

RideSource

4600 West Camelback Road
Glendale, AZ 85301
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**Non-Emergency Medical Transportation Brokerage
Technical Proposal
MED-10-011**

April 15, 2010

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2. Bidder Declarations

Primary Bidder Detail Form & Certification

RFP No. MED-10-011: NEMT – Waiver Transportation Brokerage

Primary Contact Information (individual who can address issues re: this Bid Proposal)	
Name:	Jeff de Laveaga
Address:	4600 W. Camelback Road, Glendale, AZ 85301
Tel:	(602) 200-5500 x. 1619
Fax:	(602) 200-5505
E-mail:	jdelaveaga@totaltransit.com

Primary Bidder Detail	
Business Legal Name:	Total Transit, Inc.
“Doing Business As” names, assumed names, or other operating names:	RideSource
Form of Business Entity (i.e., corp., partnership, LLC, etc.)	Corporation
State of Incorporation/organization:	Arizona
Primary Address:	4600 W. Camelback Road, Glendale, AZ 85301
Tel:	(602) 200-5500
Fax:	(602) 200-5505
Local Address (if any):	No local address yet
Addresses of Major Offices and other facilities that may contribute to performance under this RFP/Contract:	N/A
Number of Employees:	242
Number of Years in Business:	26
Primary Focus of Business:	Transportation
Federal Tax ID:	86-0484495
Bidder’s Accounting Firm:	BDO Seidman, LLP
If Bidder is currently registered to do business in Iowa, provide the Date of Registration:	RideSource is not currently registered to do business in the State of Iowa but will register to do business in Iowa before performing any services pursuant to this Contract, if required to do so by Iowa law.
Do you plan on using subcontractors if awarded this Contract? {If “YES,” submit a Subcontractor Disclosure Form for each proposed subcontractor.}	No

Request for Confidential Treatment		
Location in Bid (Tab/Page)	Statutory Basis for Confidentiality	Description/Explanation
Tab 4: Pages 8 - 10 Tab 5: Pages 11 – 18; 20 – 22; 24 – 26; 29; 31 – 32; 34 - 35	Proprietary information	Information related to our proprietary software application

Exceptions to RFP/Contract Language		
RFP Section and Page	Language to which Bidder takes exception	Explanation and Proposed replacement language:

BID PROPOSAL CERTIFICATION

By signing below, Bidder certifies that:

- Bidder will comply with all Contract Terms and Conditions as indicated in Section 6 of the RFP;
- Bidder has reviewed Attachment E to the RFP (Certifications), which are incorporated herein by reference, and by signing below represents that Bidder agrees to be bound by the obligations included in Attachment E to the RFP;
- No attempt has been made or will be made by the Bidder to induce any other person or entity to submit or not submit a proposal in response to this RFP;
- Bidder does not discriminate in its employment practices with regard to race, color, religion, age (except as provided by law), sex, marital status, political affiliation, national origin, or handicap;
- No cost or pricing information has been included in the Bidder’s Technical Proposal;
- Bidder has received any amendments to this RFP issued by the Department;
- The prices proposed have been arrived at independently, without consultation, communication, or agreement, as to any matter relating to such prices with any other bidder or with any competitor for the purpose of restricting competition;
- Unless otherwise required by law, the prices quoted have not been knowingly disclosed by the Bidder prior to award, directly or indirectly, to any other Bidder or to any competitor;
- Bidder either is currently registered to do business in Iowa or agrees to register if Bidder is awarded a Contract pursuant to this RFP;
- The person signing this Proposal certifies that he/she is the person in the Bidder’s organization responsible for, or authorized to make decisions regarding the prices quoted and he/she has not participated, and will not participate, in any action contrary to the anti-competitive obligations agreements outlined above;
- Bidder specifically stipulates that the bid proposal is predicated upon the acceptance of all terms and conditions stated in the RFP. If the bidder objects to any term or condition, specific reference to the RFP page and section number must be made in the Primary Bidder Detail Form and Certification. Objections or responses that materially alter the RFP shall be deemed non-responsive and disqualify the bidder. All changes to proposed contract language, including deletions, additions, and substitutions of language, must be addressed in the Bid Proposal;
- Bidder certifies that the bidder organization has sufficient personnel resources available to provide all services proposed by this Bid Proposal, and such resources will be available on and after **October 1, 2010**; and
- Bidder guarantees the availability of the services offered and that all bid proposal terms, including price, will remain firm a minimum of 120 days following the deadline for submitting proposals.

By signing below, I certify that I have the authority to bind the Bidder indicated below to the specific terms, conditions and technical specifications required in the Department's Request for Proposals (RFP) and offered in the Bidder's Proposal. I understand that by submitting this Bid Proposal, the Bidder indicated below agrees to provide services described in the Iowa Medicaid Enterprise NEMT and HCBS Waiver Transportation Brokerage RFP which meet or exceed the requirements of the Department's RFP unless noted in the Bid Proposal and at the prices quoted by the Bidder. I certify that the contents of the Bid Proposal are true and accurate and that the Bidder has not made any knowingly false statements in the Bid Proposal.

Signature:	
Printed Name/Title:	Michael Pinckard, President
Date:	April 15, 2010

3. Mandatory Requirements Checklist

Bid Proposal Mandatory Requirements Checklist

DHS has provided a template for the Bid Proposal Mandatory Requirements Checklist that is to be submitted with the Technical Proposal portion of Bid Proposals. Bidders are expected to confirm compliance by typing or printing “Yes” in the “Bidder Check” column. Upon receipt of Bid Proposals, DHS will confirm compliance by entering “Yes” in the “DHS Check” column.

Bidder	DHS	
Yes		1. Did the Issuing Officer receive the bid proposal before 4:00 p.m. Central Time on the date specified for receipt?
Yes		2. Was the proposal submitted with the correct number of copies, and in the correct format as specified in section 4.1 of the RFP? <ul style="list-style-type: none"> • Submitted in spiral, comb or similar binder • Divided in two parts: (1) Technical Proposal; (2) Cost Proposal. • Original, and seven (7) copies properly labeled • Two (2) electronic copies in Adobe PDF file format on CD ROM • One (1) hard copy and one (1) electronic copy of bid proposal from which confidential information has been redacted, if any claim of confidential information is made. • Bid proposal must respond to RFP requirements by restating the number and text of the requirement in sequence and writing the response immediately after the restated requirement.
Yes		3. Does the proposal include a signed copy of Attachment D: Authorization to Release Information?
Yes		4. Does the proposal include all declarations required to be submitted in Section 4.2.2 of the RFP?
Yes		5. Does the proposal include three (3) letters of reference as specified in Section 4.2.6.3.2 of the RFP?
Yes		6. Does the proposal include a bid bond or other bid security, payable to the State of Iowa, in the amount of \$5,000?

Signature

Date

4. Executive Summary/Introduction

Introduction

Iowa Medicaid Enterprise (IME) is soliciting proposals from transportation management organizations to manage its Non-Emergency Medical Transportation (NEMT) program for Medicaid Members. We understand that it is seeking a vendor to build a transportation provider network and manage all transportation aspects, including arranging transportation for all eligible members across the State of Iowa and paying all associated claims.

RideSource is pleased to present this proposal to provide NEMT services for the State of Iowa.

Contents of Bid Proposal

Within this proposal, RideSource will explain how EVERY eligible member will receive timely, safe, low-risk transportation services and be transported via the most qualified, cost effective, and medically appropriate mode of transportation. More specifically, we have provided information on our strategy related to:

- Scope of work: contract management, performance reporting and quality assurance, our general responsibilities, and performance standards, as well as the brokerage process
- Contract phases: implementation, operations, and turnover

About RideSource

RideSource is a full-service transportation management company that provides fully outsourced, turn-key mobility management services on behalf of state agencies, managed care organizations, transit authorities, and other social services agencies. Our goal is to provide the most cost-effective, turnkey solution in the industry by providing an attractive alternative to the traditional fragmented, uncoordinated fee-for-service transportation programs. Unlike these traditional systems, the RideSource model is designed to provide maximum accountability, high quality service delivery and effective cost containment through highly automated, easy to use processes. RideSource also provides superior provider support and accountability systems, comprehensive data management and reporting capabilities and sophisticated fraud, abuse and waste prevention mechanisms.

RideSource operates under its parent company, Total Transit, Inc., which has 26 years of comprehensive transportation management experience. The company was founded in March 1984 by Craig and Chris Hughes and has grown into one of the premier transportation companies in the Southwest. The Total Transit family of companies operates under six core principles that guide every decision we make:

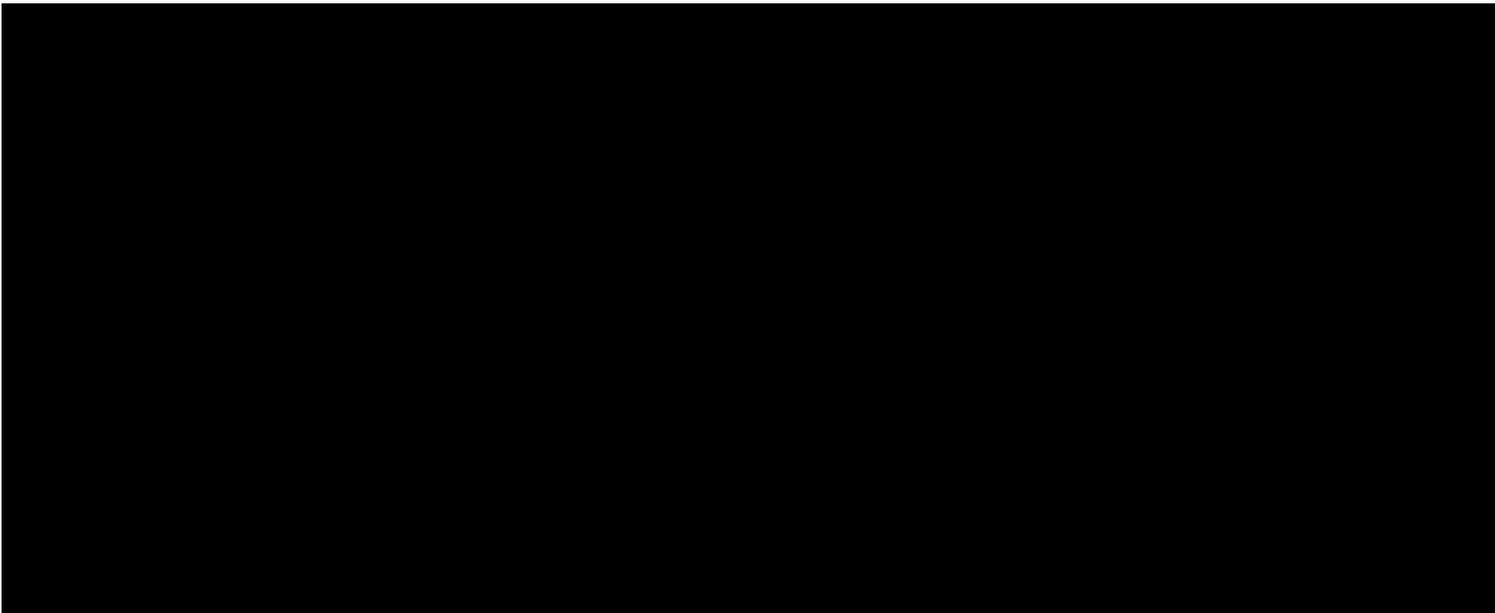
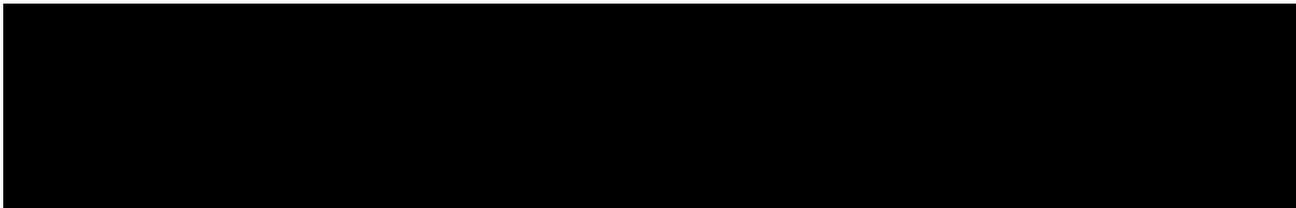
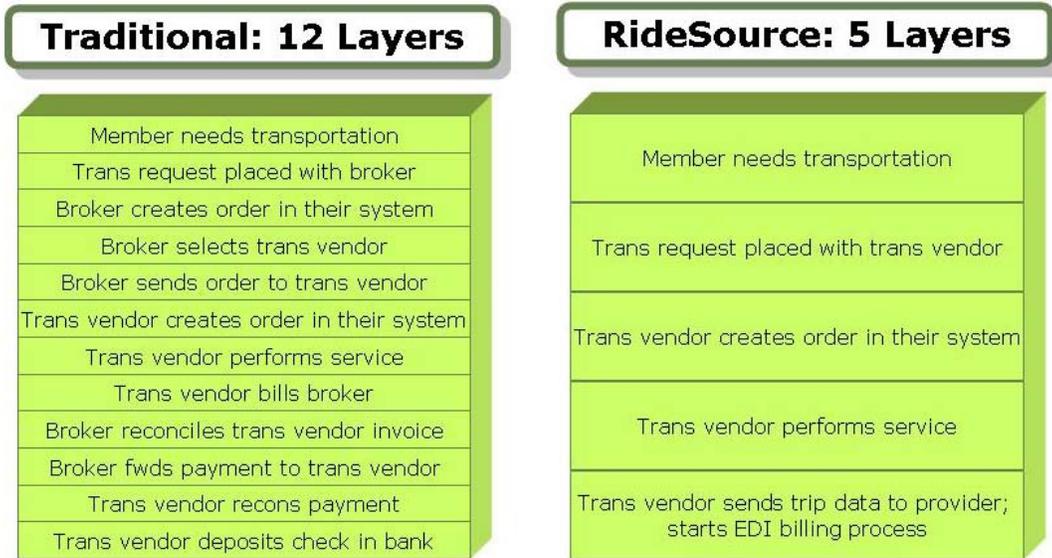
1. We operate transparently with honesty and integrity at all times.
2. We manage risk and our impact on the environment.
3. We attract, mentor and retain the best people.
4. We serve our customers and our community with pride.
5. We encourage innovation and resourcefulness.
6. We embrace change and the opportunities it presents.

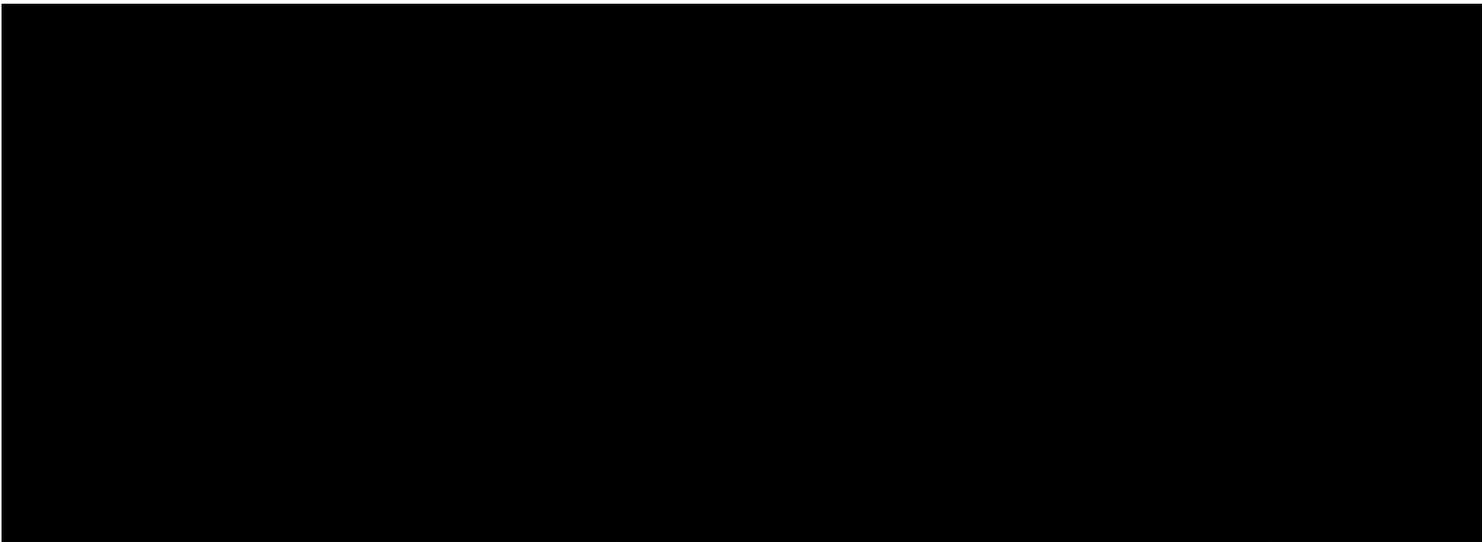
RideSource's Strengths

We have a proven track record of providing first-in-class service that significantly enhances client performance. Arizona has the longest-running, best-established Medicaid managed care program in the country. Known as the Arizona Health Care Cost Containment System (AHCCCS), it has been extensively evaluated and has received high marks for both management and program outcomes. Arizona is considered a "best practices" state because of its approaches to staffing, reporting, budgeting, risk management, and other key performance indicators. RideSource has worked with various AHCCCS agencies as a transportation management organization for many years. We are experts at working under what's considered the most successful Medicaid model and have designed our business practices to emulate those of AHCCCS in that we streamline processes, eliminate layers, reduce costs, and increase both client and member satisfaction.

The traditional transportation brokerage approach simply acts as a middleman that adds an additional layer of unnecessary cost. There are no processes to produce consistent high-quality service or improve the efficiency of the service delivery process. We estimate that the traditional approach consists of twelve unwieldy layers.

Our approach, however, has only five simple layers. Our streamlined, end-to-end automation eliminates unnecessary cost layers.

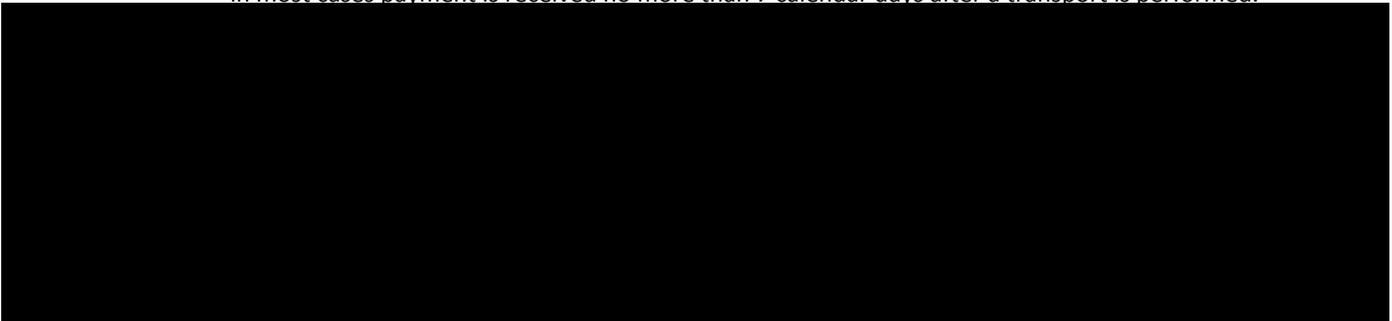




Key Features of Proposed Approach



- The Total Transit family of companies provides a comprehensive combination of services uniquely suited to the needs of the State of Iowa
 - Total Transit is a recognized industry leader, known for providing high quality, cost effective transportation services
 - Total Transit is leading the way in sustainability with the largest fleet of hybrid vehicles in the industry, the largest solar power installation on a private transportation company in the country and many other sustainable initiatives
 - In addition to highly competent and experienced internal leadership, Total Transit has also partnered with extremely high quality professional services and technology firms to ensure unparalleled accountability and system redundancy
- Total Transit has been serving the Medicaid community in the state of Arizona for nearly 25 years
 - Arizona is consistently recognized as one of the most efficient providers of Medicaid services in the nation
 - Total Transit and RideSource have been instrumental in the development and evolution of highly efficient transportation delivery and management systems
 - Total Transit and RideSource have extensive experience working with Managed Care Organizations
 - The RideSource system is designed by transportation providers, for transportation providers and brings “real value” to the transportation management process
 - The RideSource system is designed to be easy to use and improve the efficiency and cost effectiveness of transportation providers
 - Our fully automated and integratable system eliminates cost duplication and unnecessary layers of expense
 - Automated billing and ACH payment processes ensure providers are paid accurately and timely, in most cases payment is received no more than 7 calendar days after a transport is performed.



