



EMERYVILLE TRANSPORTATION MANAGEMENT ASSOCIATION

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*Bobby Lee, At-Large
Residential Member*

Vice Chair

*Peter Schreiber
Pixar*

Treasurer

*Andrea Kirkpatrick
Oxford Properties*

Secretary

*Ally Fitzmaurice
Bay Center Investors, LLC*

Directors

*Geoffrey Sears
Wareham
Development*

*Colin Osborne
Employer Member*

*Andrew Allen
At-Large Business
Member*

*Brooks Jessup,
At-Large Residential
Member*

*Christa Williams,
Bay Street/CenterCal*

AGENDA

Board of Directors Meeting
October 21, 2025 @ 11:00 AM

1333 Park Avenue, Council Chambers, Emeryville, CA 94608
Hybrid [Teams](#): Meeting ID: 293 996 386 737 - Passcode: 44op37ib

1. Call to Order
2. Public Comment
3. Approval of the Minutes of the September 16, 2025 Board of Directors Meeting (Page 2)
4. Executive Directors Report
 - A. Operations Report (Page 7)
 - B. Operations Update
5. Business Items
 - A. Review and Consider Approval to Reinvest Matured CD Funds (Page 29)
 - B. Review and Consider Approval of Service Renewals with TripShot for Emery Go-Round for November 2025 through December 2026 (Page 30)
 - C. Review and Consider Approval of Shuttle Operations and Maintenance Agreement with MV Transportation Inc. (Supplemental)
 - D. Review and Consider Approval of the 2026 Final Budget (Page 34)
6. CLOSED SESSION:
Public Employee Performance Evaluation (CA Gov't. Code 54957(b))
Title: Executive Director
7. Business Item
 - A. Review and Consider Approval of Amendment 5 of the Professional Services Agreement with ALTRANS TMA, Inc. for Agency Management & Administration Services (Page 40)
8. Confirm date of Next Meeting – November 18, 2025
9. Adjournment

EMERYVILLE TRANSPORTATION MANAGEMENT ASSOCIATION

ACTION SUMMARY MINUTES

Board of Directors Meeting

September 16, 2025

LOCATION: 1333 PARK AVENUE, COUNCIL CHAMBERS

EMERYVILLE, CA 94608

Hybrid Teams: Meeting ID: 293 996 386 737 – Passcode: 44op37ib

Directors Present:

*Bobby Lee, Chair
Peter Schreiber, Vice Chair
Andrea Kirkpatrick, Treasurer
Christa Williams, Director
Ally Fitzmaurice, Director
Andrew Allen, Director
Brooks Jessup, Director
Geoffrey Sears, Director via Teams*

Others Present:

*Pedro Jimenez, Assistant City Manager
Daniel Oliver, ALTRANS
Lucey Gorrill, ALTRANS
Janet Shipp, ALTRANS
Justine Burt, ALTRANS via Teams
Nathan Slater, BEEP via Teams*

1. Call to Order
Bobby Lee called the Board of Director's meeting to order at 11:02am
2. Public Comment: 11:02am
No public comments
3. Approval of the Minutes of the August 28, 2025 Board of Directors Special Meeting: 11:03am

This item was approved by a unanimous vote.

Yes: 7

No: 0

Abstain: 0

4. Executive Directors Report: 11:04am

A. Operations Report

In August there was a 2% decrease in total ridership as well as daily average ridership. The monthly ridership was 49,484 passenger trips which came to 1,849 trips per date. On time performance saw a slight drop to 88%. For most of the year we have been between 91 – 93%.

Daniel gave an update on the APCs. In August our 3 APCs were up and running and reporting properly. The pilot was started in April 2024 and there have been regular issues with TripShot and Iris, the APC manufacturer, to report and communicate properly with each other, as well as hardware issues. We can now begin auditing to see if they are helpful. Over the 3 vehicles that the APCs are active on, there has been only a 1% variance in boarding and a 4% variance in offboarding. Daniel feels these are reporting the way they should.

Daniel reviewed some of the numbers for the reimbursable programs. WBS saw a 16% decrease over last month's ridership and a 5% annual decrease. 8 to Go saw a 2% increase over last month's ridership and a 6% annual increase. The Emery Express saw a 3% increase over last month's ridership and a 26% increase over last year. Brooks noted that the ridership on the Emery Express has steadily been increasing over the past 2 years. Brooks spoke with the leasing office and they are thinking that because of the high demand for the Emery Express seen by residents that the Emery Express is planning to renew next year. Brooks observed that since the numbers are showing an average daily increase in ridership and the level of service is not changing, why is the cost per passenger increasing. Daniel said that there is a standard formula used with these costs which is service hours divided by ridership. Fuel fluctuations will impact this cost as well.

B. Operations Update: 11:13am

In August ALTRANS and MV attended and staffed 2 different tabling events to market EGR. The first was National Night Out on August 5th where MV had one of the buses at Christy Park. They spoke with over 100 people and handed out over 100 flyers. Twenty-five of the people spoken to were new residents and had not heard of the free EGR service. They were able to get the TripShot app installed and had in person support. The 2nd event EGR participated in was the Berkeley Caltopia event (UC Berkeley's back to school event). Lucey spoke about the event and showed pictures of the event. Lucey and one of the supervising drivers from MV, Gerald, spoke with over 600 people and collected over 543 survey responses which tried to get people to engage with the material and information. 80 branded tote bags were distributed. The biggest finding from the 4-question survey was that 263 (48.4% of the people surveyed) are in the target demographic of walking, taking the train or bus. They do go to Emeryville occasionally and have never taken EGR. 87% of this target demographic have not taken EGR because they didn't know it was available to them. Christa created for her Caltopia booth some tear off pads that outlined how to get to Bay Street with all the different mass transit ways to get there. Christa printed too many and would like to give some to those on the Board who are interested. It was also discussed that we will be purchasing a tent for these events. We will be participating in the Harvest Festival and Touch a Truck event. Bobby suggested if there are commercial buildings that are returning to work we could possibly do a return to office event, which in the past he has seen as being successful.

5. Business Items: 11:23am

A. Beep Autonomous Vehicle Presentation

Nathan Slater from Beep joined the Board via Teams to present on their autonomous vehicle systems.

B. Review and Consider Approval of Amendment 4 of the Professional Services Agreement with ALTRANS TMA, Inc. for Agency Management & Administration Services: 11:55am

In June ALTRANS presented its Amendment and cost increase for the 2025-2026 contract term and the Executive Director Performance Review Committee requested that the Board approve a 3-month extension at that time to allow them to complete the performance review. The committee has requested an additional 1-month extension. To ensure that there are not any lapses, due to not having a quorum or other issues that may arise, ALTRANS has prepared a 3-month extension of the terms with no changes to the rates in the Amendment.

Andrew Allen motioned for approval of Amendment 4 of the Professional Services Agreement with ALTRANS TMA, Inc. for Agency Management & Administration Services. Andrea Kirkpatrick seconded the motion.

This item was approved by a unanimous vote.

Yes: 7

No: 0

Abstain: 0

- C. Review and Consider Approval of Service Renewals with TripShot for West Berkeley Shuttle for October through December 2025

The ETMA currently has 3 separate scopes of work with TripShot, all with different expiration dates. The expiration dates fall in April, October and November. TripShot has requested that we align these terms as a single renewal. The one that is expiring first is the WBS which expires October 1st. The included scope of work is a 3-month extension through the end of the year and we will propose similar extensions for the other scopes as they occur so Jan 1st will be the start date for all scopes. In section 5 and 7 the service renewal does have 2026 pricing and 2026 terms. It was drafted in Section 4 specifically that the approval of this scope only runs through 12-31 25. If we continue in January, which we will present later, all it will require is written mutual consent so it doesn't require a new approval to be signed. It will be presented to the Board but TripShot and ETMA won't need to sign another document. Since this is a pass-through cost to WBS, ALTRANS has discussed this with WBS and they have agreed to the 3-month extension.

Andrew Allen motioned for the Approval of Service Renewals with TripShot for West Berkeley Shuttle for October through December 2025. Peter Schreiber seconded the motion.

This item was approved by a unanimous vote.

Yes: 7

No: 0

Abstain: 0

- D. Review and Discuss Draft Budget for 2026

The approved and adopted budget will be presented at the October meeting. Daniel highlighted a few changes since the preliminary budget was presented in May. Now that MV has been selected as the Operations vendor for 2026, the proposed rates have been included for EGR, WBS, 8 to Go and the Emery Express. At the moment, the draft budget does include the pricing if Quarterra and WBS elect to use the new vehicle options, but

we are still waiting to hear back from these parties about what they would like to do. Those 2 line items may change, depending on what they choose.

The other area is that TripShot has provided pricing for 2026 if we were to move the APCs beyond the pilot and into a permanent feature. This amounts to \$67,570 which would be roughly \$59,000 as a one-time cost for installation and hardware and \$8,820 for the SIM cards and the data. Alternatively, if we continue with the 3-vehicle pilot we would pay for the SIM cards only for \$1,260 specifically for the APCs. Since there is only one month of useable data, Daniel doesn't feel we are there yet. Daniel will look at the October data to see where it stands and Daniel will prepare 2 separate budgets - one that includes all APCs and one that includes only the 3 vehicles. We can decide if we want to budget for it. Additionally, at the August meeting it was discussed to look into digital signage for the buses to advertise events around the city and announcements. This is something that can be done through TripShot. The implementation for all 21 buses of this infotainment screen would be approximately \$150,000. TripShot will put together a presentation on some options that we can look into. Brooks asked that if we are looking into purchasing another fleet, if these screens could be used on other buses and Daniel said they were screens that are installed and most likely can be taken off and reinstalled. Daniel asked the Board if this is something they would like to see in the budget, but no commitment needs to be made. Bobby felt we should put it in the budget for now and he spoke on improving the passenger experience and feels it could be a good investment. Other Directors agreed. Brooks asked if the screen would be used for advertising or way finding. Daniel said it could be both. We would need to discuss with TripShot what options there are with what screens we would go with. Daniel felt the main purpose of the screens would be for advertisements and announcements. Brooks suggested this is something we could include in the survey to see what people say. We had previously budgeted \$500,000 for bus leases and purchases and this amount dropped down to \$250,000 to account for the fact that we won't be purchasing any vehicles in the first half of the year. No vehicle purchases will be made until after a fleet plan is devised. The subcommittee has said we won't develop a fleet plan until we develop a survey.

We reduced the membership and public outreach from \$100,000 to \$61,000 to account for the Spring survey.

For pilot projects, the cost was dropped from \$460,000 to \$300,000 to account for the surveys. The preliminary budget included 12 months of additional shuttle service such as the Watergate Express at \$300,000, tail end ride hail at \$40,000, multi-modal subsidies at \$20,000 and EV charging infrastructure engineering plan at \$100,000. At the moment, none of these will happen until at least July. The multi-modal subsidies are not currently within our scope so we will likely not do that. Caltrans' current policies still prohibit us from parking EV shuttles at the bus yard so the engineering plans won't happen either.

We did include the survey that we were going to do in the Fall in the 2026 budget for the Spring. Andrea was concerned about pushing out the marketing initiative to later in the year. Daniel said that we will still be doing marketing during this time. Andrea expressed moving forward sooner rather than later on the marketing and start interviewing consultants. Brooks said we can look at other agencies that have already done certain types of marketing and to follow their example. Christa suggested we could look at demographic data. Daniel will adjust the budget accordingly. For those that are on the Implementation Strategic Plan Subcommittee, we are waiting to hear

back from UC Davis with their quote for the survey. As soon as Daniel receives that, Daniel will send the subcommittee all the proposals as well as get a meeting scheduled.

Brooks brought up the presentation on Beep and asked what we are to do with that presentation and what the next step is. Daniel said it would be something we may want to look into eventually but it didn't seem like it was developed enough to take a part in it just yet for the ETMA. Other Directors agreed.

6. Confirm date of Next Meeting: 12:33pm
The meeting date was confirmed for October 21, 2025
7. Adjournment
The meeting adjourned at approximately 12:35pm



EMERYVILLE TRANSPORTATION MANAGEMENT ASSOCIATION



Emery Go-Round

Monthly Operations Report
September 2025

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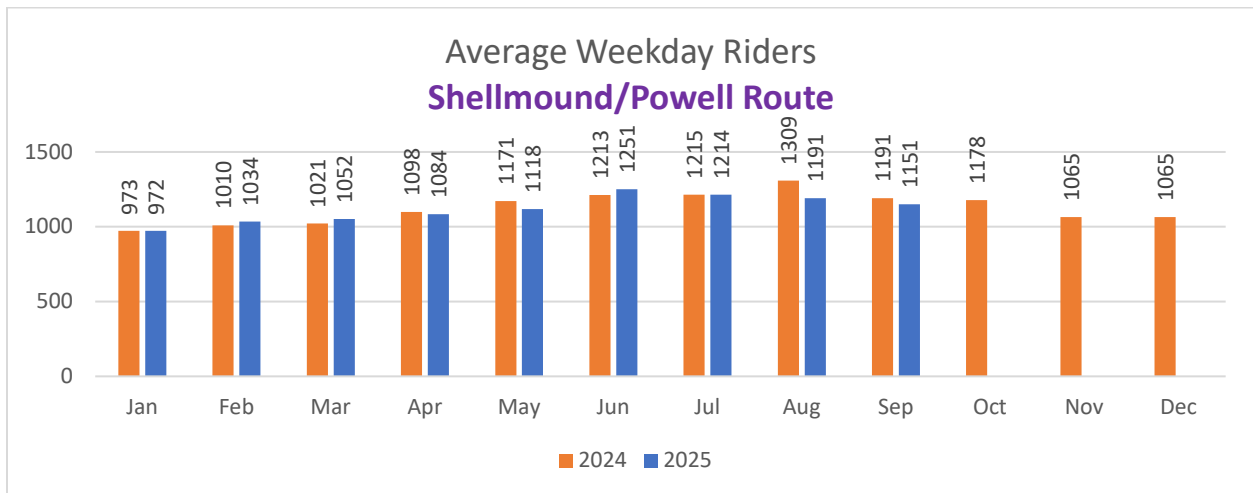
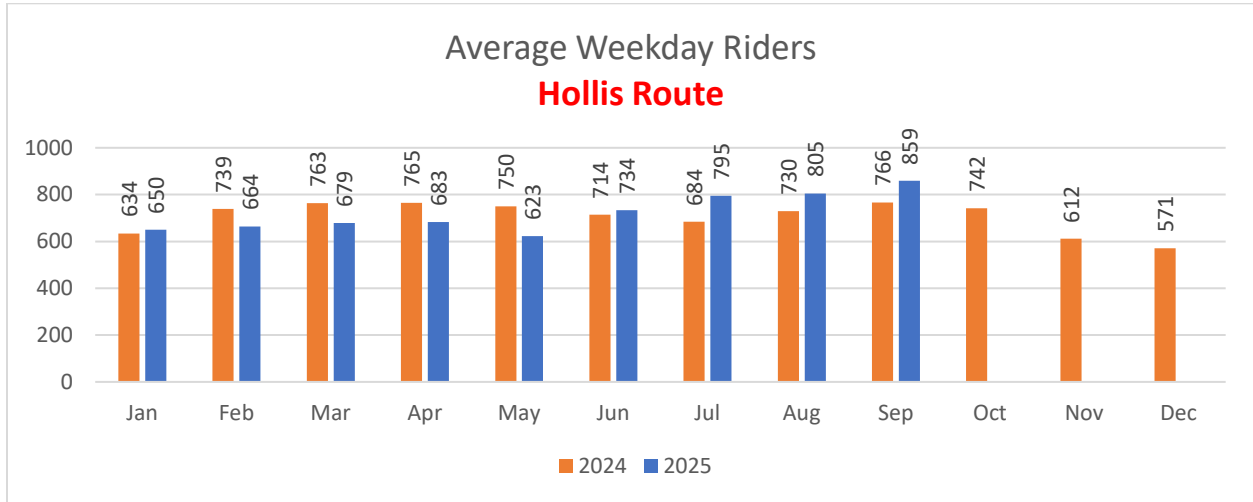
WEEKDAY RIDERSHIP													
2025	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total to Date
Total Monthly Weekday Ridership	35,671	32,264	36,353	38,870	36,567	41,700	44,190	41,898	42,206				349,719
# of Operating Days	22	19	21	22	21	21	22	21	21				190
Average Daily Ridership	1621	1698	1731	1767	1741	1986	2009	1995	2010				1,841
% Increase/Decrease from Prior Month	-1%	5%	2%	2%	-1%	14%	1%	-1%	1%				
% Increase/Decrease from Prior Year	1%	-3%	-3%	-5%	-9%	3%	6%	-2%	3%				
% of Pre COVID Baseline	35%	39%	36%	39%	36%	40%	41%	38%	40%				38%
2024	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total to Date
Total Monthly Weekday Ridership	35,354	34,974	37,472	40,965	42,266	38,524	41,770	44,851	39,133	44,148	33,552	34,349	467,358
# of Operating Days	22	20	21	22	22	20	22	22	20	23	20	21	255
Average Daily Ridership	1607	1749	1784	1862	1921	1926	1899	2039	1957	1919	1678	1636	1,833
% Increase/Decrease from Prior Month	-2%	9%	2%	4%	3%	0%	-1%	7%	-4%	-2%	-13%	-2%	
% Increase/Decrease from Prior Year	16%	12%	11%	11%	5%	5%	2%	9%	7%	3%	-5%	-1%	
WEEKEND RIDERSHIP													
2025	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total to Date
Total Monthly Weekend Ridership	5292	5113	6340	5090	6661	6634	5630	7586	5927				54,273
# of Operating Days	8	8	10	7	9	9	8	10	8				77
Average Daily Ridership	662	639	634	727	740	737	704	759	741				705
% Increase/Decrease from Prior Month	0%	-3%	-1%	15%	2%	0%	-5%	8%	-2%				
% Increase/Decrease from Prior Year	5%	-8%	-15%	1%	1%	2%	-6%	-12%	-8%				
% of Pre COVID Baseline	93%	63%	70%	82%	82%	71%	67%	61%	50%				71%
2024	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total to Date
Total Monthly Weekend Ridership	5032	5568	6728	5780	5862	7206	5991	7765	7236	6265	6619	5924	75,976
# of Operating Days	8	8	9	8	8	10	8	9	9	8	9	9	103
Average Daily Ridership	629	696	748	723	733	721	749	863	804	783	735	658	738
% Increase/Decrease from Prior Month	-15%	11%	7%	-3%	1%	-2%	4%	15%	-7%	-3%	-6%	-11%	
% Increase/Decrease from Prior Year	20%	28%	23%	7%	7%	7%	6%	18%	12%	4%	0%	-11%	
COMBINED RIDERSHIP													
2025	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total to Date
Total Monthly Ridership	40,963	37,377	42,693	43,960	43,228	48,334	49,820	49,484	48,133	-	-	-	403,992
# of Operating Days	30	27	31	29	30	30	30	31	29	-	-	-	267
Total Service Hours	2,781	2,444	2,746	2,781	2,713	2,701	2,781	2,746	2,668				24,361
Average Daily Ridership (Weighted)	1,532	1,586	1,601	1,681	1,633	1,851	1,887	1,849	1,887				1,513
Passengers Per Service Hour (Pax/SH)	15	15	16	16	16	18	18	18	18				17
Operations Cost	\$ 253,540.39	\$ 230,469.07	\$ 250,939.82	\$ 253,608.11	\$ 248,989.74	\$ 247,505.05	\$ 253,654.62	\$ 250,803.02	\$ 246,000.66				\$ 2,235,510.48
Cost Per Passenger Trip	\$ 6.19	\$ 6.17	\$ 5.88	\$ 5.77	\$ 5.76	\$ 5.12	\$ 5.09	\$ 5.07	\$ 5.11				\$ 5.53
% Increase/Decrease from Prior Month	0%	3%	1%	5%	-3%	13%	2%	-2%	2%				
% Increase/Decrease from Prior Year	1%	-3%	-4%	-4%	-10%	4%	5%	-4%	3%				0%
% of Pre COVID Baseline (Total Ridership)	43%	47%	45%	47%	44%	51%	49%	45%	46%				46%
% of Pre COVID Baseline (Pax/SH)	57%	62%	57%	61%	59%	64%	64%	60%	61%				61%
2024	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total to Date
Total Monthly Ridership	40,386	40,542	44,200	46,745	48,128	45,730	47,761	52,616	46,369	50,413	40,171	40,273	543,334
# of Operating Days	30	28	30	30	30	30	30	31	29	31	29	30	358
Total Service Hours	2,781	2,556	2,713	2,781	2,781	2,634	2,781	2,826	2,589	2,893	2,601	2,555	32,489
Average Daily Ridership (Weighted)	1,516	1,642	1,673	1,756	1,811	1,777	1,792	1,917	1,827	1,818	1,572	1,530	1,518
Passengers Per Service Hour (Pax/SH)	15	16	16	17	17	17	17	19	18	17	15	16	17
Operations Cost	\$ 232,512.72	\$ 216,620.43	\$ 226,964.35	\$ 231,942.63	\$ 232,403.25	\$ 221,572.59	\$ 231,900.33	\$ 235,684.09	\$ 219,918.03	\$ 239,917.63	\$ 221,512.32	\$ 216,798.18	\$ 2,727,746.55
Cost Per Passenger Trip	\$ 5.76	\$ 5.34	\$ 5.13	\$ 4.96	\$ 4.83	\$ 4.85	\$ 4.86	\$ 4.48	\$ 4.74	\$ 4.76	\$ 5.51	\$ 5.38	\$ 5.02

Ridership Summary

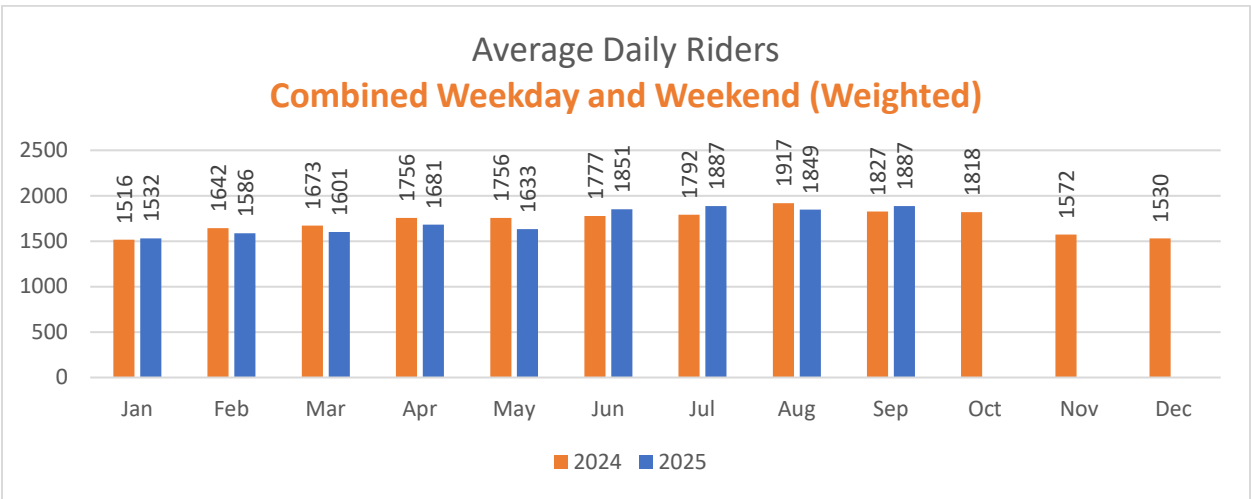
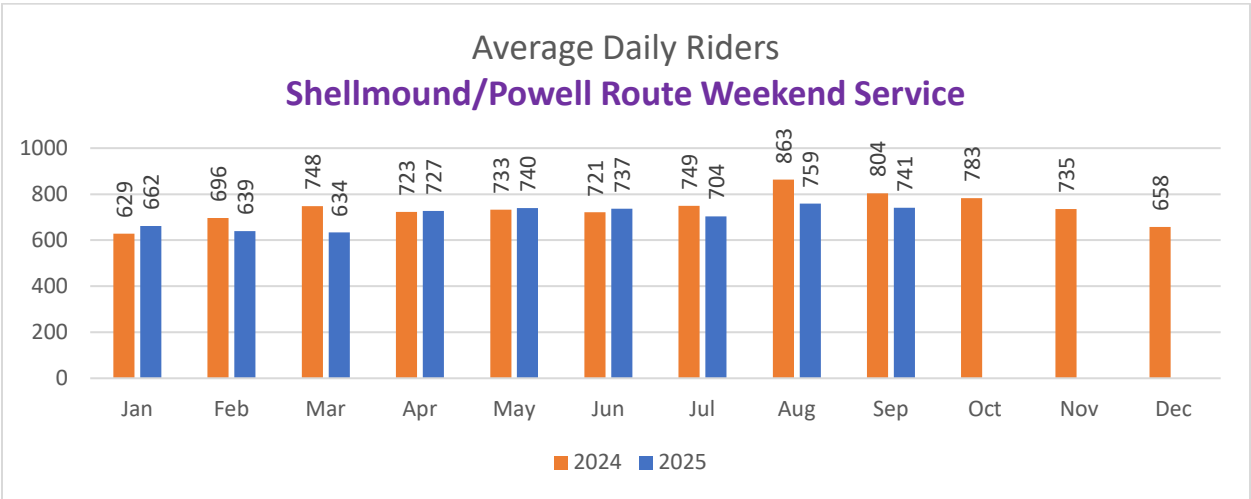
In September 2025, the Emery Go-Round ridership increased 2% from the previous month and 3% from the previous year.

Weekday ridership peaked at 5:00 PM for the Hollis Route and 5:00 PM for the Shellmound/Powell Route. Saturday ridership peaked at 3:30PM and Sunday ridership peaked at 4:30 PM

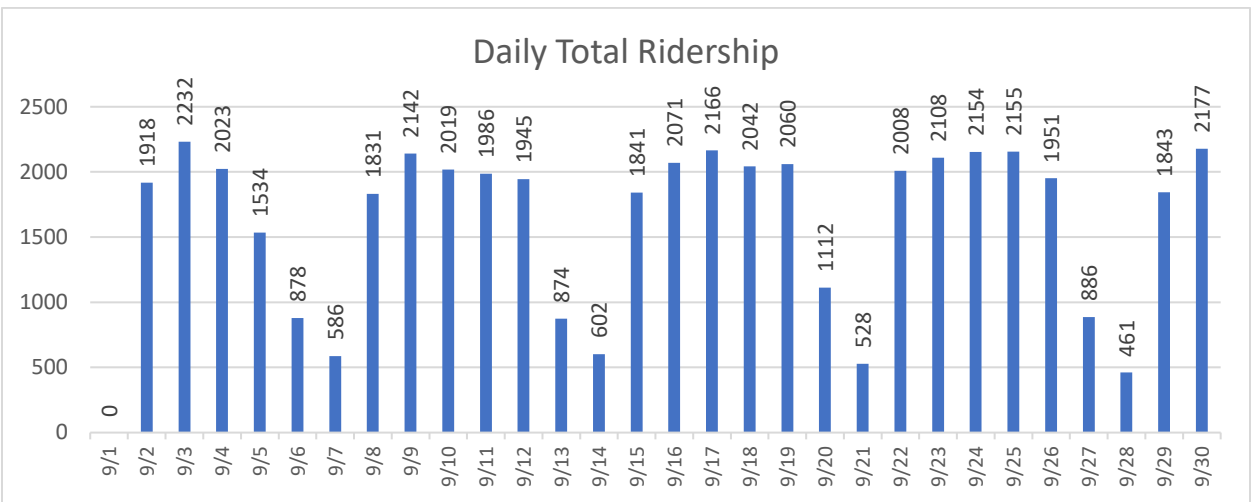
Average Daily Ridership Comparisons (YTD)



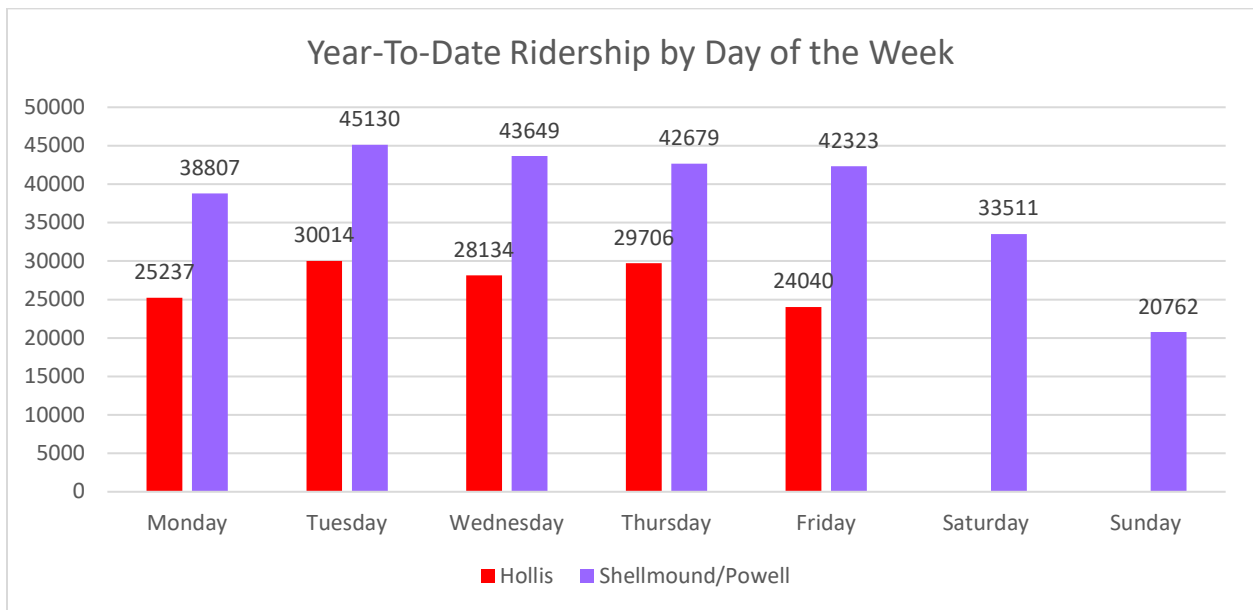
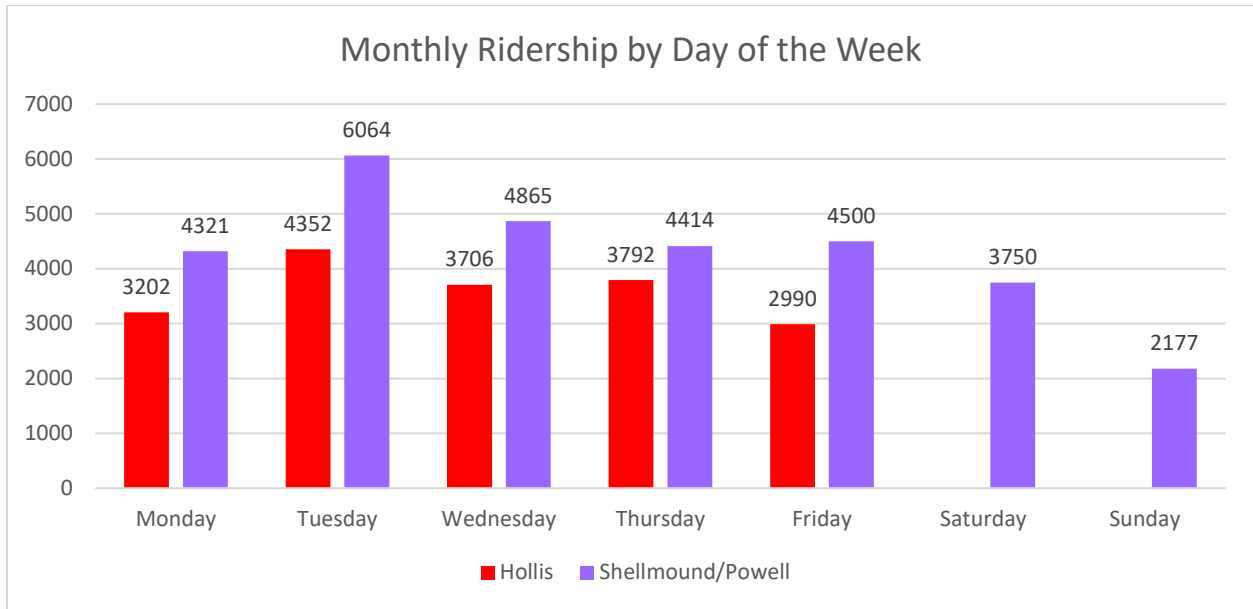
Average Daily Ridership Comparisons (YTD) (cont'd)



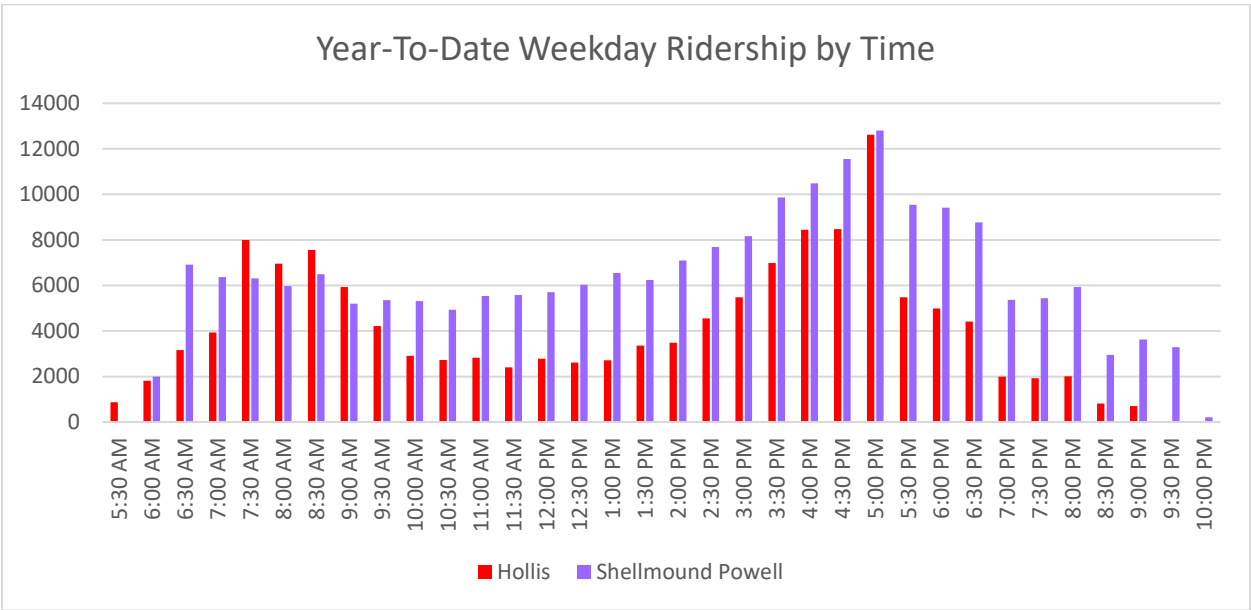
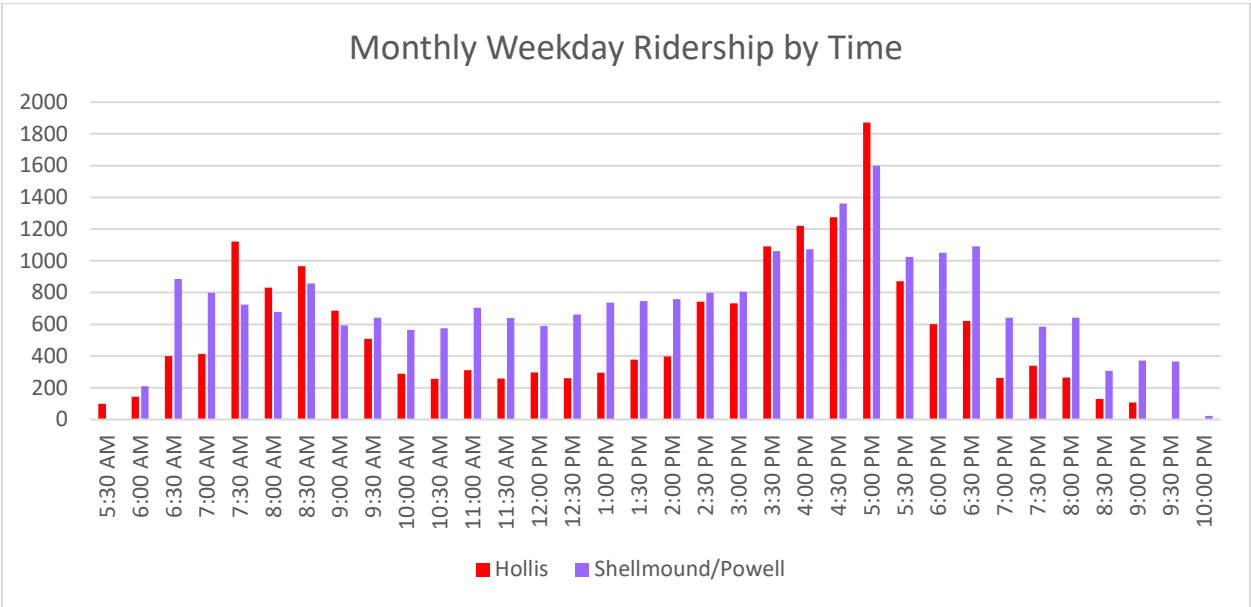
Daily Total Ridership by Date



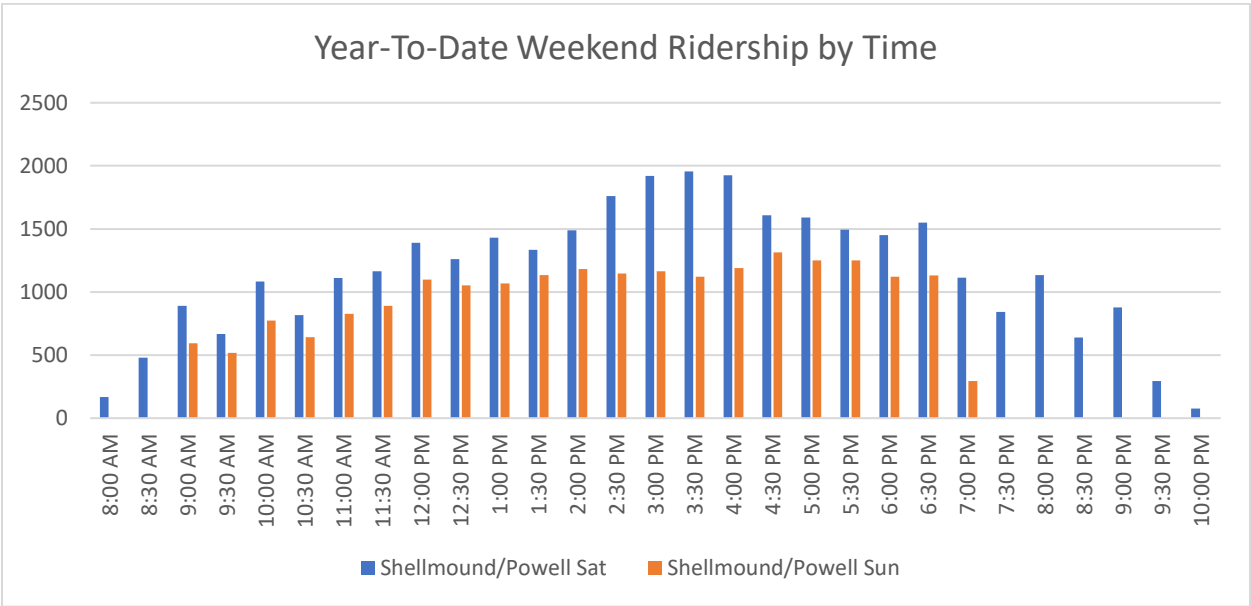
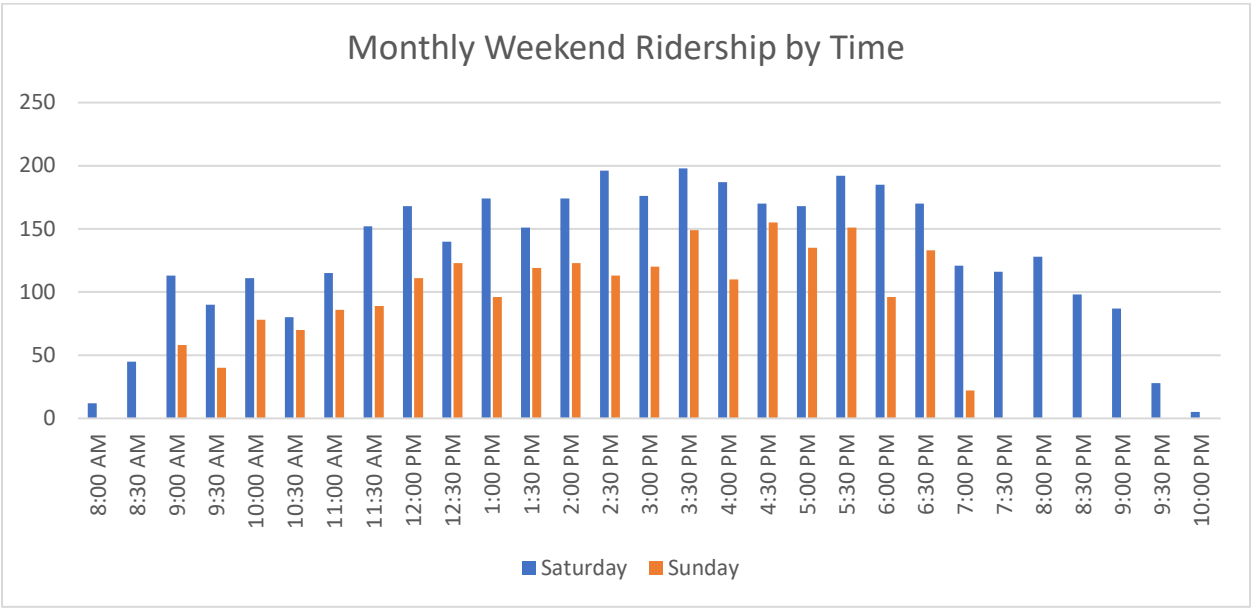
Ridership by Day of the Week



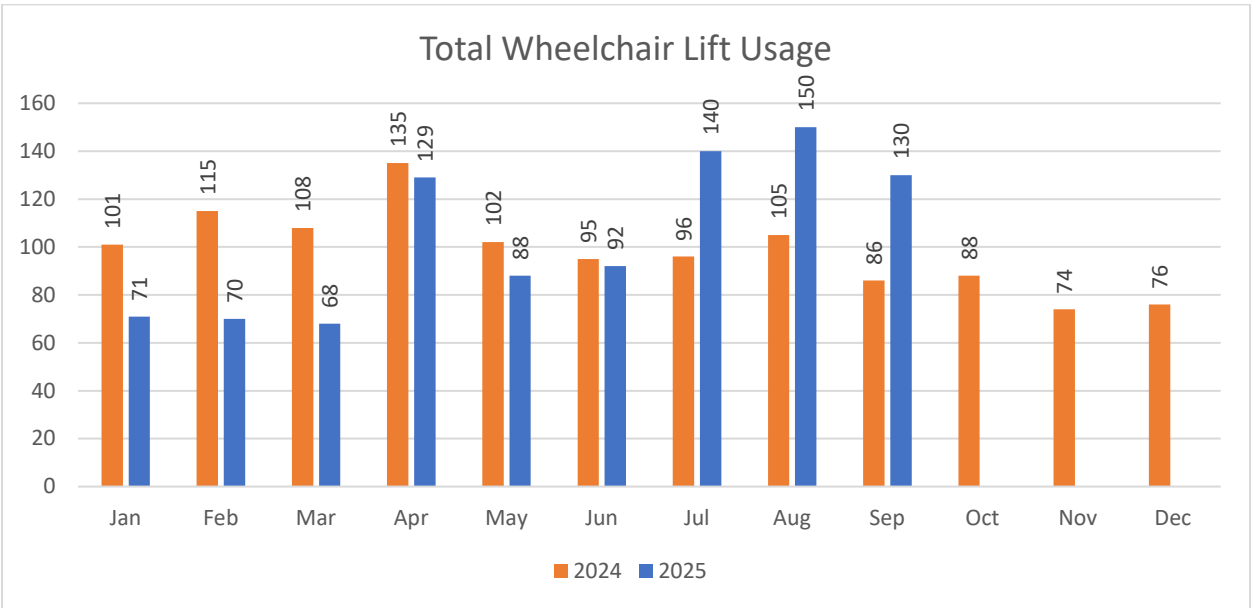
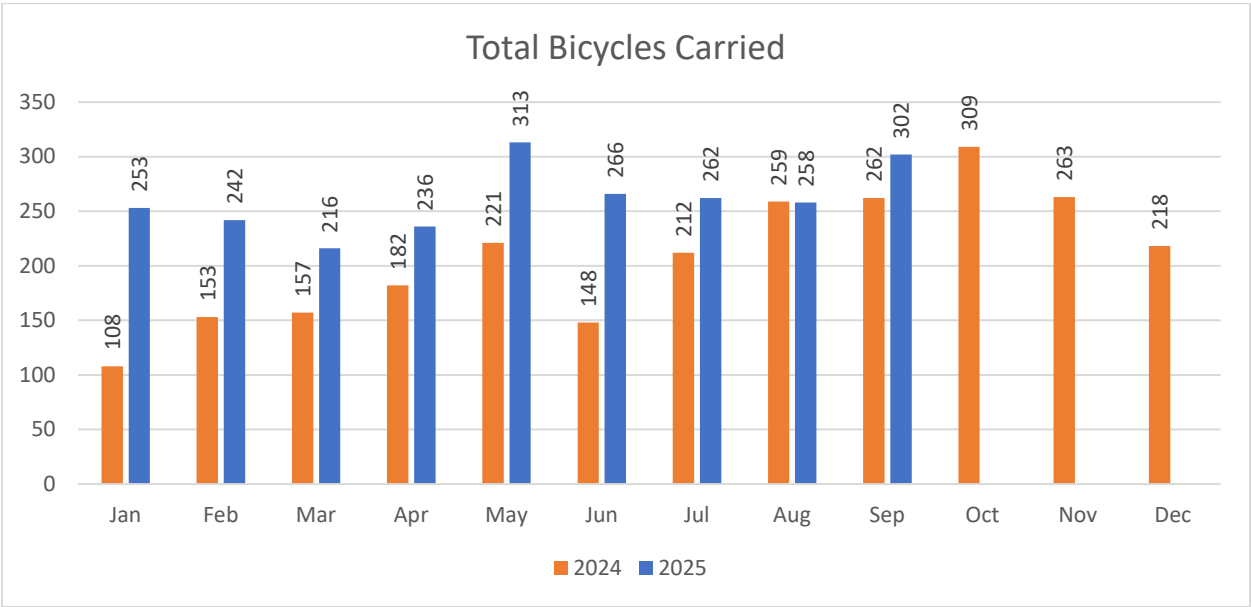
Total Ridership by Time



Total Ridership by Time, Cont'd



Additional Ridership Data



Total Use (Boarding & Alighting) by Stop

Hollis Weekday Service

Hollis	Boarding	Alighting	Monthly Total Use	% of Monthly Total Use
MacArthur BART Station	6964	7483	14447	40.1%
Berkeley Bowl SB	1700	1581	3281	9.1%
Hollis @ 59th SB	2627	325	2952	8.2%
Hollis @ 65th SB	1904	364	2268	6.3%
Horton @ 59th (Amtrak) NB	269	1569	1838	5.1%
Park Ave @ San Pablo (IHOP) WB	685	947	1632	4.5%
Hollis @ 65th NB	150	1302	1452	4.0%
Hollis @ 53rd SB	813	335	1148	3.2%
Hollis @ 59th NB	182	800	982	2.7%
Park Ave @ Pixar EB	580	251	831	2.3%
Park Ave @ Pixar WB	297	523	820	2.3%
Emery St @ 40th EB	269	493	762	2.1%
Hollis @ 53rd NB	310	425	735	2.0%
Hollis @ 63rd SB	700	27	727	2.0%
Hollis @ 45th SB	393	296	689	1.9%
Stanford Ave @ Horton WB	71	590	661	1.8%
Hollis @ 64th NB	34	465	499	1.4%
Hollis @ 45th NB	94	247	341	0.9%
Total	18042	18023	36065	100.0%

Year to Date Total Use	% of Year to Date Total Use
111494	40.7%
25639	9.4%
17034	6.2%
15460	5.6%
15511	5.7%
14028	5.1%
9553	3.5%
8016	2.9%
10140	3.7%
5624	2.1%
5364	2.0%
6343	2.3%
5525	2.0%
6856	2.5%
4913	1.8%
5829	2.1%
4155	1.5%
2468	0.9%
273952	100.0%

Total Use (Boarding & Alighting) by Stop (cont'd)

Shellmound/Powell Weekday Service

Shellmound/Powell Weekday	Boarding	Alighting	Monthly Total Use	% of Monthly Total Use
MacArthur BART Station	8018	8161	16179	33.5%
Christie @ Trader Joe's SB	2111	801	2912	6.0%
40th @ San Pablo WB	1274	1371	2645	5.5%
40th @ San Pablo EB	1617	907	2524	5.2%
Shellmound @ Bay St (IKEA) NB	350	2040	2390	5.0%
Shellmound @ Sonesta SB	1696	367	2063	4.3%
Powell @ Police/Fire Station EB	1670	245	1915	4.0%
40th @ Horton WB	804	1025	1829	3.8%
Shellmound @ Christie NB	430	1367	1797	3.7%
40th @ Horton EB	1011	614	1625	3.4%
Powell @ Watergate Market WB	342	1213	1555	3.2%
40th @ Hollis WB	646	501	1147	2.4%
Christie @ 64th SB	318	793	1111	2.3%
Christie @ Public Market SB	621	478	1099	2.3%
The Towers	485	602	1087	2.3%
Shellmound @ Public Market NB	354	724	1078	2.2%
65th @ Shellmound	335	707	1042	2.2%
40th @ Emery EB	273	682	955	2.0%
Powell @ The Marina	433	446	879	1.8%
40th @ Emery WB	530	314	844	1.7%
40th @ Hollis EB	494	241	735	1.5%
Powell @ Hilton Garden Inn WB	136	250	386	0.8%
Christie @ FedEx SB	164	175	339	0.7%
Christie @ 65th SB	52	57	109	0.2%
Total	24164	24081	48245	100.0%

Year to Date Total Use	% of Year to Date Total Use
142471	33.6%
26361	6.2%
23418	5.5%
22446	5.3%
21706	5.1%
19089	4.5%
16783	4.0%
15570	3.7%
17578	4.1%
15740	3.7%
11680	2.8%
10911	2.6%
8693	2.0%
7998	1.9%
8461	2.0%
8968	2.1%
8554	2.0%
9051	2.1%
7113	1.7%
8944	2.1%
6254	1.5%
2776	0.7%
2614	0.6%
1248	0.3%
424427	100.0%

Total Use (Boarding & Alighting) by Stop (cont'd)

Shellmound/Powell Weekend Service

Shellmound/Powell Weekend	Boarding	Alighting	Monthly Total Use	% of Monthly Total Use
MacArthur BART Station	1700	1806	3506	29.6%
Christie @ Trader Joe's SB	653	226	879	7.4%
Shellmound @ Bay St (IKEA) NB	117	748	865	7.3%
Shellmound @ Sonesta SB	598	136	734	6.2%
40th @ San Pablo WB	368	275	643	5.4%
40th @ San Pablo EB	315	271	586	4.9%
Shellmound @ Christie NB	146	426	572	4.8%
40th @ Horton EB	224	303	527	4.4%
40th @ Horton WB	242	196	438	3.7%
Powell @ Police/Fire Station EB	302	75	377	3.2%
65th @ Shellmound	125	225	350	3.0%
Powell @ The Marina	159	178	337	2.8%
Shellmound @ Public Market NB	95	191	286	2.4%
40th @ Emery WB	192	91	283	2.4%
40th @ Hollis WB	162	99	261	2.2%
40th @ Emery EB	76	180	256	2.2%
Powell @ Watergate Market WB	61	183	244	2.1%
Christie @ 64th SB	112	83	195	1.6%
40th @ Hollis EB	99	81	180	1.5%
Christie @ Public Market SB	98	47	145	1.2%
Powell @ Hilton Garden Inn WB	28	30	58	0.5%
Christie @ FedEx SB	27	25	52	0.4%
The Towers	17	27	44	0.4%
Christie @ 65th SB	11	20	31	0.3%
Total	5927	5922	11849	100.0%

Year to Date Total Use	% of Year to Date Total Use
32709	30.2%
7780	7.2%
7605	7.0%
6622	6.1%
6034	5.6%
5526	5.1%
5484	5.1%
4728	4.4%
4607	4.2%
3599	3.3%
3133	2.9%
2470	2.3%
2527	2.3%
2261	2.1%
2617	2.4%
2435	2.2%
2066	1.9%
1675	1.5%
1437	1.3%
1178	1.1%
638	0.6%
582	0.5%
519	0.5%
221	0.2%
108453	100.0%

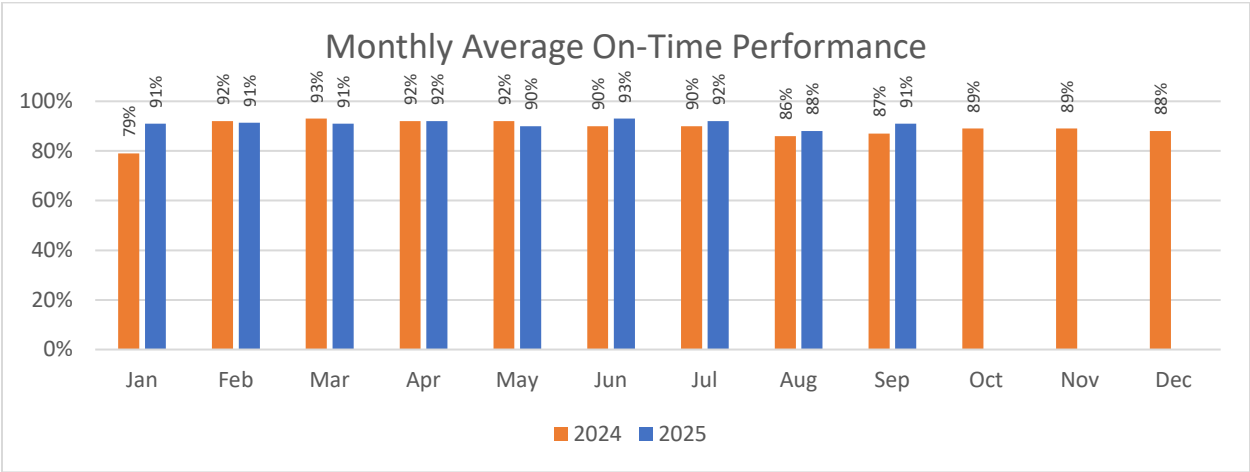
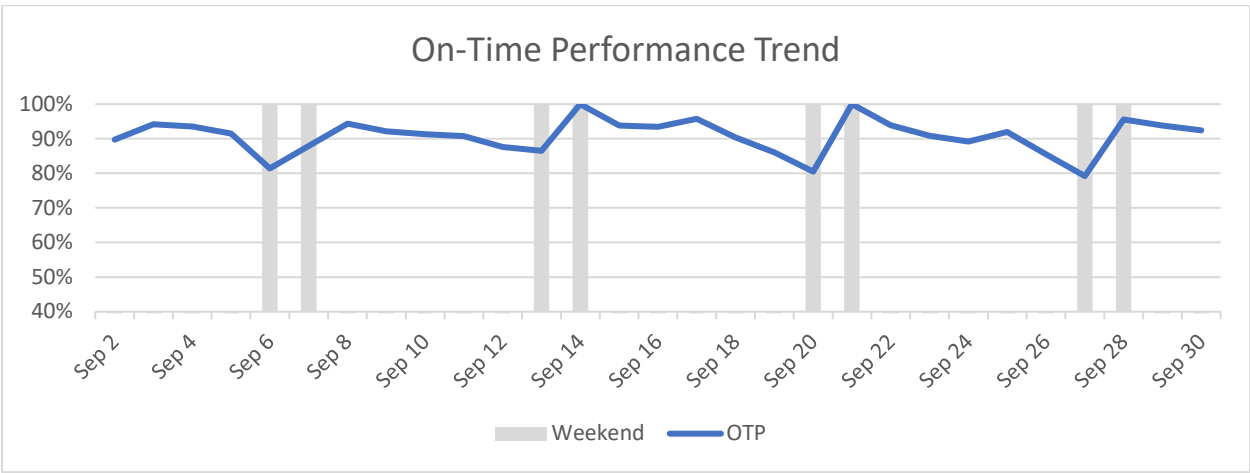
On-Time Performance

On-Time Performance (OTP) data is gathered from the TripShot app, which provides accurate GPS data for the shuttles and records the arrival and departure times for each of the timepoints along each route.

