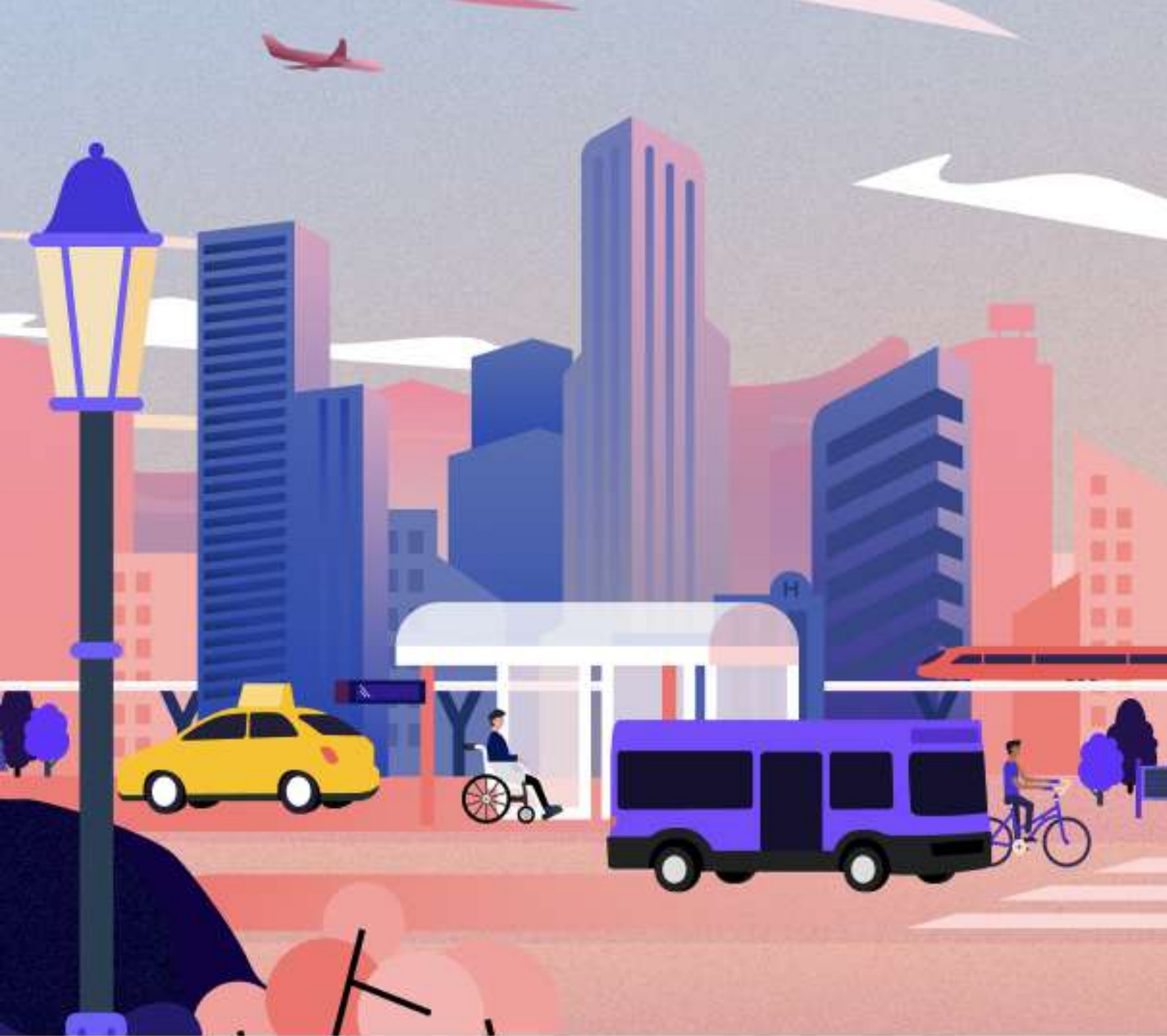




Spare Dial-a-ride: Service definition document

G-Cloud 15

spare

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About Spare Labs

Overview

200+

Service Implementations

4

Continents

3x

Ridership Growth (YoY)

Spare was founded in 2015 to **make every ride possible**. We achieve this by empowering public transit agencies with better tools to drive operational efficiencies and a superior rider experience. After eight years, 80+ integrations, and over 200 service implementations that collectively serve over 8 million (and growing) total riders, Spare is the leading provider of accessible on-demand transit platforms worldwide.



Notable highlights of Spare includes:

- Financially backed by billion-dollar investors: Mitsubishi Corporation, Inovia Capital, and Japan Airlines who believe in Spare's vision to "make every ride possible"
- Oversubscribed \$18M Series A led by Inovia Capital with other investor participation in fall 2021
- In July 2023 we received advisory services and a \$3 million conditional funding from the National Research Council of CanParatransit Industrial Research Assistance Program (NRC IRAP) to boost innovation in DRT, paratransit, and Spare's ambitious plans for building the next generation on-demand transit platform and the expansion of our innovative Open Fleets infrastructure which deepens private/public partnerships in public transit.
- As of November 2023, Spare has received \$3 million in funding through PacifiCan's Business Scale-up and Productivity program, where the funding will enable us to hire more staff, enhance our on-demand transit platform, and scale our operations.

Our Platform Technology Differentiators

There is no technology on the market quite like Spare Platform—our next generation on-demand transit software. Our solution, which includes an open API; modern, app-based rider booking process; easy to use reservations, scheduling, dispatch and communication tools; and unique routing and scheduling trip-fitting and continuous optimization algorithms has brought dramatic improvements to the rider experience and service delivery. Since powering on-demand networks with Spare, our customers have achieved incredible results:

- 99% OTP average across all of Spare's services – **across all partners**
- 5+ passengers per vehicle hour and in the first three months, hitting 9 PPVH – **Agoura Hills, California**
- 50% wait time reduction due to non-dedicated fleet integration – **Collin County Transit, Texas**
- 94-95% positive trip ratings – **across all partners**
- 50% of trips are accessible (including wheelchairs, assisted boardings, etc.) – **Mountain Line, Arizona**
- 25% of their 10,000 monthly riders commingle with Spare Platform – **Citibus, Texas**
- 95% OTP – **Pinellas Suncoast Transit Authority, Florida**

With Spare Platform, public transit agencies of any size and of any scale can plan, launch and manage Paratransit, DRT, and any type of demand response service from a single modern platform.

Service Design Tools: Built to Be Configurable

We recognize that the best technology alone is not enough to ensure success. There are too many variables at play for a "one size fits all" solution. Whether your agency is looking to deploy, fixed route, flex, deviated or a fully on-demand transit service in your region, Spare platform's versatility and configurability makes it easy to do so. Spare offers a suite of flexible, versatile and easy-to-use tools to create service zones, stop locations, service hour limits, and more. Our software is made to be used by everyone and everything from zones, services and criteria can be adjusted on the fly. In fact, the Twin Transit in Lewis County, Washington found the Spare platform so intuitive to use that they are able to double the daily output of reservations, scheduling and call taking with a single dispatcher.

Spare Engine

A strong routing and pooling algorithm is the lifeblood of a successful

Unpredictability, unforeseen scenarios

Spare's system is built to Paratransit pt to transit unpredictability. Our system offers trip negotiation abilities that empower agencies to rearrange existing rides without violating FTA rules, resulting in optimized dedicated fleets and a more efficient transit system as a whole. Over the last 6 months, Spare averages 99% OTP across all of Spare's services.

- **Global Optimization of Live Duties (GOLD):** While most platforms are designed with a batch-processing approach for optimization, Spare optimizes a service in real time using GOLD.

GOLD is Spare’s next-generation algorithm that reshuffles requests across your DRT system to optimize vehicles that are currently live (not just scheduled), including ride assignments and pooling. For example, if a vehicle breaks down, all trips matched with that vehicle will be rematched within seconds with no manual intervention required. A vehicle that has capacity will then be prioritized for those trips. This leads to overall greater efficiency for the DRT system as a whole. Spare routinely sees **over 50% efficiency gains** after implementing GOLD.

Commingling: Advanced Fleet Sharing



Lowering the cost-per-trip is ingrained in Spare’s DNA. In 2020, we pioneered the foundation of what the on-demand transit industry knows today as commingling. With commingling, our platform and engine algorithm allows transit agencies to combine different passenger types into a single, active vehicle with the ability to use that same vehicle for different types of services. This means that if you run multiple types of services (i.e. DRT and paratransit), you can choose to reduce costs with this innovative fleet-sharing feature.

Intelligent Trip Brokering

Xx

Across our 200+ on demand services, Spare has empowered **over 70 urban and rural transit partners** to launch successful DRT or DRT commingled services across four continents. These include two award-winning agencies in Texas: Citibus and Dallas Area Rapid Transit’s (DART) GoLink—one of the largest multi-modal DRT services in the world, currently operating 40+ vehicles across 30 zones. From California to Massachusetts, Spare powers user-friendly DRT and paratransit services that people want to ride, whether they are transit dependent or riders by choice.

We’re similarly proud to count among our agency partners Japan’s award-winning *KnowRoute*—the country’s first on-demand transit service. In the last two years, we have expanded to transit agencies across North America, including Florida, Texas, NevParatransit , Colorado, Missouri, Massachusetts, Service definition document - GCloud 14

Oregon, California and Minnesota. Spare is also trusted by some of the biggest automakers, including Toyota and Mitsubishi, in providing on-demand transportation services to their customers.

Why Partner with Spare ?

	Proven, trusted across 100+ transit and mobility partners Since our inception, Spare has been built from the ground-up as an on-demand software provider. Across our 200+ services launched, we've seen the challenges and opportunities for growth and innovation across many on-demand services. Whether it's building out your vision, assisting you with service planning, or sharing insights on mitigating challenges and roadblocks during implementation, our Customer Success team is with you every step of the way. Our team of launch managers, project managers, support staff, Data Science and product teams consolidate 65 launched on-demand services—possessing the skills and learnings to guide you to a successful launch. In 2021, Spare raised a Series A funding round that we've employed to further build out a truly sophisticated and intuitive on-demand transit platform. We work with the brightest and most forward-thinking transit partners to enable better cooperation between transportation providers to increase access to cost-efficient and inclusive shared rides.
	DRT software founded on flexibility and scalability Spare offers the freedom to scale with your service area. Spare Platform is our all-in-one DRT technology solution, allowing our transit partners the flexibility to scale up or down to match their service needs. New service expansions, zone configurations and additional vehicles can be set up in minutes. These vehicles can be in-house (dedicated) or third-party (non-dedicated), as Spare's software is the first in the market to facilitate real-time trip brokering to volunteer drivers, local taxi company technology like MTI, and transportation network companies (TNC)s like Lyft, Uzurv and Uber, depending on your use-case and regional availability. We've seen this model used successfully with several of our agency partners in both rural and urban areas. Through their time with Spare, Dallas Area Rapid Transit (DART) has grown their award-winning GoLink service from 4 zones into 30+ zones today—North America's largest on-demand service. On the other hand, other agencies leverage Spare's self-serve, intuitive administrator tools to quickly launch new, smaller services based on the characteristics and needs of the region and its residents. For example: • During the height of the pandemic, customers like StarTran in Lincoln, NE launched vaccine services in just a few days with Spare • Citibus in Lubbock, TX launched specific services for a county fair in 2 days

	• RVTB in Oregon launched an emergency transit service for those displaced by the summer's wildfires in less than a day
	A true partnership that emphasizes your riders above all else With Spare, you'll receive a true partnership focused on your riders. As transit-users ourselves—whether by choice or transit-dependent—we know how much better public transit can be, particularly in low density rural regions, typical of a 'transit desert', or with household demographics that either have no (or little) access to vehicles. These regions can significantly benefit from a local, flexible transit option like on-demand transit. Spare's Customer Success and Data Science teams can help you through service simulation studies or in helping map out the transit deserts in your community requiring adjustment to better serve your community.
	Laser focused on ridership growth and service efficiency From launching pilots to a long-term partnership, Spare is data-driven and values a philosophy of continuous improvement, both internally and externally for our transit partners. Our transit professionals are dedicated to improving our partner's on-demand services by increasing efficiency. For example, since partnering with Spare, Collin County Transit in McKinney, Texas has grown their on-demand service from under 150 boardings per week at launch to over 500 boardings per week to-date. The results are clear. Across all of our services, proven DRT metrics include: • 71% of DRT providers have achieved 2.5 passenger per vehicle hour (PPVH) or greater • Minnesota Valley Transit Authority has increased its pooling rate from 10% to 40% since launching with Spare for their DRT services • 60% of trips are booked through the Spare Rider app, with most of the remaining 40% through the admin panel, Spare Launch. This attests to Spare's experience growing ridership on DRT services and the simplicity of our user-friendly rider-facing applications (Spare Rider app and Web Booker)
	Mission driven, net-zero company that cares about the future of transportation Every member of Spare is committed to making an impact through accessible, equitable transportation. It extends beyond our products—it is part of our company culture. Spare's 2022 Impact Report, available to be read here, highlights Spare's work in social impact, ethical and inclusive growth, data responsibility and environmental sustainability as a net zero organization. We not only slow climate change, but we also improve social equity and reduce social isolation among communities through our on-demand software

	technology. In the last 4 years, we’ve directly emitted 228 tonnes CO2e, and yet we've helped the transportation sector avoid over 1,300 tonnes CO2e.
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Spare and Partnerships

Partnership Vision

Spare’s mission is to make every ride possible. To fulfill this vision, Spare views the future of the mobility industry as one that’s connected—not fragmented. That’s why Spare’s cloud-based software was intentionally built on an open API—Spare Open API. This gives our transit agency and transportation partners access to a robust platform that can deliver holistic, rider-centric, and cost-efficient transit services.



