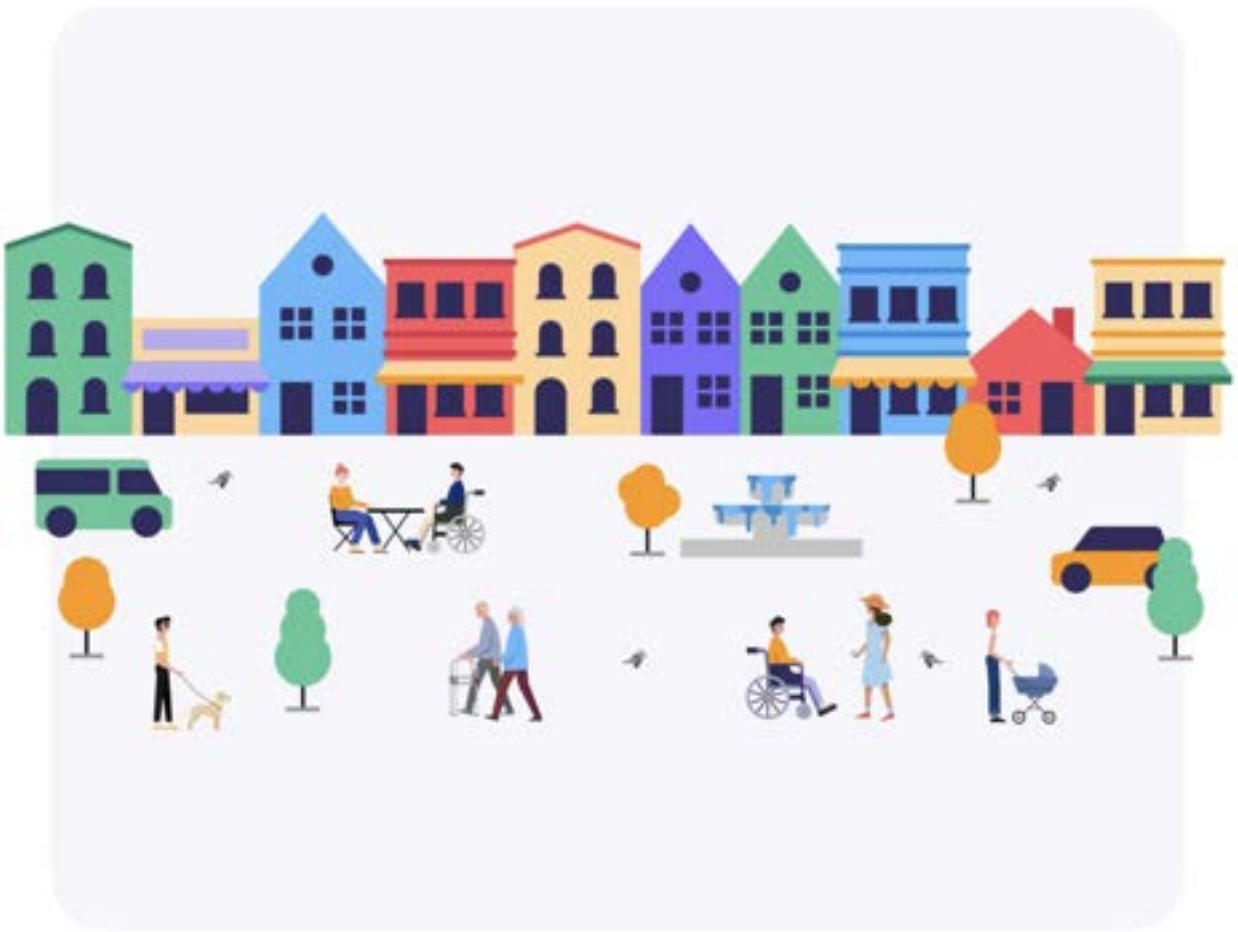
ATTACHMENT A



Town of Truckee

Spare Platform Overview and Pricing Proposal for Town of Truckee
January 9, 2023

Spare
810-815 West Hastings
Vancouver, BC Canada, V6C 1B4

Table of Contents

1. Experience, Background, and References

1.1 Introduction to Spare

Spare is the fastest growing on-demand transit platform used across four continents, **powering over 100 worldwide operations with over 65 active partnerships in the US alone.** Our on-demand transit technology—Spare Platform—currently has over 100 active partnerships and powers over 20,000 trips a day.

Our comprehensive suite of technology and project team has the technical capacity and operational experience to support the innovative paratransit, microtransit and services and improvements that Town of Truckee envisions for the region they service.

Our technical qualifications combined with experience implementing similar solutions make us very comfortable with leading the design and installation process of a new and improved on-demand system.

As the provider of dynamic, shared mobility technology worldwide, Spare's system is built to be configured to the individual needs of any partner, providing an optimal balance of off-the-shelf availability and customization.

We bring the following unmatched capabilities and areas of expertise to our proposal for Town of Truckee :

- **Microtransit Software Founded on Flexibility.** Flexible and nimble on-demand technology that uses superior algorithms to balance system efficiency and effectiveness with rider convenience
- **Rider's Interests First, Always.** A commitment to community engagement and an effective transition, ensuring that our deployments are aligned with the riders and communities they are meant to serve. We work with local leaders, planning agencies, assembled developers, and everyday riders to assess the impact of our service design and marketing strategies on the communities you serve. Effective community engagement is critical to the success of a service.
- **Technology that Serves a Mission.** We take pressing issues like social isolation and climate change seriously. We design services that maximize positive benefits for the environment and for the communities with which we work
- **Continuous Technology Improvement.** Technology changes rapidly. Spare is committed to utilizing new and improved technologies to keep riders informed and make their travel as convenient as possible. Together with Town of Truckee , Spare can enable an innovative strategy that starts with adopting a scalable technology platform

1.1.1 History

In **2015**, Spare's founders realized that transportation was going to change more in the next 10 years than it had in the last 100. Since then, Spare has been building a mobility operating system for the modern world, empowering private and public transportation companies to offer mobility services that are superior to those previously imagined.

In **2016**, Spare launched Spare Rides, an on-demand operation in Vancouver, Canada. Spare Rides became the largest carpooling platform in Western Canada and paved the way for the many successful operational partnerships that have occurred since.

In **2018**, Spare launched our first on-demand transit operation in Scandinavia, partnered with Kolumbus, the transit agency in Stavanger, Norway. Since then, Spare has partnered with many cities in Norway and Sweden, including Ruter in Oslo.

In **2019**, Spare launched one of the largest on-demand transit systems in North America, DART GoLink, and the first on-demand transit system in Japan, KnowRoute. In addition to this, Spare continued to work with partners all over North America to launch microtransit, paratransit, and commingled services in Texas, Oregon, and Minnesota, among others.

In **2020**, Spare continued to grow its services, expanding into 30+ new transit agencies across North America. We have also developed paratransit specific operations, and continued to grow the services across the United States that are using commingling and pooling as a means of driving operational efficiencies and increasing productivity. Spare has launched into new verticals, powering both ride-hailing / Transportation Network Company (TNC) services and Autonomous Vehicles (AV) services. We recently released two new products: one to support automated paratransit eligibility management called Spare Engage, and one to allow agencies to simulate microtransit, paratransit, and commingled services prior to launching.

In **2021 and beyond**, Spare continues its growth story through our wholehearted mission: to accelerate the shift to efficient and autonomous mobility by enabling anyone to plan, launch and analyze a transportation network so that the entire transportation ecosystem works better together.

Spare Platform is now trusted by many of the biggest automakers, including Toyota and Mitsubishi, and transit agencies around the world to provide on-demand transportation services to their customers:

1.2 Spare Platform

Spare's product offering is uniquely positioned to deliver on Town of Truckee 's project specifications. Please refer to Section 2 for more information about our product offering

1.3 Project References

Spare is confident that we will deliver a high-quality, flexible service for the Town of Truckee because we have done it before with over 100 public and private partners.

In this proposal, the Town of Truckee will find our company's success in implementing microtransit software solutions for our partners. We are confident that we have the requisite experience, resources, qualifications and capacity to successfully meet Town of Truckee 's requirements.

As a Software-as-a-Service (SaaS) company, Spare does not modularize our software for operational services and all our partners receive continuous software updates throughout the duration of the contract. Because of this approach, our partners typically use all aspects of Spare Platform, rather than a few modules or features. In the summaries below, you will find a description of which products are used by our relevant partner agencies.

The table below summarizes seven of our most relevant and successful implementations of microtransit software solutions for RTC Washoe, RVTD, DART, SouthWest Transit, StarTran, Citibus, and Cheyenne Transit. As supplementary material is not allowed, we have only included project summaries for four of our most relevant services to the Town of Truckee.

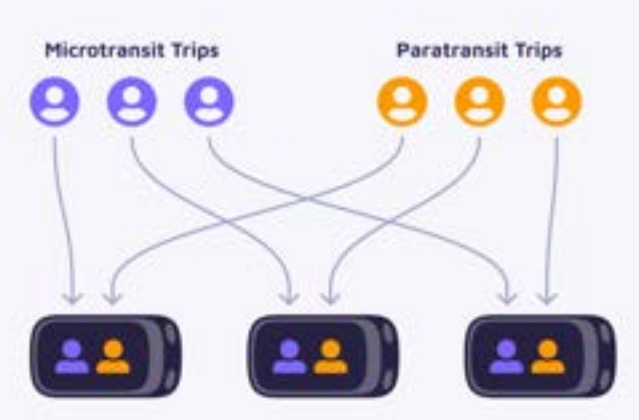
The table below presents four of our most relevant demand response implementations. Brief summaries and customer references for each are provided following.

	Mountain Line GO!	LIFTT and DARTT	DART N GO	Citibus OnDemand + CitiAccess
Launch Date	09-2021	08-2022	07-2022	05-2020
Agency	Mountain Line Transit	Twin Transit	Delano (DART)	Citibus
Previous Software	Routematch	Routematch	Routematch	Trapeze
Relevance to Town of Truckee				
Service Type: Demand response (paratransit)	✓	✓	✓	✓

Spare Launch: real-time, automated scheduling & dispatching software	✓	✓	✓	✓
Spare Analyze: real-time reporting & analytics software	✓	✓	✓	✓
Spare Rider (* for white labeled)	✓*	✓*	✓	✓
Spare Driver	✓	✓	✓	✓
NTD reporting	✓	✓	✓	✓
Training	✓	✓	✓	✓
Commingling microtransit	✓	✓		✓

Mountain Line GO! | Flagstaff, AZ

Reference: Estella Hollander, TDM-CP, Mobility Planner, +1 928-679-8959, ehollander@mountainline.az.gov, 3773 N Kaspar Dr, Flagstaff, AZ 86004



Project Summary: Mountain Line Transit (Mountain Line) partnered with Spare to deliver a paratransit service, with a later expansion into microtransit. Previously using Routematch as their paratransit software, Mountain Line operated a number of different services, due to billing requirements to other agencies in Arizona (e.g. the DDD, AAA, and DDD+ Services). Mountain Line chose Spare Platform due to its ease of use and **ability to commingle**–the ability to combine different transit services (paratransit and microtransit) into a single cohesive one. The Mountain Line GO! service currently runs demand response (paratransit) and on-demand trips, and are looking into how they can leverage Spare's Open Fleets partnership with Lyft to improve ETAs and reliability for their customers. Current objectives are to increase efficiency of their paratransit service by filling the downtime with on-demand microtransit trips. Spare's Partner Success Team worked with Mountain Line to first launch its paratransit service in September 2021, then phased into its microtransit launch two months later.

Due to commingling powered by Spare, Mountain Line has been able to serve an area in need of mobility options but previously underserved by fixed route, without adding any additional paratransit vans on the road. Essentially, providing more service for the same operating costs. For March 2022, Mountain Line provided 242 trips for their microtransit service, increasing their trips per hour by 17%.

Project Team Members: Fenella O'Brien (Project Manager), Quinn Kliman (Operations Director)

LIFTT and DARTT for Twin Transit | Lewis County, Washington

Reference: Joey Zurfluh, +1 360-623-2226, zurf@twintransit.org, 212 E Locust Street, Centralia, WA 98531

Project Summary:

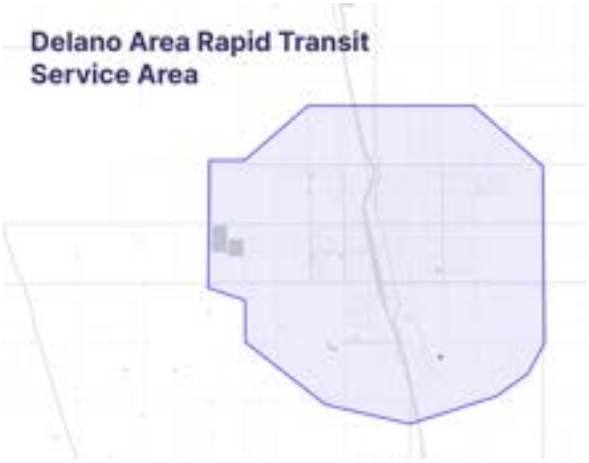
Responding to a spike in demand-response ridership, Twin Transit sought out a user-friendly rider app to streamline the booking experience for its riders and free up scheduler capacity. Another sole-source procurement–Spare Platform was chosen to serve the Twin Cities of Centralia and Chehalis in Lewis County, Washington, whose network is connected to an expansive number of transit options that service the entire state. In addition to Twin Transit's six fixed routes, they also offer LIFTT for paratransit passengers unable to access the fixed routes, and DARTT, a door-to-door microtransit service.

LIFTT is designed for riders who may be unable to access fixed route transit due to mobility or cognitive restrictions. A rider shares, *"The buses take me wherever I need to go. They're very important to the community. The drivers are polite and friendly and professional."*

Rather than having to call in to book a ride, riders can now book, pay for and view ride history all within Spare's white-labeled rider app. By implementing the Twin Transit app, the agency has been able to free up booking agent capacity and availability. Riders have more freedom, independence and flexibility now that they are able to book their rides when it's convenient for them.