A shuttle is considered On-Time if it arrives up to 5 minutes after the scheduled time or departs no earlier than 1 minute before the scheduled time.

Throughout the month:

- The Hollis Route averaged an OTP of 95%
- The Shellmound/Powell Weekday Route averaged an OTP of 88%
- The Shellmound/Powell Weekend Route averaged an OTP of 89%
- The Average Total Monthly OTP for all routes was 91%

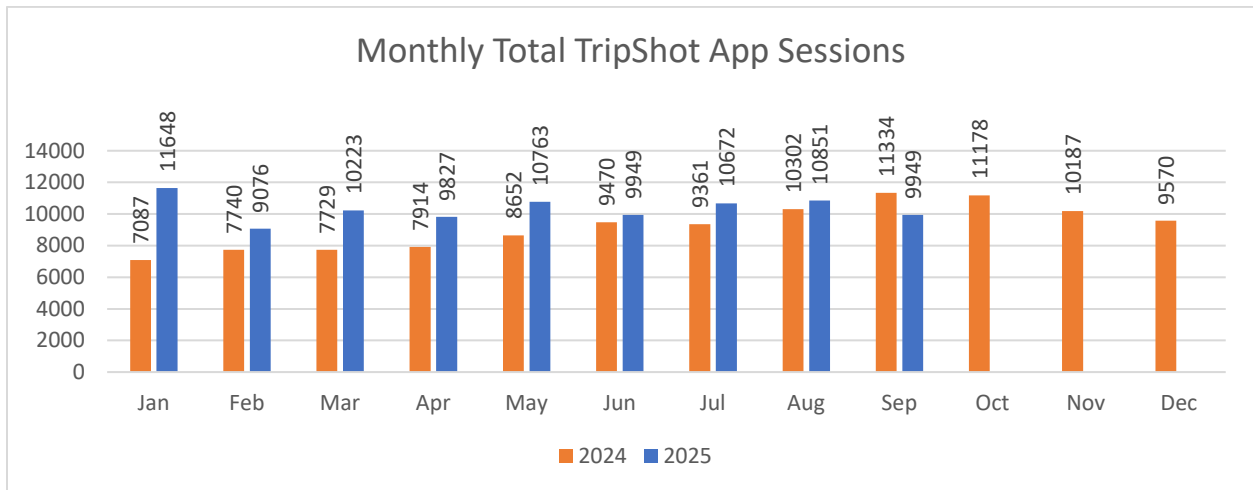
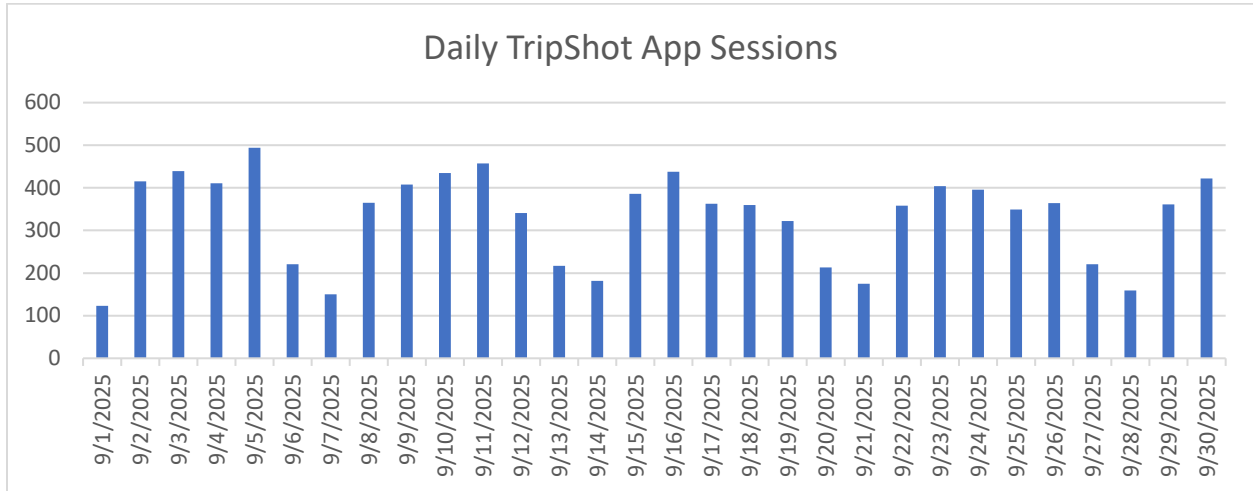


TripShot App Usage

Utilization

The TripShot app does not require users to create accounts and the only data that is gathered is the IP address of the device, which changes based on the networks or cell towers that the device connects to. Because of this, it is not possible to track the number of TripShot app users, however, it is possible to track the number of app “sessions.” While this does not allow us to know how many people are using the app, it does tell us how often it is used.

Total Monthly App Sessions: 9,949



Automatic Passenger Counter Pilot

In June 2024, the ETMA began a pilot project that utilized the existing Automatic Passenger Counter (APC) hardware in the Emery Go-Round shuttles in conjunction with the TripShot system. Over the last year, there have been issues in which the two systems were not able to properly communicate/report passenger traffic or there were hardware issues that required maintenance.

At the end of July 2025, all known issues were resolved and we are now able to track and report on the accuracy of the APCs.

Boarding

	Driver Reported Boarding	APC Reported Boarding	Variance	% Variance
751	2484	2536	52	+2%
752	2133	1934	-199	-9%
8699	2904	2552	-352	-12%
Total	7521	7022	-499	-7%

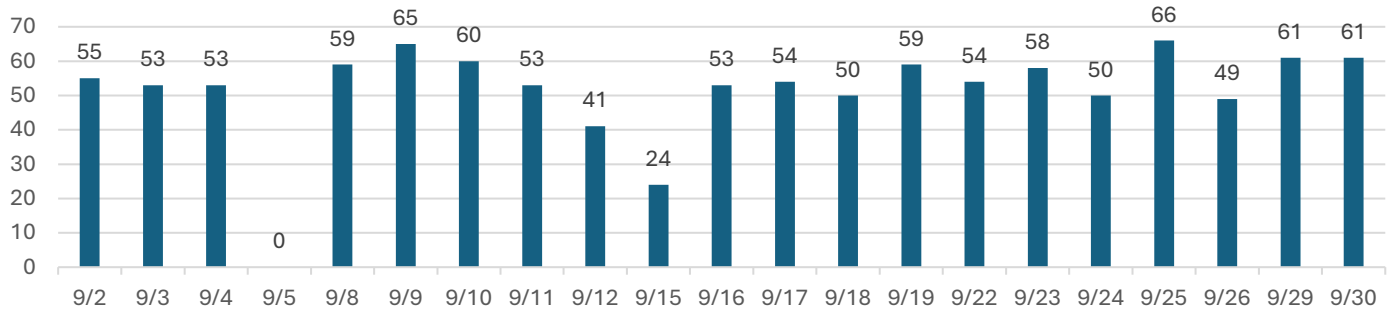
Alighting

	Driver Reported Alighting	APC Reported Alighting	Variance	% Variance
751	2483	2649	166	+7%
752	2128	2131	3	+0%
8699	2904	2705	-199	-7%
Total	7515	7485	-30	-0%

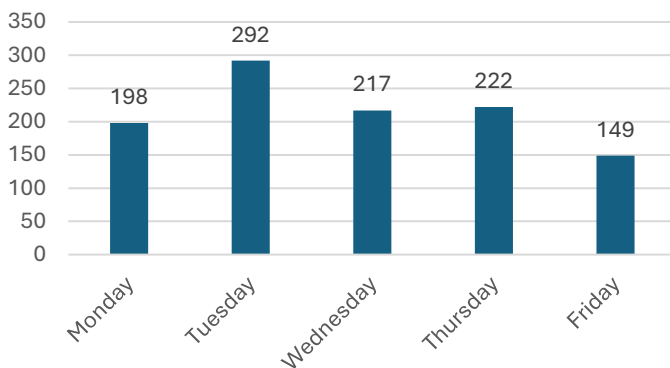


September 2025 Operations Report

Daily Ridership

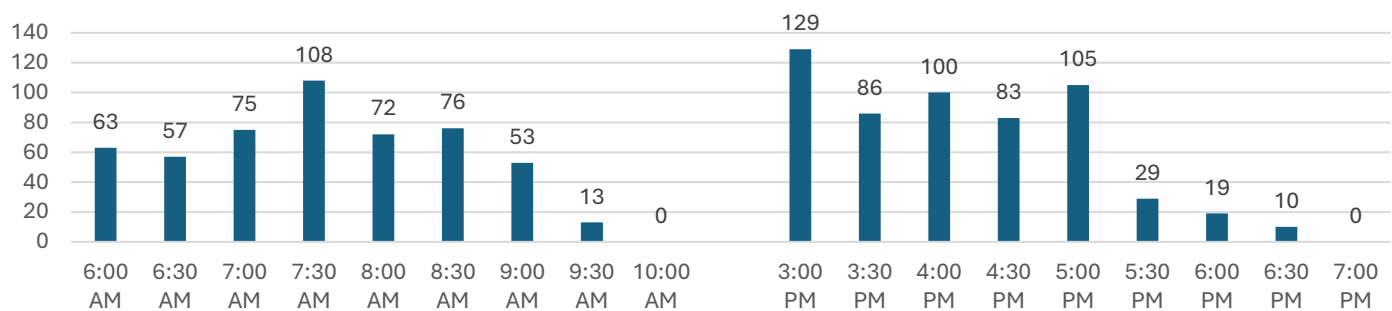


Ridership by Day of the Week



Stop	Boarding	Alighting	Usage	%
Ashby BART	511	582	1093	50.8%
Dwight @ 6th	218	179	397	18.4%
#700 Heinz	170	97	267	12.4%
2600 10th St.	93	85	178	8.3%
Heinz @ 7th	51	51	102	4.7%
7th @ Parker	16	57	73	3.4%
Potter @ 7th	7	21	28	1.3%
#725 Potter	10	3	13	0.6%
9th @ Carleton	2	0	2	0.1%
Total	1078	1075	2153	100.0%

Ridership by Half Hour

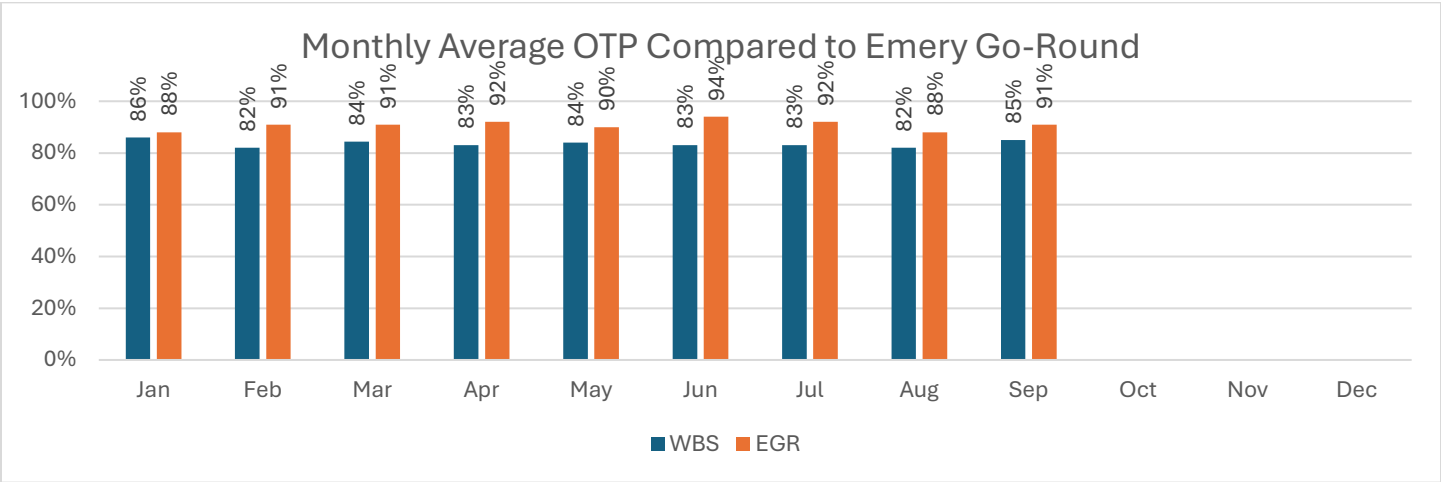
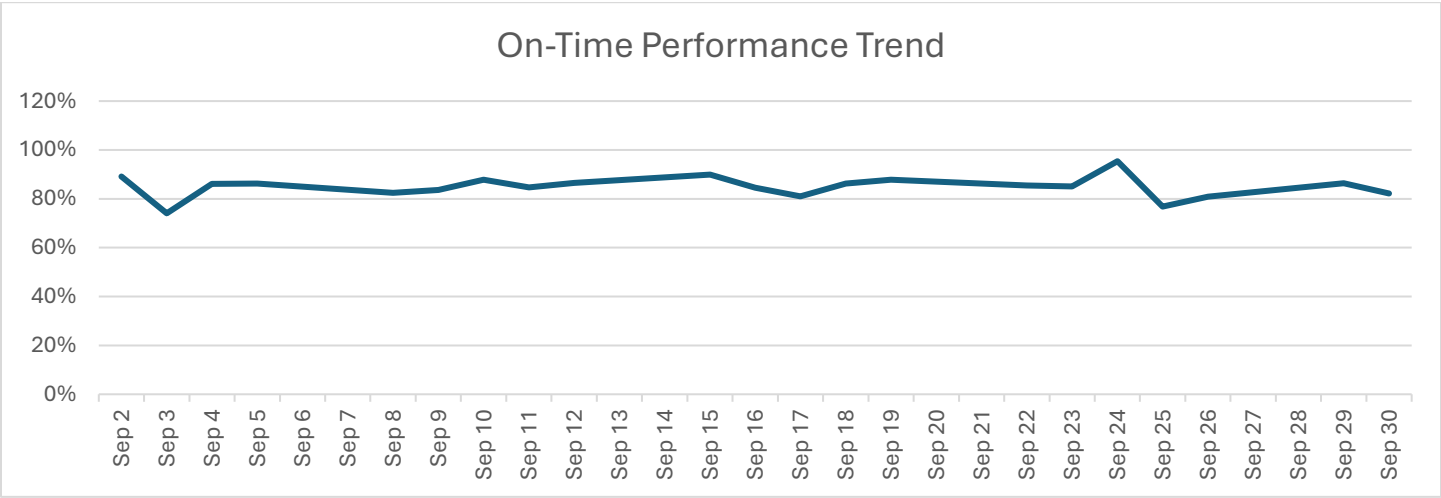


On-Time Performance

On-Time Performance data is gathered from the TripShot app, which provides accurate GPS data for the shuttles and records the arrival and departure times for each of the timepoints along each route.

A shuttle is considered On-Time if it arrives up to 5 minutes after the scheduled time or departs no earlier than 1 minute before the scheduled time.

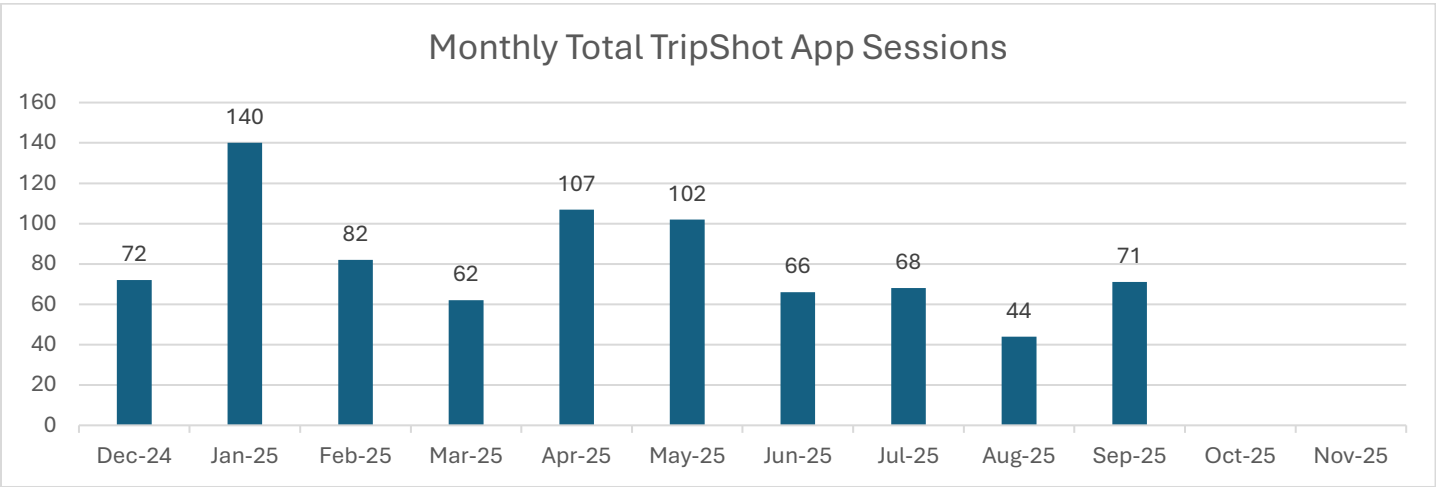
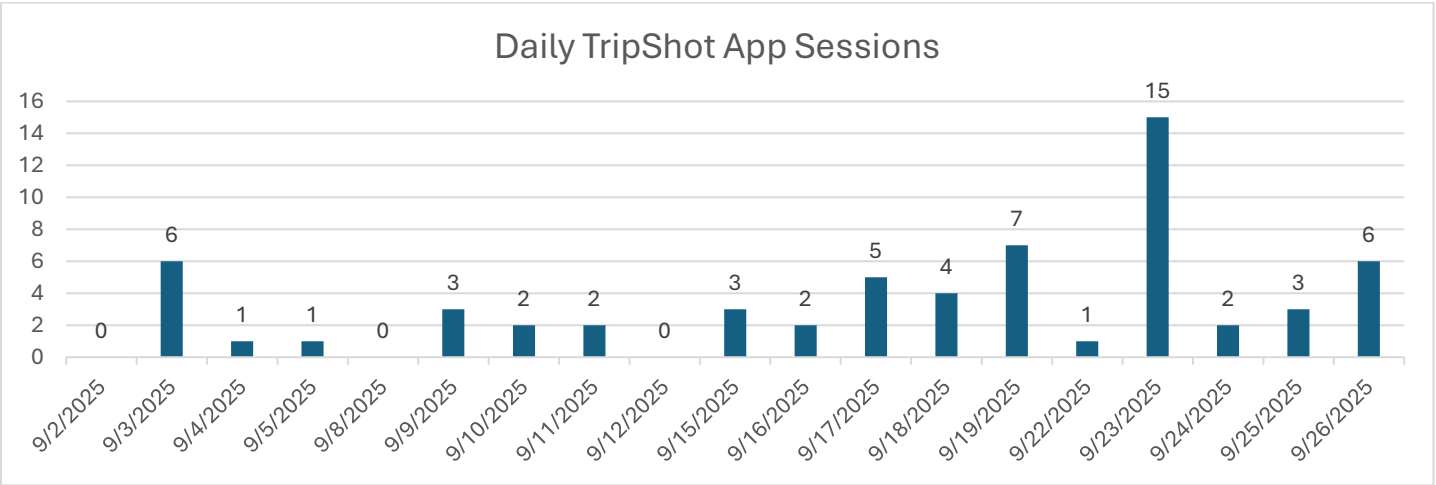
Overall On-Time Performance: 85%*



TripShot App Usage:

The TripShot app does not require users to create accounts and the only data that is gathered is the IP address of the device, which changes based on the networks or cell towers that the device connects to. Because of this, it is not possible to track the number of TripShot app users, however, it is possible to track the number of app “sessions.” While this does not allow us to know how many people are using the app, it does tell us how often it is used.

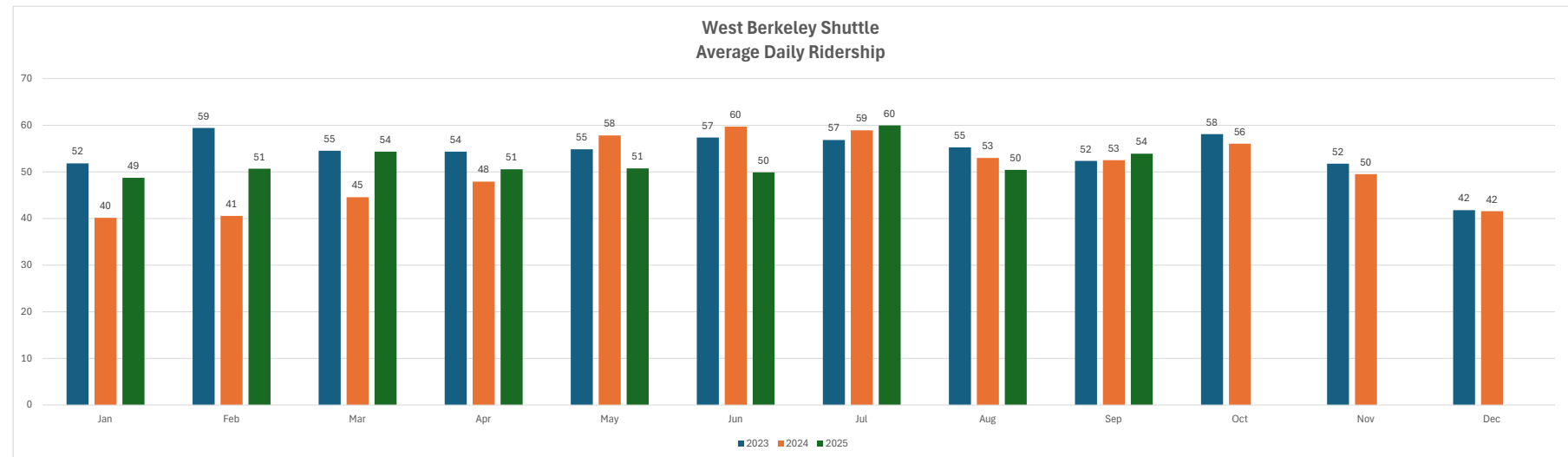
Total Monthly App Sessions: 71





ANNUAL RIDERSHIP SUMMARY (YTD)/COMPARISON

West Berkeley Shuttle													
2025	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Total Monthly Ridership	1,023	963	1,141	1,112	1,066	1,048	1,319	1,059	1,078				9,809
# of Operating Days	21	19	21	22	21	21	22	21	20				188
Average Daily Ridership	49	51	54	51	51	50	60	50	54				52
Cost Per Passenger Trip	\$ 25.18	\$ 24.78	\$ 22.36	\$ 23.49	\$ 23.75	\$ 23.93	\$ 19.49	\$ 23.97	\$ 21.36				\$ 23.02
% Increase/Decrease from Prior Month	17%	4%	7%	-7%	0%	-2%	20%	-16%	7%				
% Increase/Decrease from Prior Year	21%	25%	22%	6%	-12%	-16%	2%	-5%	3%				4%
% of Pre COVID Baseline	19%	21%	24%	23%	23%	23%	28%	23%	21%				0%
2024	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Total Monthly Ridership	883	811	936	1,054	1,272	1,194	1,296	1,166	998	1,289	941	873	12,713
# of Operating Days	22	20	21	22	22	20	22	22	19	23	19	21	253
Average Daily Ridership	40	41	45	48	58	60	59	53	53	56	50	42	50
Cost Per Passenger Trip	\$ 26.68	\$ 27.37	\$ 24.43	\$ 22.34	\$ 18.19	\$ 18.58	\$ 18.22	\$ 20.25	\$ 22.10	\$ 18.70	\$ 22.79	\$ 25.64	\$ 21.61
% Increase/Decrease from Prior Month	-4%	1%	10%	7%	21%	3%	-1%	-10%	-1%	7%	-12%	-16%	
% Increase/Decrease from Prior Year	-23%	-32%	-18%	-12%	5%	4%	4%	-4%	0%	-4%	-4%	-1%	-7%
% of Pre COVID Baseline	16%	17%	19%	22%	26%	28%	28%	24%	21%	21%	19%	21%	22%
2023	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Total Monthly Ridership	1,140	1,129	1,254	1,087	1,207	1,262	1,137	1,271	1,047	1,278	1,035	836	13,683
# of Operating Days	22	19	23	20	22	22	20	23	20	22	20	20	253
Average Daily Ridership	52	59	55	54	55	57	57	55	52	58	52	42	54
Cost Per Passenger Trip	\$ 17.79	\$ 16.33	\$ 17.16	\$ 18.07	\$ 17.34	\$ 16.52	\$ 17.17	\$ 16.96	\$ 19.04	\$ 16.40	\$ 19.10	\$ 23.75	\$ 17.78
% Increase/Decrease from Prior Month	8%	15%	-8%	0%	1%	5%	-1%	-3%	-5%	11%	-11%	-19%	
% Increase/Decrease from Prior Year	53%	54%	34%	37%	20%	14%	10%	8%	-5%	-7%	-3%	-13%	14%
% of Pre COVID Baseline	20%	25%	24%	25%	25%	27%	27%	25%	21%	22%	20%	21%	23%





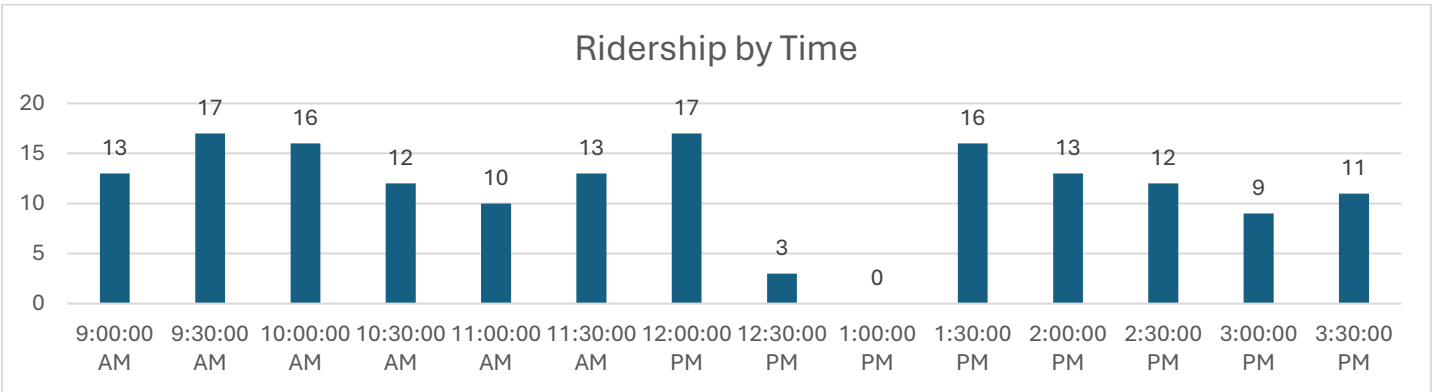
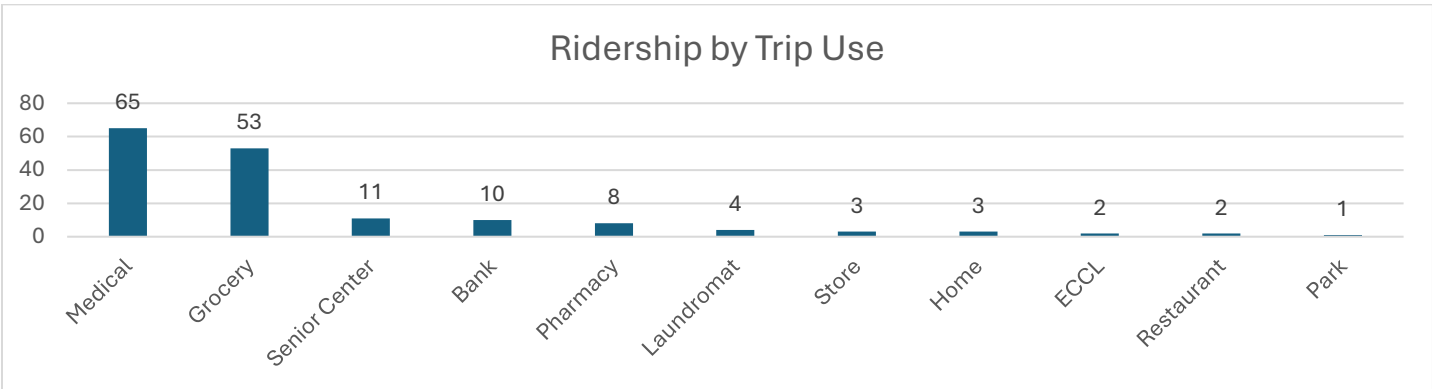
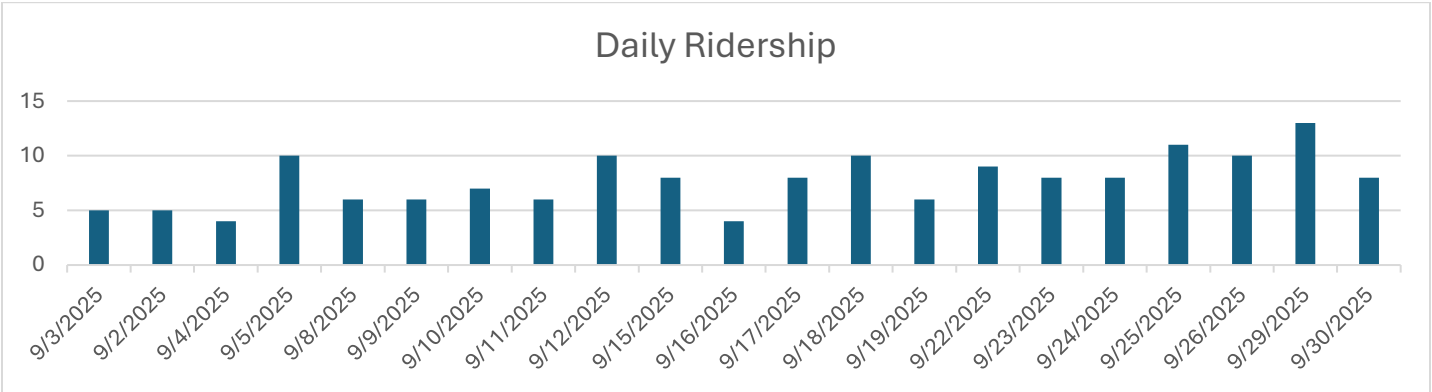
September 2025 8 to Go Ridership Report

Monthly Statistics

Total Number of Trips: 162
Daily Average Trips: 8
Number of Users: 22

How Trips Are Scheduled

Scheduled: 63%
Add-On: 37%

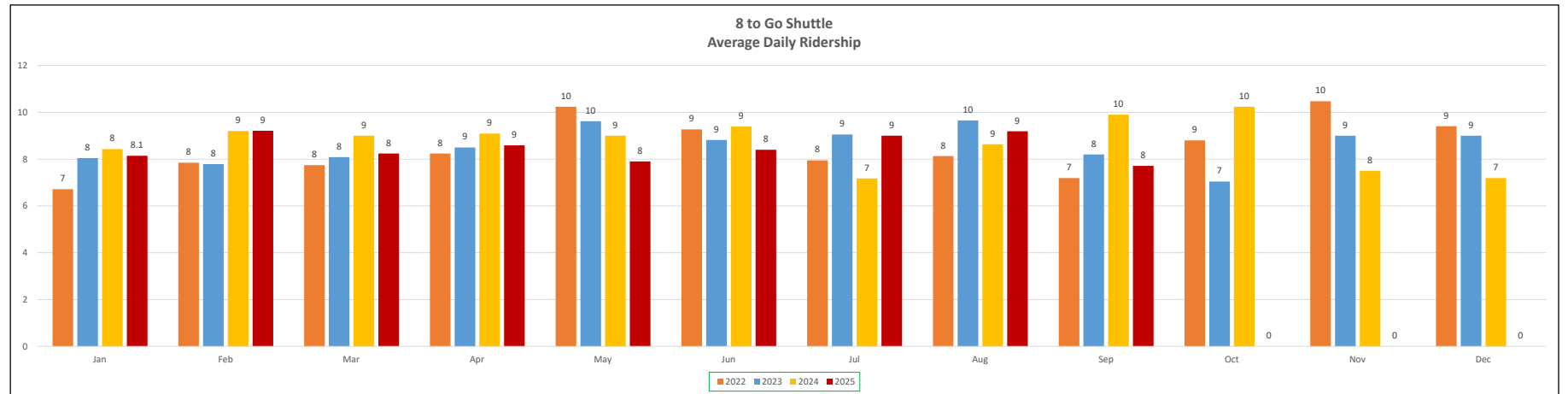




ANNUAL RIDERSHIP SUMMARY (YTD)/COMPARISON

8 to Go Paratransit

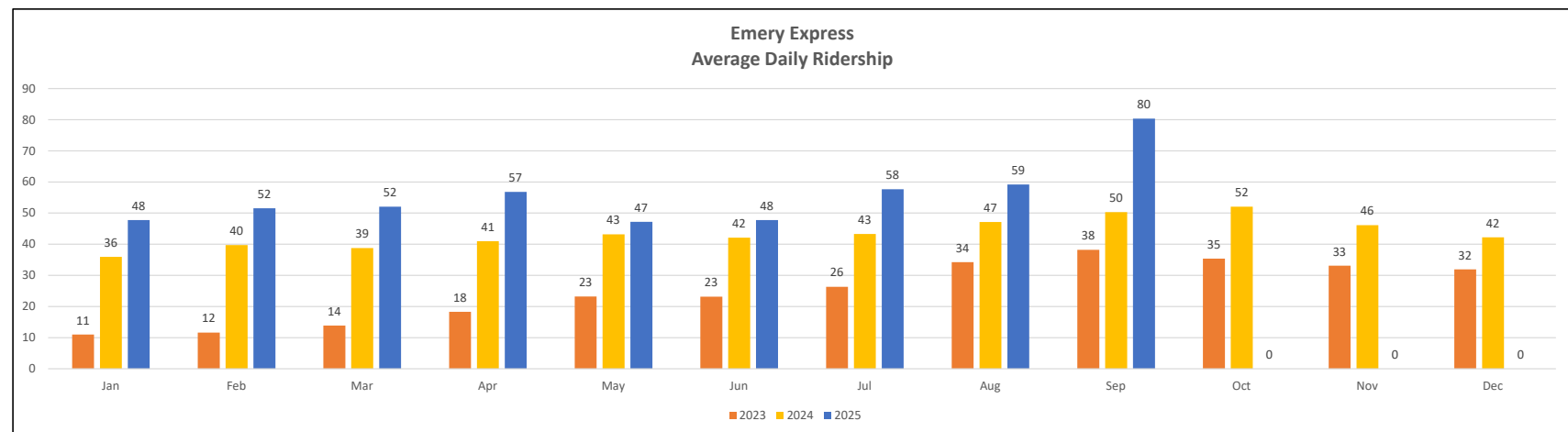
2025	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Total Monthly Ridership	171	175	173	189	166	168	198	193	162				1,595
# of Operating Days	21	19	21	22	21	20	22	21	21				188
Average Daily Ridership	8.1	9	8	9	8	8	9	9	8				8
Cost per Passenger Trip	\$ 70.97	\$ 63.73	\$ 69.59	\$ 67.73	\$ 73.82	\$ 72.95	\$ 63.22	\$ 65.94	\$ 74.59				\$ 68.94
% Increase/Decrease from Prior Month	13%	13%	-11%	4%	-8%	6%	7%	2%	-16%				
% Increase/Decrease from Prior Year	-3%	0%	-8%	-6%	-12%	-11%	25%	6%	-22%				
2024	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Total Monthly Ridership	177	184	189	200	198	169	122	190	198	215	120	151	2,113
# of Operating Days	21	20	21	22	22	18	17	22	20	21	16	21	241
Average Daily Ridership	8	9	9	9	9	9	7	9	10	10	8	7	9
Cost per Passenger Trip	\$ 60.44	\$ 57.64	\$ 57.74	\$ 57.41	\$ 57.43	\$ 58.66	\$ 79.38	\$ 61.78	\$ 54.93	\$ 56.14	\$ 79.20	\$ 68.33	\$ 61.13
% Increase/Decrease from Prior Month	-10%	9%	-2%	1%	-1%	4%	-24%	20%	15%	3%	-27%	-4%	
% Increase/Decrease from Prior Year	5%	18%	11%	7%	-6%	6%	-21%	-11%	21%	45%	-17%	-24%	
2023	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Total Monthly Ridership	177	148	186	170	202	194	172	222	164	155	171	188	2,149
# of Operating Days	22	19	23	20	21	22	19	23	20	22	19	20	250
Average Daily Ridership	8	8	8	9	10	9	9	10	8	7	9	9	9
Cost per Passenger Trip	\$ 47.21	\$ 50.24	\$ 47.64	\$ 45.69	\$ 42.56	\$ 43.21	\$ 42.10	\$ 40.39	\$ 46.09	\$ 50.92	\$ 43.80	\$ 42.25	\$ 44.90
% Increase/Decrease from Prior Month	-14%	-3%	4%	5%	13%	-8%	3%	7%	-15%	-14%	28%	4%	
% Increase/Decrease from Prior Year	20%	-1%	4%	3%	-6%	-5%	14%	19%	14%	-20%	-14%	0%	1%





ANNUAL RIDERSHIP SUMMARY (YTD)/COMPARISON

Emery Express Shuttle													
2025	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Total Monthly Ridership	1,051	979	1,093	1,250	944	1,003	1,268	1,243	1,687				10,518
# of Operating Days	22	19	21	22	20	21	22	21	21				189
Average Daily Ridership	48	52	52	57	47	48	58	59	80				56
Cost per Passenger Trip	\$ 19.13	\$ 17.51	\$ 17.36	\$ 16.12	\$ 20.09	\$ 19.06	\$ 15.74	\$ 16.40	\$ 12.22				\$ 16.68
% Increase/Decrease from Prior Month	13%	8%	1%	9%	-17%	1%	21%	3%	36%				
% Increase/Decrease from Prior Year	33%	30%	34%	39%	9%	13%	33%	26%	60%				
2024	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Total Monthly Ridership	791	795	814	902	950	842	866	1,037	1,006	1,197	968	887	11,055
# of Operating Days	22	20	21	22	22	20	20	22	20	23	21	21	254
Average Daily Ridership	36	40	39	41	43	42	43	47	50	52	46	42	44
Cost per Passenger Trip	\$ 23.81	\$ 21.46	\$ 22.02	\$ 20.87	\$ 19.85	\$ 20.33	\$ 21.76	\$ 18.17	\$ 17.02	\$ 16.46	\$ 17.62	\$ 20.21	\$ 19.73
% Increase/Decrease from Prior Month	13%	11%	-2%	6%	5%	-3%	3%	9%	7%	3%	-11%	-8%	
% Increase/Decrease from Prior Year	227%	242%	179%	124%	86%	82%	64%	38%	32%	47%	39%	32%	
2023	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Total Monthly Ridership	242	221	319	366	487	509	527	787	764	778	662	638	6,300
# of Operating Days	22	19	23	20	21	22	20	23	20	22	20	20	252
Average Daily Ridership	11	12	14	18	23	23	26	34	38	35	33	32	25
Cost per Passenger Trip	\$ 113.72	\$ 120.42	\$ 100.77	\$ 75.37	\$ 38.80	\$ 37.09	\$ 32.56	\$ 25.08	\$ 22.85	\$ 24.66	\$ 27.61	\$ 26.99	41
% Increase/Decrease from Prior Month	17%	6%	19%	32%	27%	0%	14%	30%	12%	-7%	-6%	-4%	
% Increase/Decrease from Prior Year	0%	0%	0%	0%	0%	0%	0%	0%	2157%	976%	413%	239%	
2022	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Total Monthly Ridership	-	-	-	-	-	-	-	-	22	69	129	207	427
# of Operating Days	0	0	0	0	0	0	0	0	13	21	20	22	76
Average Daily Ridership	0	0	0	0	0	0	0	0	2	3	6	9	6
Cost per Passenger Trip									\$ 667.76	\$ 284.59	\$ 149.48	\$ 105.05	\$ 176.48
% Increase/Decrease from Prior Month	0%	0%	0%	0%	0%	0%	0%	0%	0%	94%	96%	46%	





EMERYVILLE TRANSPORTATION MANAGEMENT ASSOCIATION

STAFF REPORT MEMORANDUM

DATE: October 21, 2025
SUBJECT: October 2025 Certificate of Deposit (CD) Reinvestment

Background

IP-Fund B CD: 10-Month

At the September 2023 ETMA Board Meeting, the board elected to open a 13-month CD account in the amount of \$1,750,000 as part of the September 2023 Investment Plan. Upon maturity, the board elected to reinvest the funds in a 10-month CD. On September 25, 2025, the account was closed and the funds were transferred to the ETMA's Savings Account. **To date, this fund has seen a growth of \$151,943.**

	Opening Amt	Opening Date	Maturity Date	Maturity Amt.	Acct. Growth
Initial Inv.	\$1,750,000	10/6/23	11/6/24	\$1,845,198	\$95,198
Maturity 1	\$1,845,198	11/20/24	9/25/25	\$1,901,943	\$56,746

IP-FLEX: 12-Month

At the September 2023 ETMA Board Meeting, the board elected to open a 12-month Flexible CD account in the amount of \$2,000,000 as part of the September 2023 Investment Plan. The flexibility of this CD allowed for funds to be transferred to the ETMA's checking account without penalty for normal operations expenses as needed. Upon maturity, the board elected to reinvest the funds in another 12-month Flexible CD. The account is scheduled to mature on October 24, 2025. **To date, this fund has seen a growth of \$118,035.***

	Opening Amt	Opening Date	Maturity Date	Withdrawals	Maturity Amt	Acct. Growth
Initial Inv.	\$2,000,000	10/6/23	10/6/24	(\$750,000)	\$1,299,249	\$49,249
Maturity 1	\$2,000,000	10/24/24	10/24/25	\$0	\$2,075,061*	\$75,061

**Estimated based on current balance and projected growth until maturity.*

Recommendation

IP-Funds B CD: 7 Month Term

Management recommends reinvesting the matured IP-Funds B funds into a 7-month CD, which currently offers an interest rate of 3.69%**. At maturity, the account is projected to reach **\$1,943,262, a gain of \$41,319.**

IP-FLEX CD: 12 Month Term

Upon maturity of the current CD, management recommends reinvesting the matured IP-FLEX funds along with an additional estimated \$424,939, bringing the total investment to \$2,500,000, into a new Flexible CD, currently offering an interest rate of 2.96%**. Sufficient funds are available in ETMA's standard savings account to support this increase and the Flexible CD allows for withdrawals and transfers as needed. At maturity, the account is projected to reach **\$2,575,012, a gain of \$75,012.**

***As of October 10, 2025*

EXHIBIT A
Statement of Work #5

This Statement of Work #5 (“**SOW**”) for Emery Go Round (“**Authorized Customer**”) shall be governed by, and incorporates by reference, the terms and conditions of the Services Agreement, between TripShot, Inc. (“**TripShot**”) and Emeryville Transportation Management Association, (“**Subscriber**”) dated November 1, 2023 (the “**Agreement**”). Capitalized terms used herein without definition shall have the definitions set forth in the Agreement. This SOW supersedes and replaces in its entirety SOW #1 between the parties, effective as of the SOW #5 Start Date listed below. As of that date, SOW #1 shall be deemed terminated and of no further force or effect.

1. CONTACT AND ACCOUNTING INFORMATION

TripShot Contact Information	TripShot Accounting Information
Contact Name: Michael Cunningham Contact Address: 3031 Tisch Way 110 Plaza West San Jose CA 95128 Contact Phone #: 888-638-3095 Contact Email: mcunningham@tripshot.com	Accounting Address: TripShot, Inc. 2010-A Harbison Dr #521 Vacaville CA 95687 Accounting Email: accounting@tripshot.com

Subscriber Contact Information	Subscriber Accounts Payable Information
Contact Name: Daniel Oliver Contact Address: 3609 Bradshaw Rd. Ste. H-347 Sacramento, CA 95827 Contact Phone #: 408-258-7267 x503 Contact Email: admin@emerygoround.com	AP Contact Name: Daniel Oliver AP Phone #: 408-258-7267 x503 AP Email: admin@emerygoround.com PO # (if applicable):

2. SERVICES

SOW Start Date	November 1, 2025
Included Vehicle Quantity	21
Service Address	1300 67th St, Emeryville, CA 94608

Core Product	Description
Fixed Route	- Unified platform to manage vehicles, drivers, vendors, and schedules - Route Scheduler- manage rides by driver, day, vehicle, shifts - Real-time vehicle dispatch - Driver schedule view - ability to see and accept all assigned routes - Driver Vehicle Inspection Reports (DVIR) - Incident Reporting - Protection vehicle support - Single interface to add/edit/remove route schedules - Map shuttle route manually or by using suggested routes - Customized geo-fences - Routes are managed from a central admin web portal updating rider and driver applications in real-time

	• Route list view provides all available routes, real-time vehicle status, arrival times • Support system for multiple schedules and future schedule planning • Fast and accurate GPS – capturing GPS every second • Automatically updates ETAs using real time traffic updates • Arrival detection • Integrates with real-time traffic • Predicts real-time arrival times • Historical drive time data • Automated alerts and announcements send via TripShot Rider App • Automatically generated based on vehicle location • Cloud-based Dashboard for real-time reporting • Detailed reporting by stop, time period, route, shuttle • Dispatch View • On Time Performance • Metrics by Ride and Stop • Historical ride playback, including on time performance and speed • Digital Passenger Counting • Add on: APC Integration
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App	Description
• Rider App	• Riders can identify closest stop locations and view all available Routes to a destination • Integrated walking/biking/driving directions • Mark Routes as “Favorites” • Multi modal support • Riders can subscribe to stop-level notifications • Alert options include: approaching shuttle and delayed shuttle • Automated alerts and announcements send via TripShot Rider App automatically generated based on vehicle location

Customer Support	Description
• Premium Support Tier 1	• Assigned Customer Success Manager (one per subscriber) • Product Issue Reports • Unlimited access via email and chat bots during business hours (M-F 5am to 5pm PT) • Monthly office hours

3. CONDITIONS. In addition to the terms and conditions set forth in the Services Agreement, the following Conditions apply explicitly to this SOW.

1. TripShot will not be held responsible for any city, county, or transit authority violations, including but not limited to; a) permit fees, b) penalty fees, c) citations, and d) administrative fees for lack of compliance.
2. Subscriber is responsible for ensuring the mobile device is properly installed, powered and operating.
3. TripShot recommends that each device has a cellular data connection at all times during operation.
4. Subscriber will take good care of the Hardware and will be solely responsible for, and assumes all risk of, any loss, theft, or damage to the Hardware, reasonable wear and tear excepted.
5. Hardware will be covered under the manufacturer’s warranty. The warranty shall be voided if the Hardware is modified, tampered with, misused, or subjected to abnormal working conditions.

6. Hardware sales are final. TripShot will not accept returns except to facilitate OEM Warranties.
7. Subscriber may order additional Hardware from TripShot at a price quoted on a per-order basis. The pricing below does not apply to future orders.

4. TERMS. This SOW will commence upon the SOW Start Date and continue for a period of fourteen (14) months ("Initial SOW Term"). Upon expiration of the Initial SOW Term, this SOW may be renewed upon mutual written confirmation between Subscriber & TripShot for additional one-year terms (each a "Renewal SOW Term", and together with the Initial Term the "SOW Term"). Furthermore, notwithstanding anything to the contrary, this SOW may be terminated by either party under the terms set forth in the Agreement.

5. INVOICING. TripShot will invoice Subscriber for all amounts below promptly following the SOW Start Date and on every anniversary of the SOW Start Date during the SOW Term and monthly in arrears for any vehicle usage over the Included Vehicle Quantity in any given month, and as otherwise outlined below.

6. COST RESPONSIBILITIES. Subscriber is responsible for paying all non-disputed invoice charges as described in the Agreement. TripShot is responsible for paying all costs associated with provisioning and operating Services.

7. PRICING SCHEDULE

Item	Quantity	Unit Price	Amount
SaaS Licensing November 2025-December 2025	21	\$ 576.67	\$ 12,110.00
Tablet Access Fees November 2025-December 2025	23	\$ 100.00	\$ 2,300.00
SaaS Licensing January 2026-December 2026	21	\$ 3,460.00	\$ 72,660.00
Tablet Access Fees January 2026-December 2026	23	\$ 600.00	\$ 13,800.00
4G Data & SIM Card (Verizon) January 2026-December 2026	3	\$ 420.00	\$ 1,260.00
Nov-Dec 2025 Subtotal	\$ 14,410.00		
Jan-Dec 2026 Subtotal	\$ 87,720.00		
Initial SOW Term Subtotal	\$ 102,130.00		

- 7.1 The SaaS pricing above will remain valid during the Initial SOW Term. TripShot may adjust the pricing for any Renewal SOW Term. TripShot will provide written notice of any renewal price increase at least 30 days prior to commencement of any Renewal SOW Term.
- 7.2 If Subscriber exceeds the Included Vehicle Quantity in any given month, TripShot shall invoice Subscriber \$350.00 per vehicle used in excess of the Included Vehicle Quantity for that month.
- 7.3 Subscriber may increase the above quantities for any year or Renewal SOW Term by providing written notice prior to commencement of any year or Renewal SOW Term.
- 7.4 ¹If none of: renewal price increase, new hardware order, quantity adjustment.
- 7.5 Prices shown above do not include any state and local taxes that may apply. Any such taxes are the responsibility of the Subscriber and will appear on the final Invoice.

The parties have executed and delivered this SOW as of the date of the last signature below. Each undersigned represents and warrants that he or she has the full power and authority to enter into, sign and deliver this SOW on behalf of his or her respective party. This SOW may be executed in counterparts and/or by facsimile, each of which when so executed and delivered shall be deemed an original and all of which, when taken together, shall constitute one instrument.

TripShot, Inc.

Name: _____

Title: _____

Signature: _____

Date: _____

Emeryville Transportation Management Association

Name: _____

Title: _____

Signature: _____

Date: _____

**SHUTTLE OPERATIONS AND MAINTENANCE AGREEMENT BETWEEN EMERYVILLE
TRANSPORTATION MANAGEMENT ASSOCIATION AND MV TRANSPORTATION, INC.**

THIS AGREEMENT (the "Contract") is effective as of January 1, 2026 by and between the EMERYVILLE TRANSPORTATION MANAGEMENT ASSOCIATION, hereinafter referred to as "ETMA" and MV TRANSPORTATION, INC. hereinafter known as the "Contractor," collectively referred to herein as the "Parties."

WITNESSETH THAT:

WHEREAS, the City of Emeryville ("City") has created a Property Based Improvement District ("PBID") to fund the Emery Go-Round Shuttle Service; and

WHEREAS, commercial property owners, employer and certain residential developers have formed the ETMA, which, on behalf of these property owners, employers and developers, operates the Emery Go-Round service, providing day to day management and oversight of operations, supervision of the Contractor, and marketing of the service; and

WHEREAS, the City and the ETMA have entered into a funding agreement to support ETMA's operation of the Emery-Go-Round service utilizing the funds from the PBID assessment; and

WHEREAS, the City of Emeryville has entered into an agreement with the ETMA to operate the 8 to Go Paratransit Shuttle, a direct service shuttle for senior citizens and people with disabilities, funded through grants received from the Alameda County Transportation Commission (ACTC); and

WHEREAS, LMV II Emeryville Holdings, L.P. has entered into an agreement with the ETMA to operate The Emery Express Shuttle, a transit service running between of the West Oakland BART Station in West Oakland and The Emery Apartments in Emeryville. This service is funded by LMV II Emeryville Holdings L.P.

NOW, THEREFORE, the Parties hereto do mutually agree as follows:

1. SCOPE OF SERVICES

Contractor shall furnish the ETMA with all of the services and materials, and perform any and all other work as specified in and in full accordance with the Scope of Services which

is attached hereto as Exhibit A and the Contractor's proposal which is attached hereto as Exhibit B (as modified by Exhibit B-1) and made a part of this Contract. Additional services, as authorized in writing by ETMA, will be paid for on an individual basis for each service at the Variable rate set forth in the respective Cost Forms which is attached hereto as Exhibit C and made part of this Contract, and will be billed separately from the other services under this Contract. To the extent that the terms of Exhibit B (as modified by Exhibit B-1) differ from those of Exhibit A or this Contract, the terms of Exhibit A and the Contract shall prevail. To the extent that the terms of Exhibit A differ from this Contract, the terms of the Contract shall prevail.

2. TERM

The term of this Contract shall be from January 1, 2026 to December 31, 2027, with four (4), one-year options by the parties to extend the term at rates to be negotiated and mutually agreed upon. The initial two (2) year period shall be referred to as the "Base Term."

3. ADDITIONS, MODIFICATIONS AND REDUCTIONS IN SERVICE

ETMA's obligation to perform this agreement is subject to the budget and funding of the ETMA through the PBID. At the option of the ETMA, the agreement may terminate without penalty, liability or expense of any kind to the ETMA at the end of any calendar year in the event PBID funds are not appropriated for the next succeeding calendar year. If funds are appropriated for a portion of the year, this agreement will terminate at the end of the period for which funds are appropriated. In addition, while it is anticipated that the contracts for the operation of the 8 to Go Shuttle and the Emery Express will be extended through the term of the contract, there is no guarantee that this will occur. If one or more of these contracts terminates, then the scope of services will be reduced accordingly. For this reason, the costs for each service are to be calculated separately.

