



Islamorada, Village of Islands **RIDESHARE WORKSHOP**

May 28, 2026 - 5:30 PM
Founders Park Community Center
87000 Overseas Highway
Islamorada, FL 33036

The Village Council has resumed the in-person regular meeting format. Virtual participation is still available to the public. Please see the last page of the agenda for participation details

AGENDA

- I. CALL TO ORDER**
- II. PUBLIC COMMENT**
- III. RIDESHARE PROPOSALS**
 - A. RFP 26-03 Rideshare Services Proposals**
- IV. ADJOURNMENT**

Options for Viewing the Village Council Meeting:

The public is encouraged to watch the meeting on Monroe County's MCTV Comcast Channel 77. Alternatively, the public may view the meeting streamed live on the Village website from their personal computer, tablet or phone via the following link:

https://www.islamorada.fl.us/departments/communications/live_village_broadcast_meeting.php

[PUBLIC_PARTICIPATION]

Option 1: Email your comments.

1. Public comment should be submitted via email to: public.comment@islamorada.fl.us
2. The email should contain "Public Comment" in the subject line.
3. The name and address of the submitter shall be included in the email.
4. Public comment should be submitted by 9 a.m. the day before the meeting. Public comment will be sent to the Village Councilmembers for consideration prior to the meeting. Public comments will not be read during the meeting.

Option 2: Call in During the Meeting.

- If phoning in, dial 305-224-1968 and enter the webinar ID: 818 2913 6981 followed by #. When the Mayor opens public comment pertaining to the agenda item you are interested in dial *9 to be recognized by the Zoom meeting monitor.
- If watching online via Zoom: Open the Zoom webinar link <https://us06web.zoom.us/j/81829136981> and follow the prompts to join the webinar. When the Moderator opens public comment use the “raise your hand” feature to be recognized by the Village Clerk

ADA Assistance:

These meetings are open to the public. In accordance with the Americans with Disabilities Act of 1990, all persons who are disabled and who need special accommodations to participate in this meeting because of that disability should contact the ADA Coordinator at (305) 664-6448 or by email at ADA@islamorada.fl.us at least 48 hours before the scheduled meeting

Exhibit A



POWERING THE FUTURE, ONE RIDE AT A TIME!



RFP Title:

ON-DEMAND ELECTRIC VEHICLE
RIDESHARING SERVICES

RFP Number: RFP 26-03

Name of Firm: Beefree LLC d/b/a Freebee

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33137

Primary Contact Person: Jason Spiegel

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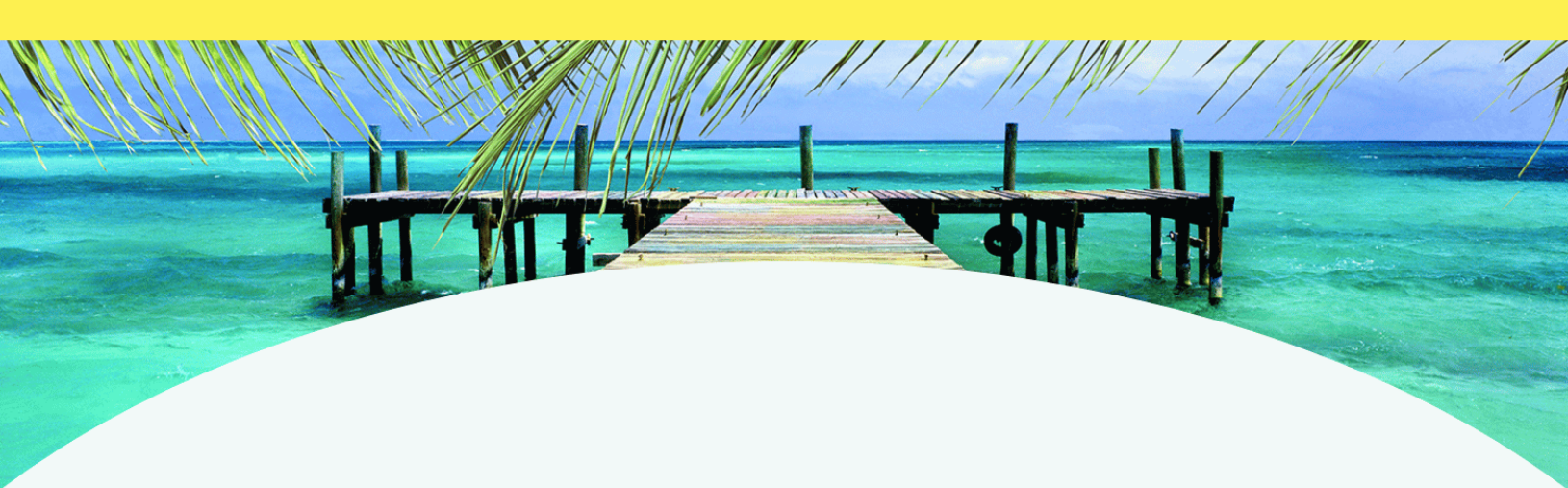
April 13th, 2026





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1. Cover Letter

Cover Letter

Dear Islamorada, Village of Islands:

This letter is in response to RFP 26-03 On Demand Electric Vehicle Ridesharing Services.

Freebee respectfully submits this proposal as the longstanding microtransit provider for the Village of Islamorada, where we have proudly delivered service since 2018. Freebee's proven, seven-plus-year track record of successful service delivery within one of the most unique operating environments in Florida has created what is today one of the highest-rated services among residents in the state. This speaks volumes to the personalized relationships and cultural integration Freebee has developed with the stakeholders of the village. Islamorada is unlike any other community. Its geography, visitor economy, eclectic culture, limited workforce availability, and distinct mobility patterns requires a provider with established local knowledge, operational flexibility, and a demonstrated ability to perform consistently over time.

Since 2018, Freebee has built a deep foundation of operational data in Islamorada, enabling us to drive meaningful cost efficiencies, enhance service performance, and continuously refine the program based on real rider behavior and evolving community needs. This long-standing presence provides the Village with a distinct advantage. Rather than introducing a new system, platform, or operator unfamiliar with the local environment, Freebee delivers continuity, institutional knowledge, and a proven operating model already optimized for Islamorada's unique transportation landscape. Our experience serving both residents and visitors has allowed us to fine-tune service delivery in a way that prioritizes affordability, reliability, and seamless integration with the Village's broader mobility objectives.

Freebee's success in Islamorada is particularly meaningful because it reflects our ability to operate effectively in a market that cannot be served with a one-size-fits-all approach. The Village's limited workforce and constrained labor pool create real challenges—not only in recruiting staff, but in building, retaining, and motivating a high-quality team over time. Freebee has already proven its ability to overcome these challenges. Over the course of our 7+ year partnership with Islamorada, we have built a stable, community-oriented workforce that understands the local environment and consistently delivers a high level of service. Our drivers are more than operators, they serve as community ambassadors with deep local ties, helping create a rider experience that authentically reflects the values and character of the Village.

As the incumbent provider, Freebee delivers meaningful operational and financial advantages to the Village. Our long-term presence has allowed us to structure service with grandfathered, below-market pricing while maintaining a high level of service readiness, including dedicated spare vehicle capacity. These efficiencies are not theoretical—they are the direct result of sustained local operations,



disciplined resource planning, and years of both financial and community investment in Islamorada. The Village benefits from a partner that is already embedded, already performing, and fully equipped to continue service without disruption.

Equally important, Freebee has built strong trust and brand equity within the community since launching in 2018. The program has earned consistent praise from residents, local businesses, and especially seniors who rely on dependable, accessible transportation. The platform is already familiar –riders have downloaded the app, repeat visitors understand how to use the service, and the community has already developed the behavioral patterns and mobility literacy needed for adoption. That familiarity significantly reduces barriers to use and delivers immediate value that would take a new provider years to replicate.

Freebee’s relationship with Islamorada is not transactional; it is longstanding, tested, and deeply rooted in the community. This proposal is therefore not simply a promise of what Freebee could do. It is a continuation of what Freebee has already been doing successfully for more than seven years.

Built on this proven foundation, Freebee is uniquely positioned to continue delivering a cost-effective, community-centered, and operationally resilient microtransit service for Islamorada under the current DOT application. Our experience since 2018, combined with our deeply embedded local presence and demonstrated ability to perform in a uniquely challenging market, makes Freebee exceptionally well-suited to remain the Village’s trusted long-term mobility partner.

Freebee appreciates your time and thoughtful review of our submission. We are fully available to answer any questions or provide clarification on any aspect of the proposal.

Sincerely,



Jason Spiegel, CEO
Beefree, LLC. (DBA) Freebee
Jason@ridefreebee.com



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Company Overview

Freebee, founded in 2012 and headquartered in Miami, Florida, is one of the nation's premier providers of turnkey, on-demand microtransit and multimodal mobility solutions for municipalities, community redevelopment agencies, universities, and transportation partners. Over more than a decade of dedicated service, Freebee has established itself as a market leader and one of the largest dedicated municipal microtransit operators in the United States.

Today, Freebee operates a fleet of more than 300 electric and low-emission vehicles, provides over 2 million passenger trips annually, and supports more than 55 municipal, university, and community partners across Florida and the United States. With more than 600 team members, the majority based in South Florida, Freebee brings unmatched regional knowledge, strong local relationships, and highly responsive operational support.

Freebee is distinguished by its exclusive focus on designing, deploying, and operating fully turnkey microtransit systems that integrate seamlessly with existing public transportation networks. Every aspect of service delivery is managed in-house, including fleet procurement and maintenance, technology development and administration, driver recruitment and training, dispatch, customer service, marketing, and performance reporting. This fully integrated model enables exceptional service quality, accountability, and operational excellence across every market we serve.

As the current and longstanding service provider here in Islamorada, Freebee is already deeply ingrained in the fabric of the community and the local economy. Having proudly served the Village of Islands, we possess an intimate, firsthand understanding of the area's unique geographic and transit needs, and we have built strong, lasting connections with local businesses, community leaders, and the daily riders who rely on us. We know this community inside and out, successfully managing a program that supports both the local tourism-driven market and the everyday connectivity needs of those who live and work here. Because our team is already embedded and operating on the ground in Islamorada, we offer an unparalleled foundation for continued service delivery, ensuring seamless, uninterrupted access for residents and visitors while continuing to complement the Village's broader infrastructure.

This success is particularly noteworthy given the scale and layout of the service area. Across a corridor spanning approximately 17 miles, serving over 50,000 riders annually while maintaining average wait times of 20 minutes or less represents a significant operational achievement and a clear demonstration of Freebee's ability to deliver efficient, high-quality service in a geographically complex environment.



Equally important, the program has earned exceptional feedback from the people who rely on it every day. Freebee is proud to maintain some of the highest rider ratings among comparable services in Florida, underscoring that our success in Islamorada extends beyond operations to the overall rider experience. The service is valued because it is dependable, intuitive, and thoughtfully aligned with how the community actually moves.

Because our team is already embedded and operating on the ground in Islamorada, Freebee offers an unparalleled foundation for continued service delivery. We are building on a proven, highly successful program with established trust, exceptional performance, and a demonstrated ability to connect residents and visitors across the Village efficiently and reliably.

Vendor Qualifications

Freebee is uniquely qualified as a leader in the microtransit industry, combining deep operational expertise with a fully integrated, proprietary technology platform to deliver true end-to-end mobility solutions. Our core strength lies in providing a complete, full-stack service—where technology, operations, and customer experience are developed, managed, and continuously optimized within one unified system.

At the center of this capability is Freebee’s purpose-built microtransit technology ecosystem. Unlike providers that rely on third-party software, Freebee owns and operates its entire platform, including rider applications, driver interfaces, dispatch and routing systems, and real-time analytics dashboards. This vertical integration enables dynamic routing, highly accurate ETAs, demand balancing, and continuous performance optimization—directly improving service reliability, efficiency, and overall rider experience.

Equally important is Freebee’s operational expertise in deploying and managing these systems in real-world environments. Technology alone does not drive outcomes—execution does. Freebee has built a disciplined, field-tested operating model that translates data into action, ensuring that fleet utilization, routing logic, and driver performance are continuously refined. This ability to seamlessly bridge technology with day-to-day operations is a key differentiator and a primary driver of our consistent service performance across markets.

Freebee’s in-house structure is fundamental to this success. Dedicated teams manage every critical function including operations, dispatch, customer service, maintenance, and technology; working in close coordination to deliver a seamless and high-quality experience. We believe this integrated approach is essential not only to strong program execution, but also to attracting and retaining a highly qualified, committed workforce. The result is a cohesive organization where every division operates in alignment, ensuring a first-class experience for both riders and the communities we serve.



Freebee has assembled a senior management team with extensive experience in transportation, turnkey program implementation, and mobility technology development. This leadership team brings a deep understanding of public-sector partnerships and a commitment to continuous improvement that has consistently elevated service quality beyond industry standards. The team supporting this program has worked together in Islamorada for over 7 years, and has earned a reputation as one of the nation's leading experts in community-focused, dynamically routed, on-demand transportation.

Our qualifications are further strengthened by our local operational presence. Team members responsible for day-to-day service delivery are based locally, bringing firsthand knowledge of the community and ensuring responsiveness, accountability, and strong stakeholder engagement. This local foundation, combined with national-scale expertise, allows Freebee to deliver both consistency and customization in every market we serve.

In total, Freebee's combination of proprietary technology, fully integrated operations, experienced leadership, and localized execution positions us as a true expert in the microtransit space. We are not simply a service provider, we are a technology-enabled mobility partner with the proven capability to deliver high-performing, scalable, and community-centered transportation solutions.

Unique Qualifications

Freebee's qualifications extend well beyond the delivery of traditional transportation service. What distinctly sets Freebee apart is our ability to provide a fully integrated mobility, technology, and economic development platform that is purpose-built to generate measurable community impact while delivering an exceptional rider experience.

Mobility Platform Designed to Drive Economic Impact

Unlike conventional microtransit providers that focus solely on moving passengers, Freebee's model is intentionally structured to drive positive economic activity within the communities we serve. Our proprietary platform functions not only as a transportation solution, but also as a localized digital community hub that promotes local businesses, events, and initiatives directly within the rider experience.

Through integrated business listings, geo-targeted sponsorship opportunities, promotional partnerships, and in-app engagement tools, Freebee actively connects riders to commercial corridors and neighborhood destinations. This approach transforms the microtransit system into a measurable economic engine that supports local businesses, strengthens Islamorada's initiatives, and maximizes return on public investment.



Proprietary, Best-in-Class Technology Stack

Freebee's fully proprietary technology platform represents one of the most advanced municipal microtransit systems operating today. Because our technology is developed and managed entirely in-house, we are able to continuously innovate, adapt, and enhance functionality in direct collaboration with our municipal partners.

Our AI-driven optimization engine dynamically matches riders to vehicles, continuously replans routes in real time, and intelligently pools passengers to maximize efficiency while maintaining exceptional service quality and ADA accessibility. The platform is supported by a robust operations ecosystem including live dispatch tools, performance dashboards, workforce management systems, and a comprehensive administrative portal.

This end-to-end ownership of our technology stack allows Freebee to deliver capabilities and responsiveness that cannot be achieved through off-the-shelf or third-party platforms.

Customized Technology & Program Design at No Additional Cost

Freebee views each municipal deployment as a true partnership. As part of this commitment, our in-house development team works directly with stakeholders to design and implement custom technology features tailored to local goals at no additional cost.

This collaborative approach enables Islamorada to benefit from a continuously evolving mobility platform that adapts to Village priorities rather than requiring the Village to conform to a fixed software product.

First-Class Rider Experience & Community-Focused Service Model

Freebee is committed to delivering a first-class experience before, during, and after every ride. From intuitive booking and real-time vehicle tracking to professional Community Ambassador interactions and responsive customer support, every element of the service is designed to be safe, convenient, and welcoming for riders of all ages and abilities.

Our W-2 Community Ambassadors serve as trained mobility concierges and community representatives, ensuring that riders receive assistance, information, and a consistently high level of service. This human-centered approach, combined with advanced technology and real-time monitoring, results in industry-leading customer satisfaction and strong community adoption.



A True Municipal Partner

Perhaps most importantly, Freebee approaches each deployment as a long-term partnership rather than a vendor relationship. We work hand-in-hand with municipal staff to continuously refine service delivery, respond to evolving community needs, and pursue new opportunities to enhance mobility outcomes. Our team consistently goes above and beyond contractual requirements, supporting special events, adjusting service parameters, implementing new features, and collaborating on initiatives that advances The Village's goals.

With a proven track record of delivering measurable results across diverse community types, a proprietary technology platform that extends far beyond transportation, and an unwavering commitment to collaboration and service excellence, Freebee is uniquely positioned to continue to deliver a transportation program for Islamorada that sets the standard for performance, innovation, and community impact.

Similar Services

Freebee's work in Islamorada represents more than a successful deployment, it reflects a deeply embedded, long-term partnership built on consistent performance in one of the most operationally unique environments in the country. Delivering reliable microtransit service in the Keys requires far more than vehicles and drivers; it demands an understanding of constrained labor markets, fluctuating tourism demand, geographic limitations, and the day-to-day mobility needs of a diverse rider base. Since 2018, Freebee has demonstrated the ability to navigate these complexities, evolving the program into a high-performing, dependable service that the community relies on daily.

This experience is not isolated—it is directly transferable. Freebee has successfully deployed and scaled similar microtransit programs across **more than 55 communities**, including municipalities, counties, universities, and redevelopment districts. Our portfolio spans a wide range of environments, including tourism-driven markets, low-density suburban areas, urban cores, and economically diverse communities, many of which face challenges comparable to Islamorada such as workforce constraints, seasonal demand variability, and the need for affordable, first/last-mile connectivity.

Notably, within the Florida Keys, Freebee was also selected by Monroe County to operate the Conch Connect program in Key West and Stock Island, validating our expert ability to deliver in geographically constrained environments that require precision, adaptability, and operational discipline. Across these markets, Freebee has consistently demonstrated the ability to launch efficiently, stabilize quickly, and continuously optimize service to meet evolving community needs.



In Islamorada specifically, Freebee brings the added advantage of continuity. The program is already established, operationally refined, and widely adopted by both residents and visitors. Maintaining this service preserves not only performance, but also the underlying system familiarity, rider behavior, and community trust that have been built over time.

Freebee's proven success in Islamorada and its broader experience across comparable markets uniquely position the company to continue delivering reliable, efficient, and community-aligned microtransit service at a high level.

Areas We Serve

PROUDLY SERVING

 KEY BISCAIYNE <small>FDOT</small> December 2016	 DOWNTOWN MIAMI October 2020
 CORAL GABLES <small>FDOT</small> June 2017	 AVENTURA May 2021
 MIAMI LAKES <small>FDOT</small> January 2018	 FLORIDA CITY July 2021
 COCONUT GROVE February 2018	 HIALEAH <small>FDOT</small> August 2021
 ISLAMORADA <small>FDOT</small> November 2018	 BISCAIYNE PARK <small>FDOT</small> April 2022
 PINECREST <small>FDOT</small> January 2019	 TRI-RAIL (CCS) <small>FDOT</small> June 2022
 MIAMI BEACH <small>FDOT</small> June 2019	 NORTH MIAMI BEACH August 2022
 PALMETTO BAY <small>FDOT</small> July 2019	 SUNRISE <small>FDOT</small> August 2022
 DELRAY BEACH September 2019	 BAY HARBOR ISLANDS <small>FDOT</small> November 2022
 DORAL November 2019	 BAL HARBOUR December 2022
 NORTH BAY VILLAGE December 2019	 FORT PIERCE <small>FDOT</small> February 2023
 ST. PETE BEACH December 2019	 KISSIMMEE March 2024
 WEST MIAMI <small>FDOT</small> August 2020	 GC4K BROWARD COUNTY May 2023
 FIU September 2020	 NORTH MIAMI October 2023

PROUDLY SERVING

 DUNEDIN November 2023	 MOUNT DORA October 2024
 MIAMI DDA November 2024	 SOUTHPARK, NC November 2024
 HOMESTEAD December 2023	 OPA LOCKA March 2025
 BRADENTON January 2024	 BRADENTON - PALMETTO March 2025
 AVENTURA FIXED-ROUTE February 2024	 BALLANTYNE, NC April 2025
 DEERFIELD BEACH March 2024	 CITY OF MIAMI DISTRICT 1 ALLAPATTAH April 2025
 SURFSIDE April 2024	 PLANTATION July 2025
 DORAL SENIOR SERVICE April 2024	 WYNWOOD August 2025
 WELLINGTON May 2024	 MIAMI GARDENS Q4 2025
 GC4K MIAMI-DADE COUNTY May 2024	 SEMINOLE COUNTY SCOUT Q4 2025
 CONCH CONNECT MONROE COUNTY - KEY WEST July 2024	 HOLLY SPRINGS, NC January 2025
 UNIVERSITY OF MIAMI August 2024	
 MIAMI SPICE MONTHS August 2024	
 MEDLEY September 2024	

On-Demand Transportation Case Studies

While Freebee has successfully operated many service areas similar to Islamorada, it is equally important to highlight our ability to execute in even more complex and demanding environments. The following project examples demonstrate our experience delivering high-performing, highly tailored microtransit solutions across a broad range of operating conditions:

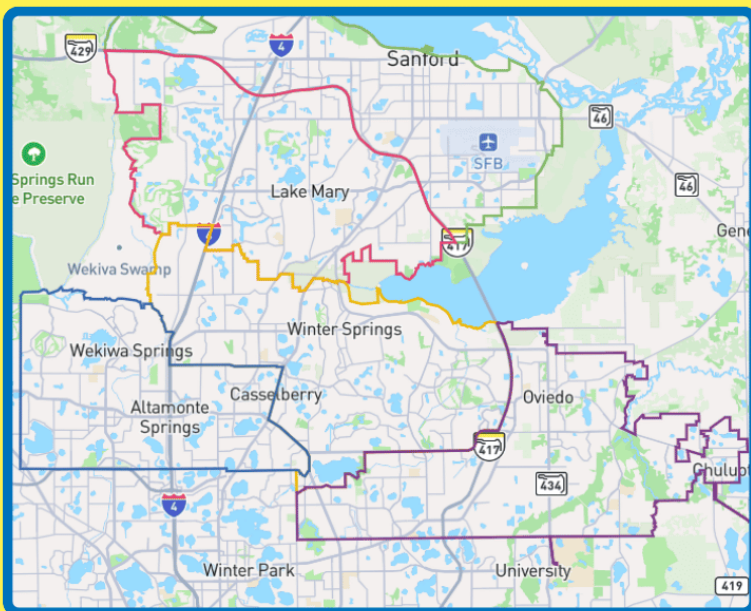


Seminole County



Freebee has completely transformed the public transportation landscape in Seminole County by replacing an underperforming fixed-route system with an expansive, on-demand microtransit solution covering over 190 square miles. This strategic transition has generated millions of dollars in cost savings for the county while significantly broadening mobility access.

- Service Area Size:** 190 square miles
- Fleet Size:** 42 Vehicles
- Ridership:** 400,000+ annual passengers
- Population:** 505,307
- Contract Dates:** 10/15/25 - 10/15/35



By expanding the service area well beyond the limitations of the historical fixed-route model, the program drove an immediate and sustained increase in overall ridership. While the service continues to provide a vital lifeline for transit-dependent populations, its enhanced coverage, convenience, and reliability have successfully attracted a broad new demographic; remarkably, 75% of the system's current users did not previously utilize public transit. Freebee's innovative approach in Seminole County demonstrates how modernizing transit networks can simultaneously reduce operational costs, expand community access, and drive mass transit adoption.



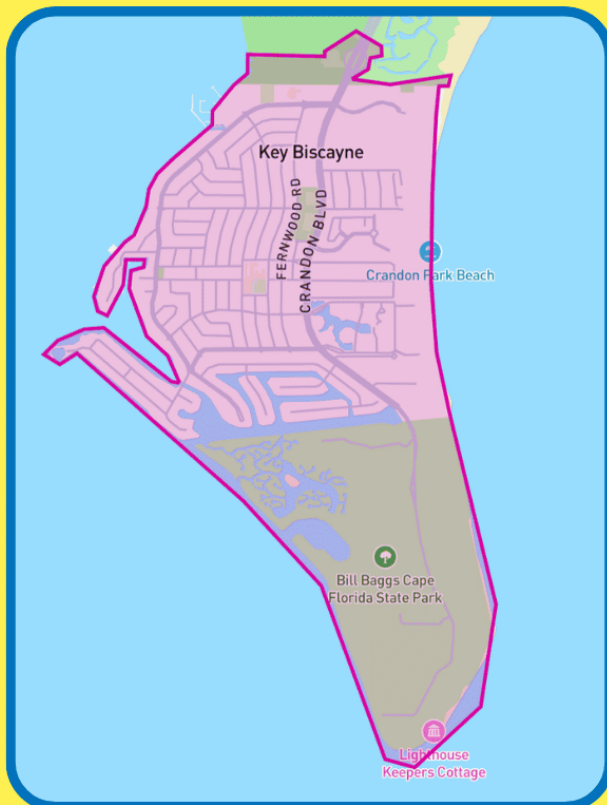
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Freebee on the Key



Freebee has provided the Village of Key Biscayne with 100% electric, on-demand microtransit since December 2016, becoming a core part of the community's mobility network. With a dedicated fleet of 9 vehicles operating seven days a week and serving all residents and visitors, Freebee's flexible, door-to-door model has dramatically reduced local car trips, alleviated congestion, and eased parking constraints across the island

- Service Area Size:** 1.4 square miles
- Fleet Size:** 9 vehicles
- Ridership:** 120,000+ annual passengers
- Population:** 14,815
- Contract Dates:** Dec 2016 -Aug 2028



Funded by the Village and supported through advertising revenue, Freebee leverages a user-friendly app and a full-service call center to ensure accessibility for all ages and abilities. The service is recognized for its significant contribution to sustainability, eliminating emissions, and improving quality of life for Key Biscayne residents. Freebee's partnership with the Village stands out for its adaptability, community-centric approach.



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Miami - Downtown/Brickell



Freebee has become a foundational mobility service for Downtown Miami through the evolution of its program from a circulator into a fully on-demand service. Today, it delivers comprehensive mobility throughout Brickell, downtown Miami, and the Arts and Entertainment District, creating a flexible and connected transportation network that better matches how residents, workers, and visitors move through the urban core.

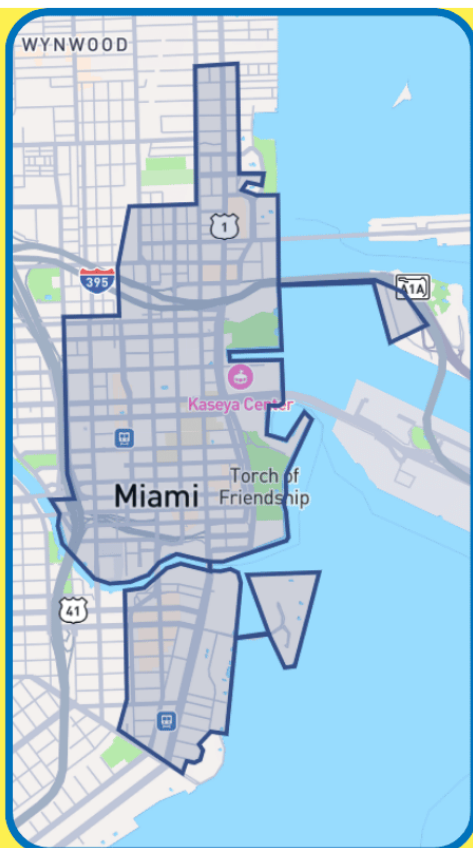
Service Area Size:

Fleet Size:

Ridership:

Population:

Contract Dates:



As one of downtown Miami's core mobility offerings, the service is designed to connect riders to all forms of transit while making it easy to travel to businesses, meetings, and destinations without relying on a personal car. Operated with a fleet of six ID. Buzz vehicles and one ADA Toyota Sienna, the program has been described as a "super successful" and even "magical" service, reflecting both its operational impact and the strong positive response it has generated within the community.



