

Cover Letter / Executive Summary (ORIGINAL)

June 10, 2021

Raleigh-Durham Airport Authority Attn: Corinne Lisefski, Senior Procurement and Contract Specialist RDU Center 1000 Trade Drive RDU Airport, NC 27623

Dear Ms. Lisefski:

Re: Proposal for Staffing Services for RDU RFP# 554 - RFP21 - 3001 & 3005

Republic Parking System is pleased to submit this PROPOSAL for the Staffing for Parking, Shuttle Operations, and Gate Guards at the Raleigh Durham International Airport. Our proposal illustrates our knowledge, experience, financial ability, and skilled personnel that will be used to properly implement a first-class staffing operation for your Airport. We will comply with all the terms and conditions set forth in the RFP, unless agreed upon by the Authority.

Republic Parking System, as part of the REEF Network, exceeds all minimum qualification requirements set forth in this request for proposals and we have visited and reviewed the Airport and potential operation. We have extensive parking and transportation experience, currently serving more than 75 airports in the United States and Canada. We have been in the airport parking and ground transportation business since 1965.

NAME	REPUBLIC PARKING SYSTEM, LLC
Address	633 Chestnut Street, Ste. 2000 Chattanooga, TN 37450
FEIN	59-1162686
Phone	423-756-2771
Fax	423-265-5728
Email	Bob.Linehart@reefparking.com

In 2019, we were acquired by the REEF Network which includes the Impark, Republic

Parking, Citizens, Lanier, AmeriPark, and ParkOne brands. We have maintained a separate Airport Division for the past four decades and are committed to continuing our focus on airports as a separate service. This stability and commitment to the industry allows us to have an unsurpassed reputation for honesty, integrity and performance. One of our main strengths is creating partnerships with the airport clients we serve to foster superior operations and customer service. If Republic is selected for this opportunity, Joe Camarata, our Regional Vice



President who resides in the Charlotte area and currently has responsibilities for all of our parking and shuttle operations in the Raleigh Durham area, will lead our team as well as our valet operation at the Charlotte Douglas International Airport. In total, we currently serve 7 airports in parking, valet, and shuttle service in the Carolinas, more than 10 municipal operations, and a total of 25 airports in the Southeast Chapter of the AAAE.

We recognize that RDU plans on moving to a cash-less and fully automated parking operation by the end of this month. We will work with you to appropriately staff the parking operation and transition any cashier employees you may still be using into our Ambassador and License Plate Inventory team. Often, an airport origination and destination traveler's first and last experience is with the shuttle and parking operation personnel. For these reasons, we will place a special emphasis on customer satisfaction training, conflict avoidance, and teaching the bus/shuttle drivers and customer service representatives to be true ambassadors of the Triangle area and to the Airport customers.

We know the labor market in the Raleigh Durham market well. We have several parking operations in the area including a large project with Duke University Medical Center where we have an eighty-person operation providing valet services 24/7. We employ many people throughout the Triangle and in the Carolinas. To facilitate a highly motivated and well-trained staff, we will bring our training team from Chattanooga and Atlanta to Raleigh to work with our staff and management team. We plan on working with Leslie Saunders' firm, a woman owned small business within the MWSB program to create and implement customized training programs to engage our employees via computer, smart phone, and tablet devices. With the additional resources from the REEF Network, we have a new online training program in which each employee will participate. We are also focused on improving the morale, retention, and performance of the staff. Consequently, along with the additional focus on training, you will see in our staffing chart, we plan to increase the average hourly wage of most employees over the level it was when the services were last contracted.

We have provided a competitive cost of services as detailed in the proposal. We are flexible to change scheduling and cost commitments for the airport as necessary based upon the Airport's specific experience or preferences. While the costs in the "Work Function section of the Staffing Services Pricing Breakdown Sheet" and "Total contract Cost of Form B: Proposal Pricing" are the cost of a fully staff operation based upon the RFP's description of operations based upon maximum staffing, the billable hourly rates by each position would be the amount we would charge RDU based upon the actual hours used in the services. Consequently, since RDU plans to phase in services by volume and customer related demand, the actual costs of services will be far less than the total cost as listed on the sheets indicated above.



We've taken the liberty of putting together an ACDBE plan that exceeds the Airport's objective. We will run several of our insurance components through Leslie Saunders Insurance Agency. We work with Leslie Saunders Insurance at several of our Airports. Ms. Saunders' firm is ACDBE certified in the state of North Carolina. Our total insurance spend will be approximately \$336,000 accounting for 9% of total spend. We will use Leslie's firm for building customized training programs specifically for our RDU staff. We expect to spend \$48,000 on the training components accounting for 1.4% of total spend. We will also use The Aaron Group (TAG), a firm specializing in staffing and airport customer service programs. We expect to spend approximately \$284,000 in labor with TAG accounting for 7.8% of total spend. We will also endeavor to use Grace Federal Solutions, a female owned WMBE firm based in Raleigh that provides transportation services for several business in the Triangle. We expect her spend approximately \$450,000 in labor for her firm accounting for 12% of total spend. Based upon a total budget of \$3.64M, we expect total ACDBE spend to be approximately \$1.1M or just more than 30%. We discuss the firms and their roles in more detail in the ACDBE section of the proposal. We are capable of adjusting this level if the Airport needs us to contribution more to its overall ACDBE objectives.

Regarding the staffing component, we plan to employ a majority of full-time employees. However, due to the nature of the scheduling, we will have some part time employees. In the spirit of full disclosure, you will see in the wage chart we included below our staffing chart, we calculated all of our employees taking healthcare. We know it is unlikely for various reasons that all employees will take insurance. Consequently, as a gesture of good faith and partnership, we will give a check to the Airport each year as a rebate, in an amount up to \$100,000 for the amount of insurance costs we avoided due to employees not participating in our plan. We have two management candidates who are interested in the position as our General Manager. We have provided both resumes. If neither candidate is acceptable to the Airport, REEF has a deep roster of management staff available for the position.

We sincerely hope to be selected and have the opportunity to serve the Raleigh Durham International Airport and serving the needs of the community and customers using the Airport. If I can answer any questions, please do not hesitate to contact me.

Sincerely,

Robert V. Linehart

Executive Vice President, Airport Services



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James Bice Resume
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Firm Overview and Experience

Since its inception in 1966, Republic Parking System has served its clients honestly, eagerly and professionally. Our reputation for integrity and proven commitment to keeping pace with the ever-changing demands of our clients and their customers, have made us an industry leader today. Republic provides parking management, staffing, valet services, shuttle and ground transportation services, traffic enforcement, and consulting services to more than 80 airports throughout North America.

In early 2019, Miami-based REEF Technology, a global real estate technology company backed by SoftBank Group and Mubadala Capital acquired Republic Parking, Impark, Lanier Parking, AmeriPark, Park One, and other parking brands. The revolutionary deal was the first of its kind and consequently has given rise to North America's largest and most innovative parking business: REEF.

As part of REEF, Republic Parking System has been empowered to exponentially elevate its parking, shuttle, ground transportation, and technology product and service offerings. REEF — which acts as one, cohesive business unit — is unrivaled in terms of size, experience, and resources. Pre-pandemic, the parking network employed over 16,000 members of staff and processed gross receipts in excess of \$2 billion each year. Currently located in 400 North American cities, REEF proudly operates more than 4,500 parking facilities with 1.5 million parking spaces and processes more than \$2 billion in customer revenue. Already, Republic Parking, as part of the REEF network, is redefining the possibilities of parking and maintains a firm commitment to leading and evolving the industry.

During the pandemic we furloughed approximately 40% of our work force as we assisted our clients in right sizing their operations. We have since brought many of the furloughed staff back and currently employ more than 10,000 employees.

For information regarding Republic Parking's leadership team, please see the following *Key Staff* section.

For information regarding Republic Parking's recent and similar experience, please refer to the *References* section.



Key Staff Leadership Team



Leonard Carder

PRESIDENT OF REAL ESTATE SERVICES

As President of Real Estate Services, Leonard Carder has international oversight and provides executive-level support to REEF's U.S. and Canadian regions. Leonard's experience within the industry spans 25 years and includes portfolio/corporate accounts, commercial, healthcare, hospitality, high tech, and airport operations. As a leading parking expert, Leonard provides the necessary vision to help Republic deliver the best and most innovative services in the industry.



Steven Taff
SENIOR VICE PRESIDENT, OPERATIONS

Steven Taff has been in operations management since 1992 and has a considerable amount of experience in parking analysis, including pricing/rate structures, operating costs, revenue projections, evaluating present and future needs, development plans, and capital financing. Steven has assisted in developing the Atlantic Station Master Plan beginning in 2005, including placement and number of valet locations and

pay stations, as well as policies and procedures for residents, employees, tenants, and customers. Steven demonstrates REEF's commitment to "service after the sale" – he continues to advise Atlantic Station's Property Management as an additional office building and retail spaces are developed. Steven has worked with Hartsfield Jackson Atlanta International Airport and Birmingham-Shuttlesworth International Airport.



Robert V. Linehart

EXECUTIVE VICE PRESIDENT, AIRPORT SERVICES

Mr. Robert V. Linehart joined Republic Parking's Airport division as Vice President, Airports in 2004 and was promoted to Executive Vice President and Chief Operating Officer, Airport Division in 2010.

Prior to joining Republic Parking, Mr. Linehart served in a number of positions, including business development, account and executive

management during his 20-year career with The ServiceMaster Company and ARAMARK



Corporation, where he also served as a regional vice president. He graduated from Oral Roberts University in 1983 with a B.S. in business. Mr. Linehart has responsibility for all business development, client relations, and contract retention for our airport clients in the United States. He will be the primary contact during the proposal and contract stages and will head the negotiations of any final changes to the contract. Robert oversees all airport operations.

Daniel J. Lassiter, CAPP, CPP
SENIOR VICE PRESIDENT, AIRPORT OPERATIONS

Daniel brings over 30 years of parking and hospitality management to Republic Parking. Daniel started his career first in hospitality management where he developed the skills necessary to assess clients' and customers' true needs and expectations.

In 1995 Daniel entered the parking industry quickly adapting to all emergent situations, directing resources where required to meet goals by maintaining well organized teams, cultivating awareness and self-actualization of personnel, and building increased investment in operations and organization. This level of expertise, both from the client and operations perspective, allows Daniel to lead Republic Parking in delivering the best practices in the industry. Daniel is a member of the National Parking Association and the International Parking Institute. Daniel earned his bachelor's degree in business administration from Franklin University. Daniel has been involved with airports in Harrisburg, PA, Pensacola, St. Pete, Sarasota, Atlanta, Columbia, and Myrtle Beach.



Joe Camarata
REGIONAL VICE PRESIDENT

Joe Camarata joined REEF via the AmeriPark team in 2004 as a Lot Captain. Over the years, Joe moved up in the company with titles and responsibilities of various capacities, leading to his current position of Regional Vice President. In this position, Joe provides support and guidance to Regional and Senior Operations Managers to allow them to perform at their best and provide the superior customer service for which

AmeriPark is known. Joe works with Charlotte Douglas International Airport and well as Louisville International Airport.



Support Personnel



R. Walter Rutledge SENIOR INTERNAL AUDITOR

Walter Rutledge has over 13 years in the parking industry and over 25 years in accounting. He has worked from an accounting clerk all the way to auditing large corporations. He has worked as a developer of accounting software to a cost accounting system for a large wire manufacturer. He graduated from Ohio University with a bachelor's degree in Business majoring in Accounting, Computers and Marketing.



Sophia Darling-Smith, MBA
GLOBAL DIRECTOR OF BENEFITS

Sophia Darling-Smith joined REEF through the Citizens Parking brand in June of 2017 as Director of Benefits. In 2019, Sophia was promoted to Global Director of Benefits for REEF Technology. Her career includes multi-site, multi-state benefits support in the PEO and Insurance industries, such as Aon and AlphaStaff. Sophia earned her Bachelor of Science in Human Resources and Risk Management from Temple University. She has

an MBA from Nova Southeastern University and is currently pursuing her CEBS certification at the Wharton School of Business.



Cheryl LaFoy
VICE PRESIDENT OF TRANSITIONS

Cheryl LaFoy joined REEF as Director of Transitions in 2018. In this role, she oversees transitions as new and existing business across the country is finalized. Her role is to provide guidance both internally and externally through the transition from the finalization of deals to opening day and the start of full-fledged operations management.

A logistics specialist with more than nine years of experience in operations and six years leading and managing staff on various levels, Cheryl joined REEF after serving as the Vice President for Business and Event Operations for the WNBA's Atlanta Dream for three seasons. In her role with the Dream, she managed the entire business component of the organization, which included oversight of ticket sales, corporate partnerships, finance, marketing, event operations, and human resources. Before her work in professional sports, LaFoy spent over a decade in operations management at Georgia Tech.



Cheryl graduated from Georgia Tech in 2002 with a B.S. degree in Industrial and Systems Engineering and is also a 2015 graduate of the Sports Management Institute (SMI). She has previously served as a committee member for the East Lake Women's Foundation and the Staff Council, Event Logistics Committee, and Parking & Transportation Advisory Committee at Georgia Tech.



Mary Carroll
HUMAN RESOURCES BUSINESS PARTNER

Mary Carroll brings REEF nearly 5 years of human resources experience. She began her career in 2016 while studying business administration and management at State University of New York College at Brockport. Afterwards, she came to REEF in 2017 before earning her MBA from Kennesaw State University in 2019.



Gord Beedller
DIRECTOR, RISK MANAGEMENT

Gord is responsible for overseeing REEF's risk management program. As the director, he oversees all claims and insurance matters. His philosophy is to partner with our client's risk/claims management departments before conflicts occur so that insurance processes are streamlined. Gord was a risk manager in the private sector for over nine years and has an extensive background in the insurance industry, having spent a combined 21 years working for insurance companies and

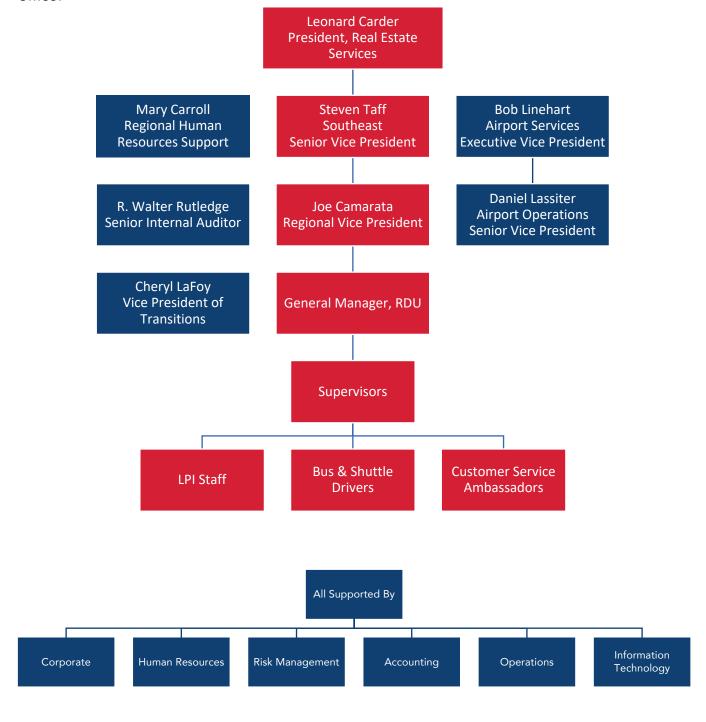
brokers, as an independent adjuster, and as a risk management consultant. He holds Fellow Chartered Insurance Professional (FCIP) and Fellow Risk Management (FRM) professional designations.

Organizational Chart

Our organization chart for the RDU project is listed below. We have added job descriptions for the positions (highlighted in red) for the employees who will serve 100% of their time at RDU. The manager's resumes contains their qualifications and length of tenure with Republic. The percentage of time the support team is at RDU is subject to the demands of the operation. Generally speaking, Joe Camarata will spend up to 10% of his time dedicated to the RDU project. Cheryl LaFoy, our Vice President of Transitions will be dedicated to the RDU project for the first several weeks of the start up and as needed as volume requires us to hire additional staff. The rest of the support team will provide support as needed, but generally less than 5% of their time toward the project.