Project Team Members: Fenella O'Brien (Project Manager), Quinn Kliman (Operations Director)

Delano Area Rapid Transit | Delano, California



Reference: M. Ceci Jauregui, Transit Supervisor/Operations, +1 661-721-3333, mjauregui@cityofdelano.org, 1120 Glenwood St. Delano, CA 93215

Project Summary: Prior to shifting operations to Spare, Delano Area Rapid Transit focused primarily on its fixed route services and offered a Dial-a-Ride service for eligible customers. The transit agency provides four fixed routes and an origin to destination complementary paratransit service for those with disabilities and seniors.

Delano Area minibuses are wheelchair accessible as Delano Area Rapid Transit serves as the complementary ADA paratransit service running alongside the fixed route system and is available to anyone that cannot board the fixed route buses due to disability as per the Americans with Disability Act. All customers using the Dial-a-Ride Service would call in to request a ride, however, Delano Area also offers a subscription model for riders that may require repetitive trips over a period of time to reduce the number of calls needed to book a trip. With a shift to the Spare platform, Delano Area DART N'GO is piloting on-demand transportation to their current passengers as a combined service on Saturday. This means that the Saturday fixed route is combined into the on-demand service. Now paratransit and microtransit riders share a vehicle to maximize fleet and driver productivity— often referred to as commingling. This means that microtransit and paratransit riders can share rides to destinations in the same area.

Delano Area Rapid Transit's newest service caters to a wider range of passengers: for instance, those who were unable to use the existing fixed routes due to the time length, inaccessible location due to vehicle size, or ineligibility for Dial-a-Ride. By expanding the on-demand service beyond paratransit, the demographics of users may change with the commingled route becoming more accessible and optimal for younger generations.

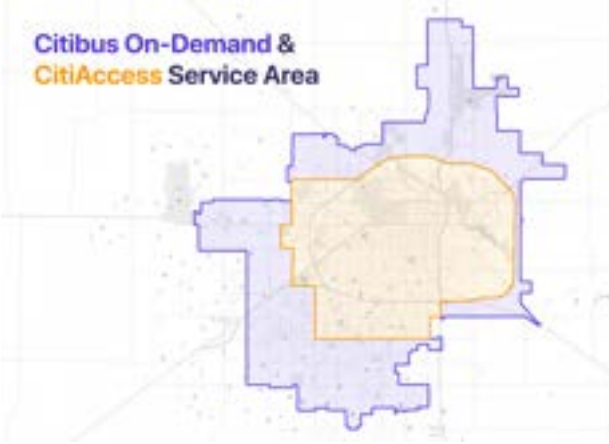
"From the first meeting to the last conversation with Spare staff, they have been super helpful, always available to answer questions or fix issues that arise as we go. They have arranged weekly meetings with all our staff to help them understand and learn to operate the program properly leading to our launch date. It has been an amazing experience working with such a helpful and easy going team. They have made this transition super easy! We look forward to expanding our service in the future!" — Maria Ceci Jauregui, Transit Supervisor at Delano Area Rapid Transit.

Currently, the Delano Area's weekday Dial-a-Ride operates with all customers calling in with their requests. If the pilot of the DART N'Go with the Spare platform is successful, the agency may look into expanding the commingled route into a weekday and upping their vehicle fleet.

Project Team Members: Alex Anderson (Project Manager), Quinn Kliman (Operations Director)

Citibus On-Demand & CitiAccess for Citibus | Lubbock, TX

Reference: Chris Mandrell, General Manager, (806) 775-3435, cmandrell@citibus.com, 801 Texas Ave, Lubbock, TX 79401



Project Summary: Citibus was launched initially in response to COVID-19 to provide a general public on-demand system because their reduction in fixed-route schedules. Soon after learning of Spare's capabilities and the service it launched with StarTran in Lincoln, Nebraska, Citibus decided to use Spare to replace their legacy paratransit software at the same time. It was also decided that the microtransit and paratransit service would share the same fleet of vehicles to reduce their operating costs using Spare's commingling fleets feature.

After it relaunched paratransit and microtransit with Spare, Citibus witnessed a 200% increase in ridership at the peak, with a swift ramp-up in the first 4 weeks despite of COVID-19.

Through commingling, the agency also realized a return on investment (ROI) of 3.8 and is forecasted to save approximately $3 per trip versus the legacy parallel system. This approach allowed Citibus to expand microtransit, filling in gaps caused by cuts to fixed-route timetables due to COVID-19.

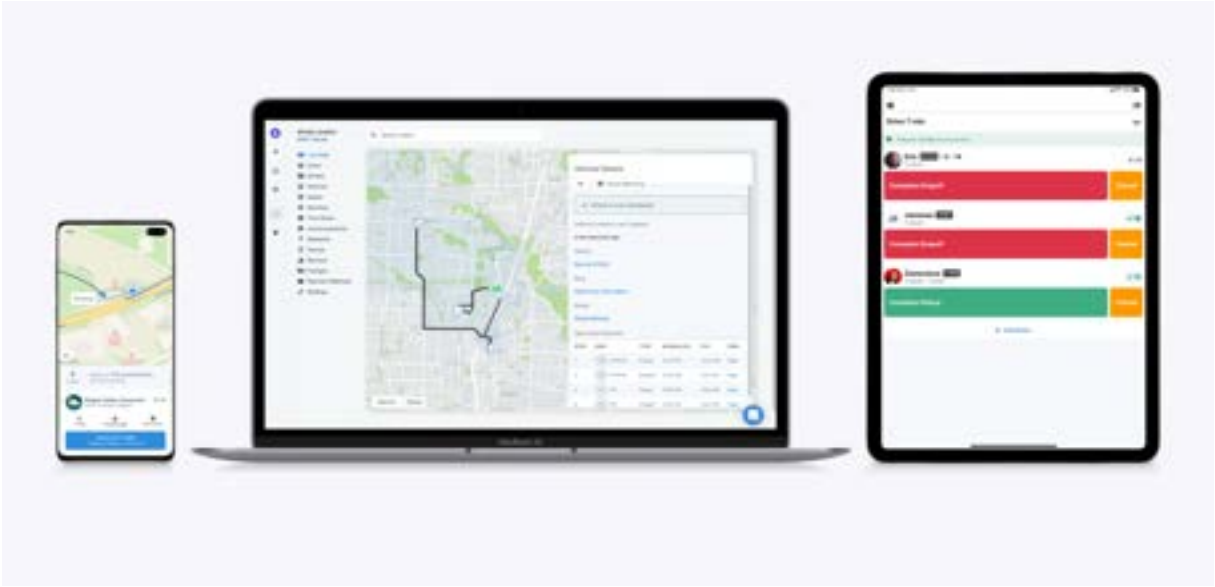
Project Team Members: Jon Drinkwater (Project Manager), Quinn Kliman (Operations Director)

2. Technical Approach and Functionality

2.1 Spare's Software-as-a-Service Overview

Spare is a Cloud-Based Software as a Service (SaaS) system. Our SaaS technology is founded on innovation, efficiency, and flexibility, reducing the amount of service spend that would be required with a traditional on-demand software solution. Spare's partners benefit from regular system upgrades designed to improve all of our global services. Our servers and cloud services are monitored continuously, with a technical support team on-call 24 hours per day to immediately address any issues.

Spare Platform. *A one-system approach.*



Spare Platform is a SaaS solution that manages, dispatches, and handles bookings for on-demand and pre-scheduled transit and paratransit services. All Spare Platform services are built on the same data-driven, flexible matching and routing algorithms, **Spare Engine**, that enables what is now the next generation of passenger transit. By collecting a tremendous amount of data, Spare Engine uses past customers' journeys to

intelligently predict how to best route and dispatch requests **in real-time**. Ideal use cases for Spare Platform include on-demand transportation, first/last mile transit, paratransit scheduling, and shuttle services.

At Spare, we believe that transportation is in the middle of a transition from traditional modes of travel to Mobility-as-a-Service (MaaS). With this in mind, Spare has seamlessly integrated several smart transportation services on top of the powerful Spare Platform. From apps to dispatcher tools, Spare has focused on building an integrated experience where the transportation experience is connected—not fragmented—resulting in a single platform that can encompass multiple travel modes and manage whole journeys, not just the trips.

Spare has a public Open API to integrate with leading software providers of an agency's choice. Working with Spare will allow agencies to bring forward technologies that they are familiar with, using the Open API to provide the integration capabilities. **With Spare, scalability and reliability, naturally, go hand-in-hand.**

Spare Platform consists of four core front end components, which interact with Spare Engine, our backend component. These include: Spare Realize, Spare Launch, and Spare Analyze. Besides our eligibility management tool, Spare Engage, it's our three part system to ensure the success of Town of Truckee 's microtransit service.

Spare also provides a consumer-facing **white-labelled Rider App**, if desired, and a **Driver App** for vehicle routing displays and communications. Together, Spare Platform (Realize, Launch and Analyze), Rider App, and Driver App make up a combined system of a connected front end and back end solution. **Spare Engine,** the name of the back end associated with Spare Platform, will be responsible for trip scheduling algorithms, dynamic routing, utilizing real-time traffic information, and optimizing modes of transportation. The information will push and receive the necessary information required for front end and back end communication through standard API connections—this allows for a modern infrastructure that has endless integration capabilities.

2.2 Usability of Spare Platform

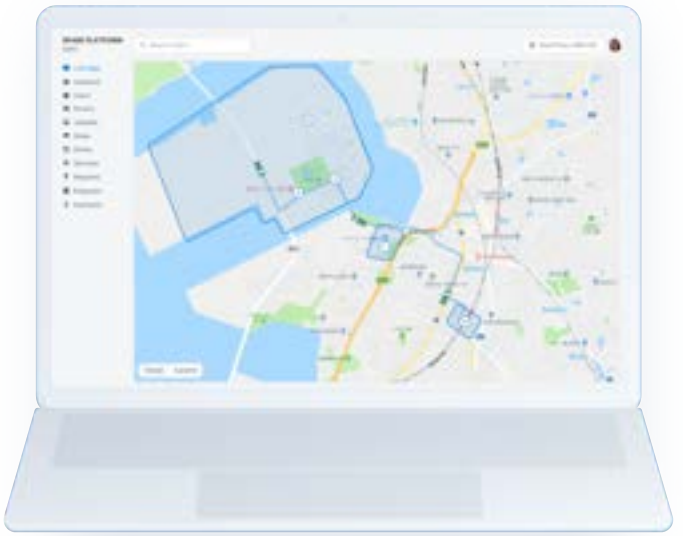
The following sections describe in detail the usability and functionality of the Spare Platform.

2.2.1 Spare Launch: Operations Tool

Spare Launch: Overview

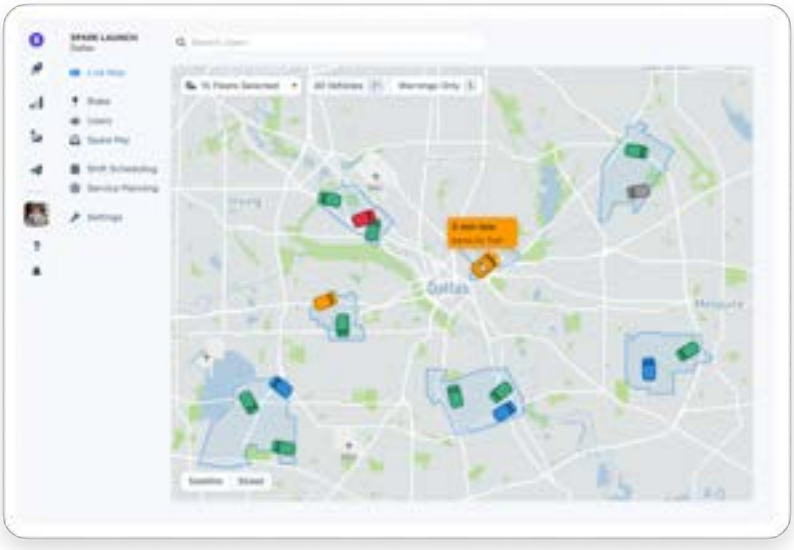
Spare Launch is where you will set-up, run and monitor your on demand service. It is where you will create your service zone(s), set driver shifts, track vehicles, book trips and more.

Spare Launch. *An overview of our operations tool*



In Spare Launch you have both the Dispatcher and Admin Facing applications. Though these applications are on a singular platform, Spare can separate these users to have different access privileges. For instance, dispatching privileges may be given to many people within the platform, whereas service parameter editing privileges may be given to a select few.

Live Service Map. *Administrators and reservationists can view vehicle movement in real-time.*

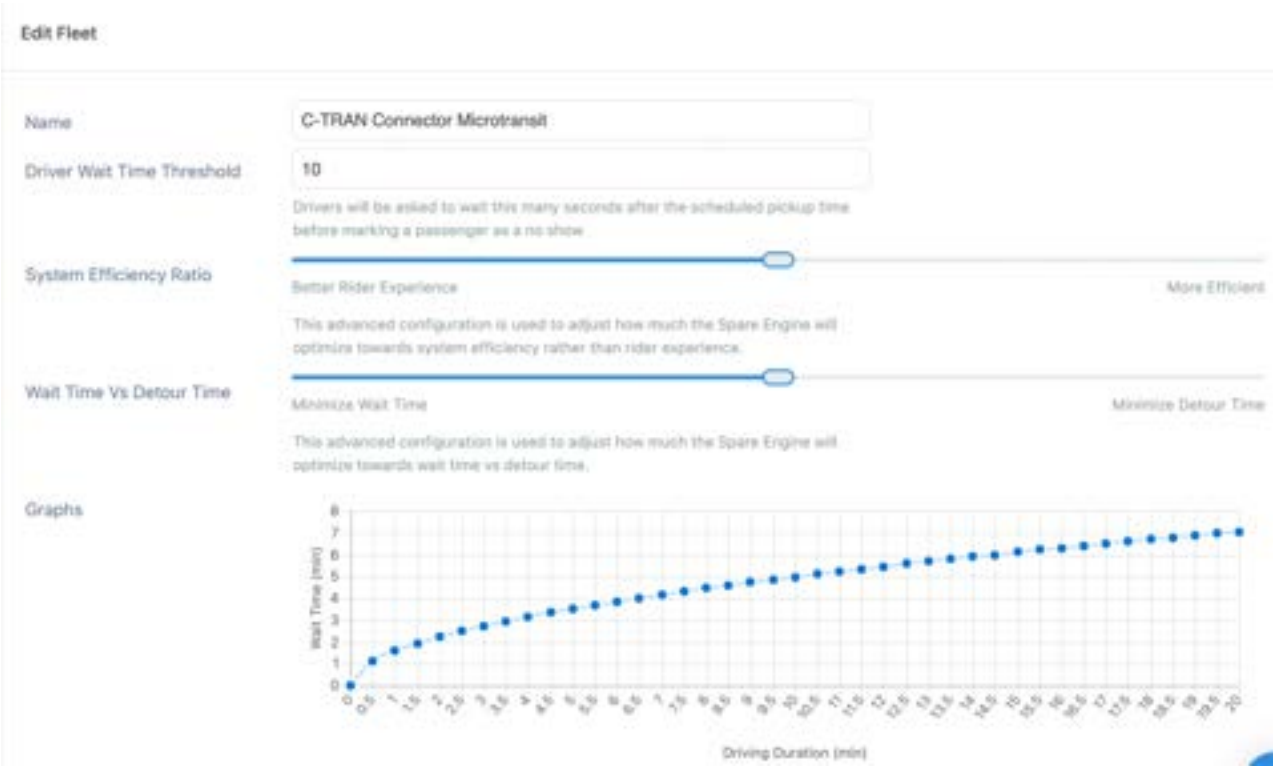


The Spare Launch and Analyze Admin Portal provides real-time access to system information and configurations for administrative users through an easy to use web-based interface. Various levels of permissions allow for different levels of access within the portal. Although the platform has been designed to not require any manual input on a daily basis, the Admin Portal allows administrative users to confirm their transit network is operating just as designed with a single glance.

