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## QUAKERTOWN COMMUNITY SCHOOL DISTRICT RFP FOR CONTRACTED PUPIL TRANSPORTATION

February 4, 2021 at 10:00 AM

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# Cost of Proposal



**QUAKERTOWN COMMUNITY SCHOOL  
DISTRICT  
PROPOSAL FOR CONTRACTED PUPIL TRANSPORTATION**

Routes	Total Days	# of Daily Routes	YEAR 1		YEAR 2		YEAR 3		YEAR 4		YEAR 5	
			Daily Rate 4 Hours Gate to Gate	Annual Cost	Daily Rate 4 Hours Gate to Gate	Annual Cost	Daily Rate 4 Hours Gate to Gate	Annual Cost	Daily Rate 4 Hours Gate to Gate	Annual Cost	Daily Rate 4 Hours Gate to Gate	Annual Cost
72 Psg	180	<b>38</b>	\$ 326.70	\$ 2,234,628.00	\$ 336.50	\$ 2,301,660.00	\$ 346.60	\$ 2,370,744.00	\$ 357.00	\$ 2,441,880.00	\$ 367.71	\$ 2,515,136.40
24-30 Psg	180	<b>8</b>	\$ 274.62	\$ 395,452.80	\$ 282.86	\$ 407,318.40	\$ 291.35	\$ 419,544.00	\$ 300.09	\$ 432,129.60	\$ 309.09	\$ 445,089.60
W/C	180	<b>1</b>	\$ 274.62	\$ 49,431.60	\$ 282.86	\$ 50,914.80	\$ 291.35	\$ 52,443.00	\$ 300.09	\$ 54,016.20	\$ 309.09	\$ 55,636.20
6-9 Psg	180	<b>9</b>	\$ 191.69	\$ 310,537.80	\$ 197.44	\$ 319,852.80	\$ 203.36	\$ 329,443.20	\$ 209.46	\$ 339,325.20	\$ 215.74	\$ 349,498.80
<i>Excess Hours (Estimated to be 1/2 hour per route )*</i>	180	<b>28 Hours</b>	\$ 37.90	\$ 191,016.00	\$ 39.04	\$ 196,761.60	\$ 40.21	\$ 202,658.40	\$ 41.42	\$ 208,756.80	\$ 42.66	\$ 215,006.40
Mid Days	180	<b>5</b>	\$ 37.90	\$ 34,110.00	\$ 39.04	\$ 35,136.00	\$ 40.21	\$ 36,189.00	\$ 41.42	\$ 37,278.00	\$ 42.66	\$ 38,394.00
Summer School	18	<b>18</b>	\$ 274.62	\$ 88,976.88	\$ 282.86	\$ 91,646.64	\$ 291.35	\$ 94,397.40	\$ 300.09	\$ 97,229.16	\$ 309.09	\$ 100,145.16
<b>Annual Charge for Routing Services</b>				\$ 45,000.00		\$ 46,350.00		\$ 47,740.50		\$ 49,172.72		\$ 50,647.90
<b>Totals by Year</b>			<b>Year 1</b>	<b>\$ 3,349,153.08</b>	<b>Year 2</b>	<b>\$ 3,449,640.24</b>	<b>Year 3</b>	<b>\$ 3,553,159.50</b>	<b>Year 4</b>	<b>\$ 3,659,787.68</b>	<b>Year 5</b>	<b>\$ 3,769,554.46</b>

<i>*Excess Hour Charge - Route time over 4 Hours Gate To Gate Billed in 15 minute increments.</i>	\$ 37.90		\$ 39.04		\$ 40.21		\$ 41.42		\$ 42.66
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Monitor Rate /Hr	\$ 24.30		\$ 25.03		\$ 25.78		\$ 26.55		\$ 27.35
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Field Trip Rate Per hour	\$ 23.54		\$ 24.25		\$ 24.98		\$ 25.73		\$ 26.50
Field Trip Rate Per Mile	\$ 2.37		\$ 2.44		\$ 2.51		\$ 2.59		\$ 2.67

- Proposed Commercially Licensed Route Planning Software Manufacturer Tyler Technologies - Versa Trans Software
- Proposed Commercially Licensed Digital Surveillance System Manufacturer Seon
- Proposed Commercially Licensed GPS Tracking Manufacturer Zonar/Firstview
- Proposed Commercially Licensed Two-Way Radio System Manufacturer ICOM

We further certify that we have received the following addenda, which were issued during the proposal period and have considered them in preparation of this proposal.

Document	Date Received
Quakertown Community SD Pre-Proposal Meeting 01.12.2021.pdf	1/12/2021
Quakertown Community SD Pre-Proposal Meeting_Revised 01.13.2021.pdf	1/13/2021
2019-20 Routes_01.13.2021 without names (1).xlsx	1/14/2021
Quakertown Community SD Transportation RFP FINAL.docx	1/14/2021
First Amendment to Pupil Transportation Agreement 02.26.2020.pdf	1/21/2021
QCSD First Amendment Transportation Agreement 2017.pdf	1/21/2021
QCSD Transportation Agreement 2015.pdf	1/21/2021
Transportation RFP Questions.pdf	1/26/2021
Transportation RFP Questions Revised 1.28.2021.pdf	1/28/2021

The following alternate prices should be included with each proposal. If the contractor does not wish to submit a proposal for the alternate, they must note that of their proposal.

**Alternate #1:** The contractor shall furnish alternate pricing for COVID cleaning between the morning and afternoon runs for all vehicles.

1. Additional cost per day: \$5.62 Per Bus Per day (See Corona Response Section)

**Alternate #2:** An alternate proposal should be submitted to supply a minimum of seventy-five percent (75%) of the vehicles assigned to regular daily routes shall be powered by propane or Compressed Natural Gas (CNG).

Add or subtract cost per day: Additional \$8.82 /bus/day (See Excutive Summary - Propane)

**Alternate #3:** Contractors should prepare an alternate proposal for the school district to prepare bus routes and bus stops.

Annual deduction: \$45,000

**Alternate #4:** (Optional): Contractors may submit an alternate communication program.

Describe program. First Student intends to use two way radios .



# Previous Experience & References



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# Cover Letter



February 4, 2021

Zach Schoch, Chief Operating Officer  
Quakertown Community School District  
100 Commerce Drive  
Quakertown, PA 18951

Dear Mr. Schoch,

First Student is pleased to submit a proposal to Quakertown Community School District in response to your RFP for Contracted Pupil Transportation. The accompanying executive summary and proposal documents outline the many ways we will use our local and national resources to meet your requirements and organizational goals with a customized approach. We are truly excited by the prospect of partnering with Quakertown Community School District to provide world-class pupil transportation for the students of your community.

Safe, efficient and reliable student transportation is critical to the school district's mission to prepare all students with the knowledge, habits, and skills they need to graduate ready for college or career and for engaged citizenship, all at the best value to your community. You need to know that the company carrying your children is a true partner, a leader in their field and keeps student safety as the highest priority so that all students arrive on time and ready to learn. The proposal we put before you today is designed to give you excellent service, a consistent supply of safe, reliable drivers and long term stability.

Quakertown Community School District takes its mission to prepare students very seriously. Unfortunately, as you work to provide excellence in the classroom, the transportation system has fallen behind and lacks many of the modern services that parents have come to expect. First Student leads the industry in the adoption of technology, delivery of services and employee training and development. We are the perfect transportation partner to bring QCSD's transportation system up to date and prepare for the future.

Based on a thorough analysis of your service specifications, the following are some of the ways our proposed solutions concretely benefit your transportation program:

- 56 brand new Route Buses equipped with the latest in safety features along with six buses from our current Pennsylvania fleet as additional spares – an investment by First Student of more than \$4.6 Million in the Quakertown Community School District's transportation system
- We will increase the driver wage rate to \$20.60 per hour to start with four steps to \$23.69 to be sure we can both recruit and retain quality drivers.
- FirstServes™ Special Needs Leadership Training Program to better serve students with disabilities
- The very latest in industry-leading Technology, including:
  - FirstView® School Bus Tracking and Communication App for Parents and Students
  - FirstView® District Dashboard for School Principals and Administrators
  - Driver Workflow Tablets with integrated Pre- and Post-trip Inspections, Live Route Navigation with verbal route directions





- FirstACTS® web-based Student Behavior Tracking system for school administrators and the transportation department ([www.firstacts.com](http://www.firstacts.com))
- FirstFeedback® a web-based feedback collection and management system
- SEON™ Digital Video Recording on all buses
- SEON™ SmartReach Remote Video Access

Our exclusive Technology Suite is designed to give you unparalleled visibility into your daily transportation system, reduce headaches, enhance communication, and provide peace of mind to the parents of the school district.

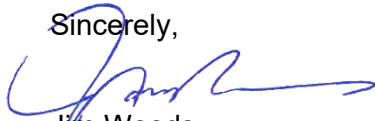
In addition to industry leading technology, First Student brings extensive expertise in electronic routing services through First Planning Solutions (FPS). FPS will implement our routing system and the interface between your pupil information systems and our Technology Suite to be sure we are always working with the latest and most accurate information.

FPS has worked with hundreds of school districts and can assist QCSD with designing and analyzing redistricting scenarios. We will be your in-house routing experts. Our proposed pricing structure is specifically designed to adjust for any changes in routing that you may choose whether redistricting or changing from three-tier to two-tier routes. Please see the Executive Summary section of this proposal for more detail on our proposed pricing structure.

We understand your decision regarding student transportation services has an impact on many stakeholders, and we have developed this highly competitive proposal with each in mind. We welcome the opportunity to meet with your administration, evaluation committee and/or school board to discuss our proposal in further detail.

Thank you for giving First Student this opportunity. Please feel free to contact me directly if you have any questions regarding our proposal.

Sincerely,



Jim Woods  
Director of Business Development





# Executive Summary



# Executive Summary



## Caring for students today, tomorrow, together.®

Quakertown Community School District seeks to prepare its students to be lifelong learners who are able to pursue academic and career excellence, exhibit personal responsibility, participate as citizens in our democracy, and contribute to society. Like many districts across North America, you are carefully balancing the need for services that support your educational mission with the responsibility to keep your district fiscally sound. As you navigate these decisions and as your district grows and changes, it's important to be confident that your transportation partner is prepared to grow and change with you.

For many years, Quakertown Community School District enjoyed a stable relationship with its transportation vendor. Times have changed, however; education has progressed and the expectation of service for school transportation is not the same as it was forty years ago. School transportation providers must constantly learn, evolve and innovate to meet the challenges, requirements, and expectations of a modern school transportation system. QCSD has had to take matters into its own hands to implement new technologies against the resistance of the vendor.

As North America's leader in school transportation, First Student prides itself on understanding customer needs and implementing new systems, technologies and training that address your evolving needs. We believe that in a true partnership, your provider should offer solutions proactively, rather than reacting or responding to demands. First Student has more than a century of experience as a capable and successful student transportation service partner. We support more than 1,100 school districts across North America and have proven our expertise and ability to provide safe and dependable student transportation. We consider ourselves more than just a service provider. We are a vital partner in the communities we serve.

### **A Quakertown Community School District and First Student Partnership**

It's important for Quakertown Community School District to be confident your transportation partner has the resources to operate with the highest standards for safety, quality and transparency, while regulating costs and collaborating to overcome the daily challenges of a complex transportation system. We are confident First Student is the right partner to help meet these objectives.

**Quakertown Community School District and First Student's partnership begins with putting a highly qualified and well-supported management team in place, upgrading technology to better serve district staff, students and parents, and outfitting the district with a brand-new fleet of buses.**

With a proven track record as the industry's leader, we have the local, regional and national resources to dedicate to Quakertown Community School District's transportation program. Our resources will allow your local team to leverage a vast knowledge base that delivers industry leading best practices in transportation management. Further, our company's scale affords procurement advantages no other

provider can offer. Together, these resources and capabilities allow us to present the following comprehensive solutions to Quakertown Community School District's transportation service challenges.

- **A True Partnership** – First Student is proud of the many strong partnerships we have built with districts across the country. We know what it means to work together and to provide unwavering support in student transportation.
  - Our management team will meet with Quakertown Community School District personnel on a pre-determined basis to set expectations, measure performance and troubleshoot along the way, ensuring effective communication and support.
  - We measure Key Performance Indicators on a daily, weekly and monthly basis to be sure we are delivering on our promises to the district and your expectations. We share KPIs with the school district at regular meetings which will include Quarterly Business Reviews with regional staff.
  - First Student's Communications Team will meet with the District to cooperate on communication to parents and the media at contract start and annually. Such communication might include announcing the new partnership and safety reminders for the general public about back to school safety.
  - We will respond quickly and decisively when transportation issues occur to ensure a safe resolution, eliminate recurrences and keep transportation smooth and seamless for district administration.
- **Presence in the Community** – Contributing to the development of the communities in which we serve is a vital part of our mission. We are committed to making a positive impact on the surrounding communities through our actions. Here are just some of the opportunities First Student could provide to Quakertown Community School District's students and families:
  - **Stuff the Bus:** We will work with the schools and locally based businesses to collect and distribute academic supplies to students in need.
  - **Student safety programs featuring Safety Dog:** Safety Dog, First Student's safety mascot, helps students put a face on safety while understanding the importance of safe school bus behavior. When meeting Safety Dog, students have a chance to understand the important role they play in school bus safety in a fun, interactive and memorable way.
  - **Employee recruitment:** We will seek to hire employees from the local community. Many of the current drivers and aides are members of your community and their wages have fallen far below what the labor market requires. We will increase the starting wage for Big Bus drivers to \$20.60 per hour and increase all incumbent wages respectively. We anticipate a top rate of \$23.69 per hour and will provide annual increases for all employees. Hiring and retaining drivers is critical to a successful student transportation service.
  - **Community Outreach:** Our local teams enjoy finding ways to get involved in the communities we serve together. In many of our district partnerships across the country, we've provided our support with in-kind donations to local causes or community initiatives, participating in service learning projects, partnering with districts to support homeless youth and supplying transportation for community events, VA hospitals, and Boy Scouts and Girl Scouts troops. We look forward to getting to know the Quakertown Community School District community and finding impactful ways to get involved.

- **Well Supported Local Management Team** - With an experienced and supported management team, you can rest assured your transportation needs will be met with professionalism, reliability and management stability at all times. First Student's local team is backed by regional and national expertise and resources to professionally manage and support all elements of your operation. We are the benchmark in the industry and have set the standards in technology and service. Our people make the difference when it comes to streamlining your transportation system.

We are proposing a team of qualified leaders who will be supported at every level. It's really all about hiring the right people to get the job done, compensating them appropriately and supporting them with teams of dedicated specialists.

The foundation of First Student's approach to service will be on driving operational discipline. First Student's Central Operations Support Team provides straightforward management tools to help our local and regional management teams distill data from multiple systems and reports into representative *Key Performance Indicators* (KPIs). This enables our location manager to prioritize and focus his/her daily actions on activities that directly impact service efficiency, effectiveness and quality. Our centralized Operations Support Team, made up of specialists in data integrity, analytics and transportation technology, is an extension of your local transportation team. Each First Student location is assigned a dedicated operations analyst to serve as the point of contact for direct and timely support in key areas of operations: routing, dispatch and reporting, FOCUS™ and customer.

- **Industry Leading Technology** - There have been significant advances in school bus technology that could improve safety, reliability and effectiveness of QCSD's fleet. A well-integrated technology system would also improve operational efficiency, data gathering and route-level visibility. First Student has led the school bus industry in applying service-enhancing technologies into our operations. We have developed proprietary products to extend the benefits of these technologies to our school district partners. We've included our full suite of technologies in our proposal.
- **Route Efficiency and Flexibility** - First Student intends to use the expertise of our First Planning Solutions (FPS) team to implement our routing system and assist the district with Redistricting and optimizing the school routes. FPS has hundreds of years of combined experience using tools such as Tyler Technology's Versatrans routing systems. Each year they handle day to day routing, conduct time and capacity studies, provide training and perform redistricting for dozens of our locations and customers. We understand how to get the most out of electronic routing to assure our customers that they are operating the correct number of routes.
- **A Strong Driver Training Program and Organizational Safety Culture** - Districts that choose to partner with First Student gain access to an entire organization dedicated to making safety a personal core value for all team members. Our safety leadership program is rooted in behavioral science and was designed in consultation with Aubrey Daniels International (ADI) – a world leader in behavior-based performance management - to develop employees who are personally dedicated to safety.

We expect our drivers to meet or exceed all qualifications outlined by local, state and federal regulations. To support that expectation, our Professional Driver Development Program (PDDP) requirements include nearly 50 hours of training and evaluation, tailored to the experience level of the driver. Our safety and training programs are monitored by our local and region safety managers, as well as our Central Safety Services and Support department. During training, candidates must complete maneuvers in a variety of "real world" skill station designs. These designs include situations where the candidate will not be able to safely complete the maneuver. This system introduces candidates to the concept of Go/No-Go, teaching drivers how to use the Smith System Keys to gather information needed to make a safe decision concerning clearance.

## First Student's Proposal

We are providing a full-service transportation services proposal for Quakertown Community School District, which includes:

- Operations management
- Professional routing software and services
- Accountability and performance management
- Recruitment, hiring and retention of bus drivers
- Dispatching
- Safety and training
- Facility management
- Fleet and equipment
- Fleet maintenance
- Service enhancing technology

The following are highlights from our proposal, detailing the deep level of commitment to our partnership with Quakertown Community School District.

## Pricing Proposal

Our proposal is based on a review of your existing transportation system and the application of First Student's proprietary systems and best practices. After a thorough review of the bid specifications, we believe we can offer the best transportation solution for Quakertown Community School District.

## Proposal Pricing

Our proposed pricing structure is intended to provide flexibility for the district and fairness to all parties. With questions of redistricting and the possibility of running a two-tier route system in contrast to the current three-tier system, the district clearly needs a pricing structure that will adjust to the needs of the school district. At the same time, the fixed pricing structure that is in place today does not allow the district to reduce costs if routes get shorter.

Based on our intention to pay the drivers a minimum of four hours per day, we propose to charge the school district a Base Cost per day that includes the first four hours of driver time, measured Gate-to-Gate. We will include all of our fixed costs in that four-hour base. Any additional hours would be charged an Excess Hours charge.

The benefit of this variable price structure is that it allows the district to pay an incremental cost for added services and to conversely reduce cost for service reductions. For example: If the district were to move to a two-tier system, it is likely that all routes would become shorter; under a fixed price scenario there would be no cost reduction. Conversely, if you were to add tiers to a route, we would receive no additional compensation under fixed pricing. Under the proposed pricing structure, you pay for the services used and no more.

Our proposal includes pricing for 56 daily Home to School routes and five mid-day routes along with any shuttles, late route or other transportation. Each daily route includes 4.0 hours of driver time, measured Gate-to-Gate, which may be used by Quakertown Community School District to operate school routes, mid-days, shuttles or late routes as needed. Hours beyond 4.0 Hours Gate-to-Gate per day will be billed at the "Excess Hours Rate" hourly rate listed on the price page. Hours will be rounded to the nearest 15-minute increment. There will be a 4-hour minimum charge for each AM/PM combination and a 1-hour minimum charge for mid-day routes. Shuttles, mid-days or other transport which is contiguous with an AM/PM route will be calculated as part of the AM/PM route and not subject to a separate minimum charge. The selection of a 4-hour base charge for AM/PM routes is directly related to our intention to compensate our drivers for a 4-hour minimum day.

Based on route data received from the school district, we estimate the 56 AM/PM routes will average 4.5 hours, Gate-to-Gate; the 5 mid-day routes will average under one hour each. That means we believe there will be 30 minutes of excess hours billing on average per route as the routes exist today plus one-hour each for the mid-day routes. In the spirit of full disclosure and clarity, we have provided a detailed pricing page which lays out the anticipated costs for the school district on an annual basis.

In addition to allowing for the appropriate adjustment of costs should the district need to add or eliminate services, there could be other cost-savings benefits to the district. Because we manage our payroll using GPS to monitor for deviations, we generally find we have much greater control of payroll costs and higher productivity than systems which are not monitored. Our controlling payroll may also lead to savings for the school district.

The Gate-to-Gate driver time calculation commences when the driver exits the bus compound to begin the route and ends when the driver re-enters the bus compound at the end of the shift. It includes “deadhead” travel to the first stop and from the last stop back to the bus yard and each route driven. The driver’s pre- and post-trip inspection are not included in the Gate-to-Gate hour calculation. Ancillary activities like training and washing of the buses are not included in the billable hours. Further, the location of our facility so close to the schools means that deadhead travel time is reduced.

We would be happy to discuss this pricing strategy further or consider other alternatives with you.

First Student’s proprietary FOCUS™ Dispatch system leverages GPS data to assure accurate payroll and billing. Any deviation from the normal schedule is automatically flagged as an exception and requires supervisor approval prior to payment. Upon request, we will provide FOCUS GPS reports to back up our billing. In this way, we are a good steward of the district’s budget dollars.

The number of routes, hours and the number of operational days are critical to the financial wellbeing of our operation for Quakertown Community School District. In the event of a material change in route volume, days or route hours, we will request the opportunity to discuss rates in order to compensate for those changes. We anticipate the district will have the same opportunity in the event of a material increase in route volume.

## Two-Tier vs. Three-Tier Routing

In the RFP there is mention of the possibility of the district converting from a three-tier route system to two-tiers. While we will be able to provide you with a more precise calculation, once we have implemented our routing system, in rough numbers, you could expect to increase the number of route buses required by 25% – 33%. Since every route bus brings with it certain unavoidable fixed costs, you should expect to add \$850,000 to \$1,100,000 in cost. Offsetting that, under the pricing structure we propose above, could be a reduction in excess hours charges if first- or last-tier runs are eliminated, thereby shortening routes. However, the net increase in cost would still be significant.

With this understanding, we would typically recommend against making that change. In fact, when we operate the routing system, we’ll be looking for as many opportunities as possible to consolidate more tiers onto the existing buses with the hope of eliminating route buses to save budget dollars.

In the end, the school district remains the final authority on transportation policy. While we will provide advice, analysis and recommendations, the final decision is always yours.

## Accountability and Performance Management

To address Quakertown Community School District’s challenges successfully, the foundation of our approach to service will be on driving operational discipline. **We support this foundation with robust regional and national expertise in safety, preventive maintenance, routing and performance management.** Our Central Operations Support Team provides straightforward management tools to help our local and regional management teams distill data from multiple systems and report into representative Key Performance Indicators (KPIs). This enables our location manager to prioritize and focus their daily actions on activities that directly impact service effectiveness and quality.

## Operations Management and Key Personnel

We acknowledge the tenure and dedication of the transportation professionals, drivers, aides and staff, that are currently serving Quakertown Community School District and are invested in the children of your community. We will offer positions to incumbent employees in good standing with the district who meet First Student's hiring criteria.

We also encourage Quakertown Community School District's participation in the process of interviewing and selecting our location manager, as this individual will be instrumental in the success of your student transportation operation.

### Our proposed operations team includes:

#### Quakertown Location Staff:

- Location Manager
- Dispatcher
- Admin Clerk / Dispatcher
- Safety Coordinator (Shared with our Lansdale terminal)
- Classroom and Behind the Wheel Trainers
- Service Employee

Additional Staffing added to our Allentown Maintenance Facility to support Quakertown:

- Technician-in-charge
- Technicians (2)

#### Professional Routing Services by First Planning Solutions

Full-time employees will receive our full-time benefits program which includes: healthcare, dental insurance, life insurance, vision plan, accidental death and dismemberment insurance, 401K retirement/savings plan, paid vacation and sick days, and employee training and development programs. Employees may participate in some of the cost of these programs.

## Driver Recruitment and Retention

Recruiting and training well-qualified drivers is a significant, ongoing priority. We have dedicated teams of recruiters and talent acquisition specialists to assist in recruiting. They help support our local operations by placing advertisements, organizing job fairs and identifying community events for them to attend.

Our web-based Applicant Tracking System (ATS) enables a streamlined, full-cycle recruitment process — monitoring vacancies, sourcing, interviewing and placing. First Student's centralized talent acquisition team researches where our applicants are coming from, allowing recruitment efforts to be redirected wisely. *For more information about our recruiting and retaining procedures, please see proposal section entitled "Recruiting, Retaining and Engagement".*

## Compensation of Drivers Serving Quakertown Community School District

The current Bus Driver wages are well below market when compared with our area locations which serve Allentown, North Penn, Council Rock, Central Bucks and many other Bucks and Montgomery County school districts. Low wages contribute to driver shortage and limit access to qualified employees. Research with the Economics Research Institute (ERI) supports this finding as displayed in the chart below. Our experience employing more than 40,000 drivers tells us we need to be in the 50<sup>th</sup>-75<sup>th</sup> percentile to assure an adequate supply and avoid service disruptions.



Economic Research Institute (ERI)	Experience Level	Low (25th Percentile)	Median (50th Percentile)	High (75th Percentile)
Van Driver	1	15.32	16.71	17.99
	5	18.34	20.14	21.68
	7	19.29	21.16	22.79

\*No CDL

Economic Research Institute (ERI)	Experience Level	Low (25th Percentile)	Median (50th Percentile)	High (75th Percentile)
Bus Driver	1	17.86	19.62	21.12
	5	21.09	23.12	24.94
	7	22.46	24.64	26.61

\*CDL Optional

Our compensation package, therefore, is critical to the success of our recruiting and retention efforts. Our driver wages are specifically designed to attract the highest quality employees and ensure continuity in the driving force, while at the same time being sensitive to the school district's finances.

Drivers hired by First Student at the time of transition will receive the following:

- Regular CDL Bus drivers will start at \$20.60 per hour; non-CDL Van drivers will start at \$16.48 per hour.
- We will implement a 4-step scale, allowing CDL Bus drivers to reach the top step of \$23.69 within 4 years; van drivers will have a similar 4-step scale reaching \$19.08 per hour within four years. The scale is specifically designed to improve both recruiting and retention.
- Bus drivers will be paid a minimum of 4.0 hours per day.
- We will recognize current seniority dates for the purposes of job assignment priority.
- Drivers will receive increases in hourly wage rate each new school year.
- We will pay a hiring bonus of \$1,000 to all drivers who are successfully hired during the transition process.
- All drivers and attendants will have access to First Student's standard benefit offerings.

### Fleet and Equipment

Our proposal includes the provision of 62 buses; 56 brand-new route buses supplemented by six recent model year spare buses. Any additional vehicles needed can be brought in from one of our Bucks or Montgomery County facilities. Once the board has awarded the contract and contracts have been signed, we will schedule the production of the new fleet. We anticipate production, delivery and in-service will take up to 120 days.

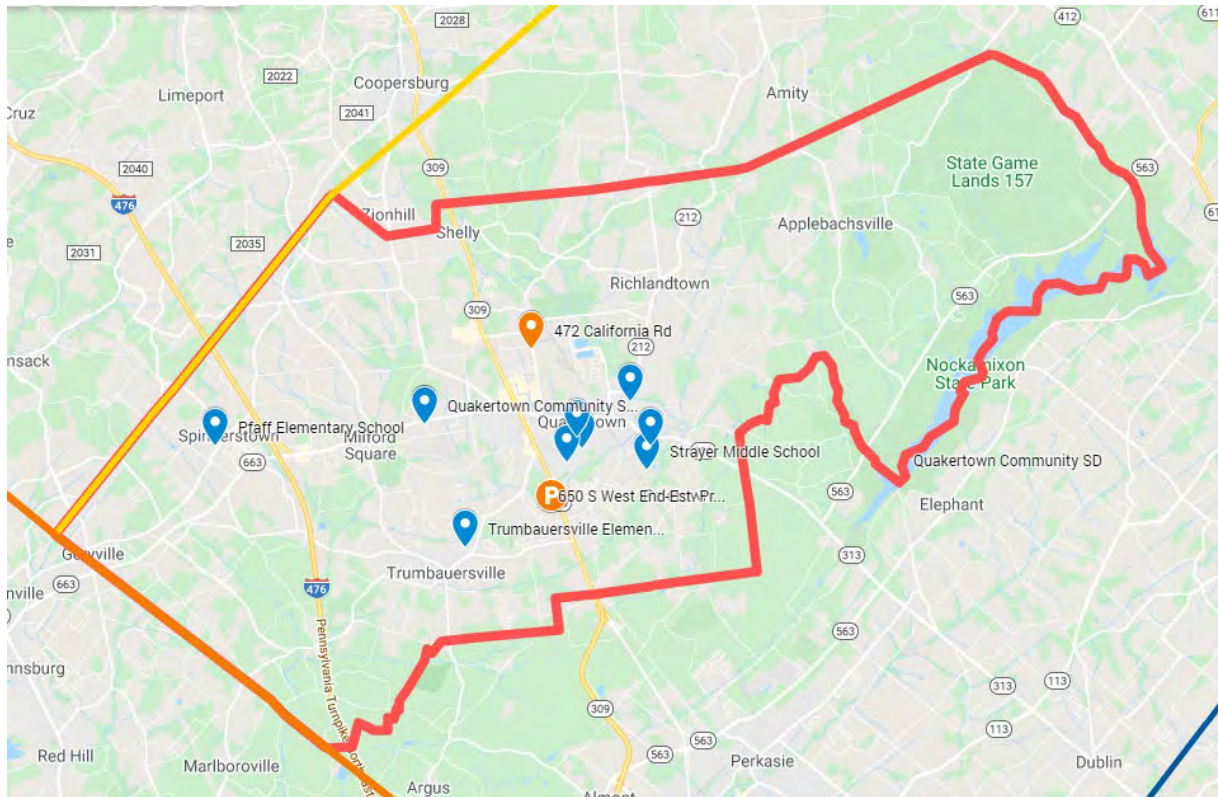
Qty	Bus Type	Year	Capacity	Fuel Type	Equipment
38	Type C Conventional	2022	72-passenger	Gas	GPS; Digital Cameras
9	Type A Minibus	2022	28-passenger	Gas	GPS; Digital Cameras; A/C
1	Type A Minibus	2022	Wheelchair	Gas	GPS; Digital Cameras; A/C
10	Ford Transit 250 Van	2021	9-passenger	Gas	GPS; Digital Cameras; A/C
4	Type C Conventional	2017	72-passenger	Gas	GPS; Digital Cameras

First Student will equip all of the buses with two-way radio communication, Seon digital cameras and GPS units with electronic vehicle inspection reporting. The buses come standard with Child Check-Mate™ / Theft-Mate™ and front mounted crossing control arms.

The RFP called for a 15% spare factor for all yellow buses and 30% spare factor for non-CDL vans. While we understand the requirement to have spare equipment available to operate routes on time, our experience tells us that a 10% spare factor is sufficient when the fleet is well maintained - even more so when the route buses will be brand new. In addition, we have ten locations within 30 miles of QCSD and nearly 1,000 school buses within an hour's drive. Any need for additional buses or services can be accommodated in a timely fashion. As the contract progresses in age, we agree to revisit this requirement with the district and make adjustments if there are ever any issues with the timely replacement of vehicles requiring service.

## Facility

We have selected an operating site at 650 S. West End Boulevard Quakertown, PA 18951. The site is located just south of Quakertown on Route 309, is about a mile from the High School and within a two-mile radius of the majority of the district's schools. The site is just over three acres in size and has a house which was previously used as the offices for a used car dealer. We intend to manage and dispatch all drivers and aides from this site.



Although the majority of the fleet will be brand new at the beginning of the contract, we intend to do fleet maintenance at our Allentown Maintenance Facility which is located at 1812 S 12th St, Allentown, PA 18103, just off Route 309. We will add three staff positions at the Allentown facility to support the Quakertown fleet.

Once the district has made its official award, our Facilities and Real Estate team will finalize the lease on this property and begin the process of preparing it for our use.

## Fuel

Quakertown Community School District will provide all fuel, including gasoline and diesel, for all transportation operations. It is our intent to operate a gasoline fleet for Quakertown Community School District. Gasoline-powered equipment is less expensive, avoids the cost and complication of the emissions equipment required on Diesel-powered buses and is seen by many industry experts as a cleaner option. We project the fleet will average 5.8 MPG which will require an adjustment of the formula included in section 10 of the RFP. Fuel use will be managed by a fuel card system, such as Comdata cards, and the fuel will be purchased at a local gas station. Monthly reports will be provided to the school district. We agree to only use district-supplied fuel for the operation of school routes, athletic and field trip transportation authorized by QCSD.

## Propane Fuel Alternative

The RFP ask for the cost adjustment for providing 75% of the fleet as Propane- or CNG-powered vehicles. We currently would not advise the use of CNG school vehicles. While we are providing a projected daily route adjustment amount for the provision of a propane fleet, the implementation of propane is more complicated and will require some additional discussion.

We operate several thousand propane vehicles, including having recently converted the entire fleet at Council Rock School District to propane. Not only are propane vehicles more environmentally friendly, maintenance costs appear to be lower over the life of the vehicle and fuel can be a significant savings, especially while current government subsidies are in place.

First Student has an agreement in place with FerrellGas to supply not only the propane fuel but also the infrastructure to store and dispense the fuel and we would engage them for this location. As best they understand it, they expect the current government fuel subsidies to continue at least through the initial 5-year term of this contract. So, in this case, the school district could see significant savings in the fuel cost; however, there is some risk the savings will diminish if and when the subsidies go away.

We would be happy to ask FerrellGas to provide an estimate for supplying the fuel for this contract so you can get an idea of the potential cost savings. However, current pricing for Propane-powered buses is nearly \$10,000 more than those included in our base proposal, so the district would need to consider the additional cost of the school routes vs. the fuel savings possible when converting to propane.

## Electric Vehicles

Electric vehicles could be a great option for Quakertown Community School District. We'd be happy to work with you to determine the feasibility and number of Electric vehicles (EVs) that would be appropriate for QCSD.

Currently, there are roughly 230 Electric vehicles throughout the United States transporting students to and from school. The industry is anticipating that this number double in 2021 and bus manufactures are preparing for significant market demand. First Student is currently engaged in research and test pilot programs with the leading EV manufactures. We have strategically placed EV's throughout the country to ensure we understand the geographical and climate impacts on EV's.

The EV industry is currently evolving and there are opportunities to significantly reduce the initial \$300,000 upfront capital investment required to purchase EV's. Each school district has a unique EV scenario that requires an in-depth analysis to determine the current and future viability of EV's.

When EV first came to market the most significant benefit was they produced zero emissions and positively affected the environment. As EV evolves, we have learned that they can be a valuable resource to electric companies in the form of *Vehicle to Grid Energy*. The stored energy in the batteries of the buses are returned to the grid during peak energy usage thus providing relief during high demand.

This vehicle to grid model paired with grants can help subsidize the cost of EV. However, without the grants and/or vehicle to grid, EVs can be a significant investment and potentially cost-prohibitive.

First Student takes the future of the Electric School Bus very seriously and recently entered a partnership with NextEra Energy Resources to pursue the expansion of electrification of school transportation vehicles across the U.S. and Canada (<https://www.schoolbusfleet.com/10135361/first-student-first-transit-enter-bus-electrification-agreement>). NextEra Energy Resources is a subsidiary of NextEra Energy, Inc., the world's largest utility company based on market capitalization. NextEra has operations in 30 U.S. states and four Canadian provinces with capabilities throughout North America. It's the top ranked electric and gas utilities company on Fortune's list of the "World's Most Admired Companies."

First Student and NextEra working together represents the best path forward for the introduction of Electric Vehicles in school transportation. We would be happy to have further discussions with you to determine if EVs are right for your district.

### **FirstServes:**

#### **Transporting Students with Disabilities: A Research-Based Approach**

FirstServes™ enables First Student to more effectively partner with districts and parents to implement research-based behavioral interventions that positively transform the transportation experience for special population students.

We understand the challenges that come with riding the bus for students in special populations; it's the reason we developed the FirstServes™ program. FirstServes™ is a comprehensive program co-developed with Cincinnati Children's Hospital, the #3 children's hospital in North America. The program includes enhanced driver and monitor training, comprehensive and clinically proven tools, and on-going communication guidelines that will provide a better experience for special population students who require extra care. FirstServes™ is a program focused on being proactive and "responsive" to students' needs, which sets it apart from status quo Special Needs transportation which is "reactive" by design. For more information on FirstServes, please refer to proposal section entitled "Driver Training Program".

The cost of the enhanced employee training, the tools and the included resources is included in our proposal to Quakertown Community School District.

#### **Industry Leading Technology**

First Student provides a complete suite of School Transportation technologies that we use to manage our business and to benefit our customers. In the spirit of transparency, we open our technology up to our customers, providing both a Smartphone App for parents and a District Dashboard for school administration.

We have included the following technologies in our proposal to facilitate a higher level of safety, encourage open and transparent operations, and contribute to enhanced communication between schools and parents. Many of our systems and tools integrate heavily with data gathered from your District, allowing us to provide accurate reporting and a customized approach. Because these systems rely on unique information about your students and routes, they will not be fully functional on day one. Systems like FirstView and some of the functionality of our Driver Workflow Hub typically require one to three months to integrate and process your data effectively.

## FirstView™ Bus Tracking and Communications Product Suite

Our proprietary bus tracking product suite, FirstView™, brings GPS, electronic routing software and First Student's operations platform, FOCUS™, together to enhance communication and visibility into your transportation system. It includes a FirstView™ District Dashboard and the FirstView™ Parent App.

- **The FirstView™ District Dashboard** can be incorporated as a stand-alone product and easily accessed via desktop or tablet for clear, mobile access to your entire transportation system. The District Dashboard allows you to view when buses arrive at schools and stops, drill down to analyze school, route, stop, and student level information, access Planned vs. Actual, On-time Performance, Route Replay results, and much more. For more information about the District Dashboard, see proposal section entitled "Equipment & Technology".
- The **FirstView™ Parent App** gives parents direct access to status updates for their child's school bus. Whether deciding the best time to meet at the stop, or seeking detailed delay notifications, FirstView™ gives parents and students the information they need to plan their day and stay connected. *For more information about the Parent App, see proposal section entitled "Equipment & Technology".*

## Driver Tablets and Workflow Management

We will utilize onboard tablets in conjunction with our proprietary Driver Workflow Hub to combine driver workflow with route efficiency for Quakertown Community School District. As a driver begins their day, they log into the tablet, which connects them to their route and bus. The system provides advanced views of the route and turn-by-turn directions, as well as a real-time traffic check during the route preview to allow for any necessary route changes. This combined technology enhances driver and passenger experience. With district-provided student data, the tablet can be leveraged for additional functionality like student ridership tracking. After the last stop, the tablet will track the completion of a child check and bus inspection. *For more information about the Driver Workflow Hub, see proposal section entitled "Equipment & Technology".*

## FirstACTS® Student Conduct Tracking

FirstACTS® is a powerful web-based communication tool that can help Quakertown Community School District easily and efficiently track student conduct on school buses. Designed to improve reliability and speed, FirstACTS® delivers driver notifications directly to the school, tracks the school's actions and provides a response back to the driver. This platform offers a range of reporting capabilities and tools to assist in tracking specific actions by driver, student, school or bus. Student incident histories can be searched, and trends and patterns can be identified and addressed. For more information about FirstACTS®, see proposal section entitled "Equipment & Technology".

## First Feedback®

We propose to launch First Feedback, our proprietary online feedback management system, for Quakertown Community School District. First Feedback provides parents, community members, and school personnel the opportunity to submit feedback about a driver, bus, or experience via a simple, easy-to-use online tool. This system accelerates our ability to gather information, research, respond, and track service compliments and concerns, ensuring we continuously improve on the service we provide to our community partners. Additionally, it provides your district administrators with an elevated level of transparency, while ensuring record consistency and information reliability.

## Child Check-Mate System®, Theft-Mate™ Security System.

First Student installs the Child Check-Mate System on *all* buses to remind our drivers to conduct a search for unattended children. Each time our drivers complete a run, they walk the entire length of the bus and search each seat before deactivating the Child Check-Mate System alarm. If the driver does not complete this task, the system will sound a secondary alarm. This ensures that sleeping children are not left on our buses.

To add a layer of protection for our passengers, staff and property, First Student installs the Child Check-Mate System® with the Theft-Mate™ Security System. The motion-activated alarm system detects and deters unauthorized entry with voice messaging alerts and flashing lights.

### **Seon Digital Video Systems.**

Seon is our preferred vendor for video systems. All of the buses will be equipped with Seon's TH4 Digital Video Systems. The Type C buses will have four camera heads and the vans will have 2 camera heads.

### **Seon SmartReach WiFi Video Downloading:**

In addition to providing Digital Video Cameras on the buses, we have included the cost of Seon's SmartReach WiFi downloading system in our proposal. Seon's Smart-Reach technology is an effective industrial-grade wireless solution for mobile video surveillance. Working in combination with vMax Commander surveillance management software, Smart-Reach provides a robust wireless infrastructure for automated video downloading. With this system the buses will download the video recordings while parked at the bus lot and the district will have access to pull the recordings once downloaded.

### **Award-Winning and Industry-Leading Maintenance Program**

There are many key differentiators of our maintenance program that establish First Student as the leader in the industry, and the value that this leadership brings to Quakertown Community School District:

- Our preventive maintenance program emphasizes quality control, data-driven decision making and process efficiency. We draw insights from the safety, maintenance and engineering expertise found throughout the transportation divisions of our parent company, FirstGroup America, which includes First Student, First Transit, First Vehicle Services and Greyhound.
- **TAC Help Desk:** The TAC Help Desk is an exciting new tool for First Student technicians that helps save time, reduce the use of unnecessary parts and keeps costs down. Our Help Desk is manned by ASE-Certified experts to help with daily technical issues when they arise. Techs can video chat with the Help Desk for step-by-step procedures that eliminate the guess work and save valuable time. *With the help of top experts, issues can be resolved without the "trial and error" period that often occurs when working alone, which translates to a readily available fleet for the District.*
- **Predictive Analytics:** Every First Student maintenance shop is using fault-code centered predictive analytics to identify and solve problems 2-4 weeks before failures occur. The system uses data pulled from buses in your fleet to identify problems related to exhaust, cooling and ABS brakes. *This ensures that we minimize the possibility of breakdowns.*
- First Student uses world class asset management (maintenance) software, Infor, which is configured **especially for school buses**. Our system uses iPads to collect data from bus repairs and from Preventative Maintenance (PM) inspections. These iPads display information directly to the Tech working on the bus, including bus maintenance/repair history and the vehicle's daily workload. Repair manuals are also included, creating a seamless and comprehensive asset management plan. Our program also assesses standard job times and clocks the amount of repair time to ensure proper time management. *Proper time management and getting the job done right the first time translates to efficient use of District dollars, and more available fleet for the District.*
- First Student offers an industry-leading extensive online training program that our Techs can participate in, using their iPads. *Opportunities for career progression translates to increased job satisfaction, better performance and employee retention.*
- First Student has over **150 ASE Blue Seal Certified locations**. No other company has more than 15. **We have more Blue Seal shops than all our competitors combined!** More information about Blue Seal is available in the maintenance section of our proposal.

- First Student has a **dedicated team of four engineers** to help with any problem that a location can't diagnose – *this reduces the number of buses down for extended amounts of time.*
- First Student employs a Lean shop process that rewards quality shops for doing things right. Our Lean KPI's are published monthly and rank every location. Underperforming locations are quickly addressed, and top performing locations are recognized. *This means that a measured process of continuous improvement is taking place, to ensure reliable student transportation within the District.*

## Routing Center of Excellence – First Planning Solutions

First Student intends to engage First Planning Solutions (FPS) to perform the implementation and ongoing routing services for QCSD. FPS has been in operation at First Student for over 25 years. This Routing Center of Excellence brings wide-ranging expertise in electronic routing system deployment and management. The FPS team provides a range of services to school districts seeking to optimize routing systems and operations. They have a variety of experience in a breadth of system scenarios.

- The FPS team works with multiple electronic routing software packages and Student Information Systems used by school districts with a variety of distinct budgetary, demographic, geographic and operational circumstances. Our experienced routing team has enabled us to cut and combine routes that make routing as efficient as possible.
- QCSD's transportation program will benefit from our experience using Versatrans. FPS installed its first Versatrans system in 1998. Today, FPS supports more than seventy (70) Versatrans instances operated by First Student locations and customers and employs certified Route Planning system experts. FPS also brings expertise in the installation and support of the E-Link Online Information Portal, Onscreen GPS Vehicle Location, Schools Interoperability Framework (SIF) Agent and TripTracker Field Trip Software applications.

We understand that First Student will maintain responsibility for the cost of the Versatrans routing software and hardware required to operate it under this contract. First Student will be expected to operate the software, create the routes, and provide the District with access to the system. First Student will provide computers and network infrastructure at its location for connecting to Versatrans and the District's Student Information System. We will provide feedback on any needed route changes and cooperate with the district on keeping the system efficient.

In addition to daily routing services, First Planning Solutions' service capabilities include:

- **Efficiency Analysis:** Determines the efficiency of current routes and whether opportunities for improvement exist.
- **Bell Schedule Analysis:** Analyzes bell schedules impact on bus requirements and costs. Looks to identify changes that can maximize route tiering opportunities reducing bus requirements.
- **Route to Actual Ridership:** Many eligible riders do not use transportation. Routing to eligible ridership can increase leverage of existing equipment.
- **Time & Capacity Analysis (TCA):** Examines bus run times and seat utilization to identify potential vehicle reductions through bus run consolidation. In order to reduce bus runs, both time and seating capacity must be available. A full TCA also considers actual bus run time versus operating windows in identifying reductions.

## COVID19 Mitigation

Our proposal does not include any additional costs for actions and expenses necessary to respond to the threat of COVID19 or a similar pandemic. We certainly hope and anticipate that we as a nation will have solved the crisis by the time these services start in July 2021. Therefore, it did not seem prudent to burden the school district with the costs of mitigation. However, in the event that we are in a situation where mitigation is required, we will charge the district separately for those expenses.

We offer both a daily and a monthly disinfection option and will make a final determination on mitigation frequency with the school district. Mitigation includes Personal Protective Equipment (PPE) and hand sanitizer for employees, bus disinfection product, the applicators and the labor to perform the disinfection. The annual costs for COVID19 mitigation is \$36,906 following a 30-day disinfection cycle and \$56,688 for a daily disinfection cycle. This amount will be billed along with the school rates at a rate of 1/10<sup>th</sup> per month for the school year. The cost of the daily disinfection is included as Alternate #1: \$56,688 divided by 56 routes divided by 180 days = \$5.62 per day. But QCSD can choose either disinfection frequency and we will adjust the billing accordingly.

## Contract Start Date

We will need approximately 90 days from contract signing to interview the current staff, conduct necessary background checks, and hire and train sufficient personnel to operate routes. Under the current scenario, our services would begin July 1, 2021. Alternate start dates are available if your district makes an award earlier or requires additional time to finalize your decision.

## Contract Terms and Suggested Language

Our proposal assumes that, based on the RFP and this submission, Quakertown Community School District and First Student sign a mutually acceptable contract for a 5-year term. Subsequent to award and any additional negotiation, our legal team will work with your legal representative to create a mutually agreeable contract. Please refer to proposal section entitled "Contract Suggestions" for notes on suggested language and required modifications to the RFP and Contract.

## First Student is the Right Choice for Quakertown Community School District

As the most chosen and trusted student transportation service provider in North America, we have a breadth and depth of experience in full-service student transportation management, special needs transportation, route scheduling and optimization and charter services. There are several reasons that First Student is the right choice for Quakertown Community School District, including the following.

- **You are counting on a smooth transition, we will deliver.** The First Student transition plan has our many years of experience woven into every step. Our start-up guide outlines and prioritizes key steps in the transition process. We will provide our local team servicing Quakertown Community School District with the regional and national support needed to ensure your start-up is a success.
- **Dedicated bus drivers love what they do.** We employ drivers who gain personal fulfillment from helping students make a positive transition between home and school, while bringing local community knowledge to their role. This is vital to a successful student transportation program and why we generally retain around 90% of a school district's current drivers.
- **School bus routing plays a fundamental role in safety, service and efficiency.** We ensure the right people and systems are in place to make the best use of your transportation resources. We also respond effectively and urgently to the complexities of school bus routing with the solutions needed to provide efficient routing.
- **First Student's safety record is the best in the business.** Districts that choose to partner with us gain an entire safety organization dedicated to making safety a personal core value for all team members. Safety isn't what we do, it is who we are.



Across the country, our First Student team members wake up each morning committed to safely and reliably carrying more than five million children to and from school. **This is partly why 95% of our customers say they would recommend First Student to another school district.**

I look forward to further discussing our proposal with you, and how our capabilities can help strengthen your transportation program. Should you have any questions, please do not hesitate to contact me.



Jim Woods  
Director of Business Development



# Company Background



# Company Background



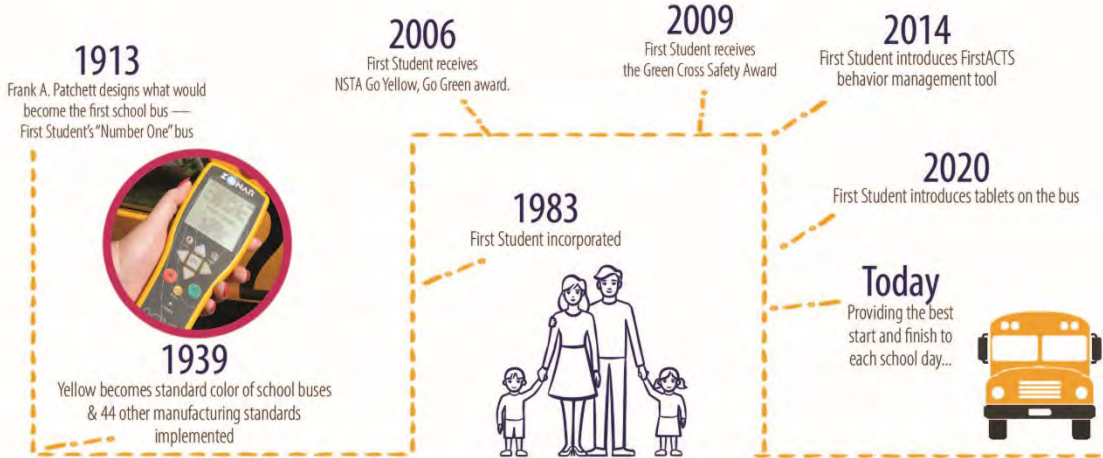
As the largest student transportation provider, First Student is confident in the experience we've woven into every element of our operations. We're proud of our commitment to student safety, parent trust and the partnerships we've built with school districts across the country. While our company's history is stacked full of successes surrounding industry innovation and streamlined operations, you'll find that a partnership with First Student is much more than that. It is a relationship centered around our shared commitment to caring for the children that fill our buses and bring life to your classrooms. The wellbeing and potential of the children we transport is the pulse of our business, and we are earnest in our commitment to lifting, encouraging and empowering them one ride at a time.

## FIRST STUDENT'S HISTORY

Our company's history traces back to 1913, when Frank A. Patchett rallied his limited resources to develop a transportation solution for his rapidly growing community of Newman, California. Frank attached bench seats, wood paneling and a roof to the frame of a Ford Model-T, creating a preliminary design that would go on to become the yellow school bus we know and love today.

Over the years, First Student has acquired several companies with dedicated people and resources who have helped to broaden our reach and hone our trade, creating a curated powerhouse focused on the safety of students.

Today, we follow Patchett's example by using our resources to create transportation solutions for communities big and small, putting students first and listening to our District partners as we continue to raise the bar each and every day. Across North America, more school districts choose First Student over any other provider for their student transportation needs.



## COMPANY OVERVIEW

### FirstGroup America Family of Companies

First Student, Inc. is a member of a family of companies that make up FirstGroup America, the largest provider of safe, reliable and sustainable ground passenger transportation services in North America.

FirstGroup America is the North American operation of FirstGroup plc, a more than \$10 billion global transportation company, with a vision to transform travel by providing services that help create strong, vibrant and sustainable local economies.

Our broad transportation footprint gives us a breadth and depth of expertise across different regulatory and contractual requirements. **You can be confident that whatever the challenge is, somewhere across our business, we have already identified and implemented a solution.**



#### First Student

**Key Facts:** 1,100 school districts served; 5 million student journeys per day across the U.S. and Canada; 42,500 vehicles operated and maintained; 48,000 employees



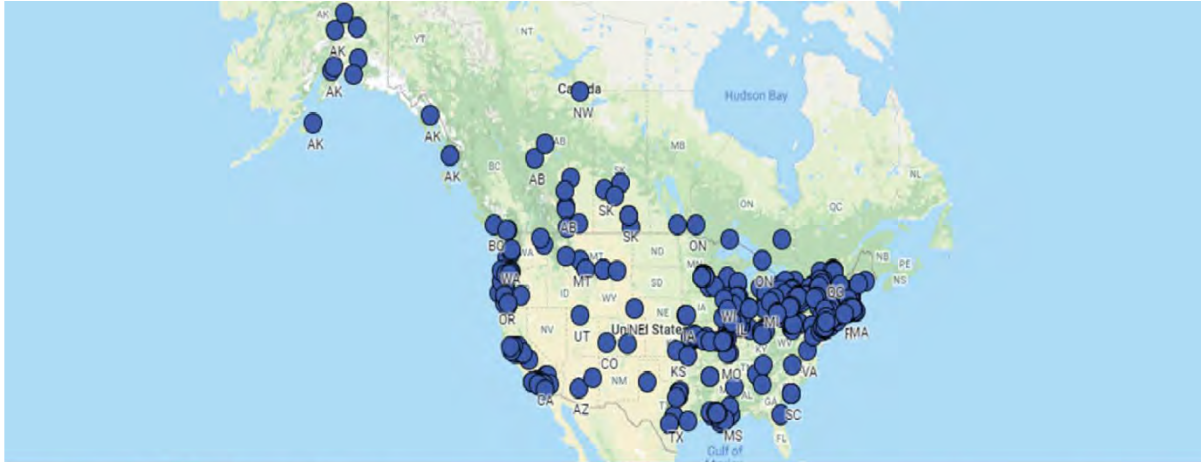
#### First Transit

**Key Facts:** 12,600 vehicles owned and/or operated; 340 million passengers a year; 19,000 employees; services include transit management, paratransit, campus transit, shuttle, healthcare transportation, bus rapid transit and rail



#### First Vehicle Services

**Key Facts:** First Transit's fleet maintenance solution; provides ancillary support services for public sector customers, including law enforcement, fire, and emergency and municipal services



**First Student**  
Caring for students today, tomorrow, together.

**The most trusted provider of student transportation.**

**42,500**  
VEHICLES

**460**  
OPERATING LOCATIONS

**48,000**  
EMPLOYEES

**38 STATES, 7 CANADIAN**  
PROVIDENCES/TERRITORIES

**1,100**  
SCHOOL DISTRICT CONTRACTS

**5 Million**  
STUDENT JOURNEYS DAILY

First Student’s 460 locations provide the best start and finish to each school day for the students and families we serve. For large and small school districts alike, we offer tailored, cost-effective solutions spanning full-service transportation and management, special needs transportation, route optimization, maintenance and charter services.

**Corporate Headquarters:**

First Student, Inc.  
600 Vine Street, Suite 1400  
Cincinnati, Ohio 45202

**Proposal Contact:**

Jim Woods  
Director of Business Development

**Classification:**

Corporation  
Incorporated in Delaware, 1983

**Executive Leadership:**

President: Paul G. Osland

**Regional Leadership:**

Senior Vice President: Jim Castelli  
Region Vice President: Shawn Albright  
Area General Manager: Greg Gallagher

**Corporate Officers:**

Paul G. Osland, *President*  
Scott Spivey, *SVP of Finance*  
Mike Petrucci, *VP, General Counsel, Secretary*  
Christina Cahall, *Assistant Treasurer*  
Nancy Eliason, *Assistant Secretary*  
Brian Beechem, *Assistant Secretary*  
Christa McAndrew, *Assistant Secretary*

## COMPANY VALUES

Our focus is connecting schools with the communities we serve. Driven by our vision and values, we are a customer-centric organization with an unwavering commitment to the Quakertown community.

Quakertown Community School District's mission is to prepare all students with the knowledge, habits, and skills they need to graduate ready for college or career and for engaged citizenship, all at the best value to your community. We understand the importance of this mission and will work with you throughout our partnership to ultimately support and uphold your fundamental mission.

### OUR VISION

To provide solutions for an increasingly congested world, keeping people moving and communities prospering.



### OUR VALUES

#### **Commitment to Our Customers**

We keep our customers at the heart of everything we do.

#### **Dedication to Safety**

Always front of mind, safety is our way of life.

#### **Supportive of Each Other**

We trust each other to deliver and work to help one another succeed.

#### **Accountability for Performance**

Every decision matters, we do the right thing to achieve our goals.

#### **Setting the Highest Standards**

We want to be the best, continually seeking a better way to do things.

## INDUSTRY ASSOCIATIONS

First Student plays an active role in several professional trade associations representing the student transportation industry. We take pride in working collaboratively with our colleagues to raise the standard for student transportation.



### National Safety Council (NSC)

NSC is a non-profit organization that serves as the nation's leading resource on industry trends, professional development, and strategies for advancing safety and health programs and practices.



### National Association for Pupil Transportation (NAPT)

NAPT supports and develops professionals who are "front-line" employees receiving communication, leadership, education, anti-bullying training, professional development and other resources.



### National School Boards Association (NSBA)

NSBA is the nation's leading advocate for public education. Working with state associations, NSBA advocates for equity and excellence in public education through school board leadership.



### The School Superintendent Association (AASA)

AASA advocates for equitable access for all students to the highest quality public education and develops and supports school leaders.



### National Association of State Directors of Pupil Transportation Services (NASDPTS)

NASDPTS provides leadership, assistance and motivation to the school transportation community with the goal of providing safe, secure, efficient, economical and high-quality transportation to school children traveling to and from school and school activities.



### American Bus Association (ABA)

ABA pursues opportunities by closely monitoring key legislative and regulatory developments, safeguards the rights of motor coach operators, protects members from inequitable business regulation, and keeps members informed.



### Alberta Motor Transportation Association (AMTA)

The AMTA is the unifying voice, standard and resource for commercial transportation, delivering leading-edge industry education and advocacy. They foster strategic partnerships, member engagement and innovative technologies.



### Partners in Compliance (PIC)

Partners in Compliance is the newest compliance and supply chain initiative of the Canada Border Services Agency. PIC builds on the principles of the Customs Self-Assessment (CSA) program by providing an opportunity for approved CSA importers to voluntarily demonstrate that their business systems, internal controls and self-testing processes are effective and reliable at ensuring trade program compliance.

## SENIOR LEADERSHIP BIOS

The First Student senior leadership team is responsible for making sure we deliver on our promise to keep your students moving and your community prospering. To learn more about our full leadership team, visit our website at <http://www.firststudentinc.com/leaders>.



### **President**

#### **Paul G. Osland**

President Paul Osland joined First Student in 2016 as Chief Operating Officer, bringing with him more than 25 years of leadership and operations experience across industries that include telecommunications, logistics, education and transportation.

Paul served as Chief Facilities Officer for Chicago Public Schools (CPS), a \$6 billion-dollar educational enterprise serving 400,000 students in more than 600 schools. Prior to being named Chief Facilities Officer, Paul served as Executive Director of Transportation for CPS.

Paul holds a Bachelor of Arts degree in economics from DePauw University. He completed post-graduate executive development studies in marketing and finance from the University of Chicago.

*“We play a critical role in the lives of the millions of students we transport every school day, including many of the country’s most vulnerable children. I believe First Student has the strongest commitment to driver training, maintenance and safety.”*



### **Senior Vice President / Chief Financial Officer**

#### **Scott Spivey**

Senior Vice President and Chief Financial Officer Scott Spivey joined First Student in 2015. His Shared Services accountabilities include leadership of the tax, cash management, budgeting, forecasting, governance, bid pricing and controller functions. Scott also leads financial planning and analysis, as well as mergers and acquisitions.

Scott brings more than 25 years of broad-based global finance, operational and general management experience across multiple industries. Prior to joining First Student, Scott served as senior vice president of finance for CHEP Global Pallets, the leader in pallet and container pooling services specializing in the leasing of reusable pallets, crates and containers with associated logistics services, operating in more than 50 countries.

Scott earned his Bachelor of Arts degree in accounting from Clark Atlanta University and his Master of Business association from the University of St. Thomas in St. Paul, Minnesota.

*“There are many advantages to working with an experienced school transportation services partner. The efficiencies and cost savings we generate can help keep district resources where they are needed most – in the classroom.”*



## Chief Operating Officer

### Dean Suhre

Chief Operating Officer Dean Suhre is responsible for all regional operations of First Student, with a focus on improving operational discipline and compliance down to the location level.

Dean joined FirstGroup America in 2000, beginning his career with Laidlaw Education Services prior to the FirstGroup acquisition in 2007. He has held various finance and operations support positions, including Chief Financial Officer, for First Student from 2008-2011.

Dean co-led Mission 1, an important reorganization and transformation project for First Student, which resulted in significant overall improvements in safety, results, customer service and employee satisfaction. He also led the development of various technological advances and other operational improvement initiatives at First Student.

Dean earned his Bachelor of Science degree in accountancy from Southern Illinois University Edwardsville and his Master of Business Administration with honors from Webster University.



*“The way we impact the education process is by ensuring kids have a safe, reliable way to and from school each day. When we do that, we become more than a transportation services provider – we become a partner to the K-12 community.”*

## Senior Vice President of Safety

### Darryl Hill, Ph.D., CSP

Senior Vice President of Safety Darryl Hill, Ph.D., CSP oversees safety for First Student. He brings 30 years of safety experience to our organization. His background spans diverse organizations that include information technology, manufacturing, engineering and healthcare. Most recently, Darryl served in a leadership role at Abbott Laboratories, as Corporate Director of Global Environmental, Health and Safety Governance and Product Stewardship. In this role, he led global policy setting, standard development, auditing and compliance assurance, for the company’s Environmental, Health and Safety programs.

Prior to Abbott, Darryl held leadership positions at Johnson Controls, including Vice President of Global Health and Safety. He also served in leadership roles at ABB, Inc. where he was Vice President of Safety and Health.

In addition to Darryl’s professional accomplishments, he has held leadership positions within the safety industry including serving as President and member of the Board of Trustees of the American Society of Safety Engineers, the country’s oldest professional safety organization. Darryl is editor and contributing author of *Construction Safety Management and Engineering*.

For more than 20 years, Darryl served as Adjunct Assistant Professor at Oakland University. He’s written several books and numerous articles on safety-related subjects, all published in peer-reviewed journals.

Darryl earned his bachelor’s degree in occupational safety from Iowa State University and his Master of Science degree in hazardous waste management from Wayne State University. He earned his Ph.D. in educational leadership from Oakland University and is currently earning a master’s degree in business administration from Southern New Hampshire University.



*“I am passionate about the education process and safety of the K-12 community. It is imperative that we ensure the safety of our children by deploying industry best practices and technological innovation. Our customer commitment and high standards for safety performance is key to our K-12 partnership.”*



*“At First Student, you are working with a name you know and trust. We don’t take that trust for granted. As the preeminent transportation provider in North America, we invest heavily in driver training, safety and technology to deliver a ride that’s twice as safe as the industry average.”*

## **Senior Vice President of Strategy, Business Development, Marketing and Communications**

### **Claire Miller**

Senior Vice President of Strategy, Business Development, Marketing and Communication Claire Miller oversees the overall growth strategy and customer engagement for First Student.

When Claire joined First Student in 2017, she brought more than 25 years of leadership experience across diverse operating environments that included consumer product goods (CPG), business-to-business, technical software and the U.S. Military.

Prior to her time at First Student, she served as Vice President and General Manager of Consumer Tabletop at Newell Brands, a \$270 million business. Claire has held several senior leadership roles in organizations that include Honeywell Corporation, Kimberly-Clark Corporation, The Procter and Gamble Company, and the U.S. Army Environmental Policy Institute.

Claire earned her bachelor’s degree in economics, her master’s degree in urban planning and her Ph.D. in regional planning from the University of Illinois, Urbana-Champaign.



*“Nothing is more important than hiring and developing good people. We strive to have our drivers and staff be a positive part of the school day for our K-12 student passengers.”*

## **Senior Vice President of Human Resources and Labor Relations**

### **Tom Secrest**

Senior Vice President of Human Resources and Labor Relations Tom Secrest oversees management of all corporate and field HR and labor relations for FirstGroup America.

Tom has over 20 years of experience in the school bus industry, beginning his career with Ryder Public Transportation Services, the predecessor company to FirstGroup America, in 1997.

Over the years, Tom has had steady promotional advancement into leadership roles of increasing responsibility with First Student, First Transit and FGA Shared Services. His leadership responsibilities have included Labor Relations, Field HR, Corporate HR, and currently all Labor Relations and HR functions in North America. His prior work history includes both governmental and private law firm positions.

Tom earned his bachelor’s degree in industrial labor and labor relations from Cornell University. He also earned his juris doctorate from the University of Dayton School of Law.

## Senior Vice President of Maintenance

### Todd Hawkins

Senior Vice President of Maintenance Todd Hawkins oversees management for all 500 maintenance operations for FirstGroup America.

Todd has more than 30 years of experience as a manager of maintenance. He is responsible for all of FirstGroup's maintenance activities, which include school buses, transit contracting systems operating fixed-route, paratransit, trolley, shuttle, and over-the-road vehicles. Todd's focus is on managing our maintenance quality assurance programs and implementing innovative methods to improve efficiency and bring accountability to our clients.

He and his staff offer technical assistance, training, and best practice information to FirstGroup's maintenance operations and can provide technical assistance as necessary to the 2,600 fleet maintenance staff.

Prior to FirstGroup, Todd held leadership positions at Ryder Truck Rental including Mechanic, Assistant Supervisor and Maintenance Manager. Todd earned his degree in diesel technology from Atlanta Area Technical College.



*“At First Student, we do not just pride ourselves on the best-in-class maintenance to provide the safest assets on the road, but we do it for the right reasons. We do it every day with safe drivers in safe vehicles so we may transport our families safely.”*

## Vice President of Business Development

### Scarla Gilbert

Vice President of Business Development Scarla Gilbert joined First Student in 2018. Her business development responsibilities include the leadership of First Student's customer growth and market expansion functions, as well as both the sales and business development teams.

Prior to joining FirstGroup, Scarla spent 21 years at Xerox Corp where she held various sales, sales management and executive positions. She was most recently the Senior Vice President of the Mid-East Region, and was responsible for all sales, consulting services, and operational delivery for commercial, public sector and graphic communications clients in five states. Prior to that position, Scarla also held the roles of National Healthcare Vice President of Business Development and Region Vice President of Sales and Technical Service in Michigan and Ohio.

Prior to joining Xerox, Scarla was a sales executive with IBM and an internal auditor for General Foods.



*“My passion for helping students achieve success in education led me to First Student. Administrators are constantly faced with unforeseen challenges in school district operations, including the provision of safe student transportation. Our primary objective is to transport your students to and from school safely and on time, every day.”*

# Pennsylvania Customer List

First Student's customer lists and references are confidential and proprietary. Any distribution or copying of this material outside of review of this proposal should only be performed after obtaining written consent from First Student.

SCHOOL DISTRICT	FLEET COUNT	YEARS OF SERVICE	CAPACITY	SERVICE TYPE	STUDENTS ENROLLED
Allegheny County IU #3 475 East Waterfront Homestead, PA15120  Transportation Director	8	21	6 Type A&B (16-36PAX +W/C)  2 Type C&D(48- 84 PAX)	7 Routes Special Education	~114,000 students
Allentown School District 31 S. Penn St. Allentown, PA 18105  Business Manager	146	10+	28 pak vehicles  72 pak vehicles  Wheelchair vehicles	140 routes Charter schools Special Education	~17,000 students
Avenworth School District 258 Josephs Lane Pittsburgh, PA 15237  Director of Finance and Operations	37	10+	28 pak vehicles  72 pak vehicles  Wheelchair vehicles	43 Routes Charter schools Special Education	~1,500 students
Blacklick Valley School District 555 Birch St. Nanty Glo, PA 15943  Superintendent	12	40+	9 Type A&B (16-36PAX +W/C)  3 Type C&D(48- 84 PAX)	11 Routes Special Education Extracurricular	~710 students
Bucks County IU #22 705 Shady Retreat Rd. Doylestown, PA18901  Supervisor of Transportation	40	8	8 Type A&B (16-36PAX +W/C)  32 Type C&D(48-84 PAX)	34 Routes Special Education	~2,500 students

SCHOOL DISTRICT	FLEET COUNT	YEARS OF SERVICE	CAPACITY	SERVICE TYPE	STUDENTS ENROLLED
<p>Central Bucks School District 20 Weldon Drive Doylestown, PA 18901</p> <p>Business Administrator</p>	167	7	<p>28 pak vehicles</p> <p>72 pak vehicles</p> <p>84 pak vehicles</p> <p>Wheel chair vehicles</p>	<p>140 routes HTS</p> <p>Special Education</p>	~20,000 students
<p>Central Cambria School District 208 Schoolhouse Rd. Ebensburg, PA15931</p> <p>Transportation Coordinator</p>	46	40+	<p>15 Type A&amp;B (16-36PAX +W/C)</p> <p>31 Type C&amp;D(48-84 PAX)</p>	<p>38 Routes HTS</p> <p>Special Education</p> <p>Extracurricular</p>	~1,841 students
<p>City of Jeannette School District 198 Park St. Central Admn. Building Jeannette, PA 15644</p> <p>Superintendent</p>	10	11	<p>5 Type A&amp;B (16-36PAX +W/C)</p> <p>5 Type C&amp;D(48-84 PAX)</p>	<p>10 Routes HTS</p> <p>Extracurricular</p>	~1,074 students
<p>Colonial School District 230 Flourtown Rd. Plymouth Meeting, PA 19462</p> <p>Director of Transportation</p>	92	57	<p>41 Type A&amp;B (16-36PAX +W/C)</p> <p>51 Type C&amp;D(48-84 PAX)</p>	<p>85 Routes HTS</p> <p>Special Education</p> <p>Extracurricular</p>	~5,100 students
<p>Council Rock School District 30 North Chancellor St. Newtown, PA 18940</p> <p>Supervisor of Pupil Transportation</p>	153	11	<p>15 Type A&amp;B (16-36PAX +W/C)</p> <p>138 Type C&amp;D(48-84 PAX)</p>	<p>128 Routes HTS</p> <p>Special Education</p> <p>Extracurricular</p>	~11,000 students

SCHOOL DISTRICT	FLEET COUNT	YEARS OF SERVICE	CAPACITY	SERVICE TYPE	STUDENTS ENROLLED
Fayette-Greene-Washington IU #1 1 Intermediate Unit Dr. Coal Center, PA15423  Transportation Director	6	20	6 Type A&B (16-36PAX +W/C)	6 Routes Special Education	~200 students
Hempfield Area School District 4347 Route 136 Greensburg, PA 15601  Superintendent	95	7	59 type C; 36 type A; s 100 EE'	HTS Special Education Extracurricular	~6,500 students
Iroquois School District 4301 Main St. Erie, PA 16511  Superintendent	13	9+	0 Type A&B (16-36PAX +W/C)  13 Type C&D(48-84 PAX)	13 Routes HTS Extracurricular	~1,960 students
Jefferson-Morgan School District PO Box 158 Jefferson, PA 15344  Superintendent	18	15	6 Type A&B (16-36PAX +W/C)  12 Type C&D(48-84 PAX)	16 Routes HTS Special Education Extracurricular	~895 students
Laurel Highlands School District 304 Bailey Ave. Uniontown, PA 15401  Superintendent	30	16+	2 Type A&B (16-36PAX +W/C)  28 Type C&D(48-84 PAX)	33 Routes HTS Special Education Extracurricular	~5,800 students
Lower Moreland Township School District 2551 Murray Ave. Huntingdon Valley, PA 19006  Director of Operations	51	20+	1 Type A&B (16-36PAX +W/C)  50 Type C&D(48-84 PAX)	45 Routes HTS Special Education Extracurricular	~2,000 students

SCHOOL DISTRICT	FLEET COUNT	YEARS OF SERVICE	CAPACITY	SERVICE TYPE	STUDENTS ENROLLED
<p>McGuffey School District PO Box 431 Claysville, PA 15323</p> <p>Superintendent</p>	18	10	<p>0 Type A&amp;B (16-36PAX +W/C)</p> <p>18 Type C&amp;D(48-84 PAX)</p>	<p>17 Routes HTS Extracurricular</p>	~2,000 students
<p>Metachton School District 1001 Kribel Mill Road Eagleville, PA 19403</p> <p>Superintendent</p>	104	3	<p>28 passenger</p> <p>72 passenger</p>	<p>94 routes HTS Special education Extracurricular</p>	~5,000 students
<p>Middletown Area School District 55 W. Water Street Middletown, PA 17057</p> <p>Transportation Director</p>	30	30+	<p>2 Type A&amp;B (16-36PAX +W/C)</p> <p>28 Type C&amp;D(48-84 PAX)</p>	<p>27 Routes HTS Special Education Extracurricular</p>	~2,350 students
<p>Millcreek Township School District 3740 W. 26<sup>th</sup> St. Erie, PA 16506</p> <p>Superintendent</p>	94	10+	<p>28 passenger</p> <p>72 passenger</p>	<p>86 Routes HTS Special Education Extracurricular</p>	~7,300 students
<p>Mount Lebanon School District 7 Horsman Dr. Pittsburgh, PA 15228</p> <p>Superintendent</p>	4	11	<p>4 Type A&amp;B (16-36PAX +W/C)</p> <p>0 Type C&amp;D(48- 84 PAX)</p>	<p>4 Routes Special Education</p>	~2,000 students
<p>New Castle Area School District 420 Fern St. New Castle, PA 16101</p> <p>Open Superintendent</p>	32	13+	<p>11 Type A&amp;B (16-36PAX +W/C)</p> <p>21 Type C&amp;D(48-84 PAX)</p> <p>And wheelchair vehicles</p>	<p>29 Routes HTS Special Education Extracurricular</p>	~2,600 students

SCHOOL DISTRICT	FLEET COUNT	YEARS OF SERVICE	CAPACITY	SERVICE TYPE	STUDENTS ENROLLED
New Hope-Solebury School District 180 West Bridge St. New Hope, PA18938  Superintendent	31	13+	6 Type A&B (16-36PAX +W/C)  25 Type C&D(48-84 PAX)	28 Routes HTS Special Education Extracurricular	~2,600 students
Norristown Area School District 401 N. Whitehall Rd. Norristown, PA 19403  CFO	66	25	2 Type A&B (16-36PAX +W/C)  64 Type C&D(48-84 PAX)	60 Routes HTS Special Education Extracurricular	~8,929 students
Northampton Area School District 2014 Laubach Avenue Northampton, PA 18067  Superintendent	134	15	28 pak vehicles  72 pak vehicles  84 pak vehicles	120 routes HTS Special Education	~5,500 students
North Penn School District 401 E. Hancock St. Lansdale, PA 19446  Superintendent	66	16	0 Type A&B (16-36PAX +W/C)  68 Type C&D(48-84 PAX)	60 Routes HTS Extracurricular	~13,150 students
Norwin School District 281 McMahon Dr. North Huntingdon, PA 15642  Superintendent	128	40+	28 pak vehicles  72 pak vehicles  84 pak vehicles	104 Routes HTS	~5,200 students
Oakland Catholic 144 North Craig St Pittsburgh, PA 15213  School Office	1	5+	72 pak vehicle	1 Route HTS	~550 students



SCHOOL DISTRICT	FLEET COUNT	YEARS OF SERVICE	CAPACITY	SERVICE TYPE	STUDENTS ENROLLED
<p>Penn-Trafford School District 1006 Harrison City- Export Road Harrison City, PA 15636</p> <p>Superintendent</p>	88	11	<p>28 pak vehicles</p> <p>72 pak vehicles</p> <p>10 pax vehicles</p>	<p>78 Routes HTS, Charter, Special Education and Extra Curricular</p>	~4,000 students
<p>Peters Township School District 631 E. McMurray Rd. McMurray, PA 15317</p> <p>Superintendent</p>	3	6	<p>3 Type A&amp;B (16-36PAX +W/C)</p> <p>0 Type C&amp;D(48-84 PAX)</p>	<p>3 Routes Special Education</p>	~1,500 students
<p>Pittsburgh Board of Education 341 S. Bellefield Ave. Pittsburgh, PA 15213</p> <p>Dir. of Transportation</p>	201	20+	<p>89 Type A&amp;B (16-36PAX +W/C)</p> <p>112 Type C&amp;D(48-84 PAX)</p>	<p>185 Routes HTS Special Education Extracurricular</p>	~8,000 students
<p>Pleasant Valley School District Route 115 Brodheads ville, PA 18322</p> <p>Administrative Secretary</p>	103	6	<p>33 Type A&amp;B (16-36PAX +W/C)</p> <p>70 Type C&amp;D(48-84 PAX)</p>	<p>94 Routes HTS Special Education Extracurricular</p>	~6,000 students
<p>Ringgold School District 400 Main St. New Eagle, PA 15067</p> <p>Superintendent</p>	6	10	<p>6 Type A&amp;B (16-36PAX +W/C)</p> <p>0 Type C&amp;D(48-84 PAX)</p> <p>And wheelchair Vehicles</p>	<p>6 Routes Special Education</p>	~3,000 students
<p>Riverside Beaver County School District 318 Country Club Dr. Ellwood City, PA 16117</p> <p>Superintendent</p>	34	37	<p>4 Type A&amp;B (16-36PAX +W/C)</p> <p>30 Type C&amp;D(48-84 PAX)</p>	<p>27 Routes HTS Special Education Extracurricular</p>	~1,600 students

SCHOOL DISTRICT	FLEET COUNT	YEARS OF SERVICE	CAPACITY	SERVICE TYPE	STUDENTS ENROLLED
School District of Borough of Morrisville 550 West Palmer Street Morrisville, PA 19067  Administrative Asst. to the Supervisor of Special Education/ Transportation Director	1	4+	72 pak	1 route HTS	~850 students
School District of Philadelphia 440 North Broad Street Philadelphia, PA 19130  Contractor of Operations	168	7	28 pak vehicles  72 pak vehicles  Variety of wheelchair vehicles	150 routes HTS Charter schools Special education	~155,000 students
Seton Hill College 1 Seton Hill Drive Greensburg, PA 15601	2	5+	12 pak	2 Routes Shuttle service	~1,400 students
South Park School District 2005 Eagle Ridge Rd. South Park, PA 15129  Superintendent	32	20+	16 Type A&B (16-36PAX +W/C)  16 Type C&D(48-84 PAX  And wheelchair vehicles	30 Routes HTS Special Education Extracurricular	~7,500 students
Southern York County School District 3280 Fissells Church Rd. Glen Rock, PA 17327  Superintendent	40	16	8 Type A&B (16-36PAX +W/C)  32 Type C&D(48-84 PAX	35 Routes HTS Special Education Extracurricular	~3,100 students
Steelton-Highspire School District PO Box 7645 Steelton, PA 17113  Superintendent	12	19	2 Type A&B (16-36PAX +W/C)  10 Type C&D(48-84 PAX	10 Routes HTS Special Education Extracurricular	~1,300 students

SCHOOL DISTRICT	FLEET COUNT	YEARS OF SERVICE	CAPACITY	SERVICE TYPE	STUDENTS ENROLLED
Upper Merion Area School District 435 Crossfield Road King of Prussia, PA 19406  Transportation Director	64	1	28 pak  72 pak  84 pak  Wheel chair	59 routes HTS Special education	~4,000 students
West Shore School District 507 Fishing Creed Rd. Lewisberry, PA 17339  Superintendent	84	2	14 Type A&B 6 Unlit 51 C & 12 D 1 WC Lift	84 Routes HTS/Field Trip Service	~8,000 students
Westmoreland County IU #7 102 Equity Dr. Greensburg, PA 15601  Executive Director	50	16	50 Type A&B (16-36PAX +W/C)  0 Type C&D(48- 84 PAX	45 Routes Special Education	~210 students
William Penn School District 100 Green Avenue Annex Lansdowne, PA 19050  Transportation Coordinator	89	10	24 Type A&B (16-36PAX +W/C)  65 Type C&D(48-84 PAX	81 Routes HTS Special Education Extracurricular	~5,300 students
Wissahickon School District 601 Knight Road Ambler, PA 19002  Business Administrator	53	10+	72 pak  84 pak  28 pak	49 routes HTS Special needs	~4,400 students
Woodland Hills School District 2430 Greensburg Pike Pittsburgh, PA 15221  Transportation	99	6+	72 pak  84 pak  28 pak	89 Routes HTS Charter Special Needs Extra Curricular	~4,000 students

## CUSTOMER REFERENCES

We are providing local market references for your review. These are existing customers who can attest to our ability to provide transportation services similar to those outlined in your RFP. We are happy to provide additional information or references upon written request. First Student's customer lists and references are confidential and proprietary. Any distribution or copying of this material outside of review of this proposal should only be performed after obtaining written consent from First Student.

SCHOOL DISTRICT	FLEET COUNT	YEARS OF SERVICE	CAPACITY	SERVICE TYPE	STUDENTS ENROLLED
Central Cambria School District 208 Schoolhouse Rd. Ebensburg, PA15931  Transportation Coordinator	46	40+	15 Type A&B (16-36PAX +W/C)  31 Type C&D(48-84 PAX)	38 Routes HTS Special Education Extracurricular	~1,841 students
Jefferson-Morgan School District PO Box 158 Jefferson, PA 15344  Superintendent	18	15	6 Type A&B (16-36PAX +W/C)  12 Type C&D(48-84 PAX)	16 Routes HTS Special Education Extracurricular	~895 students
McGuffey School District PO Box 431 Claysville, PA 15323  Superintendent	18	10	0 Type A&B (16-36PAX +W/C)  18 Type C&D(48-84 PAX)	17 Routes HTS Extracurricular	~2,000 students
Penn-Trafford School District 1006 Harrison City- Export Road Harrison City, PA 15636  Superintendent	88	11	28 pak vehicles  72 pak vehicles  10 pax vehicles	78 Routes HTS, Charter, Special Education and Extra Curricular	~4,000 students

SCHOOL DISTRICT	FLEET COUNT	YEARS OF SERVICE	CAPACITY	SERVICE TYPE	STUDENTS ENROLLED
Southern York County School District 3280 Fissells Church Rd. Glen Rock, PA 17327  Superintendent	40	16	8 Type A&B (16-36PAX +W/C)  32 Type C&D(48-84 PAX)	35 Routes HTS Special Education Extracurricular	~3,100 students

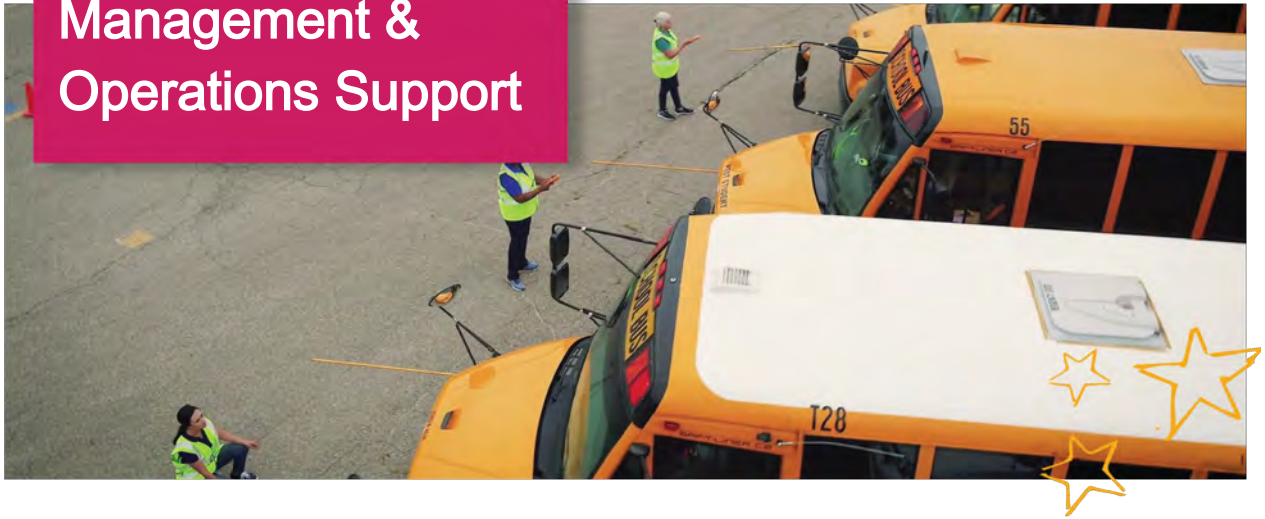
CONFIDENTIAL



# Management & Operations Support



# Management & Operations Support



When you partner with First Student, you get a customer-centric local team dedicated to delivering solutions that grow with your district. Your team will have the support of our regional and national leaders, who participate in your district's success by providing resources and guidance in key functional areas of operations, like finance, safety, maintenance and human resources.

## YOUR LOCAL TEAM

The focus of our staffing plan is to put the right people, systems and technologies in place to enable a higher level of service and professionalism for the students, families and community served by Quakertown Community School District. Upon contract award, we will meet with your district representative for input into location management. From there, our recruiting team will post job openings both internally and externally to fulfill our service commitments and build an effective, customer-focused transportation team that meets our hiring qualifications.

The following personnel make up our proposed location team:

- On-site staff at Quakertown:
  - Location Manager
  - Dispatcher
  - Administrative Clerk/Dispatcher
  - Safety Coordinator (Shared with our Lansdale terminal)
  - Classroom and Behind-the-Wheel Trainers
  - Service Employee
  
- Additional staff added to our Allentown maintenance facility to support Quakertown:
  - Technician-In-Charge
  - Technician (2)

Professional routing services will be provided by First Planning Solutions.

## Location Manager

Our location manager is Quakertown Community School District's point person and designated contract administrator. This individual will ensure your needs are met in a timely manner, issues are satisfactorily resolved, and additional training and resources are made available as needed.

### **Specific location manager responsibilities include, but are not limited to, the following:**

- Screening, hiring, training and counseling drivers
- Ensuring compliance with district, state, federal and First Student policies and procedures
- Leading location safety plan
- Monitoring and coordinating effective emergency response actions, including those related to poor road conditions and/or severe weather
- Overseeing fleet planning, routing and maintenance
- Ensuring all required performance reports are submitted to your district in a timely manner

## Dispatcher

Our dispatchers are responsible for bus routes, bus readiness and driver assignments. They are essential to the success of daily service and must be effective in communicating and responding to the adaptive nature of our day-to-day business.

### **Specific dispatcher responsibilities include, but are not limited to, the following:**

- Checking drivers in before each AM and PM route
- Notifying the location manager of any absent personnel and assisting the manager in immediately obtaining substitutes
- Assisting in developing and scheduling routes, route changes, placement of new stops and determining transportation eligibility
- Monitoring two-way radio communications and assisting drivers in the on-time and safe transportation of their passengers
- Maintaining dispatch logs, route sheets, vehicle status reports, associated licensing and coordination of required bus maintenance
- Completing route updates and report forms (time-off requests, late bus reports, etc.) as required by the terms of the contract
- Supporting communication with school personnel and parents who make inquiries and requests regarding daily routes and trips
- Controlling and monitoring driver hours to help ensure fair distribution of work and assignment budgeting

## Administrative Clerk

Our administrative clerk performs all clerical and administrative functions in the location to ensure that all contractual and legal mandates are met.

### **Specific administrative clerk responsibilities include, but are not limited to, the following:**

- Maintaining contract files and records
- Preparing contract correspondence, manager reports and schedules
- Answering the phone and directing calls for the department or location
- Scheduling appointments and meetings for management
- Preparing and sending e-mail, mail and faxes as required
- Administering accounting data, payroll, and personnel record
- Coordinating employee benefits at the contract level



## Safety Coordinator

Our safety coordinator works with our region safety manager, location manager and technician-in-charge to ensure safety provisions are in-place and being adhered to with shared accountability. He/she performs analysis and works with the location team to develop recommendations for improvement.

**Specific safety coordinator responsibilities include, but are not limited to, the following:**

- Conducting and documenting investigation for all serious events
- Assisting in developing actions and ensuring lessons learned are implemented, shared and followed up on
- Sharing best practices and solutions or new ideas on problem solving at locations managed by the position
- Helping locations determine proper remedial actions in the aftermath of a safety event, including retraining and participating in the discipline decision
- Guiding location on compliance with First Student policies and Standard Operating Procedures (SOPs), as well as applicable laws and regulations, provide visibility of location compliance scores to regional and senior team
- Preparing monthly reports and analysis of safety performance, identifying trends and corrective actions
- Assisting HR/location manager with driver recruitment, retention, and training deficiencies
- Working with area general manager and location manager to carry out or cascade division or group wide activities and actions
- Verifying location compliance with new driver training/experienced driver training standards and conducting quality assurance

## Classroom and Behind-the-Wheel Driver Trainers

Our classroom and behind-the-wheel driver trainers train drivers and/or other location employees with respect to safety and regulatory compliance. While the focus of this position is on driver training, trainers may also have other safety program responsibilities, such as accident investigation, forms compliance, safety meetings, etc.

**Specific classroom and behind-the-wheel driver trainers responsibilities include, but are not limited to, the following:**

- Providing classroom and/or behind-the-wheel training to new operators or re-training of current operators, utilizes a company standard training program that has been developed by our safety team
- Providing other training to location personnel
- Coordinating and scheduling driver training dates and times
- Tracking attendees and maintaining training documentation based on regulations and company policy
- Modifying training information, based on the situation or need

## Service Employee

Our service employee maintains all school buses, activity, and commercial buses in conjunction with First Student's Maintenance Department: checks oil, maintains accurate stick and meter readings, stocks required supplies and equipment, and coordinates the flow of buses to ensure safe operation. Performs light maintenance as necessary to buildings and grounds.

### **Specific service employee responsibilities include, but are not limited to, the following:**

- Opens the gates to the lot and checks bus parking areas to ensure all can be dispatched in a timely manner. Re-positions any buses that may impede the traffic in the yard.
- Maintains accurate records and completes Bulk Fuel Receiving Report, Fuel Variance Report, Closing Month-end Report and Meter Calibration Report.
- Checks and fills the oil, antifreeze, power steering, transmission fluid, brake fluid, windshield washer fluid and belts on buses being fueled. Ensures that adequate supplies to perform checks are maintained at the fuel island.
- Inspects all buses on a regularly scheduled basis for physical damage. Any damage will be reported immediately to the Contract Manager or designee.
- Performs maintenance of buildings and grounds to include yard cleanliness, grass and weeds or any other yard projects that are assigned as necessary.
- Maintains the appropriate credentials to drive a regular route or charter as required to cover the day's activities.
- Performs any other management requests or directives as requested.

## Technician-in-Charge

Our technician-in-charge oversees and assists in the maintenance, repair and overhaul of Quakertown Community School District's vehicles and related equipment. He/she checks for compliance with regulatory requirements and company policies, plans and delegates work, and informs dispatch of vehicle availability.

### **Specific technician-in-charge responsibilities include, but are not limited to, the following:**

- Scheduling and administering fleet maintenance
- Assisting in troubleshooting problems with equipment and communicating availability of vehicles for service with dispatch, maintenance manager and/or other operations personnel
- Repairing and maintaining diesel engines and bus equipment
- Supervising maintenance operations
- Planning and distributing work
- Delegating responsibilities as appropriate and monitoring performance
- Ensuring compliance on a day-to-day basis with state, federal and company requirements
- Working closely with the location manager providing status of maintenance and budget requirements
- Reviewing repair orders
- Supervising bus fueling
- Identifying and recommending actions to improve operating efficiency
- Ordering fuel and parts for all vehicles, as needed
- Subcontracting repair work as required

## Technician

Our technician supports our technician-in-charge. He/she is responsible for taking a proactive approach to maintenance and repairs by identifying and communicating issues before they become problems.

**Specific technician responsibilities include, but are not limited to, the following:**

- Performing vehicle preventive maintenance to company standards
- Reassembling, cleaning, and re-installing components as assigned
- Maintaining a safe, clean team work area
- Moving vehicles between job and work area
- Communicating professionally with customers and supervisors
- Assisting in parts procurement
- Documenting work in maintenance information system (MIS) program

## TRAINING AND PROFESSIONAL DEVELOPMENT

First Student has numerous training and professional development opportunities for the local operations team supporting Quakertown Community School District. Your location team will receive customized onboarding, training, and professional development from our various regional and corporate subject matter experts to ensure they deliver top-notch service with confidence.

### Location Manager Onboarding

All new location managers, assistant location managers and area general managers, including those new to the company, new to the role and candidates being primed for the role participate in First Student's four-day Location Manager Onboarding (LMO) program.

The LMO curriculum has a strong focus on safety, operational efficiency, customer service, maintenance and finance. Designed for active engagement and hands-on learning, the average class includes 12-15 participants and covers approximately 30 hours of management training and system simulations led by subject matter experts and senior leadership. Including our subject matter experts and senior leadership in this program allows new location managers and AGM's to build relationships and helps them feel comfortable reaching out with questions or concerns if they run into them in the field.

**Location Manager Onboarding (LMO) Training Modules**

- 1 Introduction to Safety**  
Ways to promote and reward safety messages
- 2 HR/Employee Management**  
Recruiting, hiring and managing the employee database
- 3 Maintenance & Environmental Compliance**  
Maintenance programs and the environmental assurances needed at each facility
- 4 Finance**  
How to run and report financial data
- 5 Payroll/Benefits**  
Managing the benefits and payroll operations of staff
- 6 Purchasing, Payments & Invoices**  
Introduction to AP/AR and how to submit invoices
- 7 Growth & Innovation**  
Products and services available to assist the locations with meeting and exceeding the customers' needs
- 8 Real Estate/Facilities & Security**  
Necessary steps to make your location safe and efficient
- 9 Corporate Communications/ Media Relations**  
Identifying support for the location and customer districts during times of need
- 10 Customer Service & Community Engagement**  
Engaging with your community and providing service in a friendly and proactive way

**115%**  
LMS & AGMS Graduated from LMO in **ONE YEAR!**

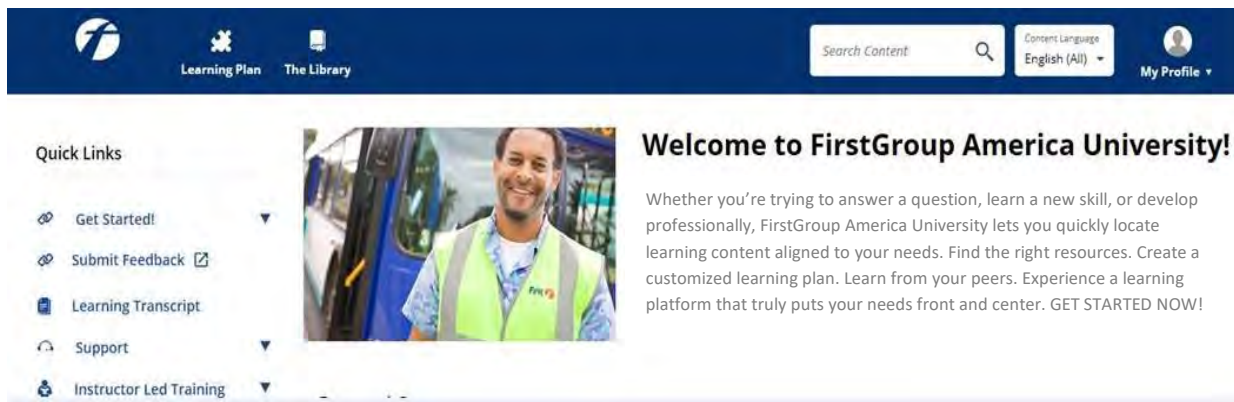
## FirstGroup America University

Through our e-learning portal, FirstGroup America University, First Student staff can supplement their site-based training with self-directed learning plans. Courses are continuously improved in the training library and are customized to meet role-specific training needs.

**Each online course is developed using our expertise in student transportation. Courses are designed to support our local teams and provide them the tools needed to overcome challenges.**

For example, to help combat the driver shortage, we have an online interview certification program. The course provides our frontline location employees with resources needed to increase compliance with local, federal and company regulation, and includes proven methods to ensure a candidate’s interview experience with us is positive, welcoming and consistent with our company core values. Ensuring employees are well versed in conducting appropriate interview experiences, First Student can reduce the number of well-fitting candidates that are sometimes lost after a negative or unwelcoming interview.

Our customer service curriculum, Customer First, is another integral piece of staff training. We asked customers how their needs could be better met and designed Customer First based on their feedback. The program includes a mandatory monthly assignment through a blended-learning model. Individuals start with an online self-guided course, followed by an instructor-led discussion.



FirstGroup America University courses aren’t limited to the location operations team. Our maintenance team members complete courses that give them the tools to reach our lean shop standards of excellence. We recognize shops that reach the bronze-, silver- and gold-level benchmarks through our Wrench Award program. *For more information on our Lean Sigma Shop Practices, see proposal section entitled “Maintenance of Vehicles.”*

## SUPPORT FOR YOU AND YOUR LOCAL TEAM

One of First Student’s core values is a commitment to our customers. Converting this value to action, we are always seeking ways to support our district customers and our local operations teams.

### Internal and External Communications Support

First Student’s communications team is available to support Quakertown Community School District and our location staff in creating student transportation messaging. Should the district ever have the need or desire for assistance, our team can offer an additional layer of expertise in developing and carrying out a school transportation communications strategy, as well as direct support with creating clear and effective announcements, news releases and event promotions.

## Media Relations

Whether issuing good news or managing crisis communication, First Student offers counsel and/or full assistance with media relations matters. We will work in close partnership with Quakertown Community School District as needed to develop appropriate messaging and disseminate breaking news affecting Quakertown. Our team monitors the First Student Media Line 24 hours a day, seven days a week, so we are accessible to newspaper, radio and television media at all times.

## Promotions and Engagements

To help boost your outreach efforts in key areas, like safety awareness, bus ridership or other transportation related topics, First Student offers a variety of materials and resources, as well as direct support, including:

- Awareness and educational materials
  - Back-to-school toolkit, “Love the Bus” month toolkit, first-time rider tips, etc.
- Event promotion items
  - Flyers, media alerts, safety certificates, coloring books, etc.
- Templates and tools for local project planning and community outreach
- Partnership on school bus programs

## Parent Resources and Toolkits

We provide parent resources covering several safety and ridership topics, such as:

- School bus safety tips and safety features
- First time riders
- Bullying information
- Pedestrian safety
- Distracted walking
- Winter safety tips

## Central Operations Support Team

Our Central Operations Support Team, made up of specialists in data integrity, analytics and transportation technology, is an extension of your local transportation team. Each First Student location is assigned a dedicated operations analyst to serve as the point of contact for direct and timely support in key areas of operations, including routing, dispatch, reporting, FOCUS™ and customer-facing technology.

## First Student Operations Advisory Team

The First Student Operations Advisory Team is a focus group of frontline managers and region support staff who engage in bi-monthly conference calls with company leadership to discuss company-wide initiatives and management tools. This team helps identify and address pain points, improve training and support materials, develop well-timed rollouts, and ensure clear direction is given to our locations.

## Regional Operations Coaches

Regional operations coaches work closely with location managers and safety team members to make sure each location is fully utilizing the available operational tools and reports. Coaches monitor driver ratings and performance and ensure tools are being used correctly to assist in driving operational discipline. Their involvement encourages operational efficiency, which allows location staff to use district dollars more effectively. Coaches also help ensure a safer ride for students as they help managers monitor and sharpen driver skills and performance.

## Shared Services Model

We are actively drawing insights from our locations across North America to maximize economies of scale, subject matter specialization and proven best practices in the transportation industry. Certain administrative and technical support services are centralized to this end. These include functions like IT help desk services, payroll and benefits, AP and AR, talent acquisition, procurement, real estate, legal, maintenance and engineering, safety and security, performance improvement, insurance and risk management.

## PERFORMANCE MANAGEMENT

We provide tools and resources to help our location managers focus on the specific needs of their operations and plan more effectively. These tools include integrated technology systems, performance measurement feedback tools, and technical assistance accessed through a single point of contact.

### Management Tools and Reporting

To help our locations drive continuous improvement, our performance improvement team captures and summarizes key metrics linked to each location's performance. Organizing and providing key data like this helps our managers easily extract actionable safety and service insights daily, which can then be used to have data-driven coaching conversations with drivers and staff.

The centralized performance improvement team also tracks and reports the KPI rankings by location. This has resulted in a friendly competition among our locations to move up in the ranking while driving operational excellence company-wide.

#### Mobile Manager

Sorting key data into a user-friendly mobile coaching tool called the Mobile Manager gives our local operations teams access to enhanced operational monitoring. The Mobile Manager tool helps to improve process discipline and manage vital KPIs like on-time performance, hard braking, speeding, rapid acceleration and vehicle idle time. Driver scoring data, coaching sessions and a location's overall on-time performance data can be found on one internal mobile interface.

Having this tool in-hand on a mobile device allows our location managers to move through their day with vital information at their fingertips, creating opportunities for data-driven coaching conversations and improved safe driving records across the board. This program is designed to recognize and encourage safe driving through positive recognition and create a friendly competition among locations and drivers.

### Building a Positive Performance Culture Among Drivers

Part of a location manager's role is to reinforce First Student's company values of accountability, teamwork and commitment to customers within each location's culture.

The data made available by our integrated systems and tools makes it possible to create programs and competitions based on measurable metrics, such as safe driving records and/or on-time performance. By using Automatic Vehicle Locator (AVL) messages transmitted from each vehicle's GPS unit to First Student's FOCUS™ system, for example, we can correlate driver, vehicle and route-level data.

#### Driver Scoring

A primary concern for parents and school administrators is the quality of the driver behind the wheel of their student's bus. First Student has developed a driver scoring functionality that's proven to motivate our drivers to do their very best through positive recognition and informed coaching strategies.

Drivers earn a score between 1 and 5 stars based on recent performance in the four areas of hard braking, rapid acceleration, speeding and idling. Location managers can access a coaching queue that identifies coaching opportunities, records coaching sessions and monitors each driver's improvement.

Location managers use the driver scoring tool to employ a positive reinforcement strategy where drivers are recognized for their safe driving and provided with valuable feedback, unique to their performance. *For more information on our Driver Scoring tool, see proposal subsection entitled "Equipment and Technology."*

## CUSTOMER FEEDBACK METHOD

Many of our most beneficial innovations have been developed in response to district feedback or request. District feedback helps shape the future of our business overall. While district needs and observations are discussed during regularly scheduled customer meetings, we also conduct an annual customer survey that delves into the various segments of our service offerings.

Below are three key opportunities for our customers to share feedback:

### **Regular Customer Meetings**

During the initial contract onboarding process, our local team will work with you to determine a beneficial meeting cadence and attendee list. During start-up, these meetings serve to discuss the various activities around back-to-school planning, driver staffing, routing and parent communication. The continuation of these meetings ensures ongoing, transparent communication and sharing of service levels and KPIs.

### **School Board/Superintendent Service Reports**

Our team welcomes the opportunity to present an annual service update to a broader team, including your school board, superintendent and other district leaders. This service report covers key operational topics such as staffing, technology, KPIs, changes within the prior year and next steps. When done in a group setting, this enables great discussion around successes and opportunities.

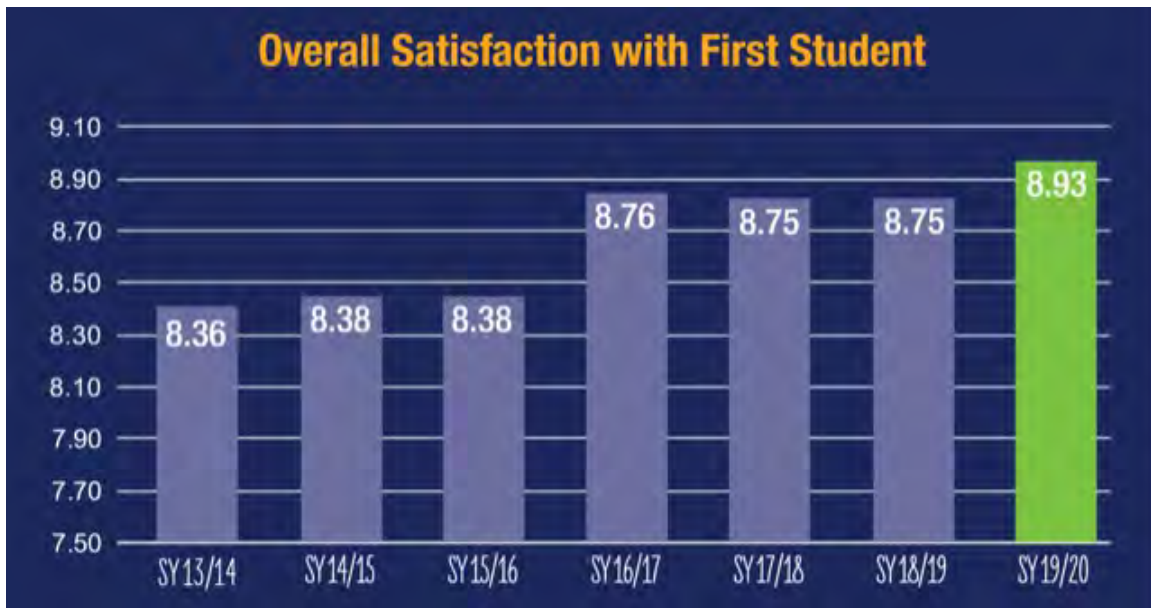
### **Annual Customer Survey**

Each year, we contract with an independent, professional research company to conduct a customer satisfaction survey. The survey is open from mid-January through February, allowing for a comprehensive review of our operations.

This survey covers key areas of service and customer experience, including start-up, daily operations and driver/monitor performance. The response data is shared with our local and regional teams to ensure we act upon any areas for improvement.



Additionally, we utilize the survey responses and commentary to more broadly develop and align our offerings and services to our customers' needs. It ensures we focus on what matters most to our customers. We often conduct additional focus groups and/or advisory panels to dig deeper into relevant topic areas.



## REGION MANAGEMENT TEAM

Our region management team has direct oversight of the location team serving Quakertown Community School District. They provide resources and guidance in key functional areas of operations, such as finance, safety, maintenance and human resources.

### Senior Vice President

#### Jim Castelli

*Our senior vice president (SVP) is responsible for all operations in his region. The SVP oversees the full regional staff, providing senior leadership that directly supports our locations. He is in continuous communication with his region team, ensuring the success of our partnership with your district, while guaranteeing our organization-wide standards of safety, fiscal responsibility, credibility and customer service.*

Senior Vice President Jim Castelli oversees operations for First Student's New England region, comprised of more than 100 operations in Connecticut, Massachusetts, Maine, New Hampshire, Rhode Island, Pennsylvania, Maryland, and Vermont.

Jim has over 40 years of student transportation experience beginning with his family business, Liberty Bus, which was acquired by Ryder Student Transportation and subsequently First Student in 1999. During this period, he served as senior contract manager responsible for all Connecticut operations. He became region vice president responsible for overseeing operations along the east coast and served on the Board of Directors of COSTA (Connecticut School Transportation Association). In 2004 Jim was promoted to senior vice president of operations.

Jim holds a Bachelor of Science degree from Keene State College. His office is located in Providence, Rhode Island

## Region Vice President

### Shawn Albright

*Our region vice president (RVP) provides direct support to area general managers, district managers and senior location managers in his operating region.*

Region Vice President Shawn Albright is responsible for school bus operations of 38 First Student locations comprised of 2,900 school buses and drivers in Pennsylvania and Maryland. He specializes in school bus transportation management with a focus on fleet, capital, and facility management; financial and performance oversight; customer service; employee training and development; labor relations and contract negotiations.

Shawn joined First Student with the acquisition of Laidlaw Educational Services, where he began his school transportation career in 1995.

He received First Student Presidential Awards of Excellence in 2013 and 2014.

Shawn holds a Bachelor of Science in Accounting with a minor in Law from Indiana University of Pennsylvania.

Shawn serves his local community as a Lions Club member and Special Olympics sponsor.

## Area General Manager

### Greg Gallagher

*Our area general manager (AGM) is an experienced senior manager who provides an additional layer of oversight to multiple locations in a select geographic area. The AGM acts on behalf of the SVP and/or VP to provide oversight of local operations, as well as more frequent contact with employees and customers. Working collaboratively with the entire region staff, the AGM provides continuous monitoring of all areas of our operations. He leads and develops action plans with the location managers addressing any location performance gaps.*

Area General Manager Greg Gallagher oversees all aspects of operations in eastern Pennsylvania including safety, labor relations and maintenance. Greg is responsible for the operations of more than 1,900 school buses and 1800 drivers across 15 locations. His areas of expertise are financial oversight, operations management, customer relations, strategic planning, safety, labor relations and maintenance.

Greg joined First Student in 2010 and has 13 years of experience in school bus transportation. Previously, he was a First Student location manager, overseeing day-to-day operations, customer relations and internal/external compliance. Prior to joining First Student, Greg spent 3 years with Durham School Services, where he was general manager for a 275-bus operation in Philadelphia, Pennsylvania.

He is a current member of the New Jersey School Bus Association and a former member of the board of directors for the Pennsylvania School Bus Association. Greg holds an Associate Degree in Business from Bucks County Community College in Newtown, Pennsylvania. He serves his community as an active board member for the Souderton Area Baseball Legion

## Region Safety Manager

### Nicolas DeSantis

*Our region safety manager (RSM) provides leadership, guidance and the necessary tools to implement safety processes at the local level. The RSM leads by example so that all team members adhere to the highest standards of safety.*

Region Safety Manager Nicholas DeSantis oversees safety responsibilities for First Student operations in eastern Pennsylvania, New Jersey, Delaware and Maryland.

Nick joined First Student in 2004. He has over 33 years of operations and safety experience in the transportation industry; he has expertise in customer service, safety, OSHA, DOT, operations, and training. Prior to First Student, Nick worked at UPS as an operations manager and at FedEx Express as an operations manager and senior safety specialist.

Nick is a member of National Safety Council. He has also taught at Dowling College (N.Y.) as an assistant adjunct professor, teaching courses in total quality management, supply chain management, government and business and other leadership courses.

Nick received his bachelor's degree from Fairleigh Dickinson University in New Jersey and his Master of Business Administration in Total Quality Management from Dowling College in New York.

## Region Maintenance Manager

### Mike Shanley

*Our region maintenance manager (RMM) provides leadership, guidance and the necessary tools to implement an effective preventive maintenance and bus repair program at all operating locations in the region. The RMM provides expert support to location managers and shop managers on First Student standard maintenance operations. He conducts an annual detailed inspection of covered shops to support the creation of improvement action plans and monitors location progress.*

Regional Maintenance Manager Mike Shanley is responsible for oversight of 59 maintenance shops in Pennsylvania and western New York. Mike is responsible for the planning and design of First Student facilities, as well as preventive maintenance practices, vehicle specifications, strategic planning, staffing and training needs, best practices, purchasing and DOT compliance.

Mike joined First Student with the 2007 acquisition of Laidlaw Transit, where he began in 1995. Mike has over 42 years of experience in the fleet maintenance field. He has supported maintenance operations, planning and development throughout his career. Previously, Mike was director of maintenance for Laidlaw Transit with responsibility for 234 maintenance locations and 16,000 buses. Prior to his position at Laidlaw, Mike worked for Chartways (National School Bus) from 1976 to 1995.

He also earned ASE Master School Bus Technician status and is a Six Sigma Green Belt. Mike is involved with National Association for Pupil Transportation and Technology Maintenance Council.

Mike holds an Associate Degree in Criminal Sciences from Erie Community College in Buffalo, New York.

## Region Finance Manager

### Guido DiAntonio

*Our region finance manager (RFM) provides payroll, billing, A/P and A/R systems guidance for our location managers and administrative staff. The RFM audits monthly billing and payables for accuracy and assists our locations with annual budgeting and cost control.*

Region Finance Manager Guido DiAntonio joined First Student in 2007. He currently oversees 15 First Student locations and 1,707 buses throughout Eastern Pennsylvania. As Region Finance Manager, Guido supports Area General Managers with analysis, prepares the budgets and forecasts, and provides financial guidance to Location Managers.

Prior to joining First Student, Guido served for 22 years in manufacturing finance roles.

Guido holds a bachelor's degree in Accounting from Widener University.

## **Region Human Resources Manager**

### **Brad Byers**

*Our region human resources manager (RHRM) provides expertise in all areas of employee relations including hiring and retention, employee discipline, training and development.*

Regional Human Resources Manager Brad Byers is responsible for employee relations, labor relations, recruiting, staff development and counsel for the East region and parts of the New England region. He serves New Jersey, Rhode Island, Connecticut, Delaware, and eastern & central Pennsylvania.

Brad joined First Student in May 2005. He has more than 25 years of diversified human resources experience in a variety of industries which include: manufacturing, communications, retail, pharmaceutical and transportation.

Brad holds a Bachelor of Science from Seton Hall University in industrial relations and a Master of Science in labor management relations from Rutgers University.



# Recruiting, Retaining & Engagement

Recruiting, Retaining & Engagement



# Recruiting, Retaining & Engagement



First Student drivers are familiar faces in their community. They shop in hometown stores, vote in local elections and often have friends and family members in the districts they serve. Our drivers provide the care and compassion that allows students to grow and thrive. In order to build this top-notch transportation team, First Student has developed a comprehensive approach to recruiting, retaining and engagement. Our experience and industry expertise have allowed us to develop best practices that get the right people behind the wheel.

## A NEW WAY TO RECRUIT

The students we serve are at the heart of all we do. We look for potential employees who not only know their community, but also clearly share this core value. Our most successful efforts involve recruiting from a targeted group of job seekers, specifically veterans, retirees, spouses of our active military men and women, and stay-at-home mothers/fathers.

**First Student's approach to recruiting is to blend conventional methods with "cutting edge" technology in the recruitment arena.** We have invested in technology that embraces the following.

- Programmatic advertising
- Digital strategy
- Social media
- Texting platform integrated with our applicant tracking system

Referral bonuses have also been effective in getting everyone involved in building a team that is supportive of students and each other. Our data shows that employee referrals are our second highest source for hiring.

## Talent Acquisition Team

A major component of a First Student location manager's role is to understand the cycle of their workforce needs, which includes retention trends during the start-up period, variation of vehicle and driver needs related to seasonal activities, and other unique service expectations. In addition to leading their teams towards delivering safe and dependable service, each location manager must be extremely knowledgeable of the local job market. By partnering with our Centralized Talent Acquisition Team, our location managers receive the support they need in their recruiting efforts.

**Our Talent Acquisition Team provides an unmatched level of recruitment support with a regional focus across North America.** The team of two talent acquisition managers and ten talent acquisition specialists — three who focus solely on technician recruiting and seven who focus on driver recruiting — works with our local teams and the region human resources managers to keep the process moving. Based on the critical needs of a region, additional recruiting support is provided by region driver recruiters who have a laser-focused approach on in-person, targeted community outreach.

Additionally, FirstGroup America has designated a military recruiter and an active duty national guard member to proactively source and attract transitioning veterans and military spouses with employment opportunities at all levels within the organization. These relationships grant us access to military bases, veteran groups and partnerships with local military spouse chapters. The overall talent acquisition strategy and implementation is guided by a senior director of talent acquisition and three senior talent acquisition managers.

Our recruitment strategy adapts to the unique needs of each of our customers. For example, to address the diesel mechanic shortage, our technician recruitment team developed an apprenticeship program. This program creates an opportunity for our technicians to progress to higher skill levels and allow succession planning throughout a career at First Student. Strategies like this help contribute to increased retention rates.

### **Local Driver Recruitment Action Plan and Toolkit**

Our school year start-up process includes the formation of a local driver recruitment team, as well as the creation or update of the location’s recruitment action plan for the year. The action plan is led by our location managers who work with their trained location recruitment teams to implement the plan as well as track the status of goals, tasks and events. We support these local efforts with the assistance of a central talent acquisition specialist.

When a location is struggling to hire drivers, a region driver recruiter is assigned to the area. This specialized recruiter mentors and guides the local team with the ongoing support of our talent acquisition team. Allocating our resources in this way allows us to maximize our recruiting potential, while ensuring students have access to consistent and dependable drivers.

The graphic is a dark blue rectangle with a pink header bar at the top containing the text "Local and Targeted Outreach" in white. Below the header, the content is organized into three columns, each with a yellow title and a list of strategies in white text.

<b>Location Contact:</b>	<b>Local Scouting:</b>	<b>Local Media:</b>
Post signs on location building and in bus yard	Flyers distributed via canvassing and at target locations: retirement communities, churches, colleges, daycares, YMCAs	Newspaper advertisements, community newsletters, church bulletins, sponsorships, school district publications and websites
Park buses in nearby parking lots with signs hanging on them	“Big Bus No Big Deal” hiring event	Television and local radio stations
Drivers and staff hand out recruitment cards to potential candidates	“Stuff the Bus” partnerships with local food banks	Digital media, social media and billboards
Driver trainers encouraged to spread the word about opportunities	Job fairs: mini pop-ups, local chamber and YMCA	
	Local and state employment agencies and centers	
	Location open houses	
	Seasonal festivals	

## Applicant Tracking System

Transportation employers are all competing for skilled and dependable drivers. Finding and attracting the right applicants requires time, expertise and resources. First Student's Applicant Tracking System (ATS) enables a streamlined, full-cycle recruitment process that manages open requisitions, sourcing, interviewing, pre-employment screening and hiring as every candidate progresses through the hiring process. The ATS is an invaluable source of information for applicant flow, candidate pipelines and hiring data which allows us to provide data driven decisions that guide our overall recruitment implementation.

Our central talent acquisition team is responsible for managing candidate submissions in our ATS and for proactively increasing applicant pipelines. Centralizing the recruitment process allows location management and region driver recruiters to focus on the local recruitment strategy and developing partnerships within the community.

### Know What's Working

A designated HR data analyst develops a series of reports that provide maximum return-on-investment (ROI) data related to our recruiting efforts. These reports help us identify the exact source of our hires, revealing which strategies are the best fit for each school district. The reports also provide guidance for how to direct our efforts.

Metrics considered when measuring the effectiveness of our recruitment strategy include:

- Applicant flow
- Completed applications-to-hired ratio
- Time to hire
- Time to fill

### Keep Candidates Moving

First Student works hard to be a choice employer, and this means being responsive and communicative to enhance the candidate experience. Tools within the ATS keep applicants informed of where they are in the process and enable our internal teams to keep the hiring process moving forward to retain qualified applicants. In the current economy, it is more important than ever to employ a timely recruitment process.

Some of the ways we strengthen communication with candidates include:

- Completion status monitored by talent acquisition specialists to conduct follow-up calls
- Automated alerts and notifications sent directly to applicants
- Selection of interview date and time made by candidates
- Text messaging applicants

## Data-Driven Recruitment Campaigns

In job markets with persistent workforce challenges, our efforts must be exceptionally focused and collaborative. First Student's experts in talent acquisition, marketing and communications work together to achieve the most effective strategy. An integrated recruitment campaign, which leverages paid, earned and owned media, is tailored to local market needs and opportunities. Our cross functional teams help locations strategically reallocate resources based on recruitment and local media data analysis. This ensures our recruitment efforts are cost-effective and productive.

In order to ensure strong ROIs at each location, we have developed partnerships with industry-leading recruitment vendors. A product of these partnerships was integrating programmatic advertising into our already robust recruitment strategy. Programmatic advertising is a data-driven approach to job posting that grants visibility on major job boards, as well as job boards that embrace diversity, local community outreach and niche disciplines.



## Promoting from Within

Our strongest employees and managers earn access to many advancement opportunities within First Student. Many of our location managers and central support staff, for example, began their tenure with us as drivers. We believe giving our most talented team members the opportunity for career growth and advancement within the business is what makes First Student an industry leader.



# A M P

ASPIRING  
MANAGER  
PROGRAM

### Aspiring Manager Program

The Aspiring Manager Program (AMP) is an intensive leadership and management development program open to aspiring managers, as identified by their leaders. A variety of engaging assignments allow participants to train, develop and grow professionally while making meaningful contributions to the organization. The program is designed for recent college graduates interested in a challenging and rewarding career in the transportation industry. Post program roles are based on successful completion of the program, background, rotation experience, a capstone project and the participant's desired career track.

AMP is designed to amplify each participant's ability to succeed through a professionally relevant curriculum designed to refine and develop the qualifications needed to lead within our company.

This competitive and comprehensive program includes quality classroom training, facility visits, extensive hands-on field training, cross functional assignments and rotations and first-hand interactions with executives across North America.

Throughout the twelve- to eighteen-month program, participants track progress and success against targeted milestones established during each learning stage. Many of the AMP learning components are self-directed and self-paced, while others are facilitated live to maximize peer learning and collaboration.

AMP is designed to provide a powerful professional development opportunity for aspiring managers, including:

- **AMPx (AMP Experience)**, a four-and-a-half-day live event with facilitated courses, senior leaders, and professional networking
- **Dynamic Learning Path** with experiential learning, micro-courses, and simulations designed to foster growth, effectiveness, collaboration, and sustained commitment
- **Functional Manager Rotations** designed to provide industry-specific learning through on-the-job experience with manager guidance and support
- **One-on-One Peer Support** with a dedicated program coach
- **Operational Excellence Projects** designed to encourage innovation and creative thinking to drive efficiencies in our operations
- **Established Network** with a common purpose of supporting your leadership beyond the program

## HIRING QUALIFIED EMPLOYEES

Our employees make the difference. A top priority for First Student is ensuring that the drivers we hire have the right qualifications and meet our criteria for safety and dependability. We take screening and selecting our drivers extremely seriously, keeping the safety and experience of the children we serve in mind throughout the process.

### Screening and Selection Process

First Student's screening and selection process consists of the following steps:



### Pre-Employment Qualifications

We work with a third-party vendor, First Advantage who provides our Pre-Employment Screenings and drug testing for all applicants. Our pre-employment qualifications are outlined below:

#### Employment and Residency History

- Employment history verification for prior three (3) years
- Residency history verification for prior seven (7) years

#### Driving History Check

- Must be 21 years of age or older unless otherwise specified by contract (drivers and monitors only)
  - Participants in our technician development program must be at least 18 years of age
- Must possess a valid driver's license in the state or province of residency (drivers only)
- Must have three (3) years of licensed driving experience (drivers only)
- No more than three (3) moving violations or three (3) minor accidents in past three (3) years (drivers only)
- Must have ability to obtain a Commercial Driver's License (CDL) as required by position

#### Criminal Background Check

- The applicant's entire conviction history is viewed holistically
- Depending on the position DUI/DWI convictions may disqualify applicants from employment

**Illegal Substances Exam**

- No positive result or refusal of a pre- or post-employment, random, post-accident or reasonable suspicion drug/alcohol test

**Physical and Physical Dexterity Exam**

- Must be able to pass a U.S. Department of Transportation physical exam (driving positions only)
- Must be able to pass a First Student Physical Dexterity Performance Test (drivers and monitors)
  - Verifies an applicant's "fitness for duty" and ability to operate bus controls and conduct an evacuation, including opening emergency exits to carry or drag an incapacitated child out of the bus to safety

**Employee Records and Reporting**

The Employment Standards Team adjudicates pre-employment records checks and in partnership with the Drug and Alcohol Administrator assists with the drug/alcohol screening process. This team ensures that company hiring processes are applied consistently throughout our locations and all reviews are compliant with federal, state and local laws.

Our Employee Standards Team adjudicates any potentially disqualifying record, discrepancy or new finding before applicants are mark eligible. With an internal team to manage pre-employment records checks, our locations can focus on other aspects of the staffing process such as interviewing and hiring.

**Criminal Record Checks**

To verify that applicants are suitable for employment at your district, the Employment Standards Team runs a series of criminal background checks. First Student also conducts periodic record checks required or requested by your district or state.

**Motor Vehicle Report Review**

We require the location manager or designee to order and review a Motor Vehicle Report (MVR) annually for all drivers. New violations or collisions are reviewed for compliance with any company or school district regulation or policy. Each driver must then complete, sign and date a Certificate of Violations listing all moving traffic violations and collisions within the past 12 months.

New driver applications are reviewed thoroughly to make sure applicants meet Company and DOT requirements as well as your district. These standards include the following minimum criteria:

- Minimum of three (3) years licensed driving experience
- Must be at least 21 years old (drivers and monitors only)
- No more than three (3) moving violations or three (3) minor accidents in past three (3) years

We also examine MVRs for any pattern of unsafe driving behaviors exhibited by a continual accumulation of minor infractions.

**Employment Verification**

In addition to the required MVR and criminal records check, we work with First Advantage, our provider of employment screening services, to complete employment verification checks on all applicants. These additional checks help validate employment records and experience and any DOT requirements. The verification check takes place after the MVR and criminal records check are completed. First Advantage conducts thorough previous employment record checks on all new trainees.

## EMPLOYEE RETENTION AND ENGAGEMENT

Our employees gain personal fulfillment from helping students make a safe and positive transition between home and school. We do whatever we can as an employer to make sure our people know we value their commitment and their voice.

### Benefits and Incentives

First Student's wage and benefits package for drivers and monitors is designed to provide attractive and competitive compensation tailored for a part-time workforce, while at the same time being sensitive to cost considerations. We offer a host of flexible features including medical and dental coverage with low co-payments, free life insurance, and savings and retirement options.

#### Health Benefits

We understand that every employee is unique, and therefore, offer a variety of options to ensure that every employee's needs are met. Employees are eligible for medical, pharmacy, dental and vision coverage, with plan selections available respectively.

### Additional Driver Advantages

Some of the other advantages of being a First Student driver include:

- Additional income opportunities through First Student Charter Bus
- 401K retirement plan with company match
- Employee discount program on cell phone service (Sprint, AT&T, Verizon), hotels, travel accommodations, cars, jewelry, computers, electronics and events

#### Awards and Recognition

- Service awards
- "Driver of the Year" awards
- Opportunities to represent our company in local, regional and national competitions

#### Local Programs and Events

- Special "Thank You" lunches and potluck dinners throughout the year
- Yearly holiday party
- School bus safety week activities and special meals
- Regional contests for DriveSMART campaign, where winners can receive prizes and locations receive national recognition with publications and banners to post at locations

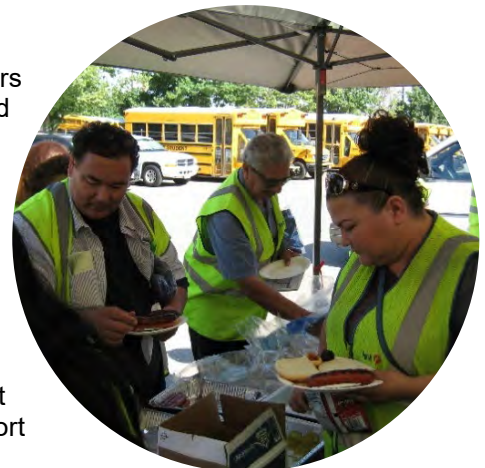
## EMPLOYEE ENGAGEMENT ACTIVITIES

### Employee Appreciation Day

In addition to building a supportive culture every day, First Student formally recognizes the hard work and dedication of our team members at our annual Employee Appreciation Day. Employees enjoy a catered breakfast or cookout lunch together and receive a new company shirt. To make certain all 460+ locations know they are a valued member of the First Student family, First Student President Paul Osland records a video message of thanks, which each location receives for their event.

### Community Engagement

The well-being of our team members is a part of our corporate responsibility. First Student employees feel a deep sense of fulfillment when they can aid the broader community in tangible ways. We support employee-led charitable initiatives and volunteer projects. When our employees, school faculty, students and families work together for the betterment of the community, great things are accomplished.



## Summer Events

One of the steps First Student is taking to retain drivers is staying connected over the summers. Before the summer break starts, we give locations a video message from our company president, Paul Osland, in which he expresses his appreciation for their service and urges them to have a safe summer. To keep the “First Student Family” engaged, location managers host back-to-school picnics, BBQs, lunches and/or other community events for drivers and their families. With these frequent communications, drivers are encouraged to stay in touch with their location manager and to share their intention to return to the driving team as soon as possible.

 First Student had an overall engagement score of **82%** in our most recent employee survey, **12% higher** than benchmark scores across the transportation sector.  

## TOOLS FOR COMMUNICATION

Our local teams provide the insight that makes us better at what we do. They interact directly with students, families, schools and communities. The relationships they build serve as the foundation of the customer-oriented service First Student offers to our district partners.

All full- and part-time employees are empowered to report ethics or compliance issues, to share service or business improvement ideas and to provide feedback.

- **Employee Hotline:** toll-free number used to report ethics or compliance issues, monitored 24 hours, 7 days a week
- **Employee Suggestion Program:** rewards employees for ideas adopted by the company, suggestion forms are sent directly to the appropriate executive for consideration
- **“Your Voice” Employee Survey:** confidential survey conducted every 18 months by a third-party firm that measures employee satisfaction and gathers frontline management feedback

## Connecting with our customers

Staying connected with over 1,000 school districts across the country gives us a unique perspective – the environments and needs of the communities we serve are vastly different, but there are similarities and synergies to learn from that we can leverage and share with our district partners.

First Student sends a quarterly customer newsletter, called First Word, where we share student transportation insights, best practices and customer news. Articles include interviews and conversations that help readers learn from colleagues who share similar needs and challenges or have overcome some of the common obstacles school districts are managing today. Many of our customers have found great value and benefit in being connected to our extensive network and wide range of transportation expertise.

## Employee Mobile App – First Student Connect

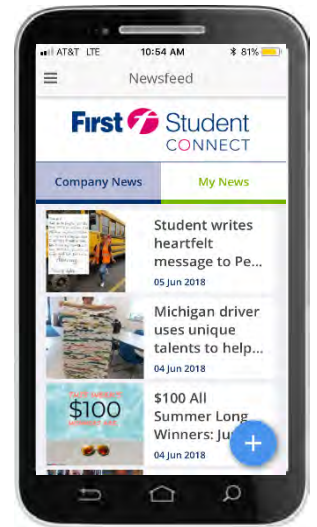
First Student Connect is a tool designed exclusively for First Student employee communication and engagement. With the mobile app, regular, timely and consistent messaging is delivered to drive a successful company culture and further embed the company’s vision and values.



First Student Connect is now in its third year, and we continue to engage employees through contests, giveaways and videos that help to promote driver retention. The app delivers a regular cadence of news from the corporate and location levels.

Through the app, employees have access to company information, tools and relevant content important to their personal success, as well as employee and company information via a self-service functionality, including access to policies and procedures, payroll, tax information, job opportunities, and more.

Drivers and monitors also have access to local information including school calendars, information about local meetings, notifications about early dismissals, messages from the location management staff, immediate access to charter run availability, and a quick and easy way to fill out safety reports and employee referrals.



### First Student Connect in Action

#### Executive Videos

Our drivers receive regular video messages from FirstGroup CEO Matthew Gregory, First Student President Paul G. Osland and First Student COO Dean Suhre. These videos give our executive leadership an opportunity to thank our employees for their hard work and to highlight some of our most outstanding locations.

#### Employee Feedback

From safety to maintenance, co-worker recognition or just asking a question, First Feedback allows our employees to reach their location management with the click of a button. This feature also allows management to follow up and directly respond to employee messages.

#### Contests and Giveaways

The First Student Connect App is home to several giveaways throughout the year to help motivate engagement and retention. Prizes often include TVs, cell phones and gift cards.

#### Sharing Best Practices

Safety is our way of life at First Student and it’s woven into every element of our business. First Student Connect is an invaluable tool when sharing important safety messages with our team. We have found the app to be one of the most effective ways to communicate COVID-19 updates, best practices and messages.



# Transition & Start-Up Plan



# Transition & Start-Up Plan



Quakertown Community School District understands the complex nature of school transportation and the challenges that come with it. You're ready to explore new options and partner with a company you can trust to work *with* you to overcome them. First Student's team of industry experts know what it takes to run a smooth transition and an organized start-up. Our experienced professionals will be proactive in identifying your needs and communicating with your team. We will work with you to build a transparent relationship, where expectations are understood, and realistic goals are set. Our collaboration will lay the groundwork for a successful school year and a long-term partnership.

We have developed a comprehensive plan that outlines key activities, item owners and technical support staff essential to a successful transition. Our local teams adhere to the First Student planning guide, which has our vast experience woven into every step.

Our location manager will report to your superintendent (or designee) to assure a prompt and effective response to all issues and concerns that arise during the transition and beyond. We understand the daunting nature of change, and we are here to support you, every step of the way.

## YOUR IMPLEMENTATION AND TRANSITION TEAM

Our initial focus is hiring supervisory personnel to oversee the facility and operations set-up. With support from our region management team, we plan and manage hiring and training, carry out safety practices, establish communication plans, order equipment and oversee maintenance/environmental compliance procedures. A team of local managers, region management staff and corporate team members lead the process. Each person is assigned tasks associated with their area of expertise.

Your implementation and transition team will include the following individuals.

- Area general manager: Greg Gallagher
- Region safety manager: Nicolas DeSantis
- Region finance manager: Guido DiAntonio
- Region human resources director: Brad Byers
- Region maintenance manager: Mike Shanley
- Director of business development: Jim Woods

## ALIGNING WITH QUAKERTOWN COMMUNITY SCHOOL DISTRICT

We understand you will have plenty of questions and concerns, and we are here to address them. Our success is measured by your satisfaction, and we will collaborate with you throughout the entire process. As part of First Student's transition process, our team meets with your district designee(s) to align fully on service requirements, procedures and expectations as well as the school year start-up timeline.



We also make certain to identify any unique circumstances or service requirements that necessitate modifications in the planning schedule.

The following is a general outline of this meeting.

- Determine communication protocols (i.e. meeting frequency, emergency notification, late bus notification and parent communication)
- Review and agree to issue/problem resolution process
- Review Quakertown Community School District's accident/incident procedures and policies
- Agree and acknowledge initial route information for dry runs
- Agree and acknowledge last day for scheduling route changes prior to school start

Beginning in the second year of our contract term, this annual meeting also includes a review of the prior school year's start-up evaluation and feedback.

### Early Action Steps

Our early action steps are focused on assessing fleet requirements, reviewing and understanding contract terms, laying groundwork for ongoing driver recruitment and retention, ensuring facility readiness, and preparing the fleet for inspections and start up.

Some of the early action steps include:

- Review budget and fleet delivery schedule
- Review contract terms, policies and procedures, and run through start-up tasks with staff
- Order safety equipment and communicate/post safety protocols, including weather contingency plan, radio codes and emergency evacuation procedures
- Form location recruitment team and develop a custom recruitment action plan
- Determine projected driver need for school year, taking route count, projected turnover, daily absenteeism and other historical trends into consideration
- Update driver information database for phone, email, address, etc.

### IMPLEMENTATION AND TRANSITION PLAN

Our implementation and transition plan includes all of the tasks that need completion to ensure a successful implementation.

### Driver Hiring and Training

Our location manager, area general manager, talent acquisition specialist, regional human resource manager and region safety manager all play a key role in driver hiring and training activities.

- Carry out driver retention plan (to include multiple points of contact over summer months)
- Engage First Student's talent acquisition team for support, as needed
- Schedule and coordinate driver meetings, interviews, screening and initial training
- Conduct driver orientation and training
- Complete an audit of driver compliance files



## Routing System

Our dispatchers begin coordinating bus routes around one month prior to school start. They will work closely with those responsible for development of routes, local police departments and any other key stakeholders.

- Collect data required for an electronic routing system build (e.g. maps, schools, students, current routes, etc.)
- Build the routing system (e.g. import map and configure, import students, build stops and assign students, build routes, etc.)
- Train key users on requisite functionality
- Import “rolled over” student data to routing system
- Make stop and route adjustments needed to accommodate student changes
- Provide updated route plans to the district for review and the location for dry runs, validation and refinement and route selection
- Communicate route plans to the community using applicable communication vehicles
- Implement ongoing project for student file updates and route change requests

## Fleet and Maintenance

Our region maintenance manager supports our local maintenance personnel in establishing work processes, organizing a safe and efficient shop environment, and preparing the fleet for state inspection and start up.

- Complete vehicle registration
- Tailor fleet to contract specifications and test equipment functionality
- Establish preventive maintenance program and schedule
- Input vehicle list into maintenance/operations system
- Stock parts inventory for common occurrences (e.g. lights, light assemblies, mirrors, etc.)

## Facility Occupancy

Our real estate and environmental departments support our local team in all due diligence activities related to occupancy of a facility. In addition, our environmental consultants provide guidance for site assessments, prepare permitting and conduct environmental training as needed.

- Determine facility modifications
- Establish employee-parking, garage, training rooms and offices
- Contact local, county and state offices
- Gather all facility permits/licenses
- Initiate environmental best practices
- Record site plan with regional office
- Complete fuel delivery system and conduct facility safety self-audit

## Kick-Off Meeting

Our school year kick-off meeting includes the following key activities.

- Train and/confirm GPS System understanding (drivers and maintenance personnel)
- Obtain updated credentials
- Go over payroll procedures and exception submission process
- Review service expectations
- Review important safety material and updates
- Review route options and do route selection

## District Communications

Finally, we work with your communications designee to circulate back-to-school communications regarding bus service through the most effective channels. Examples of the ways First Student can assist include:

- FAQ handout and other educational materials
- PTA/PTO meetings attendance
- Kindergarten orientation
- Driver visits to school for safety lessons
- Presentations on transition as requested
- Operations team visit to school
- On-board experience for children and parents
- “Stuff the Bus” event

## ANNUAL START-UP PLAN

School start-up is a critical time for district administrators and transportation providers alike. There are so many tasks that need to be completed, often in a certain order and alignment, to ensure a successful start-up each year. This is true in the classroom and for student transportation. On top of a regular school start-up, we understand the decision to partner with a new provider for your student transportation needs can be very intimidating, as it is one more thing your district has to manage.

**First Student has completed more start-ups than anyone in the business, so we know what it takes to facilitate a smooth transition and set up a district for a successful new school year.** We've developed our start-up program with our many years of experience in mind.

While the core aspects of our plan are tried and true, we are conscious of the unique requirements of each district. Our team of experts will partner with Quakertown Community School District to align on the needs of your students, families and staff. A smooth transition means that students will start the year off on the right foot, setting them up for success.

## SAMPLE IMPLEMENTATION TIMELINE

The following *sample* timeline assumes a Board Award on February 1. In this scenario, the contract is signed on February 10, and the school start date is September 1. This example assumes the transition of currently contracted services from another vendor to First Student. The actual events required for each start-up vary according to the provision of the fleet, facilities, routing solutions, etc. In this sample, we assume that new fleet and a new facility are required, and the school district is handling routing. This timeline is just a sample, and it serves to provide a basic overview of start-up steps that typically occur upon award.

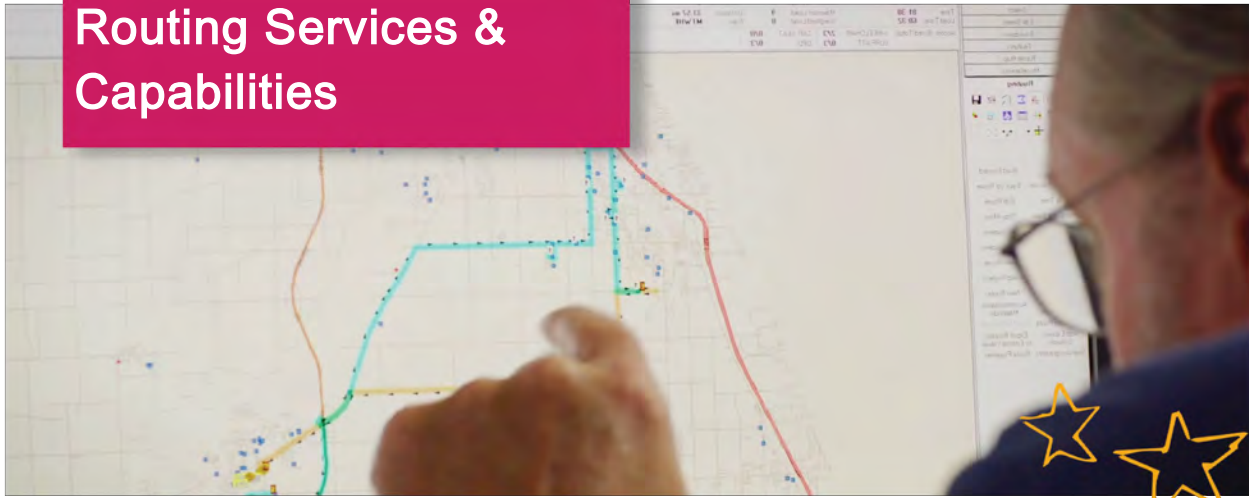
Date	Action
February 1	School Board votes to award a contract to First Student; final contract negotiations are held with district staff to set expectations and finalize the partnership agreement.
February 2	Reach out to incumbent drivers -Initial contact; announce our desire to hire incumbent workforce; -Distribute First Student introduction and high-level overview of job requirements and compensation; answer all questions; -Schedule interviews & background checks
February 2	Engage HQ Talent Acquisition Team; Formal recruiting begins; Internal and external postings for Driver, Monitor, Operations, Management and Maintenance positions
February 2	Purchase Order released to Thomas Built Buses for new fleet; progress reports and delivery status updates will be provided to First Student weekly
February 2 - 15	Finalize lease on facilities -Initial facility walk-through with startup team -IT, Maintenance and Facilities Team site assessment; plan infrastructure; order IT and Shop equipment -Safety/OSHA audit
February 8	Recruiting strategy fully implemented; Online advertising goes live
February 10	Contract signed by all parties; Meet with School District to establish Communications protocols and Community Relations/Outreach strategy
February 15 - 28	Final interviews and selection of Full-Time staff positions
March 1	Sign facility lease -Strata Environmental to conduct Phase 1 Environmental Review
March 1	Establish Milestones and Weekly KPI targets for recruiting, training, facility and fleet processing
March 1 - 31	Facility preparation by IT, Maintenance and Facilities teams
March 1 - 31	Trainees, Drivers and Aides and FT Staff subscribed to FirstStudent Connect smartphone app to maintain contact throughout the spring and summer to keep employees fully engaged.
March 1 - 31	Setup permanent personnel and compliance files (DOT/Training/Background/Medical/I-9) for all employees
April 1	Staff takes possession of new facilities
April 1 - 30	New staff training/orientation
April 15	Begin Classroom & Behind the Wheel training for drivers and monitors
April 15	First Job Fair on-site at new location
May 1 through startup	Weekly update meeting with the Transportation Manager
May 1	Open House for District staff at our new facility
May 1 - 15	New buses delivered from Thomas; In-service inspections, license and registration completed by location staff
May 1 - 31	Installation of on-board technologies (Tablets, GPS, Cameras) if not factory installed; Training to follow
May 1 - 31	Enter new vehicles in INFOR Maintenance system and schedule preventive maintenance inspections
May 31	State fleet inspections complete and 100% compliant
June 1	Incumbent drivers and aides fully assimilated; Recruiting assesment and milestone adjustment
June 1	Review of Routing System, interface, security and backup protocols with First Planning Solutions
June 1 - 10	Summer School routes prepared; route assignments for summer school completed
July 1	Contract officially begins; First Student to operate summer school
July 15	First Student hosts summer "Get to know you" BBQ event with all staff and drivers
August 1 - 31	"Stuff the Bus" and other community events scheduled throughout service area
August 1 - 31	Assist district with finalizing routes; back to school communications plan for parents, students and community
August 1	Board presentation to update Board Members
August 10 - 15	Kindergarten/Back-to-school events scheduled with the district as needed
August 3 - 7	Obtain final routes and student lists from school district
August 3 - 10	Confirm equipment needs & assign final fleet to routes -Fleet inspection to confirm equipment/technology is in place and fully functional; -Assign fleet in FOCUS Dispatch and Infor Enterprise Asset Management (EAM) System
August 10 - 14	Dispatchers to prepare routes for assignment; Routes entered into FOCUS
August 12	Kickoff Meeting and Annual Driver Orientation; District staff invited; Special Needs breakout for SN Drivers and Aides
August 13	Provide official vehicle list to Transportation Manager
August 13 - 14	Route picks conducted to allow drivers and aides to select routes based on seniority
August 17	Review certified driver list with school district
August 17 - 21	Mandatory Dry Runs for all routes; Route feedback to school district; updated routes distributed to drivers
August 25	Last minute route changes; Final operations audit before school start
September 1	School starts; First Student Regional and Corporate staff in place for additional support
September 1 - 18	Daily AM/PM debrief with school district to access operational performance and any adjustments needed
September 1 - 30	Establish billing and benchmarks and review with customer
October 1	Start-up debrief and assessment with School District team
October 1 - June 30	Quarterly Business Review with District Staff



# Routing Services & Capabilities



# Routing Services & Capabilities



A typical US school district devotes nearly 5% of its operating budget to transportation. One of the most effective ways of managing transportation cost is through well-planned bus routing. Efficient route planning ensures that districts are using the optimal number of buses to meet their transportation requirements. It can have a direct impact on the level of service and timeliness of the transportation provided your community. Routing is a complex function, and many school districts find it challenging to develop an effective solution on their own.

## First Planning Solutions

Nearly 30 years ago, First Student established First Planning Solutions – a business unit devoted exclusively to helping its customers manage all aspects of computerized routing more effectively. Today, the FPS team consists of 30+ full-time routing professionals. **Simply put, there is no organization in the industry with deeper, more extensive expertise in routing for K-12 transportation than First Planning Solutions.**

FPS is highly proficient in all industry-leading routing solutions, including Edulog, Versatrans, Transfinder and BusPlanner. The team has extensive experience with the tools and knows how to use them to achieve the best results. Unlike routing software companies and K-12 consulting firms, FPS has a long history of working in-step with our First Student field locations and school district partners to transition system-developed route schemes into efficient on-the-road operations.

## System Optimization, Analysis and Consulting

### New System Implementation

Build, configure and implement new routing systems, including electronic map, schools, students, stops, runs and routes. Includes interface build of district student information system (SIS) to ensure the use of most current student data.

### Efficiency Studies

Analysis of transportation schemas in Quakertown Community School District's existing routing system to identify opportunities to reduce or consolidates routes and/or improve levels of service

### Route Optimization

Re-routing through use of the system's built-in optimization tools. The goal of this process is to develop a new plan that will most efficiently service all transportation requirements with the optimal number of vehicles.

### Scenario Modeling

Model the result of changes under consideration by the district to project their impact. For example bell times; school openings, closings; transportation eligibility, walk zones, walk-to-stop distances, ride times, etc.

### Boundary Planning

Model enrollment impact resulting from modification of attendance zones, adding or closing buildings

## First Planning Solutions in Action

First Planning Solution's expertise has helped many school districts carefully manage transportation costs and often find very specific savings opportunities. Below are some examples of the innovative strategies FPS has used to help school districts across the country:



### **New Haven Public Schools, CT**

Worked closely with NHPS to reign in the exceptions like courtesy stops and eliminated more than 20 routes, driving savings in excess of \$1 million per annum.



### **St. Louis Public Schools, MO**

Transitioned SLPS from routing eligible riders to actual riders and optimized the routes resulting in the elimination of 35 buses, saving the district nearly \$2 million per annum.



### **Kansas City Public Schools, MO**

Provided a route scheme with strict adherence to a district walk-to-stop policy resulting in a reduction of 18 buses and 10% bus miles.



### **Indianapolis Public Schools, IN**

When IPS outsourced their routing work to FPS, they relied heavily on alternative (non-yellow) transportation to service many of their out of district McKinney-Vento students. By placing many of these students on existing yellow bus routes, FPS was able to save IPS approximately \$500k per annum while still meeting their transportation obligations.



### **Pawtucket School Department, RI**

FPS worked with PSD to design a new bell scheme that enabled the district to offer transportation to 1,000 previously ineligible middle school students with the addition of one bus.



### **Fairfield Public Schools, CT**

FPS identified and implemented a 3% reduction in bus routes using simple efficiency improvements without any impact to services.

## Routing Services

First Planning Solutions Routing Services (RS) provides full-service routing for more than 75 school districts with fleets that range in size from a few buses to several hundred. FPS's routing services offer turn-key routing that includes new school year planning and ongoing, day-to-day route maintenance. FPS will work closely with Quakertown Community School District's key stakeholders and transportation management to ensure all routing requirements are delivered accurately and on a timely basis.

The FPS team has developed and refined very effective processes for managing the RS function. The team uses a best-fit combination of efficiency studies, route optimization, scenario modeling and boundary planning to tailor their approach to meet the unique needs of each school district we partner with.

**For ease of access, all change requests are submitted by the district through our proprietary, web-based management platforms, Route Request Xchange (R2X).** All FPS RS districts are provided access to the tool, which offers visibility of the status and history of their requests.

## Technical Support

### New School Year Startup

School year startups can be challenging for a variety of reasons. FPS can provide resources (onsite or remote) to help ensure that Quakertown Community School District's routing is properly planned and supported for start-up.

### User Support

FPS staffs a routing help desk where our experts can promptly assist location and district users with all types of routing issues – big or small.

### User Training

We offer a wide variety of remote and onsite training programs for routing system users at our locations and in our partner district's offices. We understand that user experience levels vary, so we have also developed a growing library of self-paced video guides.

### Secured System Hosting

First Student routing systems are hosted in a highly secure state-of-the-art data center managed by an industry-leading network and infrastructure provider. Services include network monitoring and administration, data back and system redundancies

## Leadership Team Biographies



**Senior Director  
Scott Parker**

Scott joined FirstGroup America as a general manager for First Planning Solutions (FPS) in September 2006. In his current role as FPS senior director, Scott brings 25 years of progressive management and technical leadership to the organization. He is based in Chicago, Illinois.

Prior to joining First, Scott served as CIO for a \$1.4 billion division of GE Energy, based in Atlanta, Georgia. In this capacity, Scott led a team responsible for all aspects of the division's IT operations, including program development, infrastructure, technical leadership, end-user support and strategic planning. Prior to GE, Scott was the vice president and general manager for American Administrative Group (AAG), a third-party health insurance administration firm based in Schaumburg, Illinois.

Scott holds a degree in economics from the University of Illinois.



**Director of  
Project Delivery  
Colton Graham**

Colton joined First Planning Solutions (FPS) in February 1993 as a software trainer and quickly advanced roles of increasing responsibility. Today he serves as FPS' director of project delivery and is responsible for all new system deployment, customer support and consulting activities.

Colton has been instrumental in the installation and support of more than 100 Edulog and Versatrans software projects, personally leading or assisting in the optimization of school bus routes for districts that include Detroit; Lewisville, TX; Oakland CA special needs; Cincinnati Public Schools; Euclid, OH; Pawtucket, RI; and Norwich, CT. Colton has lent his expertise to school districts requiring assistance with redistricting issues and attendance boundary modification.

Colton holds a Bachelor of Arts degree in English from California State University and has completed extensive mathematics and computer science coursework.





# Safety Record



# Safety Record



Please refer to the slide on the following page for the most recent depiction of First Student's safety measures on the FMCSA Safety Management System website. Across the industry, the FMCSA is the standard to which transportation services should be held.

This slide depicts our standing against our peer group in the listed categories. These are not scores, rather, they are our standing within our peer group. For example, crash indicator of 29% means we are in the best performing 29% of our peer group, meaning 71% of our peer group is performing below us. Note for many of the measures, we have no identifiable infractions.

The table in the upper right portion of the slide compares our vehicle and driver out-of-service rates to the national average.


At the bottom of the slide, you'll find First Student's overall ISS score. Our score of 20 is excellent and falls within the "pass" zone.

For a deeper understanding of First Student's commitment to the safety of your students, please refer to the Safety Practices subsection within this section of the proposal.

# FY21 P9 – CSA BASIC FS CATEGORIES PERCENTAGE RANKING SCORES

Ranking of Potential crash Involvement	CSA BASIC Category	Dec 18 2020	Dec 27 2019
1	Unsafe Driving	0%	0%
2	Crash Indicator	29%	43%
3	HOS Compliance	No Viol %	7%
4	Vehicle Maintenance	1%	5%
5	Drugs/Alcohol	No Viol %	2%
6	Driver Fitness	No Viol %	60%

Safety Rating & Out of Service (OOS) Rates		Satisfactory	% better national Avg.
Type	OOS%	National Avg. %	
Vehicle	2.0	20.7	90%
Driver	0.8	5.1	84%

 Denotes this carrier exceeds the FMCSA intervention [threshold](#) relative to its safety event grouping based upon roadside data and/or has been cited with one or more serious violations within the past 12 months during an investigation. Therefore, this carrier may be prioritized for an intervention action and roadside inspection.

Scale 0 to 100; 0 indicates the best safety performance.

### Commercial Vehicle Enforcement Inspection Selection System (As of 1/05/2021 updated daily from [ISS](#))

- ISS Inspection Score: 20
- ISS Recommendation: **Pass**
- Basis of Recommendation: Safety

Recommendation	ISS Inspection Value
<b>Inspect</b> (Inspection warranted – top priority)	75 - 100
<b>Optional</b> (Inspection warranted – next level priority)	50 - 74
<b>Pass</b> (Inspection not warranted)	1 - 49



# Safety Practices



# Safety Practices



When it comes to the safety of your students, it's imperative that you feel confident in those you trust to take care of them. **With First Student as your student transportation provider of choice, you can rest assured that the safety of your students is our main priority.** When a student takes that first step onto our vehicle, they should feel safe and sure. When a parent waves goodbye to their student in one of our vehicles, they should feel confident that their most precious cargo will arrive to school safe and ready to learn. When a teacher or principal meets our buses at the end of each school day, there should be no doubt in their mind that their students will have a safe journey back to their parents. It is our utmost goal that everyone – students, parents, and district staff – feel comfortable and confident that we will provide the best start and finish to each student's school day.

With the goal to be consistently and reliably safe front of mind, we have built student-centered safety and training programs that establish and uphold an effective safety culture you can trust — one where we are continuously learning and proactively applying best practices. We foster a commitment to safety and accountability by training our managers how to progress learning outcomes, reinforce the right work habits, develop a team of determined problem solvers and build employee morale.

## HOW WE BUILD A STRONG LOCATION SAFETY CULTURE

**School districts that partner with First Student gain the support of an entire safety organization rooted in behavioral science.** Our safety program was designed in consultation with Aubrey Daniels International (ADI), a world leader in behavior-based performance management, to develop employees who are personally dedicated to safety.

The safety practices we put into place at our locations have earned our parent company, FirstGroup America, a place among a select group of companies in the National Safety Council's Campbell Institute™. Members of the Campbell Institute™ contribute to Environment, Health and Safety research and thought leadership across industries. First Student is also the only student transportation provider to receive the National Safety Council's Green Cross for Safety and Occupational Excellence Award.

**Three elements of our BeSafe Leadership Program include the following.**

### **Focus on Safety Critical Behaviors**

Working in partnership with ADI, our safety experts identified several critical behaviors that link to collision/on-road risk prevention, injury prevention and shop-specific injury prevention and are the focus of our safety messaging and coaching:

- Smith System 5-keys
- Driving speed
- 3-point contact (descending stairs)
- Use of "last step" and traction aids
- Housekeeping (shop-specific injury prevention)
- Use of Personal Protection Equipment (PPE)
- Use of lockout-tagout

### Daily Touchpoints

We encourage our location managers to have daily planned interactions with their team members. These touchpoints are focused on the above safety critical behaviors.

### Debrief Sessions

Managers conduct weekly meetings to share successful examples of touchpoints and best practices with a primary focus on refining coaching techniques. These meetings provide opportunities for management peers to learn from one another.

## SAFETY QUALITY ASSURANCE PROCEDURES

The main objective of our Safety Quality Assurance (SQA) specialists is to perform random safety audits that ensure our locations are adhering to our high safety standards. Locations are placed on an annual safety review cycle if they score low on the previous year's site audit, change location management, or experience a major injury or collision.

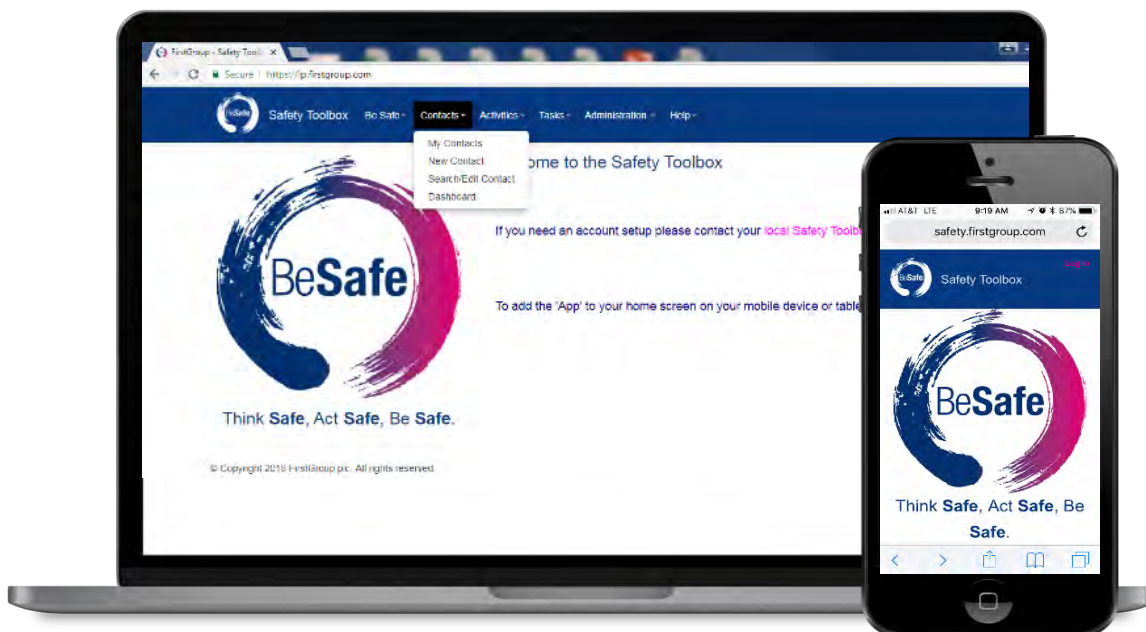
Using a standard assessment tool, our SQA specialists evaluate the following topic areas:

- OSHA requirements
- Facility inspections
- DOT requirements
- Protecting sleeping passengers
- Training/safety meetings
- Injury prevention programs
- Driver files
- GPS unit spot checks

The output of our compliance assessment is a **Safety Action Plan, which outlines, by category, any necessary steps needed for improvement.** Locations also use a self-audit tool at regular intervals throughout the year to ensure safety practices are being followed per company operating procedures.

### Location Safety Toolbox

The Location Safety Toolbox provides safety management tools and resources for hazard reporting, near miss reporting, safety conversation planning and site safety review action items – available both online and via the First Student Connect Employee App.



*The Safety Toolbox is accessible to team members on our company intranet site and through the BeSafe smartphone app.*



# Equipment & Technology



# Equipment & Technology



Safety in student transportation is rooted in a partnership between schools, students, parents, communities and equipment manufacturers. Our focus is to supply our district partners and management staff with technologies that facilitate the following:

- A higher level of safety
- Open and transparent communication
- Precise measures of performance and efficiency levels
- Simplified coordination between schools and parents

We work with industry leaders and employ experienced innovators to ensure our district partners and parents have access to advanced tools that keep them informed.

## Safety and Communications Equipment

When your students board our buses, you can rest assured they are equipped with industry-leading safety features and communication systems needed to deliver a safe, consistent ride. We install a comprehensive set of safety and communications equipment on all our buses, including GPS, two-way radios, Child Check-Mate System<sup>®</sup>, Theft-Mate Security System<sup>™</sup> and crossing control arms.

### Global Positioning Systems



With global positioning system (GPS) devices on each vehicle, we are able to integrate technology systems and platforms for more efficient planning and management, higher quality communication and greater operational transparency. GPS allows us to capture near real-time transmission of vehicle subsystem data, driver performance and route event information, all which can be used to deliver better information to your district.

### Two-Way Narrowband Radios



First Student buses are connected by two-way radios that permit dispatchers and drivers to circulate information regarding road conditions, traffic delays and route detours. Access to this communication network also allows dispatchers to respond to parent inquiries sooner and with greater accuracy. Our two-way radios and supporting equipment comply with the Federal Communications Commission's (FCC) narrowband mandate.

### Child Check-Mate System<sup>®</sup> / Theft-Mate<sup>™</sup> Security System



First Student installs the Child Check-Mate System<sup>®</sup> on all buses as an integral part of our child search operating procedure. When our drivers complete a run, they walk the entire length of the bus and search each seat before deactivating the Child Check-Mate System<sup>®</sup> alarm. If the driver does not complete this task, the system will sound a secondary alarm.



In addition to the Child Check-Mate System<sup>®</sup>, First Student installs the Theft-Mate<sup>™</sup> Security System. The motion-activated alarm system detects and deters unauthorized entry with voice messaging alerts and flashing lights.



## SERVICE ENHANCING TECHNOLOGY

Developing tools to help keep your students safe and your operation running smoothly is something that excites our product engineers and performance improvement team. When developing tools and technology, we evaluate all available information to find efficiencies and better ways to keep everyone informed.

Many of our systems and tools integrate heavily with data gathered from your district, allowing us to provide accurate reporting and a customized approach. Because these systems rely on unique information about your students and routes, they will not be fully functional on day one. Systems like FirstView and some of the functionality of our DriverHub™ typically require one to three months to integrate and sort your data effectively.

### First Onboard Component Utilization System (FOCUS)™

Our custom-built operations platform, First Onboard Component Utilization System (FOCUS)™, serves primarily as a dispatch and payroll tool. This system is used by our dispatchers to assign routes and vehicles to drivers, and monitor activity in real time. Safety managers use this system to verify pre- and post-trip inspections, while our payroll team uses the tool to validate staff hours. It is a First Student standard to equip vehicles with GPS units because we use Automatic Vehicle Locator (AVL) messages transmitted from each vehicle's GPS unit to correlate driver, vehicle and route level data.

#### How We Validate Driver Hours

Our team enters routes into FOCUS™ with the associated addresses and stop and arrival times. This creates a master schedule of tasks and assignments and estimates departure and return times for all routes. As drivers progress along their routes, key points are tracked using GPS. If the recorded GPS times match the driver's scheduled time, their payroll record for the run will be validated automatically.

#### How We Manage Daily Route Assignments

Our dispatchers use the FOCUS™ daily screen feature to mark employee absences, reassign routes and vehicles, and monitor route performance. The daily screen is populated with data from the master schedule, which is automatically updated nightly, eliminating the need for manual dispatching.

### FOCUS™ Key-Osk

First Student has deployed a tablet solution to ensure route assignment accuracy. The FOCUS™ Key-Osk is installed near the dispatch area of each location and provides the following operational advantages.

- Control of driver swipe in and out with verified schedule and set allowances
- Task assignments are automatically populated from First Student's FOCUS™ system
- Improves location's ability to drive swipe compliance; the FOCUS™ Key-Osk uses a driver defined 4-digit PIN to swipe in and out, eliminating the need for a physical card to be carried by drivers
- Direct schedule feedback at route start and swipe-in increases driver schedule awareness
- Elimination of paper exception log allows for improved payroll review

### Enhanced Mapping Technology

The infrastructure connecting schools to the communities they serve is constantly changing. This is a persistent transportation challenge faced by school districts both in terms of route planning and on-time performance. To achieve best-in-class navigation and estimated time of arrival, we use a standardized mapping platform, Trimble Maps, to build and operate proprietary and third-party map-centered apps.

Trimble Maps, compatible with all routing systems, is designed specifically for the transportation industry, making it capable of adapting safely to both anticipated and unanticipated route changes.

Other benefits of the mapping technology we use to operate our school buses include the following.

- Improved actual time of arrival accuracy by enabling input of an established gate
- Greater geocode accuracy for determining planned route path and validating stop completion
- Quality map display with dynamic traffic patterns, real-time weather and road condition alerts
- Sophisticated program for delivering school bus directions for all planned routes
- Enhanced actual vs. planned analysis for visibility across the entire First Student fleet

## DriverHub™

The DriverHub™ is a tablet-based solution developed in response to district feedback. It is a fully integrated solution that improves the efficiency of our transportation operations. All tasks are managed via a tablet application that is fully integrated with the First Student routing systems, as well as our proprietary payroll and reporting systems. Drivers log into their tablets when they report to work, and the tablets then assist them throughout the day with pre-checks, routing, turn-by-turn navigation, and post-trip procedures.

Additionally, with district-provided student data, the tablets can be leveraged for additional functionality, such as ridership tracking. After the last stop on each run, the tablets will track the completion of child checks and post-trip bus inspections.



## How the DriverHub™ Works

Drivers are required to log into their tablets at the start of each shift. Their routes and vehicles are then assigned to them. These assignments improve the accuracy of our reporting.

Tablets direct drivers to execute our industry-leading pre-trip inspection procedures to ensure safer trips for your students. This process allows First Student to quickly identify, assess and automatically report all immediate or preventive repairs to maintenance.

Each driver's scheduled route is displayed via a map view with all scheduled stops displayed. This eliminates the need for paper trip sheets and ensures drivers adhere to the proper routes. This tablet-based system also ensures substitute drivers have efficient tools to aid them in safely completing a route that is unfamiliar to them. Our dispatchers also have access to make any needed route changes via the tablets.

Once a bus leaves the depot, the tablet will activate a safety view to guide the driver to the next stop via voice and screen direction. Upon route completion, drivers will be routed back to their depots.

The system is integrated with the Child Check-Mate System® and requires specific adherence to the post-trip child check by recording all search activity, further decreasing the odds a child will be left on a bus.

## Driver Scoring Tool

A primary concern for parents and school administrators is the quality of the driver behind the wheel of their student’s bus. With this in mind, First Student has developed a driver scoring functionality that’s proven to motivate our drivers to do their very best, while also reducing maintenance needs, fuel use, safety issues and route time costs.

Drivers are assigned a score between 1 and 5 stars based on the four KPIs of hard braking, speeding, rapid acceleration and idling. Location managers can access an interface with prompts that identify coaching opportunities, identify risks via a heatmap for drivers and geographies, and measure the effectiveness of ratings, fuel efficiency and safety. Scores are available on each driver’s tablet, allowing them to track their score and work to continuously improve or maintain a high star measurement.



## Benefits of Driver Scoring

### Informed Coaching

Evaluating driver performance data, broken down by each KPI, allows location managers to coach employees in a more meaningful way. Driver scores inform data-driven coaching conversations and actively work toward improved safe driving records.

### High Quality Drivers

Driver scoring has proven to create a friendly competition among drivers. Our drivers are motivated not only to complete safe trips, but to earn and maintain a high personal score.

### Better Training

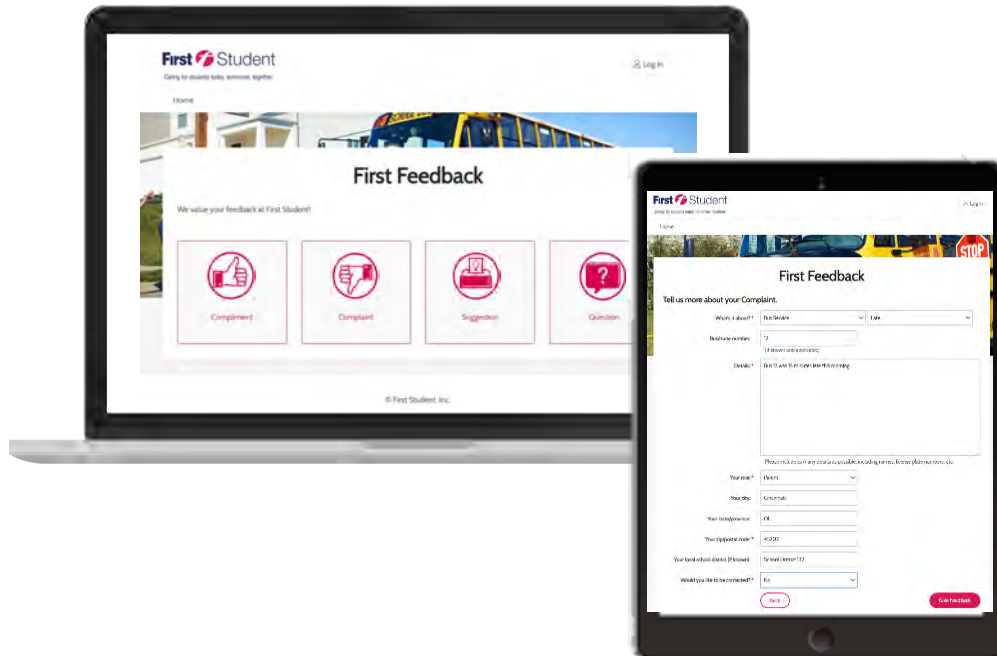
Managers and trainers have access to an application that identifies risks and measures the effectiveness of ratings, fuel efficiency and safety. This kind of data sorting helps to identify areas where our training programs can be improved.

### Increased Driver Morale

Driver scoring is designed to promote positive reinforcement. As managers are prompted to recognize safe driving and reward drivers for a job well done, the effects will be clear in employee satisfaction and overall morale.

## First Feedback

First Feedback is First Student’s proprietary online feedback management system that provides parents, community members, and school personnel the opportunity to submit feedback about a driver, bus, or experience via a simple, easy-to-use online tool. First Feedback accelerates our ability to gather information, research, respond, and track service compliments and concerns, ensuring we continuously improve on the service we provide to our community partners.



### Valuable Feedback in One Place

First Feedback is a straightforward, user-friendly system for compliments, complaints, suggestions, and questions. Users submitting feedback can opt to be contacted via phone or email for follow-up. All users who request follow-up will be contacted. All submitted feedback and applicable follow-ups are retained in the system for long-term reporting. Feedback reporting helps identify potential systematic local issues and trends.

### Enhanced Feedback Reporting

First Feedback allows First Student to ensure that comments and concerns from the Quakertown community do not go unheard. This tool opens a communication channel between community members and First Student staff that gives us the opportunity to identify potential issues in the field, evaluate our customer service and ensure we are closing the loop. The feedback administrator is fed insights through this channel that identify trends in certain kinds of feedback or in certain areas, helps them to provide further transparency to district officials, and ensures we are following up in a timely manner.

### What First Feedback Means for Quakertown Community School District

#### Reliability of Information

Key details are collected upfront, meaning we won’t waste time backtracking for information.

#### Transparency

The system keeps stakeholders informed, allowing district leaders to be well-versed and prepared when incidents are escalated.

#### Consistent Records

First Feedback gives you the confidence that your transportation partner is holding the right people accountable, is taking opportunities for coaching and giving recognition to those going above and beyond ensuring that no incident, big or small, slips through the cracks.

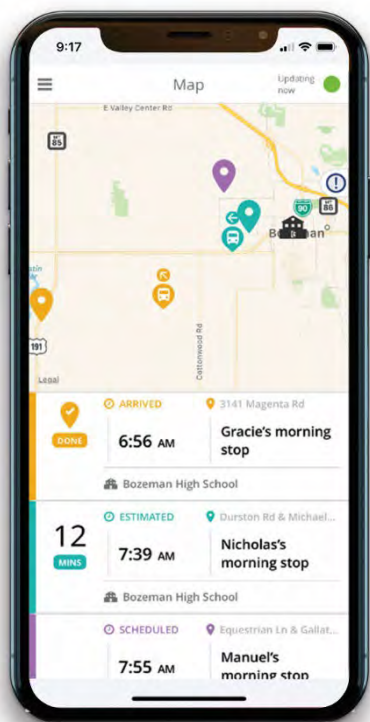
## Digital Camera System

Seon is First Student's preferred source of onboard camera technology. They are the world's leading manufacturer of video surveillance systems for new and aftermarket buses and motor coaches. Trusted by more than 4,000 school districts and having more than 180,000 systems in the market, Seon has a reputation for quality and reliability and is ranked consistently as the world's top provider of mobile video surveillance equipment on school buses by IHS Group, an independent electronics research firm.

High-resolution video cameras offer an additional safeguard for both students and drivers. School administrators can view images and footage in the event of an incident, which allows for an immediate and informed response.

## FirstView® Bus Tracking and Parent Communication Platform

The FirstView® Product Suite by First Student brings together GPS, electronic routing software and First Student's operations platform, FOCUS™, to provide enhanced communication and visibility into your transportation system. The suite consists of the FirstView® District Dashboard and the FirstView® Parent App.



**Instant Notifications from your District**  
From delays to important schedule changes. Stay in the know!



**Know Where the Bus Is**  
Check real-time progress with GPS tracking.



**Arrival/Departure Confirmation**  
Know when the bus arrives at your child's school and stop.



**Parent Support**  
Dedicated support at your fingertips.



**Multiple Kids - One App**  
Track multiple students at one time.



**Time + Distance Notifications**  
Get in-app alerts when the bus is getting close.

## FirstView® Parent App

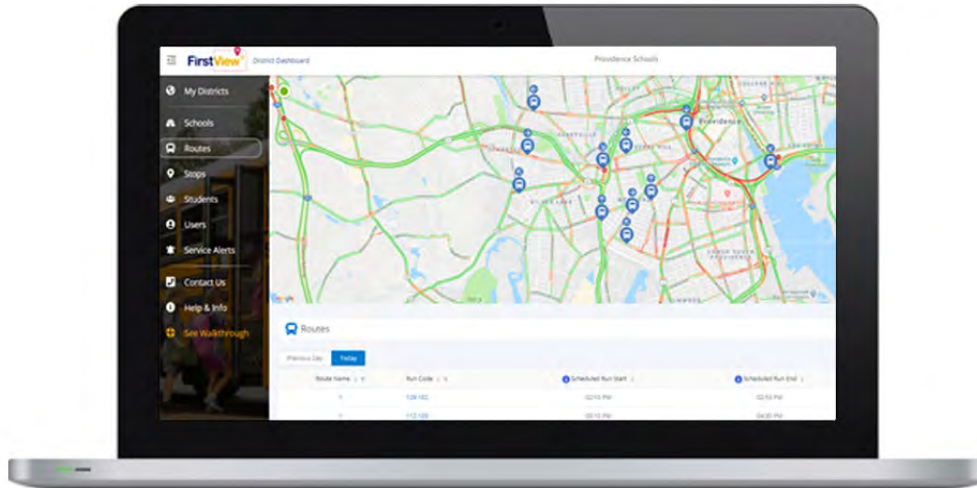
The FirstView® parent app gives parents direct access to the status of their child's bus. Whether deciding the best time to meet at the stop, or seeking detailed delay notifications, FirstView® gives parents and students the information they need to plan their day and stay connected.

Our app was developed in collaboration with parents/caregivers and district officials, so all features and capabilities were designed to meet the specific communication needs of the school community members. The app can be accessed from any smartphone or desktop and includes in-app ability to provide feedback for future updates.

## FirstView® District Dashboard

A smooth start and finish to the school day depends on how well a communication system keep teachers, principals, parents and transportation staff on the same page. With all the activity in a school building requiring communication between staff and school officials, information accuracy and mobility are key.

The FirstView® District Dashboard can be incorporated as a stand-alone product and easily accessed via desktop or tablet for clear, mobile access to your entire transportation system. In addition to helping manage daily communication needs, the platform gathers accurate, system-wide transportation data for administrative-level decision making.



### Insights

One-stop view of bus arrival status at school and stops in real-time.



### Visibility

Drill down to analyze school-, route-, stop- and student-level information.



### Messaging

Push custom notifications to FirstView® subscribers.



### Security

Control user access and app security.



### Customization

Configure settings to the exact information needs of your district personnel.



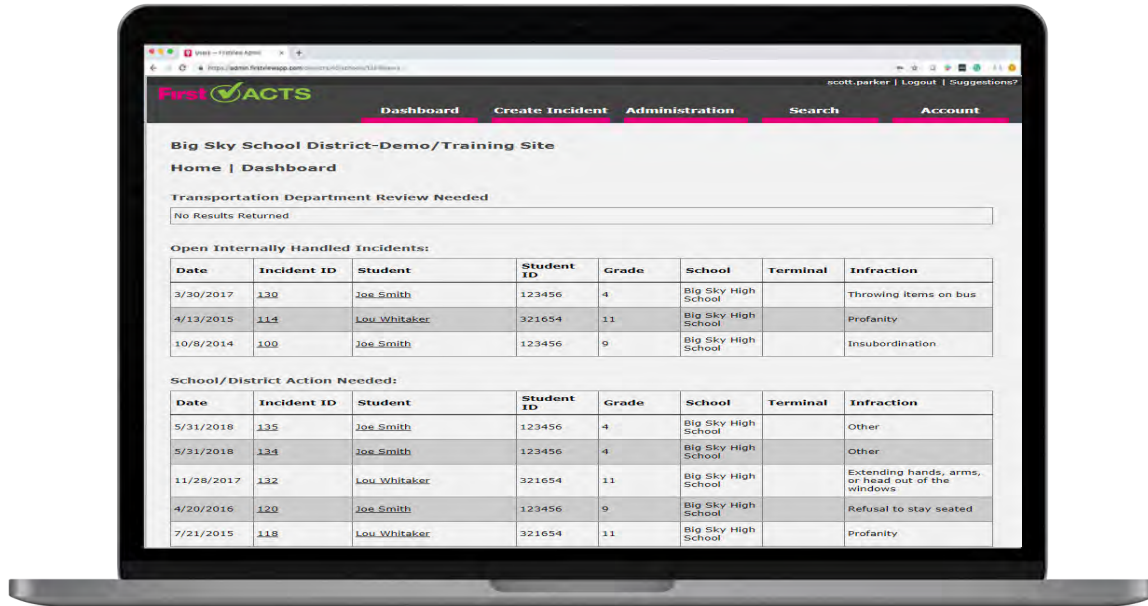
### Tracking

View when buses will arrive at schools and stops in real-time.

## FirstACTS® Student Conduct Tracking

FirstACTS® (Active Conduct Tracking System) is a powerful web-based communication tool that helps you easily and efficiently track student conduct on school buses. Designed to improve reliability and speed, FirstACTS® delivers driver notifications directly to the school, tracks the school's actions and provides a response back to the driver.

This platform offers a range of reporting capabilities and tools to assist in tracking specific actions by driver, student, school or bus. Student incident histories can be searched, and trends and patterns can be identified and addressed



## Benefits of FirstACTS®

### Connect

Easily identify, communicate and escalate issues to the right people by eliminating tedious and time-consuming tasks of tracking, filing, locating, and delivering paper documents. Preloaded student and driver information makes it easy to report student behavior incidents. Streamlined reporting process to administrators gives school bus drivers confidence that issues will be quickly resolved, improving job satisfaction

### Customize

Implemented to deliver what your district needs through a flexible tool configured to meet the specific needs of your school district. Student incident histories can be easily searched to quickly identify trends for prompt action. Timely information provided to you quickly after the event, with the option to upload into your Student Information System.

### Control

Maintain safe, secure, workflow access to critical information and updates. Improved workflow management allows administrators and teachers to focus on their primary objective-education. Administrators identify appropriate personnel to receive incident notifications and reports, ensuring privacy. Proactive reminders keep administrators and staff informed, expediting resolution times.

# HD Video Surveillance System

TH Series



Improve Student Safety with High-Definition Detail. Capture Everything with Clarity.



- Full HD Video
- Hybrid System
- Up to 10 Cameras



Get clear views in previously hard-to-see areas and resolve problems quickly.



## Hybrid DVR Technology for Every Bus and Budget

Use existing analog or new HD cameras, up to 1080p resolution



## Crystal Clear Images

Wide dynamic range to handle various light conditions and increase video evidence clarity



## Scaleable Design for Future Growth

Increase your camera count to 13 with the addition of a module



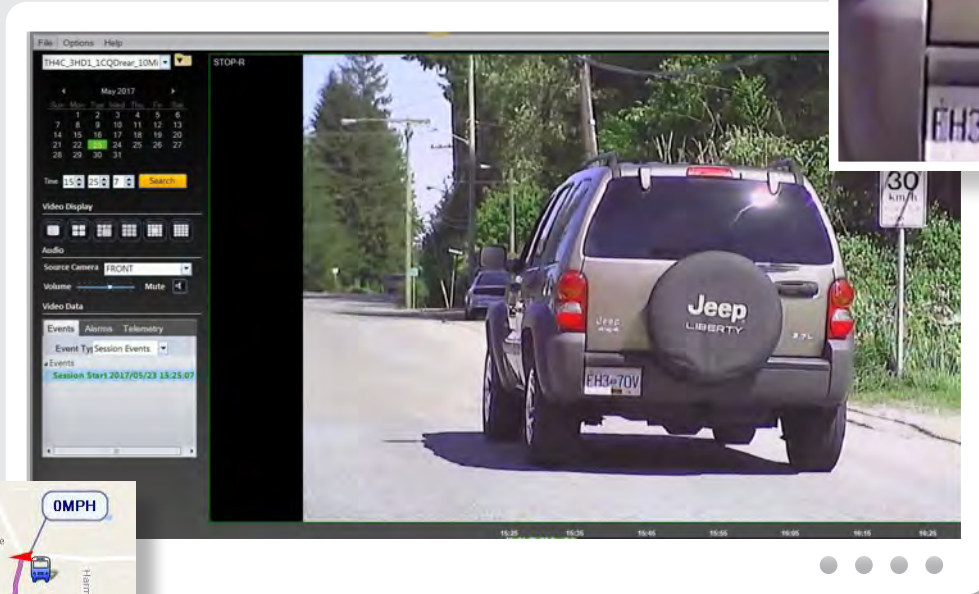
Driving Safety Forward™



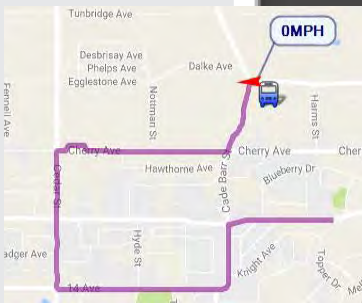
# Capture Clear Evidence



Create clips quickly to prove what really happened



Zoom in on key details to capture violators



View Route Traveled synchronized with video for a complete event overview

## TH Series HD Recorders

### TH4C

- 4 Channel DVR
- 720p HD
- 512 GB SD Card
- Compatible with HD1, CQ and CA camera series

### TH4

- 4 Channel DVR
- 720p HD
- Opt. Solid State Drive and SD Card Backup
- 2 TB Hard Drive
- Power Loss Protection
- Compatible with HD1, CQ and CA camera series

### TH6

- 6 Channel DVR
- 1080p HD
- Opt. Solid State Drive and SD Card Backup
- 2 TB Hard Drive
- Power Loss Protection
- Compatible with HD1, HD3, CQ and CA camera series

### TH8

- 10 Channel DVR
  - 8 AHD Cameras
  - 2 IP Cameras
- H.264 Advanced Video Coding
- 1080p HD
- 2 Mpx/30 fps
- Opt SD Card Backup
- Up to 4 TB HDD/SSD Storage
- Power Loss Protection
- Compatible with HD1, CQ, CA and RVC camera series

## Easy Add-Ons:



Wi-Fi Automatic Video Downloads



Live GPS Tracking



360° Bird's Eye View

1019-THSeries-BR-SB-091919

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Driving Safety Forward™

# Download Video Wirelessly

Smart-Reach WiFi



Access your Mobile Video Wirelessly and respond to emergency situations more quickly and effectively.



## ■ Download Surveillance Video

Automatically over a WiFi network when your vehicle returns to the yard.

## ■ Access Live Video From Your Vehicle

Anywhere, anytime, using a mobile device or web browser.

# Fast, Easy & Secure Access to Mobile Video

Video surveillance retrieval is now virtually hassle-free



## Automatic WiFi Video Downloading

Secure, Industrial-grade WiFi

- A truly robust wireless solution built for mobile applications

Reliable Video Downloading

- Sufficient strength, signal and bandwidth for efficient and reliable downloading

Custom-Engineered for your Environment

- Every wireless network is configured for efficient and reliable video downloading



## Access Live Video from Anywhere

Stream Live Video via Cellular

- Securely transmit live video and tracking data over the cellular network for easy viewing on your desktop or mobile device

Secure, Cellular Connectivity

- IPsec industry standard protocol and data encryption protects sensitive data when transmitted over the cellular network



## WiFi system requires:

Seon Commander, video and data management software

Smart-Reach Lite Mobile Wireless Bridge

- This mobile wireless bridge allows you to connect to Seon's family of DVRs and retrieve data over a wireless LAN with simplicity and security

Smart-Reach Access Point

- This industrial-grade wireless access point delivers scalable and seamless wireless access when and where you need it

1077-Smart-Reach-BR-SB-091819

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Driving Safety Forward™



# Coronavirus Response



# Coronavirus Response



The COVID-19 pandemic has impacted everyone. Keeping students and employees safe during these difficult times changed the way school districts and organizations operated. To provide the best service for our district partners, we collaborated with manufacturers, hospitals and experts across the country to identify the most effective manner to minimize and manage the spread. First Student's Start Safe Program is an extension of our promise to care for your children throughout the entire journey. As your partner, we look forward to working with you to meet the exact needs of your district. We encourage you to work with our team to develop cleaning and safety protocols best for your community.

## The Start Safe Program

The Start Safe program was designed to prepare our operations for a school year amid the threat of the Coronavirus. Developed by a team of leaders pulled from every function of our organization, the program reflects our company-wide commitment to our students' and employees' safety.

### Team of Experts

First, we pulled together a team of industry experts to dissect and research every aspect of school transportation through the lens of a threat to student and employee health.

Our expert team, the Start Safe Taskforce, has been driving the charge to reduce disease exposure and prevent transmission throughout our operations. As such, they are actively collaborating with governmental agencies, health care organizations, university research teams and vehicle manufacturers to test and share information about:

- Virus dwell-time
- Virus reaction
- Disinfection methods
- Prolonged environment protection



First Student's Start Safe Taskforce is comprised 20+ senior-level leaders from functions throughout our organization

### Start Safe at a Glance

Our Start Safe Taskforce has analyzed each area of their respective expertise to develop a program that ensures the children on our buses and the employees that make it all possible are both prepared and protected. The Start Safe Program accounts for four key elements:

- PPE & Workplace Protection
- Driver Training & Protective Measures
- Student Protocols on the Bus
- Industry Leading Disinfection

## PPE & Workplace Protection:

Ensuring the health of our drivers is the first step in protecting our students. We have identified important steps for ensuring locations effectively communicate social distancing guidelines, our drivers are provided with appropriate PPE and employees know how to properly assess their health before arriving to work.

**In addition to following all state and provincial guidance and regulations on PPE and social distancing, First Student is also:**

- Providing all employees with face-coverings
- Posting signage promoting & encouraging best practices
- Shifting employee training to a virtual platform wherever possible
- Consolidating training sessions to ensure proper social distance when virtual training is not possible
- Employing a special HR team to help address concerns and accommodations for high-risk employees
- Incorporating a new Safe Start training module that details minimizing exposure and limiting spread

## At the Location

We are taking multiple steps at our locations and in our shops to follow and align with CDC recommendations. While we have identified baseline protocols and implementations, First Student works with each district individually to customize our approach and add additional elements as necessary.

**Location protocols include, but are not limited to, the following:**

- Face coverings will be required for all employees while in common areas, and all employees will be provided an individual bottle of hand sanitizer for their personal use
- Social distancing will be required, and related guidelines and standard operating procedures will be designed based on specific facility layout
- As part of the evaluation process, we identified the top 10 most congested parts of an operational location (“pinch points”)
- We have provided guidance to each location on topics such as “distanced dispatching” (check-in/out, etc.), driver’s room and shop area
- Locations and shops will be disinfected regularly
- Employees will be instructed to conduct their own health assessment and to stay home if they are unwell
- Signage will be posted throughout the location to remind employees to be diligent in following prevention protocols

**Sample location signage:**

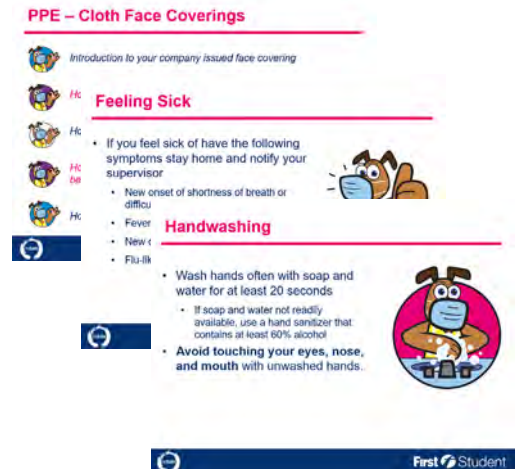


## Employee Training & Daily Health Assessments

Prior to school-start, all First Student drivers complete our Start Safe training module. This new module includes COVID-19 related SOPs, a general education on the virus, tips for minimizing exposure and limiting spread and how and when to use PPE. In addition to providing comprehensive health and safety training to the bus team, we are minimizing or eliminating in-person contact as much as possible during daily operations.

**The Start Safe Training Module includes, but is not limited to, topics like:**

- What is Coronavirus?
- What is PPE and how/when to use it?
- Symptoms to be on the lookout for and what to do if you are experiencing symptoms
- Proper handwashing technique
- Social distancing at the location and in the shop



## Student Protocols, Contact Tracing and on the Bus Protection

First Student will follow the district’s lead when addressing student protocols and on the bus protection. We are also monitoring state and federal regulations and will make the appropriate adjustments as they are established. We have developed many of our own tools for guiding social distance planning on the bus to keep students safe and healthy.

### Social Distancing on The Bus

One of the best ways to prevent the spread of COVID-19 is to keep a safe distance between people whenever possible. First and foremost, First Student will follow district guidelines when it comes to seat spacing and bus capacity. To aid in determining district to district protocol, we will use technology that measures and analyzes bus attendance. The technology will help us ensure social distancing is enforced appropriately and consistently. We will also be using bus seat stickers where approved by local inspectors and/or DOT to convey social distancing requirements in a student-friendly way.

### Technology Feature Options:

- **Seat Assignments** – Seating assignments can be designated at the route level based on the district’s determined social distancing recommendations.
- **Reduced Boarding Contact** – Children are assigned a seat based on the timing of their stop; children at the first pick-up stop will be seated in the back and children at the last pick-up stop seated in the front. Similar practices will be employed with drop-off accordingly.
- **Attendance Tracking** – Confirmation of students who are actively utilizing our bus service allows us to build routes based on demand, granting efficiencies that maximize load factors and eliminate unnecessary stops and drive paths. This may be critically important this year as every seat on the bus will be needed and transportation dollars will be stretched.

## Contact Tracing

Keeping track and notifying those who may have been exposed to the virus and taking steps to ensure they do not infect others is crucial when limiting the spread of Coronavirus. In the event that a student, family member or driver/monitor is infected, it is critical to have a structure in place that allows us to quickly engage in contact tracing to determine who else may be infected and notify them immediately. First Student's suite of technology also allows for real-time contact tracing.

### Features include:

- **Flexible Attendance Tracking** – Our bus monitor will be presented a list of children who are assigned to be picked up at a stop on their tablet screen. Once at the stop, our monitor will click the child's name to confirm their attendance riding the bus.
- **Contact Tracing** - The list of children, their attendance, seat assignment, bus and route information will be transmitted in real-time and can be used by the district or location for contact tracing purposes.

## Student PPE and Health Assessments

First Student will follow district protocols and adapt our practices relative to district decisions. We will work with your district to decide what

### Some student-related protocols include, but are not limited to, the following:

- Our drivers will not perform student health assessments. This decision was made for various reasons, each focused on the safety of our riders:
  - The performance of health assessments would be a distraction. Drivers need to be focused on the safe operation of their vehicle, safe loading/unloading, students crossing roads, danger zones around the bus, traffic and ensuring riders are seated properly
  - Drivers are not the appropriate person to decide whether to refuse rides to kids
  - The American Academy of Pediatrics recommends that parents handle student health assessments instead of transporters or school staff
  - It is First Student's goal to minimize the risk of further exposure/interaction between drivers and students



# Vehicle Disinfection Protocol



## Selected Disinfectants

First Student's cross-functional team of experts has partnered with governmental agencies, health care organizations and university research teams to test & share information about disinfection methods; examining virus reaction & dwell-time, instantaneous disinfection and prolonged environment protection.

This research underpins our selected cleaning protocols and cleaning products, listed below.

### 1. Zoono-Z71™ Antimicrobial

First Student's antimicrobial option is Zoono-Z71™. We selected Zoono-Z71™ because it provides strong, long-lasting antimicrobial protection against a range of bacteria, viruses and pathogens.

Zoono is different because when applied, it leaves behind a molecular layer that bonds to surfaces. These molecules form a barrier of microscopic spikes that (through ionic action of negatively and positively charged particles) attract and pierce pathogens.

How Zoono™  
Destroys  
Viruses



*Note: Zoono-Z71™ registered on EPA List A, it is pending registration on EPA List N.*

### 2. Signet® Neutral Disinfectant DS1

If the district prefers daily disinfection, First Student has chosen Signet® Neutral Disinfectant DS1 due to its non-corrosive effect on school buses. The solution is an EPA-registered disinfectant, that is bactericidal, viricidal, fungicidal and meets the OSHA Bloodborne Pathogen standard for decontamination of blood and bodily fluids.

*Note: Disinfectant used may vary based on available supply and is at First Student's discretion.*



## Disinfection PPE

When cleaning or disinfecting a bus, First Student employees will use the product manufacturer's recommended PPE (personal protective equipment) to minimize their exposure to disinfectants, including:

- Safety glasses with eye shields
- Cloth face cover or disposable mask
- Non-slip shoes
- Splash goggles (where applicable)
- Disposable gloves (where applicable)



## Disinfection Process

1. Battery powered backpack sprayers will be used to apply disinfectant to the interior of buses.
2. Disinfectant will be applied uniformly on seat tops, the seat's front and back, bus handrails and window latches.
3. First Student's best practice for bus disinfection is using a front-to-back and then back-to-front application.



## Additional Cleaning

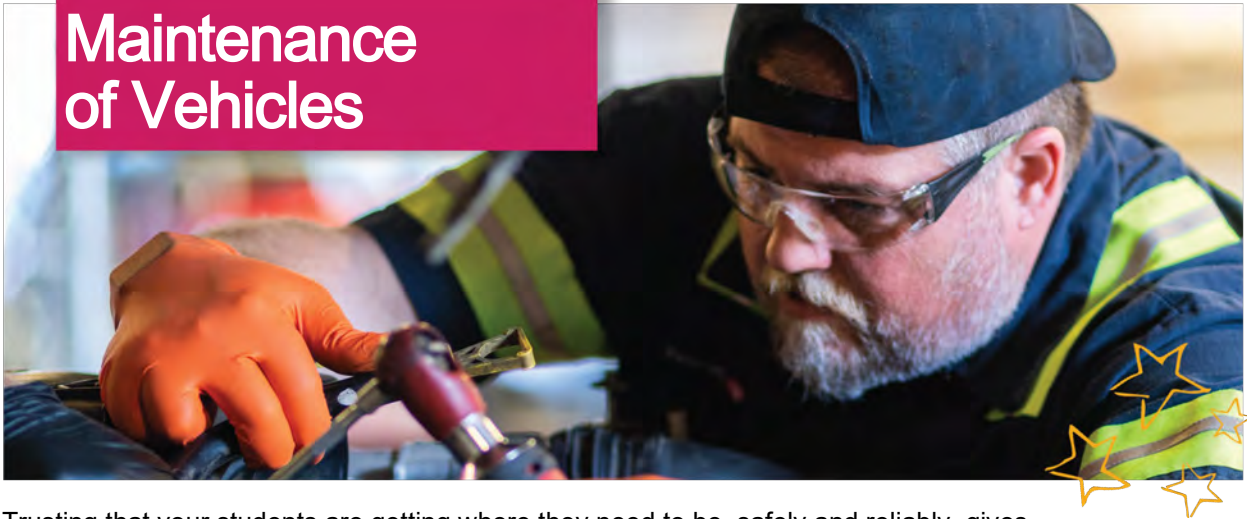
This document outlines the best practice for all vehicles. For park out vehicles unable to return to the depot or for districts preferring daily disinfection, an EPA-registered disinfectant must be used and applied via hand sprayer.



# Maintenance of Vehicles



# Maintenance of Vehicles



Trusting that your students are getting where they need to be, safely and reliably, gives parents and school administrators peace of mind. Whenever possible, we go beyond Original Equipment Manufacturer (OEM) recommendations to heighten vehicle safety, maximize equipment life cycle and minimize vehicle down-time through scheduling efficiency.

The foundation of First Student's maintenance program is quality control, data capture and work efficiency. Our core national team, made up of operations, technology, maintenance and engineering professionals, leverages FirstGroup America's scale to draw insights from the resources and expertise found across its transportation divisions: First Student, First Transit and First Vehicle Services. They also collaborate with equipment manufacturers to conduct research and identify solutions for complex repairs.

## SKILLED MAINTENANCE PROFESSIONALS

First Student provides 40 hours of training for technicians annually. Technicians are also encouraged to participate in vendor trainings and pursue self-directed continued education credits to advance their knowledge and skills. We provide an online community where technicians can tap into the collective expertise of our 450+ maintenance locations.

Many of our shop managers and technicians-in-charge began their careers as apprentices or level one technicians. Raising our people through the ranks allows First Student to provide a depth of knowledge and experience that spans the entire spectrum of maintenance operations.

### ASE Certifications

The Center for Automotive Service Excellence (ASE) is highly respected in the automotive service industry because of the high standard they require their certification holders to achieve and maintain.

We encourage our team members to complete the ASE technician training and certification program to elevate their skillset and expand their understanding of parts and systems. ASE offers a series of more than 40 tests to measure the skill level of technicians in vehicle repair and maintenance. Tests are grouped into specialties like automotive (front-end alignment, brakes, air conditioning, etc.), heavy equipment and alternate fuel vehicles.

### Technician Bonus Program

Technicians have access to a rewarding opportunity for their career development as well as an increase in hourly pay for passing ASE certification testing through our ASE Bonus Program. The upgraded pay is sustained as long as the status of certifications remain current.

Our arrangement with ASE provides each technician the following training assistance:

- Pre-testing of skill levels to determine if training is appropriate
- Tailor-made study and training programs to prepare for later skill testing
- Manuals, books and on-site training to help prepare for second round testing
- Re-testing of skill levels after training to become ASE-certified in that skill area



First Group has

**142 ASE Blue Seal  
Certified Shops**

More than any other company in  
the industry!

## ASE Blue Seal Shop Recognition Program

We recognize the hard work of shop managers and technicians-in-charge who actively encourage and lead their teams to acquire a higher skill set. Managers can earn an annual bonus when their shop reaches and maintains the ASE Blue Seal of Excellence status. The annual bonus is awarded to the shop manager or technician-in-charge, based on the number of ASE certified technicians in the shop, after verification of the ASE Blue Seal Shop certification/recertification. **To reach ASE Blue Seal recognition, the repair shop must have at least 75% of technicians who are ASE certified.**

## LEAN SIGMA SHOP PRACTICES

We provide guidance for First Student maintenance shops to raise their level of shop performance through Lean practices. These practices aim to reduce supplementary outside repairs, parts supply waste, unscheduled work and maintenance overtime while developing a high-performance culture, proper organization of tools and parts, clear goals and performance measurements and a safe working environment.

### Lean Shop Program

The Lean Shop program was developed to help teams work and succeed along the path toward continuous improvement. The metrics used for Lean are stringent, and each milestone is set to make a pronounced improvement in workflow efficiency and shop performance.

Some of the KPIs by which we measure our lean shops include:

- Preventive maintenance compliance
- Outside shop service
- Towing incidents
- Maintenance overtime
- Inventory turnover
- Audits by the region maintenance manager
- Shop ability measured by training completion and success
- Scheduled vs. unscheduled maintenance work

**To reward our maintenance teams for their dedication to safety and commitment to the highest standards, we evaluate each shop annually and award them with Bronze, