



C.P.R Medical Transportation LLC

PROPOSAL FOR RFP No. 20250384

Transit Contract Driver Services – Annual Contract
Submitted by: CPR Medical Transportation LLC

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C.P.R Medical Transportation LLC

Tab I. COVER LETTER

Charlotte County Board of County Commissioners
18500 Murdock Circle Port Charlotte,
FL 33948

Dear Selection Committee,

CPR Medical Transportation LLC is pleased to submit this proposal in response to RFP No. 20250384 for Transit Contract Driver Services. As a provider of Non-Emergency Medical Transportation (NEMT), Paratransit services, and Fixed route transportation services since 2008, we have a proven track record of delivering safe and reliable transportation solutions. We operate in Orlando, Florida, where we operate in the paratransit sector. Through our contract with Transdev's Access Lynx Para-Transit Services, we provide essential transportation for individuals with mobility challenges, supporting their independence and daily needs. We operate daily, completing over 75,000 trips annually, and are proud to contribute to the reliability, safety, and accessibility of public transportation in the Orlando region. We have also operated the Siesta Key Breeze and Bay Runner trolley successfully.

CPR Medical Transportation LLC is committed to attracting and retaining top-tier talent by offering competitive CDL wages and a comprehensive employee benefits package. Our team members enjoy access to health insurance, a 401(k)-match program, safety incentive bonuses, paid holidays, and paid time off (PTO). These benefits reflect our dedication to creating a supportive, rewarding, and performance-driven work environment. For this proposal, we also confirm that comprehensive insurance coverage will be fully provided for all 31 vehicles assigned to this project, ensuring full compliance with all contractual and regulatory requirements.

Our commitment to excellence is reflected in our adherence to ADA, DOT, and FTA compliance standards, rigorous driver training programs, and a focus on customer satisfaction. We are confident that our experience and dedication make us a strong candidate to fulfill the transportation needs of Charlotte County. We appreciate the opportunity to present our proposal and look forward to the possibility of serving your community.

Sincerely,
Kirti Mehta
Vice President,
CPR Medical Transportation LLC
Email: contact@cprmedicaltransport.com
Phone: (240) 938-2045



C.P.R Medical Transportation LLC

7600 Georgia Ave NW Ste. 306A Washington D.C. 20012

Phone: 202-590-0484 Fax: 202-726-1114

Tab II. Executive Summary

CPR Medical Transportation LLC is pleased to present this proposal in response to Charlotte County's Request for Proposal No. 20250384 for Transit Contract Driver Services – Annual Contract. With over 15 years of experience in paratransit and fixed-route operations, CPR is a trusted transportation partner serving clients across Washington, D.C., Maryland, Virginia, and Florida.

At the heart of our Florida operations is Orlando, where we proudly serve as a trusted provider for Transdev's Access Lynx Para-Transit Services. With over 75,000 trips completed annually, our local team plays a critical role in Central Florida's mobility infrastructure, ensuring safe, reliable, and compassionate transportation for seniors, people with disabilities, and other members of the community who rely on accessible transit. This daily work directly supports the independence and quality of life of thousands of riders and demonstrates our ability to meet high-volume, high-accountability transit demands.

Our operational excellence is further demonstrated by our successful, ongoing management of the Siesta Key Breeze Trolley in Sarasota County, where we provide 7-day service to over 32,000 riders per month. From our established 2,500 sq. ft. facility in Sarasota, we are fully equipped to mobilize and support Charlotte County's transit needs with speed and efficiency.

CPR's approach combines:

- A safety-first culture, anchored in a federally compliant Safety Management System (SMS)
- A community-focused service model, using rider feedback, local hiring, and onboard technology
- A robust staffing strategy, featuring ADA-trained, CDL-licensed drivers supported by local dispatch and management
- Seamless integration with County systems, including vehicle technology, scheduling software, and real-time reporting
- Full regulatory and insurance compliance, with transparent performance and accountability

We understand the trust Charlotte County places in its transit partners and are committed to delivering professional, courteous, and dependable driver services that reflect the County's values. CPR Medical Transportation LLC stands ready to support the County's goals with experience, technology, and a proven track record of success across Florida and beyond.

Tab III. Qualifications

Company Overview:

C.P.R. Medical Transportation (“CPR”) is a leading national non-emergency- medical-medical transportation (NEMT) and public transportation provider (NEMT) that provides communities across America safe, affordable, and inclusive transportation services. Originally founded to provide DC, Maryland, and Virginia residents NEMT services, CPR expanded its footprint to provide Orlando, Florida residents NEMT services and Sarasota, Florida residents public transit solutions. CPR partners with healthcare brokers and transportation providers such as MTM, ModivCare, Access2Care, and Transdev to serve communities that rely on NEMT services. Additionally, the company partners with Sarasota County Area Transit Breeze and the City of Sarasota to provide public transportation through its open-air trolley service. Despite the company’s national presence, it remained steadfast to its community and service-based ethos over the past seventeen years.

NEMT Industry Experience

CPR’s seventeen years of NEMT experience has allowed it to acutely learn the challenges the industry faces while simultaneously being a partner in delivering solutions. CPR’s operational expertise, scale, and record demonstrate that it is a reliable partner to manage complex transportation needs.

Washington D.C., Maryland, Virginia:

- **Trip Volume:** Since 2009, CPR annually completed an average of 95,000 trips with minimal late arrivals and client complaints. This is barring unusual circumstances such as COVID-19 and the immediate years following. MTM, ModivCare, and Access2care are CPR’s healthcare brokers for this region.
- **Populations Served:** Experienced in transporting diverse sets of clients including:
 - Elderly and disabled individuals who require special assistance,
 - School children,
 - Individuals that require daily dialysis, attend day programs, and routine doctor’s visits.
- **Fleet:** Operate twenty-seven vehicles with a staff of forty-two which is inclusive of thirty-two drivers.

Orlando, Florida Para-transit Services - Access Lynx

- **Trip Volume:** Since 2023, CPR annually completed an average of 75,000 trips while maintaining an OTP of over 92%.
- **Service:** We provide ADA and TD trips (transportation disadvantage)
- **Fleet:** We operate 30 Access Lynx vehicles with a staff of 35 employees.



Public Transportation Experience

Sarasota County Area Transit – Breeze

- **Trip Volume:** Since 2018, CPR had an annual ridership of 350,000 riders.
- **Populations Served:**
 - County residents, tourists, visitors
- **Fleet:** Five trolleys with a staff of fifteen.

City of Sarasota - Bay Runner

- **Trip Volume:** Since 2022 CPR had an annual ridership of 125,000 riders.
- **Populations Served:**
 - City residents, tourists, visitors
- **Fleet:** Three trolleys with a staff of ten.



Case Study One - ACCESS LYNX Subcontractor Overview – Orlando, Florida

1. Project Scope

As a subcontractor under Transdev for ACCESS LYNX in Orlando, Florida, the project scope includes daily operations of paratransit services for individuals with disabilities and mobility challenges. Responsibilities involve providing reliable transportation, managing fleet operations, maintaining compliance, and delivering high-quality customer service. Annually, over 75,000 trips are completed under this scope, directly impacting the transportation-disadvantaged community in Central Florida.

2. Key Challenges

1. Operational Complexity and Volume – We expertly manage high trip volumes and dynamic scheduling through real-time coordination and optimized dispatch systems.
2. Driver Recruitment and Retention – Our strong recruitment and retention programs ensure a stable, reliable, and well-trained driver workforce despite industry challenges.
3. Regulatory and Safety Compliance – We maintain full compliance with ADA and safety standards through proactive audits, continuous training, and disciplined operations.
4. Customer Service Expectations – Our team consistently delivers compassionate, high-quality service tailored to the unique needs of vulnerable passenger populations.
5. Technology Integration – We leverage Transdev’s digital platforms seamlessly, enhancing efficiency, accuracy, and operational insight across all service areas.
6. Cost Pressures – Strategic cost control, process automation, and route optimization enable us to sustain high performance within fixed-rate financial models.
7. Fleet Maintenance – Our preventive maintenance approach ensures vehicle reliability, safety, and maximum fleet availability with minimal service disruption.

3. Solutions and Outcomes

1. Optimize routing and fleet use with GPS and software – Results in cost savings and improved performance.
2. Improve driver programs and retention incentives – Leads to better morale and service consistency.
3. Strengthen compliance through proactive audits – Minimizes penalties and enhances reputation.
4. Invest in training and rider engagement – Elevates service satisfaction and reduces complaints.
5. Enhance system training and support – Reduces tech errors and improves reporting accuracy.
6. Monitor and reduce costs – Improve financial stability and bidding competitiveness.
7. Enforce preventive maintenance – Minimizes downtime and extends fleet life



Case Study Two - ModivCare Subcontractor Overview – Washington D.C.

1. Project Scope

As a subcontractor under ModivCare for UnitedHealthcare in Washington, D.C. the project scope includes daily operations of paratransit services for individuals with disabilities and mobility challenges. Responsibilities involve providing reliable transportation, managing fleet operations, maintaining compliance, and delivering high-quality customer service. Annually, over 95,000 trips are completed under this scope, directly impacting the transportation-disadvantaged community in Washington D.C.

2. Key Challenges

1. Operational Complexity and Volume – We efficiently handle high daily trip volumes and dynamic scheduling through robust coordination and real-time operational adaptability.
2. Driver Recruitment and Retention – Despite post-COVID labor challenges, our focused hiring strategies and retention programs have ensured workforce stability and consistent service delivery.
3. Regulatory and Safety Compliance – We stay ahead of ADA and safety regulations through ongoing training, diligent oversight, and a culture of proactive compliance.
4. Customer Service Expectations – Our staff is trained in specialized care and soft skills to serve vulnerable populations with empathy, professionalism, and consistency.
5. Technology Integration – We have successfully integrated Transdev's digital tools into our daily workflows, streamlining operations and enabling real-time responsiveness.
6. Cost Pressures – Through operational efficiency, cost controls, and automation, we maintain service quality and profitability even under fixed-rate constraints.
7. Fleet Maintenance – A preventive and predictive maintenance approach ensures maximum fleet reliability, safety, and uninterrupted service continuity.

3. Solutions and Outcomes

1. Optimize routing and fleet use with GPS and software – Results in cost savings and improved performance.
2. Improve driver programs and retention incentives – Leads to better morale and service consistency.
3. Strengthen compliance through proactive audits – Minimizes penalties and enhances reputation.
4. Invest in training and rider engagement – Elevates service satisfaction and reduces complaints.
5. Enhance system training and support – Reduces tech errors and improves reporting

Tab IV. Key Personnel

Chetna Mehta, CEO & President

CPR is led by Chetna Mehta who has been a member of Senior Management since the company's founding in 2008. Mrs. Mehta's breadth of experience in managing and building large teams across multiple states will be highly beneficial for this project. In Washington D.C. and Florida combined, she manages a staff of 112 plus employees. Along with her expertise in managing human capital, she is highly skilled in financial management. Given Mrs. Mehta's strengths, she will primarily build and hire the team that will manifest CPR's vision for this project. Additionally, she will leverage her capital markets relationships and professional knowledge to ensure that the team is well-capitalized for startup and operational purposes. For our projects with Healthcare Brokers in DC and Orlando, for the Siesta Key Trolley, Mrs. Mehta held similar roles.