Algorithm Priorities

Within Spare Launch, schedulers and administrators can edit Fleets on the fly, including modifying algorithm priorities using our Spare Fleet Slider feature. Administrators can modify our flexible algorithm based on factors like system efficiency ratio, wait time vs. detour time, and view graphical representations of these changes in real-time. In addition, trained Town of Truckee staff can modify different factors (such as detour flexibility, backward and forward booking flexibility, pooling ratio, and turning off on demand service) that would change how the Spare Engine algorithm responds to existing conditions. Town of Truckee 's staff can do this easily or speak to our Partner Success team to provide assistance.

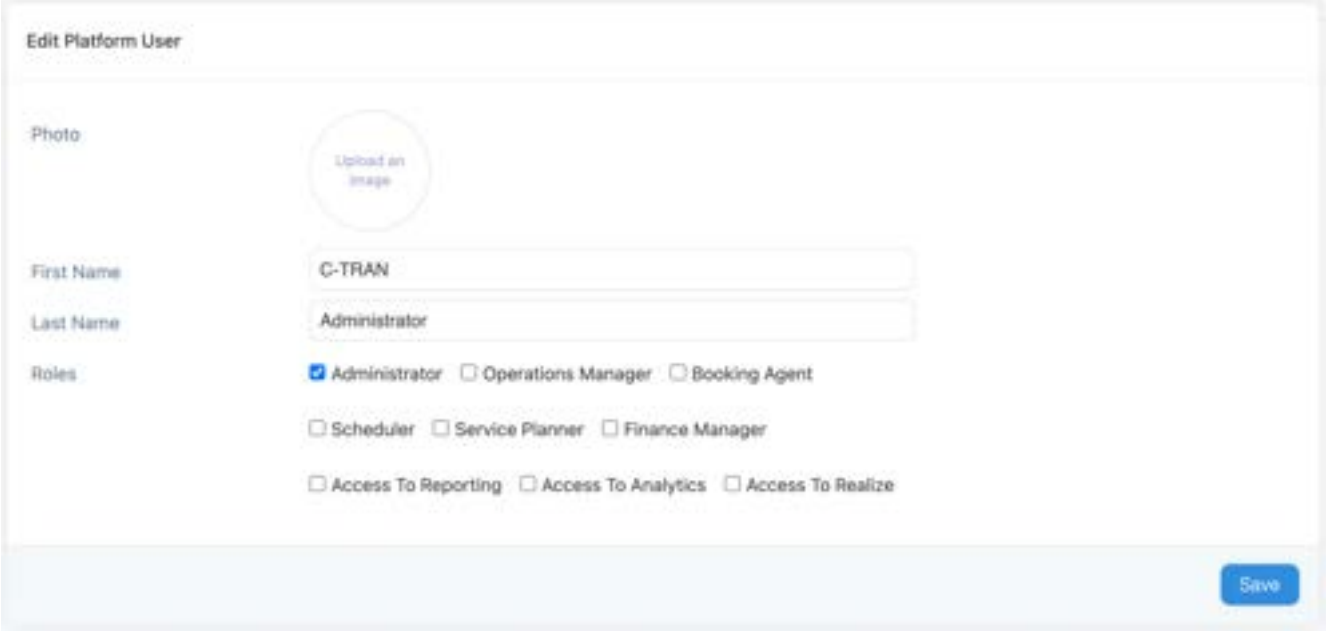
Fleet Slider. *Schedulers can use the Fleet Slider feature to modify algorithm priorities on the fly.*



User Profiles

Administrators can create and manage user profiles on the fly within Spare Platform. Within the platform, different users can be assigned different role classes that grant them specific sets of permissions.

User Permissions. *Choose between administrator, operations manager, booking agent, and more.*



Creating a Service

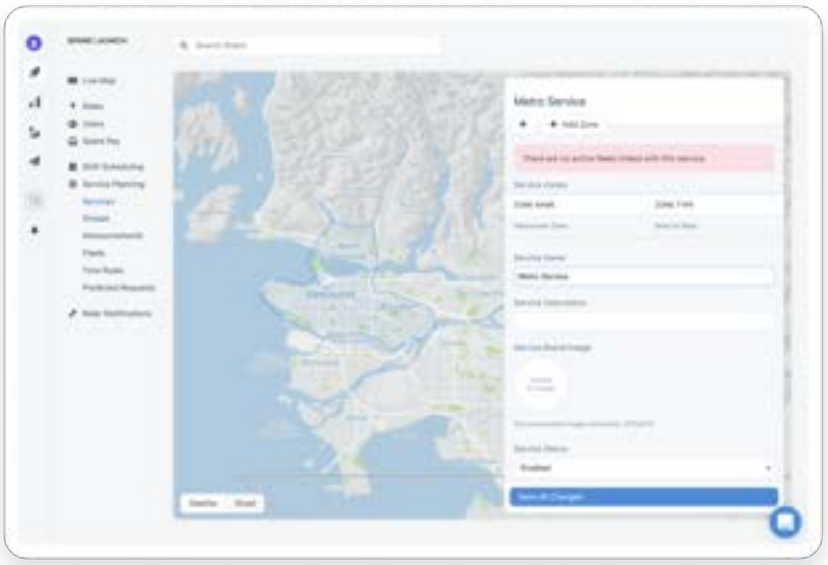
The first step to setting up a system using Spare Platform is creating a service. In the case of Town of Truckee , the proposed service type will be a demand response service, and can easily switch between curb-to-curb, stop-to-stop or dynamic stops. Once you have created a service type, you can specify the geographical zone (including pickup / dropoff zones), stop locations, service hour exclusions, and more. All parameters can be changed at any time after the service has been created, giving Town of Truckee the flexibility to quickly make adaptations to its service based on data collected by Spare Platform.

Essentially, Town of Truckee always has control over their coverage area, and it can be adjusted at any time to fit the needs of the community. Spare can also provide advice on specific coverage areas prior to launch using our extensive knowledge of different types of on-demand zones.

Service Hours and Exclusions

Inside a service you may add service hours and exceptions to those hours. Exceptions can include changes of service on certain days, such as statutory holidays or days with special events.

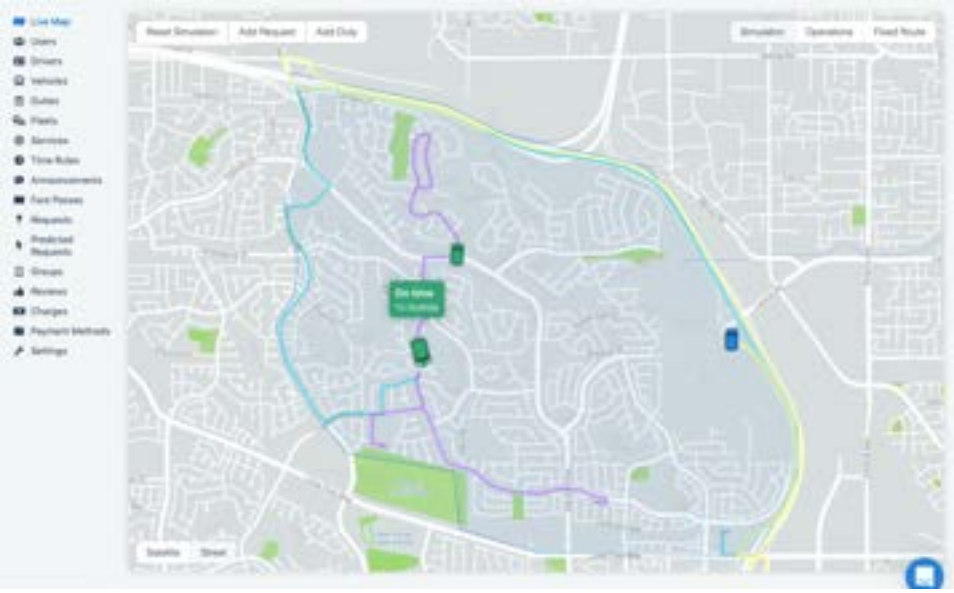
Service Hours. *Creating service hours and exceptions is intuitive and user friendly with Spare Launch, however, Spare's operations team is available to support you through training and 24/7 support.*



Vehicle Management

Spare Platform includes a customizable vehicle management system with vehicle notes that can be added and removed over time. Vehicles are also tracked and display real-time information, such as daily mileage, speed, and location in the Spare Platform admin portal.

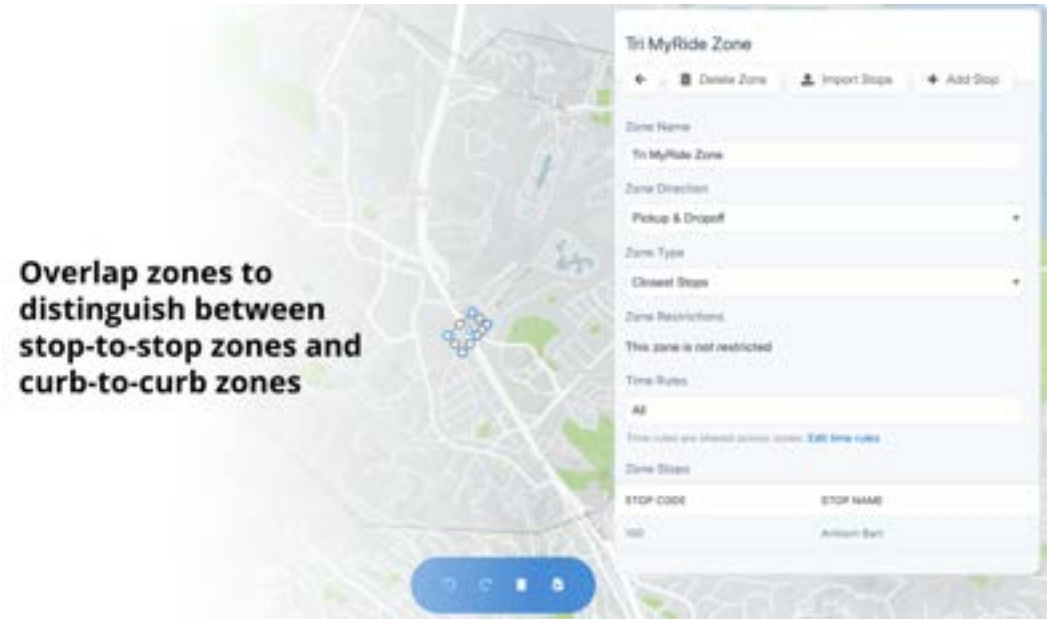
Live Map. *All vehicles, active or idle, are shown in real time on the Live Map.*



Stop Management

Virtual Stops can be easily added through the stop manager. Stops can be marked by various accessibility offerings based on their availability for a specific service area.

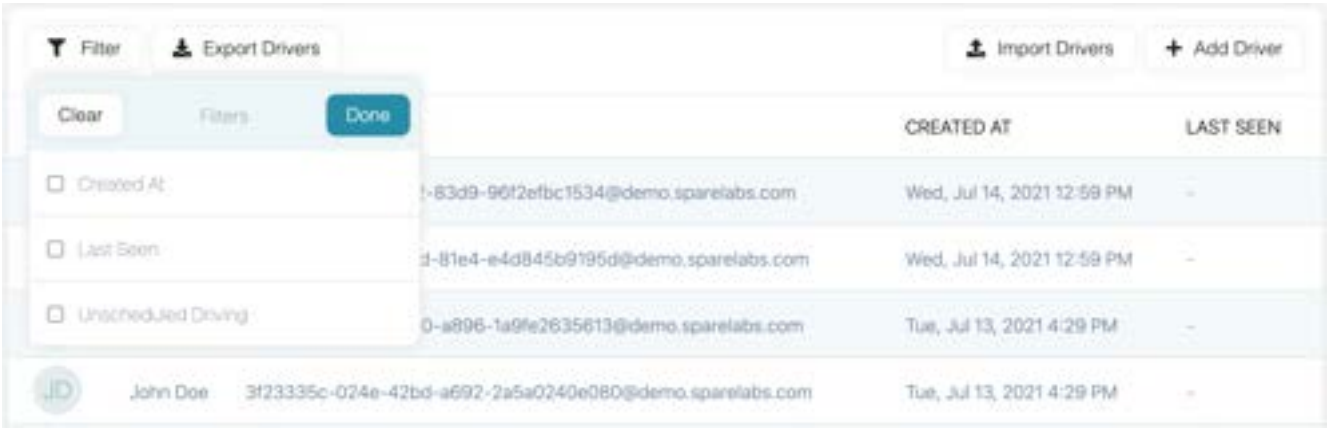
Stop Manager Feature. *Town of Truckee can choose between curb to curb or stop to stop, or both.*



Driver Management

Due to the intuitive nature of Spare Platform, Town of Truckee 's staff can easily add, remove or customize driver profiles on the fly within Spare Platform. Staff can also import and export a list of drivers using CSV format, as well as filter driver profiles based on fields like Created At, Last Seen, and Unscheduled Driving.