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References

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City of Miami - Miami Downtown Development Authority

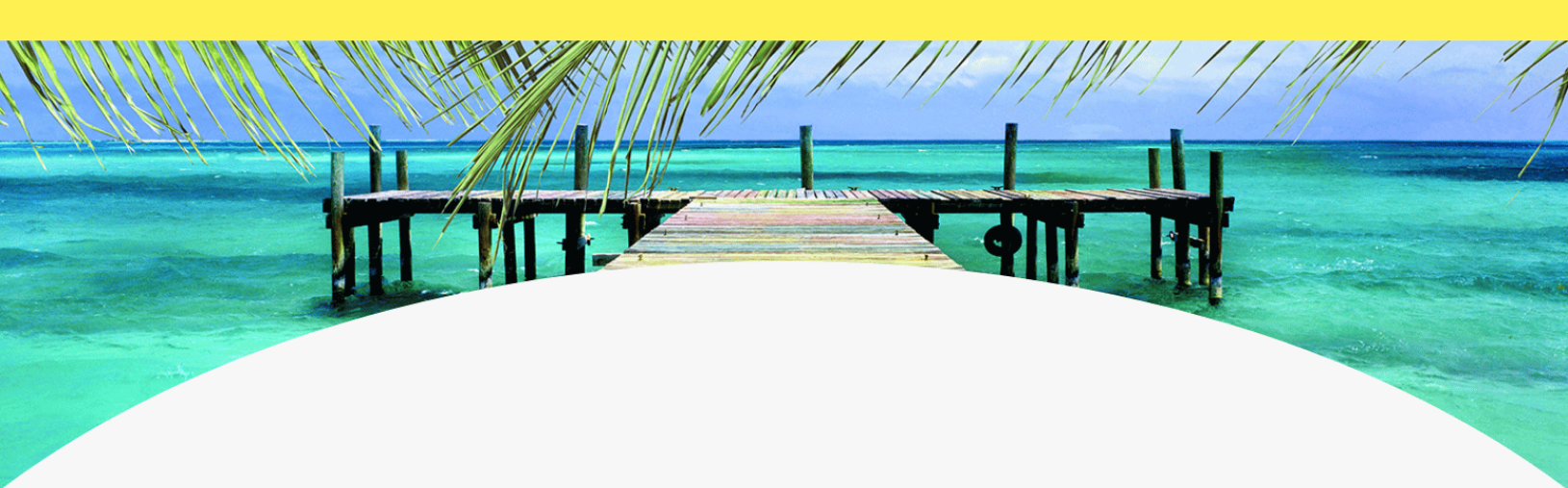
Name: Neal Schafers

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Telephone Number: 305-579-6675

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2. Operational Plan

Operational & Service Delivery Approach

When we stepped in to help build and transition Islamorada's mobility program in 2018, we committed to being a dedicated operational partner, not just a vendor. Today, the results of that commitment are measurable. Freebee now safely moves 50,000 to 60,000 riders annually, a remarkable milestone for a village of just a few thousand residents, and average ridership has roughly doubled since 2024. We have optimized this program from the ground up, delivering consistent, high-level operational excellence year after year.

This success did not happen by chance. Over the years, Freebee has gone through numerous internal iterations—testing, modeling, and simulating alternative service delivery approaches to ensure we were deploying the most effective system possible. For example, we evaluated breaking the Village into three separate zones with a dedicated vehicle in each. However, based on our data, the constraint of only three vehicles, and the actual travel patterns of riders across Islamorada, this approach proved operationally infeasible and would have significantly degraded service levels. This was one of many strategies we rigorously analyzed before ultimately refining and implementing the current operating model, which has since proven to be highly effective and well-suited to the community's needs.

As part of this proposal, and if permitted under the FDOT grant framework, Freebee would like to introduce an optimized service model based on years of data analysis, and work hand-in-hand with the Village to evaluate its implementation. We believe this approach presents meaningful cost savings that should remain eligible under the grant and may help extend the impact of current funding. Building on our operational insights, we have developed a fully optimized service schedule for each day of the week, dynamically adjusting the number of vehicles in operation based on real demand patterns by hour. This model is designed to continue growing ridership while more efficiently aligning service delivery with actual usage—reducing unnecessary service hours, improving fleet utilization, and lowering overall program costs without compromising reliability or rider experience.

Our relationship with the Village has always been defined by a willingness to go above and beyond contract requirements. We operate on the principle of providing continuous added value without ever "nickel-and-diming" the community. Over the years, this has meant honoring grandfathered, below-market pricing and proactively maintaining additional spare vehicles to guarantee operational readiness, all without passing extra charges onto the Village. In that sense, Freebee has the unique capability and functionality to quickly and seamlessly implement a community trusted payment option for ridership into this service.



We recognize that in the Keys, transportation access and affordability are critical daily necessities. By delivering a highly reliable service, Freebee has become an essential lifeline. We have built deep trust and goodwill across all stakeholders, earning an overwhelmingly positive response from residents, local businesses, the daily workforce, seniors, and transit-dependent riders who rely on us for their mobility.

A major driver of this success is our long-tenured team on the ground. Because most of our drivers are local residents who have been with the program for years, they bring a level of familiarity and reliability that an outside workforce simply cannot replicate. They are the primary reason the program succeeds, providing safe, consistent transit for locals and serving as a welcoming staple for returning visitors who recognize and utilize our service season after season.

This deep-rooted connection to Islamorada extends throughout our entire organization. It is a bond personal enough that one of our founders even chose the Village as the destination for his wedding. That genuine, human investment in the community reflects how we manage our operations every day.

Because of this longstanding history, there is substantial brand equity already established in the Village. People know Freebee, they know our platform, and a significant portion of the community already has the app downloaded on their phones. Retaining Freebee as your operator ensures a seamless experience that preserves:

- **Operational continuity** without the growing pains of a new deployment
- **Rider familiarity** and established daily routines
- **Widespread app adoption** that is already fully integrated into the community
- **Brand recognition** for both locals and annual visitors
- **Community trust** that has been earned over half a decade

Ultimately, Freebee is the proven, trusted, and community-embedded operator that helped build this service. We understand the program's intricacies because we lived them, and we stand ready to continue delivering this essential service at the highest possible level.

This operational plan is our continued promise. We cherish the deep roots we've put down in Islamorada and the beautiful relationships we've built with residents, workers, seniors, and visitors alike. Our goal is to preserve the magic of what we've built together, using everything we've learned to deliver a service that is as reliable, efficient, and deeply devoted to Islamorada as ever.



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General Scope and Deliverables

Freebee understands the Village's objective to deliver a fully turnkey, on-demand microtransit service that operates seven days per week with a minimum dedicated electric fleet and defined service hours under the FDOT grant framework. This includes full responsibility for all aspects of service delivery—vehicles, drivers, dispatch, charging infrastructure and associated utilities, maintenance, insurance, and day-to-day operations—while ensuring strict compliance with all applicable federal, state, county, and local requirements. As part of this program, Freebee will implement a \$2 fare per passenger, seamlessly integrated into the existing platform to support revenue generation while maintaining ease of use for riders. Freebee will provide the complete management, technical, and operational support necessary to successfully operate and continuously coordinate the Village's on-demand, Village-wide transportation system in alignment with the Village's oversight.

Freebee's operational approach is firmly grounded in this framework, ensuring full compliance while delivering a reliable, high-quality service tailored to Islamorada's unique transit environment. As the current operator, we are fully committed to maintaining seamless daily operations, supported by rigorous performance monitoring and data analysis to ensure each ride meets the Village's standards of excellence. Having already integrated into the fabric of the community, Freebee approaches ongoing service delivery with a high level of discipline, accountability, and attention to detail.

Importantly, our longstanding presence means we are no longer in a discovery phase. Years of historical operating data allow us to move beyond baseline service delivery and into continuous optimization. Leveraging these insights, Freebee has identified opportunities to further refine service in a way that enhances efficiency and reduces overall program costs while maintaining—or improving—service quality. As part of this proposal, and during negotiations if aligned with FDOT guidelines, we would welcome the opportunity to work collaboratively with the Village to introduce an optimized service delivery plan. This approach would maintain compliance with required service parameters while strategically adjusting vehicle deployment throughout the day to better match real demand, ultimately driving additional value and extending the impact of available funding.

In addition, Freebee sees a strong opportunity to further enhance the Village's mobility ecosystem through complementary multimodal solutions. We welcome the opportunity to engage in discussions around introducing both human-driven and autonomous fixed-route services that could integrate with and support the existing on-demand system. Freebee maintains an exclusive partnership with Beep, Inc., a leader in autonomous mobility, enabling the deployment of various autonomous shuttle configurations in appropriate service environments. These solutions could serve as a future enhancement to provide additional connectivity along key corridors, improve system efficiency, and create a more robust, multimodal transportation network for residents and visitors alike.



i. Total Number of Vehicles

The total fleet allocated to this service consists of three (3) Tesla Sedan (or VW ID Buzz) vehicles and one (1) Toyota Sienna designated for ADA-accessible service, for a total of four (4) active service vehicles. Within this fleet configuration, Freebee maintains a minimum of one (1) spare vehicle, and typically two (2) on standby, to ensure uninterrupted operations and provide added flexibility to respond to real-time service needs.

ii. Staff

Freebee will continue to deploy a fully integrated and professionally managed operations team dedicated to the Village of Islamorada. Because we are already the current service provider, the program is supported by an established local team that is already operating successfully within the community, backed by Freebee's broader organizational infrastructure to ensure consistent service quality, performance oversight, and rapid responsiveness.

The Islamorada service is anchored by a team of highly trained Community Ambassador drivers, supported by on-the-ground leadership and operational oversight. As the current provider, Freebee already has personnel familiar with the Village's unique service patterns, roadway network, rider expectations, and community dynamics. This existing local presence allows us to deliver seamless continuity of service without startup delays or operational disruption.

On-the-Ground Staffing & Operational Support Structure:

Dedicated Team Leaders responsible for day-to-day field supervision, driver support, safety oversight, and service reliability

Dedicated Performance Manager responsible for monitoring system performance, reviewing key metrics, coordinating with Islamorada staff, and ensuring that all service-level expectations are consistently achieved

This local structure ensures that Islamorada benefits from direct operational oversight, proactive performance management, and a continuous improvement approach focused on maintaining the highest level of service quality.



Centralized Operational & Organizational Support

In addition to the dedicated local team, the Islamorada program will be fully supported by Freebee's centralized operational infrastructure and executive leadership. This integrated support model allows the Village to benefit from the depth and expertise of a large, established mobility organization while maintaining the responsiveness of a local operator.

Centralized support functions include:

- **Dispatch & Workforce Management** ("eye-in-the-sky" monitoring) providing real-time service oversight, ride monitoring, and operational adjustments
- **Fleet Maintenance & Asset Management** ensuring vehicle readiness, preventative maintenance, and rapid response to any service interruptions
- **Customer Service & Rider Support** including multilingual rider assistance and issue resolution
- **Marketing & Community Engagement** supporting rider education, outreach, and local business integration
- **Economic Development Integration** coordinating local promotions, partnerships, and community activation
- **Human Resources & Training** ensuring continuous workforce development and compliance
- **Technology & Data Analytics** maintaining platform performance, reporting dashboards, and service optimization

This layered staffing model, combining a dedicated local operations team with the full support of Freebee's broader organization, ensures that the Islamorada program operates at the highest level and continues to evolve through proactive management, real-time monitoring, and continuous collaboration with Islamorada staff.

A detailed overview of Freebee's local team, including key personnel assignments and individual resumes, is provided in **Section 3: Local Administration and Marketing**. This section further outlines our on-the-ground management structure, driver supervision approach, and ongoing marketing and advertising strategy, including the frequency of in-person support within the Village.



2.1 Vehicles

Freebee's current fleet deployed in Islamorada consists of three (3) Tesla sedans, each accommodating up to five passengers including the driver, along with one (1) ADA-compliant Toyota Sienna to ensure full accessibility. This configuration has been carefully selected and refined over time to meet the Village's unique operating conditions, balancing rider comfort, efficiency, and sustainability while supporting consistent, reliable service delivery.

To ensure inclusive, uninterrupted service, the ADA Toyota Sienna is fully wheelchair accessible and equipped with a lift or ramp, wheelchair securement systems, and all required emergency backup features in full compliance with applicable ADA and FTA requirements. All vehicles deployed under this contract meet or exceed federal, state, county, and local safety and mechanical standards, supported by disciplined, in-house maintenance protocols that ensure each vehicle remains safe, compliant, and service-ready at all times.

Freebee maintains full responsibility for fleet operations, including licensing, maintenance, and performance oversight. Every vehicle is properly registered and authorized to operate on public streets and rights-of-way in the State of Florida. Through proactive, in-house maintenance, Freebee ensures the fleet remains in peak condition, delivering a dependable, clean, and consistent transportation experience for the community. Vehicles are also selected with the local environment in mind—designed to be approachable, aesthetically aligned with a neighborhood setting, and reflective of the quality of service the Village expects.

Each vehicle is equipped with advanced GPS and ridership data technology, enabling real-time tracking for riders and providing the operational insights necessary to continuously optimize service performance. This data-driven approach allows Freebee to refine routing, improve efficiency, and enhance the overall rider experience over time.

Looking ahead, Freebee would welcome the opportunity to discuss potential fleet enhancements with the Village, including the introduction of the new Volkswagen ID. Buzz. This next-generation electric vehicle, which Freebee has begun deploying in select markets, offers increased passenger capacity, improved accessibility, and a distinctive, community-friendly design. As part of service, the ID. Buzz could serve as a strong upgrade to the existing fleet, elevating both the rider experience and operational efficiency of the program. We are excited to bring this option forward.



Fleet

Our fleet consists exclusively of vehicles that meet or exceed all Federal Motor Vehicle Safety Standards (FMVSS), ensuring the highest levels of safety, reliability, and passenger comfort. Each vehicle has been thoughtfully selected to align with the Village's service needs, balancing efficiency, accessibility, and overall rider experience. Below is an overview of the vehicles currently deployed, including key features, specifications, and photos to provide a clear understanding of the fleet supporting Islamorada's service.

To further enhance the program, Freebee is also prepared to transition the fleet to the all-new, fully electric Volkswagen ID. Buzz—already being deployed in select markets—at no additional cost to the Village, should the Village elect to pursue this option. A photo and description of the ID. Buzz vehicle are included below for reference.

Tesla Sedan

The Tesla Sedan is one of the safest SUVs ever built and provides a unique experience for anyone who steps foot within the vehicle. This all-electric luxury SUV has an interior with spacious seating with the largest all-glass panoramic windshield in production. The vehicle is rated highly for safety with a 5 out of 5 by the National Highway and Traffic Safety Administration (NHTSA). Tesla's powertrain is the best in class and delivers unparalleled performance in all weather conditions. The Tesla will allow for top operating capacity, with a battery range of over 250+ miles and the ability to recharge 50% of the battery within only 15 minutes.

- Long Range Battery: 250+ mile range
- Air Conditioning
- Charging: 250kw max
- Interactive iPad and 17" In-Car Touch Screen
- 5 Passenger capacity
- Low, easy access into the vehicle
- 3 pt safety belts
- Integrated Backup Camera
- LED Headlights
- LED brake lights and signals
- Self-canceling turn signals
- Spill kits
- First Aid Kit
- Fire Extinguisher
- Safety triangles
- Custom passenger-facing digital signage screen



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Toyota Sienna Hybrid 2023 XSE

The bold accents and athletic stance of the 2023 XSE Toyota Sienna will show passengers that functionality and style aren't mutually exclusive. Passengers who request accommodations will receive the same level of luxury service they deserve and should expect to receive. The 2023 Toyota Sienna is currently the only AWS hybrid vehicle within the US that meets and exceeds ADA compliance with the FMTS compliance standards requirements for the National Mobility Equipment Dealers Association (NMED).

- 4 ambulatory passenger seats
- Air Conditioning
- Integrated backup camera
- Pre-collision automatic braking
- Low easy access side loading for wheelchair accommodations
- Oxygen tank holder
- WC-18 wheelchair restraints & adjustable shoulder/lap belt
- Restraints for Walkers and Canes
- Fire Extinguisher
- Spill kits
- First Aid Kit
- Safety triangles
- Black-heated power outside-mirrors with blind spot warning indicators
- Hands-free dual power-sliding side-doors with jam protection
- Retractable row for additional seating when not in use for wheelchair accommodation.



ID Buzz

The Volkswagen ID. Buzz is an all-electric vehicle that seamlessly blends sustainability with cutting-edge technology, offering a long-range battery of over 250 miles and zero local CO₂ emissions. Its flexible space concept accommodates up to seven passengers and includes features like sliding doors on both sides for easy access. With advanced amenities such as a 12.9-inch touchscreen navigation system and adaptive cruise control with stop-and-go functionality, the ID. Buzz is perfectly suited for micro-transit applications, offering efficient, comfortable, and sustainable solutions for urban and short-distance passenger transport.

- Long Range Battery: 250+ mile range.
- Charging: 11 kW AC charging power (alternating current).
- Electric Motor: Rear-mounted, zero local CO₂ emissions.
- Autonomous Emergency Braking: Front Assist with Pedestrian and Cyclist Monitoring.
- Proactive Passenger Protection System.
- Lane Assist & Park Assist Plus: With memory function and Park Distance Control.
- Swerve Support & Oncoming Vehicle Braking: When turning.
- First Aid Kit: Includes warning triangle and safety vest.
- Anti-Theft Alarm System: With interior monitoring, back-up horn, and towing protection.
- Seven-passenger seating.
- Sliding Doors: On both sides of the vehicle.
- Power Tailgate: Easy Open and Easy Close function.
- Two-Zone Climatronic: Enhanced air filter and stationary air conditioning.



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2.2 Operation & Service Times

To meet the mobility needs of the Village Service Area, Freebee will operate service seven (7) days per week from 7:00 a.m. to 12:00 a.m., ensuring consistent and reliable access to transportation for both residents and visitors. All trips will originate and terminate within the defined service boundaries, maintaining full compliance with the program requirements.

Freebee will maintain a minimum of three (3) vehicles in continuous operation throughout all service hours, with fleet management protocols in place to ensure optimal coverage. Driver scheduling is carefully structured to align breaks with natural periods of lower demand, minimizing any impact on service availability and maintaining a high level of operational efficiency.

While fully adhering to the required operating hours and fleet minimums, Freebee also brings a unique advantage in its ability to further optimize service delivery over time. Based on years of historical data in Islamorada, combined with our in-house AI and machine learning tools, we have developed advanced models that analyze real-time and historical ridership patterns to determine the most efficient deployment of vehicles throughout the day.

As part of this proposal, Freebee would welcome the opportunity to collaborate with the Village during negotiations to review these insights and explore a more optimized service schedule. This could include strategically adjusting vehicle deployment during specific time periods—while maintaining compliance with FDOT requirements—to improve efficiency, reduce unnecessary service hours, and extend the overall impact of available funding. Our goal is to not only meet the program requirements, but to continuously refine and enhance service delivery to achieve the best possible outcome for the Village.

Current Service Area



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2.3 Performance & Reporting

Freebee understands that transparent, data-driven performance management is critical to the long-term success of the Village’s microtransit program. Since 2024, Islamorada has had access to Freebee’s reporting dashboard and monthly performance reports. As part of this proposal, Freebee will be significantly enhancing and upgrading this platform—providing the Village with a more advanced, intuitive, and comprehensive data and analytics experience that goes well beyond historical reporting capabilities.

The upgraded dashboard will provide real-time visibility into all aspects of system performance, paired with deeper historical analytics and improved visualization tools. Village staff will have access to a centralized platform that includes live vehicle tracking, dynamic heat maps, customizable reporting, and downloadable datasets. This enhanced interface is designed to make it easier to monitor performance, identify trends, and make informed, data-driven decisions with greater speed and clarity.

In addition to the dashboard, Freebee will continue to provide detailed monthly reports in full compliance with FDOT and Village requirements. These reports will include all required performance metrics—such as ridership breakdowns, utilization, wait times, trip completion rates, vehicle miles and hours, and service reliability—presented in a clear, structured format alongside insights and trend analysis. The combination of real-time dashboard access and formal monthly reporting ensures both immediate visibility and consistent, standardized performance tracking.

What distinguishes Freebee’s platform is the depth and intelligence of the data being captured and analyzed. The upgraded system provides comprehensive insights across key operational and rider experience metrics, including but not limited to:

- Real-time and historical ridership trends
- Demographic insights (including seniors, residents vs. visitors, and WAV users)
- Origin and destination heat mapping
- Trip duration, distance, and request methods
- Vehicle utilization, miles traveled, and hours of operation
- Average wait times, pickup accuracy, and service reliability
- Cancellation, no-show, and missed opportunity tracking
- Peak and off-peak demand analysis
- Fleet performance, battery usage, and maintenance tracking
- Customer satisfaction ratings and feedback trends
- Cost per ride and overall system efficiency
- Environmental impact metrics, including estimated emissions reduction



Beyond reporting, this platform is a core operational tool. Freebee’s internal team actively uses these insights—supported by in-house analytics, AI, and machine learning models—to continuously refine routing, fleet deployment, and service design. This ensures that the program is not only being monitored, but actively optimized in real time to improve efficiency, reduce costs, and enhance the rider experience.

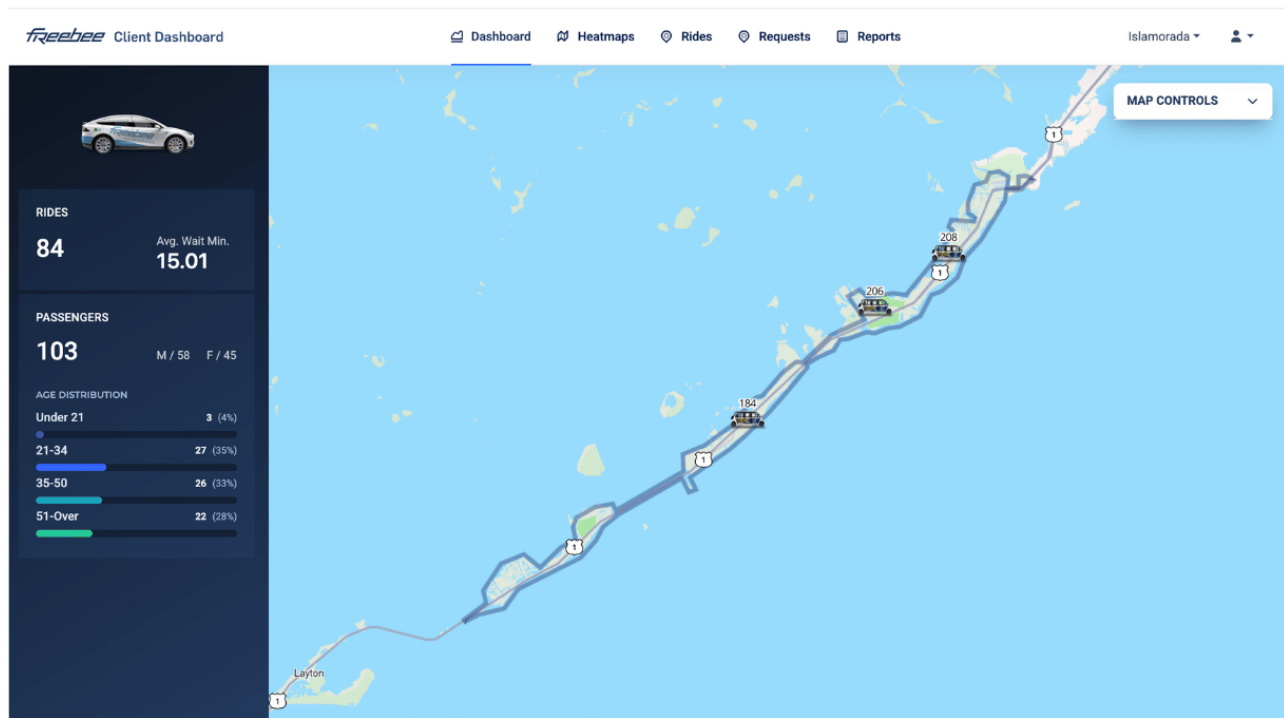
Freebee also maintains the highest standards of data privacy and security. All reporting is fully anonymized, with strict safeguards in place to ensure that no personally identifiable information is exposed or accessible, while still providing meaningful, actionable insights to the Village.

Ultimately, this upgraded performance and reporting framework provides Islamorada with significantly greater visibility, control, and strategic insight into its transportation system—transforming data from a reporting requirement into a powerful tool for continuous improvement and long-term program success.

Below represents a visual of the upgraded data dashboard:

Dashboard

The central hub, serving as the homepage, provides real-time tracking of all vehicles. It offers a comprehensive overview of key daily statistics, including ridership, wait times, male/female count, and age distribution, providing a dynamic and insightful snapshot of the system's daily performance.



Rides

Within the rides tab, a comprehensive history of every completed ride request is meticulously detailed for any chosen date range. This granular data, rich in information for each ride, can be seamlessly exported to Excel, facilitating streamlined reporting and analysis.

Freebee Client Dashboard Dashboard Heatmaps Rides Requests Reports Islamorada

Rides 4/1/2026 - 4/12/2026 [Run Report](#)

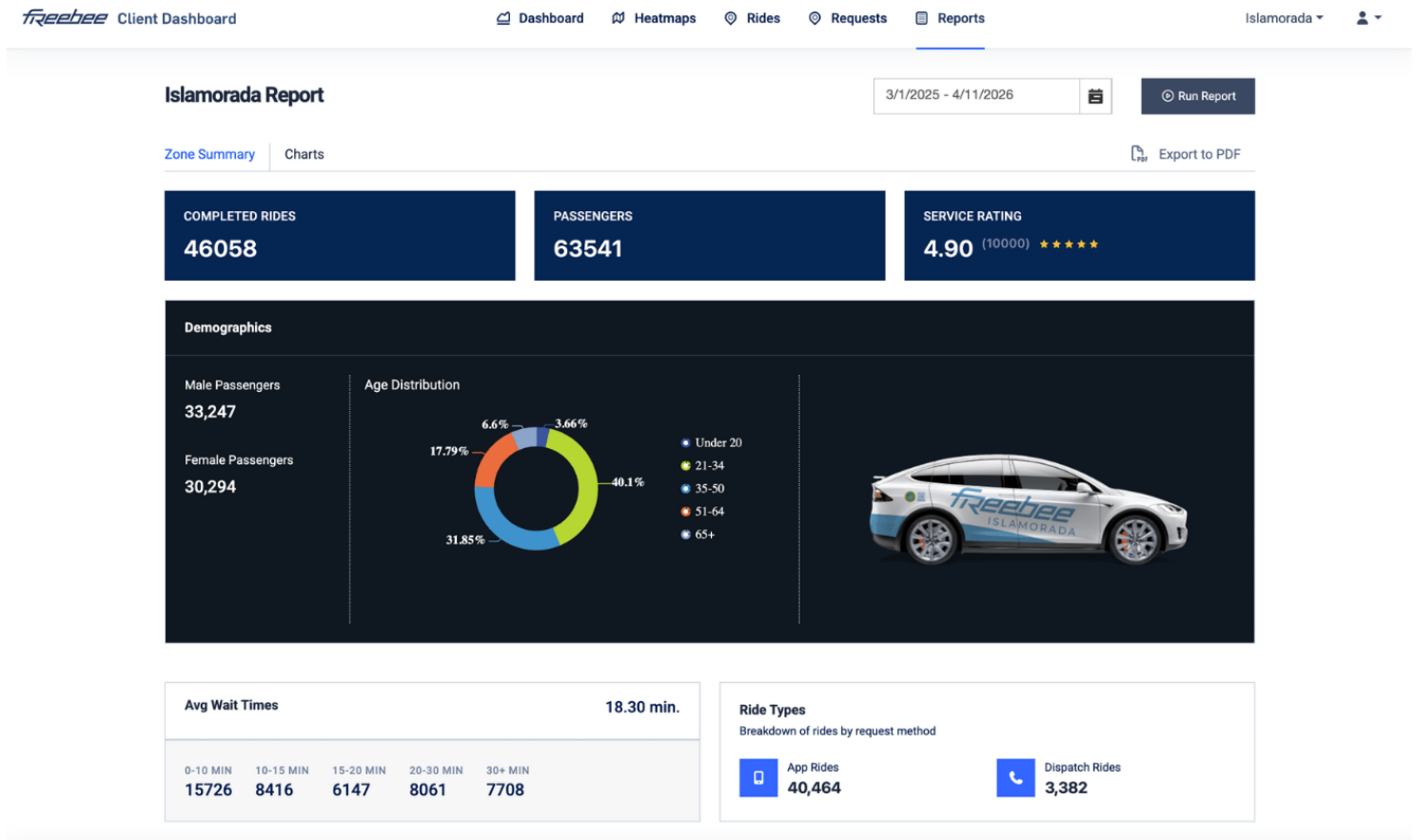
View all rides for the selected date range [Export to Excel](#)

Ride ID	Vehicle Number	Created	Pickup	Dropoff	Request to Pickup (min)	Drop off Time	Passengers	Start Location	End Location
9895683	208	04/01/2026 07:00:19 AM	134 Harbor Drive, ...	83292 Overseas Hi...	17	04/01/2026 07:36:...	1	-80.534003499999...	-80.616137296
9895684	208	04/01/2026 07:00:20 AM	183 Venetian Way, ...	Circuit Court Judg...	3	04/01/2026 07:11:...	1	-80.582198999999...	-80.5505503,2
9895689	206	04/01/2026 07:00:22 AM	84771 Overseas Hi...	Key Roots, Overse...	19	04/01/2026 07:29:...	1	-80.6007943,24.94...	-80.644894298
9895694	206	04/01/2026 07:00:26 AM	102 Tequesta Stre...	84001 Overseas Hwy	6	04/01/2026 07:22:...	1	-80.5449055,24.98...	-80.6058121,2
9895745	208	04/01/2026 07:03:29 AM	90230 Overseas Hi...	200 Treasure Harb...	17	04/01/2026 07:30:...	1	-80.5379285,24.99...	-80.5720863,2
9895772	206	04/01/2026 07:05:34 AM	118 Parker Drive, I...	186 Kahiki Dr	24	04/01/2026 07:49:...	1	-80.6425202,24.91...	-80.5324937,2
9895780	208	04/01/2026 07:06:36 AM	113 Carroll Street, ...	Papa Joe's Waterfr...	32	04/01/2026 07:44:...	1	-80.6321989,24.91...	-80.6596399,2
9895819	206	04/01/2026 07:12:03 AM	86500 Overseas Hi...	82788 Overseas Hi...	4	04/01/2026 07:25:...	1	-80.576336199999...	-80.6235064,2
9895876	208	04/01/2026 07:21:07 AM	208 Dogwood Lan...	87889 Overseas Hi...	33	04/01/2026 08:10:...	1	-80.6271147,24.92...	-80.5590677,2
9895916	206	04/01/2026 07:27:45 AM	194 Azalea Street, ...	Treasure Village M...	31	04/01/2026 08:10:...	2	-80.539652099999...	-80.5718802,2
9895965	208	04/01/2026 07:35:10 AM	80951 Old State Hi...	Mangrove Mike's, ...	12	04/01/2026 07:52:...	1	-80.6455872,24.90...	-80.629648898
9895990	206	04/01/2026 07:39:42 AM	131 Bessie Road, ...	The Oceanview Inn...	14	04/01/2026 08:16:...	1	-80.5349236,25.00...	-80.6019111,2
9896009	208	04/01/2026 07:41:54 AM	Green Turtle Inn, O...	Mariners Hospital ...	7	04/01/2026 08:10:...	1	-80.6412989,24.91...	-80.5221692,2
9896020	206	04/01/2026 07:43:28 AM	81902 Overseas Hi...	152 Navajo Street	37	04/01/2026 08:36:...	2	-80.633906199999...	-80.5487705,2
9896215	206	04/01/2026 08:05:36 AM	1 Mastic Street, Isl...	McDonald's remod...	16	04/01/2026 08:42:...	1	-80.634851299999...	-80.5226742,2



Reports

Within the reports tab unfolds a visually appealing and comprehensive presentation of all high-level Key Performance Indicators (KPIs) for any designated date range. This report mirrors the detailed monthly reporting provided to the Village, offering a sophisticated and user-friendly analysis of the essential metrics.



We consider ourselves an extension of your team. That's why a trained Freebee specialist will be on hand during designated hours specifically to assist Village staff with any technical needs. Out on the road, our operators and dispatchers react to ride requests in real-time, ensuring residents and visitors can always secure a trip when they need one. We also have proactive measures in place to swiftly handle unexpected vehicle issues, keeping our fleet moving without missing a beat. More than just a transportation provider, Freebee is deeply invested in building a true partnership that perfectly aligns with the unique character and lifestyle of the Islamorada community.



2.4 Technology Solutions

Freebee utilizes a fully integrated, proprietary technology platform designed specifically to support demand-responsive microtransit operations. At the core of this system is the Ride Freebee mobile application, which enables users to seamlessly book rides, view accurate estimated wait times, and track vehicles in real time. The platform provides a user-friendly, intuitive interface that ensures accessibility for riders of all ages and experience levels, while also offering built-in customer support features such as service notifications, lost-and-found reporting, and direct in-app communication with drivers and support staff.

To ensure equitable access for all users, Freebee also maintains a dedicated dispatch telephone line for individuals who prefer not to use a smartphone or mobile application. This call-in option allows riders to request trips, receive estimated arrival times, and interact with live support staff, ensuring that the service remains fully accessible to seniors, visitors, and anyone less comfortable with digital platforms.

On the operational side, Freebee's platform includes a robust dispatch and routing engine that dynamically assigns trips and optimizes vehicle movements in real time. This system is supported by advanced analytics and remote monitoring tools, allowing Freebee's operations team—and the Village—to maintain full visibility into system performance at all times. Key performance indicators, fleet activity, and service levels can be tracked live through an administrative dashboard, enabling proactive decision-making and continuous service optimization.

Beyond transportation, the Ride Freebee app also serves as a digital gateway to the Village, connecting residents, employees, and visitors to local businesses, dining, events, parks, and community assets. This creates an integrated mobility and economic engagement platform that enhances both rider experience and local economic activity.

A key differentiator is that Freebee owns and develops its technology entirely in-house. This allows for ongoing enhancements, rapid iteration, and the ability to customize the platform specifically for Islamorada at no additional cost. As a result, the Village benefits from a technology solution that is not only highly functional and reliable, but also tailored to reflect the unique character and needs of the community.



The Ride Freebee App Interface



The Rider Experience – Mobile App

REQUESTING A RIDE

Requesting a ride is effortless.



Interactive map for selecting pickup and drop-off within the zone boundary



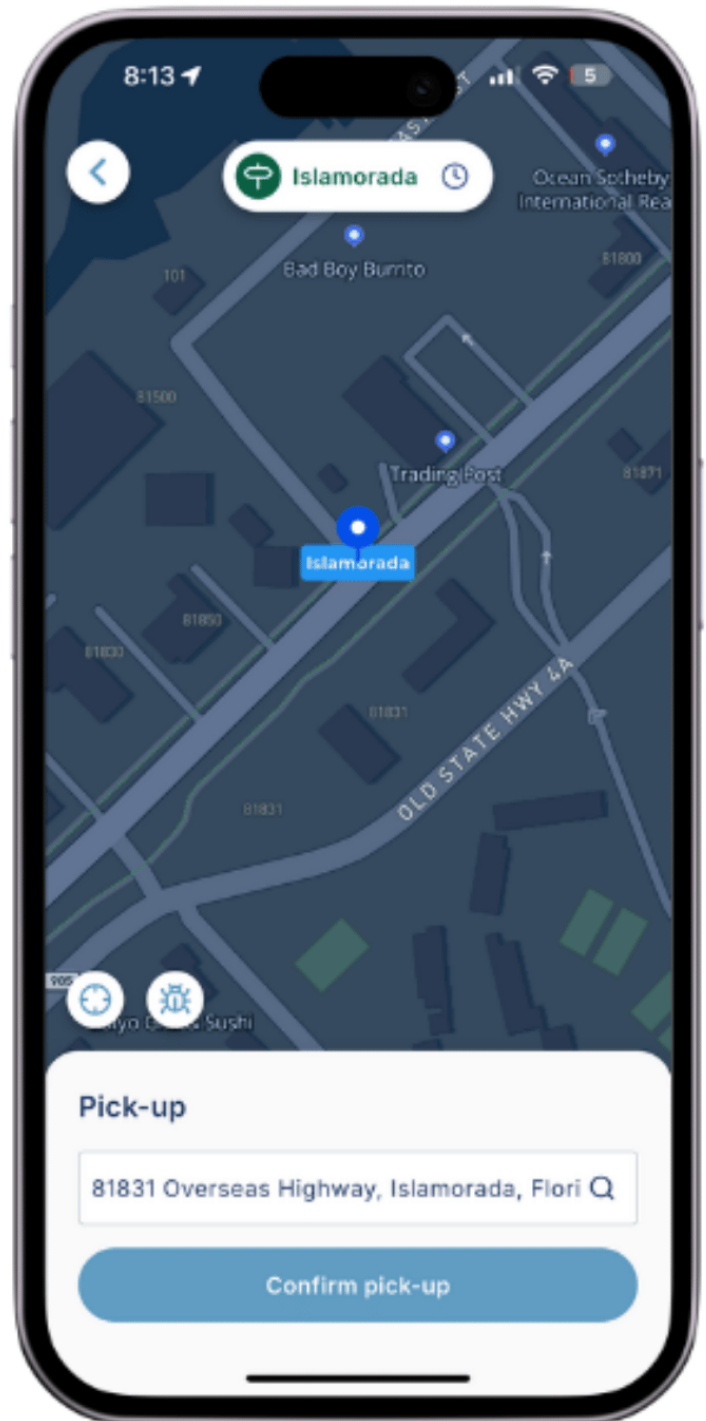
Accessibility options
Wheelchair-accessible vehicles, infant/toddler seats, hearing accommodations, and free-text special needs



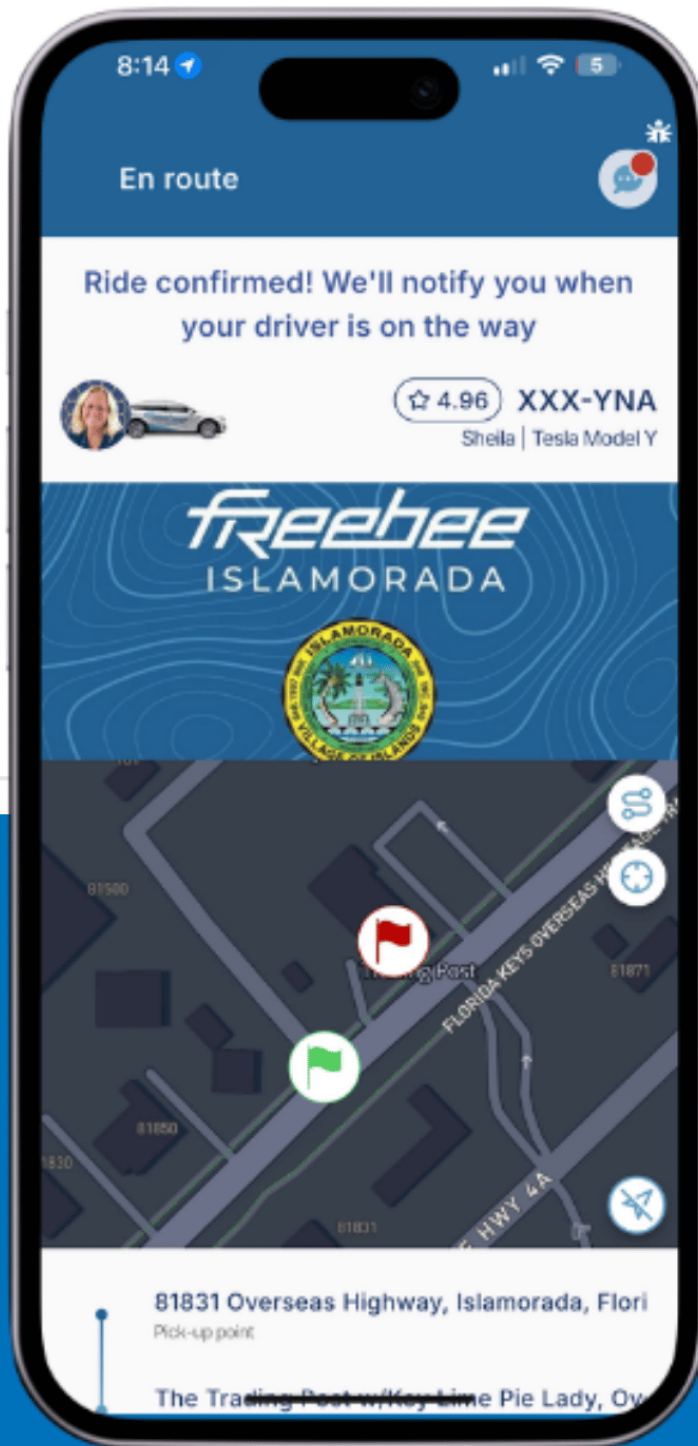
Fare transparency
Riders see any applicable fare estimate upfront and customized discount configuration



Zone access controls
Password-protected zones, membership verification, and minimum age checks – all configurable per community



The Rider Experience – Mobile App



LIVE RIDE TRACKING

- Real-time driver location on the map
- ETA updates with driver name and vehicle details
- In-ride chat with automatic translation between languages



The Rider Experience – Mobile App

AFTER THE RIDE

- Driver/service Star rating and the option to provide additional feedback
- Full ride history with route, duration, and fare breakdown accommodations, and free-text special needs



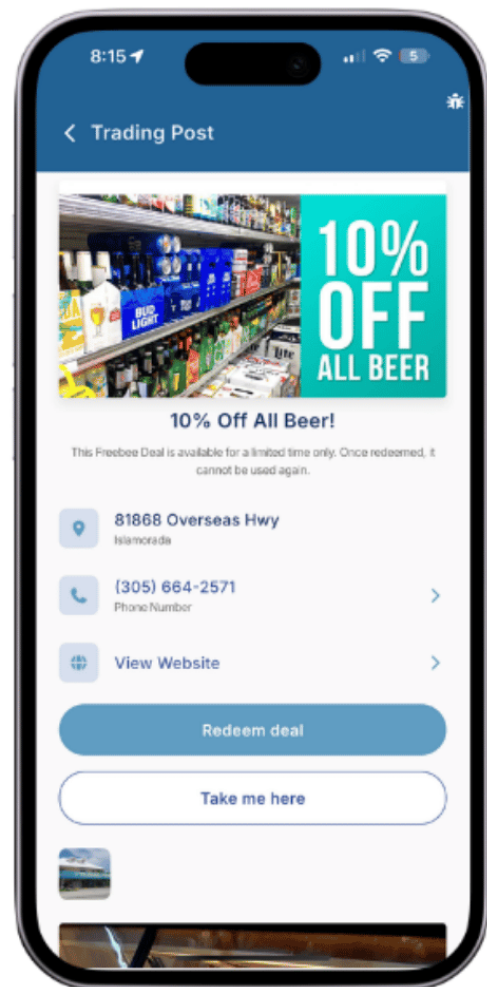
Zone-Specific Credits (for fare based service)

- Cities and organizations can issue ride credits to residents
- Credits are managed per zone with full transaction history
- Riders can apply credits at checkout – when fully covered, no payment method is needed



Local Business Support

Each business has the capability to offer riders exclusive deals and discounts on the platform, which in turn, helps to physically drive traffic back to their locations again. This promotion is free to all local businesses and communicated that it is provided courtesy of the Village of Islamorada. The Freebee platform provides the same value in promoting public services like parks, farmers' markets, special events like ribbon cuttings, health services, and rapid transit connectivity. This strategy in turn provides a compounding effect by utilizing the marketing influence of all partnering local businesses to promote the Freebee microtransit service and increase ridership.



2.5 Service Standards

Vehicle Standards

Freebee is committed to providing a fleet that meets all applicable local, State, and Federal codes, safety standards, and legal requirements, while also meeting or exceeding the manufacturer's safety and mechanical standards for each vehicle model used under this contract. We understand that the quality, condition, and presentation of the vehicles are critical to the overall rider experience and to the Village's expectations for a safe, reliable, and community-oriented transportation program.

To that end, Freebee approaches vehicle standards holistically, ensuring that every vehicle deployed in Islamorada reflects the highest levels of safety, operational readiness, cleanliness, comfort, and visual quality. Our fleet practices are designed to support a dependable and professional mobility service that aligns with the Village's character, operational priorities, and commitment to public safety.

Branding

We are more than happy to work hand-in-hand with the Village to develop a fully custom-branded name and identity for this program. We want this service to feel like a true extension of Islamorada, and we can seamlessly integrate your chosen brand across all rider touchpoints—from the exterior of the vehicles down to the mobile app interface itself.

Functionally, this operates as a white-label solution. The Village receives a distinct, community-specific app and service identity that is reliably "powered by Freebee".

Maintenance and Operational Condition:

All vehicles and associated equipment will be consistently maintained in full operational condition, adhering to the manufacturer's recommended maintenance guidelines. Anytime a vehicle does not meet these standards, it will be pulled from operations and replaced with a spare vehicle until fixed.

Exterior Appearance

Vehicles provided will maintain an exterior that is free from grime, oil, or other substances. The exterior will be devoid of cracks, breaks, dents, and damaged paint that significantly diminish the overall appearance of the vehicle.



Interior Cleanliness and Comfort

The interior of all vehicles will be clean and free from torn floor coverings, damaged or broken seats, and protruding sharp edges. Seats will be adequately padded and comfortable for passengers.

Traffic Management

To ensure safe and efficient passenger pickups in Islamorada, where US 1 is a major thoroughfare, Freebee drivers are trained in specific best practices tailored to the area. Given the busy nature of US 1 and the limited availability of safe stopping points on this route, drivers are instructed to utilize side streets or less congested areas for passenger pickups and drop-offs. They leverage GPS tools to pinpoint optimal nearby locations for these activities, thereby minimizing disruptions along US 1. Effective communication with passengers through the Freebee app is emphasized, guiding them to convenient and secure pickup locations just a short walk from US 1. This approach helps to avoid unsafe stops on the busy road and reduces the potential for accidents or traffic congestion. Freebee places a strong emphasis on regular driver training, focusing on local traffic patterns and the paramount importance of safety, ensuring that the service in Islamorada is both reliable and respectful of the area's traffic dynamics and safety concerns.

Adherence to Advertisement Guidelines

Freebee fully understands the importance of upholding Islamorada's unique character and aesthetics. In strict adherence to your requirements, any advertisements or promotional materials proposed for the exterior or interior of the vehicles will be submitted to Village staff for review and explicit prior approval before being posted.

We are committed to working collaboratively with the Village to ensure that all fleet messaging strictly complies with local standards, aligns perfectly with community values, and maintains the cohesive, custom-branded visual identity of the program.



Service Reliability

Freebee will maintain service reliability and route efficiency throughout the Islamorada Area despite ongoing construction activity and capital improvement projects. Through active dispatch oversight, real-time driver communication, and dynamic routing adjustments, Freebee will respond promptly to roadway closures, detours, and changing traffic conditions in order to minimize service disruption and maintain an efficient rider experience. Freebee understands that the Village will provide information regarding closures and construction updates as they occur, and Freebee will incorporate those updates into daily operations and route planning to support safe, reliable, and efficient service delivery. This approach is consistent with Freebee's established service interruption and operational response procedures, which are designed to address changing roadway conditions while maintaining continuity of service.

Driver Standards

Freebee will deliver this service with fully qualified, safety-focused, and customer-oriented operators and community ambassadors who meet all applicable licensing and regulatory requirements and, as the Village's current provider, bring the advantage of direct operational experience, established familiarity with the service area, and a proven ability to provide reliable, professional, and accessible transportation service.

The biggest key to the success of Freebee is the Freebee team. Our Drivers are the public-facing members of the organization and receive perfect 5-star reviews over 98% of the time. We do not hire and coach them to simply be "drivers." Instead, we hire and coach them to be "Ambassadors!"

Freebee's drivers and customer-facing personnel are trained in operational procedures, defensive driving, traffic regulations, customer service, and the safe transportation of elderly and disabled passengers, including wheelchair boarding assistance and securement, and are expected to maintain professional appearance, punctuality, courtesy, and ambassador-level knowledge of Village destinations.

The following sections outline the procedures, maintenance practices, safety protocols, and operational standards Freebee will implement to support this commitment.



Vehicle Operators (Drivers) Training

Freebee team members throughout the Freebee matrix are provided a diverse range of training strategies and techniques to help enable them to excel in their service to the community. In addition to the in-person and classroom-style training, there is also a virtual learning management system (LMS) that we have created. The LMS allows Freebee staff the opportunity to train on-demand wherever they choose while also having familiar and easily recallable content they can return to at any time.

There is a base set of courses orchestrated for all Freebee staff members to complete before they get behind the wheel of a Freebee. Some courses are created by us internally, while partners in the industry design the majority of the courses. A passing score of 85% is required to receive a certificate of completion. Additional roadmaps for continued professional development and training are available for team members who wish to advance their knowledge and increase their potential for career advancement. In addition, when company-wide time-dependent training becomes urgent, we are able to push the course out to the entire team and ensure everyone has what they need to verify comprehension of the information.

Our partners and recognized third-party certification bodies currently include:

- Q'straint, a worldwide leader in wheelchair securements and accommodations for transit providers.
- The Center of Urban Transportation Research at FSU (CUTR)
- Esafety, an online OSHA training platform with a focus on public transportation.
- The Red Cross
- National Aging and Disability Transportation Center.

The five tiers of training are as follows:

Tier 1 - Freebee Community Ambassador: This tier includes the core courses required to operate a Freebee vehicle as a public transportation operator.

Tier 2 - The Continued Education: This tier is open-ended without a deadline and open to team members employed for over 90 days to incrementally enhance their skills and knowledge. We will require our staff to complete a few courses each month within this tier relative to their interest.

Tier 3 - Team Leader: This tier is hand-selected by each manager based on service area needs and also to develop leadership skills and more detailed Freebee operations required of a Freebee Team Leader



The Freebee Community Ambassador courses include:

- Q'straint Securement
- Freebee XL Wheelchair Lift Safety
- Disability Etiquette
- De-Escalation
- Curbing Transit Distracted Driving
- How to Clean a Freebee
- Fire Extinguisher Safety
- Active Shooter training
- Driver Safety

The Continued Education courses include:

- Back Safety
- Accessibility
- Climate Action Communication
- Paratransit and non-medical transit t
- Battery and Charger Safety
- Diversity in the Workplace
- Electrical Safety
- Ethics in the Workplace
- Heat-Related Illness Awareness
- HIPAA Awareness
- Personal Protective Equipment
- Respect in the Workplace
- Safety and Substance Abuse
- Severe Weather Awareness
- Sexual Harassment Awareness
- Title IX
- Violence in the Workplace

The Team Leader courses include:

- Monitor Prep
- How to be a content creator with Freebee
- Lead in the Workplace
- Leadership in the workplace
- Commitment to Safety
- Adult and Pediatric First Aid/CPR/AED training with the Red Cross
- Community Emergency Response Training (CERT)
- The Management courses include:
 - Emergency Planning
 - OSHA record keeping
 - Access to Employee Medical Records
 - Accident Investigation



Standard Operating Procedures

Freebee dedicates the success of its operations to the service's commitment to a more connected, safe, and complete community. In the nature of this commitment, Freebee has adopted many principles from the Vision Zero initiatives and applies them to Freebee operations and policies. Through the implementation of these policies and driver training, Freebee operations serve as a catalyst toward a more calm and safe street network by removing a vast number of personal-use vehicle operators from the right of way and replacing them with professional drivers who are trained and retrained on defensive driving techniques.

Below are Freebee's current written procedures for operation of the service:

Operating Decision Makers:

- Jason Spiegel, Managing Partner - 215-370-5699
- Kristopher Kimball, COO - 215-694-5065
- Justin Lackatas, Regional Performance Manager - 941-391-7297

Accident Review Procedures

Freebee has established concise Accident Review Procedures, overseen by a dedicated Accident Review Committee, to ensure a systematic and efficient response to any accidents involving its vehicles. This procedure prioritizes immediate safety measures and notification of the incident to the management and the Accident Review Committee. It mandates a thorough investigation, led by the committee with support from safety, operations, and legal teams, to identify the root cause and implement corrective actions. The procedure includes detailed documentation and communication of findings, regular analysis of accident trends, and compliance with legal standards. Additionally, it emphasizes the importance of ongoing training for employees, regular procedure reviews, and updates to adapt to new safety practices and regulations. This approach ensures a commitment to safety, compliance, and continuous improvement in response to any accidents at Freebee.



Description of Operator Training

Freebee prioritizes comprehensive training for its team members, employing a diverse range of strategies to ensure excellence in community service. The training encompasses in-person, classroom-style sessions, and a virtual Learning Management System (LMS) that allows on-demand training with easily recallable content. All Freebee staff members undergo a set of core courses, covering topics like wheelchair securements, safety protocols, and community engagement. Recognized third-party certifications from organizations like Q'straint, FSU's Center of Urban Transportation Research, Esafety, the Red Cross, and the National Aging and Disability Transportation Center further validate our commitment to excellence. The training program consists of five tiers, including Freebee Community Ambassador, Continued Education, Team Leader, and Management, each offering specialized courses to enhance skills and ensure the highest standards in public transportation operation and management. From vehicle operation essentials to leadership development and emergency preparedness, Freebee's training program is designed to foster continuous improvement and career advancement.

Quality Assurance Maintenance Procedures

Daily Preventative Maintenance checks designed as Pre and Post shift Vehicle Inspection checklists are built into the driver side of the Freebee app that must be completed before the driver can access ride requests. The checklist is designed to ascertain that the vehicles are in safe and proper working condition. In addition to the checklist, all Freebee staff are trained on how to clean and sanitize the vehicle at the beginning and end of every shift.

No vehicle may be taken out of service without previous notice if the action would cause a service disruption. In addition, a more thorough Performance Maintenance check will be performed quarterly on all vehicles by a trained staff member. All maintenance, incident, and mechanical activity are logged within the Freebee platform and transparently shared with partnering municipal staff. In the event of an incident or mechanical issue with a Freebee vehicle. A spare vehicle will be dispatched within the same day or the following day relative to the time of the incident.

Freebee has established the following goals to provide ongoing transportation services with a high standard of system safety that is reliable and efficient while meeting industry standards and state and federal requirements.



The objectives for attaining this goal include:

- Identifying any potentially unsafe conditions.
- Identification of hazards such as other vehicles, pedestrians, signs, and signals.
- Prediction of future hazards.
- Controlling unintentional skids.
- Reactions to adverse driving conditions such as dust, smoke, fog, rain, and any other conditions that cause reduced visibility.
- Avoidance of collisions and always maintain speeds at or below the speed limit.
- Proper distance control.
- Slow Right on Red Light turns and walkway awareness
- Proper mirror usage and blind spot awareness.
- Proper backing and parking techniques.
- Safe passing techniques and applicable passing laws
- Sharing the road with pedestrians and cyclists.
- Always allowing a biker or micro-mobility user a full lane, exceeding the three-foot requirement.
- Always allowing pedestrians ample time to pass
- Avoidance of distractions such as texting, eating, drinking, grooming, and other actions that are unnecessary and unlawful while operating a moving vehicle.
- Physical and emotional fatigue awareness.
- Prohibited drugs and alcohol usage policy.
- Continue to monitor and control all safety risks.

Community-Scale Safety

A major part of the training includes collision prevention and strategies toward Vision Zero and Safe Streets initiatives. Freebee Community Ambassadors are trained not to see Freebee transportation as a quick way to get from point-to-point but as a pleasant experience adding value to their passengers' quality of life. These training strategies originate from the Center of Urban Transportation Research (CUTR) at The University of South Florida (USF) under the support of DOT. Freebee expands on these courses to build driving habits that allow Freebee to serve as an additional street calming tool, slowing traffic and encouraging drivers to expand their field of vision to a more panoramic, observant, and aware state. all priorities that Freebee can safely assist with now within the existing infrastructure without raising one shovel.



Contingency: Service interruption, accident, and incident procedures

Freebee is aimed at streamlining responses to various events that may affect operations. In case of service interruption, staff members who become aware of the issue are required to alert the control center, which then evaluates the situation and communicates the details to drivers. Drivers are responsible for relaying this information to passengers and providing alternatives, if available. In the event of an accident involving a Freebee vehicle, drivers must first ensure the safety of everyone involved, contact emergency services if needed, and report the accident to the control center. Drivers are also tasked with setting up safety measures at the scene and gathering pertinent information for documentation. For incidents that could impact safety, operations, or Freebee's reputation, employees are to promptly notify the control center which will then coordinate the response depending on the nature of the incident. All information about the incident will be documented and maintained as outlined in the Freebee SSPP. Furthermore, Freebee emphasizes regular training for all employees to ensure preparedness. The plan will be reviewed and updated annually, and all records will be securely maintained in compliance with the DOT and company policies. Moreover, consistent communication of the plan is essential to ensure familiarity with roles and responsibilities. All incidents, accidents, or service interruptions will be communicated to all stakeholders as soon as technically possible and no longer than 24 hours. A compilation of all incidents, accidents, and service interruptions, if any, will be communicated with all stakeholders at or before each monthly reporting period.

Procedures for Driver Scheduling

Community Ambassadors (Drivers) are scheduled through an advanced system that considers factors like driving hours regulations, rest periods, and individual availability, ensuring a well-rested and alert driving team. This system also allows for real-time adjustments in response to unforeseen circumstances, maintaining service reliability. Regular training sessions are conducted for drivers, focusing on safety protocols, customer service, and local traffic regulations. The procedure emphasizes the importance of safety and professionalism, with performance monitoring and feedback mechanisms in place. Freebee's approach to vehicle operation and driver scheduling is geared towards providing high-quality, dependable service while prioritizing the safety of both its employees and customers.



Procedures for Handling Customer Service

Freebee's Procedures for Handling Customer Service are designed to address and resolve issues efficiently, with an all-encompassing approach to receiving complaints through various mediums, including personal messages, social media, and in-app reviews. Once a complaint is received, it's immediately logged into the customer service system, ensuring that every concern is tracked and addressed. The customer service team, trained to handle inquiries from all these channels, prioritizes prompt and empathetic responses. Complex issues are escalated to senior staff, ensuring specialized attention where needed. This procedure is geared towards maintaining a positive customer experience, with a strong focus on understanding and addressing the concerns raised across diverse platforms. Post-resolution, customer feedback is sought to gauge satisfaction and identify areas for service improvement. This inclusive and responsive approach to customer service highlights Freebee's commitment to accessibility and excellence in customer relations, ensuring that every voice is heard and acted upon.

Disciplinary Procedures for Operator Misconduct

The Disciplinary Procedures for Operator Misconduct are structured to ensure fair and consistent handling of any violations. Upon an incident of misconduct, the case is first reviewed by the Accident or Incident Review Committee, which assesses the severity and context. Depending on the findings, the operator may be subject to retraining programs aimed at correcting behavior and enhancing safety awareness. The process includes a system of marks; accumulation of these marks due to repeated offenses or severe misconduct can lead to removal from the job. This stepwise approach ensures that operators are given opportunities for improvement and rehabilitation while maintaining strict standards for safety and professional conduct. The procedure emphasizes accountability and the importance of adhering to Freebee's operational and safety standards, ultimately safeguarding the well-being of both employees and users.

Supervision and Performance Manager Procedures

The Supervision and Performance Manager Procedures are enhanced by the integration of a specialized dashboard used by managers to streamline and organize reporting. This comprehensive system enables managers to document employee progress, set and track performance goals, and record evaluations. The dashboard facilitates real-time monitoring of individual and team achievements, allowing for prompt recognition of accomplishments and early identification of areas needing improvement. It also serves as a centralized platform for storing developmental feedback, training records, and performance improvement plans. This digital tool fosters a data-driven approach to performance management, ensuring that all supervisory activities are accurately recorded and easily accessible, thereby contributing to a transparent, efficient, and effective management process within Freebee.



Drug and Alcohol Testing Program

Beyond pre-employment drug and alcohol testing, Freebee surpasses FDOT regulations with a comprehensive Drug and Alcohol Testing Program. Annually, over 50% of our workforce undergoes random follow-up testing, a commitment that extends not only to routine screenings but also triggered by any incidents, ensuring a stringent and thorough approach to maintaining a safe and substance-free workplace. Employees involved in accidents or safety-sensitive incidents are immediately required to undergo drug and alcohol testing, typically within two hours. Pending test results, these employees are temporarily suspended from any safety-sensitive duties. All incidents and test outcomes are promptly reported to the FDOT, following their specific guidelines. In cases of positive tests, disciplinary actions, up to termination, are taken, and the employees are provided access to substance abuse treatment and counseling resources. The entire process, from the incident to the final resolution, is carefully documented to ensure full compliance and transparency, upholding the highest standards of safety and responsibility in alignment with FDOT requirements.

Customer Service

Freebee's Procedures for Handling Customer Service is designed to address and resolve issues efficiently, with an all-encompassing approach to receiving complaints through various mediums, including personal messages, social media, and in-app reviews. Once a complaint is received, it's immediately logged into the customer service system, ensuring that every concern is tracked and addressed. The customer service team, trained to handle inquiries from all these channels, prioritizes prompt and empathetic responses. Complex issues are escalated to senior staff, ensuring specialized attention where needed. This procedure is geared towards maintaining a positive customer experience, with a strong focus on understanding and addressing the concerns raised across diverse platforms. Post-resolution, customer feedback is sought to gauge satisfaction and identify areas for service improvement. This inclusive and responsive approach to customer service highlights Freebee's commitment to accessibility and excellence in customer relations, ensuring that every voice is heard and acted upon.

One of the biggest keys to the success of Freebee Customer Service is the Freebee Community Ambassador. Our Drivers are the public-facing representatives of the Village's commitment to their residents. An "Ambassador" is someone who represents the community and serves as a vital pillar of the social infrastructure in the community. Our Freebee Community Ambassadors are both hand-picked and trained to exceed expectations and, to date, have received perfect 5-star reviews over 98% of the time. This makes it important for us to hire locally. Locals take pride in their hometowns and can teach us as much as we teach them. Freebee's Ambassadors will be educated on the history of the community and all that the area has to offer. We also create a directory of local businesses on our mobile app to assist Freebee Ambassadors in learning about the local restaurants and other local businesses. Freebee Ambassadors are trained to have the knowledge of a tour guide and to be as helpful as a concierge on wheels.

Call Center

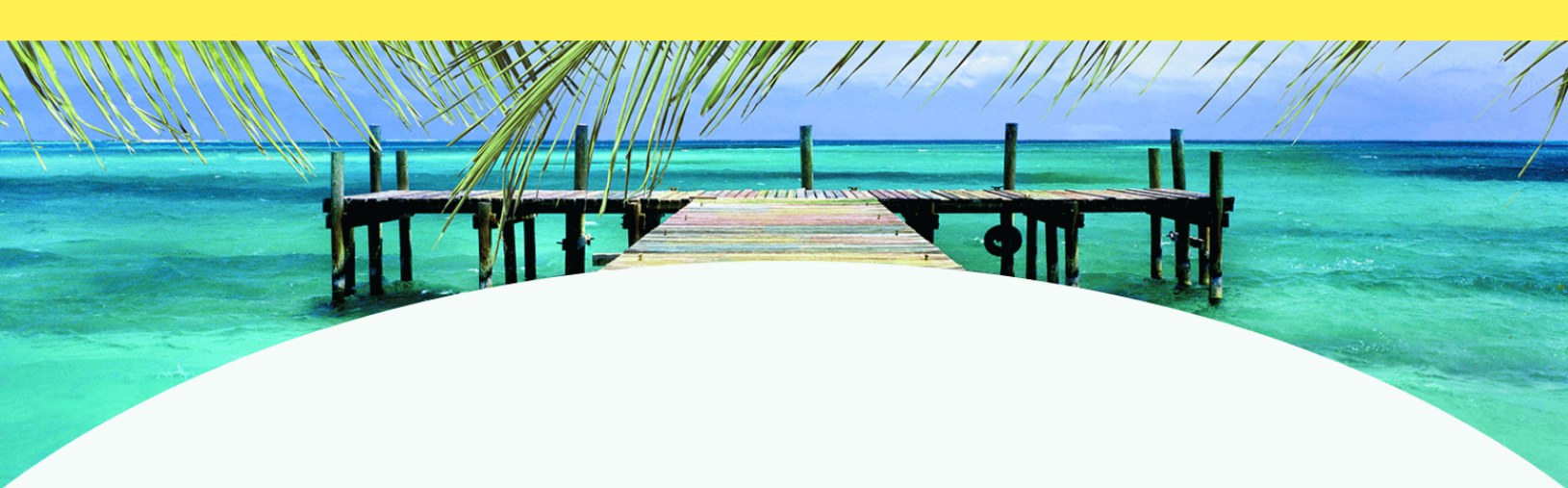


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Call Center

For those who do not have a smartphone, are unable to use one, or prefer not to use the app, a Freebee call-center number is available for dispatch. This in-house call center is designed to provide a seamless and efficient experience, eliminating the need to transfer calls to another service. The Freebee dispatch serves as a full-service alternative to the app and offers support in both English and Spanish. The call-in option is available during service hours for trip requests, lost and found, and other customer service needs. To ensure accessibility, the centralized dispatch platform automatically prioritizes requests for Wheelchair Accessible Vehicle (WAV) rides over standard ride requests. Standard rides will be serviced by Tesla Sedans, allowing the Toyota Sienna to focus on accessibility and high-volume demands.





3. Local Administration and Marketing

Freebee is committed to delivering a thorough, hands-on approach to program administration. Our plan includes assigning dedicated staff to oversee local drivers, manage ongoing marketing initiatives, and support all other functions within the organization to operate at a high level. Rather than relying solely on remote support, our team will maintain a physical presence in the Village and remain readily available to address community needs. By scheduling staff to be on-site for a designated number of days each week or month, we ensure consistent support, responsiveness, and meaningful engagement with local priorities and goals.

Our commitment to the Village of Islands extends beyond transportation. We aim to remain an active and invested community partner, supported by a comprehensive team structure designed to ensure direct oversight and program success. Our carefully selected and trained in-house team will provide dedicated administrative and operational support tailored to the Village's unique needs. Key roles include:

Islamorada Performance Manager: Responsible for overseeing day-to-day operations in the Village, maintaining high levels of customer satisfaction, and continuously improving performance metrics. This manager will dedicate approximately 15-30 hours per week to the Village, ensuring a personalized and hands-on approach.

Islamorada Team Leader Drivers: Serving as managers in training, these team members provide critical logistical support for drivers. They will maintain a steady daily on-site presence in the Village for 70 hours per week, offering reliable local leadership and assistance.

Advertising Sales Executive: Focused on building relationships with local businesses and organizations, this role supports strategic partnerships and advertising opportunities within the Freebee platform. The Advertising Sales Executive will spend an average of 8-12 hours per month in the Village, helping expand advertising revenue and subsidy opportunities.

Economic Development Manager: Dedicated to connecting riders with local businesses, this role is intended to drive foot traffic to establishments throughout the Village. The Economic Development Manager, or designated team members, will spend an average of 8-12 hours per month on-site to strengthen community engagement and local economic activity.

Marketing/PR Team: Responsible for generating awareness of the service and increasing ridership through targeted campaigns customized for the Village. Team members will spend an average of 8-12 hours per month in the Village supporting outreach efforts.

Customer Service/Dispatch Center: Provides customer support, product guidance, and ride dispatch services through the call-in number, ensuring timely and personalized assistance for Village residents. This function is based at Freebee headquarters, with on-site support available as needed.



Freebee Planner: Works closely with municipal staff, community stakeholders, and Freebee leadership to maximize economic, equity, and climate benefits while increasing ridership in the Village. This role is based at headquarters and supports the Village on-site as needed.

Data Analyst: Develops, monitors, and maintains custom data reports for the Village to support informed decision-making and improve operational efficiency. This role is centralized at headquarters and available on-site as needed.

Policy Officer and Chief Compliance & Safety Officer: These roles ensure adherence to all applicable transportation laws, regulations, and policies within the Village, while upholding the highest standards for safety, ethics, and compliance. Both are based at headquarters and can provide on-site support as needed.

Quality Assurance Manager: Monitors service performance in the Village to ensure quality benchmarks are consistently met, including on-time service, customer satisfaction, and safety performance. This role is based at headquarters and supports the Village on-site when necessary.

Our team structure is intentionally designed to meet the distinct needs of the Village of Islands by providing dedicated, efficient, and community-focused service.

This flow chart on the following page illustrates Freebee’s operational structure for serving the Village of Islamorada and reflects a well-coordinated team model designed to deliver customized, efficient service. The organizational framework shows that while certain roles are centralized to manage broader strategic and administrative functions, a substantial portion of the team is locally based within the Village. This approach allows Freebee to maintain consistency, efficiency, and strong operational oversight, while ensuring that daily service delivery and customer interactions are led by team members who are directly connected to the Islamorada community. As a result, the structure supports greater responsiveness, stronger community engagement, and service that is tailored to local needs.



Operational Structure and Organizational Chart



Freebee’s Dedicated Team for Islamorada

The following pages provide an overview of each key Freebee stakeholder involved in the delivery and ongoing success of this program. These individuals represent the core leadership and operational team responsible for ensuring seamless execution, day-to-day performance, and long-term program optimization, each bringing relevant expertise and a defined role in supporting the Village’s mobility objectives.





Jason Spiegel



Jason Spiegel is Co-Founder and Chief Executive Officer of Freebee and brings more than 14 years of executive leadership and operational experience in the microtransit and municipal mobility sector. As the company's visionary leader, Jason is responsible for setting strategic direction, guiding transportation innovation, and overseeing the successful deployment and expansion of Freebee's services across multiple markets.

Jason plays a central role in developing and executing Freebee's business and transportation strategies, with direct oversight of municipal partnerships, financial planning, and long-term growth initiatives. His leadership has positioned Freebee as one of the nation's leading providers of turnkey, electric microtransit solutions for municipalities, community redevelopment agencies, and transportation partners.

A graduate of the University of Miami with a degree in Business Management, Jason brings a strong foundation in organizational development, financial management, and strategic planning. He has earned recognition as an emerging leader in the transportation industry, including a nomination for the prestigious Complete Streets Champion Award for his commitment to safer, more accessible communities, and recognition in Miami Today's "Best Of" for Transportation Leadership.

Jason remains actively engaged with municipal partners and stakeholders to ensure Freebee consistently delivers innovative, data-driven mobility solutions that enhance connectivity, support economic development, and improve quality of life within the communities it serves.

Role: Program Lead



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Justin Lackatas



Justin Lackatas is a highly respected leader and recognized expert in the microtransit and broader transportation space, bringing a rare combination of operational excellence and community-focused leadership to Freebee. As an Operations Manager overseeing multiple service areas, Justin has played a critical role- especially in Islamorada- designing, implementing, and optimizing high-performing mobility programs that consistently deliver strong results.

His expertise extends well beyond day-to-day operations. Justin has a deep understanding of demand-responsive transportation systems, fleet optimization, and workforce management, allowing him to translate data and strategy into real-world execution. At the same time, he is deeply committed to the human side of service delivery, regularly engaging with community ambassadors and riders to ensure the service reflects the needs and character of each community.

This balance of technical expertise and personal engagement has enabled Justin to help Freebee seamlessly integrate into the communities it serves, driving both operational performance and customer satisfaction. His leadership reflects a clear understanding that successful microtransit systems are built not only on efficiency, but on trust, consistency, and meaningful community connection, making him a valued leader within Freebee and a trusted presence in the markets he supports.

Role: Regional Performance Manager



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Bryan Jobe



Bryan has been with Freebee since its inception and serves as a cornerstone of the organization’s safety culture, operational integrity, and regulatory compliance. As the leader of Freebee’s safety and compliance efforts, he has built a company-wide culture rooted in accountability, communication, and a commitment to safe, reliable service across all markets.

Bryan is a recognized expert in FDOT and FTA compliance, overseeing all regulatory adherence and ensuring that every service area operates in full alignment with federal, state, and local requirements. He leads the development and implementation of safety protocols and training programs, enabling Freebee to proactively manage risk while maintaining high service standards.

With experience across multiple operational roles, Bryan brings a comprehensive, ground-up understanding of microtransit systems. This perspective has allowed him to refine processes that strengthen both safety outcomes and team performance, while fostering an environment where employees feel supported and empowered.

He has also played a key role in advancing Freebee’s electric vehicle operations, with expertise spanning procurement, safety, charging infrastructure, and fleet management—ensuring sustainability efforts are matched with operational reliability.

Through his leadership and deep expertise, Bryan has established a safety-first culture that is fundamental to Freebee’s success and continued industry leadership.



Role: Chief Compliance & Safety Officer



Jared Jacobs



Jared has been a multi-spectrum director within the Freebee team from its near inception. From inclusion and safety compliance to climate, multimedia, and transportation planning, Jared has maintained a wide perspective of community while having the ability to pragmatically zoom in at very actionable levels with Freebee.

Maintaining a toolset including accreditations like CNU-A, LEED, ENV-SP, City Climate Planner (CCP), Park Smart, ADA coordinator, Paratransit training, and more, he has built bridges with many organizations whose missions overlap and work together. He serves on the Transportation Disadvantaged Local Coordination Board of Miami-Dade as well as the board of a local environmental justice, indigenous sovereignty, and ecological restoration NGO.

Jared is proud to work with an amazing team that ensures the Public Private Partnerships Freebee participates in is, in every aspect a Partnership for the Public Good.

Role: Policy Officer & Safety



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Scott Crawshall



Scott brings a strategic, results-driven approach to marketing and economic development, playing a key role in positioning Freebee as both a mobility solution and a driver of local economic growth. With nearly a decade of experience in marketing and media strategy, Scott specializes in building integrated campaigns that connect transportation with community engagement and commercial activation.

At Freebee, Scott focuses on leveraging the platform as more than just transportation—transforming it into a tool that drives foot traffic, supports local businesses, and enhances community vibrancy. His work aligns mobility solutions with economic development goals, ensuring Freebee programs not only improve access and connectivity, but also contribute directly to local commerce and quality of life.

Scott's expertise also includes experiential and place-based marketing, integrating branding, advertising, and community outreach into Freebee's operations. By turning vehicles into mobile marketing platforms and embedding local businesses into the rider experience, he has helped create a unique ecosystem that benefits riders, municipalities, and local stakeholders alike.

Role: MARKETING AND ECONOMIC DEVELOPMENT





Jamie Kerezman



A Customer Experience Expert, Jamie serves as the primary point of contact for municipal partners, ensuring Freebee consistently delivers exceptional service and drives continuous growth. She wears many hats within the organization, spanning customer feedback, fleet management, and operational support. With over 25 years of experience in customer service, banking, and finance – including with some of the world’s leading brands – Jamie brings a deep understanding of high-level service standards. Her background in retail banking and compliance has translated into a strong foundation for delivering precision, professionalism, and accountability at Freebee.

Her role encompasses customer service and quality assurance, aligned with municipal reporting requirements, insurance claims, and accident repair coordination. Jamie also sits on the accident review committee, ensuring cross-departmental communication and proper resolution of all actionable items. In addition, she supports vehicle procurement and monitors driver behavior to maintain operational standards. She has played a pivotal role in streamlining and future-proofing many of Freebee’s daily operations, creating a more efficient and accountable system that empowers the entire team.

Role: QUALITY ASSURANCE MANAGER





Sam Calderon



Samuel serves as Vice President of Development at Freebee and is widely recognized for his more than 10 years of technology development in the public mobility and transportation sector, where he has built and deployed advanced platforms that power modern, data-driven transit systems. He is regarded as one of the leading developers in the microtransit and municipal mobility space, known for designing highly scalable, user-focused technology solutions that enhance both operational performance and rider experience.

At Freebee, Samuel leads the architecture, development, and continuous evolution of the company's proprietary technology ecosystem, including its AI-driven dispatch and routing platform, municipal client dashboards, rider-facing applications, and onboard vehicle technology systems. His work has been instrumental in creating one of the most advanced, fully integrated microtransit technology stacks in the industry today. Samuel oversees all custom technology development for Freebee's municipal partners, ensuring that each deployment is tailored to meet the unique operational, economic, and policy objectives of the communities served.

Samuel plays a critical role in complex deployments that require hands-on innovation, real-time system optimization, and close collaboration with municipal clients. His ability to translate operational challenges into technology-driven solutions allows Freebee to deliver customized functionality and continuous platform enhancements at no additional cost to partner cities.

Role: TECHNOLOGY DEVELOPMENT





Kat Ali



Kat serves as Director of Human Resources at Freebee, leading the company's people strategy, workforce development, risk mitigation, and safety training initiatives across a growing, multi-market organization of more than 500 employees. With extensive experience managing large-scale people operations – including leadership roles at Amazon – Kat brings a disciplined, data-driven approach to workforce management, performance accountability, and operational safety.

At Freebee, she oversees recruitment, compliance, training, and employee engagement, implementing structured performance management systems, standardized onboarding protocols, and comprehensive safety training programs that support consistent service delivery across all markets. Her expertise in people management and risk mitigation ensures alignment with federal and state labor standards, ADA requirements, and municipal contract obligations.

Kathrine has played a key role in developing Freebee's Community Ambassador workforce model, establishing training programs focused on safety protocols, customer service excellence, ADA sensitivity, and incident response. As a CERT-certified professional, she brings specialized knowledge in emergency preparedness and workplace safety, strengthening Freebee's safety culture across all deployments.

Role: HUMAN RESOURCES



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Marketing Plan

Over the years, Freebee has implemented a comprehensive, community-centered marketing strategy in Islamorada that has been instrumental in driving awareness, adoption, and sustained ridership growth. Our approach has focused on deeply integrating the service into the fabric of the community through consistent, on-the-ground engagement and strategic local partnerships.

From the outset, Freebee has prioritized direct, in-person outreach—engaging local businesses, residential communities, hotels, and assisted-living facilities to build strong relationships and introduce the service in a meaningful, personal way. This hands-on approach has been critical in identifying key rider groups, building trust, and accelerating adoption. In parallel, Freebee has maintained close coordination with Village stakeholders, providing regular updates, participating in community events, and ensuring alignment with local priorities.

To support this outreach, Freebee has developed and distributed high-visibility, co-branded marketing materials across key locations throughout the Village, ensuring both residents and visitors clearly understand how to access and use the service. These efforts have been complemented by ongoing digital engagement, including targeted social media campaigns, press outreach, and dedicated messaging that keep the community informed and engaged.

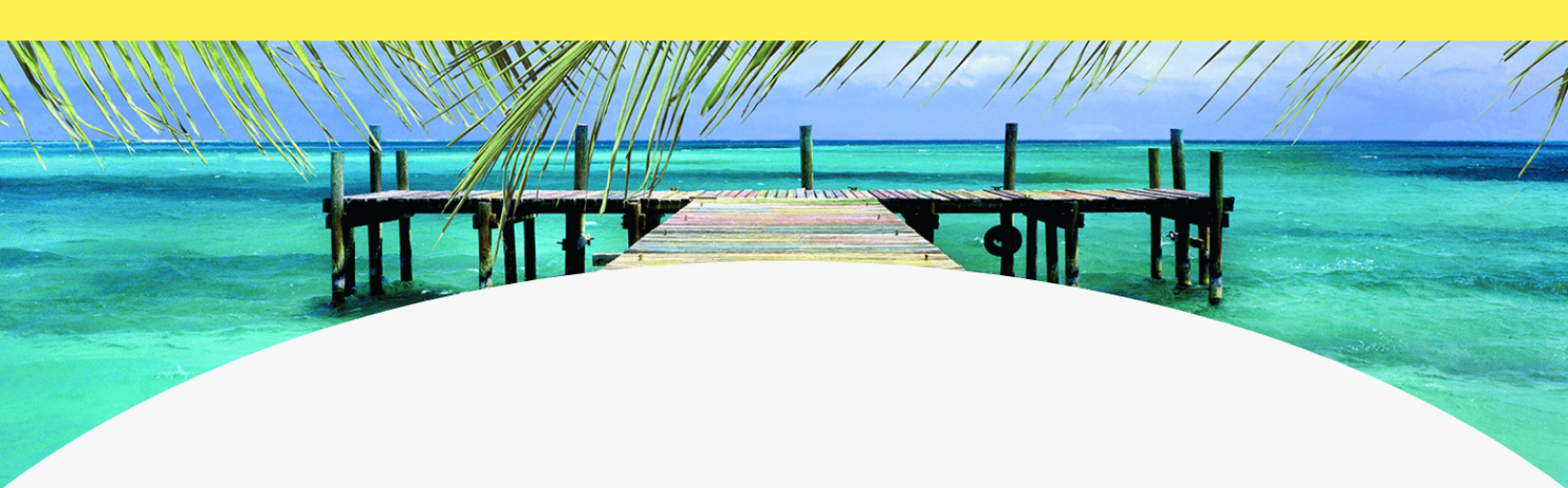
A key differentiator of Freebee’s marketing strategy has been its integration with local economic development. Through partnerships with local businesses, Freebee has created a platform that not only moves people, but also drives foot traffic and supports the local economy. By promoting businesses within the app and offering exclusive deals and visibility, the service has become a valuable tool for both mobility and economic activity within Islamorada.

Freebee has also continuously refined its marketing approach using data-driven insights. Through performance tracking, rider feedback, and usage trends, we have been able to adjust outreach strategies, identify underserved segments, and improve overall engagement. This includes monitoring key metrics such as app downloads, ride conversions, and rider demographics, as well as conducting ongoing surveys to better understand community needs.

Looking ahead, Freebee will continue to build on this strong foundation with a sustained and evolving marketing strategy. Ongoing efforts will include continued community engagement, participation in local events, refreshed marketing collateral, and expanded digital outreach. We will maintain a strong on-the-ground presence, encourage rider feedback, and leverage our platform to further highlight local businesses and community resources.

This proven, adaptive approach ensures that the Freebee service remains highly visible, widely adopted, and deeply connected to the community—supporting both mobility and economic vitality in Islamorada.





4. Cost Proposal

Cost Structure

Freebee has thoughtfully designed a pricing structure that not only lowers the overall cost to the Village, but also significantly reduces the financial risk associated with introducing a fare component into the program. Recognizing that implementing a new fare structure can create uncertainty—particularly around whether existing ridership levels will be maintained—Freebee has taken a proactive approach to protect the Village. By leveraging our established rider base, strong brand familiarity, and years of operational data, we are uniquely positioned to introduce this transition without disruption.

To further strengthen this partnership, Freebee has incorporated guaranteed revenue components into the pricing model. This includes a \$60,000 annual advertising subsidy, with any additional advertising revenue generated above this threshold shared on a 50/50 basis between Freebee and the Village. In addition, Freebee is providing a \$75,000 guaranteed net fare credit upfront, assuming the risk of the initial fare collection. Any net fare revenue generated beyond this amount will be returned 100% to the Village, allowing the Village to directly benefit from continued ridership growth without downside exposure.

This structure reflects Freebee’s commitment to going above and beyond to maximize the value of our 7+ year partnership with Islamorada. Unlike a new vendor that would need to build ridership from scratch, introducing significant uncertainty around fare adoption and revenue generation, Freebee offers a proven, active user base and an established service that riders already trust and use daily. This creates a substantial advantage for the Village, as fare revenue can be realized immediately, rather than developed over time. By guaranteeing both advertising and fare revenue, Freebee effectively eliminates financial risk for the Village while creating upside potential as the program continues to grow.



Pricing

Start-Up Cost: \$0

Annual Program Cost - Year 1: \$530,000

Pricing Includes:

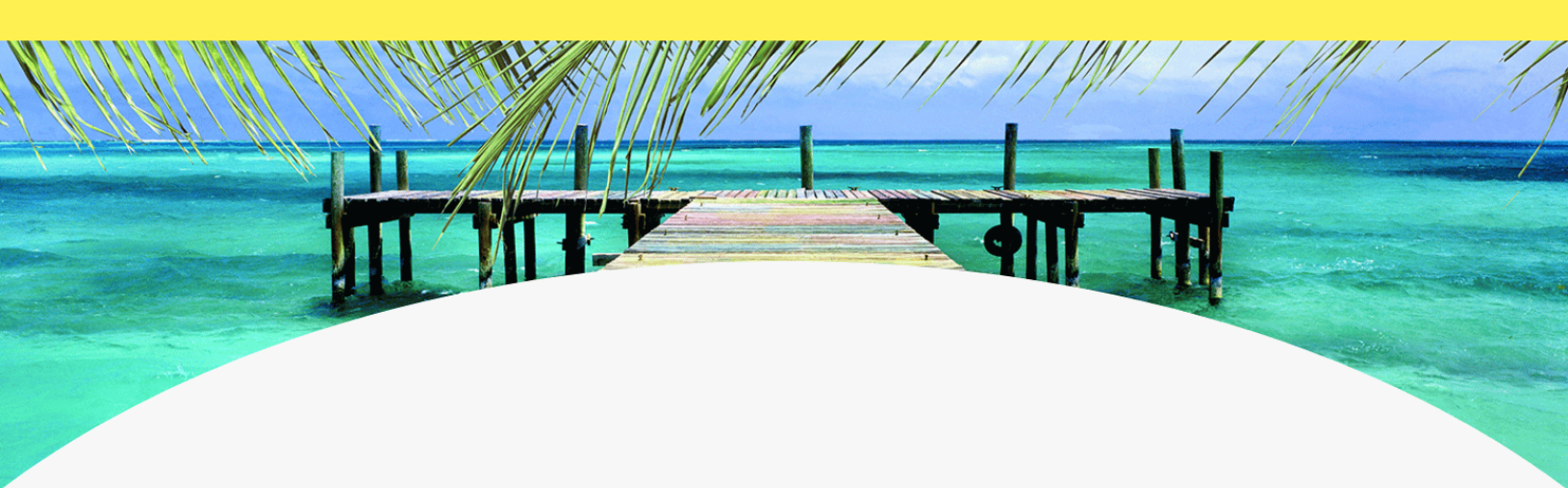
- \$60,000 guaranteed annual advertising revenue, with all additional revenue shared 50/50 between Freebee and the Village
- \$75,000 guaranteed net fare revenue, with all additional net fare revenue credited 100% to the Village

Finally, Freebee would welcome the opportunity to collaborate with the Village to further optimize the service model during negotiations. Based on years of operational data and advanced analytics, we believe there are additional opportunities to refine vehicle deployment throughout the day in a way that can further reduce service hours and lower overall program costs—while maintaining, and potentially enhancing, the rider experience.

The cost proposal will remain valid and in full effect for a period of ninety (90) days from the date of submission and, upon award, shall continue to remain in effect for the first two (2) years of service.



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5. Timeline

Implementation Timeline

There is zero startup time required for Freebee to continue operations in Islamorada. Unlike a new provider that would need to build a program from the ground up, Freebee is already fully deployed, staffed, and operational. Our fleet, workforce, infrastructure, and systems are in place and performing at a high level today. The only change associated with this new service structure is the implementation of a \$2 fare, which can be seamlessly integrated into our platform with the simple click of a button, allowing for immediate implementation without any disruption to service or rider experience.

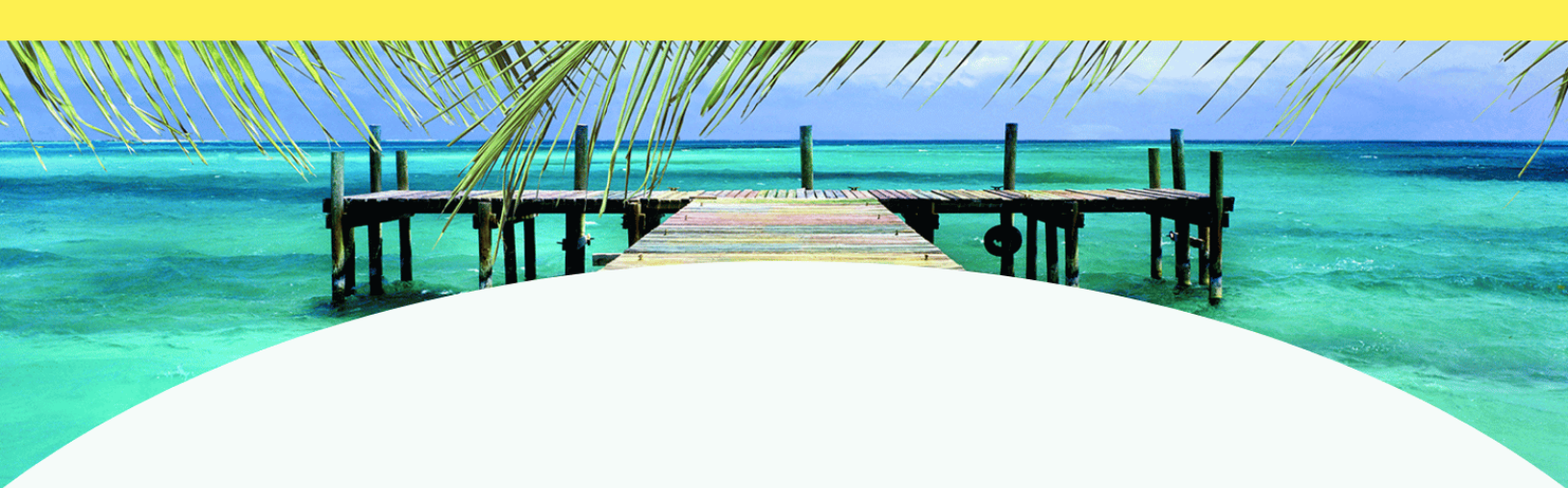
For context, a typical microtransit deployment requires 60-90 days to properly implement. This is especially true when new electric vehicle charging infrastructure is required, as engineering, permitting, and installation alone can take 45-60 days. These timelines are further extended by the need to recruit and train drivers, establish local operations, integrate technology systems, and build community awareness. Any vendor suggesting they can stand up a fully compliant, high-quality service in 30 days or less is either underestimating the complexity of the process or would be forced to cut significant corners—particularly in areas such as safety, staffing, training, and infrastructure readiness.

Saving Time and Money for the Village

Freebee's existing presence creates an immediate and meaningful advantage for the Village. Rather than investing time and resources into onboarding a new vendor, building community trust, or navigating startup complexities, the Village can continue building on a proven, high-performing program from day one. This enables immediate realization of the FDOT grant benefits while avoiding the delays, risks, and added costs typically associated with a new service launch.

In Islamorada and throughout the Keys, successful service depends on more than operations alone—it requires a deep understanding of the local workforce, strong community relationships, and the trust necessary to recruit, onboard, and retain a reliable team. These are often the most challenging hurdles for outside providers unfamiliar with the area. Freebee's long-standing presence eliminates these barriers. Our familiarity with the community, culture, and operating environment allows us to deliver service that is not only efficient, but also authentic, responsive, and fully aligned with the needs of the Village from day one.





6. Authorization to Transact Business

State of Florida Department of State


I certify from the records of this office that BEEFREE, LLC is a limited liability company organized under the laws of the State of Florida, filed on February 28, 2012.

The document number of this limited liability company is L12000028728.

I further certify that said limited liability company has paid all fees due this office through December 31, 2025, that its most recent annual report was filed on March 3, 2025, and that its status is active.

*Given under my hand and the
Great Seal of the State of Florida
at Tallahassee, the Capital, this
the Third day of February, 2026*




Secretary of State

Tracking Number: 9190689532CU

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

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



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12. SUSPENSION AND DEBARMENT

(1) This contract is a covered transaction for purposes of 2 C.F.R. pt. 180 and 2 C.F.R. pt. 3000. As such, the contractor is required to verify that none of the contractor's principals (defined at 2 C.F.R. § 180.995) or its affiliates (defined at 2 C.F.R. § 180.905) are excluded (defined at 2 C.F.R. § 180.940) or disqualified (defined at 2 C.F.R. § 180.935).

(2) The contractor must comply with 2 C.F.R. pt. 180, subpart C and 2 C.F.R. pt. 3000, subpart C, and must include a requirement to comply with these regulations in any lower tier covered transaction it enters into.

(3) This certification is a material representation of fact relied upon by Islamorada, Village of Islands. If it is later determined that the contractor did not comply with 2 C.F.R. pt. 180, subpart C and 2 C.F.R. pt. 3000, subpart C, in addition to remedies available to Islamorada, Village of Islands, the Federal Government may pursue available remedies, including but not limited to suspension and/or debarment.

(4) The bidder or proposer agrees to comply with the requirements of 2 C.F.R. pt. 180, subpart C and 2 C.F.R. pt. 3000, subpart C while this offer is valid and throughout the period of any contract that may arise from this offer. The bidder or proposer further agrees to include a provision requiring such compliance in its lower tier covered transactions.



Signature of Authorized Certifying Official

jason@ridefreebee.com

Name and Title of Authorized Certifying Official

4/10/2026

Date

13. BYRD ANTI-LOBBYING AMENDMENT, 31 U.S.C. § 1352 (as amended)

Contractors who apply or bid for an award of \$100,000 or more shall file the required certification. Each tier certifies to the tier above that it will not and has not used Federal appropriated funds to pay any person or organization for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, officer or employee of Congress, or an employee of a Member of Congress in connection with obtaining any Federal contract, grant, or any other award covered by 31 U.S.C. § 1352. Each tier shall also disclose any lobbying with non-Federal funds that takes place in connection with obtaining any Federal award. Such disclosures are forwarded from tier to tier up to the recipient who in turn will forward the certification(s) to the awarding agency.

If applicable, contractors must sign and submit to the non-federal entity the following certification: APPENDIX A, 44 C.F.R. PART 18 – CERTIFICATION REGARDING LOBBYING. The certification is found on the next page.

APPENDIX A, 44 C.F.R. PART 18 – CERTIFICATION REGARDING LOBBYING

Certification for Contracts, Grants, Loans, and Cooperative Agreements

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

1. No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.
2. If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.
3. The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

The Contractor certifies or affirms the truthfulness and accuracy of each statement of its certification and disclosure, if any. In addition, the Contractor understands and agrees that the provisions of 31 U.S.C. Chap. 38, Administrative Remedies for False Claims and Statements, apply to this certification and disclosure, if any.



Signature of Authorized Certifying Official

Jason Spiegel - CEO
Name and Title of Authorized Certifying Official

4/10/2026
Date

ADDITIONAL CONTRACT TERMS FOR FEDERAL AND FEMA FUNDED PROJECTS

The following clauses will form part of the agreement between Islamorada, Village of Islands and the Contractor resulting from this RFP.

A. Access to Records:

The following access to records requirements shall apply to the contract.

1. The Contractor agrees to provide Islamorada, Village of Islands, the FEMA Administrator, the Comptroller General of the United States, or any of their authorized representatives access to any books, documents, papers, and records of the Contractor which are directly pertinent to this contract for the purposes of making audits, examinations, excerpts, and transcriptions.
2. The Contractor agrees to permit any of the foregoing parties to reproduce by any means whatsoever or to copy excerpts and transcriptions as reasonably needed.
3. The Contractor agrees to provide the FEMA Administrator or his authorized representatives access to construction or other work sites pertaining to the work being completed under the contract.
4. In compliance with the Disaster Recovery Act of 2018, Islamorada, Village of Islands and the Contractor acknowledge and agree that no language in this contract is intended to prohibit audits or internal reviews by the FEMA Administrator or the Comptroller General of the United States.

B. Changes to the Contract:

Any changes to the contract between Islamorada, Village of Islands and the Contractor modification, change order, or constructive change must be allowable, allocable, within the scope of the grant or cooperative agreement, and reasonable for the completion of project scope.

- C. **Non-use of DHS Seal, Logo, and Flags:** The Contractor shall not use the DHS seal(s), logos, crests, or reproductions of flags or likenesses of HSS agency officials without specific FEMA pre-approval.
- D. **Compliance with Federal Law, Regulations, and Executive Orders:** This is an acknowledgement that FEMA financial assistance will be used to fund all or a portion of the contract. The contractor will comply with all applicable Federal law, regulations, executive orders, FEMA policies, procedures and directives.
- E. **No Obligation by Federal Government:** The Federal Government is not a party to this contract and is not subject to any obligations or liabilities to the non-

Federal entity, contractor, or any other party pertaining to any matter resulting from the contract.

- F. **Program Fraud and False or Fraudulent Statement or Related Facts:** The Contractor acknowledges that 31 U.S.C. Chap. 38 (Administrative Remedies for False Claims and Statements) applies to the Contractor's actions pertaining to this contract.



Signature of Contractor's Authorized Official


Jason Spiegel - CEO
Name and Title of Contractor's Authorized Official

APPENDIX A

ACKNOWLEDGMENT OF ADDENDA AND DOCUMENTS

The Proposer hereby acknowledges the receipt of the following addenda issued by the Village and incorporated into and made part of this RFP. In the event the Proposer fails to include any addenda in the table below, submission of this form shall constitute acknowledgment of receipt of all addenda, whether or not received by him/her.

ADDENDUM NUMBER	DATE RECEIVED
<u>Addendum 1</u>	<u>3/19/2026</u>
<u>Addendum 2</u>	<u>4/1/2026</u>
<u> </u>	<u> </u>
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<u> </u>	<u> </u>



Signature
Jason Spiegel

Print name

CEO

Title
4/10/2026

Date

On-Demand Electric Vehicle Ridesharing Services

Islamorada, Village of Islands, Florida



Prepared by: Circuit Transit Inc.

501 East Las Olas Blvd Suite 300, Fort Lauderdale, FL 33301

Primary RFP Contact: Jason Bagley

jason@ridecircuit.com | 305-494-1612

Monday, April 13th, 2026



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1. Cover Letter & Company Overview

Islamorada, Village of Islands
Attn: Village Clerk
86800 Overseas Highway
Islamorada, Florida 33036

Re: Request for Proposals – On-Demand Electric Vehicle Ridesharing Services (#26-03)

Dear Evaluation Committee Members,

Thank you for the opportunity to submit a proposal to be the operating partner for the Islamorada on-demand microtransit program. We commend the Village for continuing to embrace microtransit as a solution to improve mobility, reduce congestion, and better serve both residents and visitors.

Like many innovative communities, you made a meaningful leap into microtransit—one that reflects a commitment to modern, flexible transportation. Through our close ties to Islamorada, and through conversations with friends, family, the media, and colleagues who have personally used the service, we've had the opportunity to see firsthand both the promise of that vision and where the current service has faced challenges.

What we've consistently observed is that earlier approaches struggled in two key areas: achieving long-term financial sustainability by fully integrating the service into the local business ecosystem and aligning actual driver hours with the hours of operation. In many cases, this stems from initial program designs that prioritized low upfront cost over long-term performance—an approach that can unintentionally create a gap between service expectations and what can be sustainably and reliably delivered.

Circuit's proposal is specifically designed to address both of these challenges head-on. We believe it is critical to align program scope with realistic, sustainable funding levels from the outset. As such, we have outlined a solution that **can either scale to meet the full vision at an appropriate investment level, or deliver a right-sized, high-performing service within the Village's target budget.** In both cases, our focus remains the same: delivering a reliable, high-quality rider experience supported by a financially viable model that is deeply connected to the local economy.

Company Overview & Qualifications

Founded in 2011, Circuit has grown into the nation's leader in 100% electric, community-based transit. Over the last 15 years, we have transported over 10 million riders across more than 50 communities without burning an ounce of gas. No other provider brings the experience managing exclusively all-electric fleets across the United States. Our mission is to connect communities through clean, efficient, and equitable transportation.

Circuit provides a fully integrated, turnkey solution that includes:

- 100% electric vehicle fleets and charging strategy
- Local hiring and management of professional W-2 Driver Ambassadors
- Proprietary rider app and dispatch technology with dynamic pooling
- Real-time data dashboards and reporting tools for clients
- Community engagement, marketing, and partnership development

This vertically integrated model ensures full accountability, faster implementation timelines, and a higher-quality rider experience compared to fragmented or subcontracted approaches.

Today, Circuit operates across 7 states and Washington, D.C., supported by a fleet of 300+ electric vehicles and a team of 500+ trained W-2 employees. Our services have delivered meaningful community impact nationwide while maintaining industry-leading performance metrics, including high rider satisfaction, efficient pooling rates, and consistently low wait times.

Proven Experience & Performance

Circuit has successfully designed, launched, and operated services in a wide range of environments—from dense urban cores to suburban communities—demonstrating adaptability and scalability across different service models. Our portfolio includes:

- **Deep South Florida experience**, with long-standing operations in major cities like Fort Lauderdale, West Palm Beach, and Hollywood—supporting daily mobility for residents and visitors in high-demand, tourism-driven environments
- **Tourism and hospitality partnerships**, including programs that connect hotels, beaches, and downtown corridors—helping cities reduce congestion while enhancing visitor experience and supporting local economies
- **Long-term municipal partnerships**, such as New Rochelle, NY (operating since 2019 with hundreds of thousands of passengers served)
- **State-funded mobility programs**, including NYSERDA Clean Transportation projects delivering thousands of monthly rides 100% funded by NY State.

- **Public-private partnerships**, such as Bellevue, WA, where Circuit helped secure additional funding from major partners like Amazon to sustain and grow the program
- **Community-focused shuttle services**, connecting underserved populations to jobs, healthcare, and transit

Across these deployments, Circuit consistently exceeds key performance indicators related to wait times, utilization, and customer satisfaction while maintaining a strong focus on equity and accessibility.

Commitment to Community & Workforce

At the heart of every Circuit program is a simple belief: the people operating the service should be part of the community it serves. When a new program launches, we don't just import a workforce—we build one locally. We recruit from within the Village, creating stable, well-paying W-2 jobs and training Driver Ambassadors who know the streets, the neighborhoods, and the people they serve.

This approach transforms the service from a transportation option into a community asset. Riders aren't stepping into a generic vehicle—they're greeted by someone who understands their daily routines, can share local knowledge, make recommendations, and represents the spirit of the Village. Over time, these interactions build familiarity, trust, and pride in the service.

The result is a program that feels locally owned, not externally operated—delivering not only high-quality service, but also meaningful economic impact that stays within the community.

Industry Leadership & Innovation

We are not simply a service provider—we operate as a long-term partner, evolving programs alongside the cities we serve. Our approach doesn't end at launch; in many ways, that's where the real work begins.

In New Rochelle, for example, what started as a small pilot has grown into a six-year program that has continuously adapted based on rider demand, shifting travel patterns, and City priorities. In Bellevue, ongoing data analysis and close coordination with local stakeholders led to service improvements and the introduction of new funding partners, extending and strengthening the program over time. These are not static systems—they are living services that improve through constant iteration.

Our proprietary technology and real-time data platform make this possible. We don't just collect data—we translate it into action: adjusting service zones, optimizing vehicle

deployment, improving wait times, and identifying opportunities for expansion or cost savings. This continuous feedback loop ensures that each program becomes more efficient, more responsive, and more valuable year after year.

By combining hands-on operational expertise, purpose-built technology, and a community-first mindset, Circuit delivers more than a transportation service—we deliver a program that grows with the Village and creates lasting impact.

Sustainability Through Partnership

Circuit's model is designed not just to operate service, but to reshape how it is funded and sustained over time.

In many of the communities we serve, the initial question is the same: **how do we deliver high-quality service without placing the full burden on Islamorada?** Our answer has been to build programs that are supported by the very ecosystems they serve.



Across our portfolio, Circuit has helped generate millions of dollars in advertising and partnership revenue, transforming microtransit from a cost center into a shared investment. In markets with strong tourism and hospitality sectors, we've partnered with hotels, resorts, and major employers who directly benefit from improved mobility—whether it's helping guests move

seamlessly between destinations or ensuring employees have reliable transportation. These partners don't just support the service—they help sustain and grow it.

Rather than applying a one-size-fits-all model, we layer in targeted, flexible strategies that reflect how people actually move within a community. In some areas, that means business-sponsored rides that allow visitors to travel freely between key destinations. In others, it includes resident-focused pricing programs that maintain affordability while encouraging consistent use. Where appropriate, modest tiered pricing for high-demand destinations helps balance demand and recover costs—without compromising accessibility.

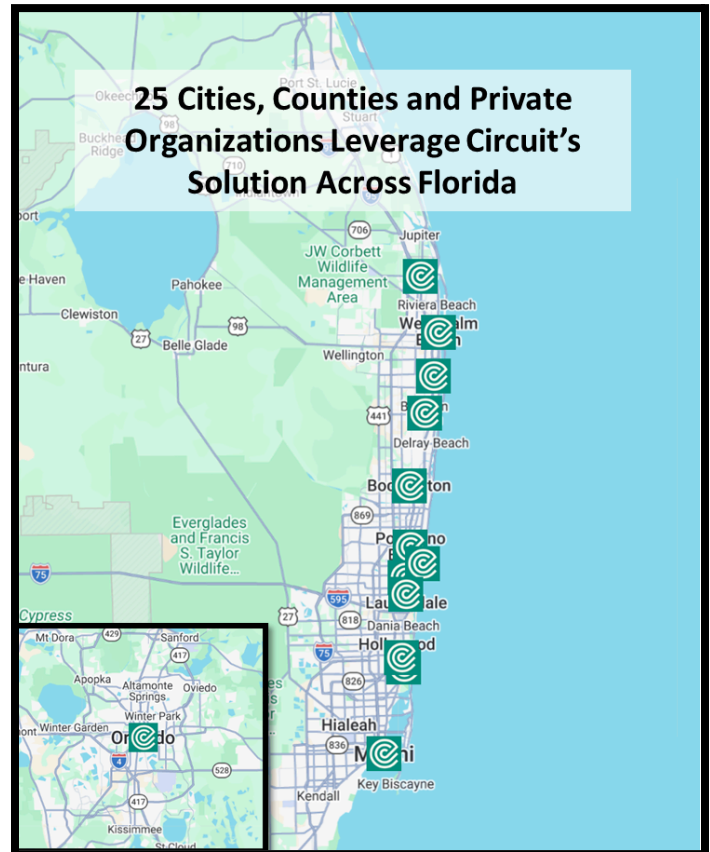
The result is a system that feels intuitive to riders, valuable to local businesses, and financially sustainable for the Village. Instead of relying solely on public funding, the service becomes part of a broader economic network—one that supports mobility, drives local activity, and continuously reinvests back into the program.

Florida-Based. Florida-Tested.

Circuit has operated successfully in Florida for more than a decade and is headquartered in Fort Lauderdale. Florida is one of our most established and mature operating regions, and our leadership team has deep experience delivering municipal microtransit programs throughout South Florida and along the Atlantic coast.

We have partnered with cities across Broward and Palm Beach Counties, including long-running programs in Fort Lauderdale, Hollywood, West Palm Beach, and Pompano Beach, providing fully electric community circulators, downtown mobility services, and first-mile/last-mile connections that reduce congestion and improve access to local businesses, transit hubs, and waterfront districts. These partnerships reflect our ability to operate in tourism-driven economies, dense downtown corridors, and mixed residential-commercial environments common throughout South Florida.

Our Florida operations have been shaped by the realities of the region. We have extensive experience managing seasonal population swings, special event traffic patterns, hurricane preparedness planning, and extreme heat conditions that directly impact fleet performance and driver scheduling. Our preventative maintenance programs account for high-temperature battery management and coastal corrosion exposure, and we maintain established relationships with Florida-based EV dealerships, charging infrastructure providers, and service vendors to ensure rapid response and minimal downtime.



Because Florida is our home base, we are deeply familiar with the state’s procurement standards, insurance requirements, municipal reporting expectations, and public meeting transparency requirements. Our executive leadership and regional operations teams regularly engage with managers, commissioners, and economic development leaders across the state, ensuring that our services align with broader sustainability, tourism, and economic vitality goals.

Transparent & Reliable Pricing


While Circuit may not present the lowest initial hourly rate, our pricing is fully transparent, stable, and operationally grounded.

Public agencies should carefully evaluate proposals that rely on artificially low introductory rates for the pilot or first years, which are often contingent on assumptions such as maximum utilization or limited fleet deployment. These models frequently result in:

- Requests for additional vehicles to meet demand
- Increased costs if projected service hours are not achieved
- Mid-contract pricing adjustments to sustain operations

Circuit’s approach is different: our pricing reflects the true cost of delivering reliable, high-quality service from day one—with no hidden conditions or post-award adjustments. What ultimately differentiates Circuit is our operations-first model and full-service approach. While many providers focus primarily on software or offer fragmented solutions, Circuit delivers a fully integrated system—combining vehicles, drivers, technology, maintenance, and customer service under one accountable partner. This structure allows us to consistently outperform competitors on key metrics like wait times, reliability, and rider satisfaction, while maintaining full transparency with our partners.

In contrast to local operators that may lack scale, or national firms that rely on subcontracted labor and non-electric fleets, Circuit uniquely combines national expertise with local execution. Our commitment to a 100% electric fleet, W-2 employed drivers, and hands-on operational management ensures a higher quality, safer, and more consistent service. As illustrated in the comparison chart, this combination of performance, technology, and operational control enables Circuit to deliver a more reliable, scalable, and financially sustainable program than other providers in the market.

Core Service Model	 Circuit	Local Micro Transit Competitor	National Tech and Bus Company
Microtransit Focused	✓	✓	✗
All-Electric Fleet	✓	✗	✗
Operations-First Model	✓	✓	✗
W2 Employed Drivers	✓	✗	✗
National Expertise and Scale	✓	✗	✓
Vehicle Innovation	✓	✗	✗
Performance			
Average Wait Time*	11 Minutes	20-30 Minutes	15-22 Minutes
Technology			
In-App Advertising	✓	✓	✗
Transparent Reporting	✓	✗	✓
Historical Data	✓	✗	✓
Operations			
Florida Based Operations	✓	✓	✗
Hands-On Service	✓	✗	✗
Dedicated Advertising Team	✓	✓	✗
Private Funding Partners	✓	✗	✗

*Findings are based on publicly reported municipal data, news coverage, and user-reported experiences. Performance varies by market, deployment size, and demand conditions.

Similar Services

Circuit has successfully implemented and operated similar microtransit services in a variety of comparable markets throughout the Country. Circuit’s major municipal and institutional partners include over 40 cities and multiple public-private partnerships with major employers such as Amazon. These partnerships reflect our ability to operate in dense urban environments, tourism-based economies, transit-oriented districts, and equity-focused community programs.

 ↙

Boca Raton, Florida



 3,500 Average Riders Per Month	 \$400K Annual Budget	 2 EV Sedans In Fleet	 1 EV Van and Gem in Fleet
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In June 2024, Circuit partnered with the City of Boca Raton to launch BocaConnect, an on-demand, all-electric microtransit service designed to enhance first-mile/last-mile connectivity within the downtown area and beyond. The service area encompasses downtown Boca Raton—bounded by Glades Road to the north, I-95 to the west, the Hillsboro Canal to the south, and NE 5th Way/SE 5th Avenue/Royal Palm Way to the east—and includes an expanded zone on the barrier island from Gumbo Limbo Nature Center to the Boca Raton Inlet.

BocaConnect operates with a fare structure that offers free rides within the core downtown (RED zone) and a nominal fee for trips that begin or end in the extended (BLUE zone), capped at \$5 per ride. The initiative reduces traffic congestion, lower emissions, and provides a convenient transportation alternative for those accessing key destinations such as Mizner Park, the Boca Raton Museum of Art, and the Brightline station. Early feedback highlights convenience, eco-friendliness, and professionalism of Circuit’s local drivers.



Pompano Beach, Florida



 10,000 Average Riders Per Month	 \$380K Annual Budget	 4.9/5 Average Driver Rating	 98 Metric Tons of CO2 Saved
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Service began in April 2021, providing the City of Pompano Beach, Florida with an all-electric shuttle service to help fill in transit gaps and connect the local community to the Fishing Village and downtown and barrier island local businesses. The service has been well received by the residents and visitors, with an average driver rating of 4.95/5, and frequent reviews about the benefit it gives them for their transportation needs.

This program alone has saved the City an estimated 98 metric tons of CO2 just last year, contributing to their overall sustainability goals and making the community safer, greener and less congested. The service also allows for advertising on the exterior and interior of the vehicles, helping the city to reduce overall costs by working with our national and local advertising partners.



Fort Lauderdale, Florida



Circuit has been operating within Fort Lauderdale since 2011. In the summer of 2021 the City of Fort Lauderdale partnered with Circuit to provide and launch a 100% all-electric microtransit solution for residents and visitors known as “The LauderGO! Micro Mover”. The Fort Lauderdale–Circuit partnership has created a more sustainable, efficient, and greener city.

Circuit helps visitors and residents get around to some of Fort Lauderdale’s biggest attractions and destinations. In Spring 2023, Circuit expanded the service area west to include a larger swath of the community based on the city’s request and added a new service called Lauderdale-by-the-sea. Currently the service generates an estimated \$628k per month in economic activity and saves 1,350 gallons of gas from being burned.



Hollywood Florida



In October 2018, the Hollywood City Commission entered into a partnership with Circuit for circulator services to and from Downtown Hollywood, Hollywood Beach, and the City's parking garages for an initial one-year pilot replacing their existing fixed route trolley system in favor of a more flexible service. The program exceeded the City's expectations, doubling ridership at an estimated 70% of the cost of the previous trolley system. The success of the program has led it to be continuously renewed and Circuit to be reselected as the provider in a May 2023 RFP. The City named the program "Sun Shuttle" which began as a self-branded service and has now opened for third party advertising with a revenue share to the City.

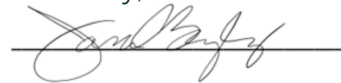
References

Name & Agency	Address	Contact Information
Naresh Machavarapu City of Boca Raton	201 West Palmetto Park Road Boca Raton, Florida 33432	nmachavarapu@ci.boca-raton.fl.us 561-416-3387
Jeff Lantz City of Pompano Beach	100 West Atlantic Blvd. Pompano Beach, FL 33060	jeff.lantz@copbfl.com (954) 786-5580
Ekaete Ekwere City of Fort Lauderdale	100 N Andrews Ave, Fort Lauderdale, FL 33301	EEkwere@fortlauderdale.gov 954-828-4698

Circuit is not simply a service provider—we are a long-term partner committed to delivering a system that is operationally financially sustainable, and embraced by the community.

We are excited about the opportunity to bring our experience, innovation, and partnership-driven model to your Village, and we look forward to working together to build a best-in-class microtransit program.

Sincerely,



Jason Bagley
Corporate Secretary
Circuit Transit
jason@ridecircuit.com

2. Operational Plan

After thoroughly reviewing the RFP document, past data reports and bringing our experience operating electric microtransit services across the country, we have put together an operational approach for the program that meets all requirements as outlined within the scope of work (SOW). Circuit can meet and exceed all requirements and we look forward to the opportunity to deliver renewed operational excellence to Islamorada.

Key Personnel

Circuit's core project team brings decades of combined experience in Village-based 100% electric transportation services. Upon award we will establish a dedicated, locally-based driver team and supervisor for the Islamorada operation, ensuring direct oversight and accountability. This team will be led by a full-time, salaried, Local Supervisor responsible for all aspects of the service and will be a direct operational contact for Village Staff and private partners. This local team will have the full backing of Circuit's national corporate leadership whose decades of extensive operations experience informs our best-in-class operational practices. This section details our corporate team and support functions available to Islamorada.

Company Principals



James Mirras – Co-Founder and COO

James oversees our operations & finance teams and will be involved in contracting, planning and set up of operations, as well as quality control. He has 15+ years of experience in electric transportation services similar to those requested by this RFP. His attention to detail, people skills, and strong work ethic helped create a solid foundation that the company has been able to grow from. Justin Lottie & Grey Davis report directly to James.



Alexander Esposito – Co-Founder and CEO

Alex similarly brings 15+ years of experience building and deploying EV transit services. He holds a BS and MBA from Bentley University. A Forbes Next 1000 Entrepreneur and ACT 40 under 40, he's been a featured contributor at Smart Cities NY, CoMotion, 20-20 Cities, AWS Smart Cities, Urban-X and LACI. He focuses now on building strategic partnerships with other players in the transit space, learning from current customers and speaking at public engagements to drive the growth of the industry.

Core Project Team



Jason Bagley – Sr. Account Director, Florida (Main POC)

Jason brings 14+ years of experience managing similar services in South Florida. Jason builds relationships with cities, counties and transit agencies to enhance public transit offerings. Following contract signing, Jason will assist the Village in identifying and securing additional funding partners for the long-term sustainability of the program, work with the Village for regular data reports, biweekly check-ins, represent Circuit & Islamorada at community events, and liaison between the Circuit operations team.



Justin Lottie – Head of Service Operations

Justin oversees service operations for the entire US. He has over 13 years of experience of operations and supply chain management with a focus on multi-modal transportation positively influencing operational performance and innovation. Prior to Circuit, he was the Senior Director of operations for CitiBike, the largest bikeshare program in the country with 26,000 bikes across New York City and parts of New Jersey. He will support the initial implementation of the services before transitioning control to Raul & Bob.



Raul Toro – Area Operations Manager

Raul oversees local operations in the South Florida Region to ensure smooth and efficient service delivery across the area. He's heavily focused on mentoring and coaching our operations leads and oversees our strategic planning, execution, forecasting for the area. Raul is a U.S. Veteran with extensive operational and managerial experience in the micro-mobility industry. He'll work directly under Justin Lottie for Islamorada to ensure day-to-day service delivery and support Bob.



Bob McClure – Local Operations Manager


Bob McClure will be the boots-on-the-ground lead responsible for the physical rollout of the Islamorada transit service. His focus will be on operational readiness, from managing the logistics of the launch and ribbon-cutting event to coordinating with local businesses to ensure seamless route integration and stop accessibility. Bob will oversee the practical side of rider education—ensuring passengers know exactly how to board and navigate the system—while managing the collection of direct rider feedback to fine-tune service frequency and reliability. He'll be tracking operational performance to ensure the fleet is running efficiently and that all physical branding on the vehicles and signage meets high standards

The team behind the team

Circuit's operations structure is driven by a focus on grounds-up, community-driven operations. We've found this structure to be extremely effective for municipal-based transit services that require a local touch while delivering the national experience that Circuit's support team brings. This structure gives Islamorada a local team that works closely with Village staff to manage daily operations. This team is fully supported by our national central support teams who are working behind the scenes to support our local operations team and are available to the Village for all marketing materials, social media posts, technology questions or developments, and ensuring high level safety and quality control. Jason Bagley, the Islamorada partnerships manager will be the main point of contact alongside the local operations manager.

2.1 Vehicles

Circuit proposes a primary fleet of Volkswagen ID.Buzz and Ford E-Transit Wheelchair Accessible Vans. Our standard model often includes a mix of EVs to optimize efficiency and Circuit remains open to incorporating the Kia Niro any other EV on the market. This could further reduce costs of the program without a drop in service quality.

Ford E-Transit Van w/ ADA Accessibility	
	<p>The Ford E-Transit Van is a powerhouse of clean, high-capacity mobility, tailored for full ADA accessibility and efficient pooling in point-to-point transport. Fully electric and fleet-ready the E-Transit delivers on both performance and sustainability, comfortably fitting 7 - 9 passengers with generous headroom and sliding door access for fast boarding. The ADA version is wheelchair accessible with side-loading.</p>
Seating Capacity and Specs	
<ul style="list-style-type: none"> • 130+ miles per charge • Seating for 7 - 9 passengers with 1 wheelchair position • Length 218 inches. Width 97 inches. Height 99 inches. 	
Safety	Comfort
<ul style="list-style-type: none"> • Tire Pressure Monitoring System • Safety Canopy System with Side-Curtain Airbag • 4-wheel Anti-lock Disc Brakes • SOS Post-Crash Alert System • Post-Collision Braking • Pre-Collision Assist with Automatic Emergency Braking (AEB) • Forward Collision Warning • Lane-Keeping System 	<ul style="list-style-type: none"> • Climate Control: Heat & Air Conditioning • Quiet Operation: Electric motor ensures a silent ride, enhancing passenger comfort. • Electronic sliding door • Low safety step for easy boarding • Multiple seat configurations to maximize seats or space within vehicle

Volkswagen ID .Buzz



EV SUVs bring together spaciousness, style, and sustainability. These larger vehicles accommodate 5–7 passengers or more without sacrificing ride comfort or electric efficiency. Passengers enjoy advanced climate features, USB ports, and a smooth, quiet drive. The ID.Buzz in particular offers riders a seamless boarding experience with automatic doors.

Seating Capacity and Specs

- 230+ miles per charge
- Seating for 5–6 passengers
- Length 195 inches. Width 87 inches. Height 75 inches.

Safety and Comfort

Safety:

- Adaptive Cruise Control (IQ.Drive suite)
- Multiple airbags with reinforced passenger protection
- Park Assist Plus with 360° cameras
- Emergency Assist (driver inactivity intervention)
- Forward Collision Warning with Autonomous Emergency Braking

Comfort:

- Dual-zone Climate Control
- Built-in USB ports
- Low step-in height & automatic doors
- Quiet electric drivetrain for reduced cabin noise

Optional Future Fixed Route EV Shuttle Capabilities

eJest (WAV)



The Damera eJest is the premier electric minibus for the 15+ passenger & ADA class. Custom made by Damera & Karsen, the vehicle has proven deployments throughout the U.S. in Canada. This is our recommended option for fixed route services in Islamorada due to its proven success in South Florida, bike racks, and ability to house standing passengers.

Seating Capacity and Specs

- 130+ miles per charge
- Seating for up to 18 passengers and a wheelchair (includes standing room)
- Length: 230.4 inches; Width: 82.7 inches; Height: 112.8 inches
- Bike rack options available

Safety and Comfort

Safety:

- Hydraulic Disc Brakes equipped on both front and rear wheels.
- Four-wheel independent suspension enhances stability and control.
- Low-Floor Design facilitates easy boarding and alighting.
- Utilizes cobalt-free lithium-ion batteries, reducing fire risk and enhancing safety.
- Cathaphoresis coating and undercoating.

Comfort:

- Large windows provide ample natural light and scenic views.
- Interior LED lights create a pleasant ambiance for passengers.
- USB Charging Ports available.
- An electric motor ensures a silent ride, enhancing passenger comfort.
- Separate HVAC systems for driver and passengers temperatures.

Maintenance

We've always used EVs because of their impact, efficiency, and cost-effective nature. EVs require a different slate of maintenance and safety & technician planning than diesel vehicles giving us a unique advantage over other vendors who are less experienced. Our fleet program is built to do two things:

1. **Prevent service disruptions.**
2. **Protect long-term vehicle health.**



Circuit is proud to state that we utilize fully in-house Mobile Service Technicians for rapid response and preventive checks, supported by certified local partners or OEMs for heavy

repairs. This ensures that most issues are resolved immediately without the vehicle being shipped elsewhere like most other providers.

Fleet Maintenance Technology

Our proactive maintenance programs go beyond manufacturer recommendations to ensure peak performance in Islamorada. By using Fleetio, a real-time fleet management platform, we track every work order and inspection to provide our team with live visibility and a clear audit trail. Real-time data allows us to predict potential issues and respond to incidents faster. Our system is specifically tailored for optimal EV performance and battery longevity using an unmatched level of industry expertise.

All our vehicles are equipped with AI-enabled Samsara telematics. Samsara is a sophisticated system that provides real-time vehicle monitoring and AI-driven safety alerts. We use Samsara’s real-time diagnostic connector to monitor vehicle health remotely. If a vehicle throws a battery fault code or a tire pressure warning mid-shift, our dispatch team sees it instantly and can route the vehicle to maintenance before a breakdown occurs on the road.

By measuring metrics like speeding events, harsh braking events, and accident rates, we can objectively measure the effectiveness of our safety initiatives and driver training. In 2025, Circuit received a 98/100 national safety score by Samsara.



Our proactive fleet maintenance program is powered by the industry leading fleet tracking software.

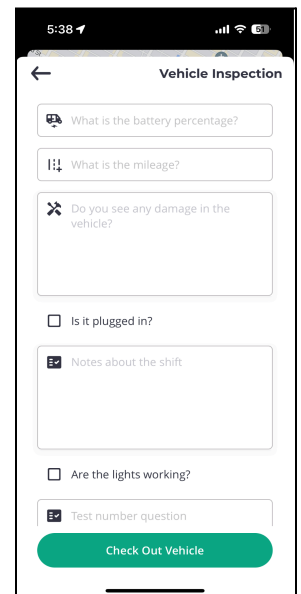
- **OEM-aligned Inspections:** automated ticket creation every 4,000–5,000 miles (brakes, tires, suspension, filters, HV systems).
- **Vehicle Inventory Management:** Utilizing Unique vehicle IDs with complete histories, battery health, mileage, trends, and DVIRs.
- **Pre/post-trip forms:** Required every time a driver checks out a vehicle. Auto-routes issues to local managers and maintenance teams for quick action
- **Forecasting Service:** telematics flags wear/fault patterns so we can fix, before it causes an issue.



A Proactive, Technology-Driven Maintenance Program

Circuit implements a rigorous PMP that exceeds standard manufacturer guidelines:

- **Daily "Pre-Trip" Inspections:** Before every shift, Driver Ambassadors conduct a digitized inspection via the Circuit app. This ensures that vehicles are ready to go before ever leaving the facilities and any potential issues are resolved before they happen.
- **Regular "Deep Dive" Inspections:** Our local Mobile Service Technician performs a hands-on inspection of critical systems:
 - **Braking & Suspension:** Checking for wear and tear from potholes/salt.
 - **Battery Health:** Verifying state-of-health (SoH) and range consistency.
 - **HVAC Core Check:** Testing the vapor injection heat pumps (on E-Transits) to ensure efficiency.



Maintenance Staffing & Workflow

Circuit appoints a dedicated Regional Fleet Manager who oversees the fleet's health.

- **In-House Mobile Techs:** For routine service (filters, lights, software updates, minor trim), our mobile technicians service the vehicles on-site at the overnight depot (e.g., Whooley Way or Arsenal corridor). This eliminates the "portal time" of driving to a shop and keeps vehicles available for revenue service.
- **Certified Heavy Repair Partners:** For major warranty work or body repairs, we partner with certified Ford Pro (or OEM equivalent) service centers in the Greater Boston area to ensure warranty compliance.

Circuit guarantees a safe, reliable, and pristine fleet of all-electric vehicles for the Islamorada service. Our approach to fleet management is built on over a decade of EV-specific operational experience and combines proactive, technology-driven maintenance with a commitment to providing a superior rider experience.

Fleet Acquisition

Circuit leverages our robust vehicle acquisition and leasing channels across the United States to guarantee quick turnaround for a fleet that is new and tailored specifically to the needs of each service. We have relationships with industry leading EV OEM Partners such as KIA, Tesla, Ford, & Toyota; this includes strong existing relationships with local dealerships and external service providers within communities that we have developed over more than a decade of operations. Our close relationships with our partners allow us to launch services quickly at competitive rates, and enable us to support a variety of fleet configurations as the service needs evolve in the future.

Charging Infrastructure & Utility Coordination

Circuit acknowledges and accepts the Village's provision of four (4) designated parking spaces at 86800 Overseas Highway for fleet charging and storage. As a turnkey operator with extensive experience in Florida-based EV infrastructure, Circuit will assume full responsibility for any necessary procurement and installation of the charging infrastructure. Furthermore, Circuit agrees to cover utility costs associated with the electricity used for the service. Our proactive fleet management team will ensure the equipment is maintained to the highest safety and performance standards, ensuring 100% service uptime while eliminating any technical or financial burden on the Village. **If the city would like to receive further cost savings, we will give a larger discount for the Village covering utility/electricity costs.**

2.2 Operation & Service Times

In Circuit's turnkey experience, best practice for service designs rely upon effectively balancing supply of vehicles (based on available budget), demand generation, and anticipated average trip distance. While our industry-leading pooling algorithm delivers the highest passenger per vehicle hour (PPVH) rates in the microtransit services, physical limitations of service zones can materially hamper program success if not properly incorporated.

We would recommend implementing designated zones within the coverage area and associated vehicle routing policies. Circuit will utilize a zoning strategy to ensure vehicles are distributed strategically across the coverage area and the right vehicles are dispatched for the right trips without negatively impacting efficiency

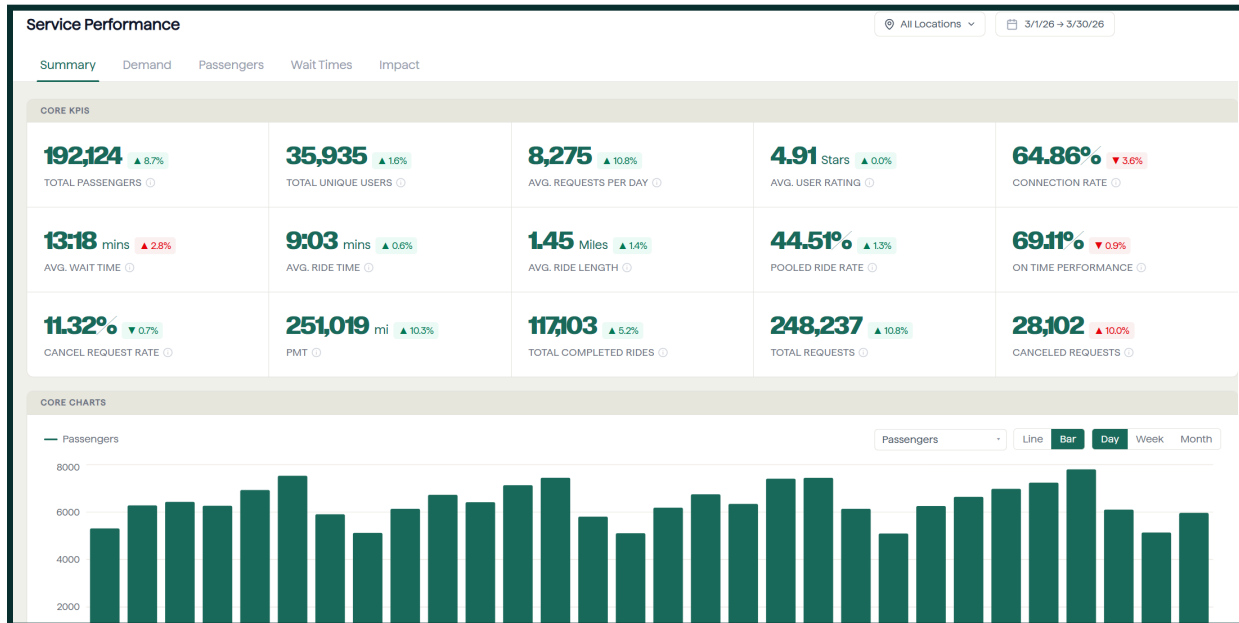


Based upon our understanding of the project, past performance and our experience operating dozens of similar programs, we anticipate that our service recommendations could deliver the below performance:

Project Parameters	Circuit Recommendations
Recommended Fleet	2 VW ID.Buzz & 1 ADA Ford E-Transit
Weekly Hours of Operation	119 Hours/Week Mon - Sun: 7am to 12am
Project Performance Metrics	With Circuit
Projected Monthly Demand	4,500 - 5,500
Rider Satisfaction Measured through surveys & ride ratings	>4.85/5
Average Wait Times Wait times can be reduced through fleet increases or trip restrictions in the rider app.	>15 Minutes

2.3 Performance and Reporting

We pride ourselves on delivering our partners streamlined data visualization and reporting features to help drive continuous service optimization and efficiency. In addition to receiving regular reports from your dedicated success manager, Jason, we will provide all relevant staff from the village of Islamorada with 24/7 access to a comprehensive customer data portal that is visualized and filterable by time period. This includes the ability to aggregate, filter, and download data in various formats. **Our reporting capabilities exceed all requirements laid out within the RFP.**

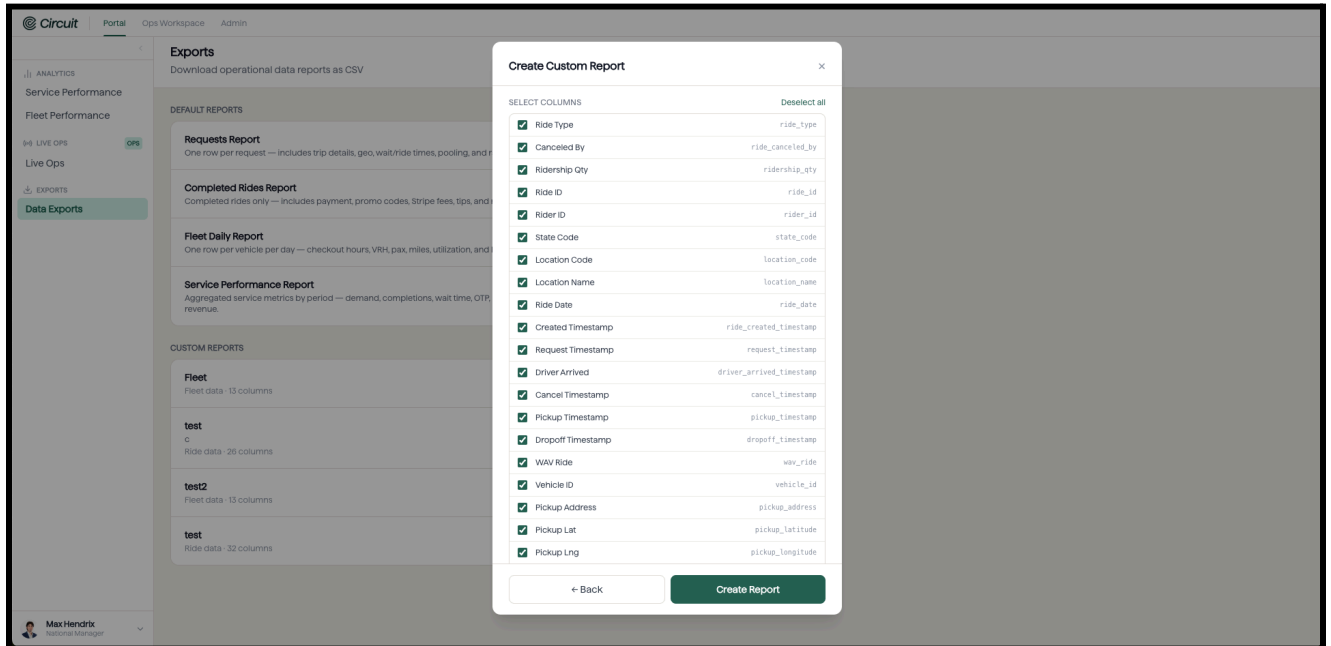


Reportable metrics include—but is not limited to:

- Total boardings per month broken down by the following:
 - Resident/non-resident
 - Age
 - Wheelchair user
- Avg weekday boardings
- Number of completed rides
- Avg journey time
- Avg distance per ride
- Avg passengers per vehicle hour)
- Ridership
 - Filterable by time period (hour, day, month, year)
- Vehicle miles & hours driven
- No show rates
- Cancellation rate
- Average wait time
 - Wait time buckets (5–10 min; 10–15; 15–20; etc.)
- Avg percentage of on-time pick up requests based upon estimated time of arrival provided to rider in app
- Avg percentage of requested rides completed
- Top pick-up and drop-off locations
- Percentage of rides shared

Customizable Report Builder for FDOT Reporting

To provide easy reporting visualization & exports for our partners, we also have an aspect of the portal that will allow any staff member logged into the platform to customize their own report by metric, dates, and time. These can be quickly saved for regular export usage in presentations, reports and reporting for the FDOT grant.

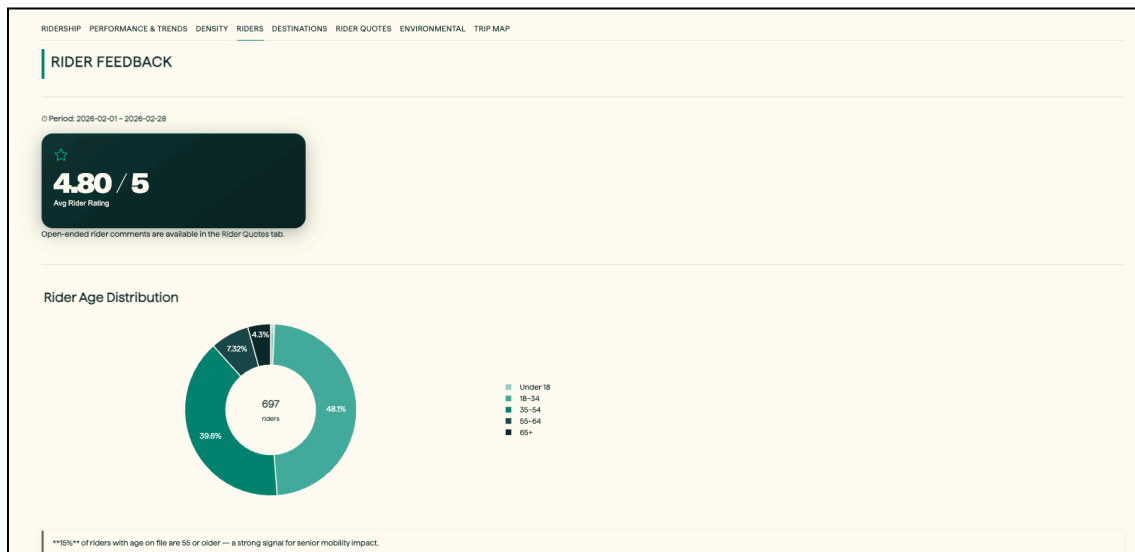
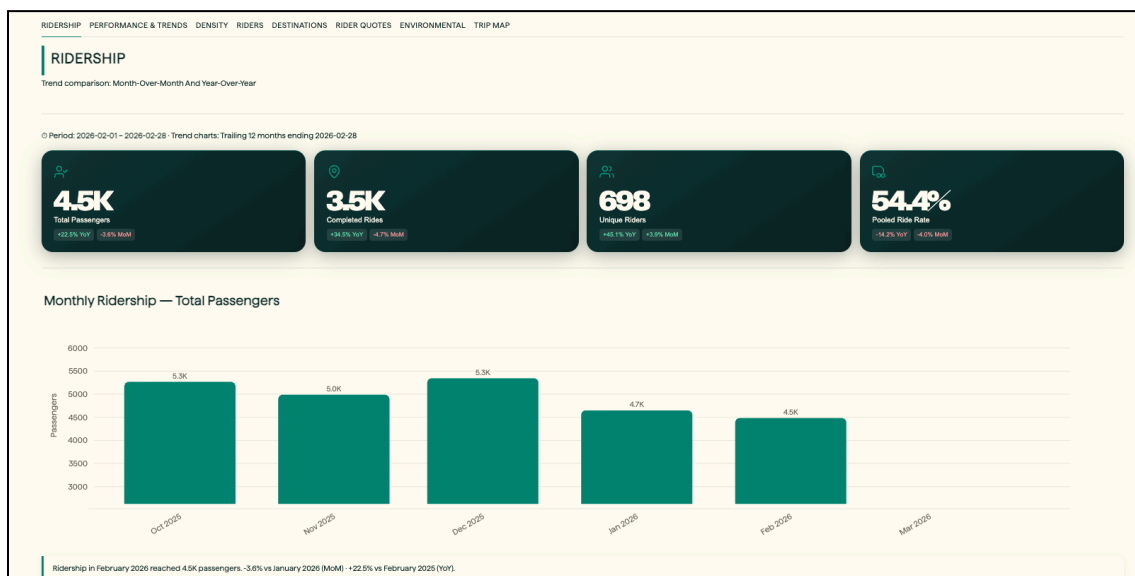


Monthly Reports and Custom Analysis

In addition to dashboard access, Circuit can deliver at the partner's request:

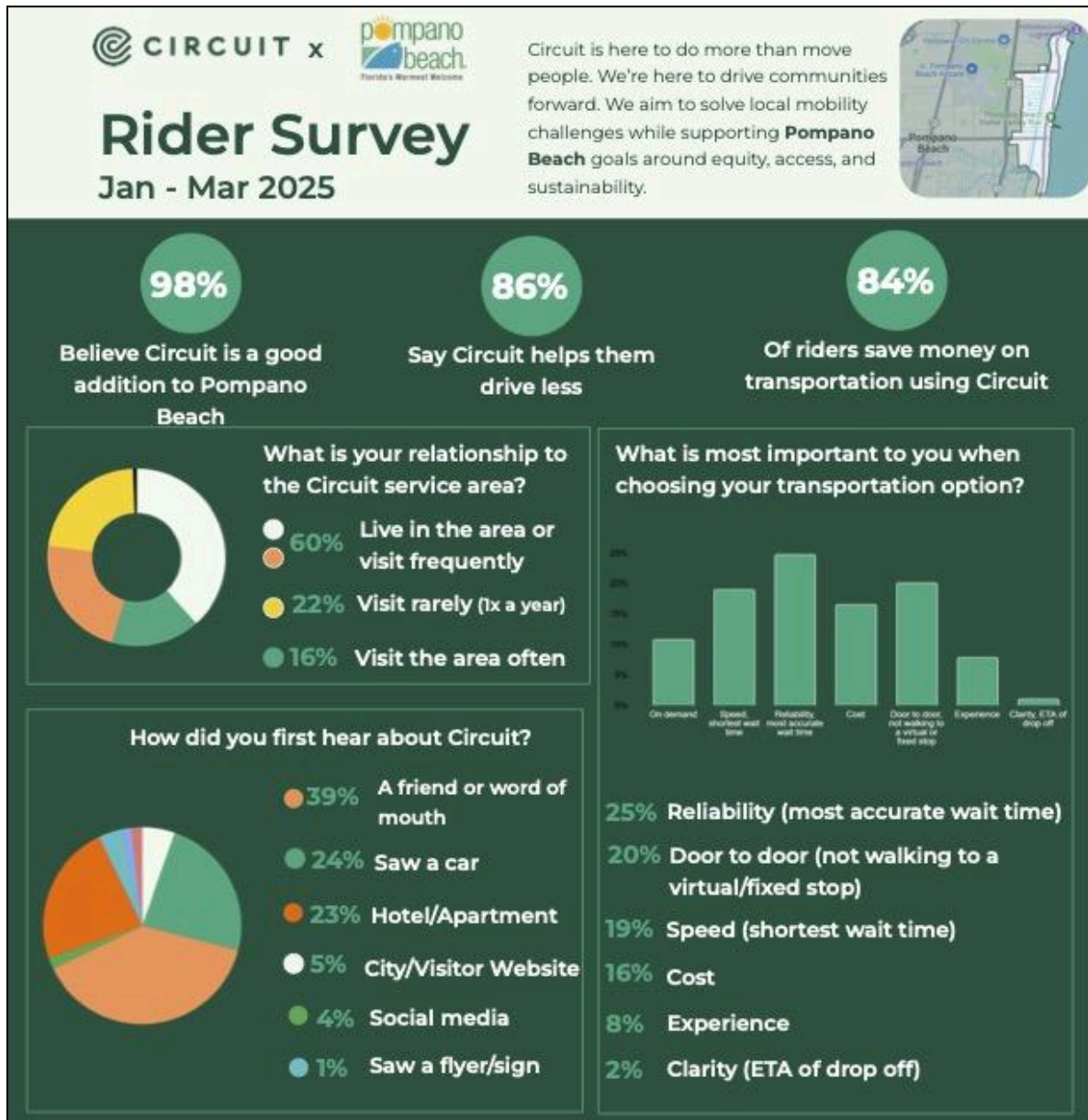
- Monthly reports summarizing performance against the above KPIs
- Service optimization insights (e.g., stop-level heatmaps, route efficiency metrics)
- Ad-hoc reports upon request to support grant applications, community presentations, or planning initiatives

All reports can be customized to support strategic goals such as a goal to reduce vehicle miles traveled by single occupancy vehicles, or improve access for individuals with disabilities. Examples of parts of reports are below:



Surveys

Circuit integrates direct rider feedback mechanisms into the app, providing immediate insights into rider satisfaction and service performance. Complementing quantitative data, we proactively administer regular rider surveys to gather qualitative insights on rider demographics, travel behavior, mode shifts, and overall service impact, enabling continuous, targeted improvements for the Village of Islamorada



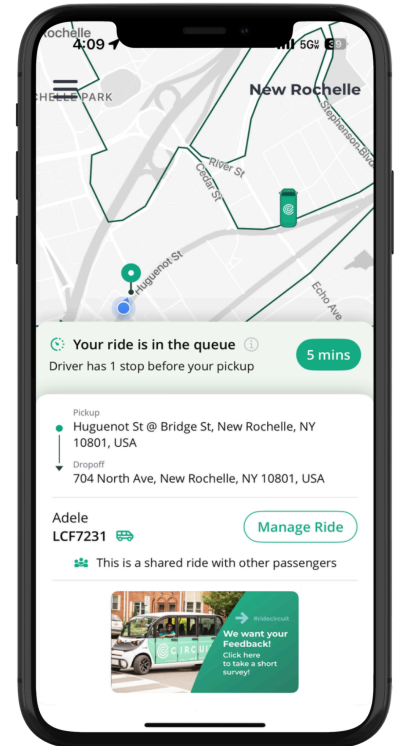
2.4 Tech Solutions: Software Features & Functionality

User Experience & Requesting a Ride

The Rider experience is at the center of everything Circuit does, from making sure that our app is as easy to learn and use to ensuring that our vehicles are in the best operational condition. We take pride in our ability to deliver an exceptional rider experience, given by one of our Driver Ambassadors that is hired directly from the local community they serve. Circuit's services all live within the RideCircuit mobile app, allowing for seamless use between nearby programs rather than separate applications for each (an experience that negatively affects riders adoption of a new service).

Circuit's proprietary mobile application available for iOS and Android phones allows rides to be requested on-demand anywhere within a geofenced location. It is designed to be as user-friendly as possible and make requesting a ride simple and straightforward. We've detailed below key elements of how the rider experience will work:

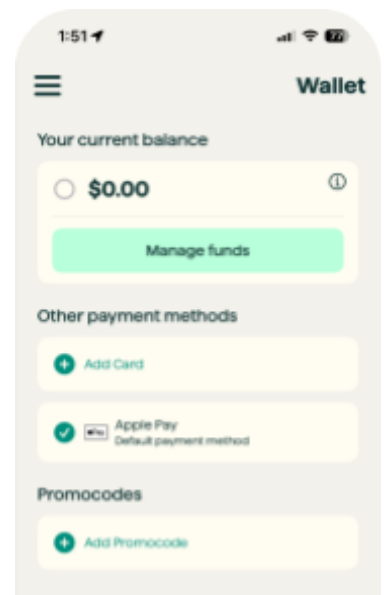
- **Using the RideCircuit App** - When opening the app, the user will be shown their nearest location to view the coverage map, the location's hours of operation, how busy the service currently is, and add payment methods if required for their location. Once a ride is requested, Circuit's app allows users to view the location of the assigned car while it is on its way to pick them up - It displays the vehicle's real-time location and alerts the user when the driver is close to the pick-up point. Depending on Islamorada' preferences, we can also include a hands-free call from the driver when they're approaching the rider.



Requesting a ride within the Circuit app is extremely simple and user-friendly. It can be completed in 4 key steps:

1. Enter your desired pick-up & drop off location.
2. Select how many passengers are in your group.
 - a. Click yes to the ADA option if anyone in your party has a mobility related disability or is in a wheelchair.
3. Click "Request" to display your estimated wait time and driver location.
4. Get in once your Circuit vehicle arrives and enjoy the ride!

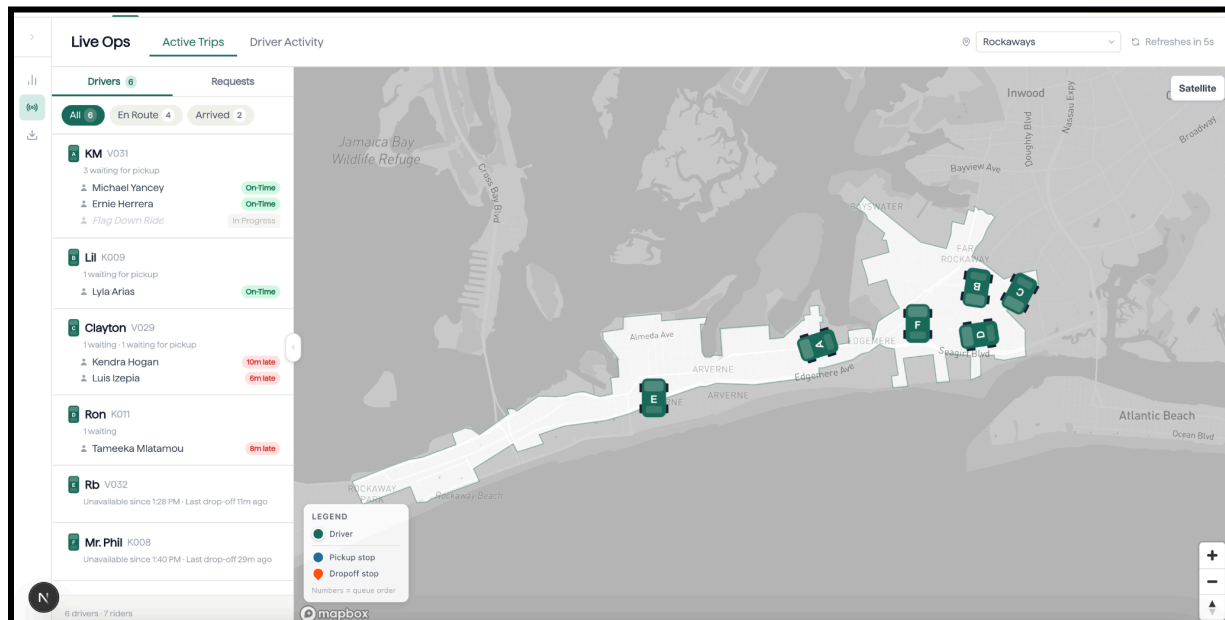
- **Call Center** - We recognize that not all residents are comfortable with smartphone apps. We will operate a live call center staffed with trained reservationists who can book trips, manage accounts, and provide real-time updates. This ensures that seniors and those without internet access have a simple and reliable way to use the service.
- **Routing & Pooling Algorithm** - Circuit's technology employs a pooling algorithm to identify the most optimally suited Driver Ambassador based on multiple factors including, passengers in vehicle and in request, vehicle route and distance to request, location of next drop-off, ADA requirements and more. All requests are integrated into the dynamic pooling system regardless of the method that the trip is booked, allowing the algorithm to account for them just as it does for app-based requests. The driver app provides real-time updates and routes the driver in the most optimal path to pick up all riders in the queue, enhancing efficiency and reducing wait times. **Circuit's pooling technology is the most efficient in the industry, leading to the delivery of the highest passenger per vehicle hour microtransit services in the country (Pompano Beach averages 9.29).**
- **Fare Collection Capabilities** - Our system is built to handle any fare capabilities the Village desires. The system can support complex, tiered fare structures to ensure different rider types (e.g., seniors or persons with disabilities) are accurately accounted for and any discounts are properly given. Circuit's platform also has an open API allowing it to integrate with third-party fare collection systems or other transit platforms should the Village require it in the future.
- **System Uptime** - Circuit averages a 99.9% system availability and provides 24/7 technical monitoring to ensure zero service interruptions. We've never taken the Ride Platform down for maintenance and push updates out real time.



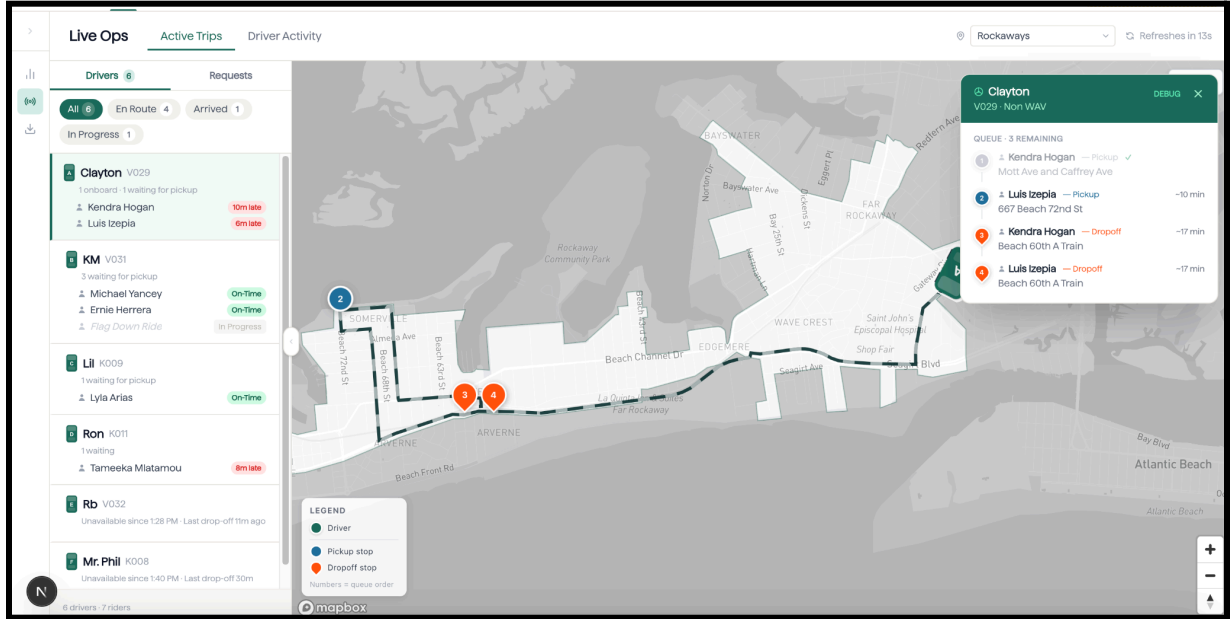
Real-time Monitoring and Analytics

Circuit utilizes a 100% proprietary, cloud-based technology stack developed specifically for electric microtransit. Unlike others who license third-party software, Circuit owns its code, allowing for rapid customization and seamless integration between the hardware in the vehicles and the software used by riders and staff. In order to provide effective delivery of our services, we also have developed a rider app that is connected to our backend management dashboard.

- **Driver Interface (Circuit Rider App):** Each driver is supplied with a smart phone running the Circuit Driver App that is attached hands-free inside the vehicle. This hardware provides driver routing and instant manifesting of shared rides. It also tracks vehicle metrics and records backend driver data points.
- **Backend Management Dashboard (Cloud-Based):** This secure, web-based platform houses our admin dashboard which our team utilizes to manage day-to-day operations remotely and deliver analytics for service operations. Key features include:
 - **Analytics & Reporting:** Instant access to trip volume, wait times, and passenger demographics and other items
 - **Admin Live Map:** Real-time GPS tracking of all active vehicles and ride requests that are in the queue.

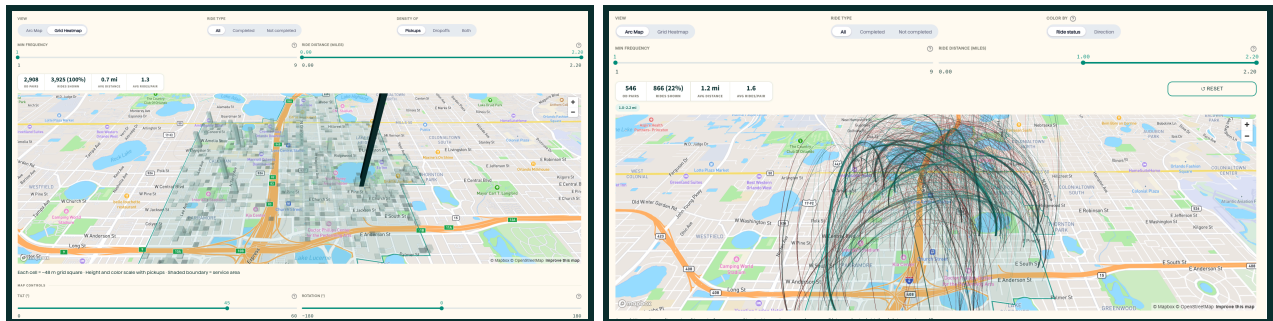


- **Automated Dispatching:** Our algorithm manages "pooling" to group multiple riders heading in the same direction, maximizing efficiency without any staff intervention. This routing algorithm is visualized in our admin dashboard to remotely monitor exactly what drivers are doing.



Trip Analysis and Service Simulation

In addition to reporting metrics to be tracked on a regular cadence for performance evaluation and grant compliance, Circuit's team also provides expertise in service and enhancement through our proprietary service simulation tools and visualization of trip patterns. We look forward to offering these services to Islamorada at no cost in order to help improve the effectiveness and cost efficiency of the program by better planning dynamic deployment of vehicles throughout the day.



2.5 Service Standards

Circuit is committed to maintaining the highest levels of operational excellence in Islamorada. Our service standards are designed to exceed Village requirements and ensure a safe, professional, and consistent experience for all riders.

Vehicles Standards

Circuit will provide a 100% all-electric fleet that complies with all Federal Motor Vehicle Safety Standards (FMVSS). Our maintenance and aesthetic protocols include:

- **Safety Compliance:** All vehicles meet or exceed manufacturer safety and mechanical standards. We utilize a mixed fleet approach for Islamorada, including Tesla Model Ys and at least one ADA-accessible electric passenger van.
- **Interior and Exterior Condition:** Vehicles will be maintained with clean interiors, and comfortable padded seating. Exteriors will be kept free of grime, oil, dents, and paint damage to maintain a high-quality neighborhood shuttle appearance.
- **Equipment:** Each vehicle is equipped with GPS units for real-time tracking, hardware for automated ridership data collection, and Samsara AI bi-directional dash cameras to monitor safety.
- **Branding and Advertising:** We will develop a Village-approved logo and brand. Any third-party advertisements displayed on the vehicles will be submitted to Village staff for final approval.

Driver Standards

Our "Driver Ambassadors" are the face of the service and must pass rigorous screening and training:

- **Qualifications:** Every driver must be at least 21 years old, have held a valid Florida license for at least three years, and maintain a clean driving record.
- **Comprehensive Training:** Drivers undergo classroom and hands-on instruction covering defensive driving, vehicle handling, and thorough knowledge of the Village's street network.
- **ADA and Senior Sensitivity:** Staff are specifically trained in ADA regulations and provide empathetic transportation to elderly individuals and passengers with disabilities. Drivers will assist Confined-to-Wheelchair (CWC) passengers with boarding and tie-downs.



- **Professional Conduct:** Drivers will be dressed in Circuit uniforms with name tags, providing helpful and professional service as true ambassadors for Islamorada.

Standard Operating Procedure

Circuit can provide the Village with complete SOP manuals as requested. These documents can include all elements that are requested with the RFP, including but not limited to:

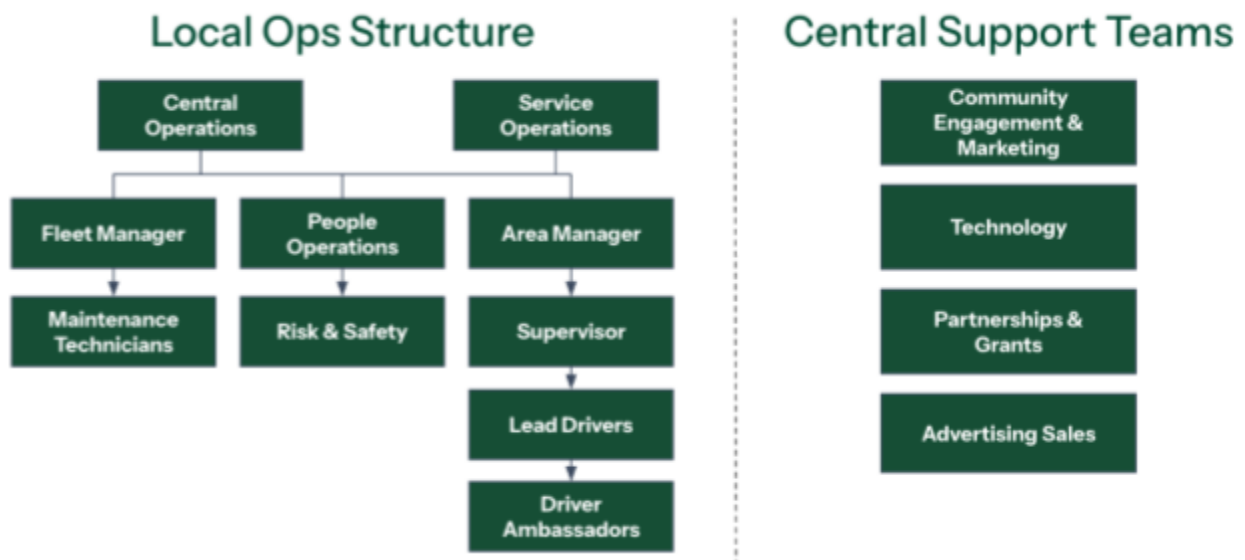
- **Supervision and Contact:** A 24/7 contact list of regional managers and supervisors authorized to make immediate operating decisions.
- **Daily Servicing:** Procedures for daily vehicle inspections, cleaning routines, and charging schedules at the MM 86.8 location.
- **Scheduling and Dispatch:** Dynamic scheduling protocols designed to maximize efficiency during Islamorada's seasonal peaks.
- **Incident and Complaint Handling:** Formal procedures for reviewing accidents, handling public feedback in a timely manner, and executing disciplinary processes for operator misconduct.
- **Drug and Alcohol Testing:** Full implementation of a Drug and Alcohol testing program through a qualified Florida-based network

3. Local Administration and Marketing

3.1 Direct Local Oversight

From our experience across the nation, we've learned that 90% of transit management success is reliant on optimizing daily operations: vehicle maintenance & uptime, charging schedules, driver customer service, rider safety & community engagement. The other 10% are the technologies that help support the system and optimize our services from the Rider App to our internal tools. Our local teams are uniquely built to optimize this exact blend, and is why, when compared to other providers in our industry, Circuit-managed programs consistently outperform in service delivery, ridership and service cost per passenger.

A dedicated local team will manage the day-to-day success of the program, ensuring consistent daily departure times. This team includes a **Customer Success Manager** as the primary point of contact for the Village of Islamorada, an **Area Operations Manager** overseeing service delivery & quality control, a **Local Supervisor** providing daily management and on-the-ground support to drivers and a **Lead Driver**, overseeing shifts and driver behavior. This team will be supported by Circuit's national experts in operations, fleet management, safety, and technology.



3.2 Ongoing Local Marketing Campaign

Circuit recognizes that the success of Islamorada’s on-demand service depends on high visibility and continuous community education. Our marketing strategy is designed to drive ridership among residents, guests, and commuters while supporting the Village’s goals of reducing road congestion and carbon emissions.



Our multi-channel campaign for Islamorada will include:

- **Hyper-Local Awareness** (The Fleet as a Billboard): Nationally, the #1 way riders discover Circuit is by seeing our branded vehicles. We will deploy eye-catching, Village-approved wraps on the vehicles to act as constant mobile advertisements for the program.
- **Boots-on-the-Ground Outreach:** Our W2 Driver Ambassadors are trained not just as operators, but as community liaisons. They will distribute "Download the App" cards and provide hands-on demonstrations at high-traffic hubs.
- **Targeted Digital Campaigns:** We will utilize geo-fenced digital advertising (Facebook, Instagram, and Google) targeting users physically within the Village boundaries (MM 90.8 to MM 72.8) to encourage app downloads and repeat usage.
- **Community Integration & Events:** Your Customer Success Manager will represent the program at Village-hosted events and coordinate with local senior programs to ensure older adults are educated on the call-in booking options and ADA availability.
- **Direct Rider Communication:** Circuit uniquely maintains a regular newsletter for our South Florida rider base (over 125,000 contacts). We will feature Islamorada specific updates, local business highlights, and Village "hotspots" to keep the service top-of-mind.

Deep Integration with Local Businesses

Circuit prioritizes building meaningful partnerships with local businesses that define the character and economy of Islamorada. Circuit plans to join the Islamorada Chamber of Commerce and the Lodging Association of the Keys and Key West. Our goal will be to promote the program and build relationships with the local business community to participate in funding for long term program sustainability.



We see strong potential to partner with many of Islamorada’s iconic destinations, including:

- **Islamorada Fish Company** – a cornerstone for waterfront dining and visitor experiences
- **Lazy Days Restaurant** – a premier oceanfront dining destination
- **Florida Keys Brewing Co.** – a highly popular local gathering spot
- **Tiki Bar at Cheeca Lodge** – a signature resort experience
- **Islamorada Pizza Co.** – a beloved local favorite

As well as key retail, art, and hospitality partners such as:

- **Bass Pro Shops, Island Grill**, and other high-traffic retail destinations
- **Stacie Krupa Studio Gallery and Lobster Trap Art Gallery**, showcasing local culture
- **Cheeca Lodge & Spa** and other major resorts serving visitors year-round

Circuit will actively engage these stakeholders to create mutually beneficial partnerships, including:

- Sponsored rides for guests and customers
- “Ride & Save” promotions encouraging visitation to participating businesses
- Co-branded marketing campaigns and in-app visibility
- Event-based partnerships tied to festivals and seasonal tourism

This approach ensures that the microtransit program becomes an economic driver for the community, not just a mobility solution—helping local businesses thrive while generating revenue to support and expand the service.

3.3 Advertising & Sponsorship Program

Circuit offers municipalities the ability to reduce the cost of microtransit service through an optional advertising and sponsorship program supported by our in-house media sales team. This program creates a new revenue stream while promoting local businesses and community destinations.

Our approach is designed to be turnkey, transparent, and fully controlled by the Village, ensuring the service remains community-focused while generating meaningful financial offsets.

Dedicated Advertising Sales Team

Circuit maintains a dedicated advertising sales team with decades of combined experience in transit media, experiential marketing, and local partnership development. Our team works with both national brands and local businesses to secure advertising campaigns that align with the community and enhance the rider experience. For the Islamorada program, our advertising efforts will be supported by:

- **A full-time advertising sales representative** based in Florida who manages regional partnerships and brand relationships.
- **A national advertising sales team** with experience executing campaigns for major brands and agencies.
- **Local market insight**, including one of our advertising representatives whose parents reside in Islamorada, providing a deeper understanding of the community, local businesses, and visitor economy.

This combination of national reach and local familiarity allows Circuit to attract both regional and national advertisers while ensuring campaigns remain relevant to the community.

Meet Your Advertising Team

With over 20 years of combined sales experience, Circuit's advertising team is locally invested.



Alyson Brown leads Circuit's national sales with contacts at national brands and agencies and 18 years experience in Out Of Home sales. She has been a seasonal resident in Islamorada since 2004, and is intimately familiar with the community.



Kevin Boles leads Circuit’s regional sales in Florida. He is based in Miami and accessible to all local brands and businesses. He specializes in assisting local businesses in planning community-centric marketing strategies with Circuit.

Advertising & Brand Activation Opportunities

Circuit’s vehicles and technology platform provide a variety of advertising placements that can generate revenue while maintaining a high-quality rider experience.

Potential opportunities include:

- Exterior vehicle wraps (full or partial)
- Door and quarter-panel placements
- Interior passenger signage
- In-app promotions and sponsorships
- Product sampling and brand activations inside vehicles
- Experiential marketing campaigns tied to local events



Product sampling is a particularly effective activation for brands targeting visitors and residents in destination markets like Islamorada. Brands may distribute complimentary samples, promotional materials, or coupons directly to riders, creating a memorable experience while generating additional revenue for the program.

Advertising revenue can be structured to directly reduce the cost of the program to the Village through a transparent revenue-sharing model. **Revenue generated from advertising may be used to provide credits toward monthly service invoices, deliver direct revenue sharing to the Village and/or fund additional service hours or vehicles**

Across our national programs, advertising partnerships have helped reduce municipal transportation costs while supporting local businesses and increasing visibility for the service. **Our goal is simple: deliver exceptional mobility while helping reduce the financial burden on the Village while promoting local businesses and visitor experiences.**

All advertising content and sponsors will be subject to Village approval to ensure campaigns align with community standards and local priorities.

4. Cost Proposal

Throughout the United States, we enter into select partnerships in our focus areas to ensure we are able to dedicate the time and resources it takes to fully commit to each and every community we operate within. We believe that commitment comes with a fiduciary responsibility to be the best stewards of a return on the investment that the Village is placing in their transit system and ensure success. In line with that mission, we have provided specific service design recommendations that will actually meet your goals along with a clear breakdown of costs to enable the Village of Islamorada to have transparency into options.

Within our industry, there are many ways to calculate an hourly rate, which hinges on multiple factors including fixed costs and specific hours of operation as well as staffed driver hours. The precedent set by the current provider is to provide an hourly rate that is based upon the hours of operation multiplied by the number of vehicles, **which is inherently not reflective of the actual number of hours that drivers will be staffed and vehicles will be on the road or vehicle charging downtime.**

Utilizing electric vehicles requires downtime for charging during long days of operation, which is why Circuit always utilizes the robust data collected to allocate vehicles around demand, ensuring that all vehicles are operational during peak demand times and charge during low demand periods.

This reduces cost to the Village directly but also creates discrepancies around hourly rates because **the electric vehicles cannot be in service for all 17 hours of operation without needing to charge.** In the spirit of transparency, we plan to determine specific service level agreements (SLAs) during the onboarding process in order to give insight and control to the Village on true operating costs based upon the service hours that each vehicle will be operational each week, which directly impact the total cost of the program.

In order to better compare service rates with other providers who will aim to hide true service levels under the appearance of a lower cost - **we strongly recommend evaluating service based upon delivered driver hours, rather than hours of operation.** The hours that a service is open, does not accurately reflect the driver hours that the Village is currently receiving from their provider.

This proposal remains in effect for ninety (90) days and would remain in effect during the first two years of Services before being subject to 3% annual increases.

Village of Islamorada Microtransit		
	Budgeted Service	Recommended Service
Fleet	2 ID.Buzz, 1 ADA Van	2 ID.Buzz, 1 ADA Van
Hours of Operation	Mon - Sun 7am - 12am	Mon - Sun 7am - 12am
Monthly Driver Hours	790	1,297
Monthly Operating Cost	\$43,368	\$59,417
Projected Annual Fare Revenue*	(\$84,000)	(\$96,000)
Projected Annual Advertising Revenue*	(\$48,000)	(\$48,000)
Vehicle Wrap Estimate (One Time)	\$12,579	\$12,579
Net Annual Cost	\$400,995	\$581,583

Driver Hours: Total aggregate hours of all drivers, measured from when a driver starts their shift to when the driver ends their shift, subtracting any unpaid hours.

** Fare and Advertising Revenue is not guaranteed but is projected based upon our extensive experience with fares and selling ads in similar markets. These are conservative estimates before integrating our recommendations for tiered fare systems as detailed below*

Fare Revenue Recommendations

Considering the very high Uber costs in the area, we should consider a more tailored pricing structure instead of a flat \$2 across the board. We recommend the following strategies:

- **Business Partnerships:** Allow resorts and businesses to subsidize guest rides via promo codes or geofenced zones.
- **Resident Discounts:** Offer local discounts through promo codes and highlight our new wallet feature, which allows for bulk purchase discounts for users who pay upfront for rides.

- **Tiered Pricing:** If resorts do not opt in to pay for rides to/from their property, we could assign higher fares (\$5 pp) for rides to or from those locations, similar to our model in Palm Beach.

Base \$2 Fare		
	Low End Ridership	Strong Ridership
\$2/Rider	\$84,000/Year	\$96,000/Year
Dynamic Fare Model		
	Low End Ridership	Strong Ridership
Tiered Pricing (\$2 - \$5) Depending on location	\$90,000/Year	\$132,000/Year

5. Timeline

We have detailed below our implementation plan and schedule assuming an anticipated Contract execution date of May 1st. While the schedule has been displayed linearly, some tasks may overlap and take place simultaneously. We prefer to launch on a 10 - 12 week timeline to ensure adequate time for quality control but **we are prepared to work with the village to expedite vehicle delivery and driver hiring to meet expiration of the current contract term and finalize a launch date that is sooner. We can provide a seamless takeover if awarded and have lots of experience doing so.**

WEEK 1	Contract Award & Kickoff Meeting	<ul style="list-style-type: none"> • Joint kickoff call to establish KPIs & target goals • Finalize Pilot service design 	<ul style="list-style-type: none"> • Circuit begins vehicle procurement & driver hiring
WEEKS 1 - 4	System Development & Driver Hiring	<ul style="list-style-type: none"> • Circuit tech team prepares rider app & data portal • Build rider marketing campaign 	<ul style="list-style-type: none"> • Conduct driver interviews & hiring • Produce co-branded marketing assets
WEEKS 3 - 8	Training & Vehicle Setup	<ul style="list-style-type: none"> • Driver training sessions & ride-alongs • Vehicle delivery and set-up with technology 	<ul style="list-style-type: none"> • Portal training for SCUCS & County staff • Continue rider marketing campaign
WEEK 8 - 12	Pre-Launch Preparations	<ul style="list-style-type: none"> • End-to-End system testing • Launch program webpage & activate rider-app 	<ul style="list-style-type: none"> • Engagement with local press outlets for launch stories
WEEK 12	Service Launch!!	<ul style="list-style-type: none"> • Ribbon cutting event with electeds, staff, & press • Rider app go-live allowing ride requests 	<ul style="list-style-type: none"> • Collect immediate feedback on service design • Apply any immediate technical or operational changes
Ongoing Operations, Monitoring & Optimization		<ul style="list-style-type: none"> • Regular Data Reviews Internal weekly performance reviews & monthly county reporting meetings 	<ul style="list-style-type: none"> • Evaluation Checkpoints Structured service reviews at 30, 90 & 180 days with County • Real-time Oversight Continuous tracking via Circuit's customer portal

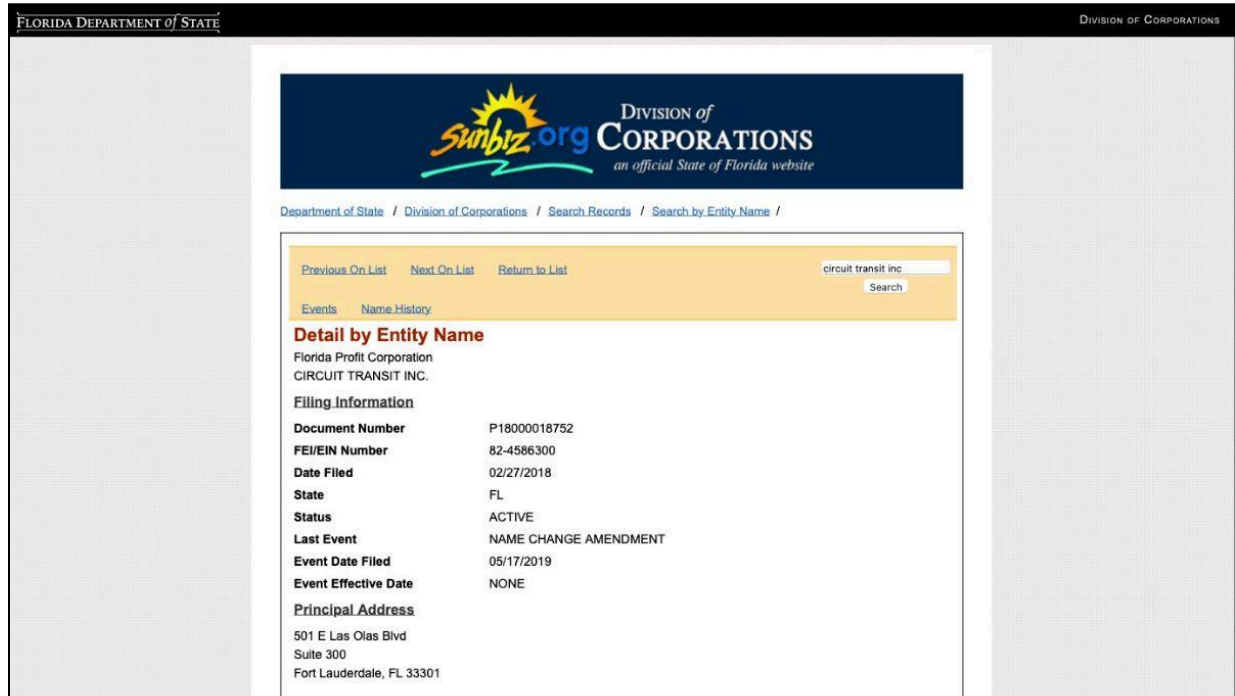
Project Stage	Major Activities & Milestones	Deliverables	Key Team Resources
<p>Phase 1: Kickoff Meeting & Service Planning and Design</p> <p>Week 1</p> <p>Target Contract Signature by Friday, May 1st.</p>	<p>Circuit leads an in-depth onboarding with the Village team. The group defines technical parameters and success metrics to ensure the Pilot meets regional mobility goals. Simultaneously, Circuit triggers vehicle orders and begins localized driver recruitment.</p> <ul style="list-style-type: none"> ✓ Kickoff: Align Circuit and Village teams. ✓ Establish KPIs: Define "success" and data reporting frequency. ✓ Lock Service Specs: Review agreed upon map, vehicle types, and operating hours. ✓ Procure & Recruit: Circuit orders vehicles and starts local driver outreach. 	<ul style="list-style-type: none"> • Project Plan Signed-Off including service area & fleet • Depot Lease Executed • Vehicle POs Confirmed • Local Supervisor Hired 	<p>Key Circuit Resources:</p> <ul style="list-style-type: none"> • Jason Bagley (Partner) • James Mirras (COO) • Justin Lottie (Head of Service Operations) • Raul Toro (Area Operations Manager) • Local Operations Supervisor <p>Islamorada:</p> <ul style="list-style-type: none"> • Project Manager • Broader Village Team
<p>Phase 2: System Development & Driver Hiring</p> <p>Weeks 1 - 4</p>	<p>This phase focuses on high-velocity hiring to ensure a fully trained driver pool is ready before the launch date. Simultaneously, all partners activate a hyper-local marketing push, targeting senior centers and community hubs to build early ridership awareness. Circuit will also configure the technical backend.</p> <ul style="list-style-type: none"> ✓ System Build: Circuit maps the app and dispatch logic to the agreed zones. ✓ Hire & Train: Conduct interviews and safety training for the Islamorada fleet. ✓ Launch Outreach: Circuit and Islamorada begin canvassing and engagement. 	<ul style="list-style-type: none"> • Circuit rider app and backend built to service specs. • Custom Islamorada login for real-time reporting and analytics. • Preliminary list of hired drivers. • Co-branded assets for Islamorada and local partners. 	<p>Key Circuit Resources:</p> <ul style="list-style-type: none"> • Jason Bagley • Justin Lottie • Raul Toro • Local Supervisor • Circuit Tech Team <p>Islamorada:</p> <ul style="list-style-type: none"> • Project Manager
<p>Phase 3: Training and Vehicle Setup</p> <p>Weeks 3 - 8</p>	<p>Circuit manages the physical prep of the fleet while coordinating ride-alongs and technical training for the new hires. Circuit and Islamorada synchronize their communication channels to ensure a unified marketing message reaches residents private partners</p> <ul style="list-style-type: none"> ✓ Conduct Training: Circuit leads driver sessions and platform ride-alongs. ✓ Onboard Islamorada: Provide portal training and account access for staff. 	<ul style="list-style-type: none"> • Completed Training & Safety Documentation • Delivered & Branded Circuit Fleet • Installed In-Vehicle Cameras & GPS • Final Islamorada Launch Collateral 	<p>Key Circuit Resources:</p> <ul style="list-style-type: none"> • Jason Bagley • Raul Toro • Local Supervisor <p>Islamorada:</p> <ul style="list-style-type: none"> • Project Manager

Project Stage	Major Activities & Milestones	Deliverables	Key Team Resources
	<ul style="list-style-type: none"> ✓ Fleet Delivery & Set-up: Receive and inspect vehicles and set up in-vehicle devices ✓ Sync Outreach: Circuit and Islamorada distribute final service info. 		
<p>Phase 4: Pre-Launch</p> <p>Weeks 8 - 12</p>	<p>Circuit conducts final technical validation to ensure all driver and customer accounts are active and the platform is ready for live trips. Simultaneously Circuit and Islamorada communications teams engage local press and community partners to maximize visibility. This final push ensures all digital channels are live and the public is fully informed for the launch/takeover date.</p> <ul style="list-style-type: none"> ✓ Validate Accounts: Circuit confirms driver and customer data accuracy. ✓ Final Acceptance: Complete end-to-end system testing, ✓ Press Engagement: Circuit and Islamorada contact local media. ✓ Go-Live Comms: Launch program webpage and activate the rider app. 	<ul style="list-style-type: none"> • Live Circuit Webpage & App • Validated Driver & User Database • Media Kit & Press Releases 	<p>Key Circuit Resources:</p> <ul style="list-style-type: none"> • Jason Bagley • Justin Lottie • Raul Toro • Local Supervisor • Circuit Tech Team <p>Islamorada:</p> <ul style="list-style-type: none"> • Project Manager
<p>Phase 5: Service Launch</p> <p>Tentative: Mid-Late July</p>	<p>Circuit and Islamorada officially take the system live, transitioning from testing to daily public operations across the Village. The team hosts a formal launch event with elected officials and local press to maximize community awareness and celebrate the new mobility option. Following the first trips, Circuit and Islamorada gather real-time data and user feedback to fine-tune the service parameters for long-term success.</p> <ul style="list-style-type: none"> ✓ Go-Live Execution: Circuit activates the platform and call center for public ride requests. ✓ Host Launch Event: Conduct ribbon-cutting with Village team, elected officials, and press. ✓ Collect Feedback & Optimize Service: Circuit and Islamorada monitor initial rider 	<ul style="list-style-type: none"> • Live Circuit Microtransit System • Ribbon-Cutting Ceremony & Media Event • User Feedback Gathering & Initial Report • Post-Launch Service Adjustment 	<p>Key Circuit Resources:</p> <ul style="list-style-type: none"> • Jason Bagley • Justin Lottie • Raul Toro • Local Supervisor <p>Islamorada:</p> <ul style="list-style-type: none"> • Project Manager • Broader Village Team

Project Stage	Major Activities & Milestones	Deliverables	Key Team Resources
	<p>experiences and apply technical or operational adjustments based on launch.</p>		
<p>Phase 6: Post-Launch Support and Optimization</p> <p><i>Ongoing to End of Contract</i></p>	<p>Circuit’s Success Manager leads recurring briefings with the Islamorada team to monitor project health and resolve emerging issues. These sessions focus on benchmarking real-time data against original KPIs to drive operational efficiency. As the service matures, the team uses market research and user feedback to develop a strategic roadmap for the service beyond the initial year.</p> <ul style="list-style-type: none"> ✓ Review Performance: Circuit shares data-driven reports against established KPIs. ✓ Analyze Rider Feedback: Conduct surveys to gather qualitative insights from the community. ✓ Optimize Data Tools: Circuit optimizes portal access and data for Islamorada 	<ul style="list-style-type: none"> ● Monthly Performance & Quarterly KPI Benchmarks ● Annual Qualitative Rider Survey Reports ● Refined Data Access & Portal Updates ● Continued App Update 	<p>Key Circuit Resources:</p> <ul style="list-style-type: none"> ● Jason Bagley ● Justin Lottie ● Raul Toro ● Local Supervisor ● Circuit Tech Team <p>Islamorada:</p> <ul style="list-style-type: none"> ● Project Manager

6. Authorization to Transact Business

Circuit Transit Inc. is fully licensed and authorized to conduct business in the State of Florida and complies with all applicable state and local regulatory requirements. SunBiz registration is below:



The screenshot displays the SunBiz.org website interface for the Florida Department of State, Division of Corporations. The page shows the search results for 'Circuit Transit Inc.' with the following details:

Navigation: Previous On List, Next On List, Return to List, Search (circuit transit inc)

Entity Name: Detail by Entity Name

Entity Type: Florida Profit Corporation

Entity Name: CIRCUIT TRANSIT INC.

Filing Information:

Document Number	P18000018752
FEI/EIN Number	82-4586300
Date Filed	02/27/2018
State	FL
Status	ACTIVE
Last Event	NAME CHANGE AMENDMENT
Event Date Filed	05/17/2019
Event Effective Date	NONE

Principal Address:

501 E Las Olas Blvd
Suite 300
Fort Lauderdale, FL 33301

By submitting proposals, each proposer expressly acknowledges and agrees that the Village will not be responsible or liable in any way for any losses that the contractor may suffer from disclosure of information or materials to third parties and the contractor agrees to defend, indemnify, and hold harmless the Village from all costs (including reasonable attorneys' fees) arising from or related to any action under Florida Public Record's Law.

XV. CONTACT PROVISION AND REQUIRED FORM FOR SUBMITTAL WITH PROPOSALS

Any contracts or agreements awarded under this RFP may be funded in full or in part by a federal grant. Neither the United States nor any of its departments, agencies or employees is or will be a party to this RFP or any resulting contract.

The contract provisions, Federal contract provisions and FEMA contract provision listed below and provided on the following pages are made a part of this RFP and shall be made part of the agreement awarded through the RFP. All bidders are required to complete and sign the three documents noted as requiring signature and submittal with proposal.

Contract Provisions

1. REMEDIES
2. TERMINATION FOR CAUSE AND CONVENIENCE
3. DAVIS BACON ACT
4. EQUAL EMPLOYMENT OPPORTUNITY/NOTICE OF AFFIRMATIVE ACTION
5. COPELAND ANTI-KICKBACK ACT
6. RIGHTS TO INVENTIONS MADE UNDER A CONTRACT OR AGREEMENT
7. CONTRACT WORK HOURS AND SAFETY STANDARDS ACT
8. CLEAN AIR ACT AND FEDERAL WATER POLLUTION CONTROL ACT
9. PROCUREMENT OF RECOVERED MATERIALS
10. CONTRACTING WITH SMALL AND MINORITY BUSINESSES, WOMEN'S BUSINESS ENTERPRISES, AND LABOR SURPLUS AREA FIRMS
11. RETENTION OF RECORDS
12. DEBARMENT AND SUSPENSION - *Requires signature and submittal with proposal*
13. BYRD ANTI-LOBBYING AMENDMENT - *Requires signature and submittal with proposal*

Additional Contract Terms – Combined into one document - *Requires signature and submittal with proposal*

ACCESS TO RECORDS
CHANGES/MODIFICATIONS
NON-USE OF OFFICIAL SEAL, LOGO AND FLAGS
COMPLIANCE WITH FEDERAL LAW, REGULATIONS AND EXECUTIVE ORDERS
NOT OBLIGATION BY THE FEDERAL GOVERNMENT
PROGRAM FRAUD AND FALSE/FRAUDULENT STATEMENTS OR RELATED ACTS

12. SUSPENSION AND DEBARMENT

(1) This contract is a covered transaction for purposes of 2 C.F.R. pt. 180 and 2 C.F.R. pt. 3000. As such, the contractor is required to verify that none of the contractor's principals (defined at 2 C.F.R. § 180.995) or its affiliates (defined at 2 C.F.R. § 180.905) are excluded (defined at 2 C.F.R. § 180.940) or disqualified (defined at 2 C.F.R. § 180.935).

(2) The contractor must comply with 2 C.F.R. pt. 180, subpart C and 2 C.F.R. pt. 3000, subpart C, and must include a requirement to comply with these regulations in any lower tier covered transaction it enters into.

(3) This certification is a material representation of fact relied upon by Islamorada, Village of Islands. If it is later determined that the contractor did not comply with 2 C.F.R. pt. 180, subpart C and 2 C.F.R. pt. 3000, subpart C, in addition to remedies available to Islamorada, Village of Islands, the Federal Government may pursue available remedies, including but not limited to suspension and/or debarment.

(4) The bidder or proposer agrees to comply with the requirements of 2 C.F.R. pt. 180, subpart C and 2 C.F.R. pt. 3000, subpart C while this offer is valid and throughout the period of any contract that may arise from this offer. The bidder or proposer further agrees to include a provision requiring such compliance in its lower tier covered transactions.



Signature of Authorized Certifying Official

James Mirras, COO

Name and Title of Authorized Certifying Official

4/10/2026

Date

13. BYRD ANTI-LOBBYING AMENDMENT, 31 U.S.C. § 1352 (as amended)

Contractors who apply or bid for an award of \$100,000 or more shall file the required certification. Each tier certifies to the tier above that it will not and has not used Federal appropriated funds to pay any person or organization for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, officer or employee of Congress, or an employee of a Member of Congress in connection with obtaining any Federal contract, grant, or any other award covered by 31 U.S.C. § 1352. Each tier shall also disclose any lobbying with non-Federal funds that takes place in connection with obtaining any Federal award. Such disclosures are forwarded from tier to tier up to the recipient who in turn will forward the certification(s) to the awarding agency.

If applicable, contractors must sign and submit to the non-federal entity the following certification: APPENDIX A, 44 C.F.R. PART 18 – CERTIFICATION REGARDING LOBBYING. The certification is found on the next page.

APPENDIX A, 44 C.F.R. PART 18 – CERTIFICATION REGARDING LOBBYING
Certification for Contracts, Grants, Loans, and Cooperative Agreements

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

1. No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.
2. If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.
3. The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

The Contractor certifies or affirms the truthfulness and accuracy of each statement of its certification and disclosure, if any. In addition, the Contractor understands and agrees that the provisions of 31 U.S.C. Chap. 38, Administrative Remedies for False Claims and Statements, apply to this certification and disclosure, if any.



Signature of Authorized Certifying Official

James Mirras, COO
Name and Title of Authorized Certifying Official

4/10/2026
Date

ADDITIONAL CONTRACT TERMS FOR FEDERAL AND FEMA FUNDED PROJECTS

The following clauses will form part of the agreement between Islamorada, Village of Islands and the Contractor resulting from this RFP.

A. Access to Records:

The following access to records requirements shall apply to the contract.

1. The Contractor agrees to provide Islamorada, Village of Islands, the FEMA Administrator, the Comptroller General of the United States, or any of their authorized representatives access to any books, documents, papers, and records of the Contractor which are directly pertinent to this contract for the purposes of making audits, examinations, excerpts, and transcriptions.
2. The Contractor agrees to permit any of the foregoing parties to reproduce by any means whatsoever or to copy excerpts and transcriptions as reasonably needed.
3. The Contractor agrees to provide the FEMA Administrator or his authorized representatives access to construction or other work sites pertaining to the work being completed under the contract.
4. In compliance with the Disaster Recovery Act of 2018, Islamorada, Village of Islands and the Contractor acknowledge and agree that no language in this contract is intended to prohibit audits or internal reviews by the FEMA Administrator or the Comptroller General of the United States.

B. Changes to the Contract:

Any changes to the contract between Islamorada, Village of Islands and the Contractor modification, change order, or constructive change must be allowable, allocable, within the scope of the grant or cooperative agreement, and reasonable for the completion of project scope.

- C. **Non-use of DHS Seal, Logo, and Flags:** The Contractor shall not use the DHS seal(s), logos, crests, or reproductions of flags or likenesses of HSS agency officials without specific FEMA pre-approval.
- D. **Compliance with Federal Law, Regulations, and Executive Orders:** This is an acknowledgement that FEMA financial assistance will be used to fund all or a portion of the contract. The contractor will comply with all applicable Federal law, regulations, executive orders, FEMA policies, procedures and directives.
- E. **No Obligation by Federal Government:** The Federal Government is not a party to this contract and is not subject to any obligations or liabilities to the non-

Federal entity, contractor, or any other party pertaining to any matter resulting from the contract.

- F. **Program Fraud and False or Fraudulent Statement or Related Facts:** The Contractor acknowledges that 31 U.S.C. Chap. 38 (Administrative Remedies for False Claims and Statements) applies to the Contractor's actions pertaining to this contract.



Signature of Contractor's Authorized Official

James Mirras, COO
Name and Title of Contractor's Authorized Official

APPENDIX A

ACKNOWLEDGMENT OF ADDENDA AND DOCUMENTS

The Proposer hereby acknowledges the receipt of the following addenda issued by the Village and incorporated into and made part of this RFP. In the event the Proposer fails to include any addenda in the table below, submission of this form shall constitute acknowledgment of receipt of all addenda, whether or not received by him/her.

ADDENDUM NUMBER	DATE RECEIVED
<u>Addendum 1</u>	<u>March 18, 2026</u>
<u>Addendum 2</u>	<u>March 31, 2026</u>
<u> </u>	<u> </u>
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Signature

James Mirras
Print name

COO
Title

4/10/2026
Date