Kirti Mehta, Vice President

Mr. Mehta has 25 years of experience in the paratransit and public transit sectors. In his 25 years of experience, he has worked as a driver, managed fleets, and directed operations for various paratransit companies. He leveraged his experiences to co-found CPR Medical Transportation with Chetna Mehta. CPR's success is attributed to the strong relationships Mr. Mehta built with healthcare brokers in Washington D.C., county officials in Sarasota, and Transdev in Orlando, Florida. In addition to his strong relationships, Mr. Mehta has unparalleled operating experience. For this project, Mr. Mehta will be responsible for maintaining oversight over the operating team in Charlotte County. In his oversight duties, he will ensure the local team maintains proper relations with the community, develops high-quality fleet safety/ maintenance standards, and most importantly upholds our corporate values.



Nathan Reid, Director of Operations

Mr. Reid is a Florida native and has been in transit (para & non-para) for more than a decade. In his decade-plus of professional experience, he has managed multiple fleets for various transit providers in Southern Florida (See Ex. D). During his time at First Transit in Broward County, he managed a fleet of 100 vehicles and 150 employees. Then in 2018, he joined CPR to manage the Siesta Key Trolley service for Breeze. After CPR won the Bay Runner contract from the City of Sarasota in 2022, he managed the Bay Runner. Given Mr. Reid's previous experiences, he will implement a fleet maintenance and safety plan; implement management's recruitment plan; oversee operations; and serve as liaison between Charlotte County and upper management at CPR.

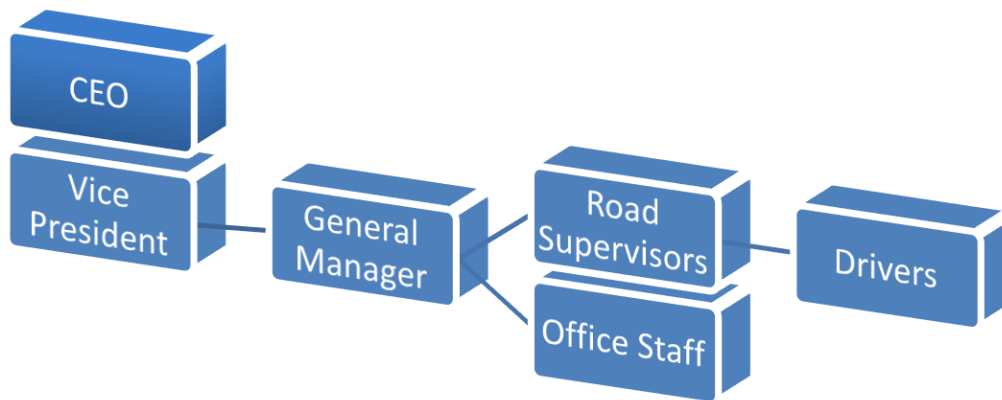


Vatsal Patel, General Manager

With proven hands-on leadership experience, he brings operational excellence & strategic foresight to the heart of our business. From day-to-day coordination to long-term planning, he ensures every department runs smoothly & every goal is met with precision. A firm believer in people-driven growth, he fosters a culture of accountability, innovation, & collaboration. With a sharp eye for process improvement, he designs & implements dynamic financial models in Excel to accurately forecast revenue, monitor expenses, & automate invoice generation — enhancing billing precision & significantly reducing manual processing times. He has been instrumental in scaling our operations & maintaining client satisfaction at every level.



Organizational Chart (Attached in Appendix)



Authorized Personnel:

- Chetna Mehta and Kirti Mehta are the only eligible employees to enter a contract on behalf of CPR.

Sub-Contracting:

- CPR will not sub-contract this proposal to another company

Tab VI. References

ORLANDO, FL

Joey Hogan

General Manager
Transdev's Access Lynx Para-Transit Services
Cell: 510-557-4581
Email: joey.hogan@transdev.com
Services: 75,000 performed trips annually.

SARASOTA, FL

Seth Kling

Paratransit and Transit Services Manager
Sarasota Siesta Breeze Trolley (Sarasota County)
Office: 941-861-1021
Cell: 941-404-5345
Email: skling@scgov.net

SARASOTA, FL

Broxton Harvey

General Manager, Parking Division
Bay Runner Trolley (Sarasota City)
Phone: (941) 263-6477
Email: broxton.harvey@sarasotafl.gov
Address: 1565 1st Street, troll, FL 34236

- ❖ Please feel free to reach out if additional references are needed in the Washington, D.C. area. We currently operate in partnership with **DC Medicaid through MTM** and also provide services for **UnitedHealthcare members through Modivcare**, demonstrating our experience and reliability in managed transportation networks.

Tab VII. Proposal Requirements

Upon awarding this contract, we will initiate the recruitment process for drivers and staff. We will hire both full-time and part-time drivers, who will swap out with the full-time drivers. Additionally, office staff will be hired to help with management duties. After screening new hires, they will go through extensive training programs that are described in the following sections. In addition to new hires, all existing employees will engage in continuous training which will enhance their skills, promote growth, and ensure the quality of service.

Training and Safety Programs:

Safety Management System

CPR Medical Transportation LLC herein establishes and implements a Safety Management System (SMS). The Transit Agency SMS is appropriately scaled to the size, scope, and complexity of the Transit Agency, and includes four components as required.

- a. Safety Management Policy
- b. Safety Risk Management
- c. Safety Assurance
- d. Safety Promotion

Safety Management Policy:

CPR MEDICAL TRANSPORTATION LLC has a written statement of safety management policy that includes the Transit Agency's safety objectives and safety performance targets. The *CPR Medical Transportation LLC* safety management policy will be communicated throughout the organization.

Safety Risk Management:

Safety Risk Management Process:

CPR Medical Transportation LLC has developed and implemented a Safety Risk Management process for all elements of its public transportation system. The Safety Risk Management process is comprised of the following activities:

- Identification of safety hazards,
- Analysis of safety hazards,
- Safety risk evaluation, and
- Safety risk mitigation.

Safety Assurance:

CPR Medical Transportation LLC has developed and implemented a safety assurance process, consistent with this subpart.

Safety Performance Monitoring and Measurement:

CPR Medical Transportation LLC has established activities to:

- Monitor the Transit Agency system for compliance with, and sufficiency of, the agency's procedures for operations and maintenance.
- Monitor Transit Agency operations to identify hazards not identified through the Safety Risk Management process.
- Monitor Transit Agency operations to identify any safety risk mitigations that may be ineffective, inappropriate, or were not implemented as intended.
- Investigate safety events to identify causal factors; and monitor information reported through any internal safety reporting programs.

Safety Promotion:

Safety Communications:

CPR Medical Transportation LLC fosters open and robust communication regarding safety between all levels of the agency. This starts with fully promulgating the safety policy to all employees. *CPR Medical Transportation LLC* uses notices, posters, and bulletins to ensure all employees are aware of the agencies and their safety commitments and requirements.

Scope:

This policy applies to all employees of *CPR Medical Transportation LLC*

At *CPR Medical Transportation LLC*, safety is our credo — our core belief, our deepest conviction, and our highest priority. Our responsibility and accountability for safety extend to all *CPR Medical Transportation LLC* employees as we care for our customers, passengers, and the public such as motorists, cyclists, pedestrians, and each other.

Operational safety shall always serve as the guiding principle and paramount priority when developing any *CPR Medical Transportation LLC* operational policies, practices, and procedures. All decisions need to be viewed through the lens of safety.

The prevention of accidents, injuries, unsafe incidents, and illness is the responsibility of every *CPR Medical Transportation LLC* employee. All employees, from the Chief Executive Officer to the frontline employee, are expected to lead by example and:

- Provide a safe and healthy working environment.
- Abide by all safety policies, rules, and regulations.
- Expect and insist upon a total commitment to safety from fellow employees; and
- Immediately raise any safety concerns to his or her supervisor or safety representative.

CPR provides consistent training to all new and existing vehicle operators. Our program is customizable to meet the City's needs as ridership and infrastructure changes.

As part of CPR's commitment to customer service at all levels of the operation, all operators are provided a minimum of four (4) hours of customer service training. This training program is effective at showing new and existing operators how to deal with all types of potential challenges from customers while engaging them in real-world situations that commonly occur in public transit service. Such training includes service to passengers, coworkers, and supervisors, including making customers feel welcomed, establishing boundaries with customers, seeking assistance, communicating positively, problem-solving, and managing emotional escalation.

FOCUS: SENSITIVITY AND PASSENGER ASSISTANCE
CPR places great importance on operator sensitivity and safeguarding the dignity of its passengers. CPR's state-of-the-art, customized ADA Sensitivity Training Program is tailored to each contract and emphasizes courtesy, understanding, and the trolley operator's responsibility to serve all passengers, regardless of background or disability.
Practice and role-playing sessions are held with trainees to foster an experiential understanding of the challenges of navigating the system as a visually impaired passenger or as one who uses a mobility device.

Video and classroom training is augmented by the involvement of representatives from the community, local advocacy groups, and care facilities.

Operator training includes the study of different types of disabilities and mobility aids so that trolley operators properly learn how to handle each one professionally and with utmost care. Training emphasizes how passengers in mobility devices generally require a greater level of time, attention, and sensitivity by the operator. It explains how the proper securement of the mobility device is critical to providing a safe, enjoyable ride for CPR's passengers. To ensure ongoing safety for CPR's passengers, training and monitoring in this area extends beyond the initial training period.

PROFESSIONAL OPERATOR TRAINING PROGRAM:

CPR's ***New Operator Development Program*** provides consistent and thorough training to all new trolley operators. The comprehensive base program is customizable on a local level to address specific areas of concern, e.g., unique service areas, specific vehicles, or service types. Upon successful completion of classroom training, students receive instruction in Pre-Driving Skills, Observation, and Behind-The-Wheel Training.

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

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

Behind-the-Wheel (BTW) Training. BTW training focuses on honing specific basic driving maneuvers and skills necessary to ensure the safe operation of the vehicle under actual road operation. During BTW training, the student puts into practice what he has learned in the classroom and refines his/her driving skills with a certified trainer. Before a student is released into service, he/she is closely monitored and receives a final road and training evaluation. In addition to the trolley route, during BTW training, students will visit common stops to familiarize themselves with the area and establish relationships with staff and passengers within the service area.

In addition to refresher training provided during CPR's monthly safety meetings, CPR requires mandatory retraining at the following points of our operators' employment:

<u>TYPE OF RETRAINING</u>	<u>WHEN IT IS PROVIDED</u>	<u>LENGTH OF TRAINING</u>	<u>DESCRIPTION OF TRAINING</u>
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 trolley operator who has received a “preventable” rating for an accident/ incident. This training must be scheduled and given within 10 days following the formal accident rating.	Varies based on the operator’s ability to perform to standard.	Post-accident retraining is focused on correcting driving deficiencies and standards that contributed to the accident.
Seasonal Refreshers	These refreshers are conducted in preparation for operations during certain periods of the year, typically in the fall.	Varies based on location and topics.	The training will include topics/material appropriate for the region, imminent weather, environmental, and traffic conditions.
Annual	At a minimum of every year	8 hours	This training consists of a 6-hour classroom review and a 2-hour BTW road check.

DISPATCH AND CUSTOMER SERVICE TRAINING

The Dispatch office is the first line of support for the Professional Operators. It is CPR’s position that dispatching is a position that can only be learned through knowledge of the

Service area, operations policies, and geographic area familiarity are essential.

Dispatcher training consists of a minimum of 40 hours of on-the-job training. During that training, the following areas will be covered:

- **Dispatcher Overview:** Video, Essential Skills for Dispatching.
- **Service Area:** Local geography familiarization
- **Customer Service:** Answering information calls, Receiving Customer Comments
- **ADA:** ADA Requirements

SAFETY RECOGNITION PROGRAMS

Safety Pins and Patches: Operators are given safety pins and patches for each year completed without a preventable accident or injury.

Safety Blitzes and Other Safety Events: CPR’s local management team will host

- **Radio Protocols:** Radio communication codes, emergency management over radio
- **Vehicle Monitoring & Personnel Control** includes Rollout Log, trolley assignments, use of extra board, daily labor control, checking DVIs and paperwork.
- **Trolley Operator Supervision:** Reasonable Suspicion, including video and handouts of the dispatcher's role in Administering FTA Drug and Alcohol Regulations. Includes instruction in basic discipline, attendance procedures, extra board management, and time clock management.
- **Emergency Procedures:** Accident/incident procedures, security and incident procedures, DOT emergency action plan implementation strategies, and communicating to ensure prompt and appropriate response. Training for events such as passenger illness on trolleys, natural disasters, vehicle breakdowns, severe weather, and/or violent passengers.
- **Telephone Doctor:** CPR will employ the *Telephone Doctor* customer service training for all staff. This 2.5-hour training program focuses on improving the way CPR's organization and its employees communicate with customers. The program is online and live training role-play-based. It teaches common-sense skills to drive "passenger-friendly" communication that is easy to learn and apply. This service orientation program helps employees learn valuable communication skills in modules such as:
 - **Service Mentality:** teaches the proper mindset of serving passengers. Identifies and highlights the basic characteristics and traits of people who demonstrate excellent customer service
 - **Determining Needs:** Listening Skills and Questioning Techniques; How to become an effective listener; Internal and External Communications.
 - **Changing Perception:** Learning non-visual communication; Finding the right attitude on the phone.
 - **Coaching Skills:** Ways to improve performance; Difference between training, coaching, and counseling; Developing managers and supervisors.
 - **Five Forbidden Phrases:** What they are and how passengers will react; Changing the message to achieve your desired results.
 - **Six Cardinal Rules of Customer Service:** Humorous real-life examples of what to do (and what not to do) when faced with common situations (18 minutes)
 - **Proactive Customer Service:** Building rapport with regular callers; Providing adequate information the first time.
 - **The Welcomed Guest:** Employees on the phone are ambassadors of the company; Enhancing their ability to represent the service well.

SAFETY TRAINING

All employees will receive training per [FLA 14-90](#) as well as CPR's best practices and standard operating procedures. Video-based training includes ADA compliance, defensive driving techniques, hazard communication, security awareness, emergency procedures, hurricane preparedness, employee policies and procedures,

employee wellness, sexual harassment, bloodborne pathogens, map reading, and general on-road procedures

CPR operator training is an instructor-facilitated program that clearly defines the expectations CPR has of its operator team. CPR's classroom training modules teach new operators the necessary components of safe and courteous vehicle operation. Classroom training is followed by pre-driving skill, observation, and behind-the-wheel training – where classroom training is put into action in the field. All vehicle operators will possess a Commercial Driver's License per the City's requirements.

SAFETY AWARENESS

CPR's strength lies in its approach to cohesive safety messaging and recognition. Although each of CPR's operating locations has unique characteristics, all deliver a common message – safety is CPR's number one priority – and all use the same vehicles to deliver this message.

Daily Safety Message

- Daily, a corporate-issued safety message is published and delivered to all CPR locations. Each message is posted at the location and read over the radio by dispatch. Additionally, all meetings and conference calls must begin with a safety message.

Location Safety Committee

- Each CPR location has a Location Safety Committee (LSC). This committee works together to create and maintain a safe work environment for all employees.
- The LSC has a significant role in implementing CPR's System Safety and Security Program and reducing and resolving location hazards. The LSC comprises one or more representatives from each department and is facilitated by the local team, so all team members are part of the solution.

Safety Meetings

- Safety meetings offer an opportunity to provide refresher training and address timely topics. All employees must attend this hour-long meeting each month. Based on the size of the location, several meetings may be scheduled to accommodate trolley operator and staff schedules. Maintenance safety meetings are held separately and focus on maintenance safety.
- All safety meeting agendas are issued by CPR's safety department, and address topics in Fleet Safety (for example Defensive Driving, Wheelchair Securement, Adverse Weather) and Injury prevention (for example Drug, Alcohol, Back Safety, Bloodborne Pathogens, and Heat Safety). Maintenance safety topics include subjects such as HAZCOM, Back Safety, and Machine Guarding.

- Additionally, monthly safety tasks are assigned with the Safety meeting schedule. These tasks include facility inspections, completion of annual OSHA logs, and emergency plan reviews.

CPR's System Safety Program Plan is consistent with federal, state, and local regulations, and assures that industry standards are maintained per the standards of the American Public Transportation Association (APTA) and the Federal Transit Administration (FTA).

COVID-19 PRECAUTIONS

For our operators, potential sources of exposure include having close contact with a passenger with COVID-19, contacting surfaces touched or handled by a person with COVID-19, or touching your mouth, nose, or eyes. Some strategies for operators include:

- Request passengers avoid standing or sitting within 6 feet of the paratransit driver.
- Avoid touching surfaces often touched by paratransit passengers.
- Use gloves if required to touch surfaces contaminated by body fluids.
- Practice routine cleaning and disinfection of frequently touched surfaces, including surfaces in the driver's cockpit commonly touched by the operator.
- Proper hand hygiene is an important infection control measure. Wash your hands regularly with soap and water or use an alcohol-based hand sanitizer containing at least 60% alcohol.

Passengers will be asked to follow local guidelines such as to wear a cloth face covering and cover their mouth and nose with tissues if they cough or sneeze.

As an employer, we will actively encourage sick employees to stay home and implement flexible sick leave and supportive policies and practices. We will also conduct worksite assessments to identify COVID-19 prevention strategies and ensure proper distribution of PPE.



Operations and Performance Standards:

CPR recognizes that open communication and engaged management are critical to ensuring a smooth operation. Daily implementation meetings are imperative to ensuring effective and frequent communication among the team while quickly identifying and remedying problems. Our Startup Implementation Plan will ensure that the service is ready to begin thirty days after the contract is awarded to CPR. Our startup team intends to hire and train the drivers and office staff necessary to ensure that the project is successful.

CPR's implementation methodology is built upon effective communication and relentless attention to detail. CPR follows a detailed startup schedule that identifies each task, subtask, dependent task, duration/timeline, and staff assignment. A draft startup checklist for this transition is included at the end of this proposal. This is a fluid document that will be appended and adjusted as tasks are completed and if additional needs arise. An item on the schedule will not be marked "complete" until it is verified by the startup team. This schedule is reviewed closely throughout the startup. It is the document that guides transition meetings, and it is constantly reviewed to ensure tasks are completed on time or early. In addition to internal meetings, CPR will be in constant contact with city officials to ensure the implementation of the proposed service is swift and efficient. Additionally, CPR will provide all required reports to the city during operations.



C.P.R Medical Transportation LLC

Tab VIII. COST PROPOSAL

<u>Service Period</u>	<u>Proposed Hourly Rate</u>
1st Year	\$61.74
2nd Year	\$63.63
3rd Year	\$65.52

❖ INSURANCE

We maintain:

- General Liability: \$1M per occurrence / \$2M aggregate
- Automobile Liability: \$1M combined single limit
- Workers' Compensation: Statutory compliance in Florida
- Professional Liability: \$1M occurrence / \$2M aggregate
- Certificate of insurance and additional insured endorsements are included

APPENDIX

Exhibit A: [LLC – Florida]

State of Florida Department of State

I certify from the records of this office that C.P.R MEDICAL
TRANSPORTATION LLC is a limited liability company organized under the
laws of the State of Florida, filed on May 23, 2018, effective May 22, 2018.

The document number of this limited liability company is L18000128607.

I further certify that said limited liability company has paid all fees due this
office through December 31, 2019, that its most recent annual report was filed
on April 1, 2019, and that its status is active.

*Given under my hand and the
Great Seal of the State of Florida
at Tallahassee, the Capital, this
the First day of April, 2019*



Ronald R. DeSantis
Secretary of State

Tracking Number: 4887634016CC

To authenticate this certificate, visit the following site, enter this number, and then
follow the instructions displayed.

<https://services.sunbiz.org/Filings/CertificateOfStatus/CertificateAuthentication>

Florida Unified Certification Program CERTIFIED

**Disadvantaged Business Enterprise
& Airport Concession Disadvantaged Business Enterprise**

C.P.R. Medical Transportation, LLC.

This certificate acknowledges that the above named firm is approved by the Florida Unified Certification Program (FUCP) as a Disadvantaged Business Enterprise (DBE) and an Airport Concession Disadvantaged Business Enterprise (ACDBE), under rules promulgated by the U.S. Department of Transportation (DOT) in Title 49, Part 23 and 26 of the US Code of Federal Regulations.

This certification entitles the above named firm to provide product(s) and/or service(s) under the following category(s) only: Para-transit provider, special needs transportation

NAICS Code(s): 485991

ANNIVERSARY DATE: Annually March 15

REVIEW DATE: March 15, 2030


Steven C. Hennigan, C.M., A.C.E.
Executive Director




Julia A. Rodriguez-Todd
Disadvantaged Business Enterprise, Manager

Exhibit C: [Insurance Certificate]

CERTIFICATE OF LIABILITY INSURANCE		DATE (MM/DD/YYYY) 05/29/2025																					
THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.																							
IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).																							
PRODUCER Hilb Group of NJ, LLC - Martens Johnson 6227 Executive Blvd Rockville MD 20852	CONTACT Holly McCulloh PHONE _____ FAX _____ (A/C, No, Ext): _____ (A/C, No): _____ E-MAIL hmcclulloh@hilbgroup.com ADDRESS: _____ <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <th colspan="2" style="text-align: center;">INSURER(S) AFFORDING COVERAGE</th> <th style="text-align: center;">NAIC #</th> </tr> <tr> <td>INSURER A:</td> <td>Atain Specialty Insurance Co</td> <td>17159</td> </tr> <tr> <td>INSURER B:</td> <td>National Indemnity Company</td> <td>20087</td> </tr> <tr> <td>INSURER C:</td> <td>Zurich American Insurance Co</td> <td>16535</td> </tr> <tr> <td>INSURER D:</td> <td></td> <td></td> </tr> <tr> <td>INSURER E:</td> <td></td> <td></td> </tr> <tr> <td>INSURER F:</td> <td></td> <td></td> </tr> </table>		INSURER(S) AFFORDING COVERAGE		NAIC #	INSURER A:	Atain Specialty Insurance Co	17159	INSURER B:	National Indemnity Company	20087	INSURER C:	Zurich American Insurance Co	16535	INSURER D:			INSURER E:			INSURER F:		
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INSURER C:	Zurich American Insurance Co	16535																					
INSURER D:																							
INSURER E:																							
INSURER F:																							
INSURED C.P.R. Medical Transportation LLC 7600 Georgia Ave, NW Washington DC 20012																							
COVERAGES CERTIFICATE NUMBER: BA FL 24-25 REVISION NUMBER:																							
THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.																							
INSR LTR	TYPE OF INSURANCE <input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER: _____	ADDL INSR WVD	POLICY NUMBER CIP446559	POLICY EFF (MM/DD/YYYY) 12/31/2024	POLICY EXP (MM/DD/YYYY) 12/31/2025	LIMITS EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 100,000 MED EXP (Any one person) \$ 5,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000 Sexual Molestation \$ 1,000,000 COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ Personal Injury Protection \$ Stat																	
A																							
B	AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY <input type="checkbox"/> AUTOS ONLY		74APB009418	08/27/2024	08/27/2025	EACH OCCURRENCE \$ AGGREGATE \$ PER STATUTE <input type="checkbox"/> OTH-ER <input type="checkbox"/>																	
	UMBRELLA LIAB <input type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input type="checkbox"/> RETENTION \$																						
C	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y / N <input type="checkbox"/> / <input checked="" type="checkbox"/>	N / A	WC 7970464 - 00	12/08/2024	12/08/2025																	
						E.L. EACH ACCIDENT \$ 500,000 E.L. DISEASE - EA EMPLOYEE \$ 500,000 E.L. DISEASE - POLICY LIMIT \$ 500,000																	
DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)																							
CERTIFICATE HOLDER Charlotte County 18500 Murdock Circle Port Charlotte FL 33948				CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE 																			

ACORD 25 (2016/03)

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Exhibit D: [Proposal Submittal Signature Form]

PART VI - SUBMITTAL FORMS PROPOSAL SUBMITTAL SIGNATURE FORM

The undersigned attests to his/her authority to submit this proposal and to bind the firm herein named to perform as per contract, if the firm is awarded the Contract by the County. The undersigned further certifies that he/she has read the Request for Proposal, Terms and Conditions, Insurance Requirements and any other documentation relating to this request and this proposal is submitted with full knowledge and understanding of the requirements and time constraints noted herein.

By signing this form, the proposer hereby declares that this proposal is made without collusion with any other person or entity submitting a proposal pursuant to this RFP.

In accordance with section 287.135, Florida Statutes, the undersigned certifies that the company is not on the Scrutinized Companies with Activities in Sudan List, the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, and does not have business operations in Cuba or Syria (if applicable) or the Scrutinized Companies that Boycott Israel List, or is not participating in a boycott of Israel.

As Addenda are considered binding as if contained in the original specifications, it is critical that the Consultant acknowledge receipt of same. The submittal may be considered void if receipt of an addendum is not acknowledged.

Addendum No. 1 Dated 05/05/25 Addendum No. 2 Dated 05/23/25 Addendum No. 3 Dated 05/28/25
Addendum No. _____ Dated _____ Addendum No. _____ Dated _____ Addendum No. _____ Dated _____

Type of Organization (please check one):
INDIVIDUAL CORPORATION ☒ PARTNERSHIP ☐
JOINT VENTURE ☐

C.P.R. Medical Transportation LLC
Firm Name

202-590-0484
Telephone

Fictitious or d/b/a Name

45-0588909
Federal Employer Identification Number (FEIN)

7600 Georgia Ave NW #306A
Home Office Address

Washington, DC 20012
City, State, Zip

17 Years
Number of Years in Business

1777 Tamiami Trl, 5th Floor, #504, Port Charlotte, FL - 33948
Address: Office Servicing Charlotte County, other than above

Nathan Reid
Name/Title of your Charlotte County Rep.

941-557-4008
Telephone

Kirki V. Naha
Name/Title of Individual Binding Firm (Please Print)

[Signature]
Signature of Individual Binding Firm

05/30/2025
Date

contact@cprmedicaltransport.com
Email Address

(This form must be completed & returned)

Exhibit E: [Drug-Free Workplace Form]

DRUG FREE WORKPLACE FORM

The undersigned vendor in accordance with Florida Statute 287.087 hereby certifies that C.P.R. Medical Transportation LLC
does: (name of business)

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

As the person authorized to sign the statement, I certify that this firm complies fully with the above requirements.



Proposer's Signature

05/30/2025

Date

(This form must be completed & returned)

Exhibit F: [Human Trafficking Affidavit]

HUMAN TRAFFICKING AFFIDAVIT for Nongovernmental Entities Pursuant To FS. §787.06

Charlotte County Contract #20250384

The undersigned on behalf of the entity listed below, (the "Nongovernmental Entity"), hereby attests under penalty of perjury as follows:

1. I am over the age of 18 and I have personal knowledge of the matters set forth except as otherwise set forth herein.
2. I am an officer or representative of the Nongovernmental Entity and authorized to provide this affidavit on the Company's behalf.
3. Nongovernmental Entity does not use coercion for labor or services as defined in Section 787.06, Florida Statutes.
4. This declaration is made pursuant to Section 92.525, Florida Statutes. I understand that making a false statement in this declaration may subject me to criminal penalties.

Under penalties of perjury, I declare that I have read the foregoing Human Trafficking Affidavit and that the facts stated in it are true.

Further Affiant sayeth naught.



Signature

Kirki V. Mehta

Printed Name

Vice President

Title

Nongovernmental Entity

05/30/2025

Date

(This form must be completed & returned)

Exhibit G: [Certification Regarding Lobbying]

CERTIFICATION REGARDING LOBBYING

Certification for Contracts, Grants, Loans, and Cooperative Agreements

The undersigned certifies, to the best of his or her knowledge and belief, that:

(1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

(2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure of Lobbying Activities," in accordance with its instructions.

(3) The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly. This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

Statement for Loan Guarantees and Loan Insurance

The undersigned states, to the best of his or her knowledge and belief, that:

If any funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this commitment providing for the United States to insure or guarantee a loan, the undersigned shall complete and submit Standard Form-LLL, "Disclosure of Lobbying Activities," in accordance with its instructions. Submission of this statement is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required statement shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

* APPLICANT'S ORGANIZATION	
C-P-R Medical Transportation LLC	
* PRINTED NAME AND TITLE OF AUTHORIZED REPRESENTATIVE	
Prefix: <input type="text"/>	* First Name: <input type="text"/> Kirti Middle Name: <input type="text"/> Vinodrai
* Last Name: <input type="text"/> Mehta	Suffix: <input type="text"/>
* Title: <input type="text"/> Vice President	
* SIGNATURE: <input type="text"/> [Signature]	* DATE: <input type="text"/> 05/30/2025

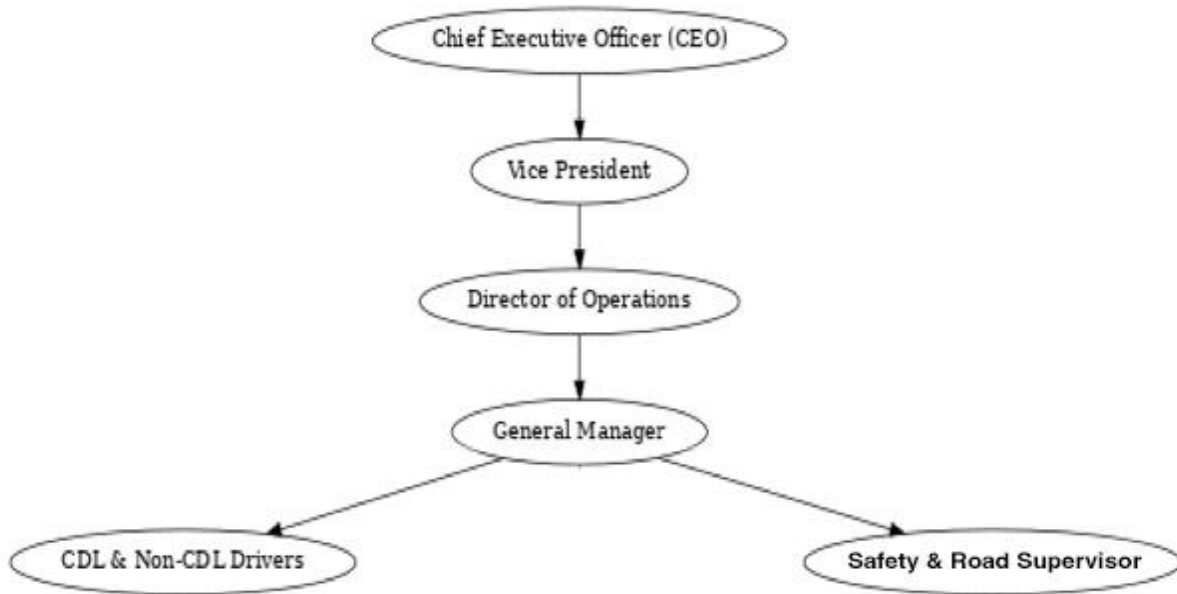
END OF PART VI

(This form must be completed & returned)

Exhibit H: [Organizational Chart]

C.P.R Medical Transportation LLC - Organizational Chart

The organizational structure below outlines the leadership and operational roles within CPR Medical Transportation LLC.



Team Directory

<u>Position</u>	<u>Name</u>
Chief Executive Officer (CEO)	CHETNA MEHTA
Vice President	KIRTI MEHTA
Director of Operations	NATHAN REID
General Manager	VATSAL PATEL

Exhibit I: [Resume 1]

Kirti V Mehta

7600 Georgia Ave NW Suite #306A Washington DC
Tel: 202-590-0484 Email: contact@cprmedicaltransport.com

Background

- Top-notch administrator with more than 20 years' experience in transportation.
- Communicate a clear, strategic vision, effectively training and coaching drivers.
- Unique combination of expertise in training, budgeting cost, and accounting.
- Able to turn around lagging operations and prepare companies for fast growth and profitability.
- Motivated and enthusiastic about developing good relation with clients.

SKILLS

- P & L Management
- Strategic Planning
- Operation Management
- Customer Relationship Management
- Staff Training & Development
- Budgeting & Forecasting

PROFESSIONAL EXPERIENCE

C.P.R Medical Transportation LLC, Washington DC

Vice –President /Operational Director, 2009 till present

Managed 40 drivers & 35 Aides during companies peak of operations in 2017, Led all employee training.

Beltway Metro, Gaithersburg, MD.

Operational Manager, 2007-2009

U.S. Transcare, Gaithersburg, MD

Operational Manager, 2006-2007

Paramed Medical Transportation, Germantown MD

Operational Manager, 2001-2005

Outcomes:

- Revamped pricing strategy, implemented effective strategies, trained a high-performance team of drivers and helped boost company image.
- Achieve the lowest complain image.
- Provided dispatching of drivers. Ensured that the customers arrive to their appointment on time. Encouraged referrals and networking.
- Organized detailed account books and financial recordkeeping.
- Established relationships within a community of doctors and nurses.
- Orchestrated successful meeting with contracted vendors to further.
- Full-time dispatcher

Exhibit J: [Resume 2]

NATHAN REID

Professional Experience

General Manager – CPR Medical Transportation/Sarasota Siesta Key

August 2018 – Present

- Thorough understanding of contractual requirements.
- Respond to and thoroughly investigate accidents and incidents and review all reports information related to the cause or causes and future prevention of accidents/incidents.
- Responsive and transparent client communication to facilitate exceptional customer service.
- Create and implements policies and procedures to lead a culture of safety. Develop programs to mentor supervisors to ensure safety procedures, defensive driving techniques, and customer relations issues.
- Lead staff, prioritize and delegate work; conducting performance evaluations and developed mentorship program
- Help in the preparation and development of the monthly Transportation budget and monitor expenditures in accordance with company standards.
- Complete understanding of and oversight of FTA Drug and Alcohol Program

Operations – Ride Right Transportation/Sarasota County Area Transit **May 2017 – August 2018**

- Supervise staff to include prioritizing and delegating work assignments, conducting performance evaluations. Engaging and mentoring staff with their professional development
- Collaborate with management team to ensure employees follow policies and procedures, making hiring, termination, and disciplinary decisions.
- Oversight of Fixed Route Trolley service for Siesta Key Beach.
- Oversight of Sarasota Memorial Hospital Employee Shuttle.
- Manage service times, implement shuttle routes and times, and establish schedules and time points.
- Maintain a thorough understanding of the client contracts.
- Developed a strong relationship with the client and provided exceptional customer service
- Lead training, re-training establishing a strong safety culture

General Manager – MTM Transportation/Collier Area Transit

February 2016 – April 2017

- Lead staff and delegated work assignments; conducted performance evaluations; ensuring employees follow policies and procedures; lead recruiting efforts as well as making disciplinary decisions.
- Collaborated with Safety Department to oversee all new hire training and development
- Strong working relationship with the client including development of complaint resolution processes
- Liaison between MTM and the client to address any concerns or issues that may arise and do so in a timely manner
- Develop and maintain a thorough understanding of ridership policies to ensure smooth transportation services
- Monitors transit schedules, routes and equipment through field inspection; investigates and reports on schedule and route deficiencies and problems recommend changes as necessary. Works closely with Development for site plan reviews and future routing and stop placements.
- Respond to and thoroughly investigates accidents involving transit employees, vehicles, or passengers and complete, or review all accident written reports that include all pertinent information related to the cause or causes and future prevention of accidents/incidents.

Exhibit K: [Resume 3]

VATSAL PATEL

Hoboken, New Jersey, USA | +1 (202) 891-9835 | vatsal1097@gmail.com | www.linkedin.com/in/vatsal-patel-93344116a

EDUCATION

Stevens Institute of Technology **Hoboken, NJ, USA**
Master of Business Administration (MBA), Major in Finance & Banking, Minor in Analytics S2021 – F2022

- Cumulative GPA: 3.89/4.0
- Relevant coursework – Investments, Derivatives, Corporate Finance, Investment Banking
- Accomplished Teaching Assistantship for Applied & Business Analytics (On Campus – 20 hours/week)
- Led Summer Research Assistantship on Equity Holdings of Boards & Executives of Publicly Listed Companies

Mithibai College **Mumbai, India**
Bachelor of Business Administration (BBA), Major in Finance, Minor in Accounting 2015 – 2018

- Cumulative GPA: 3.82/4.0
- Research Report on Summer Internship (Real Estate Firm & Chartered Accountant Firm)

EXPERIENCE

Manager – Full-Time **May 2023 – Present**
CPR Medical Transportation LLC **Orlando, FL, USA**

- Develop and maintain budgets, oversee billing, and implement cost-effective measures for transportation operations.
- Leveraging advanced technology for efficient scheduling, route optimization, and data-driven decision-making
- Ensuring strict adherence to licensing, certification, and regulatory standards for legal and safety compliance
- Manage transportation logistics, regulatory compliance, fleet maintenance, and staff coordination.

Investment Banking Analyst – Intern (Full-Time - Remote) **Jan 2023 – April 2023**
NOVA Capital Partners, LLC (Emerging Markets) **New York, USA**

• Supported projects and their associated activities for carrying out its capital raise transactions, derived advisory strategies, defined target investor profiles, identified, and spoke with potential investors within private capital markets, constructed teasers and executive summaries, assembled pitch decks, and created industry reports, conducted due diligence, produced screening materials as a crucial input to equity & debt financing consideration to assist financial models, strategy, and valuation analysis consideration.

Selected Transaction Experience:

- **\$4.5M Capital Raise for a Software Development Firm**, AI-backed Tech Resourcing Platform - outsourcing coding to AI, conducted business and financial due diligence on investment targets, modeled 5-year forecast, and leveraged the 3-statement model to identify and execute strategic investment opportunities that resulted in a 23.7% YoY growth in revenue, optimized Capex, augmented 33.9% growth in EBITDA, and a more comprehensive understanding of the company's cash flow statement
- **\$35.0M Capital Raise for a Logistics Company in Africa** for operational expansion, provides integrated logistics solutions to Blue-Chip companies, modeled, or predicted 5-year projection with 37.6% YoY increase in revenue from industry research and comparative analyses with a median 18.4% EBITDA margin, included \$22.5M capital expenditure within CFS for the year 2023
- **\$63.0M Capital Raise for Automotive Parts Business**, Importing Tires known for their durability, advised on a range of strategic transactions, forecasted a 10-year outlook, analyzing a 28.1 % EBITDA margin and a profit margin of 18 % through due diligence

Financial Manager / Business Director – Full-Time **Sep 2019 – Dec 2020**
Innovative Honda **Ahmedabad, India**

- Provided a thorough explanation of such benefits of financing and protection programs
- Co-ordinated the financing for customers buying new or used vehicles
- Communicated anonymous tips for expansion of business and business ideas for a new startup and business setup
- Filled out sales contracts, determined payoff amounts, and conducted title checks

ACADEMIC PROJECTS


Stevens Institute of Technology **Hoboken, NJ, USA**
NEWMARK GROUP (Real-Estate), Industry Capstone Program, School of Business Spring 2022
ROLE: PORTFOLIO MANAGER - Portfolio Management Game, Investment Management Course Project Spring 2022
ROLE: CHIEF INVESTMENT OFFICER - Options Trading Game, Derivatives Course Project Spring 2022

SKILLS

- **Certifications:** CFI's (FMVA)TM designation, PGDM in Business & Finance, Bloomberg (BMC), Personality Development
- **Strengths:** Financial Modeling, Valuation, Deal Structuring, Due Diligence, Communication, Leadership, Teamwork
- **Software & Tools:** Bloomberg, S&P Capital IQ, Pitchbook, Macabacus, Microsoft 365/Suite, Tableau, Rapid Miner
- **Activities and Hobbies:** Soccer, Football, Tennis, Travel, Food, Music, and Experimental Cooking

Exhibit L: [Transdev's Access Lynx – Paratransit Services, Orlando]

Transdev's Access Lynx Para-transit Services, Orlando, FL
Attached: Driver Schedule Vehicle our drivers operate & Cover Sheet

<div>  CPR, Orlando </div>											
Run	Vehicle	Change Vehicle	Ptt	Actual Start	Start Time	Gate Time	Actual Gate	Provider	Drivers	Notes	Notes
1060					12:50	13:00		CPR	Nogaiste. Kenel - 2230		
1062					6:50	7:00		CPR	Bueno , Alejandro -9.5		
1063					12:50	13:00		CPR	Cetoute , Fednor - 9.5		
1064					16:50	17:00		CPR	De La Cerda, David -9.5		
1066					6:50	7:00		CPR	Emilcar, Lucner 9.5		
1067					5:20	5:30		CPR	Garcia, Giancarlo -9.5		
1068					6:50	7:00		CPR	Vargas, Suinda - 9.5		
1069					6:50	7:00		CPR	Velez , Sarahi -9.5		
1070					9:20	9:30		CPR	Despeignes, Kelly - 9.5		
1071					13:50	14:00		CPR	Hill, Earl -9.5		
1073					6:50	7:00		CPR	Kender Jean - 9.5		
1075					4:50	5:00		CPR	Malette, Pierre 15:00 T,F		
1076					12:20	12:30		CPR	Marin, Hernando -9.5		
1078					12:50	13:00		CPR	Rangel, Jose -8.5		
1081					14:50	15:00		CPR	Sossous, Patrick -9.5		
1082					5:50	6:00		CPR	Valencia, Juan - 9.5		
1083					12:50	13:00		CPR	Verilus, Witchmael 9.5		
1085					13:50	14:00		CPR	Walker,Stephanie - 9.5		
1087					14:50	15:00		CPR	Donatien, Altes - 2330		
1088					6:50	7:00		CPR	Cervantes, Carlos - 1630		
1090					5:50	6:00		CPR	Perez, Sol - 9.5		



COVER SHEET



Driver Cover Sheet, Orlando, Location#:661



DVI TURN -IN

YES No

Driver Name (Last Name, First Name)	
Driver ID #	
Vehicle #	

RUN:

DATE:

	Start Time	Pull Out	First Pick Up	Lunch Start	Lunch End	Last Drop	Pull In	Clock Out
Time								

Odometer-A							
------------	--	--	--	--	--	--	--



Cash	Lynx Paper TCK	Paw Pass(E-TCK)	No Pay (1075)



Grand Total

Drivers Certification	Dispatcher Review
I Certify that the information contained in the attached documents are true and correct. Driver Signature: _____	I have reviewed this manifest for basic completeness and accuracy. Dispatcher Signature: _____

Window Dispatcher (HELP Channel) 407-781-3215 EXT-1115

Write down all Paw Passes and Rider Non-Payment (1075's) transactions on the back of the Cover Sheet

Exhibit N: [DVI Report]

DAILY VEHICLE INSPECTION Report

PARATRANSIT/FIXED ROUTE – **Hydraulic Brakes**

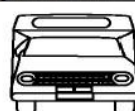
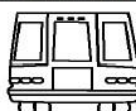
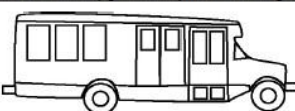
Vehicle No.	Date	Drivers Name	Start Miles	Start Time	End Miles	End Time
		1				
		2				
		3				

✓ = Satisfactory

X = Unsatisfactory

1	2	3	Inspection Item	1	2	3	Inspection item
			Tires and Wheels				Seats and cushions are secure
			TIRE CONDITION, TREAD DEPTH AND AIR PRESSURE				Seat belts are complete, operational and secure
			Wheels and rims for cracks, rips, welds or protruding objects.				2 way radio is complete and operational –RADIO CHECK
			LUG NUTS TIGHT, NO EXCESSIVE RUST OR DAMAGE				WINDSHIELD WIPERS OPERATIONAL
			Engine Compartment				Windshield washer operational
			ENGINE OIL				HORN OPERATIONAL
			AUTOMATIC TRANSMISSION FLUID				PASSENGER DOOR COMPLETE AND OPERATIONAL
			COOLING SYSTEM LEVEL				Valid Insurance and Registration present and visible
			Windshield washer solution				Valid proof of insurance
			Brake Fluid Level				OTHER:
			Power steering fluid level				Brakes
			Battery terminals clean, no corrosion				Brake pedal feels good and stopping properly
			Belts and Hoses no Cracks or Leaks				Brake warning light & shift interlock working properly
			Under vehicle leaks. Check exhaust				Parking brake complete and operating properly
			Vehicle Glass				Steering and Suspension System
			Windshield has no chips or cracks				Steering wheel secure, no excessive play
			MIRRORS IN GOOD CONDITION AND OPERABLE				Safety Items
			Windows in good condition and operable				First aid kit, fully stocked and present
			Emergency windows in good condition and operable				Triangle reflectors present and complete
			Vehicle Lighting				Fire extinguisher present, fully charged
			HEADLIGHTS OPERATIONAL – HIGH AND LOW BEAM				Vehicle accident packet present and accessible
			All Clearance lights operational & reflectors present				Body fluid kit present and accessible
			Brake lights complete and operational				Wheelchair Lift
			TURN SIGNALS COMPLETE AND OPERATIONAL				Lift free from leakage
			Backup lights complete and operational				Lift and platform operating properly electronically
			Backup alarm complete and audible				Lift and platform operating properly manually
			EMERGENCY 4 WAY FLASHERS OPERATIONAL				LIFT INTERLOCK OPERATING PROPERLY
			Vehicle Interior Environment				# of Lap Belts: # of Tie Downs:
			Front & rear air conditioner complete and operational				Exhaust system and tail pipe in good condition
			Front & Rear heater complete and operational				No abnormal Exhaust noises or fumes
			DEFROSTER COMPLETE AND OPERATIONAL				
			Interior and Exterior				
			Interior and Exterior Clean. Noted Body Damage				
							Quarts of oil added: Gallons of fuel added:

Please explain in detail below any problems you are having with the vehicle and when the problem occurs.



Any items in **bold** marked unsatisfactory must be brought to the attention of the Supervisor immediately. The **bold** typeface indicates items that place a vehicle out of service.

I declare that I have properly performed a vehicle inspection on the vehicle indicated above and have inspected and marked the inspection items, listed above, accordingly.

Driver's signature Pre Trip inspection ➤: _____

Driver's signature mid trip inspection ➤: _____

Driver's post trip inspection ➤: _____

- ☐ Reviewed
- ☐ Noted for repair
- ☐ Could not duplicate problem
- ☐ Repaired

Managers Signature: _____

Date Repaired: _____

Driver number 2, mid trip, only has to perform a walk around inspection. Only inspect items where a mark can be placed

Exhibit M: [Charts & Safety Practices]

CHARTS & SAFETY PRACTICES

There are 9 fundamental safety practices that all new drivers must know and commit to memory before getting on the road. The fundamental safety practices make up the foundation of defensive driving and help our drivers maintain a safe environment for our passengers and the public. The practices are:

1. Four Rules of Intersections
 2. Techniques for Approaching and Crossing Intersections
 3. Speed Limits During Turns
 4. Proper use of Reference Points During Turns
 5. Eliminating Blind Spots During Turns (Rock and Roll in the driver's seat)
 6. DDSL – SMITH SYSTEM (Drive Different. Save Lives)
 7. Proper Mirror Adjustment – what should you see?
 8. Safety Zones and Space Management
 9. Pre-Trip Inspections
- a. Four Rules of Intersections - Intersections are one of the most hazardous environments in which we drive. There are four rules to live by to successfully and safely negotiate intersections. These rules are:
- i. Expect trouble at intersections. Never assume pedestrians and other traffic will see you or obey the rules of the road.
 - ii. Slow down and cover your brake when approaching intersections. Be prepared to stop even if you
 - iii. have the right of way. A “green light” gives you your turn, but it does not mean it is safe to cross!
 - iv. Keep your head and eyes moving – Scan for trouble and potential hazards ahead and around you. Be especially aware of pedestrians!
 - v. Yield the right of way to other vehicles and pedestrians after you stop and before entering the intersection.
- b. Techniques for Approaching and Crossing Intersections - The intersection is by far the most hazardous place in which we drive. Before proceeding through an intersection, you must clear it and ensure it is safe to cross it or move through it. Always approach intersections expecting other traffic and pedestrians to not stop when they should. Look left, right, and left again before moving into the intersection. Be especially weary of pedestrians...actively look for them when turning. DOUBLE-CHECK YOUR OFF-TRACK DURING TURNS and ensure your rear wheels are clear of hazards Always make sure the
- c. intersection has cleared before proceeding through an intersection (count to 3 before starting from a stopped position) and always yield the right of way to others.
- d. Speed Limits During Turns– Fast turns at intersections are one of the major contributors to collisions and

pedestrian accidents. You should always slow down to 5 mph when making turns. This will improve your reaction time and stopping distance, allowing you an increased margin of safety to avoid a mishap. Remember: no more than 5 mph when turning!

- e. Proper use of Reference Points During Turns – Reference points are the areas on the vehicle that will help you keep the vehicle centered in the roadway or enable you to position the vehicle 4-6 inches from the curb line, make proper right and left turns, and back up the vehicle without hitting anything with the rear of the vehicle. Always keep your reference points in your sight when driving and turning and you will be able to safely perform your driving tasks.
- f. Eliminating Blind Spots During Turns (Rock and Roll in the Operator's seat)– Trolleys have inherent blind spots to the front and the side, but they can be successfully eliminated by "rocking and rolling" in the seat. Eliminating blind spots is one of the most important tasks of a professional operator, before turning the vehicle, must physically "rock and roll", forward and back, in the operator's seat, to see around the windshield post, mirror heads, and other obstructions to the front or the side of the trolley. Failure to "rock and roll" to see around obstructions will not allow the operator to see all that is around and approaching the path of the vehicle, thus creating a blind spot and a very unsafe situation. Pedestrians and other vehicles may, as you are moving, hide in these blind spots and collide with your vehicle. As a professional operator, it is your responsibility to eliminate blind spots and avoid collisions with others...it is simple to do rock and roll in the seat when turning!
- g. DDSL – SMITH SYSTEM (Drive Different. Save Lives) – The Driving Principles to Safety are proven defensive driving principles of interlocking techniques designed to minimize risk while driving and maximize accident prevention. These techniques help operators see, think, and act their way through the multitude of driving environments, challenges, and ever-changing hazards that exist and develop around them as they drive. The key to successful defensive driving is to actively practice the principles that allow professional operators to successfully "read" the driving environment around them and avoid collisions.
- h. Proper Mirror Adjustment – You cannot avoid what you cannot see. This begs the question "What SHOULD you see"? Proper mirror adjustment is critical to safe driving performance, both in the city and on the highway. When your mirrors are adjusted properly you should see the following:
 - Adults and other pedestrians around and near the vehicle
 - Vehicles and objects around and near the vehicle
 - Eliminate/minimize blind spots around the vehicle

Proper mirror settings:

- The left-side flat mirror should be adjusted so you can check traffic and clearances on the left side of the vehicle. You should see the left side of the vehicle along the inside edge of the mirror surface.
 - The right-side flat mirror should be adjusted so you can check traffic and clearances on the right side of the vehicle. You should see the right side of the vehicle along the inside edge of the mirror surface.
1. Safety Zones and Space Management – Proper "space management" to the front and sides of your vehicle

is another fundamental defensive driving skill. Below are key aspects you must know and practice:

- a. Perception Factor: This is the time it takes to understand what you are seeing happening around you. This, in turn, translates into “distance traveled” as you are moving.
 - b. Reaction time: This is the time it takes to move your foot from the accelerator to the brake and activate the brake once you determine the need to act. As in the Perception time, the time it takes to act results in “distance traveled” while you are moving. Combined with the perception time, the “Perception-reaction” time for an alert person is, on average, 1.5 seconds.
 - c. Stopping distance: This is the time and space needed to come to a complete stop. This stopping distance varies according to the speed at which a vehicle is traveling (the faster the speed, the longer the stopping distance). This distance increases greatly in adverse weather (wet, slick roads). To compensate, the safe operator increases his/her following distance and decreases the travel speed.
 - d. Following Distance: Proper following distance is the safe distance an operator maintains to the front of his vehicle from the vehicle ahead. You must ensure you have enough space to your front to stop smoothly and safely or maneuver gradually to avoid a hazard or a collision (i.e. a car suddenly stopping in front of you). The CPR standard is a minimum of 4 seconds following distance when traveling below 40 mph and 5 seconds when traveling above 40 mph. Always add 1 or more seconds in adverse weather. To calculate the proper following distance, pick a fixed object on the side of the road (mailbox, post, tree, etc.) and start counting seconds (1001, 1002, 1003, 1004, etc.) when the vehicle ahead of you passes that point. If your vehicle passes that same point before you reach 4 seconds, you are following too close...slow down and increase your following distance. This is the single most effective tool you must avoid collisions.
 - e. Space Cushion: A proper “space cushion” around your vehicle is essential for you to be able to react to hazards and sudden traffic conditions (swerving vehicles, cars encroaching in your lane/path, etc.). A proper space cushion gives you the time and space necessary to take defensive actions, react safely, and avoid collisions.
2. Pre-trip Inspections – A daily and proper pre-trip inspection of your vehicle is critical to your safety and the safety of your passengers. As a professional operator, you need to be able to proactively identify anything wrong with your vehicle before leaving the yard, so that you can avoid a roadside breakdown or, worse, a crash due to a mechanical defect that could have been repaired before leaving the yard.
- A proper pre-trip inspection should take no longer than 12 minutes and cover the following areas:
- a. Passenger compartment
 - b. Engine / Fluids
 - c. Tires/Wheels
 - d. Lights/Signals
 - e. Exterior
 - f. Operator compartment and control

Exhibit O: [Substance Abuse Policy]

CPR Medical Transportation, LLC

Substance Abuse Policy

Executive Director/General Manager Statement

CPR, LLC provides safe, dependable, and economical transportation services to its patrons. CPR, LLC employees are a valuable resource and it is also our goal to provide a safe, healthy, and satisfying working environment for our employees. In meeting these goals, it is our policy to:

- Assure that employees are not impaired in their ability to perform assigned duties in a safe, productive, and healthy manner;
- Create a workplace environment free from the adverse effects of drug and alcohol abuse or misuse;
- Prohibit the unlawful manufacture, distribution, dispensing, possession, or use of controlled substances;
- Encourage employees to seek professional assistance when substance abuse adversely affects their ability to perform their assigned duties.

This Substance Abuse Policy implements a drug and alcohol testing program for all safety-sensitive employees. Each employee shall be provided a signed copy of the adopted policy. *Policy items implemented under the authority of CPR; LLC are italicized throughout this policy.* All other policy items are implemented under the authority of the US DOT and/or the Federal Transit Administration.

Per CPR, LLC authority, violation of this substance abuse policy will result in termination of employment and/or exclusion from hire.

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1. Background

According to the Omnibus Transportation Employee Testing Act of 1991, the Federal Transit Administration (FTA) published regulations prohibiting drug use and alcohol misuse by transit employees and required transit agencies to test for prohibited drug use and alcohol misuse.

49 Code of Federal Regulations Part 655, "Prevention of Alcohol Misuse and Prohibited Drug Use in Transit Operations" mandates urine drug testing and breath alcohol testing for all employees in safety-sensitive positions. These regulations prohibit the performance of safety-sensitive functions when there is a positive drug or positive alcohol test result or an employee refuses to submit to DOT-required drug or alcohol testing.

In addition, the U.S. Department of Transportation (DOT) has issued 49 CFR Part 40, "Procedures for Transportation Workplace Drug and Alcohol Testing Programs" to provide uniform procedures and standards for conducting drug and alcohol testing programs. The drug and alcohol testing program of CPR, LLC will be conducted per 49 CFR Parts 40 and 655, as amended. Employees may request copies of the applicable regulations by contacting CPR, LLC's designated employer representative, listed in Section 25 of this policy.

2. Purpose

This policy is established to comply with FTA drug and alcohol testing requirements to ensure employee fitness for duty, and to protect our employees, passengers, and the general public from the risks posed by using alcohol and prohibited drugs. This policy is also intended to comply with and incorporate 49 CFR Part 32, The Drug-Free Workplace Act of 1988, which requires the establishment of drug-free workplace policies and the reporting of certain drug-related offenses to the FTA, including the reporting of employees convicted of criminal drug offenses that occur in the workplace.

3. Covered Employees

This policy applies to all safety-sensitive transit system employees as identified and described herein. Paid part-time employees and contractors, when performing safety-sensitive duties, are also covered by this policy when performing any CPR, or LLC-related business. This policy applies to off-site lunch periods or breaks when an employee is scheduled to return to work. Additionally, this policy applies to volunteers who perform safety-sensitive duties who are required to hold a Commercial Driver's License, or who receive remuneration over his or her actual expenses incurred while engaging in the volunteer activity. This written policy shall be distributed to all employees and applicable volunteers in safety-sensitive positions. Adherence to this policy and its provisions is a condition of employment in a safety-sensitive position; per 49 CFR Part 655.

Safety-Sensitive Employees and Applicants for Safety-Sensitive Positions covered by this Policy include those who:

1. Operate a revenue service vehicle, including when not in revenue service
2. Operate a non-revenue service vehicle when such is required to be operated by a holder of a commercial driver's license
3. Control the movement/dispatch of a revenue service vehicle
4. Perform maintenance on a revenue service vehicle or equipment used in revenue service
5. Carry a firearm for security purposes
6. May perform any of the above safety-sensitive functions in a supervisory or training role.

4. Prohibited Substances

Under US DOT 49 CFR Parts 655 and 40, the following are prohibited substances:

- Cocaine
- Opiates (e.g., heroin, codeine)
- Phencyclidine (PCP)
- Cannabinoids (Marijuana)
- Amphetamines (includes methamphetamine and MDMA- Ecstasy)
- Alcohol Misuse is defined in Section 23, below.

5. Prescription and Counter Medications

The appropriate use of legally prescribed drugs and non-prescription medications is not prohibited. A legally prescribed drug means a prescription or other written approval from a physician for the use of a drug by an individual during medical treatment. However, the use of any substance that carries a warning label that indicates mental functioning, motor skills, or judgment may be adversely affected must be reported to supervisory personnel and medical advice must be sought before performing safety-sensitive duties.

The misuse or abuse of legally prescribed drugs is prohibited; this includes the use of medication that is prescribed to another individual as well as illegally obtained prescription drugs.

CPR, LLC strongly encourages employees to inform their prescribing physician of the safety-sensitive job functions that they perform, to ensure that appropriate medications are prescribed.

6. Employee Protections

The procedures that will be used to test for the presence of prohibited substances or misuse of alcohol shall be such that they protect the employee's privacy, the validity of the testing process, and the confidentiality of the test results.

All urine drug testing and breath alcohol testing will be conducted per 49 CFR Part 40, as amended. All urine specimen collection, analysis, and reporting of results shall be per 49 CFR Part 40, as amended.

Drug and alcohol testing shall be conducted in a manner that will ensure the highest degree of accuracy and reliability using techniques, equipment, and laboratory facilities that have been approved by the U.S. Department of Health and Human Services (HHS).

Alcohol initial screening tests will be conducted using a National Highway Traffic Safety Administration (NHTSA)-approved Evidential Breath Testing Device (EBT) or non-evidential alcohol screening device that has been approved by NHTSA. Confirmatory tests for alcohol concentration will be conducted utilizing a NHTSA-approved EBT.

1. Except as required by law or expressly authorized in this section, CPR, LLC shall not release employee information that is contained in records maintained per 49 CFR Part 655.73.
2. An employee may, upon written request, obtain copies of any records on the employee's use of alcohol or controlled substances, including any records on his or her alcohol or controlled substances tests.
3. CPR, LLC shall release information regarding an employee's records as directed, by the specific written consent of the employee authorizing the release of the information to an identified person. Release of such information is permitted only per the terms of the employee's consent.
4. Records on a Substance Abuse Professional's evaluation, treatment, and follow-up testing results shall be made available to a subsequent DOT employer upon receipt of written consent from an employee.

7. Employee Responsibility to Notify CPR, LLC of Criminal Drug Conviction

It is a violation of this policy for any employee to fail to immediately notify CPR, LLC of any criminal drug statute conviction, or a finding of guilt whether adjudication is withheld, or the entry into a diversionary program instead of prosecution. Violating employees shall be immediately removed from safety-sensitive duties.

Per CPR, LLC authority, violation of this substance abuse policy will result in termination of employment and/or exclusion from hire.

8. Employee Training

Safety-sensitive employees will receive at least 60 minutes of training on the effects and consequences of prohibited drug use on personal health, safety, and the work environment, and on the signs and symptoms that may indicate prohibited drug use.

Supervisors who make reasonable suspicion determinations shall receive at least 60 minutes of training on the physical, behavioral, and performance indicators of probable drug use and 60 minutes on the physical, behavioral, and performance indicators of probable alcohol use.

9. Pre-employment Drug and Alcohol Background Checks

In compliance with 49 CFR Part 40.25, CPR, LLC must make a good faith effort to obtain drug and alcohol testing records from prior DOT-covered employer(s) for the previous two years for all applicants seeking safety-sensitive positions and all current employees transferring into safety-sensitive positions. CPR, LLC will require each applicant/transferee to a safety-sensitive position to complete a written consent that allows the release of drug and alcohol testing information from previous DOT-covered employers to CPR, LLC an applicant/transferee who refuses to provide written consent will not be permitted to perform safety-sensitive functions for CPR, LLC

All safety-sensitive applicants who have previously failed a DOT pre-employment test must provide proof that they have completed a Substance Abuse Professional's evaluation, treatment, and return to duty process in addition to a pre-employment drug test with negative results, before their employment into a safety-sensitive job function. The credentials, training, and education of the Substance Abuse Professional must meet the requirements of 49 CFR Part 40 Subpart O.

10. Pre-Employment Testing

All safety-sensitive position applicants shall undergo a urine drug test before placement in a safety-sensitive position. CPR, LLC must receive a negative urine drug test result before the applicant's performance of any safety-sensitive function. A canceled test result will require an applicant to undergo a subsequent pre-employment urine drug test until a negative test result can be obtained.

*If an applicant's pre-employment urine drug test result is verified as **positive**, the applicant will be excluded from consideration for employment per CPR, LLC authority. Applicant will be provided a referral to a Substance Abuse Professional meeting the required qualifications per 49 CFR Part 40.281, as amended.*

An employee returning from an extended leave period of 90 consecutive days or more, and whose name was removed from the random testing selection pool during that time, will be subject to a pre-employment urine drug test. CPR, LLC must receive a negative drug test result before the employee is reinstated to safety-sensitive duty.

11. Random Testing

Employees in safety-sensitive positions shall be subject to random, unannounced testing. The minimum annual percentage rate for random alcohol testing and the minimum annual percentage rate for random controlled substances testing shall be per 49 CFR Part 655, as amended. The percentages of testing shall be based on the average number of safety-sensitive employees per calendar year.

The administering of random testing shall be spread reasonably throughout the calendar year and throughout all times of day when safety-sensitive functions are performed. Each covered employee who is notified of selection for random alcohol or drug testing shall immediately proceed to the testing site.

Random alcohol testing may only be conducted on a safety-sensitive employee during, just before, or just after the performance of a safety-sensitive function.

Random urine drug testing may be conducted anytime while an employee is on duty on call or standby duty.

The selection of employees for random alcohol and drug testing shall be made by a scientifically valid method. The selection process shall provide each covered employee an equal chance of being tested each time selections are made. A computer-based random number generator that is fair and equitable for the covered employees shall derive the list.

12. Reasonable Suspicion Testing

All safety-sensitive employees are subject to reasonable suspicion urine drug testing and/or breath alcohol testing. Reasonable suspicion testing is required when one or more trained company officials can articulate and substantiate physical, behavioral, and performance indicators of probable drug use or alcohol misuse by observing the appearance, behavior, and speech or body odors of the employee. Reasonable suspicion testing for alcohol misuse can only be conducted when observations leading to that testing occur during, just preceding, or just after the period of the workday that the employee is required to comply with FTA regulations. Reasonable suspicion testing for prohibited drugs may be conducted anytime an employee is on duty.

13. Post-Accident Testing

Fatal Accident: A safety-sensitive employee shall be required to undergo urine drug and breath alcohol testing following an accident involving a revenue service vehicle that results in a fatality (regardless of whether the vehicle is in revenue service at the time of the event). Any other employee(s), i.e., maintenance personnel, dispatchers, and controllers, whose performance could have contributed to the accident, should also be tested. As soon as it is practical following an accident involving the loss of human life, surviving covered employees shall undergo drug and alcohol testing.

Non-Fatal Accident: A post-accident test shall be conducted if an accident results in injuries requiring immediate medical treatment away from the scene, *and/or* if one or more vehicles incur disabling damage that requires towing from a site; unless CPR, LLC determines, using the best information available at the time of the decision, that the employee's performance can be completely discounted as a contributing factor to the accident. Any other safety-sensitive employee whose performance could have contributed to the accident shall be tested. The decision regarding whether the employee's performance could have contributed to the accident will be the sole discretion of CPR, LLC, using the best information available at the time of the decision.

Following an accident, the employee must be "readily available" for testing. Post-accident tests will be conducted as soon as possible, all reasonable efforts shall be made to test the safety-sensitive employee(s) within (2) two hours of the accident, but not after eight (8) hours for alcohol testing and thirty-two (32) hours for drug testing. If a drug or alcohol test required by this section is not administered within the

Required time following the accident, CPR, LLC shall prepare and maintain on file, a record stating the reasons for the testing was not promptly administered and efforts to conduct testing shall cease.

Any safety-sensitive employee involved in an accident must refrain from alcohol use for eight (8) hours following the accident or until the employee undergoes a post-accident alcohol test. Any safety-sensitive employee, who leaves the scene of the accident without a justifiable reason or explanation before submitting to drug and alcohol testing, shall be considered to have refused the test.

The post-accident testing requirements shall not delay necessary medical attention for injured persons, nor will they prohibit an employee who was performing a safety-sensitive function from leaving the scene of an accident to obtain assistance in responding to the accident or to obtain necessary emergency medical care.

In the rare event that an employee is unable to submit to a post-accident test within the required time (i.e., 8 hours for alcohol and 32 hours for drugs) due to circumstances beyond CPR, LLC's control, the results of a blood, urine or breath alcohol test conducted by a federal, state or local official having independent authority for the test, will be considered to meet the requirements for a post-accident test. The test must conform to the applicable federal, state, or local testing requirements and the results must be obtained by CPR, LLC (Per 49 CFR Part 655.44)

CPR, LLC Policy: When conducting a NON-DOT Post-accident/incident test if the accident does not meet the FTA testing criteria, CPR, LLC will reserve the right to test any safety-sensitive employee after any accident/incident regardless of the severity of the accident/incident. Additionally, CPR, LLC will test any other safety-sensitive employee whose performance CPR, LLC determines could have contributed to the accident.

Under these circumstances, it must be explained to the employee that the drug and alcohol tests will be done under CPR, LLC authority, and should be done on NON-DOT drug and alcohol chain of custody forms.

Any employee who takes a post-accident test shall remain off duty until a negative drug test and alcohol test result is received from the Medical Review Officer (MRO).

14. Refusal to Submit to Urine Drug Testing

All safety-sensitive employees will be subject to urine drug testing and breath alcohol testing as described in sections 10-13. An employee who fails to cooperate with the testing process or attempts to thwart the testing process will be considered to have "refused testing". Refusal to submit to DOT required testing is a violation of this substance abuse policy.

Per CPR, LLC authority, violation of this substance abuse policy will result in termination of employment and/or exclusion from hire.

The following actions constitute a "refusal to test" per 49 CFR Part 40, as amended:

- (1) Failure to appear for any test within a reasonable time, as determined by the employer, consistent with applicable DOT agency regulations, after being directed to do so by the employer (pre-employment testing not applicable).
- (2) Failure to remain at the testing site until the testing process is completed (after the process has been started)
- (3) Failure to provide a urine specimen for any drug test required by this part or DOT agency regulations

- (4) In the case of a directly observed or monitored collection in a drug test, fail to permit the observation or monitoring of your provision of a specimen.
- (5) Failure to provide enough urine when directed and it has been determined, through a required medical evaluation, that there was no adequate medical explanation for the failure.
- (6) Failure or decline to take an additional drug test the employer or collector has directed you to take
- (7) Failure to undergo a medical examination or evaluation, as directed by the MRO as part of the verification process, or as directed by CPR, LLC
- (8) Failure to cooperate with any part of the testing process (e.g., refusing to empty pockets when directed by the collector, behaving in a confrontational way that disrupts the collection process, failing to wash hands after being directed to do so by the collector).
- (9) For an observed collection, failure to follow the observer's instructions to raise your clothing above the waist, lower clothing, and underpants, and to turn around to permit the observer to determine if you have any type of prosthetic or other device that could be used to interfere with the collection process.
- (10) Possessing or wearing a prosthetic or other device that could be used to interfere with the collection process.
- (11) Admitting to the collector or MRO that you adulterated or substituted the specimen.
- (12) When the MRO verifies your drug test result as adulterated or substituted.

