



POMONA VALLEY TRANSPORTATION AUTHORITY

Request for Information

RFI Summary

The Pomona Valley Transportation Authority (PVTA) is seeking information from contract transportation providers that have experience managing flexible dial-a-ride and on-demand services using both a dedicated and non-dedicated fleets. PVTA is also interested in speaking with providers who have established and operate brokered transportation networks.

April 13, 2026

Table of Contents

	Page
1. Introduction	2
1.1 Summary	2
1.2 Background	2
1.3 PVTA Member Funding	3
1.4 PVTA History and Service Description	3-9
2. RFI Purpose and Goals	9-10
3. Disclaimer	10
4. Opportunity to Contribute	10
5. Requested Information	11
6. RFI Response Instructions and Contact Information	11
6.1 Response Requirements	12
6.2 Cover Letter	12
6.3 Experience	12
6.4 Operational Locations	12
6.5 Funding and Grant Preparation Experience	13
6.6 Technologies.	13-14
6.7 Lean Practices	14-15
6.8 Reporting Assistance	15

1. Introduction

1.1 Summary

The Pomona Valley Transportation Authority (PVTA) is seeking information from qualified contract transportation service providers who manage Dial-a-Ride(DAR)/ On-Demand Services. PVTA operates traditional dial-a-ride and door-to-door demand-response services in Claremont, La Verne, Pomona, and San Dimas, primarily serving seniors, older adults, individuals with disabilities, and general public riders.

1.2 Background

The Pomona Valley Transportation Authority (PVTA) is a joint powers authority (JPA) formed by the (4) cities of Claremont, La Verne, Pomona, and San Dimas. Separately, the city of Claremont is a sub-recipient of federal funds and has its own additional programs such as the Claremont Dial-a-ride (CDAR) and Group services. Pomona Valley Transportation Authority service area is located on the eastern edge of Los Angeles County in a portion of the Los Angeles-Orange-Riverside metropolitan area known as the Pomona Valley. The Pomona Valley has a population of 250,000 and a service area of approximately 62 square miles and is the eastern edge of Los Angeles County boarding San Bernardino County. PVTA is the community transit provider for these cities and the subregion. The Pomona Valley is also served by Foothill Transit, Metro Rail, the Metrolink commuter rail service, and L.A. Access.

PVTA's current operating model includes one full service dedicated contractor who operates a dedicated PVTA or city-owned fleet and subcontracts with a Transportation Network Company (TNC) such as Uber for the On-Demand Services and DAR supplemental services. The dedicated contractor mostly operates large PVTA-owned wheelchair accessible vehicles (WAV) and primarily takes on passengers with accessibility issues or those who feel more comfortable with a traditional DAR system where they call in to request a WAV with a driver who can collect cash fare. To be clear, the contract operator utilizes a PVTA-owned fleet.

Ridership of all PVTA services has changed from pre-COVID demand for both individual and group rides. In addition, the traditional DAR model has faced a steep increased operating cost of over 50% with employer wages, maintenance cost, facility costs along with increasing fuel costs. To ensure long-term sustainability, PVTA is seeking capabilities from contract service providers who have experience managing alternative service delivery models, including brokerage transportation services, and partnerships with Transportation Network Companies (TNCs), taxi companies, or other WAV providers. We are seeking information and qualifications from contract transportation providers who can manage the diversity of PVTA services using both a dedicated (PVTA owned fleet) and non-dedicated fleet (third party transportation providers, taxis and/or TNCs).

1.3 PVTA City Member Funding

As stated above, PVTA is organized as a Joint Powers Authority (JPA) consisting of Claremont, La Verne, Pomona, and San Dimas members. Each city defines level of service and budget allocation for PVTA transportation services. PVTA is responsible for reporting back to funding source the use of city-provided funds. In addition, PVTA provides monthly, quarterly and annual reports citing ridership, funding use, budget allocation or drawdown, percentage billed for overhead, and other required reporting information.

The member cities contribute a portion of their dedicated transit sales tax revenues to Get About based on their share of overall Get About ridership. These revenues make up about 70% of the program's operating budget. Get About also receives subregional paratransit incentive funding from the Los Angeles County Metropolitan Transportation Authority (MTA or Metro), as well as FTA 5310 operating and capital funds. The Claremont DAR receives regional formula funding from the MTA including TDA and Proposition A Discretionary funds. Claremont is also an FTA 5307 recipient.