Bob Linehart and Walter Rutledge work out of our Chattanooga office; Steven Taff, Mary Carroll, and Cheryl LaFoy work out of our Atlanta office; Daniel Lassiter works out of the Orlando area; Joe Camarata works out of our Charlotte office; and Leonard Carder is based in our Seattle office.





Proposed Manager

Because any Management plan begins with an uneventful transition, Republic pays close attention to the transition or "start-up" of a new parking operation. We have provided two resumes of managers who are Interested In the RDU position. Their resumes are attached. We have a bench of management staff and managers interested in moving to Raleigh to assume the responsibilities there coupled with a talent acquisition manager prepared to recruit management for the opportunity.

We are proposing Ralph Hannum as our manager at RDU. Ralph currently serves as the General Manager of our parking and shuttle services at St. Petersburg Clearwater Int'l Airport. Ralph also worked at Jacksonville and Memphis International Airports in the past.

Please refer to Exhibit section for proposed manager resumes.

Job Descriptions

Airport General Manager

OVERVIEW

The Airport General Manager reports directly to the Regional Vice President and serves as the liaison to the client being responsible for the proper management, operation, maintenance, development and promotion of the airport parking and shuttle operations as defined by the terms of the contract agreement between the client and Republic Parking; and for the supervision of all related personnel, planning, and logistics support.

KEY RESPONSIBILITIES

- Management of day-to-day operations to ensure proper control of the parking operations including scheduling, payroll entry, auditing, inventory/ordering and overall supervision of personnel
- Oversight of the personnel function including hiring, promotion, disciplinary actions (including dismissal) and implementation of pay adjustments and promotions of facility personnel, as appropriate
- Coordination of the budget process and the programming tools necessary to monitor and maintain cost control
- Leadership in resolving operational, management and customer service problems
- Direct response to requests for action from the client
- Assisting in preparation of operating reports (weekly reports, monthly statements and reconciliations, and annual reports) to ensure timely submittal to the client
- Establishing, maintaining and monitoring customer service principles and hospitality standards to ensure quality public relations



- Conceptualizing, developing and implementing programs to foster staff development and employee training, improve customer relations and enhance motivation and dedication
- Daily and monthly reporting and management of P&L, budget and payroll
- Other duties may include reporting, customer service, supervising and training personnel, payroll, and oversight and maintenance of parking equipment

Ambassadors

Ambassadors are responsible for the day-to-day customer service assistance in the lots and for ensuring the PARCS is functioning properly. Their primary duties and responsibilities include:

- Providing first-rate customer service to our parking customers and greeting every customer with a friendly, helpful, courteous attitude and smile.
- Helping resolve parking issues for customers, whether exiting or entering, in a timely manner and fostering a positive and friendly culture.
- Assisting customers with fulfilling payments.
- Flagging for events to draw traffic to the lots and ultimately increase parking space occupancy.
- Be knowledgeable of the Airport, gates, airlines, and services to be able to answer basic questions and provide directions/advice to customers in the parking lot.

License Plate Inventory Attendant

The License Plate Inventory Attendant position is responsible for monitoring the facilities and reporting any maintenance issues, assisting customers as needed and recording vehicle and license plate information for vehicles in the facility.

KEY RESPONSIBILITIES

- Completing car counts for assigned areas at assigned times
- Obtaining ending tickets from dispensers as assigned
- Accurately recording the license plate numbers of every vehicle in the facility in accordance with location procedures
- Reporting equipment malfunctions to management so that repairs can be made promptly
- Assisting customers with directions or help finding their vehicles as the need arises
- Reporting all problems encountered during the inventory process
- Reporting any issues with cleanliness of the facility, lights out or other problems that you
 may observe
- Other duties as assigned

Gate 55 Security

Gate Security Ambassadors are responsible for the day-to-day security of the ingress from the landside to the secure airside of the airfield.



Shuttle Driver

All shuttle drivers will be fully licensed, be at least 21 years old, and have at least one year of commercial driving experience. In addition, all candidates will have successfully passed a background check, driving check, drug test, and physical. Drivers will also be selected according to their customer service skills and ability to communicate fluently in English. Once hired, drivers will be expected to maintain an acceptable driving record. Employees will be required to report all traffic violations and/or convictions.

Driver training will be conducted for all new employees and refreshed annually. In addition to Republic's regular service-oriented training, the specific training for drivers will center on assisting customers on and off the vehicle and providing friendly and courteous service throughout the trip. Drivers will also be trained to safely and efficiently assist passengers with disabilities. At minimum, Republic will ensure that the following personnel requirements are met:

- Background checks will be required of all personnel assigned to operate vehicles transporting individuals on behalf of RDU. This check will include:
 - A criminal record check
 - A review of the Sex Offender Registry
 - A look into the candidate's driving history
 - Verification that the driver is at least 21 years old
- All drivers will carry:
 - Any related certificates (e.g., endorsements for air brakes)
 - Registration documents and permits
 - Proof of insurance
- At all times, drivers will:
 - Conduct themselves and operate assigned vehicle in a safe and courteous manner
 - Avoid boisterous or profane language or incivility
 - Be experienced and trained in use of the shuttle vehicle
 - Obtain a flu shot (provided at no cost by Republic) or wear a mask during flu season
 - Use vehicles only in accordance with assigned duties
 - Not smoke on RDU property or in the shuttles
 - Refrain from eating or drinking on the shuttle, unless on break
 - Be able to read, write, and converse clearly in English
 - Not use a telephone unless it is a part of our communication system
 - Provide passenger ridership count on a daily basis



- Wear a clean, company-provided uniform
- Maintain hygiene and grooming standards consistent with RDU policy
- Wear a company-provided ID badge that is visible at all times while on duty
- Handle customer complaints and problems in a professional manner
- Collect or verify a valid pass or identification for each shuttle rider
- Not accept cash or sell tickets to ride the shuttle
- Not allow standees on the bus
- Adhere to a dedicated schedule and not leave early under any circumstance unless instructed by the dispatcher or manager
- Report emergencies, vehicle defects, and unusual circumstances to Republic (as required) and RDU supervisors
- Provide brochures and other marketing materials regarding the shuttle service, as required by RDU
- RDU may require Republic to remove any driver or supervisor from service upon written evidence of the driver's violation of any RDU rules.
- Republic will perform annual pulls of all driving records and provide RDU all results.
- No new hire or driver may have any convictions for the following:
 - Operating a vehicle while under the influence
 - A felony or serious misdemeanor involving violence
 - A felony involving the use of a motor vehicle
 - Leaving the scene of an accident

Equal Employment Opportunity Policy

To further our commitment to supporting our clients' expectations and goals, we provide our employees with opportunities for professional growth and recognition, a compensation package that fairly matches rewards with contributions, and clear performance expectations. We provide equal employment opportunity to all persons without regard to race, color, religion, sex, age, disability, national origin or sexual orientation. Equal opportunity and equal consideration will be afforded to all applicants and employees in personnel actions, which include recruiting and hiring, selection for training, promotion, transfer, and layoff or termination.



Approach

Republic Parking provides all of our client airports a customized operations plan based upon the unique characteristics of the airport. While the common saying within the Airport industry, "if you've seen one airport, you've seen one airport" certainly applies to airport operations due to the unique nature and demands of each airport, it is sometimes less applicable to the parking operations.

Certainly, revenue control procedures, audit, quality control, and related training procedures will all be similar; and Republic has a great deal of experience and expertise in these areas. However, transition plans, how training is facilitated and when, orientation, cleaning and maintenance plans, first level PARCS maintenance tasks and scheduling, and training staff for customer assistance are unique and need to be followed per a unique and organized plan.

At RDU, we will work with you to develop a specific transition plan. Every successful management plan begins with an uneventful transition. A key component of the management and operations plan is selecting the right manager. Depending on the needs of the Airport, in some cases we bring in or transfer an existing Republic manager to the airport already trained and experienced in parking operations. Often, if the Airport is well-satisfied with their existing manager, we interview that person and if they meet our background checks and interview process, we hire them. We provide the manager and all existing staff retained from the current operator training specific to Republic policies and procedures – typically that training is conducted at the airport. We have the manager, or some supervisory staff visit other Republic airport parking operations to train there as well.

If you would prefer, we bring in a new management team, we have a bench of management staff and managers interested in moving to Raleigh-Durham to assume the responsibilities there coupled with a talent acquisition manager prepared to recruit management for the opportunity. Two managers interested in the lead manager position at RDU are Ralph Hannum and Wally Bice.

With Republic and Reef's depth of experience, we are fully capable of providing all of the services without subcontractors. However, per the requirements of the RFP; and as we indicated in our cover letter/executive summary and in other parts of this proposal, we will be using MWBE & ACDBE subcontractors. We believe this benefits the entire community and furthers the FAA and the Authority's objectives of engaging disadvantaged business enterprises to participate in the operation of the services.

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Management Plan: Staffing

Republic will meet all of the requirements above by employing an experienced, skilled general manager. Additionally, we have attached our job descriptions and standards of performance that all employees will be trained to perform so there are no ambiguous areas of responsibility.

Republic Parking understands that the quality of service we deliver has a profound impact on the customer experience and, ultimately, your bottom line. As such, our approach to parking plan prioritizes staff training that fosters and supports a positive service environment. Republic Parking's programs, training, experience, expertise and innovation will ensure the best customer service from all perspectives at Raleigh Durham International Airport. We are willing to change this staffing schedule at any time based upon the needs and/or recommendations of RDU. We also recognize that the Airport intends on going cash-less over the next couple years. As we move in that direction, Republic will reduce the staffing hours in consultation with the Airport to reflect the necessary hours.

We recognize RDU has had several periods of construction and renovation in the terminals, the parking lots, and even the roadways leading to the Airport. Often, an airport origination and destination traveler's first and last experience is with the parking personnel. For these reasons, we will place a special emphasis on customer satisfaction training, conflict avoidance, and teaching the customer service representatives to be true ambassadors of Raleigh Durham and to the Airport customers.

We will invest additional time, costs, and resources in bringing our training team from Chattanooga and Atlanta to Raleigh to work with our staff and management team. We recognize proper training is a key component of our services and for those reasons we will be stepping up our investment. With the additional resources from the REEF Parking Network and the training component of Leslie Saunders Insurance, we have a new digitalized and on-line training program in which each employee will participate. We detail the new training components in the proposal.

We are also focused on improving the morale, retention, and performance of the staff. Consequently, along with the additional focus on training, you will see in our staffing chart, we plan to increase the average hourly wage of most employees.

Finally, we plan to employ a majority of full-time employees. However, due to the nature of the scheduling, we will have some part time employees. In the spirit of full disclosure, you will see in the wage chart we included below our staffing chart, we calculated all of our employees taking healthcare. We know it is unlikely for various reasons that all employees will take



insurance. Consequently, as a gesture of good faith and partnership, we will give a check to the Airport each year, an amount up to \$100,000 for the amount of insurance costs we avoided due to employees not participating in our insurance plan.

Work Schedules, Wage Charts, and Internal Budgets

For full disclosure, we have provided our work schedules for each of the service functions as well as the wage charts. Finally, we included a budget for the Transportation, Gate Agent, and Parking components. All schedules and budgets assume a fully staffed operation.

We recognize we won't begin operations and in fact, may never achieve a fully staffed operation if airport volumes do not fully return to pre-pandemic levels. Consequently, the Airport can count on the billable hourly rates as detailed in the "Work Function section of the Staffing Services Pricing Breakdown Sheet" to determine the costs of the service based upon the amount of hours used for each job function.

We will staff the work functions based upon careful consideration and direction from the airport based upon your needs. We will have a lead LPI Inventory Clerk so that team can work efficiently and independent of third shift supervision, if necessary. If and when third shift supervision is required, we would have the LPI team responsible to them. We will require our shuttle supervisors to have the CDL-P licensure so they can drive the large buses as necessary. The only position that we believe is a necessary "fixed cost" is the General Manager since he/she will be our main contact and responsible for all of our services at the airport.

You can see we are offering a generous pay scale. As we stated in other sections, due to our large presence in the Carolinas and our Raleigh Durham operations, we know the job market and will have to offer wages similar to this rate to be competitive. As also previously indicated, we don't expect all of our employees to take health care, but budgeted them for it.

We don't need to benefit financially by billing RDU at a rate that includes full healthcare. Consequently, will offer the Airport up to \$100,000 as a refund/rebate for the cost we avoid by employees not participating in the plan.

Again, in an effort to fully disclose all of our costs, we have detailed our budgets. The items highlighted in blue are ACDBE spend. A component of payroll will also be an ACDBE spend (TAG and Grace Federal), but we didn't break that out as a separate line item on the budgets, only the wage charts.



Parking Wages & Budget

	Weekly Hours	Annual Hours	Avg Pay Rate	Yrly Pay	3% OT	Holiday	401K	Vacation	Bonus	Sub P/R Cost	9.00% P/R Tax	3.50% WC	Total PR	Health/Welfare
Supervisors	70	3650												
Customer Service/ Ambassadors	575	29982												
Ambassador Relief	25	1304												
Lead Inventory Clerk	42	2190												
Inventory Clerks	222	11576												
Totals	934	48701												

R	Raleigh Durham International Airport - Parking												
				Initial Term				Optio	n Ye				
		Year One		Year Two	Year Thi		Year	Four		Year Five		Total	
Gross Revenue	\$	-	\$	-	\$	-	\$	-	\$	-	\$		
Nages .	\$										\$		
Overtime @3%	\$										\$		
Holiday	\$										\$		
401k	\$										\$		
Vacation	\$										\$		
Payroll taxes	\$										\$		
Worker's Comp	\$										\$		
Health & Welfare	\$										\$		
Total Payroll Costs	\$										\$		
General Operating Costs													
Talent Acquistion Costs	¢										e		
Jniform Costs	\$										¢		
Employee Badging	ŝ										l ¢		
Vehicle Insurance (3 @\$2,500)	\$										\$		
General Liability Insurance (\$4.50 x 20,445)	\$										\$		
Office Supplies	ŝ										ŝ		
Minor Equipment - flashlights, radios, etc as needed	ŝ										ŝ		
TAG ACDBE administrative costs	\$										\$		
_SIA Training & Administrative Costs	\$										Š		
Postage	\$										\$		
Phones & data	\$										\$		
Mystery Shop	\$										\$		
Miscellaneous Expenses	\$										\$		
Management Fee	\$										\$		
Total General Operating Expenses	\$										\$		
Total Expenses	\$										\$		

Assumptions and other information:
Payroll related expenses grow at 3% per year
All other expenses, including management fee increases 2% per year
Health & Welfare and 401k expenses depend on how many employees participate

Gate Agent Wages & Budget

	_		_		_										
ſ		Weekly	Annual	Avg Pay	Yrly	3%					Sub	9.00%	3.50%	Total	Health &
		Hours	Hours	Rate	Pay	OT	Holiday	401K	Vacation	Bonus	P/R Cost	P/R Tax	WC	PR	Welfare
	Gate Agent Staffing	188	9,803							\$			\$	\$	\$
L															
П	Totals	188	9803							S			S	S	Ś



Raleigh Durham International Airport - Gate Agent												
	Ť			Initial Term				Optio				
		Year One		Year Two		Year Three		Year Four		Year Five	1	Total
Gross Revenue	\$	-	\$	-	\$	-	\$	-	,	\$ -	\$	-
Wages	\$										\$	
Overtime @3%	\$										\$	
Holiday	\$										\$	
401k	\$										\$	
Vacation	\$										\$	
Payroll taxes	\$										\$	
Worker's Comp	\$										\$	
Health & Welfare	\$										\$	
Total Payroll Costs	\$										\$	
General Operating Costs	L										Ι.	
Talent Acquistion Costs	\$										\$	
Uniform Costs	\$										\$	
Employee Badging	\$										\$	
Minor Equipment - flashlights, radios, etc as needed	\$										\$	
ACDBE administrative & training costs	\$										1 3	
Postage Phones & data) p										1 3	
	3										1 2	
Mystery Shop	3										1 2	
Miscellaneous Expenses	3										1 2	
Management Fee Total General Operating Expenses	\$										\$	
Total General Operating Expenses	1 2										1 3	
Total Expenses	\$										\$	

Assumptions and other information:
Payroll related expenses grow at 3% per year
All other expenses, including management fee increases 2% per year
Health & Welfare and 401k expenses depend on how many employees participate

Shuttle Wages & Budget

	Weekly	Annual	Avg Pay	Yrly	3%					Sub	9.00%	3.50%	Total	Health &
	Hours	Hours	Rate	Pay	OT	Holiday	401K	Vacation	Bonus	P/R Cost	P/R Tax	WC	PR	Welfare
General Manager	40	2080		\$			\$				\$	\$	\$	\$
Supervisors	168	8,760					\$		\$ -			\$	\$	\$
Bus Drivers (CDL P)	679	35,405					\$		\$ -					\$
Shuttle Drivers	392	20,440					\$		\$ -				\$	\$
Totals	1279	66685					\$							



Raleigh Durham International Airport - Ground Transportation												
		Initial Term Option Years										
		Year One		Year Two		Year Three		Year Four		Year Five	1	Total
Gross Revenue	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Wages	\$										\$	
Overtime @3%	\$										\$	
Holiday	\$										\$	
401k	\$										\$	
Vacation	\$										\$	
Payroll taxes	\$										\$	
Worker's Comp	\$										\$	
Health & Welfare	\$										\$	
Total Payroll Costs	\$										\$	
General Operating Costs												
Talent Acquistion Costs											\$	
Uniform Costs	φ										3	
Employee Badging	φ										9	
Vehicle Insurance (24 @ \$2500)	φ										\$	
Insurance claims	φ										ę.	
Lytx (Drive Cam) monthly subscription	ψ										¢	
Trans Loc - Ford Mobility Installation (24 Vehicles)	φ										٥	
Trans Loc - Ford Mobility passenger counting & GPS	\$										l ¢	
Office Supplies	\$										l ¢	
Minor Equipment - flashlights, radios, etc as needed	\$										¢	
LSIA Training & Administrative Costs	\$										Š	
Grace Federal Administrative Costs	¢										l ¢	
Postage	\$										¢	
Phones & data	\$										l š	
Mystery Shop	\$										Š	
Miscellaneous Expenses	\$										Š	
Management Fee	\$										\$	
Total General Operating Expenses	\$										\$	
	ľ										ľ	
Total Expenses	\$										\$	

Assumptions and other information:

Payroll related expenses grow at 3% per year
All other expenses, including management fee increases 2% per year
Health & Welfare and 401k expenses depend on how many employees participate
Lytx cost os \$47.50 per month per vehicle, less for more years and shuttles
Trans-Loc & Lytx costs reflect all 24 vehicles

Shuttle Operations

Shuttle Operation Management Plan

Republic has provided shuttle services for airports since 1977 and currently provides public and employee shuttle service to many of our Airport clients throughout the United States including but not limited to: The CONRAC facility at Baltimore Washington Thurgood Marshall International, Edmonton International, Anchorage International, Harrisburg International Airport, Charleston International Airport, Birmingham Shuttlesworth International, and many other Airports.

TRIP FREQUENCY

Our customer service goal is a maximum wait time of ten, but no more than fifteen minutes anywhere on the shuttle route. To achieve that goal, we will operate in different fashions according to the hour of the day and customer demand. Shuttle drivers are responsible to ensure that no customer ever waits more than fifteen minutes under any circumstance. A rider log is used to identify the number of passengers on a daily basis.



VEHICLE MAINTENANCE

We will use a maintenance log to communicate and document information between drivers, the site manager and the Airport concerning usage, cleaning, maintenance and unsafe conditions. The log is divided sections: The Inspection Checklist and the Inspection Log. We will work to constantly keep the vehicles in top shape to best serve RDU and most importantly our passengers.

DRIVER HIRING

In order to provide the highest level of customer service for RDU Airport travelers, we will institute a shuttle service that is set up with one goal in mind; provide the very best in customer service with safety as the guiding element. Our drivers will all have proper licenses in accordance with state laws and be in compliance with the rules of the Airport. No one will be allowed to drive for us if they have a major violation in the last three years (accident with injury, DUI, or more than two speeding violations). As a part of requirements for employment as a driver for Republic Parking System we require pre-employment testing and positive verification of the proper standing of the license for each trainee.

DRIVER TRAINING

Customer Service Training is the first step in our training program. Either on-line training or training videos (according to what equipment is available at the site) will be used to demonstrate and explain how our customers are to be served. We insist that each person on our staff buy into the concept of the very best in customer service before we proceed to vehicle training. Concepts of customer service are explored in an interactive environment. Trainers from our corporate HR staff or Regional office are typically used. During this training we also show our drivers the correct methods for lifting, and how to properly assist our passengers in getting on and off the shuttles. Our drivers must be willing and able to assist passengers with their luggage. Customer service training is always delivered before the staff assumes their roles in delivering the service, and it is repeated with fresh material regularly. Strong emphasis on customer service is absolutely needed in order for the staff to remain motivated and supportive of the goal to provide the very best in customer service.

Each trainee is shown the basics of the vehicles. This includes how to check the oil, how to check tire pressure, the proper completion of pre-trip and post trip inspections, adjusting mirrors, how to use the radios properly, what to do in the event of an accident, how to handle an emergency, etc. In support of this training the trainee is given the portion of the Location SOP Manual for Drivers that deals with the job. The entire document is reviewed, and the trainee is free to ask questions throughout the training. When all material has been covered and all questions have been answered the trainee must sign an acknowledgment of receipt of



the SOP section. This acknowledgement is then kept on file and a copy is sent to our corporate office.

As members of the National Safety Council, we use a video entitled *Coaching the Van Driver 3* to assist in training all trainees. The video is specifically geared to the types of vehicles used at RDU. It reviews operational concerns for the drivers and addresses ways to operate these vehicles in the safest manner. After viewing the video, the trainee must then complete a written test to acknowledge the lessons learned. Once that portion of the training is completed, we then demonstrate the restraint system on board the vehicles for wheel chairs and the operating of the lift. The trainee must then demonstrate to our trainer that they can handle these tasks without any problems. After these tasks are completed, we then have the trainer driver the route with only the trainee as a passenger to observe the proper way to serve our customers. Then the trainee is allowed to driver the vehicle with only the trainer on board to observe. When the trainer is satisfied that the trainee "gets it", we allow the trainee to drive the route and take passengers with the trainer still on board to ensure that the trainee is comfortable, is doing the job correctly, and is serving our customers at the highest level. Once the Trainer is satisfied that the trainee is ready, we will allow the trainee to become one of our team as a driver.

OPERATIONS - SCHEDULE

Our schedule will adjust to meet the needs of the operation in maintaining a ten to fifteen minute wait time and quickly respond to the needs of the passengers. Having more buses than needed running only wastes the Airport's money; it does not provide better service. We would be burning fuel, wasting payroll, and degrading the equipment for no good reason.

ACCIDENTS/INCIDENTS

Our SOP Manual fully addresses the handling of accidents or incidents. We require a written report to be completed whenever such things occur, and we require our staff to contact Airport Police so that they may respond to the scene and complete appropriate reports. Forms for such times are always available on board each vehicle which we use.

CUSTOMER COMMENT FORMS

Each vehicle will have a supply of forms which will be readily available to our passengers. All forms received will be forwarded to the Airport for their review. Any form that contains contact information will receive a response from us with 48 hours of receiving the form. A copy of the response will be provided to the Airport.

VEHICLE CLEANING

Our procedures, as spelled out more fully in our SOP, require each driver to maintain the vehicle in a litter free condition throughout the time the vehicle is in use. We also maintain the interiors



in a fresh smelling condition as well as a clean looking condition. Our Maintenance personnel will clean the vehicles on an as needed basis, weather permitting.

REPORTING

Each driver is required to keep a tally of passengers transported. Each vehicle will have a file which shows the maintenance for that individual vehicle. Such information is invaluable in determining whether any patterns exist that might identify a bigger problem with the vehicle before it happens.

Such daily reports as the Airport deems necessary will be provided as directed. We also maintain information which we normally produce weekly that shows any service issues during the preceding week, any vehicle breakdowns that may have occurred, accidents, or complaints. This is summary information, not in lieu of immediate action. On a monthly basis we also produce summaries of all of the above.

PRE-TRIP INSPECTION CHECK LIST

Every driver is required to perform a pre-inspection check prior to putting any vehicle in to service. This provides us with an assurance that the vehicle is safe to operate and provides us with records to assist us in scheduling needed preventative service and repairs. This written pre-trip inspection is treated in one of two ways:

- 1. If the inspection reveals any problems with the vehicle, the driver immediately reports the issues to the manager on duty. The manager then determines whether the problem can be immediately corrected or if the vehicle will be black-flagged. Any black-flagged vehicle must be repaired and inspected by the manager before it can be placed back in service.
- 2. If the vehicle passes the inspection the driver puts the vehicle into service. The pre-trip inspection form is then turned in at the end of the shift. These forms are then used to establish the permanent record for each vehicle.

The following items are the basis for the pre-trip inspection:

- Fuel Gages are checked to determine that they are working, and that the vehicle has sufficient fuel to place the vehicle in service. The fuel level is recorded, along with the odometer reading.
- Fluids Engine oil and transmission fluid levels are checked to ensure that they are at proper operating levels.
- Water/Anti-Freeze Radiator fluids must be at proper operating levels.



- Belts/Hoses/Wipers A visual check is conducted to ensure there is no fraying, leaking or excessive looseness.
- Head/Brake/Tail/Back-up Lights and Turn Signals All must be inspected.
- Brakes Check that braking systems are working properly, and that the vehicle has adequate stopping power. Parking brake must also be checked.
- Tires All tires must be checked for correct pressure, and to inspect for excessive wear.
- Horn The horn must be in working order.
- Doors The mechanical door and the driver's door must be in proper working order.
- Seats Check the condition of the driver's seat, all passenger seats, and all seat belts.
- ADA Tie-down and lift Test the operation of the lift and inspect the tie-downs for loose bolts.
- A/C and Heaters Check the systems to ensure they are working properly.
- Other Lights Interior lights, dash lights, and exterior marker lights should all be working properly.
- Windows/Mirrors All windows must be working properly and be free of obstructions. Mirrors must be properly adjusted.
- Fire Extinguisher/First aid kit Check the extinguisher to determine that it is fully charged, and that the inspection is current. The first aid kit should be properly stocked.
- Baggage racks and poles Inspect for loose screws or other mechanical or aesthetic problems.
- Body Damage Perform a complete check of the entire exterior, noting any problems with the exterior.
- Cleanliness The interior should be swept and inspected, and all windows should be washed during the shift (Inside and out).
- COVID-19 Disinfecting all interior seats, hand rails, and areas that customers are likely to touch will be sanitized with clean rags and disinfectant.
- Inspection Check List Buses are inspected daily before each shift. Each checklist is checked and entered into the Inspection Log by the Manager or Supervisor. The compilation of the



checklist pages and the corresponding summary log comprise the official vehicle log and will remain as the permanent record.

Lytx Risk Detection Service

We will install the Lytx DriveCam system in all buses and contract with Lytx to cloud based monitoring services. All costs are built into our pricing. Lytx has an office based in Raleigh Durham and their installation team will come from this office. The Drive Cam video records at all times during shuttle operations and saves video ten seconds to an on-line site before and after any sudden speed, break, or bumping at a G-force or setting programmed by Republic. The supervisor reviews any incidents recorded on a daily basis to determine if more training is needed or if a more serious event occurred. Since drivers know their driving is being recorded, this serves as an additional safety tool.

Trans-Loc Customer Facing GPS System by Ford Mobility

We will contract with Tran-Loc, a Ford Mobility Company to provide GPS service so that customers, the RDU administration (you, our client), and Republic. We will also us Trans-Loc for customer counting on each shuttle and bus so we know exactly how many passengers are riding at a single time and over any measured period of time such as a day, week or month. All costs are built into our pricing.

Customers can download an app from Trans-Loc and will be able to track the bus and shuttles, where they are on the route, how long they will be until they reach the customer's bus stop, and how long until they reach the terminal. The system Is very similar to the map/app experience on a Transportation Network Company (Uber/Lyft) ride. More Information on the Trans-Loc system can be found In the Appendix.

Please refer to Exhibit section for detailed information on these systems.

Employee Benefits

Our corporate HR department sets classification and compensation guidelines for exempt and non-exempt employees. We believe that we must pay a living wage to ensure that we are attracting the type of employees who can uphold our high standards and deliver a service that exceeds your expectations, as well as those of your customers. All payroll is handled by our Payroll Manager located in the corporate office to ensure that employees are paid correctly, timely and in compliance with all wage and hour requirements. Benefit packages are also created and administered through the corporate HR department according to location/contract requirements. Current benefits available to qualified employees include Medical, Dental, Vision, Basic Life, Voluntary Life, Long and Short-Term Disability, 401-K, Paid Time Off and Paid Holidays. A copy of the Employee Benefits booklet can be found in Exhibit section.



Open Shift /Overtime

To avoid negative conditions listed in the RFP, Republic Parking plans to implement the following.

a. Open \ Unfilled Shifts

You will see in the staffing sheets of all three services (ground transportation, gate agent staffing, and parking) that we have provided significant relief employees and additional hourly employees. We will work with a mix of both full and part time employees. All employees will know their schedules, but we will have staff on site and on call to back fill any open shifts as necessary to fill open/unfilled shifts.

b. Overtime

Our corporate objective is for all overtime to be no more than 3% of total payroll. We have provided adequate staffing to avoid significant amounts of overtime. Additionally, you can see we have provided a competitive wage rate and benefit package to limit employee turnover and open/unfilled shifts. Additionally, we have added a dedicated Recruiter/Trainer who will identify employees who want to work for the services we provide to RDU and then once employees are hired and thru orientation, they will be thoroughly trained. We have found a well-trained work staff limits the amount of over time, unfilled shifts, tardiness, and call outs.

c. Inaccurate and/or Incomplete License Plate Inventory

Our management and supervisory team will work with staff to appropriately train the LPI team. We have a supervisor schedule for the third shift who will work with our LPI team during the process and check on accuracy prior to turning the LPI inventory devices into the Airport.

d. Shuttle Bus Delays \ Overlaps

We plan on having a dedicated staff member to coordinate the activity and movements of all shuttles. They will monitor the GPS tracking screen to know the location of all shuttles. Additionally, we will have radio equipment to have all shuttle driver's check-in with traffic coordinator so that we can inform drivers to slow down or alter their route to maintain full service to all customers.

e. Tardiness & f. Employee Call Outs

Per the description given in items a & b above, due to the wage rate and the dedicated recruiter/trainer's activities, we do not expect tardiness or absenteeism to be a problem. However, if the issues persist with a specific employee, the employee will enter the progressive discipline process.



Personnel Policies and Practices

Training

Republic Parking personnel are trained to focus on assisting visitors and building employees. Our staff will be well-versed in operation of the revenue control equipment and will also have a working knowledge of the entire building's layout/geographic area in order to provide accurate directions and recommendations to customers, guaranteeing your visitors' first and last impression is a positive one.

The various forms of training that Republic Parking offers to its employees are outlined below:

- Safe driving training Republic Parking is committed to protecting its customers, employees, and the vehicles we park against any potential damage or injury. All garage and valet personnel are required to pass an extensive background check and provide a clean record of safe driving. Once clearance is granted, day-to-day operational staff receive permanent access badges. Event valet attendants and fill-in staff are required to check in with on-site security for access upon starting a shift.
- Classroom training Republic Parking has developed its own internal training program with comprehensive training manuals and continually refreshes its training initiatives as required. Classroom training sessions are provided to our employees and strict testing is required to become a certified attendant, valet, or supervisor with our organization. While classroom training involves ensuring staff can operate equipment and are familiar with all standard



operating procedures, a large portion of the training focuses on providing superior levels of customer service.

- On-the-job training our operations management team provides a minimum of 24 working hours of on-the-job training. Further training for location personnel is provided as deemed necessary.
- Equipment training technical training is provided to field staff on parking equipment hardware and software, including troubleshooting and light maintenance and repair procedures. All Republic Parking staff who oversee non-staffed locations with automated equipment receive hands-on training from the equipment supplier on basic preventative maintenance duties that can be provided at the lot level to ensure any service interruptions will be minimized.