Refusals to test will result in the employee's immediate removal from safety-sensitive duties and a referral to a Substance Abuse Professional who has knowledge of and clinical experience in the diagnosis and treatment of alcohol and controlled substances-related disorders, and who meets the qualifications outlined in 49 CFR Part 40.281 Subpart O.

15. Observed Urine Drug Collections

During an observed collection, the employee who is being observed will be required to raise his or her shirt, blouse, or dress/skirt, as appropriate, above the waist; and lower clothing and underpants to show the collector, by turning around, that they do not have a prosthetic device. The collector/observer must witness the employee's urine leave the body and enter the collection cup. The collector/observer must be the same gender as the employee being observed.

Observed collections are required in the following circumstances:

- Anytime the employee is directed to provide another specimen because the temperature on the original specimen was out of the accepted temperature range of 90°F - 100°F;
- Anytime the employee is directed to provide another specimen because the original specimen appeared to have been tampered with;
- Anytime a collector observes materials brought to the collection site or the employee's conduct indicates an attempt to tamper with a specimen;
- Anytime the employee is directed to provide another specimen because the laboratory reported to the MRO that the original specimen was invalid, and the MRO determined that there was not an adequate medical explanation for the result;

- Anytime the employee is directed to provide another specimen because the MRO determined that the original specimen was positive, adulterated, or substituted, but had to be canceled because the test of the split specimen could not be performed.
- Anytime a follow-up or return to duty test is required (*test types not applicable to CPR, LLC policy*)

16. Specimen Analysis

All specimens will be analyzed per the procedures outlined in 49 CFR Part 40, as amended. Specimen validity testing will be conducted on all urine specimens provided for testing under DOT authority. Specimen validity testing is the evaluation of the specimen to determine if it is consistent with normal human urine. The purpose of validity testing is to determine whether certain adulterants or foreign substances were added to the urine, if the urine was diluted, or if the specimen was substituted.

17. Dilute Test Results

Upon receipt of MRO verified **negative-dilute** drug test results with creatinine levels greater than 5 mg/dl and less than 20 mg/dl, CPR, LLC will exercise the option to require that applicants/employees submit to a secondary urine collection as provided in 49 CFR Part 40.197. The collection of the second specimen will not be conducted under direct observation. The result of the second urine drug test will be accepted as the result.

CPR, LLC will exercise this option uniformly for all tests that produce a negative-dilute test result with creatinine levels greater than 5mg/dl but less than 20mg/dl.

Upon receipt of a **positive-dilute** urine drug test result, CPR, LLC will immediately remove the employee from safety-sensitive duty and provide the employee with a referral to a DOT-qualified Substance Abuse Professional. A positive dilute result is always deemed as a final positive result. *Per CPR, LLC authority, violation of this substance abuse policy will result in termination of employment and/or exclusion from hire.*

18. Medical Review Officer's Role and Responsibilities

The designated Medical Review Officer (MRO) shall be a licensed physician (Doctor of Medicine or osteopathy) with knowledge of drug disorders. CPR, LLC shall use the following Medical Review Officer:

Name of MRO:

Stephen Kracht, M.D.

Address:

8140 Ward Pkwy Suite 275

Kansas City, MO. 64114

Phone Number: 855-355-7058

Fax Number: 913-498-5038

The role of the MRO is to review and interpret confirmed positive test results obtained through the employer's testing program. In carrying out this responsibility, the MRO shall examine alternate medical explanations for any positive test result. This action may include conducting a medical interview and review of the individual's medical history, or review of any other relevant.

Biomedical factors. The MRO shall review all medical records made available by the tested individual when a confirmed positive test could have resulted from legally prescribed medication. The MRO shall not, however, consider the results of urine samples that are not obtained or processed per DOT regulations.

Additionally, the MRO cannot accept an assertion of consumption of a hemp food product as a basis for verifying a confirmed marijuana (THC) test result as a negative. Consumption of a hemp food product is not to be considered a legitimate medical explanation for a prohibited substance or metabolite in an individual's specimen.

An employee shall be notified by the MRO of a laboratory-confirmed positive test, and a verification interview will be conducted with the employee, by the MRO per 49 CFR Parts 40.131, through 40.141

19. Verified Positive Results

MRO-verified positive urine drug tests will result in immediate removal from safety-sensitive duties and a referral to a Substance Abuse Professional who has knowledge of and clinical experience in the diagnosis and treatment of alcohol and controlled substance-related disorders, and who meets the qualifications outlined in 49 CFR Part 40.281 Subpart O, will be provided to the employee.

Per CPR, LLC authority, violation of this substance abuse policy will result in termination of employment and/or exclusion from hire.

20. Canceled/Invalid Test Results

A drug test that has been declared cancelled by the Medical Review Officer, because the specimen was invalid or for other reasons, should be considered neither positive nor negative. Additionally, a specimen that has been rejected for testing by the laboratory is reported by the MRO as a canceled test.

When a negative urine drug test result is required (as is the case with pre-employment, return to duty, and follow-up test types) the employer must conduct another drug test on the individual. For some categories of canceled drug tests, the MRO indicates that a recollection of a specimen using direct observation specimen collection procedures is required, regardless of test type. Direct observation collection procedures will be per 49 CFR Part 40.67 as amended. The MRO may also direct an employee to undergo a medical evaluation to determine whether or not clinical evidence of drug use exists when there are documented medical explanations for an individual producing invalid specimens and a negative result is needed for pre-employment, return to duty, or follow-up test.

For alcohol testing, a test that is deemed to be invalid per 49 CFR Part 40.267, shall be canceled and therefore considered neither positive nor negative.

21. Split Specimen Testing

Split specimen collection procedures will be followed in obtaining specimens. An employee is entitled to request, within 72 hours of learning of a verified positive test result, that the split specimen be tested at a different DHHS-certified laboratory than that which conducted the test of the primary specimen. If the test result of the split specimen fails to reconfirm the presence of the drug or drug metabolite, the test result shall be ruled "Canceled". The procedures for canceled tests, as outlined in 49 CFR Part 40.187, will be

Followed. If the test result of the split specimen is positive, the test results shall be deemed positive. If the laboratory's test of the primary specimen is positive, adulterated, or substituted and the split specimen is unavailable for testing, a recollection under direct observation is required. Direct observation collection procedures will be per 49 CFR Part 40 as amended.

Split Specimen Testing is not authorized for test results reported by the MRO as "Invalid".

Payment of Split Specimen Testing:

When an employee has made a request to the MRO for a test of the split specimen, CPR, LLC is required to ensure that the cost for the split specimen testing is covered, for a timely analysis of the sample.

22. Alcohol

For this policy, alcohol is defined as the intoxicating agent in beverage alcohol, ethyl alcohol, or other low molecular weight alcohols including methyl or isopropyl alcohol. Alcohol use means the consumption of any beverage, mixture, or preparation, including any medication containing alcohol. 49 CFR Part 655 authorizes alcohol testing and requires CPR, LLC to take action on the findings, regardless of whether it was ingested as a beverage alcohol or in a medicinal or other preparation.

23. Alcohol Use and Breath Alcohol Testing

No safety-sensitive employee shall report for duty or remain on duty requiring the performance of safety-sensitive functions while having an alcohol concentration of 0.02 or greater. If there is actual knowledge that an employee may be impaired by alcohol while performing safety-sensitive functions, the employee shall not be permitted to perform or continue to perform safety-sensitive functions, pending a reasonable suspicion interview, conducted per Section 12. No safety-sensitive employee shall use alcohol while performing safety-sensitive functions, within (4) four hours before performing a safety-sensitive function, or during the hours that they are on call or standby for duty. No safety-sensitive employee shall use alcohol within eight (8) hours following an accident or until the employee undergoes a post-accident test, whichever occurs first.

A Breath Alcohol Technician (BAT) qualified to conduct DOT breath alcohol testing shall conduct all DOT-required alcohol screening tests.

Under the provisions of 49 CFR Part 40, as amended, the results of both the screening and confirmation breath alcohol tests, as applicable, shall be displayed to the individual being tested immediately following the test(s).

The results of breath alcohol testing will be transmitted by the breath alcohol technician to CPR, LLC in a confidential manner, in writing, in person, by telephone, or by electronic means per 49 CFR Part 40, as amended. All testing will be conducted consistently with the procedures put forth in 49 CFR Part 40, as amended.

CPR, LLC affirms the need to protect individual dignity, privacy, and confidentiality throughout the testing process. Handling of tests and confidentiality shall be in conformance with 49 CFR Part 40, and as described below:

If the initial test indicates an alcohol concentration of 0.02 or greater, a second test will be performed to confirm the results of the initial test. A safety-sensitive employee who has confirmed alcohol

A concentration of greater than 0.02 but less than 0.04 will result in removal from his/her position for a minimum of (8) eight hours unless a retest results in a concentration measure of less an 0.02.

An alcohol concentration of 0.04 or greater will be considered a positive alcohol test and in violation of this policy. An employee testing positive for alcohol will be immediately removed from safety-sensitive duty and will be provided with a referral to a DOT-qualified Substance Abuse Professional, per 49 CFR Part 40, as amended.

Per CPR, LLC authority, violation of this substance abuse policy will result in termination of employment and/or exclusion from hire.

24. Refusal to Submit to Alcohol Testing

The following actions constitute a refusal to submit to Alcohol Testing:

- (1) Fail to appear for any test within a reasonable time, as determined by the employer, consistent with applicable DOT agency regulations, after being directed to do so by the employer.
- (2) Fail to remain at the testing site until the testing process is complete
- (3) Fail to provide an adequate amount of saliva or breath for any alcohol test required by this part or DOT agency regulations
- (4) Fail to provide sufficient breath specimen, and the physician has determined, through a required medical evaluation, that there was no adequate medical explanation for the failure
- (5) Fail to undergo a medical examination or evaluation, as directed by CPR, LLC
- (6) Fail to sign the certification at Step 2 of the ATF
- (7) Fail to cooperate with any part of the testing process.

A referral to a Substance Abuse Professional who has knowledge of and clinical experience in the diagnosis and treatment of alcohol and controlled substances-related disorders, and who meets the qualifications outlined in 49 CFR Part 40.281 Subpart O will be provided.

Per CPR, LLC authority, violation of this substance abuse policy will result in termination of employment and/or exclusion from hire.

25. System Contacts

Drug and Alcohol Program Manager or Designated Employer

Representative Name: Natalia Sanchez

Address: 6111 A Clark Center Ave, Unit: 6111, Sarasota, FL 34238

Phone: 202-590-0484

E-mail: contact@cprmedicaltransport.com

Alternate

Name: Kirti Mehta

Address: 7600 Georgia Ave NW # 306A, Washington, DC 20012

Phone: 240-938-2045

E-mail: contact@cprmedicaltransport.com

National Hot-Line Numbers and Help Lines:

1-800-COCAINE

The American Council on Alcoholism Help Line

1-800-527-5344

The National Institute on Drug Abuse Hot Line

1-800-662 HELP

Alcoholics Anonymous 212-686-1100

A copy of the referenced regulations (49 CFR Parts 40 and Part 655); is available on the DOT Substance Abuse Resource Website: www.dot.gov

26. Safety Sensitive Job Titles

- Driver
- Mechanic
- Dispatcher
- Road Supervisors
- General Manager
- Operations Manager