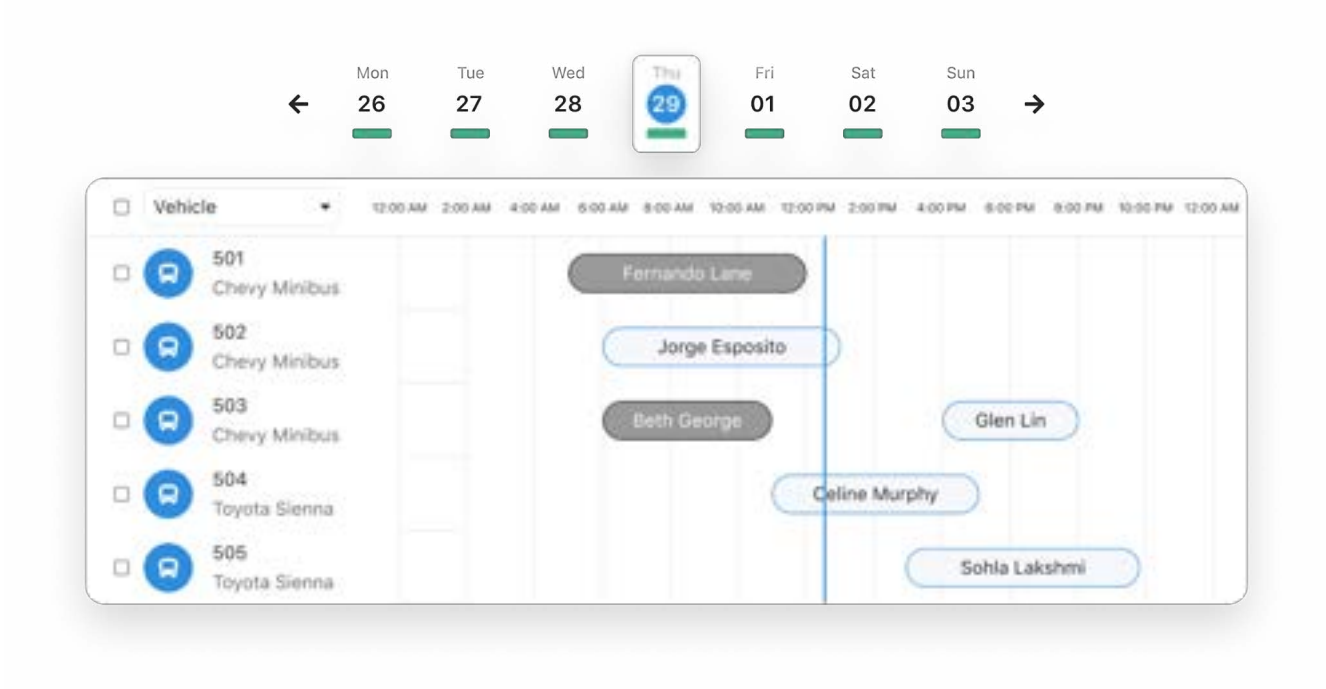
Managing Driver Profiles. *Spare Launch admin portal makes it easy to add, remove or customize driver profiles.*



Creating Duties (Driver Schedules)

Driver schedules, or duties, are input by Town of Truckee 's schedulers. Once they are input once, it's easy to create recurring schedules, and adjust as needed.

Managing Duties. *Schedulers can view a list of duties (driver scheduled) "at-a-glance" in Spare Platform.*



Dispatcher Tool

To support phone-based dispatch, the administrative portal has a dispatcher tool that allows administrators to easily create and dispatch trips for Spare Demand Response as well as manage their fleet of vehicles. Various tools are also available to help administrators adjust existing trips in real-time.

Announcements

Announcements can easily be made to users to inform them of important information. They are broadcast to all users within the app, through push notification, or refined to a specific geographic area selected in the administrative portal. For instance, the Town of Truckee could make an announcement to a region within the on-demand service that the roads are slippery from a snowfall and to allow extra time on their commute, or that there is a special event with unexpected road closures in place.

Request Management

View and modify trip requests in real time. A list of trip requests with current status, pickup and dropoff locations, assigned vehicles, and estimated pickup / dropoff times is available in the Requests page.

Detailed Filtering and Exporting

In large systems, Spare knows that important data needs to be quickly accessible and organized. To enable this, all lists are filterable by various characteristics. All data, including system analytics, can also be exported in CSV format. Using the Spare Open API, Spare Platform also integrates with third-party performance analytics systems, such as Google Analytics and Mixpanel.

Service Alerts and Notifications

As providing public transit is a critical service for most cities, Spare Platform continuously monitors for overall service health and on-time performance. Notifications of service events are then pushed in real-time to system administrators through the Spare Launch Admin Portal notifications menu. If the administrator has subscribed to email service alerts, they will also receive alerts over email.

Time Travel

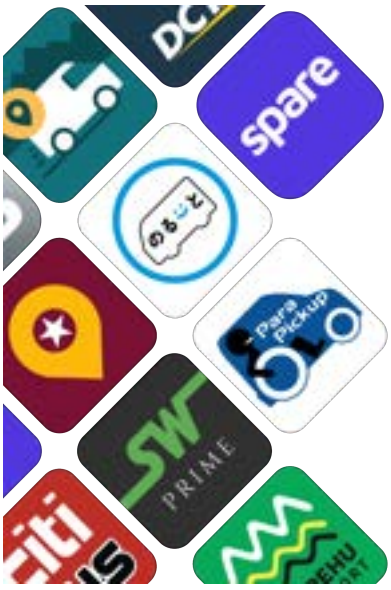
Time Travel is a tool that allows administrators to travel back in time and review performance of the system during specific operating hours. Administrators can look through the course of a day to gather time-specific data needed to resolve customer disputes and better understand the daily operations of the service.

Integrations

Customized integrations can be added as inputs to the Spare Platform, including live transit times from external systems, bus schedules, event schedules, and more.

White Label App

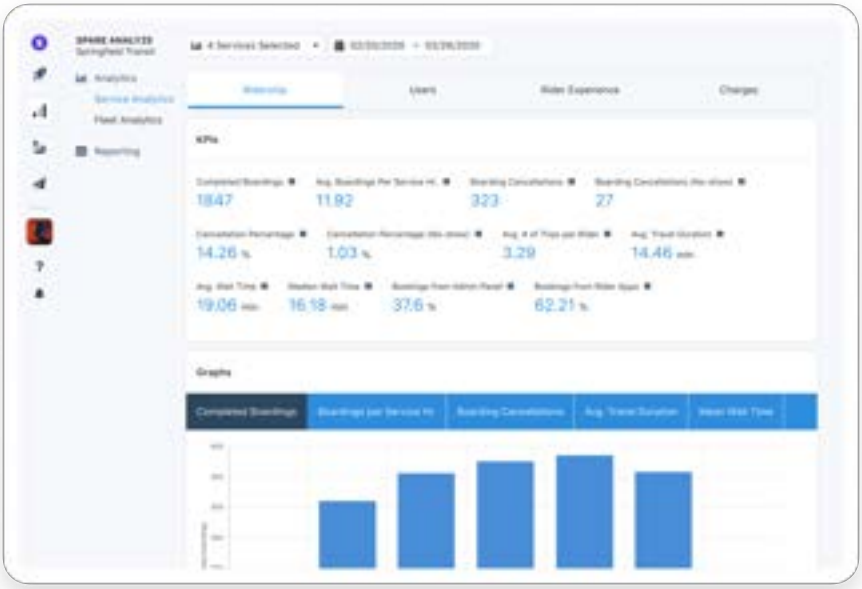
Spare can provide a fully custom, white label application for the Town of Truckee , if desired. We have done this for multiple partners who wish to use Spare to power their back-end dynamic routing, matching and pooling algorithms, while maintaining agency branding. More details on the Spare Rider App are found in *Section 2.4.2* Please refer to *Section 4* for pricing information.



2.3 Spare Analyze: Analytics Dashboard

Spare Analyze: Overview

Leveraging big data, Spare is able to provide insight to our partners and give them the ability to make informed, data-based decisions about their transit networks. All services in the Spare Platform are tracked, monitored, analyzed, and presented in the Spare Analyze dashboard (as seen below). This includes major service KPIs such as on-time performance analytics and trends over time, ridership data with actual revenue per service hour, various demographics and coverage related statistics that display how well the service operates in peak times, heatmaps of trip pickup and dropoff locations, heatmaps of vehicle travel locations and travel patterns, and more.



Spare Analyze can also pull in data from fixed route services to compare operational on-time performance efficiency. The Spare Analyze reporting panel can be filtered by date, date range, service area, service type and more, making it easy to drill down and see segmented data quickly. Spare Analyze also generates weekly reports that provide an overview of service metrics and performance over the last week.

Spare Analyze: System Reporting

System Report Digests are available through the reporting section on Spare Analyze. Reports can be generated at any time for any span of time.

Trip Search Analytics

Data collection is integral to understanding how, when, and where people travel. This is why Spare Platform records requested journeys, or trip searches, that do not lead to an actual trip.

The Spare Platform will allow the Town of Truckee to not only see where trips were taken by riders, but where riders searched to go. This is a powerful observation, as it can serve planning and connection considerations with Transit App for example.

2.3.1 Data and Reporting

2.3.1.1 Data Ownership and Access Capabilities

Spare adheres to all privacy regulations in the locations in which it operates. Therefore, user data follows applicable state and federal privacy laws. Spare does not own the data collected; it is the property of the Town of Truckee . Town of Truckee will own all data collected by Spare before, during and after the contract expiry and/or termination date. Spare will not use the data for any purpose other than what is specified in the Contract

The system has HIPAA-compliant security features such as authentication for site access, the ability to set user groups and their access and editing privileges, the ability to monitor users and maintain an audit trail, and the ability for multiple organizations to use the software and have unique log-ins with a unique audit trail. All of these features are designed to prevent unauthorized or accidental disclosure, alteration or destruction of data. Spare is also compliant to the General Data Protection Regulation (GDPR). To learn more about Spare's security processes visit sparelabs.com/security.

2.3.1.2 Data Collection and Reporting Functionality

All services in Spare Platform are tracked, monitored, analyzed, and presented in the Spare Analyze dashboard. This includes major service KPIs such as on-time departure analytics and trends over time, ridership data with actual revenue per service hour, various demographics and coverage related statistics that display how well the service operates in peak times, heatmaps of trip pickup and dropoff locations, heatmaps of vehicle travel locations and patterns, and more. Spare Analyze can also pull in data from fixed route services to compare operational efficiency. The Spare Analyze reporting panel can be filtered by date, date range, service area, service type and more, making it easy to drill down and see segmented data quickly. Spare Analyze also generates weekly reports that provide an overview of service metrics and performance over the last week. Spare has a dedicated data science team that disects data from each service, and uses this information to not only inform transit agencies about how potential changes that would affect service quality, but also to inform the Spare team of macrotrends across the system so we can improve our product for the service

Spare will also make standard reports easily accessible for the Town of Truckee . Through our agency portals, the Town of Truckee will be able to export their data at the click of the button. This is also why Spare created custom NTD reports for the Town of Truckee , at no cost, that can be exported at the click of a button. All the Town of Truckee has to do is select the timeframe for the report and click download, as shown below. Robust data reporting features are available through the reporting section of Spare Analyze. Reports can be generated and downloaded in CSV form at any time for any number of services over any span of time. Spare gives its customers full control over its own data and has strict data privacy controls in place that keeps passenger trip details secure, including user permission classes and optional automatic data anonymization.

2.3.1.3 Rider, Driver, and NTD Reports

The Ridership report includes details on every trip taken for the selected service over the selected timeframe, including 50+ different variables, such as: origin and destination coordinates, scheduled and actual pickup and dropoff times, rider information, accessibility information, driver information, booking information, and other pieces of trip information. The Driver report includes details on each driver duty/shift for the parameters selected,

including 19 variables, such as: scheduled and actual start and end times, travel distances, number of boardings, types of bookings, and other pertinent duty/shift information.

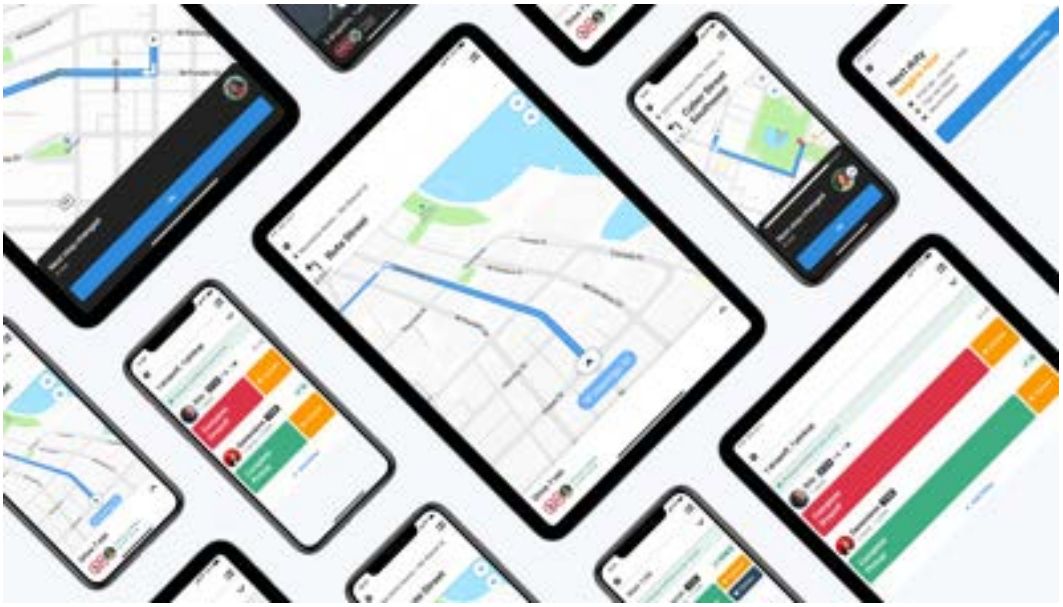
2.4 Functionality of the System

2.4.1 Spare Driver App: Operator-Facing Application

2.4.1.1 Driver Interface and Usability

Spare Driver App: Overview

Spare Driver App. *Spare's Driver Apps link to Spare Platform, with turn by turn instructions and more.*



Drivers for both dedicated and non-dedicated vehicles can download the free iOS or Android Spare Driver application, which is their direct interface into all the services facilitated by Spare Platform. Drivers' trips are automatically dispatched to the driver and added to their trip itinerary from Spare Platform. Tablets and tablet terminals can be easily installed and locked in the vehicles to host the Driver app.

Driver Login

Drivers have a unique username and password which they use to log in to their tablet or smartphone at the beginning of their duty.

Detailed Itinerary

A full list of future and past stops is available with pickup and dropoff information within the driver app.

Cancellations and No-Shows

Drivers are automatically notified of rider cancellations as well as any necessary trip adjustments. Drivers can easily report no-shows from within the Spare Driver app, which are tracked on a per passenger basis. Passengers who are frequently designated as no-shows can be prevented from requesting trips in the future.

Live Vehicle Data

The Spare Driver app tracks and sends all live vehicle data, at a frequent interval, back to the Spare Launch Admin Portal. The platform then uses this information to provide full live vehicle data to administrators and riders, including: live vehicle tracking, driving durations, service kilometers, unique vehicle identifications, accepted trip requests, and more.

Turn by Turn Navigation

Through a partnership with Mapbox, the Spare Driver App provides fully automated turn-by-turn navigation. Live traffic is accounted for to ensure the optimal route is always taken. Voice guidance is also available, ensuring that the driver can focus on the road and not get distracted.

Driver Nudging

Sometimes drivers might forget to take an action or execute the next task. Spare Driver automatically monitors this and nudges drivers with helpful prompts when the app senses a task was not executed.

Dark Mode

Many drivers drive during times when there is little or no daylight. In order to provide a safe experience for the driver and riders, Spare Driver automatically switches into Dark Mode. If needed, this feature can be overridden in the settings.

Accessibility

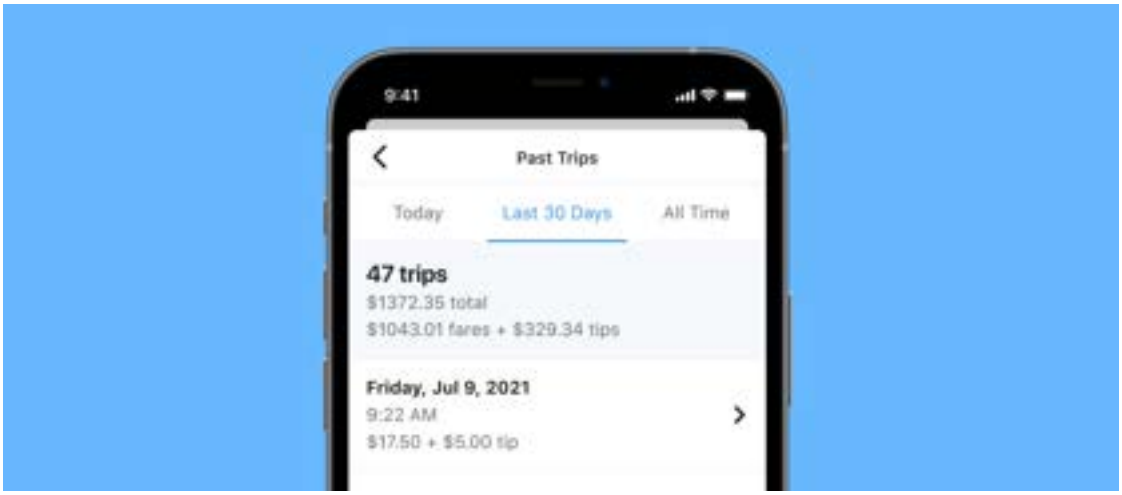
With a diverse group of drivers using Spare Driver for the majority of their working day, it's really important that the app works well for everyone. Accessibility is key for a driver in order to reduce user errors and provide an easy driving experience. This is accomplished through thoughtful design across the following four pillars: tapability, readability, contrast, and terminology.

Flag Down

Sometimes riders need to quickly hop on a vehicle without it being dispatched through from Spare Rider or a call center. In order to handle this, Spare Driver has Flag Down functionality. This enables the driver to quickly add new trips to onboard the vehicle, and inform the rider when their expected dropoff is.

Driver Trip History

Trip History. *Drivers can view trips taken for the current day, last 30 days or All Time to get a complete view.*



Spare is excited to announce that we recently released a new Driver functionality: Driver Trip History. Drivers will be able to view previous trip history directly in Spare Driver, including trips taken for the current day, last 30 days for a month overview, or All Time to get a complete review of all trips taken. A summary at the top of each time span highlights total trips taken, fare totals, and how much of those fares were tips for the Driver. Below the summary, Drivers can click into each individual trip for a trip breakdown, including the service they drove for. Pickup/dropoff locations will not be shown in order to protect the privacy of riders.

2.4.2 Spare Rider App: Transit Customer-Facing Application

2.4.2.1 Rider Access, Setup, and Booking

Spare meets Town of Truckee 's technical requirements for rider access, setup and booking as detailed below.

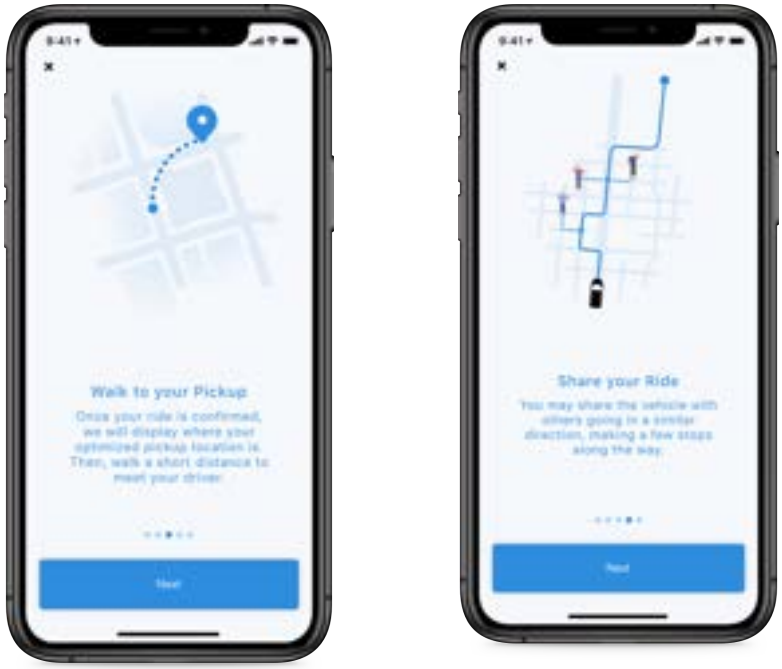
Spare Rider App: Overview

Free to download for any rider, the Spare Rider app was designed to provide a superior rider experience. From the sleek user interface, to the intuitive one-tap booking process, the Rider app is the best way for riders to experience transportation services powered by Spare Platform. The Spare Rider app can also be made available as a white-label app, with custom agency branding. As part of the deployment process, the white-label applications would be released and approved via the Apple and Android App Stores.

Signing In / Registration

Registration for the app is effortless, only requiring a phone number. The Spare App can be integrated with our customers' Single-Sign-On providers and Smart Card accounts, including: OpenId, OAuth, Shibboleth, Google, Facebook, LinkedIn, Twitter, and more. And if needed, no login guest accounts can also be created quickly.

Spare Rider. *Effortless sign-in and registration on Spare Rider App to make the rider experience a breeze.*



User Onboarding

New users are greeted with a four-step onboarding process, designed to walk the new user through the process of using the app.

User Data Collection

Once using the app, users can input basic information about themselves. This includes favorite locations, such as home and work addresses. Gathering this information allows Spare Platform to better understand the end user, the market it's operating in, and to build better routes for vehicles.

Informational and Booking Cards

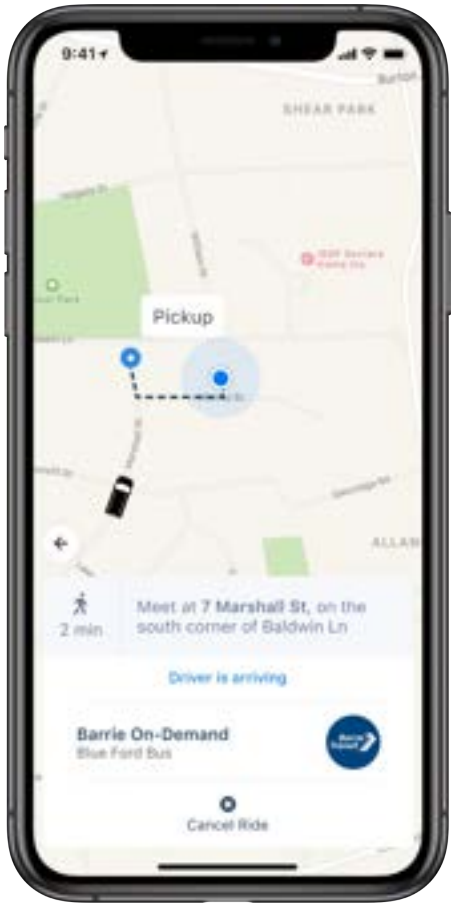
For new services, we suggest the Town of Truckee supply an informational card introducing users to how the system works. Riders can also add their favorite destinations on the booking cards on the home screen, enabling a true one-tap booking process. Additional cards are available and customizable cards can be set up on a per location basis, such as when the rider books a trip to the nearest fixed route bus or train. The Spare Rider app can intelligently determine which cards to display based on the current time and location of the rider.

Fast Searches

Spare stores user favorites and past searches, enabling destination selection to be done in no time. By simply tapping the “Where to?” bar, users are shown a list of past searches, favorites, and home / work locations. Users can also search for a location using integrated Google location search.

Requesting a Trip

Requesting a trip is easy with the Rider app. Once the user has provided their destination, they are greeted with an overview of the trip, estimated walking involved, estimated vehicle arrival time, and estimated trip duration. To request a trip, users simply tap the Request Ride button. Trips can also be scheduled in advance by tapping the clock icon, and accessibility considerations can be set easily. Scheduled trip time options are based on a time range and are restricted to possible pickup times within the existing on-demand service hours, which can be defined through the Spare Launch Admin portal.



Walking to Pick Up Locations

In order to optimize the system and ensure that vehicles don't get stuck on side roads, Spare can (if desired) include the possibility of requiring a user to walk to the closest or dynamically best "virtual stop". These stops can be automatically generated or set by the administrator of the system. The stop information is available to the user prior to requesting a trip.

Vehicle Tracking

The Spare Rider app provides real-time vehicle location updates to passengers. This level of tracking allows for the user to know exactly when they need to be at their stop and decreases delays in the system.

System Tracking

The Spare Rider app can also be configured to display real time tracking information for all available vehicles on the home screen, informing passengers where vehicles are currently located and where they will be going. Spare is also able to integrate GTFS transit feeds into the Spare Rider app, in order to better integrate on-demand and fixed route services.

Rider Support

Rider support can be made available in the app through email, live chat, or phone. Live chat can be initiated by the passengers at any time and carried on without ever leaving the app. Spare can also integrate with third-party customer support tools, such as Intercom and Zendesk, ensuring Town of Truckee always has access to the best tools available.

Payment Hub

Spare's Payment Hub is an advanced wallet-based payment system that enables riders to pay with credit card, prepaid cards, or a transit ticketing solution, directly from the Rider App. The system is also capable of supporting in-vehicle cash-based systems and traditional transit ticketing systems and payments can be removed or adjusted based on a client's needs. Because of the Spare Open API, we are fully capable of future integrations with smart card systems or other payment options.

We have already integrated our payment into a variety of different payment systems, including DARTs local transit app, called GoPass (Dallas, Texas) and in Durham Region with Transit App (Ontario, Canada).

Fare Passes

Spare recently introduced period passes, and stored value passes to Spare Platform. Town of Truckee has full control over how to create and make changes to the period and stored valued passes, including naming convention, pricing, and other customization to align with existing current fare payment methods.

Creating a fare pass from Spare Launch can be done in seconds

Handling System Events and Cancellations

We know that communication is key to any good passenger experience, therefore the Spare Rider app informs passengers of any delays that may affect them, all in real-time. Announcements can be sent to passengers in a specific region to inform them of important information like service disruptions.

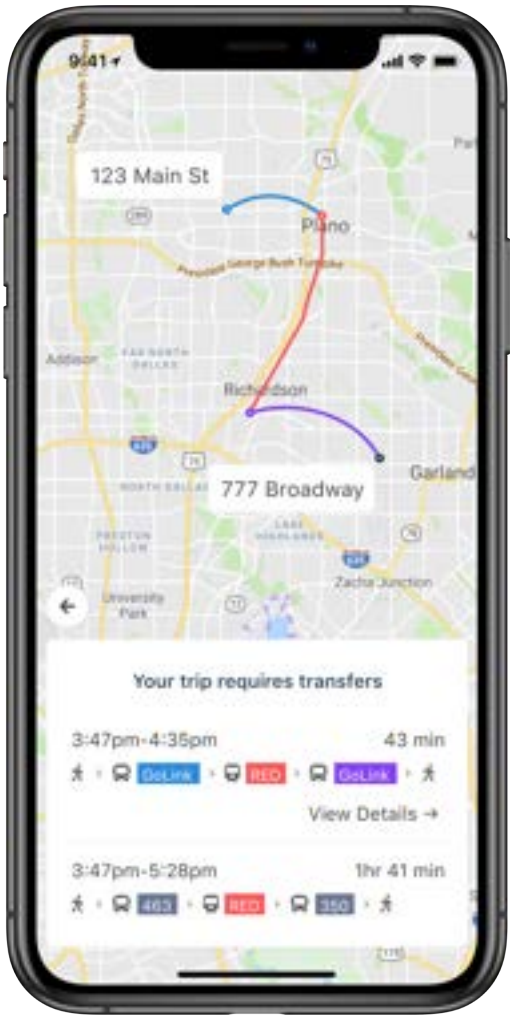
For instance, the Town of Truckee could ask their passengers to allow extra time for their morning commute because of roadwork or could inform riders of a special fare promotion happening during a music festival. When trips are canceled, the system will automatically adjust for the cancellation and remove that trip from the driver apps queue.

Group Accounts

Spare can add support to the Spare Rider app for group accounts, allowing users to log in using a secret code which will allow for unique services catered to specific audiences. For instance, corporate accounts can be expensed back to employers, paratransit groups can allow for door-to-door pickup and drop offs in an area that is set for stop to stop, or a college group may allow for a certain pickup or dropoff in a geographic zones that are popular with student housing during peak school commuting times.

Multi-modal Support

In addition to Spare Platform supporting publishing to GTFS-Flex, a feed specification that allows agencies to apply typical public-transit metrics to demand-responsive or paratransit services, the Spare Rider app can be configured to integrate GTFS transit feeds into the Spare Rider app in order to better integrate on-demand and fixed route services.



Accessibility: Special Accommodations

When riders request rides, they are given the option to select any special accommodations they may need. Our accessibility options list is customizable by the client, but may include wheelchair accessibility, small child accessibility, door-to-door access, and more. Additionally, the Spare Rider app supports iOS and Android accessibility features, such as live text-to-voice.

We understand that a large portion of the population do not use smartphones or are unbanked, for example. Spare's technology and service approach accommodates diverse passenger groups and their distinct needs, including those for seniors and riders with disabilities and/or limited technology access. For these riders without smartphone technology, our administrative tool, Spare Launch allows administrators to easily book on-demand or scheduled rides on behalf of customers who phone in. Our services allow for "Flag-Down" bookings if necessary (see *Section 2.4.1* on the Flag Down Feature). If needed, we can also integrate with web booking interfaces as an alternative to mobile app bookings.

Where we've done this before

Spare Platform allowed Ruter Aldersvennlig Transport (RAT) in Oslo, Norway to build a simplified booking interface (booking kiosk) instead of using an app for its senior residents. Spare's Open API provides the opportunity to create and integrate with other booking interfaces for service accommodations. By providing multiple options for booking a ride, Town of Truckee can provide their riders with an equitable service.

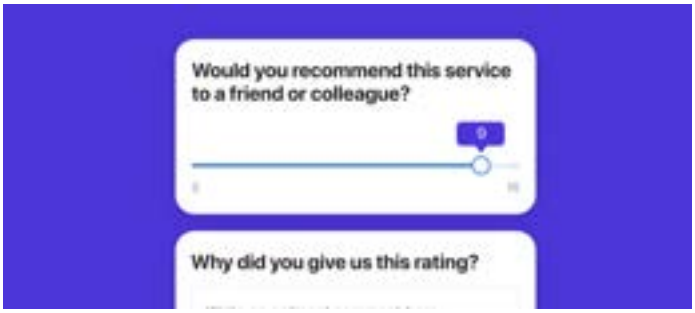
Language Support

The Spare Rider app can be translated to a wealth of different languages and is already available in eight languages: Spanish, English, German, Icelandic, Japanese, Norwegian, Catalan, and Swedish.

Zone Notifications

If a rider requests a location that is outside the zone of service availability, they are notified of the pickup and dropoff zones and are asked to pick a new location inside the defined service area. The search information is, however, stored for future analysis and can be used to optimize services and facilitate strategic service expansion.

Rider Feedback



Within Spare Launch, Town of Truckee administrators can enable Rider Reviews to allow riders to provide in-app feedback and ratings for the trip or driver. In addition, Spare recently launched a new In-App Rider Surveys feature within the Rider App that allows riders to provide feedback on the service. This feature is controlled by the "surveys" feature flag via the Admin portal and can help Town of Truckee glean insights on rider demographics

2.4.2.2 Marketing and User Communication

One of the driving factors for improving the long-term efficiency of any digital on-demand service is to successfully grow demand over time. Spare Engine's algorithm ability to optimize and aggregate rides not only depends on input parameters, but also on the **nature of the demand itself** — i.e., how dense demand is, whether the origins and destinations are clustered, etc. As demand grows and becomes more concentrated, service efficiency increases and fewer incremental vehicles are proportionately needed in order to provide a similar quality of service to riders.

Where we've done this before

Spare's Marketing and Design Teams have helped many of our partner agencies increase service promotion, including through the following means:

- Provide custom branding work for RVTD, DRT, Zunga Bus, and Maaman
- Develop How To Ride videos for DRT, Medicine Hat, Crossroads Connect, and Zipridz
- Provide digital assets such as social media image templates, bus vinyl designs, and an illustration "sticker pack" for all whitelabel customers

To help grow the initial and ongoing demand of the service, Spare's Marketing Team, led by Niklas Mey (Marketing Manager), could lead the marketing and awareness efforts to help promote services and increase awareness as part of our solution. If required, our team will work with Town of Truckee during the planning and post-launch stages to identify areas to increase awareness of the Connector service, which in turn, increases ridership

We anticipate providing these levers—each of which we have extensive experience providing:

- **Growth and Marketing Strategy.** Spare recommends using a mix of channels and continuously reviewing and optimizing the growth plan based on the channels that prove to be most effective. Channels can include digital marketing, out-of-home advertising, community engagement and partnerships, and street marketing, to name a few.
- **Rider Engagement.** Spare recognizes that the acquisition of new riders is not enough; agencies must also keep riders engaged and active. Targeted promotions and personalized communications help address this problem. Spare recommends configuring a range of subscription offerings based on identified use cases to improve rider retention and expand the use of Town of Truckee 's service. We also recommend continuously analyzing ridership trends, both quantitatively and qualitatively. Spare's in-house Data Science Team has extensive experience assisting partners in data collection efforts, including surveys, on-board feedback, and in-app push questions. We will be happy to leverage this expertise to evaluate Town of Truckee desired project outcomes on an ongoing basis and improve the services over time.

  If the Town of Truckee desires, Spare can also offer workshops for riders as a part of our marketing and community outreach campaign. We have found these workshops to be particularly effective at reaching riders who are typically underserved by public transit, including seniors, riders with disabilities, and unbanked riders. See figure to the right for the Ride Alliance Project with Toyota, a billboard created by Spare to support the launch of the new Ride Alliance Link Project with Toyota to increase awareness and ridership to the program.

- **Design.** Spare's Marketing and Design Teams also support transit agencies to create custom vehicle branding, as well as a white-label rider app, if desired. An example of the Rogue Valley Transportation District (RVTD) Microtransit Vehicle Wrap is shown to the left where Spare created the vehicle wrap for RVTD's Ashland Connector microtransit service to help launch and market the new service.

- **Pricing Strategy.** With transportation deployments across the world, Spare understands that a tailored pricing structure can effectively grow and shape demand. For example, in a service envisioned by the Town of Truckee , offering reduced fares for rides that begin or end at a transit hub can significantly boost ridership. The Spare Platform allows partners to easily configure these parameters in order to launch targeted campaigns.

Functionality of the System	Yes	No	N/A	Spare's Response
Marketing and User Communication				
Does the platform have the ability for the rider or agency to review rider accounts to trip history?	Yes			Yes, trip history is available for each rider.
Does the platform have the ability for riders to rate, add feedback, or respond to surveys at the end of their trip?	Yes			Riders are prompted to rate trips and add comments after each trip. Surveys are also available and can be customized for the agency. Refer to *Section 2.4.2* for more details.

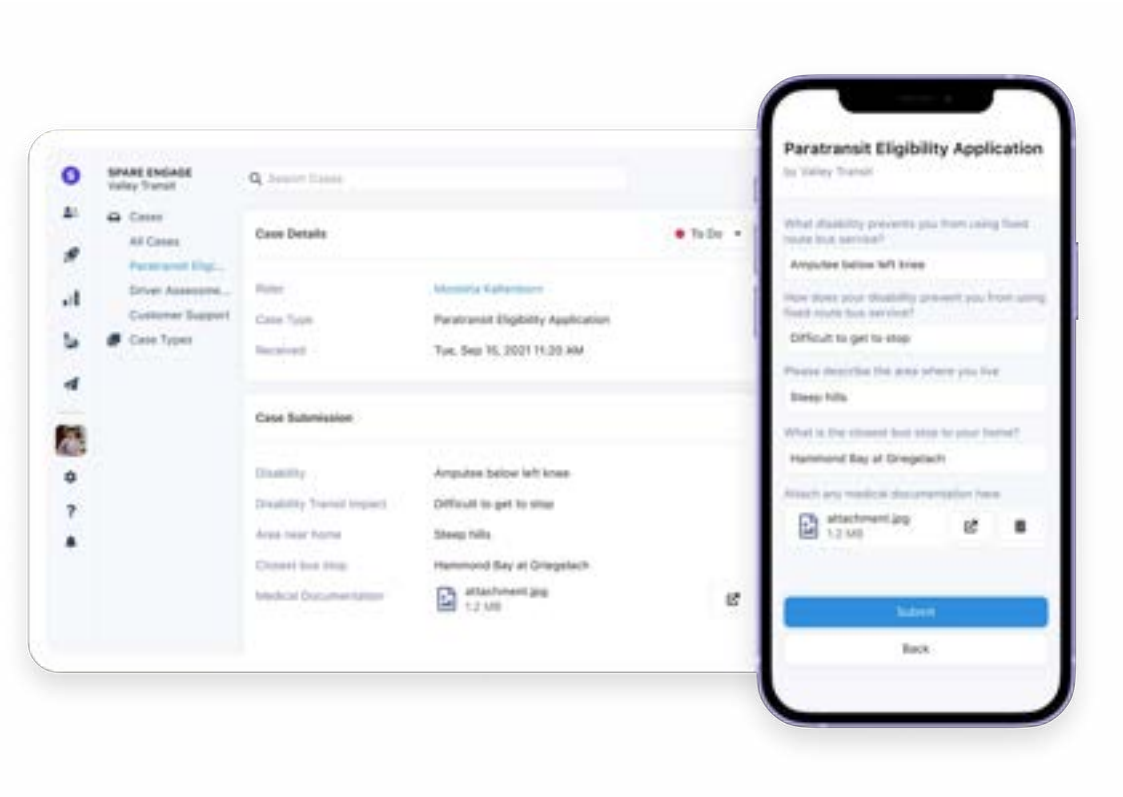
2.5 Spare Engage: Paratransit Eligibility Management (Optional)

2.5.1 Overview

Spare Engage is a centralized, digital database and eligibility management tool that streamlines, digitizes, and automates the paratransit eligibility process from start to finish. Using Engage, transit agencies can segment riders into groups that can be tied to custom services, fare structures, or funding sources. This creates a single profile for each rider that contains all their information: from the basic (name, contact information, etc) to any conditions that might make them eligible for specialized mobility services.

For every paratransit or specialized transit rider in your transit system, transit agencies can create a rider profile that contains all their information, from the who and where to the what, how and why.

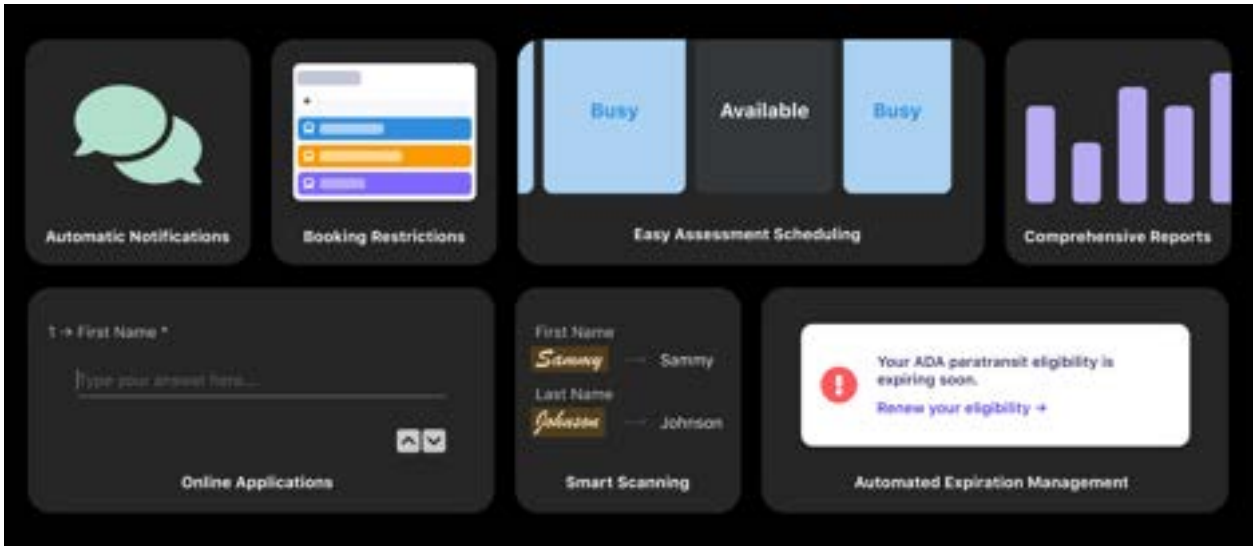
Spare Engage. *A centralized, digital database that streamlines, digitizes, and automates the paratransit customer eligibility process, including status and correspondence.*



2.5.2 Paratransit Eligibility Management Tool

Spare Engage dramatically improves the experience for both transit agencies and paratransit riders and prospective riders by digitizing the application process (digital forms or smart scanning of paper forms), creating and centralizing user profiles on a cloud-based platform (acting as a single source of truth that can be dynamically updated by assessors, riders and drivers), setting up workflows such as determination steps by the relevant individual within the 21-day time frame, and handling communications with ADA applicants, riders and those in need of renewal—all through automation.

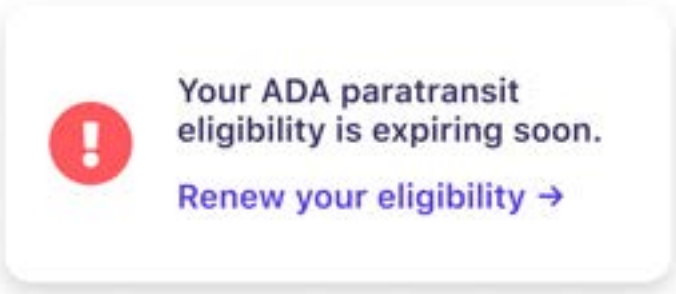
Through the digitization and automation that Spare Engage provides, transit agencies are better able to deliver exceptional service to those who need it most.



This is all possible because Spare Engage is digital-first from day one. Features like customizable web-based forms let transit agencies collect paratransit applications digitally and streamline how you work with rider information. If you still collect paper applications, you can utilize the powerful Smart Scanning feature of Spare Engage to scan paper forms with optical character recognition (OCR) and convert handwritten information into usable data within seconds.

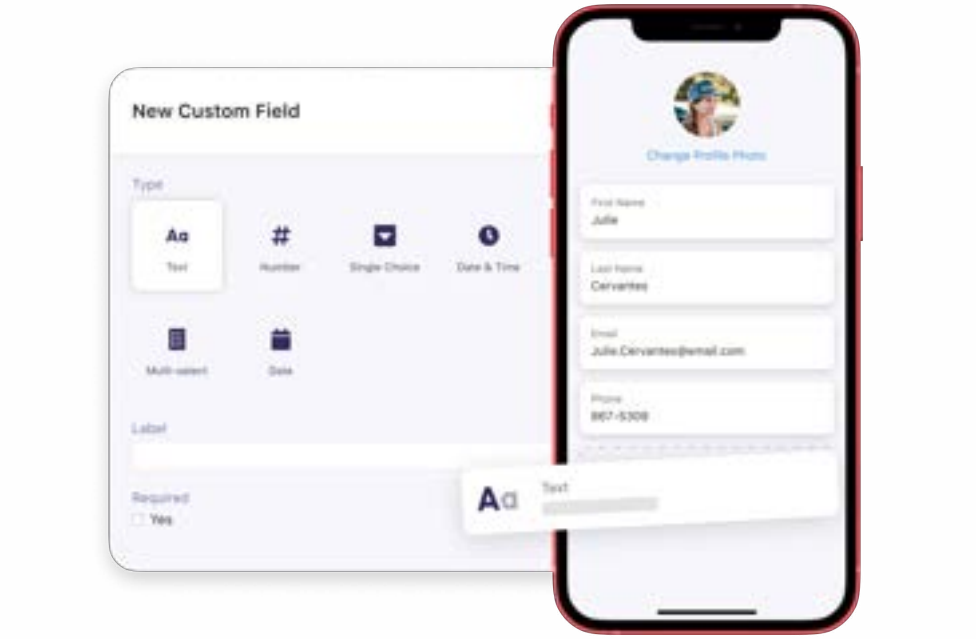
Expirations can also be automated in Spare Engage. By using group memberships, admins can be alerted to the upcoming renewals that will need to be completed in the coming months. When a person is assigned to a group (e.g. ADA paratransit), their group membership could be set to expire when their eligibility does. As that date approaches, the system would send out a series of notifications either by phone, email, SMS, notifications in the white-label app and / or mail. It advises agencies and riders that action needs to be taken and ensures that no one falls through the cracks.

Renewal Notifications. *Admins receive notification of upcoming renewals through Spare Engage.*



Spare Engage allows transit agencies to use customizable forms and templates to manage whether a rider is eligible for your paratransit service, a driver is qualified to perform a specific duty, a customer claim is valid, and more. With Spare's eligibility management tool you can assign riders to the services they need within days, transparently track applications and profiles, collaborate across agency departments and transit agencies, ensure drivers always meet your standards, and ultimately make everyone involved in the paratransit service happier.

Spare has simplified the data migration process down to just a few clicks. If a transit agency is using an existing paratransit software, it will be easy to import your rider data and map fields within seconds. By giving ADA paratransit riders more ways to move around their towns and cities, they can explore new social opportunities and access vital services that were previously out of reach. Agencies, which have invested millions to make their trains, bus rapid transit and express buses more accessible, can finally start to see a good return on their efforts — a true win-win for everyone.



3. Deployment Plan

3.1 Implementation

Spare is very comfortable leading the design and deployment process of a new on-demand microtransit service. To understand the speed and quality of our work, we recommend that the Town of Truckee speak with our project references (listed in *Section 1*) because it's the only true way for you to know how Spare leads the way in project planning and implementation.

During the deployment phase, Spare promises the following to Town of Truckee :

- Spare will lead the implementation process from kickoff to launch
- If requested, our team will perform detailed microtransit simulations to look at opportunity areas between microtransit and fixed route services
- Configuration of Spare Platform to meet your service requirements
- Driver, booking agent, and administrator training facilitated by Spare's Project Manager
- Weekly meetings with your team, for the duration of your contract
- On-site visit and testing (due to COVID, this may be restricted)
- Naming and branding for new services
- Customized social media graphics and templates for marketing and promotion
- Design of customized vehicle decals

3.1.1 Work Plan

Spare will lead the transition from to Spare Platform like we have done for most of our partners. If the Town of Truckee wanted to set up a new service on its own without any input, you would be able to do that too.

The table below provides our Work Plan, schedule and description of our deployment plan. It includes the schedule for all preliminary and final activities required. Though Spare can launch quickly, we are committed to launching according to Town of Truckee 's target launch of fall 2022.

Deployment Plan. *Spare and Town of Truckee will work closely from contract negotiations to post-launch to ensure a successful on-demand service. Please note that dates presented below are approximate and can be modified to align with Town of Truckee expectations.*

Project Stage	Major Milestones	Core Activities	Responsible Party
Contract Award **Phase 1: Pre-Kickoff** Contracting and Stakeholder Engagement Between Award of Task and Contract Signing	✓ Contract Award ✓ Notice to Proceed ✓ High-level scope of work and pricing finalized	Spare has an in-depth project kick-off and onboarding process that will allow us to define the service goals, objectives and expectations together. Against these we'll jointly determine a set of KPIs to measure the success of the project.	**Spare Resources:** Kristoffer Vik Hansen, Project Sponsor Rob Precious, Growth Manager **Town of Truckee Resources:** Town of Truckee Project Manager
Phase 2: Kickoff and Project Plan	✓ Project Kickoff with Spare and Town of Truckee project team ✓ Requirements Review completed	Spare will hold a kick-off meeting with the Town of Truckee to finalize the project plan and schedule. At this meeting, we will collaborate to confirm goals, objectives, and scope for identified services and zones. At the end of the kickoff, we will set up recurring weekly project calls.	**Spare Resources:** Quinn Kliman, Operations Director Rob Precious, Growth Manager Data Science Resources **Town of Truckee Resources:** Town of Truckee Project Manager Town of Truckee Transportation Planner

Phase 3: Service Planning and Design **Approx. 4 weeks**	✓ Fine-grained service parameters finalized ✓ Detailed, week-by-week launch schedule completed ✓ Security and recovery plan created and validated	Begin the transit planning and consulting process to identify and model the services. Create service based on parameters (for our routing algorithms), determine integration needs / scope, procure hardware, discuss fare and payments strategy. Develop operational processes. Driver device and vehicle set up, add drivers, booking agents and schedulers to the platform. Collaborate with the Town of Truckee to promote the services. Spare can share best practices on promoting new services and provide graphics / social media support based on the marketing scope required.	**Spare Resources:** Quinn Kliman, Operations Director Fenella O'Brien, Project Manager Rob Precious, Growth Manager Data Science Resources **Town of Truckee Resources:** Town of Truckee Project Manager Town of Truckee Transportation Planner
Phase 4: System Development **Approx. 3 weeks**	✓ Platform configuration completed ✓ System ready for end-to-end testing	Set up services in Spare Platform based on identified parameters. Optimize algorithms around Town of Truckee's service parameters. Localize the system through detailed mapping and traffic modeling. Align product configurations to meet Town of Truckee's requirements.	**Spare Resources:** Quinn Kliman, Operations Director Fenella O'Brien, Project Manager **Town of Truckee Resources:** Town of Truckee Project Manager

Phase 5: Testing **Approx. 3 weeks**	✓ Testing environments ready and completed ✓ Service dry run completed	Perform a broad spectrum of functional tests using a fully localized simulation environment. Conduct quality assurance and internal field tests in Town of Truckee's service zone (with real drivers and riders). Conduct full-scale dry run tests to test functionalities and ensure staff understand their workflows. Make system adjustments based on testing, as needed.	**Spare Resources:** Quinn Kliman, Operations Director Fenella O'Brien, Project Manager **Town of Truckee Resources:** Town of Truckee Project Manager
Phase 6: Training and Vehicle Setup **Approx. 2 weeks**	✓ Training plan finalized ✓ Workforce, including data analyst, driver, scheduler/dispatcher, and booking agent training completed ✓ Vehicles ready for launch ✓ In-vehicle device setup and installation completed	All drivers, dispatchers, schedulers/booking agents, administrators, and data analysts are trained and made ready for launch. Conduct training sessions and dry runs. Ready vehicles for launch, including device setup and installation. Note: Town of Truckee will be assigned a Project Manager, who will coordinate aspects of recurring training, as required.	**Spare Resources:** Quinn Kliman, Operations Director Fenella O'Brien, Project Manager **Town of Truckee Resources:** Town of Truckee Project Manager
Phase 7: Pre-Launch **Approx. 1 week**	✓ Final system acceptance completed	Validate driver accounts, platform user accounts, and all necessary customer data for launch. Schedule duties in Spare Platform. Verify all previously scheduled trips are in the system for launch.	**Spare Resources:** Quinn Kliman, Operations Director Fenella O'Brien, Project Manager **Town of Truckee Resources:** Town of Truckee Project Manager

Phase 8: Service Launch	✓ System goes live—Spare launches service (date to be determined and finalized with Town of Truckee) Initial adjustments made. Spare makes any necessary changes based on actionable feedback from first users and Town of Truckee staff.	Execute on launch plan. Support Town of Truckee's marketing and outreach activities (eg. press releases, launch events) and generate interests in services, if desired. Gather feedback from initial users and make service adjustments.	**Spare Resources:** Quinn Kliman, Operations Director Fenella O'Brien, Project Manager **Town of Truckee Resources:** tTown of Truckee Project Manager

Phase 9: Post-Launch Support and Optimization **Ongoing to End of Contract**	Performance reviews completed, which will be shared by Spare and used as a benchmark against collaboratively-deter mined KPIs.	Led by your dedicated Project Manager, the project team will meet weekly with the Town of Truckee to discuss issues and ongoing optimization or expansion plans. The weekly staff briefing will summarize: ● Summary of work completed to-date ● Updates to schedule ● Project status and deliverables ● Activities and expected deliverables for the upcoming month ● Red-flag issues ● Recommendations to improve the service delivery Our Partner Success Team will host quarterly goal reviews (QGRs) with the Town of Truckee to deep dive into quarter performance and set quarterly objectives. We will also assist with running quality-control tests, incorporate rider/driver feedback, and ensure smooth day-to-day operations. Spare's data science professionals will work with Partner Success to provide recommendations in optimizing the service further and conduct market research, analysis, and understanding of rider experience through reviews and rider interviews.	**Spare Resources:** Fenella O'Brien, Project Manager Rob Precious, Growth Manager Data Science Team **Town of Truckee Resources:** Town of Truckee Project Manager Town of Truckee Transportation Planner

3.2 Training Modules

Spare offers multiple training sessions, as required by our customers, as well as ongoing training throughout the duration of our contract. Our five proposed training

Spare's Training Modules

modules are shown to the right and detailed in the table below. Spare provides train-the-trainer training sessions that equip our customers, including riders, Executive Team, Operations, Customer Service, IT/Business Intelligence, and Drivers with the know-how to train others themselves. Depending on the timeframes available, training can be adjusted to meet the needs of the Town of Truckee , its leadership team, and the end-users.

Training Modules. *Modules available for Spare Platform and the approximate time investment.*

Module	Core Activities	Deliverables	Comprehensive Written Training Material
Module 1: Admin (2 hours)	• Dispatcher, Driver, Booking Agent and Data Analyst modules • Setting up and restricting user permissions • Setting up dashboards	Understanding of complete suite of service management tools, allowing staff to perform all necessary functions	Spare Platform Launch Guide Troubleshooting Guide
Module 2: Dispatcher (1 hour)	• Use Live Map • How to create and cancel trip requests • Schedule duties (driver shifts) • Setting up notifications • Deal with exceptions • Managing vehicles and drivers	Understanding of complete suite of service management tools, allowing staff to perform all necessary functions	Spare Platform Launch Guide Troubleshooting Guide
Module 3: Driver (1 hour)	• Dealing with no-shows and cancellations • Hands-free notification and communication handling • Emergency response management • Managing “flag-down” (if applicable)	Understanding of Driver app allowing staff to perform all necessary functions	Driver App Reference Guide Driver App Video Training
Module 4: Booking Agent (1 hour)	• Navigating Requests • Booking Requests • Booking Recurring Trips • Troubleshooting Guide • Spare Interactive Voice Response (IVR) • Editing Rider Profiles • Adding Favorite Locations • Adding Group Memberships	Understanding of booking module, allowing booking agents to manage trip requests	Spare Platform Launch Guide Troubleshooting Guide
Module 5: Data Analyst (1 hour)	• Setting up Dashboards • Pulling data files via CSV or XLS • Setting up integration into data visualization platform (if applicable)	Understanding of data analyst module, understanding analyst to monitor and report service performance	Spare Platform Launch Guide Troubleshooting Guide

System Administration Training (Modules 1, 2, 4 and 5)

Spare's **two-hour in-person / webinar training** course covers all of the Spare Platform components available to administrative access users, including creating and editing zones, modifying notification settings, passenger and vehicle administration, match administration, exception management, and customer support. Spare also offers extensive system administration support documents, including a user guide, that enables administrative staff to find answers to questions themselves.

Driver Training (Module 3)

Informing the driver on how to use the Driver app is central to a successful experience. Spare's Driver app was designed from the ground up to be user friendly and safe to use on the road. Driver training begins when the driver enters the app and logs in using their email and password. Each driver is greeted with an onboarding procedure that explains how the app works and the various functionalities. We also offer a Driver Quick Reference guide that can be kept in vehicles in case drivers have issues or questions while on the road. Lastly, drivers can also utilize the Spare Driver support documentation to find answers to questions themselves.