Most recently and because of increased costs, city members have directed PVTA to develop cost containment strategies to help align with city allocated budgets and priorities. As a result, cities have developed budget or funding caps for PVTA services. This requires PVTA to manage monthly operational costs and, in some cases, create rider caps and limitations with services, which include reducing operational hours. PVTA is seeking partners who have experience working with cost containment directives and creative ways to navigate strict budget constraints with reduced impact to service quality and availability. For context, PVTA operates fiscal years starting July 1 and ending June 30 of each year.

1.4 PVTA History and Service Descriptions

Historically, PVTA had contracted separately with two providers: a dedicated transportation contractor and a local taxi company. A turnkey operator, such as Transdev, was responsible for managing the dedicated fleet and prescheduled trips for the Get About program. Same-day, on-demand services—including Ready Now, Claremont Dial-a-Ride, and San Dimas Dial-a-Cab—were operated by a local taxi contractor. Additionally, taxi services were used to provide supplemental coverage for Get About in case of incidentals or overflow.

In July 2020, PVTA transitioned to a single-contractor model. Under this new structure, PVTA contracted directly with First Transit (now Transdev), which in turn subcontracted with Network Paratransit for supplemental and on-demand services. This model was designed to streamline operations, eliminate redundant reporting, and centralize accountability. First Transit assumed responsibility for data collection from the subcontractor and reporting to PVTA. The centralized model was also intended to improve customer service by consolidating

reservations and dispatch operations under one call center, allowing for better scheduling, improved on-time performance, and increased productivity.

However, this approach ultimately proved unsuccessful. The prime contractor struggled to maintain a sufficient trip volume for the taxi subcontractor to remain financially viable. Compounding this issue was a broader industry shift, with growing consumer preference for Transportation Network Companies (TNCs) such as Uber and Lyft. The onset of the COVID-19 pandemic further strained the system and ridership, leading to the taxi subcontractor's closure in 2023 (FY24) with only a month's notice.

As a result, PVRTA was forced to pivot quickly to an emergency service model. The model changed to on-demand trips handled by the dedicated contractor and TNC (e.g., Uber), while the dedicated vehicle service such as Get About and group services were also provided by a national transportation contractor, First Transit at that time who was transitioning to Transdev after an acquisition.

In mid-contract during FY24, First Transit's acquisition by Transdev necessitated increased wages for operators, particularly drivers and dispatch, as mandated by the operators' union. Consequently, PVRTA was federally required to issue an emergency bid to update the agreement's employee compensation schedule. Due to widespread inflation and escalating wages across California, the submitted proposals reflected a 50% increase in cost. These unexpectedly steep cost increases compelled the cities to reduce service by 50% to maintain operational continuity.

Currently the dedicated vehicle contractor, Transdev, acts as the prime contractor and has the option to subcontract for on demand services or provide them directly. Currently, Transdev operates dedicated services and brokers some on-demand services to Uber.

Prior to July 2025, Get About was running at 25,000 annual revenue hours with service starting as early as 6:00 am and running until 7:30 pm. With such a steep rise in contractor costs and inflation, PVRTA unfortunately had to reduce service.

These service changes took effect on July 1, 2025, which included:

- A fare increase
- Reduction in annual revenue hours from 25,000 to 15,000 for the Get About program.
- Eliminating the One Step Over the Line Program which transported clients east of LA County into San Bernardino County for medical appointments.
- Reduction of operating hours and elimination of service on Sundays.

Currently PVRTA is in the middle of conducting a transportation study and analysis to explore and make recommendations for cost effective transportation models that maximize service

without increasing costs. Costs are rising every year due to inflation and funding no longer can keep up with those costs. PVTA is evaluating service and operational models that sustain services under the current funding limitations. Our chief objective is to sustain existing services and provide stabilized costs so that our rider/client dependency on transportation services aren't significantly impacted. As such, we are seeking insights from third-party transportation contractors who have experience operating mobility services to more of a brokerage on-demand service.

PVTA service modes are detailed below along with the estimated service levels for each mode. It should be noted that service levels can vary considerably based on rider demand. The service levels below will be used as the basis of evaluation of price proposals.

Currently, our service model has two parts. Dedicated vehicle service performed by the transit operator and supplemental service performed by a Transportation Network Company (TNC- Uber). It is important to differentiate the ridership through the transit operator and TNC, shown below.

