

Application for Motor Common or Contract Carrier of Persons

Check only **one** service type:

- | | |
|---|---|
| ☐ Airport Transfer | ☒ Paratransit |
| ☐ Call or Demand | ☐ Scheduled Route |
| ☐ Group and Party
(15 passengers or less) | |

1. Ride Right, LLC

Full Name of Applicant (Individual, Partnership or Corporation)

2.

Trade Name if Any

The trade name, if fictitious, _____ been registered with the
(has or has not)
Secretary of the Commonwealth on _____. Attach a date-
stamped copy of the registration form.

3. 16 Hawk Ridge Drive, Lake St Louis, MO 63367 (636) 561-5686

Physical Address (City, County, and Zip Code) Telephone Number (Required)

4.

Mailing Address if Different from Physical Address

5.

Attorney's Name and Telephone Number for this Filing
(Do not supply an Attorney's name if you want all correspondence and notice of process mailed directly to you.)

Attorney's Address

6. Applicant does not hold PA PUC Authority Under
(does or does not)

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Docket Number _____, and operates as a _____ carrier.
(common or contract)

7. Applicant does not hold interstate operating authority at
(does or does not)

Docket Number _____.

8. Check **one** that applies to this application:

☐ **Individual**

☐ **Partnership**

Attach a copy of a Partnership Agreement and list the names and addresses of **ALL** partners.

☐ **Corporation**

Attach a copy of the Certificate of Incorporation, Certificate of Authority, or the Foreign Corporation Registration. Include a list of corporate officers with titles, names of shareholders and number of shares held.

☒ **LLC OR LLP**

Attach a copy of the Certificate of Incorporation, Certificate of Authority, or the Foreign Corporation Registration. Include a list of all members (even if there is only one member) and title of each member.

9. Attachment Checklist:

For Corporations Only:

☐ Date-stamped copy of application for Certificate of Incorporation or Certificate of Authority.

☐ List of corporate officers/titles and distribution of shares.

☐ Statement of corporate charter purpose.

For LLPs and LLCs Only:

☒ Copy of Certificate of Incorporation, Certificate of Authority, or Foreign Corporation Registration.

☒ List of all members (even if there is only one member) and title of each member.

For Partnerships Only:

☐ Copy of Partnership Agreement.

☐ List the names and address of **ALL** partners.

FOR ALL APPLICANTS:

- ☐ Fictitious Trade Name Registration (if applicable).
- ☐ Map for scheduled route Service (if applicable). – Unscheduled, non-regular routes
- ☐ Proof of Insurance (See Item 6 on instruction sheet) – to be provided prior to service.
- ☒ Certified check, money order or attorney's check.

10. Describe the service proposed by this application. Common or contract? In what area of Pennsylvania will this proposed service be provided?

(Use the space below or attach additional sheet if space provided is not sufficient).

Primarily Allegheny County but possibly Northampton, Lehigh, Lancaster, Westmoreland, and Berks.

Background – Ride Right's affiliate, Medical Transportation Management, Inc. (MTM), has had a non-emergency medical transportation (NEMT) contract with Gateway Health Plan LP, a Pennsylvania Limited Partnership since January 2009. MTM is in the business of arranging NEMT services for health maintenance organizations. MTM has struggled to perform on this contract due to the lack of reasonably priced reliable NEMT services in these areas.

Ride Right is in the business of providing NEMT and other paratransit services. We desire to have Ride Right establish operations in Pennsylvania sufficient to provide MTM with NEMT services in areas MTM has been unable to find reasonably priced reliable NEMT service.

-
11. Certification:

Applicant certifies that it is not now engaged in unauthorized intrastate transportation for compensation between points in Pennsylvania and will not engage in said transportation unless and until authorization is received from the Pennsylvania Public Utility Commission.

Applicant further certifies that it understands the requirements of the Pennsylvania Public Utility Commission, especially as they relate to safety and insurance and that

it may be subject to civil penalties, suspension or cancellation of the Certificate for failure to comply with Commission requirements.

Applicant further certifies that it understands that it is subject to an annual assessment based upon its reported gross Pennsylvania intrastate revenues; said assessment to help defray expenses incurred in regulating Motor Common Carriers of Passengers; and acknowledges that failure to report revenue and pay its annual assessment may result in civil penalties, suspension or cancellation of the certificate.

Verification of Application

I/We hereby state that the statements made in this application is/are true and correct to the best of my/our knowledge and belief.

The undersigned understands that false statements herein are made subject to the penalties of 18 Pa. C.S. Section 4904 relating to unsworn falsification to authorities.

Alaina Macia

(Print Name)

Alaina Macia 3/24/11
(Signature) (Date)

The verification of the application must be completed by the applicant appearing on Line 1 of the application by the named individual, all partners if a partnership or by the President of Secretary (if a corporation).

Revised 4/09

Certified copy of Application for Registration - Foreign

COMMONWEALTH OF PENNSYLVANIA

DEPARTMENT OF STATE

MARCH 30, 2011

TO ALL WHOM THESE PRESENTS SHALL COME, GREETING:

RIDE RIGHT, LLC

I, Carol Aichele, Acting Secretary of the Commonwealth of Pennsylvania

do hereby certify that the foregoing and annexed is a true and correct
copy of

Application for Registration filed on January 21, 2011

which appear of record in this department.



IN TESTIMONY WHEREOF, I have
hereunto set my hand and caused
the Seal of the Secretary's Office to
be affixed, the day and year above
written.

A handwritten signature in cursive script, reading "Carol Aichele".

Acting Secretary of the Commonwealth

PENNSYLVANIA DEPARTMENT OF STATE
CORPORATION BUREAU

Application for Registration - Foreign

(15 Pa.C.S.)

- ☐ Registered Limited Liability General Partnership (§ 8211)
☐ Registered Limited Liability Limited Partnership (§ 8211)
☐ Limited Partnership (§ 8582)
☒ Limited Liability Company (§ 8981)

Name Gary Richardson		
Address 16 Hawk Ridge Drive		
City Lake St. Louis	State MO	Zip Code 63367

Document will be returned to the
name and address you enter to
the left.



Commonwealth of Pennsylvania
APPLICATION FOR REGISTRATION 3 Page(s)

Fee: \$250



T1102467032

In compliance with the requirements of the applicable provisions (relating to registration), the undersigned, desiring to register to do business in this Commonwealth, hereby states that:

1. The name to be registered is:
Ride Right, LLC

2. (If the name set forth in paragraph 1 is not available for use in this Commonwealth, complete the following):

The name under which the limited liability company/limited liability partnership/limited partnership proposes to register and do business in this Commonwealth is:

same

3. The name of the jurisdiction under the laws of which it was organized and the date of its formation:

Jurisdiction: MISSOURI Date of Formation: 12/29/2008

4. The (a) address of its initial registered office in this Commonwealth or (b) name of its commercial registered office provider and the county of venue is:

(a) Number and street City State Zip County

(b) Name of Commercial Registered Office Provider County
CT Corporation System Philadelphia

PA DEPT. OF STATE

JAN 21 2011

5. Check and complete one of the following:

- ☒ The address of the office required to be maintained by it in the jurisdiction of its organization by the laws of that jurisdiction is:

16 Hawk Ridge Drive	Lake St. Louis	MO	63367
Number and street	City	State	Zip

- ☐ It is not required by the laws of its jurisdiction of organization to maintain an office therein and the address of its principal office is:

Number and street	City	State	Zip
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6. *For Restricted Professional Limited Liability Company Only. Strike out if inapplicable:* The company is a restricted professional company organized to render the following professional service(s):
N/A

Limited Liability Partnership and Limited Partnership: Complete paragraphs 7 and 8

7. The name and business address of each general partner.

Name	Business Address
------	------------------

N/A

8. The address of the office at which is kept a list of the names and addresses of the limited partners and their capital contribution is:

N/A

Number and street	City	State	Zip	County
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The registered partnership hereby undertakes to keep those records until its registration to do business in the Commonwealth is canceled or withdrawn.

IN TESTIMONY WHEREOF, the undersigned has caused this Application for Registration to be signed by a duly authorized officer/member or manager thereof this

14 day of Jan., 2011.

Ride Right, LLC

Name of Partnership/Company

Signature

Member

Title

Application for Motor Common or Contract Carrier of Persons



March 31, 2011

Commonwealth of Pennsylvania
Pennsylvania Public Utilities Commission
Attn: Mr. Robert Bingaman
PO Box 3265
Harrisburg, PA 17105-3265

A-2010-2216218

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2011 APR -5 PM 1:39

RE: File Number 2216218 dated 12-20-2010

Dear Mr. Bingaman:

In response to the return of our application from Ride Right, LLC for missing items, please find enclosed the complete application for processing. I have separated them into sections for your convenience as follows:

1. Original Documents:
 - a. Returned Checklist
 - b. Original check in the amount of \$350.00
 - c. Original cover letter from Gary Richardson
 - d. Original Verified Statement of Applicant date stamped by your office
March 14, 2011
2. Financials/Projections
3. Verified Statement of Applicant Supporting Documents:
 - a. Career Summaries
 - b. List of Members
 - c. Certificate of Good Standing from the State of Missouri
4. Application for Motor Common or Contract Carrier of Persons (previously missing item)
5. Certified copy of Application for Registration – Foreign (previously missing item)

Please note that one of the items you indicated as missing was a copy of the registration of fictitious name from Pennsylvania. Per your instruction, this item is not applicable as we are not registered as a fictitious name.

