

#### CUSTOMER RELATIONS

ProKel is dedicated to safe, punctual, courteous, and professional transit service for the client, which is why we take our training beyond the basics of customer service. We want to be a leader in transforming the way people view travel and the way they feel about public transport. In this effort to deliver the highest levels of safety and service and provide greater customer satisfaction, ProKel has developed a Customer Relations program. Our specific skill-development sessions provide additional service training that is focused on building customer relations in support of client operations. This training is taught through the following seven TSI training modules:

<b>Module</b>	<b>Coursework</b>
Introduction	Making customers feel welcome on the bus Avoiding problems with customers Handling the customer service Problems cannot be avoided
Attitude and Habits	Four customer services characteristics – safety-conscious, courtesy, reliability, and knowledge Operators learn that they not only drive the bus, but are also responsible for the safety and satisfaction of our customers
Onboarding and Alighting	Identify problems that can arise with customers who are on the bus or alighting

	<p>Explain solutions to common onboard and alighting problems</p> <p>Applying customer service skills</p> <p>Review ProKel and client policies concerning onboarding</p>
Difficult Customers	<p>Effectively interact with difficult customers</p> <p>Procedures for handling problems presented by difficult customers</p> <p>Solutions to common problems with difficult customers</p> <p>Apply customer service skills</p> <p>Understanding the significance of late-night runs</p>
Providing Service to Young Customers	<p>Importance of providing professional services to young customers</p> <p>Special challenges of working with young customers</p> <p>Anticipate possible disruptive behavior on the bus</p> <p>Importance of consistently enforcing the rules</p> <p>Group dynamics that influence the behavior of juvenile and adolescent customers</p>
Elderly Customers and Customers with Disabilities	<p>Customer relation skills when dealing with customers who are elderly and those with disabilities</p> <p>Importance of providing service to elderly customer or customers with disabilities</p> <p>Physical characteristics common to the aging process</p> <p>Ways to provide service to the elderly</p> <p>Obstacles that transportation presents to customers who have disabilities</p> <p>Interpret the importance of the Americans with Disabilities Act (ADA)</p> <p>Duties and responsibilities of bus operators under ADA legislation</p> <p>Concept of empathy and how to apply it when interacting with customers and disabilities</p> <p>How to communicate with customers with various disabilities</p> <p>How to assist customers who use wheelchairs or other mobility devices</p>

Our TSI training program on Customer Relations covers the importance of public transit service, the elements of good customer service, and the benefits of delivering safe, courteous, and reliable transportation.

**CONFLICT RESOLUTION AND AVOIDANCE TRAINING**

Because our operators and customer service representatives are in constant contact with the public, we provide a training course on the topic of Conflict Resolution and Avoidance. This training combines our own guidelines for customer service with a curriculum that has been tailored to the client's specific requirements. The goal of this course is to teach operators how to handle demanding situations, and how to remain professional, pleasant, and accommodating when faced

with challenging customers. The Conflict Resolution and Avoidance Training Program consist of the following topics:

- Active Listening – Instruct operators to listen to what the passenger is saying specifically, and understand the total message that is being sent
- Using Proper Words – Provide guidance on how to express empathy, concern, and a desire to help to correct problems
- Understanding Goals – Instruct operators to understand the goals and objectives of individuals so the operator can show the customer they care
- When to Let It Go – Educate our operators when to “let it go” and how best to end conflicts in a positive manner
- You Always have Choices – By teaching our operators that choices are always available in any situation, and that negative situations can be defused and changed into positive encounters
- Conflict Avoidance Role Playing – Through role playing, trainees have the opportunity to deal with real life situation and give instructors and other students the opportunity to critique the operator’s actions
- Enforcing Procedures and Rules – Provide tips on how to effectively handle rule or procedure violations

## **Reservationist Training Program**

ProKel will provide superior passenger support through our customer-focused reservationists. With the goal to provide customized service that meets the needs of clients, our reservationists are required to complete an extensive training program. This training program focuses on customer service, sensitivity, and telephone etiquette applied in the reservationist’s job duties.