- Quality and value are the cornerstones of the Total Transit service delivery philosophy
 - Consistently deliver the highest “on-time performance” and “trip completion” rates
 - Consistently deliver the lowest “grievance rates”
 - Consistently produce the highest passenger and client satisfaction ratings

Summary of Project Management Plan

The project management plan we anticipate will be required by the scope of this RFP includes steps to implement the following:

1. Business Office (determining/securing location, setting up operations and equipment, staffing)
2. Transportation Support Center (connectivity, staffing, training)
3. Transportation Provider Network (solicitation, auditing, contracting, training)
4. Community Outreach and Training (medical providers, members, and others)

A draft of an implementation plan with more specific tasks is enclosed as Appendix A.

Conclusion

We hope that the State of Iowa will examine RideSource’s innovative approach, lean business model, and commitment to its customers’ financial and organizational goals, and realize we really *are* different from our competitors. Our long-term, successful transportation management expertise coupled with cutting-edge technology will result in great success for the State of Iowa.

5. Service Requirements

3.2 Scope of Work

3.2.1 General Requirements

Requirement	Bidder's Response
<p>The Broker will be required to ensure that all eligible Medicaid Members receive transportation services that are safe, reliable and on time by providers who are licensed, qualified, competent, and courteous. This section sets forth the duties and responsibilities of the Broker under this RFP and the resulting contract.</p>	<p>RideSource is pleased to present the following explanation of its approach to the Scope of Work as outlined in the State of Iowa's RFP. As described below, RideSource will ensure that EVERY eligible member receives timely, safe, and courteous transportation services and is transported via the most qualified, cost effective, and medically appropriate mode of transportation.</p>

3.2.1.1 Contract Management

3.2.1.2 Performance Reporting and Quality Assurance

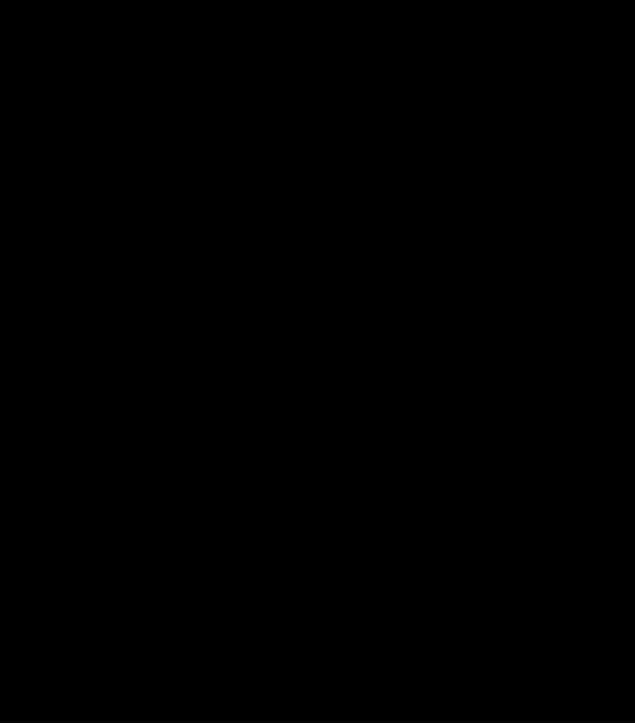
Requirement	Bidder's Response
<p>a. The contract awarded through this RFP will contain performance standards that reflect the performance requirements in this RFP.</p> <ol style="list-style-type: none"> 1. The standards will include timeliness, accuracy, and completeness for performance of reporting operational functions. 2. These performance standards must be quantifiable and reported using as much automation as possible. 	<p>RideSource already operates with high performance standards related to timeliness, accuracy, and completeness, and will apply those standards to the State of Iowa NEMT services comprehensively, not just in regards to reporting operational functions.</p> <p>Unlike traditional brokerage systems, which only respond reactively in follow up to member grievances or other complaints, the highly automated RideSource model utilizes real-time information and feedback to monitor service delivery and proactively identify and respond to problems. This model allows us to eliminate many of the problems inherent in traditional brokerage systems before they occur. Additionally, because RideSource is typically aware of problems much sooner than traditional brokers, we are able to significantly reduce access to care issues and improve overall member satisfaction.</p>

<p>b. Meeting the performance standard in the selected indicators will represent average performance.</p> <ol style="list-style-type: none"> 1. The Department and the contractor will finalize specific performance reporting and measurements during the first year of operations. 	<p>defined below in section 3.2.1.5), RideSource will collaborate with the State of Iowa to determine the most informative, valuable, efficient form of measurements for the first year of operations. Going forward, RideSource will make necessary adjustments to the reporting format and schedule to ensure that the State of Iowa’s Medicaid Members are receiving NEMT services at the quality set forth by the above mentioned performance standards.</p>
<p>c. In addition the contractor is responsible for internal quality assurance activities. The scope of these activities include the following:</p> <ol style="list-style-type: none"> 1. Identify deficiencies and improvement opportunities within the contractor’s area of responsibility. 2. Provide the Department with a corrective action plan within ten business days of discovery of a problem found through the internal quality control reviews. 3. Agree upon timeframes for corrective actions. 4. Meet all corrective action commitments within the agreed upon timeframes. 	<p>In addition to being fully integrated into the organizational design of the company, as a member of the Total Transit family of companies, RideSource receives full support and oversight for all functional department activities through a matrix relationship with Total Transit. Specific, pro-active support and oversight is provided in the areas of Accounting & Finance, Human Resources, Information Technology, Risk Management, and Fleet Services. Each of these department heads is responsible for collaborating with the appropriate manager to define service delivery, operational, quality control, and compliance standards specific to their functional departments. These standards are then incorporated into the regular monthly, quarterly, and annual reporting and audit requirements of the company.</p> <p>In addition to our pro-active reporting and audit activities, RideSource also utilizes a unique reporting and oversight process to respond to external complaints and other compliance-related deficiencies. This process is built around a segregated complaint reporting and management process that eliminates the typical conflicts created when complaints are addressed</p>

	<p>by the same management team responsible for the service delivery process. The RideSource process routes all service delivery and/or compliance complaints through the “Risk Management” department of the company. This process eliminates any conflict of interest and ensures a thorough, objective and timely resolution to every inquiry.</p> <p>The information obtained from these activities is used to identify best practices and deficiencies, enhance policies and procedures and build corrective action plans.</p> <p>This allows us to continually refine our business approach to ensure our clients’ members are receiving the highest quality transportation services available.</p> <p>One of the areas where this information is put to regular use is during monthly service review meetings with clients. A comprehensive “Scorecard” is provided during these sessions that details performance and service related metrics as well as complaints and other compliance related issues uncovered through our reporting and audit activities. To fulfill the State of Iowa’s quality assurance requirement, we will conduct internal quality control reviews on a monthly basis. We will provide performance Scorecards. We will also provide deficiency and improvement reports with corrective action plans; all corrections or improvements will be made in a timely manner.</p> <p>An example of a Scorecard is included as Appendix B.</p>
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3.2.1.4 Broker Responsibilities

Requirement	Bidder’s Response
<p>The Broker is responsible for the following contract management activities:</p> <ul style="list-style-type: none"> a. Develop an operational procedures manual for the Department’s review and approval, in the format required. b. Update the operational procedures manual when changes are made, for the Department’s review and approval, in the format required. 	<p>Once the contract is awarded, RideSource will develop a operational procedures manual that meets or exceeds the State of Iowa’s requirements, and update it as necessary for review and approval.</p>
<ul style="list-style-type: none"> c. Develop and maintain a database for tracking NEMT. Reports will be developed from the database information that will include, but may not be limited to, the following: <ul style="list-style-type: none"> 1. Name and State identification number of Medicaid Member 2. Name of Network transportation provider or 	<div style="background-color: black; height: 20px; width: 100%;"></div> <p>- Medicaid Member information: Name, state identification number, and other pertinent data</p>

<p>Member/individual/volunteer providing the transportation</p> <ol style="list-style-type: none"> 3. Type of transportation provided (automobile, wheelchair van, stretcher van, ambulance, air ambulance, commercial air, etc.) 4. Time/Location of Member pick-up, plus on-time verification 5. Time/Name of Medicaid service provider and Location of Member drop-off, plus on-time verification 6. Number of miles driven/flown 7. Meals and lodging reimbursement, if any: <ol style="list-style-type: none"> a. Name and address of lodging provider b. Date(s) of stay c. Daily rate, including taxes, and total cost of lodging d. Cost of meals for each (Breakfast, Lunch, Dinner) 	<ul style="list-style-type: none"> - Transportation provider information: Name, address, and other pertinent data - Medicaid service provider information: Name, address, and other pertinent data - Transportation type information: Public transit, taxi, automobile, wheelchair van, stretcher van, ambulance, air ambulance, commercial air, etc. - Trip information: Pick-up time and location, type (round-trip, one-way, etc.), drop-off time and location, mileage - Verification information: Eligibility, on-time - Meals and lodging information: Name and address of provider; date; cost (including taxes) <p>In addition to the standard items described previously, special service instructions are captured within RAMMS and can be reported on as needed.</p>
<p>d. Develop, maintain, and provide access to records required by the Department, State, and federal auditors/reviewers.</p>	
<ol style="list-style-type: none"> e. Develop an electronic billing invoice and system that will allow Members/individuals/ volunteers and Transportation agencies to bill electronically through the Internet. f. Develop and provide a paper billing invoice and system to allow Members/individuals/ volunteers and Transportation agencies to bill by paper if Internet access is not available to them. 	

<p>g. Provide reports necessary to show compliance with all performance standards and other contract requirements.</p> <p>h. Provide to the Department reports/updates regarding the Broker’s activities.</p>	<p>As required or requested by the State of Iowa, RideSource will provide monthly and quarterly electronic reports of all quality assurance activities required under its contract, including but not limited to performance standards, activity reports, grievance findings and insight reports, and correction reports.</p>
<p>i. Ensure that effective and efficient communication protocols and lines of communication are established and maintained both internally and with Department staff. No action shall be taken which has the appearance of or effect of reducing open communication and association between the Department and the Broker.</p>	<p>The focus of our Core Principles is serving our customers transparently and resourcefully. To that end, we are committed to keeping an “open door” policy with the State of Iowa and welcome and encourage communication without barriers or impediments. Our priority is to ensure your members have the highest quality transportation service possible, and realize free collaboration with you as our partner is key.</p> <p>Our Des Moines-based operations will be headed by a full time General Manager who will serve as the liaison between RideSource and the State of Iowa. Working in support of the General Manager will be a Provider Network Manager, a Quality Control & Compliance Manager and a full time Administrator. Additionally, our Arizona-based executive and transportation management teams will be available as necessary to provide oversight and support and to respond to the requests of the State of Iowa.</p>
<p>j. Meet regularly with the Contract Administrator and/or other staff/units of the IME to review account performance and resolve issues between the Broker and the State.</p>	<p>Our Des Moines-based General Manager will arrange and conduct regular meetings with the Contract Administrator and/or other staff/units of the Iowa Medicaid Enterprise. This will ensure constant, open communication and provide a forum for reviewing performance and resolving issues.</p>
<p>k. Meet all federal and state privacy and security requirements within the Broker’s operation.</p>	<p>RideSource and its representatives and agents are fully trained in, and will comply with, all federal and state privacy and security requirements.</p>
<p>l. Work with the Department to implement quality improvement procedures that are based on proactive improvements rather than retroactive responses. The Broker must understand the nature of and participate in quality improvement procedures that may occur in response to critical situations and will assist in the planning and implementation of quality improvement procedures based on proactive improvement.</p>	<p>We’ve been providing exceptional customer service for 26 years, and know that our focus on continual quality improvement is a critical piece of our success.</p> <div style="background-color: black; width: 100%; height: 100%; margin: 10px 0;"></div> <p>Since our relationship with the State of Iowa will be</p>

	<p>unique, we will work together to formulate more proactive quality improvement processes, based on performance standards, the needs of your members, and our relationships with the transportation providers.</p>
<p>m. Monitor the quality and accuracy of the Broker's own work.</p>	<div style="background-color: black; width: 100%; height: 100%;"></div> <p>In addition to real time service delivery monitoring, we also utilize "Key Performance Indicators" (KPI's), "Balanced Scorecards" and numerous other operational and performance related metrics to closely monitor performance throughout every area of our operations.</p> <p>Information obtained from these processes are routinely fed back into our corrective action and strategic planning processes to ensure continuous improvement.</p>
<p>n. Submit quarterly reports (available electronically) of the quality assurance activities, findings, and corrective actions (if any) to the Department.</p>	<p>As required or requested by the State of Iowa, RideSource will provide monthly and quarterly electronic reports of all quality assurance activities required under its contract, including but not limited to performance standards, activity reports, grievance findings and insight reports, and correction reports.</p>
<p>o. For any performance falling below a State-specified level, explain the problems and identify the corrective action to improve the rating. p. Implement a State-approved corrective action plan within the timeframe negotiated with the State. q. Provide documentation to the Department demonstrating the corrective action is complete and meets the State requirements. r. Meet the corrective action commitments within the agreed upon timeframe.</p>	<p>We are more than willing to work with the State of Iowa whenever issues arise relative to performance and corrective actions. RideSource will provide an overview of the performance problem, explain the corrective action, implement a resolution plan, and provide reports that demonstrate all commitments have been met.</p> <p>However, we pride ourselves in running a lean, efficient operation that provides our clients with top-notch service. For example, the industry average for grievances is 7 per 1,000 rides. RideSource's average is <1 per 1,000 rides. Furthermore, while the industry average for no shows is 15% - 20%, RideSource's average consistently is under 8%.</p>
<p>s. Maintain Department-approved documentation of the methodology used to measure and report completion of all requirements and attainment of all performance standards.</p>	<p>RideSource will maintain documentation of the State of Iowa's performance standards methodology, measurement, and reporting requirements in both its Des Moines office as well as on our corporate network.</p>

3.2.1.5 Performance Standards

Requirement	Bidder's Response
<p>The following performance standards apply:</p> <p>a. Reporting Deadline</p> <ol style="list-style-type: none"> 1. Provide the required reports within ten business days of the end of the reporting period. 	<p>RideSource agrees to provide all required reports within ten business days of the end of the reporting period.</p>
<p>b. Documentation</p> <ol style="list-style-type: none"> 1. Develop operational procedure manuals in the state-prescribed format for Department review and approval at least 20 business days prior to the start of operations. 2. Update operational procedure manuals in the state-prescribed format within ten business days of the implementation of a change. 3. Develop and maintain a database for tracking NEMT. The database will be updated monthly. 4. Identify deficiencies and provide the Department with a corrective action plan within ten business days of discovery of a problem found through the internal quality control reviews. 	<p>According to State of Iowa format guidelines, RideSource will develop operational procedure manuals and present them for review and approval at least 20 business days prior to the start of operations. Additionally, all manuals will be updated in the state-prescribed format within ten business days of the implementation of a change.</p> <div style="background-color: black; width: 100%; height: 150px; margin-top: 10px;"></div>
<p>c. Annual Performance Reporting: The Broker will provide annual performance reporting no later than October 15 of each contract year for the state fiscal year that ended in the prior month of June. (The first Annual Performance Report is due October 15, 2011, for the start of operations through June 30, 2011) The Broker will present the required data in Department-approved format and content for the annually reported performance standards. DHS may publish the annual measurements or make them available online through the IME website.</p>	<p>RideSource agrees to provide annual performance reporting no later than October 15 of each contract year for the state fiscal year that ended in the prior month of June, beginning on October 15, 2011. All required data will be presented in Department-approved format and content for the annually reported performance standards.</p>

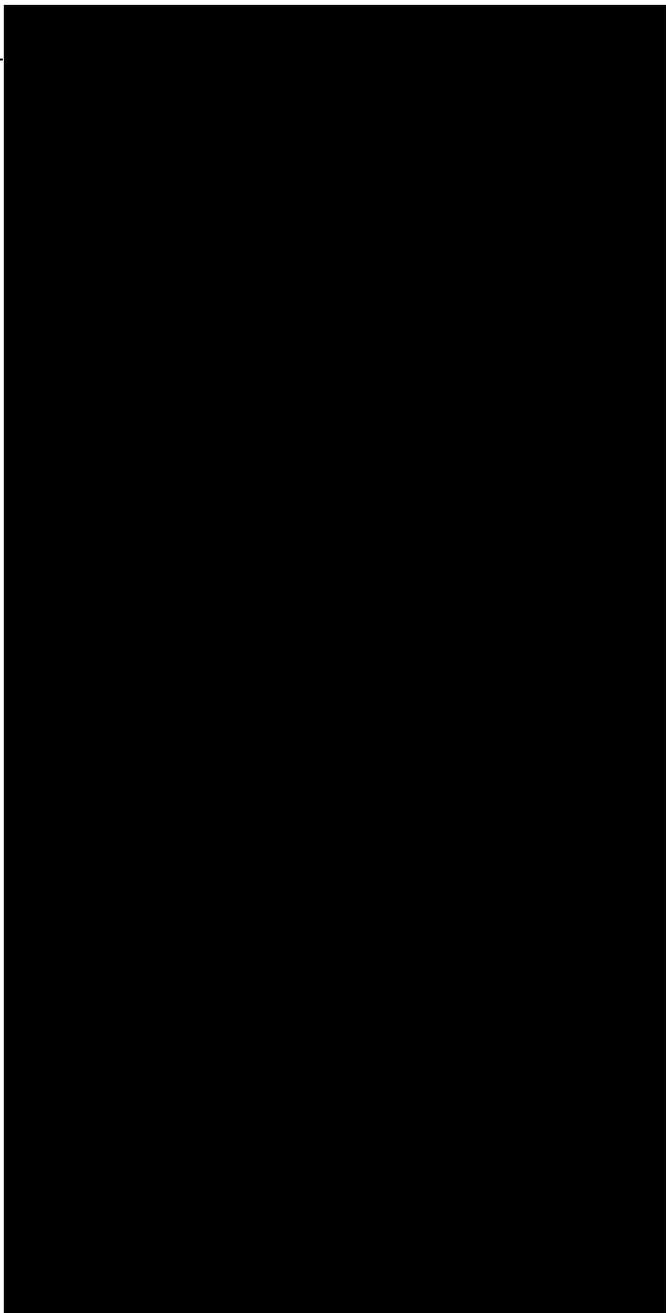
3.2.2 NEMT: Brokerage Process

Requirement	Bidder's Response
<p>The basic steps the Broker will follow in arranging advance notice transportation (i.e. advance notice is defined as three (3) or more business days or more than 72 hours. Urgent care is defined as any transportation less than 72 hours.), verifying eligibility, and, if applicable, reimbursing transportation providers for services, are as follows:</p> <ul style="list-style-type: none"> • The Broker is contacted by the Member or the Member's representative, either through a telephone call or electronic mail, requesting NEMT transportation services. The Broker obtains and tracks the request and trip information including the date and time of the request, the date, time and place of the 	<div style="background-color: black; width: 100%; height: 200px;"></div>

appointment, and whether it is a recurring or one-time trip.