Build your ideal transit tech stack	Break vendor lock-in	The future of mobility is open
Spare is the software layer that can empower you to build your perfect transit tech stack and operator configuration. Our commitment to an open ecosystem approach eliminates	Spare’s cloud infrastructure and subscription model is purpose-built for you to invest in only the products you need, and the integrations that make sense in your region. We partner with	Spare’s Open API, unlike most software vendors on the market, makes its API public, which allows for seamless integration and interoperability. In our eyes, an open ecosystem is the future

the weight of an irrelevant legacy code-base that has traditionally slowed down innovation in the mobility industry. We're focused instead on working with each transit customer to decide on what integrations and partners make the most sense for your communities.	transit operators, local taxi companies, TNCs, Mobility-as-a-Service applications, mobile ticketing, fare payment processors, fixed-route software vendors, and more, so that flexibility and change is always at your fingertips.	of mobility, and we've built our platform, its APIs, and our partnerships to guide our customers to what we've coined as 'Mobility 2.0'. Looking forward, we will expand our partner ecosystem with emerging transit technologies, such as autonomous vehicles and electrification.
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Creative Industry Partnerships

	Dallas Area Rapid Transit GoLink: Partnerships with TNCs and Kuba Spare's first software partnership was the most innovative in the transit industry for its time. We integrated with DART's vendor Kuba (formerly Unwire), a Danish company and the front-end developer of the GoPass MaaS app. This integration enabled DART's award-winning DRT service, GoLink, to connect with its fixed route train and bus services, winning the APTA Innovation Award in 2019. DART's DRT service has evolved to become one of the largest providers of on demand transit in North America, with 30,000+ rides per month across 30+ active services. The partnership between Kuba, Spare and DART offers a complete multimodal travel planner app where riders can plan, book and pay for their trip. Through Spare's unique Open Fleets module, DART recently included non-dedicated service providers (NDSPs) in its service to broaden the number of rides DART can deliver. These NDSPs are natively integrated with the Spare Platform and include local taxis, Lyft, and Uber resulting in shorter travel times, wait times and high rider satisfaction.
	GATRA GO United and National Express Service Partnerships Since 2020, Spare and National Express (NEXT) have been collaborating to deliver the successful GATRA GO United, an on-demand, same day, affordable and accessible transit to residents of Greater Attleboro-Taunton Regional Transit Authority (GATRA). Through a fruitful partnership, Spare, NEXT and GATRA have delivered over 50,000 trips, covered over 470,000

	miles, and grown ridership by over 170%. Through a competitive bid process, Spare will serve as the 'one-stop-shop' vendor for GATRA. Moving from five software providers to one, Spare will power DRT, paratransit and NEMT across all of the GATRA services: GATRA Go Connect, GATRA Go Explore, GATRA Go Coastline, and additional services with the Councils on Aging and Dial-a-Ride. Spare also delivers service with TransDev, First Transit, MTM, MV, BTS, and many other operators across North America as part of our growing partner portfolio.
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Building Out Your DRT Vision with Spare

Spare Platform's DRT technology is designed to solve the challenges that many communities often face. A summary of what they are and Spare's software solution is described below.

Improving mobility in areas with low population density

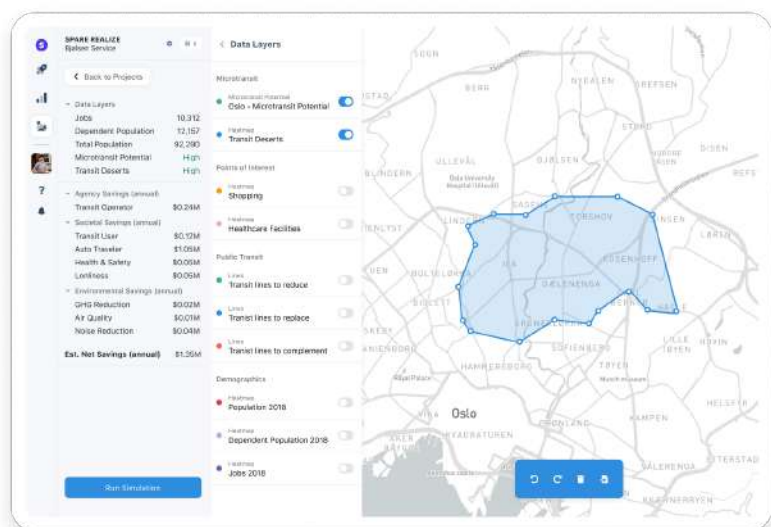
Cities and communities with low population density, or little to no existing public transit infrastructure, can not only be a challenge for residents and their daily travel needs, but it can be a good opportunity for introducing on-demand service. This lack of transit coverage is often related to:

- **Areas with low density:** low residential or commercial density, located in either an urban zone or rural zone
- **An employment center outside the town:** industrial area or business park
- **A newly developed area:** residential or commercial
- **An area with difficult topography:** narrow streets and steep inclines, typically where a large bus cannot service

A flexible, on-demand service can serve as a local travel option for household residents who either have no private vehicle or as an alternative to traveling in private vehicles.

Across our 65+ DRT services, we have a strong rural and urban operational know-how. Spare understands that a fixed route is often not sufficient to connect large and sparse rural communities. We help our partners address service gaps and launch flexible and customizable on demand services that strengthen commuter routes by providing connectivity for residents and visitors who live beyond walking distance of fixed-route stops to get where they need to go.

To address service gaps, Spare's Data Science team can run service simulations with Realize—our transportation network simulation tool—to uncover meaningful data that can help with planning the zones, stops and overall parameters of a DRT service. We also have a Strategic Partnerships Manager who works closely with all of Spare's partners to deliver a holistic, integrated transit experience from fare payment processors and MaaS applications to mobile ticketing providers. Spare is also the only on-demand transit

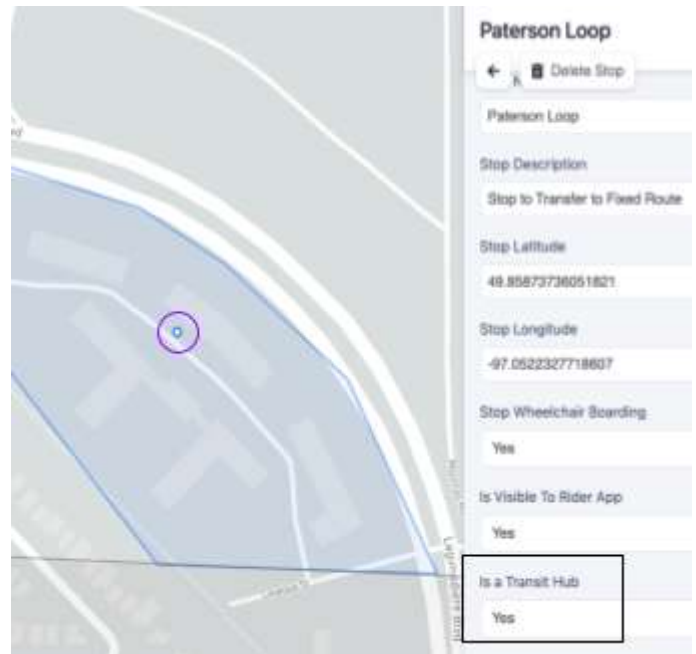


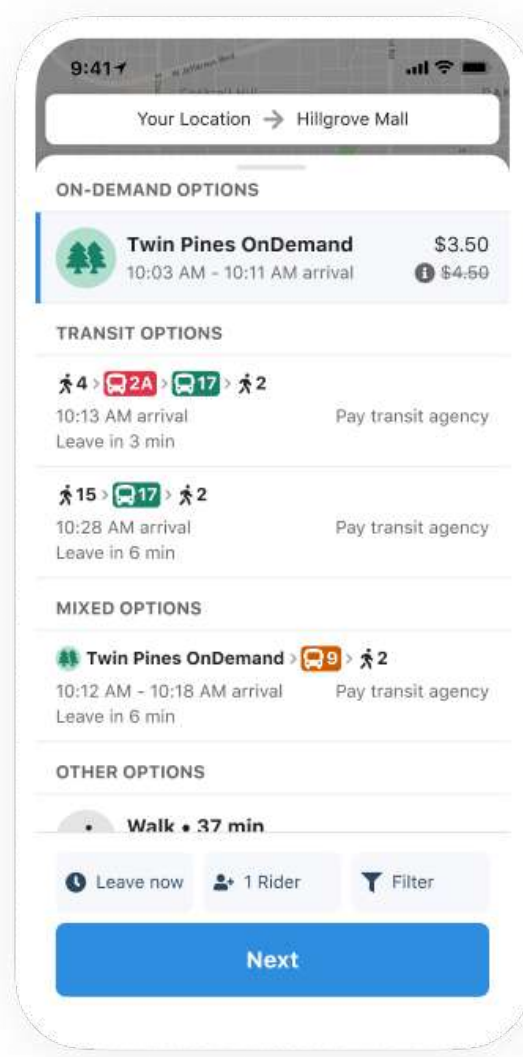
solution designed to help our partners manage multiple fleets, regardless of who is operating them—all from a single platform.

Increasing transit access for all: first and last-mile

Every city and region is different. Even though high-quality, high-frequency transit is available, there are residents living farther away from transit hubs that do not have the same access to the infrastructure already built. Spare's vision is to make every ride possible, so that transit is accessible for all. Our platform's multi-modal planning solution offers many advantages that traditional multimodal solutions do not to increase effective first mile/last mile (FMLM) connectivity. These include:

- First and last-mile transit:** Spare's planning solution is there to assist riders at both ends of their journey. While many solutions on the market only enable first-mile journeys, Spare's trip planner gives riders the option to request a demand response vehicle to collect them from a fixed route stop to seamlessly complete their journey.
- Designate your transit hubs:** Not all fixed route stops are suited for on-demand transfers. This is not the case with Spare Platform. Our system allows agencies to easily designate specific stops as a 'Transit Hub'. This makes it easy for riders to travel from fixed route to on-demand to increase the accuracy and user experience of their transit connection.
- Show walking direction to the exact bus bay:** Spare's user friendly rider app interface ensures riders have walking directions to the exact location for fixed route connection. For example, in a bus loop with many bus bays, the Spare Rider app directs the rider to the correct bay to meet their fixed route connection. The accuracy and precision of this capability helps eliminate confusion and overall timing, resulting in a better passenger experience.
- Empower your riders:** Spare provides riders with the information they need to choose the right journey for them. Riders are able to sort transit options by pickup time, number of transfers and overall trip cost.
- Accurate estimated time of arrival (ETA):** Spare uses real time on-demand vehicle locations and traffic data when estimating total journey time.





Spare's experience building first and last-mile transit is proven. Our software solution powers the largest North American FMLM-type transit services in Dallas, Texas. GoLink–Dallas Area Rapid Transit's award-winning DRT service covers 13 cities and connects urban, suburban and rural residents with its fixed route train and bus services. It offers a complete multi-modal travel planner app where riders can plan, book and pay for their trip. Spare is confident in our ability to help your agency design a FMLM service zone with multi-modal options for riders.

Cut costs while improving ridership growth

The cost-per-trip for running a fixed route public transit service can be extremely high. When you pair that with a city or region where such infrastructure exists that no one rides, it is incredibly inefficient. Spare has helped many transit agencies replace underperforming fixed routes with demand response transit or supercharge their existing commuter routes with a flexible, on-demand transit option. For

example, Spare has helped consolidate—also known as commingle—several categories of demand response services, including DRT, Paratransit, NEMT or medicaid service, volunteer programs, etc., using the same fleet of vehicles to efficiently pool rides. Across Spare's on-demand services:

- **71% of DRT providers** have achieved **2.5 PPVH or greater**
- Cheyenne Transit Program service in Wyoming witnesses a **28% commingling rate** and **57% pooling rates**

Spare dramatically improves efficiency by providing Spare's customers multiple tools to streamline your DRT operation. We regularly see DRT services delivering high PPVH when the following features and capabilities are used:

- **Optimized Stops:** Using optimized stops means that service in this zone will select the optimal pick-up or drop-off locations from your list of designated stops, based on the vehicle's trip itinerary. The optimal pick-up and/or drop-off stops may not be the closest stops to a passenger's pick-up or drop-off locations, but it will be **more efficient for the DRT system as a whole**. For instance, Spare Engine may select a pickup stop slightly farther away from the passenger's pickup location if it will improve overall efficiency for a vehicle's passengers.
- **Utilizing Transit Hubs:** Often DRT services are set up as first and last-mile systems. By using Spare's "Transit Hubs" feature, certain stops can be designated as appropriate locations for riders to transition to a fixed route. Using Spare's multi-modal features that are built for public transit, Spare's customers can avoid overlapping DRT with fixed routes, while ensuring high efficiency with smaller zones. Spare powers the largest multi-modal DRT service 'Go Link' in North America in Dallas, Texas.
- **Global Optimization of Live Duties (GOLD):** While most platforms are designed with a batch-processing approach for optimization, Spare optimizes a service in real time using GOLD. GOLD is Spare's next-generation algorithm that reshuffles requests across your DRT system to optimize vehicles that are currently live (not just scheduled), including ride assignments and pooling. For example, if a vehicle breaks down, all trips matched with that vehicle will be rematched within seconds with no manual intervention required. A vehicle that has capacity will then be prioritized for those trips. This leads to overall greater efficiency for the DRT system as a whole. Spare routinely sees **over 50% efficiency gains** after implementing GOLD.
- **Fleet Level Efficiency Controls:** Spare gives agencies control over the extent to which pooling levels are permitted—ensuring high efficiency, without decreasing rider satisfaction. Spare's customers can configure the level of Detour Flexibility (see figure below), which gives your team control over how long a rider is in the vehicle while maximizing pooling within those parameters.