Dedicated Vehicle Services (Through transit operator)

- Get About van or dedicated vehicle service (15,000 vehicle revenue hours)
- Claremont Group Service (Operates as the dedicated vehicle portion of Claremont Dial-A- Ride) (565 vehicle revenue hours)
- Pomona Group Service (375 vehicle revenue hours)

Supplemental/Demand Response Services (Through transit operator)

- Get About Ready Now (3,000 passenger trips)
- Claremont Dial-a-Ride-Demand Response (5,200 passenger trips)
- San Dimas Dial-a-Cab (2,600 passenger trips)

TNC Services (Through Uber)

- Get About Supplemental Services (120 passenger trips)
- Get About Ready Now (10,500 passenger trips)
- Claremont Dial-A-Ride (15,500 passenger trips)
- San Dimas Dial-A-Cab (3,200 passenger trips)

Get About

The Get About transportation basic service provides advanced - reservation, door to door transportation to seniors 65 years of age and above and individuals with disabilities certified eligible by PVTA. Requests for service may be made up to 7 days in advance. Trips taken on a regular basis on the same day and time can be set up as subscription trips. Get About is an

area wide service offering direct transportation throughout the cities of Claremont, La Verne, Pomona, and San Dimas. Get About offers service to destinations beyond the four cities as far west as Grand Avenue and to the east to the Montclair Place Mall, Montclair TransCenter, and the Montclair Hospital Medical Center. In addition to the basic service, Get About provides one premium service.

The Get About service operates the following days and hours:

- Weekdays - 8:00 a.m. - 5:00 p.m.
- Saturdays - 8:00 a.m. - 2:00 p.m.
- Sundays - Closed.

Between FY24 and FY25, combined Get about services passenger trips fell from 91,596 to 76,264 (≈17%). The overall drop in FY25 was also influenced by late-year budget restrictions that required service cuts. Dedicated service trips declined from 75,616 to 64,141 (≈15%). As the cab contractor ended its contract at the start of FY24 and PVTA shifted to Uber, growth for on demand services continued into FY25.

Trip Trends FY24/FY25

	FY24	FY25
Get About Dedicated Service Trips	75,616	64,141
Get About Cab Service Trips	5,263	138
Get About Premium Services Trips	<u>10,717</u>	<u>11,985</u>
TOTAL TRIPS	91,596	76,264

Get About Premium Services

Get About also offers a same-day premium service called Ready Now, which is partially funded by FTA 5310 grant funds. Ready Now was originally operated primarily as a taxi-based program; however, following the closure of the cab company, the service is currently provided through a combination of the Agency’s dedicated fleet and Transportation Network Company (TNC) partners. Ready Now provides 10,500 trips annually.

Fares

The base fare for Get About is \$2.75 per one-way trip, the extended western service area is \$3.75 per one-way trip, and Ready Now’s fare is \$4.50 for a one-way trip.

PROGRAM	FARES
Get About	\$2.75 one-way
Get About Extended	\$3.75 one-way
Ready Now	\$4.50 one-way

Service Trends

Get About has followed the same service model for over 20 years, but its mix of rides has shifted. The dedicated fleet once handled about 80% of trips, but by FY22 that share dropped to 54%, with taxis covering 46%. Overall ridership fell during the pandemic, down about 50% from FY19. The ability to group trips declined sharply, and cab driver shortages caused longer waits and reduced capacity, leading PVRTA to add dedicated vehicles at higher cost. In summer 2025, rising contractor costs forced PVRTA to make service changes, including ending the One Step Over the Line program, increasing fares, and cutting service hours.

San Dimas Dial-A-Cab

The San Dimas Dial-A-Cab is an immediate response, shared ride, general public, dial-a-ride. Ride reservations can be made from 45 minutes to seven days in advance. All San Dimas Dial-A Cab riders must be registered

Service Area: Service operates within the City of San Dimas. Elderly and disabled riders picked up within San Dimas may travel within the city and to destinations within extended boundaries. The extended boundaries are Grand Avenue on the West and Garey Avenue to the East and between Foothill Blvd. on the North and San Bernardino Freeway on the South. General public riders can travel within San Dimas and to medical facilities within the extended boundaries. San Dimas also allows travel to designated medical facilities beyond the extended boundaries.

Hours: 24 hours per day, seven days per week.

San Dimas Dial-a-Cab has seen it's ridership fluctuate over the past few years. In FY24, ridership was at 6,600 trips. In FY25, there was a slight decline in ridership at 5,700 annual trips.