If you have any more questions, please call me at (636) 695-5590.

Yours Truly,

Gina Vogel
Executive Assistant

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PA PUBLIC UTILITY COMMISSION
SECRETARY'S BUREAU

encl

Returned Checklist

Check

Original Cover Letter

Verified Statement of Applicant

3-8-11

Commonwealth of Pennsylvania
Pennsylvania Public Utilities Commission
PO Box 3265 Harrisburg, PA 17105-3265
Attn: Robert Bingaman

Dear Mr. Bingaman:

In Reply to your file number 2216218 dated 12-20-10

We initially responded to your letter on February 9th 2011. Our package was delivered to your Harrisburg address on February 10th, 2011 by FEDEX. However, as it appears that package has been lost, we are submitting our application again.

In response to your letter, be advised that Ride Right LLC is registering with the PA PUC to be an operator under the following broker:

Medical Transportation Management, Inc. A-2010-2172497

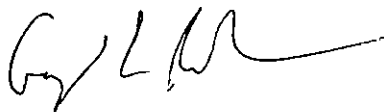
Note - Our application initially and correctly referred to Medical Transportation Management, Inc. but then we commenced using the acronym of MTM, Inc. which caused the confusion.

Attached are the following items:

- Date stamped copy of Ride Right LLC corporation papers from the PA Dept of State
- A copy of Medical Transportation Management Inc's certificate.
- Our original application as previously submitted
- A check for \$350 as previously submitted.

Please advise if you have any further questions or concerns.

Regards,



Gary Richardson
Ride Right LLC Member

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PA PUBLIC UTILITY COMMISSION
SECRETARY'S BUREAU

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2011 APR -5 PM 1:39

VERIFIED STATEMENT OF APPLICANT

THE FOLLOWING INFORMATION IS REQUIRED BY THE COMMISSION TO DETERMINE THE APPLICANT'S FITNESS TO OPERATE. STATEMENTS SHOULD BE TYPED OR PRINTED. ILLEGIBLE STATEMENTS WILL DELAY YOUR APPLICATION.

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PUC Application Docket No.

Ride Right, LLC

Legal Name of Applicant

Trade Name, if any

16 Hawk Ridge Drive

Lake St Louis

MO

63367

Street Address (principal place of business)

City or Municipality

State

Zip Code

The Verified Statement of the Applicant is more or less a business plan, or your proposal for providing the transportation service for which you are making application. Prior to deciding to make application for operating authority from the Public Utility Commission, you likely gave much consideration to the manner in which you would operate the business in order that you could provide satisfactory service to your customers and so that you could make a reasonable profit. As part of the application process, you must provide the Commission with your proposal to provide the transportation service.

At minimum, the Verified Statement of the Applicant should include a discussion of the numbered items listed below and on the following pages. You are encouraged to provide as much information as possible about the particular subject as is necessary to fully explain your plan. If you fail to provide sufficient information about the subjects listed below, it may cause the review of your application to be delayed until you provide the necessary information. If you need more space to provide your explanation, please attach additional pages that list the appropriate item by number.

1. Identify the person making the Verified Statement on behalf of the applicant. If the applicant is a sole proprietor making the statement, this will be the same information as provided above. If an employee/officer of applicant is making the statement, give name, title, business address and telephone number, and indicate that the applicant's directors/owners/partners/etc. have authorized the witness to speak for the business.

Alaina Macia, Managing Member, President and CEO, 65% owner
16 Hawk Ridge Drive
Lake St Louis, MO 63367
636-695-5503

2. List the applicant's affiliation (owner, manager, controls) with any other carrier, with the description of affiliation.

None. Ride Right is affiliated with Medical Transportation Management, Inc. (MTM). MTM coordinates and manages transportation but does not directly operate or provide transportation.

3. Describe your business experience, particularly any experience relating to the operation of a transportation service. You may also include an explanation of education or training that you believe may be relevant.

Ride Right is an affiliate of MTM. Ride Right is also a consolidated entity for US GAAP (generally accepted accounting principles) purposes within the consolidated entity of MTM and Affiliates. MTM and Ride Right share common management.

See relevant resumes attached for:

- Alaina Macia, President and CEO
- Pat McNiff, VP Paratransit Operations
- Frank Ciccarella, VP Safety, Training and Security
- Gary Richardson, CFO
- Jason Ellis, Technology Director

4. Describe your facilities, record maintenance plan and your communication network. Please include a description of your physical location, to include the office area, office machines that will be utilized, and the facility to house vehicles. Household goods in use carriers should include a description of their storage facilities, if applicable. Please include an explanation of your plan to maintain records required by the PUC, as well as normal business records. In regard to your communication network, please explain how you will receive customer requests for transportation, how you will dispatch the vehicles to fulfill the request, and how you will maintain continuous communication with your drivers. Finally, please state your intended business hours.

We intend to operate three vehicles in Pennsylvania. We will search for and select a one room office located in Allegheny County. The facility will have sufficient secure and lighted parking on the premises. Alternatively, we may arrange to have drivers park the facilities at their homes. Office equipment will consist of a computer, and printer/fax machine, and phone with answering machine. Vehicle maintenance and driver records will be kept on sight in secure cabinets. All records will be maintained at company headquarters in Lake St Louis MO. These records include payroll, accounting, contract, etc.

All trip reservations currently come in by phone to one of MTM's 6 call centers housed in the Midwest and Eastern United States. This practice will continue. Trip manifests will be provided to the Allegheny office via email. Lake St Louis Dispatch will be in constant communication with drivers via Nextel radios. Trip additions and changes will be communicated via Nextel. Hours are as follows: M-F 8:00 to 5:00 pm; Saturday 9:00 to 1:00 pm; closed Sundays and specific holidays.

5. Please state the number of employees you intend to use, along with a description of their duties. Please explain why that number of employees is appropriate to provide reasonable and efficient service to the geographical territory you will be serving. **(Do not address drivers in your explanation about this item; drivers are addressed separately in item # 6).**

We intend to hire one lead driver, who will be driving part time and performing administrative and supervisory duties part-time.

6. Please state the number of drivers you intend to use or hire in your business and explain why that number of drivers is appropriate for the size of the geographical territory you will be serving. In addition, please explain:
 - a. Your hiring standards for drivers;

- b. Your system to ensure prospective drivers will be subject to a criminal background check;
- c. Your driver training program;
- d. Your system for ensuring that your drivers are properly licensed at all times;
- e. Your system to ensure that all drivers will be subject to a criminal background check every two years;
- f. Your policies regarding alcohol and drug use by your drivers.

We intend to employee or contract with five drivers.

Driver Standards, Training and Safety Program

Driver Qualification and Training

A major benefit added by Ride Right will be high standards for drivers and comprehensive training. We provide a nationally accepted best practice training program and hire only qualified drivers. In order to guarantee a smooth transition, we are committed to retaining and training current employees providing services to the Lancaster Public Transit System. In our most recent contract award in Valparaiso, Indiana, we were successful in retaining 72% of the incumbent staff.

Hiring Standards

We will ensure all drivers meet the requirements listed in this RFP. Drivers must have a valid Ohio driver's license appropriate to the vehicle s/he will drive for Ride Right. All applicants will undergo driver, criminal, child abuse, and elderly abuse background checks.

Our driver education program and training process is a highly regimented and professional developed courses built around a curriculum featuring learning opportunities in two major domains: Knowledge (education) and Skills (training). Various delivery mechanisms such as classroom, multimedia presentations, closed course observation, and behind the wheel skills building are used to support the learning process. Learning is evaluated through written quizzes, driving tests, and customer service skills evaluations.

Our curriculum features:

- Ride Right Classroom Manual
- Paratransit Specific DVDs
- Facilitator Guides
- Participant Guides
- Behind the Wheel Manual
- Minimum Training Standards
- Written Tests
- Skills Assessment
- Proficiency Workbook

Employee Ongoing Evaluation and Education

On-going employee evaluation, education, training, and retraining enforce concepts and skills learned early in an employee's career and provide an opportunity to learn new skills as well as improve on old ones. Areas of employee training that are impacted and improved upon are unsafe behaviors, vehicular collisions, passenger non-securement claims, sexual harassment claims, regulatory compliance, and on-the-job injuries. All drivers will be given a scheduled ride-along evaluation once per year. As driver behavior warrants, evaluations can be completed at any time.

Driver Qualifications

All drivers will meet Ride Right's qualification guidelines, which are part of the Safety Check program. Safety Checks are performed for every employee who drives a revenue vehicle and may also be required for non-driving positions at management's discretion. Safety Checks must comply with the standards set forth by the company (stricter standards may be imposed by state/local/client requirements) and must be maintained as a condition of continuing employment. Individuals with convictions or citations exceeding standards are ineligible for employment or continuing employment. All Safety Checks will be completed prior to the employee driving or working on a revenue vehicle in revenue service.

Driver License Standard

As a condition of employment, applicants and employees who operate Ride Right vehicles must have and maintain a satisfactory motor vehicle record per the minimum standards listed below. Driver License Record checks (abstracts) will be reviewed once per year.

- No DWI, no DUI within 10 years of application date.
- No manslaughter, no leaving the scene of a collision, no felonies, no possession of a controlled substance, no failures to report a collision, reckless driving/ speed contests, no making a false accident report.
- No homicide or assault arising out of the use of a motor vehicle.
- No driving while license is suspended or revoked, no careless driving, or attempting to elude a police officer.

Driver Decision Matrix for Hiring Drivers with violations and/or collisions:

	0 At Fault Collisions	1 At Fault Collision	2 At Fault Collisions	3 At Fault Collisions
0 Violations	AC	AC	UN	UN
1 Violations	AC	AC	UN	UN
2 Violations	AC	BL	UN	UN
3 Violations	AC	BL	UN	UN
4 Violations	BL	UN	UN	UN

Key= AC – Acceptable, BL – Borderline, UN- Unacceptable

At Fault – Any collision where the driver is cited with a violation, or negligently contributes to the collision or any single vehicle collision where the cause is not equipment related. In addition, the National Safety Council Guide to Determining Preventable vs. Non Preventable collision ratings will be used.

Note: Any applicant or employee with a BL rating can be hired or maintain employment provided they can demonstrate proficient driving abilities, attend regular safety meetings, and have written notification to their file regarding the improvement of their driving record.

Source: NIIC suggested acceptability guidelines

Training

Driver Training is essential for the proper operation of this service. Ride Right takes pride in our proven ability to attract and retain the most qualified drivers. We know that nothing demonstrates the quality of the services we provide more than a well-trained driver providing a safe, pleasant transportation experience to our customers. Below is a sample of our training program, which we will modify to comply with this RFP.

"What a terrific driving staff Ride Right employs. They are helpful and courteous to the Kidney Center Dialysis patients. They go above and beyond to make their clients comfortable and happy."

Jennifer Murphy, MSW, Treasure Coast Dialysis Center

"My driver is always on time, is courteous, and takes real good care of my husband. In fact, once Mr. Dwyer's lunch container was mistakenly left at the Dialysis Center. My driver contacted another driver who brought Harry's lunch container to our home. Now that's service."

Mrs. Harry Dwyer, Spouse of Ride Right Passenger

Ride Right Driver Training	
Behind-the-Wheel (BTW) Hours	
Unit 1 - Closed-Course Group Work	
Pre-Trip Inspections	1.0
Air Brake Use & Certification / Transmissions	0.5
Total	1.5
Unit 2 - Closed-Course	
Steering	0.5
Turns	0.5
Intersections	1.0
Backing	1.0
Lane Change	0.5

Service Stops	0.5
Paratransit Review	0.5
Total	4.5
Unit 3 - Road Work 1:1	
Pre-Trip Inspection	0.5
Defensive Driving Smith System	4.0
Steering	0.5
Turns	2.0
Intersections	2.0
Backing	1.5
Service Stops	1.5
Lane Change	2.0
Specialize Passenger Equip Review (Para Transit Review)	3.0
Final Evaluation	1.0
Total	18.0
Total BTW Hours	24.0
Classroom Training Hours	
Introduction, Policies, Procedures	1.0
ADA	1.0
The Basics of Safety	1.0
Substance Abuse	1.0
Security Awareness	1.0
Assistance Guidelines for Elderly and Disabled Passengers	4.0
Passenger Relations / Customer Service	2.0
Accident Procedures / Emergency Situations	2.0
Map Reading /Use/Scheduling/Radio Use	2.0
Pre-Trip Inspection / Daily Vehicle Inspection	2.0
Defensive Driving	4.0
Fare Collection, Manifest Completion,	1.0
Preventing Violence and Harassment in the workplace	1.0
Blood Borne Pathogens Policy and Procedures	2.0
Total Classroom Training Hours	25.0
Total Driver Training Hours	49.0

On Going Training

All drivers and staff will be required to attend 12 one-hour safety refresher programs during the year. Each program will be tailored to review operational issues and selected topic reviews, such as Rail Road Crossing Safety, Wheel Chair Securement, Customer Service, Etc.

7. Please state the number of vehicles you plan to use in your business and why that number is appropriate to provide reasonable and efficient service to the geographical territory you will be serving. If you have already obtained vehicles for your business, please list them in the chart below. Taxicabs and limousines may not be used if the vehicle's age is greater than eight model years.

We intend to use five vehicles in our business. We have not yet obtained the vehicles. The number is appropriate based on the current unmet demand experienced by MTM on the Gateway contract.

<u>YEAR</u>	<u>MAKE</u>	<u>MODEL</u>	<u>SEATING CAPACITY</u>	<u>VEHICLE ID #</u>
2010	Dodge	Caravan	7	tbd

8. Describe your vehicle safety program. Please include the following in your explanation:
- Your periodic vehicle maintenance plan;
 - Your system for ensuring your vehicles will continuously comply with Pennsylvania's equipment standards (67 Pa. Code, Chapter 175) that are applicable to the type of vehicles used in your business;
 - Your system for ensuring your vehicles will maintain compliance with the PUC's requirements for passenger service at 52 Pa. Code, Section 29.403 (applicable to passenger applicants only);
 - Your system for replacing vehicles once they are greater than eight model years in age in compliance with 52 Pa. Code, Section 29.314(d) (applicable to taxicabs) or 52 Pa. Code, Section 29.333(e) (applicable to limousines);
 - Your system for ensuring the filing of an annual vehicle list (taxicabs and limousines);
 - Your system for ensuring your vehicles will comply with the requirements of 49 CFR Parts 393 and 396, as adopted by the PUC at 52 Pa. Code, Chapter 37 (applicable to HHG applicants).

We will ensure vehicles used to transport passengers meet all Pennsylvania and Ride Right requirements for safety and passenger comfort. Each vehicle must undergo annual inspections and maintenance as recommended by the manufacturer. We will comply with Pennsylvania recordkeeping and vehicle replacement standards.

Ride Right's maintenance program is based on industry best practices to ensure continued vehicle efficiency and safety and is divided into two categories—daily servicing and preventive maintenance.

Pre-Trip Inspection/DVI Report

As part of our initial training program, all drivers are trained on the Ride Right Daily Vehicle Inspection Report and Pre Trip Inspection Procedures. A Pre Trip Inspection/DVI Reports Checklist that has been deemed acceptable by the Federal Department of Transportation and State Departments of Transportation will be used on a daily basis.

The operator must inspect each item that appears on the designated form. In the event a defect is found, the operator shall then present their findings to his/her immediate supervisor. Defective

parts or vehicles that are found to be a safety hazard must be removed from service and will not be placed back into service until the item requiring attention has been repaired. Upon completion of the checklist, the operator shall sign and date the form.

Fuel and Fluid Levels

The designated staff person or operator will, after the daily servicing of the vehicle, record their daily usage of fuel, oil, and mileage, utilizing a form that has been established for our record keeping system.

The operator will watch for fuel leaks, missing gas caps, oil leaks, and radiator and cooling system leaks. The operator will also check the other fluids such as automatic transmission, brake, and windshield washing solvent.

Preventive Maintenance Inspection (PMI)

A PMI shall be performed every 5000 miles or 3 months, whichever comes first. When a PMI is performed, the staff designee shall make sure that a PMI Form has been filled out documenting completion.

If there is any question concerning an item needing repair, the maintenance staff should refer to the appropriate vehicle manual for the correct maintenance procedure. All work performed will be in accordance with the manufacturer recommendations.

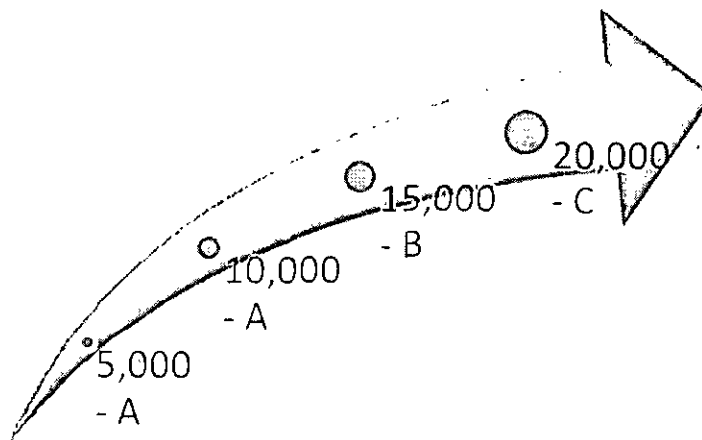
PMI Schedule

During the PMI, the following categories will be checked thoroughly: Drive on Inspection, Interior Circle Inspection, Exterior Circle Inspection, Tire and Wheel Inspection, Engine Compartment Inspection, Battery Inspection and Service, Under Vehicle Inspection, Lubrication, Road Test, Tune Up, and Wheelchair/Lift Inspections, where applicable.

Before presenting the PMI form to a technician or outside contracted vendor, the Project Manager will fill in the top portion of the PMI with the date, unit number, current mileage, and which PMI scheduled is to be performed—A, B, or C. The General Manager will also inform the technician or outside vendor as to anything else that may warrant inspection or change. The PMI report is not a complete list of all possible services that may need to be performed on the vehicle; therefore, it should be noted that if any system on the vehicle does not perform in a satisfactory manner, repairs to that system will be performed.

The A, B, and C inspections as outlined on the PMI form will be performed as follows:

A--- 5,000 miles
A---10,000 miles
B---15,000 miles
C---20,000 miles
A---25,000 miles
A---30,000 miles
B---35,000 miles
C---40,000 miles



The above PMI intervals will continue to be utilized until the vehicle is no longer in the fleet inventory. In a case where a vehicle has not traveled 5,000 miles in a three (3) month period of time, the vehicle will have the appropriate A, B, or C PMI performed.

Maintenance Software

To improve upon the current record keeping capabilities, Ride Right will utilize specialized software from Ron Turley Associates, RTA Fleet Management Software, to ensure regular maintenance and record keeping.

Facility 0001 - Auto Run: PM Due Listing

Display PMs: ☐ Un-Scheduled ☐ Scheduled ☐ Both

Create: ☐ Work Orders ☐ Estimates

	Vehicle	PM	VMRS Code	Description	Status	WO Template	Current WO	Includes
☐	1	A	066-001-000	LUBE, OIL, & FILTER	Past Due	0001-PMA-TRK		
☐	1	J	066-009-000	ANNUAL INSPECTION	Past Due			
☐	2	A	066-001-000	LUBE, OIL, & FILTER	Past Due	0001-PMA-BUS		
☐	2	J	066-009-000	ANNUAL INSPECTION	Past Due			
☐	2	W	000-000-000	VEHICLE WASH	Past Due			
☐	3	A	066-001-000	LUBE, OIL, & FILTER	Past Due	0001-PMA-CAR		
☐	3	J	066-009-000	ANNUAL INSPECTION	Past Due			
☐	4	A	066-001-000	LUBE, OIL, & FILTER	Past Due	0001-PMA-TRK		
☐	4	J	066-009-000	ANNUAL INSPECTION	Past Due			
☐	5	A	066-001-000	LUBE, OIL, & FILTER	Past Due	0001-PMA-CAR		
☐	5	J	066-009-000	ANNUAL INSPECTION	Past Due			
☐	6	A	066-001-000	LUBE, OIL, & FILTER	Past Due		0001-0000101	
☐	6	J	066-009-000	ANNUAL INSPECTION	Past Due			
☐	9245F	A	066-001-000	LUBE, OIL, & FILTER	Past Due	0001-2		
☐	9245F	B	066-002-000	TRANSMISSION SERVICE	Past Due			A
☐	9245F	J	066-009-000	ANNUAL INSPECTION	Past Due			
☐	B-102	J	066-009-000	Annual Inspection	Past Due			
☐	G-103	A	066-001-000	PMA LUBE & OIL	Due Soon			
☐	G-103	J	066-009-000	ANNUAL INSPECTION	Past Due			

Default Template#

OK Cancel

Select PM lines to process. F2=View PM Schedule

Figure 3. Screenshot of RTA Fleet Management Software.

RTA Fleet Management Software tracks a variety of fleet maintenance concerns, including:

- Vehicle Costs
- Work Orders Billing/History
- Parts Inventory with Bar Coding
- Fueling
- Tire Management
- Mechanic productivity
- PM Performance
- Purchasing Information
- Vendor Performance
- Tool Checkout
- MotorPool Tracking
- Driver Interface and Reporting
- Vehicle Depreciation
- Asset Tracking

RTA Fleet Management Software is one of the most comprehensive software packages on the market. It is also highly customizable, with many user-definable features and options. Included are a full range of.

Vehicle Inspection and Cleaning Procedures

Inspection

Ride Right will conduct daily inspections before and after each vehicle's daily trips, as well as regular preventive maintenance.

Cleaning

They must be kept clean and orderly at all times. Ride Right is very concerned about the exterior and interior appearance of vehicles.

Vehicle interiors and exteriors will be cleaned at a minimum of once a week; however, if they need more frequent cleaning, adjustments will be made accordingly. The cleaning of the vehicle will consist of washing all exterior surfaces including front, back, sides, wheels and fender wells, and making sure all windows, mirrors, headlights and rear lights are clean. During this service, the step wells will be cleaned and mopped. The interior floor will be mopped, and windows, seats, stanchions, and interior walls cleaned. During this cleaning, any graffiti will be removed. If graffiti is found or reported before the vehicle is due for cleaning, it will be removed immediately. The interior lights will be cleaned, as well as the operator's area. This process will be recorded through a signed checklist.

Every day, it will be the responsibility of the operator to sweep out the interior and remove trash. It will be the operator's responsibility to check for items that were left behind on the vehicle and turn such items in to Lost and Found.

9. Please explain what steps you have taken to determine if you can obtain and pay the premiums to maintain insurance coverage for the proposed number of vehicles for your business.

Ride Right regularly procures and maintains vehicle insurance for its operations. Pennsylvania's insurance requirements are very reasonable. We have already discussed the requirements with our insurance broker and insurance carrier, and obtaining proper insurance will not be an issue.

10. Please describe your customer service standards. Within your description, please explain:
 - a. Your plan to inform customers of the procedures for filing complaints with the PUC;

- b. Your intended customer complaint resolution procedure.

Comment/Complaint Procedure

Ride Right has formal policies in place for recording and tracking inquiries, compliments, and complaints. To facilitate this process, Ride Right uses IssueTrak help desk software. A separate, toll-free "We Care" line will be available to all your customers that will connect them with a corporate Quality Service Coordinator. This individual will be responsible for recording all details surrounding a comment and investigating and resolving any complaints. Compliments and complaints, including resolution status, will be reported to the PUC monthly, or as often as requested.

Because we are dedicated to quality, we take complaints very seriously. Our goal is to investigate and resolve all complaints within 72 hours by use of the following procedure.

Initial Investigation

The Project Manager will investigate the complaint by reviewing pertinent manifest data and will interview dispatchers and the vehicle operator and/or maintenance technician as deemed appropriate. Information gathered relative to the complaint will be recorded and the root cause(s) of the complaint will be determined.

Complainant Meeting

If necessary, or requested, the Project Manager will set up a meeting with the complainant to review all pertinent information. Results of the meeting will be documented and a resolution may be agreed upon at this time.

Additional Investigation

Based on the complainant meeting, or facts that emerge from witness accounts, the Project Manager may initiate additional fact-finding in order to resolve the complaint. Vehicle maintenance records and the driver's personnel file will be reviewed, and all information will be utilized in crafting a resolution. If required, the Project Manager will call the passenger during the investigative stage to receive additional information. Resolution may also occur at this time.

Exploration of Remedy

If a passenger complaint is the result of a preventable action on the part of an employee, the Project Manager will inform our Vice President of Safety and Training so that appropriate re-training as well as disciplinary action may take place. The complainant will be made aware of any remedy or remedies put into effect.

Discussion in Weekly Staff Meeting

The Project Manager will review the proposed resolution with all appropriate Ride Right staff to ensure compliance with all service policies and procedures.

Resolution

Resolution will occur when the Project Manager has determined and understands the cause of the problem, when the appropriate department has taken action to ensure that measures are in place to prevent the problem from recurring, and when the passenger is satisfied with the complaint resolution.

Our contract in Hamilton County, Ohio, is a great example of our success in this area. From January through June of this year, Ride Right performed over 46,000 trips and only received 16 complaints. This yields an incredibly low complaint rate of 0.03% per 100,000 trips, which is a testament to the quality of service we provide. We have received zero complaints since then.

11. Criminal Record. Have you been convicted of a misdemeanor or felony for which you remain subject to supervision by a court or correctional institution?

_____ YES X NO

12. Financial Data. In addition to demonstrating your technical fitness, you must also demonstrate that you possess the financial fitness to provide the proposed transportation service. Therefore you must complete both parts of the "Statement of Financial Position", which follows this page. The first part is the Balance Sheet. You need only provide the applicable information. The second part of the Statement of Financial Position is the Projected Income Statement. The projection is your estimation of expected revenues and specific expenses for one year. You should use the projected information, along with the financial data reported on your balance sheet to help you determine if proposed business can be feasible. Please feel free to also provide clarification information with your "Statement of Financial Position", which explains why you believe you have sufficient funds to ensure your transportation business can provide reliable service to the public in a safe manner.

We have provided Ride Right's Financial statements as of and for the ten month period ended October 31, 2010, see attached. We have also provided MTM's financial projections for FY 2011. Ride Right is a consolidated entity of MTM.

Verification of Statement

The undersigned deposes and says that he/she is authorized to and does make this verification and that the facts set forth therein are true and correct to the best of his/her knowledge, information, and belief. The undersigned understands that false statements herein are made subject to penalties of 18 Pa. C. S. Section 4904 relating to unsworn falsification to authorities.

Alaina Macia
(Signature)

March 8, 2011
(Date)

Alaina Macia, President and CEO
(Name and Title, printed or typed)

VERIFIED STATEMENT IN SUPPORT OF THE APPLICATION

THE FOLLOWING INFORMATION IS REQUIRED BY THE COMMISSION TO DETERMINE THAT THERE IS A NEED FOR THE APPLICANT'S SERVICES. STATEMENT SHOULD BE TYPED OR PRINTED.

26,000 members of Gateway Health Plan

Name of Supporter

16 Hawk Ridge Drive

Street Address

Lake St. Louis

City or Municipality

MO

State

63367

Zip Code

Ride Right, LLC

Name of Applicant

Describe the type of transportation service needed.

MTM has a contract with Gateway Health Plan. There are 26,000 health plan members eligible for transportation benefits, however, most members do not utilize the benefit. MTM provides approximately 1300 trips a month to eligible members. Due to the nature of the service provided pursuant to our contract, this form is not applicable in its traditional sense of providing "verification of support". However, we will provide justification as follows:

Here is an excerpt from MTM's Gateway contract, which describes the relationships of the parties.

This agreement is made and entered into as of the first day of January, 2009 by and between Gateway Health Plan®, LP, a Pennsylvania limited partnership, on behalf of its licensed health maintenance organizations, Gateway Health Plan®, Inc. and Gateway Health Plan® of Ohio, Inc. (collectively, "Payor") and Medical Transportation Management, Inc. ("MTM"), a Missouri corporation.

RECITALS

- A. Payor is a Medicare Advantage Plan qualified to carry on such business in the Commonwealth of Pennsylvania, the State of Ohio, as well as any other state to which Payor may expand its service area from time to time, and Payor has available to it personnel with expertise in the marketing, operation, financing, and regulatory aspects of such organizations; and

Payor has entered into a contract with the Centers for Medicare & Medicaid Services ("CMS") pursuant to which Payor has agreed to provide and operate comprehensive health service plans to enrolled Medicare Advantage recipients and provides and operates such plans under the collective product name of Gateway Health Plan *Medicare Assured*™; and

Payor has contractual arrangements with physicians, health care professionals, hospitals, and other medical transportation providers and has as its primary objective to arrange for and facilitate the provision and delivery of health services to Covered Members (as hereinafter defined);

- B. MTM is in the business of arranging for and managing a network of medical transportation service companies (Transportation Providers) to provide non-emergency, non-ambulance, ground transportation services to all Payor's Medicare Advantage Members.

1. What will be the usual origin and destination? Please give specific locations, such as names of cities, boroughs, or townships.
- 2.

Pennsylvania: Adams, Allegheny, Armstrong, Beaver, Berks, Blair, Butler, Cambria, Cumberland, Dauphin, Erie, Fayette, Indiana, Lackawanna, Lancaster, Lawrence, Lebanon, Lehigh, Mercer, Northampton, Northumberland, Perry, Schuylkill, Somerset, Washington, Westmoreland, and York

3. How frequently is this service needed? Example: Is it on a daily, weekly, or monthly basis?

We provide 1300 trips a month. We anticipate Ride Right will perform approximately 1/2 , or 650, of the monthly trips.

4. Have you tried to use other providers of service in this area, and if so, why do you prefer not to use them?

We use eighteen Pennsylvania transportation providers. We have good relationships with these providers and could not operate successfully without them. We intend Ride Right to serve as a supplement to these existing providers in areas where we are unable to contract for reasonably priced reliable transportation.

5. Have you supported similar applications in the past? If so, please supply name and docket number.

No

VERIFICATION OF STATEMENT

The undersigned deposes and says that he/she is the person who signed the Statement for the above-captioned applicant/application and that he/she is authorized to and does make this verification and that the facts set forth therein are true and correct to the best of his/her knowledge, information, and belief.

The undersigned understands that false statements herein are made subject to the penalties of 18 Pa. C. S. Section 4904 relating to unsworn falsification to authorities.

Alaina Macia
(Signature)
Alaina Macia
(Name, printed or typed)

March 8, 2011
(Date)

Financials/Projections

Medical Transportation Management, Inc.
Consolidated Income Statements
For the Years Ended

	<u>Projected</u> <u>2011</u>	
Revenue		
Government medicaid	\$ 97,657,072	73.7%
Managed care organizations	29,373,058	22.2%
Paratransit	4,757,592	3.6%
Real estate activities	113,750	0.1%
Assessments and travel training	613,200	0.5%
Total revenue	132,514,672	100.0%
Operating expenses		
Transportation	93,584,296	70.6%
Other Operations	19,746,136	14.9%
General and administrative	14,086,054	11.0%
Depreciation	1,253,580	0.9%
Total operating expenses	128,670,066	97.1%
Operating income		
	3,844,606	2.9%
Other income and expense		
Owner compensation	(550,000)	-0.4%
Interest expense	(1,025,447)	-0.8%
Interest income	141,998	0.1%
Other income		
Total other income and expense	(1,433,449)	-1.1%
Net income		
	\$ 2,411,157	1.8%
Net income attributable to:		
MTM	1,524,136	
Ride Right	557,913	
LPG Properties	329,108	
Total		
	2,411,157	
EBITDA	4,548,186	

Medical Transportation Management, Inc.
Consolidated Statement of Cash Flows
For the Years Ended

	<u>Projected</u> <u>2011</u>
Operating Activities	
Net income	\$ 1,524,136
Items not requiring cash	
Depreciation	1,253,580
Noncontrolling interest	887,021
Loss on sale of fixed assets	
Accrued deferred compensation	120,000
Changes in	
Receivables	(1,097,853)
Prepaid expenses and other assets	(37,934)
Accounts payable and accrued expenses	(985,579)
Net cash provided by operating activities	<u>1,663,372</u>
Investing activities	
Repayments from officers and related entities	(5,550)
Proceeds from (investments in) available-for-sale securities	
Purchase of fixed assets	(1,363,500)
Purchase (liquidations) of restricted investments	1,135,876
Net cash used in investing activities	<u>(233,174)</u>
Financing Activities	
Outstanding checks in excess of bank balance	
Net advance on line of credit	1,741,622
Borrowings (payments) on long-term debt	(386,397)
Borrowing (repayment) of subordinated debt	
Distribution to/(from) VIE	
Capital contribution (withdrawal)	(2,073,057)
Dividends paid	(985,233)
(Advances to) repayments from stockholders and affiliates	500,000
Net cash used in financing activities	<u>(1,203,065)</u>
Increase (Decrease) in Cash and Cash Equivalents	227,132
Cash and Cash Equivalents, Beginning of Year	<u>908,528</u>
Cash and Cash Equivalents, End of Year	<u>\$ 1,135,660</u>
Supplemental Cash Flow Information	
Fixed assets acquired through capital leases	850,000

Medical Transportation Management, Inc.
Consolidated Balance Sheets
As of December 31,

	<u>Projected</u> <u>2011</u>
Assets	
Current Assets	
Cash and cash equivalents	\$ 1,135,660
Accounts receivable	11,480,145
Other receivables - related parties	283,044
Prepaid expenses and other	<u>767,605</u>
Total current assets	<u>13,666,454</u>
Property and Equipment, at cost	
Land	188,505
Building	4,416,372
Furniture and equipment	<u>10,029,472</u>
	14,634,349
Less accumulated depreciation	<u>6,693,261</u>
	7,941,088
Other Assets	
Prepaid expenses	
Restricted Investment	5,112,000
Total Assets	<u><u>\$ 26,719,542</u></u>
Liabilities and Stockholders' Equity	
Current Liabilities	
Current maturities of long-term debt	\$ 337,038
Accounts payable	12,857,763
Accrued expenses	<u>1,671,617</u>
Total current liabilities	<u>14,866,418</u>
Long-term Debt	10,455,062
Other Long-Term Liabilities	-
Subordinated Debt	<u>3,000,000</u>
Total liabilities	<u>25,321,480</u>
Stockholders' Equity	
Common stock	5,000
Retained earnings (accumulated deficit)	117,189
Advances to stockholders and affiliates	(1,498,208)
Capital contributions	<u>2,500,000</u>
Total stockholders' equity	<u>1,123,981</u>
Noncontrolled Interest	274,082
Total Liabilities and Stockholders' Equity	<u><u>\$ 26,719,542</u></u>

Ride Right, LLC
Balance Sheet

	<u>December 2010</u>	<u>December 2009</u>
Assets		
Current Assets		
Cash and Cash Equivalents	\$137,345	\$12,746
Securities	0	0
Accounts Receivable	377,126	36,589
Other Receivables - Related Parties	0	0
Prepaid Expenses and Other	<u>123,190</u>	<u>25,463</u>
Total Current Assets	637,660	74,798
Prepaid Expense	0	0
Restricted Investment	0	0
Property and Equipment, at Cost		
Land	0	0
Building	0	0
Furniture and Equipment	<u>1,527,457</u>	<u>145,450</u>
	1,527,457	145,450
Less: Accumulated Depreciation	<u>245,641</u>	<u>16,800</u>
	1,281,817	128,650
Total Assets	<u><u>\$1,919,477</u></u>	<u><u>\$203,448</u></u>
Liabilities and Stockholders' Equity		
Current Liabilities		
Current Maturities of Long-term Debt	\$288,146	\$20,410
Accounts Payable	5,206	50,496
Other Payables - Related Parties	585,291	120,090
Accrued Expenses	<u>59,393</u>	<u>21,074</u>
Total Current Liabilities	938,036	212,069
Long-Term Debt	878,637	80,923
Other Long Term Liabilities	0	0
Stockholders' Equity		
Common Stock	5,000	5,000
Retained Earnings	97,804	(94,544)
Noncontrolling Interest	0	0
Advances from Stockholders and Affiliates	0	0
Capital Contributions	<u>0</u>	<u>0</u>
Total Stockholders' Equity	102,804	(89,544)
Total Liabilities and Stockholders' Equity	<u><u>\$1,919,477</u></u>	<u><u>\$203,448</u></u>

Ride Right, LLC
Statement of Cash Flows

	YTD December 2010	December 2010
Operating Activities		
Net profit (Loss)	\$320,349	(\$21,950)
Items not requiring cash		
Depreciation	229,424	25,712
Changes In		
Receivables	(340,537)	74,333
Prepaid expenses and other assets	(97,726)	(50,192)
Other receivables - related parties	0	0
Notes receivable	0	0
Accounts payable	(45,289)	(16,339)
Other payables - related parties	465,201	(113,621)
Accrued expenses	38,318	(10,717)
Net cash provided by (used in) operating activities	<u>569,739</u>	<u>(112,774)</u>
Investing Activities		
Change in equity and debt securities	0	0
Purchase of investments	0	0
Purchase of fixed assets	(27,614)	0
Net cash provided by (used in) investing activities	<u>(27,614)</u>	<u>0</u>
Financing Activities		
Net advance on credit line	0	0
Payment on debt	(289,526)	(24,158)
Capital contribution	0	0
Distribution to Shareholders	(128,000)	(12,000)
Advance to stockholders	0	0
Net cash provided by (used in) financing activities	<u>(417,526)</u>	<u>(36,158)</u>
 Increase (Decrease) in Cash and Cash Equivalents	 124,599	 (148,932)
Cash and Cash Equivalents, Beginning of Period	<u>12,746</u>	<u>286,277</u>
Cash and Cash Equivalents, End of Period	<u>\$137,345</u>	<u>\$137,345</u>
 Supplemental Cash Flow Information		
Equipment acquired through capital lease obligation	1,354,977	0

Ride Right, LLC
Statement of Operations

	Month - December 2010			YTD - December 2010		
	Current	Budget	Variance	Current	Budget	Variance
Revenue						
Paratransit	310,125	292,096	18,029	3,662,873	3,201,939	460,934
Total Revenue	310,125	292,096	18,029	3,662,873	3,201,939	460,934
Cost of Sales						
Intake & Dispatch	63,401	20,895	42,505	628,807	241,647	387,160
Transportation	0	0	0	570	0	570
Total Cost of Sales	63,401	20,895	42,505	629,377	241,647	387,730
Gross Profit	246,724	271,200	-24,476	3,033,496	2,960,292	73,204
Expenses						
Operating Expense	24,361	9,952	14,409	328,905	112,481	216,424
Depreciation	25,712	13,884	11,828	229,424	158,992	70,432
Payroll Expense	142,479	172,037	-29,558	1,509,692	1,885,246	-375,554
Employee Benefits	1,914	4,606	-2,692	14,195	46,784	-32,589
Professional Fees	0	0	0	9,562	0	9,562
Computer Systems	0	0	0	766	0	766
Travel & Entertainment	8,747	630	8,117	39,713	15,360	24,353
Insurance	39,173	24,981	14,192	359,656	276,116	83,540
Repairs & Maintenance	11,170	8,931	2,239	78,176	80,596	-2,420
Utilities	3,799	3,400	399	30,985	34,600	-3,615
Total Expenses	257,355	238,421	18,934	2,601,073	2,610,175	-9,102
Income from Operations	-10,630	32,779	-43,410	432,423	350,117	82,306
Other Income and (Expense)						
Other Income	221	0	221	2,303	0	2,303
Other expense	-11,541	-7,012	-4,529	-111,561	-82,304	-29,257
Gain/Loss	0	0	0	-2,817	0	-2,817
Total Other Income and (Expense)	-11,320	-7,012	-4,308	-112,074	-82,304	-29,770
Net Income	(\$21,950)	\$25,767	(\$47,718)	\$320,349	\$267,813	\$52,535

Verified Statement of Applicant Supporting Documents:

Career Summaries

List of Members

Certificate of Good Standing from State of Missouri

Alaina Maciá

President and CEO



Career Summary

Medical Transportation Management, Inc., Lake St. Louis, MO, 2003 to Present
President and Chief Executive Officer (CEO)

Alaina serves as both President and CEO of MTM. In these capacities, she provides the vision, mission, and corporate values that make MTM a great company. She oversees all aspects of MTM including operations, technology, sales and marketing, human resources, legal, finance, and accounting. Along with the Board of Directors, Alaina sets and directs the corporate strategy. Her focus is to build an organization based on the strengths of its underlying team of employees. Hiring and further training the best candidates in the market guarantees high satisfaction for MTM clients.

Alaina has recruited leaders in their industry to work at MTM and bring successful practices with them. She leads efforts to analyze and streamline current operational processes to enhance efficiency and scalability of operations. Among her successes, Alaina has successfully established new operations for the States of Minnesota, South Carolina, Kansas, and the District of Columbia. She has also grown MTM's clients, both government and Managed Care Organizations, in numerous counties around the country. Alaina has successfully communicated our corporate message of *Helping People Access Healthcare through Quality Transportation Management*.

Alaina's leadership doesn't stop there. She has consolidated operations from two locations into one new state-of-the-art corporate headquarters with a new Customer Service Center utilizing a Voice over Internet Protocol telephone system, bringing new efficiencies and cost savings to our clients. She has revamped the sales and marketing structure, resulting in greater effectiveness educating potential clients of the benefits of the brokerage model, through which sales and revenues have increased. She has focused on technology solutions with the greatest efficiency to better serve our clients, their members, and the providers who serve them resulting in an increase in customer satisfaction.

Her strategy has included expanding the current business to include performing ADA transportation eligibility assessments. This expansion is derived from our unique Level-of-Need assessments that determine the most accurate transportation service for which an individual is eligible. Her ability to develop well aligned product extensions of MTM's core business is a result of her dedication to MTM's clients and their true business needs. By meeting with clients face-to-face, Alaina is able to design solutions that solve real problems and create significant value. This extends to transportation providers as well. Alaina treats our transportation providers as valued business partners. She collaborates with providers directly to determine how MTM can work with them in the most efficient manner possible, creating further value for our clients.



Career Highlights:

Recruited high quality senior executives Gary Richardson, CFO; Patrick McNiff, VP of Paratransit Operations, and Elaine Sneed, VP Operations

Effective communicator of an NEMT broker model and the benefits of choosing MTM

Restructured organization personnel and physical locations to create higher efficiency and increase productivity

Corporate strategist, taking MTM beyond the broker model with the ability to perform ADA transportation eligibility assessments

Career Summary

Maritz, Inc., St. Louis, MO, 2002 to 2003

Marketing Strategist, Corporate Strategy, and Marketing Leadership Dev. Program

Alaina led a taskforce to complete a thorough assessment of Maritz' market position, relative to the pharmaceutical market based on product portfolio, market needs, and reputation in the sector. From this assessment, Alaina made the recommendation and implemented the reorganization of a portion of the direct sales force. As she suggested, Maritz's sales force decided to focus entirely on developing the pharmaceutical sector to establish ownership, exploit expertise, and increase coordination around the sector.

Washington University Medical School, St. Louis, MO, 2001 to 2002

Research Engineer

Alaina maintained and programmed Zymark and Hudson robotic arms for the routine production of radiopharmaceuticals used for medical research and clinical practices. In her thoroughness, Alaina developed a new automation program using Visual Basic computer software for radioactive decay analysis, resulting in a 30% reduction in production costs.

She was then tasked with the design and building of an automated radiopharmaceutical processing unit to decrease radiation exposure to technicians. To complete this task, she researched the need for \$3 million clinical cyclotron and reviewed proposals from GE, EBCO, and IBA. Based on these proposals and results of her benefit cost analysis and profitability forecasting, she made a business recommendation.

Education

Olin School of Business, Washington University, St. Louis, MO

Master of Business Administration

Emphasis in corporate strategy and finance.

Member of Delta Gamma Sigma (top 20% of class)

Selected for Washington University's Monsanto Corporate Finance/Strategy Practicum:

Recommended corporate financial strategy after Pharmacia's divestiture of Monsanto

School of Engineering and Applied Science, Washington University, St. Louis, MO

Bachelor of Science in Biological Engineering, emphasis in Environmental Engineering

Missouri Bright Flight Scholarship and Academic Scholarship to Washington University

Additional Information

Nominated and accepted by the United States Naval Academy (declined)

Fluent in Spanish

Recipient of St. Louis Business Journal's Thirty Under Thirty Award, July 2004

Patrick A. McNiff

Vice President, Para Transit Operations



Career Summary

Medical Transportation Management, Inc., Lake St. Louis, MO, 2009 to Present
Vice President of Para Transit Operations

Patrick provides oversight of MTM's para transit operations. His responsibilities include identifying new opportunities to expand para transit operations and identifying areas where para transit could be utilized in current or future MTM operations to provide quality, cost effective, and efficient transportation. Patrick assists with the development of pricing for new contracts and helps locate public transit and para transit opportunities that could benefit from MTM's expertise in call center management and vehicle operations. Patrick has been crucial in developing partnerships with transportation providers to help leverage the synergies of combined operations to best meet the needs of the stakeholders and transit clients.

Laidlaw Transit Services/First Transit, Sherman Oaks, CA, 2001 to 2008
Area General Manager/Regional Vice President

As the Regional Vice President of Laidlaw Transit Services, Patrick managed Laidlaw's largest public transit contract in Orange County California, which consisted of over 350 buses and 500 employees. He successfully managed 33 contracts at 17 operating locations for Laidlaw's public transit division which included para-transit, fixed-route, commuter, university, and car rental shuttle operations. Patrick managed operations and annual budgeting responsibilities in excess of \$50 million, and had general oversight of operations, maintenance, marketing, safety, and training. Patrick managed project personnel, coordinated and managed all start-up activities, and assembled management teams. He reviewed and helped write proposals for existing and new business opportunities, and advocated for the company's position at city council meetings, local and state regulatory agencies, and transit board meetings.

Laidlaw Transit Services, Scottsdale, AZ, 1999 to 2001
Area General Manager

As Area General Manager, Patrick was responsible for all aspects of Laidlaw's medical (Safe-Ride Services) and transit projects in several states including Arizona, New Mexico, Nevada, and Illinois. He provided oversight of combined annual revenues of more than \$40 million, 400 vehicles, and 700 employees. Patrick was responsible for service implementations including contract negotiation, staff hiring, leases, training, maintenance and operations, and administrative/billing coordination.

Patrick regularly worked with major clients including Value Options, AHCCCS, Indian Health Services (IHS) New Mexico Medicaid, and Medicare via HMO Salud, United Healthcare, Blue Cross, Regional Transportation Commission of Las Vegas, City of Phoenix, and City of Tucson. He managed all aspects of the operations including labor negotiations, customer relations, operations management, driver training, vehicle maintenance, safety programs, and financial management. While in this position, Patrick served as the customer's primary contact for the company and advocated for the company's position with regulatory agencies including AHCCCS, New Mexico Medicaid, and Colorado Medicaid.



Career Highlights:

Provides oversight of all para transit operations within MTM, including new business opportunities, expansions, and partnerships

Accomplished manager of leading para-transit transportation provider operations

Experienced at labor negotiations, budgeting, and financial management of successful para transit businesses

Ensures compliance to all regulatory agencies in contracted regions

Career Summary

First Transit, Houston, TX, 1997 to 1999

General Manager

As the General Manager of First Transit, Patrick managed 200 vehicles in their countywide para-transit system. He coordinated the pick-up and delivery of 2,200 disabled, elderly, and Alzheimer passengers per day utilizing 300+ employees. While serving in this role, Patrick received quarterly recognition for safety, on-time performance, and overall customer satisfaction. He managed operations to meet budgeted operational and financial goals and negotiated vendor agreements, leases, and contract extensions.

Laidlaw Transit Services, Van Nuys, CA, 1991 to 1997

Director of Operations

As Director of Operations, Patrick provided oversight of 18 of Laidlaw's public and medical transportation operations with annual revenues in excess of \$30 million. He was responsible for marketing, start-up, contractual compliance, system analysis, financial operations, management development, contract negotiations, client liaison, budgeting, billing, and implementation of Laidlaw policies and procedures. His clients included the State of California (Medi-Cal), City of Alhambra, Sunline Transit Agency, City of Burbank, City of Redondo Beach, and the City of Los Angeles.

Education

Cypress College, Cypress, CA

Business Management and Marketing coursework

University of California Berkeley Extension, Berkeley, CA

George Mason University, Fairfax, VA

Transit Leadership Development Program

Additional Information

American Public Transit Association, Salt Lake City, UT
Panelist

National Association of Pupil Transportation Member

Pancreatic Cancer Action Network Volunteer

Gilbert Mercy Hospital Volunteer

St. Vincent de Paul Society Member/Volunteer

United Blood Services Volunteer

Maricopa County Elections Department

Volunteer Marshal

Frank Ciccarella

Vice President, Safety, Training, and Security



Career Summary

Medical Transportation Management, Inc., Lake St. Louis, MO, 2010 to Present ***Vice President of Safety, Training, and Security***

As MTM's new Vice President of Safety, Training, and Security, Frank brings with him 30 years of professional transportation experience and expertise. Frank will use his knowledge to build upon MTM's training processes for MTM employees, coordinating with departments to ensure a consistent corporate approach. Another goal of his is to provide more robust and organized training for our transportation providers that they can in turn utilize to train their drivers. He will standardize our training programs for transportation providers and drivers to ensure quality and safe transportation for our passengers. Frank reports directly to Gary Richardson, CFO, to ensure coordination of this role with HR activities.

First Transit, First Vehicle Services, Divisions of First Group America, Cincinnati, OH, 2007 to 2009

Vice President, Safety and Security

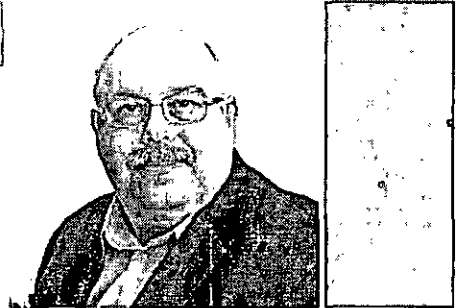
As the Vice President of Safety and Security, Frank led the integration and change management strategies for Laidlaw Transit and First Group America from October 2007 through January 2009. Frank used his transportation experience to conduct a best practices study and comparative analyses of safety practices across a dozen major transportation firms to establish a strategic plan. He was then able to develop a comprehensive approach to safety and risk management and to implement a System Safety and Security Program.

Frank created and implemented a World Class Safety program, in which risk-adverse behavior is considered a priority for every member of the organization, for more than 14,000 employees and 7,500 vehicles operating at 180 facilities across North America. From the World Class Safety program, he was able to implement strategies and programs including employee recruitment, selection, orientation, job skills training, in-service education, leadership development, and performance support systems.

Laidlaw Transit Services, Inc., Overland Park, KS, 2002 to 2007

Vice President, Safety and Security

During his time as the Vice President of Safety and Security at Laidlaw Transit, Frank created a synergistic approach to managing safety in all areas of operation and also conceptualized and created the System Safety and Security Plan to standardize operational and safety practices across 120 locations. This plan included operator recruitment, selection, and hiring procedures, new operator training programs, continuing education courses for existing operators, security planning, incident alert/crisis communication planning, compliance programs for Federal, State, and Client Regulations, and safety and training budget guidelines. This plan also included the Substance Abuse Prevention Program, Collision and Injury Prevention Program, and Employee Safety Incentive Program.



Career Highlights:

Expert in managing a \$2.2 billion passenger transportation company

Skilled in motivating teams and departments to achieve remarkable results

Experienced in large scale change management process

Passionate about reducing accidents, injuries, and risks

Frank Ciccarella

Vice President, Safety, Training, and Security



Career Summary

Laidlaw Passenger Services

National Director of Driver Development and Safety, 1995 to 2002

Northeast Regional Director of Driver Development and Safety, 1990 to 1995

Regional Safety Manager, 1989 to 1990

Additional Information

Honored with 2007 APTA Gold Award for best overall safety program

Vice Chairman of the APTA Bus Safety Committee

Gary Richardson

Chief Financial Officer



Career Summary

Medical Transportation Management, Inc., Lake St. Louis, MO, 2008 to Present *Chief Financial Officer*

Gary is the executive oversight of all finance and accounting activities for MTM. His key responsibilities and accomplishments include managing and maintaining solid relationships with the banking community. This ensures our ability to increase credit when needed and take advantage of high interest investments. He has successfully decreased our average revenue collection cycle to 20 days, allowing the cash flow to be more fluid. Gary's in-depth financial and business knowledge enables him to seek new solutions to old problems. One example of Gary's insight was his establishment of weekly contract meetings, where Gary leads discussions with each program manager to ensure financials for that program are within tolerance.

MV Transportation, Inc., Fairfield, CA, 1999 to 2008 *Chief Financial Officer*

As CFO for MV Transportation, Gary was able to expand their bank credit line from \$15M to \$85M through a series of expansions to account for their company's growth from one state with ten operating locations to twenty-six states and one hundred twenty locations. As equity is the most expensive form of capital, Gary recognized it is most cost effective to create a capital structure that secures the most funding, offers the lowest cost of capital, and maximizes return on equity. Thus, he was able to negotiate \$15M of coupon-only mezzanine debt.

Using best practices, he developed a scorecard system to benchmark performance of operating locations. Through his benchmarking, he was able to diagnose problems and develop action plans to improve struggling areas using key financial indicators. Gary also designed and organized an insurance captive that generated cash flows through tax deferrals of \$4.5M during a four year period ('04-'07). To minimize fraud and abuse, Gary launched an internal audit department within MV.

Laidlaw Transit Services, Inc., Overland Park, KS, 1995 to 1999 *Controller of Western Areas*

As controller for Laidlaw Transit Services, Gary developed an Excel budget model as an advanced user. Using this new budget, he successfully trained users. From this project, he consolidated and presented the results for one hundred twenty separate budgets. He then developed and implemented strategies, such as centralized monitoring with automated escalation processes, to maximize efficiencies within the company. This reduced the amount of day's sales outstanding which achieved annual savings of \$160K. Gary also performed an internal rate of return analysis and made recommendations on all capital expenditure decisions on approximately \$10M annually.



Career Highlights:

Extensive experience in financial management experience with large transportation contracting companies

Resourcing additional finances for company growth and expansion

Budget development of multi-million dollar operations

Analytical business executive with creative solutions to increase efficiency and cost savings

Expertise in building financial infrastructure, including people and systems, for rapidly growing companies

Education

California Certified Public Accountant

Inactive

Passed exam in one sitting

Northwestern University, Kellogg School of Business, Evanston, IL
Experienced Manager Seminar

University of California, Santa Barbara, CA
Bachelor of Science Degree in Economics with Accounting, honors

Additional Information

Vallejo Citizens Transportation Corporation - Local Motion ITS

- Board of Directors, recent member
- Mobility Risk Services

MV Transportation, Inc.

- Trustee

American Institute of Certified Public Accountants

- Financial Executives International

US Tennis Association (captained 2003 local team to Nationals in Tucson, AZ)

Jason Ellis

Director, Information Technology



Career Summary

Medical Transportation Management, Inc., Lake St. Louis, MO, 2009 to Present
Director of Information Technology

Jason serves as the Director of IT and is charged with keeping MTM's technology ahead of the curve. Jason is responsible for the evaluation, procurement, implementation, and training of the most complete automated scheduling engine able to incorporate our current technology. Jason manages the development of computer system improvements for client projects and is instrumental in the implementation of the developed computer system improvements. He works in conjunction with our VP of Business Solutions Group to meet all goals and objectives.

First Transit, North America, 2003 to 2009
Director of Transportation Technology

In his experience at First Transit, Jason was responsible for evaluating, planning, managing, and implementing new transit management software packages throughout the division. He developed the initial First Transit website for transportation contract information. He also integrated and standardized the two information technology departments to incorporate best practices and corporate purchasing agreements. Because of his expansive knowledge and ability to communicate, Jason trained new customer service center staff on the new technology with an emphasis on efficiency.

DynTek, Pulaski, VA, 2002 to 2003
Transportation Technology Manager

As the Transportation Technology Manager at DynTek, Jason was responsible for the implementation, training, and management of IT, telephonic, and professional resources that support daily transportation functions. He was to audit, revise, and execute daily procedures and data elements that streamline brokerage functions and report any needs to local and state governments. While serving in this role, Jason completed the migration from their older system to Trapeze PASS. Upon completion of that project, Jason developed an interactive web interface for trip manifest delivery, reconciliation, and booking, creating more efficient processes and cost savings.

Trapeze Software Group, Scottsdale, AZ, 1999 to 2002
Technical Products Specialist, Project Manager, Training /Implementation Specialist

During his tenure at Trapeze Software Group, Jason combined his previous technical expertise with a thorough knowledge of the entire suite of Trapeze products. He used his new knowledge-base to train end-users, carry out successful implementations, and efficiently trouble shoot software issues. Jason excelled at scheduling resources and cost management and was able to train transportation staff to proficiency on Trapeze Pass. During this time, Jason presented at both the United States and European Trapeze User Conferences.



Career Highlights:

Efficiency producer, planning for future technology and anticipating needs

Highly experienced software migration and transition specialist with government agencies

Accomplished speaker with wide range of audiences with varied levels of technological savvy individuals

Over 10 years experience training users on technology software



Jason Ellis
Director, Information Technology



Education

Northern Arizona University, Flagstaff, AZ

Bachelors of Science in Computer Information Systems, minor in English

Software Migrations for Government Agencies

Jason has installed, transitioned, upgraded software versions, or consulted at more than 60 transit or government agencies nationwide including:

- Seattle WA (King County)
- Bremerton WA
- Portland OR (TriMet)
- Salem OR (Cherriots)
- San Diego CA
- Orange County CA (OCTA)
- Eastern Contra Costa CA (Tri Delta Transit)
- Glendale AZ (City of)
- Mesa AZ (City of)
- Phoenix AZ (SafeRide)
- Denver CO (RTA)
- Colorado Springs CO
- El Paso TX
- Austin TX (CARTS)
- Austin TX (Metro)
- Wichita Transit KS
- Lawrence KS
- Milwaukee WI
- Illinois (NETSPAP)
- St Louis MO
- Little Rock AR
- New Orleans LA (RTA)
- Jefferson Parish LA
- Louisiana (DHH)
- Ozark Regional Transit MS
- Mobile AL
- Indianapolis (IndyGo) IN
- Butler County OH (BCRTA)
- Columbus OH (COTA)
- Xenia OH
- Batavia OH
- Atlanta GA (Jewish Community Transportation)
- Jacksonville FL
- Bradenton FL (Manatee County Area Transit)
- Polk County FL
- Ann Harbor MI
- West Palm Beach FL
- Miami FL
- Martin County FL
- Roanoke VA
- Arlington VA
- Pulaski VA
- Washington DC
- Newark NJ
- Las Vegas NV
- NYC Para Transit NY
- Rochester NY
- Poughkeepsie NY
- Middletown CT
- West Hartford
- Hartford CT
- Northern Kentucky KY
- Springfield MA
- Framingham MA
- Lowell MA
- Cape Cod MA
- Haverhill MA
- Cedar Rapids IA
- Providence RI
- England
- Ireland
- Denmark

Previous NET Management Experience

Hartford CT – DSS contract

- Managed the development of a proprietary web application used by network providers to receive, reject, and reconcile their assigned transportation
- Coordinated the upgrade of the State and EDS to a secure FTP process as well as electronic upload of the Ambulance Prior Authorization program data
- Developed workflow and documented procedures to perform all NET management functions within the Trapeze system including: trip entry, transportation provider least cost pricing, public transit route identification, trip reconciliation, prior authorization for ambulance, and reporting

Illinois – Statewide NETSPAP program

- Project manager and lead architect of a five year million dollar software customization to StrataGen software to meet the needs of the client for the state of Illinois Health Care and Family Services (HFS)
- Project manager and lead architect of the web features built for the NETSPAP program including: online facility trip request, standing order renewal request, and automation of the RN to State liaison review process for transportation override requests
- Coordinated with state contract supervisor to ensure all functionalities and reporting aligned with contract and state requirements for NET transportation during the two moves of the call center, including both phone and data line installation

Salem OR – Coordinated transportation

- Assisted in a system audit of the phone system to identify increased call volume and routing issues
- Consulted on the procurement of a new scheduling package for the integrated Medicaid and ADA service to RouteMatch software
- Performed consulting to improve service through transportation network monitoring and data mining which identified the need to increase fleet size

List of Members

1. Alaina Macia, Managing Member, President and CEO
2. Gary Richardson, Member
3. Lynn Griswold, Member
4. Peg Griswold, Member

STATE OF MISSOURI



Robin Carnahan
Secretary of State

**CORPORATION DIVISION
CERTIFICATE OF GOOD STANDING**

I, ROBIN CARNAHAN, Secretary of the State of Missouri, do hereby certify that the records in my office and in my care and custody reveal that

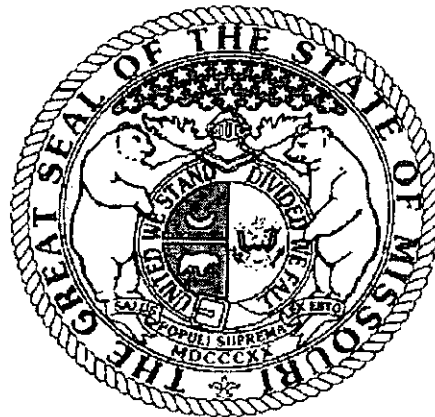
**RIDE RIGHT, LLC
LC0937700**

was created under the laws of this State on the 29th day of December, 2008, and is in good standing, having fully complied with all requirements of this office.

IN TESTIMONY WHEREOF, I have set my hand and imprinted the GREAT SEAL of the State of Missouri, on this, the 24th day of May, 2010

A handwritten signature of Robin Carnahan in cursive script.

Secretary of State



Certification Number: 12859841-1 Reference:
Verify this certificate online at <https://www.sos.mo.gov/businessentity/soskb/verify.asp>