System Efficiency Ratio



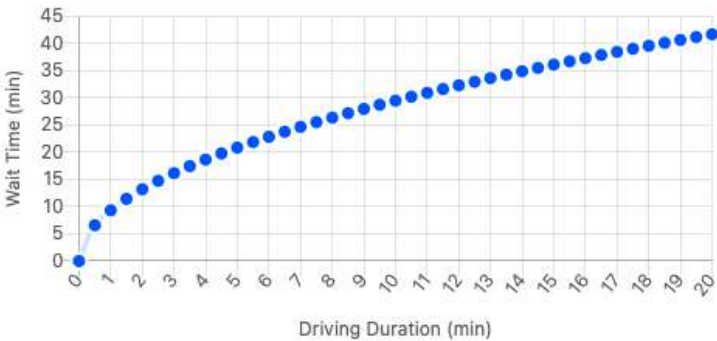
This advanced configuration is used to adjust how much the Spare Engine will optimize towards system efficiency rather than rider experience.

Wait Time Vs Detour Time



This advanced configuration is used to adjust how much the Spare Engine will optimize towards wait time vs detour time.

Graphs



Replacing or complementing fixed route networks

Medicine Hat Transit in Alberta struggled with many of the same transportation challenges other small cities in CanParatransit and the United States faced: ridership on existing fixed-route evening buses was low, making them expensive to operate. Fixed-route evening service was slow and infrequent, negatively impacting the overall passenger experience. Medicine Hat residents were unfamiliar with the on-demand concept prior to the launch of the on-demand service MHTnow.

Since launching with Spare, MHTnow **boosted weekday evening ridership** for employee commuters **by 10%**. There was a reduction in the number of miles traveled, while pooled trips and boardings per vehicle hour increased within its operations.

Advanced, shared-ride commingling

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

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

Spare Platform for DRT and Paratransit

Spare understands the rapidly changing regulations transit agencies face in providing compliant demand response programs. To date, Spare powers more than 25 paratransit services across North America ranging from small and mid-market, to enterprise. Amongst these paratransit clients, the average on-time-performance (OTP) across all our paratransit services has remained stable at 98% over the last six months. In addition, 89% of paratransit providers increased passengers per vehicle hour (PPVH) within three months of launching with Spare, and 94% of paratransit providers increased PPVH within six months of launch.

Spare simplifies the process of Paratransit compliance by making it more automatic. Spare Platform modernizes paratransit features to help agencies satisfy the +/- 1 hour booking rule, 3/4 mile rule, 30 minute pickup window, accommodating demand with the fleets' size, and more. Subscription (recurring trips) can be created with start and end dates, in addition to a range of other granular configurations (see figure to the right).

Recurring Trip Details

Rider

Quinn Rider

Service

Victoria GoGo

Payment Method

-

Requested Pickup Address

Beacon Hill Park Roundabout

Requested Dropoff Address

The Bay Centre - South Entrance

Passengers

1 Adult

1 Personal Care Attendant

Accessibility Features

1 Wheelchair

Notes

D2D rider, WAV, PCA. Second door on right. Ring doorbell.

Repeat on

M, W, F

Begin on

Mon, Feb 22, 2021

Repeat until

Mon, Apr 12, 2021

Request Time

Arrive by 3:00 PM

Return Request Time

Leave at 5:00 PM

Exceptions

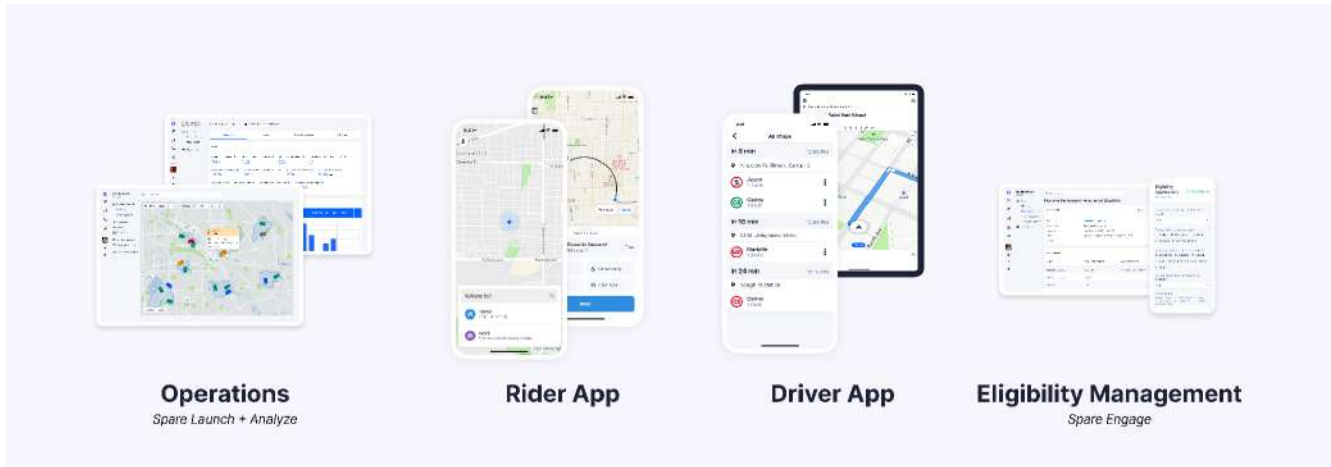
DATE	OUTBOUND REQUEST	RETURN REQUEST
Mon, Mar 1, 2021	No	No
Wed, Mar 3, 2021	Yes	No
Wed, Jun 30, 2021	No	No
Fri, Jul 2, 2021	No	No

Status

Active

Service Level

Door to Door



Spare Platform is a cloud-based software-as-a-service (SaaS) solution. It is a single, comprehensive software solution used to modernize the way transit agencies design and implement future-forward Paratransit, DRT, and any type of shared-ride demand response service.

Spare Platform comprises three core components (shown in the image above): rider-facing applications (mobile and web browser) called Spare Rider, driver-facing applications called Spare Driver, and a web-based platform running operations, reporting and analytics called Spare Launch and Spare Analyze.

What binds all of these modules together are three core technologies that make up the foundation of our paratransit software and sets Spare apart:

- Spare Open API:** The Spare Open API allows other systems to easily interface with the Spare platform, a drastic difference compared to other solutions on the market. An Open API platform can bring a wealth of benefits, such as integration opportunities with transit aggregators like the GoPass app, Transit app, Google Maps, Citymapper, and more. The Spare Open API is available at sparelabs.com/docs.
- Spare Engine:** Our advanced AI-powered routing and scheduling algorithm that leverages the latest developments in big data, machine learning, and artificial intelligence to drive cost and efficiency improvements. Fleet utilization is at the core of everything that Spare does from an engine's perspective. Our powerful engine optimizes in real-time on all vehicles, taking into account regional travel patterns, open traffic data, vehicle resource allocation, demand and past trips; adheres to service specifications set by the transit agency, and continually learns, improves, and adjusts trips to maximize dedicated fleet resources. The longer the system operates, the smarter the routing engine becomes—reducing wait times and optimizing the system for higher passenger throughput.
- Spare Open Fleets:** Our software's underlying infrastructure that connects trip demand to any fleet provider that you use. Unlike any other, Open Fleets is the driving force behind an open ecosystem that strengthens and complements public transit systems. The Spare Open API allows

other systems to easily interface with the Spare platform, enabling this proven Open Fleets approach.

Spare platform is ideal for solving first and last-mile, transit deserts, and lack of mobility access in rural, suburban, and urban communities.

At a high-level, the remaining core components include:

- **Rider-Facing Interfaces: Mobile App and Web Booker (Spare Rider and Rider Web).** A customer-facing smartphone application available on iOS and Android apps, Spare Rider is used by passengers to plan and execute their trips. Passengers can create client accounts, manage their user profile, and book and manage trips on Spare-powered services. Spare's customers will receive a white-labeled Rider app, giving passengers a cohesive rider experience across all your agency-branded services.
- **Customer Management Tool. (Spare Engage).** A centralized, digital customer management and eligibility tool that houses rider profiles (e.g. into segments/groups) and automates the paratransit eligibility process.
- **Mission Control (Spare Launch + Spare Analyze).** The Spare Launch and Analyze admin portals provide administrators real-time and historical overviews of system performance, system management, and passenger and vehicle management. These modules enable full access to all data and big data analytics, in real-time—so that Spare's customers can make swift decisions about your service at all times. Spare Analyze offers a data collection and reporting dashboard for National Transit Database reporting and real-time service performance data, such as heat maps and service/fleet/trip search analytics.
- **Driver/Operator Navigation App (Spare Driver).** The Driver application will be where drivers sign in and receive real-time, turn-by-turn trip instructions and information related to their zones, pickups and stops. Spare Driver is available on MDT/tablet devices and communicates directly with the Spare Platform.
- **Fares: Payment and Collection (Spare Pay).** The Spare Pay module can be used to handle a number of digital fare collection methods, including cash, credit card, prepaid debit cards, and transit ticketing systems (such as GoPass and Hopthru). Spare Pay can also be used to give permanent or promotional discounts to specific user segments and support unbanked riders.

Rider Freedom & Equity: Booking Rides with Spare Rider



Spare Rider: Customer-Facing Application

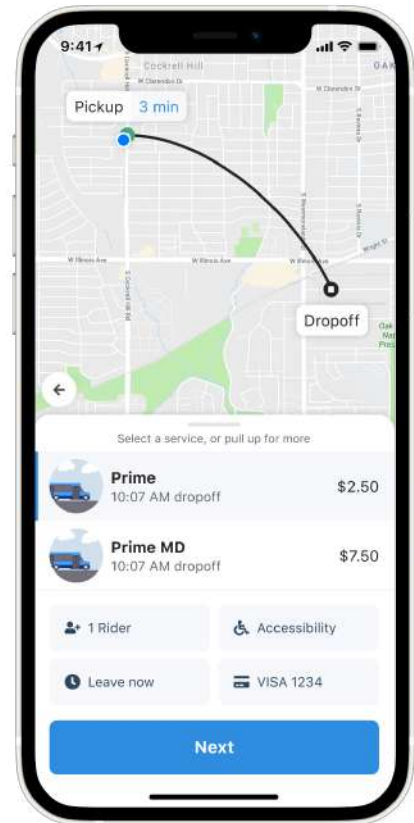
Spare Rider was created with the goal to improve the rider experience, whether that's through a rider app, web booking portal, or by calling in to a provider's dispatch team.