- The Broker reviews the trip request and verifies the Member’s Medicaid eligibility for the requested date(s) of service.
- The Broker assesses the Member’s eligibility for transportation services in accordance with current NEMT transportation policy. This includes a determination that the Member has also met program requirements as defined in 441 IAC 78.13.
- Any special needs of the Member are noted that may affect the mode of transportation, and the Broker selects the appropriate mode of transportation.
- Upon completion of the screening of a Member and determination of trip eligibility, the Broker authorizes the transportation service and informs the Member or his or her representative of the scheduled pick-up time.
- The Broker assigns the trip to the most appropriate cost-effective transportation provider available, consistent with the transportation needs of the Member. The transportation provider is notified of the assignment in sufficient time to accept the trip or reject it, in which case there must be sufficient time to assign the trip to another provider.
- The Broker will have an established method of effectively identifying, scheduling, and coordinating standing orders or recurring trips, especially as it applies to those Members who are disabled or have special needs.
- The Broker informs the Member or his or her representative of the transportation arrangements.
- After the trip occurs, the Broker makes payment to the transportation provider. The Broker may contact the service provider to verify that the Member received the authorized transportation service.

These procedures are generally applicable when network transportation providers are used. The procedures may vary when fixed-route public transportation (bus passes and tickets), mileage reimbursement or other appropriate transportation services are used.



When public transportation, mileage re-imbursement or other similar services are utilized, very similar processes are used except that bus passes or a reloadable, pre-paid “Transit Card” are mailed directly to the member via certified mail

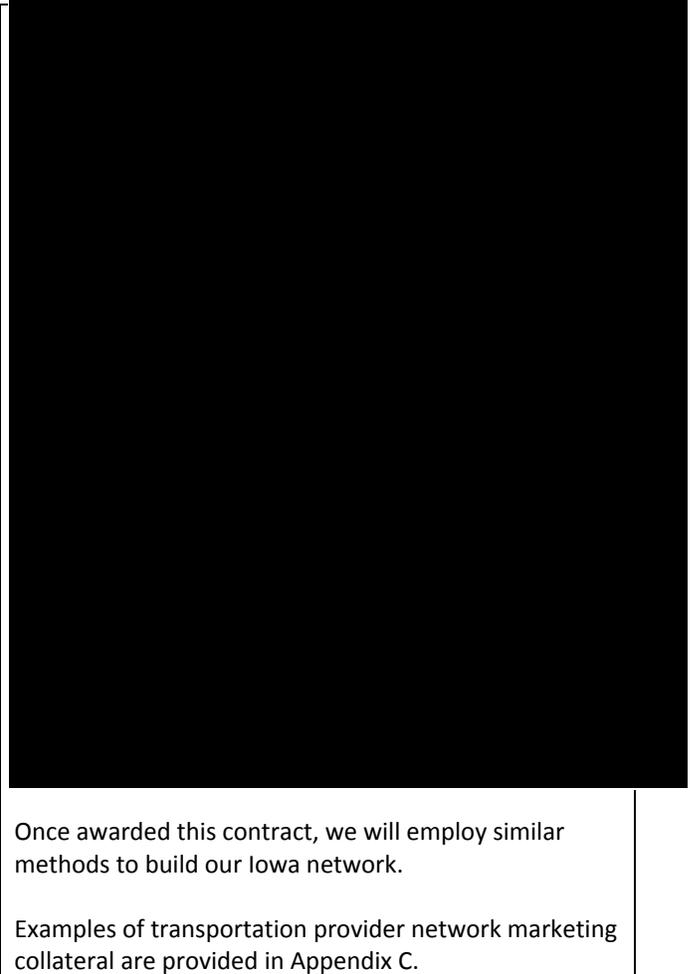
3.3 Contract Phases

3.3.1 Implementation

Requirement	Bidder's Response
<p>The transition to a Brokerage system will begin the first business day following contract execution and extend until midnight of the day identified as the first business day of operations. This will be known as implementation.</p>	<p>RideSource is prepared to start the implementation phase immediately following contract execution.</p>

3.3.1.2 Broker Responsibilities

Requirement	Bidder's Response
<p>a. Identify and hire an Account Manager to supervise and manage the day-to-day operations of the brokerage and the contract. The Account Manager will be the Department's point of contact through whom the parties will communicate, resolve issues, and negotiate with regarding the contract responsibilities.</p>	<p>After the contract is awarded, RideSource will hire an Iowa-based General Manager to supervise and manage the day-to-day operations in Iowa as well as monitor overall compliance with the terms of the contract. The General Manager will be the Department's point of contact through whom the parties will communicate, resolve issues, and negotiate with regarding the contract responsibilities. This individual will have direct access to our executive team (based in Phoenix) as well as the call center, its managers/supervisors, and other key personnel.</p>
<p>b. Establish a central business office within five miles of the Iowa Medicaid Enterprise facility, which is located at 100 Army Post Road, Des Moines, Iowa. The location must meet the wiring specs for connectivity with DHS systems. The Broker will bear the expenses of connecting to DHS systems and will provide first-level computer/technical support for those systems.</p>	<p>As part of the feasibility review and discovery process, we researched office space in the Des Moines area, near the Iowa Medicaid Enterprise facility, and found a range of potential properties. Once awarded the contract, RideSource will narrow its choices and select an office space that will meet staffing and space needs. Furthermore, our Information Services (IS) team will work with the DHS IS team to ensure all wiring and connectivity equipment is aligned with DHS requirements; additionally, our IS team will provide support to employees in our Des Moines office. RideSource will assume all financial responsibility related to this endeavor.</p>
<p>c. Develop a Network plan for the Department's review and approval. The plan must include an alternative access plan for rural areas or where services may not be readily available.</p>	<p>Using both the transportation provider list provided by the State of Iowa as a part of this RFP process as well as other research/sourcing, RideSource will connect with transportation providers across the State of Iowa and build its network.</p> <p>We utilize a comprehensive provider recruitment program which begins with a mass mailing to all licensed providers throughout the state. The information obtained from the mailing is then used to schedule a series of "Road Show" type presentations in geographically convenient areas throughout the state. The Road Shows are designed to introduce the RideSource model and provide the environment to interview prospective providers and initiate the</p>

	
d. Establish a call center.	<p>Once awarded this contract, we will employ similar methods to build our Iowa network.</p> <p>Examples of transportation provider network marketing collateral are provided in Appendix C.</p> <p>To ensure cost effectiveness and provide the systems redundancy and back-up support needed to effectively deliver uninterrupted service, RideSource will utilize its state-of-the-art Transportation Support Center, located in Phoenix Arizona, to provide call center, dispatch and related member services support. This center is supported by a back-up power generating system, an on-site Network Operations Center (NOC), as well as a fully redundant, co-located NOC at the Integra Data Center in central Phoenix. These systems provide the highest level of system support, up-time and redundancy available in the industry.</p> 

	to any qualified State of Iowa employees who may be displaced as a result of the transition to a brokerage system.
e. Develop an electronic claim form.	Based on the existing Medical Transportation Claim form (470-0386) used by the Iowa Department of Human Services (included in the RFP as Attachment H), RideSource will craft a customized electronic form that captures all currently-captured data. Additionally, the form will be expanded to capture data that will aid in reporting, forecasting, and quality assurance.
f. Develop and provide information to the Department to assist in educating Members regarding: <ul style="list-style-type: none"> • The availability of non-emergency medical transportation, • The process for single trips and standing orders, • How to access and use these services properly, and • Billing procedures in order to receive reimbursement for NEMT. <p>These materials should be developed prior to the initiation of the brokerage system and ongoing, as updates are needed. The materials must be available in English and Spanish.</p>	<p>RideSource has a very skilled marketing and training department prepared to develop outreach and educational materials based on the State of Iowa’s unique needs. Prior to brokerage system initiation, all materials will be developed based on current educational and training best practices. Furthermore, they will be written in both English and Spanish, and be appealingly designed and written to clearly explain to members:</p> <ul style="list-style-type: none"> • What non-emergency medical transportation is, how they can access it, and how to best leverage it • How to both schedule single trips and arrange for standing/repeat trips • The mileage reimbursement process, including rates, requirements, and timelines <p>RideSource will update these materials as needed and upon request to ensure that all members have access to the most current, relevant information.</p> <p>These materials will be both “hard copy” as well as “soft copy” and available via mail, email, or PDF download through an educational member website that will be developed and maintained by RideSource.</p>

3.3.1.3 Performance Standards

Requirement	Bidder’s Response
a. The Broker will develop a Network Plan, including alternative access information, and present it to the IME for approval 20 business days prior to the start of operations.	Using our current process for building a transportation provider network, described above, we will begin soliciting letters of intent and collecting provider information immediately upon project award. We will contact the transportation providers on the list supplied by the State of Iowa, and also connect with other statewide transportation providers we are already in the process of identifying.

	reports that show transportation provider coverage by area, as well as develop alternative access plans. A comprehensive presentation of our network plan will be provided to IME as requested, 20 business days prior to the start of operations.
b. The Broker will provide information that will assist in the education of Members regarding NEMT changes resulting from the brokerage system to the IME for approval 45 business days prior to the start of operations.	As described above, RideSource has the ability to create educational and outreach collateral as necessary for all members. Within 45 business days prior to the start of operations, we will provide IME with comps of various pieces of collateral, both hard-copy (printed) and soft-copy (electronic/online) for review and approval. At that time, a member education timeline and project plan with milestones will also be presented for IME's review.

3.3.2 Operations

Requirement	Bidder's Response
Operations begin when the State has authorized the contractor (Broker) to begin operation. The operational responsibilities will involve meeting performance standards set by the Department for the functions performed by the Broker. All NEMT claims with dates of service on or after the first day of operations will be the responsibility of the Broker for reimbursement.	RideSource, with its nimble approach to operations and efficient software application, will be ready to begin as soon as the State of Iowa agrees that performance standards are in place and authorizes "the passing of the torch." All measures will be in place to begin scheduling trips and managing reimbursements immediately after taking ownership of the brokerage process.

3.3.2.1 NEMT: Network Providers and Individuals

3.3.2.1.2 Broker Responsibilities: General

Requirement	Bidder's Response
a. The Broker will make the transportation arrangements for all Medicaid Members who qualify for NEMT services. All NEMT transportation for eligible Members will be coordinated through the successful Broker. The Broker may deny requests for transportation if:	 (NOD) letter within 72 hours of the denial.
b. The Member doesn't qualify for transportation services, based on his/her Medicaid eligibility category (see Section 3.3.2.2.2 for eligibility guidelines).	
c. If the conditions for allowing transportation, as defined in 441 Iowa Admin. Code § 78.13 are not met.	
d. The Broker will send a Notice of Decision (NOD) letter to all Members who have been denied NEMT services. When the Broker has denied any Member's request, the NOD letter must be post marked within 72 hours of the request	
e. The Broker will develop a NOD letter template denying NEMT services. In a letter of denial, the Broker must cite the applicable administrative code section. The letter will also identify the Member's	RideSource will prepare a NOD to use in circumstances where members are denied service. All NODs will cite the applicable administrative code section and identify

<p>appeal rights as provided in 441 Iowa Admin. Code chapter 7. Please see 3.3.2.1.2.1 Notice of Adverse Action for Service Authorizations.</p> <p>1. The Broker will provide information for and represent the Department in appeal hearings.</p>	<p>the member’s appeal rights.</p> <p>RideSource will also provide information for and represent the Department in appeal hearings. Our Risk Management department will be consulted as necessary to ensure a high level of compliance and preparation should appeal hearings be necessary.</p>
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3.3.2.1.2.1 Notice of Adverse Action for Service Authorizations

Requirement	Bidder’s Response
<p>The Broker will provide appropriate and timely written notice to the Member/Provider of any decision to deny a service authorization request, or to authorize a service in an amount, duration, or scope that is less than requested or agreed upon, or any action, as “action” is defined in section 3.3.2.6.2.1 Notice is not required to the Member when an action is due to the Network provider’s failure to adhere to contractual requirements and there is no adverse action against the Member.</p>	<p>Should a service authorization request be denied, RideSource will provide appropriate and timely written notice to the member/provider of its decision. It will authorize a service in an amount, duration, or scope that is less than requested or agreed upon, or detail any action.</p>

3.3.2.1.2.1.1 The NOD must explain:

Requirement	Bidder’s Response
<p>a. the action the Broker has taken or intends to take and the reason(s) for the action;</p> <p>b. the Member’s or Provider’s right to grieve, complain, or request a State Fair Hearing as specified in section 3.3.2.6</p> <p>c. circumstances under which expedited resolution is available and how to request it;</p> <p>d. that during the state fair hearing, the Member/Provider may represent him(her)self or use legal counsel, a relative, a friend, or a spokesperson;</p> <p>e. the specific regulations that support, or the change in federal or state law that requires, the action, and</p>	<p>RideSource’s NOD will clearly explain</p> <ul style="list-style-type: none"> • The action(s) taken and supportive reasoning • The member’s or provider’s right to grieve, complain, or request a State Fair Hearing • The circumstances under which expedited resolution is available and how to request it • That during the state fair hearing, the member/provider may represent him(her)self or use legal counsel, a relative, a friend, or a spokesperson • The specific regulations that support, or the change in federal or state law that requires, the action <p>The overarching objective with the NOD will be to clearly inform the member of all reasoning behind a denial, and all options afforded through which they can remedy or understand the denial.</p>

3.3.2.1.2.1.2 The notice must be in writing and must meet the language requirements:

Requirement	Bidder’s Response
<p>a. the Broker in conjunction with DHS shall identify the non-English languages prevalent (i.e., spoken by a significant number or percentage of the Member’s and potential population);</p> <p>b. the Broker must make available written information in each prevalent non-English language;</p>	<p>RideSource will gladly collaborate with DHS to create NODs in both English and other languages prevalently spoken in Iowa. According to the first round of RFP questions (Question #65), Spanish is the prevalent non-English language. If others are identified, RideSource will have all written information translated accordingly.</p>
<p>c. the Broker must make oral interpretation services available for all languages free of charge, and</p>	<p>For members who request an oral translation/interpretation of the NOD or any other</p>

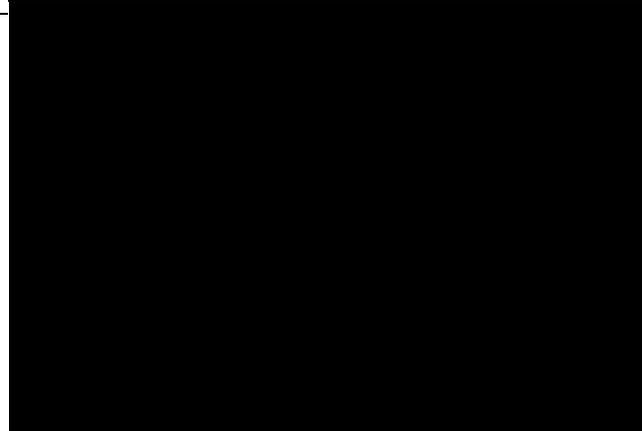
	written materials, RideSource will use a translation service to meet the needs of those members. This translation service will be available via our Transportation Support Center at no cost to the member.
d. the Broker must notify Members that oral interpretation is available for any language and written information is available in prevalent languages, and how to access those services.	As part of our member education and outreach program, we will include information (in both Spanish and English) informing members that oral and written translation is available both online and through our Transportation Support Center.

3.3.2.1.2.1.3 The notice must meet format requirements.

Requirement	Bidder's Response
a. Written material must use an easily understood format, and be available in alternative formats that take into consideration those with special needs.	We will ensure that all members will have access to easily-understood materials (in alternative formats as necessary) regardless of preference or disability. RideSource will rely on best practices and guidelines as set forth by the Americans with Disabilities Act, and update all materials as those guidelines evolve.
b. Members must be informed of the availability of alternative formats and how to access those formats.	As part of our member education and outreach program, we will inform members that materials in alternative formats are available both online and through our Transportation Support Center.

3.3.2.1.3 Broker Responsibilities: Network Transportation Providers

Requirement	Bidder's Response
The Broker will assume responsibility for all applicable transportation of each eligible Member as of the start date of operations. The Broker will ensure the provision of necessary NEMT services by establishing a provider panel. This provider panel will be referred to in this RFP as "Network providers". The Broker will develop a provider panel with Public Transit agencies, private transportation agencies and individuals to develop a statewide network of providers that will meet the needs of Iowa's Medicaid members.	Please refer to Section 3.3.1.2, which explains our approach to building a panel of network providers.
The Broker will make use of public transportation when appropriate. The Broker will use fixed route public transit service whenever possible and appropriate to the need and ability of the Member. The Broker will develop and implement procedures to determine whether fixed-route public transportation is accessible to and appropriate for the Member requesting transportation services. Such procedures will take into account the distance from scheduled stops at facilities or service providers, the age and disability of the Member, any physical or cognitive impairment, inclement weather conditions and other pertinent factors. If public transit is appropriate, the Broker will allow the public transit provider first choice in compliance with Iowa Code chapter 324A, as to whether they will accept the trip or deny it, as long as the referral otherwise complies with	Because RideSource understands the positive financial impact of using public transit, we will give it first choice when it is an appropriate mode of transport for the member. We currently have processes in place to determine a member's proximity to and ease of using public transport: [REDACTED]

<p>obligations of 42 C.F.R. § 440.170(a).</p>	
<p>This network of providers may also include, but is not limited to, the services of volunteers, taxis, wheelchair vans, stretcher vans, ambulances, and air ambulances (fixed wing and rotary). All transportation is to be provided with an occupant protection system that addresses the safety needs of the disabled or special needs individuals.</p>	<p>As part of our provider network, we will build a service base to include all modes of transportation, including but not limited to taxis, wheelchair vans, stretcher vans, and ambulances. Each transportation provider will be required to meet all performance, driver, and vehicle guidelines as outlined in subsections of Section 3.3.2.1.3; this will ensure all safety and ADA needs are met or exceeded.</p>
<p>The Broker’s network will be such that the services are sufficient in amount, duration, or scope to reasonably be expected to achieve the purpose for which the services are furnished. NEMT is available to Members only when 441 IAC 78.13 rules are met. See http://www.dhs.state.ia.us/policyanalysis/PolicyManualPages/Manual_Documents/Rules/441-78.pdf</p>	<p>RideSource will ensure its provider network will meet the needs of the State of Iowa’s Medicaid Members. To transportation providers, we are an attractive option to many of our competitors because we reduce expense layers, pay accurately and promptly, and generally make their businesses run more efficiently and profitably. As a result, transportation providers are typically very enthusiastic about working with RideSource, and we anticipate Iowa-based providers will find RideSource equally appealing to do business. This “win-win” relationship will allow RideSource to build a vast and diverse provider network to serve Iowa’s Medicaid Members.</p>
<p>The Broker will not arbitrarily deny or reduce the amount, duration, or scope of a required service solely because of cost savings, bias, or self-motivated reasons. The Broker may place appropriate limits on a service on the basis of criteria such as need related to the ability to ambulate or utilization control, provided the services furnished can reasonably be expected to achieve their purpose.</p>	<p>Our topmost priority is serving the members under our clients’ care. We train our customer service representatives to focus on the member, and will ensure that Iowa’s members receive fair and dignified treatment. To us, this means evaluating each member as an individual, not a number, and ensuring that they receive comfortable, dignified, courteous, timely, and safe transportation each time they schedule a trip with us. Basing transportation or denial decisions solely on cost savings or bias is completely antithetical to our operating model, although we do of course keep</p>
<p>The Broker will negotiate fair and reasonable rates with the network providers and will be responsible for reimbursing the NEMT transportation claims. The Broker will be prohibited from providing transportation services directly or making referrals to transportation providers if the relationship would constitute a conflict of interest. See 42 C.F.R. § 440.170(a)(4)(ii)(B) for narrow exceptions to this prohibition. The Broker’s provider panel must meet the following requirements:</p>	

3.3.2.1.3.1 Standard Driver Guidelines

Requirement	Bidder's Response
<p>All drivers:</p> <ol style="list-style-type: none"> Must Possess a current valid driver's license with no restrictions other than corrective lenses. Must have no limitation or restrictions that would interfere with safe driving. This includes, but not limited to, medical conditions, ignition interlock restriction, or prescribed medication that would interfere with the safe, lawful operation of a motor vehicle. Must pass a pre-employment drug screening. Must pass a Department of Criminal Investigation (DCI) background check prior to the start of employment, if required to do so by the Network transportation provider. Must pass a child and dependent adult abuse background check, if required to do so by the Network transportation provider. Any provider (both individual and entity) identified on the Office of Inspector General (OIG) Excluded Parties List System (EPLS) is not eligible. Must be trained in the use of ADA access equipment, if vehicle is so equipped. Must use passenger restraint devices as required by law. Must provide assistance to passengers, as needed or requested, particularly for passengers with mobility impairments requiring assistance in boarding, deboarding, or securing a mobility device. Must not smoke while transporting Members. Must not transport Members while under the influence of alcohol or any drug that impairs the ability to drive safely. Must not provide transportation if they have an illness that could pose a threat to the health and well being of the Member. Must submit to random drug and alcohol screenings, if required to do so by the Network transportation provider. 	<p>Driver credentialing is a critical element of the contracting process and is crucial in delivering safe and reliable services. As such, RideSource incorporates industry leading driver credentialing requirements into our provider contracts that meet or exceed all the standards defined in this RFP. Copies of these documents will be made available to the State of Iowa for review and approval immediately following award.</p> <p>At a minimum, all drivers will:</p> <ul style="list-style-type: none"> Possess a current valid driver's license with no restrictions other than corrective lenses. Have no limitation or restrictions that would interfere with safe driving. This includes, but not limited to, medical conditions, ignition interlock restriction, or prescribed medication that would interfere with the safe, lawful operation of a motor vehicle. Pass a pre-employment drug screening. Currently we require all drivers to pass a strict 9-panel test. Pass a Department of Criminal Investigation (DCI) background check prior to the start of employment. Pass a child and dependent adult abuse background check. Not be identified on the Office of Inspector General (OIG) Excluded Parties List System (EPLS). Be trained in the use of ADA access equipment. Use passenger restraint devices as required by law. Provide assistance to passengers, as needed or requested, particularly for passengers with mobility impairments requiring assistance in boarding, deboarding, or securing a mobility device. Not smoke while transporting members. Not transport members while under the influence of alcohol or any drug that impairs the ability to drive safely. Not provide transportation if they have an illness that could pose a threat to the health and well being of the member. Submit to random drug and alcohol screenings.

	<p>Department and our Iowa-based General Manager when any updates or compliance issues are identified.</p> <p>While we will do everything possible to ensure our transportation providers' drivers adhere to all behavioral and conduct guidelines, they are individuals and will occasionally act in a way that results in a grievance (complaint). This is an aspect of transportation management that RideSource takes very seriously. As such, grievances are included as a critical element of our provider rating system and can ultimately result in a provider being disqualified from participating in the RideSource network</p>
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3.3.2.1.3.2 Standard Vehicle Guidelines

Requirement	Bidder's Response
<p>All vehicles:</p> <ol style="list-style-type: none"> Must currently be licensed and registered as required by law. Must have proof of financial responsibility maintained on any vehicle used to transport Iowa Medicaid Members as required by law. The Broker shall confirm compliance with applicable financial responsibility and/or insurance requirements, which may include Iowa Code chapter 321A, and 761 IAC 910.5(1). Must be kept at all times in proper physical and mechanical condition. Must be equipped with operable passenger restraint devices, turn signals, lights, horn, brakes, a front windshield, windows, and mirrors. Must pass a safety inspection, if required to do so by state or federal law. Must carry equipment for two-way emergency communication (two-way radio or cell phone acceptable). 	<p>Member safety is at the top of our priority list, and to ensure that all trips are safe, we will require our transportation providers to meet or exceed all standard vehicle guidelines set forth by the State of Iowa. Specifically, they will:</p> <ul style="list-style-type: none"> Be licensed and registered as required by law Have proof of financial responsibility. RideSource will ensure compliance with applicable financial responsibility and/or insurance requirements. Be kept at all times in proper physical and mechanical condition. Be equipped with operable passenger restraint devices, turn signals, lights, horn, brakes, a front windshield, windows, and mirrors. Pass a safety inspection, if required to do so by state or federal law. Carry equipment for two-way emergency communication.

3.3.2.1.4 Broker Responsibilities: Members/Individuals/Volunteers

Requirement	Bidder's Response
<p>Medicaid Members, who are eligible for NEMT, may request that someone, other than a Network provider, transport them. The Member may be able to drive him or herself, request that a family member or other acquaintance provide the transportation, or make arrangements with a volunteer for transportation. In any case, the Broker will coordinate the request and make the decision on who provides the transportation. The Broker will ensure the provision of necessary NEMT services by either approving the transportation by</p>	<p>RideSource welcomes member directed, volunteer, mileage reimbursement and other alternative forms of transportation that satisfy the needs of the member and address the safety and compliance requirements of this RFP.</p>

<p>someone other than a Network provider, or by making other arrangements for the transportation through a Network provider.</p>	
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3.3.2.1.4.1 Standard Driver Guidelines

Requirement	Bidder's Response
<p>All drivers:</p> <ol style="list-style-type: none"> Must possess a current valid driver's license with no restrictions other than corrective lenses. Must have no limitation or restrictions that would interfere with safe driving. This includes, but not limited to, medical conditions, ignition interlock restriction, or prescribed medication that would interfere with the safe, lawful operation of a motor vehicle. Identified on the Office of Inspector General (OIG) Excluded Provider List are not eligible. Must be trained in the use of ADA access equipment, if vehicle is so equipped. Must use passenger restraint devices as required by law. Must provide assistance to passengers, as needed or requested, particularly for passengers with mobility impairments requiring assistance in boarding, deboarding, or securing a mobility device. Must not smoke while transporting Members. Must not transport Members while under the influence of alcohol or any drug that impairs the ability to drive safely. 	<p>In the event a member uses a volunteer driver or their own vehicle, RideSource will require that the driver:</p> <ul style="list-style-type: none"> Possess a current valid driver's license with no restrictions other than corrective lenses. Have no limitation or restrictions that would interfere with safe driving. This includes, but not limited to, medical conditions, ignition interlock restriction, or prescribed medication that would interfere with the safe, lawful operation of a motor vehicle. Not be identified on the Office of Inspector General (OIG) Excluded Parties List System (EPLS). Be trained in the use of ADA access equipment, if vehicle is so equipped. Use passenger restraint devices as required by law. Provide assistance to passengers, as needed or requested, particularly for passengers with mobility impairments requiring assistance in boarding, deboarding, or securing a mobility device. Not smoke while transporting members. Not transport members while under the influence of alcohol or any drug that impairs the ability to drive safely.

3.3.2.1.4.2 Standard Vehicle Guidelines

Requirement	Bidder's Response
<p>All vehicles:</p> <ol style="list-style-type: none"> Must currently be licensed and registered as required by law. Must have proof of financial responsibility maintained on any vehicle used to transport Iowa Medicaid Members as required by law. The Broker shall confirm compliance with applicable financial responsibility and/or insurance requirements, which may include Iowa Code chapter 321A, and 761 IAC 910.5(1). Must be kept at all times in proper physical and mechanical condition. Must be equipped with operable passenger restraint devices, turn signals, lights, horn, brakes, a front windshield, windows, and mirrors. Must pass a safety inspection, if required to do so by state or federal law. 	<p>In the event a member uses a volunteer driver or their own vehicle, RideSource will require that the vehicle:</p> <ul style="list-style-type: none"> Be currently licensed and registered as required by law. Have proof of financial responsibility. RideSource will ensure compliance with applicable financial responsibility and/or insurance requirements. Be kept at all times in proper physical and mechanical condition. Be equipped with operable passenger restraint devices, turn signals, lights, horn, brakes, a front windshield, windows, and mirrors. Pass a safety inspection, if required to do so by state or federal law.
<p>If NEMT transportation is provided by someone other</p>	<p>RideSource will manage all payment to all</p>

than a Network provider, the Broker is also responsible for reimbursement of these claims.	transportation providers, whether they are a part of our transportation network or an individual eligible for mileage reimbursement. All payments will be made within 10 days of service.
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3.3.2.1.5 Performance Standards

Requirement	Bidder's Response
a. The Broker must provide a monthly updated Network Plan by the tenth business day of the month following the last day of each month.	On a monthly basis, RideSource will provide an updated Network Plan. This plan will be submitted by the tenth business day of the month following the last day of each month.
b. The Broker will verify annually and have documentation to support, that each network provider is following the "Standard Driver Guidelines" identified in Section 3.3.2.1.3.1 and 3.3.2.1.4.1.	
c. The Broker will ensure annually and have documentation to support, that each network provider is following the "Standard Vehicle Guidelines" identified in Section 3.3.2.1.3.2 and 3.3.2.1.4.2.	

3.3.2.2 Verification of Member Eligibility

3.3.2.2.2 Broker Responsibilities

Requirement	Bidder's Response
For each Member requesting non-emergency transportation services, the Broker will verify the Member's Medicaid eligibility through the Medicaid Management Information System (MMIS). Eligible NEMT Medicaid Members as defined in this RFP, are any Medicaid member (adult or child) except: <ul style="list-style-type: none"> a. Members who are determined program eligible as a QMB, SLMB, E-SLMB, or QDWP (i.e., Members not eligible for full Medicaid benefits); b. Individuals participating in the Family Planning Waiver; c. Individuals receiving benefits under IowaCare, or d. Individuals who are Medically Needy and who have not met spenddown requirements. The Broker will track claims submitted for the spenddown until and reimburse Medically Needy Members when they have met spenddown requirements. 	

3.3.2.2.3 Performance Standards

Requirement	Bidder's Response
a. The Broker will verify eligibility for transportation services within one hour of transportation arrangement requests from Members or their representatives during normal business hours (8am – 5pm).	

	RideSource by the State of Iowa, is current and up to date.
b. When requests for transportation occur after hours or on weekends/holidays, the Broker will verify eligibility for transportation services within the first two hours of the next business day.	RAMMS permits RideSource to immediately verify member eligibility when the member contacts RideSource with a trip request. There is no waiting period, regardless of when the member contacts us, provided the member eligibility data, provided to RideSource by the State of Iowa, is current and up to date..

3.3.2.3 Office/Telephone Call Center and Appointment Standards

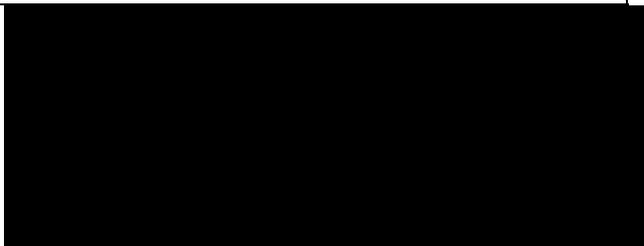
3.3.2.3.2 Broker Responsibilities: Call Center

Requirement	Bidder’s Response
a. The call center will provide professional, prompt and courteous customer service. The Broker will establish and maintain an adequately staffed call center and ensure that the staff treats all callers with dignity and respect, including making sure the caller’s right to privacy and confidentiality are maintained. Telephone and administrative personnel must be familiar with NEMT services.	RideSource employs a highly-trained team of customer service representatives to handle all incoming trip requests. Our representatives undergo rigorous training to ensure they deliver courteous, knowledgeable, confidential treatment. Since NEMT is a focus of RideSource, our representatives and administrative staff are fluent with all NEMT concepts and processes, and will make the scheduling process easy and reassuring for each member.
b. The Broker will process all incoming telephone inquiries for NEMT in a timely, responsive, and courteous manner.	As stated above, our representatives are trained to be courteous and responsive.
c. The telephone numbers must be listed in the name of the Iowa Department of Human Services. The Broker will relinquish ownership of the toll-free numbers to DHS upon contract termination.	All contact information, including telephone numbers, will be provided in the name of Iowa Department of Human Services. RideSource will relinquish ownership of the toll-free numbers to DHS upon contract termination.
d. The Broker will ensure that the communication and language needs of all Members are addressed, including those of all non-English speaking Members. The Member cannot be charged for translator or interpreter services.	RideSource will offer, at a minimum, representatives fluent in both English and Spanish, with other language translation services available at no cost to the member.
e. The Broker will ensure that Members with emergency requests are referred or transferred immediately to 911 or an appropriate local emergency ambulance service. The Broker will not make arrangements for emergency transportation under its contract.	In case of emergency, all members will be either referred or transferred to 911 or an emergency ambulance provider. As we are a non-emergency transportation management organization, we will not manage emergency trip requests.
f. At a minimum, the call center will be staffed to receive reservation requests and inquiries from Members or their representatives during the hours of 8:00 AM to 5:00 PM (local time) Monday through Friday.	Our call center will be staffed from at least 8:00 am until at least 5:00 pm (Iowa time), Monday through Friday.
g. Relative to after hours, including after 5:00 PM to 8:00 AM, Monday through Friday and on weekends and holidays, a 24 hour telephone service is required to accommodate scheduling advance notice and urgent care appointments. (Holiday	Because our Transportation Support Center is staffed 24 hours each day of the year, any “after hours” requests will be accommodated seamlessly and transparently.

schedules are to be identical to the declared holidays of the State of Iowa.)	
h. The Broker must provide 24-hour, 7 days per week access by telephone to a live voice (an employee of the Broker or an answering service) that will immediately page an on-call employee of the Broker to address transportation problems during non-office hours.	Because our Transportation Support Center is staffed 24 hours each day of the year, any "After hours" services will be accommodated seamlessly and transparently.
i. The Broker will have a sufficient number of properly functioning toll-free and V/TTY telephone numbers for Members and other responsible parties to request transportation services and to obtain information about transportation services. Members shall not incur a charge for placing a call, other than those applicable for local calls.	Our Network Operations Center is equipped with a DS3 fiber link that will ensure a sufficient number of properly functioning toll-free and V/TTY telephone numbers are available for all callers, whether they are members, transportation providers, or individuals with general inquiries. All calls will be at no cost to the caller.

3.3.2.3.3 Broker Responsibilities: Appointments

Requirement	Bidder's Response
The Broker is responsible for scheduling all NEMT travel, including lodging, if required, for all eligible Medicaid Members. The Broker must also meet the minimum federal requirements, as defined in 42C.F.R. § 440.170, for provision of transportation services, as well as applicable Department rules.	RideSource will manage all NEMT transportation scheduling, including lodging. At a minimum, we will meet all federal requirements for provision of transportation services, and adhere to all Department rules.
a. The Broker is responsible at the time of scheduling for determining whether the Member is eligible for ambulatory or non-ambulatory non-emergency medical transportation. Emergency ambulance services are not provided through the NEMT program.	When a member contacts RideSource with a trip request, we will immediately determine whether the member requires ambulatory or non-ambulatory non-emergency medical transportation. As we are a non-emergency transportation management organization, we will not manage emergency trip requests.
b. If a Member requires same day or next day service, the Broker must make every effort to schedule the trip as requested. Denial of NEMT service due to short notice is not acceptable.	
c. If a Member requires out-of-State travel for NEMT, the Broker will respond to requests by scheduling these within 24 hours of the request. The Broker is expected to accommodate passengers who have disabilities or special health care needs. Members with developmental or intellectual disabilities who have recurring trips must, to the extent possible, be scheduled continuously with the same providers and drivers. Similar accommodations should be provided to Members who are physically frail, receiving dialysis, or are dealing with other significant mobility or healthcare issues. The Member and/or their legal representative should be notified by the Broker or the transportation provider on the Broker's behalf, at least 48 hours in advance of any known changes in drivers or providers. The Broker and transportation provider should strive to maintain consistent routes and pick-up and drop off times, once efficient routes have been established.	In the event a member requires out-of state-NEMT transportation, we will manage such within 24 hours of the request. All members will be appropriately accommodated, regardless of disability or health issues. We will make every effort to ensure continuity of transportation providers for any members with developmental or intellectual disabilities, dialysis needs, or mobility issues. Should a change in provider occur, RideSource or the transportation provider will notify the member and/or their legal representative within 48 hours in advance of any known changes. We understand the comfort associated with continuity and predictable transportation, and will ensure that all members will receive reassuring, consistent service, including routes and timing.

<p>d. Pick up and drop off requirements</p> <ol style="list-style-type: none"> 1. The Broker will ensure that a Member’s wait time for a Network provider is no more than 30 minutes prior to or 30 minutes after the scheduled arrival time. 2. The Broker will ensure that a Member is not delayed in arriving at a medical appointment due to a delay caused by a Network provider. 3. In the event of an emergency or unforeseen circumstance that prevents the Network provider from meeting the approved window of time for pick up or delivery, the Network provider must contact the Broker and/or the Member to notify them of the occurrence and coordinate resolution. It is ultimately the responsibility of the Broker to ensure the transportation request is fulfilled to the satisfaction of the Member. <ol style="list-style-type: none"> a. In the event a delay renders the Member late for their appointment or causes them to miss the appointment, details of the occurrence and resolution must be recorded and provided to the IME. b. In the event the Member is delayed due to a time overage for a medical appointment or service, and the Network provider has waited at least 10 minutes past the time of scheduled pick-up: <ol style="list-style-type: none"> 1) The Network provider must notify the Broker of their intention to leave the pickup location, prior to leaving. <p>The Broker must have procedures in place to address the return trip for a Member whose medical appointment or treatment has gone past the time of the scheduled pick-up, and the Network provider has left the pick-up location.</p> 	<p>RideSource will require that all transportation providers adhere to the requirement that wait times will not exceed 30 minutes prior to or 30 minutes after the scheduled arrival time. Furthermore, network providers will not be permitted to be the cause of any delays that affect the member. Should a reason for delay occur, the transportation provider will notify the member and determine how to best resolve the situation. RideSource will also require that the transportation provider notify us, so that we can adjust their performance levels within the RAMMS system, and take appropriate disciplinary measures if required. All delays and missed appointments will be recorded and reported, and IME will have regular access to these reports.</p> <p>Should a delay occur due to an extended appointment, the transportation provider will contact RideSource after ten minutes to determine an appropriate course of action. Depending on scheduling circumstances and transportation provider availability, the transport may be covered by the originally scheduled transportation provider or substitute transportation will be arranged.</p>
<p>e. Upon notification that the Member is available for their return trip, the Broker must make arrangements to have a vehicle available to return to pick up the Member within 45 minutes of the notification</p>	<p>RideSource will accommodate all return trip requests within 45 minutes of notification from the member that they are ready for pick-up.</p>
<p>f. The Broker and a Network provider may work together to group trips to reduce the Members’ travel time and to promote efficiency and cost effectiveness. Increased travel time for a group trip cannot exceed by more than 45 minutes when compared to the time that would normally be taken by the Member first picked up to complete the trip without stops.</p>	
<p>g. The furthest distance a Member is expected to walk to a bus stop is one-half (1/2) of a mile.</p>	<p>RideSource will not require a member to walk more than ½ mile from their home to any public transit pick-up location, or more than ½ mile from any public transit drop-off location to their home.</p>

3.3.2.3.4 Performance Standards

Requirement	Bidder's Response
a. Call abandon rate must be 5% or less. Calls are considered abandoned if the Member does not talk with a customer service representative.	RideSource will ensure that our call abandon rate is lower than 5%.
b. Average wait time of calls will be less than three minutes 90% of the time, measured on a monthly basis.	RideSource will ensure wait time of calls is less than three minutes 90% of the time, measured on a monthly basis.
c. The Broker will schedule and make transportation arrangements for same day or next day transportation services 100% of the time.	All transportation requests for same or next day service will be successfully scheduled 100% of the time.
d. The average waiting time for all pickups prior to a Member's medical appointment will not exceed thirty (30) minutes 95% of the time.	Members will wait less than 30 minutes for transport prior to their medical appointment at least 95% of the time, measured on a monthly basis.
e. Members will arrive on time for their appointments 100% of the time.	RideSource is highly recognized for on-time performance will strive to ensure all members arrive at their appointments on-time 100% of the time.

3.3.2.4 NEMT Reimbursement

3.3.2.4.2 Broker Responsibilities

Requirement	Bidder's Response
<p>The Broker is responsible for reimbursing all NEMT claims to Network providers and Members/individuals/volunteers, including claims for mileage, meals, and lodging. As a part of this responsibility, the Broker must comply with all state and federal tax reporting laws.</p> <p>Transportation agencies currently bill by mile or by trip. Transportation agencies are reimbursed their usual and customary charge, not to exceed the charge that would be the most economical available source, with a cap of \$1.40 per mile for ground transportation. Medicaid Members/individuals/volunteers are currently reimbursed at 30 cents per mile. The Department intends to change the Iowa Administrative Code at 441—78.13 to remove these reimbursement requirements, and revise the rules to allow a broker system, effective with the first date of operations of the brokerage.</p> <p>The Department currently uses the Department of Administrative Services (DAS), State Accounting Enterprise (SAE) rates and procedures for meal and lodging reimbursement. The DAS rates for meals and lodging are considered to be maximums.</p> <p>a. DAS has established reasonable maximum meal reimbursements through the authority of 11 Iowa Admin. Code § 41.6(2).</p> <p>b. For a complete listing of DAS – SAE rules affecting reimbursement for meals and lodging, please refer</p>	<p>RideSource will reimburse all claims to transportation providers, members/ individuals/volunteers (including mileage, meals, and lodging) in compliance with all state and federal tax reporting laws as well as DAS and SAE rates and procedures.</p>

<p>to their website at: http://das.sae.iowa.gov/internal_services/210_travel.html. Receipts are required to be submitted for all meal and lodging reimbursements. The Department intends to change the Iowa Administrative Code at 441—78.13 to remove these reimbursement requirements, and revise the rules to allow a broker system, effective with the first date of operations of the brokerage.</p>	
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3.3.2.4.3 Performance Standards

Requirement	Bidder's Response
<p>a. 90% of all Network provider or Member/individual/volunteer claims will be processed and paid or denied within ten (10) business days of a complete and valid claim form.</p>	<p>90% of all transportation provider or Member/individual/volunteer claims will be processed and paid or denied within ten (10) business days of a complete and valid claim.</p>
<p>b. 95% of all Network provider or Member/individual/volunteer claims will be processed and paid or denied within fifteen (15) business days of a complete and valid claim form.</p>	<p>95% of all Network provider or Member/individual/volunteer claims will be processed and paid or denied within fifteen (15) business days of a complete and valid claim.</p>
<p>c. 100% of all Network provider or Member/individual/volunteer claims will be processed and paid or denied within twenty (20) business days of a complete and valid claim form.</p>	<p>100% of all Network provider or Member/individual/volunteer claims will be processed and paid or denied within twenty (20) business days of a complete and valid claim.</p>

3.3.2.5 Member Education

3.3.2.5.2 Broker Responsibilities

Requirement	Bidder's Response
<p>a. The Broker will issue updates to the information provided to Members on an as-needed basis, when there are material changes that will affect access to services. This includes additions and changes to the provider network.</p>	<p>RideSource will issue updates to the information provided to Members on an as-needed basis, when there are material changes that will affect access to services. This includes additions and changes to the provider network that could affect access to care or other covered services.</p>

3.3.2.5.3 Performance Standards

Requirement	Bidder's Response
<p>a. The Broker will update all written materials within 15 business days after an NEMT program or policy change.</p>	<p>RideSource will update all written materials within 15 business days after an NEMT program or policy change.</p>

3.3.2.6 Grievance, Complaints and State Fair Hearings System

3.3.2.6.2 Broker Responsibilities

Requirement	Bidder's Response
<p>The Broker shall have a system in place for Members/Individuals/Volunteers and Network Providers that allows for a grievance and complaints process and access to the State agency's fair hearing system.</p>	<div style="background-color: black; width: 100%; height: 100%;"></div>

3.3.2.6.2.2 Member and Provider notice of adverse action

Requirement	Bidder's Response
The Broker must notify the requesting Member/Provider of any decision to deny a service authorization request, or to authorize a service in a amount, duration, or scope that is less than requested. Please refer to section 3.3.2.1.2.1 for more information on Notice of Adverse Action.	As stated in Section 3.3.2.1.2.1, RideSource will use a NOD to notify the requesting member/provider of any decision to deny a service authorization request, or to authorize a service in a amount, duration, or scope that is less than requested.

3.3.2.6.2.3 Broker Grievance or Complaint Process: General Requirements

Requirement	Bidder's Response
<p>Give Members any reasonable assistance in completing forms and other procedural steps not limited to providing interpreter services and toll-free numbers with TTY/TDD and interpreter capability. This includes providing a full and complete explanation of the process to the Member.</p> <p>a) Acknowledge receipt of each grievance or complaint.</p> <p>b) Inform the Member of the disposition of the grievance or complaint in a format approved by the IME.</p> <p>c) Inform the Member of the availability of the State fair hearing process for any action.</p>	All members will be provided with reasonable assistance during the grievance process, including completing forms. Furthermore, the process will be clearly outlined, including all steps, disposition notification, and availability of the State fair hearing process. Interpretation and TTY/TTD service will be available for any members requiring such.

3.3.2.6.2.4 Grievance system: Record keeping and reporting

Requirement	Bidder's Response
The Broker must maintain records of all grievances, complaints and appeals to the State Fair Hearing process. Such records will be made available to the IME upon request.	

3.3.2.6.2.5 Access to State Fair Hearing

Requirement	Bidder's Response
<p>If the Member disagrees with the resolution of the grievance or complaint by the Broker, the Member may request a state fair hearing. The right to a fair hearing and how to obtain a hearing must be explained to the Member by the Broker.</p> <ul style="list-style-type: none"> The Broker will represent the Department in the State Fair Hearing. 	The availability and use of the State Fair Hearing process will be communicated to any member who disagrees with the resolution of a grievance. This will include an explanation of rights to a hearing as well as how to obtain a hearing. RideSource will represent the Department in any Sate Fair Hearing proceedings.

3.3.2.6.3 Performance Standards

Requirement	Bidder's Response
<p>a. The Broker will must provide a monthly report on all grievances and/or complaints by the tenth business day of the month following the last day of each month.</p> <p>b. The Broker will must provide a monthly report on the all disposition of State Fair Hearing appeals by the tenth business day of the month following the</p>	As part of our monthly meetings, all grievances and State Fair Hearing dispositions/appeals will be recorded on the Scorecard (please refer to Section 3.2.1.2 and Appendix B for further information).

last day of each month.	
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3.3.3 Turnover

Requirement	Bidder's Response
<p>Turnover is activated when the State contractually transfers responsibility for the operations functions to a new entity (i.e. a newly awarded Broker). All bidders will be required to provide a commitment for full cooperation during the turnover responsibility that comes at the end of the contract term awarded by this RFP, including preparation of a Turnover Plan, when requested by the State.</p> <p>Additionally, the very last payment for Operations due the Broker will not be paid until the Broker has satisfied all turnover obligations.</p>	<p>Should the State of Iowa choose another transportation management organization to manage its NEMT services, RideSource will freely cooperate with both the state and the incumbent broker. This includes but is not limited to data sharing, a transition plan, and other tasks that will ensure a smooth change for both the State of Iowa and its Medicaid members.</p>

6. Corporate Organization, Experience and Qualifications

4.2.6.1 Experience. The bidder shall provide the following information regarding its experience:

- 4.2.6.1.1** List all services similar to those sought by this RFP that the bidder has provided to other businesses or governmental entities. This includes all contracts and projects that the bidder currently holds or is working on with a contact person's name from that business or governmental entity.

Bidder's Response

Total Transit, Inc., RideSource's parent company, has over 25 years of experience providing transportation services throughout Arizona. We have over 300 agreements with corporations, government entities and non-profit organizations throughout the state. The following demonstrates similar agreements:



Phoenix Health Plan (PHP):

PHP is an AHCCCS health provider, providing health care services for eligible Medicaid members throughout Pima, Maricopa, Apache, Coconino, Mohave, Navajo, Yavapai, Gila, and Pinal counties. PHP has been a Total Transit partner for the past 8 years. Total Transit provides over 8,000 trips a month with a 99.7% on-time percentage and a void rate of less than 7% compared to an industry standard of over 15%. PHP is in a capitated arrangement with Total Transit transportation management company RideSource. RideSource invoices over \$2.6M a year to PHP to manage their entire transportation business for their 189,000 members.

For verifiable information surrounding PHP, please contact Mary Lucero, Director Member Services 602-824-3815.



Aetna Health Care:

Aetna Health Care is an AHCCCS health provider, providing health care services for eligible Medicaid and Medicare members throughout Maricopa, Pima, Cochise, Graham and Greenlee counties. Aetna has been a Total Transit partner for many years. Total Transit provides over 15,000 trips a month with a 99.5% on-time percentage and a void rate of less than 7% compared to an industry standard of over 15%. Aetna is in a fee-for-service arrangement with Total Transit, however are currently reviewing a capitated proposal from our broker division RideSource. Total Transit invoices over \$5.8M a year to Aetna to provide transportation services to their 301,655 members.

For verifiable information surrounding Aetna, please contact Cathy Waldbillig, Director Member Services 602-263-3828.



University Physicians Healthcare (UPH):

UPH is an AHCCCS health provider, providing health services for eligible Medicaid individuals throughout Pima, Maricopa, Greenlee, Cochise, Graham, Gila and Pinal counties. UPH has been a Total Transit partner for the past 15 years. Total Transit, Inc. provides over 7,000 trips a month with a 99.5% on-time percentage and a void rate of less than 7%. UPH is in a fee-for-service arrangement for Maricopa and Pima counties with Total Transit currently. Total Transit invoices over \$1.5M a year to UPH for transportation services for their 120,000 members.

For verifiable information surrounding UPH, please contact Mary Consie, Director-Network Development 602-344-8389.



Magellan Health Services:

Magellan is the largest behavioral health provider in the state. With over one million members in the state, Magellan has chosen Total Transit, Inc. to be their vendor of choice. Magellan (formerly Value Options) has been a Total Transit partner for the past 10 years. Total Transit provides over 20,000 trips a month for Magellan and their PNO's (Quality Care Networks, Choices, QCN). Total Transit conducts sensitivity and behavioral health training programs for all 1200 of our independent contractors yearly. Total Transit currently invoices Magellan over \$3M a year for transportation services. Typically, behavioral health has a very high void rate (30%) due to the clientele associated with the industry. Total Transit has proven to lower the behavioral void rate down to 12% over the last year by instituting new guidelines internally. Magellan has over 500,000 behavioral health participants.

For verifiable information surrounding Magellan, please contact Jeannie Golden, Provider Relations 602-652-5850.



TERROS Behavioral Health:

TERROS is the second largest behavioral health provider in the state. TERROS has been a Total Transit partner for the past 6 years. The relationship has developed to the stage where RideSource, Total Transit's transportation management company now handles all duties surrounding transportation for TERROS throughout Maricopa County. This includes but not limited to: member screening, eligibility, education of available transportation options (bus, taxi, light rail, etc), billing, encounter data, vehicle inspections, provider driver screening, provider driver training and quality assurance. Total Transit performs over 3,000 trips a month and currently invoices TERROS over \$1M a year for transportation management services. TERROS is similar to Magellan where Total Transit has lowered their void rates to almost single digits. TERROS has over 15,000 behavioral health participants.

For verifiable information surrounding TERROS, please contact Ron Carpio, Vice President 602-512-2960.



Southwest Network:

Southwest Network is the largest behavioral health provider in the state. Southwest Network has been a Total Transit partner for the past 7 years. Southwest Network embraces Total Transit's Web Portal solution which allows their case managers and site representatives the ability to input all transportation requests electronically with direct entry into Total Transit's dispatch system. The Web Portal gives our clients the ability to input trip orders, track the status of their trips as well cancel or modify any existing trip not yet dispatched. Total Transit performs over 4,000 trips a month and currently invoices Southwest Network over \$1.2M a year for transportation services. Southwest Network is similar to Magellan where Total Transit has lowered their void rates to almost single digits. Southwest Network has over 25,000 behavioral health participants who take 7,000 trips per month.

For verifiable information surrounding Southwest Network, please contact Russ Zoller, Contracts Manager 602-448-7077.



Quality Care Network:

Quality Care Network is the third largest behavioral health provider in the state. Quality Care Network has been a Total Transit partner for the past 3 years. Quality Care Network embraces Total Transit's Web Portal solution which allows their case managers and site representatives the ability to input all transportation requests electronically with direct entry into Total Transit's dispatch system. The Web Portal gives our clients the ability to input trip orders, track the status of their trips as well cancel or modify any existing trip not yet dispatched. Total Transit performs over 2,000 trips a month and currently invoices Quality Care Network over \$1M a year for transportation services. Quality Care Network is similar to Magellan where Total Transit has lowered their void rates to almost single digits. Quality Care Network has over 20,000 behavioral health participants who take 2,000 trips per month.

For verifiable information surrounding Quality Care Network, please contact Shannon Reynolds, Contracts Manager 602-773-4837.

4.2.6.1.2 Identify if the services were timely provided and within budget.

Bidder's Response

All above-referenced services met deadlines and budget limitations; please contact any of our references for further information.

4.2.6.1.3 Letters of reference from three (3) business contacts. Acceptable letters will be from business contacts with knowledge of the bidder's performance as a primary contractor. Letters must be from business contacts with knowledge of the bidder's performance as a primary

contractor in providing services similar to the services described in this RFP and a contact person and telephone number for each reference.

Bidder's Response

Please see Appendix D for reference letters from the following business contacts:

- Phoenix Health Plan
- TERROS Behavioral Health
- University Physicians Healthcare

4.2.6.2 Personnel - The bidder shall provide the following information regarding its personnel. Key personnel described in the bidder's proposal must be the same personnel that begin work on the project unless the Department is notified of and approves a change.

4.2.6.2.1 Provide a table of organization. Illustrate the lines of authority. Include the names and credentials of the owners and executives of your organization and, if applicable, their roles on this project. Also include key personnel who will be involved in providing services contemplated by this RFP.

Bidder's Response

Organizational charts are included in Appendix E. Credentials of executives are listed on their resumes, in Appendix F.

4.2.6.2.2 Provide resumes for all key personnel, including the project manager, who will be involved in providing the services contemplated by this RFP. The resumes of key personnel must include: name, education, and years of experience and employment history, particularly as it relates to the scope of services specified herein.

Bidder's Response

All relevant resumes are enclosed in Appendix F. Bill Blair, our Director of Operations, has been designated as the Project Manager for this contract.

4.2.6.3 Financial Information - The bidder must provide the following financial information:

4.2.6.3.1 Submit audited financial statements (annual reports) for the last three (3) years. Privately owned companies may supply unaudited statements if audited statements are not available.

Such information should include, at the minimum:

- Balance sheet
- Income statement
- Statement of cash flow
- Notes to financial statements

Bidder's Response

Total Transit, Inc. is a privately-held company; therefore, its reviewed financial statements for 2007, 2008, and 2009 are included as Appendix G.

4.2.6.3.2 Provide a minimum of three (3) financial reference letters. The Department is interested in knowing that bidders are financially viable and have a financial history indicative of future financial stability. Therefore financial reference letters from banking institutions and/or creditors that are indicative of such financial history are required.

Bidder's Response

Please see Appendix H for financial reference letters from the following entities:

1. Wells Fargo
2. JP Morgan Chase
3. MSC Distributing

4.2.6.3.3 Provide the following organizational background information:

- Full name, address, and telephone number;
- Date established;
- Ownership (i.e. public company, partnership, etc.)
- Description of business operations;
- Details of any proposed mergers, acquisitions, or sales that may affect financial stability or organizational structure; and
- A description, if any, of insurance claims filed within the past five (5) years.

Bidder's Response	
Full name, address, and telephone number	Total Transit, Inc./RideSource 4600 West Camelback Road Glendale, AZ 85301 (602) 200-3637
Date established	1984
Ownership (i.e. public company, partnership, etc.)	Corporation
Description of business operations	The RideSource division of Total Transit, Inc. is a full-service transportation management company that provides fully outsourced, turn-key mobility management services on behalf of state agencies, managed care organizations, transit authorities and other social services agencies.
Details of any proposed mergers, acquisitions, or sales that may affect financial stability or organizational structure	At this time, there are no proposed mergers, acquisitions, or sales that may affect financial stability or organizational structure.
A description, if any, of insurance claims filed within the past five (5) years.	The RideSource division of Total Transit, Inc. has had no insurance claims filed either by or against it within the last five years.

4.2.6.4 Termination, Litigation, and Investigation - The bidder must provide the following information:

4.2.6.4.1 During the last five (5) years, has the bidder had a contract for services terminated for any reason or has any such contract been subject to any form of default notice or threat of termination. If so, provide full details related to the termination, notice of default, or threat of termination.

Bidder's Response
The RideSource division of Total Transit, Inc. has never had a contract terminated for any reason, and none of its contracts have been subject to any form of default notice or threat of termination.

4.2.6.4.2 During the last five (5) years, describe any damages or penalties or anything of value traded or given up by the bidder under any of its existing or past contracts as it relates to services performed that are similar to the services contemplated by this RFP and the resulting Contract. If so, indicate the reason and the estimated cost of that incident to the bidder.

Bidder's Response
The RideSource division of Total Transit, Inc. has never traded or surrendered damages, penalties, or anything of value under any contracts of any kind.

4.2.6.4.3 During the last five (5) years, list and summarize pending or threatened litigation, administrative or regulatory proceedings, or similar matters that could affect the ability of the bidder to perform the required services. The bidder must also state whether it or any owners, officers, or primary partners have ever been convicted of a felony. Failure to disclose these

matters may result in rejection of the bid proposal or in termination of any subsequent contract. This is a continuing disclosure requirement. Any such issue arising after submission of a bid proposal, and with respect to the successful bidder after the execution of a contract must be disclosed in a timely manner in a written statement to the Department.

Bidder's Response

The RideSource division of Total Transit, Inc. has never been involved in litigation, administrative or regulatory proceedings, or similar matters that could affect our ability to perform the required services. None of RideSource's owners, officers, or primary partners have ever been convicted of a felony. Should either of the above issues arise after submission of this proposal, RideSource will disclose such to the State of Iowa in writing.

- 4.2.6.4.4** During the last five (5) years, have any irregularities been discovered in any of the accounts maintained by the bidder on behalf of others? If so, describe the circumstances of irregularities or variances and disposition of resolving the irregularities or variances.

Bidder's Response

The RideSource division of Total Transit, Inc. has never had any irregularities discovered in any of the accounts it maintains on behalf of others.

7. Authorization to Release Information

AUTHORIZATION TO RELEASE INFORMATION

 Total Transit, Inc./RideSource (name of bidder) hereby authorizes any person or entity, public or private, having any information concerning the bidder's background, including but not limited to its performance history regarding its prior rendering of services similar to those detailed in this RFP, to release such information to the Iowa Department of Human Services.

The bidder acknowledges that it may not agree with the information and opinions given by such person or entity in response to a reference request. The bidder acknowledges that the information and opinions given by such person or entity may hurt its chances to receive contract awards from the Department or may otherwise hurt its reputation or operations. The bidder is willing to take that risk. The bidder agrees to release all persons, entities, and the Department from any liability whatsoever that may be incurred in releasing this information or using this information.

Total Transit, Inc./RideSource

Printed Name of Bidder Organization

Signature of Authorized Representative

Date

Appendix A: Implementation Plan

State of Iowa RideSource Implementation Plan

Thu 4/15/10

ID	Task Name	Duration	Start	Finish	May 23, '10						
					S	M	T	W	T	F	S
1	Business Office	72 days?	Mon 5/24/10	Tue 8/31/10	▶						
2	Search for business office & data center location	24 days?	Mon 5/24/10	Thu 6/24/10	▬						
3	Execute lease for business office and/or data center	6 days?	Thu 6/24/10	Thu 7/1/10	▬						
4	Order/install office furniture	29 days?	Mon 5/24/10	Thu 7/1/10	▬						
5	Order/install telecommunications services for business office & data center	45 days?	Mon 5/24/10	Fri 7/23/10	▬						
6	Order/install telephone system	29 days?	Mon 5/24/10	Thu 7/1/10	▬						
7	Order/install computer equipment	29 days?	Mon 5/24/10	Thu 7/1/10	▬						
8	Hire business office staff	50 days?	Mon 5/24/10	Fri 7/30/10	▬						
9	Write business office procedures manual	50 days?	Mon 5/24/10	Fri 7/30/10	▬						
10	Submit business office procedures manual for approval	22 days?	Mon 8/2/10	Tue 8/31/10	▬						
11	Transportation Support Center (TSC)	72 days?	Mon 5/24/10	Tue 8/31/10	▶						
12	Verify connectivity to Iowa telephone system and telephone lines	24 days?	Mon 5/24/10	Thu 6/24/10	▬						
13	Verify data connectivity and bandwidth for interoffice communications	24 days?	Mon 5/24/10	Thu 6/24/10	▬						
14	Order/install additional telephone & computer equipment for Arizona TSC	72 days?	Mon 5/24/10	Tue 8/31/10	▬						
15	Hire additional Transportation Coordinators	72 days?	Mon 5/24/10	Tue 8/31/10	▬						
16	Train Transportation Coordinators	72 days?	Mon 5/24/10	Tue 8/31/10	▬						
17	Write TSC operations procedure manual	50 days?	Mon 5/24/10	Fri 7/30/10	▬						
18	Submit TSC operations manual for approval	22 days?	Mon 8/2/10	Tue 8/31/10	▬						
19	Transportation Provider Network	69 days?	Mon 5/24/10	Thu 8/26/10	▶						
20	Mail transportation provider network introduction/solicitation letters	24 days?	Mon 5/24/10	Thu 6/24/10	▬						
21	Establish state-wide "meet & greet" meetings with prospective transportation providers	45 days?	Mon 5/24/10	Fri 7/23/10	▬						
22	Conduct site audits of prospective transportation providers	45 days?	Mon 5/24/10	Fri 7/23/10	▬						
23	Contract with selected transportation providers	45 days?	Mon 5/24/10	Fri 7/23/10	▬						
24	Train transportation providers	24 days?	Mon 7/26/10	Thu 8/26/10	▬						
25	Community Outreach & Training	91 days?	Mon 5/24/10	Mon 9/27/10	▶						
26	Medical Providers	91 days?	Mon 5/24/10	Mon 9/27/10	▶						
27	Develop medical provider introduction mailer	24 days?	Mon 5/24/10	Thu 6/24/10	▬						
28	Submit medical provider introduction mailer for approval	22 days?	Thu 6/24/10	Fri 7/23/10	▬						
29	Mail medical provider introduction mailer	24 days?	Mon 7/26/10	Thu 8/26/10	▬						
30	Schedule regional medical provider outreach meetings	22 days?	Fri 8/27/10	Mon 9/27/10	▬						
31	Participants	69 days?	Mon 5/24/10	Thu 8/26/10	▶						
32	Develop participant introduction/instruction mailer	24 days?	Mon 5/24/10	Thu 6/24/10	▬						
33	Submit participant introduction/instruction letter for approval	22 days?	Thu 6/24/10	Fri 7/23/10	▬						
34	Mail participant introduction/instruction letter	24 days?	Mon 7/26/10	Thu 8/26/10	▬						
35	Others	91 days?	Mon 5/24/10	Mon 9/27/10	▶						
36	Develop press release	45 days?	Mon 5/24/10	Fri 7/23/10	▬						
37	Submit press release for approval	24 days?	Mon 7/26/10	Thu 8/26/10	▬						
38	Execute press release	22 days?	Fri 8/27/10	Mon 9/27/10	▬						

Project: State of Iowa Implementation
Date: Thu 4/15/10

Task		Milestone		External Tasks	
Split		Summary		External MileTask	
Progress		Project Summary		Split	

Appendix B: Scorecard Sample

SCORECARD

2010		Jan	%	Feb	%	Mar	%
Orders Placed		8,569	100.0%	8,748	100.0%	9,753	100.0%
1.	Via Web Portal	0	0.0%	1	0.0%	0	0.0%
2.	Via Fax	0	0.0%	0	0.0%	0	0.0%
3.	Via Telephone	8,569	100.0%	8,747	100.0%	9,748	99.9%
4.	Cancelled	208	2.4%	218	2.5%	248	2.5%
Orders Dispatched		8,361	97.6%	8,530	97.5%	9,505	97.5%
1.	No Shows	302	3.6%	408	4.8%	287	3.0%
Orders Completed		7,889	94.4%	7,983	93.6%	8,845	93.1%
1.	On-Time	7,842	99.6%	7,910	99.5%	8,778	99.7%
2.	Late	28	0.4%	43	0.5%	29	0.3%

Appendix C: Transportation Provider Network Marketing Collateral Samples

March 17, 2010

Dear Arizona Transportation Provider,

A major AHCCCS health plan provider is seeking a new non-emergency medical transportation management (NEMT) organization. As a result, RideSource is building its Arizona transportation provider network. We'd like to invite you to start the partnership process and join our network.

Enclosed please find the following:

1. **Overview/Introduction Brochure:** Outlines who we are, what we're doing, and how we can help you build your business.
2. **Letter of Intent:** Indicates that you're willing to provide transportation services under a future contract; it does not bind either your company or RideSource to any particular terms or conditions.
3. **Transportation Provider Enrollment Form:** Gathers general information about your company, including contact information, capabilities, fleet size, rates, and more.

Please review the brochure and if you'd like to be a part of our network, complete the Letter of Intent and return via mail to:

Bill Blair, Director of Operations
RideSource
4600 W. Camelback Road
Glendale, AZ 85301

Alternatively, you can scan and email to me at bblair@ttiaz.com, or fax to **(602) 200-5505**.

After we receive your Letter of Intent and Enrollment Form, you'll be invited to a presentation and question-and-answer session in your area where you can learn more about RideSource and next steps. Until then, please call or email me directly if I can answer any questions or provide further information.

We're taking a fresh, provider-centric approach to managing our transportation network, and look forward to partnering with you.

Sincerely,

Bill Blair
Director of Operations
bblair@ttiaz.com
602-200-5500 Ext. 1642

A major AHCCCS health plan provider is seeking a new non-emergency medical transportation management organization.

As a result, **RideSource** is building its Arizona transportation provider network. We're inviting you to start the partnership process!

About RideSource

RideSource is a transportation management organization under **Total Transit**, a recognized industry leader with 25 years of experience providing transportation services throughout Maricopa and Pima counties. Our sister company, **Discount Cab**, was named the 2009 "Taxicab Large Fleet Operator of the Year" by the Taxicab, Limousine and Paratransit Association (TLPA).

Our Corporate Structure

Total Transit

VALUTRANS DISCOUNT CAB RideSource

Beyond having transportation management expertise, we're also a transportation provider that understands the operations and complexities you face every day. Based on insight gleaned from being a transportation provider, we developed RideSource Automated Mobility Management System (RAMMS), a fully-automated, web-based software application that distributes trips based not only on the lowest cost but in combination with high-quality performance and service. Its unique bid system gives all providers the opportunity to competitively participate in receiving trips. And because most processes are web-enabled, you'll be paid faster and more accurately than ever before!

Benefits of Partnering With Us

What We Offer	Benefit to You
Web-enabled dispatch, invoicing, billing, status updates	Less paperwork; greater visibility
Integration with your dispatch system	Lower operating costs
Simultaneous trip payment and exception processing	Faster payments
Supplemental insurance coverage on our trips	Access to work not previously available
Back room support services	Lower operating costs
Risk management and safety consulting	Lower operating costs
Access to fleet auctions	Greater buying power
Turnkey get-ready process management	Lower operating costs
Vehicle maintenance support in the Phoenix area	Lower operating costs
Enhanced trip visibility and flexible route choices	Reduced deadhead and unpaid miles

We're taking a fresh, provider-centric approach to managing transportation networks.

How to Get Started

**Sign the enclosed Letter of Intent and return to:
Bill Blair, Director of Operations—RideSource**

**Email: bblair@ttiaz.com Fax: 602-200-5505
Mail: 4600 W. Camelback Road, Glendale, AZ 85301**

Questions? 602-200-5500 Ext. 1642

The Letter of Intent indicates only your willingness to provide transportation services under a future contract and does not bind either your company or RideSource to any particular terms or conditions.

Being a part of the RideSource transportation provider network has its benefits!

- We've automated most transportation management processes, so money will go where it belongs: in your bank account.
- We pay quickly and reliably — within seven days of each trip.
- We will share our 25 years of expertise with you—including risk management, insurance, and credentialing.
- We use a unique, performance-based auction process that ensures everyone has the opportunity to receive trips.
- We provide insight into how you're performing.

***Want to grow your business and increase your income?
Return your Letter of Intent today!***

RideSource

4600 W. Camelback Road
Glendale, AZ 85301
www.totaltransit.com/RideSource
(602) 200-3637



**Letter of Intent to Participate in the RideSource
Arizona Non-Emergency Medical Transportation (NEMT) Network**

To Whom It May Concern:

RideSource Holdings, L.L.C., a transportation management organization under the direction of Total Transit, Inc., has requested a contract to provide NEMT transportation services for the State of Arizona.

My company intends to contract with RideSource to provide NEMT services. I understand that any contract with RideSource for services under the NEMT program will be subject to the rules and regulations of RideSource, its clients, and the Arizona Health Care Cost Containment System (AHCCCS), Arizona's Medicaid agency, depending on the scope of the contract.

This Letter of Intent indicates only our willingness to provide transportation services under a future contract and does not bind either my company or RideSource to any particular terms or conditions.

Name

Title

Transportation Company

Address, City, State, ZIP

Signature

Date

Arizona Transportation Provider Enrollment Form

Company Name Website

Physical Address City State ZIP

Mailing Address City State ZIP

Phone Fax Trip Request Phone

Name of Individual Authorized to Enter Company into Contractual Obligations

Title Phone Email

Select the counties in which you operate:

Apache Cochise Coconino Gila Graham Greenlee

LaPaz Maricopa Mohave Navajo Pima Pinal Santa Cruz Yavapai Yuma

Number of Vehicles in Your Fleet	Rates	Do you operate 24/7?																																							
Taxi <input type="text"/> Wheelchair <input type="text"/> Non-Emergency Stretcher <input type="text"/> Bariatric Wheelchair/Stretcher <input type="text"/>	<table border="1"> <thead> <tr> <th></th> <th>Drop Rate</th> <th>Mileage Rate</th> </tr> </thead> <tbody> <tr> <td>Ambulatory</td> <td><input type="text"/></td> <td><input type="text"/></td> </tr> <tr> <td>Wheelchair</td> <td><input type="text"/></td> <td><input type="text"/></td> </tr> <tr> <td>Bariatric</td> <td><input type="text"/></td> <td><input type="text"/></td> </tr> <tr> <td>Stretcher</td> <td><input type="text"/></td> <td><input type="text"/></td> </tr> </tbody> </table>		Drop Rate	Mileage Rate	Ambulatory	<input type="text"/>	<input type="text"/>	Wheelchair	<input type="text"/>	<input type="text"/>	Bariatric	<input type="text"/>	<input type="text"/>	Stretcher	<input type="text"/>	<input type="text"/>	<input type="checkbox"/> Yes <input type="checkbox"/> No If not, complete the below Hours of Operation <table border="1"> <thead> <tr> <th></th> <th>From</th> <th>To</th> </tr> </thead> <tbody> <tr><td>Mon</td><td><input type="text"/></td><td><input type="text"/></td></tr> <tr><td>Tues</td><td><input type="text"/></td><td><input type="text"/></td></tr> <tr><td>Wed</td><td><input type="text"/></td><td><input type="text"/></td></tr> <tr><td>Thurs</td><td><input type="text"/></td><td><input type="text"/></td></tr> <tr><td>Fri</td><td><input type="text"/></td><td><input type="text"/></td></tr> <tr><td>Sat</td><td><input type="text"/></td><td><input type="text"/></td></tr> <tr><td>Sun</td><td><input type="text"/></td><td><input type="text"/></td></tr> </tbody> </table>		From	To	Mon	<input type="text"/>	<input type="text"/>	Tues	<input type="text"/>	<input type="text"/>	Wed	<input type="text"/>	<input type="text"/>	Thurs	<input type="text"/>	<input type="text"/>	Fri	<input type="text"/>	<input type="text"/>	Sat	<input type="text"/>	<input type="text"/>	Sun	<input type="text"/>	<input type="text"/>
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What two-way system/technology do you use to communicate with your drivers?

DDS Mobile Knowledge Radio

Nextel Other

Number of drivers Bi-lingual drivers? Yes No

Are you willing to train, perform background and drug tests, and evaluate your drivers based on contract terms? Yes No

Do you have automobile insurance of at least \$300,000? Yes No

Do you have general liability insurance of at least \$300,000? Yes No

Can you provide an Arizona Corporations Commission Certificate of Good Standing? Yes No

Appendix D: Business Reference Letters

April 13, 2010

RideSource
4600 W. Camelback Road
Glendale, AZ 85301

RE: RideSource Relationship with Phoenix Health Plan (PHP)

Dear Madam, Sir:

It is my pleasure to write this reference letter for RideSource, the Transportation Management Organization (TMO) for PHP.

PHP is an AHCCCS health provider, providing health care services for eligible Medicaid members throughout Pima, Maricopa, Apache, Coconino, Mohave, Navajo, Yavapai, Gila, and Pinal counties. PHP has been a Total Transit partner for the past 8 years. Total Transit provides over 8,000 trips a month with a 99.7% on-time percentage and a void rate of less than 7% compared to an industry standard of over 15%. PHP is in a capitated arrangement with Total Transit transportation management company RideSource. RideSource invoices over \$2.6M a year to PHP to manage their entire transportation business for their 189,000 members.

We have been very happy with RideSource as our TMO and would recommend them to any Medicaid health care service provider.

Please contact me if you have any questions or would like additional information about PHP's relationship and history with RideSource.

Sincerely,



Mary A. Lucero
Director Member Services
602-824-3714



3003 North Central Avenue
Phoenix, AZ 85012-2914
(602) 685-6000
www.terros.org

April 13, 2010

RideSource
4600 W. Camelback Road
Glendale, AZ 85301

RE: RideSource Relationship with TERROS Behavioral Health

To Whom It May Concern:

It is my pleasure to write this testimonial letter/ for RideSource, the Transportation Management Organization (TMO) for TERROS.

TERROS is the second largest behavioral health provider in Arizona. TERROS has been a Total Transit partner for the past 6 years. The relationship has developed to the stage where RideSource, Total Transit's transportation management company now handles all duties surrounding transportation for TERROS throughout Maricopa County. This includes but not limited to: member screening, eligibility, education of available transportation options (bus, taxi, light rail, etc), billing, encounter data, vehicle inspections, provider driver screening, provider driver training and quality assurance. Total Transit performs over 3,000 trips a month and currently invoices TERROS over \$1M a year for transportation management services. TERROS is similar to Magellan where Total Transit has lowered their void rates to almost single digits. TERROS has over 15,000 behavioral health participants.

We have been extremely pleased with RideSource's performance and would not hesitate to recommend their services. Of key importance to our agency is Total Transit's professionalism and focus on providing excellence in customer service. They are truly a pleasure to work with. Please contact me for more information about our relationship and history with RideSource.

Sincerely,

A handwritten signature in black ink, appearing to read "Ron Carpio". The signature is fluid and cursive, with a large, sweeping flourish at the end.

Ron Carpio
Vice President Families FIRST
602-512-2960



MARICOPA
HEALTH PLAN

Count on us to care.

managed by



2502 E. University Drive, Suite 125 • Phoenix, Arizona 85034
1 (800) 582-8686 • Fax (602) 344-8372
www.mhpaz.com

April 14, 2010

RE: RideSource Relationship with University Physicians Health Plans (UPHP)

To Whom This May Concern:

RideSource is a Transportation Management Organization (TMO) for UPHP and UPHP has enjoyed a good working relationship with RideSource for many years.

UPHP is an AHCCCS health provider, providing health services for eligible Medicaid individuals throughout Pima, Maricopa, Greenlee, Cochise, Graham, Gila and Pinal Counties. Total Transit, Inc. provides over 7,000 trips a month with a 99.5% on-time percentage and a void rate of less than 7%. UPHP is currently contracted with RideSource on a fee-for-service basis to provide services in both Maricopa and Pima Counties.

RideSource is a conscientious service provider for our membership. Feel free to contact me with any questions you may have.

Sincerely,

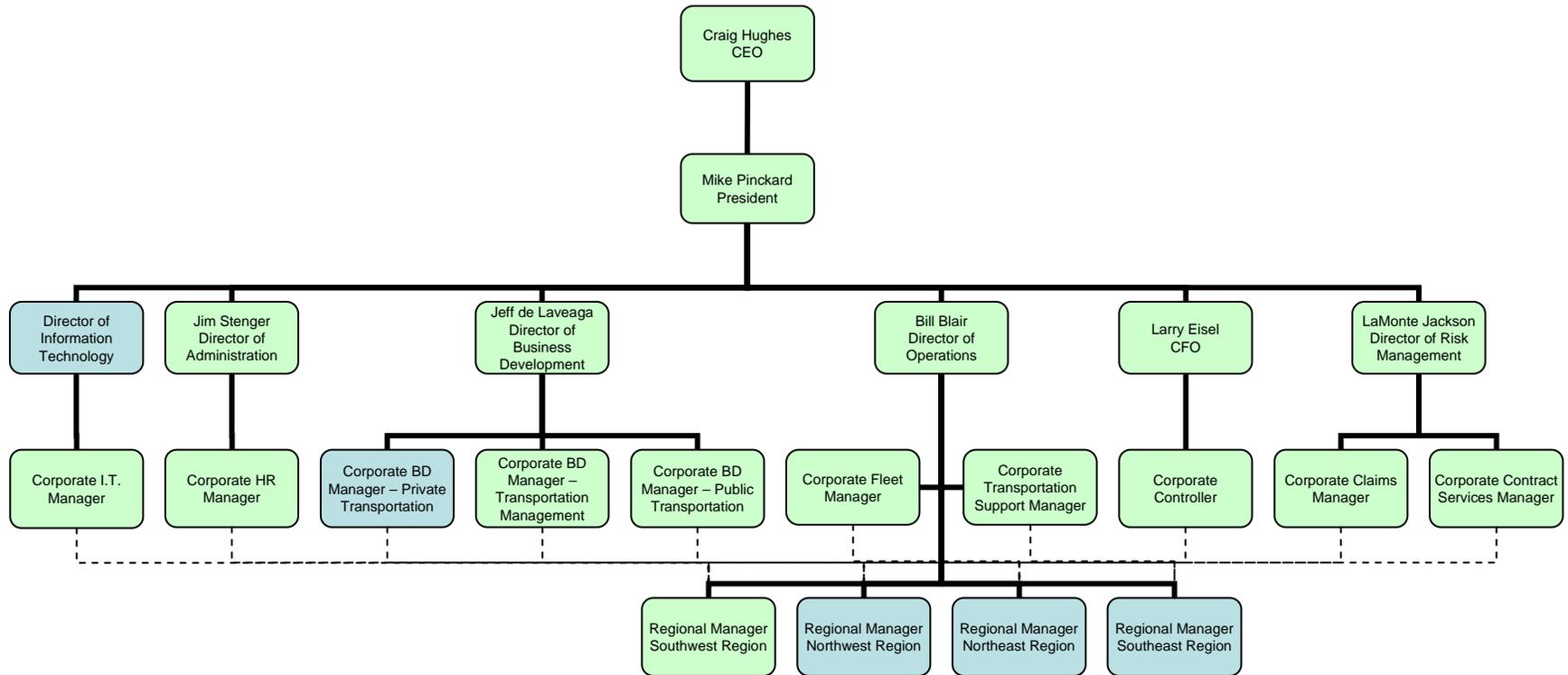
A handwritten signature in cursive script that reads "Mary Consie".

Mary Consie
Director, Network Development
602-344-8389

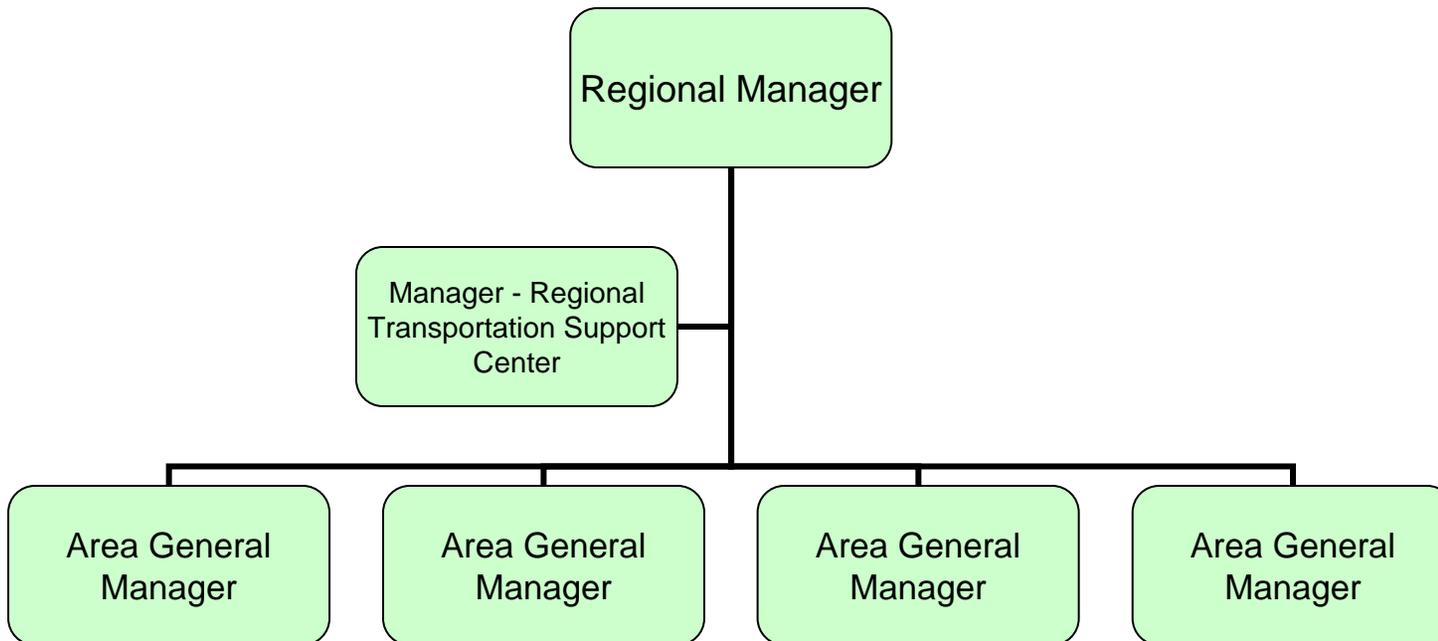
Appendix E: Organizational Charts

Total Transit

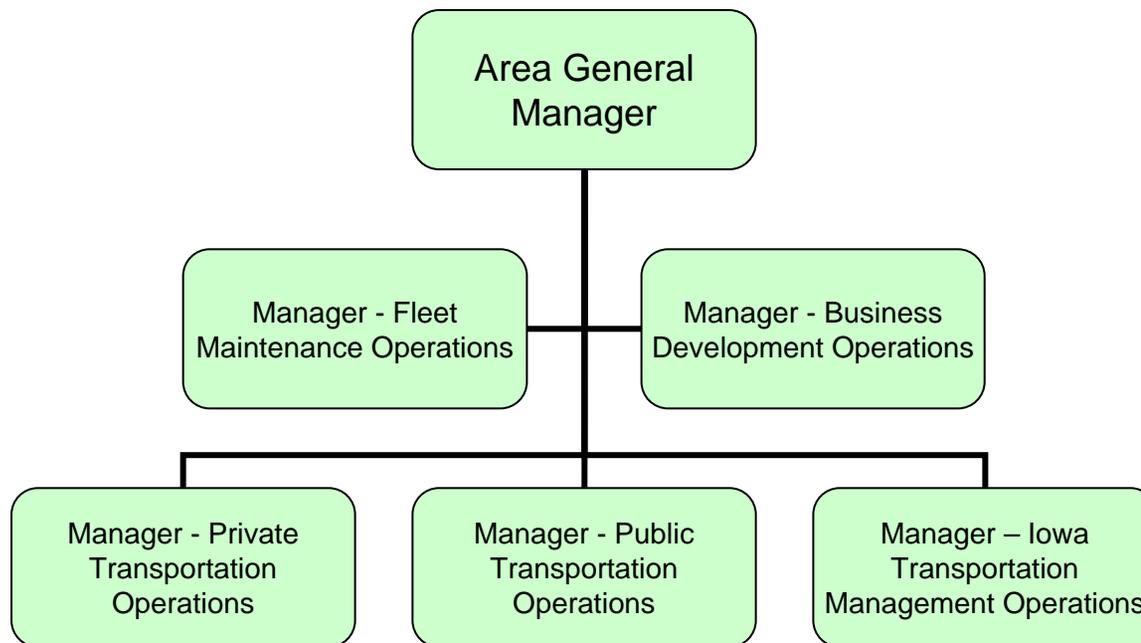
Corporate Organizational Structure



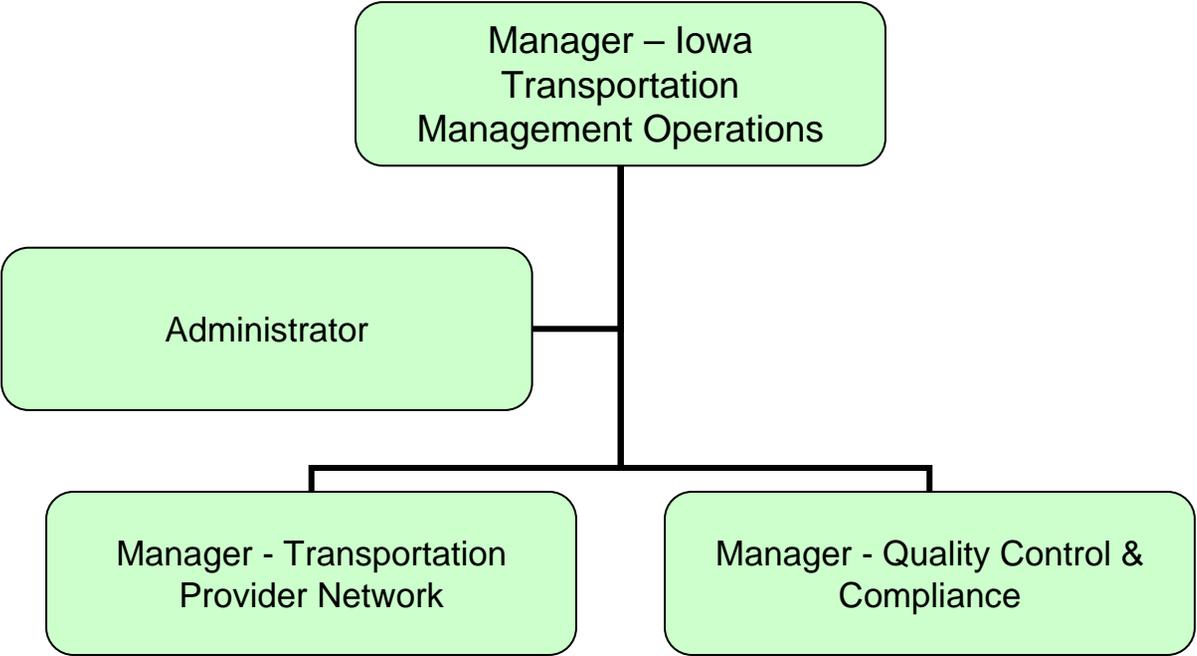
Total Transit/RideSource Regional Organization Structure



Total Transit/RideSource Area Organizational Structure

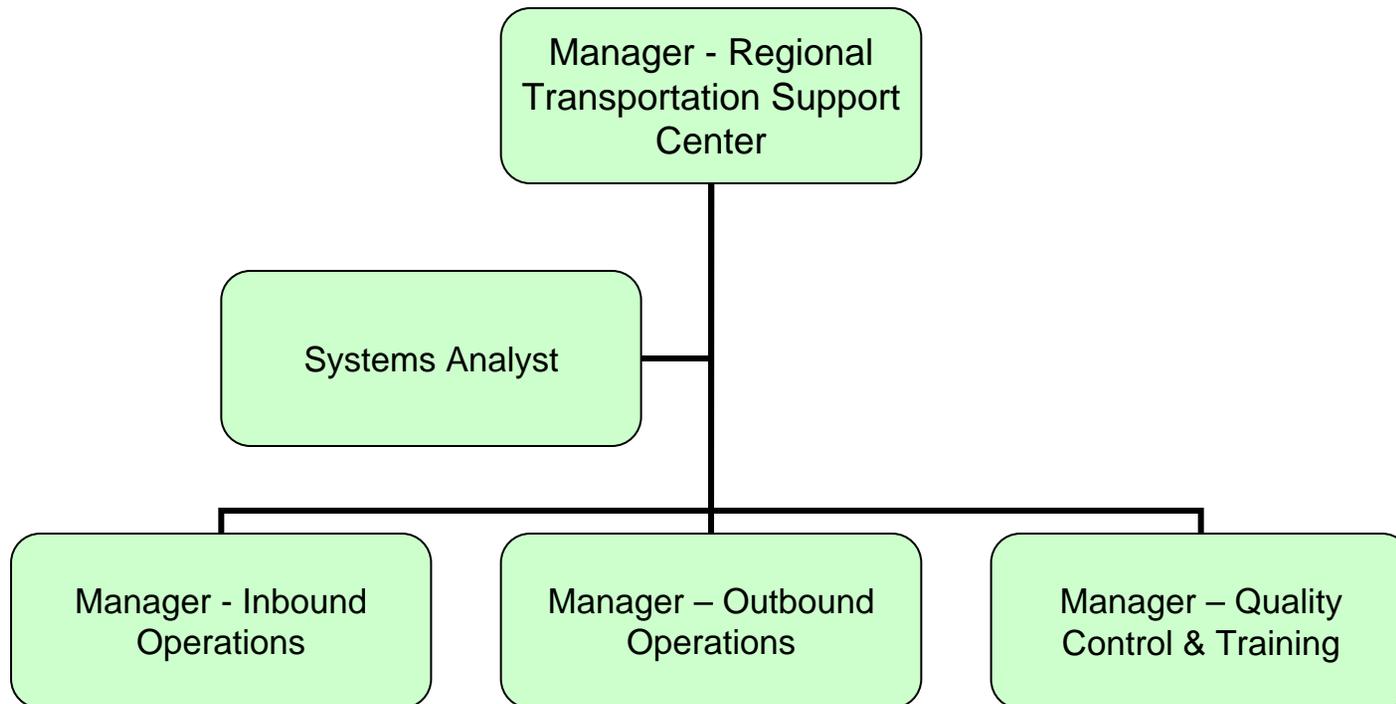


Total Transit/RideSource Transportation Management Organization



Total Transit/RideSource

Regional Transportation Support Center Organization



Appendix F: Resumes of Key Personnel

Name	Craig Hughes
Title	CEO
Education	University of Arkansas, Fayetteville, AR <ul style="list-style-type: none"> • BS, Business Administration with a major in Transportation and Marketing. • Some post graduate work in Logistics
Years of Experience	26
Employment History	<p>TOTAL TRANSIT, INC. (1984-present) Founder and CEO Initially purchased a small airport cab company. Started Discount Cab in July of 1984 with 2 cabs. Currently operate 562 vehicles</p> <p>RIDESOURCE, INC. (2006-present) Founder and President Concentrates on Transportation outsourcing and trip brokerage. Provide seamless support through our VOIP phone system.</p> <p>VALUTRANS, INC. (2007-present) Founder and President Started operation of buses under contract with Valley Metro. Recently awarded 2 new express routes.</p> <p>TAXICAB, LIMOUSINE AND PARATRANSIT ASSOCIATION (2004-present) Director Unpaid advisory role. Member of the taxicab committee.</p>
Awards	<p>Taxicab, Limousine and Paratransit Association (TLPA), a national trade group, named Discount Cab their 2009 Large Operator of the Year – a prestigious honor that demonstrates his commitment to hard work, excellence, and integrity.</p> <p>He was also honored as one of the Phoenix Business Journal's "2010 25 Most Admired CEOs & Top Level Executives"</p>

Name	Mike Pinckard
Title	President
Education	Currently completing OPM program at Harvard Business School
Years of Experience	27
Employment History	<p>TOTAL TRANSIT, INC. (2002 – Present) President Mike provides leadership to the company's management team by focusing management resources on achieving the strategic initiatives of the company.</p> <p>ELYTE ATM SERVICES (2001 to 2002) Senior Vice President Full profit and loss responsibility for a regional ATM services provider. Responsible to define, implement and maintain a progressive, customer driven operations culture. Utilized a combination of innovative operating principles, effective continuous improvement models and detailed business metrics to produce superior service quality and outstanding financial performance.</p> <p>CORPORATE EXPRESS DELIVERY SYSTEMS (1998 to 2000) District General Manager, Arizona District Profit and loss responsibility for a statewide transportation network generating over 15 million in annual sales. The network includes five profit centers, with over 100 vehicles and more than 300 employees and Independent Contractors providing a wide range of transportation solutions to an extremely diverse customer base. Responsible to coordinate sales, operations and administration through sound business planning, strong organizational efficiency and accountability and effective team building, leadership and direction.</p> <p>LOOMIS, FARGO & CO (1993 to 1998) Area General Manager, Arizona Profit and loss responsibility for a 12 million dollar area, consisting of 6 facilities, 20 staff members, over 200 employees and a fleet of more than 100 armored vehicles. Provided armored transportation, ATM, cash processing and other risk management services to the banking, commercial and retail markets. Responsible to coordinate sales and operations, develop and implement business plans and define operating strategies within a highly decentralized organization.</p> <p>BRINK'S INC. (1983 to 1993) District Manager, California ATM Matrix type responsibility for ATM operations throughout the state of California. Direct responsibility for delivering First Line Maintenance services and indirectly responsible for coordinating armored transportation support, statewide. Designed, implemented and managed a fully automated, centralized dispatch facility.</p>

Name	Jim Stenger
Title	Director of Administration
Education	University of Arizona BS, Business Administration
Years of Experience	44
Employment History	<p>TOTAL TRANSIT, INC. (2003 – Present) Director of Administration Responsible for administrative support services, including human resources, strategic planning, facilities management, and business systems and organizational development.</p> <p>BASE NINE, INC. (1999 – Present)</p> <ul style="list-style-type: none"> • The development of dispatch protocols and the technical modernization of the requests for service and vehicle scheduling functions for two large recently merged special needs transportation companies, maximizing vehicle use and simplifying staffing requirements. • The operational reorganization of a mid-sized vending service company, including the development and implementation of policies and procedures for product order, inventory, and accounting, cash collection and control, and route construction and service delivery. <p>RURAL/METRO CORPORATION (1966 – 1998)</p> <ul style="list-style-type: none"> • Progressive operational and management responsibilities through local, regional and national theaters and corporate staff departments to Senior Vice President and Management Committee level accountability for enterprise-wide organizational development, operations planning and review, acquisition due-diligence and integration, internal program and systems audit, and budget and critical success factor development and analysis for emergency and non-emergency response operations. • Additional critical accountabilities included the review of active and prospective client service level criteria, and the development, budgeting and negotiation of service contracts; Corporate human resources administration, including compensation and benefits, policy and procedure and employee-relations functions; and the development and management of operational support services functions and departments such as communications, fleet maintenance, purchasing and facilities.

