Executive Summary & Transition Overview

Applus+ is pleased to present the State of New Jersey with its proposal in response to RFP No. 08-X-39078 for the New Jersey Enhanced Motor Vehicle Inspection/Maintenance System.

The Applus+ sister companies – Applus+ Technologies, Applus+ AutoLogic, and Applus+ Property Inspections – are uniquely qualified to meet the needs of the new New Jersey I/M program and the motorists it serves.

As a full-service management contractor, **Applus+ Technologies** has transitioned and operated centralized, decentralized, and (as of May 2008) hybrid programs across the U.S. and has a particularly strong presence in the Northeast, where state clients, inspection stations, and trade associations all endorse Applus' work in managing programs that have inspected more than 45 million vehicles' emissions and safety components.

As a respected diagnostic equipment manufacturer, the Wisconsin-based **Applus+ AutoLogic** brings innovation to every technical solution, offering clients new ways to automate, integrate, and simplify the vehicle inspection and repair process through modular frameworks and close interactions with allied development, engineering and manufacturing professionals.

Because of the new requirement for facility maintenance, even Applus' newly launched sister company – **Applus+ Property Inspections** – will play an initial role in the transition, with its licensed commercial property inspectors providing physical site assessments of all centralized facilities so the state can make informed decisions regarding resource allocation.

> ***Applus+ is the only vendor in the Inspection and Maintenance industry to seek and attain ISO 9001:2000 certification for a Quality Management System.***

Leveraging a strong in-house management and information technology staff with these inherent strategic relationships, Applus+ partnerships with trusted vendors, and experience gained through other programs, the Applus+ proposal to the New Jersey Motor Vehicle Commission and Department of Environmental Protection exceeds RFP requirements in virtually every area – from information technology to equipment, through customer service and public relations – and all at a cost-conscious and highly competitive price.

Experience that Counts

The programs Applus+ currently manages are extremely well-matched to the requirements of the upcoming New Jersey program. Applus+ has transitioned a centralized program in Washington State from an incumbent contractor with **on-time and on-budget startup**. Applus+ also has managed programs completely comprising private facilities that perform both emissions and safety inspections. Today, Applus+ is working on converting Illinois' existing centralized network under another contractor's management to a new Applus+ hybrid program with all new equipment and an Applus-designed and -built VID. Due for startup in May 2008, Applus+ will use its Illinois experience to continue to build upon a strong foundation of lessons learned in its single-component programs.

Other commonalities between New Jersey's requirements and Applus+ experience include:

- Project management and contract compliance expertise through Applus' own Integrated Program Team Approach and Contract Data Requirements Lists;

Applus+ I/M Management Contracts			
Currents Contracts	**Program Data**	**Type Of Tests Performed**	**Technology Employed By Applus+ For Database, Management Applications And Data Networks**
Connecticut Program management, vendor analyzer and software; Analyzer maintenance, software ATPs; overt and covert auditing, training, reporting and finance	1,352,328 vehicle inspections (2005); manage 300 stations and 1,200 inspectors	ASM-2 + TSI + OBDII + LD Diesel Opacity + Gas Cap	⊕ Applus+ management ***VID*** accounting functions and reporting applications ⊕ SQL database on .NET platform; station communication network ⊕ Dial-up to VPN via TCP/IP communications and connected in real time to DMV and to Applus+ backup data management system ⊕ Reporting ***VID*** – SQL database on Windows platform; ⊕ Analyzer applications – IE browser-based interface in MS Windows XP based on .NET development platform ⊕ Website www.ctemissions.com
Massachusetts Program management, vendor analyzer and software; software ATPs; overt and covert auditing, repair monitoring; training, reporting and finance	4,978,090 vehicle inspections (2005); manage 1,600 stations and 7,500 inspectors	V_{MAS} + TSI + OBDII + LD& HD Diesel + Gas Cap + Safety Inspections	⊕ Oracle 9i database (MCI) connected via modem banks in real time to ***e-VID*** at RMV ALARS system ⊕ Management applications – custom applications on Windows platform ⊕ Reporting and statistical process control (SPC) – Access database with HTML browser interface and TCPIP communications to VPN ⊕ Website www.vehicletest.st.ma.us for Program
Illinois Hybrid Program management, testing equipment; Analyzer maintenance, software ATPs; VID	1,800,000 vehicle inspections; manage 17 centralized stations and 41 decentralized stations	OBDII + BAR97 + Gas Cap	⊕ Applus+ ***VID*** development and management ⊕ Reporting applications ⊕ Automated notification systems ⊕ QA and auditing applications ⊕ Oracle RDBMS on .NET platform; highspeed station communication network ⊕ Data migration ⊕ Website http://www.epa.state.il.us/air/vim/ for Program
Georgia Operate exemption, referee and waiver program	2,269,039 vehicle inspections (2005); operate waiver and referee centers; perform audits and inspector training	Offices Issue Exemptions, Referee Actions, and Waivers for motorists n the Program	⊕ ***VID*** – Oracle 9 (MCI) ⊕ Management and reporting applications ⊕ Oracle 9 interface with **VID** ⊕ Custom management and reporting applications ⊕ Visual Basic on MS Windows platform.
Washington State Operate and manage centralized network of stations; employ and train all management and inspectors	1,139,140 vehicle inspections (2005); operate 16 centralized facilities with 70 lanes; employ 250 inspectors	ASM-2 + TSI + OBDII + Gas Cap + LD & HD Diesel Opacity	⊕ ***VID*** - SQL database on MS.NET platform ⊕ Station communications – highspeed Wide Area Network; ⊕ Website www.emissiontestwa.com ⊕ Queue cameras onsite

- Application of best practices in technology development, such as Department of Defense security guidelines and code validation tools;
- Stringent document and process control guided by Applus' ISO-registered Quality Management System;
- Modular equipment and software design for optimal versatility, which speeds development and facilitates upgrades and maintenance;
- Mass equipment installations in Massachusetts and retrofits in Washington and Illinois;
- Inspector training, with more than 15,000 inspectors trained across six states. With the Illinois program and recent expansion of Applus+ responsibilities in Georgia's Clean Air Force, the number continues to grow.
- Use of stickers in the vehicle inspection programs.

Similar to New Jersey, the Massachusetts and Rhode Island programs are sticker-based. Applus+ management of these decentralized emission and safety programs has afforded significant experience with tracking, storage, and security of inspection stickers. Applus-proposed features for New Jersey will include:

- Tamper switches on every sticker drawer;
- Recording control numbers for every sticker package into the VID as it is loaded into a workstation;
- Removing old stickers from inspection workstations when facilities close and storing them in a locked safe in the station manager's office (accessible only to authorized personnel); and
- Restricting loading and unloading of stickers to authorized personnel.

> ***In its current Massachusetts program, when one of its vendor's equipment was not meeting the state's expectations for audit failure rates, Applus+ absorbed $15M in costs to replace underperforming workstations.***

Responsibility, Accountability, and a Single Point of Contact

Applus+ understands that its performance is critical to the success of any program it manages. As management contractor, Applus+ assumes **full responsibility and accountability** for all components of the New Jersey Enhanced Motor Vehicle Inspection/Maintenance System as defined by RFP 08-X-39078. Although every bidder can be expected to make such a claim, Applus+ stands behind it.

In its current Massachusetts decentralized program, when one of its vendor's equipment was not meeting the state's expectations for audit failure rates, Applus+ absorbed $15M in costs to replace underperforming workstations with equipment that would meet the state's expectations.

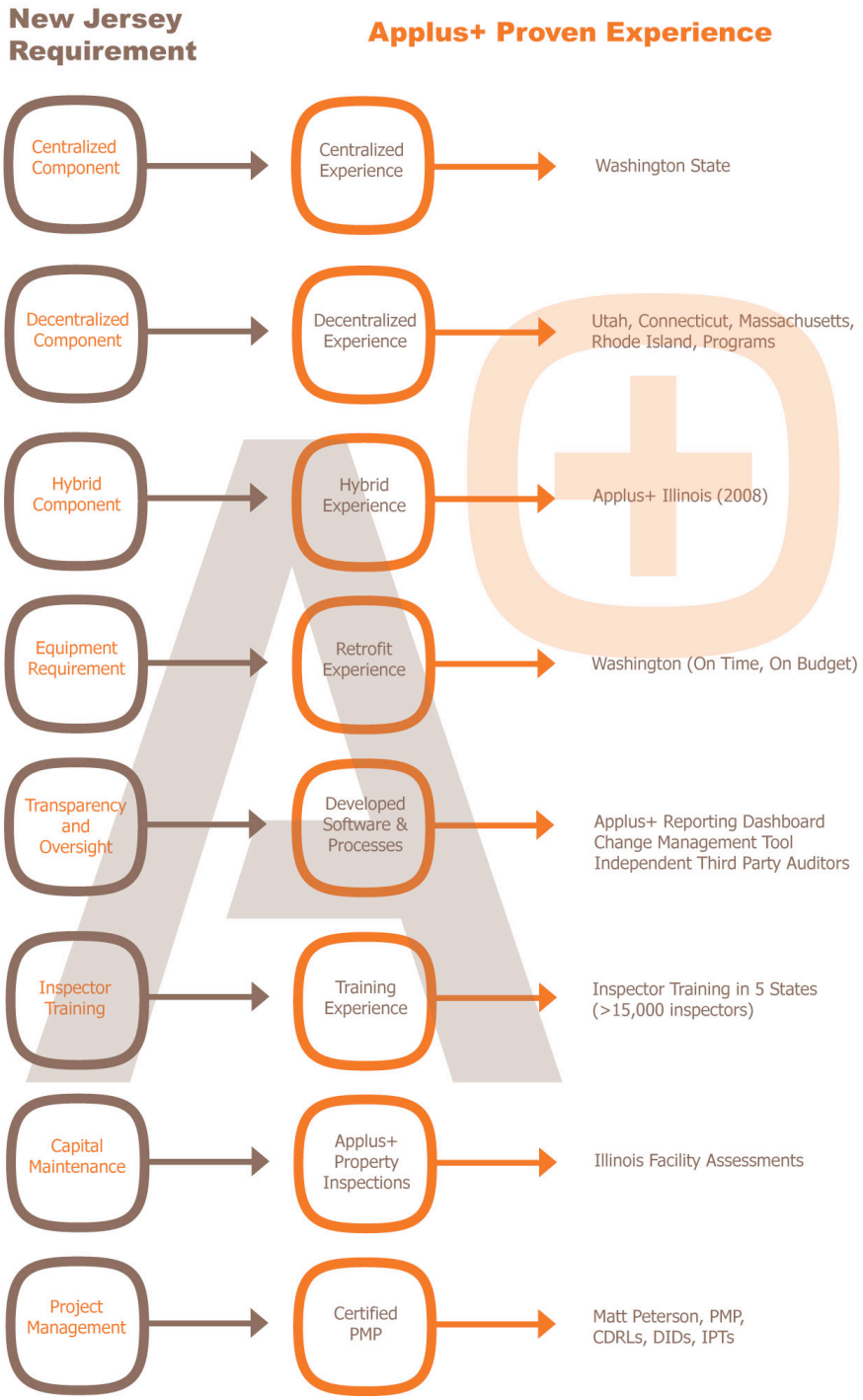
In Applus' Connecticut and Washington programs, workstation software purchased from a subcontractor failed to meet established goals and deadlines. As a result, Applus+ severed ties with the subcontractor, instead opting to bring development of software updates in-house through sister company Applus+ AutoLogic.

To provide a direct line from industry source to I/M system, Applus+ and Applus+ AutoLogic will handle all design, development, and operational responsibility for workstation and VID hardware and software for the New Jersey I/M program. By replacing a major subcontractor with an in-house supplier, Applus+

can guarantee the responsiveness that only a reliable, responsible, fully accountable single point of contact can provide.

Applus+ and the NJ I/M System

Parallel Paths to Emissions Control, Automotive Safety, and Customer Satisfaction



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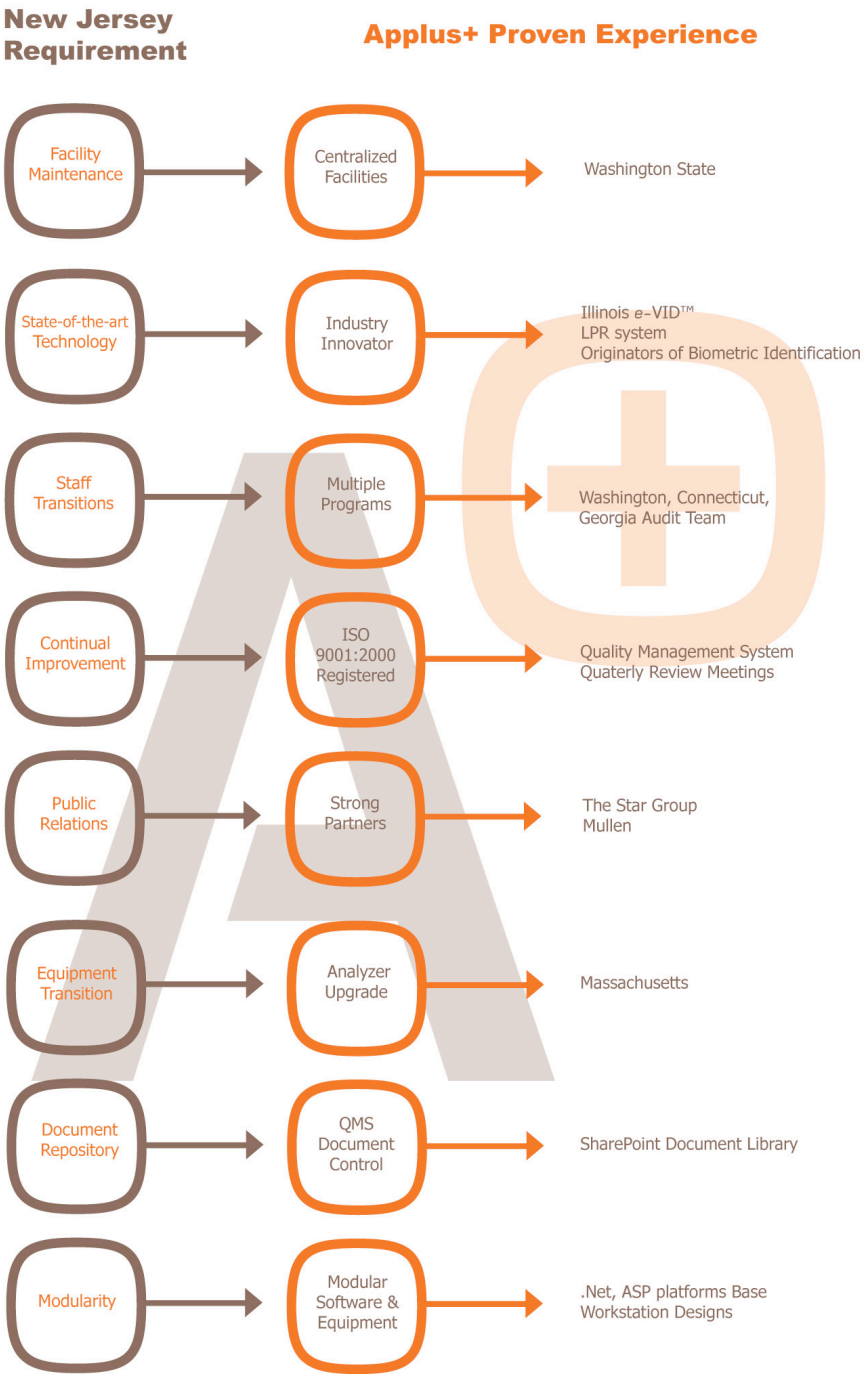
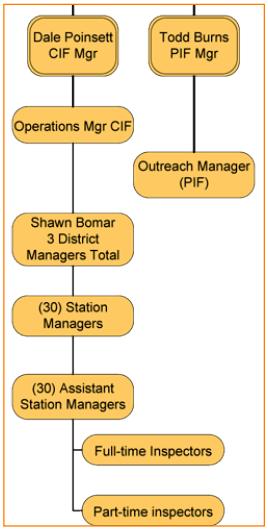


Dual Management Teams for a Hybrid Program



Applus' management design for the New Jersey Enhanced I/M System is based on experience with both centralized and decentralized programs and almost more importantly, the current implementation efforts in the Illinois hybrid program. Experience in Illinois led to the organizational structure proposed for the New Jersey program, in which Applus+ will name two separate program management teams – one dedicated to managing centralized facilities, the other serving the private inspection component.