### **Reservationist Orientation**

Each newly hired reservationist will complete an orientation designed to outline the goals, practices, and conduct expected of the position. This includes an overview of the client’s paratransit program. Reservationists prepare to support our customer focused environment by understanding our diverse client base through training in sensitivity, disability awareness, ADA compliance, and cultural sensitivity. This focused training emphasizes the importance of using “people first” identifiers (e.g. “persons with disabilities” rather than “disabled person”).

Each trainee receives training manuals at the beginning of their orientation, along with additional updates as they are issued. Once the reservationist begins taking customer calls, the training manuals are accessible from their desktops. We also share our best practices in reservations, aggregated from both our global operations and the experience of our sister companies. This provides the foundation for maintaining and improving operational performance – ensuring the client and our customers of consistent service quality.

## Advanced Customer Service Training

All ProKel reservationists participate in advanced customer service training through ProKel's *Customer First!* Training Program, both during their initial training and periodically thereafter as refresher training. This module provides guidelines and expectations for professional customer service. Some of the customer-focused instructions include:

- Answering the telephone promptly by using a pleasant and appropriate greeting
- Recognizing that every caller is important by giving them full attention, and listening patiently until you understand the request or problem
- Avoiding distractions and speaking in a way that does not distract one's fellow workers or prevent them from working efficiently
- Demonstrating a positive attitude when dealing with clients by speaking in an even tone of voice, slowly and clearly so the client can understand the reservationist, and responding with an "I can help you with that" attitude
- Guarding against any form of rudeness to the client or about the client during or after the call, and notifying one's supervisor before anger or frustration affects your job performance
- Providing concise and clear information, following IPTC's program policies and ProKel's company procedures
- Limiting conversations to obtain all the necessary information in a short period of time by staying cognizant that someone else may be waiting in the queue to schedule a ride
- Making the opportunity to address the client by Mr. or Ms. and their last name, and by not using their first name unless invited to do so by the client
- Asking the client politely to repeat the information if they are difficult to understand

Additional telephone techniques learned by reservationists in training include:

- Sensitivity training, including techniques to improve conversation with individuals who have impaired speech, the use of TTY, etc.
- Addressing the customer respectfully and allowing him or her to "vent"
- Rephrasing or repeating the crux of the issue to make sure we understand, and so the customer knows he or she has been heard
- Apologizing for the customer's inconvenience
- Taking the time to thoroughly explain the program's policies to the customer in a sensitive manner
- Performing a careful review of the facts to be certain that no error was made, along with any additional information the customer may have
- Promptly correcting an error if one was made or seeking additional information from service providers to more fully investigate the situation and respond appropriately
- Carefully and thoroughly explaining the reasons for the decision in a manner that respects the dignity of the individual

## **Scheduler Training Program**

As part of our comprehensive operations plan for the transit service, ProKel will manage the scheduling of the client's paratransit services. Highly trained schedulers will focus on achieving the highest productivity standard per revenue hour through the creation of practical, attainable schedules for each day's service. This team will accomplish this through three main areas: effective coordination with the client, optimization of the scheduling software and other technology tools, and incorporation of scheduling best practices to develop realistic and efficient daily schedules.

### **Scheduler Orientation**

To prepare schedulers to support safe, efficient, and customer-focused service, they must first understand advanced scheduling principles and procedures. To this end, our schedulers complete an orientation focused on the goals, practices, and philosophy of scheduling. Orientation familiarizes them with techniques to increase system productivity as well as with the service area. We also provide an understanding of paratransit scheduling best practices, accumulated from our other paratransit operations. This provides the client with consistent and proven methods for maintaining and improving operational performance. Orientation also includes familiarization with common group trip locations, including introduction to the staff schedulers are likely to work with at these locations.

### **Road Supervisor Training**

Effective road supervision is an essential element of successful daily Open Door operations. Road supervisors are the first level of management to respond in the event of an incident or accident. They interact with the operators daily, providing coaching and support for common challenges, such as farebox issues. They facilitate successful service delivery that exceeds established standards. Further, they serve as a front-line customer advocate.

To ensure success in this important leadership role, Prokel's Road Supervisor Training Program is designed to equip our supervisors with the tools they need to support our operators and passengers. Training focuses on proactive operator support and superior customer service. Selecting personnel with natural leadership and problem-solving skills and providing them with a comprehensive, multi-faceted training program ensures their long-term success.

### **Mandatory Operator Training**

In order to prepare road supervisors to support safe, efficient, and customer-focused service, they must first understand the challenges operators face in the field. For this reason, the majority of our road supervisors are promoted from within our operator teams. As such, they will have already

completed our comprehensive new operator training program. New hires must complete all operator training program components.

## Road Supervisor Orientation

Following operator training, the road supervisor trainee will complete an orientation. This training will cover a wide range of topics designed to shift the candidate's mindset from one of onroute service delivery to an awareness of the system as a whole.

## Dispatcher Training

Well-trained and experienced dispatchers are vital to successful daily operations. Handling everything from operator check-in to accident reporting and day-of-service adjustments, they serve as the primary contact between the office and operators in the field. They interact with operators throughout the service day, providing support and direction for myriad variables that impact service delivery, including traffic and service changes. Proactive dispatching facilitates timely service delivery that exceeds customer and the client's expectations.

ProKel's Dispatcher Training Program provides our dispatchers with the understanding of the methods, approaches and skills they need to support our operators in the field. Training for staff who perform reservation-intake and other customer service functions, as well as all administrative and support personnel, will be directed mainly in the area of specific tasks and responsibilities of the particular position, and will be provided by the immediate Supervisor and corporate training personnel. The formal program for all such positions will include certain parts of the driver training in areas that will acquaint the new employee with actual situations encountered in the daily provision of service to the public.

Dispatch/Scheduling training includes the following:

- Forty hours minimum of on-the-job training with experienced personnel.
- Training on Maruti's scheduling policies and service procedures.
- Familiarization with the service area streets and township boundaries
- Sensitivity training.
- Telephone etiquette.
- Reasonable Suspicion Training

Dispatcher Training Topics	
1. ProKel and Client System Policies 2. General Service Orientation and System Knowledge	1. Accident Response 2. How to Handle Service Delays and Get Service Back On Time

<ul style="list-style-type: none"> <li>3. The "ART" of Customer Service</li> <li>4. Safety Policies and Accident Reporting</li> <li>5. Vehicle Operating Knowledge</li> <li>6. Recordkeeping responsibilities</li> <li>7. Radio System Operation</li> <li>8. Use of Radio Etiquette and 10-Codes</li> <li>9. Dispatcher/Scheduler Cross Training</li> </ul>	<ul style="list-style-type: none"> <li>3. Emergency Procedures and Response Notification</li> <li>4. Drug &amp; Alcohol Testing Procedures</li> <li>5. Prioritization of Call Requests</li> <li>6. Hazard Communication Program</li> <li>7. Workplace Security Plan</li> <li>8. Telephone Etiquette and Complaint Taking</li> </ul>
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## Dispatcher Orientation

Once a dispatcher has successfully completed our prerequisite operator training program, he or she will complete an orientation focused on the goals, practices, and philosophy of dispatching. Dispatchers learn how to adjust to their surroundings and move from peer to a supervisor position with the operators. Our orientation covers the importance of emergency management and protocols, as well as leadership and decision-making. During this time, the location Safety Manager or designee also leads the new dispatcher in ProKel's Safety Program. Dispatchers are an important part of the Safety Program, as they offer positive reinforcement and support to our vehicle operators.

## Technician Training

ProKel provides unmatched technician training that leads to higher quality repairs for the client's fleet. We require each technician to participate in at least 40 hours of training each year to increase skills and knowledge of industry technology advancements. A highly trained technician performs higher quality repairs in a more efficient manner – resulting in a better maintained fleet and reduced vehicle downtime. Our industry-leading training and incentive programs are based on the following training procedures:

**Basic Skills Assessment:** A concept that individualizes technician training based on the client's fleet, the skills of the individual technician, and contract obligations.

**ASE Certification:** A requirement above and beyond industry standards that exemplifies our commitment to industry best practices. Our dedication to the ASE Certification process is illustrated by our incentive program tied to the certification process.

Our systematic approach to technical training and development is critical to superior maintenance performance. In addition to ASE training, our technicians also receive classroom instruction and on-the-job training provided by our suppliers such as AC/Delco and Ford Motor Company, for example.

## **Basic Skills Assessment**

All ProKel technicians undergo a basic skills assessment upon hire to determine their individual skills and suitability for the contract. ProKel has partnered with Cengage Learning/Delmar – a leading provider of innovative teaching and learning solutions worldwide – to create an interactive learning experience for our technicians.

## **Assessment**

Our comprehensive online skills assessment allows technicians and managers to objectively baseline knowledge in specific areas. Each assessment measures technical competency to a detailed level of theory, application, and diagnostic ability in a number of technical areas.

## **Training**

After the initial assessment, technicians are assigned to training modules based on their identified needs. Each self-paced module contains critical content that is reinforced through interactive graphics and animations. The training is available at any time, so technicians can work through the materials at their convenience. Each course contains an average of 8.5 hours of training materials and can be completed in either English or Spanish.

## **Certification And Monitoring**

Each section within the module is completed with final review questions and each module requires a course review and exam before completion. These tests combine helpful remediation while addressing the unique needs of the technician with text-based theory for enhanced learning and retention. A variety of study options are available, including practice questions, sample ASE-style tests, and a timed test duplicating the actual ASE Exam.

Managers and supervisors may log into the system at any time to monitor technician activity within the training program. Supervisors and managers can produce a Course Usage Report to track hours dedicated to the training curriculum to encourage technicians to continue progressing through their customized training program.

## **Maintenance Training Support**

ProKel employs six full-time traveling maintenance trainers who are highly experienced in all aspects of vehicle maintenance. These persons will visit the client location maintenance personnel to facilitate additional training for the team. Additionally, we provide an additional benefit from our relationships with original equipment manufacturers (OEM) and national parts suppliers. Trainers including AC/Delco, Cengage Learning/Delmar, Noregon Diagnostics, General Motors, Ford, etc. visit our locations sites to instruct technicians in a variety of areas such as electrical and

manufacturer specific training. The purpose of vendor training is to improve the skill set of technicians for improved service delivery.

## **Retraining**

In cases where an employee may have disciplinary issues, ProKel reserves the right to require that employee to attend retraining in addition to any discipline imposed. Failure to attend mandated retraining courses may result in disciplinary action up to and including termination.

All customer-service-related incidents which do not result in termination are subject to retraining from the ProKel customer service program (Ergometrics START program) or other approved Customer Service Training Module using the applicable section of the training that will apply to the incident.

Retraining must be accomplished within one (1) week of the incident date. All vehicle-related incidents which do not result in termination are subject to retraining using the approved Defensive Driving Training Programs. This must be accomplished within one (1) week of the incident date. Retraining may also be required based on an unacceptable onboard or field inspection.

### **TRAINING PROGRAM**

The Driver Training Program has been designed to maximize the success rate of each trainee through a mixture of classroom and behind-the-wheel instruction. This strategy allows trainees to have hands-on, practical experience with each set of classroom skills they study, providing for maximum retention of material. This also allows less experienced trainees to have a significant amount of driving time throughout the program.

Trainees are tested frequently on their knowledge of operational policies and procedures. To graduate from the program, trainees must demonstrate mastery of all operational policies, procedures, safe and defensive-driving, and technical-driving skills. Attitude of the trainee, in regard to courtesy and customer relations and specifically to sensitivity awareness, will also factor into each trainee's final evaluation.

We believe a positive attitude is critical to the success of the operation. Therefore, any trainee who fails to exhibit a positive attitude through such things as punctuality, class participation and homework completion during the training program is considered as not having completed the training program, and will not be retained as a probationary employee at the conclusion of the training.

ProKel uses a comprehensive training program consisting of resources developed internally as well as from the transit community. Training is conducted in both a classroom and a hands-on setting. Recognizing that individuals learn at different rates and through varying methods, we have designed our program using a diverse set of mediums ranging from classroom instruction to

multimedia presentations and “learn by doing” exercises. All students are tested on material that has been presented in either a written test or a practicum format.

Our training program consists of combining the best of recognized industry coursework with that developed through our training resources within ProKel.