- Customer service training Republic Parking understands the importance of delivering
 quality customer service to each user group; as such, we will prepare our teams by providing
 the training and tools to meet or exceed expectations by the different stakeholders. Sitespecific building orientations are reviewed one-on-one with the area manager to ensure all
 new employees understand the expectations of the client and building property manager,
 including how to efficiently work with the other departments, such as engineering, janitorial,
 security, and property management.
- Specialized training infused with the white-glove service principles of the <u>Disney Institute</u> and the gold standards of <u>The Ritz Carlton Hotel</u>, our specialized customer service training programs equip our staff and on-site personnel with the awareness, insight, and skills necessary to consistently provide superior levels of service.
- On the SPOT Service this proprietary training program involves Republic Parking employees completing an exercise to identify their own set of customer service commitments. These commitments are agreed upon by all employees and documented by our training department. The commitments are then incorporated into future refresher training programs and employee reward and recognition efforts.
- Conflict resolution training Republic Parking is committed to ensuring that each customer
 has a pleasant experience in the parking facility. Part of our customer service training plan
 includes guidelines on how to manage service recovery when confronted with an unsatisfied
 customer or conflict in the field. Republic Parking's training regimen also includes an online
 course entitled "Customer Service & Dealing with Conflict," for which attendance is
 mandatory for all Republic Parking personnel and is taken at least twice a year.
- Management Development (MD) Program all management staff are required to complete the MD Program, which is widely regarded as the standard-bearer in the industry. Eleven different training modules are offered in online learning formats.
- Individualized manager training in addition to the core competencies achieved by the MD Program, Republic Parking managers complete a skillset analysis in partnership with our corporate trainer on an annual basis. Based on the completed assessment, the trainer and manager create an action plan to ensure those skills that need to be improved are tracked and completed within a predetermined time. With the results of the assessment and a manager interview, the corporate training department designs the manager training program to ensure the manager completes the training lessons needed to achieve the required skillset.
- Emergency response training the safety of staff, customers, and our clients' properties are of utmost concern. Republic Parking currently maintains a comprehensive Safety



Program that is issued to and reviewed by all of our employees. The program provides guidelines on how to handle aspects of health and safety issues, violence in the workplace and other potential incidents or disasters that may occur while on duty, such as fire, chemical emergencies, explosions, electrical shock, missing vehicles, robbery, collisions, injury, and elevator malfunctions. Republic Parking employees are also trained to deal with unusual activities that may occur in or around your specific facility and will immediately report any and all incidents involving the use of emergency procedures to on-site security.

WHMIS training — applicable Republic Parking staff are all properly trained through the
Workplace Hazardous Materials Information System (WHMIS) in the handling and storing of
hazardous materials. This training applies to any staff who may be exposed to hazardous
materials in the workplace. Where appropriate, the module is accompanied by a field
training manual, worksheets and sample materials. Our management training program turns
out well developed, multifaceted managers who can successfully manage complex
properties and transportation systems for our clients and our company.

On the SPOT Reward and Recognition Program

The On the SPOT Reward and Recognition Program allows managers to instantly recognize employees who take a positive or helpful approach on the worksite, take initiative and do something helpful that they were not required to do, demonstrate effective teamwork, or deliver outstanding customer service that goes above and beyond expectations. This out-of-the-box program provides managers with complete support material, including posters, manuals, a program information handout for employees, and an online rewards catalog.

The concept is simple: when a manager observes an employee demonstrating any of the above behaviors, they provide the employee with verbal congratulations and a signed "On the SPOT" card. The employee can then redeem these cards for merchandise through Republic Parking's online store. In practice, we have found the merchandise is a relatively small component of the program's entire value; what is of real importance to the employees is the fact that their efforts have been recognized.

Employee of the Month Values Award Program

The Employee of the Month Values Award Program offers recognition and rewards to individuals who demonstrate Republic Parking's values at the branch/department or lot level. This program is a motivational tool that promotes excellent performance and positive behaviors. Recognition builds self-esteem and a sense of belonging, improves individual attitudes, and has the greatest impact when it comes from fellow employees. Rewarding and recognizing employees has other advantages, including:



- Encouraging innovation and problem-solving by recognizing people for ideas that improve company performance and/or lead to greater efficiency.
- Increasing morale, loyalty, and productivity.
- Leading to opportunities for raising the bar and achieving higher standards.
- Retaining and attracting talented employees.
- Mystery Shopper

Republic contracts with a leading Mystery Shop company called Intelli-shop to perform monthly anonymous shops of our services. People selected by Intelli-shop via their website and unknown to Republic visit our properties each month and park in our parking lots, ride our shuttles, take a taxi ride, or have their vehicle's valeted. We are able to customize the shops and we create one specifically to evaluate the Ambassador/ Customer Service team. Different shoppers are used so we don't receive the same scores and impression each month. The shopper is paid by Intelli-shop and reimbursed by Republic. They rate us based upon a number of factors.

We get to see "through the customer's eyes" what is happening when nobody knows that they are being observed. This is just another level of supervision which allows us to identify those that need additional training or those who should be commended for their work. Scoring 100% on a mystery shop results in praise and a token of our thanks for the employee "caught" doing this right. We are very pleased with the outcomes of this evaluation. We find these shops, which are performed at every airport where we operate, to be invaluable.

We have listed the Intelli-shop website below for you to review for greater detail. http://www.intelli-shop.com/

We have found this process to be an excellent method to evaluate many aspects of our service. We have attached shuttle shops at Colorado Springs Airport and a parking related shop from Myrtle Beach Airport in Exhibit section.

Safety/Emergency Procedures

Republic Parking considers the safety of staff, customers and customers' property to be of utmost concern. Republic Parking maintains a comprehensive Safety Program that is issued to and reviewed by all company employees.

The program provides guidelines on how to handle a variety of health and safety issues, violence in the workplace, and other potential incidents or disasters that may occur while on duty such as fire, chemical emergencies, explosions, electrical shock, missing vehicles, robbery, collisions, injury, and elevator malfunctions to name a few.



All employees, contractors/subcontractors, and contract workers have a responsibility to observe all Republic Parking rules and procedures as well as applicable regulated standards and guidelines to ensure a safe workplace. Republic Parking staff will report any and all incidents involving the use of emergency procedures to property management and/or on-site security immediately. A complete copy of our Safety Program can be provided upon request.

Severe & Inclement Weather Plans

Republic manages seventeen coastal airports in Florida, South Carolina, Mississippi, Louisiana, and Texas. We have detailed hurricane procedures and unfortunately have had to implement them several times in the past few years. We also know Raleigh sometimes experiences hurricanes – I was actually living in Durham in 1996 when both Hurricanes Bertha and Fran hit the Triangle area and did major damage.

More likely would be a winter weather event. We also manage several airports in northern climates that often have storms dropping several inches of snow per occurrence and receive several feet of snow each year. Again, I was in Raleigh – stranded for several days at the RDU Airport Hilton Garden Inn in January 2000 when the area received twenty inches of snow. We also have detailed procedures for winter storms. In both situations, long before any weather event, we have a list of employees who want to be on call in for a weather event. We make reservations at meal plans at the closest hotel to the airport and have the employees work twelve hours on and twelve hours off shifts until the roads are clear and traffic is back to normal. If we don't own a four-wheel drive truck as a part of the operation, we rent a truck to pick up and drop off employees as necessary. Safety of the employees is always a high priority. Republic covers the meal and lodging costs for the employees, they typically earn significant overtime during the period, and depending on the severity of the storm, we often pay a bonus to the employees for working during the storm. This keeps employees excited, motivated, and the operation well-staffed.

Compliance

In today's rapidly changing and complex regulatory landscape, there is an increased need to educate our workforce regarding internal policies that protect and keep our workforce safe and fully engaged. We value our employees and want all to work in an environment that is hospitable, respectful, and in compliance with applicable laws, regulations, rules, and internal policies.

Compliance training is far more crucial than ever and demonstrates our organizational and professional integrity as an employer. It promotes self-growth (i.e., knowledge, empathy, and understanding), behavioral change, and community strength. It also impacts the overall



economics of our company by avoiding and detecting violations that could lead to legal liabilities.

Course content that cover compliance include the following:

- Workplace harassment
- Basic employment law
- The applicable disabilities act and reasonable accommodation
- The applicable family and medical leave act and reasonable accommodation
- Security awareness (PCI-DSS compliance)
- Employee performance management and progressive discipline
- Anti-bribery and corruption

Customer Service Plan

When it comes to customer service, we set the bar high. All employees are required to be courteous and helpful at all times. Republic Parking employees will meet or exceed the following standards for customer care:

Attitude

- Be pleasant and attentive and treat all customers in a friendly, professional manner.
- Display a positive attitude toward customers and fellow employees at all times.
- Practice de-escalation techniques when encountering an upset customer. Remain composed, try to calm the customer, and use the LAST system: listen, apologize, solve, and thank.
- Be capable of communicating clearly in English with customers.
- Use a proper and courteous vocabulary and maintain eye contact and a pleasant tone
 of voice with customers.
- Make every effort to satisfy customers' needs, even when those needs may be outside
 of your job scope.
- Call for the appropriate services or additional assistance if necessary, to meet a customer's needs.
- Maintain proper posture at all times.
- Do not use foul or inappropriate language at any time.
- Do not gather with other employees to chat about non-business related issues while on duty.
- Do not eat, drink, chew gum, or smoke in other than designated areas of the workplace.



- Do not nap or sleep on duty or in a public area.
- Do not use personal cell phones, radios, iPods / MP3 players, or similar devices while on duty.

Appearance

- Be well groomed, clean, and present a professional appearance.
- Wear only appropriate accessories while on duty, as determined by employer.
- Wear nametags and official identification that is visible to the public at all times.
- Wear clean, neat, and pressed uniforms while on duty.
- Wear sunglasses only while outdoors and during daylight hours.

Knowledge

- Be capable of providing directions and know where and how to obtain requested information or services for customers.
- Know where and how to obtain assistance in order to resolve customers' questions or problems if language barriers arise.
- Know where and how to obtain assistance in order to respond to medical and operational emergencies.
- Offer a receipt with every transaction.

Other Expectations

- Help patrons find their vehicles.
- Jump start vehicles with dead batteries (after a written liability waiver has been signed by the patron).
- Provide resources and contacts for locksmith services if needed.
- Provide air to inflate flat tires.
- Provide patrons up to one gallon of gas.

Motorist Assist

Republic Parking's motorist assist program is a significant value-added service for any parking facility. This program offers patrons of Republic Parking's parking facility assistance with minor vehicle problems that may arise. Services may include jumpstarts for dead batteries, locksmith assistance, inflating flat tires, help finding lost vehicles, and providing small amounts of emergency fuel in the event a customer's vehicle runs empty.





Uniforms

Our team members wear distinctive, well-maintained uniforms at all times while on the job. A clean, consistent uniform is a fundamental job requirement for all customer-facing staff. This instantly identifies them as Republic Parking employees, provides a sense of safety and comfort to patrons, and reflects a professional, quality-conscious image.

For attendant staff, our standard uniform consists of black dress pants with black shoes; white shirt and black tie with Republic Parking crest/logo or golf shirt during summer months; depending on the season, a vest, rain jacket, or parka in Republic Parking red/black color combination with prominent Republic Parking crest(s); and name tag/photo ID with Republic Parking crest, indicating first and last names. Republic Parking's standard uniform can be tailored to RDU's branding and uniform standards as desired.









Record Retention

Republic Parking operates strictly under the principle of division of duties. Much emphasis is placed on posting revenue from those balancing the revenue received against tickets, or other inventory, sold. This reconciliation is completely independent of the on-site operation and ensures that all deposits are made, and available for audit. Republic Parking also operates a strict policy on the retention of records. In many cases, clients will require additional special record retention procedures, and these are easily respected.

DATA RETENTION

All data will remain the property of the RDU and will remain in the database until archived. The rules for archiving data will be mutually agreed upon during the implementation process. Archived data would be stored offline for possible restoration based on data retention rules provided by the Airport. Data can be transmitted to the Airport at any time, and the system can be downloaded in any standard specified format.



THIRD-PARTY AUDITS

External third-party audits are carried out on an annual basis by Deloitte, a global accounting firm that provides industry-leading audit & assurance, consulting, tax, and risk and financial advisory services to many of the world's most admired brands, including more than 85 percent of the Fortune 500 and more than 6,000 private and middle market companies.

INCIDENT REPORTING

Republic Parking's company policy is to respond to any customer concerns immediately if possible, or within a maximum of 48 hours from the time of receiving a complaint or deficiency notification. All complaints, deficiencies and noteworthy incidents are logged and recorded in incident reports. As part of our monthly management reporting process, Republic Parking can submit copies of the incident reports to the Airport Authority, which will list any incidents/complaints/deficiencies that occurred during the previous month, together with Republic Parking's resolutions and response times.



Management and Operational Reporting

Republic Parking is able to provide supporting source documentation in any format and produce a wide variety of reports. Daily, weekly, monthly, and quarterly reporting packages are geared specifically toward your preferences and provided at no additional cost. Our monthly and annual reports provide a high level of supplemental information for RDU, including the following:

- Executive summary.
- Statistical reports (wide and varied, these reports include sales by time segment, rate segment and for specific periods of time, i.e., by day, month, or year).
- Performance-to-budget analyses.
- Variance analyses.
- 13-month trailing analyses.
- Graphing of year-to-date, month-to-month performance.
- Operational summaries describing factors that affected performance for the month.
- Monthly parking report.
- Other miscellaneous reports as required, such as location assessment reports, operational reports, repair and maintenance logs, and audit reports.

Transitioning

Transitioning a major parking operation over to Republic Parking's systems is a complex project. Republic Parking has developed significant expertise in managing such projects in an organized



and systematic fashion. Immediately upon award, a project workbook is created and lists, in detail, each of the tasks (assigned by functional area) required in the transitioning of the facility. While there are a number of tasks required to ensure a smooth transition, the primary workload revolves around the following:

- Acquiring/inventorying keys and manuals for all on-site equipment.
- Signing up monthly parkers, which is made relatively seamless through the use of our online monthly parking system.
- Creating a communications plan that includes establishing the methods used for communicating with the customer. Generally, most customer communication takes place through Republic Parking's website where full information on the project, directions for signup, etc. are explained.
- Implementing accounting systems and procedures.
- Training staff on equipment (depending on type and current knowledge) and relevant sitespecific information.
- Supplying all necessary information technology infrastructure and procedures, assuring compliance with payment card industry data security standards.
- Liaising with management, monthly and daily customers as well as site security to ensure all aspects of the transition are anticipated.

Customer Satisfaction

With any transition, there are bound to be questions about the potential for disruptions and how best to avoid inconveniencing customers. It is important that the patrons of your facility experience only positive aspects of any change to the parking operations. Our knowledgeable managers will ensure information is properly communicated and that the process runs smoothly from start to finish.

We have provided a Gantt Chart of the Transition process in the Exhibit section. Since the start at RDU will be a transitioned start with only operating a portion of the staff and services on day one and then adding additional staff as directed by the Airport, some of the steps in the Gantt Chart/ Transition Plan detailed will likely need to be repeated.



Subcontractors

We've taken the liberty of putting together an ACDBE plan that exceeds the Airport's objective. We plan on using a combination of two ACDBE firms to assist with staffing, recruiting, and training. We provide a brief description of each firm and what role we envision them supporting the service at RDU as well as an estimate of their total percentage participation by total spend. They include the following:

The Aaron Group – REEF subsidiaries Lanier and AmeriPark partner with The Aaron Group as our DBE and ACDBE a several different locations. We plan on using the Aaron Group for staffing, human resources management and recruiting, and some project management. We expect the Aaron Group will achieve approximately 7.8% of the total spend.

Leslie Saunders Insurance Agency (LSIA) – Republic partners with LSIA at eight airports throughout the country as our ACDBE partner. LSIA is already working with Avis Rental Car at RDU to provide employee training modules and tracking. At RDU we plan on purchasing our insurance products (business insurances and employee health insurance) from LSIA and employing their separate Training Company to transfer several of our customer service training programs onto a digital platform where employees can learn at their own pace while being monitored by our HR & Training staff. Between products and training, we expect LSIA will achieve approximately 10.4% of the total spend.

We will also endeavor to use **Grace Federal Solutions**, a female owned WMBE firm based in Raleigh that provides transportation services for several business in the Triangle. Grace has a significant presence in the Triangle. We plan on using them to provide some of the drivers within the ground transportation services, more specifically for the cutaway shuttles. We expect to use as much as 12% of the total spend with Grace. We have provided a description of Grace Federal Solutions below.

The Aaron Group, Inc. Capability Statement

The Aaron Group, Inc. (TAG), started in 1991, by Hank Aaron and Aaron Turpeau is a North Carolina DOT ACDBE certified company owned by Michel Turpeau who has over ten years of direct experience supporting the traveling public and the TSA at the Hartsfield Jackson Atlanta Internal Airport. TAG brings to the table 27 years of providing program management and quality control services for companies that support for government entities.

Michel Turpeau, while the Vice President of Operations at 3T, Unlimited, Inc., provided turnkey customer service operations "ambassador programs" for the Atlanta's Hartsfield Jackson International airport for over 10 years. Mr. Turpeau hired staff 100% of the City of Atlanta's



customer service positions through City's workforce development program demonstrating the company's commitment to supporting City initiatives.

ATLANTA AIRPORT CUSTOMER SERVICE CONTRACTS SUCCESSFULLY COMPLETED

- 2004-2005 Provided 33% of Customer Greeter program supporting the Hartsfield International Atlanta Airport's "100% Automated Bag Screening" buildout. Eagle Group International-Subcontractor
- 2005-2010 Provided 33% of Customer Greeter program throughout the Hartsfield International Atlanta Airport, including both the atrium and concourses. Eagle Group International-Subcontractor
- 2008-2009 Responsible for 100% of staffing (over 100 representatives) for the original rollout out of Clear ID Program for Hartsfield Atlanta Airport. Clear ID-Subcontractor
- 2010-2015 Responsible for 100% customer service staffing operations for our "Award Winning Customer Service Program" for the Hartsfield Jackson International Airport's Rental Car Center. Meridian Group- Subcontractor

The Aaron Group, Inc possesses a strong track record of providing services for the public sector. TAG was responsible for the development and operation of the City of Memphis's 2014 On Street Parking Educational Marketing Campaign including its, marketing hard copy, virtual collateral (website and video content) as well as providing customer service/marketing reps for the programs launch.

TAG's currently provides Marketing Consulting Services for Flowbird, a worldwide leader of equipment and technology in the mobility industry, and quality control services for the company's automated National Parks Service contract in Washington, D.C.

Michel is the co-chair for the National Forum of Black Public Administrators' Corporate Council and is a board member & the Chair of the Development Authority of Fulton County's MBE/FBE oversite committee.

Leslie Saunders Insurance Agency, Inc. (LSIA)

We will be using Leslie Saunders Insurance Agency, Inc. (LSIA) for all of our insurance products and some on-line customer service training components. More information on Leslie Saunders Insurance Agency can be found in the Appendix.

Grace Federal Solutions

Grace Federal Solutions is a privately owned, SBA-Certified Woman Owned and NC HUB Certified Small Business headquartered in Raleigh, NC. Grace delivers a full range of professional business support services. Grace specializes in providing quality staff to





support our Federal, State and local government as well as the private and commercial sectors. Grace takes pride in our ability to recruit quality staff and our exceptional project management while delivering these solutions on schedule at the best value to our clients.

Providing a Stable Workforce at the Best Value Grace has a sound and credible reputation for providing a stable workforce with low turnover rates, rapid fill rates, superior program management and quality performance—at a cost that is beneficial to our clients. We Send Excellent People. Grace believes it is our responsibility to provide our clients with excellence in the quality, service, and performance of the staff we provide. Our primary goal is to achieve and maintain a position of leadership within our industry. We will maintain our integrity and put our employees and clients first. It is our goal to achieve excellence in all business support services we provide—at a best value.

We expect, and provide, nothing but the best! Grace has a team of former Commissioned military officers in "key" advisory roles, as well as large business partners with the same ethical and performance driven philosophies that will contribute to Grace providing services that exceed expectations at a competitive price. Our management team has over 15 years of experience providing outstanding service to various federal agencies including the Department of Defense, Federal Bureau of Prisons, United States Department of Agriculture (USDA) and the Department of Health and Human Services. Grace staff provides responsive technically sound and competitively priced support to our clients/customers. Let Us help You Achieve Your Mission Goals Grace is a full-service firm that takes pride in its history in its "key personnel" past performance as a prime contractor, and of fulfilling 100% of its client's staffing/support requirements.

About the President Grace's President, Ms. Iris Phillips, has held senior management positions such as Vice President of both Operations and Business Development for over 10 years overseeing government contracts. Grace is pleased to include Department of Defense (DOD) Medical Treatment Facilities (MTF), such as the Tripler Army Medical Center (IACH), Fort Gordon, Fort Stewart, and DeWitt Medical Center; Bureau of Prison medical facilities; and the National Institutes of Health (NIH) on the roster of valued customers that will represent the management of these projects under Ms. Iris Phillips supervision. Under both sole-source and competitive 8(A) contract awards, this demonstrates Grace's ability to source and/or transition, select, and retain and training staff and services. Under Iris Phillips's supervision a 98% fill rate was maintained and 98% retention rate on Government contracts.



References

NAME OF CLIENT	BLUE GRASS AIRPORT (LEXINGTON KY)
Address	4000 Terminal Drive, Lexington, KY 40510
Contact Person	Eric Frankl, Executive Director
Telephone:	859.425.3141
E-Mail Address:	efrankl@bluegrassairport.com
Details:	Republic Parking System has served as operator for Bluegrass Airport since 1975, providing parking management, shuttle service, and terminal curbside valet parking services to patrons of the airport. In 2015, we installed a new ZEAG PARCS and has since added innovative technology such as pay-by-phone, automated smart-phone valet, AVI technology.
	In 2014, we retrofitted the parking garage with energy saving LED lighting. Parking revenue has grown to more than \$7,000,000 annually. The Executive Director, Eric Frankl, said last year, "In both my experiences with them, they have educated themselves about the particular nuances of the Airport and provided recommendations on how to best improve the parking operation Republic has been proactive, responsive and a pleasure to work with."

NAME OF CLIENT	EDMONTON INTERNATIONAL AIRPORT (ALBERTA, CANADA)
Address	1 1000 Airport Rd, Edmonton AB T9E 0V3
Contact Person	Brett Bain

40



Telephone Number: 780.886.8212

E-Mail Address: <u>bbain@flyeia.com</u>

Details

Under five-year contract terms, REEF has been operating the valet parking, concierge services, cashier, maintenance, marketing, and shuttle bus operations at the Edmonton International Airport terminal curbside and parking facilities since 2009.

REEF manages over 120 staff at the airport parking facilities: operating around the clock, 365 days a year. REEF responsibilities encompass a wide range of services, including cash collection, counting and processing; traffic and parking control at arrivals and departures; auditing; customer, valet, and shuttle services; and general facility maintenance.

In particular, our customer service duties at Edmonton International extend beyond the traditional scope for parking operators. Details of REEF's service offerings are as follows:

- Management of two valet operations: Priority Valet at the main terminal and "jetSet valetPark" valet just off site from the airport terminal.
- Management of full concierge amenities for all valet customers. The concierge offers extended services, including car washing, fuel top up, mechanical services, detailing, courier/shipping, shoeshine, dry cleaning, personal shopping, flower delivery, and more.
- Management of the cashiers, traffic directors, dispatchers, and shuttle operations, including the shuttle services for the very successful jetSet parking program.
- Management of the control center (dispatch monitors) for the entire operation, which includes calls from all guests, help buttons, shuttle drivers, and employees of the airport.



- Management of on-site car wash and car detailing services for the airport.
- Management of a full-time marketing and sales employee.
 This position connects with medium and large companies and sells them a range of parking services, including Priority Valet, Executive Park, Easy Parkade, Value Park, jetSet (valetPark and selfPark), and Quick Park.
- Staffing of the shipping and receiving area; shipments are delivered to various on-site vendors.

gs, CO 80916
parking management, ansportation (shuttle) al Airport since 2015. 4.5 million in revenue, ort is located six miles I is the second busiest Colorado. We operate elivering the following
Amano McGann pay- ations. ent parker' program.



- Management of all onsite staff, including attendants, valet personnel, and cashiers.
- 24/7 management of the airport's ground transportation operations.

Per the requirements of the RFP, we only provided three references. As mentioned previously, Reef serves more than 75 Airports throughout North America. If you would like a full list of our Airport clients and reference information, we would be happy to provide that to you.

Communications

As indicated in the Gantt Chart/ Transition Plan, we will schedule weekly calls with the Airport for several weeks prior to and after the start up. Since we expect volume to increase and we will need to add staff to meet that volume, we will schedule several additional weekly calls after the start up to monitor the level and quality of service. We will work in conjunction with the Airport's direction for adding staff.

In addition to the weekly calls, we recommend a minimum of quarterly onsite meetings between Joe Camarata, Daniel Lassiter, Bob Linehart, and representatives of the Airport staff.

Our General Manager will contact our Airport client (direct report) on a daily basis to give a review of operations by staff function.

All of our support team members as detailed on the organization chart will be available 24/7 hours per day via cell phone. We take pride in the relationships we build with our clients. These relationships enable us to solve potential issues before they effect parking and shuttle customers.

Capabilities / Other Relevant Information

Pre-pandemic, the REEF Team provided Valet Services to more than twenty airports in North America. We managed valet significant valet services at the Airports in Charlotte, Louisville, Birmingham, Lexington, and Edmonton. Several of our valet services have already resumed post pandemic. We also manage a very large 24/7 valet operation in Durham for Duke University Medical Center where we employ more than 50 people. We strongly believe the business-oriented clientele of RDU would appreciate and use a premium valet service where we could offer additional services such as auto detailing and minor service (oil changes). The Airport has several parking lots that would be ideal for storing valeted cars. We believe a



premium valet service would be an excellent customer service addition to your business customers as well as an additional revenue driver for the Airport. We would like to discuss the service with you in greater detail.

Regarding other aspects of our firm that would make REEF/Republic an excellent choice for RDU, we have a fully dedicated staff who are specifically dedicated to Airports. We serve more airports in the Carolinas than any other operator. We understand airports and will work diligently to provide outstanding service to RDU.

Regarding the ongoing challenges of COVID-19, we are already seeing a significant increase in volume at our Airports, especially those in the southeast. We believe the most significant factor during the post COVID-19 is being sure our employees have access to the vaccines – we have been a leader in providing staffing for testing and vaccination facilities all through the pandemic. We provide our employees assistance in obtaining the vaccine if they want to take it.

The second most significant factor is the availability of staff in the current environment where potential employees have access to additional financial benefits. We provide \$1,200 bonuses to any employee who successfully refers five new employees for hire. Additionally, we have increased our rates of pay for current and new employees (you can see this on our wage and staffing charts). Finally, we keep all employees engaged in our training courses and weekly team meetings – both at the location and during our weekly company-wide "lunch & learn" Teams meetings.



Required Forms

RDU Staffing Services Pricing Breakdown

- A. Request for Proposals Acknowledgement
- **B. Proposal Pricing Form**
- C. Proposal Execution & Debarment Certification
- D. Qualifications and Contractor Requirements
- E. E-Verify Certification
- F. Iran Divestment Act Certification of Eligibility
- G. Supplier Survey & W-9 Form



MWSB Program Requirements

Please see the following pages for Letters of Intent from our proposed subcontractors.



June 4, 2021

Mr. Robert Linehart Executive Vice President Reef Parking 633 Chestnut Street, Suite 2000 Chattanooga, TN 37415

Dear Bob:

RE: RDU RFP #554-RFP21-3001

It is the intent of The Aaron Group to participate with Republic Parking System, LLC as part of the above-mentioned RFP.

We are fully certified in the state of North Carolina per the requirements of the MWSB Program as shown in the documents we have delivered to Republic for the purpose of the RFP proposal.

We have experience in airport staffing, customer service, human resources, training, and recruitment and plan to provide those services as requested to Republic as a component of the service required in the RFP.

If you have any questions, please do not hesitate to contact me.

Sincerely,

MICHEL TURPEAU

President



June 4, 2021

Mr. Robert Linehart Executive Vice President Reef Parking 633 Chestnut Street, Suite 2000 Chattanooga, TN 37415

Dear Bob:

RE: RDU RFP #554-RFP21-3001

It is the intent of Risk Management Consulting Services LLC & RCP Learning to participate with Republic Parking System, LLC as part of the above-mentioned RFP.

We are in the process of becoming fully certified in the state of North Carolina per the requirements of the MWSB Program, specifically as a woman-owned business enterprise for the purpose of the RFP operations.

We have experience in creating and implementing customized training solutions in conjunction with your internal training and Human Resource departments for companies in the service industry with specific application to the aviation industry. Our training solutions are implemented via computer, smart phone, and tablet devices and allow for specific follow up and employee engagement. We plan to provide these services as requested to Republic as a component of the service required in the RFP.

If you have any questions, please do not hesitate to contact me.

Sincerely, Lutil Sauralus

Leslie Saunders

Risk Management Consulting Services, LLC



June 4, 2021

Mr. Robert Linehart Executive Vice President Reef Parking 633 Chestnut Street, Suite 2000 Chattanooga, TN 37415

Dear Bob:

RE: RDU RFP #554-RFP21-3001

It is the intent of Grace Federal Solutions, LLC to participate with Republic Parking System, LLC as part of the above-mentioned RFP.

We are fully certified in the state of North Carolina per the requirements of the MWSB Program and specifically as a woman-owned business as shown in the documents we have delivered to Republic for the purpose of the RFP proposal.

We have experience in shuttle operations, human resources, training, and recruitment and plan to provide those services as requested to Republic as a component of the service required in the RFP.

If you have any questions, please do not hesitate to contact me.

Sincerely,

Iris Phillips

President & CEO

Grace Federal Solutions, LLC

his Phillips



GRACE FEDERAL SOLUTIONS, LLC (GRACE)

GRACE is a professional services company and a recognized leader of healthcare services focused on delivering projects and programs that are innovative and creative and that consistently exceed customer goals and expectations. Our Team of experts provides services to:

- Federal and State Government Agencies
- Healthcare Research Entities
- University System Major Teaching Hospitals

GRACE helps organizations achieve their mission through superior program management and quality performance with:

- Disaster Recovery Project Management
- Full Lifecycle Talent Management
- Patient Revenue Management
- Operations & Administrative Support Services
- Healthcare and Clinical Research Support Services
- Consulting and Project Management
- Information Technology Support Services

Our management team has over 15 years of experience providing outstanding service. *GRACE staff provides responsive, technically sound and competitively priced support to our clients/customers.*

GRACE Core Competencies

GRACE delivers the highest level of service in the areas of:

- Healthcare Services
- COVID 19 Support Services
- Clinical Research Support
- Program Management Support Services
- Full Lifecycle Talent Management
- Operations and Administration Support
- Logistics Services

GRACE Differentiators

GRACE has a mission-focused team that delivers the right skills, training, and desire to dig in, figure it out and work until the project is successfully completed. Please visit our website to learn more about GRACE and its President/CEO and management Team.

Primary Contact:

Grace Federal Solutions 205 Fayetteville Street Suite 200 Raleigh, NC 27601

Iris Phillips, President/CEO
Direct: 919-604-2685
Iris@GraceFederalSolutions.com

Roberta Hill, Administrator <u>Roberta@GraceFederalSolutions.com</u> Direct: 919-770-9177 Fax: 919-809-5200

DUNS: 963591263 CAGE: 63R43

NAICS:

- 518210
- 541990
- 541611
- 541612
- 541618
- 541519
- 561499561421
- 561320
- 561110
- 621999
- 621112
- 621110
- 621<u>399</u>
- 485113
- 541614 (Transportation Management Consulting)

CERTIFICATIONS

- Women-Owned Small Business
- State of NC HUB (Historically Underutilized Business)
- Minority Owned



North Carolina Department of Administration Office for Historically Underutilized Businesses

Machelle Sanders
Secretary

Tammie Hall
Director

December 15, 2017

Iris Phillips Grace Federal Solutions, LLC (Minority Owned) 9650 Strickland Road Suite 103-349 Raleigh, NC 27615

Dear Iris Phillips:

The Office for Historically Underutilized Businesses (HUB Office) is pleased to inform you that your company is now certified as a Historically Underutilized Business. Your firm is listed in the Statewide Uniform Certification (SWUC) Program database. This certification will remain in effect for four (4) years from the date of this letter.

You must notify the HUB Office in writing within 30 days of any changes affecting your compliance with SWUC Program eligibility requirements, including changes in ownership, day-to-day management and operational control. Failure to notify the HUB Office of these changes or reapply for certification in a timely manner may cause your HUB Certification to be revoked. In addition, please be advised your status may be changed if there is a 3rd party challenge granted against your firm. The link to the HUB Office 3rd party challenge form can be located at http://www.doa.nc.gov/hub/documents/ThirdpartyEligibilityChallengerev080811.pdf. All information submitted to the Office for Historically Underutilized Business is subject to audit and review.

The HUB Office collaborates with local Minority/Women/Small Business (M/W/SBE)Offices who offer assistance to certified HUB firms with identifying contract opportunities with state and local government. Many of these offices also offer assistance with business development. Please visit our website at http://www.doa.nc.gov/hub/programs.aspx?pid=swuc to locate the local office near you. Another great resource is the Small Business and Technology Development Center at www.sbtdc.org for free personalized business assistance and counseling.

It is important to note that although your status as a certified HUB firm greatly improves your access to state and local government contracts, this certification does not guarantee contract awards. Your ability to research opportunities and bid competitively will be important to your success in this program.

Thank you for your interest and participation in the SWUC Program as a Historically Underutilized Business firm with the State of North Carolina.

Sincerely,

James Trent Rawley

James Trent Rawley Supplier Diversity Specialist



Exhibits

James Bice Resume
Ralph Hannun Resume
Lytx Risk Detection Service
Trans-loc GPS System
REEF Employee Benefits Guide
Intellishop Reports
Colorado Springs
Myrtle Beach
GANTT Chart

James Wallace Bice III (C) 678.485.4551 wallybice@yahoo.com

EDUCATION

The University of Tennessee-Chattanooga, 1993, Bachelor of Science, Political Science-Public Administration

Hixson High School, Chattanooga, TN, 1989, Diploma

STATEMENT OF EXPERIENCE

I offer 24 years of progressively responsible general business experience in the parking and transportation industry, including surface lots, garages, valet operations, on-street, hospitals, and stadiums/arenas with shuttle services. I have additional experience including allocation and permit systems, computerized management and access systems and controls, public information, and management information systems for parking and transportation functions.

As for executive level experience, I offer: management in a setting where a major emphasis has been placed upon quality customer service in a complex and changing environment, strategic planning, facilities development and maintenance, event planning, quality assurance, fiscal management/budgeting, and marketing.

I exhibit strong leadership and managerial skills, providing clear, timely and well- planned objectives to my direct reports. I possess effective customer service, human relations and conflict resolution skills. I manage multiple tasks simultaneously, and demonstrate a solid working knowledge of general business practices.

EMPLOYMENT HISTORY

REEF, Charlotte, NC April, 2020-Present

Regional Director, Mid-Atlantic Region (North Carolina, and South Carolina)

In my role, I provide general oversight of the following municipal contracts:

Charlotte, NC Fayetteville, NC

Republic Parking System, Charlotte, NC November, 2009 – April, 2020

Regional Director, Mid-Atlantic Region (Delaware, New Jersey, Maryland, Pennsylvania, Virginia, North Carolina, South Carolina, Southern Georgia, Florida and the District of Columbia)

In my role, I provided general oversight of all urban parking operations within the region. During this time, I worked with the following municipalities/government entities:

Charlotte, NC Tallahassee, FL

Baltimore, MD Downtown Improvement Board, Pensacola, FL

Fayetteville, NC Durham, NC

Alexandria, VA Town of Lauderdale-by-the-Sea, FL

Virginia Beach, VA Broward County, FL

Fairfax County, VA Medical University of South Carolina (MUSC), Charleston, SC Scranton, PA The United States General Services Administration, Jacksonville, FL

Aside from municipal clients, I managed parking operations for private owners and property management companies, including, but not limited to, the Hertz Group, CBRE/Richard Ellis, and the University of South Carolina Foundation in Columbia, SC.

During this period, I managed as many as 15 General Managers and a total of 200+ line employees.

During this period, I assisted the SVP, Eastern Region with operations outside of my region.

Imperial Parking Corporation, Atlanta, Georgia December, 2005 - 2009

General Manager, City of Atlanta Operations

I provided general oversight of 12 properties, including such high-profile properties as Turner Field (MLB-Atlanta Braves), CNN and Gwinnett Stadium (AAA Baseball-Atlanta Braves). I managed 3 Directors of Parking, 2 Assistant Directors of Parking, 1 City Bookkeeper, and 125+ line employees. The position included total responsibility for the profit and loss of each property in the city. Under the direction of the Vice President, Southern Region, I completed the annual budget for each property, as well as all corporate budgets.

During this time, I was the recipient of Impark's 2007 Results Award. Encompassing 35 operating cities across the U.S. and Canada, this award recognized the best year over year EBITDA change for a city operation.

As GM, my Director of Parking at Turner Field and his staff increased the customer service scores from 92% to 97%. Between 2005 and 2009, Impark scored either first or second amongst all departments at Turner Field for each given season.

As GM, I exceeded the budgeted profit for the city each year.

Central Parking System, Charleston, South Carolina March, 2004 - December, 2005

General Manager, City of Charleston Operations

I provided general oversight of 22 properties in the greater Charleston area. I managed 4 Project Managers, 1 Special Events Supervisor, 1 Bookkeeper, and 60 line employees. I had total responsibility for the Profit and Loss of the city. I completed the annual budget for both the city and region.

Within six months of taking the position, I created a 72% net increase in company profit from the operation.

Central Parking System, Atlanta, Georgia June, 2000 - March, 2004

Project Manager

Under the direction of the Atlanta General Manager, I oversaw parking operations at several properties, including Peachtree Center, the Centennial Office Tower, the Proscenium Office Tower, and the Robert W. Woodruff Arts Center. During this period, I managed 50 line employees, and completed the annual budget for the various properties under my direction.

Area Manager

I oversaw the day-to-day operations of Baroness Erlanger Medical Center, a Level 1 Trauma hospital located in downtown Chattanooga, TN. Under my direction was 1 Assistant Area Manager, 1 bookkeeper, and 15 employees.

Professional Credentials/Memberships

Real Estate License, State of Georgia Member, International Parking and Mobility Institute (IPMI) Member, Parking Association of the Virginias (PAV) Member, Carolina Parking Association

MEMPHIS, TENNESSEE RHANNUM@REPUBLICPARKING.COM

RALPH HANNUM

OBJECTIVE

To continue to grow in experience and help to develop the individuals and organization with which I am associated. I would like the challenge of a larger operation.

SUMMARY OF QUALIFICATIONS

- A service and customer oriented high performer.
- Excellent communication skills
- Direct management of more than 65 employees
- Manage multi-concept and multi-service facilities
- Train all employees in all facets of the job including cash handling, customer service, safety, maintenance, and supervision.
- Manage inventory to maintain adequate supplies, parts, and control cost.
- Responsible for all areas of revenue control, auditing of cashiers and cash handlers, and verifying daily accounting and revenue deposits.
- Work hands on in a coaching capacity with Team Members to instill a team environment thereby reducing turn over and creating a harmonious work environment

WORK EXPERIENCE

2014-Present Republic Parking System

St. Petersburg Clearwater Int'l Airport, Florida

- Directly Manage 24 plus employees
- Oversee parking operations
- Daily, Weekly, Monthly Parking Reports
- Scheduling to maintain adequate staffing
- Maintain Records and Logs Per company and Contract Adherence
- Continually coach and Train Team Members to maintain a safe, courteous and non-hostile work environment

2008-Present Republic Parking System

Jacksonville International Airport, Florida

- Directly Manage 65 plus employees
- Oversee parking operations
- Daily, Weekly, Monthly Parking Reports
- Scheduling to maintain adequate staffing
- Maintain Records and Logs Per company and Contract Adherence
- Continually coach and Train Team Members to maintain a safe, courteous and non-hostile work environment

2001-2008 Republic Parking System

Memphis International Airport, Tennessee

- Directly Manage 65 plus employees
- Oversee parking operations
- Daily, Weekly, Monthly Parking Reports
- Scheduling to maintain adequate staffing
- Maintain Records and Logs Per company and Contract Adherence
- Continually coach and Train Team Members to maintain a safe, courteous and non-hostile work environment

2000-2001 Republic Parking System Memphis International Airport, Tennessee Assistant Manager

1999-2000 Republic Parking System Tampa International Airport, Florida

1989-1999 Times Publishing Company St. Petersburg, Florida

District Manager

Supervisor

• Responsible for circulation in District

Supervised 25 to 30 Carriers

• Responsible for hiring, training, directing, evaluating and terminating employees

1987-1989 Karl Flammer Ford Tarpon Springs, Florida

Fleet Manager

1985-1987 Bill Currie Ford Tampa, Florida

Fleet Salesman

1982-1985 Avis

Closed End Lease Fleet Manager

EDUCATION

BSBA Industrial Marketing/Industrial Management Youngstown State University, Ohio

REFERENCES

Available upon request

Lytx Product Portfolio

What we heard from you

[Company Name]'s Top Concerns.

You've identified these issues within your fleet as priorities: [examples include safety, claims cost, collisions, policy compliance, service verification, motorist complaints, lack of resources]

[Company Name]'s Primary Goals.

costs, gain visibility into your fleet, do more with fewer vendors, use technology to gain competitive advantage] Over the next year, you would like to achieve the following: [examples include reducing collisions, cut claims

[Company Name]'s Fleet.

You manage [number of drivers and number of vehicles]. You have [no, limited, full] staff to manage your fleet. Team members in your fleet include: [names of key staff at the company]

[Company Name]'s Current Fleet Technologies.

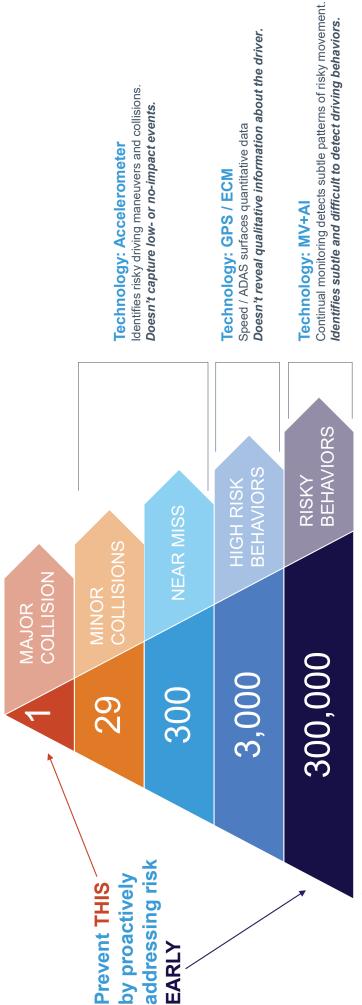
You are currently using [tools] to manage [functions]. You are currently seeking [technology type] that will [integrate with or replace] your existing tools. And you'd like it to have [list features, functionality].

Our safety philosophy



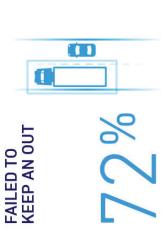
A comprehensive view of risk identification

Address risk early. Change driving habits. Help prevent major collisions.



Source: H.W. Heinrich, Industrial Accident Prevention: A Scientific Approach.

Behaviors that are likely to result in a near collision























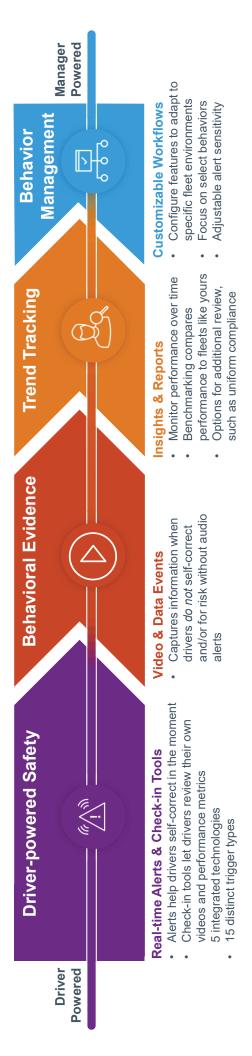
DROWSY

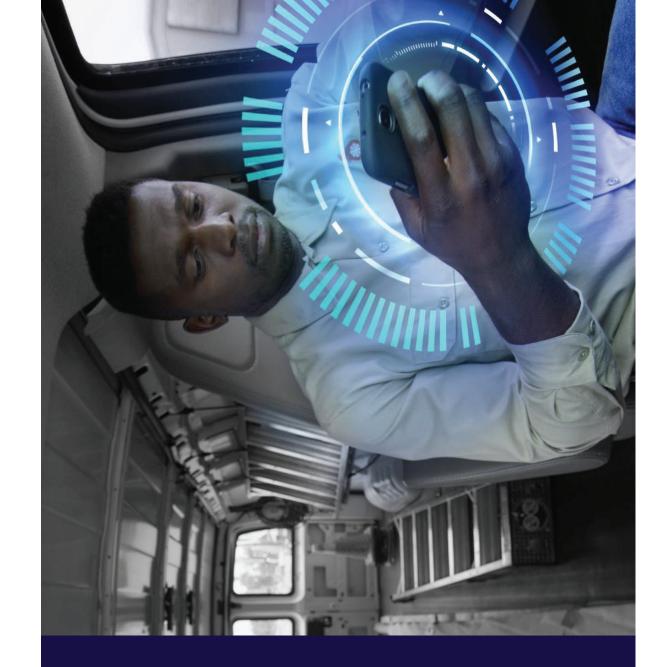




Lytx Risk Management Model

Prevent risk starting with the driver. Manage exception-based risk through efficient workflows.





DRIVER-POWERED SAFETY

Empower drivers to take charge of their own safety.

A driver-powered safety solution to help improve driving habits — without manager intervention.

The Lytx approach

Driver-powered Safety

Help drivers Self-correct in real time



Help drivers better understand habits



Light and audio alerts can help make drivers aware of habits as it's happening.

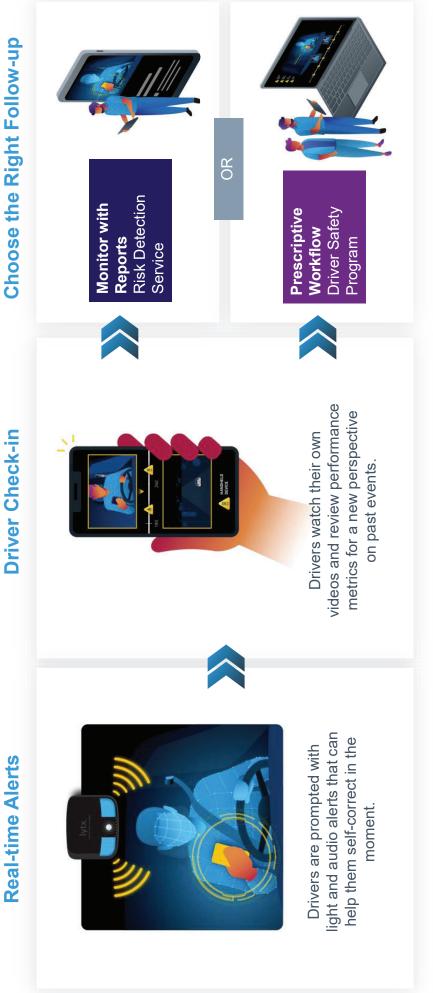


Watching video helps drivers learn from a new perspective and retain the information

The powerful combination gives drivers accountability for their own performance, while giving management the data-driven reports they need to monitor progress, and intervene if needed. Lytx DriveCam Event Recorder is a driver aid only. Drivers should never wait for the Lytx DriveCam Event Recorder to provide a warning before taking measures to avoid an accident. See www.lytx.com/en-us/driver-information.

lvt_x

Start with the driver. Choose the right follow-up.



Lytx DriveCam Event Recorder is a driver aid only. Drivers should never wait for the Lytx DriveCam Event Recorder to provide a warning before taking measures to avoid an accident. See www.lytx.com/en-us/driver-information.



Risk Detection Service

Real-time Alerts

Driver Check-in

Manager Updates



Drivers are prompted with light and audio alerts that can help them self-correct in the moment.



Drivers watch their own videos and review performance metrics for a new perspective on past events.



Push notifications and reports help managers stay informed so they can intervene, if needed.

Lytx DriveCam Event Recorder is a driver aid only. Drivers should never wait for the Lytx DriveCam Event Recorder to provide a warning before taking measures to avoid an accident. See www.lytx.com/en-us/driver-information.

Driver Safety Program

Real-time Alerts

Driver Check-in

Driver Coaching



Drivers are prompted with light and audio alerts that can help them self-correct in the moment.



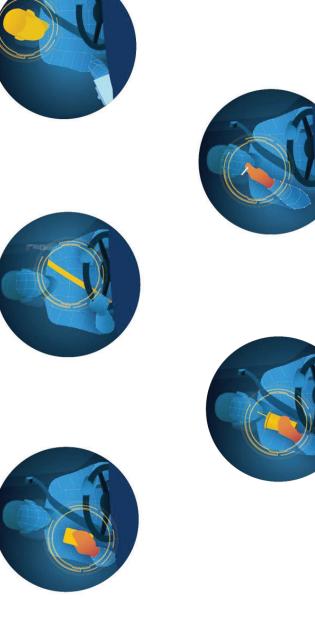
Drivers watch their own videos and review performance metrics for a new perspective on past events.



Tasks are prioritized and sent for face-to-face coaching, or escalated based on score threshold.

Real-time alerts inside the cab

Proactively detects risky and unwanted behaviors, and alerts drivers





Lytx DriveCam Event Recorder is a driver aid only. Drivers should never wait for the Lytx DriveCam Event Recorder to provide a warning before taking measures to avoid an accident. See www.lytx.com/en-us/driver-information.

Real-time alerts outside of the road ahead

Proactively detects risky and unwanted behaviors, and alerts drivers









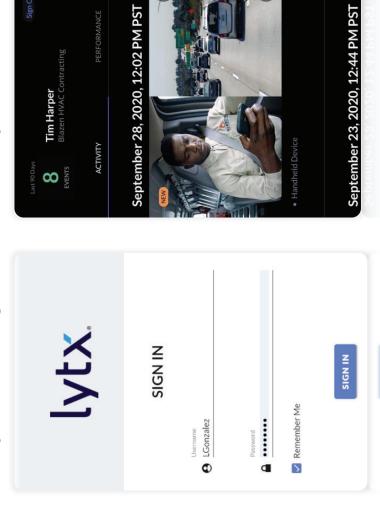




Driver check-in tools

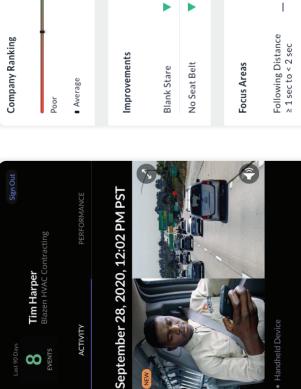
Helps drivers track their progress

Lytx Account Login Web

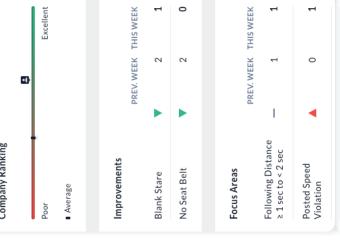


App Lytx Driver

∞



Weekly Driving Summary Email





Driver Check-in Tools: Lytx Driver App

Review Video

Scroll to see an overview of your events



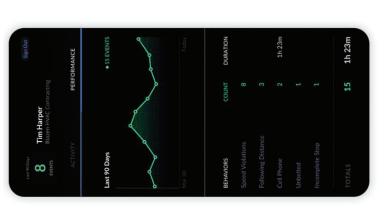
Learn More

Dive into details like speed, location and behaviors identified



Track Progress

Analyze driving history and see trends over time



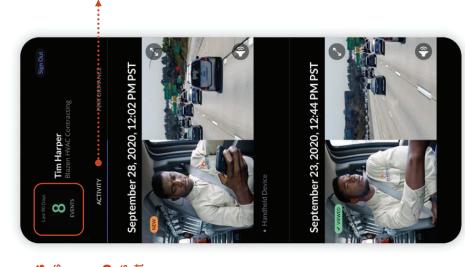


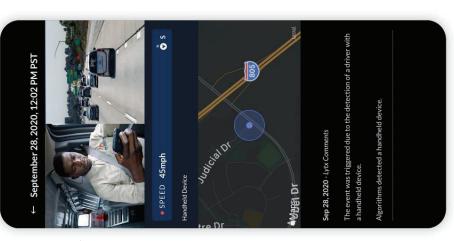
DRIVER CHECK-IN TOOLS Lytx Driver App

of Events

Over last 90 days

Activity Tab
Drivers can see their own videos
and details about each event

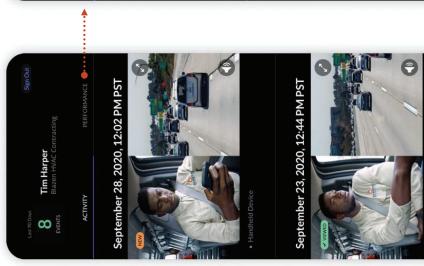


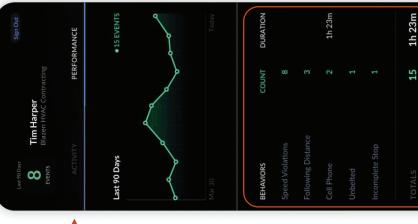




DRIVER CHECK-IN TOOLS Lytx Driver App

Performance Tab
Drivers can see their own trends
over a rolling 90 day period





Behaviors Drivers can see the number of events and duration



Driver check-in tools: Weekly Driving Summary

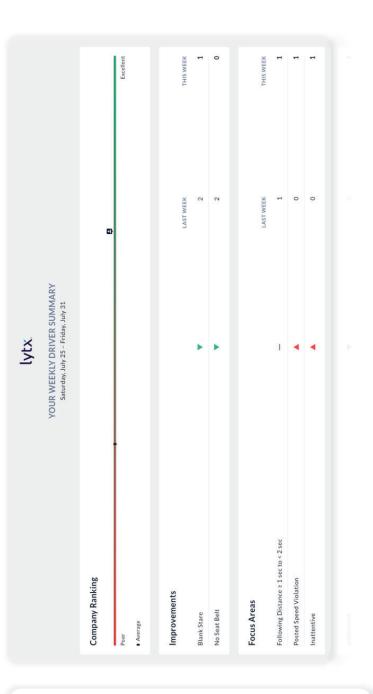
Hello Lisa,

Here is your most recent Lytx driving summary:

Go to your weekly summary

Please do not reply to this email.

This email address has been configured to receive periodic reports from your Lytx Account. Please contact your manager to change your subscription settings.





Lytx approach Driver-powered safety

Rapid	Delivers QUICK behavior change	 Real-time alerts help coach drivers in the moment 	Immediate access to video without a support ticket	 Quick way to drive accountability for driver and coach 	
Focused	Lets YOU decide where to focus	 Technology that can distinguish between specific behaviors 	Lets you select the behaviors unique to your business	 Surfaces prevalent behaviors to help focus attention 	
Manageable	Makes DRIVERS accountable	 Prompts drivers self-correct their own behavior 	 Helps drivers to improve using observational learning 	 Requires little or no manager intervention to be effective 	



Driver-powered safety can help manage exposure with minimal effort.



Offering this solution as a reward/privilege/goal

can create a sense of pride and ownership.

Help build driver morale and improve retention.

Strengthen safety culture when drivers are actively engaged as part of the solution.

EXPOSURE

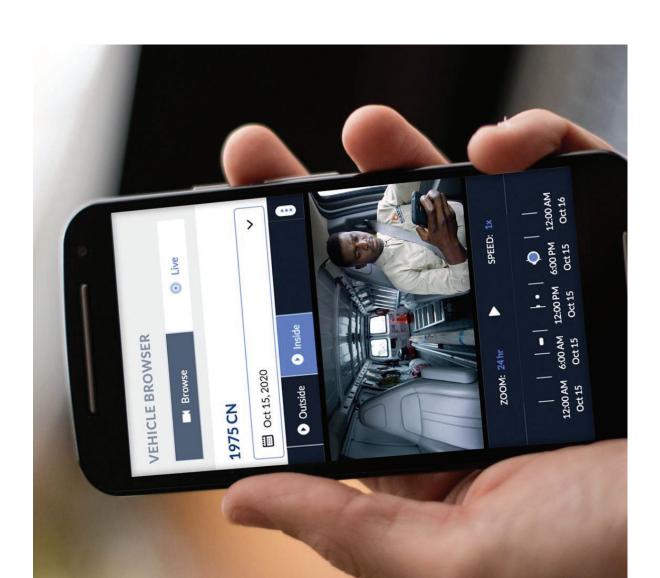
DRIVE DOWN

Risk



- Safety is everyone's job. Self-correction helps resolve issues before a problem occurs.
- Drivers have accountability for improving safety and compliance.
- Coaches have more time when they don't have to coach their best drivers.





Lytx Video Search Evidence on-demand

Get the video evidence you need in minutes – anywhere you're connected.

- Download the video you need in minutes.
 No waiting or tech support needed.
- Quickly respond to critical events any time of the day or night.
- Immediate, self-serve access. No waiting for days and no extra fees.
- ✓ Search and download up to ~200 hours of video right from your Lytx account
- Send video to and from connected mobile devices

Lytx Video Search

Get answers faster.
Video helps you get to the truth in minutes.

Select and save video right from your Lytx account for the evidence you need – anywhere you're connected.

See exactly what happened and resolve issues in minutes.

Lytx Video Search can help you get the evidence you need in minutes.

Use this slide if the prospect has telematics and wants to add video

JJ

If there was one technology I could have throughout my 32 years in the transportation business, [Lytx] would be it. It's another set of eyes. It's proof. It protects the driver. And it protects the company."

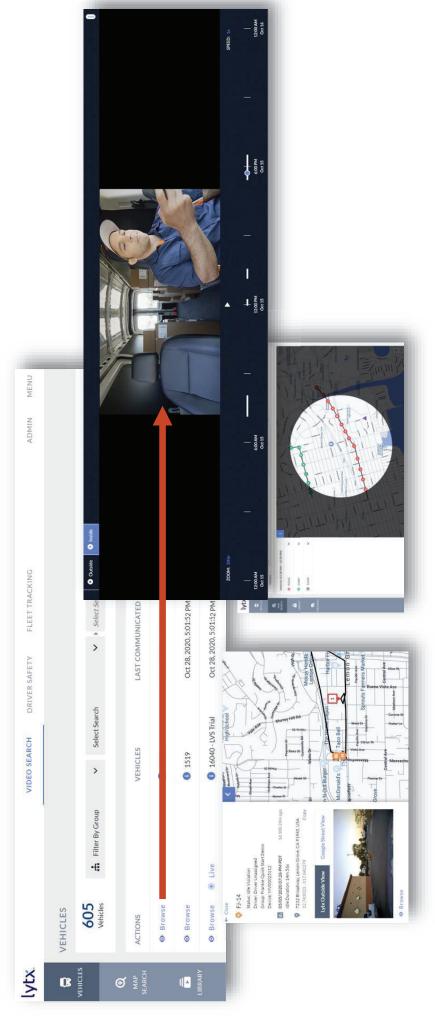


Jerry Welsh, Safety Manager, A.D. Transport Express



Lytx makes it easy to find the video you need in minutes

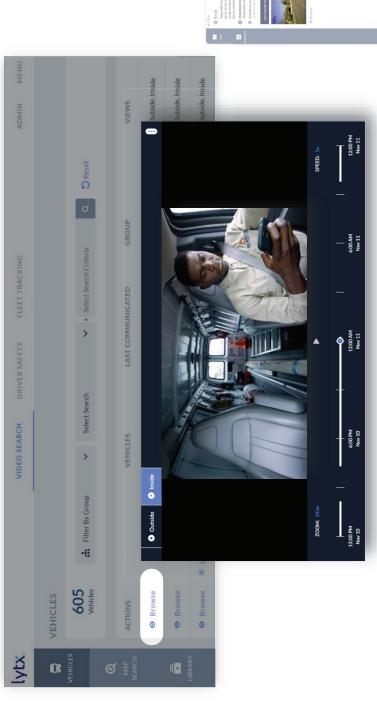
Search by location, date and time



© 2020 Lytx, Inc. - Confidential & Proprietary

Lytx makes it easy to find the video you

Search by location, date and time







Live Streaming Video

See what your driver is experiencing

Go on a virtual ride-along

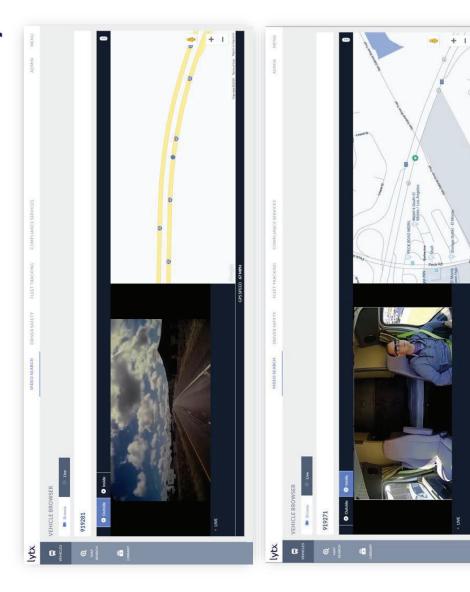
Watch video in near-real time – right from your desktop.

Troubleshoot in the field

Make fast decisions when you can see what your driver is experiencing.

Responsive, fast and reliable

Powered by the same technology that's driver Facebook's live streaming.





II

Risk Detection Service

Improve driving habits – without manager intervention.

Based on a proven approach that has helped hundreds of thousands of drivers navigate billions of miles safely.

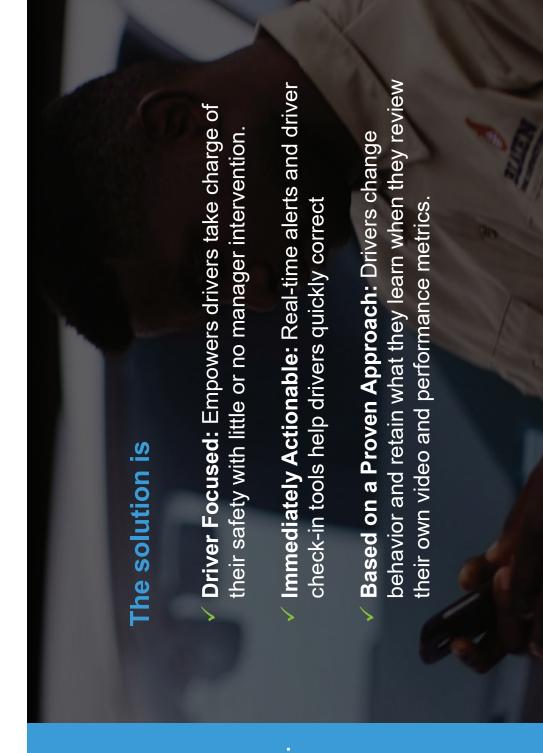
For fleets who Have limited time/staff or small number of drivers and need an easy to manage solution

- Need a simple way to help drivers improve driving skills and prevent risk on the road
- Want to empower your best drivers to improve their own driving habits
- Need immediate, 24/7 access to video that you can view online without waiting.

Risk Detection Service

Improve driving habits – without manager intervention.

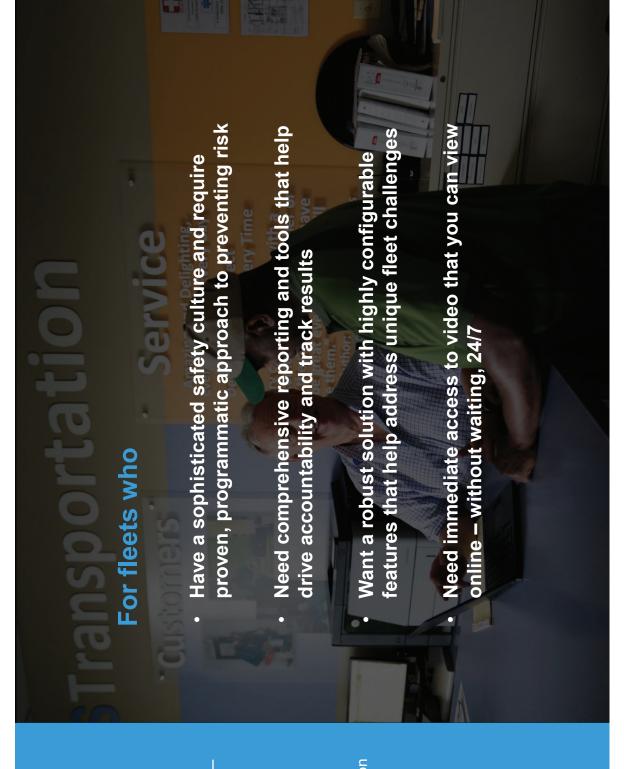
Based on a proven approach that has helped hundreds of thousands of drivers navigate billions of miles safely.



Driver Safety Program

A proven approach to improving driving habits.

Lytx's premier offering proven to help drivers be more aware of their habits on the road and change their behavior.



Driver Safety Program

A proven approach to improving driving habits.

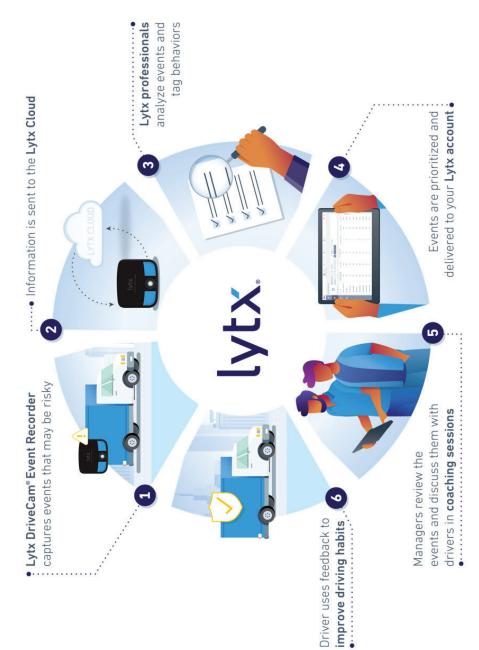
Lytx's premier offering proven to help drivers be more aware of their habits on the road and change their behavior.



Lytx® Driver Safety Program

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.





Customization Suite

Choose the settings that are right for your business to help you meet your fleet's goals.



Lens Setup



Video Recording



Risk Identification



Workflows



Hierarchy

Event Review



Other Features



User Roles



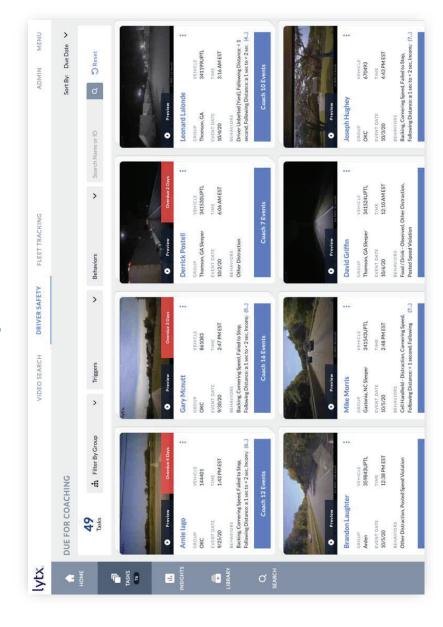


Data Retention



Customize your program

Select what, when and how you want to coach



WHAT you want to coach

- Select the behaviors you want to focus on choose all or just a few.
 - Set custom behavior scores that align to your business priorities

WHEN you want to coach

- Customize when events are captured -# of alerts or % of trip time
- Set a score threshold that escalates drivers to face-to-face coaching

HOW you want to coach

- Choose face-to-face or empower drivers to improve on their own.
- Remote coaching supports drivers when in-person sessions aren't possible

Lytx Risk ID technology

Configurable event classification identifies behaviors that lead to risky events



- Blank Stare Aggressive
- Camera Issue
- Cell Hands Free Distraction
- Cell Hands Free Observed
 - Collision
- Critical Distance
 - **Driver Smoking**
 - Drowsy
- Electronic Device Distraction
 - Electronic Device Observed
 - **ER** Obstruction
- Failed to Keep an Out
 - Failed to Stop
- Falling Asleep
- Following Distance: < 1 second
- Following Distance: 1 sec to < 2 sec
- Following Distance: 2 sec to < 3 sec Following Distance: 3 sec to < 4 sec
- Incomplete Stop

Handheld Device

Intersection Awareness

- Lane Departure
 - Late Response
 - Mirror Use
- Near Collision
- Near Collision Unavoidable
- No Seatbelt
- Not Scanning Roadway
- Not on Designated Roadway
- Other Communication Device Distraction
 - Other Communication Device Observed
 - Other Concern
- Other Distraction
- Other Violation
 - Passenger
- Passenger Unbelted
- Positive Recognition

 - Possible Collision
- Posted Speed Violation
- Red Light
- Rolling Stop
- Speed Policy Violation
- Too Fast for Conditions
- Plus Additional Custom Behaviors

Which solution is right for your client?

50+ vehicles Larger Mid-market Enterprise	Allocated Budget Dedicated Staff or Resources	Safety First Culture Reducing 7 Claims Cost sights	priority." ADL ONLY ADIE SOlution."	Aroach to improving driving safety. Lytx's premier cannot delivers a programmatic approach to preventing risk. Proven to change behavior and improve safety.	Driver Safety Program Driver App Real-time Alerts Events & Video Search Robust Reporting Configurable Coaching Options Program Management Tools
<50 vehicles Smaller Mid-market Small Market	Price Conscious Limited or No Staff / Resources	Operational Efficiency Protection / Exoneration Company Reputation	"Just tell me if there's a problem." "I want to set it and forget it."	Helps drivers improve on their owr intervention. Alerts and check-in behaviors. Gives managers the visibili	Risk Detection Surver App Real-time Alerts Events & Video Search Driver Scorecard Reporting
How big is your company / fleet?	Tell me about your staff / resources?	Tell me about your top business priorities.	When you hear:	Then pitch:	And recommend:

For a feature comparison see Portfolio Cheat Sheet



Alert Summary

_	Detection + Audio Alert: Following Distance	X Set speed
		threshold
2	Detection + Audio Alert: Critical Distance	×
က	Detection + Audio Alert: Lane Departure	×
4	Detection + Audio Alert: Rolling Stop	X Lights only. No audio.
5	Detection + Audio Alert: Speeding	×
9	Detection + Audio Alert: Handheld Device	×
7	Detection + Audio Alert: Seatbelt	×
œ	Detection + Audio Alert: Food or Drink	×
ര	Detection + Audio Alert: Smoking	×
10	Detection + Audio Alert: Inattentive	×
	Fast Video Delivery for the above behaviors (~15 min)	×
	Driver Report: Behavior Duration Reporting	×
	Driver Check-in Tools available via: - Online Lytx Account - Lytx Driver App (iOS, Android) - Weekly Driving Summary email report	×

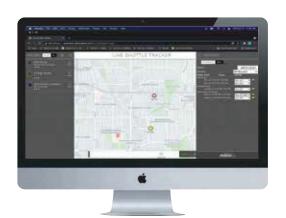


Products and Services



Enhance rider experience and operational performance.

Designed to help transit operators make improvements to service reliability, incident management, and rider communication. TransLoc RealTime provides intuitive, accessible software for managers, dispatchers, and riders. Flexible and scalable to meet the needs of any size transit agency. Equipped with CAD/AVL system allowing you to collect data necessary to track and improve service.















Real-time GPS tracking accessible to admin and riders.

Improve service by increasing schedule adherence and on-time performance, while also providing riders real-time tracking information through AVL/CAD system. Provides vital data such as; bus GPS locations, schedule adherence status, breakdowns, and emergencies reducing response times to unplanned service disruptions. Live map shows current location of all vehicles with estimated time of arrival and are color-coordinated for easy identification. Also integrates with headsigns, automatic vehicle annunciation (AVA), and automatic passenger counters (APCs).









Updates every few seconds



Unique routes and stops

Vehicle history reports Vehicle status reports



Admin Features

The secure site is password protected so only administrators can access vehicle and route information. This view is used to easily monitor routes, stops and vehicles.



- Real-time dispatch
- Route management
- Assign vehicles
- View passenger count
- Customize announcements
- Receive rider feedback

The vehicle tracker site is password protected so only administrators can access vehicle and route information. This view is used for more comprehensive detail related to your fleet, including vehicle history and GPS status.



- View vehicle status (speed, idle time, distance, etc.)
- Manage GPS hardware status
- Track geo-fenced zones
- Replay vehicle routes driven
- Generate multiple reports





The TransLoc app is packed with features for everyone.

Our mobile app is the only transit app with both fixed-route and on-demand data, giving your riders more choice and your service more reach.

We also believe in equitable experiences. The app is also available in Spanish and simplified Chinese, with more languages on the way. Better yet, the app is fully aligned with Web Content Accessibility Guidelines (WCAG) 2.0 AA standards.















GTFS

Create, manage and publish your GTFS feed with ease.

GTFS data feeds are the building blocks to creating the seamless user experience that riders have come to expect from popular apps like Google Maps, TransitApp, Moovit, and TransLoc, but GTFS updates can be cumbersome and inaccurate. With Architect, say goodbye to the days of inaccurate coordinates provided by your agency AVL system and searching through lines of .csv data for typos. Say hello to easily reaching your riders in their favorite mapping and mobility apps.

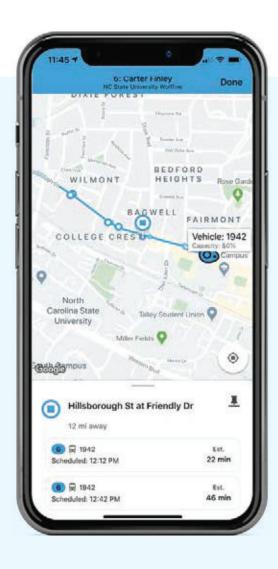






RIDER FEATURES

A Closer Look.



Our mobile app provides best-in-class features:

- View real-time vehicle locations
- Check out vehicle capacity
- Receive dynamically suggested routes, based on location
- Check out ETA and scheduled arrival times
- Access critical details from the route and stop alerts you post
- Favorite bus stops for quick access
- Arrival Alerts





On-demand transportation for your riders.

Meet the needs of your riders with convenient, on-demand pick-up and drop-off services for students, employees, and anyone with a mobile device. Riders can make requests using the app and instantly track vehicle location and estimated pick-up time.



*Available only to OnDemand customers





ONDEMAND

Rider Experience



1 Rider selects pick-up location by dropping a pin or from a custom menu of options.



Rider selects a drop-off location by dropping a pin or from a custom menu of options.



Rider completes basic trip information and awaits pick-up.



ONDEMAND

Dispatcher & Driver Experience



1 Dispatcher monitors pending, in-progress, and completed rides with the ability to schedule call-in ride requests. OnDemand will automatically dispatch and add route to driver system.



Once a request is assigned, drivers are automatically notified and dispatched.



3 Driver uses GPS technology to complete rider pick-ups and drop-offs, with the ability to process walk-up riders and no-shows.





Display vehicle arrival estimates.

Keep your riders informed on real-time vehicle location information and estimates with custom display monitors. Clients have multiple options for displays, including HDTV monitors, computer monitors, tablets, kiosks and outdoor applications, such as text LED displays. With or without the mobile app, improve your rider experience on the bus, at stops and stations.





LIVE DISPLAYS

Custom Display Options.









No more pen and paper. APC technology does the work.

Our automated passenger counting (APC) system features the best available technology for counting passengers as they board your vehicles. Automatic 3-D imaging technology makes people counting a simple, hands-free process.

Track passenger counts by bus and route for improved efficiency. Generate reports to support decision-making. Improve your fleet management by adding APC technology.





Automated Passenger Counting.



State-of-the-art imaging technology captures passenger counts with over 95% accuracy.



Using a mobile data terminal (tablet), drivers have the ability to manually count passengers through Digital Passenger Counters (DPCs). Administrators may create custom categories. Data is captured and feeds into administrative reports.



Hardware easily mounts above vehicle door(s) and transmits data for reporting and analysis in real time.

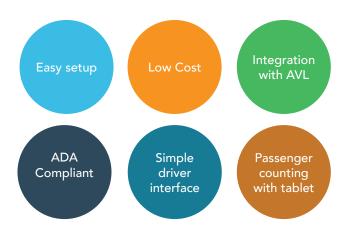




Keep your riders informed with location announcements.

Deliver the ultimate rider experience with clear announcements about upcoming stops and destinations. Text-to-speech software allows for custom messages triggered by a geo-fenced area near the stop. Our software seamlessly integrates with your automatic vehicle location (AVL) system.







Automated Voice Annunciation.



Speaker system easily mounts to the interior or exterior of the vehicle. In some cases, tablet may integrate with vehicle speakers.



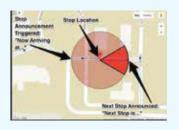
Mobile data terminal (tablet) allows driver to see routes and stops. Driver may replay announcements if desired.



Tablet is easily mounted to vehicle with a locking sleeve that protects the device from damage and allows drivers to comfortably use the system.



Announcements can be run through an internal sign, eliminating the need for driver interaction with a tablet.



Announcements are triggered based on geo-fenced areas. Heading feature allows for announcements at the point of entry.





Security is important when riding the bus.

We're committed to the security of your riders and have made it simple to integrate a security access checkpoint on your vehicle. Our system can connect with your database of employees or students and provide a real-time validation of those authorized to ride the bus. Our system will capture badge scans and provide a detailed report with passenger information.







On-board WiFi Service

Keep your riders connected with WiFi service.

Riders use smartphones and tablets for everyday tasks, such as email, social media and video streaming. Enhance the rider experience by offering free WiFi on your vehicles. WiFi service for your riders is an added value that sets your transit agency apart from the competition.







Allow us to grow and improve your ridership.

Marketing is a critical component of a successful transportation service, which is why we provide you with a free launch guide containing tactics for proven success and a free marketing kit of assets. If your agency needs are more specific, our campaign builder provides customizable turnkey print and digital promotional assets. We also offer rider engagement surveys, a customized marketing strategy and plan, as well as custom design hours.



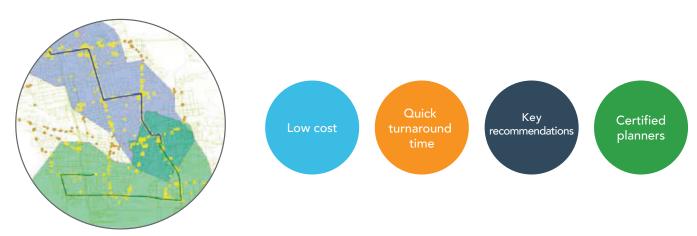




Transit isn't one size fits all.

Pairing your community knowledge and goals with our team of Transportation Planners and technology to create a harmonious ecosystem of fixed-route and on-demand services unique to you. Our team will work with you to design your success criteria and use simulation to identify how to achieve desired goals. This will allow you to run experiments without ever putting vehicles on the ground — mitigating your risks. Our team can provide:

- Detailed Microstranist Simulations
- Service Cost Analysis
- Route/System Redesign
- Comprehensive Service Analysis
- Data Visualization and Analysis







Improve your analysis and decision making.

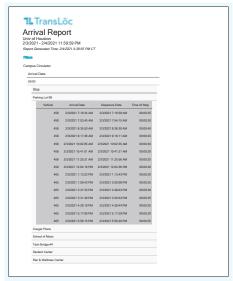
Access a large database of information, including fleet management reports, performance reports, headway reports, dispatch reports, geo-fence reports, arrival and departure reports, ridership reports, and vehicle history reports with location, speed, and idle time.

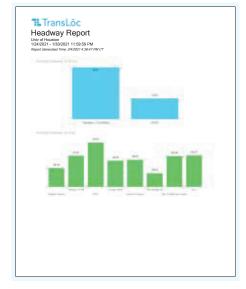


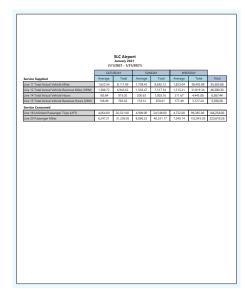


Reporting Examples

















Manage your fleet more efficiently.

Simple to use and easy to implement, Ford Telematics gives you uptime and productivity tools that can create operational efficiencies from new fleet insights. You can spend less time managing your vehicles and more on maximizing profits with data-driven fleet optimization. Improve asset utilization with the ability to view vehicle location with GPS tracking and geofencing. Optimize running costs by monitoring fuel consumption with the ability to identify causes of waste. Maximize your vehicle availability with proactive service reminders and Vehicle Health Alerts. Improve driving behavior with speed and seat belt reports increasing efficiency and enhancing compliance.





Products and Services



Click for pricing & information



Click to visit our marketplace