While the Program Director will have ultimate responsibility for the New Jersey program, maintaining **a CIF Program Manager and a PIF Program Manager** with their own support teams will better distribute responsibilities – and in turn, facilitate responsiveness – across the program. No other contractor can deliver the dedicated, network-specific experience of the Applus+ team in both centralized and decentralized programs.

Trusted Transitions

Applus+ has successfully transitioned and implemented I/M programs on time and with full functionality. Collectively, the team brings decades of experience transitioning both centralized and decentralized programs nationally as well as internationally.

In Connecticut, Applus+ transitioned a 20-year-old, 25-station centralized program to a fully decentralized test and repair facility program. In Washington Applus+ seamlessly transitioned the state's centralized program with no interruption. Washington's 16 centralized inspection stations (with 70 lanes) opened on time, on budget, and without disruption, delay, or motorist inconvenience.

Leveraging the strategic transitions of the previous management staff in the new program, Applus+ also performed equipment installation, beta testing, inspector training and acceptance testing after hours, when facilities were closed to the public. Activities that did not interrupt testing were performed during operating hours (such as inspector training).

In Illinois, Applus is in the process of transitioning a centralized program to a hybrid program that is similar to New Jersey. No other contractor can lay claim to this unparalleled level of transition

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Applus' top management will play an active role in and devote significant time to this important program throughout the life of the contract. One of the benefits of selecting Applus+ for the New Jersey vehicle emissions testing program is the focused attention of top-level management. In fact, Applus CEO Jonathan Donado has committed to spending 50 percent of his time on-site in New Jersey during the transition. This will ensure that the ultimate decision-maker for Applus+ is on hand to prevent needless delays.

Applus+ experience in Illinois led to the proposed New Jersey organizational structure, i.e., two separate program management teams – one dedicated to managing CIFs, the other serving the private inspection component.

In addition to experience and management personnel, Applus+ will apply its proven management philosophy to the New Jersey transition. This approach emphasizes open and honest communications as well as cooperative problem-solving and relies on an initiative derived from the Department of Defense's Integrated Product and Process Development (IPPD) concept. Applus+ calls this initiative the **Integrated Program Team** (IPT). The IPT approach requires trust and cooperation from all program participants to achieve optimal results. The objective of IPT is to eliminate barriers of communication between contractor and contracting agencies.

Union Friendly HR Plan and Preemptive Recruiting

Applus+ has made the management decision to work with the union as a close partnership in the management of the New Jersey vehicle inspection contract. Applus+ recognizes that the inspectors have made the free choice to have union representation, and that choice is accepted and respected.

The guiding principle for the union/management relationship will be frequent and open communication with the goal of a mutually beneficial workplace atmosphere. In developing the union-management relationship, Applus+ will establish a **collective bargaining agreement that addresses the main goals of everyone involved**, creates security for both parties, and provides an avenue for dealing with differences.

As the letter on the right attests, Applus+ has reached out to the Motor Vehicle Employees Union Local 518, which represents the current employees of the New Jersey program, and has come to an understanding of how this relationship

New Jersey State
Motor Vehicle Employees Union
Local No. 518
SERVICE EMPLOYEES INTERNATIONAL UNION
Affiliated with the AFL-CIO-CLC
1-800-275-4189
Executive Board Chairman
MAURICE "MOE" DeCANDIA

Jonathan Donado
Applus+ Technologies, Inc., CEO
444 N. Michigan Ave. Suite 1110
Chicago, Illinois 60611

Dear Mr. Donado

Since 1938 the State of New Jersey has inspected motor vehicles as part of a rigorous highway safety program. Beginning in 1974, the State program was expanded to include the testing of auto emissions. The men and women that perform this valuable public service recognized the critically important job that they do and take very serious their responsibility in preventing unsafe and/or polluting vehicles from being operated in our congested state.

The inspectors, technicians, repair and warehouse employees belong to Local 518 of the Service Employees International Union. As Parsons Employees, we appreciate the special nature and role of protecting the health and safety of the people of New Jersey and Local 518 members are proud of their contributions of its goal.

However, we also understand that the State of New Jersey may make a decision in the near future to contract with another private vendor to "Design, Build, Operate and Maintain" the enhanced inspection program mandated by EPA. If such a decision is reached by the governor's office, Local 518 strongly supports the selection of Applus+ as the vendor. Your firm has assured me to have a progressive labor relation, and has agreed to recognize Local 518, SEIU as the bargaining representative for the employees operating the enhanced inspection system. Furthermore, Applus+ has agreed to accept the terms and conditions currently provided for in the contract between Local 518 and Parsons. Where law or statute preclude agree on a particular provision of the existing contract, Applus+ and Local 518 agree in good faith to negotiate these issues or any other items the parties mutually agree to negotiate upon.