Pomona Group Services

The Pomona Group program offers transportation services for groups of six or more, require advance reservations and are subject to available capacity.

Service Area: Anywhere within the 4 city service areas of Claremont, La Verne, San Dimas and Pomona and extended boundaries available to PVTA services.

Hours: The services are available 8:00 a.m.- 5:00 p.m. weekdays and 8:00 a.m.-2:00 p. m. Saturday Closed on Sunday.

Pomona Groups is a relatively small service with a ridership of 250 trips and 2,600 passengers annually. Because the pandemic shut down almost all the afterschool and youth programs Pomona Group served, it has operated only sporadically since.

Claremont Dial-A-Ride

PVTA also operates transit services on behalf of the City of Claremont. The City of Claremont is located on the eastern edge of Los Angeles County. The City of Claremont presently encompasses 14 square miles. Claremont has a population of 38,000.

The Claremont Dial-a-Ride is governed by the City Council. The City is a member of a Joint Powers Authority, the Pomona Valley Transportation Authority (PVTA). Claremont employs PVTA to operate the Claremont DAR on behalf of the city utilizing private contractors. Claremont DAR is open to the general public and consists of two components.

(1) **Shared Ride On Demand Service:** A cab based immediate response, general public, shared ride dial-a-ride. All Claremont DAR riders are required to be registered.

Service Area: Service is limited to within the City of Claremont and specified destinations outside of Claremont designated by the city.

Hours: The service operates from 6:00 a.m. to 10:00 p.m. Monday-Saturday and 6:00 a.m. to 6:00 p.m. Sundays for the general public. Services to elderly and disabled persons and riders under the age of 16 are available 24 hours per day, seven days a week.

(2) **Claremont Group Service:** The Group Service is open to groups of six (6) passengers or more on an advanced reservation basis. Reservations must be made at least 10 business days in advance. Reservations are subject space available. Primarily after school and the senior nutrition programs use the service. In FY25, Claremont Group Service averaged about 500 trips and 4,700 passengers annually.

Vehicle Fleet

There is a total of 33 vehicles from PVTA and the City of Claremont. The fleet is housed, insured, and maintained by PVTA's primary contractor, Transdev. These vehicles are primarily used for the dedicated service but also support on-demand services as needed. PVTA will be retiring a number of vehicles as well as reducing its overall fleet size over the next 12 months. We anticipate the combined PVTA/Claremont fleet in FY27-28 will consist of 21 vehicles. The fleet will include cut-a-ways, mini-vans and Ford Transit. *Note - fleet decisions are still in the planning stages.*

Technology

In August 2025, PVTA changed its dispatch and scheduling technology from Ecolane to Spare. As part of this change, PVTA created a rider facing mobile app – Ride PVTA. This change in technology brought all services into a single unified platform. Prior to using Spare, PVTA had two separate technologies – Ecolane for dedicated service and Uber for on-demand TNC supported service (non-dedicated). Spare's platform has an integration with Uber thus enabling PVTA to operate a single technology stack for all services – dedicated and non-dedicated services.

Currently, PVTA utilizes additional technologies provided by its contract transportation service provider. We are interested in modernizing our operations with more robust technologies. As such, we provide a technology section for responders to identify technology(ies) they use for operations (see Section 6.6 below).

2. RFI Purpose and Goals

PVTA is seeking information prior to issuing its Contract Services Request for Proposals (RFP). PVTA plans to issue the Contract Services RFP in early summer – July/August of 2026 for a contract starting in July 2027. PVTA's core objective is identify third-party contractors who have experience in managing transportation services using dedicated, non-dedicated and TNC services in a centralized service capacity. The objective for the RFP is to find a partner relationship with an experienced transportation provider. A provider that can manage services using flexible fleets and other third-party service providers. While we are seeking a partner relationship, we also understand that there are key elements to maintaining service quality while meeting federal funding requirements. As such, this RFI serves as a "market sounding" meant to help identify possible service partners.

As mentioned above, PVTA is currently conducting a market, ridership, and operational analysis study. We anticipate the final report to be completed by June 30, 2026. The analysis is

meant to provide PVTA and its city members with alternative service models that align with budgeting and services. The RFI is an information gathering process and provides PVTA with a better understanding of service provider capabilities and the information gathered may be used in preparing the future scope of work and contract services RFP.