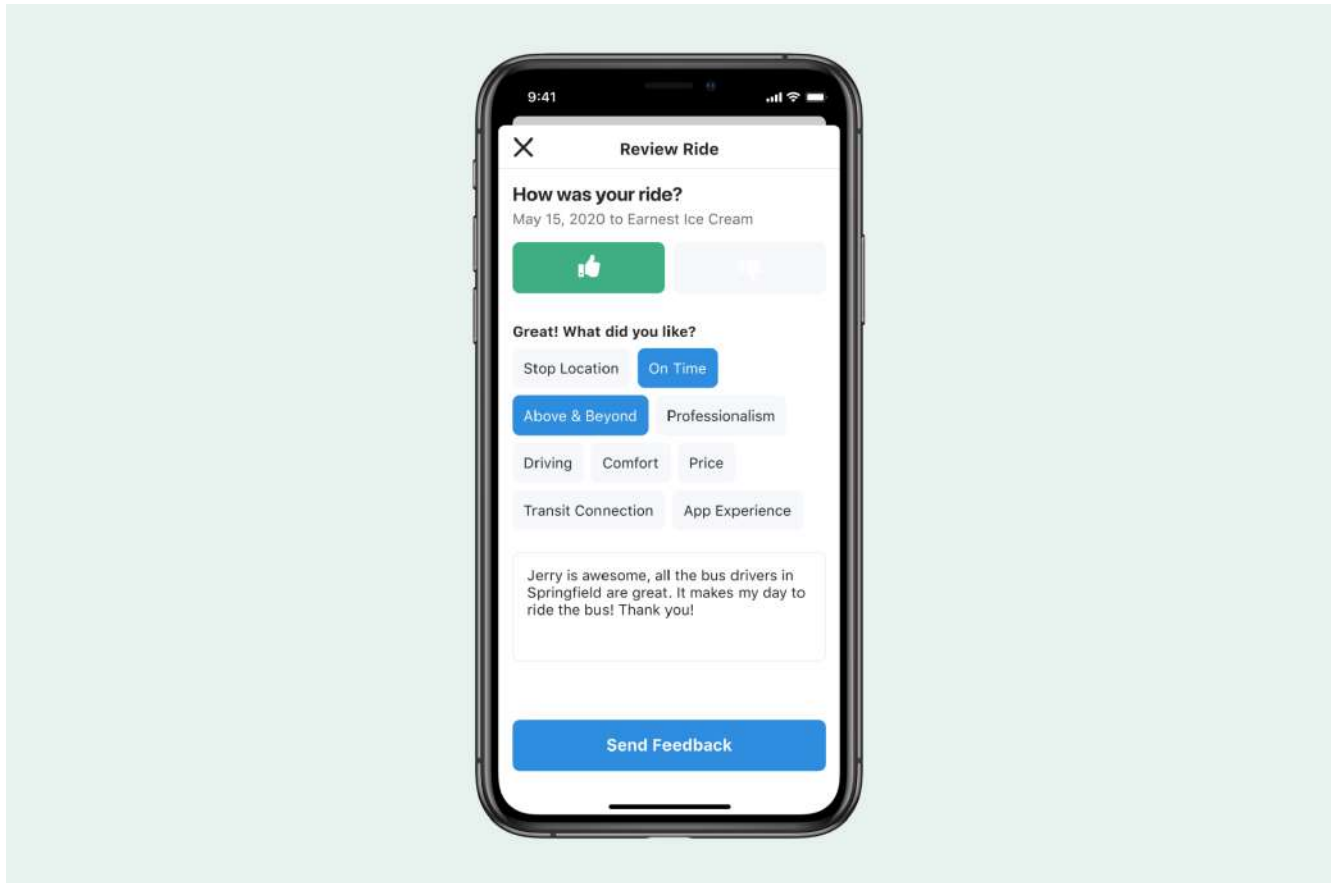
Spare Rider App: Mobile Application

Free to download for any rider, the Spare Rider app's sleek user interface and intuitive one-tap booking process, allows riders to

plan, book, and pay for rides through transit services powered by Spare Platform. Spare's customers will receive a white labeled/branded Spare Rider app, giving passengers a cohesive customer experience across all your transit services. Key **features/capabilities** and **benefits** to highlight include:

- Real-Time Trip Notifications and Vehicle ETA.** Riders will receive real-time vehicle location and trip updates so that they are **empowered with everything they need to know about their trip request**—from the driver ETA to the pick-up and drop-off locations and vehicle attributes, such as license plate, make and color of the vehicle.
- Accessibility Options:** Lack of transit access has harmful effects on those who rely on public transit—particularly those who are older, low-income, or have disabilities. As a result, the Spare Rider app supports iOS and Android accessibility features, such as live text-to-voice, so that **riders who are impaired have the same access to on-demand transit**. On the administrator-side, our accessibility options list is customizable by Spare's customers. This includes wheelchair accessibility, small child accessibility, door-to-door access, and more for **easy configuration**.
- Intuitive Search:** Riders select pick-up and drop-off points through searching for street address, point of interest, a displayed map with pin drop, or based on the user's currently detected location, making **trip planning incredibly easy and efficient**. Riders can also request a wheelchair accessible vehicle.
- Managing Rider Accounts:** The app allows riders to automatically create user accounts, including basic information (i.e. favorite locations, home/work addresses) and payment processing via credit, debit or other popular payment methods. The user interface is designed to be **easy-to-use** and as Spare collects rider data, our system begins to **build better routes for vehicles** over time based on information gathered on the rider and the region it's operating in.
- Rider Reviews for Continuous Feedback:** Riders departing the vehicle can be prompted to review their ride based on the experience of the trip, so that a **feedback loop is continuous** for the service, its riders and drivers. Within Spare Launch, administrators can enable Rider Reviews to allow riders to provide in-app feedback and ratings for the trip or driver. Administrators can also enable Rider Surveys to **glean deeper insights into a service** for future adjustments to the service, including minor parameter changes, like reducing detour times, adding more virtual stops, or adding vehicles or expansions.

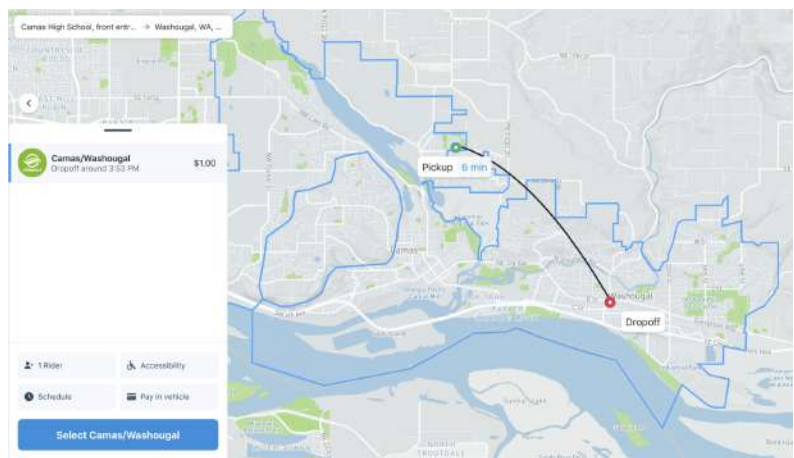




Spare Rider Web: Web Booker

Designed to mirror the functionality of the Spare Rider app, Spare Rider Web is the customer-facing app that allows riders who prefer to book trips in a web portal or do not have access to a smartphone to register, plan, book and pay for their trips. Riders can receive trip details by email, SMS, or in-app push notifications.

The Spare-powered service, the Current, replaced C-Tran's nearly 20 year old DRT service in Vancouver, Washington. The new on-demand service enables their ridership to travel from smaller, more rural cities surrounding Vancouver into downtown or vice versa.



Calling In to a Reservationist

Riders using the on-demand service can opt to call in to a reservationist. While the agent is on the phone with the rider, they can provide **real time updates**, including ETA of the vehicle, vehicle type, driver name, expected duration of the trip and more. Through **Spare's Delayed/Early Trip Notifications**, these

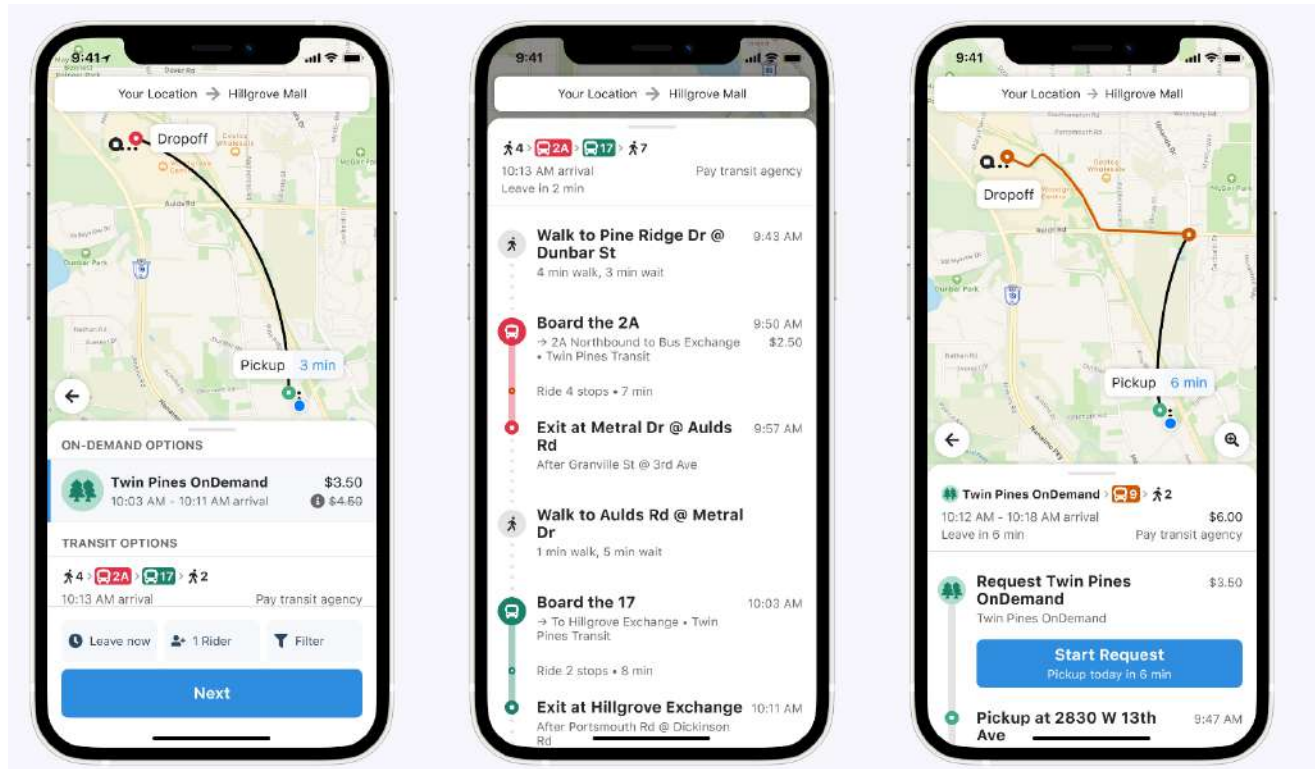
riders who tend to book Spare-powered services over the phone will receive ETA updates through the phone as well. This feature paints an accurate picture to riders who book through calling in without having to contact administrators to find out where a late ride is—saving time for dispatchers and providing more peace of mind for riders.

Spare has created an easy to use interface for dispatchers to save time and increase productivity. A highly intuitive visual interface helps dispatchers and booking agents be more efficient in their day-to-day interactions of operating a DRT service, and puts them in a position to provide reliable information to a customer. An agent can confirm ETA and driver/vehicle information immediately, which is valuable in real time booking scenarios. This includes:

- Trip estimates **displayed in seconds**
- More than **50% reduction in reservation time** – Spare replaced Paraplan's paratransit software and since then, our partner agency Cheyenne Transit Program (CTP) in Wyoming has noted that Spare's call center capabilities are built in such a user intuitive way that they are seeing a 50% reduction in time spent on calls when reserving trips
- Visual map validation of pickup and drop-off points
- Automatic checks to ensure geographical location and pick up/drop-off time is within the parameters set by the agency
- Rider Type, Accessibility features and Notes can be saved to the rider profile and autofilled so that **information does not need not be entered twice**
- **Save time searching for addresses** when booking a trip – recent address suggestions will appear in the address bar based on the rider's recent trips and frequently visited locations. Your dispatchers can spend less time on the phone searching for a particular address which is a better experience for them and your riders.

The screenshot displays the Spare Labs booking interface. On the left, the 'Pickup Location' section shows 'Vancouver International Airport - 3211 Grant McConachie Way, I' and '3211 Grant McConachie Way' with their respective addresses. Below this, the 'Leave Time' section has a radio button for 'Leave as soon as possible' and two dropdown menus for 'Schedule request to leave at' and 'Schedule request to arrive by'. The 'Passengers' section shows counts for Adult (0), Senior (0), Student (0), and Personal Care Attendant (0). On the right, the 'Trip Details' section shows a 'Microtransit multi-modal' trip for \$3.15. It includes estimated pickup and dropoff times (1:14 AM and 1:43 AM) and a map showing the route from YVR to Richmond. A '12 min after requested leave time' warning is also present.

See It All: Viewing the Complete Trip with Spare Multimodal



Every city and region is different. Even when high-quality, high-frequency transit is available, there are residents living farther away from transit hubs that do not have the same access to the established infrastructure. Spare's vision is to make every ride possible, so that transit is accessible for all. Our platform's multimodal planning solution offers many advantages that traditional multimodal solutions do not to **increase effective first and last-mile connectivity**.

Spare Rider can present multiple travel modes and manage entire journeys—not just individual trips. Riders can view multimodal options (fixed route and on-demand) in Spare Rider, resulting in an **integrated transit experience for riders that's connected, not fragmented**. In addition, Spare supports GTFS-RT, an extension of GTFS, which brings real-time trip data to riders taking their multimodal journey. This allows for better integration of services where riders can seamlessly transfer from agency vehicles to conventional transit service and back again, based on their abilities and with confidence in the timing of their connections.

Spare platform is purpose-built to support open standards such as GOFs and GTFS-Flex. As providers of paratransit, on-demand and any type of demand response service, Spare is the only mobility management platform that offers a public-facing API to enable partners to develop complementary solutions.

Spare Multimodal gives riders the information they need to choose the right journey for them. Key **features/capabilities** and its **benefits** to highlight include:

First and Last-Mile Transit

Spare's planning solution is there to **assist riders at both ends** of their journey. While many solutions on the market only enable first-mile journeys, Spare's trip planner can be configured so that a vehicle is waiting to collect a rider from a fixed route stop to seamlessly complete their journey.

Complete End to End Journey Planning

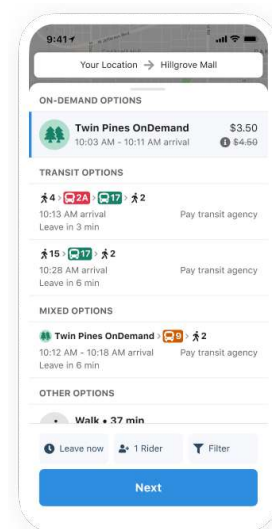
Unlike some solutions that only provide fixed route options within the DRT service zone, Spare's multimodal trip planning solution **provides details on all transfers required** until the final destination, even if it falls outside the DRT service zone.

Guarantee Connections to High-Frequency Transit Hubs

Spare guarantees connections by routing rides through high-frequency transit hubs. Within these travel hubs, not all fixed route stops are suited for on-demand and not the case with Spare Platform. To make the passenger smooth as possible, Spare platform allows agencies to stops as a 'Transit Hub'. Riders can connect between a to a requested, on-demand vehicle to **increase the experience** of their transit connection.

Walking Directions to the Exact Location

Spare's user-friendly multimodal app interface ensures **walking directions to the exact location** for fixed route example, in a bus loop with many bus bays, the Spare Rider rider to the correct bay to meet their fixed route accuracy and precision of this capability helps **eliminate overall timing**, resulting in a better passenger experience.

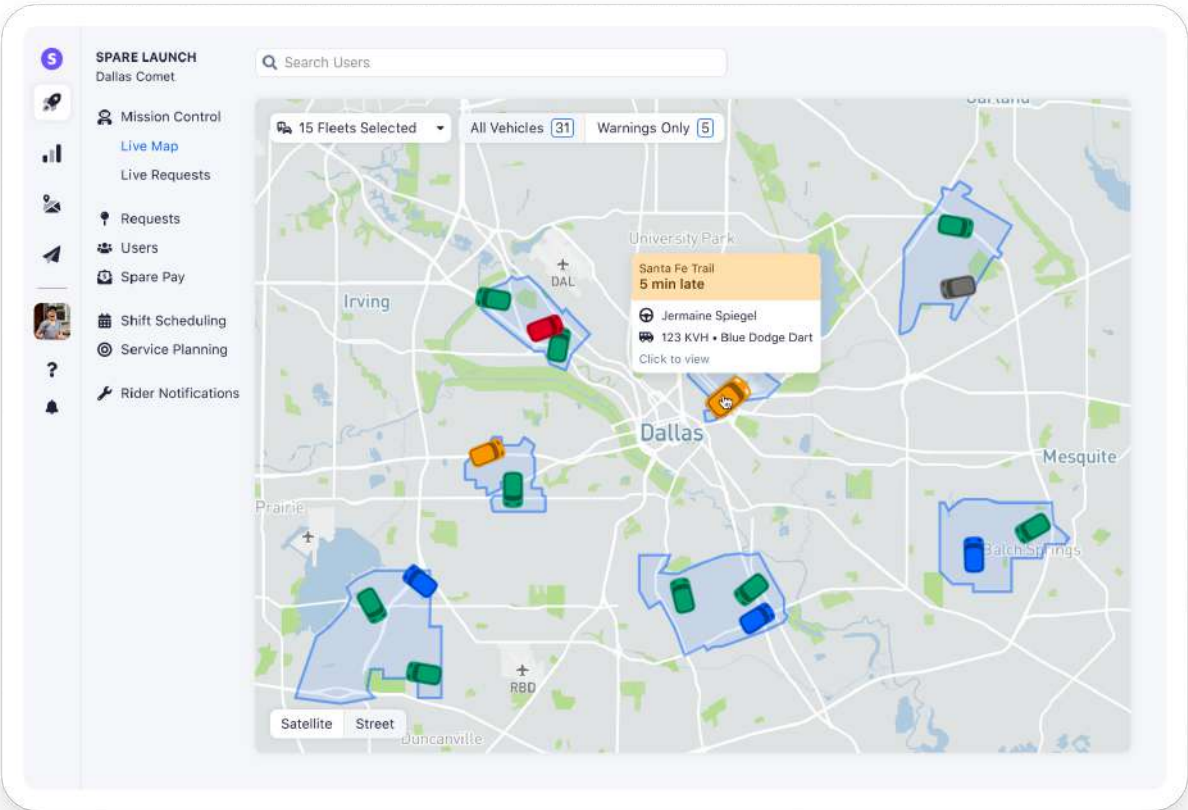


This is experience as designate specific fixed route service **accuracy and user**

riders have connection. For app directs the connection. The **confusion and**

Spare's experience building first and last-mile transit is proven. Spare powers the largest North American first and last-mile type transit services in Dallas, Texas. GoLink–Dallas Area Rapid Transit's award-winning DRT service covers 13 cities and connects urban, suburban and rural residents with its fixed route train and bus services. It offers a complete multi-modal travel planner app where riders can plan, book and pay for their trip. Spare is confident that we can help your agency design a service zone with multi-modal options for riders.

Mission Control: Operating Your Service with Spare Launch



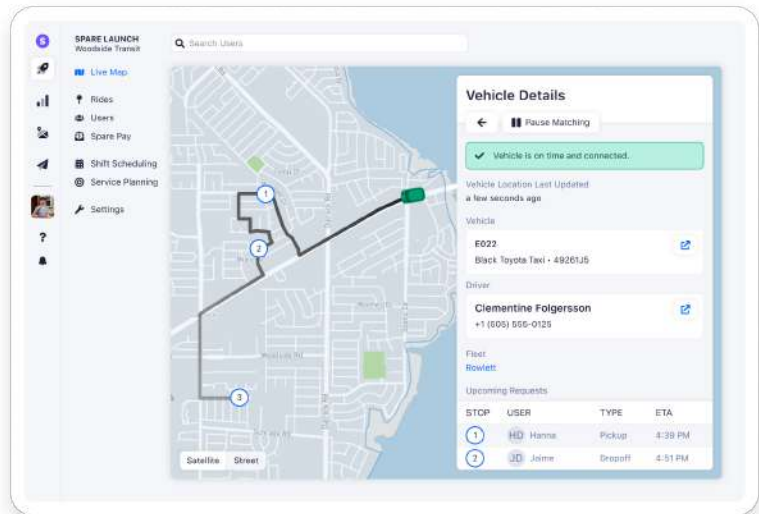
Spare Launch: Your Mission Control Center

Spare Launch was created with the goal of lowering cost-per-trip and increasing ridership. This means helping transit agencies like yours to be more efficient with the resources you already have- including operational staff, agency-owned or contracted vehicles and more.

Spare Launch is your **home base for on-demand operations**. Spare Launch is where Spare's customers will set-up, run, and monitor your on-demand service. The Service Planning and Shift Scheduling modules serve as the dispatcher and administrator-facing applications where agency staff can create service zone(s), specific transit stop locations, set the operational time limit, set driver shifts, track vehicles, book, and schedule trips based on requests, and more.

Key **features/capabilities** and **benefits** to highlight include:

- Live Map:** Administrators and dispatchers can view vehicle movement in real-time, and the vehicles represent the drivers that you currently have on duty. Vehicles are color-coded by green, yellow, red, blue, gray and white to communicate vehicle status (i.e. on-time, 2-10 minutes late, >10 minutes late, idle with no trips, paused or unmatchable, or on a driver break), so that **administrators have a 'bird eye view' of the transit system at all times.**



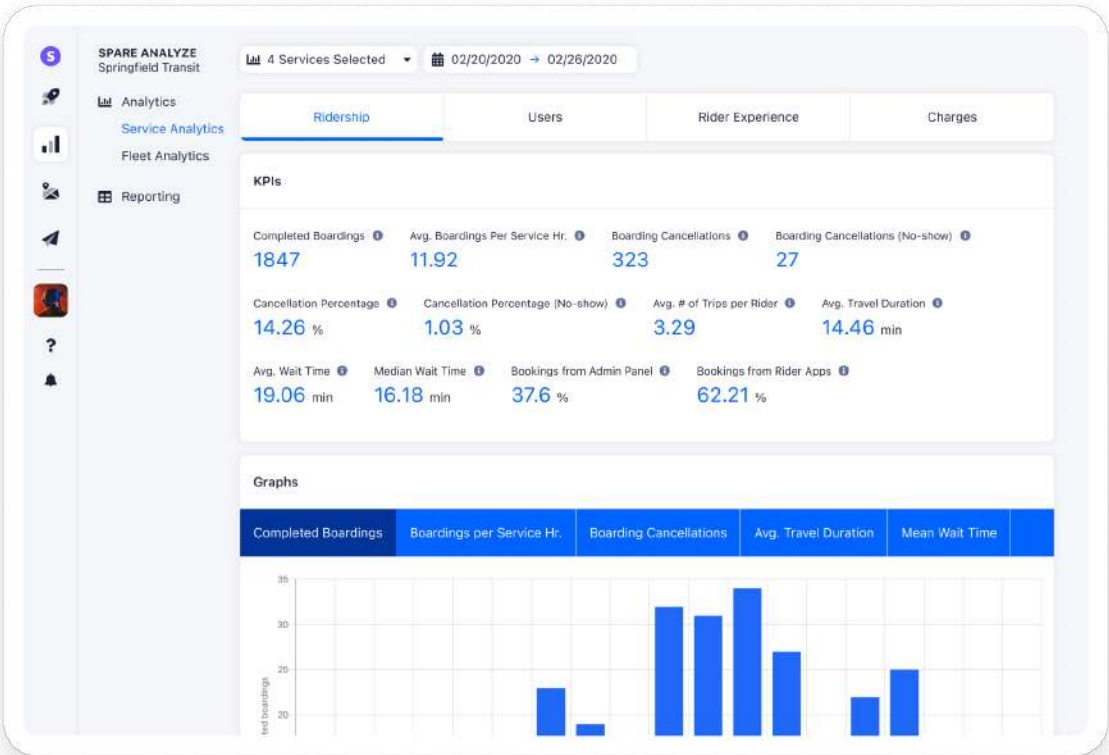
- Service Setup:** Setting up a service is incredibly easy and versatile with Spare. Instead of tedious, clunky or inflexible zone creation options that slow you down, Spare's in-platform zone creation tool is built to Paratransit pt to changing needs. For example, avoid having to create zones in GIS software, like ArcGIS or Google Maps, prior to importing into your platform. With our zone creation tool, your administrators can **launch new services quickly** or **make on-the-fly changes to existing services**, such as lack of fixed-route drivers or natural hazards like wildfire or floods.
- Vehicle Management:** Spare's powerful vehicle management module allows for creating vehicle records with custom fields so that Spare's customers can add all necessary vehicle attributes. Staff can specify vehicle capacity and accessibility features to match trip requirements. Vehicle attributes can be changed at any given time and can be swapped when duties are started or in progress to **allow for maximum flexibility to respond to last minute changes** in vehicle availability. To support phone-based dispatch, the administrative module has a dispatcher tool that allows Spare's customers to easily create and dispatch trips and manage their fleet of vehicles.
- Driver Management:** Spare's customers can easily add, remove or customize driver profiles on the fly within Spare Platform. Staff can also import and export a list of drivers using CSV format, as well as filter driver profiles based on fields like Created At, Last Seen, and Unscheduled Driving.
- Automated Dispatch:** Dispatching is completely automated with Spare's software. Spare Engine's industry-leading routing and ride assignment algorithms continuously optimize pickups, drop offs, and routing while dynamically updating riders, drivers, administrators and dispatchers with real time information. Whether it's a single vehicle or a 30 vehicle DRT service, passengers will

always automatically be assigned to the best suited vehicle. Passengers headed in the same direction will be grouped into highly efficient shared (pooled) rides.

- **Managing Rider and Driver Profiles:** Spare's customers can input passenger information and create a rider profile on behalf of customers. Staff can **easily look up rider information** based on their name, email, phone number or other profile information. Each rider profile houses all information, preferences and characteristics related to the rider, including accessibility requirements, companions that typically ride with the passenger, trip history, and more. Driver profiles are customizable, allowing Spare's customers to easily add or remove information. Staff can also import and export a list of drivers using CSV format and filter driver profiles based on fields like Created At, Last Seen, and Unscheduled Driving. Driver schedules or duties are added by your schedulers. Once input, it's easy to create recurring schedules and adjust as needed.
- **Access Privileges:** Various levels of permissions give different tooling access within the module. While dispatchers and administrators can use Spare Launch through a single application, Spare allows different access privileges for these users. For instance, dispatching privileges can be given to many individuals within the platform, whereas service parameter editing privileges may only be given to a select few. The choice is up to Spare's customers, **giving you the flexibility and control over your system should your team grow and/or services expands.**
- **Breakdown Wizard:** Vehicle breakdowns are a common occurrence for many of our transit agency partners. Our Breakdown Wizard is a behind-the-scenes tool that helps dispatchers quickly and efficiently cancel a duty. In-progress trips get automatically rematched with their pickup location updated to the spot where the vehicle broke down.

Although the platform has been designed to not require any manual input on a daily basis, the module allows administrative users to confirm their transit network is operating just as designed with a single glance.

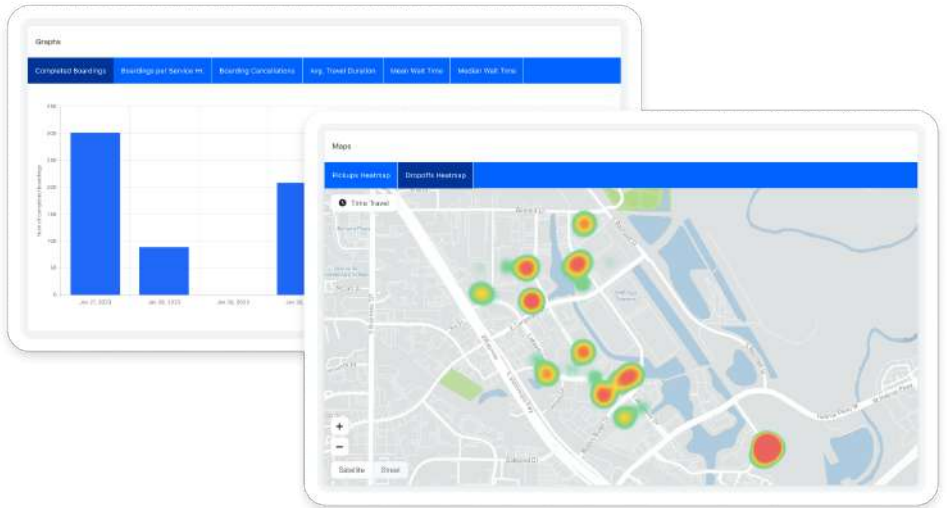
Reporting & Analytics: Grow Your Operation Through Data with Spare Analyze



Spare Analyze: Reporting and Analytics

Spare Analyze was created with the goal to reduce manual reporting work. From understanding service performance to NTD reporting, the data is monitored, analyzed and presented in the Analyze KPI dashboard for decision-making.

Spare Analyze is our **powerful analytics suite** that helps you make data-based decisions on your service in real-time. All services on the Spare Platform are monitored, analyzed, and presented in the Spare Analyze KPI dashboard. The reporting panel can be filtered by date range, service area, service type and more, making it easy to drill down to segmented data quickly. Spare Analyze also generates weekly reports that provide an overview of service metrics and performance over the last week. All of these capabilities are meant to allow Spare's customers to make informed, quantitatively-based decisions about your transit services. Key **features/capabilities** and **benefits** to highlight include:

- Fulfill Reporting Duties:** Analyze develops reports on the performance of your Spare-powered service. Reports can be generated for any given time or span of time. Ridership, driver and NTD reports can be exported from Analyze in Excel format (csv and XLSX). In addition to all of Spare's pre-built reports, Spare's customers can create customized Report templates **choosing the data you want to see, the way you want to see it, and save them for quick access whenever you need them.**
- Improve Your Service with Service Analytics:** Analyze is an entire analytics suite with powerful, real-time data to continuously improve your service. Important service and fleet KPIs, such as boardings per vehicle hour, median wait time, trip bookings (i.e. from rider app), revenue hours, On-Time Performance and trends over time, and so much more can be distilled into an easy to read dashboard for decision making. Demographics and coverage-related statistics help display service performance during peak times, resulting in **an infinite number of ways data can drive meaningful changes to your service.**
- Heatmaps & Histograms:** Analyze presents real-time service data in useful ways. Histograms help you visualize the data in useful charts so that you can **find service trends over time.** Heatmaps allow you to see where pickups and drop-offs are occurring most frequently within your service zones, helping to **inform future planning decisions** like the expansion or implementation of fixed-route services.
 
- Trip Search Analytics:** Data collection is integral to understanding how, when, and where people travel. This is why Spare Platform records requested journeys or trip searches that do not lead to an actual trip. Spare Platform allows Spare's customers to see where trips were taken by riders and where riders searched to go. Spare Platform provides fully exportable reporting in Excel format that can differentiate on-demand and demand response passenger trip data.
- Tracking and Reporting by Trip Purpose:** Spare rider app's ability to customize allows an agency to ask riders for valuable information such as trip purpose (medical, recreational, etc.), which can be tied to a funding source. Reports can be generated by funding source, trip purpose, and standard metrics such as number of requests and miles traveled.

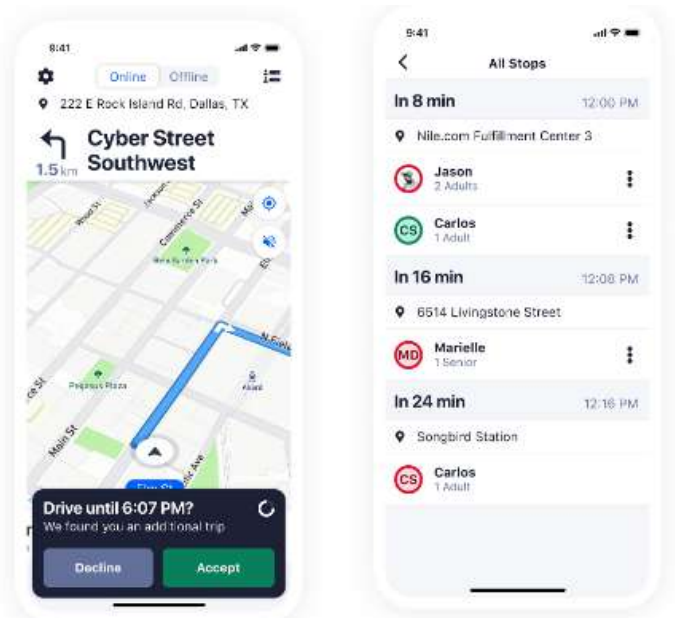
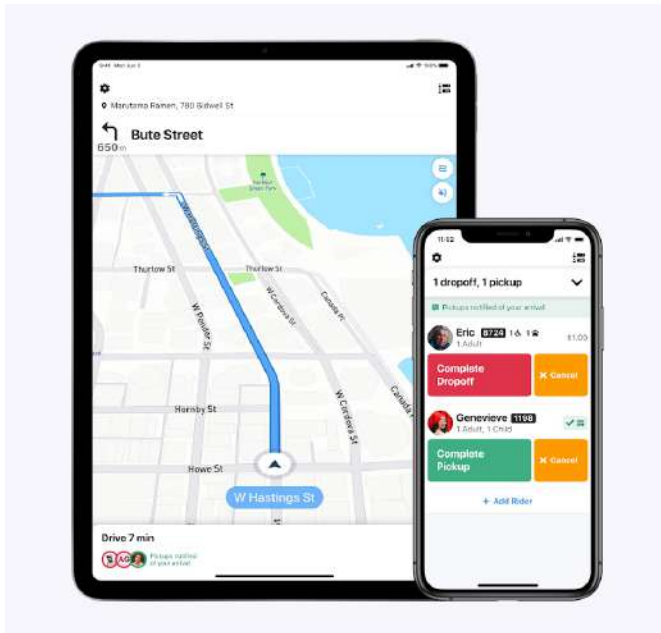
Driver Instructions: Real-Time Navigation from Spare Driver

Spare Driver is a driver's direct interface into all services powered and facilitated by Spare Platform. Spare Driver can be used by contracted or agency-owned dedicated drivers by simply downloading the free iOS or Android application. Depending on region availability, non-dedicated (third-party) drivers, such as local taxis and TNCs, can also use the driver app and be set up as an 'Accept/Reject' fleet which offers taxi drivers a choice in accepting trips.

Trips are automatically dispatched to the driver and added to their trip itinerary from Spare Platform. Tablets and tablet terminals can be easily installed and locked in the vehicles to host the Driver app. Spare Driver, Spare Rider, and Spare Launch work harmoniously to send and receive live vehicle data, including live vehicle tracking, driving durations, service mileage, driver breaks, unique vehicle identifications, and accepted trip requests.

Key **features/capabilities** and **benefits** to highlight include:

- Real-Time Data:** Spare Driver delivers vehicle data in real-time, including fully automated turn-by-turn navigation. The Spare Driver app tracks and **sends all live vehicle data**, at frequent intervals, back to the Spare Launch Admin Portal. The platform then uses this information to provide **full live vehicle data to administrators and riders**, including: live vehicle tracking, driving durations, service kilometers, unique vehicle identifications, accepted trip requests, and more. Live traffic is also accounted for to ensure the optimal route is always taken.
- Dynamic Break Scheduling:** Spare's Automated Driver Breaks let Spare's customers set up a policy for how breaks should be facilitated on your fleets. Once a policy is created, any new vehicles/drivers associated with the fleet will receive a break in its manifest. Unlike other software that requires specifying



break windows for each duty which can be time-consuming, Spare offers **dynamic break scheduling and continuous optimization** that can be completely automated.

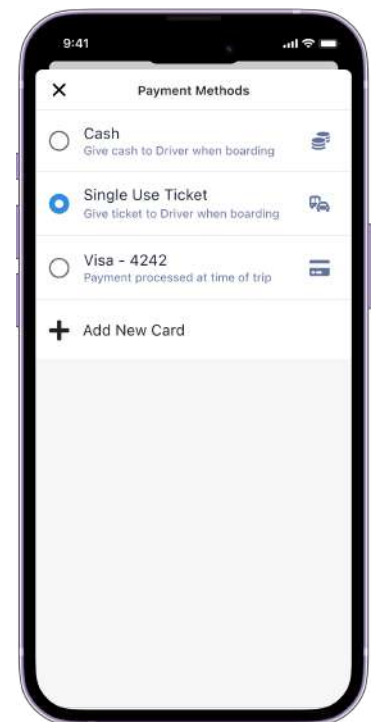
- **Features to Help Drivers:** Voice guidance is available for drivers to focus on the road and **not get distracted** while the Driver Nudging feature increases the interface's ease-of-use. When drivers forget to execute on a next task, Spare Driver monitors this and **nudges drivers with helpful prompts** when the app senses a task was not executed, ensuring **a seamless workflow**. In addition, many drivers are working during times when there is little or no daylight. To provide a safe experience for the driver and riders, Spare Driver **automatically switches into Dark Mode**. If needed, this feature can be overridden in the settings.
- **Flagging Down a Ride:** Sometimes riders need to quickly hop on a vehicle without it being dispatched through from Spare Rider or a call center. To handle this, Spare Driver has Flag Down functionality. This enables the driver to **quickly add new trips** to the vehicle and inform the rider of their expected drop-off.

Custom Mobile Fare Payment: Payments Options with Spare Pay

Transit organizations provide a range of payment options for riders across fixed routes and on-demand services. The ability to create custom fare payment methods encourages multimodal travel and ultimately increases ridership.

Spare Pay, our payments module, streamlines mobile fare payments with many features that create a seamless and secure experience for every touchpoint in the payment process. Spare's customers can customize different fare payment types, like tickets, tokens, cash, fixed route monthly transit passes, and more based on your existing options for riders. With our payment method types:

- Admins can create custom payment methods and apply these methods to each service
- Riders can select payment and method directly from the Rider app
- Reservationists have the ability to set default payment methods for riders, helping speed up the booking process by confirming the payment method for each trip



In addition, Spare offers a digital farepass integration that already supports Token Transit, GoPass, and this same deeplink infrastructure is available for other fare providers.

Through our Open API, Spare safely outsources payments to our partner Stripe, a certified PCI Level 1 Service Provider that is well known and used around the world. An electronic purchase solution, Stripe supports a variety of payment processors and gateways including but not limited to all major credit cards, debit payments, Paypal, Google Pay etc. Additionally, our open API allows us to partner with any

payment solution chosen by Spare's customers as long as that solution has an Open API into which we can integrate. If this is a requirement, please let us know so we can begin scoping and discuss any applicable costs.

Optional Services

Service Simulations

Spare Realize is our planning and service simulations module. It allows agencies to make data-driven decisions. Realize can be used to run quick and informative transit simulations during the planning and operational stages to determine the potential performance of an on-demand DRT service. Using a variety of demand and supply scenarios, we can provide several insights to address specific objectives. Realize will help you optimize your service before implementation, helping you feel more confident about your service launch.

Paratransit Expansion

Spare's on demand transit software powers DRT **and** paratransit services. Spare simplifies the process of Paratransit compliance through several tools that are purpose-built for paratransit. On the Spare Platform, paratransit trips can be booked, scheduled, and/or dispatched to dedicated Spare's customers or contracted operator vehicles and drivers. An added bonus is that we can deliver the same scheduling and dispatching experience for all end-user staff, drivers and riders. This also applies to non-dedicated vehicles should Spare's customers choose to include them through Spare's Open Fleets trips brokering module.

To date, Spare powers **more than 50 paratransit services** across North America ranging from small and mid-market, to enterprise. Amongst these paratransit clients, the average on-time-performance (OTP) across all our paratransit services has remained stable at 98% over the last six months. 89% of paratransit providers increased passengers per vehicle hour (PPVH) within three months, with 94% of paratransit providers increasing PPVH within six months of launch.

If desired, Spare can offer Spare's customers an optional paratransit service expansion to include your current paratransit software vendor.

Digital Customer Eligibility Management with Spare Engage

As a leader of modern and innovative paratransit technology, Spare is incredibly passionate about innovating in the paratransit space. This is why after many conversations and scoping discussions with our paratransit customers, we've purpose-built Spare Engage, a centralized, **secure and HIPAA-compliant** customer eligibility management tool that streamlines and automates the paratransit eligibility process from start to finish. From preparing and accepting applications to assessing, monitoring, and approving rider applications—Spare's customers will be able to digitize the entire process in a way that best suits you and your rider's workflows (i.e. such as using paper vs digital applications).

The most powerful part of Engage is the ability to track your paratransit customers and their eligibility and to tie riders into 'Groups' for booking current and future trips. Spare's customers can segment riders

and their associated characteristics into groups that can be tied to custom services, fare structures, or funding sources. This creates a single profile for each rider (managed on a per-customer level) that contains all their information: from the basic name and contact information, to any conditions that might make them eligible for specialized mobility services, such as specific mobility needs or equipment required on a vehicle.

Spare Open Fleets : Real-Time Trip Brokering

Spare's innovative solution Spare Open Fleets is a module that allows agencies to run a cost-effective and rider friendly mixed-fleet on-demand service all within Spare Platform. Open Fleets is the first technology in the industry to natively integrate dedicated public transit fleets with local taxis, TNCs and other local transportation providers in a single cloud-based software platform to augment vehicle supply.

Create New Fleet

Name

Type

Open Fleet Provider

Create New Fleet

Make sure you've contacted the selected Open Fleet Provider to ensure they can accept trips from your services before connecting this fleet to a running service.

Key features and benefits include:

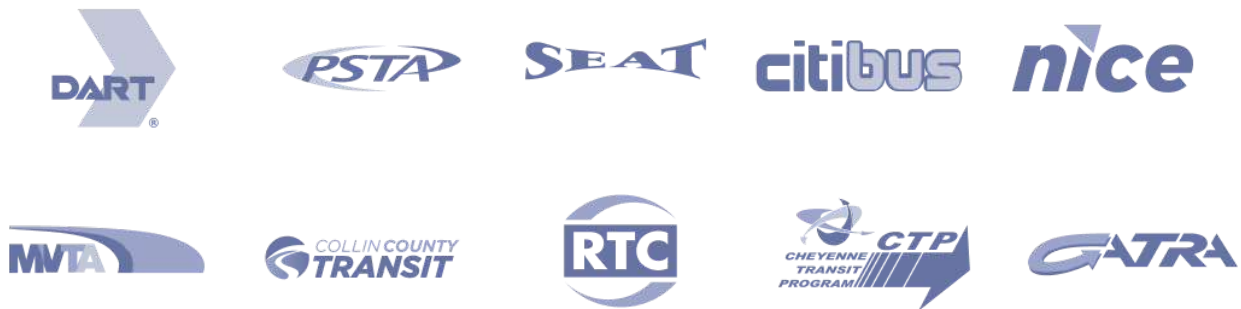
- **Automatic Trip Brokering:** Automatically assigns trips to the most cost-effective vehicle fleet, **increasing cost savings by ensuring trips are serviced by the most affordable options** available that meet the trip's requirements.
- **Integration with Various Fleet Types:** Allows integration with Lyft, local taxis, and other fleet providers, **enhancing service quality and reducing wait times** for riders by expanding the available fleet options.
- **Centralized Software Platform:** Offers a unified platform for managing both NDSPs and dedicated multi-fleet operators, **improving overall service management** by providing a single interface for all operations, ensuring seamless management and operation of mixed fleets.
- **Contractual Requirement Management:** Ensures trip minimums and other **contractual obligations are met while utilizing NDSPs**, maintaining service quality and compliance with contractual terms even when integrating non-dedicated service providers.

- **High Availability of Bookable Vehicles:** With **90% of all bookable vehicles in North America available through Open Fleets**, this feature improves on-time performance (OTP) and reduces wait times by granting access to a vast network of vehicles for service provision.
- **End-to-End Transportation Service Management:** By providing comprehensive management for modern turnkey transportation services, including partnerships and coordination with various operators and call centers, Spare Open Fleets **enhances service quality for both the agency and its riders through efficient, integrated service delivery** tailored to specific community needs.

Proven DRT Service Successes

DRT Experience

From its inception, Spare was purpose-built for delivering on-demand transit for transit agencies and mobility providers. Together with our transit partners, Spare has delivered more than **20,000 trips per day** globally. Our vision has always been to provide access to inclusive, on-demand mobility all within a single technology solution: Spare Platform.

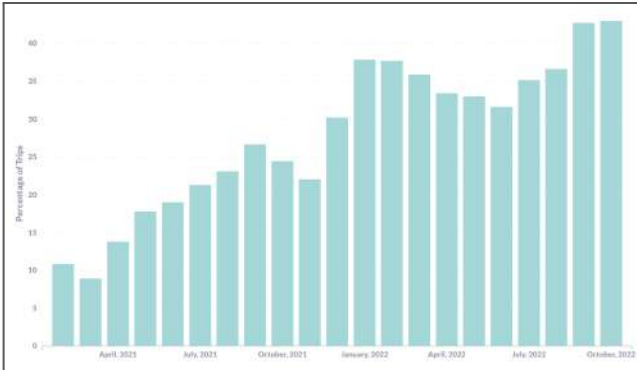


Metrics Proven by Spare

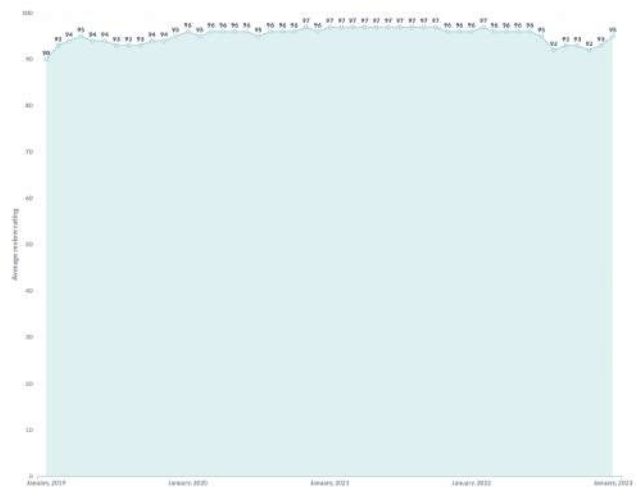
Spare Platform provides industry-leading routing and ride assignment algorithms unlike any other platform on the market. Using advanced proprietary algorithms and through our flexible design philosophy, Spare Engine is designed and built to automatically analyze all trip requests in creating the most efficient vehicle manifest possible.

This means assigning passengers to the best suited vehicle—whether it's a dedicated or non-dedicated fleet provider, while grouping passengers headed in the same direction into highly efficient shared (pooled) rides. Forming the core workhouse of our software solution, Spare Engine's algorithms continuously optimize pickups, drop offs, and routing while dynamically updating riders, drivers, and administrators with real time information.

Notable metrics to highlight include:



Minnesota Valley Transit Authority (MVTA) has increased its pooling rate from **10% to 40%** since launching with Spare, while running DRT services.



Spare values rider feedback and has ingrained this into the rider experience to offer a meaningful feedback loop for our transit partners. At the end of each ride, riders are asked to rate their trip, including providing comments.

Average rider reviews using Spare are consistently high across all organizations, at 94 to 97% positive.



The proportion of trips booked through the Spare Rider Web—our web portal—have dramatically **increased to 0.15%** across all of our trips booked on Spare.

DRT Projects

	DART GoLink	CitiAccess & Citi On-Demand	CCT Turnkey Service	MHTNow
Partner	Dallas Area Rapid Transit	Citibus	Collin County Transit	Medicine Hat Transit
Location	Dallas, Texas	Lubbock, Texas	McKinney, Texas	Medicine Hat, AB
Geography	Urban, Suburban	Suburban	Large Area, Urban, Suburban	Small Town, Rural
Service Type	DRT	DRT, Paratransit	DRT Turnkey, Rider Assistance Program	DRT
Size (Vehicles)	>30	15-30	5-15	<5
Launch	Jan 2019	May 2020	Jan 2022	Sept 2020
Key Service Statistics	✓ Citizen access within walking distance: 74% ✓ Riders per month: 30,000+ ✓ Average rider rating: 97%	✓ Weekly trips: 2,700 ✓ Daily trips: 500-600 ✓ On-time performance: 95% ✓ Rider satisfaction rating: 94%	✓ Rides per week: 850-950 ✓ Decrease in rider wait time: 50% ✓ Year-over-year ridership growth: 260% ✓ Cost savings using brokered trips (per ride): 47%	✓ Pooled trips: 71% ✓ Boardings per vehicle hour: 3 ✓ Vehicle kilometers traveled: -75%

Methodology for Launching DRT and Paratransit Services

Implementation Plan

Based on our experience setting up other DRT services, Spare’s planning and implementation program would span TBD number of weeks. This timing allows for a sufficient period to identify challenges early on, refine service planning and delivery, minimize project risk, and ultimately provide a successful service launch—but is subject to change based on your team’s availability and input.

Project Stage	Major Milestones
Contract Award	✓ Contract Award
Phase 1: Pre-Kickoff <i>Contracting and Stakeholder Engagement</i> <i>Between Award of Task and Contract Signing</i>	✓ Notice to Proceed ✓ High-level scope of work and pricing finalized ✓ Review key documentation Spare has an in-depth project kick-off and onboarding process that will allow us to define the service goals, objectives and expectations together. Against these we'll jointly determine a set of KPIs to measure the success of the project.
Phase 2: Kickoff and Project Plan	✓ Project Kickoff with Spare and the Spare's customers project team ✓ Requirements Review completed ✓ Project Plan and Project Schedule developed and approved Spare will hold a kick-off meeting with Spare's customers to finalize the project plan and schedule. At this meeting, we will collaborate to confirm goals, objectives, and scope for identified services and zones. If integrations are required, we will review and scope out the details and share with Spare's customers for approval. At the end of the kickoff, we will set up recurring project calls.

Project Stage	Major Milestones
Phase 3: Service Planning and Design	✓ Rider Importation Plan complete (re Data Migration Plan) ✓ Service design and fine-grained parameters finalized ✓ Business disaster recovery plan created and validated ✓ Workflow and process documentation complete ✓ Training plan complete and all training scheduled Work includes: • Create service(s) based on parameters to inform our routing algorithms, procure hardware, and discuss fare and payments strategy • Develop operational processes • Driver device and vehicle set up, add drivers, booking agents and schedulers to Spare Platform • Collaborate with Spare's customers to promote the services. Spare can share best practices on promoting new services and provide graphics / social media support based on the marketing scope required
Phase 4: System Development	✓ Platform configuration completed ✓ Rider data importation completed ✓ Testing plan complete (System ready for end-to-end testing) The objective of this phase is to complete all work required for setting up the service environment. Work includes: • Set up services in Spare Platform based on identified parameters, including zones and stops and time rules • Optimize algorithms around the Spare's customers's service parameters • Localize the system through detailed mapping and traffic modeling • Align product configurations to meet the Spare's customers's requirements • Integration development (if scope includes)
Phase 5: Training and Education	✓ End-user training completed ✓ Vehicles ready for launch ✓ In-vehicle device setup and installation completed ✓ Training documentation provided

Project Stage	Major Milestones
	All drivers, dispatchers/schedulers, booking agents, administrators, and data analysts are trained in anticipation for launch. During this phase, Spare will lead training sessions and dry runs sessions, as needed. Vehicles will be made ready for launch, including device setup and installation.
Phase 6: Testing	✓ Testing environments configured and ready ✓ Service dry run completed ✓ User acceptance testing complete Spare will perform a broad spectrum of functional tests using a fully localized simulation environment. We will conduct quality assurance and internal field tests in the Spare's customers's service zone(s) with real drivers and riders, to prepare for launch at scale. The full-scale dry run tests will validate platform functionalities and ensure all staff understand their workflows. During testing, we will work with Spare's customers to make system adjustments based on testing, as needed.
Phase 7: Pre-Launch	✓ Final system acceptance completed All tasks during pre-launch are set up to prepare for (and de-risk) the successful launch of the DRT program. Work includes: • Validate driver accounts, platform user accounts, and all necessary customer data for launch • Schedule duties in Spare Platform • Verify all previously scheduled trips are in the system for launch
Phase 8: Service Launch	✓ Launch day: DRT system goes live! As part of launch, Spare will work with Spare's customers to make any necessary changes based on actionable feedback from first users and Spare's customers staff. We will continue to execute on the details of the Project Plan, and support Spare's customers's marketing and outreach activities (eg. press releases, launch events) to generate interests in services, if those services are

Project Stage	Major Milestones
	required. We will also gather feedback from initial users and make service adjustments.
Phase 9: Post-Launch Support and Optimization <i>Ongoing to End of Contract</i>	✓ Performance reviews completed, which will be shared by Spare and used as a benchmark against collaboratively-determined KPIs Post-launch support is focused on further analysis, optimization and service improvements. This work will be led by your Account Manager, who will be transitioning into your point of contact post-launch. Expect ongoing meetings to discuss issues, optimization opportunities, expansion plans, and Quarterly Goal Reviews) to understand performance and set objectives for the next. Once the service hits maturity, meeting frequency will be reduced.

Training and Ongoing Customer Support

Training Program

Properly training staff is one of the most, if not the most critical part of new technology implementation. This is why Spare has a comprehensive training program that includes five in-depth training modules tailored to **Administrators, Dispatchers/Schedulers, Drivers, Booking Agents, and Data Analysts**.

These training modules are accompanied with a range of resources and reading materials, to equip Spare's customers's leaders, team members, and end users across the executive, operations, customer service, and IT/business intelligence teams with the know-how to confidently interact with Spare's software. The detailed training will also increase their knowledge of the platform in order to train others themselves.

Spare approaches all training with a train-the-trainer approach that will be customized to Spare's customers's needs. Our Partner Success team, led by your Project Manager, delivers all training either virtually or in-person. Across our services, we've found that virtual sessions complemented by our training material and resources have worked well for our partners. Training sessions take place over one or two hours depending on the module.

Comprehensive training reference materials are available for all training modules. These resources help strengthen Spare's customers's knowledge of the Spare Platform and include recorded training sessions, help articles (FAQ), training videos, and user guides. Spare is committed to providing the training materials our customer stakeholders need to be successful in their new workflows.

Training Modules. Detailed training sessions for every end-user so that your users are confident with the platform.

Training Module & Description	Key Skills Acquired
MODULE 1: Administrator User Profile: Management, administrators, service planners, IT staff The administrator module provides the holistic knowledge to successfully launch your service with Spare. This module focuses on the platform's setup and planning features customized to your objectives. A general overview of the platform's various features and functionalities gives administrators, planners, and management a robust understanding of the platform's capabilities and possibilities.	✓ Live map and dashboards ✓ Creating and configure a new service ✓ Setting up fares and payments ✓ Setting up dedicated and non-dedicated fleets ✓ Enable rider notifications ✓ Set up and restrict user permissions ✓ Scheduling and managing driver duties ✓ Managing rider and driver profiles ✓ Managing vehicles ✓ Data, analytics, and reporting

Training Module & Description	Key Skills Acquired
MODULE 2: Dispatcher/Scheduler User Profile: Management, dispatchers, schedulers The dispatcher module provides an overview of managing the daily operations and dealing with specific scenarios and procedures. All of the features of Spare Launch are explained, including duty scheduling, driver management, dealing with and moving trips, real-time operations monitoring, as well as how to conduct data analysis, do deep dives, and create custom reports.	✓ Live map ✓ Creating dashboards ✓ Creating and duplicating driver duties ✓ Driver schedule optimization ✓ Managing driver duties and exceptions ✓ Rematching and managing trip requests ✓ Diagnosing operational problems ✓ Standard operating procedures and workflows ✓ Out-of-service vehicle procedures ✓ Setting up admin notifications ✓ Setting up driver break policies
MODULE 3: Driver User Profile: Dispatchers, drivers The driver module empowers operators (dedicated/non-dedicated) to use the Spare Driver App to pick up and drop off passengers. Several drivers, along with the trainer in-training, can be trained simultaneously during one training session. After a satisfactory level of training has been performed, the trainer will organize a full system dry-run with the driver(s), simulating foreseen and unforeseen situations, to test driver readiness.	✓ Starting and ending a duty ✓ Performing pickups and dropoffs ✓ Reading trip information ✓ Trip navigation ✓ Dealing with no-shows and cancellations ✓ Hands-free notification and communication handling ✓ Emergency response management ✓ Exceptions handling and troubleshooting ✓ Communicating with dispatchers ✓ Managing "flag-down" trips (if applicable)

Training Module & Description	Key Skills Acquired
MODULE 4: Customer Service Representative User Profile: Reservationists, dispatchers This module provides customer service representatives with an overview of how to manage trip requests and rider profiles with shortcuts to reduce booking call times. Training includes demonstrative and interactive components. After training is complete, CSRs gain access to the configured testing and training environment so that they can practice their new workflows ahead of dry run testing and go-live.	✓ Live map and dashboards ✓ Creating and managing rider profiles ✓ Creating and managing trips ✓ Creating and managing subscription trips ✓ Rider payments and Spare Pay IVR ✓ Rider reviews and handling complaints ✓ Rider notifications ✓ Trip investigations and analysis ✓ Exceptions handling and troubleshooting
MODULE 5: Data Analyst User Profile: Data analysts, reporting staff, IT/systems personnel, administrators The data analyst module includes reviewing all metrics, data, reports, and charts in Spare Analyze. Information on how data is collected and how metrics are calculated and represented is explained. Training on how to interpret the data, use the data, perform analysis of the data, and develop insights from the data is given. Insights as to what impacts each metric and what levers can be pulled, in the software and operationally, to affect each metric are explained.	✓ Review and define KPIs in: • Service analytics • Fleet analytics • Service reports • Fleet reports ✓ Discuss KPIs and how they relate to your service goals ✓ Discuss what KPIs to track and set quantitative objectives (if not already set) ✓ Discuss how KPIs relate to one another, your service configuration, and your operational processes ✓ Discuss any specific reporting needs (regulatory or otherwise)

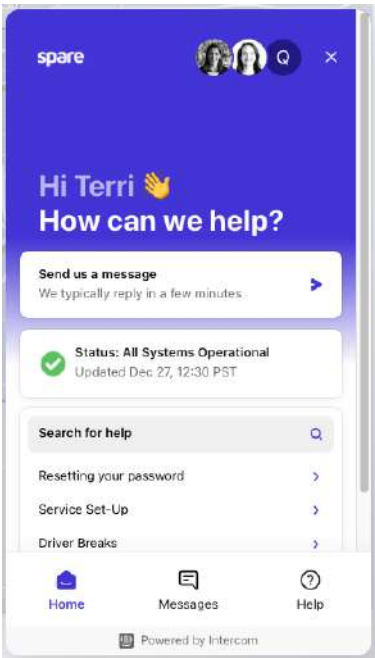
Training Module & Description	Key Skills Acquired
MODULE 6: Eligibility Certification Analyst User Profile: Eligibility certification analysts, occupational therapists, eligibility managers The eligibility certification analyst module covers the comprehensive set of eligibility analyst workflows, empowering analysts to digitize and track all eligibility workflows (applications, appeals, renewals, etc.) in Spare Engage. After this training, certification analysts will have the knowledge to seamlessly manage their caseloads in Spare Engage. 	✓ Using the Engage case dashboard ✓ Assigning and managing cases ✓ Managing riders and rider groups ✓ Filling out case interview forms ✓ Recommendation review workflows ✓ Generating and managing case letters ✓ Common workflows: applications, appeals, renewals, travel training, change in mobility aid/safety assessment, incident reports ✓ Custom workflows ✓ Troubleshooting

In-App Support for Web Platform and Driver App

Spare offers in-app support via our web platform and in the driver app. Users in the Spare Rider Web app have instant access to contact our Support team via our live chat service. They can initiate a conversation using the floating chat widget (located on the bottom right corner of the screen) and their inquiry will be submitted to a member of our Support team to review and respond. If the user needs to log out of the platform, the chat session can be continued via email to ensure full resolution is achieved. In addition, users will not have to navigate through multiple tabs to find relevant information. Instead, they can view our wide range of help articles directly from the widget.

Drivers can reach out to our Support team via live chat directly in the Drivers app and receive assistance around technical issues or inquiries.

Spare will be rolling out chatbots in the near future. Chatbots will be able to instantly respond to users requests, gather information and recommend articles to help provide a resolution while the user waits to hear from our human agents. Our



chatbots will have the ability to learn from each customer interaction to deepen its knowledge and provide a better customer experience.

Customer Learning Portal

Spare offers several basic learning courses via an online training portal accessible by Spare's customers's transit end-users. These courses will be rolled out in full by the end of 2023. This learning portal will be in addition to the rest of the support resources described in this section and will be beneficial for Spare's customers post-launch as we continue our partnership together with customizing and improving Spare's customers's services.

Support Services: What You Can Expect Post-Implementation

Spare is a mission driven company. We strive to empower transit agencies to make every ride possible, a large part of that being the provision of high-quality support for our partner's staff—whether it's their dispatchers, administrators, transit planners, IT staff, or drivers. To guide our mission and how we approach our partnerships with customers, we instill a comprehensive and fully responsive support team culture at the core of Spare's client engagement. This is evidenced by our **Net Promoter Score of 88**—well above the industry average of 13.2, according to [Qualtrics](#)—a testament to the level of commitment we have to our transit partners.

Software Solution Hosting and Upgrades

Access to these applications is easy and secure, requiring only an internet connection. All of Spare's information systems that process, store, or transfer confidential data are defined in our Data Management Policy, and applies to all employees and external parties with access to Spare's engineering networks and system resources. We closely follow our security policies, and with Spare being SOC 2 and privacy-compliant, we continue to strive to achieve the highest standards for security compliance for all of our transit partners.



Spare's customers will always receive the latest version of Spare's SaaS platform throughout the entire contract duration. Spare does not operate on warranty—we continuously deliver software updates to our customers. We do this by only maintaining a single version of the software at any given time. By reducing the maintenance burden, Spare is able to deliver software faster and provide more value to our customers. These upgrades are included in our pricing and come at no additional cost.

Long-Term Partnership

Spare's approach to ongoing business and technical support is through a long-term partnership lens. Spare has 24/7/365 emergency on-call support and engineering coverage available to Spare's customers. Following the launch of Spare Platform, your Project manager will be involved at various

points during the implementation to ensure this transition is as seamless as possible. Thorough documentation of all project activities, milestones, and review/sign-offs by Spare's customers will be logged by the Project Manager so that all stakeholders are kept up-to-date. Weekly progress meetings will continue to occur throughout implementation to ensure Spare's customers's transit staff have the support they need for a long-standing successful service. Once the service hits maturity, meeting frequency may decrease. Weekly project meetings during launch and post-launch will be led by Spare's Project Manager. At a high-level, the project progress meetings will cover:

- Project status and deliverables
- Issue identification and solution resolution
- Performance monitoring and optimization
- Additional training and process development
- Recommendations to improve the service delivery

Data and Security



Spare adheres to all privacy regulations in the locations in which it operates. Therefore, user data follows applicable UK privacy laws. Spare does not own the data collected; it is the property of Spare's customers.

We guarantee your data will stay within the country of your choosing. In addition, physically separated data centers within the same jurisdiction will serve as backup for maximum data redundancy.

Business Continuity and Quality Control Process

Spare adheres to top industry standards to ensure the integrity of databases, software and functionality of the platform, API, driver app and rider app. This work is implemented by our quality engineers, and is managed and overseen directly by the Chief Technology Officer/Security Lead. Access to all reporting, dashboards, and data transferred through an API will be fully secure and protects user privacy. In addition, Spare supports native trip and user anonymization (GDPR). This means that customers can share their data without worrying about the privacy implications. This level of data protection extends to all of our products and data management.

Spare is SOC 2 Type II and HIPAA compliant. Developed by the American Institute of CPAs (AICPA), SOC 2 defines criteria for managing customer data based on five “trust service principles”—security, availability, processing integrity, confidentiality and privacy. The SOC 2 auditing procedure attests to Spare’s commitment to achieving the highest standards for security compliance for all of our transit partners and customers. As part of our Quality Control (QC) procedures, we provide the following:

- Automated Testing for Continuous Improvement:** Spare uses automated test-driven development techniques to ensure that new features are being tested on the fly and as completed. There are two testing stages that occur upon completion of a feature but prior to release. The first is automated testing, then manual testing is completed by our quality engineers to ensure the product is ready to be staged. Spare also maintains a continuous monitoring system to alert engineers if any issues are identified. With Spare’s 24/7 on-call schedule, we guarantee an engineer will be ready at a moment’s notice in the event of an emergency.
- Quality Checks at Every Stage:** Spare uses Google Cloud Platform for its cloud environment, with testing, staging and production environments available to conduct multiple quality checks. Every feature release or database update will proceed through each environment prior to being released for customers. Additionally, automated monitoring processes built into the system notify Spare’s engineering team if anything is out of the ordinary. Spare’s Partner Success team is also actively observing systems every day to ensure a high quality of customer service.

- **Daily System Backups:** All backups are encrypted with service-specific keys and point-in-time recovery is supported to allow recovering the system to any point within the backup window. Spare stores the backups to the closest available cloud storage region for 14 days.
- **Disaster Recovery and Emergency Management:** Spare follows a rigorous Discovery Recovery and Business Continuity Plan to prepare Spare and all of our customers in the event of extended service outages caused by factors beyond our control. Our top priority is to restore services to the widest extent possible in a minimum time frame. Spare's approach includes:
 - Senior managers and executive staff will determine mitigation actions
 - Perform a disaster recovery test on an annual basis, including a test of backup restoration processes
 - Confirm continuity of information security, along with operational continuity
 - For information security incidents, we follow an Incident Response Plan, which involves our Security team monitoring the incident and event tickets, and assign ticket severity based on three escalation categories: **S3/S4 (Low and Medium Severity)**, **S2 (High Severity)**, and **S1 (Critical Severity)**.

Spare's system has HIPAA-compliant security features, including:

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

All of these features are designed to prevent unauthorized or accidental disclosure, alteration or destruction of data. In regards to payment security, Spare safely outsources payments to our partner, Stripe, a certified PCI Level 1 Service Provider that is well known and used around the world. Spare is also compliant with the General Data Protection Regulation. In addition, our data center is a ISO 27001, General Data Protection Regulation, HIPAA-compliant facility.

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