ETMA has estimated the number of annual service hours shown in Exhibit C, referred to herein as "baseline" service hours.

The ETMA may, at any time, request changes within the general scope of this Contract. If any such change would result in an increase or decrease from the baseline number of annual service hours by an amount up to 24.99 percent (24.99%), Contractor shall adjust cost calculations the Cost Per Service Hour for each of the Cost Forms in Exhibit C in accordance with Tiered Pricing Form which is attached hereto as Exhibit D and made part of this Contract. If any such change would result in an increase or decrease from the baseline number of annual service hours by 25 percent (25%) or more, the parties shall meet to negotiate in good faith an equitable adjustment to Contractor's Cost Form and the Contract will be amended accordingly by written change order.

In the event any Federal, State, or local law, rule, regulation or ordinance becomes operative during the term of this Contract that has the effect of increasing Contractor's operating costs, to include, but not limited to, laws, rule, regulations, or ordinances pertaining to environmental protection or climate change, such as carbon credits, or new taxes imposed based on energy consumption; changes in the Americans With Disabilities Act; or government-required increases to employee wages and/or benefits, to include health care benefits, the ETMA and Contractor shall meet to discuss the impact of these unanticipated additional costs and negotiate in good faith an equitable adjustment to Contractor's Cost Form.

4. COMPENSATION, INVOICING & PAYMENT

During the term of this agreement, the ETMA shall compensate Contractor for the services provided in accordance with the specific procedures stated below. Payment is to be calculated in full accordance with Exhibit C.

Contractor shall provide three (3) separate monthly invoices, one for each of the three (3) shuttle services. The Variable Cost amounts shall be calculated based on the actual number of Service Hours provided in each calendar month multiplied by the applicable Cost Per Service Hour. Standard service hours shall be calculated using the first time point and last time point on each respective route, plus a standard deadhead time of 10 minutes each way. Time for fueling shall not be included in the standard service hours. Variance hours shall include any adjustment to the standard service hours, such as

additional time for schedule overruns as well as a reduction of time for missed or late trips. Standard service hours and variance hours shall be referred to collectively as the "Service Hours." Performance penalties, which are defined in Section 5 below, shall also be itemized and deducted from each monthly invoice, when appropriate.

Each monthly invoice shall include the following costs and associated back up:

(1) Emery Go Round Shuttle

- a. Operations
 - i. Fixed Cost
 - ii. Variable Cost (No. of Service Hours x Cost Per Service Hour)
 - iii. Fuel Revenue Hour Cost (Hours spent fueling x Cost Per Service Hour)
 - iv. Performance Penalty Adjustments
- b. Maintenance
 - i. Variable Cost
 - 1. Parts (Parts Cost x Parts Mark-up)
 - 2. Outside Services (Outside Services x Mark-Up)

(2) 8 to Go Paratransit Shuttle

- a. Operations
 - i. Fixed Cost
 - ii. Variable Cost (No. of Service Hours x Cost Per Service Hour)
 - iii. Performance Penalty Adjustments
- b. Maintenance
 - i. Variable Cost
 - 1. Parts (Parts Cost x Parts Mark-up)
 - 2. Outside Services (Outside Services x Mark-Up)

(3) The Emery Express

- a. Operations
 - i. Fixed Variable Cost (No. of Service Hours x Cost Per Service Hour)
 - ii. Performance Penalty Adjustments
 - iii. Fuel (to be billed at cost)

ETMA will pay Contractor within 30 days of receiving an acceptable invoice.

Exhibit C reflects Contractor's costs for the Base Term, ending December 31, 2027. In the event ETMA desires to extend the contract beyond the Base Term, ETMA shall notify Contractor at least 90 days prior to the expiration date of the Base Term. The parties shall negotiate in good faith the terms and conditions, including rates, to apply during the extended term.

If Contractor's costs increase or revenues decrease as a result of (i) changes to the scope of work / service hours requested by ETMA, (ii) changes in laws, rules, regulations, etc. applicable to the services to be provided by Contractor, and/or (iii) costs incurred in response to a federal, state, or local state of emergency (including the COVID-19 pandemic or similar national emergency, including providing personal protective equipment, supplies, staffing, and additional services (including additional health and safety services or requirements). If the parties are unable to agree on a rate adjustment, then either party may terminate the contract upon 120 days written notice to the other party.

5. PERFORMANCE PENALTIES

Contractor shall operate the shuttle service in a safe and timely manner. ETMA shall impose the following assessments if performance and safety measures are not followed. Penalties may be excused at the discretion of the ETMA.

Penalty Assessments:

Description of Violation	Assessment
1. Early departures from designated time point stops (more than 1 minute early)	\$50 per occurrence. Penalties double after 20 occurrences in a given month.
2. Missed Trips (late departures greater than 15 min.)*	\$100 per occurrence. Penalties double after 20 occurrences in a given month.
3. Failure to report missed trips within 24 hours	\$200 per occurrence. Penalties double after 5 occurrences in a given month.
4. Failure to login to the Real-Time Tracking System correctly (within 5 min. on route)	\$50 per occurrence. Penalties double after 20 occurrences in a given month.
5. Failure to report to the ETMA, within 24 hours, any accidents and/or incidents where injury occurred.	\$500 per occurrence

** Penalties will not be assessed for missed trips caused by traffic delays or vehicle breakdowns, unless they are not reported to the Management Team within 24 hours.*

6. INSURANCE

i. Public Liability

Contractor shall procure and maintain the following kinds of liability insurance which shall include as additional insured the Emeryville Transportation Management Association (the “ETMA”), the members of the ETMA (at any time during the term of this Contract), and their respective directors, officers, employees and agents while acting in such capacity, and their successors or assignees, as they now or as they may hereafter be constituted, singly, jointly or severally:

- (a) Commercial General Liability insurance providing bodily injury and property damage coverage with a combined single limit of at least twenty million dollars (\$20,000,000) each occurrence or claim and a general aggregate limit of at least twenty million dollars (\$20,000,000). This insurance coverage shall include, but not be limited to, premises and operations; contractual liability covering the indemnity provisions contained in this document; products and completed operations; and broad form property damage.
- (b) Automobile Liability insurance providing bodily injury and property damage with a combined single limit of at least ten million dollars (\$10,000,000) each occurrence or claim. This insurance shall provide contractual liability covering all motor vehicles including owned, non-owned and hired vehicles.

Thirty (30) days prior to commencing work, Contractor shall file a Certificate(s) of Insurance with the ETMA evidencing the required coverage and endorsement(s) and, upon request, a certified duplicate original of any of those policies Said Certificate(s) shall stipulate:

- (a) The insurance company(ies) issuing such policy(ies) shall provide at least thirty (30) days' of notice of cancellation.
- (b) That the policy(ies) is Primary Insurance and the insurance company(ies) providing such policy(ies) shall be liable thereunder for the full amount of any loss of claim which the Contractor is liable for, up to and including the total limit of liability, without right of contribution from any other insurance which is in effect for the benefit of the ETMA or the members of the ETMA.
- (c) The policy shall also stipulate: Inclusion of the ETMA and its members as additional insured shall not in any way affect the rights of such additional insured as respects any claim, demand, suit or judgment made, brought or recovered against the Contractor, and shall protect them in the same manner as though a separate policy had been issued to each, but nothing in said policy shall operate to increase the insurance company's liability as set forth in its policy beyond the amount or amounts shown or to which the insurance company would have been liable if only one interest had been named as an insured.

The insurance policy(ies) shall be written by an insurance company or companies acceptable to the ETMA. Such insurance company shall be authorized to transact business in the State of California.

ii. Workers' Compensation Insurance

Contractor shall procure and maintain Workers' Compensation Insurance and Employers' Liability Insurance in accordance with the laws of the State of California. Employer's Liability Insurance shall have coverage for a minimum liability of One Million Dollars (\$1,000,000) covering employer's employees engaged in the work. Contractor shall ensure the procurement and maintenance of such insurance by all subcontractors engaged in the work.

The Workers' Compensation Insurance coverage shall require the insurer to waive all rights of subrogation against the ETMA and its members at any time during the term of this Contract.

By executing and submitting the proposal forms, Contractor is deemed to have signed and certified as to the following:

As required by Section 1860 of the California Labor Code (Chapter 1000, Statutes of 1965), the Contractor shall secure the payment of Workers' Compensation to its employees in accordance with the provisions of Section 3700 of the California Labor Code and shall furnish the ETMA with a Certificate evidencing such coverage with \$2,000,000 Employer's Liability Limit together with a verification thereon as follows:

"I am aware of the provisions of Section 3700 of the California Labor Code which require every employer to be insured against a liability for worker's compensation or to undertake self-insurance in accordance with the provisions of that code, and I will comply with such provisions before commencing the performance of the work of this Contract."

iii. Vehicle Physical Damage

Contractor shall provide vehicle physical damage coverage for each of the vehicles used in providing the service under this contract (Comprehensive and Collision). Comprehensive covers losses caused by or resulting from damage from any cause except as otherwise excluded by Contractor insurance; and excluding terrorism, collision, upset, or overturn. Comprehensive coverage includes such perils as fire, lightning, explosion, theft, windstorm, hail, earthquake, flood, mischief, and vandalism. Collision covers losses caused by or resulting damage from collision with another object, upset, or overturn. The most Contractor will pay for any one loss is the least of: 1) the actual cash value (defined as replacement cost less depreciation, physical condition, and obsolescence) of the damaged or stolen property as of the time of the loss; 2) the cost of repairing the damaged or stolen property with other property of like kind and quality as of the time of the loss; 3) the cost of replacing the damaged or stolen property with other property of like kind and quality as of the time of the

loss; or 4) the value shown opposite the damaged or stolen vehicle in the fleet schedule on file. If a repair or replacement results in better than like kind or quality, Contractor will not pay for the amount of the betterment. The vehicle physical damage coverage shall name the ETMA or the vehicle owner as a loss payee, and shall be primary and in no respect excess to, contributory to, or contingent upon any physical damage coverage carried by the ETMA or the vehicle owner. Contractor shall provide the ETMA or the vehicle owner with a Certificate of Insurance showing compliance with the requirements of this paragraph. If there is a disagreement on the amount of a loss, Contractor or ETMA may demand an appraisal of the loss. In the event, each party will select a competent appraiser. The two appraisers will select a competent and impartial umpire. The appraisers will separately calculate the actual cash value and amount of the loss. If they fail to agree, they will submit their differences to the umpire. A decision agreed to by any two will be binding. Each party will pay its chosen appraiser and its individual expenses, and bear the expenses of the umpire equally.

7. INDEMNIFICATION

Excluding suits, claims, or actions arising or related to environmentally hazardous conditions on or below ETMA's facilities existing prior to Contractor's occupancy of the facility, Contractor shall indemnify, keep and save harmless the Indemnified Parties against any and all suits, claims or actions arising out of any injury to persons or property that may occur, or that may be alleged to have occurred, in the course of the operation of the service caused by a negligent act or omission or the intentional misconduct of the Contractor or its employees, subcontractors, representatives or agents. Contractor further agrees to defend any and all such actions, suits or claims and pay all reasonable charges of attorneys and all other reasonable costs and expenses arising therefrom or incurred in connection therewith; and if any judgment be rendered against the Indemnified Parties in any such action, Contractor shall, at its expense, satisfy and discharge the same.

8. TERMINATION OF CONTRACT

The ETMA may terminate the Contract at any time by giving the Contractor sixty (60) days written notice thereof. Notice of termination shall be by certified mail. Upon termination, the ETMA shall pay the Contractor its allowable costs incurred to date of termination and those costs deemed necessary by ETMA to effect termination. In the event that the Contractor at any time during the entire term of the Contract breaches the requirements or conditions of the Contract, and does not, within ten (10) days of receipt of notice thereof from the ETMA, cure such breach or violation, the ETMA may immediately terminate the Contract and shall pay the Contractor only its allowable costs to date of termination. Contractor may terminate the contract at any time by giving the ETMA ninety (90) days' written notice to terminate.

If any party fails to perform its obligations because of strikes, lockouts, labor disputes, embargoes, acts of God, inability to obtain labor or materials or reasonable substitutes for labor or materials, governmental regulations, governmental controls, judicial orders, enemy or hostile governmental action, civil commotion, fire or other casualty or other causes beyond the reasonable control of the party obligated to perform, then that party's performance shall be excused provided they give the other party written notice within five (5) days after the event causing the failure.

Despite anything to the contrary in this paragraph, if such causes of a party's failure to perform result from any act by that party, then such causes shall not excuse the performance of the provisions of this Contract by that party.

9. NO UNAUTHORIZED SUBCONTRACTING

Contractor may not subcontract any work covered by this Contract without the ETMA's express written consent.

10. FORCE MAJEURE

The Contractor will be excused from performance during the time and to the extent that it is prevented from obtaining or performing the service by natural disaster, acts of God, acts of war, fire, flood, riot, terrorism, civil disturbance, oil or fuel shortage or embargo,

commandeering of materials, equipment, products, plants or facilities by the federal or state government, labor dispute, strike or lockout. Satisfactory evidence must be presented to the Agency demonstrating that the non-performance was not due to the fault or negligence of the Contractor.

11. CARRY-OVER TERMS

Given the necessity of ensuring continuity of service to passengers, and as further consideration for the compensation to be paid by the ETMA to Contractor for provision of services rendered hereunder, the ETMA and Contractor may agree to carryover the term of the Contract for three (3) consecutive one (1) month periods (referred to hereinafter as "Carry-Over Terms") under the base term or Option Period as the case may be, upon the same terms and conditions that govern the contractual relationship immediately preceding the Carry-Over Terms. The ETMA will notify Contractor in writing of the ETMA's intent to exercise each one month Carry-Over Term at least fifteen (15) days before each one month Carry-Over Term is to begin. Contractor acknowledges that ETMA is under no obligation to exercise any of the Carry-Over Terms and ETMA has made no representations committing it to exercise such Terms.

12. WAIVER OF CONDITIONS

The waiver of any provision, term or condition in these Contract Documents by the ETMA on any particular occasion shall not constitute a general waiver of said provision, term or condition, nor a release from the Contractor's obligation to otherwise perform or observe such condition or any other term or condition of the Contract.

13. SEVERABILITY

If any provision of this Contract, or the application thereof to any person or circumstance, is rendered or declared illegal for any reason or shall be invalid or unenforceable, the remainder of the circumstances shall not be affected thereby but shall be enforced to the greatest extent permitted by applicable law. The Parties agree to negotiate in good faith for a proper amendment to this Contract in the event any provision hereof is declared illegal, invalid, or unenforceable.

12. COMPLIANCE WITH LAW

Contractor shall comply, at Contractor's expense, with all applicable laws, regulations, rules and orders with respect to the performance under this Contractor, regardless of when they become or became effective, including, without limitation, those relating to construction, grading, signage, health, safety, noise, environmental protection, hazardous materials, waste disposal and water and air quality, and furnish satisfactory evidence of such compliance upon request of the ETMA. Before beginning work, Contractor shall also obtain, at Contractor's expense, any and all permits, licenses and approvals required to perform the services under this Contract and shall provide the ETMA with copies of such approvals upon request.

13. AUDITING AND RECORDS

At any time, ETMA may, at its own cost, conduct or have conducted an audit of the Contractor. If the audit determines that ETMA's dollar liability for Contractor's services is less than payments made by ETMA to Contractor, then Contractor will pay the difference in cash to ETMA, or, at ETMA's option, credit such overpayment against any future amounts owed by ETMA to Contractor. If the audit determines that ETMA's dollar liability for services provided under the contract is more than payments made by ETMA to Contractor, then ETMA will pay the difference to Contractor in cash.

Contractor shall maintain complete and accurate records with respect to costs, wages, expenses and receipts that relate to the performance of the services under this Contract. All such records shall be maintained in accordance with generally accepted accounting principles and shall be clearly identified and readily accessible. Contractor shall provide free access to such books and records to the representatives of the ETMA or its designees at the property times, and gives the ETMA the right to examine and audit same, and to make transcripts therefrom as necessary, and to allow inspection of all work, data, documents, proceedings and activities related to this Contract. Such records, together with supporting documents, shall be kept separate from other documents and records and shall be maintained for a period of three (3) years after receipt of final payment.

If supplemental examination or audit of the records is necessary due to concerns raised by the ETMA's preliminary examination or audit of the records, and the ETMA's supplemental examination or audit of the records discloses a failure to adhere to appropriate internal financial controls or other breach of contract or failure to act in good faith, then Contractor shall reimburse the ETMA for all reasonable costs and expenses associated with the supplemental examination or audit.

14. GOVERNING LAW

The Contract hereunder shall be governed by the laws of the State of California.

15. ENTIRE AGREEMENT

This agreement supersedes any and all other agreements, either oral or in writing, between the parties hereto with respect to the subject matter hereof; and no other agreement, statement or promise relating to the subject matter of this Contract not contained herein shall be valid or binding.

16. NOTICES

Any and all notices, writings, correspondence, etc., as required by this Contract shall be directed to the ETMA and the Contractor, respectively, as follows:

Emeryville Transportation Management

Association

Emeryville TMA
c/o ALTRANS TMA, Inc.
3609 Bradshaw Rd. Suite H-347
Sacramento, CA 95827
Attn: Daniel Oliver, Executive Director

Contractor

MV Transportation, Inc.
2711 N. Haskell Ave., Suite 1500
Dallas, TX 75204
Attn: Legal Department

IN WITNESS WHEREOF the ETMA and Contractor have executed this Contract effective as of the date the ETMA executes this Contract.

EMERYVILLE TRANSPORTATION
MANAGEMENT ASSOCIATION

MV TRANSPORTATION, INC.

By: _____
Bobby Lee, Chair Date

By: _____
Erin Niewinski, CFO Date

APPROVED AS TO FORM

By: _____
Michael N. Conneran, Legal Date
Counsel

EXHIBIT A

Scope of Services

A. Description of Services

The ETMA currently operates three (3) shuttle programs: the Emery Go-Round Shuttle, 8 to Go Shuttle, and The Emery Express Shuttle in Emeryville and Oakland, CA. The Emery Go-Round and The Emery Express Shuttles serve as “last mile” transit services, operating between Bay Area Rapid Transit (BART) stations and the businesses and residents in Emeryville. The 8 to Go shuttle service provides direct, door-to-door shuttle service for senior citizens and people with disabilities within the City of Emeryville.

No fares will be collected for any services. Emery Go-Round and The Emery Express are free to riders and 8 to Go is a low-cost service in which punch cards must be purchased at the Senior Center prior to the scheduled trip.

The term of the Contract will be two (2) years, with four (4) one-year options to extend. To facilitate a seamless transition, ETMA plans to have the selected contractor under contract 3.5 months prior to the beginning of service, with the contract term effective September 16, 2025, and the commencement of service on January 1, 2026.

B. Holidays

Shuttle services shall be performed on days specified in [Section C, ETMA Shuttle Route Information](#), excluding the following holidays (or other such holidays as the ETMA may designate):

FIGURE 2: NON-SERVICE HOLIDAYS

Emery Go-Round	8 to Go
• New Year’s Day • Presidents Day • Easter Sunday • Memorial Day • Independence Day • Labor Day • Thanksgiving Day • Christmas Day	• New Year’s Day • MLK Jr. Day • Presidents Day • Memorial Day • Independence Day • Labor Day • Indigenous People’s Day • Veteran’s Day • Thanksgiving Day • Christmas Day

The Emery Express

- New Year's Day
- Presidents Day
- Memorial Day
- Independence Day
- Labor Day
- Thanksgiving Day
- Christmas Day

C. ETMA Shuttle Route Information

Below are the standard operation specifications for the three (3) shuttle programs. The ETMA may adjust service hours, routes, schedules, service areas, and operating rules so as to accommodate ridership increases or decreases, economic condition changes or changes in operating plans or requirements.

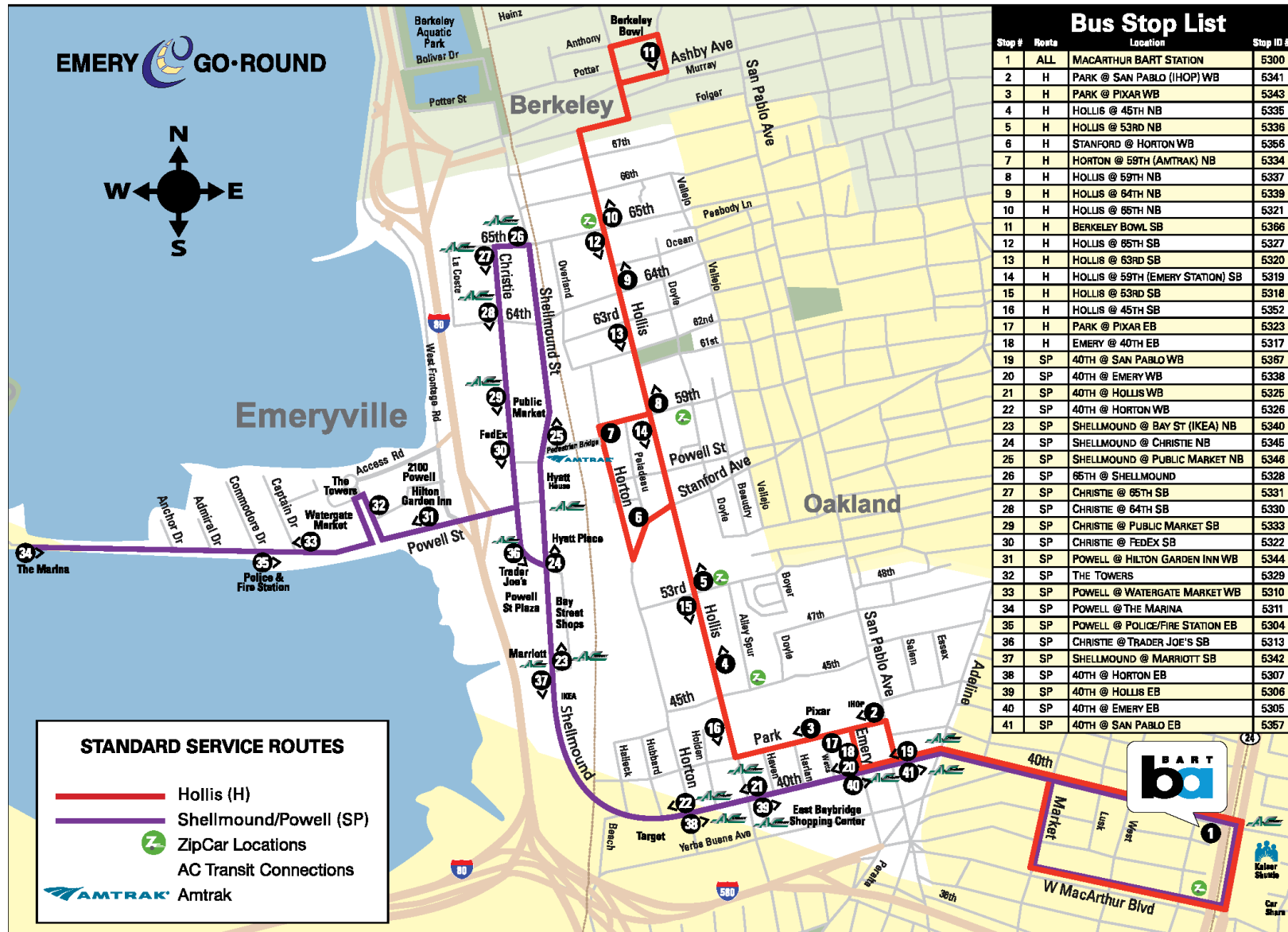
1. Emery Go-Round

Emery Go-Round currently has two routes which operate from the MacArthur BART station in Oakland, CA. The service overview for the two routes is shown below:

- Hollis Route:
 - Days in Service: Monday through Friday (5 days/week)
 - Service Begins/Ends: 5:30 AM – 9:38 PM
 - Headways: 15 minutes
 - Trips Per Day: 68
 - Loop Distance/Travel Time: 6.3 Miles / 35 Minutes
- Shellmound/Powell:
 - Days in Service: Sunday through Saturday (7 days/week)
 - Service Begins/Ends:
 - 6:00 AM – 10:24 PM (Monday through Friday)
 - 8:20 AM – 10:21 PM (Saturdays)
 - 9:00 AM – 7:26 PM (Sundays)
 - Headways: 15 Minutes (Weekdays), 20 Minutes (Weekends)
 - Trips Per Day:
 - Weekdays: 65
 - Saturdays: 44
 - Sundays: 31
 - Loop Distance/Travel Time: 8.5 Miles / 37-43 Minutes

For more schedule and route information, see website at emerygoround.com

FIGURE 3: ROUTE MAP FOR EMERY GO-ROUND SERVICE



2. 8 to Go Paratransit Shuttle

The 8 to Go Paratransit shuttle operates primarily out of the Emeryville Senior Center (Veterans Hall). The fleet consists of one van and, per the City's request, is operated by the designated primary driver every day. The driver of the 8 to Go Shuttle coordinates directly with staff at the city's Senior Center to receive the daily schedule of passenger pick-ups and drop offs. The driver provides passengers with door to shuttle assistance, including walking, wheelchairs, or carrying of personal items as needed.

- Days in Service: Monday through Friday (5 days/week)
- Service Begins/Ends:
 - 9:00 AM – 12:30 PM
 - 1:30 PM – 4:00 PM

For more information about the program, see website at ci.emeryville.ca.us

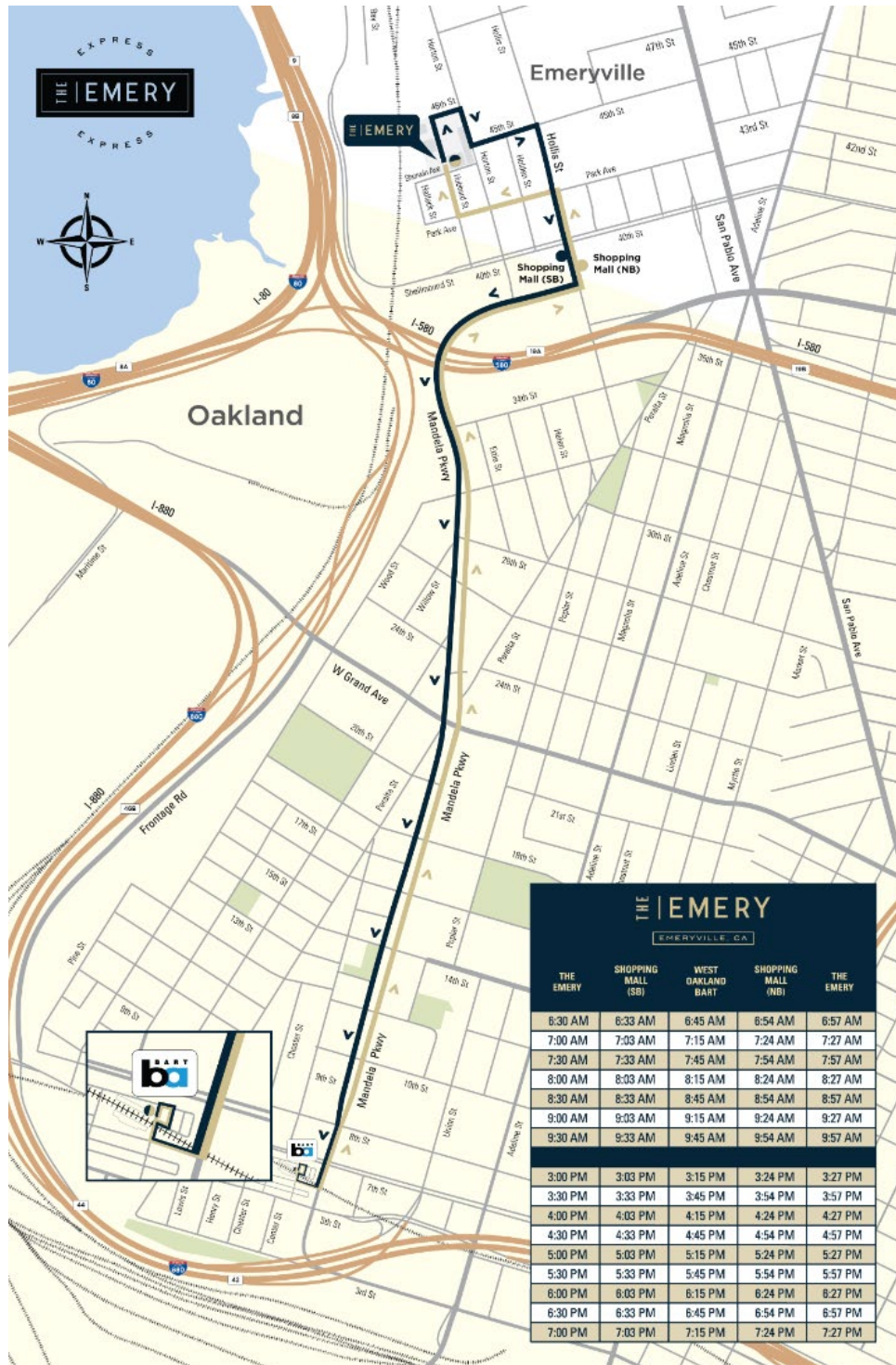
3. The Emery Express

The Emery Express Shuttle has only one route which operates out of the West Oakland BART Station in Oakland. The service overview for The Emery Express Shuttle is shown below:

- Days in Service: Monday through Friday (5 days/week)
- Service Begins/Ends:
 - 6:30 AM – 10:00 AM
 - 3:00 PM – 7:30 PM
- Headways: 30 Minutes
- Trips Per Day: 16
- Loop Distance/Travel Time: 5.18 Miles / 27 Minutes

For more schedule and route information, see website at theemeryexpress.com

FIGURE 5: ROUTE MAP FOR THE EMERY EXPRESS



D. ETMA Responsibilities

The ETMA is responsible for providing the following:

1. Vehicles needed to operate the Emery Go-Round and 8 to Go Paratransit Shuttle services
2. Fuel for ETMA-owned vehicles
3. Bus storage and administrative facility
4. Establishing routes for service and levels of service
5. Cell phones/direct connect devices for drivers and dispatchers
6. Preparation of various marketing materials including website, publicity notices, route guides, bus stop signs and notices to patrons as required
7. On-going format for reporting the various operations and ridership statistical information required by the ETMA
8. Liaison with the Contractor's Project Manager and
9. Liaison with TripShot, 511.org and any other public agency, as applicable

1. Fleet

Emery Go-Round & 8 to Go

The fleet is comprised of twenty-one (21) buses and two (2) vans which are owned by the ETMA. The majority of ETMA-owned fleet currently consists of twenty-one (21) 40-foot Starcraft XL shuttle buses (referred to as “cutaways”), which are shuttles built on a truck frame. ETMA is currently exploring alternative styles, sizes, and fuel sources for future vehicles as part of its 10-Year Strategic Plan. One of the vans, a Dodge Caravan, was purchased by the ETMA on behalf of the City of Emeryville for the 8 to Go service and the other van, a Ford Transit, is used as a supervisor vehicle and serves as a backup for the 8 to Go van. The full fleet list can be found in [Attachment D](#).

As the ETMA explores the future of the Emery Go-Round fleet, under consideration is whether it will continue to purchase vehicles or if it will transition to contractor-provided vehicles. Should the decision be made to phase in contractor-provided vehicles, the terms and pricing of this additional scope will be negotiated. As part of the proposal, please indicate whether the provision of vehicles is a scope that the proposer would be willing to assume. This concept is exploratory and will not be factored into the proposal scoring.

With the exception of the ETMA's Ford Transit, the fleet is exempt from California vehicle registration fees.

Each of the Emery Go-Round buses is equipped with tablets through which the TripShot CAD/AVL system is utilized and a portion of the Emery Go-Round shuttle buses are equipped with Traffic Signal Priority emitters.

The Emery Express

The Emery Express buses is not part of the ETMA-owned fleet and is provided by ETMA's current shuttle operator.

2. Fuel

Emery Go-Round & 8 to Go

The ETMA is in contract with AC Transit to provide fuel for the Emery Go-Round and 8 to Go fleet. AC Transit's fueling facility is located at 1140 45th Street in Emeryville. A fueling agreement between ETMA and AC Transit expires on December 31, 2025 but is expected to be renewed.

The Emery Express

Fuel for The Emery Express is not provided by the ETMA or through its contract with AC Transit. The shuttle Contractor provides the fuel for this service at non-AC Transit fueling stations.

3. CAD/AVL / Real-Time Tracking System

Emery Go-Round

The ETMA uses TripShot to track real-time location, ridership, and on-time performance for Emery Go-Round. The contract with TripShot and the tablets are owned by the ETMA and managed by TripShot.

8 to Go & The Emery Express

8 to Go and The Emery Express do not currently employ any real-time or digital performance tracking systems.

4. Bus Storage & Administration Facilities

ETMA's bus storage and administration facility is located at 3640 Mandela Parkway in Oakland. Maintenance of the bus yard landscaping and administration office, including custodial services are provided by ETMA.

E. Contractor Responsibilities

1. Personnel

Project Manager

The Contractor shall designate a Project Manager, who shall oversee all aspects of the shuttle service operation. The Project Manager shall be responsible both for the operational management of the service and maintenance. The Project Manager shall report to the ETMA any operational problems, accidents, passenger complaints or vehicular problems on the day of such occurrence. Results of CHP/PUC, DMV, ADA and other vehicular inspections shall also be reported to the ETMA within five days. The Contractor shall also furnish dispatchers during the course of service who shall be responsible for monitoring and supervising drivers reporting for work and during the work shifts. The Project Manager shall be an employee of Contractor or its subcontractor and hired specifically for management of the four shuttle services included in this request for proposal, and shall be the primary liaison between the ETMA and the Contractor on all matters.

Drivers

Drivers shall be employees of Contractor or its subcontractor and Contractor shall be solely responsible for payment of all drivers' wages and employee benefits. Contractor, without any cost or expense to the ETMA, shall faithfully comply with the requirements of all applicable state enactments with respect to employees' liability, workers' compensation, unemployment insurance and other forms of Social Security, and also with respect to withholding of income tax at its source from wages of said driver(s) and furthermore the Contractor shall indemnify and hold harmless the ETMA from any liability, damages, claims, costs, and expenses of whatever nature arising from alleged violation of such enactments or from any claims or subrogation for such enactments or otherwise.

All drivers furnished shall be tested by the Contractor for their driving skills, operating performance and safety habits before being placed in service. The Contractor will participate in the DMV Pull Notice program and submit any pull notices to the ETMA at least annually and throughout the year as received. The Contractor shall also comply with any required Federal Highway Administration regulations governing drug testing or other driver safety measures. As a minimum, drivers shall meet the following:

1. Must possess a valid California Commercial Class B Driver's License, with Passenger Endorsement and air brakes.
2. New hires shall have no moving violations or accidents within the immediately preceding twelve (12) month period before hire and no more than one (1) moving violation or accident within the immediately preceding three-year period before hire.

Drivers must have no more than one (1) moving violation or accident within the contract term. No new hire or driver may have convictions for misdemeanor or felony driving under the influence (DUI) or failure to appear. Contractor shall provide the ETMA with a DMV report on all drivers each January and on all new drivers at the time of hire.

3. Must be fluent in English, both verbally and in reading and writing.
4. Will wear a clean uniform. Uniforms will at a minimum consist of dark pants and a Contractor-branded shirt, or as otherwise determined by the ETMA and Contractor.
5. Shall not use a cell phone at any time while driving the shuttle. Direct connect radios may be used to communicate with dispatchers as necessary.
6. Not be under the influence of any narcotic, intoxicant, drug or prescribed medicine or other substance.
7. Keep the vehicle clean and sanitary during the work shift. Remove garbage and other debris before starting each shift and after each completed loop.
8. Shall keep accurate records of the number of passengers boarding and alighting at all stops through the provided TripShot app.
9. May be required to honor special passes, issue bulletins and other materials, and perform occasional surveys or other actions as required by the ETMA.
10. ETMA rules for proper behavior, passenger relations and other operator/vehicle-related items as distributed from time to time will apply to the Contractor's drivers.

2. Performance Standards

The Contractor will be responsible for providing timely and reliable bus service, and will be subject to periodic monitoring by the ETMA.

The Contractor shall employ a variety of field supervision and monitoring techniques including, but not limited to, daily spot-checks and anonymous checks ("secret shopper services"). The Contractor shall submit records of monitoring and other field supervision activities as part of its monthly reports to the ETMA.

TripShot

Drivers must log in to the TripShot driver app at the start of each shift, ensuring that the device is operating properly and is plugged into a power source in order to ensure that the real-time location of the vehicle, on-time performance, and passenger counts are able to be accurately tracked.

Dispatch must monitor the status of the vehicles/drivers through the administrative dashboard to ensure that no errors occur and ensure that the real-time location of the vehicle, on-time performance, and passenger counts are able to be accurately tracked.

Assessments

Adherence to the schedule of operations in rendering the public service called for by these scope of services is of extreme importance. All runs shall be made. In the event no attempt is made by the Contractor to provide a vehicle or personnel for a service run, if a service run is not provided strictly in accordance with the set schedule, if a service run is interrupted due to equipment failure or for any other reason within the control of the Contractor, such actions may affect Contractor's compensation under the Contract.

Training

Contractor shall provide thorough training for all its personnel in the proper performance of their duties. The Contractor's training program and schedule is subject to ETMA's approval.

Contractor's Employees providing services under the Contract shall receive proper training and instruction at the time of hiring, and prior to being assigned to the service.

Above and beyond Class B-P licensing requirements, Contractor's driver training program must include, but not limited to, periodic re-training including:

1. Eight (8) hours of behind-the-wheel instruction (must be one-on-one) including emergency preparedness and evacuation procedures.
2. Four (4) hours of defensive driving instruction (encompassing the National Safety Defensive Driving course).
3. Four (4) hours of training in assistance of elderly and/or disabled passengers. This training must include wheelchair lift operation involvement of persons with various disabilities (vision impaired, developmentally disabled, frail elderly, wheelchair-bound), and/or empathy training.
4. A full investigation and re-training program will be a requirement for each driver who experiences a preventable accident. Driver will not be placed back in service until the investigation is completed and retraining has successfully been completed. Driver must be retrained as soon as possible following the accident. The investigation shall also occur within three days of any preventable accident.
5. Advanced training for all existing, trained drivers conducted annually; this must be at least eight (8) hours long and include an overview of all elements in the new driver training program as described above.

Driver Incentive Program

The ETMA expects that Contractor's drivers shall conduct self and operate assigned vehicle in a safe, professional and courteous manner at all times. To that end, Contractor shall employ a proven driver incentive program to reward excellent driver performance.

Vehicle Cleaning

Contractor shall maintain the cleanliness of the vehicles. The exterior and interior of each vehicle shall be kept clean, visibly free of debris, vermin and odors, etc. Contractor to maintain a log book of cleaning operations, available to ETMA upon request. For detailed expectations, review the Vehicle Cleaning Schedule in [Attachment E](#).

Costs for cleaning and disinfection shall not be included in the fixed vehicle costs listed in [Attachment C, Cost Forms](#) and shall be billed as a separate line item on maintenance invoices.

3. Bus Storage and Administration Facility

Equipment

The existing administration facility is equipped with furniture, appliances, security cameras and monitors, cell phones, and radios. Internet service and utilities are provided. ETMA will continue to provide all of the above. The cell phones will be given to the Contractor for use at the administration facility and will become the responsibility of the Contractor to maintain and replace as needed.

Contractor will be responsible for providing all computers, printers, and any other equipment necessary to perform the duties of the shuttle operation beyond those items listed above. ETMA has made separate contractual arrangements for office cleaning services and landscape maintenance for the bus yard and administration facility.

IT Maintenance

Internet service to the bus yard is provided by ETMA, but it will become the responsibility of the Contractor to maintain the hardware and services on-site, as needed. ETMA will provide all required access and credentials to Contractor required for this function. If Contractor elects to sub-contract these services, vendor must first be approved by the ETMA.

Vehicle Maintenance

As mentioned in [Section E.5.](#), all bus maintenance duties shall be performed off-site at a CHP approved maintenance facility, with the exception of vehicle inspections, including fluid checks and light bulb replacements.

4. Fuel

Emery Go-Round & 8 to Go

ETMA will cover the cost of fuel for the Emery Go-Round and 8 to Go fleet. This is currently provided through an agreement with AC Transit. Contractor is to fuel buses off-site at AC Transit's Division 2 Facility, located at 1140 45th Street in Emeryville. Contractor will be required to fuel buses during the authorized times provided by AC Transit (shown below):

TABLE 2: FUELING STATION HOURS OF SERVICE

Day	Fueling Hours
Monday	6:30 AM to 4:00 PM
Tuesday-Thursday	8:30 AM to 4:00 PM
Friday	8:30 AM to 8:00 PM
Weekends	No fueling allowed

In the event this fueling arrangement with AC Transit ends, the ETMA will make arrangement for another fueling facility.

The Emery Express

Contractor will be required to provide fuel for The Emery Express. ETMA does not provide fuel for this service. The Emery Express fuel costs are to be billed as a passthrough expense on each of the monthly invoices, along with the receipts and fuel log.

5. Maintenance

Contractor is responsible for the maintenance of all shuttle vehicles. As stated above, the ETMA owns twenty-one (21) shuttle buses and two (2) vans as shown in the fleet list below. Contractor to provide one additional bus for The Emery Express described in [Sections E.11 and E.12](#).

At all times, the Contractor shall ensure maintenance of all components of each vehicle at a CHP-approved facility, including body, frame, furnishings, mechanical, electrical, hydraulic or other operating systems are in proper working condition, free from damage and malfunction. The Contractor shall employ preventative maintenance principles as defined in the Original Equipment Manufacturer (OEM) maintenance schedule. In accordance with the OEM for each vehicle, Contractor will provide the ETMA with a schedule of all preventative maintenance and major services planned for each vehicle each calendar year. The ETMA will be notified of any vehicle coming out of service for more than one week for any reason. Contractor will furnish the ETMA with a copy of the most recent CPUC, DMV and CHP certification/inspection reports for each vehicle. Contractor shall also ensure all vehicles are in compliance with Air Resource Board regulations.

The Contractor will furnish and maintain all necessary support vehicles in order to ensure field supervisor mobility, shuttles for drivers, coordination of service, road call maintenance, and vehicular towing throughout the service area at all times. Project Manager will have a van capable of carrying up to 7 passengers for these purposes.

CHP/CPUC, DMV Inspections

The Project Manager shall promptly notify the ETMA of results of all California Highway Patrol and (if relevant) California Public Utilities Commission and DMV primary and follow-up inspections and regulatory actions.

Vehicle Condition

The Contractor shall maintain the vehicles in good working order, both operationally and in appearance. Vehicles shall be free of body damage, peeling paint and graffiti. All parts of the vehicle and all equipment mounted on or in the vehicle shall conform to the California Vehicle Safety Standards and the California Administrative Code, Title 13. The Contractor, at Contractor's cost, shall immediately replace and repair any vehicle damaged in any accident or otherwise before bus is used in service.

The Contractor and/or its sub-contractor(s) shall maintain a satisfactory California Highway Patrol (CHP) terminal inspection throughout the period of the contract. If the Contractor receives an unsatisfactory rating from the CHP, the Contractor shall notify the ETMA immediately and state what is being done to correct the deficiency.

The Contractor shall maintain all wheelchair lifts and fastening devices are in full operating condition and ensure that wheelchair lifts be cycled daily: prior to beginning the service day, and again as necessary throughout the service day. During all preventative maintenance inspections, the lift shall be checked to ensure it is capable of lifting 600 pounds.

6. Marketing and Customer Service

The Contractor's role in the marketing and customer service shall include providing courteous drivers, fluent in English and able to answer basic questions about the service schedule and route and connecting Bay Area public transportation services (ETMA will provide a briefing for the Contractor on this subject), drive the assigned route safely and on schedule, place marketing material on the vehicle as requested, and respond to customer phone and email inquiries.

Office staff shall monitor the cell phones provided and field any phone calls received during service hours. Staff shall respond to any emails sent to the transit-info@emerygoround.com address within 24 hours of receipt.

The ETMA provides printed material, and advertises the service through a variety of media, and acts as the liaison with all local officials, employers and developers in connection with the operation of the service. However, from time to time the ETMA may request that the Contractor prepare and post simple notices or schedules in vehicles and assist in collection and distribution of surveys and other pertinent data as required by the ETMA.

7. Reporting Requirements

Contractor is required to report passenger counts, mileage and hours of service each day of operation. The Contractor will also provide accident reports, incident reports and other special reports as required. Forms will be developed prior to the beginning of service for review with the Contractor. Every effort will be made to minimize the required paperwork consistent with proper management and the ETMA's required reporting practices. Report formats and procedures shall be approved by the ETMA.

Operations Reporting

Daily ridership and on-time performance data will be primarily gathered through the TripShot app and the ETMA will be the primary party responsible for developing the operations reports. Periodically, however, the ETMA may request that drivers incorporate additional methods of tracking ridership or on-time performance for a period of time to ensure accuracy.

Accident Notification

The Contractor shall notify the ETMA by telephone within one hour in the event of an accident. Contractor shall email a preliminary accident report to the ETMA during the same business day. Final written accident reports will be submitted to the ETMA within 3 days of an accident.

Investigation of Driver Conduct

The ETMA may notify the Contractor in writing of complaints regarding one or more operators by name. Contractor shall conduct an appropriate investigation and report findings within five working days of notification. Drivers who fail to meet the performance standards or who have an excessive number of complaints may be removed from the relevant shuttle service at the ETMA's request.

Passenger Comments

Contractor shall relay any passenger comments and/or complaints to the ETMA. All complaints given to the Contractor must be reported to the ETMA within twenty-four hours and responded to in writing within three working days. All complaints and/or comments shall be summarized in the relevant monthly report.

Monthly Report

Contractor shall provide a monthly operations report which shall report miles, hours, vehicles in service, payroll summary, road-calls, accidents, field monitoring activities, and any other pertinent materials for the preceding month. Report format and content shall be

defined by the ETMA. Monthly reports shall be received by the ETMA by the fifteenth of the following month, with the monthly billing.

On-Board/Special Surveys

Contractor shall assist the ETMA in the survey of passengers, and in the collection of any other data as required by local, regional, state and federal reporting requirements.

Other reports

Other reports may be required as deemed necessary by the ETMA.

8. Records

Contractor and its subcontractors providing service under this agreement shall provide the ETMA such access to its books, records and facilities as the ETMA deems necessary to examine, audit and inspect all work data, documents, and activities related to the Contract. The Contractor shall maintain such books, records, data, and documents based on generally accepted accounting principles as required by the ETMA's uniform system of accounts. All costs pertaining to this Contract shall be appropriately segregated by the Contractor. All such items shall be made readily accessible to the ETMA during the period of performance and for a period of four (4) years from the date of final payment by the ETMA.

The ETMA or their designee, the State, or the State Auditor General shall have access to any books, records and documents of the Contractor that are pertinent to the contract for audits, examinations, excerpts, and transactions, and copies thereof shall be furnished if requested.

9. Safety and Maintenance

Contractor shall maintain a safety program. Contractor shall maintain safety and maintenance records. At any time upon request by the ETMA, the Contractor shall be prepared to provide complete records of the following:

1. Company safety records for the past three (3) years.
2. Driver training procedures.
3. Department of Motor Vehicle status reports or pull notices on the licenses of shuttle vehicle drivers and supervisors (including reports of moving violations and accidents).
4. Vehicle maintenance records. Failure to provide the above records may cause the ETMA to withhold payment of invoices and/or terminate the Agreement if the Contractor has not rectified the deficiencies within thirty days of written notice from the ETMA.

10. 8 to Go Paratransit Shuttle – Driver and Reporting Requirements

The Contractor shall provide one primary designated driver and one secondary driver to operate the 8 to Go Paratransit shuttle, a contracted service between the ETMA and the City of Emeryville. The primary designated driver should have the patience and personality to work with senior citizens and people with disabilities, and shall have the physical ability to assist patrons in and out of the shuttle van. The secondary driver should only operate the 8 to Go Paratransit shuttle in the event the primary driver is out ill, on vacation or cannot physically perform the duties required to operate the shuttle. In particular, both primary and secondary driver shall be trained and/or certified to properly load and secure wheelchairs in the vehicle.

The driver of the 8 to Go Paratransit shuttle is responsible for completing the daily reports required by the City. These reports generally consist of a daily log of passenger pick-up and drop off times and any incidents or missed service that may have occurred that day. The Contractor is responsible for assuring the driver completes the reports accurately and will be responsible for submitting reports to the City of Emeryville at least on a monthly basis.

11. The Emery Express – Vehicle & Driver Requirements

The Contractor shall provide one (1) shuttle bus to carry no less than 20 passengers and be no more than forty (40) feet in length to operate The Emery Express, subject to approval by ETMA. The bus must be clean, in good working condition, free from significant interior or exterior damage, and predominantly white with no logos or branding other than the existing Emery Express decals. ETMA approves continued use of the operator's existing, branded shuttle, for the current term only. As mentioned above, Contractor will be responsible for providing fuel for this bus, the cost of which will be billed as a passthrough expense.

A primary and secondary driver shall also be designated to The Emery Express route. The secondary driver, when not being used as a substitute to the primary Emery Express driver, could be a dispatcher or regular driver for the Emery Go-Round shuttle operation.

F. Cost

Costs shall be invoiced separately for the three (3) shuttle services. Contractors should note that compensation for this Contract is calculated differently for each of the 3 shuttle services, as detailed on the Proposer Cost Forms, attached as [Appendix C](#).

Compensation for this Contract will be based on a combination of a fixed monthly costs, including maintenance labor, plus a variable cost for service hours and maintenance parts. Maintenance parts and labor costs of The Emery Express should not be billed monthly and are to be included in the cost of the vehicle. Maintenance history and work completed should

be provided with monthly invoices, including those tasks consisting of regularly scheduled maintenance.

Standard service hours shall be calculated using the first time point and last time point on each respective route, plus a standard deadhead time of 10 minutes each way. For purposes of this RFP, total annual service hours (including an approximate 7% contingency amount) are shown on each of the Proposal Cost Forms, attached as [Appendix C](#).

Proposed costs must be guaranteed for the duration of this contract. Additional services may be added at the same rates within 30 days of requesting such additional services, subject to vehicle availability.

EXHIBIT B
MV TRANSPORTATION INC'S TRANSPORTATION
PROPOSAL

Emeryville Transportation Management Association

**Shuttle Operations and Maintenance Services for Emery Go-Round,
West Berkeley Shuttle, 8 to Go Paratransit Shuttle, & The Emery Express Shuttle**



Submitted to:

Emeryville Transportation Management Association

Daniel Oliver, Executive Director
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Sacramento, CA 95827
(408) 258-7267 x 503
admin@emerygoround.com

Submitted by:

MV Transportation, Inc.

2711 N. Haskell Avenue
Suite 1500 LB-2
Dallas, TX 75204
(972) 391-4600
www.mvtransit.com



MV Transportation, Inc. is a federal contractor or subcontractor which complies fully with Executive Order 11246, as amended, and the applicable regulations contained in 41 C.F.R. Parts 60-1 through 60-60; 29 U.S.C. Section 793 and the applicable regulations contained in 41 C.F.R. Part 60-741; 38 U.S.C. Section 4212 and the applicable regulations contained in 41 C.F.R. Part 60-250 and/or 60-300; and 29 CFR Part 471, Appendix A. MV is an Equal Employment Opportunity/Affirmative Action Employer.



Confidentiality Statement

As a privately-held company, many aspects of MV's business is considered confidential. The proposal contained herein offers details regarding our proposed operating plan for Emeryville Transportation Management Association (ETMA) and includes client information, operating procedures, management candidates, and innovative approaches that our Board of Directors considers Confidential and/or Trade Secrets.

For ease of ETMA's review, MV:

- Indicates those sections of our proposal narrative considered either confidential or a trade secret using footnotes;
- Includes confidential attachments in this proposal response; these are marked "confidential" in the margins of each document; and,
- Considers its pricing information confidential and has therefore indicated so in the margin of each price page.

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COVER LETTER

Shuttle Operations and Maintenance Services for Emery Go-Round, West Berkeley Shuttle, 8 to Go Paratransit Shuttle, & The Emery Express Shuttle



Cover Letter

Proposal shall include a cover letter (limited to one page) introducing Contractor and signed by a person authorized to bind the Contractor to the scope of services, cost and schedule included in this RFP and any contract subsequently awarded to said Proposer. Proposer's offer shall constitute a firm offer for 120 days from the date of submittal. Contractor's contact information, including email, shall be included. Letter shall identify by firm name and services to be provided and shall list all subcontractors included on Contractor's team. The letter should acknowledge receipt of any Addenda to this RFP.

Please see MV's cover letter following this section.



Celebrating 50 Years of Service

June 25, 2025

Daniel Oliver, Executive Director
Emeryville Transportation Management Association, c/o ALTRANS TMA, Inc.
3609 Bradshaw Road, Suite H-347
Sacramento, California 95827

Dear Daniel:

MV Transportation, Inc. and all subsidiaries, joint ventures, partnerships, and affiliates (or MV) greatly appreciate the opportunity to submit its proposal in response to the Emeryville Transportation Management Association (ETMA) Request for Proposals for Shuttle Operations and Maintenance Services for Emery Go-Round, West Berkeley Shuttle, 8 to Go Paratransit Shuttle, & The Emery Express Shuttle.

With 12 years of passenger transportation experience at ETMA, MV delivers high-quality service through a professional team. This is reflected in our recent 9/10 customer satisfaction score, with only one did-not-operate route, and zero road calls in two-plus years. MV proposal honors all Collective Bargaining Agreements with Teamsters Local 853.

MV plans to use two subcontractors: A Customer's Point of View for secret rider services and Premier Fleet Cleaning Services for vehicle cleaning.

As required, MV's proposed operating plan is contained herein. This plan is built on our promise to our customers, our passengers, and our employees:

We always place the safety and security of our passengers, our employees, and our communities above all else. We work collaboratively within our workplace, our business partnerships, and our community to improve the quality of life. We strive to pursue new ideas to bring value to our customers.

MV's proposal is a firm offer for 120 days from the date of submittal. MV acknowledges receipt of Addendum 1, Addendum 2, and Questions and Answers, dated June 16, 2025.

Dennis Shipman, senior vice president, is your primary contact for this procurement and is authorized to make representations for MV Transportation, Inc., to include all its subsidiaries, joint ventures, partnerships, and affiliates (the bidding entity). If awarded the contract, the Contracting Party will be MV Public Transportation, Inc.

You can reach Dennis at (303) 956-4413 or dennis.shipman@mvtransit.com. Additionally, Joe Escobedo, west region business development, will serve as your secondary contact; you can contact Joe at (623) 340-3209 or joe.escobedo@mvtransit.com. Please direct all correspondence related to this and all future procurements to MV's bid office located at 750 Mason Street, Suite 105, Vacaville, CA 95688.