- **Smith System Training** – All our drivers and other employees operating company-provided equipment will attend Smith System defensive driving training. The Smith System is designed around five keys to defensive driving and provides the driver real-world tools to driving defensively. The program consists of both classroom and driving instruction.
- **ADA Sensitivity Training for Transit Drivers** –The course has been developed by RTAP and is used at a number of transit organizations in Florida and around the country. The Transportation Safety Institute (TSI) paratransit driver-training program supplements this program. Elements of the training include understanding the needs and concerns of persons with disabilities. Our program includes an exercise that provides an employee with real-life experiences as a person with a disability.
- **National Transit Institute (NTI) Safety and Security Awareness Program** – September 11th added greater awareness and new urgency to teaching our employees to recognize the warning signs of danger. Traditionally we have taught safety to prevent injury or property damage as a result of unintentional acts such as accidents or slips and falls. ProKel expands this training to include security, which is preventing injury as a result of intentional acts. The NTI course is an excellent program given to all our employees designed to address our responsibility to provide our customers a safe service.
- **NTI Customers, Conflicts and You** – This program designed by NTI offers excellent training tools for managing potential customer conflict situations.
- **FTA Fatigue Awareness Program** – Our trainees receive a number of training sessions designed to prevent accidents through managing personal care. The Awareness training program is designed to teach our employees the art of staying alert as a means of accident prevention.
- **NTI Blood-Borne Pathogen** – This training concludes our personal care series by teaching our employees how to protect themselves in the event of exposure to bodily fluids.

Existing transitioning employees will be interviewed and tested to determine their level of retention from the training they already received. New employees will receive up to 24 hours of refresher training/orientation primarily after their shifts and on weekends. This training will be performed in classes of up to 30 drivers and will be conducted by ProKel corporate safety and training staff.

New employees will receive training as shown below. The 96-hour training program provides an opportunity for all parties to achieve a common understanding about the client's and ProKel's expectations and operating rules and procedures as well as customer service, sensitivity and vehicle operations.

We anticipate classes of 15-20 prospective employees taught by the Driver Trainer and Safety and Training Manager which we expect to hire locally from existing staff, with assistance from the client's corporate safety and training staff. The locally hired staff will be familiar with the service area and the challenges of the service.

Training Modules	Incumbent Employee	New Hire
<b>CLASSROOM</b>		
Welcome and Introductions	✓	✓
Company Orientation	✓	✓
Contract Orientation	✓	✓
System Safety Plan Orientation	✓	✓
Drug and Alcohol Policy	✓	✓
Harassment		✓
Fatigue and Hours of Service		✓
CAD/AVL/MDT Orientation and Training		✓
Assisting Customers		✓
Accident and Emergency Procedures	✓	✓
Back Mechanics and Safe Lifting		✓
Sensitivity to Persons with Disabilities	✓	✓
System Orientation		✓
Fare Structure and Fare Box Operations		✓
Fare and Schedule Information		✓
Schedule Operation		✓
Daily Paperwork		✓
Review of Operating and Safety Rules	✓	✓
Smith System Defensive Driving		✓
Conflict Resolution		✓

Experiences on the Road		✓
Review of Key Rules and Procedures		✓
Security Threat Awareness		✓
<b>BEHIND THE WHEEL</b>		
Vehicle Familiarization		✓
Pre-Trip Inspection Paperwork		✓
Pre-Trip Inspection		✓
Vehicle Mechanical Troubleshooting	✓	✓
Wheelchair Tie-Down Procedures	✓	✓
Behind-the-Wheel Route Familiarization (No Passengers)		✓
Smith System On-the-Road Driving		✓
Behind-the-Wheel Familiarization (w/ Passengers)		✓
<b>FINAL</b>		
Final Examination	✓	✓
Graduation	✓	✓

**Training Records** – ProKel will maintain training records on all employees, regardless of job title. Our filing system will enable management and supervisory personnel to quickly evaluate an employee and recommend further training as necessary. ProKel provides all training to ensure that training and service is consistent, and that all documentation is prepared and maintained as required.

**Evaluation** – Driver performance will be monitored and evaluated from the very first day of the Driver Training Program. We will use a Driver Training Classroom Checklist to evaluate the daily progress and performance of each driver trainee. The Behind-the-Wheel Checklist will evaluate the driving skills and overall traffic knowledge demonstrated by the trainees. This checklist provides evaluation criteria for different driving skill elements.

After graduation from our training program, regularly scheduled road observations and ride checks will be used to monitor the performance of drivers. Road Supervisors will conduct road observations to verify that drivers are operating their vehicles safely and properly. ProKel and its Road Supervisors ensure compliance with our high standards of safe driving performance. Field observations will be conducted by following in a separate vehicle or riding along with the driver.

**Refresher Training** –The training program does not end with the last day of the training schedule. As part of the company training program, ProKel has instituted driver safety monitoring to measure the success of our training program and to determine the need for further training in specific areas. Safety monitoring for drivers is accomplished by Supervisors who ride along with the driver and monitor his or her safety habits.

All drivers will be evaluated at least three times during their first six months of employment. Each employee will meet annually with the General Manager, Operations Manager or Safety and Training Manager to review performance and discuss potential improvements to the operations. The ProKel refresher training program operates on a number of levels. Some training is conducted to “raise the bar” of the overall quality of the team’s work. Additional training is also provided in response to a very specific deficiency found in an employee’s work performance. Still other training is more routine in nature to maintain the skills of an employee.

## **Technology Training**

Drivers will be trained in the use of communications equipment during their initial training, and then during on-going training if we find trends in communication complaints or failures. Maruti has in a place a communications policy that requires drivers to report after each drop-off for availability. If a driver does not report, a supervisor will be sent to the next pick-up location to verify that the driver is available for service and replace their radio.

In addition, Maruti will utilize all technology to ensure the efficiency and effectiveness of the system, to minimize operating costs, to improve performance reporting to the agency, to enhance the customer experience, and to maximize employee productivity, etc.

This technology includes:

- Computers
- Tablet Computers
- Crystal Reports Software
- Video Monitoring
- MDT/AVL Technology

In addition, ProKel will provide:

- Laptop computers for its management staff,
- Telephone system capable of allowing the use of Interactive Voice Recorder technology
- Telephone Device for the Deaf (TDD)
- Office/Administration related software,
- High capacity copier/printer/scanner

Human resources software system that is maintained on our intranet, which contains all driver information. The system indicates when drivers’ licenses and certifications are due to expire, as

well as maintains all HR records. Our local Safety Manager and administrative staff will maintain our system. This system will ensure compliance and safety

## 1 **REQUESTED CONTRACT EXCEPTIONS**

ProKel Mobility respectfully requests the following exceptions to the terms and conditions of this contract:

The City of Pembroke Pines has issued RFP AD-23-02- Operation and Management of Transportation Services. As part of the submission, the city has provided attachment K- Pricing Submission Sheet- Labor Rates.

It is common industry practice for Request for Proposals for transportation services to request that proposers shall be responsible for considering in their proposed rates any future local, state, or federal minimum wage increases and complying with all local, state, and federal wage, labor, and employment laws. Proposer shall submit all labor trades and rates, material costs, equipment costs, overhead costs, travel costs, the costs of any subcontracts, and profit costs, etc. necessary to complete this contract.

In addition, Proposers need to include training cost, including cost per training course and the cost of re-running each course following its initial execution.

ProKel Mobility understands that the current Operation and Management of Transportation Services is a passthrough model, but your pricing submission sheet does not account for any of the above-mentioned costs. One aspect that is concerning is the current pricing provided by the city does not even include; wage taxes, fringe benefits and workers compensation cost usually associated with labor cost. We don't understand how those line items could be counted as passthrough.

ProKel Mobility has complied with the RFP and submitted "Attachment K" as required, but with the understanding that we have identified additional costs not included in the pricing submission form.

ProKel Mobility assumes that Insurance, fuel, maintenance cost, facility, expenses including; technology, postage and printing, bus wash, background checks, drug testing etc. are passthrough.

ProKel Mobility would like the opportunity to discuss the pricing format and additional cost not reflected in "Attachment K".