WSTA
WINSTON-SALEM TRANSIT AUTHORITY

Winston-Salem Transit Authority
(Winston-Salem, NC)

2024 Low-No Program
Grant Proposal

XDE35 Heavy Duty Low floor Transit Buses

NEW FLYER OF AMERICA

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April 22, 2024

Jeffrey Fansler
Director
Winston-Salem Department of Transportation
PO Box 2511
Winston-Salem, NC 27102

Re: New Flyer Partnership Commitment with Winston-Salem for the 2024 FTA Low or No Emission ("Low-No") Buses

Dear Byron Bryant:

This year, the Federal Transit Administration ("FTA") announced $1.49 billion in transit funding – including $1.1 billion for the Low or No Emission ("Low-No") program and $390 million for the Buses and Bus Facilities ("BBF") program – to modernize America's transportation infrastructure, create and maintain good-paying jobs, promote a more robust transit manufacturing industry and combat climate change through building out clean energy fleets.

On behalf of New Flyer of America Inc. ("New Flyer"), a subsidiary of NFI Group Inc. ("NFI"), I am pleased to provide our commitment as a partner in the deployment of low-emission buses, connected technology, and workforce development (together "mobility solutions") with Winston-Salem Transit Authority in, Winston-Salem, NC, utilizing FTA funds for the 2024 Low-No Programs.

As the FTA stated, they will give priority consideration to project proposals that address healthy contracting with the use of advance or progress payments, show intent to reduce customizations, include a workforce development plan, encompass a fleet transition plan to zero emissions, address climate change and sustainability, and create new opportunities. We can help you do that. To safely connect people in the community through services in the most efficient, dependable, and environmentally friendly manner, we understand the desire for Winston-Salem Transit Authority to mitigate climate change, modernize fleets and facilities, and ultimately build more livable communities through inclusive and sustainable transit.

New Flyer's mobility solutions – including zero-emission battery-electric and fuel cell-electric buses, low-emission hybrid-electric and compressed natural gas ("CNG") buses, NFI Connect™ over-the-air analytics technology, full suite support via NFI Infrastructure Solutions™, and workforce development through our Vehicle Innovation Center (or "VIC") and the New Flyer Institute – harness the potential to best position Winston-Salem Transit Authority in deploying sustainable, efficient, connected mobility while delivering workforce development to enable the new mobility era. Together, we can fulfil FTA priorities by leveraging investments that:

- Renew transit systems
- Reduce greenhouse gas emissions from public transportation
- Advance racial equity
- Maintain and create good-paying jobs with a free and fair choice to join a union
- Connect our communities
- Strengthen the supply chain and financial health and stability of the North American bus manufacturing industry

Throughout this letter, we will provide detail on the following to help illustrate our ability to meet your rigorous standards and expectations of a competitive program partner:

- Our comprehensive mobility solutions

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- Our people, practices, and priorities
- Our qualifications and proven performance
- Program scope of work (including pricing)

First, allow us to share some background on our team, company, and parent organization.

About NFI Group

Full-Suite Mobility Solutions

New Flyer is a wholly owned subsidiary of NFI. Leveraging 450 years of combined experience and with over 8,500 team members in ten countries, NFI is a global leader in the electrification of mass mobility under the brands New Flyer® (heavy-duty transit buses), MCI® (motor coaches), Alexander Dennis (single and double-deck buses), Plaxton (motor coaches), ARBOC® (low-floor cutaway and medium-duty buses), and NFI Parts™. With zero-emission buses and coaches, infrastructure, and technology, NFI meets today's urban demands for scalable smart mobility solutions. Together, NFI is enabling more livable cities through connected, clean, and sustainable transportation.

NFI currently offers the widest range of sustainable drive systems available, including zero-emission electric (trolley, battery, and fuel cell), natural gas, electric hybrid, and clean diesel. In total, NFI supports its installed base of over 100,000 buses and coaches around the world.

NFI's common shares are traded on the Toronto Stock Exchange ("TSX") under the symbol NFI and its convertible unsecured debentures trade on the TSX under the symbol NFI.DB. News and information is available at www.nfigroup.com, www.newflyer.com, www.mcicoach.com, www.nfi.parts, www.alexander-dennis.com, www.arbocsv.com, and www.carfaircomposites.com.

Environmental, Social, and Governance Practices

NFI's internal driver is "A better product, better workplace, and better world" – signaling its focus on sustainability for all stakeholders, while taking care of its customers, team, communities, and environment.

We embed ESG into the fabric of our day-to-day operations, our long-term planning, and our relationship with the communities in which we work and live. Throughout 2023, we maintained our focus on employee health and safety, capital allocation, and financial stability. We also made great strides in our sustainability journey, including engagement with our stakeholders on the issues most relevant to them.

While our products and services (be they battery-electric, fuel cell-electric, clean-diesel, or hybrid-electric) have tremendous environmental benefit, the work we do also has a positive social impact on our people and our communities.

To enable this, NFI maintains numerous policies and initiatives, which can be found at nfigroup.com/ESG, that include but are not limited to:

- Annual Diversity Reporting
- Board Diversity Policy
- Code of Conduct and Ethics Policy
- Discrimination and Harassment Policies
- Environment, Health, and Safety Policy
- Equal Opportunity Employer Policy
- Human Rights Statement

- Interactive Diversity and Inclusion Training
- Leadership Diversity Policies
- Local partnerships (to build a more diverse and inclusive workforce)
- Occupational Health and Safety Policy
- Supplier Code of Conduct

NFI reports annually on ESG. To view the most recent report (covering 2022 results) click here, and to visit NFI's ESG hub, visit nfigroup.com/ESG.

About New Flyer

North America's EV Leader

New Flyer has been leading innovation in mobility for over 90 years, and today supports growing North American cities with scalable, clean, and sustainable mobility solutions which include buses, technology, infrastructure, and workforce development.

With over 50 years of experience manufacturing zero-emission buses, New Flyer is North America's heavy-duty transit bus leader and offers the most advanced product line under the Xcelsior® and Xcelsior CHARGE® brands. New Flyer is proud to offer North American transit agencies more options than any other OEM, including bus length, styling options, propulsions, and technology, while also offering all four types of electric buses: battery-electric (zero-emission), fuel cell-electric (zero-emission), trolley-electric (zero-emission), and diesel-electric hybrid.

Today, New Flyer supports over 35,000 heavy-duty transit buses (New Flyer, NABI, and Orion) currently in service, of which 8,600 are powered by electric motors and battery propulsion and 1,900 are zero-emission. We also offer infrastructure development through NFI Infrastructure Solutions™, a service dedicated to providing safe, sustainable, and reliable charging and mobility solutions.

New Flyer also offers education through the NFI Vehicle Innovation Center ("VIC"), the first and only innovation lab of its kind dedicated to advancing bus and coach technology and providing workforce development. Since opening late 2017, the VIC has hosted over 400 interactive events, welcoming 9,000 industry professionals for workforce development, EV, and infrastructure training. Further information is available at www.newflyer.com/VIC.