Thank you for your consideration. We look forward to working with you throughout this procurement.

Sincerely,

Dorothea DePrisco
Assistant Corporate Secretary



SECTION 1: PROPOSAL SUMMARY

Shuttle Operations and Maintenance Services for Emery Go-Round, West Berkeley Shuttle, 8 to Go Paratransit Shuttle, & The Emery Express Shuttle



Section 1: Proposal Summary

All proposals shall address the following items in the order listed below and shall be numbered Sections 1 through 7 in the proposal document.

This section shall discuss the highlights, key features and distinguishing points of the Proposal.

The Emeryville Transportation Management Association (ETMA) is soliciting proposals from qualified transportation providers to operate innovative, fare-free shuttle services throughout Emeryville, Oakland, and Berkeley, California. These services include the Emery Go-Round, West Berkeley



Shuttle, 8-to-Go paratransit, and the Emery Express- each designed to address critical “last mile” connectivity and ensure efficient mobility for the region’s residents, employees, and visitors.

MV is uniquely positioned to continue and enhance the delivery of these essential services. Since 2013, MV has operated transit programs on behalf of ETMA, demonstrating operational excellence and a deep commitment to customer satisfaction and community service. Under our current partnership, MV operates:

- **Emery Go-Round Shuttle** - Providing seamless connectivity between the MacArthur BART station, Amtrak, and the city’s major employers and retail centers.
- **West Berkeley Shuttle** - Serving employees and tenants of West Berkeley businesses through reliable service to and from Ashby BART.
- **8-to-Go Paratransit** - Offering door-to-door transportation for seniors and ADA-eligible passengers, enhancing independence and access to essential services.
- The **Emery Express** (The Lennar Shuttle) - operates between the Emery Apartments, East Bay Bridge Shopping Center, and West Oakland BART station.

MV’s experience operating within this high-density corridor—home to landmark destinations such as Pixar Animation Studios, IKEA, Bayer, and thriving residential communities—positions us as a proven, dependable partner to support ETMA’s mission. **With a track record of over a decade in delivering these critical transit solutions efficiently, safely, and successfully- and with ETMA earning an outstanding 9 out of 10 in MV’s most recent customer satisfaction evaluation- MV is ready to meet the evolving needs of Emeryville and its**

neighboring communities, while upholding the goals of improved mobility, and equitable access to transit throughout the region.

Approach to Providing Reliable Service

EMTA will ensure the availability of reliable and high-quality services delivered by MV through a well-defined strategy emphasizing workforce stability, operational readiness, and innovation. MV's low driver attrition rate of 3.6% percent year to date supports a tenured, safety-focused team, enhanced by ongoing training and DriveCam coaching, reflected in our 97% coaching effectiveness score. The high coaching effectiveness score indicates that MV successfully coaches its team and improves our safety-related behaviors. In the new term, MV will also add Mobileye8Connect to each vehicle, as Mobileye has proven to be an industry-leading tool for collision avoidance. Using DriveCam and Mobileye has proven effective at behavior modification and improved safety for our team members and riders.

We maintain trained backup operators and field supervisors to ensure uninterrupted service. Our turnkey operation includes a dedicated operations manager, dispatch team, and functional facility that supports critical items such as vehicle maintenance, dispatch, and administrative functions.

New vehicles are being provided for the West Berkeley Shuttle and Emery Express to support service modernization. Specifically, a new StarCraft Allstar XL 32' Ford F550 bus will be provided for the West Berkeley Shuttle, and a new StarCraft Allstar 22' Ford F450 bus will be provided for the Emery Express. A second new StarCraft Allstar XL 32' Ford F550 will also be ordered as a spare vehicle. The new spare vehicle will ensure that we comply with the criteria for fewer than 60,000 miles and the age requirement of under four years old.

In the upcoming term, the latest version of DriveCam, the SF 400, and Mobileye will be installed in each vehicle. The new version of DriveCam includes advanced infrared image sensors for clearer video in low light and a wider field of view. Mobileye will be introduced as a new technology providing in-cab tonal alerts when pedestrians are detected or when following distance adherence is undesirable. Mobileye offers three sensitivity levels of monitoring: near (0.6-second gap to the vehicle in front), medium (1.2-second gap), and far (2.4-second gap). The pedestrian warning capabilities have been enhanced to work in low-light conditions, whereas the previous model was limited to daylight only.

MV proposes to take over the task of generating all necessary reports from TripShot, which the Executive Director previously compiled. By producing these reports, MV will provide timely feedback to verify that the service is functioning as intended or identify areas where an improvement plan may be required to benefit the service and passengers.

With ETMA's approval, MV will start a Secret Rider Program. Three rides will be anonymously evaluated weekly for operator performance, customer service, fleet cleanliness, and overall rider experience. Project Manager, Jennifer Singer, will schedule these assessments and provide unbiased insights. Evaluations and any recommended actions will be documented and shared with ETMA. This feedback loop aims to address issues proactively and will aid in maintaining service quality.

MV will meet the requirement for weekly exterior cleaning of the vehicles. Based on feedback received, it is recommended that the vehicles be cleaned more frequently. For EMTA's consideration, and not included in our cost proposal, we can clean the Emeryville Go Round and 8-to-Go vehicles five times per week, and the Emery Express and West Berkeley Shuttles three times per week. The incremental cost increase to the service would be approximately a two-and-a-half percent price increase.

Dedicated Local Team

MV's local management team brings a combined average of 7.8 years of transit experience to EMTA's services. MV is proud to continue providing EMTA with experienced local team members who deliver safe, consistent, high-quality service.



General Manager Jennifer Singer has eight years of experience in transportation and has overseen operations for EMTA since 2022. She brings extensive leadership experience overseeing all facets of transit operations, from safety and training to community relations and finance, while driving service quality through strategic planning and a strong focus on passenger experience.



Operations Manager Gina Givans has 22 years of experience in transportation and has been the operations manager for EMTA since 2012. She oversees daily operations, regulatory compliance, performance reporting, payroll, and customer support to ensure reliable service.



Safety and Training Manager Darinay Watson has five years of experience in transportation and has been the safety and training manager for EMTA since 2019. She leads comprehensive safety and training programs, focusing on behavior-based practices and data-driven strategies to reduce incidents.



Maintenance Manager Ngoc Chu has five years of experience in transportation and has been the maintenance manager for EMTA since 2019. He oversees all aspects of fleet maintenance, manages technicians, and implements preventative programs to ensure safety, compliance, and operational efficiency.



Accounting Manager Pauline Coleman has 12 years of experience in transportation and has been the accounting manager for EMTA since 2013. She manages comprehensive payroll and financial operations, supports human resources functions, and ensures compliance with all documentation, audits, and client billing requirements.

Our tenured drivers have an industry-low attrition rate of 3.6% year-to-date, indicating a stable workforce and reduced training costs. MV's safety record, with a **97% performance score**, reflects the effectiveness of our Operator Excellence Training (OET) program and DriveCam coaching. We also provide trained backup operators and field supervisors to ensure service continuity, should the need arise. Our team meets ETMA's standards and the community's needs.

Longstanding Service, Ongoing Reliability

MV will continue to deliver a comprehensive turn-key solution, leveraging our existing local facility, experienced staff, dedicated operations manager, dispatch team, and trained operators to ensure seamless service delivery. In line with our ongoing commitment to operational excellence and sustainability, MV proposes for future consideration on the Emeryville Go-Round service a revised pull-out plan where relief drivers are deployed to a bus already in service. According to our analysis, seven peak vehicles would be needed, allowing ETMA to plan for a smaller fleet size in the future. MV would need to provide a relief vehicle to support this revised approach where deadhead miles driven in a relief sedan would cost less. This approach would reduce ETMA's fleet cost and operational cost.

MV's performance at ETMA consistently demonstrates operational excellence: the team recently **earned a rating of 9 out of 10 in the latest customer service evaluation, has achieved two consecutive years without a single road call, maintained an impressive 93 percent average PMI inspection rate, received an average of just two validated passenger complaints within the past two years, and had only one instance of service non-operation in the last three years.** These accomplishments indicate MV's commitment to safety, reliability, and customer satisfaction.

"I have appreciated MV's partnership in operating the Emery Go-Round service. The operations team is truly the face of the program and lends to its success. Jennifer Singer has been an active partner in not just maintaining the program but looking for opportunities for improvement." - Executive Director, ETMA, Daniel Oliver

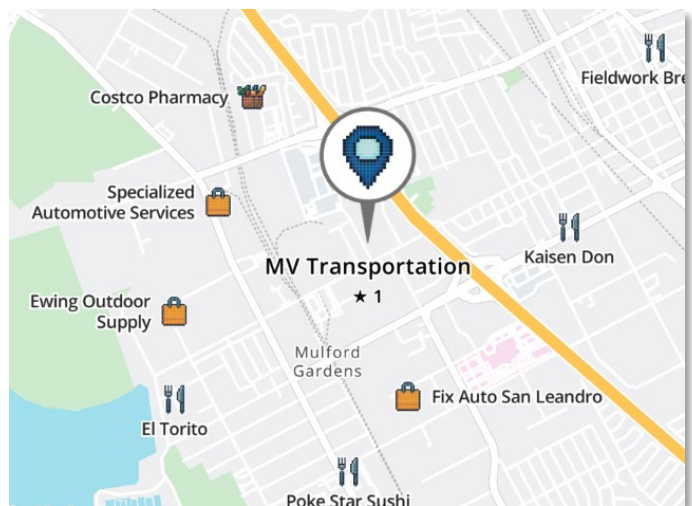
Facility

The facility currently provided by MV is located at 1944 Williams Street, San Leandro. This is where our technicians, dispatchers, and staff are based.

The facility is fenced in and secure, it also has surveillance cameras in the yard, three offices for employees to work in, and 18 employee parking stalls.

Experienced Staff

With 22 years of experience in transportation operations, Operations Manager Gina Givans has managed ETMA's operations



since 2012. She oversees all shuttle operations, coordinates with maintenance and safety teams to comply with Federal Highway Administration regulations, and ensures operators are prepared and compliant daily, properly uniformed, and credentialed. Her role includes preparing detailed performance reports, conducting data analysis for billing and monthly reporting, managing payroll for operators, dispatchers, and road supervisors, overseeing fuel reconciliation, and serving as a key point of contact for customer information and site personnel.

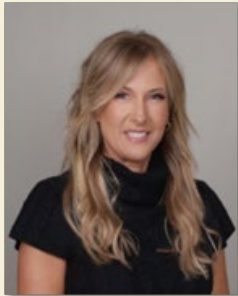
With MV's partnership, ETMA operators have an average tenure of 9.54 years, enhancing service quality, reliability, and safety. Experienced operators bring valuable knowledge, consistent performance, and strong customer service commitment, contributing to superior rider experience and operational excellence.

Vehicles

Additionally, MV's zero emissions team will be available to assist ETMA with your zero emission planning and integration, when the fleet will be converted to zero-emissions.



Scan the video to learn more about MV's ZE initiatives

Meet the Zero-Emissions Team			
			
Jennifer Partlow, director of zero-emissions strategy, is a transit professional with 14 years of experience. She leads our zero-emissions team and assists clients with developing and executing strategies for clean transportation.	Humberto Marazzi, national training manager, brings almost three decades of experience to his role. Humberto directs MV's technical training strategy for diesel, CNG, battery electric, and fuel cell electric vehicles.	Andres De Los Rios, director of zero-emissions engineering, offers over 15 years of experience planning, designing, and operating public transportation systems. Andres defines strategies across ZE products and ensures they meet client needs.	Donald (Don) Penny, Director of Facilities, offers over 15 years of experience in transportation and facilities management. Don selects facilities, negotiates lease agreements, and works with the ZE team to find facilities for ZE fleets.

Innovative Technology

MV is pleased to propose the following technology to help enhance ETMA's services: We will continue to use DriveCam and the MV employee application. In the new term, we plan to add Mobileye, our QR code-based rider feedback solution, which is offered as an optional technology solution.

Technology Offerings	Benefits to ETMA
MV Apps provides information and access to work activities through devices or kiosks.	MV launched two innovative apps this year: the MV Driver App and the MV Employee App . These apps streamline administrative tasks and foster a more engaged and empowered workforce. By automating a paper process, employees can focus more on their core responsibilities and less on administrative overhead. The ability to schedule vacations from home and gain insights into job performance empowers employees, making them feel more in control of their professional lives. Furthermore, the capacity to track progress in incentive competitions adds an element of motivation and friendly competition, driving overall performance and satisfaction.
DriveCam continuously records footage inside the vehicle and on the road.	Helps promote a safety-first culture: • Continual operator alerts regarding unsafe driving behaviors • Allows MV to quickly identify and isolate unsafe behaviors with immediate coaching (24-hour response) • The panic button is available to protect the operator during passenger disruptions • Manages fleet risk and prevents collisions • Video recordings may help in reducing insurance claim costs • 100 hours of live look back
Mobileye8Connect collision avoidance technology alerts operators of high-risk or dangerous situations. Together, DriveCam and Mobileye have been proven to reduce accident frequency.	Reduced incidents and accidents: • Immediate alerts mitigate risky driving behavior • Contributes to low accident frequency through a proactive alert approach • Prevents incidents before they occur • Mobileye brings awareness to all operators regarding safe driving behavior
QR Code (optional - for consideration, cost not included)	QR code feedback allows bus passengers to provide immediate feedback on their experience by simply scanning a QR code inside the vehicle or at bus stops. This type of system streamlines the process of gathering passenger input, such as rating the cleanliness of the bus, the driver's performance, or the passenger experience.

Community Engagement

MV will support ETMA in increasing ridership through outreach strategies combining reliable service with targeted promotion. We will engage local businesses, distribute flyers at transit hubs like BART and Amtrak stations, and maintain a community presence. This approach will boost awareness, attract new riders, and enhance ETMA's transit visibility and value.

MV participates in community activities in Emeryville and provides support services. Each December, MV participates in the Emeryville Holiday Parade, decorating buses and distributing service brochures to inform passengers about transit offerings across all operations. In 2026, MV plans to host a "Stuff-a-Bus" event to collect clothing and toys for those in need during the holiday season. MV collaborates with the Emeryville Senior Center to provide same-day ride services for seniors, accommodating last-minute requests and supplementing them when other transportation options fail. Through its No-Strand Assistance program, MV ensures that seniors can access reliable rides when personal paratransit vehicles break down. These initiatives demonstrate MV's role in serving the Emeryville community beyond providing transit services.

Moving Forward With MV

As ETMA looks to the future, MV Transportation stands ready to continue our long-standing partnership with renewed energy, proven experience, and a clear vision for service excellence. With over a decade of experience operating the Emery Go-Round, West Berkeley Shuttle, 8-to-Go paratransit, and Emery Express, MV has consistently delivered safe, reliable, and innovative mobility solutions tailored to the unique needs of Emeryville and its surrounding communities.

We are committed to building on this foundation by offering a full turn-key operation supported by a dedicated local team, new vehicle investments, zero-emissions planning, leading-edge technology, and safety systems like DriveCam and Mobileye. Our outreach strategies, including targeted community engagement, service promotion, and the launch of a secret rider program—will help grow ridership and ensure service quality remains high.

MV's approach is simple: combine operational excellence, deep community roots, and innovative tools to provide ETMA with the best possible service—now and into the future. We are proud of our legacy and fully committed to supporting ETMA's goals with integrity, transparency, and a shared focus on sustainable mobility for all.



2024 ugly sweater contest



SECTION 2: PROFILE ON PROPOSING FIRM

Shuttle Operations and Maintenance Services for Emery Go-Round, West Berkeley Shuttle, 8 to Go Paratransit Shuttle, & The Emery Express Shuttle



Section 2: Profile on Proposing Firm

This section shall include a brief description of the Proposer's firm size as well as the proposed local organization structure.

Include the location/address(es) of the CHP approved facility(-ies) through which proposer will provide corporate support and conduct off-site maintenance. Please include all facilities/locations from which proposer will be providing material support.

Discuss the Proposer firm's financial stability, capacity and resources. Include the same information for all subcontractors participating in the proposal, if applicable.

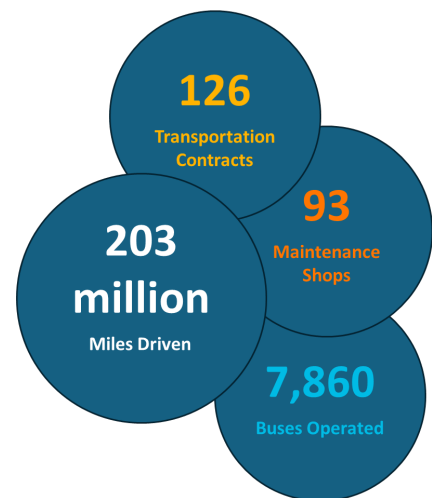
Additionally, this section shall include a listing of any lawsuit or litigation and the result of that action resulting from (a) any public project or service undertaken by Proposer or by its subcontractors where litigation is still pending or has occurred within the last three (3) years or (b) any type of project or service where claims or settlements were paid by the contractor or its insurers within the last five (5) years.

About MV Transportation, Inc.

MV Transportation, Inc. is a leading passenger transportation contractor in North America, with a substantial presence of 126 operating contracts throughout the United States. We operate as a contractor to our public and private sector partners and are responsible for turnkey management, operations, and maintenance functions.

Our presence in the market is notable in that MV's growth within the industry has been organic and not the result of acquisitions or mergers. Culturally, we are aligned with our founders' service philosophy, which recognizes that satisfied employees deliver excellent service and that our passengers' experiences are our number one focus. Organizationally, we commit to this culture by accelerating new ideas, innovative approaches, and optimized operations that save employees' time that can otherwise be dedicated to the passenger experience.

MV at a Glance



Our Capabilities

Our operations span multiple modes of ground transportation, including local fixed route, express service, commuter service, microtransit, same-day on-demand services, traditional ADA paratransit, public dial-a-ride, autonomous shuttles, route deviation, school bus, and shuttle (both fixed and on-demand).

We have partnered with our customers to establish new modes of transit, initiate new services, transition away from legacy transit contractors and operating models, and conduct emergency transitions where the system is at risk. We are prepared for every transition, and we bring a resume of seamless transitions to our customers.

In addition to our operations, our dedicated Professional Services team serves our public and private customers in non-operational yet critical ways. Their comprehensive scope includes microtransit system design, system planning and runcutting, zero emissions support, and IT transitions. This team continually lives on the cutting edge of industry best practices and constantly evaluates potential partnerships in the broader transit space.

Our History

MV's history is very simple. We have been in business for 50 years, and our original founders still own the company.

In 1975, Feysan and Alexis Lodde had two vans and a dream of serving their community's most vulnerable residents. They formed an agreement with the City of San Francisco to provide transportation services for disabled persons who could not use public transit. Feysan and Alex's pickups and drop-offs were often the only time our riders left their homes. Feysan often remembers having to perform stair assists, where she carried the rider down the stairs of their residence.



Over time, Alex and Feysan grew their business from their outstanding reputation for public service. They hired more people with the necessary capabilities for expansion, cared for their employees, and delivered excellent service. They expanded their portfolio of work to include fixed route operations, and MV expanded initially in the Bay Area, then to Southern California, and then across the country. Today, the company proudly operates services in several modes within 23 U.S. states and one Canadian province.

MV's History with ETMA: A Strong Partnership

MV began its partnership with the Emeryville Transportation Management Association (ETMA) in 2013, assuming operations after a seamless 27-day transition period. Since then, MV has proudly operated and maintained three vital transportation services in the region: the Emery Go-Round, 8-to-Go Paratransit, and the West Berkeley Shuttle.

The Emery Go-Round connects passengers between the MacArthur BART station and key destinations in Emeryville. The West Berkeley Shuttle extends a similar service from Ashby BART to stops in West Berkeley. Meanwhile, the 8-to-Go service offers scheduled, door-to-door transportation for seniors and ADA-eligible passengers within a defined zip code.

MV operates a mixed fleet of 15 shuttles and 2 vans, navigating a compact but highly trafficked area home to major employers such as Pixar Animation Studios, IKEA, and Bayer. Real-time tracking of vehicles is supported through NextBus, enhancing passenger experience and operational transparency.

Milestones and Highlights

1. Contract Success: MV is now in its second contract term ETMA, continuing to meet and exceed all contractual obligations.



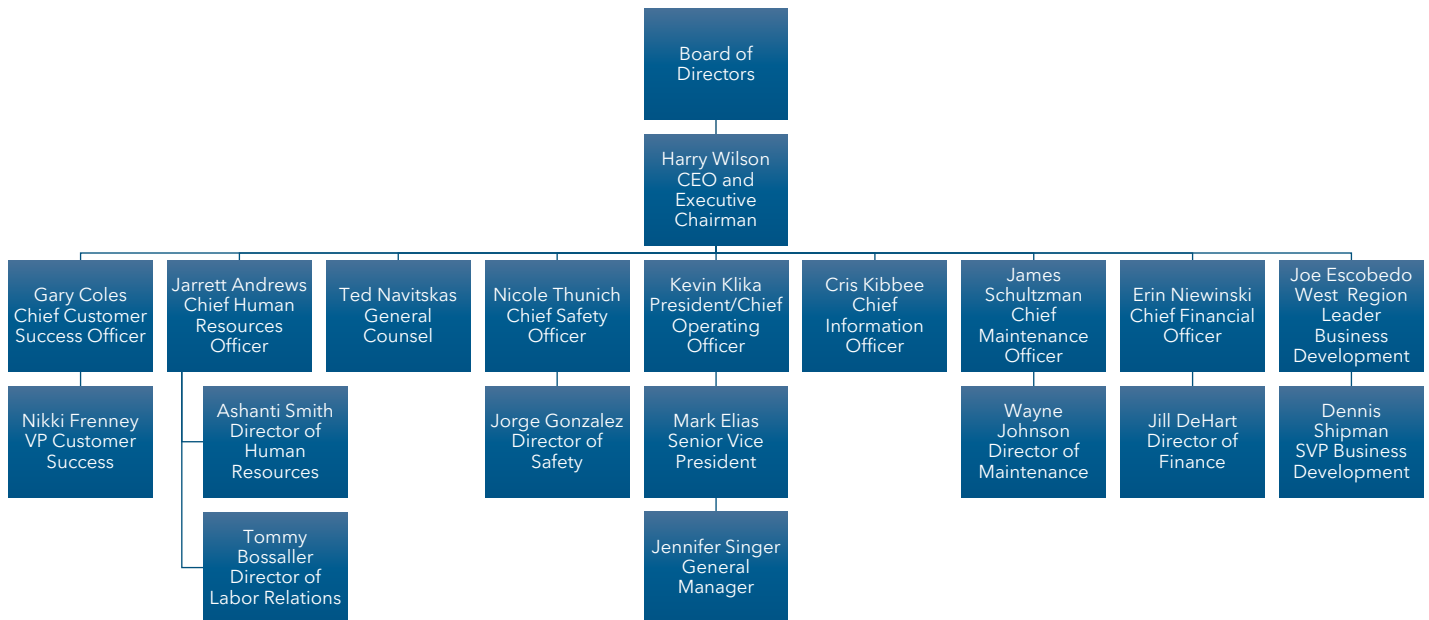
2. **Stellar Maintenance:** Despite operating an older fleet, the division has maintained an impressive record of **zero road calls over the last two years**, a testament to proactive maintenance and skilled technicians.
3. **Technology Integration:** The successful implementation of TripShot, a modern mobility management platform, faced initial challenges but ultimately improved service accuracy. MV's drivers and staff worked closely with ETMA to ensure on-time performance and accurate ridership data during the rollout.
4. **Customer Satisfaction:** The division maintains a **customer satisfaction score of 9/10**, reflecting consistent rider satisfaction and trust.
5. **Award-Winning Safety:** The Emeryville division was honored with the **KMA Safety Award** for the Northern California Region, with standout recognition for team member Martin Guiza.
6. **Culture of Pride and Safety:** Long-tenured team members exemplify a culture of dedication, professionalism, and pride in their work. Safety remains a core value throughout all operations.



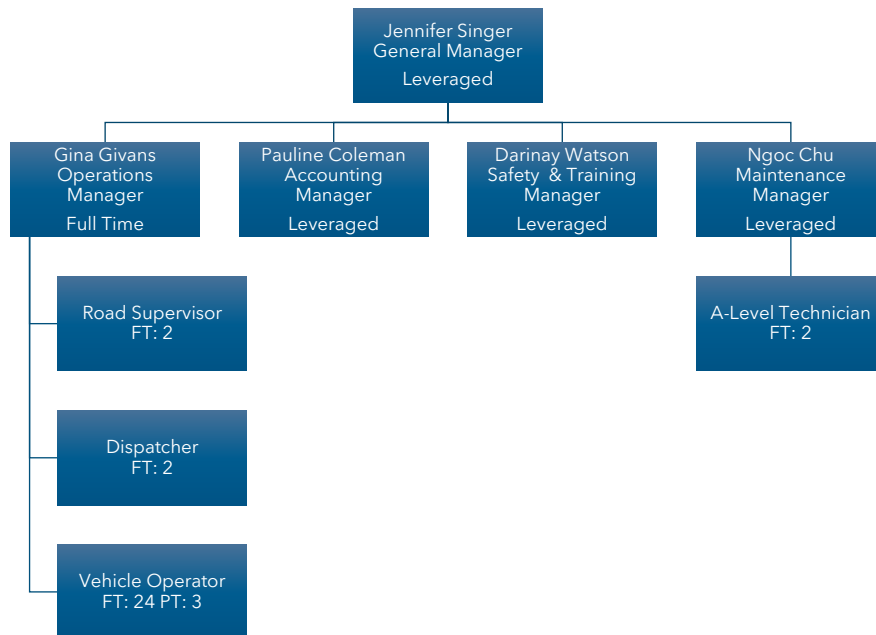
Quarter four KMA award presented by Jennifer Singer

Throughout the partnership, MV has remained committed to delivering safe, reliable, and efficient service while adapting to the evolving needs of the Emeryville and West Berkeley communities. The collaborative spirit between MV and ETMA continues to drive innovation and ensure mobility for all.

Corporate Organizational Structure



Local Organization Structure



Operations and Maintenance Support Facility

MV's CHP-approved facility address for these services is 1944 Williams Street, San Leandro, CA 94577. This secured location serves as the operational base for our technicians, dispatchers, and administrative staff.

The facility is fully fenced and monitored by surveillance cameras to ensure personnel, vehicles, and equipment safety and security. Three dedicated office spaces support the team's day-to-day administrative and operational needs within the premises. Additionally, the site includes 18 designated employee parking stalls, providing convenient access for staff.



Financial Resources and Stability

MV is a privately held firm, and as such its financial statements are confidential and proprietary trade secret information. Our financial position is solid, and the company has the financial resources and wherewithal to meet its financial obligations. For more information regarding the financial viability of MV, please contact Chief Financial Officer Erin Niewinski at (972) 391-4600.

Litigation

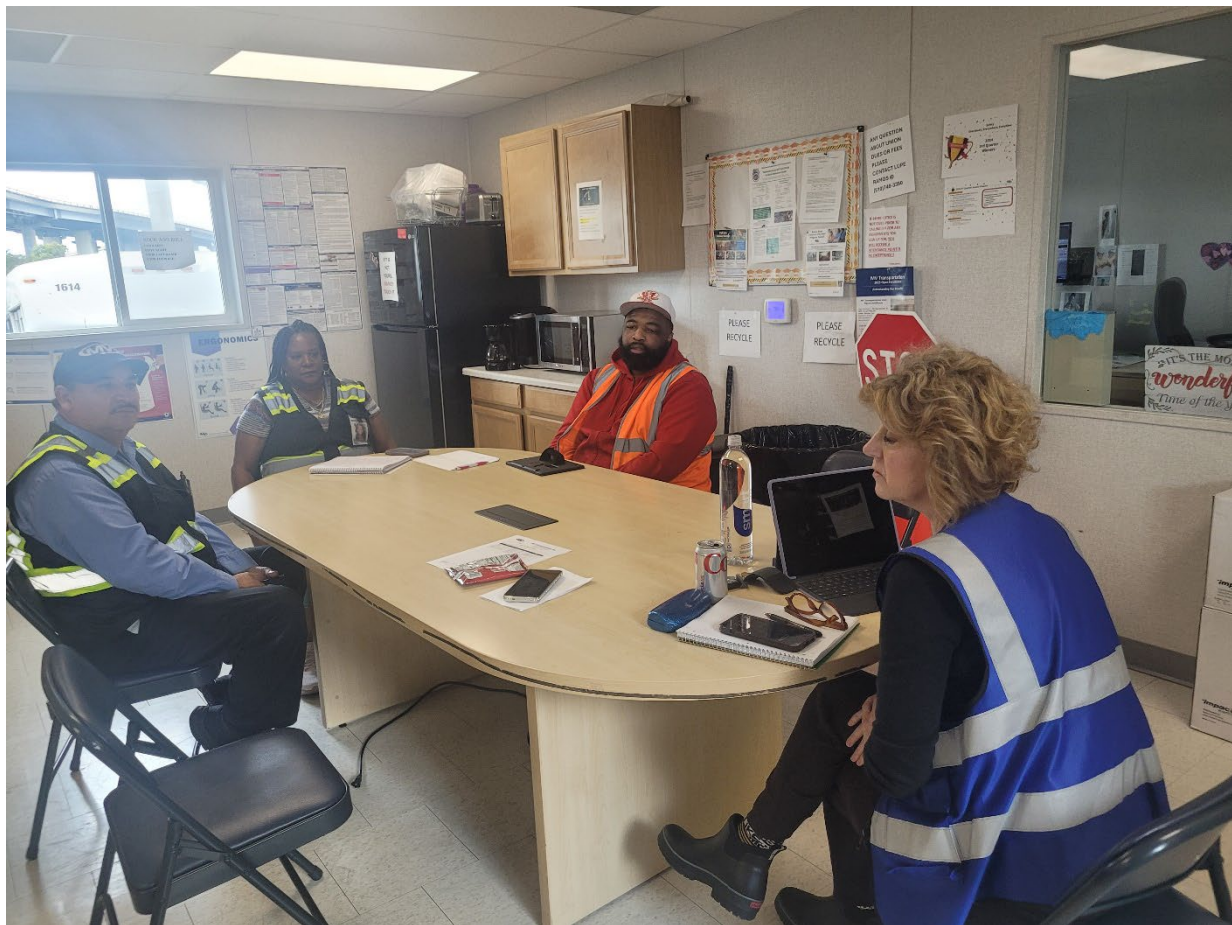
As a national transportation management firm with numerous contracts and employees, MV is involved in auto/general liability, workers' compensation, and employment-related claims and litigation in the normal course of business. Company teams in legal and risk management work continuously to handle these matters, none of which are of the size or scope to impact on this contract. The Company maintains insurance coverage with deductibles and limits that the Company believes are appropriate.

There is presently no litigation against the Company, which is not subject to insurance coverage or which MV believes would threaten the financial stability of the Company or its ability to perform any of its contractual obligations. The details of litigation are confidential; if ETMA requires more information on claims and litigation to evaluate MV, please contact Executive Vice President and General Counsel, Ted Navitskas at (972) 391-4600.



SECTION 3: QUALIFICATIONS

Shuttle Operations and Maintenance Services for Emery Go-Round, West Berkeley Shuttle, 8 to Go Paratransit Shuttle, & The Emery Express Shuttle



Section 3: Qualifications

This section shall include a brief description of the Proposer's qualifications and previous experience on similar or related projects. Specific details should include

- Project Name
- Client
- Description and scope of the work performed
- Period of Services
- Client contact information (name, title, and phone number/email)

Leveraging decades of experience, MV integrates industry best practices with advanced operational concepts to provide tailored solutions that meet each customer's unique needs. Our expertise spans fixed route, commuter, and shuttle services, flex route and on-demand shuttles, fleet maintenance, and technology management and design.

For the past 12 years, MV has been a trusted partner for ETMA, which has been marked by successful service transitions, outstanding fleet maintenance, and the integration of advanced technologies like TripShot to enhance rider experience and operational efficiency.

Beyond ETMA, MV's extensive experience operating similar shuttle and flexible transit services across the Bay Area—including the LINKS and FLEX shuttles in San Leandro and the Bear Transit system at UC Berkeley—showcases our ability to deliver adaptable, customer-focused transit solutions. These partnerships highlight MV's expertise in fleet maintenance, labor management, and technology-driven service optimization, making us a reliable and experienced partner ready to support ETMA's evolving transportation needs.

MV's Experience

MV provides comprehensive services within our operations, including fleet and facility maintenance, transit management technologies, labor management, and service model design. MV integrates industry best practices with advanced operating concepts to deliver tailored solutions to our customers.

- **Fixed Route, Commuter, and Shuttle:** Fixed route, commuter services, and employee shuttles comprise our fixed route experience. MV is the provider of choice for large, high-profile agencies and private customers alike. We work with our clients to deliver passenger-facing technologies, best practices in transit management, and high-volume passenger systems solutions.
- **Flex Route and On-Demand Shuttle:** For decades, our team has delivered route deviations, zone-based flex routes, and on-demand shuttles. From workforce transportation to rural deviated fixed route systems, our operations flex to solve the specific needs of the communities we serve.
- **Fleet Maintenance:** We developed our maintenance program with industry best practices with MV's skilled maintenance professionals. The company's fleet

maintenance services continue to protect and extend the life of its transit fleets. Operating in severe and unpredictable weather events and within challenging operating environments, MV has unparalleled maintenance capabilities.

- **Technology Management and Design:** Our team's leadership in transit technology offers service optimization through technology-driven analytics. We offer expert guidance and best practices in call center systems, planning tools, reporting solutions, CAD/AVL technologies, and onboard devices.

Similar Service Experience

LINKS Shuttle

San Leandro Transit Management Organization

San Leandro, Calif. MV has provided the LINKS shuttle service since 2001. This shuttle connects passengers to the San Leandro BART station from various locations throughout West San Leandro during peak commute hours on weekdays and operates at 20-minute intervals. MV operates, dispatches, and maintains a fleet of three vehicles.



Through funding from local business districts and agencies and administered by the San Leandro Transit Management Organization (SLTMO), the LINKS provides commuters with an alternative to using individual automobiles.

Please contact Daniel Oliver, Sr. Manager, ALTRANS TMA, Inc., at (408) 258-7267 ext. 503 and doliver@altrans.net as a reference for this contract.¹

FLEX Shuttle

City of San Leandro

San Leandro, Calif. In 2003, MV began operating the FLEX, a weekday deviated fixed-route service on two routes in the City.

The FLEX also provides a reservations-based Medical Trip Service that provides transportation to and from medical appointments within Alameda County. Both services are available to seniors and certified passengers with disabilities who are residents of San Leandro.



MV provides operations, dispatch, and maintenance for a fleet of four cutaway vehicles.

Please contact Pedro Naranjo, MPH, Human Services Manager, at (510) 577-3465 and pnaranjo@sanleandro.org as a reference for this contract.

¹ Please note that MV's reference contact information is considered confidential.

University of California, Berkeley

Bear Transit Shuttle Service

Berkeley, Calif. MV provides operations for the Bear Transit Shuttle services on behalf of the University of California, Berkeley. MV began operating in early 2017.



MV operates the University's three nighttime safety routes, door-to-door services, and the California Bear football games. MV provides coverage and service to the UC Berkeley Botanical Garden, covering all their events from holidays, weddings, and birthdays. MV covers Commencement Shuttles, Cal Day, and Attendee/Student shuttles for Sporting events. MV is responsible for the management of the university's departmental event requirements.



MV provides the University with management services, including safety meetings, staffing, and vehicle maintenance for an eight-vehicle mixed fleet. The shuttle services connect students, staff, and faculty to locations on the UC Berkeley campus and off-site facilities in Richmond and Oakland. We provide shuttles for all events from San Francisco and San Jose, trips to NASA in Mountain View, CA, and private services to Napa and the surrounding area. MV is UC Berkeley's preferred transportation vendor.

Please contact Seamus Wilmot, Assistant Vice Chancellor & Executive Director Business Operations, at (510) 643-7700 and swilmot@berkeley.edu as a reference for this contract.²

Please see a list of similar MV contracts in the appendix of this proposal.

² Please note that MV's reference contact information is considered confidential.



SECTION 4: APPROACH

Shuttle Operations and Maintenance Services for Emery Go-Round, West Berkeley Shuttle, 8 to Go Paratransit Shuttle, & The Emery Express Shuttle



Section 4: Approach

This section shall include a description of Proposer's approach in completing the Scope of Services, defined in Attachment A Scope of Services. In this section, Proposer shall demonstrate their understanding of the ETMA's services and performance expectations and describe their methodology for implementing the services, as well as providing continued oversight to ensure services are performed in accordance with the ETMA's requirements, which are defined in Attachment A, Scope of Services.

Proposer should use this section to demonstrate why they believe their approach is superior and should be chosen for this work. Proposer should describe any changes, additions or recommendations proposed to scope of services. Proposers should also discuss what efficiencies, innovation and/or "tried and true" methodologies they would employ to provide qualified personnel, vehicle maintenance and run a successful shuttle operation for the ETMA resulting in passenger satisfaction.

Proposer information should include, but not necessarily be limited to, the following items:

1. Driver recruitment and retention programs, including performance and tenure bonus programs
2. Training and incentive programs for drivers, dispatchers and managers
3. Vehicle Year/Make/Model/Fuel source for the West Berkeley Shuttle and The Emery Express Shuttle
4. Start-up plan and schedule for implementation of services
5. Driver check-in and Vehicle Roll-Out plan

This section should further include description and approach to the contract start-up period during which time the current shuttle operator is still providing service, before shuttle service actually begins on January 1, 2026.

Approach to Completing Scope of Services

MV understands the vital role ETMA's services play in supporting Emeryville, West Berkeley, and Oakland's mobility, equity, and sustainability goals. As the current operator of the Emery Go-Round, West Berkeley Shuttle, 8-to-Go paratransit, and Emery Express services for **over 12 years**, MV has the institutional knowledge, operational infrastructure, and proven personnel to ensure these critical last-mile connections remain seamless, safe, and responsive to community needs.

MV's approach begins with continuity and consistency. We will continue to provide complete turnkey operations out of our local facility, staffed by a deeply experienced and tenured management team and frontline



workforce. **Our team averages nearly a decade of transit experience.** It includes dedicated personnel in operations, safety and training, accounting, and maintenance, each bringing a detailed understanding of ETMA's expectations. Our average **operator tenure of 9.54 years** ensures route familiarity, service consistency, and a deep connection to the community. MV maintains a pool of trained backup drivers and field supervisors always to provide service continuity.

MV's service delivery is built on operational readiness, proactive safety, and technology integration. We will enhance safety in the new contract term by equipping every vehicle with **Mobileye**, an advanced collision avoidance system.

MV's service delivery is built on operational readiness, proactive safety, and technology integration. We have achieved a **97 percent DriveCam coaching effectiveness score**, successfully identifying and correcting risky behaviors before incidents occur. On the technology front, MV will support ETMA in the daily use of TripShot by assisting with reporting, troubleshooting, and ensuring accurate real-time tracking and passenger-facing features remain optimized.

MV will bring new, zero-emission vehicles for the West Berkeley Shuttle and Emery Express, helping ETMA advance its sustainability goals while reducing maintenance costs and downtime. Our dedicated Zero-Emissions Team will work with ETMA to integrate clean vehicle technologies and ensure infrastructure and fleet plans align with long-term objectives.

MV's community-first mindset will drive ridership and service quality. We will implement a "Secret Rider" program to deliver direct, unfiltered feedback on the passenger experience, and we are proposing an optional **QR-code-based feedback tool** to empower riders to provide real-time input. Our outreach team will coordinate with local businesses, promote service through key hubs like BART and Amtrak, and support awareness campaigns to ensure high visibility and community engagement. These efforts and dependable operations form the foundation of our approach to growing ridership and elevating service quality.

Responsive Service, Real Community Impact

MV's partnership with ETMA goes beyond scheduled routes—we are a committed community partner. Our team regularly provides same-day rides for Emeryville seniors, ensuring they are not stranded when other services fall short. Whether it's a last-minute medical appointment or urgent transportation from the Emeryville Senior Center, MV delivers reliable, compassionate service when it matters most. This hands-on responsiveness reflects our shared commitment to mobility, dignity, and care for all riders.

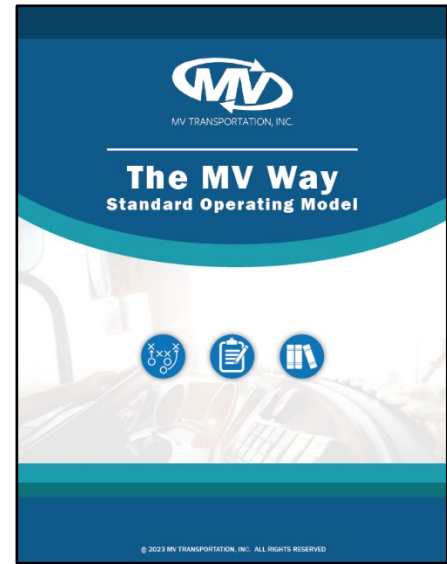
MV's approach is distinguished by its combination of deep local knowledge, proven performance, and forward-thinking innovation. With over a decade of partnership, a tenured and reliable team, and a commitment to sustainability, safety, and service excellence, MV is uniquely qualified to continue operating the ETMA services.

The MV Way

MV Transportation is excited to introduce a new operational manual for our General Managers called The MV Way. The MV Way is a management tool and a playbook that guides how to run a successful division. It reinforces policies and best practices with key actions to drive consistency in operational excellence, employee experience, and customer satisfaction. The MV Way is a comprehensive guide and the ultimate how-to manual, so every General Manager has access to the resources and tools to succeed.

A few elements of The MV Way include:

- **People:** How to create and maintain a positive culture, attract, retain, and develop talent, foster harmonious labor relations, and establish a high-performance culture. The General Manager plays a significant role in leading by example and coaching the team to align with our shared MV and ETMA values.
- **Safe, Successful Operations:** The moral obligation and importance of putting safety at the forefront and center of everything we do, delivering a safe and reliable customer experience, optimizing operations for efficiency and effectiveness, and leading with world-class safety and maintenance. The General Manager is responsible for setting the tone, participating, engaging in all business areas, being data-driven in decision-making, and inspecting what is expected.
- **Customer Satisfaction:** As a responsible corporate citizen, we recognize our duty to our communities. We want to ensure a safe, reliable ride and an outstanding customer experience where our passengers genuinely enjoy every interaction our professional team delivers. We seek to fully meet our customers' expectations every day. We aim to help our clients solve their problems and bring them ideas and innovative solutions to achieve their goals and objectives.



Furthermore, MV is innovating this critical information by leveraging critical checklists and AI-powered applications, such as chatbots, to streamline and automate the interactions in an easy-to-use manner. We are confident that this will be a very beneficial and helpful resource to support excellence in our ETMA operations.

Daily Operating Plan

Highlights of this section:

- The use of innovative tools accelerates MV's operating efficiency
- Dispatch serves as operator support; they actively manage service while coordinating the response to service interruptions and incidents in the field.



- MV's staffing assumes a one to seven road supervisor to bus on the road ratio, and a one to seven dispatcher to bus on the road ratio.

Benefits to ETMA:

- Service delivery will be enabled by technology resources, not bogged down by manual processes
- With MV, ETMA has access to industry best practices and innovative approaches that are embedded in our standard operating procedures
- MV's focus on and support of the front-line team protects service delivery and ensures an outstanding customer experience.
- MV's operations are appropriately staffed to cover the span of service, ensuring that service is managed, protected, and reliable during all hours of service

ETMA and MV: Delivering Consistent Rider Satisfaction

In the latest customer satisfaction survey, ETMA, in partnership with MV, proudly maintains a strong **Customer Satisfaction Score of 9 out of 10**. This reflects the ongoing trust and satisfaction riders have in the service we deliver together.

Operational Technologies Considered in this Offer

MV's operating plan is enabled by a few technologies that support service delivery optimization, such as digitizing manual processes and leveraging state-of-the-art technologies.

TripShot is a comprehensive transit management platform offering unified fleet, route, dispatch, and capacity control through a single interface. Its integrated backend allows administrators to manage vehicles, operators, vendors, and schedules in real-time, enabling efficient vehicle tracking, maintenance, and scheduling. The platform's intuitive tools support route and schedule customization, dispatch insights with True-Time™ alerts, and GPS-based CAD/AVL playback for precise vehicle tracking under any condition. TripShot's reservations and capacity features also provide deep operational awareness and rider data, improving transit network efficiency and supporting the evolving demands of tech-savvy, on-demand riders.

MV Driver App is a proprietary MV app available exclusively to MV operators. This tool enables operators to conduct routine activities that would otherwise require a paper process (dispatch check-in, vacation requests, DMV checks, shift swaps, vacation requests, payroll review, unusual incident reports, bulletin distribution) on their own time and at their convenience. This eliminates unnecessary interactions, paperwork, and manual approvals.

Start of the Service Day – Operator Check-in

Dispatchers actively manage operator report-to-work times. When an operator has not arrived by their assigned time, the dispatcher coordinates with an extra board operator to assume that shift. They adjust operator and bus assignments directly in TripShot to ensure timely pullout and accurate assignments.

Operators check in and hand the dispatcher their driver's license. Dispatch validates their credentials visually, and with credentials verified, the dispatcher gives the operator their vehicle assignments and any notifications or detours.

The dispatcher performs fit-for-duty reviews of operators as they check in. They evaluate the operator's demeanor, attire, and professional appearance. The operator then departs the dispatch area and reports to their assigned vehicle in the yard.

Pre-Trip Inspections

When the operator arrives at their assigned vehicle, they perform pre-trip inspections. During this inspection, the operator moves around the vehicle to visually inspect and, at times, test the various components and subcomponents. This inspection addresses critical safety items.

The operator performs this inspection using a paper checklist. This checklist displays each inspection item, and the operator documents the condition of each item.

If the operator detects a safety issue that requires a technician's assistance, they will notify the in-yard technician (if available) or the dispatcher, who coordinates with the technician. The technician will immediately determine whether the vehicle should be pulled from service, in which case the dispatcher will assign the operator a backup vehicle. Otherwise, the technician will repair the issue in the yard before the operator pulls out.

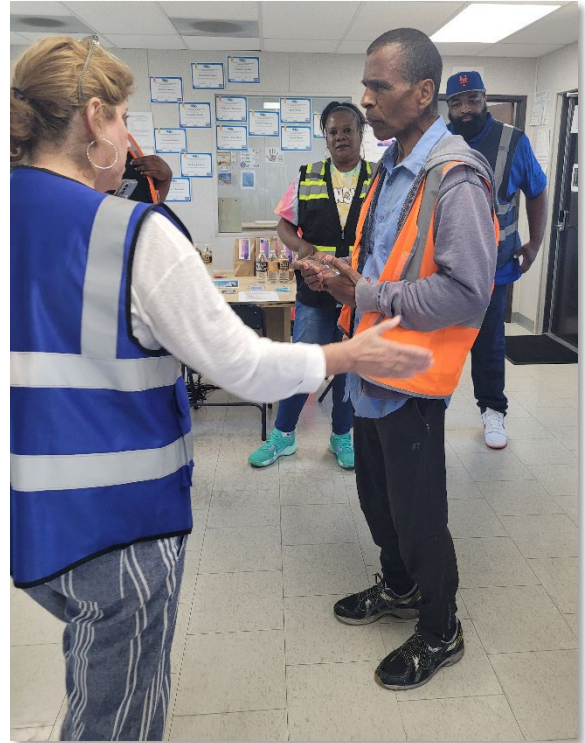
Pull Out

The dispatcher monitors operator pull out. They closely observe operator log-ons to ensure all operators are logged into the system correctly. The supervisor stationed in the yard actively monitors pull out in person to confirm that all buses depart on time.

Operations and Dispatch

Dispatchers assigned to the radio continually monitor the service on the TripShot system using the available dispatch screens. Dispatchers monitor trips for schedule adherence, passenger loads, off-route movement, and known traffic delays.

When a trip is running late, depending on the situation, the dispatcher may advise the operator that a ready bus or an extraboard will be inserted, or that their layover time may be reduced to make their next trip depart on time. Regardless of the dispatcher's action, close



KMA award presentation

communication between the dispatcher and operator is essential. Dispatchers are our operators' first line of support throughout the service day; their interactions are marked by professionalism, expediency, and clarity. They are trained to fully document all incidents and issue public bulletins using TripShot as required.

Disruption Management

Situation	Response
The vehicle has experienced a mechanical failure, and the operator cannot safely operate the bus.	The vehicle operator pulls over to a safe and secure location. They then radio dispatch to inform them of the breakdown. The dispatcher asks some basic troubleshooting questions, but if the issue is not resolved, the dispatcher notifies the on-duty maintenance technician to contact the operator. Meanwhile, the dispatcher contacts a road supervisor and dispatches them to the scene. The technician may decide to replace the bus while talking to the operator. Otherwise, they may request that the road supervisor perform basic troubleshooting (e.g., checking for leaks, testing brake pressure, etc.). If the issue is still not resolved, the road supervisor coordinates with the technician regarding whether a replacement bus is needed, whether it is safe to drive the vehicle back to the yard, whether it's optimal to have the technician repair in the field, or whether a tow is required. The road supervisor facilitates passenger transfer to the next or a replacement bus. The road supervisor stays with the vehicle as needed until a technician or a tow arrives.
The operator is running late on their route and in danger of missing a trip	On-time performance is a shared responsibility. If an operator is running late on a trip, they must notify dispatch within five minutes. Similarly, dispatchers reach out to operators as they identify late-running routes. The dispatcher will attempt to assist the operator by alerting them that their layover will be shortened. If the operator cannot recover the route at the layover point, the dispatcher may dispatch a ready bus to the route with an extraboard operator. The dispatcher will coordinate with road supervisor to notify them of the additional bus on the road.
The operator was involved in an accident where injuries have been rendered, body damage incurred, or other vehicle	Upon the operator's notification to dispatch that they have been in an accident where injury or damage has occurred, the dispatcher will immediately notify emergency services. The dispatcher then dispatches the road supervisor to the scene of the incident. Project Manager Jennifer Singer and Safety Training Manager Darinay Watson are notified immediately; they notify ETMA and determine whether they need to report to the scene. The vehicle operator performs emergency management on-board the bus, evaluates any injured passengers, and as needed, awaits emergency response. Dispatch will also send a ready bus to the scene to recover the

Situation	Response
damage has occurred.	route. Upon arrival, the road supervisor takes control of the scene and helps coordinate the transfer of passengers. They also coordinate with dispatch to transport the operator to post-accident drug testing. Once the passengers are cleared of the bus, the road supervisor will perform an accident investigation, documenting all findings, including passenger comments and photos on digital forms that are immediately uploaded to our systems and available for processing. Depending on the severity of the accident, the road supervisor will coordinate with maintenance to arrange for a tow. If the vehicle can be safely operated, the road supervisor will return it to the yard for repair. All road supervisors are trained in accident investigation, emergency management, and de-escalation.
There is a disruptive passenger that threatens the safety and security of the operator or other passengers.	When a disruptive passenger threatens the safety and security of the operator or the other passengers on board, the operator immediately notifies dispatch, using code words as appropriate. Dispatch will first alert law enforcement if the passenger has a weapon, is using physical force, spits, or verbally threatens physical harm. They then notify a road supervisor to report to the scene and notify ETMA's safety/security team. Both road supervisors and operators are trained in de-escalation. As needed, MV may dispatch a protection bus to cover any late service.
There is a dispute between the operator and a passenger that requires conflict mediation	If there is a dispute between an operator and a passenger that requires conflict mediation, operators are first trained to activate the DriveCam unit, so that we can capture footage of the events preceding and during the situation. The operator is trained in de-escalation; however, if the situation requires conflict mediation, they will notify dispatch that they require the support of a road supervisor. The dispatcher will notify the road supervisor, who will meet the operator in the field. When the road supervisor arrives at the scene, they will attempt to mediate the situation and arrive at a favorable resolution. Road supervisors enforce ETMA policies and, as necessary, have the authority to ask the passenger to deboard the bus. Road supervisors complete all necessary reporting. MV may dispatch a protection bus to cover any late service as needed.

Road Supervision

Road supervisors report to the facility at the start of the service day and check in with the dispatchers managing the window. They collect their tablet and car keys, and drive to their designated service zone in an MV-provided road supervisor vehicle. These vehicles are wheelchair ramp-equipped so that road supervisors can transport disabled passengers in the event of an emergency or disruption.

At least one road supervisor is in the yard during peak pullouts. They observe operators performing their pre-trip inspections, responding to any questions, and helping coordinate support in the event of a vehicle exchange. While dispatch monitors pull out on-time performance, road supervisors monitor this in person, rallying the operators to pull out on time.

Each road supervisor has a schedule of ride checks that they perform throughout the day, and frequently visit the transit center. Throughout the day, they are dispatched to a location along the route to support the vehicle operator. This may mean responding to a road call, de-escalating a passenger disruption, posting signage for a detour, or performing an accident investigation. They may also be called upon to resolve any farebox issues. Road supervisors are additionally responsible for facilitating our Drug and Alcohol program. They perform reasonable suspicion checks and coordinate any post-accident testing needed from the field.

Given the diversity of work they have to perform, road supervisors are highly responsive, detail-oriented, and customer-focused.

Employee Spotlight

Tushae White, road supervisor

Tushae is a go-getter! She possesses a drive to learn and grow. She consistently steps up when needed and is always willing to lend a hand. Her ability to grasp new responsibilities quickly makes her an asset to the MV team. Tushae is not only hard-working but also brings compassion to every situation she encounters. As a road supervisor, Tushae works with the MV vehicle operators, ensuring smooth operations and supporting them on the road. She builds relationships with the operators and prides herself on being a reliable support system for the team. She shares, "MV is wonderful, everyone is respectful and kind, which makes coming to work every day a positive experience." Tushae is a recipient of the Katherine McClary Award for her work.



Operator Relief

MV's run cut may consider in-field reliefs. Operators beginning their shifts use one of MV's relief cars to drive themselves to the relief location at the layover point. Our run cuts may also look to group as many operators as possible so that we transport multiple relief operators in one car.

When the operator ends their shift and arrives at the layover point, the relief operator begins their shift by performing a mid-trip inspection and resuming the route. The operator ending their shift in the field may drive the relief car back to the yard. Dispatch monitors the timing of the relief.

Pull In

When the operator arrives at the last stop on their schedule, they park the bus and perform a walk-through of the bus, checking every seat for a sleeping passenger. If a passenger is onboard, the operator gently wakes them and notifies them that they must exit the bus.

Once the bus is confirmed to be empty, the operator returns to the operating yard, where they perform a post-trip inspection, remove all trash, and tidy up their vehicle. They return any paperwork to the dispatcher working the window, who checks the operator out for the day.

Considerations and Strengths

Extraboard Operators and Standby Shifts

The MV staff has sufficient extraboard operators to cover runs open due to vacations, leaves of absence, and other foreseeable and unforeseeable absences. We closely follow the daily call-off pattern to predict the number of absences due to illness, lateness, jury duty, bereavement, and other unanticipated reasons. The size of our extraboard, and the number of operators available by day of the week/time of day are adjusted to reflect this estimate. We typically try to maintain a 20 percent extra board to ensure proper coverage.