There are key areas PVTA and its member cities are seeking from providers. These include the following:

- **Experience** – understand depth of experience contract transportation providers possess with building, managing and maintaining brokered transportation models using both dedicated and non-dedicated services – third party providers, taxis, and TNCs.
- **Cost Controls** – understand methods used by contract service providers in managing ride costs within a fixed budget capacity.
- **Performance** – understand methods used by contract service providers to manage ride performance when managing dedicated and non-dedicated transportation providers.
- **Elasticity** - understand methods used by contract service providers to easily expand / decrease service based on demand and fluctuating ride requests. We have interest in creative methods used to operate 24/7 and/or late-night hour service.
- **Expanded Services** – understand level of capability third party transportation providers have in securing or helping to secure funding to expand services and/or close funding gaps based on rider demand. We are specifically interested in historical examples of where the provider may have expanded services and secured programmatic funding.
- **Quality** – understand techniques third party providers possess that deliver actionable, financially sound recommendations to improve service quality, expand mobility options, and control costs while meeting federal requirements and preserving service equity across our four member cities.

3. Disclaimer

THIS IS A REQUEST FOR INFORMATION (RFI) ONLY. This RFI is issued solely for information and planning purposes – it does not constitute a Request for Proposal (RFP) or a promise to issue an RFP in the future. This request for information does not commit PVTA or its member cities to contract for any service whatsoever. The information provided in the RFI is subject to change and is not binding on PVTA. Further, PVTA is not at this time seeking proposals and will not accept unsolicited proposals or offers. Any offer received will be unopened and returned. No formal price quote is requested as part of this RFI. Responders are advised that PVTA will

not pay for any information or administrative costs incurred in response to this RFI; all costs associated with responding to this RFI will be solely at the interested party's expense.

Not responding to this RFI does not preclude participation in any future RFP, if any is issued. If a solicitation is released, it will be posted on PVTA's website www.pvtrans.org and/or sent out directly by request. It is the responsibility of the potential responders to monitor PVTA's website for additional information pertaining to this requirement.

4. Opportunity to Contribute and Shape

PVTA views this Request for Information as an opportunity for parties who provide contract transportation services to contribute information based on their knowledge and experience. PVTA encourages participation, acknowledging participation is voluntary. Responders may choose to answer all or part of the questions posed. We encourage responders to select those areas they are experts in providing. Please note this process is independent from any subsequent procurement process and a responder's participation or otherwise will have no bearing on any future procurement process. We encourage innovation and ask responders to provide innovative practices.

5. Requested Information

PVTA is seeking information regarding the following:

1. Providers who have operations experience using a combination of dedicated and non-dedicated transportation providers.
2. Providers who have operations using dedicated fleet and transportation network companies.
3. Providers who operate as a broker using a variety of certified contract transportation providers with negotiated rates and pricing.

6. RFI Response Instructions and Contact Information

All responses and questions are to be submitted electronically to the attention of:

Nicole Carranza, CEO. Send email to: nicole@pvtrans.org with a copy to Derek Fretheim, Founder and Principal of agape Mobility at derek@agapemobility.com

Response Format

Provide one electronic copy in digital PDF format. Responses are limited to 40 single sided pages.

RFI Schedule

Description	Date
Release of RFI	April 13, 2026
RFI Responders Virtual Conference	April 23, 2026, 11:30 AM PST
Questions Due By	April 29, 2026, by 4:00 PM PST
Responses to Questions	May 7, 2026
RFI Due Date	May 15, 2026, by 4:00 PM PST

RFI Responders Virtual Conference log-in information.

Join Zoom Meeting

<https://us02web.zoom.us/j/88546848002?pwd=01xRlV465Hbq0eQbHSl30hfdHLZDUN.1>

Meeting ID: 885 4684 8002

Passcode: 761075

One tap mobile

+16694449171,,88546848002#,,,,*761075# US

+16699009128,,88546848002#,,,,*761075# US (San Jose)

RFI Response Requirements

6.1 Cover Letter.

Two-page introduction letter. Each responder shall submit a cover letter including the name and address of the organization if responding as an individual, partnership, corporation or joint venture; and the name, address and telephone number of the contact person who will be authorized to make representations for the organization should PVTA have any follow-up questions.

6.2 Experience.

Discuss the overall capabilities of the company. Include a description of the company’s history and recent relevant experience as it applies to providing contract transportation services. Responders shall provide their experience working in similar operational models for clients – Dial-a-Ride and/or paratransit services preferred. We encourage the response to experience be in “case study” format identifying the client operations, role of the company, any specific challenges, innovative approaches used to solve challenges, length of operations contract, and any relevant area that aligns with the elements cited in section 5 above.