New Flyer operates in combination with Motor Coach Industries Inc. ("MCI"), North America's motor coach leader. Together, New Flyer and MCI are North America's largest bus and coach manufacturer. For more information, visit newflyer.com.

Manufacturing, Safety, and Innovation

New Flyer has a long history of advanced innovations, with mobility solutions that have delivered cleaner, safer, smarter, and more efficient mobility to communities across North America. In doing so, New Flyer has invested heavily in North American jobs, manufacturing, technology, and infrastructure, and helped evolve public transit to better move millions of passengers every day. You can see our history of innovation here.

New Flyer's manufacturing is supported by four major manufacturing facilities located in Anniston, Alabama; Crookston and St. Cloud, Minnesota; and Winnipeg, Manitoba. All four facilities are capable of manufacturing zero-emission, battery-electric buses, allowing scalable manufacturing support alongside increasing demand and adoption of zero-emission buses.

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Our Operational Excellence (or "OpEx") practice dates back to 2008. Our focus then – and still today – is on safe, clean, and efficient working environments for all employees while delivering exceptional first-time quality and defined processes. In addition, we use lean manufacturing and 5S techniques to ensure our team has the best tools and stations to successfully complete a task, and we reiterate a "Quality at the Source" approach. To enable continued training and execution around this, we provide engineering drawings and shop floor instructions in the work cell to supplement the training employees receive through the NFI Learning Institute.

New Flyer is proud to be the first bus manufacturer to achieve all three certifications for its manufacturing processes: ISO 9001 (quality management), ISO 14001 (environmental management), and ISO 45001 (occupational health and safety management). More specifically, our ISO 14001:2015 certified Environmental Management certification ensures that we manufacture dependable products using the most environmentally responsible techniques available.

Our People

The New Flyer and MCI team is over 4,500 people strong across North America and well positioned to support your needs. We employ both unionized and non-unionized workforces, with approximately 55% of the North American direct employees proudly represented by trade unions (spanning seven unique collective bargaining agreements). We work hard to maintain progressive relationships with all of the unions that represent our employees and believe in treating people well and providing a safe, enjoyable, and inclusive work environment.

Diversity and Workforce Development

New Flyer continues to invest in making our team stronger, more inclusive, and more diverse across all of our facilities. We use our Community Benefits Framework (or "CBF"), launched by New Flyer in 2020, to augment workforce outreach, development, recruitment, training, and retention to strengthen our mission to grow a diverse workforce. The CBF is a mechanism for accountability focused on building diversity and inclusion and expanding on existing workforce development models. It directs and supports local initiatives that benefit people and communities and enhances the hiring of underserved individuals.

Workforce development remains a key pillar in our business, and we continue to advance action across our communities each day. Our Anniston Workforce Development Program (or "AWDP"), launched in 2020 under the CBF, is a comprehensive program that strengthens local community outreach and recruitment capacity and commits to placing groups of people not traditionally employed in the manufacturing industry. It includes:

- Workforce development program, including training and development, skill gap assessments, wage and benefit commitments, fulfillment of diversity and hiring objectives, and pre-apprenticeship and apprenticeship programs
- The launch of an employee engagement committee
- Execution of partnerships and alliances with community-based organizations ("CBOs") with defined goals and measurement processes
- Continued procurement commitment to Disadvantaged Business Enterprises ("DBEs")
- Ongoing support of new initiatives, including an annual New Flyer bursary (Accelerate Anniston)
- Provision of social (such as housing or childcare) and educational supports
- Advocacy for continued industry support and funding of workforce development
- Rigorous reporting of metrics and workplace practices
- Ongoing monitoring of compliance, governance, and oversight

We have long advocated for workforce development and greater diversity at an industry level. This is why, in 2022, New Flyer joined the American Public Transportation Association (APTA) Racial Equity Commitment Program as a founding signatory, committed to furthering racial equity in the transportation industry. This

partnership helped to build our Two-Year Diversity, Equity and Inclusion Strategic Framework, which is centered on making diversity, equity and inclusion an explicit strategic priority for our organization.

In addition, New Flyer enjoys strong partnerships and ongoing dialogue with outstanding industry organizations like Latinos in Transit ("LIT") and the Conference of Minority Transportation Officials ("COMTO") – the latter of which New Flyer has been a member of for more than 15 years.

Technical Training and Innovation

Internal Team Training and Workforce Development

Each year, we invest millions in training and workforce development for our team, with over 200,000 hours of classroom and on-the-job training completed through the NFI Learning Institute in 2022 alone.

In 2022 the NFI Learning Institute focused on enhancing our manufacturing orientation to include job mentorship and formalized on-the-job training. This has reduced the time to become proficient on the job and has increased confidence for our new team members. We have also continued to focus on professional development and technical training that supports changes in technology, specialized tooling, and safety requirements; and on the development of eLearning programs that support the required soft, technical, lean, and safety-related skills needed by our teams.

Late 2021, New Flyer also announced the launch of its Electrical Technician Training Program (or "ETTP") to provide high-demand electrical skills as industry EV adoption surges. The ETTP was launched with the support of the Communication Workers of America ("CWA") union through a memorandum of understanding and was developed by leveraging MCI coach training content. First introduced in New Flyer's St. Cloud, Minnesota facility, the program is intended to carry across all major North American NFI facilities in the near future.

Shortly after the ETTP launched, the MCI Academy (operated through NFI subsidiary MCI) received its fifth consecutive ATMC National Excellence in Training Award.

External Customer (Transit Agency) Training and Workforce Development

The New Flyer Institute is New Flyer's proprietary learning center which provides world-class training and workforce development to our customers. It is designed to:

- Introduce the New Flyer vehicle to our customers
- Help properties operate and maintain the vehicle to its fullest potential throughout the life of the vehicle
- Provide vehicle operation and safety features familiarization courses to the operator trainers
- Deliver training on maintenance procedures, troubleshooting and safety information

We will work closely with you to design and deliver training to improve existing skill sets and train in new skill sets such as electrification and digitization as industry electric vehicle adoption surges.

Our Vehicle Innovation Center (or "VIC") is North America's first and only innovation lab dedicated to advancing bus and coach technology.

- Built and opened in 2017, the VIC provides critically needed workforce development to industry leaders, often facilitating reskilling, upskilling, and knowledge sharing on EVs and infrastructure.
- The VIC is located in Anniston, Alabama on the New Flyer manufacturing campus. You can take a virtual tour of the Anniston facility here and tour the VIC here.

- Ultimately, the VIC is providing workforce development that is a critical enabler of zero-emission bus adoption at scale in America. To date, the VIC has welcomed over 9,000 people over 400 events.

Infrastructure and Charging Support

We understand the complexity of transitioning fleets to battery-electric, and our goal is to simplify the process. NFI Infrastructure Solutions™ is a full-suite service providing safe and reliable project management for smart mobility projects. To date, NFI Infrastructure Solutions™ has installed more than 425 EV chargers.

With a team of experts and engineers harnessing more than 100 years of combined experience, NFI Infrastructure Solutions™ guides zero-emission infrastructure projects from start to finish. This includes design, budgeting, planning, installation, commissioning, UL certification, procurement development, determination of wayside or depot charging needs, energy grid management, and more.

Sustainable transportation is our future, and alongside partners like Siemens, ABB, ChargePoint, Burns and McDonnell, Heliox, and Black and Veatch, The Mobility House, and Rhombus, our infrastructure team is here to help make it a reality. Learn more at nfigroup.com/IS, watch the video here, or view our charger catalog here.

Connected Technology and Analytics

NFI Connect™ is an exclusive, advanced telematics solution that gives you real-time oversight of your entire fleet, improving bus uptime and safety, and lowering costs.

NFI Connect™ offers the following benefits for your zero-emission fleet:

- Flexible deployment: it is easy to deploy, compatible with multiple vehicle platforms and requires minimal IT infrastructure.
- Performance improvements: NFI Connect™ insights show opportunities for training strategies, with reports that illustrate data for improved driver performance.
- Cyber secure: it is protected and monitored by state-of-the-art cyber security technology.
- Always up to date: our vehicles have the latest software versions with secure over-the-air updates.

With NFI Connect™ you can have greater oversight of your whole operation, ultimately improving bus uptime and lowering costs, without requiring more work. Learn more at nfigroup.com/connect.

Scope of Work

Below are details spanning our mobility solutions that best position Winston-Salem Transit Authority to deploy and fulfill its low-emission transition plan through the Low-No and/or BBF competitive programs.

1) XDE35 Hybrid-Electric Transit Buses

The FTA will provide priority consideration to applicants that identify their intent to use a procurement method that reduces vehicle customization, by either: identifying an intent for a joint procurement with at least three total transit agencies using a common specification; or committing to using a standard vehicle model.

New Flyer has developed a Technical Best Practices Scoring method to determine the level of standardization for this proposal and attached a certification statement outlining the level of customization for this proposal.

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Adhering to this direction, New Flyer has priced these vehicles using Winston-Salem's Transit Authority SR-2565 for the technical configuration.

- The procurement and deployment of five (5) low-emission 35-foot, heavy-duty New Flyer Xcelsior XDE35 Allison Hybrid-Electric transit buses.
- The proposed vehicles will be configured as our standard vehicle model base bus and no customer-specific options included (EX. APC, AVA/AVL).
- These low-emission XDE35 buses meet all federal requirements, including Buy America, at the time of delivery.
- Any charging equipment provided by New Flyer will be non-proprietary and fully interoperable with other transit buses and EVs, using industry standard ("OppCharge") charging protocols.

Pricing

- New Flyer Xcelsior XDE35 35-foot Allison Hybrid-Electric bus price is: **$1,033,761.49/Bus**
- Bus price includes warranty and publications].
- Please refer to the Workforce Development section below, for details on VIC education session included within this proposal.
- Notes on pricing:
  - The price may not include nor reflect all customer-specific features.
  - Changes to vehicle configuration are subject to pricing changes.
  - All prices are stated in $USD and valid if buses are manufactured in 2025.

Tooling and Diagnostics

- Please refer to the attached document, our recommended Tooling and Equipment list, to best maintain and support the proposed XDE35 transit buses.
- Tooling cost is not included in bus price.
- Recommended tooling and diagnostics list is provided for budgetary purposes. Final tooling and diagnostics list will be provided when a final vehicle configuration is decided upon.

2) Payment Terms

The FTA will provide priority consideration to applicants that incorporate advance payments and/or progress payments into the contract. Adhering to this direction, New Flyer's proposal is based on the following payment terms:

Progress Payment Terms

- **Payment terms are 75% at the time of battery or engine install and 25% at acceptance with net 30 terms, with receipt of title to the rolling stock provided as security.**
- **These terms meet the FTA eligibility criteria for your Low-No and BBF application.**

3) Workforce Development & Training

New Flyer Institute

- Technical training department capable of conducting in-person training, hands-on training on customer vehicles, and at customer sites for maximum accuracy and convenience.
- Training will be customized and appropriate for electrical engineers, battery/powertrain assembly technicians, electric powertrain maintenance, bus operators and safety personnel.
- Please refer to the Training section for additional recommended training for the proposed bus (cost not included in bus price). A recommended training list is provided for budgetary purposes. A final training list will be provided when a final bus configuration is confirmed.

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Learning Management System (LMS)

- Online platform that offers more generic, comprehensive training to complement classroom and on-the-job learning.
- Can reinforce skills and expand knowledge of a broad range of topics with full-time flexibility.
- Is available free of charge with purchase of training package through the New Flyer Institute.

Vehicle Innovation Center (VIC)

- A unique internal institute dedicated to the future of transit mobility technology and designed to educate transit agency decision-makers.
- Through the Vehicle Innovation Center, and as part of our partnership, New Flyer will provide a customized, no-cost virtual experience for up to 50 members of your leadership team lasting a half day on technology topics of interest and designed to enhance your zero-emissions transition planning.

Conclusion

New Flyer is committed to developing smart and sustainable mobility solutions and working with all stakeholders to successfully deploy low-emission solutions across North America including buses, technology, workforce development, and infrastructure.

The deadline to submit is 11:59pmET on Thursday, April 25, 2024 – and we are here to help every step of the way.

Together, we can build more livable communities through clean, efficient, and safe mobility, while supporting more equitable access to sustainable transit, reducing the harmful impacts of climate change, and helping to strengthen the financial health and stability of the bus manufacturing industry. New Flyer is here to serve as Winston-Salem Transit Authority partner in scalable low-emission deployment.

Sincerely,

NEW FLYER OF AMERICA INC.

Luciana Marques
Technical Sales Manager

luciana_marques@newflyer.com

cc: Chris Dabbs, Regional Sales Manager
Adrian Graca, Business Segment Director

Tab 2, Technical Best Practices Score and Classification

New Flyer Response:

Included in this section is New Flyer’s letter to Winston-Salem Transit Authority regarding Technical Best Practices Score and Classification.

Agency Name: WINSTON-SALEM TRANSIT AUTHORITY (WINSTON-SALEM, NC)

Model: XDE35

Quantity: 5

[X] New Flyer certifies this proposal reflects a standard bus with available configurable options for 2024.

Technical Best Practices Score and Classification:

New Flyer is willing to partner based on a commitment to achieve a Technical Best Practice score between 89 to 100, which reflects a highly configurable bus with minimal variation.

Optimal Configuration:

- Highly standardized
- High Utilization of options that are common in the industry,
- areas of variation are expected and necessary to ensure the Agency can meet their unique operational constraints.
- Configuration will present benefits in price, manufacturability, quality, and in service reliability and parts availability.
- No minimum order quantity required.

Encouraging Standardization while reducing excessive customization's

To support efforts around standardization in the North American Transit industry, New Flyer has developed a Configuration Assessment Tool that allows us to assign a Technical Best Practice score for each configuration.

Through development of a comprehensive list of preferred and available production options we can measure use of common, high use configurations as well as unique, specific customizations. Preferred and available production options are preconfigured options that can be selected to ensure Agencies can meet their unique operating requirements. Selection of these options typically results in:

1. Better Manufacturability translating to higher build in station, higher labor efficiency, and lower labor hours, therefore reducing cost and increasing quality.
2. Increased Supply chain reliability and resilience as it minimizes extensive small batch production.
3. Optimized quantity discounts and avoidance of minimum buy premiums which may reduce overall costs.
4. Improve aftermarket lowering parts availability which may improve vehicle down time and increase service reliability.

Where specific custom options are present, they can be reviewed against the preferred and available production options to explore alternatives and determine if an Agency can make alterations through the configuration process to optimize the bus and realize the advantages of selecting from preferred and available production options.

The scoring system measures the Agencies technical configuration against a bus compromised only of preferred production options. The Technical Best Practice score is calculated as follows:

SCORE = 100% - (% of Special Customer Options*2)

The score results in the technical configuration being classified in one of 4 classifications based on Agency and Order size to account for unique differences in operations, duty cycle, geography, order sizes etc.

1) **Optimal Configuration:**
   - Highly standardized
   - High Utilization of options that are common in the industry,
   - Variation has been significantly reduced.
   - Configuration will present benefits in price, manufacturability, quality, and in service reliability and parts availability.
   - No minimum order quantity required.
2) **Highly Configurable, minimal variation:**
   - Highly standardized
   - High Utilization of options that are common in the industry,
   - areas of variation are expected and necessary to ensure the Agency can meet their unique operational constraints.
   - Configuration will present benefits in price, manufacturability, quality, and in service reliability and parts availability.
   - No minimum order quantity required.
3) **Medium Configurable, some variation:**
   - Some level of standardization present
   - Medium utilization of options that are common in the industry,
   - Opportunities for a more configurable approach are present.
   - Configuration is consistent across the Agencies New Flyer fleet which may present benefits around in service reliability and parts availability within the Agencies warehouses.
   - A minimum order quantity of 50 buses or,
   - commitment from the Agency to reduce their specific custom options and pursue more available options to move to the Highly Configurable Category
4) **Minimum Configurable, significant variation:**
   - Some level of standardization present
   - Low utilization of options that are common in the industry.
   - Opportunities for a more configurable approach are present.
   - The technical configuration includes the desired attributes as communicated by the Agency may result in synergies and benefits for the Agency for their internal training, service, maintenance, and parts warehousing practices.
   - A minimum order quantity of 100 buses is required to move forward with this level of customization.

Tab 3, Bus Publications

New Flyer Response:

Publications are **part** of the bus price. A final publications deliverable will be provided when a final bus configuration is decided upon.

Tab 4, Bus Training

New Flyer Response:

Included in this section are details regarding our training proposal package. Training **is not** included in the bus price.

Please note, the recommended training list provided is provided for budgetary purposes only. A final training list will be provided when a final bus configuration is decided upon.

New Flyer Supplied Training					
DESCRIPTION	**RECOMMENDED MAXIMUM NUMBER OF STUDENTS PER CLASS**	**QTY HRS.**	**TOTAL SELLING PRICE AT BID [USD]**	**REQUIREMENT**	**BILLABLE: Y/N**
Operator Orientation (Train-the-Trainer)	6	4	$986.85	Recommended	Y
Maintenance Orientation	15	4	$986.85	Recommended	Y
Preventive Maintenance Inspection	10	4	$986.85	Recommended	Y
Multiplex System	10	32	$7,894.80	Recommended	Y
Entrance & Exit Doors	10	4	$986.85	Recommended	Y
Wheelchair Ramp	10	4	$986.85	Recommended	Y
Brake Systems and Axles	10	16	$3,947.40	Recommended	Y
Air System and ABS	10	8	$1,973.70	Recommended	Y
Suspension and Steering	10	8	$1,973.70	Recommended	Y
Electric Fan Drive	10	4	$986.85	Recommended	Y
Coolant Loop Fill Procedure	10	4	$986.85	Recommended	Y
Towing	10	4	$986.85	Recommended	Y
Body and Structure	10	4	$986.85	Recommended	Y
Sub Total - New Flyer Training					Y
OEM/Subcontractor Supplied Training					
DESCRIPTION	**RECOMMENDED MAXIMUM NUMBER OF STUDENTS PER CLASS**	**QTY HRS.**	**TOTAL SELLING PRICE AT BID**		
Engine Maintenance	10	16	$8,100.00	Recommended	Y
HVAC Maintenance	8	8	$4,860.00	Recommended	Y
Fire Suppression	10	8	$5,400.00	Recommended	Y
Destination Sign	10	6	$4,860.00	Recommended	Y
Hybrid Transmission Maintenance	8	24	$16,200.00	Recommended	Y
Sub Total - OEM/Subcontractor Training					
Training Total (priced separate from the bus price)					Y

Tab 5, Bus Tooling and Diagnostics

New Flyer Response:

Included in this section are details regarding our Tooling and Diagnostics recommended list of items.

Tooling and Diagnostics **are not** included in the bus price.

Please note, the recommended tooling and diagnostics list is provided for budgetary purposes only. A final Tooling and Diagnostics list will be provided when a final bus configuration is decided upon.

COMMENTS	DESCRIPTION	QUOTED PART #	BID QTY	UNIT SELLING PRICE [USD]	EXTENDED SELLING PRICE [USD]	REQUIREMENT	BILLABLE: Y/N
	Diagnostic Equipment						
for use with all diagnostic software	Panasonic FZ55 Toughbook Laptop	6502351	**1**	$3,313.66	$3,313.66	Recommended	Y
Product Drivers - NEXIQ.com	Nexiq USB Link™ 3 - WIFI/Bluetooth Edition	6494933	**1**	$1,181.98	$1,181.98	Recommended	Y
INSITE™ Engine Diagnostics | Cummins Inc.	Cummins Insite Software	NPN	**1**	$0.00	$0.00	Recommended	Y
Requires annual renewal	Cummins Insite Lite (1st year subscription)	6339520	**1**	$1,661.65	$1,661.65	Recommended	Y
Requires annual renewal	Insite Lite - 1-yr Renewal	6495522	**1**	$1,661.65	$1,661.65	Recommended	Y
Requires annual renewal	Cummins Insite Pro (1st year subscription)	6339521	**1**	$1,372.99	$1,372.99	Recommended	Y
Requires annual renewal	Insite Pro - 1-yr Renewal	6495523	**1**	$1,372.99	$1,372.99	Recommended	Y
Requires annual renewal	Allison DOC Premium for H40/50 EP Download - 1st yr subscription	6469850	**1**	$1,939.97	$1,939.97	Recommended	Y
Requires annual renewal	Allison DOC Premium - 1-yr Renewal	6474918	**1**	$834.34	$834.34	Recommended	Y
Requires annual renewal	Wabco ABS Software (1st yr subscription)	6334596	**1**	$432.62	$432.62	Recommended	Y
	Software - Wabco ABS 1-yr Renewal	6495817	**1**	$432.62	$432.62	Recommended	Y
Software included in kit	Intelligaire III Diagnostic Software & Cables	6393934	**1**	$2,456.96	$2,456.96	Recommended	Y
EMP : Drivers & Downloads (emp-corp.com)	EMP Software	NPN	**1**	$0.00	$0.00	Recommended	Y
Software included in kit	Valeo Diagnostic Software & Cables	6396448	**1**	$622.19	$622.19	Recommended	Y
	Valeo Adapter - Diagnostic	6492163	**1**	$109.65	$109.65	Recommended	Y
support.na@luminator.com	Luminator MIE Software	NPN	**1**	$0.00	$0.00	Recommended	Y
http://divapps.parker.com/divapps/iqan/VanscoVMM	Vansco Software	NPN	**1**	$0.00	$0.00	Recommended	Y
http://divapps.parker.com/divapps/iqan/VanscoDLA.h	Vansco 1210 Chooser	NPN	**1**	$0.00	$0.00	Recommended	Y
PVSG Software (parker.com)	PVSG Software	NPN	**1**	$0.00	$0.00	Recommended	Y
	Cable - PVSG Interface	6487019	**1**	$56.74	$56.74	Recommended	Y
	Cable - Transtech VR Interface	6488984	**1**	$321.60	$321.60	Recommended	Y
https://promo.parker.com/promotionsite/parker-sma	Smartrider Software	NPN	**1**	$0.00	$0.00	Recommended	Y
agoetzelmann@Wabtec.com	Vapor VETC2 Software	NPN	**1**	$0.00	$0.00	Recommended	Y
	Diagnostic Kit - Vanner HBA/EBA	6406922	**1**	$1,315.92	$1,315.92	Recommended	Y
	Datalogger - Vector GL1000	6473056	**1**	$3,243.10	$3,243.10	Recommended	Y
darryl_desjarlais@newflyer.com	Danfoss Software - Berendsen Pwr Strg	NPN	**1**	$0.00	$0.00	Recommended	Y
	Cables Kit - Berendsen Pwr Strg	6490120	**1**	$396.39	$396.39	Recommended	Y
Software included in kit	Amerex SafetyNet Software & Interface	6355551	**1**	$716.91	$716.91	Recommended	Y
	Special Tools & PPE						
	Kit - Lift Tow Universal	6396565	**1**	$321.79	$321.79	Recommended	Y
	Kit - Lift Tow Receivers	6396567	**1**	$1,939.15	$1,939.15	Recommended	Y
	Xcelsior Flat Tow adapter (2 pcs. Per set)	6395097	**1**	$3,744.29	$3,744.29	Recommended	Y
	Assy - Frame Flat Towing	902990	**1**	$6,349.79	$6,349.79	Recommended	Y
	Jacking Adapters	434434	**1**	$1,142.77	$1,142.77	Recommended	Y
	Tool - Sway Bar Bushing Removal	566804	**1**	$460.91	$460.91	Recommended	Y
	Repair Kit - Disc Brakes & Calipers	6408310	**1**	$4,700.74	$4,700.74	Recommended	Y
	Torque Multiplier	6314711	**1**	$2,636.86	$2,636.86	Recommended	Y
	Hub Repair Kit - MAN VOK-07 Frt Axle	6408311	**1**	$9,473.69	$9,473.69	Recommended	Y
	Optional Hub Removal Hydraulic Tool Kit - MAN VOK-07	6458834	**1**	$6,040.35	$6,040.35	Recommended	Y
	King Pin Press Kit - MAN VOK-07 Frt Axle	6494532	**1**	$21,388.09	$21,388.09	Recommended	Y
	Hub Repair Kit - MAN HY1350 RR Axle	6408306	**1**	$6,214.42	$6,214.42	Recommended	Y
	ABS Sensor R&R Kit - MAN HY1350 RR Axle	6408307	**1**	$1,115.68	$1,115.68	Recommended	Y
	Pinion Seal Repair Kit - MAN HY1350 RR Axle	6444302	**1**	$3,046.36	$3,046.36	Recommended	Y
	Differential Repair Kit - MAN HY1350 RR Axle	6444303	**1**	$9,774.72	$9,774.72	Recommended	Y
	Optional Tool Kit - MAN HY1350 RR Axle	6444304	**1**	$41,032.96	$41,032.96	Recommended	Y
	Coolant System Pressure Tester	660817	**1**	$1,127.43	$1,127.43	Recommended	Y
	Kit - Coolant Pressure Fill	6484741	**1**	$4,556.43	$4,556.43	Recommended	Y
	Adj Tool - Strg Gear Box Press Relief	6465265	**1**	$334.20	$334.20	Recommended	Y
	Depth Punch - Strg Gear Box Press Relief	6465266	**1**	$185.67	$185.67	Recommended	Y
	Flow Meter Tester - Strg Gear Box	140809	**1**	$1,386.91	$1,386.91	Recommended	Y
	Puller Tool - Pitman Arm	6394270	**1**	$510.57	$510.57	Recommended	Y