We regularly evaluate the number of standby shifts we require in the upcoming days. If the desired number of standby shifts exceeds the number of unscheduled extraboard operators, we will post available day off opportunities for operators eager to receive extra work assignments. Day-off operator coverage is planned 48 and 72 hours in advance or as specified in the collective bargaining agreement.

MV is vigilant in ensuring standby shifts are scheduled to cover open work or respond to service interruptions. We closely monitor each operator's service hours to avoid exceeding permitted work hours and maintain a well-rested and safe workforce.

Runcutting

With each service change determined by ETMA, MV will perform a runcut to optimize operator staffing and align operator schedules with the span of service. MV performs all runcutting in-house, under the leadership of our dedicated planning and runcutting team, led by Liz Stayner, our senior transit planning manager. Liz and her team use the Optibus scheduling platform to find the most efficient use of resources while factoring in regulatory requirements regarding meal and rest periods and work rules stated within the collective bargaining agreement, and in compliance with all applicable state wage and hour rules.

1. Recruitment and Retention

For ETMA, we take a proactive and data-driven approach to recruiting top talent. We advertise on major platforms such as Indeed, ZipRecruiter, CareerBuilder, and our internal MV job board to ensure broad visibility and access to a diverse candidate pool. As a pilot

division for several innovative recruitment tools, MV is at the forefront of modern hiring strategies. We utilize Talent Click, a self-assessment that evaluates personality traits related to safety, reliability, and accountability—key indicators of long-term success in transit operations. Cloud Factory supports our process by analyzing application data to predict candidate retention, helping us make smarter hiring decisions. Additionally, Phenom, our candidate relationship management system, enables us to connect with individuals who have shown interest in MV careers, allowing for more targeted outreach and engagement. MV is building a safer, stronger, and more dependable workforce through these cutting-edge tools and platforms.

Recruitment

In 2021, MV encountered the national issue of employee turnover within a competitive labor market. In response, we transitioned from our traditional recruitment strategies to develop a more effective candidate pipeline.

To support our regional recruiters and on-site operations, MV hired a team of community recruiters. Local community recruiters are vital in bridging the gap between employers and the talent pool within their immediate areas. By leveraging their knowledge of the community and its unique characteristics, these recruiters enhance hiring processes, strengthen workforce diversity, and foster stronger ties between organizations and their communities. These talented recruiters identify mutually beneficial partnerships with government job resources, rehabilitation-to-work programs, skills development programs, low-income job support programs, and other non-profits. Our efforts in recruiting and hiring will be extensive and ongoing.

As the community recruiter collaborates with these local organizations to inform and educate clients about the possibility of applying for a job at MV, they develop relationships with local non-profits beyond recruitment. Volunteer service opportunities are shared at our locations, and our teams take part in volunteer events each year.

Enabled by Technology

Digital engagement plays a crucial role in our recruitment strategy. Although we have utilized social media platforms such as Facebook for several years, it became clear that broadening our technological capabilities was necessary to extend our reach to potential candidates.

We assembled a core group of technology platforms that we use to promote and recruit for jobs, including:

-  **ZipRecruiter** is an online employment marketplace that uses smart matching technology to efficiently connect employers with job seekers.
-  **LinkedIn** is a professional networking platform that allows individuals to connect, share, and discover job opportunities, industry news, and professional content.
-  **Mitratach CIRCA** is a comprehensive recruitment marketing and compliance solution that helps organizations attract diverse talent and ensure affirmative action and equal employment opportunity compliance.
-  Ad sponsorship using **Indeed** to stay at the top (or near the top) of the search results page daily.
-  We use and advertise on **TransitTalent** to find candidates; it is the most comprehensive career resource for the transit industry.
-  MV has a strategic partnership with **CareerBuilder**, which powers our careers website and links to over 50 diversity postings.
-  **AppCAST** is a programmatic recruiting platform that uses AI to target job advertisements. It consumes data from our Talent Management System ICIMS and makes intelligent choices about where to digitally recruit.
-  MV uses **Phenom People**, our candidate relationship management platform that uses AI and machine learning to enhance the hiring process by connecting job seekers with employers and streamlining talent acquisition. This platform enhances the experience for candidates, recruiters, and employees by streamlining talent acquisition and improving engagement. With its data-driven insights and automated workflows, Phenom People helps MV attract top talent and reduce time-to-hire.

Fueled by Engagement

Our mission is to make our application process representative of the employment process and marked by communication, engagement, and support. We want every applicant excited about the opportunity to work for MV and make the process as easy as possible for interested candidates.

Recruiting continually communicates with candidates by phone, email, and often text or instant messaging apps. Continually nurturing a positive relationship with our candidate pool is important because this is our first experience with MV's culture for future employees.

A Culture Built on Pride and Safety

At ETMA, our division thrives on the dedication of long-term employees who are committed to safety and take immense pride in their work.

This strong culture of excellence and responsibility drives us to consistently perform at our best, ensuring top-quality service and a safe, reliable environment for all.



In-Person Community Recruiting

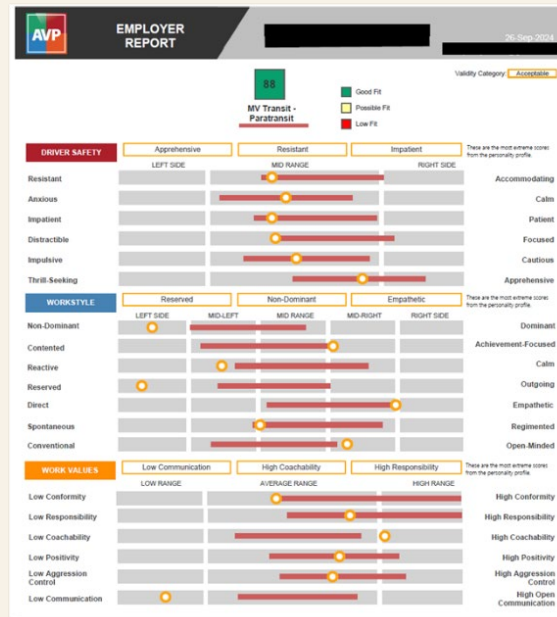
One of the best ways to identify enthusiastic job candidates is to entrench ourselves in the service area. Identifying communities with higher unemployment, those who can conveniently travel to our locations, and those where job-finding resources are available are the first steps in community recruiting. In-Person Community Recruiting includes the following activities:

- **Information Distribution:** Our recruiter advertises open positions weekly by distributing flyers notifying candidates how to apply and whom to call if they have questions.
- **Identify Non-Profit Organizations Targeting Job Seekers:** MV's Community Plan establishes strong ties to Community Non-Profit Partners with job development, workforce readiness, and re-entry programs. Many of these organizations pre-qualify and refer candidates to MV. We will contact such organizations in the area, including registered SNAP CAN providers.
- **Partner with Colleges, Trade Schools, and Universities:** In addition to establishing relationships with educational institutions, MV will participate in job fairs hosted by local colleges, trade schools, and universities. Additionally, we will collaborate with their career centers to advertise and promote entry-level career opportunities at our locations.
- **Recruiting Booths in the Community:** MV's recruiting team will set up a recruitment station at local international grocery stores, refugee centers, and high foot traffic areas to promote job opportunities with MV.

Personality Testing for Recruiting

MV is pleased to roll out our unique hiring program for the shuttle services, which adds a layer of personality testing during recruiting and hiring. To address the problems of work staff shortage and employee turnover, MV launched pilot programs and implemented Talent Click's applicant personality testing specific to MV's needs, which is required to run a successful operation. **This test is a highly tailored assessment designed to match the traits required for a vehicle operator role.** Using this assessment, we can identify candidates

whose personalities and values align with MV's safety, performance, and tenure expectations. The Talent Click system generates interview questions and offers coaching plans based on the applicant's scoring. We are confident that this will help us screen for immediate hires and address long-term turnover by selecting only those operators who meet all safety requirements and are more likely to stay.



Passive Sourcing

Passive sourcing is an outstanding addition to our recruiting efforts. This approach considers mining candidates from resume postings on Indeed, CareerBuilder, and ZipRecruiter.

Our recruiters evaluate the credentials of job seekers who post their resumes online. They contact these individuals to gauge their interest in the job to reach out to 70-100 contacts via text, email, and phone. They conduct phone interviews with new candidates from these efforts and schedule qualification processing for pre-qualified candidates. *At MV's location for LADOT in Los Angeles, 80 percent of our candidates were identified with passive sourcing.*

Passive sourcing also includes reaching out to "Boomerang Candidates" – people who worked for MV previously but are interested in returning due to personal reasons, improved compensation, or other reasons.

Application, Qualifications, and Hiring Process

MV Transportation, Inc. has an Equal Opportunity Employment (EEO) policy and will not discriminate against any employee or applicant because of age, race, religion, color, sex, disability, national origin, or any other characteristic protected by the law.

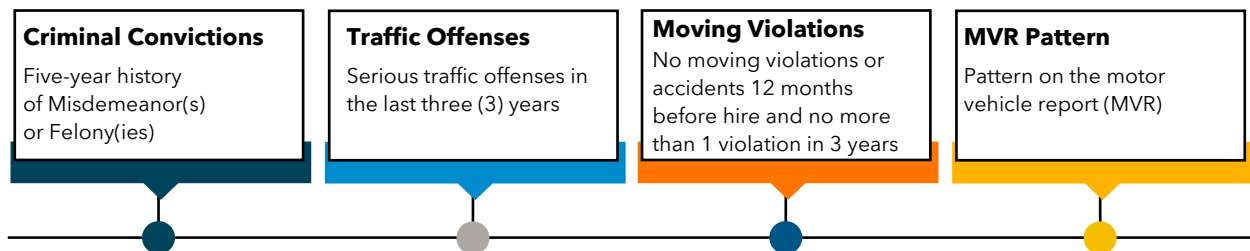
MV posts all career opportunities, from vehicle operators to management staff, on our website (careers.mvtransit.com), which is powered by CareerBuilder, LLC.

An applicant begins the employment process by completing an online application. Our team reviews the application to determine if the applicant meets the qualifications. Applicants meeting the minimum requirements attend an interview with the hiring lead, who assesses their customer service skills and fit for the job. Upon successful completion of their interview, the applicant's qualifications process begins.

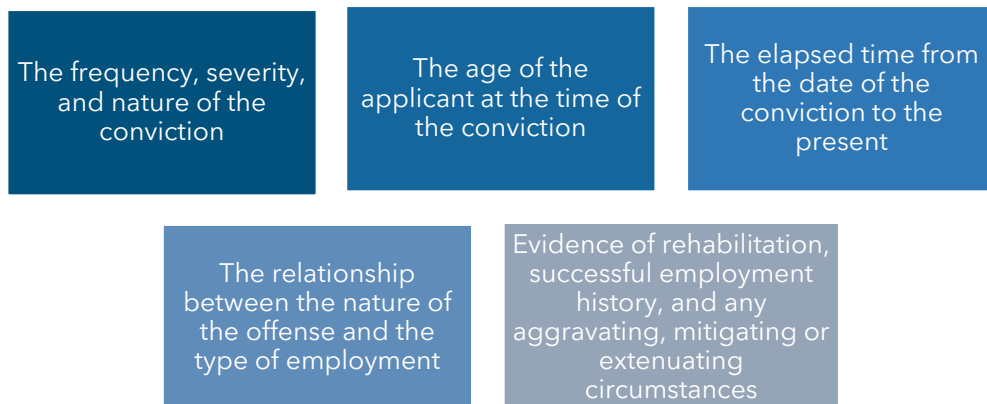
The hiring lead will contact the applicant and request that they review and sign the required release documents, including an application for employment, background check disclosure and authorization release, FTA or FMCSA DOT disclosure and authorization, and an I-9 Express Online I-9 verification.

MVR and Background Check Review

Once the applicant completes the necessary disclosures, our corporate qualifications department assesses the applicant. This team orders all motor vehicle records (MVRs) and background checks to determine if any of the following items are present:



Our team reviews criminal convictions and motor vehicle reports and assesses based on the Equal Employment Opportunity Commission (EEOC) guidelines, along with the following eligibility factors:



Our qualifications team initiates an individual assessment if these reports reveal adverse information. The applicant receives a pre-adverse letter and a copy of their background reports; the applicant can contest the report within seven business days.

If the applicant provides appropriate documentation clearing the issues cited, our qualifications team notifies the local hiring lead that the applicant is qualified. Otherwise, the

qualifications department issues a disqualified notification to the hiring leader, who will, in turn, notify the applicant.

Pre-employment Testing

MV requires every covered employee who performs a safety-sensitive function as described in the FTA regulations Part 655 and the FMCSA regulations Part 382 to submit to a pre-employment drug and alcohol test. Additionally, applicants may be required to pass a DOT or non-DOT physical examination (depending on the position). Refusal to submit to these requirements serves as an automatic disqualification from employment.

We manage all testing and physical appointments through eScreen, Inc. A medical review officer (MRO) reviews exams and test results to ensure compliance with DOT requirements. This review is based on the medical standards set forth by FMCSA (49 CFR 391.41) and medical guidelines.

Retaining Existing Employees – Labor Code 1070

MV Transportation declares that it will retain the employees of its service location for not less than 90 days. MV shall retain employees employed by prior contractors or subcontractors, except for reasonable and substantiated cause. That cause is limited to the particular employee's performance or conduct while working under the prior contract or the employee's failure of any controlled substances and alcohol test, physical examination, criminal background check required by law as a condition of employment, or other standard hiring qualification lawfully required by MV.

Company Retention Strategy

MV's retention strategy is crucial for organizational success. By keeping top talent, we maintain a stable workforce, boost productivity, and cut turnover costs. This approach builds a motivated, skilled team and drives sustainable growth and competitiveness.

The public transportation industry experienced vehicle operator shortages during and after the 2020 COVID-19 pandemic. Turnover was due to early retirements, career changes, or employees taking new jobs with competitive wages and less responsibility. These trends over the past four years have shaped MV's recruiting strategy for the future.

As hiring efforts proved successful, MV's corporate team shifted its attention to retention.

Operator Tenure at ETMA: A Foundation of Experience and Reliability

MV's ETMA team proudly boasts an average operator tenure of **9.54 years**, a testament to the strength and stability of its team. Many of our operators have over a decade of service, while others are steadily growing within the organization. This deep well of experience translates directly into safer, more reliable transit service. Long-standing operators bring unmatched institutional knowledge, consistency, and a commitment to customer satisfaction—ensuring every ride reflects ETMA's dedication to operational excellence.

Acquiring new hire candidates was only the initial step; developing them into experienced professionals was essential for strong performance in the field.

In 2023, we began two initiatives that helped us achieve better employee retention.

- First, we applied deep analytics from hiring data (turnover metrics, exit interview findings, engagement survey results). We created proprietary dashboards with actionable data revealing why and when people left their jobs. As an early warning system, this platform allows us to track the weekly dynamic changes as we implement mitigation strategies.
- Then, our corporate and regional HR teams partnered with our local teams to create personalized action plans focused on employee retention, based on the data. This includes weekly calls to discuss shortages and retention, providing new interview tools to help managers find the right candidate, and refocusing our local team on employee engagement. This CEO-driven initiative included intensive training and education for our local leadership teams.

Our turnover numbers illustrate the impact of MV's retention strategy. By November 2023, our turnover was down 400 basis points; by December, we saw another 100 basis points; and by January 2024, we saw a reduction of another 500 basis points.

Other Key Components of our Retention Strategy Include:

Competitive Compensation and Benefits	• Offering fair pay and comprehensive benefits shows employees they are valued.
Career Development Opportunities	• Providing training, mentorship, and pathways for advancement fosters growth and satisfaction.
Recognition and Appreciation	• Celebrating achievements and providing feedback helps employees feel seen and respected.
Work-Life Balance	• Supporting flexibility and wellness ensures employees can thrive professionally and personally.
Open Communication	• Creating channels for feedback and addressing concerns builds trust and loyalty.

2. Training and Incentive Programs

New Investments in Safety and Training

In 2024, MV significantly invested in technologies, resources, training, and programs to enhance our safety initiatives and performance. Since the beginning of the year, the

corporate safety support team has expanded by over 50 percent, and by the end of 2024, we anticipate this team will double in size. This substantial investment promotes safety excellence and provides our team members with the necessary knowledge and skills to prevent accidents, safeguard lives, and cultivate a safety-oriented culture.

Training is essential for ensuring safety standards. Therefore, a new training department has been established with the appointment of a Director of Operations Training and Regional Training Managers. This team develops training programs to meet identified needs, particularly in areas like defensive driving. Several initiatives are currently being developed to be introduced to the ETMA services, including:

- Enhanced safety communication strategies around fundamental techniques.
- Safety manager excellence academy for extensive overviews and training of key areas.
- Accident investigation certification program and updated supervisor development training.
- Master instructor certification program to engage qualified instructors at an elevated, world-class level.

To further support training excellence, we have invested in and deployed an application to record digital training records for our operators (“OET app”). This digital platform revolutionizes the training curriculum. It enables comprehensive data analysis of our safety training program. The application automates and streamlines reporting to perform audit reviews or training program effectiveness reviews. For example, we can analyze graduation rates, drop rates, reasons, and performance against critical training standards and monitor the timeliness of post-graduation evaluations.

This innovative application enables managers and trainers to monitor training progress and evaluations as they are completed in real-time. Furthermore, the OET app streamlines training records' tracking and auditing process, ensuring a seamless and automated workflow.

This investment ensures that training remains ongoing, providing regular refresher courses and opportunities for continued professional development. At MV, we strive for a culture that focuses on our top priorities: safety and our passengers, and we always deliver excellence. This investment will result in meaningful progress as we take a more comprehensive approach to our safety management systems to enable safety excellence further.

a. Operator Excellence Training (OET)

About OET

Operator Excellence Training, or OET, is MV's proprietary operator training program that leverages training materials, best practices, and ongoing guidance from USDOT, FTA, TSI, NTI, NHTSA, the Department of Homeland Security, and APTA. It is ELDT compliant and has been deployed at MV's locations nationally. This training is where our safety culture starts, and it keeps our trainees engaged, alert, and immersed in learning about safety.

OET is built on the Safety 360 Defensive Driving Principle that reminds operators to keep a 360° field of vision and 360° of space around the vehicle while driving. It embeds a 4-hour passenger transportation-focused customer service module, which unites traditional customer service techniques with robust sensitivity training to reinforce an outstanding customer experience for all.

BENEFITS OF OET TO ETMA

- ETMA will have the most up-to-date operator training program available today, distributed on the most modern platform available.
- This proven operator training has been deployed at more than 100 public transportation contracts nationally.
- ETMA operators will be consistently trained to rigorous standards of safety, professionalism, sensitivity, and customer service – promoting ETMA's brand as a safe, people-focused service.

About MV's Training Initiative

In 2024, MV invested significantly in the training program, focusing on both talent and technology to enhance safety standards.

Expanding our Corporate and Regional Support

Under this new structure, we have doubled our safety staffing and built out a training division for our corporate and regional support. **Long-time MV training professional Sarah Walter has been appointed our Director of Operations Training, and regional training managers are in place to support our local operations.**

Program Design, Approach to Learning, and Guiding Principles

MV performed an extensive evaluation of commercially available professional operator training programs in the market to determine whether any satisfied the rigorous standards we had set moving forward:

- Built upon industry best practices and guidance from industry-leading and regulatory resources
- Centered on the core principles of defensive driving
- Appropriate and relevant to the health, security, and safety risks faced by operators today
- Focused on reducing unsafe behaviors, following Heinrich's law that for every 300 unsafe acts there is 1 accident.



- Easily customizable to our individual customers' training needs
- Able to be revised quickly and globally to comply with any changing regulations
- Flexible in design so that specific modules could be purposed for retraining and refresher sessions

Without a clear choice satisfying our requirements, MV opted to invest a million dollars in creating, developing, and deploying a new operator training program, Operator Excellence Training, or OET.

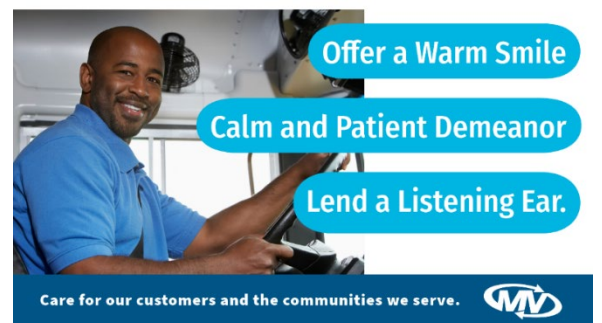
OET comprises five training settings with accompanying materials designed to progressively move the trainee from behind the desk to behind the wheel:

	<i>FIXED ROUTE TRAINING HOURS</i>	<i>PARATRANSIT TRAINING HOURS</i>
<i>Classroom</i>	29.60	29.43
<i>Pre-driving skills</i>	4.50	4.50
<i>BTW Hours</i>	31.50	21.00
<i>Skills Course</i>	6.00	5.50
<i>Basic Driving Skills</i>	25.50	15.50
<i>Observation Hours</i>	36.00	25.50
<i>Cadet Driving Hours</i>	15.00	15.00
<i>Final Driving Evaluation</i>	1.00	1.00
<i>Total Time</i>	117.60	96.43

OET is dynamic, interactive, and built for adult learning. The training design is meant to impact the trainee in three ways: Affective, by encouraging a positive attitude; Cognitive, by building the trainee's knowledge, and Behavior, by developing the trainee's skills. Throughout the training program, the trainee learns about the importance of **Safety 360°** - a holistic safety approach to maintaining 360° of visibility and a 360° safety cushion of space around your vehicle.

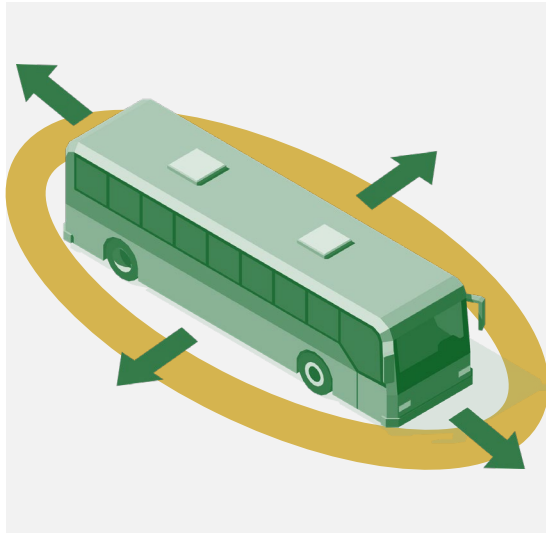
OET is the building block to our safety culture. It also recognizes that mindset is important, so throughout the program we reinforce our shared vision of Safety: Everybody, Everywhere, Every Time, where everybody is actively exhibiting safe behavior everywhere they are and at every time of the

The Platinum Rule reminds us to treat our passengers with the respect and care they deserve.



day. Daily safety messages reinforce our safety and service culture, promoting key elements of OET related to safe driving, employee health, and customer care.

The OET video library is built on a streaming platform that allows users to stop and start at



360° of Proper Visibility

- Look 15 seconds ahead.
- Check mirrors every 5-8 seconds.
- Change point of focus every 2 seconds.
- Rock n Roll looking left, right, left.

360° Cushion of Space

- Minimum 4 second following distance.
- Space on all 6 sides of vehicle.
- Avoid driving in bunches.
- 4-foot curbside clearance.
- 10-foot space when stopped behind another vehicle.

their own pace and is accessible to all MV locations via the internet.

We have training curricula built for four levels of operators; however, since OET is a modular program, we can easily customize the content for each trainee type or create additional trainee types:

New Hire with a CDL:	New Hire without a CDL:	Incumbent:	Like Service:
The trainee has a CDL but has no experience operating as a professional operator for a passenger transportation service.	The trainee has no experience operating as a professional operator for a passenger transportation service and does not hold a CDL license.	The operator is currently employed by the outgoing contractor and is being onboarded with MV as part of the service transition.	The operator has experience as a professional operator for a passenger transportation service and has all appropriate licensing, but has not worked for this service or for MV.

Developing the Professional Operator

MV's OET training is comprehensive and covers a wide range of topics essential to professional bus operation and public transportation service. In addition to safe driving skills, defensive driving techniques, and on-road operation of a public transit vehicle, our training includes education core to becoming a professional operator:



Customer Service

Customer service training is administered through a 4-hour training class titled Platinum Connection Customer Service, or PCSS. PCSS guides trainees to treat others how they would like to be treated. It teaches trainees to make customer-centric, solution-oriented choices focusing on personal responsibility. The training relies heavily on the acronym ACE (Attitude, Choice, and Empathy), encouraging trainees to “Ace the customer experience.” PCSS includes education on interacting with difficult passengers, de-escalation techniques, and communication strategies to mitigate conflict.



Passenger Sensitivity

Besides educating trainees on ADA law and common disabilities, we train all operators to demonstrate passenger sensitivity as a matter of practice. This training includes assisting passengers who use mobility aids, speaking to passengers at eye level, securement of passengers in mobility devices, asking permission before touching a mobility device. During our passenger sensitivity training, we often work with community members and disability advocates to speak from real-life experiences. We also require trainees to navigate by boarding a bus in a wheelchair or blindfolded, so that they can experience the customer experience from the point of view of someone with a disability. Passenger sensitivity refresher training is administered.

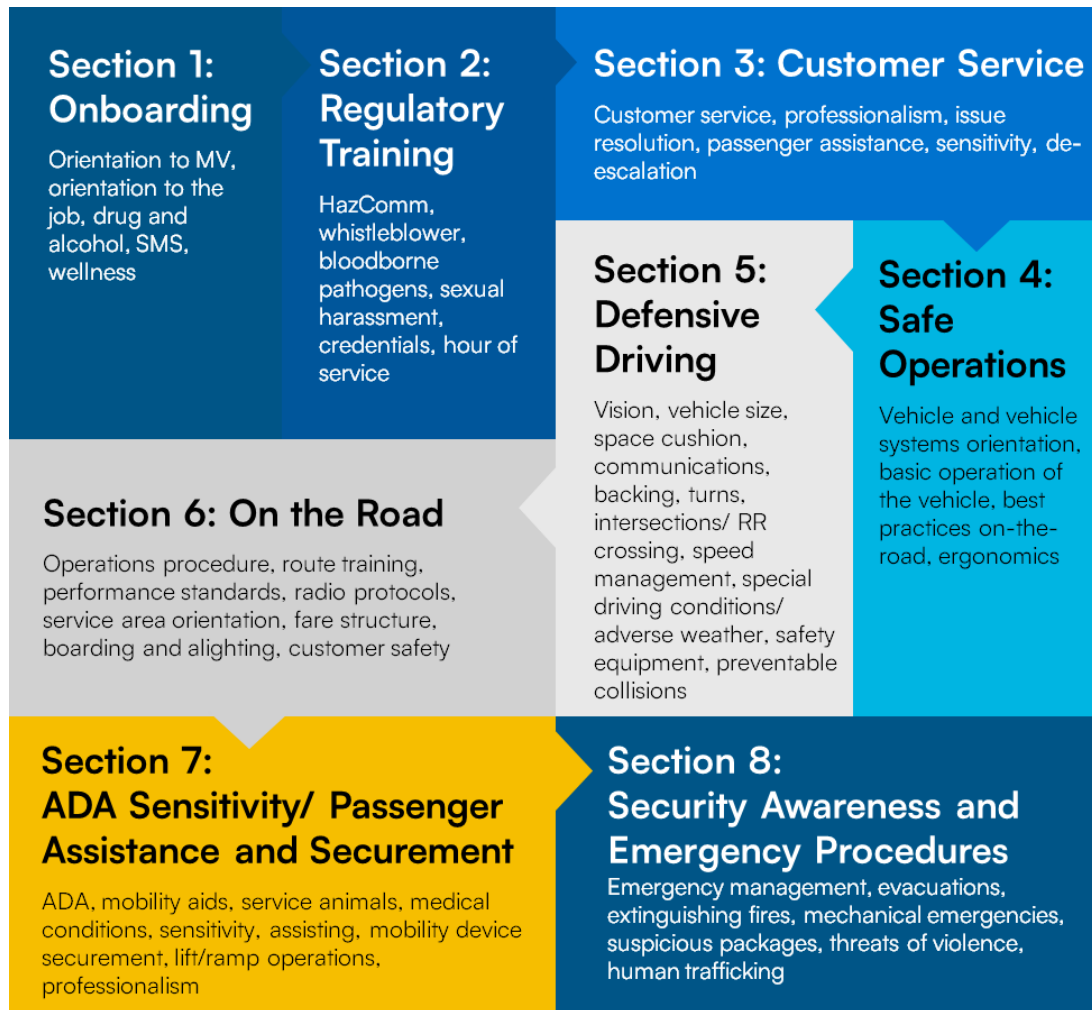


Security Awareness

The role of the professional operator requires heightened awareness and vigilance against public security threats. MV trains our operators in emergency management and emergency response for safety events on the bus (for example, handling vehicle evacuations or bus fires) as well as detecting security threats in the public. This includes active shooter response, how to detect and report suspicious packages, how to respond to threats of violence, and how to identify the signs of human trafficking. This training includes proper use of codewords when communicating with dispatch, as well as interacting with emergency personnel and law enforcement.

Eight Areas of Classroom Training

Classroom training is divided into eight topics, each broken into modules that have video, classroom discussions, questions and answers, and quizzes. Individual modules are designed to be easily consumable while reinforcing the principles taught in each session.



Pre-Driving Skills – Classroom Onboard the Vehicle

Before we ask a trainee to operate a service vehicle, we orient them to the vehicle well in advance. During this part of the training, each trainee sits in the operator's seat and familiarizes themselves with the bus controls and the onboard technology. They adjust their mirrors, get a feel for the size of the vehicle and its spacing, and they put into place the skills they learn in Section 4 of Classroom Training. All trainees are educated on how to deploy the mobility device lift/ramp and get the opportunity to touch and feel the mobility device securements.

26 Defensive Driving and Performance Skills of BTW Training

Behind-the-wheel training begins with a coned skills course and ends with the mastery of 26 specific defensive driving and performance skills.

- **Closed Skills Course (6 hours):** MV creates a skills course in the yard, delimited by traffic cones, that trainees practice vehicle maneuvering. A trainer is on board with the trainee observing their driving and providing commentary as the trainee navigates the

course. During this training, the trainee practices braking, turning, and managing curves.

- **Basic Driving Skills (25.50/15.50 hours):** During this training, the trainee operates the vehicle on the road. With a trainer aboard providing guidance, the trainee practices commentary driving as they practice driving on the road, sharing the road with other vehicles, cyclists, and pedestrians. During this training, they operate the bus controls, practice making stops, and navigate the route using the onboard MDT.

Before graduating from BTW training and moving on to Cadet training, trainees must demonstrate proficiency in the following areas.

- | | | |
|--|--------------------------------|--|
| 1. Pre-trip Inspection | 10. Following Distance | 19. Pedestrian and Bicyclist Awareness |
| 2. Seat Adjustment | 11. Adverse Weather Conditions | 20. Crossing Railroad Tracks |
| 3. Mirror Adjustment | 12. Decreased Visibility | 21. Service Stops |
| 4. Lights, Signals, and Horns | 13. Lane Changing Procedures | 22. Lift / Ramp Operation |
| 5. Use of Accelerator | 14. Passing Procedures | 23. Mobility Device Securement |
| 6. Use of Brakes and Anticipated Stops | 15. Merging Procedures | 24. ADA Announcements |
| 7. Straight Forward Driving | 16. Right Turns | 25. Commentary Driving |
| 8. Straight Backing | 17. Left Turns | 26. Post-Trip Inspection |
| 9. Narrow Streets and Low Clearance | 18. Navigating Intersections | |

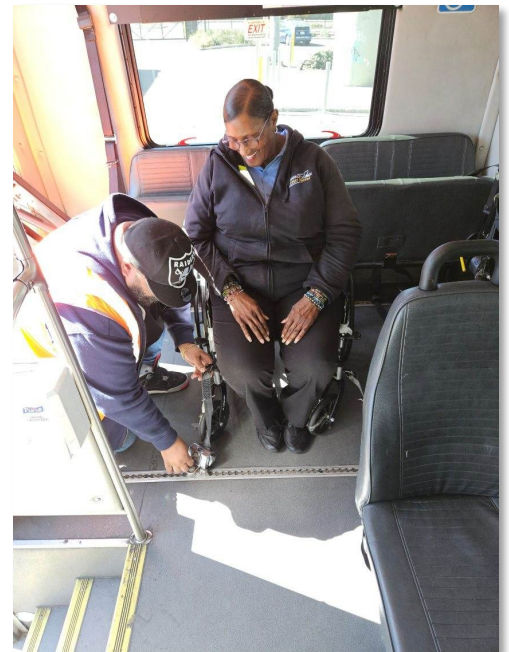
Observation Training

Observation training represents the time that a trainee is on the vehicle during BTW or Cadet training, but they are observing another train behind the wheel. During this training, the trainee listens to the instructor guide the operator while on the road, providing guidance and instruction, as they watch the BTW trainee maneuver the bus. Also, during these sessions, trainees may observe the instructor operating the vehicle. By training at a 2:1 ratio, we ensure that each trainee receives dedicated one-on-one training with their instructor. This approach also creates a more enjoyable experience for the trainee.

In-Service Training (Cadet Training)

When a trainee has passed all classroom and BTW testing, they enter the final phase of their training – in-service training. This training occurs on an operating route, and the trainee operates the bus in service under the observation of a certified cadet trainer.

During this training, the trainee greets all passengers, collects the proper fares, observes the proper time points, and communicates with dispatch. They assist passengers using the mobility device lift, and they are responsible for securing all passengers' mobility devices. During cadet training, the trainer homes in on any areas where the trainee requires refinement, while they assess the trainee's



Mobility device securement training

safety, driving behaviors, use of onboard technology, and passenger interaction. The trainer provides feedback throughout the process, in real-time.

Monitoring Training Program Effectiveness

To confirm the effectiveness of our training program, we evaluate each new operator's performance at 45 and 75 days post-graduation and conduct training evaluation questionnaires.

We also routinely audit various phases and components of the training process, including documentation and trainers. Trends, areas of opportunity, and standards reviews are conducted during meetings with the training staff.

Ongoing Training

Throughout the operator's career, they receive 12 hours of annual retraining through Mandatory Safety Meetings. MV's corporate safety team creates all curricula, promotional items, and materials for these meetings, each focusing on a different safety area. Our local Safety and Training Manager, Darinay Watson, will customize the content of these meetings to refresh attendees on safety and customer service trends we are seeing. During these meetings, we recognize top performers, celebrate milestones, and provide updates on the current incentive program or competition status.

In addition to the annual safety meeting refreshers, we retrain operators at the following points in their tenure:

Type of Retraining	When it is provided	Length of Training	Description of Training
Advanced Training	Annually	8 hours	An overview of all elements in the new driver training program
Return to Work (after 30 days or more of inactive status)	Required when an operator returns from "inactive" status (from a period of 30 days or more).	8 hours	This training consists of a 6-hour classroom review and a 2-hour behind-the-wheel road check. These focus on safety standards, defensive driving skills, and vehicle familiarity.
Post-Accident / For Cause	Required for any driver who has received a "preventable" rating for an accident/incident. This training must be scheduled and given	Varies based on the operator's ability to perform the appropriate tasks to standard.	Post-accident retraining is focused on correcting driving deficiencies and standards that contributed to the accident. The operator must demonstrate the

Type of Retraining	When it is provided	Length of Training	Description of Training
	as soon as reasonably possible.		ability to perform all of the required tasks to standard before being allowed back to driving duties. In case of customer complaints, retraining is conducted through PCCS.
Biennial	At a minimum of every two years	4 hours	Every other year, all operators are required to complete refresher training covering safety standards and defensive driving skills.
Seasonal Refreshers	Annually in the fall before the beginning of the winter season	2 hours	Includes refresher topics appropriate for the region, imminent weather, environmental, and traffic conditions.

Additional periodic retraining includes:

- Eight hours of behind-the-wheel instruction including emergency preparedness and evacuation procedures.
- Four hours of defensive driving instruction (encompassing the National Safety Defensive Driving course)
- Four hours of training in assistance of elderly and/or disabled passengers. This training must include wheelchair lift operation involvement of persons with various disabilities (vision impaired, developmentally disabled, frail elderly, wheelchair bound), and/or empathy training.

Ongoing Evaluations and Supplemental Retraining

All MV operators employed under the contract will undergo evaluations at least once every six months by a qualified instructor or supervisor. These evaluations will include documented in-service assessments and checks of licenses and medical certificates.

Supplemental remedial training will be administered to any operator who does not meet expectations. This training will be necessary in cases where employees exhibit unsafe behaviors with persons or property, fail to adhere to ETMA or MV processes, procedures, or policies, conduct themselves unprofessionally with customers or coworkers, have a valid complaint filed against them, or are involved in a preventable incident with a customer or

vehicle. The training will be tailored to the specific situation, following our retraining matrix to ensure maximum effectiveness.

b. Dispatch Training

Shuttle dispatchers are responsible for ongoing service management. They mitigate delays by proactively monitoring service and responding to disruptions quickly and thoroughly. They assist operators as needed and serve as the operator's direct support in the field.

Training for fixed route dispatchers lasts up to 80 hours and starts with an orientation to MV and ETMA and an explanation of the services we provide. We walk through the employee handbook and employee policies to ensure they are thoroughly explained to the trainees. We review the job purpose and description and provide service area training to familiarize trainees with the operating area.

Once they are acquainted with the service, ETMA, MV, and the service area, we begin regulatory and MV-standard training in drug and alcohol procedures, reasonable suspicion, Sensitivity and ADA training, four hours of customer service training, accident, emergency procedures, and harassment training.

Rounding out the training is the hands-on training using the equipment in the dispatch office. Trainees learn proper radio procedures, the ten code system, and phone etiquette training. They also spend significant time learning the TripShot software, the dispatch screens, the AVL map, and system features and functions. They know how to log operator assignments, monitor pullout, log incidents, open and close runs, create detours, and dispatch an extraboard, using this system.

The training culminates with up to two days of on-the-job training under a supervisor. During this critical training period, the fixed route dispatcher works under the supervision of a senior dispatcher or supervisor, who provides constructive feedback and guidance to the trainee as they acclimate to their job.

c. Road Supervisor Training

Road supervisors are the operators' direct line of support in the field. They are stationed in the service area strategically to minimize their response time when dispatched. Throughout their day, they perform operator evaluations, provide ongoing coaching to operators, respond to riders' questions or complaints, perform incident or accident investigations, and assist during road calls. They are actively engaged with the operator workforce, and when hiring road supervisors, we look at our strongest performing operators who are interested in progressing their careers.

We require all road supervisors to complete MV's initial operator training upon hiring or previously working as an operator. In addition to this training, road supervisors undergo an

additional four hours of job-specific training. MV developed this training in partnership with AvatarFleet and is used across MV's national operations. The program comprises six courses designed to improve coaching ability, promote safety awareness, reduce the frequency of incidents, and improve the overall rider experience.

In addition to the 4-hour Avatar Course, road supervisors also undergo reasonable suspicion training (2 hours) and training to become certified as behind-the-wheel trainers (20 hours).

Employee Spotlight

Gerald Coats, road supervisor

Gerald Coats—affectionately known as Gee—is a shining example of what it means to lead with integrity, professionalism, and heart. Since joining MV in 2022, Gee has quickly advanced from operator to road supervisor, demonstrating strong initiative, deep operational awareness, and a can-do spirit that inspires those around him.

Gerald consistently goes above and beyond, embracing challenges with a positive attitude and delivering dependable results. His friendly, approachable nature makes him well-liked among his peers and respected by the operators he supports. Known for his professionalism and pride in his work, Gerald embodies MV's core values and sets the standard for excellence.

With over a decade of experience in transportation—including time with Greyhound and as a paratransit operator—Gerald brings a wealth of knowledge to the role. His early career began with delivering baked goods for a local bakery, and that experience ignited a passion for transportation that led him to MV.

As a Road Supervisor, Gerald monitors on-street operations, conducts site checks and road observations, covers vacant shifts, and ensures compliance with client and company policies. His top three achievements at MV include earning client satisfaction, promoting teamwork, and solving problems under pressure.

He is especially proud of receiving the prestigious Katherine McClary Award and of the growth he's experienced within the company. What does he love most about his job? The opportunity to grow, collaborate with a supportive team, and be part of the MV family—a place where everyone looks out for one another.



d. MV General Manager Development Academy

Our General Manager Development Academy (GMDA) brings our general managers together nationwide to share knowledge, learn from each other, and expand their leadership



skills. Investing in the development of our employees is one way we ensure our customers receive quality service.

Over the six-week program, they will experience exciting and challenging opportunities to gain insight into and enhance their leadership skills. Our goal in this program is to help managers become familiar with behavioral expectations, knowledge, skills, and abilities to succeed in their roles.

The program is a combination of classroom and virtual learning sessions as well as team-building activities.

As part of their graduation, they will create an Action Plan of three to five items they want to focus on once they return to their locations. During the final week, they will present their Action Plans to a panel that provides instant feedback and recommendations.

Recognizing Leadership Excellence at MV

We are thrilled to announce that **Accounting Manager Pauline Coleman** has been selected for the 2025 General Manager Development Academy, a prestigious program to cultivate future leadership.

Additionally, Project Manager Jennifer Singer received the 2024 **GM Leadership Award** for the Northern California Region, highlighting her exceptional leadership and dedication to excellence.

e. Ongoing Refresher Training

Throughout an employee's career they are subject to refresher training at the following times:

<i>TYPE OF RETRAINING</i>	<i>WHEN ITS PROVIDED</i>	<i>LENGTH OF TRAINING</i>	<i>ATTENDEES</i>	<i>DESCRIPTION OF TRAINING</i>
<i>Safety Meetings</i>	Monthly	1 hour	All managers, staff, supervisors, and operators	All employees attend safety meetings, where we provide valuable retraining, refreshers, customer service reminders, and hold presentations regarding that month's safety topic. We also review upcoming changes to the service, and any operational changes that need to be communicated. Safety meetings include reviews of key safety trends we are seeing along with their remediation strategies.
<i>Department Meetings</i>	Monthly	1-2 hours	Staff and Supervisory Personnel	These are meetings where we discuss current service performance, customer service, efficient reporting, best uses of provided technology, and standard operating procedures

<i>TYPE OF RETRAINING</i>	<i>WHEN ITS PROVIDED</i>	<i>LENGTH OF TRAINING</i>	<i>ATTENDEES</i>	<i>DESCRIPTION OF TRAINING</i>
Refresher Training (Various)	Throughout the service year	40 hours	Technicians	Throughout the service year, technicians receive up to 40 hours of retraining from vendors and OEMs. In addition, MV provides ASE training to technicians seeking certification.
Toolbox Meetings	Monthly	1 hour	Technicians	This comprises of safety meetings regarding pertinent safety matters such as OSHA, hazardous materials cleanup, and PPE. and regular retraining from vendor experts on brakes, electrical, and air systems.

f. Safety Program

At MV Transportation, safety is not a policy—it's a core value. Our comprehensive Safety Program is embedded into every aspect of our operations, from driver training and vehicle maintenance to route planning and customer service. We operate under the guiding principle of "Safety First: Everybody, Everywhere, Everytime," which reflects our unwavering commitment to protecting passengers, employees, and the communities we serve.

MV's Safety Program stands apart in the industry due to its depth, consistency, and accountability. Unlike competitors who may treat safety as a checklist or compliance obligation, MV embeds safety into our organizational culture. We don't just meet minimum regulatory standards—we exceed them. Our proactive approach includes real-time incident monitoring through advanced technology, predictive analytics to identify potential safety risks, and dedicated regional safety leadership to ensure consistent execution across all contracts.

One of the defining aspects of MV's Safety Program is our **Behavior-Based Safety (BBS)** methodology. This data-driven approach monitors operator behavior through on-board systems and coaching tools, enabling early intervention and continuous improvement. Operators receive individualized coaching based on actual performance data, helping them improve habits and reduce the likelihood of accidents. This is reinforced by our **Safety Performance Incentive Program**, which rewards safe driving and reinforces positive behavior.

Our comprehensive **Operator Safety Training** is another area where we outpace the competition. MV provides intensive initial training that exceeds industry standards, followed

Safety Excellence at MV

ETMA was recognized as the **medium division winner** in the 3rd quarter/pilot of MV's company-wide safety campaign, "Everybody, Everywhere, Everytime".

These accomplishments highlight our dedication to maintain top-tier safety standards and promoting operational excellence across the organization.



by regular in-service refreshers, defensive driving modules, and hands-on scenario-based instruction. In contrast to many providers, MV ensures that training is not a one-time event but a continuous process.

Additionally, MV's safety commitment is supported by our **regional and corporate safety infrastructure**, which includes roving safety managers, on-site audits, and a centralized database to track safety trends across all locations. This system of layered oversight ensures that best practices are shared systemwide and that safety remains a visible, top-down priority.

Clients who choose MV can be confident they are partnering with a provider that doesn't just prioritize safety—it leads the industry in developing, implementing, and sustaining safety innovations. **Our results speak for themselves: lower accident rates, higher employee retention, and greater rider confidence. In an industry where every incident matters, MV's approach is proactive, personal, and proven to outperform.**

Safety: Everybody, Everywhere, Everytime

SAFETY
everybody everywhere everytime

At MV Transportation, safety is driven by people. We believe that nothing is more important than the safety of our employees, the traveling public, and the communities we serve.

Safety is a core value of **every** MV employee and applies to **every** aspect of our company – **every** decision, action, movement and interaction. We make safety our top priority because it helps secure our future and it's simply the right thing to do.

A successful safety culture, where zero incidents occur, is possible and starts with leadership and requires an active commitment to put safety first from everyone. This is why the motto for every MV operating division is Safety: everybody, everywhere, everytime.

everybody

A commitment to safety for **ALL** – MV employees, customers, passengers and communities.

everywhere

Throughout our operations and the communities we serve – MV facilities, MV vehicles, in our personal lives, and in our neighborhoods.

everytime

MV employees always **think** safe and **act** safe without exception – on and off the job.

This idea represents a guideline for advancing our organization into the future and outlines an expectation for each employee. We all have a personal responsibility for **thinking safe** to identify the hazards associated with our activities and **acting safe** to minimize them. Think safe and act safe is the most important behavior for keeping ourselves and others safe, at work and at home.

MV Transportation, Inc. pledges to pursue the continuous improvement of safety practices to make our culture of safety world-class. We provide an open environment that encourages meeting safety standards and empowers employees to stop unsafe work. We are dedicated to the distribution of resources and the application of best practices across the organization to achieve our objectives.

We establish our culture of safety during onboarding and cultivate it with safety programs like daily safety messages, monthly safety meetings, regular safety blitzes, and companywide safety standdown events. We provide ongoing safety training for all employees through 45- and 75-day evaluations of new hires, regular coaching in response to risky behaviors, annual road evaluations of drivers, and annual retraining of drivers, road supervisors, trainers, and technicians.

MV's Safety Management System Structure

MV's Safety Management System is designed to identify, assess, eliminate and/or control operational hazards and their associated risks. It is built on a platform of four Pillars that define key components for continually improving safety performance and compliance.

Safety Excellence Recognized at ETMA

In the March 2025 ETMA customer satisfaction survey, MV earned an outstanding **9 out of 10** for our safety program. This score is a testament to the dedication of our team and the strong safety culture we uphold every day.

ETMA Executive Director Daniel Oliver said, "I have appreciated MV's partnership operating the Emery Go-Round service. The operations team is truly the face of the program and lends to its success. Jennifer Singer has been an active partner in not just maintaining the program but looking for opportunities for improvement."

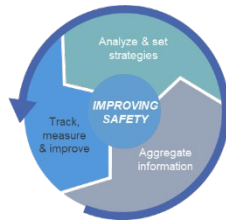


sets clear expectations, and allocates resources.	continuous improvement of our safety culture.	- Operational Controls - Event Investigation, Evaluation, and Lessons Learned - Emergency Preparedness and Response	enables management to make informed decisions and exceed objectives.
Employees are expected to take personal responsibility for their own safety and the safety of co-workers, our passengers, and the public.	- Competency-based Training and Awareness - Stakeholder Engagement		- Safety Assurance - Management Review and Continuous Improvement - SMS Documentation and Record-keeping

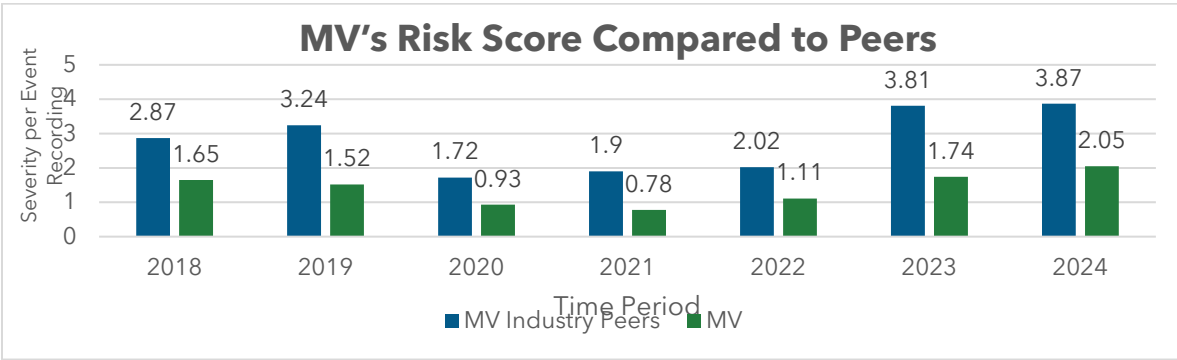
MV has the Lowest Risk Score of all of its Competition

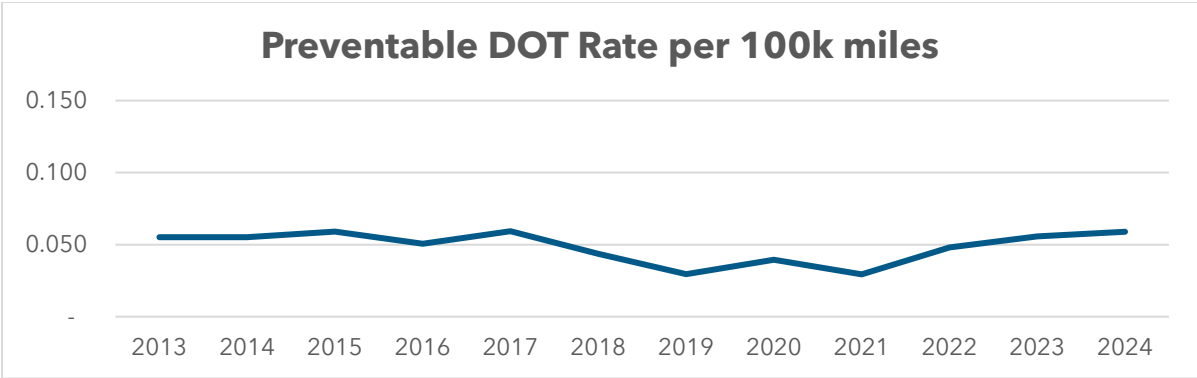
At MV, we relentlessly focus on serving our passengers and clients. To do so, no operational element is more critical than world-class safety.

We are proud of our safety record, and the two charts below demonstrate our safety leadership in the industry. The first chart is data collected by Lytx, the manufacturer of DriveCam. It shows the average severity per event recording for MV and the average of our competition in the contracted market. This data shows that MV is 60 percent less risky than its peers.



The following chart illustrates MV's year-over-year safety record, calculated as NTD-reportable preventable accidents per 100,000 miles. In an industry where the most common performance standard regarding safety is one accident per 100,000 miles, MV's numbers exhibit the effectiveness of our approach to safety.





Safety Technologies Considered in this Offer

MV leverages three industry-leading technologies to help us identify unsafe behaviors and prevent their recurrence before they result in a near miss or event.

Mobileye8Connect Collision Avoidance

The Mobileye solution is passive and designed for the operator. It generates no data and alerts the operator of potential collisions. **Mobileye** comprises a small camera that is mounted behind the rear-view mirror. It detects and alerts the operator of the following hazards on the dash-mounted display: impending forward collisions (while accounting for speed), the presence of pedestrians or cyclists, lane departures, and speed limits.



Mobileye gives operators the opportunity and the time to recover from a potential accident by changing their safety behavior. This technology works in daylight and nighttime and is the foundation of Mobileye's self-driving technology, which is currently used in commercial vehicles.

MV's DriveCam Coaching Delivers Results - and We are Raising the Bar!

MV has achieved an impressive **97 percent DriveCam Coaching Effectiveness Score**, demonstrating our commitment to identifying and correcting risky behaviors before incidents occur. This milestone reflects the dedication of our operators and coaches to building a culture of safety and accountability on the road.

As we enter the new contract term, we are taking safety even further by equipping every vehicle with Mobileye, an advanced collision avoidance system. When we paired Mobileye with DriveCam, we saw a measurable reduction in DriveCam events, directly correlated to the real-time alerts Mobileye provides to our operators.



Scan the code to learn more about Mobileye

DriveCam by Lytx

The DriveCam technology allows us to collect safety data from the vehicles we operate.

This safety monitoring tool generates extensive data from video clips and categorizes them across multiple datasets. **DriveCam SF-400** offers the latest technology in triggered-event recording technologies.



This small camera is installed on the windshield and continually records a view ahead of the vehicle and a view of the vehicle interior. When triggered by internal sensors, the video clip is saved and transmitted to the DriveCam Fleet Management Platform. Using Advanced Machine Vision and Artificial Intelligence capture, this system accurately categorizes risky driving behaviors and reports results on a detailed dashboard. Within minutes of a triggered event, our team receives DriveCam alerts on their mobile device - giving our team near real-time actionable information.

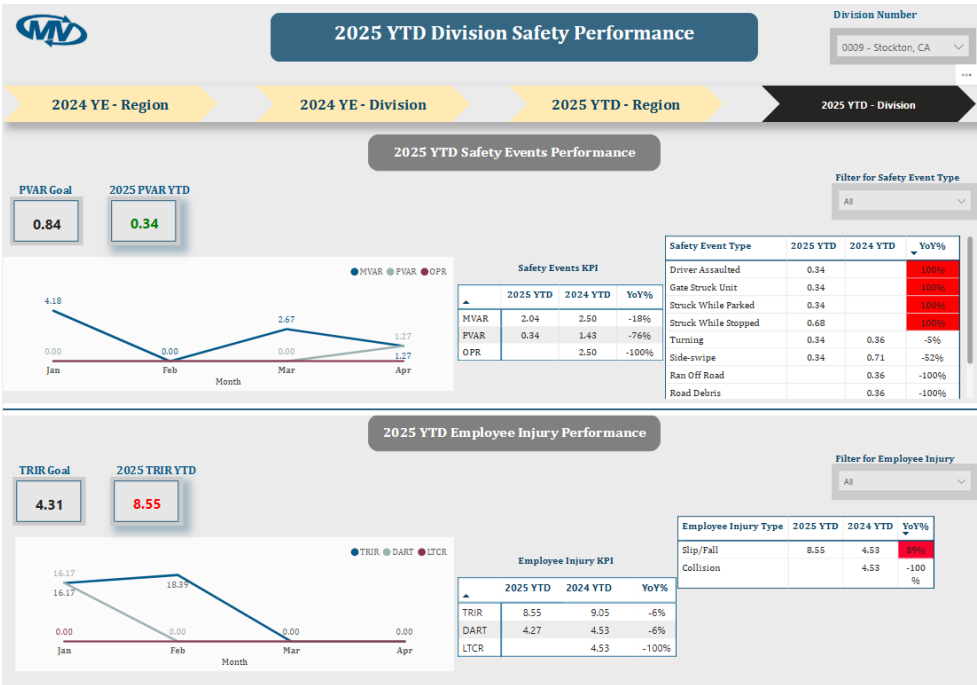


These units contain four high-lumen infrared lights and integrated microphones and can save up to 100 hours of footage that we can access on-demand (for necessary investigations).

MV Safety Insights

This internal technology further analyzes the data gleaned from the DriveCam Management Platform and visualizes the data across multiple lenses.

MV Safety Insights is part of our suite of analytical tools built on Power BI. MV Safety Insights analyzes claims data to provide insights into accident and incident trends, allow us to track our performance against our location specific goals, and inform our local safety events and incentives.



We also use advanced analytics and DriveCam dashboards that help us identify the highest risk factors, including the individuals involved, the nature of the events, the locations, and the times at which these risks are most prevalent in the service.

Sample MV Client

Risky Driver Rollup

Risky Driver Tenure - by Region Rank

Driver Tenure	Top 5 Rank	Rank 6-25	Rank 26-50	Rank 51-100	Total
< 30 day	0	1	1	2	4
< 12 months	4	9	6	10	29
1-3 Years	0	0	2	5	7
4+ Years	1	3	9	16	29
Total	5	13	18	33	69

Risky Driver Behavior Insights

	30 Day Score Count	Δ from Prev	Near Collision	Traffic Violations	Awareness	Fundamentals	Following Distance	Distractions	Customs
Δ Prior 30 Days	70	22	5	61	8	8	5	30	1225
% of Region Total			-50%	-25%	-47%	-33%	-17%	-9%	-7%
			63%	79%	57%	73%	71%	70%	89%

Division's Top 5 Riskiest Drivers

										Top 5 % Change					0%	304%	761%	0%	0%	####	0%	0%	-50%	0%	-100%	200%
										Top 5 % of Total					17%	24%	10%	0%	33%	32%	20%	0%	14%	6%	0%	9%
Driver Name	Division Rank	Region Rank	Top 100 MV Rank	Prior Rank	Division	System Start Date	Driver Tenure	Total Coached Score	Total Coached Events	15 Day Score	30 Day Score	90 Day Score	Collisions	Near Coll Avoid	Traffic Violations	Follow too Close	Awareness	Fundamentals	Distractions	Other Concern	Custom Concern					
	1	2	3	4																						
	1	1	7	2		6/1/2022	< 12 Months	30	6	0	30	40	0	0	6	0	0	0	0	0	0					
	2	2	11	75		6/1/2022	< 12 Months	25	2	15	25	25	0	0	5	0	0	0	1	0	2					
	3	3	17	54		8/26/2021	< 12 Months	20	4	10	20	36	0	0	4	0	0	0	0	0	0					
	4	4	47	-		9/6/2017	4+ Years	15	2	0	15	15	0	1	2	0	0	0	0	0	0					
	5	5	44	8		2/23/2022	< 12 Months	15	4	5	15	39	0	0	2	1	0	1	0	0	0					

Based on the insights gained from these dashboard, we administer coaching or retraining, post signage about dangerous intersections, refocus our safety meeting topics, select safety blitz themes, and more. We continually measure the effectiveness of these actions when assessing repeated behaviors.

Safety Engagement

MV's Safety Management System drives Safety: Everybody, Everywhere, Everytime in content and structure. It serves as the framework for engaging our employees with the safety culture while administering our safety programs at the local level.

Local leadership teams are empowered to integrate MV safety principles into their local operations to promote and maintain a positive safety culture. Management and supervisors are expected to demonstrate their commitment to safety and exhibit the behaviors they want to see as part of their location's safety culture.

Our robust safety promotional program at MV is designed to hold our local management accountable to measure performance and implement safety initiatives that continually reinforce our commitment to safety.

Schedule of Safety Promotion

 Daily Safety Huddle Managers and supervisors establish and communicate the day's safety priorities. Daily Safety Message A new message is distributed companywide and is reinforced at the local level by radio announcement and posting in entryways and operators' lounge.	 Weekly Safety Fundamental of the Week Weekly focus on a fundamental safety skill or behavior that is reinforced through the daily safety messages. Weekly Safety Staff Meetings Key leadership and safety staff meet to review the week ahead, align priorities, and prepare for any events in the planning stage.	 Monthly Safety Meeting Monthly curriculum and materials developed by corporate with required attendance for all employees. Topics for fleet and shop employees. Held during off-peak hours and at multiple time slots to ensure attendance. Safety Task Compliance tasks and quality assurance inspections are completed at the local level.	 Just In Time Safety Blitz In response to safety trends, local teams plan an effort to observe and bring awareness to the area of concern. Safety Standdown In response to safety trends, corporate, regional, and local leadership stop work and stand down to address the area of concern and engage with employees.
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Mandatory Safety Meetings

All operations personnel, including supervisors and managers, must attend monthly safety meetings. We schedule multiple meetings each month, during non-peak hours and in the evening, to strive for 100 percent participation of all operations personnel. Our safety and training manager, Darinay Watson, leads these meetings and administers training in refresher topics and injury prevention techniques.

We will work with local community groups, advocacy centers, and passengers to host training sessions throughout the year. Our corporate safety team sets the schedule of all safety meeting topics and sends each location supporting materials monthly to ensure a productive and successful safety meeting. We have designed this calendar around seasonal trends and included ADA refreshers every six months.

Incentives, Prizes, and Competitions

Our organization promotes safety among our employees through various methods such as daily messaging, scheduled meetings, and employee events. We recognize the significance of positive reinforcement, team building, and employee recognition in a service-oriented culture. Therefore, all MV locations implement a promotion program, which generally includes contests, competitions, and awards to maintain employee engagement and enthusiasm for their roles.

Jennifer Singer has the discretion to adjust these events to appeal to the local team; however, our local Safety Committee will lead the overall design of our incentive program. Below is our draft incentive program for the ETMA team. This schedule is subject to adjustment by the local team as needed.

Safety Bonus: All operators who do not experience a preventable accident, attendance violation, or customer complaint in the prior 12 months will be paid a \$200 cash bonus on their anniversary date.

Anniversary Bonus: All employees receive a \$25 bonus each year on the anniversary of their hire date.

The Katherine McClary Operator Award: All MV locations compete for this national prize, recognizing our finest vehicle operators nationwide. Qualifying operators are evaluated on their safety records, driving records, complaints received by community service, and DriveCam events. We recognize recipients quarterly, annually, regionally, and nationally. National recipients receive a trophy and a monetary prize.

Raffle Royale: All operators who do not trigger the DriveCam system for unsafe behaviors for the month are entered into a raffle of up to \$200 in prizes.

Safety Bucks: The local management team purchases a series of prizes and displays them for 30 days, with the associated cost of each item. During the month, each operator can earn safety bucks (1 safety buck = \$1.00) by being accident-free, DriveCam event-free, and complaint-free, earning up to 9 safety bucks daily. At the end of the month, all operators receive their earned safety bucks and an invitation to the Safety Auction. Auction paddles are distributed, and the highest bidder wins the prize.

Safe Operator Recognition: Safe operator pins and patches are available to recognize safe operators or aides who perform a consecutive 12-month period of safe service. Pins and patches are available for years of service, up to 30 years. To receive a pin and patch the operator must not have any preventable accidents, preventable incidents, or safety points issued during the eligibility period.

Location Safety Committee

Each MV location with ten or more employees is required to have an on-site safety committee. The safety committee works as a team to promote Safety: Everybody, Everywhere, Everytime and create and maintain a safe work environment for our employees.

Driving a Culture of Safety, Pride, and Longevity

At MV, we know that positive reinforcement, recognition, and engagement are key to building a strong, service-oriented culture. That's why we implement a variety of **incentives and team-building initiatives** to keep our workforce motivated, connected, and committed to safety. Our efforts are working – and the numbers prove it:

- Operators at ETMA have an average tenure of **9.54 years**,
- Local management averages a combined **7.8 years** of experience.

We promote safety through daily messaging, scheduled safety meetings, and engaging employee events. These efforts, paired with our incentive programs, foster a workplace filled with long-term employees who take pride in their work and prioritize safety every day.

The Location Safety Committee evaluates the workplace, recommends improvements, and manages safety incentive programs. It focuses on safety and security, identifies risk areas, participates in emergency planning, and organizes safety events. The committee meets monthly with up to ten members from each department.

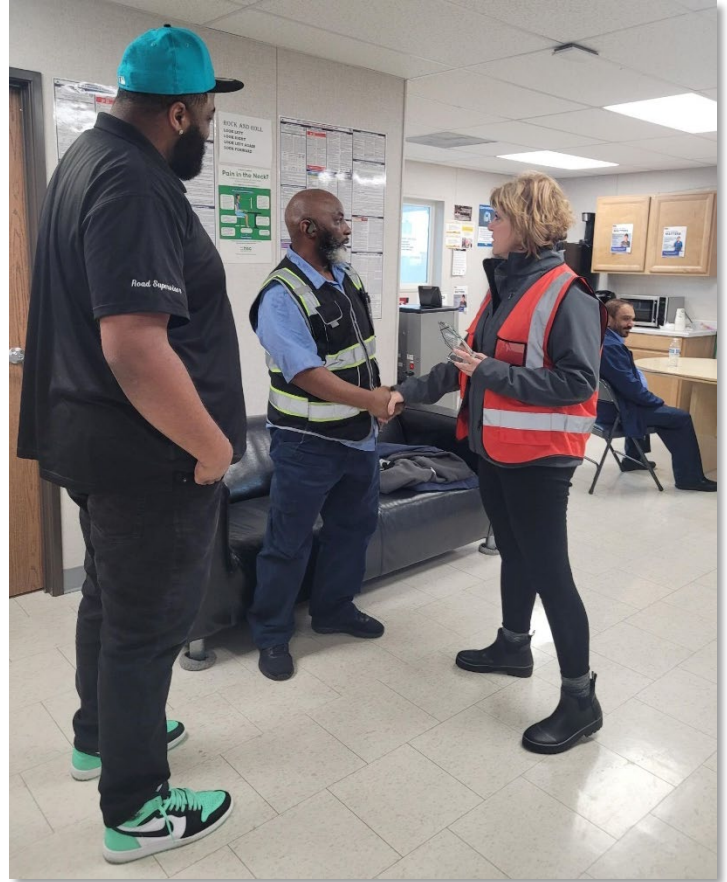
Up-to-Date Compliance

MV's safety and training programs are built on years of experience and developed best practices. They are continually informed by regulatory and industry resources, including, but not limited to, the DOT, FTA, OSHA, the Department of Homeland Security, the Centers for Disease Control, the National Safety Council, the National Transit Institute, and more.

MV's corporate safety team continually reviews changes to federal laws and regulations regarding safety and transit vehicle operations and maintenance, and we amend our policies for compliance. We follow publications from APTA, DOT, NITSA, FTA, FMCSA, and OSHA regarding changes to federal regulations, and our safety directors are responsible for following any state DOT, DMV, PUC, or other state-level regulations related to transit vehicle operation and maintenance and safety. All updates to standard operating procedures, addendums to safety plans, and modifications of safety and training forms are vetted through a strict approval process, up to and including the Senior Leadership level, as governed by the severity and requirements of the change.

Ongoing Audits and Inspections

MV undergoes several safety audits and inspections throughout the operating year.



KMA award presented by Jennifer Singer



Monthly Safety Inspections

The safety and training manager will perform facility safety inspections monthly. They report all findings to the general manager and regional director of safety, who follows up on all items during the semi-annual audits



Annual Facility Audits

Each location is subject to an annual, comprehensive audit by members of MV's maintenance team. Members of the operations team may also support this inspection. Standard inspection forms and photographs are used to document the condition of all major components at each facility. Components include foundations, substructures, superstructures, exterior closures, roofing, doors, walls, floors, conveyors, plumbing, electrical, and safety systems. These audits are used to prepare condition profiles that assist in planning and programming all maintenance repair and rehabilitation projects into annual budget plans.



Fire Safety Inspections

Each location receives an unannounced fire inspection. We base these inspections on compliance with all local fire and life safety codes. We document the inspection and follow-up on any areas of identified weakness. These inspections happen at least once a year.



Insurance Inspections

MV Transportation's insurance provider regularly schedules inspections for each division. The inspectors conduct the inspections and provide written reports documenting their findings and recommendations. This process confirms compliance with local, contractual, and company specifications regarding proper maintenance of the insurance required for the division's operation, equipment, and facility.

Workplace Safety and Security

As part of our commitment to safety, workplace safety and security are enforced regardless of where employees work. The workplace can mean the bus, the field, the facility, the shop, or the yard – Safety is Everybody, Everywhere, Everytime.

Safety and Security

All employees receive training on customer service and de-escalation training (49 U.S.C. 5329(d)(1)(H)(ii)(III)). This training program covers expectations for professionalism, including dealing with coworkers, passengers, and the public. We use this training program to train on handling challenging customers or passengers and resolving conflicts properly. Our teams are trained to contact law enforcement/emergency services in the event of a situation that threatens the safety and security of the employee(s), the passengers, or the public. Operators and dispatchers go through specific training on these types of emergency communications. Additionally, all employees must attend the active shooter training, training in handling suspicious packages, and weapons of mass destruction modules of operator training.

Health and Safety

MV facilities are OSHA compliant and factor in essential safety needs, including but not limited to the presence of eye wash stations, requirements for and provision of Personal Protective Equipment (PPE), ergonomically healthy workstations, and formalized lock-out tag-out procedures. We have an active Hazardous Communication Plan, and our facilities are equipped with Safety Data Sheets in areas where hazardous materials are stored. MV facilities are equipped with sanitizing cleaners, disinfectants, and hand sanitizer.

Safety Documentation, Manuals, and Materials

MV has a wealth of documented safety plans, from emergency action to hearing conservation. We centralize all guides, policies, programs, and plans on InsideMV, our company intranet and document repository accessible to all supervisors and managers. This site contains our safety calendar, provides access to online forms and training resources, and connects our local teams with documented best practices in safety management.

Excellence Confirmed Through Audits

MV takes pride in maintaining the highest standards of compliance and operational integrity. During the last contract term:

- EMTA's operations were audited and we passed with confidence.
- We were also subject to CHP audits and successfully passed.

These results reflect our commitment to safety, accountability, and continuous improvement across every aspect of service.

Documented Procedures and Resources

- Safety Management System with PTASP Addendum
- Digital Accident Packets
- Link to Enterprise Incident Reporting
- Monthly Safety Meeting Videos
- Safety Manager Playbook
- Safety Policy Manual
- Workers Compensation Policy Manual
- OSHA Inspections Guidelines
- CHP Inspection Guidelines (California only)
- DriveCam Best Practices
- Preventability Determination
- Safety Culture Materials
- Shop Safety Handbook
- Continuity of Operations Plan (COOP)
- Injury and Illness Prevention Program (IIPP)
- System Security and Emergency Preparedness Plan (SSEPP)
- Lock Our Tag Out Program (LOTO)
- Hurricane Preparedness plan
- Heat Illness Prevention Plan
- Hearing Conservation Program
- Fire Prevention Plan
- Hazardous Communications Plan
- Emergency Action Plan
- Bloodborne Pathogen Plan

3. Fleet Description – West Berkeley and Emery Express Shuttles

As part of a broader service modernization initiative, new vehicles are being introduced to enhance the West Berkeley Shuttle and Emery Express operations.



- West Berkeley Shuttle will be upgraded with a new StarCraft Allstar XL 32' Ford F550 bus. This vehicle offers increased capacity and improved rider comfort, supporting the route's growing demand and operational efficiency.
- Emery Express will receive a new StarCraft Allstar 22' Ford F450 bus. This vehicle is well-suited for its route's needs, offering a compact and reliable solution for quick and efficient transit service.
- Additionally, a second StarCraft Allstar XL 32' Ford F550 bus will be procured as a spare vehicle. This ensures ongoing compliance with service standards, specifically maintaining a spare fleet with mileage under 60,000 and an age of less than four years, improving overall reliability and minimizing service disruptions.

These vehicle upgrades reflect a commitment to maintaining a modern, dependable fleet that supports both operational goals and rider satisfaction.

Please also see section 5 for more information about MV's vehicle roll-out plan.

Our World Class Maintenance Program

Rider safety, comfort, and overall experience drive our fleet maintenance plan. We strive to maintain all passenger vehicles in like-new condition, with careful attention to preemptive care that reduces the frequency of unscheduled maintenance and ensures the safe operation of each ETMA vehicle.

MV's maintenance experience spans four decades and encompasses the management and care of more than 10,000 passenger vehicles nationally and over 100 maintenance shops. Under this program, we maintain fleets of all sizes as part of our operating agreements—from sedans to 60-foot electric articulated transit buses.

What Is World Class Maintenance at MV?

At MV, our world-class maintenance is committed to fundamental practices: investing in employee and leadership development, catching defects before road service, collaborating with OEMs, and inspiring every shop member to provide freedom of mobility for our passengers.

Our Maintenance Program Starts with the Fundamentals

MV's World Class Maintenance Program starts with mastering the maintenance fundamentals – concepts that do not change by vehicle or fuel type. We prepare our technicians with a baseline program by grounding our program in the basics. From there, technicians are trained in the specific fleet assets used in the service, using individualized training plans developed by MV in partnership with the OEMs.

Maintenance Fundamentals

Pre-trip / Post Trip  • Coordinate with operations to confirm all inspections are thoroughly completed • Review inspection results and manage workorders to support timely defect repair	Repairs  • Schedule repairs during off-peak hours to maximize fleet availability • Expedite repairs needed to support full complement of fleet • Never defer repairs	Program Evolution  • Review reporting to support predictive analytics • Update preventive maintenance programs to support reduced road calls • Implement campaigns to support systems maintenance
Preventive Maintenance  • Adhere to OEM recommendations regarding preventive maintenance inspections • Perform 10 percent (minimum) rerack of all inspections each month	Inventory Management  • Ensure adequate stock of spare parts • Use min/max and auto-replenishment reporting • Perform cycle counting monthly • Full inventory semi-annually • Secure inventory appropriately	Compliance  • Know the contract and the standards to which we are held • Compliance with regulatory requirements in maintenance operations • Adhere to best practices as cited in MV's maintenance manual

About our Maintenance Management Information System



Trapeze EAM, or T-EAM is the maintenance management information system (MMIS) used in the majority of MV's shops. We offer this system at no additional cost to our customers, and we provide our customers with direct access to this system and its reporting.

We have had a longstanding partnership with the manufacturer of this system, Trapeze, and we have found that their system is ideal for managing even the most complex bus fleets.

T-EAM serves as our electronic vehicle file; it has functionality to process all:

- Service requests (to document pending service items)
- Workorder requests
- Parts inventory
- Warranty repair
- Fleet defects

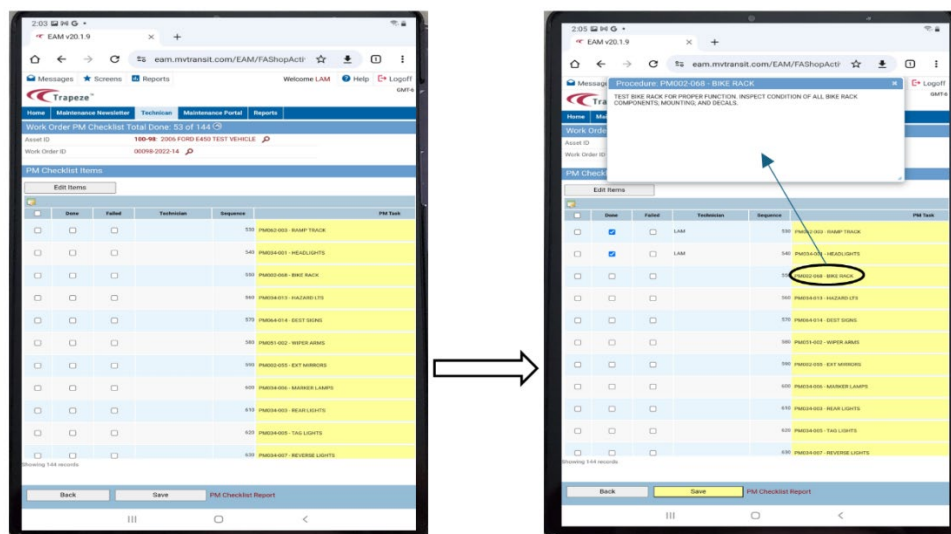
What Do You Get From Trapeze-EAM and MV?

- Direct access to all of your digitized maintenance records
- Ability to run reports on your assets
- Streamlined, digital vehicle files for accurate work history
- NTD asset reporting at your fingertips
- Accurate parts inventories
- Ease and speed in the warranty recovery process



- Asset documentation
- Reporting (both standardized and ad hoc)
- We use the system to measure:
 - Technician productivity
 - Repair costs (Cost per mile)
 - Mean distance between road failures
 - On-time preventive maintenance
 - Scheduled versus unscheduled maintenance
 - Fuel usage by unit

MV uses T-EAM's mobile products to enable real-time data entry directly into the system from the shop floor. As part of MV's digital shop initiative, all technicians are trained in using ruggedized tablets to perform these inspections, along with training in proper documentation. Within the electronic inspection forms, we embed instructions for the technician and enable voice-to-text comments for ease of use.



Pre-Trip and Post-Trip Inspections

The daily maintenance process starts with the pre-trip inspection, a 50-point checklist that operators are required to complete before daily pullout. This inspection confirms the vehicle is ready for revenue service and is in working, comfortable condition and passenger-ready, with all safety features validated.

Preventive Maintenance Inspections

Preventive care is the cornerstone of our World Class Maintenance Program. By addressing known issues preemptively and maintaining vehicle systems at their optimum level, we can reduce in-service failures – ensuring a safe, reliable trip for every rider.

Preventive maintenance inspections are scheduled inspections that occur during the service day. The night before service, Maintenance Manager Ngoc Chu will coordinate with the on-duty dispatcher to ensure all service fleet needs are met. They rotate vehicles into service to accommodate inspection due dates and to regulate fleet mileage.

When performing the inspection, the technician is equipped with a ruggedized tablet computer which allows them to enter their inspection results directly into our MMIS, T-EAM from an inspection screen. The inspection screen includes notes for the technician, describing the action on the checklist. Also embedded in the T-EAM system are MV's standard operating procedures, which are easily accessible from the system's main home screen.

In addition to the materials embedded in T-EAM, technicians can access OEM manuals, bulletins, and schematics as needed using their tablets. They can enter their comments verbally on the inspection screen using the tablet's voice-to-text feature. For those technicians whose first language is not English, we train them to use Google Translate when entering their comments.

Preventive maintenance inspections occur on a 5,000-mile interval, pursuant to the sample summary table below.

EMTA Maintenance Excellence

At EMTA, MV is proud to deliver top-tier maintenance performance – earning a **10 out of 10**

Customer Satisfaction Score for our maintenance program.

Since 2022, we've also maintained an impressive **93 percent average on PMI inspections**, showcasing our team's commitment to vehicle reliability, safety, and quality service.

PMI Inspection Items	A	B	C	D
Mileage	5K	10K	15K	30K
Vehicle interior and exterior (lights, safety equipment, etc.)	✓	✓	✓	
Brake testing	✓	✓	✓	
Door and/or lift/ramp operation/cycling	✓	✓	✓	
Road test (engine, transmission, brake, steering)	✓	✓	✓	
Undercarriage (shocks, brake lines, filters, air lines, drive shaft, etc.)	✓	✓	✓	
Engine compartment (fluid and leak inspection)	✓	✓	✓	
Clean/check battery and cables	✓	✓	✓	
Steam clean/pressure-wash engine	✓	✓	✓	
Mobility device lift inspection and service	✓	✓	✓	
Climate control systems inspection	✓	✓	✓	
Lubrication, oil and filter change (unless vehicle manufacturer recommends a different interval)	✓	✓	✓	
Air filter change		✓	✓	
Fuel filter change (if applicable)		✓	✓	
HVAC (leaks, filters, temperature checks, function inspections)			✓	

PMI Inspection Items	A	B	C	D
Engine and transmission fluid/oil analysis				✓

What Else Happens During a PM Inspection?

As part of the PM process, all mechanical, electrical, fluid, air, and hydraulic systems are inspected to confirm they are safely working as intended. These activities are summarized in the tables above. In addition, the following activities take place as part of our PM program.

Mobility Lifts and Ramps: No MV vehicle is permitted to enter service without a safe, functioning lift or ramp. The bus is immediately replaced if a lift or ramp fails in revenue service. Lifts or ramps are inspected daily as part of the pre-trip inspection (when the operator cycles the lift or ramp), then as part of the preventive maintenance inspection, and then annually. During the PM Inspection, the technician replaces worn components, cleans the gears, and adjusts alignment. During the annual inspection, they also check for drifting, leaking cylinders, and confirm that safety sensors are in working order.

HVAC System: Technicians inspect the heating, ventilation, and air conditioning (HVAC) systems to ensure they are functioning and free of leaks year-round. The technician also inspects the condition of all brushes and fan motors and changes the filters. In addition, operating these systems weekly at ten-minute intervals confirms that the refrigerant compressor is appropriately lubricated and prevents leakage in the compressor shaft seal. This process also ensures early detection of any refrigerant loss. To supplement PM inspections, we perform seasonal HVAC inspections.

Emission Testing and Compliance: Our team is equipped and able to perform annual emission inspections as required by clean air standards and the requirements of the California Air Resources Board (CARB) Voluntary Compliance Program, as updated in 2023 to include semiannual inspections of all diesel and alternative-fueled vehicles. In addition, we will manage all CARB-required reports. Our team will also administer the Smog Check program for ETMA's gasoline-powered fleet and support vehicles. MV will obtain all associated permits and licenses as needed.

Oil Analysis: We perform oil analyses as required to detect abnormalities before they become issues. Our technician will pull an oil sample during the PM inspection and send it to Titan Labs for testing. Titan posts the results of all analyses online within 24-hours of receipt. All reports are attached to the vehicle file in T-EAM.

Onboard Technology Maintenance: MV employs technicians who are adequately trained to inspect, diagnose, and repair or replace the various electronic onboard systems. The original equipment manufacturers of these devices provide recommendations relating to inspection cycles, which we follow to ensure proper operation. MV will stock all necessary parts and materials to ensure timely repairs.

DriveCam System and Mobileye Units: Technicians turn on these devices as part of the PM inspection to ensure they are properly powered on. If a defect is identified with the unit, MV will replace the unit with a spare and work directly with the product manufacturer for the repair.

Surveillance Cameras: Technicians inspect all surveillance camera systems by confirming it powers up properly, then inspect the housing and lenses for damage, check all screws and confirm water protective sealant is intact. They then inspect the microphone wiring and check the camera angle and field of view.

Reinspecting the PM Inspection for Quality

At a minimum, ten percent of all PM inspections will undergo a re-rack inspection, which is a complete re-inspection of the vehicle to validate that the PM inspection was thoroughly performed, and the inspection represents MV's commitment to World Class Maintenance.

These inspections are performed by Maintenance Manager Ngoc Chu. During the re-rack inspection, the inspector compares their findings against the previously performed PM to identify any items missed, unclear documentation, failure to process work orders, or other deviations from the inspector's rerack inspection. They perform follow-up training, coaching, and feedback to the technician who performed the original inspection - contributing to our ongoing approach to quality improvement.

All PM records are reviewed by the Maintenance Manager Ngoc Chu, or his designee for completeness, clarity, and detail.

Maintenance plans associated with MDT and AVL Technology Equipment

MDT units and AVL technology equipment are inspected during each PM cycle. During these inspections, the technician looks for physical damage and loose mountings, confirms that the wiring is secure, and verifies that the units have no physical sign of damage.

When a defective unit is in the shop for repair, trained technicians inspect, diagnose, and repair or replace the various electronic onboard systems. We follow all OEM recommendations and stock all necessary parts and materials to ensure timely repairs. We also stock spare units to replace defective units that require extensive repair or replacement.

Repairs

MV is unique in our approach to performing as much in-house maintenance as possible. We limit our work with outside vendors to major body repair, engine and transmission rebuilds, (MV's team will perform the replacement). This approach ensures prompt attention is given to the fleet, that the work performed on the fleet is World Class, and that we are not beholden to a third-party shop's repair timelines.

Pre-Trip Maintenance Repairs

When an operator detects a defect, they alert dispatch. If the safety defect cannot be immediately repaired, the vehicle is pulled from service and scheduled for repair, typically on the same day. If the defect is not a safety item, the defect will be scheduled for repair when the vehicle returns from service or during the next PM inspection.

Preventive Maintenance Repairs

As the technician inspects the various vehicle systems, they often identify repairs that need to be made to the vehicle as a result of that inspection. The T-EAM system automatically creates a service request with the task for any item failing inspections and populates the request with the technician's failure notes.

Technicians are empowered to make the repair at the time of the inspection. All PM inspection results, and associated service requests are inspected for completeness and accuracy.

Scheduled Component Repairs + MV's Parts Replacement Engine

We schedule planned component replacement based on our Parts Replacement Engine, which uses machine learning to predict the actual component life history (versus stated life).

PREDICTIVE PARTS REPLACEMENT							The Best Customer Experience Through Maintenance Excellence	
Clear Selections	Division	Equipment #	Manufacturer	Model	Part Number	Part Description		
	All	All	DODG	CARA	94rpg	Search		
Equipment #	Meter	Part #	Description	Expected Life	Part Life Miles	Part Life Days	Date Replaced	
416719-45	329,424	94RPG	BATTERY; BATTERY 765 CCA 94R GROUP	31,737	36,419	298	04/03/2023	
416717-45	293,263	94RPG	BATTERY; BATTERY 765 CCA 94R GROUP	31,737	40,557	298	04/03/2023	
M2150-583	207,459	94RPG	BATTERY; BATTERY 765 CCA 94R GROUP	31,737	37,734	333	02/27/2023	
415615-45	391,558	94RPG	BATTERY; BATTERY 765 CCA 94R GROUP	31,737	37,404	349	02/11/2023	
416727-45	312,036	94RPG	BATTERY; BATTERY 765 CCA 94R GROUP	31,737	42,607	353	02/07/2023	
M2113-653	217,426	94RPG	BATTERY; BATTERY 765 CCA 94R GROUP	31,737	35,730	357	02/03/2023	
416675-45	319,943	94RPG	BATTERY; BATTERY 765 CCA 94R GROUP	31,737	46,335	366	01/25/2023	
416708-45	314,094	94RPG	BATTERY; BATTERY 765 CCA 94R GROUP	31,737	46,829	367	01/24/2023	
416668-45	325,968	94RPG	BATTERY; BATTERY 765 CCA 94R GROUP	31,737	49,965	373	01/18/2023	
416679-45	330,511	94RPG	BATTERY; BATTERY 765 CCA 94R GROUP	31,737	52,907	385	01/06/2023	
416671-45	313,289	94RPG	BATTERY; BATTERY 765 CCA 94R GROUP	31,737	52,633	392	12/30/2022	
414547-45	335,329	94RPG	BATTERY; BATTERY 765 CCA 94R GROUP	31,737	31,905	395	12/27/2022	
416674-45	302,630	94RPG	BATTERY; BATTERY 765 CCA 94R GROUP	31,737	49,757	413	12/09/2022	
416720-45	296,924	94RPG	BATTERY; BATTERY 765 CCA 94R GROUP	31,737	54,209	425	11/27/2022	
416677-45	314,968	94RPG	BATTERY; BATTERY 765 CCA 94R GROUP	31,737	46,747	451	11/01/2022	
416678-45	295,203	94RPG	BATTERY; BATTERY 765 CCA 94R GROUP	31,737	47,172	452	10/31/2022	
415612-45	368,702	94RPG	BATTERY; BATTERY 765 CCA 94R GROUP	31,737	42,118	452	10/31/2022	
415626-45	358,621	94RPG	BATTERY; BATTERY 765 CCA 94R GROUP	31,737	39,663	452	10/31/2022	
419944-45	234,306	94RPG	BATTERY; BATTERY 765 CCA 94R GROUP	31,737	73,464	464	10/19/2022	
416685-45	252,914	94RPG	BATTERY; BATTERY 765 CCA 94R GROUP	31,737	33,841	465	10/18/2022	
415624-45	340,524	94RPG	BATTERY; BATTERY 765 CCA 94R GROUP	31,737	50,333	485	09/28/2022	

This engine recommends parts for inspection and/or replacement based on an average part life calculated by analyzing part performance across thousands of vehicles in the company. This approach to planned component replacement minimizes roadcalls and ensures the ongoing health of a World Class fleet. When possible, we plan the replacement or rebuilding of a vehicle component based on a periodic schedule.

Major Repairs

Most often, for major repairs, MV purchases rebuilt engines and rebuilt transmissions and handles the removal of the old and replacement of the new unit. Our preference to perform as much of the work in house as possible supports expedited repair timelines.

Body Repair

A vehicle that is free of body damage, regardless of how minor, positively impacts the service brand. MV expedites body repair – including graffiti removal – as we strive to continually improve the rider's experience on the bus.



MV employs technicians who are qualified to perform minor body work (repairing dings, scratches). For major body work, as a result of an accident, we work with local body repair shops and seek priority status on repairs.

Vehicles are examined for body damage at the following points of the service day:

- During the pre-trip inspection, the operator notifies the maintenance team of any minor body damage by marking it on their pre-trip inspection. If there is graffiti on the vehicle, the vehicle is pulled from service.
- During gate inspections, the on-duty supervisor in the yard visually inspects the vehicles as they pull out of the yard.
- During road evaluations, the road supervisor will inspect the interior and exterior body damage and cleanliness, and report the findings to maintenance.
- During the post-trip inspection, the operator notifies the maintenance team of any minor body damage or graffiti by marking it on their pre-trip inspection. If there is graffiti on the bus, the vehicle is pulled from the service line and repaired.
- During the cleaning process, the vehicle service worker visually inspects the vehicle for any graffiti or body damage. If graffiti is present, the service worker will remove it; if assistance is required from a technician, or if minor body damage is discovered, the vehicle service worker will report the issue to the on-duty technician.
- During the preventive maintenance process, the technician inspects the vehicle for any body damage or graffiti and repairs the unit during that process.

Tire Repairs

MV requires that every location conduct a weekly yard inspection where the inspector checks tread depth, damage, and tire pressure. Additionally, our vehicle service workers check tires when the vehicle is in the fueling line, and operators perform these checks during the pre-trip inspection. At any time during these inspections, the individual inspecting the tires identifies a tire with a tread depth less than 4/32 (front) and 2/32 (rear). If the tire has damage or if the tire is below 15 percent of the recommended air pressure, the vehicle is pulled, and the tire is scheduled for inspection or replacement.

Warranty Repairs

MV administers warranties, including documenting, filing, and processing claims as a matter of practice in our maintenance program. We manage the timely repair of warranted components and process all recovery fees in our MMIS, T-EAM.

Today, MV is authorized to perform warranty repair for Ford, New Flyer/MCI/Alexander Dennis/Arboc, Gillig, and Braun. Under these agreements, MV performs

Faster Recovery with MV

As an authorized warranty repair shop for Ford, New Flyer, MCI, Alexander Dennis, Arboc, Gillig, and Braun, MV can expedite the repair and recovery process by controlling the repair timeline.

warranty repairs to the vehicle body, doors, electrical, seating, flooring, etc. and submits the claims for reimbursement from the manufacturer directly. Our status as a warranty repair shop expedites repairs significantly and ensures maximum vehicle availability during the service day.

Program Evolution

One of the elements that makes MV's maintenance program World Class is its continual evolution to meet the changing needs of the industry. We draw from our vast experience maintaining passenger vehicles to develop best practices in maintenance operations, and we continue to evolve those practices based on our real-life experience in maintaining and managing our fleets.



The MV Apprenticeship Program

The public transit industry is expecting 243,000 job openings for mechanics over the next decade, primarily due to retirements and a lack of young hires. MV Transportation has experienced the impact of this talent gap across our nationwide locations. As innovators, MV has developed a solution. In line with MV Transportation's World Class Maintenance ethos, we have created an apprenticeship program that has been submitted to the Department of Labor for certification. MV's proposal includes one part-time apprentice.

Our 563-hour apprenticeship program is designed to take individuals with little to no technician experience and provide them with a world-class education, enabling them to become qualified C-Level Technicians within one year or less. The program includes 419 hours of one-on-one MV training with a journeyman technician, overseen by our National Training Manager. Additionally, the apprenticeship program incorporates 144 hours of supplemental education provided by Penn Foster, an online provider of both auto and diesel educational programs.

Adapting for Tomorrow's Technologies

Our maintenance program must keep pace with the industry, ensuring our technicians are prepared for any incoming vehicles over the new term. We work in partnership with our customers to ensure we are aligned on what changes will be made to the fleet, if any, over the term – so that we can train our technicians for these new units. We can establish the right PMs within our maintenance program in advance of their arrival.

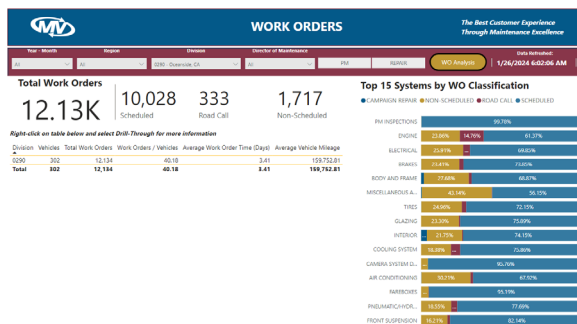
All of MV's maintenance training is developed in partnership with OEMs and by MV's National Workforce Development Director Humberto Marazzi. All preventive maintenance inspections are authored by Director of Maintenance Wayne Johnson.

For broader changes within the industry, MV pivots to build those functions within our corporate support network. For example, in recent years, our maintenance function has grown to include individuals dedicated to zero emissions in public transit fleets, data analytics, real estate, and information technologies.

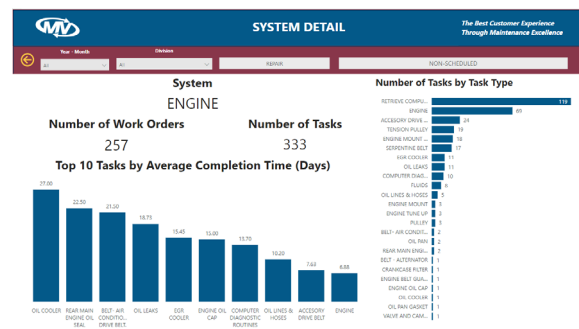
MV Insights

Not only do we stay up to date with known defects, new technologies, OEM updates, and changing regulations, but we also leverage our data-rich experience to help solve the challenges we face today.

For over ten years, MV has maintained Trapeze-EAM as our maintenance management information system (MMIS) at 95 percent of our maintenance shops. We ingest data from T-EAM into Azure, then use Power BI to analyze and visualize that data for end-to-end visibility of our maintenance shop. This means that our local maintenance shops can not only view their performance against our key performance indicators but also use historical repair data for like-vehicles in the company to identify the necessary preemptive maintenance activities.



MV Insights Work Order Dashboard



MV Insights Drill Down to Engine System Workorders

Quality Control Process

Our maintenance program is a living, thriving program – it continually develops to adapt to new technologies, solve problems before they occur, and deliver an overall better result. By employing a strict quality control process, we can detect and fix errors, analyze their cause, then retrain. But if we start noticing a trend, we can develop a solution that can be applied to the broader base of best practices.

It is important to note that since moving digitized shops, our quality control efforts are greatly enhanced. With clean, complete data we can analyze our activities and gain insights into how to enhance our standard operating procedures faster and more reliably.

MV's maintenance quality control process consists of the following activities:

Quality Control Activity	Frequency	Performed By	Potential Solutions
Rerack Inspection – 10 percent re-inspection of all PM inspections for the month	10 percent per month	Maintenance Manager	Retrain the technician in the PM process Retrain the technician in using the PM form Edit the form for clarity and detailed help instructions

Quality Control Activity	Frequency	Performed By	Potential Solutions
Technician Productivity – review of active and inactive time worked to assess compliance with standard repair times and productivity of the technician	Daily	Maintenance manager	Retrain the technician
PMI Inspection Sheet Review – 100 percent review of all work orders entered in the T-EAM System for the shift, including validation of all workorder requests	Daily	Maintenance Manager	Retrain the technician in documentation Retrain the technician in all work order generation
Road Failures – Root cause analysis of failures by asset type, last PMI, outstanding workorders, DVI history. Use Predictive Parts Engine to compare life expectancy of component.	Daily / As occurs	Maintenance Manager	If the item was detectable, administer retraining Update PM for changes to that component's planned replacement Implement maintenance campaign to address fleetwide issue
Oil Analysis Trends: Review oil analysis for any patterns by unit type or fuel/fluid type	Monthly	Maintenance Manager	Follow recommendations in analysis form If patterns exist, perform deeper investigation
Visual Inspection of the Fleet	Weekly	Maintenance Manager	Retrain vehicle service workers Update cleaning checklist for clarity and detail
Shop Audit	Semi-annually	Director of Maintenance	This audit includes a review of the facility, environmental compliance, tools and equipment, office administration, records, and maintenance safety and training. If needed, the director develops an action plan to resolve any issues identified.
Facility Audit	Annually	Director of Maintenance	Facility audits include an inspection of the operating facility and an audit of facility systems and sub-systems inspections. In addition to facility audits, locations undergo annual fire

Quality Control Activity	Frequency	Performed By	Potential Solutions
			inspections and insurance underwriter inspections.

Inventory Management

MV has national accounts with several vehicle manufacturers and parts dealers. We leverage this national purchasing power to obtain volume discount price structures that deliver the most efficient pricing to MV and its customers.

All parts inventory is managed in T-EAM. The system allows us to establish minimum and maximum inventory thresholds and alerts our team of parts needed. MV ensures the physical inventory count matches the perpetual inventory balance by requiring supervisors to review work orders to confirm the parts were charged out at the time of issue before closing work orders.

We strive to conduct inventory turns two times per year. We will evaluate our inventory for parts deemed obsolete annually. Parts are deemed obsolete if they are not issued at least once per year. As vehicles approach their planned retirement, to minimize write-offs at the time of retirement, we work to remove and scale back the reorder of parts specific to those vehicles.

MV uses OEM or OEM-equivalent parts.

MV National Accounts

MV has a wide range of parts suppliers, strong relationships with OEMs, and with our purchasing power, we receive expedited service despite supply chain issues. This translates directly to less vehicle downtime due to parts.

Parts Designations

We designate parts as A-, B-, and C-level, as detailed in the following table. The parts lists for each level are only meant to be an example, not an exhaustive list.

Part Level	Part Level Description
A-Level Parts	- Highest level stocking parts 50 percent of our inventory - Subject to monthly cycle counting - Typically includes preventive maintenance parts, foundation brake parts, fare boxes, destination signs, lighting, charging system, and shocks and bushings - High-value parts may be designated as A-level to ensure they are counted frequently
B-Level Parts	30 percent of our inventory - Subject to quarterly cycle counting - Typically includes lower use parts such as doors, bearings, and tune-up parts

Part Level	Part Level Description
C-Level Parts	• 20 percent of our inventory • Subject to twice annual cycle counting • Typically includes major engine components, transmission components, and drive line

Compliance

Overarching our entire operation is the need for compliance - compliance with laws and regulations, compliance with our contract with ETMA, compliance with our company standards, and compliance with OEM-recommended best practices. Our technicians are trained in each of these areas during their orientation training, which will be administered by Maintenance Manager Ngoc Chu.

Technicians Must Know their Contract

Orientation training includes a review of MV's contract with ETMA with a specific focus on our maintenance responsibilities, the responsibilities of ETMA, and the expectations of MV's service. This includes a review of all published performance standards that relate to maintenance (PMI on-time performance, mean distance between road failures, fleet cleanliness, road call response, etc.)

Compliance with Laws and Regulations

MV maintenance operations comply with DOT inspection criteria and the North American Out Of Service (OOS) criteria as defined by the Commercial Vehicle Safety Alliance (CVSA). We stay current with these criteria as they are updated annually, and all technicians can access a copy of these standards through a shortcut on T-EAM's homepage. MV also posts up-to-date links to all Federal Motor Vehicle Safety Standards (FMVSS) information and DOT regulations as they are updated.

OEM Compliance

MV subscribes to manufacturers' service bulletins and we maintain a link on the T-EAM homepage to these bulletins.

The homepage of T-EAM has links for technicians to Ford Motor Company, AC Delco, Cummins, Alison, and Meritor. This homepage is continually updated with new information as it is available.

Compliance with MV Standards

MV has a library of 53 Standard Operating Procedures (SOPs) available to MV technicians. Technicians are trained in the SOPs throughout their careers, and these procedures are available to all technicians through the T-EAM homepage. Anyone with access to the system, from vehicle service workers to a director of maintenance, can access these SOPs.

Cleaning Procedures

Maintaining each ETMA vehicle in the most stringent cosmetic condition supports the rider's positive perception of service. We want every rider to associate the ETMA shuttle system with a ride in a clean, comfortable, well-maintained, safe vehicle.

At the end of each trip, operators will identify any immediate cleaning needs during a walk-through and pick up any trash or debris. Our vehicle service workers are responsible for all fleet cleaning. They are trained in both the standards of cleanliness and *how* to clean the bus – and their work is quality-checked by an on-duty technician.

Vehicle services workers use a utility cart with cleaning fluids, disinfectants, towels, rags, a mop, and MV's cleaning checklists. The service worker uses the checklist to guide their cleaning routine.

MV has an automated wash rack that comes to the San Leandro yard to facilitate the cleaning of the fleet parked at that location.

Vehicle service workers will clean the ETMA fleet to the specifications cited in the RFP and outlined below.

	Upon detection	Daily	3x Week	Weekly
Remove Graffiti	✓			
Spill cleanup	✓			
Remove trash	✓	✓		
Disinfect and sanitize surfaces		✓		
Operator Inspection (before/ layovers/post-trip)		✓		
Road Supervisor/Manager QA Inspection (post-trip)				
Sweep vehicle interior		✓		
Full sweep and mopping of floors			✓	
Wipe down of driver's area (includes dashboard/cup holders)			✓	
Wipe down high-touch points, such as bars and railings			✓	
Wipe down vinyl seats			✓	
Interior window cleaning			✓	
Exterior: soap foam/brush/pressure rinse bus, scrub mirrors, remove brake dust				✓
Complete Weekly Vehicle Cleaning log				✓
Management QA review of log				✓
Vacuum all areas that a vacuum can be used				✓

	Upon detection	Daily	3x Week	Weekly
Clean light-colored areas with a stiff-bristle brush				✓
Clean modesty panels with detergent				✓
Clean vinyl passenger seat with disinfectants and water				✓
Clean stanchions, grab rails, handrails				✓
Wipe down with a wet rag and dry ceiling and walls				✓
Clean the instrument panel				✓
Clean steering wheel				✓
Clean exterior body panels with detergent and a vehicle washing brush or run through a wash rack.				✓
Clean tires and wheels using the appropriate brushes.				✓
Clean Mud Flaps				✓
Clean Wheel Wells				✓
Clean windows and mirrors; remove water spots				✓
Clean, rinse, and dry lighting lenses				✓

4. Service Implementation

MV is the current operator of these services; therefore, no service transition will be necessary should MV be selected for the next contract term. Retaining MV as the ETMA's contractor eliminates the need for a costly startup or the learning curve required by a new contractor and assures the continuity of these important services.

Why Stay with MV?

Keeping MV on as your contractor offers numerous benefits, contributing to stability, efficiency, and overall quality of service. MV provides:

Continuity of Service

- **Consistent Operations:** MV is already familiar with the bus service's routes, schedules, and specific operational needs, ensuring continuity without disruption.
- **Established Procedures:** MV has established procedures and protocols to maintain smooth operations, reducing the risk of service interruptions during a transition.

Cost Savings

- **Reduced Transition Costs:** Changing contractors often involves significant costs

related to training new staff, rebranding, and updating systems. Keeping MV avoids these expenses.

- **Efficiency:** MV is already operating at a known efficiency level, whereas a new contractor might initially struggle with inefficiencies during the adjustment period.

Safety and Compliance

- **Proven Track Record:** MV's performance history is known regarding safety and regulation compliance. This reduces uncertainty about their ability to maintain high standards.
- **Ongoing Training:** MV has ongoing training programs for their staff, ensuring continued adherence to safety protocols and regulatory requirements.

Employee Morale and Retention

- **Job Security:** Keeping MV can enhance job security for employees, boost morale, and reduce turnover, which is beneficial for maintaining experienced and knowledgeable staff.
- **Familiarity with Management:** Employees are already familiar with the management style and expectations of the incumbent contractor, promoting a more cohesive and motivated workforce.

Customer Satisfaction

- **Stable Service Quality:** Passengers benefit from the reliability and consistency of service provided by MV, who understand their needs and expectations.
- **Established Relationships:** MV has already built relationships with passengers, addressing their concerns and feedback, enhancing customer loyalty and satisfaction.

Operational Knowledge

- **Local Knowledge:** MV is familiar with the local area, including traffic patterns, peak times, and community needs, allowing for more efficient and effective service delivery.
- **System Familiarity:** MV understands the specific systems and technologies, ensuring we can operate them effectively without a learning curve. MV's Professional Services team brings extensive technology expertise in many systems.

Performance Metrics

- **Proven Performance:** MV's performance will be measured against historical data, providing a clear picture of capabilities and areas for improvement.
- **Accountability:** MV is accountable for past performance and maintains or improves standards.

Risk Management

- **Reduced Risk:** Retaining MV minimizes the risk of service disruption and operational challenges often accompanying a change in contractors.
- **Known Quantity:** MV is a known quantity with predictable performance, which aids the City's in planning and risk management.

Community and Stakeholder Relationships

- **Established Connections:** MV has established relationships with community stakeholders, local authorities, and suppliers, which can facilitate smoother operations and collaboration.
- **Reputation Management:** Maintaining MV helps preserve the City's reputation, especially since MV has been performing well and is well-regarded in the community.

Innovative Technology Implementation

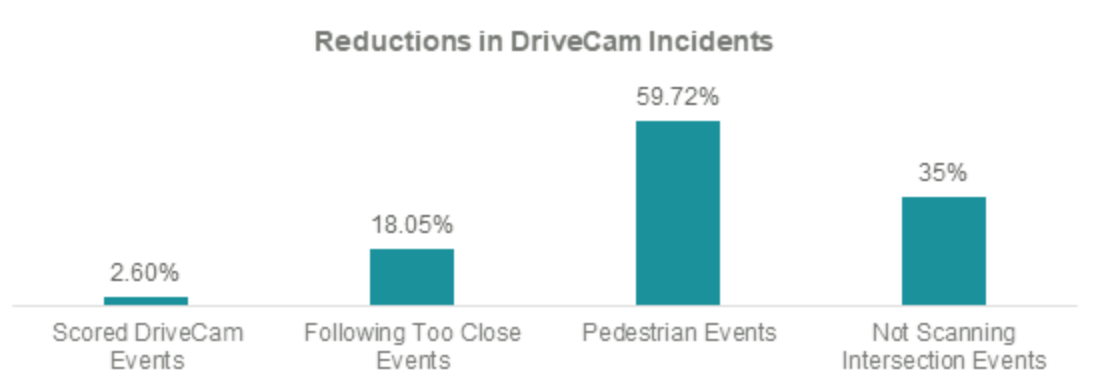
In the new term, MV plans to implement Mobileye, upgrade to the latest version of DriveCam and possibly implement a QR Code passenger feedback tool to assist with enhancing ETMA's services. Our QR Code passenger feedback tool is being proposed as optional for ETMA's consideration.

Planned timing for implementing the DriveCam refresh and installation of Mobileye is within the first 30 days of the new contract term.

Mobileye

Mobileye senses shapes and textures to detect pedestrians, vehicles, lane markings, speed signs, and more. It includes night detection systems, greater accuracy, and a broader range that detects hazards within a greater field of vision. The Advanced Driver Assistance Systems (ADAS) alerts operators of high-risk and dangerous situations such as unsignaled lane changes, imminent collisions, unsafe following distance, and more.

Our company is a longtime user of this technology. We initially piloted it in 2014, along with our existing deployment of DriveCam. We found that when we paired the two technologies, we realized a reduction in DriveCam events correlated to the alerts provided by Mobileye to our operators:



Moreover, when used together, the event that triggers a Mobileye alert most often triggers the DriveCam clip, offering a comprehensive and documented approach to mitigating risky driving behaviors. The Mobileye 8 Connect system provides the following safety features:

Safety Data	Mobileye Feature	Alert
<i>In 2015, the NTSB found that forward collision avoidance systems could prevent over 80% of rear-end crashes. - Washington Post¹</i>	Forward Collision Warning (FCW): Mobileye sends an audio and visual alert to the operator when an imminent collision is detected.	Alert occurs up to three seconds before the anticipated collision, calculated by the Time to Collision, accounting for the distance from the vehicle and relative traveling speed.
	Headway Monitoring & Warning (HMW) / Following Distance: Mobileye sends an audio and visual alert to the operator when their following distance is too close.	Alert occurs when the headway distance (measured in time, based on speed) is up to three seconds or less.
<i>The top reported [driver-related] factors include... Improper lane usage, 7.1% and improper or erratic lane changes, 1.3 % - NSC Improper driving reported in fatal crashes, 2018²</i>	Lane Departure Warning: Mobileye sends an audio and visual alert when there is a lane deviation without signaling	The sensor data detecting the lane markings triggers the alert.
<i>Pedestrians and cyclists represent 26 %of all deaths, while those using motorized two- and three-wheelers comprise another 28%. - 2018 WHO Global Status Report on Road Safety³</i>	Pedestrian & Cyclist Collision Warning (PCW): Mobileye sends an audio and visual alert to the operator when an imminent collision with a pedestrian or cyclist is detected. The system uses a low-light pedestrian and cyclist detection system.	The alert occurs when the time to collision drops below 2.1 seconds of real-time warning– the Time to Collision accounting for the distance from the vehicle and relative traveling speed.
<i>Speeding was a factor in 26% of all traffic fatalities in 2018⁴ - NSC Motor Vehicle Safety Issues</i>	Speed Limit Indicator (SLI): The unit's speed limit indicator scans and detects speed limit signs	When a driver exceeds the speed limit, a visual indicator on the unit alerts them

The Mobileye 8 series uses over-the-air updates, ensuring their system remains up-to-date with the newest alerts, features, and fixes and does not become obsolete.

MV will work with ETMA to finalize a timeline for installing this technology. We typically manage a vehicle's installation of all onboard technology in one session once the vehicle is in our possession.

Please note that if the final agreement's terms require a data release from ETMA, MV will require ETMA's authorization to sign the data agreement between MV and Mobileye.

DriveCam SF400 Event Recorder

MV is pleased to propose the DriveCam SF400 event recorder for the ETMA fleet in the new term.

The SF400 unit has a dual wide-angle lens that eliminates blind spots in video clips and enhances the views captured. It also includes four high-lumen infrared light, integrated microphones, and continual video recording for up to 100 hours. The SF400 units deliver the

same reliable event recording as the current DriveCam units in place today (interior and exterior recording, cellular connectivity, manual trigger button); however, these units bring valuable new features to our operation.



- On-demand lookback:** The SF400 saves up to 100 hours of footage we can access on-demand. This data allows us to investigate complaints quickly and easily. With the base package, we have access to the lookback feature for five minutes per unit per month; however, we can expand this at an additional cost.
- MV+AI Technology:** Delivering machine vision and artificial intelligence, the SF400 delivers improved safety features both in the vehicle and on the road. The units can detect when operators use handheld devices and alert those not wearing a seatbelt and smoking, eating, or drinking in the vehicle. The units detect rolling through stop signs, close following distance, critical distance, and lane departures on the road. These alerts are configurable to support our specific objectives and goals.
- Optional Fleet Tracking:** All SF400 units include Lytx's GPS Fleet Tracking functionality, which provides insight into vehicle position and idling times using Google Maps, Traffic, and Street Views. This technology will support our quality assurance supervisors' ability to identify operators for road evaluations and vehicles that require in-field support. This optional feature can be made available at an additional cost.
- OBD-II Service:** The SF400 system comes with an optional in-cab telematics solution that connects to the vehicle's Engine Control Module (ECM) and reports on fuel consumption, idling time, odometer readings, tire pressure, vehicle speed, and more. Lytx Fleet Tracking Services provide visualized data and ample reports about vehicle health. This service works in coordination with the Fleet Tracking option and is currently under pilot testing at our King County Access Paratransit program. Please note that the selection of this optional feature will incur additional costs. If selected, we are happy to discuss integrating this technology into our predictive analytics system.
- Optional Live Streaming:** While the base package limits live streaming options (five minutes per unit per month), we can expand this feature to enable our team to log into the camera to view live streaming on the vehicle throughout the service day for an additional cost.

MV will continue to work with Lytx for all event reviews by their Risk Detection Services team. Under this agreement, Lytx staff ranks clips by behavior and incident type to deliver objective data that we can use to coach, retrain, or discipline operators.

MV compiles this data to hone our focus on preventability and improvement further. Led by Vice President of Safety and Data Scientist Stephanie Weber, our team uses the information we receive from Lytx to determine the individual risk profile for each MV location and

understand trending risk behaviors. We use this data to drive our refresher training, safety messaging, and safety event topics.

QR Customer Feedback Code – proposed as optional

MV's QR code feedback system allows us to engage passengers by actively inviting input and responding to feedback, and we show passengers that their voices are valued and integral to shaping services.

This customer feedback system offers passengers a quick and easy way to share their experiences and suggestions. This system allows us to gather real-time feedback, ensuring that our service evolves with the needs of the community.

This immediate, direct feedback allows us to identify areas for improvement and quickly address any issues. By staying responsive to our community, we ensure our services evolve to meet the needs and expectations of our passengers, fostering a more inclusive, adaptable, and reliable transit experience for all.

The monthly recurring charge for the QR customer feedback tool would likely be lower than the secret shopper services we have included in our technical proposal and cost proposal.

5. Driver Check-In and Vehicle Roll-Out Plan

MV provides vehicles for the West Berkeley Shuttle and the Emery Express Shuttle. ETMA provides vehicles for Emery Go-Round and the 8 to-go Paratransit Shuttle.

In the new term, MV will provide three new vehicles for to ETMA to meet the requirements outlined in the Q&A of fewer than 60,000 miles and less than four years old.

Service	Vehicle	Vehicle Role
West Berkeley Shuttle	StarCraft Allstar XL 32' Ford F550	Primary
Emery Express	StarCraft Allstar 22' Ford F450	Primary
West Berkeley Shuttle / Emery Express	StarCraft Allstar XL 32' Ford F550	Spare

Please see the Start of the Service Day – Operator Check-in, above in Daily Operating Plan.



SECTION 5: PERSONNEL

Shuttle Operations and Maintenance Services for Emery Go-Round, West Berkeley Shuttle, 8 to Go Paratransit Shuttle, & The Emery Express Shuttle



Section 5: Personnel

This section shall discuss how the Proposer intends to staff the services. The proposer shall identify the designated Project Manager who will act as the key contact liaison with the ETMA. The Project Manager will be an important factor considered by the review committee.

Changes in Project Manager may be cause for rejection of the proposal. Proposer shall include a resume for the Project Manager describing their term of employment with Proposer as well as years of operations management experience and a list of clients served.

Proposer shall also define their plan for staffing road supervisors, dispatchers, and driver positions required to perform the services and must complete Attachment F, Workforce Retention Declaration Form.

Lastly, Proposer must indicate their union status, name of union and current term of collective bargaining agreement, if applicable, and provide the wage scale for proposed staff, including hourly wages for various levels of seniority, as well as the benefits offered to employees, including paid time off, medical, dental and retirement benefits.

Retention and engagement are closely related concepts that measure how committed, loyal, and productive employees are. Retention refers to the ability to keep its employees from leaving, while engagement refers to the degree of enthusiasm, involvement, and attachment employees have for their work and organization. Employee engagement is critical to maintaining a culture where employees want to participate. **The tone starts with the project manager and is created daily by setting an example. Studies have shown that the one person who has the most significant impact on an employee's behavior, positive or negative, is that employee's first-line supervisor. The divisional leadership team defines the culture.**

Jennifer Singer, Project Manager



Jennifer Singer is MV's proposed project manager for the ETMA service. Jennifer's leadership journey includes pivotal roles such as operations manager, account sales manager, regional operations manager, and area operations manager. With a dynamic career spanning diverse roles and a consistent ascent in leadership, Jennifer is poised to bring her wealth of experience to the general manager role.

In her current role as project manager, Jennifer oversees daily operations, manages staff, and implements policies and procedures to enhance service quality and safety. She effectively plans and budgets and aligns action with organizational objectives. She collaborates with agencies, community representatives, and diverse partners to cultivate positive relationships and address transit-related issues. Jennifer ensures the seamless adaptation of the transit system to enhance the overall passenger experience.

From 2018 to 2022, Jennifer served as the general manager for MV in Thousand Oaks. She oversaw multi-divisional contracts involving collaboration with six agencies and addressing their specific contract requirements. Her strategic insight was evident in optimizing processes to enhance team performance, collaborating with team members to set realistic improvement goals. Jennifer was adept at identifying areas for improvement in cost control, leading to significant expense reduction through the judicious allocation of staff levels and minimizing overtime.

From 2017 to 2018, Jennifer served as the operations manager for MV in Las Vegas. She managed the daily operational intricacies, overseeing contractual agreements and labor relations. Her effective communication extended to sharing insights on facility impact, routing structures, safety incidents, and any factors hindering performance. Demonstrating a commitment to excellence, she conducted thorough reviews of daily, weekly, and monthly Key Performance Indicators (KPIs), offering valuable recommendations for improvement.

Jennifer held several other positions at various companies, including terminal manager, account sales manager, regional operations manager, and area operations manager. She is also on track to receive her bachelor's degree in business management from New Mexico State University.

Please see our project manager and local team resumes in the appendix of this proposal.

Leadership Spotlight

Project Manager, Jennifer Singer

General Manager Jennifer Singer, at ETMA, dedicates significant time almost daily with the maintenance team, including conducting training sessions, safety meetings, and providing OSHA guidance. She holds weekly meetings with the road supervisor team to discuss division issues, concerns, and achievements. Jennifer is highly active in all safety committees, where she participates, teaches, and contributes significantly.

Jennifer was selected to participate in the rollout of the Employee Engagement app at this location, actively involving her managers and recruiters. This initiative was not merely a directive from the General Manager; it involved everyone playing a role in the division's success.

Additionally, Jennifer conducted the GM audit across all three locations and mandated the involvement of all managers in the process. Road supervisors, technicians, and safety trainers were integrally involved.



KMA award presentation with Jennifer and Darinay

Jennifer strives to foster an environment of ownership, emphasizing that running the division is collaborative. She also hosts "Coffee with the GM" quarterly on Saturday mornings, inviting any team members who wish to attend. We discuss divisional concerns, rider issues, and areas for improvement. I am very open to suggestions and ideas; if feasible, we will implement them.

Lastly, Jennifer also tries to be present during major pull-outs/ins at least thrice weekly. This provides a valuable opportunity for feedback and team building.

Project Team

Gina Givans, Operations Manager



Gina Givans is MV's proposed operations manager for the ETMA service. She is a dedicated transit operations manager with 25 years of experience in the industry.

Since 2012, she has served as the operations manager for ETMA's shuttle services, where she oversees all daily operational functions to ensure the delivery of reliable, safe, and high-quality service. Gina ensures that all operations comply with contract requirements and, in collaboration with the maintenance and safety teams, facilitates daily operations in accordance with Federal Highway Administration Regulations.

In her role, Gina oversees operators to guarantee that routes are properly covered and consistently on time. She also manages administrative and financial processes, including payroll, data analysis, and fuel reconciliation for billing. As a skilled leader and communicator, Gina excels at minimizing and effectively managing any service disruptions.

Prior to this role, Gina was the operations manager at MV's San Leandro, Calif., division from 2003 to 2012. There, she oversaw the dispatch and operator teams while promoting safety practices and excellent customer service.

Gina began her transportation career in 2000 as a customer service representative for East Bay Paratransit/ATC in Oakland, Calif., where she assisted passengers in addressing and resolving issues or concerns.

Gina earned her associate's degree in computer business administration from Heald Business College.

Pauline Coleman, Accounting Manager

Pauline has served as the accounting manager for MV in San Leandro since 2013, bringing over a decade of experience in payroll processing, accounts payable and receivable, and financial reporting. She is key in ensuring accurate and timely payroll for all employees, including handling garnishments, taxes, and fare deductions. Pauline is responsible for maintaining precise accounting records, preparing client invoices, and supporting collections, while also assisting with purchasing and supply management. Her attention to



detail and commitment to financial accuracy help ensure that local operations run smoothly and stay within budget. Pauline is also a vital resource for management and employees, assisting with wage documentation, projections, and financial reporting for local and corporate needs.

In 2013, Pauline served as the operations manager for MV in San Leandro, where she oversaw critical aspects of daily transit operations. She managed dispatching, routing, and vehicle tracking, ensuring service efficiency and safety compliance. Pauline led a staff team, organized workflows, and maintained alignment with company goals and regulatory requirements. She also handled customer service investigations and collaborated with leadership to develop policies and operational improvements, demonstrating her versatility and leadership across both financial and operational functions.

Pauline has also served in several other positions including administrative assistant and area recruiter trainer.

Darinay Watson, Safety and Training Manager



Darinay Watson offers nearly a decade of experience in paratransit operations. Her role involves leading behavior-based safety and training processes, collaborating with workers' compensation agencies, and fostering a consistent safety culture across departments. With a background as a road supervisor and paratransit bus operator, Darinay excels in addressing customer and operator-related issues, ensuring safety compliance, and contributing significantly to daily operations.

Darinay serves as the safety and training manager at MV in San Leandro, a position she has held since December 2019. In this role, Darinay leads and directs the behavioral-based safety and training processes. Darinay has fostered a consistent safety culture throughout locations, emphasizing teamwork and individual responsibility to achieve common goals across operations, safety, and maintenance departments. Darinay enhances safety measures and reduces preventable accidents through DriveCam coaching, contributing to a culture of continuous improvement and heightened operator awareness. She oversees audits, analyzes trend data, and develops preventive measures to reduce safety incidents. Darinay also manages corporate safety incentives, reviews incidents for cause and preventability, and conducts safety-related training sessions. Her commitment to maintaining current safety manuals, policies, and procedures, positive communication strategies, and discipline for safety-related issues reflects her dedication to ensuring a safe and compliant work environment.

In 2019, Darinay served as a road supervisor at Transdev. This experience showcased her skills in addressing and resolving customer and operator-related issues through effective communication with providers, passengers, and management. From 2018 to 2019, Darinay

served as a dispatcher for Transdev, and from 2014 to 2018, Darinay served as a paratransit operator for Transdev.

Darinay has completed coursework toward her C.N.A. at the College of Southern Nevada and a Bachelor's degree in Criminal Justice at ITT Technical College. Darinay has her CDL license with a passenger vehicle endorsement. She is TSI, CPR, and First Aid certified.

Ngoc Chu, Maintenance Manager



Ngoc Chu offers nearly two decades of experience in maintenance management. As a seasoned professional in the transportation and maintenance industry, he is adept in the planning, organization, and coordination of maintenance activities to ensure operational excellence.

Ngoc currently serves as the maintenance manager for MV in San Leandro. He ensures the equipment's proper functioning and safety and manages maintenance records in compliance with company policies and regulatory guidelines. Ngoc supervises maintenance staff, schedules repairs, and collaborates with other departments to optimize operational efficiency. He is responsible for budget management, procurement of necessary supplies and equipment, and implementing preventive maintenance programs. Ngoc demonstrates leadership by contributing to the overall reliability and longevity of the organization's assets and facilities.

Before joining MV, Ngoc served as the maintenance manager at Reddaway Trucking. He excelled in planning, organizing, and coordinating the maintenance of linehaul and city equipment within assigned areas. In this role, Ngoc was responsible for ensuring the proper city and linehaul equipment maintenance at designated facilities. His attention to detail was evident as he meticulously maintained maintenance records following company policies, procedures, and regulatory guidelines. Ngoc's tenure as Maintenance Manager underscores his proficiency in overseeing comprehensive maintenance operations and ensuring compliance with industry standards.

From 2006 to 2017, Ngoc served as the service manager at GCR Tires and Service, overseeing multiple stores' service and accounting departments. Ngoc's commitment to excellence was evident in his role as he championed efforts to achieve the highest audit scores in the region for multiple consecutive years. From 2004 to 2006, Ngoc served as the assistant manager at Kragen Auto Parts. In this capacity, he played a crucial role in managing day-to-day operations by assigning cash drawers for designated teammates and ensuring proper coverage schedules.

Ngoc holds a degree in general automotive from the Sequoia Institute and a degree in general education from Laney College.

Regional Support Team

Mark Elias, Senior Vice President of Operations



Mark's journey with MV began in 2001 as general manager in San Francisco. In 2003, he quickly advanced to his first regional role, where he successfully supported over seven start-ups along the Eastern seaboard. He later served as regional vice president of the Southwest and then president of operations in the Northwest, overseeing many divisions that continue to thrive today. Mark's wealth of experience and dedication to the transit industry will drive our continued success in Northern California.

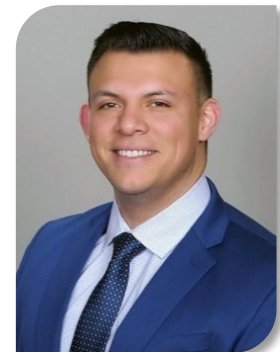
From 2018 to 2024, Mark served as the region vice president of operations for First Transit's Northwest region. Mark was responsible for overseeing the overall management and performance of transit operations across multiple regional locations. His responsibilities included ensuring efficient and safe transit services, meeting financial and operational targets, and maintaining high levels of customer satisfaction.

From 2016 to 2018, Mark served as the senior vice president for MV's Northwest Region. Mark oversaw operations in Northern California, Oregon, Washington, Northern Nevada, Idaho, Montana, Wyoming, Alaska, and Utah. In this role, he provided strategic leadership and support to regional vice presidents, ensuring smooth and efficient transit operations throughout the Northwest Region. Mark focused on optimizing performance, enhancing safety, and maintaining strong relationships with clients while driving growth and operational excellence across multiple locations.

Mark has served in several other positions, including regional vice president, northwest region vice president, southeast regional vice president, general manager, and senior terminal manager. Mark holds a Bachelor of Arts degree in History.

Jorge Gonzalez, Director of Safety

With over a decade of experience in transit planning and safety management, Jorge Gonzales is a seasoned professional known for his significant accomplishments in transportation. Jorge's notable achievements include spearheading the implementation of various transit programs such as the 5310/5311 Rural Transit System, JARC grant services (Evening Services), and the ADA paratransit eligibility certification program. His role in designing and executing a comprehensive ADA Paratransit Certification program showcased his commitment to ensuring inclusive and accessible transportation services.



As the director of safety, Jorge will work with ETMA and MV's operations and maintenance support to ensure the team complies with all regulatory requirements relating to health,

safety, and security. He will also schedule and conduct safety audits and inspections and provide safety-related support to the local team.

Jorge joined MV in 2021 as the safety and training manager in Houston, Texas, where he led a group of safety supervisors and managers. Jorge was promoted to director of safety in 2023, overseeing the region's safety performance and individually working with divisions to solve challenges.

Ashanti Smith, Director of Human Resources



Ashanti Smith offers eight years of experience in human resources. Ashanti uses her extensive experience working in recruitment and HR for school districts to encourage professional development and collaboration among all staff members. Her attention to detail and accuracy contribute to efficient and cost-effective HR operations support.

Ashanti develops and implements HR strategies that align with ETMA's goals and objectives. She ensures compliance with employment laws and regulations by updating policies and procedures and will develop guidelines and standards for ETMA employee conduct, performance expectations, and benefits administration. Ashanti fosters positive employee relations by handling employee grievances, conflicts, and disciplinary actions.

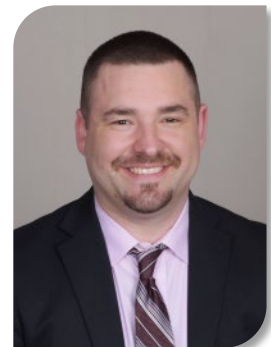
Before Ashanti's time with MV, she served as AAA's human resources business partner. The following year, she earned a senior human resources business partner promotion and was responsible for overseeing associate relations at AAA.

Tommy Bossaller, Director of Labor Relations

Director of Labor Relations Tommy Bossaller is an accomplished labor relations professional, contributing over 10 years of professional experience to these services. He is MV's resident expert and consultant regarding the administration and application of all collective agreements and has extensive experience in negotiating collective bargaining agreements and resolving disputes.

In this current role since 2022, Tommy is responsible for overseeing all aspects of labor relations within MV. Tommy will lead the negotiations for new collective bargaining agreements for these services and provide guidance on their administration and application.

Prior to MV, from 2015 to 2022, Tommy was the Labor Relations Manager at BNSF Railway. Tommy earned his bachelor's degree in business administration from Texas Tech University and his MBA from Florida International University, Chapman Graduate School of Business.



Jill DeHart, Director of Finance

MV's Director of Finance, Jill DeHart, offers more than three decades of experience in the



financial sector to these services. Jill has a distinguished career in finance and leadership with a wealth of experience in various roles within the transportation, real estate, and biotechnology industries.

For the ETMA services, Jill will facilitate the coordination of all centralized functions and ensure that all financial records are maintained in alignment with MV's high standards of accuracy. Jill will meet with Jennifer Singer and other key personnel to audit the location records and ensure financial transparency and compliant business practices.

Jill re-joined MV in 2023 after her first position with company from 2010 to 2019. She has a bachelor's degree in business management (finance & accounting) from University of Phoenix.

Wayne Johnson, Director of Maintenance

Wayne Johnson is MV's director of maintenance for the Northwest region. He has 30 years of experience in fleet maintenance, including two decades in transportation management roles.

Wayne will work closely with ETMA to address challenges, develop solutions, and build strong partnerships to support this service. He will work with the local team to ensure maintenance operations remain efficient, innovative, and focused on delivering safety and reliability.

Wayne began his career in 1994 as a mechanic while attending Dakota County Technical College, where he earned his degree in Heavy Duty Diesel Technology. Over the years, he has progressed through multiple roles, including lead technician, maintenance manager, region maintenance manager, and director of maintenance in both school bus and transit fleet sectors.



Staffing Plan

In Emeryville, where operational complexity intersects with community expectations, the right staffing plan is not just a logistical necessity—it is a strategic imperative. MV Transportation's approach to staffing is rooted in the belief that people are the cornerstone of service quality, safety, and reliability.

Please note that MV's EMTA operator team has an average tenure of 9.54 years, and our management team has a tenure of 7.8 years. This is significant to ETMA's staffing because it reflects a highly experienced and stable workforce, which supports consistent service delivery, deep institutional knowledge, and reduced training and turnover costs. Such long tenure also indicates strong employee engagement and effective management practices.

Employee Spotlight

Toronzio Paden, Vehicle Operator

Toronzio is a recipient of the Katherine McClary Award for two quarters. He does an excellent job, is always on time, never calls off, and is always ready in uniform to go! Toronzio takes the lead when there is an issue on the routes and always assists others when needed. He is passionate about his work and always seeks to advance his career. When asked, "What are you most proud of?" he shares that seeing people he has trained succeed brings him joy. Toronzio's favorite thing about his job is interacting with co-workers and his passengers and he cites his key achievements as no customer complaints, no accidents, and positive relationships with his co-workers.



Position	No. of Employees	Position	No. of Employees
General Manager	1 (leveraged)	Road Supervisor	2 FT
Operations Manager	1 FT	Dispatcher	2 FT
Accounting Manager	1 (leveraged)	A-Level Technician	2 FT
Safety and Training Manager	1 (leveraged)	Vehicle Operator	24 FT, 3 PT
Maintenance Manager	1 (leveraged)		

Please see MV's completed and signed Attachment F: Workforce Retention Declaration Form in the appendix of this proposal.

Productive Union Relations

Core to promoting a stable workforce is ensuring and maintaining a harmonious and productive relationship with the Union leadership. While the local team has the lead on making decisions related to employee/union relations, they have the support of dedicated labor negotiators and professionals from MV's regional/corporate support structure. Tommy Bossaller has negotiated several collective bargaining agreements and will be responsible for leading negotiations for MV. This allows the local team to avoid some of the more challenging union-related discussions and focus on positive employee relations.

The company's size and national presence have warranted its significant investment in labor resources; it works with more than 100 local unions nationally and has a team of labor

directors who ensure amicable relations. MV has negotiated countless union contracts and is familiar with all FTA and Section 13(c) regulations.

Compensation

MV recognizes the Teamsters Local 853 as the bargaining unit representing the ETMA operators. The company works with the union to negotiate the existing labor agreement, which remains through December 2030. MV has an excellent relationship with the Teamsters and works with its local unions.

MV has a second labor agreement in place with Teamsters 853 for mechanics supporting ETMA, which expires June 2028.

Please note that MV retains all rights to set initial terms and conditions of employment, which may include not participating in existing health benefit plans or pension plans, if we determine it is not economically feasible or otherwise in the best interest of MV. Further, MV is not encumbered by the current plan or any newly negotiated agreement that may contain economics or other items not contemplated in MV submitted pricing.

MV is pleased to offer the following compensation package to its team.

Operator Wage Scale

Operator Seniority	Year 1	Year 2	Year 3	Year 4	Year 5
Starting	\$27.75	\$28.75	\$29.30	\$30.85	\$31.95
1 year	\$29.58	\$30.65	\$31.78	\$32.90	\$34.08
2 years	\$31.23	\$32.35	\$33.53	\$34.73	\$35.98
3 years	\$32.65	\$33.83	\$35.05	\$36.33	\$37.65
4 years	\$33.30	\$34.50	\$35.75	\$37.05	\$38.40
5 years	\$33.70	\$34.90	\$36.15	\$37.45	\$38.80
6 years	\$34.10	\$35.33	\$36.60	\$37.93	\$39.30
7 years	\$34.53	\$35.78	\$37.08	\$38.43	\$39.83
8 years	\$34.95	\$36.20	\$37.50	\$38.85	\$40.25
9 years	\$36.96	\$38.24	\$39.54	\$41.06	\$43.11
10 + years	\$38.77	\$40.07	\$41.37	\$43.07	\$45.77

Non-Operator Wage Scale

Job Title	Hourly Wage	Job Title	Hourly Wage
General Manger	Confidential	A-Level Technician	\$47.73
Operations Manager	Confidential	Dispatcher	\$27.11
Safety and Training Manager	Confidential	Road Supervisor	\$29.61
Maintenance Manager	Confidential		

Benefits Package – Operator

All full-time employees (35+ scheduled hours per week) can participate in the following benefits programs.

Benefit	Bargained
Vacation Pay	1.54 hours per pay period from one year of service to three years of service. On the third anniversary, vacation shall accrue at 3.08 hours per pay period. On the tenth anniversary, vacation shall accrue at 4.62 hours per pay period. On the fifteenth-anniversary, vacation shall accrue at 6.15 hours per pay period Employees begin to accrue vacation after one year of continuous service.
Sick Plan	24 hours of sick pay after 90 days of employment
Medical/Dental Insurance	Employees are offered individual and dependent medical, dental and vision coverage from either MV or Teamsters provided plans
Flexible Spending Accounts (Health Care FSA and Dependent Care FSA)	Savings/spending accounts for pre-tax dollars to cover out-of-pocket medical expenses, childcare, or eldercare expenses during working hours.
Employee Assistance Program	Confidential, no-cost counseling services (3 in-person sessions per incident annually). Includes 24/7 resource and referral line for counseling, financial assistance, legal problems, and other issues
Life Insurance	all full-time employees who have completed six (6) months of employment in the amount of five thousand dollars (\$5,000.00) at no cost to the employee.
Life and AD&D Insurance	Voluntary supplemental life insurance and accidental death and dismemberment insurance plans for employees, spouse/domestic partner, and children
Holiday Pay	8 holidays per year
Funeral Leave	Two days after one year of service, and 3 days after 2 years of service
Pension	Company (MV) will contribute to Western Conference Teamsters, \$0.60 per hour beginning January 1, 2026, \$0.70 per hour beginning January 1, 2027, \$0.80 per hour beginning January 1, 2028, \$0.90 per hour beginning January 1, 2029 and \$1.00 per hour beginning January 1, 2030

Benefits Package – Technician

All full-time employees (35+ scheduled hours per week) can participate in the following benefits programs.

Benefit	Bargained
Vacation Pay	1.54 hours per pay period from one year of service to three years of service. On the third anniversary, vacation shall accrue at 3.08 hours per pay period. On the tenth anniversary, vacation shall

	accrue at 4.62 hours per pay period. On the fifteenth-anniversary, vacation shall accrue at 6.15 hours per pay period
Sick Plan	24 CBA hours of sick pay after 120 days of employment
Medical/Dental Insurance	Employees are offered individual and dependent medical, dental and vision coverage from either MV or Teamsters provided plans
Flexible Spending Accounts (Health Care FSA and Dependent Care FSA)	Savings/spending accounts for pre-tax dollars to cover out-of-pocket medical expenses, childcare, or eldercare expenses during working hours.
Employee Assistance Program	Confidential, no-cost counseling services (3 in-person sessions per incident annually). Includes 24/7 resource and referral line for counseling, financial assistance, legal problems, and other issues
Life Insurance	all full-time employees who have completed six (6) months of employment in the amount of five thousand dollars (\$5,000.00) at no cost to the employee.
Life and AD&D Insurance	Voluntary supplemental life insurance and accidental death and dismemberment insurance plans for employees, spouse/domestic partner, and children
Holiday Pay	7 holidays per year after 1 year of continuous service
Funeral Leave	Two days after one year of service, and 3 days after 2 years of service
Pension	Company (MV) will contribute to Western Conference Teamsters, \$0.50 per hour effective July 1, 2025, \$0.60 per hour effective July 1, 2026, and \$0.70 per hour effective July 1, 2027.

Benefits – Non-Bargained Personnel

All full-time employees (35+ scheduled hours per week) can participate in the following benefits programs.

Benefit	Non-Bargained Personnel
Vacation Pay Accrual (bi-weekly accrual)	3.08 hours from hire date to 3 rd anniversary, 4.62 hours years 4-10, and 6.15 hours after 10 years of service.
Medical/Dental Insurance	Employees are offered employee, employee plus spouse, employee plus children, and employee plus family medical, vision, and dental coverage.
Flexible Spending Accounts (Health Care FSA and Dependent Care FSA)	Savings/spending accounts for pre-tax dollars to cover out-of-pocket medical expenses, childcare, or eldercare expenses during working hours.
Employee Assistance Program	Confidential counseling services at no cost for employees and family members, and 24/7 well-being resource for counseling, financial assistance, legal problems, and many other issues.

Benefit	Non-Bargained Personnel
Life Insurance	\$5,000 term life policy provided by MV
Life and AD&D Insurance	Voluntary supplemental life insurance and accidental death and dismemberment insurance plans for employees, spouse/domestic partner, and children.
Holiday Pay	Seven holidays per year
401(k)	MV offers \$0.20 per \$1.00 match on each employee's first 6 percent contribution per year.
Sick Pay	40 hours upon entering the company and 40 hours each January thereafter.



SECTION 6: PROPOSAL EXCEPTIONS

Shuttle Operations and Maintenance Services for Emery Go-Round, West Berkeley Shuttle, 8 to Go Paratransit Shuttle, & The Emery Express Shuttle



Section 6: Proposal Exceptions

This section shall discuss any expectations or requested changes that Proposer has to the ETMA's RFP conditions, requirements and sample shuttle operations agreement. If there are no exceptions noted, it is assumed the Proposer will accept all conditions and requirements identified in Attachment B, Sample Shuttle Operations Agreement. Items for which no exception is taken will not be open to later negotiation.

MV acknowledges receipt of and has reviewed Attachment B, Sample Shuttle Operations Agreement. The company accepts all sample Agreement terms and planned edits as outlined in the addenda.



SECTION 7: COST FORMS

Shuttle Operations and Maintenance Services for Emery Go-Round, West Berkeley Shuttle, 8 to Go Paratransit Shuttle, & The Emery Express Shuttle



Section 7: Cost Forms

Proposer shall complete the Cost Forms, which are included as Attachment C. All costs shall be presented using the Cost Forms. The Proposer must submit costs as shown for each of the four (4) shuttle services separately and must include fixed costs and variable costs as indicated on the forms enclosed. The Proposer should confirm their Cost Forms are guaranteed for the term of this contract and acknowledges that additional services may be added at the same hourly rate within 30 days of requesting such additional services. As part of the final negotiation of the Contract, the selected Proposer and the ETMA will input the baseline costs into the "Tiered Pricing Form" (Exhibit C to the Contract, page 48 of this RFP) and establish costs for levels of service that vary from the baseline by up to 25% in either direction. Exhibit C is not to be submitted with the proposal.

Please see MV's completed Attachment C forms on the following pages.

MV confirms that our Cost Forms are guaranteed for the term of this contract and acknowledges that additional services may be added at the same hourly rate within 30 days of requesting such additional services: however, should the additional service require the acquisition of a new vehicle, a lead time for vehicle procurement may impact the ability to commence service within that 30-day period.

We understand that as part of the final negotiation of the Contract, the selected Proposer and the ETMA will input the baseline costs into the "Tiered Pricing Form" (Exhibit C to the Contract, page 48 of this RFP) and establish costs for levels of service that vary from the baseline by up to 25% in either direction.

ATTACHMENT C: COST FORMS

FORM 1.1: Emery Go-Round Operations Fixed Cost Worksheet

FIXED COSTS	2026	2027
Emery Go-Round	1/1/26 – 12/31/26	1/1/27 – 12/31/27
PERSONNEL		
Management, Dispatchers, Support Staff, Maintenance Workers Wages (Itemize by position)		
Management	\$ 77,729.06	\$ 79,491.92
Dispatchers / Road Supervisors	\$ 216,186.17	\$ 221,089.18
Maintenance	\$ 169,539.82	\$ 177,609.38
Payroll Taxes	\$ 37,409.63	\$ 38,655.04
Fringe Benefits	\$ 23,401.30	\$ 24,678.69
Description of Support Staff: (if applicable)		
BUS STORAGE AND ADMINISTRATION FACILITY		
Office Equipment	\$ 3,050.62	\$ 3,142.14
Office Supplies	\$ 9,843.41	\$ 10,138.71
Printing/Copying/Postage	\$ 273.80	\$ 282.02
VEHICLE		
Scheduled Maintenance (excluding cleaning and disinfection)	\$ 106,928.36	\$ 111,622.08
INSURANCE & LICENSING		
Business Liability	\$ 2,226.84	\$ 2,338.18
Auto Liability	\$ 73,037.12	\$ 76,515.36
Workers Compensation	\$ 15,689.27	\$ 17,321.37
Other Insurance of Licensing	\$ 3,413.64	\$ 3,499.16
Description of Other Insurance & Licensing:(if applicable) Business License		
OTHER OVERHEAD		
Recruitment, uniforms, corporate support, etc. (Specify and itemize)		
Recruitment, License Testing, Drug & Alcohol Testing	\$ 53,242.93	\$ 54,840.22
Uniforms	\$ 4,638.25	\$ 4,777.40
Rent/Facility Expenses	\$ 77,596.25	\$ 79,924.14
DriveCam Expenses	\$ 19,609.74	\$ 20,198.04
Corporate Support	\$ 59,234.98	\$ 48,900.66
Interest Expense	\$ 22,844.88	\$ 24,177.67
START-UP		
Initial Start-Up (per detail in proposal)		
PROFIT		
Profit @ 7.0%	\$ 73,205.57	\$ 75,609.46
TOTAL FIXED COSTS		
Total Annual Costs	\$ 1,049,101.66	\$ 1,074,810.80
No. Months per Year	12	12
FIXED COSTS PER MONTH = Total Annual Costs ÷ No. Months	\$ 87,425.14	\$ 89,567.57

FORM 1.2: Emery Go-Round Operations Variable Cost Worksheet

VARIABLE COSTS	2026	2027
Emery Go-Round	1/1/26 – 12/31/26	1/1/27 – 12/31/27
PERSONNEL – show detail on FROM 1.3		
Driver Wages (During Service Hours)	\$ 1,341,001.53	\$ 1,385,204.19
Driver Wages (During Training & Other Non-Service Hour Timeframes)	\$ 149,487.12	\$ 154,003.83
Payroll Taxes	\$ 121,729.13	\$ 125,921.81
Fringe Benefits @ 18.2%	\$ 271,553.82	\$ 294,999.05
OTHER		
Other Costs, if any (please specify and itemize below)		
Corporate Support	\$ 121,730.02	\$ 100,864.50
PROFIT		
Profit @ 7.0%	\$ 150,440.09	\$ 155,955.15
TOTAL VARIABLE COSTS		
Total Annual Costs	\$ 2,155,941.70	\$ 2,216,948.53
Annual Service Hours	32,500	32,500
COST PER SERVICE HOUR = Total Annual Cost ÷ Annual Service Hours	\$ 66.34	\$ 68.21

FORM 1.3: Emery Go-Round Operations Personnel Cost Detail

VARIABLE PERSONNEL COST DETAIL	2026		2027	
Emery Go-Round	1/1/26 – 12/31/26		1/1/27 – 12/31/27	
PERSONNEL				
Drivers:	During Service Hours	During Non-Service Hours	During Service Hours	During Non-Service Hours
List below by hourly rate of pay				
\$ 27.75	\$ 149,000.17	\$ 16,609.68	\$ 153,911.58	\$ 17,111.54
\$ 29.58	\$ 99,333.45	\$ 11,073.12	\$ 102,607.72	\$ 11,407.69
\$ 31.23	\$ 49,666.72	\$ 5,536.56	\$ 51,303.86	\$ 5,703.85
\$ 32.65	\$ 49,666.72	\$ 5,536.56	\$ 51,303.86	\$ 5,703.85
\$ 33.30	\$ 49,666.72	\$ 5,536.56	\$ 51,303.86	\$ 5,703.85
\$ 33.70	\$ -	\$ -	\$ 51,303.86	\$ 5,703.85
\$ 34.10	\$ 149,000.17	\$ 16,609.68	\$ -	\$ -
\$ 34.53	\$ 99,333.45	\$ 11,073.12	\$ 102,607.72	\$ 11,407.69
\$ 34.95	\$ 49,666.72	\$ 5,536.56	\$ 102,607.72	\$ 11,407.69
\$ 36.96	\$ 49,666.72	\$ 5,536.56	\$ 51,303.86	\$ 5,703.85
\$ 38.77	\$ 596,000.68	\$ 66,438.72	\$ 666,950.17	\$ 74,149.99
Total Driver Wages	\$ 1,341,001.53	\$ 149,487.12	\$ 1,385,204.19	\$ 154,003.83
Fringe Benefits @ 18.2%	\$ 271,553.82		\$ 294,999.05	

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FORM 2.1: West Berkeley Shuttle Operations Fixed Cost Worksheet

FIXED COSTS	2026	2027
West Berkeley Shuttle	1/1/26 – 12/31/26	1/1/27 – 12/31/27
PERSONNEL		
Management, Dispatchers, Support Staff, Maintenance Workers Wages (Itemize by position)		
Management	\$ 5,979.16	\$ 6,114.76
Dispatchers / Road Supervisors	\$ 16,629.71	\$ 17,006.86
Maintenance	\$ 13,041.52	\$ 13,662.26
Payroll Taxes	\$ 2,877.66	\$ 2,973.46
Fringe Benefits	\$ 1,800.10	\$ 1,898.36
Description of Support Staff: (if applicable)		
BUS STORAGE AND ADMINISTRATION FACILITY		
Office Equipment	\$ 234.66	\$ 241.70
Office Supplies	\$ 757.19	\$ 779.90
Printing/Copying/Postage	\$ 21.06	\$ 21.69
VEHICLE		
Vehicle Cost: including 1 bus, fuel, and maintenance (excluding cleaning and disinfection)	\$ 127,296.27	\$ 128,523.73
INSURANCE & LICENSING		
Business Liability	\$ 171.30	\$ 179.86
Auto Liability	\$ 5,984.21	\$ 6,269.20
Workers Compensation	\$ 1,206.87	\$ 1,332.41
Other Insurance of Licensing	\$ 262.59	\$ 269.17
Description of Other Insurance & Licensing:(if applicable) Business License		
OTHER OVERHEAD		
Recruitment, uniforms, corporate support, etc. (Specify and itemize)		
Recruitment, License Testing, Drug & Alcohol Testing	\$ 4,095.61	\$ 4,218.48
Uniforms	\$ 356.79	\$ 367.49
Rent/Facility Expenses	\$ 5,968.94	\$ 6,148.01
DriveCam Expenses	\$ 1,508.44	\$ 1,553.70
Corporate Support	\$ 12,471.86	\$ 10,114.71
Interest Expense	\$ 4,809.97	\$ 5,000.96
START-UP		
Initial Start-Up (per detail in proposal)		
PROFIT		
Profit @ 7.0%	\$ 15,413.36	\$ 15,639.20
TOTAL FIXED COSTS		
Total Annual Costs	\$ 220,887.27	\$ 222,315.92
No. Months per Year	12	12
FIXED COSTS PER MONTH = Total Annual Costs ÷ No. Months	\$ 18,407.27	\$ 18,526.33

FORM 2.2: West Berkeley Shuttle Operations Variable Cost Worksheet

VARIABLE COSTS	2026	2027
West Berkeley Shuttle	1/1/26 – 12/31/26	1/1/27 – 12/31/27
PERSONNEL		
Driver Wages (During Service Hours)	\$ 101,331.84	\$ 104,671.98
Driver Wages (During Training & Other Non-Service Hour Timeframes)	\$ 11,295.89	\$ 11,637.19
Payroll Taxes	\$ 9,198.38	\$ 9,515.19
Fringe Benefits @ <u>18.2%</u>	\$ 20,519.77	\$ 22,291.40
OTHER		
Other Costs, if any (please specify and itemize below)		
Corporate Support	\$ 9,198.44	\$ 7,621.75
PROFIT		
Profit @ <u>7.0%</u>	\$ 11,367.90	\$ 11,784.64
TOTAL VARIABLE COSTS		
Total Annual Costs	\$ 162,912.21	\$ 167,522.15
Annual Service Hours	2,500	2,500
COST PER SERVICE HOUR = Total Annual Cost ÷ Annual Service Hours	\$ 65.16	\$ 67.01

FORM 3.1: 8 to Go Paratransit Operations Fixed Cost Worksheet

FIXED COSTS	2026	2027
8 to Go	1/1/26 – 12/31/26	1/1/27 – 12/31/27
PERSONNEL		
Management, Dispatchers, Support Staff, Maintenance Workers Wages (Itemize by position)		
Management	\$ 3,587.50	\$ 3,668.86
Dispatchers / Road Supervisors	\$ 9,977.82	\$ 10,204.12
Maintenance	\$ 7,824.91	\$ 8,197.36
Payroll Taxes	\$ 1,726.60	\$ 1,784.08
Fringe Benefits	\$ 1,080.06	\$ 1,139.02
Description of Support Staff: (if applicable)		
BUS STORAGE AND ADMINISTRATION FACILITY		
Office Equipment	\$ 140.80	\$ 145.02
Office Supplies	\$ 454.31	\$ 467.94
Printing/Copying/Postage	\$ 12.64	\$ 13.02
VEHICLE		
Scheduled Maintenance (excluding cleaning and disinfection)	\$ 3,300.26	\$ 3,419.33
INSURANCE & LICENSING		
Business Liability	\$ 102.78	\$ 107.92
Auto Liability	\$ 2,465.66	\$ 2,583.08
Workers Compensation	\$ 724.12	\$ 799.45
Other Insurance of Licensing	\$ 157.55	\$ 161.50
Description of Other Insurance & Licensing:(if applicable) Business License		
OTHER OVERHEAD		
Recruitment, uniforms, corporate support, etc. (Specify and itemize)		
Recruitment, License Testing, Drug & Alcohol Testing	\$ 2,457.37	\$ 2,531.09
Uniforms	\$ 214.07	\$ 220.50
Rent/Facility Expenses	\$ 3,581.37	\$ 3,688.81
DriveCam Expenses	\$ 905.07	\$ 932.22
Corporate Support	\$ 2,565.58	\$ 2,115.40
Interest Expense	\$ 989.46	\$ 1,045.91
START-UP		
Initial Start-Up (per detail in proposal)		
PROFIT		
Profit @ 7.0%	\$ 3,170.67	\$ 3,270.80
TOTAL FIXED COSTS		
Total Annual Costs	\$ 45,438.58	\$ 46,495.39
No. Months per Year	12	12
FIXED COSTS PER MONTH = Total Annual Costs ÷ No. Months	\$ 3,786.55	\$ 3,874.62

FORM 3.2: 8 to Go Paratransit Operations Variable Cost Worksheet

VARIABLE COSTS	2026	2027
8 to Go	1/1/26 – 12/31/26	1/1/27 – 12/31/27
PERSONNEL		
Driver Wages (During Service Hours)	\$ 61,745.33	\$ 63,780.61
Driver Wages (During Training & Other Non-Service Hour Timeframes)	\$ 6,883.01	\$ 7,090.98
Payroll Taxes	\$ 5,604.92	\$ 5,797.97
Fringe Benefits @ <u>18.2%</u>	\$ 12,503.48	\$ 13,582.99
OTHER		
Other Costs, if any (please specify and itemize below)		
Corporate Support	\$ 5,604.96	\$ 4,644.22
PROFIT		
Profit @ <u>7.0%</u>	\$ 6,926.89	\$ 7,180.83
TOTAL VARIABLE COSTS		
Total Annual Costs	\$ 99,268.59	\$ 102,077.60
Annual Service Hours	1,500	1,500
COST PER SERVICE HOUR = Total Annual Cost ÷ Annual Service Hours	\$ 66.18	\$ 68.05

FORM 4.1: The Emery Express Operations Fixed Variable Cost Worksheet

FIXED VARIABLE COSTS	2026	2027
The Emery Express	1/1/26 – 12/31/26	1/1/27 – 12/31/27
PERSONNEL		
Management, Dispatchers, Support Staff, Maintenance Workers, Drivers Wages (Itemize by position)		
Management	\$ 5,142.08	\$ 5,258.70
Dispatchers / Road Supervisors	\$ 14,301.55	\$ 14,625.90
Maintenance	\$ 11,215.71	\$ 11,749.54
Driver Wages (During Service Hours)	\$ 87,451.42	\$ 90,334.03
Driver Wages (During Training & Other Non-Service Hour Timeframes)	\$ 9,748.58	\$ 10,043.13
Payroll Taxes	\$ 10,413.18	\$ 10,768.98
Fringe Benefits	\$ 19,257.06	\$ 20,870.52
Description of Support Staff: (if applicable)		
BUS STORAGE AND ADMINISTRATION FACILITY		
Office Equipment	\$ 201.81	\$ 207.86
Office Supplies	\$ 651.18	\$ 670.71
Printing/Copying/Postage	\$ 18.11	\$ 18.66
VEHICLE		
Vehicle Cost: including 1 bus, and maintenance, excluding fuel (to be billed at cost)(excluding cleaning and disinfection)	\$ 92,710.91	\$ 93,460.58
INSURANCE & LICENSING		
Business Liability	\$ 147.31	\$ 154.68
Auto Liability	\$ 5,294.40	\$ 5,546.54
Workers Compensation	\$ 1,037.91	\$ 1,145.87
Other Insurance of Licensing	\$ 225.83	\$ 231.48
Description of Other Insurance & Licensing:(if applicable) Business License		
OTHER OVERHEAD		
Recruitment, uniforms, corporate support, etc. (Specify and itemize)		
Recruitment, License Testing, Drug & Alcohol Testing	\$ 3,522.22	\$ 3,627.89
Uniforms	\$ 306.84	\$ 316.04
Rent/Facility Expenses	\$ 5,133.29	\$ 5,287.29
DriveCam Expenses	\$ 1,297.26	\$ 1,336.18
Corporate Support	\$ 17,563.08	\$ 14,383.25
Interest Expense	\$ 3,711.89	\$ 3,859.24
START-UP		
Initial Start-Up (per detail in proposal)		
PROFIT		
Profit @ 7.0%	\$ 21,705.33	\$ 22,239.16
TOTAL FIXED COSTS		
Total Annual Costs	\$ 311,056.95	\$ 316,136.24
Annual Service Hours	2,150	2,150
COST PER SERVICE HOUR = Total Annual Cost ÷ Annual Service Hours	\$ 144.68	\$ 147.04

MV Price Allocation

	Revenue Hours	32,500	1,500	2,150	2,500
	Service Miles	296,366	10,005	21,483	24,382
Cost Component	Allocation Method	Emery Go-Round	8 to Go Paratransit	Emery Express (Lennar)	West Berkeley Shuttle
Leveraged Staff	n/a	n/a	n/a	n/a	n/a
Operations Manager*	% of revenue hours	84.1%	3.9%	5.6%	6.5%
Road Supervisors*	% of revenue hours	84.1%	3.9%	5.6%	6.5%
Dispatchers*	% of revenue hours	84.1%	3.9%	5.6%	6.5%
Mechanics*	% of revenue hours	84.1%	3.9%	5.6%	6.5%
Drivers*	% of revenue hours	84.1%	3.9%	5.6%	6.5%
MV provided primary vehicle	acquisition cost, tax & title	n/a	n/a	100%	100%
MV provided spare vehicle	% of revenue hours	n/a	n/a	46.2%	53.8%
Workers compensation	% of revenue hours	84.1%	3.9%	5.6%	6.5%
Auto insurance	annual miles driven	84.1%	2.8%	6.1%	6.9%
Fuel	annual miles driven	n/a	n/a	service miles	service miles
Vehicle exterior cleaning	included in rate	weekly	weekly	weekly	weekly
Vehicle disinfecting	billed separately	cost +7% mark up	cost +7% mark up	cost +7% mark up	cost +7% mark up
Vehicle maintenance	included in monthly rate - cost per mile	service miles	service miles	service miles	service miles
Tires / majors	included in monthly rate - cost per mile	n/a	n/a	service miles	service miles
Tires / majors	billed separately	cost +7% mark up	cost +7% mark up	n/a	n/a
Rent	% of revenue hours	84.1%	3.9%	5.6%	6.5%
overhead	5.6% YR1, 4.5% thereafter	84.1%	3.9%	5.6%	6.5%
profit	percentage of all costs	7%	7%	7%	7%

Notes:

*inclusive of wage and benefits

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APPENDIX

Shuttle Operations and Maintenance Services for Emery Go-Round, West Berkeley Shuttle, 8 to Go Paratransit Shuttle, & The Emery Express Shuttle



APPENDIX



Appendix

Please see the items below following this section:

- MV's Similar Contracts
- Key Personnel Resumes
- Attachment F: Workforce Retention Declaration Form

MV's SIMILAR CONTRACTS

MV's Similar or Related Projects
Section 3: Qualifications, Pg. 9

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Project Name	Client	Description and Scope of Services	Service Start Date	Service End Date	Client Contact	Title	Phone	Email
San Pedro Trolley Service	San Pedro Property Owners' Alliance	Fixed Route	10/1/2012	Present	Stephen Robbins	Executive Director	(310) 832-2183	srobbins@sanpedrobid.com
Management	Morro Bay	Multimode	7/1/2001	Present	Janeen Burlingame	Management Analyst	(805) 772-6263	jburlingame@morrobayca.gov
Black Hawk Tramway	Black Hawk	Fixed Route	1/1/2008	Present	Tom Isbester	Director of Public Works	(303) 582-1324	tisbester@cityofblackhawk.org
CA State Polytechnic Univ Shuttle	California State Polytechnic University, Pomona	Fixed Route	7/1/2015	Present	David Flores	Senior Coordinator, Rideshare and Transportation Parking and Transportation Services	(909) 869-3233	davidflores@cpp.edu
Sandy Transit Operations	Sandy	Multimode	5/30/2020	Present	Andi Howell	Transit Director	(503) 489-0925	ahowell@ci.sandy.or.us
Mt. Hood Express Daily Operations	Clackamas	Multimode	5/30/2020	Present	Kristina Babcock	Transit Director	(971) 349-0481	kbabcock@clackamas.us
Fixed Route Shuttle & DAR Services	West Covina	Multimode	3/3/2014	Present	Chris Freeland	Assistant City Manager	(626) 939-8443	chris.freeland@westcovina.org
Rural Public Transportation Agreement	Show Low	Fixed Route	7/1/2001	Present	Lisa Robertson	Grants and Transit Manager	(928) 532-4097	lrobertson@showlowaz.gov
Trailhead Shuttle & Microtransit Services	Sedona Transit	Multimode	3/1/2022	Present	Amber Wagner	Transit Program Administrator	(928) 203-5086	awagner@sedonaaaz.gov
Fixed Route, Dial A Ride and Trolley Transportation Services	West Hollywood	Multimode	7/1/2002	Present	Perri Sloane Goodman	Social Services & Transportation Program Administrator	(323) 848-6370	pgoodman@weho.org
Management & Operation of Madera Transit Services	Madera	Multimode	11/9/2018	Present	Marcela Zuniga	MSOL/Grant Administrator	559-661-3692	mzuniga@madera.gov
DowneyLink and Dial-a-Ride Services	Downey	Multimode	7/1/2002	Present	Michelle Jenney Arias	Management Analyst Parks and Rec	(562) 904-7223	marias@downeyca.org
Professional Services Agreement	Coral Gables	Fixed Route	12/1/2017	Present	Matthew Anderson	Mobility & Sustainability Manager	(305) 460-5008	manderson@coralgables.com
Petaluma Transit	Petaluma	Multimode	7/1/2000	Present	Jared Hall	Transit Division Manager	(707) 778-4421	jhall@cityofpetaluma.org
Fixed Route & DAR (Paratransit) Transportation	Corona	Multimode	9/1/2018	Present	Sudesh Paul	Transportation Planning Supervisor	(951) 279-3763	sudesh.paul@coronaca.gov
Burbank Bus Transit Operation Services	Burbank	Fixed Route	8/1/2011	Present	Karen Pan	Transportation Services Manager	(818) 238-5187	kpan@burbankca.gov
Municipal Circulator Service	Hialeah	Fixed Route	11/1/2010	Present	Justo Espinosa	Transit Manager	(305) 953-4172	jbespinosa@hialeahfl.gov
234939 Fixed Routes 711 & 715	Suburban Bus Division of the Regional Transportation Authority (PACE)	Fixed Route	6/6/2008	Present	Alex Foster	Contract Carrier Specialist	(847) 228-4278	alex.foster@pacebus.com
Heritage Valley	Ventura County Transportation Commission	Multimode	3/2/2015	Present	Matt Miller	Transit Services Program Manager	805-642-1591 ext 121	mmiller@goventura.org
Fixed Route Transit Service	Palos Verdes Peninsula Transit Authority (PVPOTA)	Fixed Route	8/1/2015	Present	Martin Gombert	Administrator	(310) 544-7108	pvttransit@palosverdes.com
Transit Operations & Mgmt Services	Madera County	Multimode	7/1/2024	Present	Monty Cox	Program Manager	5595367821	monty.cox@maderacounty.com
Compton Renaissance Transit System	Compton	Fixed Route	9/8/2003	Present	John Strickland	Transportation Planner	(310) 605-5585	jstrickland@comptoncity.org
Professional Services Agreement	Santa Rosa	Multimode	11/1/2002	Present	Rachele Ede	Deputy Director	(707) 543-3337	rede@srcity.org
Coastside Transportation Services	San Mateo County Transit District (SamTrans)	Multimode	11/8/2003	Present	Kelley Shanks	Associate Operations Contract Administrator	650-508-6324	shanksk@samtrans.com
FCRTA Public Transportation Services	Fresno County Rural Transit Agency	Multimode	9/1/2018	Present	Moses Stites	General Manager	559-233-4148 ext244	mstites@fresnocog.org
Operation & Maintenance of Dumbarton Bridge Express	AC Transit	Fixed Route	12/19/2011	Present	Steve Adams	Transit Manager	(510) 675-5446	sadams@unioncity.org

MV's Similar or Related Projects
Section 3: Qualifications, Pg. 9

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Project Name	Client	Description and Scope of Services	Service Start Date	Service End Date	Client Contact	Title	Phone	Email
Public Transportation Services	Okaloosa	Multimode	1/1/2019	Present	Booker Parker	Transit Division Manager	(850) 609-7003	tparker@myokaloosa.com
Cary Transit (GoCary)	Cary	Multimode	10/1/2010	Present	Kelly Blazey	Transit Services Administrator	(919) 462-2080	kelly.blazey@townofcary.org
Roseville Transit System	Roseville	Multimode	7/1/2001	Present	Richard Frost	Transit Operations Supervisor	(916) 746-1304	rjfrost@roseville.ca.us
Services Agreement Contract	Putnam Transit/PART Paratransit	Multimode	4/1/2014	Present	Vincent Tamagna	Transportation Manager	(845) 878-3480	vincent.tamagna@putnamcountyny.gov
Mesa Co, GVT Operations	Mesa RTPO	Multimode	9/24/2024	Present	Todd Hollenbeck	RTP Manager/MPO Director	(970) 255-7128	todd.hollenbeck@mesacounty.us
Fixed-Route and Related Maintenance	Mid Mon Valley Transit Authority	Fixed Route	6/29/2013	Present	Ashley Seman	Executive Director	(724)489-0880	aseman@mmvta.com
VanGo Transit Operations Management	Charles County Commissioners	Multimode	7/1/2017	Present	Jeff Barnett	Chief of Transportation	301-934-0102	barnettj@charlescounty.org
Fairfield-Suisun Transit	Fairfield	Multimode	11/1/1998	Present	Garland Wong	City Traffic Engineer / Acting Transportation Mgr	(707) 428-7485	gwong@fairfield.ca.gov
Kings Area Rural Transit (KART)	Kings County Area Public Transit Agency (KCAPTA)	Multimode	7/1/2003	Present	Angie Dow	Executive Director	(559) 582-3211 ext. 2691	angie.dow@co.kings.ca.us
Human Services Transportation	Fairfax	Multimode	11/1/2002	Present	Glenn Padeway	FASTRAN - Division Director	(703) 324-7060	glenn.padeway@fairfaxcounty.gov
Area Regional Transit (ART)	St. Lucie County	Multimode	7/1/2020	Present	Adolfo Covelli	Transit Director	772-462-1798	covellia@stlucieco.org
Operation & Maintenance of Union City Transit	Union City	Multimode	7/1/2000	Present	Steve Adams	Transit Manager	(510) 675-5446	sadams@unioncity.org

KEY PERSONNEL RESUMES

Jennifer Singer

General Manager

Jennifer Singer is MV's proposed general manager for Emeryville Transportation Management Association's shuttle services.

Experience

General Manager, MV Transportation, Inc. (San Leandro/Emeryville/UC Berkeley, CA)

2022 to Present

- Oversees the daily operations, managing staff and implementing policies and procedures to enhance service quality and safety
- Plans, budgets, and aligns actions with organizational objectives
- Collaborates with agencies, community representatives, and partners to build positive relationships
- Ensures seamless adaptation of the East Bay paratransit service to enhance the overall passenger experience
- Oversees all functional service areas, including safety and training, live day operations, fleet and facility maintenance, community relations, and accounting and finance
- Meets with the client staff to review service quality and performance metrics and discuss trends

General Manager, MV Transportation, Inc. (Thousand Oaks, CA)

2018 to 2022

- Managed multi-divisional contracts, including work with six different agencies and their specific contract requirements
- Optimized processes to ensure high team performance, worked with team members to increase performance, and set realistic improvement goals
- Determined areas for improvement for cost control and initiated changes
- Reduced expenses by minimizing overtime and allocating staff levels accordingly
- Implemented safety policies to eliminate incidents/accidents and evaluated employee performance

Operations Manager, MV Transportation, Inc. (Las Vegas, NV)

2017 to 2018

Terminal Manager, Mall Dispatch, Inc. (Fullerton, CA)

2014 to 2017

Account Sales Manager, Norco Delivery Services (Anaheim, CA)

2012 to 2014

Jennifer Singer

General Manager

Regional Operations Manager, Norco Delivery Services (Anaheim, CA)
2008 to 2012

Area Operations Manager, Norco Delivery Services (Anaheim, CA)
2005 to 2008

Education and Training

New Mexico State University

- Bachelor of Science in Business Management

Professional Affiliations & Awards

Norco Delivery Services

- Employee of the Month (January and July, 2005)
- Salesperson of the Quarter (2012)

Gina Givans

Operations Manager

Gina Givans is MV's proposed operations manager for the Emeryville Transportation Management Association's shuttle services.

Experience

Operations Manager, Emeryville Transportation Management Association (Emeryville, CA) 2012 to Present

- Service provided according to contract requirements
- Responsible for all shuttle services operations, full communications with maintenance and safety for daily operations to comply with any required Federal Highway Administration regulations
- To ensure all operators are on time, ready for service, including being in full uniform and possession of proper credentials
- Service disruptions are minimized and managed effectively
- Prepare performance reports and perform data analysis for billing and monthly reporting
- Prepare payroll for operators, dispatch, and road supervisors
- Fuel reconciliation for billing
- Provide customer information for site personnel

Operations Manager, MV Transportation, Inc. (San Leandro, CA) 2003 to 2012

- Held responsibility for creating and managing dispatch and operator schedules, trip reconciliation from operations manifests to reservations software, and manifest preparation for each day
- Ensured quality assurance of service delivery on the road and in the dispatch office
- Performed dispatch and operator management
- Scheduled trips, demand-responsive service, and performed route optimization for the next service day
- Managed same-day reservation scheduling when possible
- Prepared performance reports and performed data analysis for billing and monthly reporting
- Prepared payroll for operators assigned to individual contracts
- Coordinated with clients, agencies, passengers, drivers, and proper authorities as needed
- Promoted safety and customer service to staff

Customer Service Representative, East Bay Paratransit/ATC (Oakland, CA) 2000 to 2003

- Provided customer service and handled heavy phone answering/data entry
- Interacted with elderly and disabled passengers to resolve issues or concerns
- Responsible for daily interaction with dispatchers, subcontractors, and jurisdiction representatives

Gina Givans

Operations Manager

- Trained and mentored new employees

Education and Training

Heald Business College

- Associate's degree in computer business administration

Certified Training

- FTA Drug and Alcohol Awareness Training
- Reasonable Suspicion
- Accident Investigation and Response
- Customer Service and Sensitivity

Darinay Watson

Safety and Training Manager

Darinay Watson is MV's proposed safety and training manager for the Emeryville Transportation Management Association's shuttle services

Experience

Safety and Training Manager, MV Transportation, Inc. (San Leandro, CA)

2019 to Present

- Leads and directs the operator's behavior-based safety and training processes
- Collaborates with local workers' compensation agencies to ensure all claims are handled effectively, including coordinating modified and gradual return-to-work programs for injured employees
- Ensures a consistent safety culture that incorporates operations, safety, and maintenance departments
- Oversees the successful completion of all related audits
- Ensures safety technology is used, and those results are examined, trend data is analyzed, and plans are developed to reduce and prevent future safety incidents

Road Supervisor, Transdev (Oakland, CA)

2019

- Communicated with providers, passengers, and management to address and resolve customer/driver-related issues, as well as investigated and analyzed complaints to propose solutions
- Performed client assessment of mobility devices, picked up at designated locations, and provided analysis of investigations to management
- Assisted with contract compliance, ensured required reporting was turned in on time, and assessed liquidated damages where appropriate
- Created correspondence including warning and suspension letters, memos to passengers and operators to communicate direction of agency where appropriate

Dispatcher, Transdev (Oakland, CA)

2018 to 2019

Paratransit Operator, Transdev (North Las Vegas, NV)

2014 to 2018

Education and Training

College of Southern Nevada

- Completed course towards a Certified Nurse Aid (C.N.A.)

Darinay Watson

Safety and Training Manager

ITT Technical College

- Completed course towards B.S. in Criminal Justice

Additional Training/Certifications

- Commercial Driver's License with a class P endorsement
- TSI certified
- National Safety Council
- Certified in first aid, CPR
- Automated External Defibrillator (AED) eight edition instructor
- Certified in reasonable suspicion

Ngoc Chu

Maintenance Manager

Ngoc Chu is MV's proposed maintenance manager for the Emeryville Transportation Management Association's shuttle services.

Experience

Maintenance Manager, MV Transportation, Inc. (San Leandro, CA)

2019 to Present

- Responsible for planning, organizing, and coordinating maintenance activities
- Ensures proper functioning and safety of equipment
- Maintains maintenance records and ensures compliance with company policies and guidelines
- Supervises the maintenance staff, schedules repairs, and collaborates with other departments to optimize efficiency
- Responsible for budget management and procurement of necessary supplies and equipment
- Implements preventative maintenance programs

Maintenance Manager, Reddaway Trucking (San Leandro, CA)

2018 to 2019

- Planned, organized, and coordinated the maintenance of linehaul and city equipment
- Ensured the proper maintenance of the city's equipment and its transportation to designated facilities
- Maintained extensive maintenance records to ensure alignment with company policies, procedures, and regulatory guidelines
- Oversaw all maintenance operations to ensure compliance with industry standards
- Performed inspections and oversight of maintenance work to ensure quality

Service Manager, GCR Tires and Service (Oakland and San Jose, CA)

2006 to 2017

- Oversaw the service and accounting departments of multiple stores
- Achieved the highest audit scores in the region for multiple years
- Managed a heavy-duty commercial shop
- Oversaw the service department for multiple locations
- Developed and implemented service strategies to meet customers' needs and improve service quality

Assistant Manager, Krugen Auto Parts (Alameda, CA)

2004 to 2006

Ngoc Chu

Maintenance Manager

Education and Training

Sequoia Institute

- Bachelor of Science in General Automotive

Laney College

- Bachelor of Arts in General Education

Pauline Coleman

Accounting Manager

Pauline Coleman is MV's proposed accounting manager for the Emeryville Transportation Management Association's shuttle services.

Experience

Accounting Manager, MV Transportation, Inc. (San Leandro, CA)

2013 to Present

- Processes and documents payroll for all employees including garnishments, taxes, and relevant fare deductions on bi-weekly basis, including exceptions and bonuses.
- Completes daily and weekly reports for Operations/General Manager review to ensure that hours and payroll are within budgeted amounts for service provided.
- Prepares projections as required by local, regional and corporate management for forecasting purposes.
- Submits PCN's for all new hires and job/wage changes in the appropriate time frame to ensure accurate payroll and employee records at corporate.
- Maintains accurate fare accounting records and relevant payroll deductions for affected employees.
- Prepares accounts payable invoices for Manager approval and payment from Corporate office in a timely manner ensuring the accuracy of account charges as well as the timely payment of vendors.
- Prepares client invoices in a timely manner to ensure appropriate posting to general ledger.
- Assists corporate office with account collections for client accounts. Prepares appropriate credit/debit memos to ensure accuracy accounts receivable balances.
- Acts as guardian of petty cash funds, submits regular petty cash reimbursement requests and expense reimbursement requests as necessary on behalf of other management staff.
- Ensures accuracy of preliminary and final financial statements, prepares journal entries to make corrections to ensure that an accurate picture of local finances is available.
- Provides assistance to employees requiring wage and hour data reported to local agencies including housing and social services.
- Provides purchasing assistance to local management staff.
- Ensures ample stores of necessary items including office supplies and computer equipment.

Operations Manager, MV Transportation, Inc. (San Leandro, CA)

2013 to 2013

- Directed activities related to dispatching, routing, and tracking transportation vehicles.
- Planned, organized and managed the work of subordinate staff to ensure that the work is accomplished in a manner consistent with organizational requirements.
- Investigated and resolved customer or client complaints.
- Collaborated with other managers and staff members in order to formulate and implement policies, procedures, goals, and objectives.

Pauline Coleman

Accounting Manager

- Monitored operations to ensure that staff members comply with administrative policies and procedures, safety rules, union contracts, and government regulations.

Administrative Assistant, MV Transportation, Inc. (San Leandro, CA) 2012 to 2013

- Supported administrative functions of multiple transportation contracts.

Area Recruiter Training, MV Transportation, Inc. (San Leandro, CA) 2006 to 2012

- Supported administrative aspect of recruitment and training efforts.
- Initiated, planned, and implemented recruiting and training objectives.
- Reviewed applications, conducted interviews and reference checks.

ATTACHMENT F: WORKFORCE

Attachment F: Workforce Retention Declaration Form

In the performance of this Agreement, the Proposer and its subcontractors declare that they

 ✓ will will not (please check one)

retain the employees (as defined by California Labor Code Section 1071(d)) of the prior contractor or subcontractors, except for reasonable and substantiated cause, for a period of at least 90 days.

The Contractor and subcontractors that declare they will retain such employees will be responsible for the duties and obligations provided in California Labor Code Section 1072, including making a written offer of employment to each employee to be retained, and if fewer employees are necessary under the new contract, retaining qualified employees by seniority within the job classification.

PROPOSER'S INFORMATION	
Name of the Firm	MV Transportation, Inc.
Contact Name	Dennis Shipman
Title	Senior Vice President
Phone	(303) 956-4413
Email	dennis.shipman@mvtransit.com
Signature	
Date	June 26, 2025

EXHIBIT B-1
FLEET MODIFICATIONS TO EXHIBIT B

Emeryville Transportation Management Association

**Shuttle Operations and Maintenance Services for Emery Go-Round,
West Berkeley Shuttle, 8 to Go Paratransit Shuttle, & The Emery Express Shuttle**



Revised sections 4.3 and 4.5 September 3, 2025

Submitted to:

Emeryville Transportation Management Association

Daniel Oliver, Executive Director
1300 67th Street
Emeryville, CA 94608
(408) 258-7267 x 503
admin@emerygoround.com

Submitted by:

MV Transportation, Inc.

2711 N. Haskell Avenue
Suite 1500 LB-2
Dallas, TX 75204
(972) 391-4600
www.mvtransit.com



MV Transportation, Inc. is a federal contractor or subcontractor which complies fully with Executive Order 11246, as amended, and the applicable regulations contained in 41 C.F.R. Parts 60-1 through 60-60; 29 U.S.C. Section 793 and the applicable regulations contained in 41 C.F.R. Part 60-741; 38 U.S.C. Section 4212 and the applicable regulations contained in 41 C.F.R. Part 60-250 and/or 60-300; and 29 CFR Part 471, Appendix A. MV is an Equal Employment Opportunity/Affirmative Action Employer.



Confidentiality Statement

As a privately-held company, many aspects of MV's business is considered confidential. The proposal contained herein offers details regarding our proposed operating plan for Emeryville Transportation Management Association (ETMA) and includes client information, operating procedures, management candidates, and innovative approaches that our Board of Directors considers Confidential and/or Trade Secrets.

For ease of ETMA's review, MV:

- Indicates those sections of our proposal narrative considered either confidential or a trade secret using footnotes;
- Includes confidential attachments in this proposal response; these are marked "confidential" in the margins of each document; and,
- Considers its pricing information confidential and has therefore indicated so in the margin of each price page.

3. Fleet Description – West Berkeley and Emery Express Shuttles

As part of a broader service modernization initiative, new vehicles are being introduced to enhance the West Berkeley Shuttle and Emery Express operations.

- West Berkeley Shuttle will be upgraded with a new StarCraft Allstar XL 32' Ford F550 bus. This vehicle offers increased capacity and improved rider comfort, supporting the route's growing demand and operational efficiency.
- Emery Express will receive a new StarCraft Allstar 22' Ford F450 bus. This vehicle is well-suited for its route's needs, offering a compact and reliable solution for quick and efficient transit service.
- Additionally, a second StarCraft Allstar XL 32' Ford F550 bus will be procured as a spare vehicle. This ensures ongoing compliance with service standards, specifically maintaining a spare fleet with mileage under 60,000 and an age of less than four years, improving overall reliability and minimizing service disruptions.

These vehicle upgrades reflect a commitment to maintaining a modern, dependable fleet that supports both operational goals and rider satisfaction.

Revision 9/3/2025 – reflects possible use of existing vehicles over the first two years of the Agreement.

In an effort to reduce cost in the first two years of the Agreement, MV is offering to use the existing vehicles for West Berkeley Shuttle and Emery Express Shuttle. The table below provides details on the four (4) vehicles that MV is offering to continue using.

Van#	Year / Make / Model	Mileage	Shuttle Service
1474-294	2016 - Ford F550 Cutaway	100,987	West Berkeley
1690-294	2016 - Ford F550 Cutaway	161,790	West Berkeley
1614-08	2015 - Ford E450 Cutaway	244,351	Emery Express
1615-08	2015 - Ford E450 Cutaway	252,315	Emery Express

MV provided vehicles for West Berkeley Shuttle and Emery Express Shuttle will continue the practice of MV providing one primary vehicle and one spare vehicle for each service. The continued use of four (4) vehicles decreases the likelihood of service disruptions.

Please also see section 5 for more information about MV's vehicle roll-out plan.

5. Driver Check-In and Vehicle Roll-Out Plan

MV provides vehicles for the West Berkeley Shuttle and the Emery Express Shuttle. ETMA provides vehicles for Emery Go-Round and the 8 to-go Paratransit Shuttle.

In the new term, MV will provide three new vehicles for to ETMA to meet the requirements outlined in the Q&A of fewer than 60,000 miles and less than four years old.

Service	Vehicle	Vehicle Role
West Berkeley Shuttle	StarCraft Allstar XL 32' Ford F550	Primary
Emery Express	StarCraft Allstar 22' Ford F450	Primary
West Berkeley Shuttle / Emery Express	StarCraft Allstar XL 32' Ford F550	Spare

Please see the Start of the Service Day - Operator Check-in, above in Daily Operating Plan.

Revision 9/3/2025 - reflects possible use of existing vehicles over the first two years of the Agreement.

In an effort to reduce cost in the first two years of the Agreement, MV is offering to use the existing vehicles for West Berkeley Shuttle and Emery Express Shuttle.

MV provided vehicles for West Berkeley Shuttle and Emery Express Shuttle will continue the practice of MV providing one primary vehicle and one spare vehicle for each service. The continued use of four (4) vehicles decreases the likelihood of service disruptions.

The table below provides details on the four (4) vehicles that MV is offering to continue using.

Van#	Year / Make / Model	Vehicle Role	Shuttle Service
1474-294	2016 - Ford F550 Cutaway	Primary	West Berkeley
1690-294	2016 - Ford F550 Cutaway	Spare	West Berkeley
1614-08	2015 - Ford E450 Cutaway	Primary	Emery Express
1615-08	2015 - Ford E450 Cutaway	Spare	Emery Express

EXHIBIT C

COST FORMS

FORM 1.1: Emery Go-Round Operations Fixed Cost Worksheet

FIXED COSTS	2026	2027
Emery Go-Round	1/1/26 – 12/31/26	1/1/27 – 12/31/27
PERSONNEL		
Management, Dispatchers, Support Staff, Maintenance Workers Wages (Itemize by position)		
Management	\$ 83,036.39	\$ 85,257.34
Dispatchers / Road Supervisors	\$ 230,947.33	\$ 237,124.42
Maintenance	\$ 181,115.98	\$ 190,491.11
Payroll Taxes	\$ 39,963.96	\$ 41,458.63
Fringe Benefits	\$ 24,999.14	\$ 26,468.60
Description of Support Staff: (if applicable)		
BUS STORAGE AND ADMINISTRATION FACILITY		
Office Equipment	\$ 3,261.59	\$ 3,359.44
Office Supplies	\$ 10,495.30	\$ 10,810.16
Printing/Copying/Postage	\$ 284.09	\$ 292.62
VEHICLE		
Scheduled Maintenance (excluding cleaning and disinfection)	\$ 86,180.36	\$ 90,251.64
INSURANCE & LICENSING		
Business Liability	\$ 2,226.84	\$ 2,338.18
Auto Liability	\$ 73,037.12	\$ 76,515.36
Workers Compensation	\$ 16,774.28	\$ 18,519.25
Other Insurance of Licensing	\$ 3,413.64	\$ 3,499.16
Description of Other Insurance & Licensing:(if applicable) Business License		
OTHER OVERHEAD		
Recruitment, uniforms, corporate support, etc. (Specify and itemize)		
Recruitment, License Testing, Drug & Alcohol Testing	\$ 55,935.27	\$ 57,613.33
Uniforms	\$ 4,638.25	\$ 4,777.40
Rent/Facility Expenses	\$ 82,962.52	\$ 85,451.40
DriveCam Expenses	\$ 20,198.81	\$ 20,804.77
Corporate Support	\$ 61,157.06	\$ 50,473.31
Interest Expense	\$ 27,372.91	\$ 28,616.72
START-UP		
Initial Start-Up (per detail in proposal)		
PROFIT		
Profit @ 7.0%	\$ 76,334.78	\$ 78,323.62
TOTAL FIXED COSTS		
Total Annual Costs	\$ 1,084,335.62	\$ 1,112,446.43
No. Months per Year	12	12
FIXED COSTS PER MONTH = Total Annual Costs ÷ No. Months	\$ 90,361.30	\$ 92,703.87

FORM 1.2: Emery Go-Round Operations Variable Cost Worksheet

VARIABLE COSTS	2026	2027
Emery Go-Round	1/1/26 – 12/31/26	1/1/27 – 12/31/27
PERSONNEL – show detail on FROM 1.3		
Driver Wages (During Service Hours)	\$ 1,341,001.53	\$ 1,385,204.19
Driver Wages (During Training & Other Non-Service Hour Timeframes)	\$ 149,487.12	\$ 154,003.83
Payroll Taxes	\$ 121,729.13	\$ 125,921.81
Fringe Benefits @ 18.2%	\$ 271,553.82	\$ 294,999.05
OTHER		
Other Costs, if any (please specify and itemize below)		
Corporate Support	\$ 121,608.04	\$ 100,662.77
PROFIT		
Profit @ 7.0%	\$ 151,944.49	\$ 155,955.15
TOTAL VARIABLE COSTS		
Total Annual Costs	\$ 2,157,324.13	\$ 2,216,746.80
Annual Service Hours	32,500	32,500
COST PER SERVICE HOUR = Total Annual Cost ÷ Annual Service Hours	\$ 66.38	\$ 68.21

FORM 1.3: Emery Go-Round Operations Personnel Cost Detail

VARIABLE PERSONNEL COST DETAIL	2026		2027	
Emery Go-Round	1/1/26 – 12/31/26		1/1/27 – 12/31/27	
PERSONNEL				
Drivers:	During Service Hours	During Non-Service Hours	During Service Hours	During Non-Service Hours
List below by hourly rate of pay				
\$ 27.75	\$ 149,000.17	\$ 16,609.68	\$ 153,911.58	\$ 17,111.54
\$ 29.58	\$ 99,333.45	\$ 11,073.12	\$ 102,607.72	\$ 11,407.69
\$ 31.23	\$ 49,666.72	\$ 5,536.56	\$ 51,303.86	\$ 5,703.85
\$ 32.65	\$ 49,666.72	\$ 5,536.56	\$ 51,303.86	\$ 5,703.85
\$ 33.30	\$ 49,666.72	\$ 5,536.56	\$ 51,303.86	\$ 5,703.85
\$ 33.70	\$ -	\$ -	\$ 51,303.86	\$ 5,703.85
\$ 34.10	\$ 149,000.17	\$ 16,609.68	\$ -	\$ -
\$ 34.53	\$ 99,333.45	\$ 11,073.12	\$ 102,607.72	\$ 11,407.69
\$ 34.95	\$ 49,666.72	\$ 5,536.56	\$ 102,607.72	\$ 11,407.69
\$ 36.96	\$ 49,666.72	\$ 5,536.56	\$ 51,303.86	\$ 5,703.85
\$ 38.77	\$ 596,000.68	\$ 66,438.72	\$ 666,950.17	\$ 74,149.99
Total Driver Wages	\$ 1,341,001.53	\$ 149,487.12	\$ 1,385,204.19	\$ 154,003.83
Fringe Benefits @ 18.2%	\$ 271,553.82		\$ 294,999.05	

FORM 3.1: 8 to Go Paratransit Operations Fixed Cost Worksheet

FIXED COSTS	2026	2027
8 to Go	1/1/26 – 12/31/26	1/1/27 – 12/31/27
PERSONNEL		
Management, Dispatchers, Support Staff, Maintenance Workers Wages (Itemize by position)		
Management	\$ 3,832.45	\$ 3,934.95
Dispatchers / Road Supervisors	\$ 10,659.11	\$ 10,944.20
Maintenance	\$ 8,359.20	\$ 8,791.90
Payroll Taxes	\$ 1,844.49	\$ 1,913.48
Fringe Benefits	\$ 1,153.81	\$ 1,221.63
Description of Support Staff: (if applicable)		
BUS STORAGE AND ADMINISTRATION FACILITY		
Office Equipment	\$ 150.53	\$ 155.05
Office Supplies	\$ 484.40	\$ 498.93
Printing/Copying/Postage	\$ 13.11	\$ 13.51
VEHICLE		
Scheduled Maintenance (excluding cleaning and disinfection)	\$ 1,324.26	\$ 1,384.05
INSURANCE & LICENSING		
Business Liability	\$ 102.78	\$ 107.92
Auto Liability	\$ 2,465.66	\$ 2,583.08
Workers Compensation	\$ 774.20	\$ 854.73
Other Insurance of Licensing	\$ 157.55	\$ 161.50
Description of Other Insurance & Licensing:(if applicable) Business License		
OTHER OVERHEAD		
Recruitment, uniforms, corporate support, etc. (Specify and itemize)		
Recruitment, License Testing, Drug & Alcohol Testing	\$ 2,581.63	\$ 2,659.08
Uniforms	\$ 214.07	\$ 220.50
Rent/Facility Expenses	\$ 3,829.04	\$ 3,943.91
DriveCam Expenses	\$ 932.25	\$ 960.22
Corporate Support	\$ 2,584.27	\$ 2,131.40
Interest Expense	\$ 1,157.43	\$ 1,208.95
START-UP		
Initial Start-Up (per detail in proposal)		
PROFIT		
Profit @ <u>7.0%</u>	\$ 3,227.04	\$ 3,308.42
TOTAL FIXED COSTS		
Total Annual Costs	\$ 45,847.28	\$ 46,997.39
No. Months per Year	12	12
FIXED COSTS PER MONTH = Total Annual Costs ÷ No. Months	\$ 3,820.61	\$ 3,916.45

FORM 3.2: 8 to Go Paratransit Operations Variable Cost Worksheet

VARIABLE COSTS	2026	2027
8 to Go	1/1/26 – 12/31/26	1/1/27 – 12/31/27
PERSONNEL		
Driver Wages (During Service Hours)	\$ 61,745.33	\$ 63,780.61
Driver Wages (During Training & Other Non-Service Hour Timeframes)	\$ 6,883.01	\$ 7,090.98
Payroll Taxes	\$ 5,604.92	\$ 5,797.97
Fringe Benefits @ <u>18.2%</u>	\$ 12,503.48	\$ 13,582.99
OTHER		
Other Costs, if any (please specify and itemize below)		
Corporate Support	\$ 5,604.96	\$ 4,634.94
PROFIT		
Profit @ <u>7.0%</u>	\$ 6,989.37	\$ 7,180.83
TOTAL VARIABLE COSTS		
Total Annual Costs	\$ 99,331.07	\$ 102,068.31
Annual Service Hours	1,500	1,500
COST PER SERVICE HOUR = Total Annual Cost ÷ Annual Service Hours	\$ 66.22	\$ 68.05

FORM 4.1: The Emery Express Operations Fixed Variable Cost Worksheet

FIXED VARIABLE COSTS	2026	2027
The Emery Express	1/1/26 – 12/31/26	1/1/27 – 12/31/27
PERSONNEL		
Management, Dispatchers, Support Staff, Maintenance Workers, Drivers Wages (Itemize by position)		
Management	\$ 5,493.18	\$ 5,640.10
Dispatchers / Road Supervisors	\$ 15,278.05	\$ 15,686.69
Maintenance	\$ 11,981.52	\$ 12,601.72
Driver Wages (During Service Hours)	\$ 87,451.42	\$ 90,334.03
Driver Wages (During Training & Other Non-Service Hour Timeframes)	\$ 9,748.58	\$ 10,043.13
Payroll Taxes	\$ 10,670.93	\$ 11,064.67
Fringe Benefits	\$ 19,626.35	\$ 21,328.85
Description of Support Staff: (if applicable)		
BUS STORAGE AND ADMINISTRATION FACILITY		
Office Equipment	\$ 215.77	\$ 222.24
Office Supplies	\$ 694.30	\$ 715.13
Printing/Copying/Postage	\$ 18.79	\$ 19.36
VEHICLE		
Vehicle Cost: including 1 bus, and maintenance, excluding fuel (to be billed at cost)(excluding cleaning and disinfection)	\$ 27,289.97	\$ 28,230.81
INSURANCE & LICENSING		
Business Liability	\$ 147.31	\$ 154.68
Auto Liability	\$ 5,294.40	\$ 5,546.54
Workers Compensation	\$ 1,109.68	\$ 1,225.12
Other Insurance of Licensing	\$ 225.83	\$ 231.48
Description of Other Insurance & Licensing:(if applicable) Business License		
OTHER OVERHEAD		
Recruitment, uniforms, corporate support, etc. (Specify and itemize)		
Recruitment, License Testing, Drug & Alcohol Testing	\$ 3,700.33	\$ 3,811.34
Uniforms	\$ 306.84	\$ 316.04
Rent/Facility Expenses	\$ 5,488.29	\$ 5,652.94
DriveCam Expenses	\$ 1,336.23	\$ 1,376.32
Corporate Support	\$ 13,450.65	\$ 11,107.51
Interest Expense	\$ 2,256.71	\$ 2,355.28
START-UP		
Initial Start-Up (per detail in proposal)		
PROFIT		
Profit @ 7.0%	\$ 16,802.25	\$ 17,244.02
TOTAL FIXED COSTS		
Total Annual Costs	\$ 238,587.39	\$ 244,908.01
Annual Service Hours	2,150	2,150
COST PER SERVICE HOUR = Total Annual Cost ÷ Annual Service Hours	\$ 110.97	\$ 113.91

EXHIBIT D
TIERED PRICING FORMS

EXHIBIT D
Tiered Pricing Form

Year 1											
	Emery Go-Round						8 to Go			Emery Express	
	Service Hour	Cost Per Service Hour	Fixed Cost Per Month	Service Hour	Cost Per Service Hour	Fixed Cost Per Month	Service Hour	Cost Per Service Hour	Fixed Cost Per Month	Service Hour	Cost Per Service Hour
20.00% - 24.99% Reduction		\$ 67.06	\$ 90,306.67					\$ 66.90	\$ 3,818.54		\$ 116.68
15.00% - 19.99% Reduction		\$ 67.06	\$ 90,306.67					\$ 66.90	\$ 3,818.54		\$ 114.43
10.00% - 14.99% Reduction		\$ 67.06	\$ 90,306.67					\$ 66.90	\$ 3,818.54		\$ 112.44
Service Hour Baseline	32,500	\$ 67.06	\$ 90,306.67				1,500	\$ 66.90	\$ 3,818.54	2,150	\$ 107.66
10.00% - 14.99% Increase		\$ 67.06	\$ 90,306.67					\$ 66.90	\$ 3,818.54		\$ 105.20
15.00% - 19.99% Increase		\$ 67.06	\$ 90,306.67					\$ 66.90	\$ 3,818.54		\$ 104.13
20.00% - 24.99% Increase		\$ 67.06	\$ 90,306.67					\$ 66.90	\$ 3,818.54		\$ 103.15

EXHIBIT D
Tiered Pricing Form

Year 2											
	Emery Go-Round						8 to Go			Emery Express	
	Service Hour	Cost Per Service Hour	Fixed Cost Per Month	Service Hour	Cost Per Service Hour	Fixed Cost Per Month	Service Hour	Cost Per Service Hour	Fixed Cost Per Month	Service Hour	Cost Per Service Hour
20.00% - 24.99% Reduction		\$ 69.12	\$ 92,749.73					\$ 68.95	\$ 3,918.34		\$ 120.13
15.00% - 19.99% Reduction		\$ 69.12	\$ 92,749.73					\$ 68.95	\$ 3,918.34		\$ 117.80
10.00% - 14.99% Reduction		\$ 69.12	\$ 92,749.73					\$ 68.95	\$ 3,918.34		\$ 117.31
Service Hour Baseline	32,500	\$ 69.12	\$ 92,749.73				1,500	\$ 68.95	\$ 3,918.34	2,150	\$ 110.74
10.00% - 14.99% Increase		\$ 69.12	\$ 92,749.73					\$ 68.95	\$ 3,918.34		\$ 107.67
15.00% - 19.99% Increase		\$ 69.12	\$ 92,749.73					\$ 68.95	\$ 3,918.34		\$ 106.78
20.00% - 24.99% Increase		\$ 69.12	\$ 92,749.73					\$ 68.95	\$ 3,918.34		\$ 105.79

Emeryville TMA

2026 Final Budget

REVENUE		2026 Final Budget	ASSUMPTIONS
PBID Revenue		4,888,452	1.7% of assessment to County Assessor + 24,500 to City for legal and administrative fees. Approved by City Council in July 2025
PBID District Related Costs		(107,604)	
NET PBID		4,780,848	
City of Emeryville - GBC		760,771	12.29% of EGR Operating Budget, per PBID Mgmt Plan. Approved by City Council in July 2025
Direct Bill Revenue		123,886	Increase based on PBID Increase
8 to Go Revenue		162,840	8 to Go Exp. + \$800/mo for Mgmt
Emery Express Revenue		322,145	EmExp Exp. + \$1000/mo for Mgmt + 20% Ind. Cost Markup
Misc. Revenue (Int. Income, Investments)		208,869	Estimated Growth for Existing CD Accounts if Reinvested
Subtotal Non-PBID Revenues		1,578,511	
TOTAL REVENUE		6,359,360	

EXPENDITURES	Estimated	ASSUMPTIONS
Direct Cost		
EGR Operations	3,256,114	
EGR Maintenance	100,000	
EGR Fuel	195,325	
EGR Communications	393,687	Includes TripShot + APC Service for 21 Vehicles + Infotainment System
EGR Misc Operations Expenses	10,000	
EGR Bus Leases/Purchases/Savings	250,000	Fleet Plan to be established in 2026 after Surveys
Subtotal Direct Cost	4,205,126	
Reimbursable Program Costs		
8 to Go Operations	162,840	
Emery Express Operations	268,454	Current Vehicle
Subtotal Reimbursable Program Costs	431,295	
Indirect Costs		
Professional Services	521,405	Mgmt, Accounting, Legal, Audit
Occupancy (Facilities related expenses)	434,438	Site lease, security, utilities, yard maintenance
TMA Insurance	61,210	
Conferences, Meetings, Office Expenses	5,000	
Membership & Public Outreach	128,000	2% of Annual Revenue +\$8k for MPD
Pilot Projects & Research	300,000	On-Board and Off-Board Surveys and Implementation of Potential Service Enhancements
Subtotal Indirect Costs	1,450,054	
TOTAL ETMA BUDGET/EXPENSES	6,086,474	
TOTAL EGR BUDGET/EXPENSES	5,655,180	

Reserve Balance Summary		
Projected Fund Balance on Dec 31, 2025	6,721,597	
2025 Increase (Decrease) in Funds	272,886	
Projected Fund Balance on Dec 31, 2026	6,994,482	
15% Operating Reserve (per ETMA Policy)	912,971	The Operating Reserve includes those expenses budgeted for Reimbursable Shuttle Programs
Est. Avail. Fund Balance of Dec 31, 2026	6,081,511	

Emeryville TMA

2026 Version Comp Budget

REVENUE	2026 Prelim. Budget	2026 Draft Budget	2026 Final Budget	CHANGES/CLARIFICATIONS
PBID Revenue	4,888,452	4,888,452	4,888,452	Approved by City Council in July 2025
PBID District Related Costs	(107,604)	(107,604)	(107,604)	
NET PBID	4,780,848	4,780,848	4,780,848	
City of Emeryville - GBC	760,771	760,771	760,771	Approved by City Council in July 2025
Direct Bill Revenue	123,886	123,886	123,886	
8 to Go Revenue	174,764	160,065	162,840	
WBS Revenue	402,986	460,688	-	Service discontinued in 2026
Emery Express Revenue	336,656	317,107	322,145	
Misc. Revenue (Int. Income, Investments)	199,872	208,869	208,869	
Subtotal Non-PBID Revenues	1,998,934	2,031,387	1,578,511	
TOTAL REVENUE	6,779,782	6,812,236	6,359,360	

EXPENDITURES	Estimated Expenditures		ASSUMPTIONS	
Direct Cost				
EGR Operations	3,228,529	3,201,782	3,256,114	
EGR Maintenance	100,000	100,000	100,000	
EGR Fuel	200,000	195,872	195,325	
EGR Communications	114,825	318,687	393,687	Includes TripShot + APC Service for 21 Vehicles + Infotainment System
EGR Misc Operations Expenses	10,000	10,000	10,000	
EGR Bus Leases/Purchases/Savings	500,000	250,000	250,000	Fleet Plan to be established in 2026 after Surveys
Subtotal Direct Cost	4,153,354	4,076,342	4,205,126	
Reimbursable Program Costs				
8 to Go Operations	174,764	160,065	162,840	
West Berkeley Shuttle Operations	350,422	400,599	-	Service discontinued in 2026
Emery Express Operations	280,547	264,256	268,454	Current Vehicle
Subtotal Reimbursable Program Costs	805,733	824,920	431,295	
Indirect Costs				
Professional Services	516,294	521,405	521,405	
Occupancy (Facilities related expenses)	434,305	434,438	434,438	
TMA Insurance	61,210	61,210	61,210	
Conferences, Meetings, Office Expenses	5,000	5,000	5,000	
Membership & Public Outreach	100,000	83,500	128,000	2% of Annual Revenue +\$8k for MPD
Pilot Projects & Research	460,000	300,000	300,000	On-Board and Off-Board Surveys and Implementation of Potential Service Enhancements
Subtotal Indirect Costs	1,576,809	1,405,554	1,450,054	
TOTAL ETMA BUDGET/EXPENSES	6,535,896	6,306,815	6,086,474	
TOTAL EGR BUDGET/EXPENSES	5,730,163	5,481,895	5,655,180	

Reserve Balance Summary				
Projected Fund Balance on Dec 31, 2025	6,721,597	6,721,597	6,721,597	
2025 Increase (Decrease) in Funds	243,886	505,420	272,886	
Projected Fund Balance on Dec 31, 2026	6,965,483	7,227,017	6,994,482	
15% Operating Reserve (per ETMA Policy)	980,384	946,022	912,971	The Operating Reserve includes those expenses budgeted for Reimbursable Shuttle Programs
Est. Avail. Fund Balance of Dec 31, 2026	5,985,099	6,280,995	6,081,511	

Emeryville TMA

2026 Final Qtrly Budget

REVENUE	2026 Q1	2026 Q2	2026 Q3	2026 Q4	2026 Annual
PBID Revenue	2,444,226	-	2,444,226	-	4,888,452
PBID District Related Costs	(53,802)	-	(53,802)	-	(107,604)
NET PBID	2,390,424	-	2,390,424	-	4,780,848
City of Emeryville - GBC	380,386	-	380,386	-	760,771
Direct Bill Revenue	123,886	-	-	-	123,886
8 to Go Revenue	40,015	41,202	41,598	40,026	162,840
Emery Express Revenue	78,431	80,837	82,040	80,837	322,145
Misc. Revenue (Int. Income, Investments)	47,111	-	94,374	67,385	208,869
Subtotal Non-PBID Revenues	669,828	122,039	598,397	188,247	1,578,511
TOTAL REVENUE	3,060,252	122,039	2,988,821	188,247	6,359,360
EXPENDITURES	2026 Q1	2026 Q2	2026 Q3	2026 Q4	2026 Annual
Direct Cost					
EGR Operations	802,222	815,007	821,694	817,190	3,256,114
EGR Maintenance	25,000	25,000	25,000	25,000	100,000
EGR Fuel	47,769	48,919	49,521	49,116	195,325
EGR Communications	382,694	3,664	3,664	3,664	393,687
EGR Misc Operations Expenses	2,500	2,500	2,500	2,500	10,000
EGR Bus Leases/Purchases	-	-	125,000	125,000	250,000
Subtotal Direct Cost	1,260,186	895,091	1,027,379	1,022,470	4,205,126
Reimbursable Program Costs					
8 to Go Operations	40,015	41,202	41,598	40,026	162,840
Emery Express Operations	65,359	67,364	68,367	67,364	268,454
Subtotal Reimbursable Program Costs	105,374	108,566	109,964	107,390	431,295
Indirect Costs					
Professional Services	121,748	144,125	125,033	130,499	521,405
Occupancy (Facilities related expenses)	108,149	107,344	109,060	109,887	434,438
TMA Insurance	54,100	-	7,110	-	61,210
Conferences, Meetings, Office Expenses	1,250	1,250	1,250	1,250	5,000
Membership & Public Outreach	30,000	30,000	38,000	30,000	128,000
Pilot Projects & Research	130,000	-	85,000	85,000	300,000
Subtotal Indirect Costs	445,247	282,718	365,453	356,635	1,450,054
TOTAL ETMA BUDGET/EXPENSES	1,810,807	1,286,375	1,502,796	1,486,496	6,086,474
TOTAL EGR BUDGET/EXPENSES	1,705,433	1,177,809	1,392,832	1,379,106	5,655,180

Emeryville TMA

2026 Final Forecast thru 2030

	Actual	Budget	Budget	Forecast	Forecast	Forecast	Forecast
REVENUE	2024	2025	2026	2027	2028	2029	2030
PBID Revenue							
PBID Revenue	4,607,835	4,746,070	4,888,452	5,035,106	5,186,159	5,341,744	5,501,996
District Related Costs	(102,833)	(105,183)	(107,604)	(110,097)	(112,665)	(115,310)	(118,034)
Net PBID	4,505,002	4,640,887	4,780,848	4,925,009	5,073,494	5,226,434	5,383,962
Non-PBID Revenue							
City of Emeryville - General Benefit Contribution	609,273	639,966	760,771	700,788	740,230	782,631	828,218
ETMA Direct Billed Revenue	116,984	120,277	123,886	123,886	123,886	123,886	123,886
8 to Go Revenue	144,689	164,599	162,840	166,803	180,147	194,559	210,123
WBS Revenue	342,423	388,228	-				
Emery Express Revenue	299,890	315,930	322,145	329,696	356,072	384,558	415,323
Misc. Revenue (Interest income, investments, etc.)	223,127	199,774	208,869	215,135	219,438	223,827	228,303
Subtotal Non-PBID Revenues	1,736,386	1,828,774	1,578,511	1,536,308	1,619,773	1,709,461	1,805,853
TOTAL REVENUE	6,241,388	6,469,661	6,359,360	6,461,317	6,693,268	6,935,895	7,189,815
	Actual	Budget	Forecast	Forecast	Forecast	Forecast	Forecast
EXPENDITURES	2024	2025	2026	2027	2028	2029	2030
Direct Costs							
EGR Operations	2,729,754	2,959,344	3,256,114	3,344,193	3,611,729	3,900,667	4,212,720
EGR Maintenance	75,347	100,000	100,000	100,000	100,000	100,000	100,000
EGR Fuel	190,905	216,730	195,325	250,000	250,000	250,000	250,000
EGR Communications	119,087	117,274	393,687	120,000	120,000	120,000	120,000
EGR Misc. Operations Expenses	-	10,000	10,000	10,000	10,000	10,000	10,000
EGR Bus Leases/Purchases	88,907	500,000	250,000	500,000	500,000	500,000	500,000
Subtotal Direct Costs	3,204,000	3,903,348	4,205,126	4,324,193	4,591,729	4,880,667	5,192,720
Reimbursable Program Costs							
8 to Go Operations	147,121	164,599	162,840	166,803	180,147	194,559	210,123
West Berkeley Shuttle Operations	300,845	337,590	-				
Emery Express Operations	252,909	263,275	268,454	274,747	296,727	320,465	346,102
Subtotal Reimbursable Program Costs	700,875	765,464	431,295	441,550	476,874	515,024	556,225
Indirect Costs							
Professional Services	504,373	505,879	521,405	547,476	574,849	603,592	633,771
Occupancy (Facilities related expenses)	539,802	431,937	434,438	456,160	478,968	502,917	528,063
TMA Insurance	57,376	62,000	61,210	64,271	67,484	70,858	74,401
Conferences, Meetings, Office Expenses	1,118	10,000	5,000	10,000	10,000	10,000	10,000
Membership & Public Outreach	-	10,000	128,000	100,000	100,000	100,000	100,000
Pilot Projects & Research	-	500,000	300,000	200,000	200,000	200,000	200,000
Bus Yard	-	-	-				
Subtotal Indirect Costs	1,102,669	1,519,816	1,450,054	1,377,906	1,431,302	1,487,367	1,546,235
TOTAL ETMA BUDGET/EXPENSES	5,007,544	6,188,628	6,086,474	6,143,649	6,499,904	6,883,057	7,295,181
Beginning of Year Fund Balance (Net Assets)	5,203,217	6,440,564	6,721,597	6,994,482	7,312,150	7,505,514	7,558,351
Increase (Decrease) in Funds	1,233,844	281,033	272,886	317,668	193,363	52,837	(105,366)
Non-Cash Dep., Amortization, Financing Adjustment	3,503	-	-	-	-	-	-
Net Change in Assets	1,237,347	281,033	272,886	317,668	193,363	52,837	(105,366)
End of Year Fund Balance (Net Assets)	6,440,564	6,721,597	6,994,482	7,312,150	7,505,514	7,558,351	7,452,985
15% Operating Reserve (per ETMA Policy)	751,132	928,294	912,971	921,547	974,986	1,032,459	1,094,277
Est. Avail. Fund Balance	5,689,433	5,793,303	6,081,511	6,390,603	6,530,528	6,525,892	6,358,708

ASSUMPTIONS

1. PBID Revenue Forecasting based on a 3% annual increase.
2. Investment interest rates estimated to begin declining in 2027
3. Operations Expense Forecasting based on an 8% annual increase for Emery Go-Round and Reimbursable Shuttle Programs
4. Assumes Quarterra continues to operate the Emery Express after their initial 5-year commitment (2022-2027)
5. Professional Services, Occupancy and TMA Insurance Forecasts based on a 5% annual increase

Emeryville TMA

2026 Final Budget vs Actuals

REVENUE	2022 Final	2022 Actual	% +/-	2023 Final	2023 Actual	% +/-	2024 Final	2024 Actual	% +/-	2025 Final	Accrued thru Q2	% +/- To Date	2026 Final
PBID Revenue													
PBID Revenue	4,343,798	4,343,798	100%	4,474,112	4,474,112	100%	4,607,835	4,607,835	100%	4,746,070	4,746,070		4,888,452
District Related Costs	(98,345)	(98,345)	100%	(100,560)	(100,560)	100%	(102,833)	(102,833)	100%	(105,183)	(105,183)		(107,604)
Net PBID	4,245,453	4,245,453	100%	4,373,552	4,373,552	100%	4,505,002	4,505,002	100%	4,640,887	4,640,887	200%	4,780,848
Non-PBID Revenue													
City of Emeryville - General Benefit Contribution	564,726	564,726	100%	634,164	634,164	100%	609,273	609,273	100%	639,966	639,966	200%	760,771
ETMA Direct Billed Revenue	109,578	109,764	100%	112,865	113,373	100%	115,360	116,984	101%	120,277	119,429	99%	123,886
8 to Go Revenue	128,250	112,688	88%	145,900	111,384	76%	143,615	144,689	101%	164,599	80,189	97%	162,840
WBS Revenue	252,498	254,027	101%	322,000	295,013	92%	337,353	342,423	102%	388,228	183,178	96%	-
Emery Express Revenue	229,200	187,805	82%	428,400	351,911	82%	328,976	299,890	91%	315,930	154,902	99%	322,145
Misc. Revenue (Interest income, investments, etc.)	3,000	1,630	54%	3,000	45,473	1516%	215,338	223,127	104%	199,774	113,317	130%	208,869
Subtotal Non-PBID Revenues	1,287,252	1,230,640	96%	1,646,329	1,551,318	94%	1,749,915	1,736,386	99%	1,828,774	1,290,981	135%	1,578,511
TOTAL REVENUE	5,532,705	5,476,093	99%	6,019,881	5,924,870	98%	6,254,916	6,241,388	100%	6,469,661	5,931,868	181%	6,359,360

EXPENDITURES	2022 Final	2022 Actual	% +/-	2023 Final	2023 Actual	% +/-	2024 Revised	2024 Actual	% +/-	2025 Final	Accrued thru Q2	% +/- To Date	2026 Final
Direct Costs													
EGR Operations	2,420,000	2,117,761	88%	2,700,000	2,431,320	90%	2,725,819	2,729,754	100%	2,959,344	1,485,221	101%	3,256,114
EGR Maintenance	300,000	191,239	64%	220,000	194,494	88%	102,280	75,347	74%	100,000	28,004	56%	100,000
EGR Fuel	325,000	262,333	81%	360,000	214,510	60%	240,000	190,905	80%	216,730	94,897	88%	195,325
EGR Communications	55,000	47,272	86%	55,000	112,872	205%	101,569	119,087	117%	117,274	13,717	189%	393,687
EGR Misc. Operations Expenses	5,000	-	0%	10,000	343	3%	10,000	-	0%	10,000	2,051	41%	10,000
EGR Bus Leases/Purchases/Savings	500,000	266,246	53%	500,000	161,953	32%	500,000	88,907	18%	500,000	-		250,000
Subtotal Direct Costs	3,605,000	2,884,852	80%	3,845,000	3,115,492	81%	3,679,668	3,204,000	87%	3,903,348	1,623,890	99%	4,205,126
Reimbursable Program Costs													
8 to Go Operations	128,250	113,042	88%	145,900	105,505	72%	134,015	147,121	110%	164,599	76,285	93%	162,840
West Berkeley Shuttle Operations	252,498	253,269	100%	280,000	247,133	88%	280,359	300,845	107%	337,590	152,070	91%	-
Emery Express Operations	191,000	123,159	64%	357,000	283,832	80%	260,947	252,909	97%	263,275	123,085	94%	268,454
Subtotal Reimbursable Program Costs	571,748	489,471	86%	782,900	636,469	81%	675,321	700,875	104%	765,464	351,440	93%	431,295
Indirect Costs													
Professional Services	550,000	430,492	78%	575,000	522,621	91%	510,000	504,373	99%	505,879	271,667	106%	521,405
Occupancy (Facilities related expenses)	365,000	496,647	136%	510,000	484,070	95%	527,000	539,802	102%	431,937	306,851	144%	434,438
TMA Insurance	25,000	49,235	197%	50,000	55,275	111%	60,801	57,376	94%	62,000	51,035	95%	61,210
Conferences, Meetings, Office Expenses	10,000	210	2%	10,000	231	2%	10,000	1,118	11%	10,000	592	12%	5,000
Membership & Public Outreach	15,000	3,368	22%	10,000	220	2%	10,000	-	0%	10,000	-		128,000
Pilot Projects & Research	25,000	-	0%	25,000	-	0%	25,000	-	0%	500,000	-		300,000
Bus Yard	-	88,456		-	5,800		-			-	-		
Subtotal Indirect Costs	990,000	1,068,408		1,180,000	1,068,216		1,142,801	1,102,669	96%	1,519,816	630,145	121%	1,450,054
Contingency/Reserve Replenishment	347,757	-		135,000	-		135,000		0%	-	-		
TOTAL ETMA BUDGET/EXPENSES	5,514,505	4,442,731	81%	5,942,900	4,820,178	81%	5,632,791	5,007,544	89%	6,188,628	2,605,475	102%	6,086,474
TOTAL EGR BUDGET/EXPENSES	4,942,757	3,953,260	80%	5,160,000	4,183,709	81%	4,957,470	4,306,669	87%	5,423,164	2,254,035	104%	5,655,180

	2022 Budget	2022 Actual		2023 Budget	2023 Actual		2024 Final	2024 Actual		2025 Final			2026 Final
Beginning of Year Fund Balance (Net Assets)		3,031,153			4,080,669			5,203,217		6,440,564			6,721,597
Increase (Decrease) in Funds	18,200	1,033,362		76,981	1,104,692		622,126	1,233,844		281,033			272,886
Non-Cash Depreciation, Financing and Amortization Adjmts		16,153			17,856		-	3,503		-			-
Net Change in Assets		1,049,515			1,122,549		622,126	1,237,347		281,033			272,886
End of Year Fund Balance (Net Assets)		4,080,669			5,203,217		5,825,343	6,440,564		6,721,597			6,994,482

Emeryville TMA

2026 Final Reimb. Program

8 to Go		
	2026 Budget	Assumptions/Details
REVENUE	162,840	
EXPENDITURES		
Shuttle Operations	145,178	Based on 6 operating hours per day
Shuttle Maintenance	1,950	
Fuel	4,275	
Communications	960	Cell Phone and Radio
Professional Services	10,477	\$800/Month Management +Accounting
TOTAL EXPENDITURES	162,840	

Quarterra (Lennar) - The Emery Express		
	2026 Budget	Assumptions/Details
REVENUE	322,145	
EXPENDITURES		
Shuttle Operations	238,587	Based on 7 operating hours per day
Fuel	17,028	
Communications	839	Radio
Professional Services	12,000	\$1000/Month Management
Subtotal - Direct Costs	268,454	
Indirect Costs (20%)	53,691	Rent, insurance, facility expenses, accounting services, etc.
TOTAL EXPENDITURES	322,145	

**AMENDMENT NO. 5 TO AGREEMENT BETWEEN
EMERYVILLE TRANSPORTATION MANAGEMENT ASSOCIATION AND ALTRANS TMA, INC.
FOR EXECUTIVE DIRECTOR SERVICES**

THIS IS AMENDMENT NO. 5 (“Amendment No. 5”) to the agreement dated March 1, 2023 between the Emeryville Transportation Management Association, a California non-profit corporation, herein called the “Association,” and ALTRANS TMA, Inc., a California “S” corporation, herein called the “Consultant.”

RECITALS

WHEREAS, by means of a Professional Services Agreement dated as of March 1, 2023 (“Agreement”), Association retained Consultant to provide Executive Director services for the Association from March 1, 2023 through June 30, 2024; and

WHEREAS, both parties agreed to extend the term of the agreement by three (3) months to a new termination date of September 30, 2024 and to modify compensation limits; and

WHEREAS, both parties agreed to extend the term of the agreement for an additional nine (9) months to a new termination date of June 30, 2025 and to modify compensation limits; and

WHEREAS, both parties agreed to extend the term of the agreement by three (3) months to a new termination date of September 30, 2025 and to modify compensation limits; and

WHEREAS, both parties agreed to extend the term of the agreement by three (3) months to a new termination date of December 31, 2025 and to modify compensation limits; and

WHEREAS, Association and Consultant desire to extend the term of the agreement for an additional six months, through June 30, 2026, and modify the compensation for the period from July 1, 2025 through June 30, 2026; and

NOW, THEREFORE, BE IT MUTUALLY AGREED

1. That Section 2 of the agreement be modified to extend the term of the agreement from through June 30, 2026.
2. That Section 3.A of the Agreement be modified to an Annual Cost Cap of \$437,760, applying to the period of July 1, 2025 through June 30, 2026.
3. That the amount of the monthly invoice listed in Section 3.C. of the Agreement be modified to \$36,480.
4. That the invoice for November 2025 service shall include an additional \$4,252, representing the deferred rate increase of \$1,063 per month for the period of July 1, 2025 through October 31, 2025.
5. That, other than the specific changes stated herein and in previous amendments, the terms and conditions of the Agreement shall remain in full force and effect.

IN WITNESS WHEREOF, the Association and Consulted have executed Amendment No. 5 to the Agreement as of _____.

EMERYVILLE TRANSPORTATION
MANAGEMENT ASSOCIATION

ALTRANS TMA, Inc.

BY: _____

NAME: Bobby Lee

TITLE: Chair

DATE: _____

BY: _____

NAME: Andrew Ridley

TITLE: COO

DATE: _____