Name	Jeff de Laveaga
Title	Director of Business Development
Education	<p>California Lutheran University, Thousand Oaks, CA BS, Physical Education</p> <p>University of Phoenix MBA in process</p>
Years of Experience	16
Employment History	<p>TOTAL TRANSIT, INC. (2007 to present) Director – Business Development Hired to grow the company from \$25M to \$50M over the next 5-years. Responsible for building the business development organization from the ground up (hiring personnel, creating business plan, organizational plan, compensation plan and selling process). Focus growth surrounding revenue, retention and recruiting. Three lines of business: Transit, Mobility Management and Taxi cab services. Selling verticals: Government agencies, Health Care, Hospitality and entertainment industry</p> <p>ONETOUCH (2002 to 2007) Western Region Director of Sales Responsible for revenue generation throughout a 10-state region. Award winning global interactive distance learning application for disburse operations. Rewarded with President Club honors for sales efforts 2003, 2004 and 2005. Selling verticals: Fortune 500, “Big-Box” retail companies</p> <p>INTELITOUCH (2000 to 2002) Vice President of Sales, Director of Sales - North America Start-up scenario. Developed an entire software (CRM) sales organization from the ground up. Developed processes for hiring, selling, training, mentoring, and code of conduct. Immediate impact toward revenue generation and valuable partnerships. Sold dot.com to Realtors.com for \$3.1M in the first 18-months of inception. Selling vertical: CRM, Real Estate Brokerages, Agents, Title and Mortgage companies</p> <p>AT&T LOCAL SERVICE (1994-2000) Director of Sales -Western Region-Global Division California, Washington, Oregon, Idaho, Arizona, Nevada, Utah, Colorado Responsible for \$500M in total revenue. Overall Sales responsibilities for the Western Region, which included (87) direct reports: sales managers, account executives, technical consultants, support managers and project managers. Responsible for all Global sales involving the Nations top 2200 corporate companies. Quota achievement throughout AT&T employment was 313%. Regional Director of the year 1999 and 2000, Southwest Region Sales Manager of the year 1998 and 1997. Recognized as the AVNET’s vendor of the year 1998. President Club member, AT&T’s top 1%: 1999, 1998, 1997 and 1996.</p>

Name	Bill Blair
Title	Director of Operations – Designated Project Manager for State of Iowa NEMT
Education	<p>Webster University, Beaufort, SC MA, Business Administration</p> <p>University of Kansas, Lawrence, KS BS, Business Administration</p>
Years of Experience	14
Employment History	<p>TOTAL TRANSIT, INC. (2007 – Present) Director of Operations Manage strategic planning, safety, profitability, budget administration, and day to day operations of three area profit centers that are responsible for over 400 vehicles. Oversees the call center which processes over three million telephone calls/faxes a year. Develops policies and procedures and negotiates customer/vendor contracts. Provides project management leadership.</p> <p>DISTRIBUTION MANAGEMENT CORPORATION (2006 –2007) Site Manager Managed strategic planning, safety, profitability, and day to day operations for a regional air/ground courier company. Oversaw 100 couriers in a two state area. Responsible for the daily on-time delivery of thousands of customer packages and financial information.</p> <p>LOOMIS, FARGO & CO. (1999–2006) Branch Manager (2005 –2006) Managed operations, safety, profitability, and strategic business development of a \$16 million branch with a two facilities totaling 55K square feet, 60-vehicle fleet, and over 200 personnel. Led branch back to its former high level of profitability after executing a complicated and comprehensive state-wide re-route. Returned to Branch Manager position after General Manager position was organizationally eliminated.</p> <p>General Manager (2003–2005) General Manager of a two-state, \$6.5 million Southwest Area with 110 employees for this leading U.S. armored transportation, ATM service, and cash management company. Managed strategic planning, day-to-day operations, business development, and budget administration. Oversaw three vaulted facilities and fleet mechanic staff tasked with administering 33 vehicles. Directly managed, trained, and developed three Branch/Operations Managers charged with oversight of 100 management, supervisory, sales, and field staff. Developed and implemented processes and procedures. Negotiated customer and vendor contracts. Interacted with customers and national sales account representatives to ensure top-level service.</p> <p>Western Division Operations Manager (2002–2003) Led day-to-day and turnaround operations for \$130 million Western Division with 35 branches and 1,550 personnel. Served as division-wide Customer Service Project Manager charged with averting and resolving issues. Devised and executed standards, policies, and procedures. Provided dotted-line leadership to 35 Branch Operations Managers. Project managed branch turnarounds by developing operational controls to assist in identifying and resolving performance issues.</p>

Branch Manager (1999–2002)

Managed operations, safety, profitability, and strategic business development of a \$10 million branch with two vaulted facilities, 49-vehicle fleet, and 120 personnel. Facilitated sales presentations to prospective customers. Teamed with business partners to ensure customer satisfaction. Developed and implemented operational/customer service policies, procedures, and performance metrics. Orchestrated security, driver safety, and new hire safety training programs.

WELLS FARGO BANK (1996–1999)

Operations Manager/Assistant Vice-President

Led operations and production for a Cost Center with 50 personnel. Closely monitored production performance to ensure compliance with processes, procedures, and deadlines. Developed and implemented best practices policies in tandem with peers. Closely interacted with Proof Department. Oversaw training to minimize production errors. Directed equipment maintenance, service, and repair.

UNITED STATES MARINE CORPS, 1975–1996

- Commanding Officer, Phoenix, AZ (1993–1996)
- Sourced and qualified 1,000 military recruitment candidates. Managed 20+ office facilities across three states. Oversaw a 40-vehicle fleet. Closely interacted with state and local law enforcement and education officials.
- Inspector/Instructor, Salt Lake City, UT (1991–1993)
- Rifle Company Commanding Officer, Jacksonville, NC (1989–1991)
- Student Amphibious Warfare School, Quantico, VA (1988–1989)
- Depot Training Officer/NCO Academy Director, Beaufort, SC (1986–1988)
- Series Officer, Beaufort, SC (1985–1986)
- Regimental Adjutant, Kaneohe Bay, HI (1983–1985)
- Company Executive Officer (1982–1983)
- Rifle Platoon Commander (1982), Kaneohe Bay, HI

Name	Larry Eisel, CPA, CMA
Title	Chief Financial Officer
Education	University of Michigan, Ann Arbor, Michigan BBA, Accounting Concentration Certified Public Accountant Certified Management Accountant
Years of Experience	27
Employment History	<p>TOTAL TRANSIT, INC. (2009-Present) Chief Financial Officer Direct all finance and accounting activities (total staff of 13). Improved working capital management, increased operating cash flow. Negotiated expanded Bank Lines of Credit. Coordinated successful completion of first financial audit. Re-engineered budgeting and planning processes. Directed documentation and internal control evaluation of all accounting processes.</p> <p>INTERNATIONAL INSTITUTE OF THE AMERICAS (2007-2008) Chief Financial Officer Directed all finance, IT, financial aid, purchasing and student loan activities (total staff of 20). Developed turnaround plan realigning human capital to create a profit-center based organization with decentralized decision making; reduced corporate staff and transitioned responsibilities to strategy setting, financial oversight and compliance (annual cost savings = \$3.0 million). Upgraded Financial Aid, IT and Finance department leadership. Increased active student count 50% in first 8 months Developed reporting packages highlighting key performance indicators Created monthly income statement, balance sheet and cash flow projections Evaluated and selected new student management and finance software packages; mapped, rationalized and documented business processes to facilitate conversion.</p> <p>PHOENIX NEWSPAPERS, INC. (THE ARIZONA REPUBLIC) (2005-2007) Controller/Director of Finance Directed staff of 70 responsible for reporting, general accounting, accounts payable, payroll, purchasing, compliance, billing/accounts receivable, collections and application systems support. Reduced finance department headcount 15% yielding a savings of \$0.5 million. Generated savings of \$2 million through implementation of cost reduction programs. Established Internal Audit function, developed audit charter, local risk assessment and project plan. Streamlined and improved internal reporting Reduced Bad Debt expense 30% through improved collection process.</p> <p>UNIVERSAL TECHNICAL INSTITUTE, INC. (2001-2005) Corporate Controller Led staff of 60 responsible for financial reporting, campus accounting operations, purchasing, treasury, accounts payable, payroll, general accounting, tax and financial aid accounting. Participated in Initial Public Offering of \$177 million and Secondary Public Offering of \$253 million. Coordinated closing of \$46 million private equity placement. Directed all Sarbanes-Oxley compliance activities including risk assessment, IT assessment, documentation and testing. Negotiated and closed real estate financing transactions (up to \$30 million). Developed investment policy yielding a 50% improvement in return. Developed product profitability analysis leading to a significant shift in sales mix. Managed sale of an unprofitable subsidiary.</p>

POLYTEK RUBBER & RECYCLING (2000-2001)

Acting Chief Executive Officer: Successfully directed all pre-merger business activities

Chief Financial Officer: Managed all finance and IT activities. Coordinated shutdown of unprofitable plant operations. Developed financial models, made presentations to investment bankers and assembled due diligence materials in support of an equity investment of \$12 million. Developed a turnaround plan for multiple operations covering new production capabilities, overhead cost reductions and a shift in customer base yielding a margin improvement of over \$4 million.

MARINE ACCESSORIES CORPORATION (1999-2000)

Vice President of Finance & Administration

Supervised staff of 10 responsible for finance, IT, legal and human resources.

Generated a 20% cost reduction by restructuring the accounting function. Improved visibility to segment performance by upgrading management financial reports.

Designed and implemented a strategic planning and budgeting process

OTHER RELATED EXPERIENCE

- TECUMSEH CORRUGATED BOX COMPANY – CFO (1994-1999)
- BELLOFRAM CORPORATION – Controller (1993-1994)
- SQUARE D COMPANY – Internal Audit/Plant Controller/Divisional Controller (1988-1993)
- AAA MICHIGAN – Internal Audit (1986-1988)
- CROWE CHIZEK, CPAs (1983-1986)

Name	LaMonte K. Jackson
Title	Director of Risk Management
Education	<p>Southern Illinois University Business Administration Major</p> <p>Ford Schools Insurance and Securities Property and Casualty Adjuster Training 2006</p> <p>Risk and Insurance Manager Society Claims Management Training and Adjusting 2007</p>
Years of Experience	29
Employment History	<p>TOTAL TRANSIT, INC. (1991-Present) Director of Risk Management</p> <p>COURIER COACH (1990-2001) Director Bus Services</p> <p>CENTRAL MANAGEMENT CORPORATION (1983-1990) Vice President</p> <p>HERTZ RENT-A-CAR (1981-1983) Rental Representative</p>
Professional Designations	<p>RISK & INSURANCE MANAGERS SOCIETY ARIZONA CENTRAL CHAPTER (2008-2009) President</p> <p>RISK & INSURANCE MANAGERS SOCIETY (2008) Members and Chapter Services Committee</p> <p>TAXI LIVERY & PARATRANSIT ASSOCIATION (1997-Present)</p>

Appendix G: Financial Statements

TOTAL TRANSIT, INC. and AFFILIATES

Combined Assets (unaudited)

	<u>12/31/2009</u>	<u>12/31/2008</u>	<u>12/31/2007</u>
CURRENT ASSETS			
Cash and Equivalents	\$ 1,366,767	\$ 366,692	\$ 866,962
Investments	3,582,637	60,689	328,147
Accounts Receivable	1,380,387	2,211,718	1,438,352
Driver Account/Loan Balances	122,331	114,572	174,722
Prepaid Expenses	258,744	334,599	223,882
Due from Affiliate	-	-	30,709
Vehicle Parts Inventory	179,199	207,294	228,960
Other Current Assets	31,407	7,640	9,480
Total Current Assets	<u>6,921,472</u>	<u>3,303,204</u>	<u>3,301,214</u>
PROPERTY AND EQUIPMENT			
Land	292,573	292,573	292,573
Buildings	2,648,152	2,648,152	2,648,152
Building Improvements	1,536,586	797,596	797,596
Vehicles	6,665,108	6,919,048	4,989,474
Shop Equipment	1,573,345	1,391,389	1,216,953
Office furniture and Equipment	329,543	336,016	302,643
Computer Software and Equipment	1,256,829	1,095,630	1,144,900
Leasehold Improvements	337,377	332,314	228,626
Assets not yet placed in service	342,557	-	-
Total Depreciable Property and Equip	<u>14,982,070</u>	<u>13,812,719</u>	<u>11,620,917</u>
Accumulated Depreciation	<u>(6,108,237)</u>	<u>(5,730,485)</u>	<u>(4,283,834)</u>
Total Property and Equipment	<u>8,873,833</u>	<u>8,082,234</u>	<u>7,337,083</u>
OTHER ASSETS			
Notes Receivable	71,926	150,362	161,284
Intangibles (Net of Amortization)	-	24,067	51,275
Refundable Deposits	35,400	187,656	24,600
Total Other Assets	<u>107,326</u>	<u>362,085</u>	<u>237,159</u>
TOTAL ASSETS	<u>\$ 15,902,631</u>	<u>\$ 11,747,523</u>	<u>\$ 10,875,457</u>

TOTAL TRANSIT, INC. and AFFILIATES

Combined Liabilities and Stockholders' Equity (unaudited)

	<u>12/31/2009</u>	<u>12/31/2008</u>	<u>12/31/2007</u>
CURRENT LIABILITIES			
Lines of Credit	\$ 500,000	\$ 690,222	\$ -
Current Portion of Long-term Debt	1,028,840	1,476,525	1,241,933
Accounts Payable	459,184	359,752	494,889
Accrued Claims Expense	812,039	1,053,561	979,262
Accrued Expenses	<u>1,202,210</u>	<u>609,565</u>	<u>776,710</u>
Total Current Liabilities	<u>4,002,273</u>	<u>4,189,625</u>	<u>3,492,794</u>
LONG-TERM DEBT			
Mortgage Payable	5,206,251	2,008,066	2,191,967
Swap Agreement - Wachovia	132,128	-	-
Notes Payable	476,962	1,448,236	1,037,196
Obligations Under Capital Lease	-	66,906	257,970
Loan Payable - Craig Hughes	-	<u>100,181</u>	<u>220,181</u>
Total Long-Term Debt	<u>5,815,341</u>	<u>3,623,389</u>	<u>3,707,314</u>
TOTAL LIABILITIES	<u>9,817,614</u>	<u>7,813,015</u>	<u>7,200,108</u>
STOCKHOLDERS' EQUITY			
Capital Stock/Members' Capital	1,102,932	720,695	720,695
Additional Paid-In Capital	257,661	107,661	107,661
Retained Earnings	<u>4,724,424</u>	<u>3,106,152</u>	<u>2,846,993</u>
Total Stockholders' Equity	<u>6,085,017</u>	<u>3,934,508</u>	<u>3,675,349</u>
TOTAL LIAB & STOCKHOLDERS' EQUITY	<u>\$ 15,902,631</u>	<u>\$ 11,747,523</u>	<u>\$ 10,875,457</u>

TOTAL TRANSIT, INC. and AFFILIATES

Combined Statements of Income (unaudited)

Years ended December 31

	<u>2009</u>	<u>2008</u>	<u>2007</u>
SALES	\$ 31,488,277	\$ 26,300,224	\$ 21,997,627
COST OF SALES	<u>18,527,602</u>	<u>17,052,766</u>	<u>14,029,939</u>
GROSS PROFIT	12,960,675	9,247,458	7,967,688
GENERAL AND ADMIN EXPENSES	<u>9,226,394</u>	<u>7,597,346</u>	<u>5,648,507</u>
INCOME FROM OPERATIONS	<u>3,734,281</u>	<u>1,650,112</u>	<u>2,319,181</u>
OTHER INCOME/(EXPENSE)			
Gain/(Loss) on Sale of Vehicles	(115,420)	22,295	(63,365)
Interest Income	112,732	10,489	3,037
Other Income/(Expense)	317,886	(9,052)	252,502
Investment Income/(Loss)	486,846	4,443	14,172
Income Taxes	(33,500)	-	-
Swap Agreement Expense	(132,128)		
Interest Expense	<u>(485,975)</u>	<u>(339,602)</u>	<u>(294,051)</u>
Total Other Income/(Expense)	<u>150,441</u>	<u>(311,427)</u>	<u>(87,705)</u>
NET INCOME (LOSS)	<u>\$ 3,884,722</u>	<u>\$ 1,338,685</u>	<u>\$ 2,231,476</u>

TOTAL TRANSIT, INC. and AFFILIATES

Combined Statements of Cash Flows (unaudited)
Years ended December 31

	<u>2009</u>	<u>2008</u>
CASH FLOWS FROM OPERATING ACTIVITIES		
Net Income (Loss)	\$ 3,884,722	\$ 1,338,685
Adjustments to Reconcile Net Income (Loss) to Net Cash Provided/Used in Operating Activities:		
Depreciation and Amortization	2,517,006	2,158,440
Change in Allowance for Doubtful Accts.	(25,000)	85,000
(Gain)/Loss on Disposal of Assets	115,420	(17,427)
Unrealized Gain on Investments	189,308	-
Change in Assets and Liabilities:		
Accounts Receivable	998,572	(798,216)
Prepaid Expenses	75,854	(104,735)
Intercompany Receivables/Payables	90,180	(121,280)
Other Current Assets	90,995	(139,621)
Accounts Payable	99,432	(135,136)
Accrued Expenses	390,010	(92,847)
Net Cash from Operating Activities	<u>8,426,499</u>	<u>2,172,863</u>
CASH FLOWS FROM INVESTING ACTIVITIES		
Acquisition of Property and Equipment	(3,579,876)	(2,862,879)
Proceeds from the Sale of Assets	179,879	197,509
Increase in Investments	(3,521,881)	-
Change in Note Receivable	59,181	10,923
Net Cash Provided/(Used) in Investing Activities	<u>(6,862,697)</u>	<u>(2,654,447)</u>
CASH FLOWS FROM FINANCING ACTIVITIES		
Change in LOC/Long Term Debt	1,522,179	960,890
Change in Loan Payable - C Hughes	(100,181)	(120,000)
Change in Swap Agreement	132,128	-
Shareholder Distributions	(2,117,853)	(859,576)
Net Cash Provided/(Used) in Financing Activities	<u>(563,727)</u>	<u>(18,686)</u>
Net Increase/(Decrease) in Cash	<u>\$ 1,000,075</u>	<u>\$ (500,270)</u>
Cash Beginning of Year	366,692	866,962
Cash End of Year	1,366,767	366,692

Appendix H: Financial Reference Letters



Catherine C Berg
Vice President

Commercial Banking
Mail Code AZ1-1178
P.O. Box 71
Phoenix AZ 85001

602-221-2875
602-221-1259 Fax
602-320-5058 Cell
catherine.c.berg@JPMChase.com

April 8, 2010

The State of Iowa

Re: Total Transit and RideSource.

To whom it may concern:

Total Transit and RideSource are valued customers of our organization and as such, we are pleased to provide this letter of reference.

They have maintained credit and depository accounts with JP Morgan Chase since 1996. Their low-seven figure credit relationship has been paid as agreed. Current deposit balances are in the low-seven figure range.

Overall, Total Transit and RideSource maintain an exceptional relationship with JP Morgan Chase. Should you need additional information, please do not hesitate to contact me at the number listed above or call Mike Pickerd, Senior Vice President / Commercial Banking Division Manager, at (602) 221-1693.

Sincerely,

Catherine C. Berg
Vice President



Phoenix Business Bank
MAC 53840-040
2355 E. Camelback Road
4th Floor
Phoenix, AZ 85016

April 8, 2010

To Whom It May Concern:

This is to certify that Total Transit, Inc and Subsidiaries have been clients of Wachovia Bank, N.A. since 1998 and are in good financial standing. Currently, the relationship consists of term debt in the mid-seven figures with a maturity date of January 2014. Our records indicate there have been no late payments and all financial covenants have been met as agreed. All accounts within this relationship have been handled satisfactorily according to bank records.

Should you have any further questions, please do not hesitate to contact me at (602) 522-7820.

Sincerely,

A handwritten signature in blue ink, appearing to read "Kevin J. Gilmore".

Kevin J Gilmore
Vice President

MSC DISTRIBUTING

3939 W Washington Ave

Phoenix, AZ 85009

602 258-0122

602 340-0049 / Fax

April 9, 2010

RE: Total Transit / Discount Cab

To Whom It May Concern:

Total Transit has been a customer of MSC Distributing since October 28, 1998. They have three locations; West Camelback, Mesa and Tucson.

The have a credit limit of \$40,000.00 and currently a balance due of \$17,000.00. This is for all three locations. Their terms are Net 30 days.

They have no past due amounts at this time.

This company is cooperative and great to work with; responsible and honest.

Sincerely,

Lucia Stevenson
Accounts Receivable