6.3 Operational Locations.

Provide a list of any operations and/or facilities located within Southern California. Indicate whether these facilities are leased or owned and level to which the facility can accommodate expansion. Facilities should provide / describe:

- Location (city and address)
- Yard square footage
- Office square footage – support for call center
- Vehicle capacity
- Number of maintenance bays
- Vehicle tow capacity
- Fueling on site and type(s)

6.4 Fleet Maintenance.

Provide a summary of your fleet maintenance experience. Indicate whether the firm offers “Maintenance as a Service” as a single or independent contract and not part of a bundled transportation as a service contract. Please identify the fleet size level of maintenance provided for diesel, regular gas, propane, EVs and other alternative fuels. Please identify whether you offer bundle fuel pricing and/or aid with developing alternative fuel facilities development and mechanic certifications.

6.5 Funding and Grant Preparation Assistance and Experience.

Discuss any experience helping sustain funding and/or secure additional funding to either support or expand services. PVRTA is specifically interested in understanding responders experiencing in expanding services beyond traditional paratransit and/or Dial-a-Ride services such as microtransit and other demand-based services. This could also include commingled services which increase vehicle optimization and passenger per vehicle service hour. We would like to understand the firms capabilities to assist with preparing grant applications and assistance in securing funding for pilots.

6.6 Technologies.

Identify any proprietary technologies, enterprise systems, or SaaS provider technologies the firm uses to manage services and support operations. We would like to know the depth of experience with each technology used. Please use the table template format below to identify functional experience for each technology your firm is familiar with and include this in your response. Expand rows and add functional definitions as necessary.

Function Type	Technology Provider	Years of Experience
Fleet Management		
Paperless Shop / Vehicle Maintenance		
Fuel Management		
CAD/AVL		
Dispatch and scheduling		
On-demand technology		
Driver Facing Mobile app or MDT		
Rider Facing Mobile app		
IVR / Call Center		

Responders are encouraged to indicate whether they have experience working with Spare’s technology, have conducted any third-party integrations for dispatch and scheduling software, developed any independent reporting Dashboards utilizing tools such as Power BI or other type of reporting tool. We are specifically interested in creative methods responders have with ingesting data from third party systems to monitor KPIs, create custom reports, and track other operational elements in realtime. Responders are encouraged to identify its use of Artificial Intelligence (AI) used to support and/or streamline operations and operational reporting.

6.7 Lean Practices.

Provide a summary of Lean practices used in transit operations. We are interested in understanding current Lean practices for transit operations focused on eliminating waste (non-value-added activities) to enhance passenger experience, improve efficiency, optimize fleet, and reduce costs. Please identify key strategies such as mapping the value stream, implementing 5S for organization, ensuring just-in-time maintenance, and fostering a culture of continuous improvement. Provide a summary of the company’s Lean practices and

examples of how these practices benefit both the client served and operations. Specifically provide examples of the following:

- **Value Stream Mapping (VSM):** Visualize and analyze every step in a transit process—from vehicle maintenance to passenger boarding—to identify and remove bottlenecks.
- **Vehicle Operations:** Minimized unnecessary movement of vehicles (deadheading) and maintenance staff.
- **Waiting:** Reduced idle time for buses in traffic or passengers at stops through improved scheduling.
- **Defects:** Lowered maintenance errors and service delays through standardized, high-quality maintenance practices.
- **Standardized Work:** Develop consistent procedures for drivers and maintenance technicians to reduce variability and defects.
- **Just-in-Time (JIT) Inventory:** Reduce waste by ensuring parts for maintenance are available exactly when needed, minimizing excess inventory.
- **5S Method (Sort, Set, Shine, Standardize, Sustain):** Organize maintenance depots and vehicle interiors to minimize time wasted searching for tools or parts.
- **Visual Management:** Use key performance indicators (KPIs) and visual boards to display real-time operational performance, making inefficiencies transparent.

6.8 Reporting Experience.

Provide experience in preparing NTD reports, federal state and local grant programs. Provide level of understanding with non-emergency medical transportation (NEMT) and microtransit funding programs. We are also interested in experience with supporting triennial reviews and FTA audits. Please identify other operational and performance reporting experience your firm has.