	Alignment Tool - Flex Connector	6360381	1	$906.88	$906.88	Recommended	Y
	Eng/Trans Dolly - Universal	086444	1	$3,080.13	$3,080.13	Recommended	Y
	Cummins B6.7 Service Tool Kit	6484144	1	$31,107.67	$31,107.67	Recommended	Y
	Allison Hybrid Drive Service Tool Kit	6345918	1	$20,880.78	$20,880.78	Recommended	Y
	Allison Hybrid Drive Overhaul Tool Kit	6358069	1	$20,545.03	$20,545.03	Recommended	Y
	Allison ESS Overhaul Tool Kit	6400263	1	$5,810.59	$5,810.59	Recommended	Y
	Battery Charger - Vanner 24V	6469275	1	$2,195.17	$2,195.17	Recommended	Y
	Hybrid Cooling Line Tool - STC12 Fitting	6469562	1	$58.73	$58.73	Recommended	Y
	Hybrid Cooling Line Tool - STC16 Fitting	6469563	1	$22.98	$22.98	Recommended	Y
	TK A/C Tool Kit - RLFE R407c	6459438	1	$32,963.25	$32,963.25	Recommended	Y
	Amerex Discharge Hose Blowout Adapter	052132	1	$187.26	$187.26	Recommended	Y
	Amerex Fire Alarm/Simulator Module	6484731	1	$383.49	$383.49	Recommended	Y
HV Tools	Clamp Meter - 1000A Fluke 376	6487900	1	$1,172.48	$1,172.48	Recommended	Y
HV Tools	Fluke 2 in 1 Multimeter - 1587FC	6400746	1	$1,784.72	$1,784.72	Recommended	Y
HV Tools	modular test lead kit	6473267	1	$338.37	$338.37	Recommended	Y
HV Tools	test probe flat blade	6473268	1	$45.46	$45.46	Recommended	Y
HV Tools	test probe back probe	6473269	1	$43.28	$43.28	Recommended	Y
HV Tools	Wiha Insulated Master Electrician's tool kit	6473445	1	$4,867.56	$4,867.56	Recommended	Y
HV Tools	wiha 1/4 in ratchet set insulated SAE	6473447	1	$708.94	$708.94	Recommended	Y
HV Tools	wiha 1/4 in ratchet set insulated Metric	6473448	1	$709.34	$709.34	Recommended	Y
HV Tools	16 PC 3/8 drive socket set	6473449	1	$521.89	$521.89	Recommended	Y
HV Tools	3/8 Extension set	6473450	1	$78.64	$78.64	Recommended	Y
HV Tools	3/8 Extension set	6473451	1	$111.29	$111.29	Recommended	Y
HV Tools	wiha open end wrench insulated metric	6473452	1	$688.99	$688.99	Recommended	Y
HV Tools	wiha open end wrench insulated sae	6473453	1	$856.09	$856.09	Recommended	Y
HV Tools	Wiha insulated Serrated Tweezers Straight	6473454	1	$64.09	$64.09	Recommended	Y
HV Tools	Wiha insulated Serrated Tweezers Angled	6473455	1	$89.27	$89.27	Recommended	Y
HV Tools	Insulated Torque Wrench 1/4"	6473456	1	$1,000.58	$1,000.58	Recommended	Y
HV Tools	Insulated Torque Wrench 3/8"	6472024	1	$1,041.69	$1,041.69	Recommended	Y
HV Tools	Insulated Torque Wrench 1/2"	6473457	1	$1,146.63	$1,146.63	Recommended	Y
HV Tools	torque screwdriver set	6473458	1	$510.45	$510.45	Recommended	Y
HV Tools	insulated crimper 30 - 6 Awg 7"	6473459	1	$58.37	$58.37	Recommended	Y
HV Tools	wire striper 6 - 3/8 overall 20 to 10	6473460	1	$52.65	$52.65	Recommended	Y
HV Tools	insulated water pump pliers v-jaw	6473461	1	$113.45	$113.45	Recommended	Y
HV Tools	insolated hex key set 10pc metric	6473462	1	$298.71	$298.71	Recommended	Y
HV Tools	Long SAE Natural insulated hex key set 12 pc	6473463	1	$384.55	$384.55	Recommended	Y
HV Tools	bit driver	6473464	1	$120.17	$120.17	Recommended	Y
HV Tools	Stubby Bit Driver	6473465	1	$42.35	$42.35	Recommended	Y
HV Tools	Wiha Insulated "bitFlip" Set	6472034	1	$74.39	$74.39	Recommended	Y
HV Tools	Mini Screw Driver set	6473466	1	$132.86	$132.86	Recommended	Y
PPE	ARC Flash Protection Clothing Kit - 2PC Small	6471958	1	$860.24	$860.24	Recommended	Y
PPE	ARC Flash Protection Clothing Kit - 2PC Medium	6473412	1	$915.69	$915.69	Recommended	Y
PPE	ARC Flash Protection Clothing Kit - 2PC Large	6473413	1	$915.69	$915.69	Recommended	Y
PPE	ARC Flash Protection Clothing Kit - 2PC XL	6473414	1	$911.41	$911.41	Recommended	Y
PPE	ARC Flash Protection Clothing Kit - 2PC 2XL	6471962	1	$961.47	$961.47	Recommended	Y
PPE	ARC Flash Protection Clothing Kit - 2PC 3XL	6471963	1	$1,032.28	$1,032.28	Recommended	Y
PPE	ARC Flash Protection Clothing Kit - 2PC 4XL	6471964	1	$1,118.29	$1,118.29	Recommended	Y
PPE	ARC Flash Protection Clothing Kit - 2PC 5XL	6471965	1	$1,204.32	$1,204.32	Recommended	Y
PPE	ARC Flash Protection Clothing Kit - 1PC Small	6471966	1	$683.71	$683.71	Recommended	Y
PPE	ARC Flash Protection Clothing Kit - 1PC Medium	6473415	1	$683.71	$683.71	Recommended	Y
PPE	ARC Flash Protection Clothing Kit - 1PC Large	6473416	1	$683.71	$683.71	Recommended	Y
PPE	ARC Flash Protection Clothing Kit - 1PC XL	6473417	1	$683.71	$683.71	Recommended	Y
PPE	ARC Flash Protection Clothing Kit - 1PC 2XL	6473418	1	$972.35	$972.35	Recommended	Y
PPE	ARC Flash Protection Clothing Kit - 1PC 3XL	6471971	1	$1,079.16	$1,079.16	Recommended	Y
PPE	ARC Flash Protection Clothing Kit - 1PC 4XL	6471972	1	$1,107.12	$1,107.12	Recommended	Y

PPE	ARC Flash Protection Clothing Kit - 1PC 5XL	6471973	**1**	$1,081.49	$1,081.49	Recommended	**Y**
PPE	Balaclava Head Cover one size fits all	6473440	**1**	$61.12	$61.12	Recommended	**Y**
PPE	Hard Hat and Face Shield one size fits all	6368561	**1**	$409.91	$409.91	Recommended	**Y**
PPE	Fall Saftey Harness 425LBS	6473270	**1**	$232.41	$232.41	Recommended	**Y**
PPE	Black electrical glove kit, Size 7	6471976	**1**	$162.22	$162.22	Recommended	**Y**
PPE	Black electrical glove kit, Size 8	6473420	**1**	$170.34	$170.34	Recommended	**Y**
PPE	Black electrical glove kit, Size 8.5	6471978	**1**	$155.48	$155.48	Recommended	**Y**
PPE	Black electrical glove kit, size 9	6471979	**1**	$157.61	$157.61	Recommended	**Y**
PPE	Black electrical glove kit, Size 9.5	6473421	**1**	$155.48	$155.48	Recommended	**Y**
PPE	Black electrical glove kit, size 10	6473422	**1**	$153.30	$153.30	Recommended	**Y**
PPE	Black electrical glove kit, Size 10.5	6473423	**1**	$218.72	$218.72	Recommended	**Y**
PPE	Black electrical glove kit, size 11	6473424	**1**	$162.22	$162.22	Recommended	**Y**
PPE	Black electrical glove kit, size 12`	6473425	**1**	$155.48	$155.48	Recommended	**Y**
PPE	HV Blanket 3' x 3'	6473431	**1**	$406.76	$406.76	Recommended	**Y**
PPE	Blanket Clamp 9-1/2" L, 5" Opening	6473432	**1**	$35.72	$35.72	Recommended	**Y**
PPE	Glove Dust 0.5oz	6473433	**1**	$14.25	$14.25	Recommended	**Y**
PPE	Rescue Hook 6FT	6400745	**1**	$631.36	$631.36	Recommended	**Y**
PPE	Defibrillator Adult	6473177	**1**	$2,739.82	$2,739.82	Recommended	**Y**
PPE	Brady Personal Lockout Pouch Kit	6473441	**1**	$139.26	$139.26	Recommended	**Y**
PPE	Steel Lock Hasp with Tab	6473442	**1**	$17.86	$17.86	Recommended	**Y**
PPE	American lock A1106RED	6473443	**1**	$25.88	$25.88	Recommended	**Y**
PPE	Lock Out Tag (pk of 25)	6473444	**1**	$32.08	$32.08	Recommended	**Y**
PPE	Hv Warning sign	6473436	**1**	$20.77	$20.77	Recommended	**Y**
PPE	Arc Flash Warning sign	6473437	**1**	$14.88	$14.88	Recommended	**Y**
PPE	steering wheel covers	6473439	**1**	$79.79	$79.79	Recommended	**Y**
PPE	Cart - Safety Barricade System (up to 75ft)	6491772	**1**	$1,482.48	$1,482.48	Recommended	**Y**

Tab 6, Bus Warranty

New Flyer Response:

Warranty is **part** of the bus price. A final warranty deliverable will be provided when a final bus configuration is decided upon.

Tab 7, Xcelsior® Hybrid-Electric Brochure

New Flyer Response:

Included in this section is a brochure of the proposed Xcelsior® Hybrid-Electric Bus

NEW FLYER

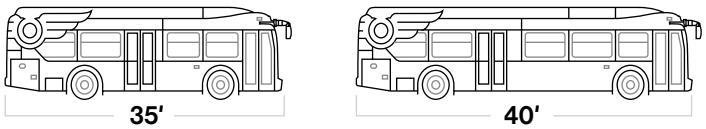
xcelsior® HYBRID-ELECTRIC

Sustainable and efficient mobility.

Transitioning toward a zero-emission future.

Hybrid-electric buses enable the critical transition step in the evolution to zero-emission mobility. They can immediately reduce greenhouse gas emissions and are a safe and reliable way to move people through the community while contributing to cleaner air.

Available in 2 Lengths



20 YEARS

New Flyer has been leading innovation in hybrid-electric mobility for over 20 years, supplying more hybrid buses to the North American industry—in more configurations—than any other manufacturer.

Facts.

New Flyer has successfully deployed over 8,000 hybrid-electric buses throughout North America. Today, its hybrid-electric technology is built on the Xcelsior® transit bus model.

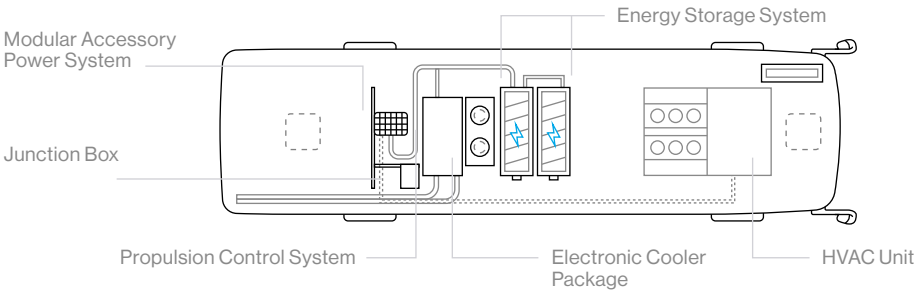
Xcelsior® hybrid-electric achieved the best fuel economy ever recorded at Altoona: 5.88 mpg, delivering up to 8% in fuel savings.

newflyer.com/hybrid

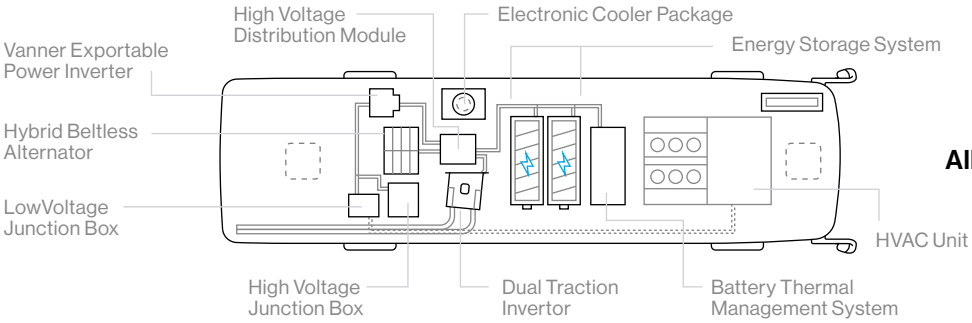
How it works.

Hybrid buses are powered by a combination of electricity and fuel. Electric power is generated by the combustible engine and stored in hybrid batteries.

Xcelsior® HYBRID-ELECTRIC 40'



BAE System



Allison System

Smart Power

From a standstill and at low speeds, vehicle acceleration is most efficiently achieved using purely electric power. As vehicle speed increases, the use of mechanical power increases while the electric motor augments acceleration power. High vehicle speeds draw on strictly mechanical power.

Regenerative Breaking

Up to 40% of the energy to accelerate the bus comes from energy saved through regenerative braking. Regenerative braking recovery is available across the entire speed range of the bus, which greatly extends brake life and reduces maintenance costs.

Benefits.

Battery Efficiency

Batteries have an expected life of six years and require no interim reconditioning.

Fuel Savings

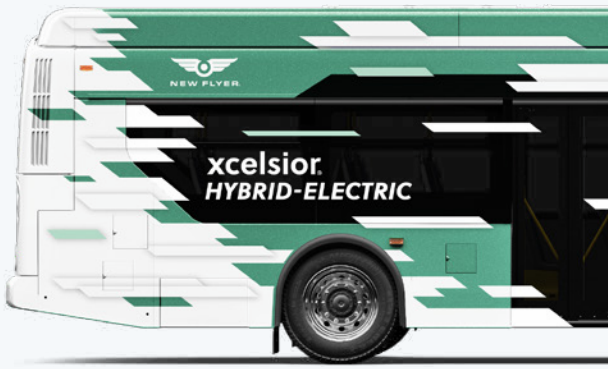
Improved fuel economy by 10-29% compared to conventional buses, dependent on route deployment.

High Performance & Reliability

Significant reductions in transmission and brake maintenance, resulting in fewer service bays, parts and required fluids.

Smooth Ride

Better passenger experience through smoother acceleration, a quieter ride, and improved air quality.



Best-in-class features.

Enhanced Safety & Accessibility.

SmartRider™ enables kneeling to variable heights and minimizes the slope difference between a low-floor ramp and the bus floor. SmartRider™ ramp achieves a 1:6 slope ratio with a self-leveling feature.

Passenger Capacity

Industry-leading passenger carrying capacity.*

35' Xcelsior®	
Seated	32
Standees	35
Total	**67**

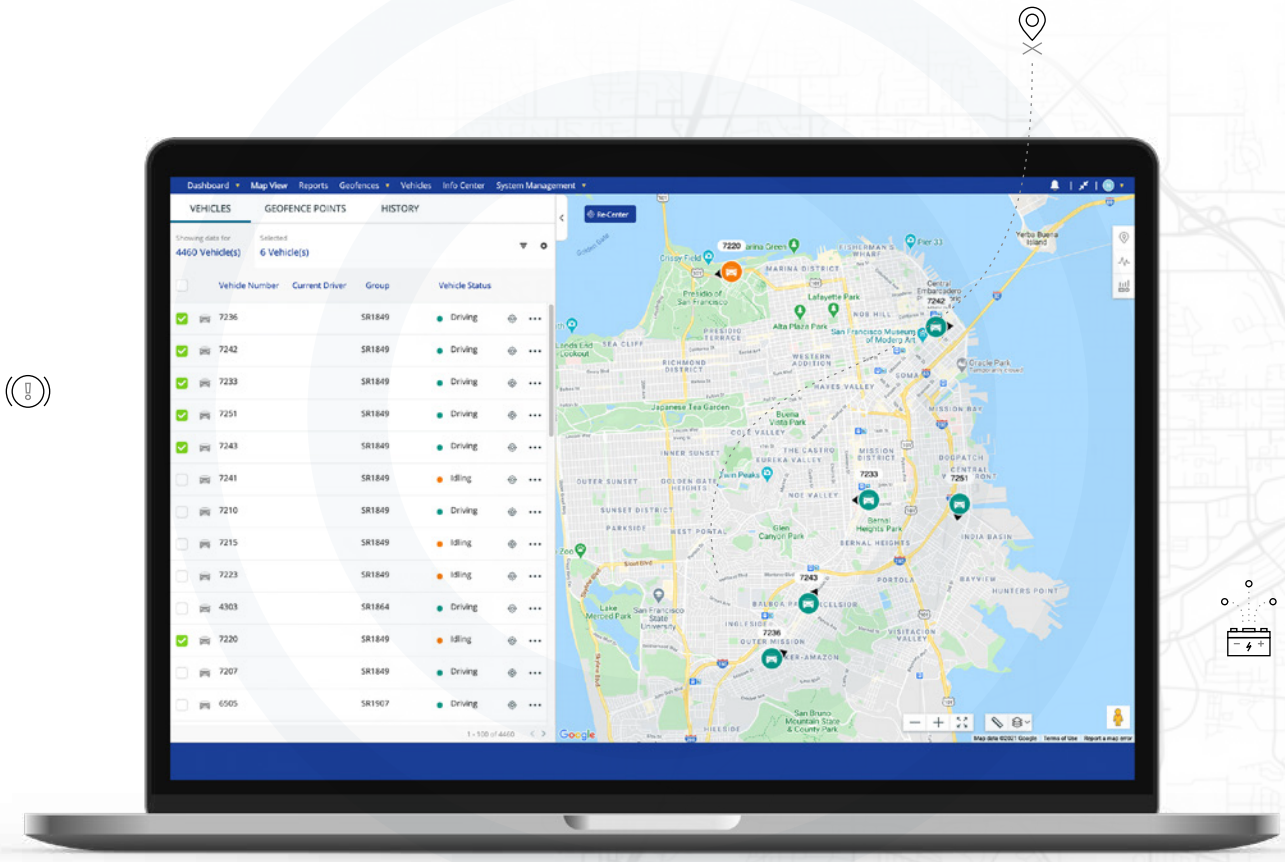
40' Xcelsior®	
Seated	40
Standees	44
Total	**84**

Performance

Weighs 8% less than previous models achieved through structure optimization and lighterweight supplier components, leading to improved efficiency and lower operating costs.

Delivers up to 8% fuel savings, reducing overall cost of ownership.

*Passenger capacity shown reflect standard configuration. Capacity may change dependent on custom design and components used.



NFI Connect™.

NFI Connect™ is an exclusive and state-of-the-art telematics solution designed to give you greater and smarter oversight of your whole operation, improving bus uptime and lowering costs, without requiring more work.

Measurements	35′ XDE35	40′ XDE40
Length	36′ 3" (11.05m) Over bumpers; 35′ 5" (10.80m) Over body	41′ 0" (12.50m) Over bumpers; 40′ 2" (12.24m) Over body
Width	102" (2.6m)	102" (2.6m)
Roof Height	10′ 10" (3.3m) over cooling fans	10′ 10" (3.3m) over cooling fans
Step Height	14" (356mm)	14" (356mm)
Front Step Height (Kneeled)	10" (254mm)	10" (254mm)
Interior Height – Floor to Ceiling	79" (2m) Over front and rear axle; 95" (2.4m) Mid-coach	79" (2m) Over front and rear axle; 95" (2.4m) Mid-coach
Tire Size	305/70R22.5	305/70R22.5
Aisle Width	21" to 24" (559mm to 610mm) (varies with seat model)	21" to 24" (559mm to 610mm)) (varies with seat model)
Wheelbase	226.75" (5.8m)	283.75" (7.2m)

Propulsion		
Transmission	Allison hybrid drive; BAE HybriDrive®	Allison hybrid drive; BAE HybriDrive®
Engine Options	Cummins B6.7	Cummins B6.7

Passenger Capacity (With wheelchair barrier protection)		
Seats	Up to 32	Up to 40
Standees	Up to 35	Up to 44

Accessibility		
Doors	2	2
Wheelchair Accessibility	32" (813mm) wide, 1:6 slope NFIL or SmartRider™ ramp, front door	32" (813mm) wide, 1:6 slope NFIL or SmartRider™ ramp, front door
Wheelchair Locations	2 - Front location, rear location also available (other options available)	2 - Front location, rear location also available (other options available)

Approach Angle		
Approach/Departure/Breakover Angles	9°/9°/12°	9°/9°/9°

Turning Radius (Body, with aluminum wheels; *Varies with wheel type)		
Turning Radius	39′ (11.9m)*	43.5′ (13.3)*

Main Components		
Floor	Composite at rear interior step, ACQ Plywood remainder (dB Ply used on upper deck). Tarabus, Altro, RCA	Composite at rear interior step, ACQ Plywood remainder (dB Ply used on upper deck). Tarabus, Altro, RCA
Electrical System	Parker Vansco	Parker Vansco
Cooling System	Electric cooling fans (EMP, Modine)	Electric cooling fans (EMP, Modine)
Fuel Tank	Polyethylene fuel tanks: 100 gallon (379 L); 125 gallon (473 L); Stainless steel tanks: 100 gallon (379 L) 125 gallon (473 L)	Polyethylene fuel tanks: 100 gallon (379 L); 125 gallon (473 L); Stainless steel tanks: 100 gallon (379 L) 125 gallon (473 L)
HVAC	Thermo King or MCC	Thermo King or MCC
Axles	MAN VOK 07 Front disc brakes; MAN HY-1350 Rear disc brakes; Single reduction axle	MAN VOK 07 Front disc brakes; MAN HY-1350 Rear disc brakes; Single reduction axle

NEW FLYER

xcelsior® *HYBRID-ELECTRIC*

newflyer.com/hybrid

VIC | VEHICLE INNOVATION CENTER

Learn more about this technology at the Vehicle Innovation Center
nfigroup.com/VIC


NEW FLYER®