In recognition of this commitment by Applus+, Local 518 pledges to work closely with the company to insure a smooth transition in the event Applus+'s bid is awarded. Certain changes to the existing motor vehicle inspection system of New Jersey will strongly test public acceptance and support for the safety and emission checks. Only a progressive, positive and productive employee/employer relationship will promote the efficient and effective implementation at the new program. Local 518 is committed in working toward this objective with Applus+ Technologies Inc.

Sincerely,

Moe DeCandia
Business Agent & Chairman of the Board, Local 518, SEIU

can benefit all parties concerned. As stated by Moe DeCandia:

> ***"In recognition of this commitment by Applus+, Local 518 pledges to work closely with the company to insure a smooth transition in the event that Applus+'s bid is awarded."***

Applus+ has a wealth of experience transitioning staff members from an incumbent to the Applus+ team. In the past month, Applus+ transitioned the Georgia's Clean Air Force audit and training group from Parsons to Applus+. This **transition occurred quickly** with no loss in audit or training performance. On Monday, October 1, the new Applus+ audit and training team took over after receiving orientation and training in the Applus+ Quality Management System. In the coming months, as the Illinois program transitions from ESP to Applus+, offers of employment will be made to the program's current employees. A number of valuable business reasons support this approach, most notably the reduced amount of time required to prepare an employee who is already familiar with the basic job requirements. Another less talked about benefit is to the employee themselves. If employees knows a job opportunity is waiting for them, the stress and anxiety of a lay-off is eliminated. This effort on the part of Applus+ demonstrates the sense of employee loyalty and good community relations that Applus+ practices and promotes in the corporate world.

Applus+ will extend offers for employment to all current employees up to the highest level. However, the reality is that some personnel may not be available. Because quality management contractors recognize the importance of contingency planning, Applus+ has taken steps to identify key managers for the NJ I/M system, even this far in advance of contract award.

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The offers sent to incumbent employees will be a true good faith effort to retain the existing staff, and as such, the Applus-identified candidates have not been guaranteed employment. Because it would lead to the smoothest transition possible for the state and motorists, Applus+ would prefer to transition as many current staff members as possible. Nonetheless, the I/M professionals identified (Sections 5.1 and 5.2) would bring many years of experience and knowledge to the project and would provide New Jersey with the highest class of professional service.

Pioneering Excellence and Innovation

Once known as a firm who outsourced most of its development activity, Applus+ now staffs an entire corporate technology center in Wood Dale, Illinois. In 2006, Applus+ also acquired a proven equipment manufacturer and software developer in its sister company Applus+ AutoLogic. Additionally, Applus+ has field engineers located in Eastern, Central, and Western North American locations.

This highly qualified technology team has designed a comprehensive solution that will showcase Applus' **innovation and automation**, translating these desirable traits into convenience and accessibility for New Jersey state agencies, inspection stations, and motorists. Although some of the technical offerings that set Applus+ apart from the competition may be subtle convenience items, others will demonstrate that Applus+ solutions define new industry standards.

First to use biometrics in I/M industry. Applus+ pioneered biometric authentication within the Inspection and Maintenance industry in 2002, when its Washington program opened with fingerprint identification as the primary means for inspectors to logon to the emissions inspection system. Applus+ raised the bar in 2003 with the introduction of iris scanning cameras in its Connecticut program. The iris scanning cameras revolutionized secure logon by attaching a photograph of the inspector to each test record for followup auditing. Due to the unavailability of the hardware for this product, Applus+ is offering the highly reliable **U-are-U 4000B USB fingerprint reader** for this response.

OBD interface and tester. Applus+ AutoLogic, through years of working closely with Multiplex Engineering (an industry leader in OBD testing technology), has developed an advanced OBD inspection interface module that is offered to the New Jersey I/M system as part of this bid. Currently in use in the state of Pennsylvania, this device has a successful connection rate of well over 99 percent.

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With the multitude of years, makes, and models that require inspection in New Jersey there is a chance that a particular vehicle will not communicate. In other states when this occurs, a simple loop-back test is performed to see if the OBD module will power up. This short test, however, does not confirm if the OBD module actually works. The Applus+ system utilizes an advanced tester that **transmits data using every possible OBD protocol** and then tests to see if each protocol is handled correctly. This protocol test only takes a fraction of a second to complete and positively determines if the non-communication problem lies with the vehicle or the OBD interface module.

Complete system integration. Applus+ and Applus+ AutoLogic have teamed with Hunter Engineering to provide valuable upgrades to the program's existing brake testing system. The first upgrade will **integrate the brake tester console to other workstations** within an inspection lane. As a vehicle makes its way from position to position, the Hunter console will know when the vehicle is ready for a brake inspection. After the inspection, results will be sent to the last lane position for incorporation within the test record and VIR.

Since the brake test requires the inspector to be in the vehicle and not at the console, no efficient means to fingerprint scan at this position prior to the test existed. However, as the inspector leaves the vehicle, a **fingerprint scan will be required** to accept the results and reset the brake tester for the next vehicle. Since the Hunter Brake Tester is integrated with the lane, the data from each test will be added to the vehicle test record and uploaded to the VIIS VID.

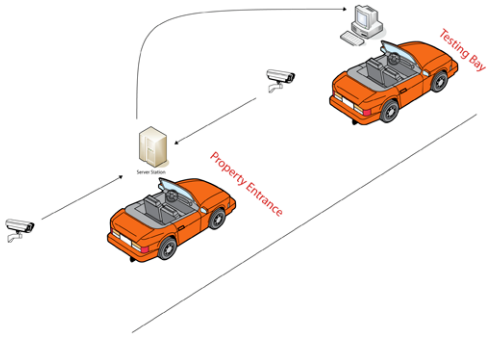
Web-Based Oversight. The Applus+ offering for New Jersey includes a suite of web-based components known as the Applus+ Reporting Dashboard. Through this dashboard interface and an Internet Explorer browser, authorized users will have the ability to visit **a single, secure website for controlled access to a multitude of program reports**. A small sample of the types of data that can be accessed includes: Inspection Results, Audit Data, Repairer Information, Vehicle Lookup Tables, Customer Complaints, Inspector Training Records, Facility Inventory, and Facility Repair and Maintenance Records. Business rules, user authorizations, and other program parameter also can be configured via this custom-developed web portal.

A similar Applus+ tool more focused toward the needs of the software and hardware teams is the Change Management Tool. In use for years in the Applus+ Washington and Connecticut programs, the Change

Management Tool provides a framework and database that allows authorized users to **enter, modify, track, and respond to requests for modifications** to program design. Requests for changes are logged into the system, discussed at regularly scheduled meetings, and acted upon. Meeting minutes are stored electronically in the application to provide an audit trail of the decision-making process. This tool also provides areas for storage of specification documents and configuration diagrams.

The Automated Alert Notification System (AANS) is a programmable feature in the Applus+ software that **reports internal errors, external connection faults, and out of range data elements**. A VID-based rules table collects these events and immediately alerts the specified individuals to each event. Since the system is rule-based, it is easy to configure to ensure that the appropriate party (or parties) are notified. Of course, the Applus+ state client will be included in the rules table to allow appropriate state officials to be notified of critical events. The AANS can send information to email, phones, and directly to a computers desktop.

LPR wait system. In use for nearly 25 years, License Plate Recognition (LPR) technology is not new to the I/M industry. However, Applus+ has added features to its LPR offering that no competitor offers. Similar to all LPR systems, the Applus+ LPR system utilizes a camera at the entrance of the property to capture the plate and begin wait time. However, when the vehicle reaches the entrance to the building, a second camera captures the vehicle's plate again and ends the wait time. Applus+ is the **only vendor to offer this second camera**. The computer system then records the "begin wait" and "end wait" times in the vehicles inspection record with no intervention from the inspector. This totally automated system prevents inspectors from prematurely ending wait times, as can happen with ticket-based systems.



An LPR system offers other advantages as well. First, the cameras can be placed further back from the pavement to reduce the chances that a vehicle will accidentally strike the pole to which it is mounted. In a ticket-based system, vehicles frequently hit the ticket dispensing machine, causing delays and damage to motorists vehicles. In addition, the images from the LPR system can be attached to the vehicles inspection record to serve assist in fraud detection and prevention.

Central Video Surveillance Room. Applus+ has taken the state's request for a comprehensively designed video surveillance system to the next level. In addition to the required lane surveillance cameras, which record to a digital video recorder inside the CIF, Applus+ will equip a centralized viewing room with the PCs, monitors, 42-inch LCD screens, and a high-capacity DVR to aggregate surveillance video from all CIFs.

The Applus+ Connecticut program uses a similar system, in which two cameras per inspection system are viewable remotely from a computer running the proper software. The solution Applus+ is offering the New Jersey I/M system is far more advanced than the Connecticut program's, with higher-quality cameras and a DVR system that allows months of archived recorded images with time stamping.

From the dedicated video surveillance room, state personnel can **view any camera from any lane at any time** and record these images on a separate dedicated DVR. By eliminating travel required to access surveillance video at each CIF, the state could enjoy a much higher level of efficiency and convenience.

Made in the U.S.A.

Owned by the Washington, D.C.-based Carlyle Group, Applus+ is an international company with offices in numerous countries around the globe. In the U.S. market, however, Applus+ manages all contracts from its Chicago headquarters.

To retain the greatest control over the processes used to develop and engineer its client offerings, Applus+ maintains on staff a dedicated team of programmers, web developers, and IT professionals all located within the United States. This team works full time to develop and support the programs Applus+ manages.

Applus+ recognizes the risks a contractor assumes when portions of an I/M program are managed or developed overseas. Communication delays and a reduced ability to deliver products and services on time. Since **oversight and control of development** are vitally important to the success of a program, Applus+ rarely utilizes contract programmers and only in short, very specific areas.

Credentialed developers. Applus+ believes in using highly trained and qualified individuals to develop and program the computer systems that bear our name. To this end, Applus+ **sets the its standards high** when creating job descriptions and recruiting individuals to fill positions within the company.

In 2006, Applus+ acquired AutoLogic, an industry leader providing innovative technical solutions to automotive and inspection/maintenance companies across the country. Located in the Milwaukee metropolitan area, Applus+ AutoLogic continues to develop products for a wide range of customers, utilizing an expanded staff to address the engineering and manufacturing needs of Applus' clients. As a U.S.-based company located less than 100

Credentials Held by Applus+ Employees

- ASE certified Master Automotive Technician
- Associate Degree in Science, College of Dupage
- Associate of Applied Science in Electronics Engineering Technology, Taylor Business Institute
- Avionics School and various Air Force training certificates: Keesler AFB, Castle AFB, Wright-Patterson AFB
- B.A., Western Illinois University
- B.S., Computer Science
- B.S., Computer Science, Elmhurst College
- B.S., Computer Science, Illinois Institute of Technology
- B.S., Electrical Engineering, University of the Philippines
- B.S., European History, Northern Illinois University
- B.S., Information Technology, University of Massachusetts at Lowell
- B.S., Network and Communications Management, DeVry University
- B.S., Technical Management, DeVry University
- Bachelor of Engineering, Information Technology, R.M.C.E.T., Mumbai University
- Bachelor of Fine Arts, Multimedia & Web Design, The Illinois Institute of Art
- Brainbench Project Management Certification
- CCIE (Cisco Certified Internetworking Expert)
- CCNA (Cisco Certified Network Associate)
- CCNP (Cisco Certified Network Professional)
- Certificate in Digital Graphic Design, The Illinois Institute of Art
- Certificate in Flash Action Scripting, The Illinois Institute of Art
- Certificate in Web Development, The Illinois Institute of Art
- Cisco CCNA, Boston University Corp Ed Center
- CISSP (Certified Information Systems Security Professional)
- Computer Career Program, DePaul University
- Graduate Studies, Northern Illinois University, Geographic Information Systems
- HTML 3.2 Certification
- L1 Advanced Level Engine Performance certification
- M.S., C.I.S., University of Michigan
- M.S., Computer Science, Illinois Institute of Technology
- Master of Science, Computer & Information Science, Brennan School of Business, Dominican University
- Mastering Microsoft Visual Basic (Certificate), TeKnowlodgy Education Centers
- Mastering Microsoft Visual C++ (Certificate), TeKnowlodgy Education Centers
- MCDBA (Microsoft Certified Database Administrator)
- MCP (Microsoft Certified Professional)
- MCSD (Microsoft Certified Systems Developer)
- MCSE (Microsoft Certified Systems Engineer Windows 2000)
- MCSE (Microsoft Certified Systems Engineer)
- Microsoft Certified Application developer in .Net Technologies (MCAD)
- Microsoft Certified Solution Developer in .Net Technologies (MCSD)
- Oracle DBA 8i Certification
- Oracle DBA OCA (Database Administrator Oracle Certified Associate)

miles from Applus+ corporate headquarters, sister company team members meet frequently, remain in daily communication, and hold each other to a very high level of accountability to meet deadlines.

Outreach to Decentralized Facilities

Applus' extensive decentralized management experience has shown that outreach to program stakeholders provides significant benefits. A climate of cooperation and respect among the stakeholders, contract management, and the state contributes to an efficient, productive program, which in turn translates to motorist acceptance.

Maintaining open dialog and working cooperatively with the inspection network, a quality contractor addresses issues before they become problems.

The state will no longer have to call one company for a VID issue, another for an equipment issue, and yet another company for software problems. All questions can be addressed through one call to Applus+ program management.

A staple of Applus+ decentralized programs is **outreach to ensure stakeholder buy-in**. To that end, Applus+ has already met with several key I/M trade associations in New Jersey. As an attachment to this proposal, testimonials from New Jersey automotive associations and the union expressing their appreciation of Applus' outreach efforts and a willingness to foster a professional relationship of mutual respect. As further proof of Applus' outreach expertise, letters from individual private inspection facilities and trade associations from other programs also are attached.

The Applus+ and Applus+ AutoLogic team will afford the New Jersey I/M system and its decentralized participants with the peace of mind of **one-stop shopping**. Applus+ will design, build, and maintain the VIIS VID as well as design, manufacture, and service the inspection equipment. State managers will no longer have to call one company for a VID issue, another for a CIF equipment issue, another for a PIF equipment problem, and yet another for a software bug. Any and all questions can be answered by placing one call to Applus+ program management

Applus+ has the experience to provide **seamless equipment service and maintenance** to private facilities, and it pledges to work with the contract to significantly improve all aspects of PIF and DEIC service. Service will be available for additional hours and will be both faster and more accurate than in the past. Applus+ will have an ample number of Field Service Technicians (FSTs) trained and supplied with fully equipped service trucks to ensure that all equipment service requests are responded to in one business day and all equipment is repaired within three business days. The FSTs will be strategically located throughout the state and will serve as sources of information to the PIFs and DEICs on a variety of program issues.

The Applus+ support plan also can include a **repair technician training component**. Applus+ has conducted repair technician training for more than eight years and has trained more than 600 repair technicians in emission failure diagnosis and repairs. Delphi will provide the OBD diagnostic curriculum and the training will be conducted by Delphi Master Trainers at local technical schools, community colleges, and training centers located throughout New Jersey (Applus+ also will continue to utilize existing training sites). All training will cover diagnosis and repair of emission-related problems. The curriculum will include courses on both tail pipe inspection repairs for pre 1996 vehicles as well as OBD systems. These courses will be offered to PIFs and DEICs for a market-based fee.

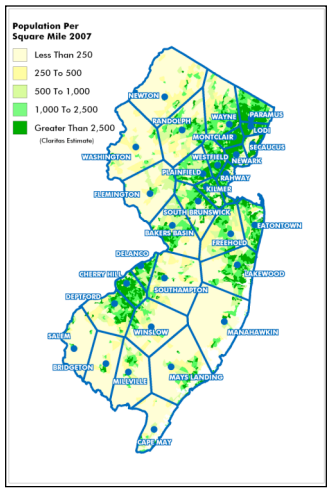
The Importance of First Impressions


Applus+ Centralized Inspection Facility
East Spokane, Washington

Applus+ recognizes that first impressions and image are important. As such, Applus+ is committed to improving the upkeep and appearance of every centralized inspection facility it manages. I/M stations are among the most visited locations of any state facility, and the physical appearance of these locations can directly influence a motorists' impression as they entrust one of their most valuable assets – their vehicles – to facility staff.

Applus+ is committed to significantly improving the upkeep and appearance of all centralized stations. With funds allocated for powerwashing and painting of these buildings, Applus+ is determined to help improve motorists' experience during their mandatory vehicle inspections.

Applus+ also will strive to enhance motorist satisfaction with the program by **reducing wait times**. To help resolve what appears to be a growing problem at some facilities, Applus+ is proposing the addition of **a new inspection lane** at each of the five facilities that account for nearly half of the program's wait time violations. The sites proposed for expansion were selected based on historical wait times, expected population growth, and an existing property layout that can accommodate an additional lane.



To foster program understanding and buy-in from the public, Applus+ has partnered with local and East Coast firms **The Star Group** and **Mullen** to create an unequaled public relations and public information team. This team of well respected and experienced experts will provide the state of New Jersey program with the new look and feel it deserves and the information its motorists need to understand the benefits this program brings to their everyday lives. Important program messages will be offered through a variety of media in creative and innovative formats.

Focus groups and market research will be conducted to determine the informational needs of the motoring public and how they might best be received.

Headquartered in Wenham, Massachusetts, Mullen is the sixth largest PR firm in the nation. The agency's client list consists of state agencies and a large share of Fortune 500 Companies. Located in Cherry Hill, New Jersey, local firm The Star Group has been a major player in advertising and public information for many years.

Representing perhaps the strongest PR team ever committed to an I/M program, the Applus+ PR team has designed campaigns for both broadcast and print media (Mullen TV advertising campaigns include Timberland, BMW, General Motors, Wachovia, and LL Bean) and is committed to applying their

creativity and outreach knowledge to ensure that the program's key messages are received by all target audiences.

Quality Management

Since its inception, Applus+ has held itself to a high standard of quality assurance and quality control. In 2005, however, Applus+ decided to demonstrate this commitment to quality by creating a Quality Management System that was officially certified as meeting strict ISO 900:2000 standards. Applus+ is the **only vendor in the I/M industry to obtain such a certification** for its QMS.

Since the Applus+ QMS was implemented, the company has undertaken multiple internal and external audits to verify that quality objectives are being met. A core component of the QMS is the quarterly management review meeting that shares the New Jersey I/M goal of "continuous improvement and innovation."

To further assure the quality of contract deliverables, Applus+ will procure the services of industry expert Robert Kozak to lead the VIIS acceptance testing effort during program transition and again at the end of Year 1 to perform a compliance audit to verify that Applus+ is meeting contractual requirements. Applus+ will provide this **third-party contractor** with the leeway to act independently and report findings and proposed solutions to the state.

Applus+: Depth of Management Experience

Applus+ has benefited over the years from the leadership and contribution of Tom Fournier and Ron Lancaster, who were among the handful of individuals who created the modern I/M industry more than two decades ago.

Applus+ is currently managed and staffed by some of the industry's most experienced people, with Applus+ managers gaining expertise in I/M programs in Indiana, Washington, Arizona, Maryland, Florida, Maine, Texas, Minnesota, Missouri, Connecticut, Colorado, Ohio, Wisconsin, Tennessee, New Jersey, British Columbia, and Illinois.

Members of Applus+ management also have benefited from experience and knowledge gained while previously working with competitors within the I/M industry. By drawing from this pool of talent, Applus+ has been able to consolidate diverse capabilities and skills to form the most capable management team in the industry.

With the acquisition of Applus+ AutoLogic, Applus+ gained a premier company built by hands-on engineers who know the industry and vehicle manufacturers.

To the New Jersey I/M system, Applus+ offers:

- More than 200 years combined I/M experience
- Five managers with 20 or more years experience in the I/M industry
- Some 90 percent of Applus+ managers with experience working together on other projects.
- Technology professionals who constantly introduce leading edge solutions to complex problems.
- The expertise of Applus+ AutoLogic, which has provided products and services to successful I/M programs in more than 47 states and 29 countries.

Many of the Applus+ team members have built their careers around this industry by serving in a variety of programs and positions. Applus+ has professionals with years of experience relating directly to components of this contract: centralized, decentralized, emissions, safety, VID, security, video monitoring, labor relations, training, and public relations.

The Applus+ Commitment

Bringing the state its total corporate commitment, Applus+ pledges to make the New Jersey Enhanced Motor Vehicle Inspection/Maintenance System a primary focus. In addition to direct access to the Applus+ NJ Program Director and all local Applus+ staff, state personnel and the program they administer will retain the focus and support of the Applus+ CEO through the duration of the contract. Following implementation, the Applus+ executive will commit a full one-third of his time to the program (half during transition).Additional Information

Applus+ welcomes any questions from the state on the enclosed bid. Applus+ also would be honored to further discuss its proposed NJ I/M program solutions through an interview or oral presentations.

Prime Contractor: Applus Technologies, Inc.

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