A **two-hour in-person** driver training session is recommended for each driver using the Driver app. The trainer for the in-person driver training can be a member of Spare, or another driver / operator, if a train-the-trainer setup is preferred. Several drivers can be trained in parallel during one in-person driver training session. Below is a walkthrough of the steps involved in the driver training.

1. Before the in-person driver training session, each driver will watch an introductory video of the Spare Driver app and guidelines for the specific service being deployed. Drivers can also use this video in the future as a reminder on how to use all aspects of the Driver app.

2. During the in-person driver training session, the trainer provides a full walkthrough of the Driver app for the driver(s). The walkthrough covers normal operating procedures as well as procedures for dealing with unforeseen operational situations / issues. The driver(s) will also receive a paper-based quick reference sheet explaining common operational procedures, together with escalation policies.

3. After a satisfactory level of training has been performed, the trainer will organize a full system dry-run with the driver(s), simulating foreseen and unforeseen situations, in order to test driver readiness.

4. After the in-person driver training is complete, it is recommended that a more experienced driver accompanies the newly trained driver(s) for their first public shift.

Ongoing Training

Post-launch, Town of Truckee 's Partner Success Manager will be available for weekly meetings and ongoing training, as needed. Spare will organize specific training sessions for new feature launches as they are released.

In-person training can be arranged at any point pre- or post-launch for an additional cost.

3.3 Agency Support

Spare is committed to supporting Town of Truckee with the successful launch and implementation of our on-demand software with the goal of ensuring the ongoing success of the Connector service. We do this by providing a dedicated partner success team and 24/7 customer support; implementing consistent monitoring and quality control to ensure system stability; maintaining and staying ahead of leading data security practices; and guaranteeing that your team is well-informed and prepared for software updates, and has the opportunity to deliver regular feedback.

3.3.1 Partner Success

Town of Truckee will be assigned a dedicated Partner Success Manager who will lead the project implementation and provide on-going post-launch support to ensure a successful service. Support will take the form of ongoing weekly meetings where the Town of Truckee can review key performance indicators (KPIs), ask questions and deliver feedback, discuss challenges and possible solutions, and receive important product updates or training. On-call customer support is also available 24/7 by phone or through live messenger chat.

Quarterly Goal Reviews

Every quarter, Town of Truckee 's Partner Success Manager will conduct a Quarterly Goal Review (QGR), or Quarterly Business Review, which provides an in-depth opportunity to examine the previous quarter's performance, successes, and challenges, as well as set goals, objectives and key performance indicators (KPIs) for the upcoming quarter. The QGR is a key component in keeping your service on track and in a state of continuous improvement.

Product Feedback & Development

As our partner, Town of Truckee 's feedback is integral for developing and refining our features set to continue to meet Town of Truckee 's needs and to keep Spare's platform on the cutting edge of transit innovation. Our partner success team will facilitate a consistent product feedback loop so that Town of Truckee can communicate urgent needs and product feedback, as well as beta-test new features and provide input on the future direction of Spare's platform according to Town of Truckee 's strategic goals.

3.3.2 Software Updates

Spare is always improving and deploying upgrades immediately to any of our partners, free of charge, so the Town of Truckee will always be on the latest version of Spare. As a cloud-based SaaS platform, Spare does not require downtime to update systems. Upgrades and rollouts are designed not to disrupt operations and the Town of Truckee will be briefed in advance with what to expect. When a major update is released for the end-user rider application, a step-by-step guide is provided within the app to teach Town of Truckee 's riders about the interface changes.

We are transparent about our product roadmap, which is publicly available to view on our website (https://sparelabs.com/en/roadmap/), and we always communicate with our customers when they will be impacted by a system update or when a new feature becomes available. Updates are also publically available at https://sparelabs.com/en/changelog.

3.3.3 Maintenance and Quality Control

Spare adheres to top industry standards to ensure the integrity of databases, software and functionality of the platform, API, driver app and rider app. This work is implemented by our quality engineers, and is managed and overseen directly by the Chief Technology Officer / Security Lead, Alexey Indeev.

As part of the Quality Control process, the Spare engineering team ensures the following:

- Automated and manual testing for continuous improvement
- Quality checks at every stage
- Daily system backups
- Disaster recovery and emergency management

Spare's standard level of response for upgrades, maintenance and repairs is illustrated in the figure below.

Our team uses Google Cloud Platform for its cloud environment. We have a testing, staging, and production environment to process every feature and database update or release prior to it being shipped. Automated monitoring processes notify the engineering operations team of bugs or other items requiring immediate attention 24/7. The engineering operations team is also actively observing systems on a daily basis to ensure a high quality of service.

Spare uses Point-In-Time recovery for all databases and makes full backups daily, so it is always possible to restore any state of the database from before an incident. Disaster recovery testing is done on Spare's internal production systems to avoid interruption in customer systems and to ensure a plan is in place if a disaster were to occur.

3.3.4 Security

Spare adheres to all privacy regulations in the locations in which it operates. Therefore, user data follows applicable state and federal privacy laws. Spare does not own the data collected; it is the property of the Town of Truckee . Spare's system has HIPAA-compliant security features, including:

- Authentication for site access
- The ability to set user groups and their access and editing privileges
- The ability to monitor users and maintain an audit trail
- The ability for multiple organizations to use the software and have unique log-ins with a unique audit trail

All of these features are designed to prevent unauthorized or accidental disclosure, alteration or destruction of data. In regards to payment security, Spare safely outsources payments to our partner Stripe, a certified PCI Level

1 Service Provider and is well known and used around the world. Spare is also compliant to the General Data Protection Regulation (GDPR). To learn more about Spare's security processes, read more at sparelabs.com/security.

3.35 Technical Service Level Agreement

Service Level Agreement & Scheduled Maintenance Plan

General Service Level Terms and Downtime Management:
The Services shall be available 99.99%, measured monthly, excluding scheduled maintenance. If Customer requests maintenance during these hours, any uptime or downtime calculation will exclude periods affected by such maintenance. Further, any downtime resulting from outages of third party connections or utilities or other reasons beyond Company's control will also be excluded from any such calculation. Customer's sole and exclusive remedy, and Company's entire liability, in connection with Service availability shall be that for each period of downtime lasting longer than one hour, Company will credit Customer 0.3% of annual Service fees for each period of 30 or more consecutive minutes of downtime; provided that no more than one such credit will accrue per day. Downtime shall begin to accrue as soon as Customer (with notice to Company) recognizes that downtime is taking place, and continues until the availability of the Services is restored. In order to receive downtime credit, Customer must notify Company in writing within 24 hours from the time of downtime, and failure to provide such notice will forfeit the right to receive downtime credit. Such credits may not be redeemed for cash and shall not be cumulative beyond a total of credits for one (1) week of Service Fees in any one (1) calendar month in any event. Company will only apply a credit to the month in which the incident occurred. Company's blocking of data communications or other Service in accordance with its policies shall not be deemed to be a failure of Company to provide adequate service levels under this Agreement.

Incident Management:

If any service issue should arise throughout the duration of service, all issue shall be marked and prioritized as follows:

1. Fatal (Complete degradation -- 30 Minute response time during support hours). All users and critical functions affected.

2. Severe (significant degradation -- 90 Minute response time during support hours). Large percentage of users or critical functions affected.

3. Medium (limited degradation -- 3 hour response time during support hours). Limited number of users or non-critical functions affected. Business processes can continue.
4. Minor (small degradation -- 4 hour response time during support hours). One user affected. Business processes can continue.

Spare Platform Scheduled Maintenance Plan
As Spare Platform is hosted on cloud infrastructure and is accessible using any modern web browser, onsite support and maintenance, beyond initial setup and user training, is not needed for this solution. Spare Labs

knows the importance and value of an integrated and transparent team supporting both development and operations. Coordinated and agreed to release schedules allow for proper planning, testing, and integration prior to any release being deployed in the production environment. Spare Labs follows a very robust and clearly documented change management policy providing for the review, approval, testing and rollout of changes in the production environment so as to reduce service interruption while maintaining Spare Labs' compliance with all applicable policies and procedures, including information security policies.

The Spare Platform solution includes unlimited upgrades included in the annual maintenance and support fee. Spare Labs' approach to release cycles and management for the Spare Platform is designed to provide stability, quality and predictability coupled with the flexibility to quickly resolve problems and deliver new features or service enhancements. Spare Platform typically follow release cycles for three Release Types as listed below:

1. Major Release: Major Releases are application version upgrades to Spare Platform. These releases are an integral part of the offering and provide new functionality often times with major changes to the application or the architecture. Frequency for this release type is typically twice per year. Customizations for specific customers can be incorporated into the core Spare Platform solution and shared with all customers as part of their maintenance and support agreement.
2. Minor Release: Minor Releases include but are not limited to, minor feature upgrades, bug fixes, security updates, and installation of application patches and generally do not involve architectural changes. Frequency for this release type is typically once per month.
3. Hot Fix: A Hot Fix Release involves an urgent need to address such issues as a security vulnerability, system/application stability or other functional issue. Released as required.

Change and upgrade management

Spare Labs change and upgrade management for our software includes the following steps: - Planning: Plan the change, including the implementation design, scheduling, communication plan, testing plan and roll-back plan.

- Evaluation: Evaluate the change, including determining the priority level of the service and the risk of the proposed change; determine the change type and the change process to use. - Review: Review Change Plan with peers and/or Change Advisory Board as appropriate to the change type.
- Approval: Obtain approval of the Change Plan by management as needed.
- Communication: Communicate about changes with the appropriate parties. - Implementation: Implement the change.
- Documentation: Document the change and any review and approval information. - Post-change review: Review the change with an eye to future improvements.

Patch management policy

Spare Labs utilizes the following software patch management policy:

- Vendor-released patches are assessed and assessment is documented.
- Patches are tested; testing is documented and approved prior to implementation in Production.
- Patches are implemented on either a standard, significant, or emergency timeline. - Implementation is validated to ensure that all approved patches have been implemented.

Instant Scalability

Spare utilizes secure cloud hosted solutions, such as Amazon Web Services, to supply all system capabilities in

a fully-managed environment. The Spare Platform is built to scale in an instant. If there is ever a sudden influx of new passengers, or if a new service is opened, the Spare Platform cloud infrastructure automatically allocates additional resources to your services to make sure they run smoothly no matter the demand.

Datacenter Capabilities

Backups and data-in-motion are fully encrypted, as well as are encrypted-at-rest. Spare's secure cloud hosted data storage servers auto-scales resources (storage, memory, IOPS) as usage rises, so it's always ready for sudden spikes in traffic.

Methodology for Automation and Third-Party Integrations

Spare Labs embraces a microservices-based architecture for all its products, as productivity increases at an astonishing rate, and solutions can be delivered much more quickly to those requesting flexible, scalable applications. By being built on a standardized, open software and hardware architecture, Spare Platform is able to integrate with third party products and services much faster and more efficiently versus using a proprietary, closed software and hardware architecture. At every component, Spare Labs performs a buy vs. build analysis to identify if there is an advantage of automation and integration with third parties. If a third-party integration is deemed acceptable to Spare Labs' development team, the third-party integration is first rigorously tested in a sandbox environment. A sandbox is a testing environment that isolates untested third-party integrations from the production environment or repository. If the third-party integration passes Spare Labs' performance/stress test, it will be integrated as part as of our product offerings.

4. Price

4.1 Pricing Assumptions

Spare- Pricing Information

In the table below you will find the standard Spare Platform costs for implementation of on demand transit projects. The base SaaS fees for Spare includes annual maintenance, hosting, upgrades, optimization, and 24/7 support. The SaaS fees are set up to make the usage as flexible as possible, enabling Town of Truckee to scale your services, for example to expand the number of vehicles, include additional third party transit vehicles and/or include conventional microtransit service. The below pricing is for a one (1) year period. **Please note, Spare would be happy to discuss this pricing further if required by the Town of Truckee .**

Spare Platform Fees. *Our fees do not include the cost of tablets.*

Description	Fee
Spare Platform base annual maintenance, hosting, upgrades, optimization, and 24/7 support fee. Setup, Training, Configuration and Project Management for implementation of Spare technology for Town of Truckee , with the following modules: • Spare Launch and Analyze • Spare Driver app • Spare Rider app (white-labeled app included) • Webbooker	$15,000 per year
Spare Partner Success Package (Priority level): • Dedicated Project Manager, Operations Support Staff and Training Staff • Customized marketing and design package • Fully managed onboarding and training for Town of Truckee team *Average response time for clients with priority level is less than 4 minutes*	~~$12,000 per year~~ Town of Truckee Pricing: $8,000 per year

Technology Fee for on-demand vehicle service (up to 10 vehicles)	$4,500 per year, per active vehicle
Spare Voice Package (up to 10 vehicles) When Spare Voice is enabled the following features are included: 1. A phone call notification feature for Spare Platform that sends an automated phone call notification to riders (a.k.a "Spare Automated Phone Notifications") 2. A voice-over-internet-protocol (VOIP) rider calling feature embedded in the Spare Driver iOS and Android applications (a.k.a "Spare Driver-Rider VOIP"). Driver can call the rider using a masked number on both sides directly from the tablet (no cellular plan). 3. An integrated-voice-response (IVR) feature that collects card payment information from users over-the-phone using an automated phone call mechanism that is triggered from the Spare Platform web-portal (a.k.a "Spare Pay IVR")	$650 per year, per active vehicle
Spare Call Center (Optional)	One time setup fee $350 $800 per month for 500 minutes and $1.87 per minute above this
Spare Engage Eligibility Management Platform (Optional)	~~$18,000 per year for three seats~~ Town of Truckee Pricing: $6,000 per year for three seats

Miscellaneous Charges. *Spare will not initiate these miscellaneous costs unless written pre-approval has been provided by the Town of Truckee .*

Item	Charge Rate
Travel (Airfare / Ground) / Accommodation / Meals	Cost + 10%

Bespoke Projects (including Spare API integration support with third party applications)	$150 / hr
Maintenance of Spare API integration	$675 per month

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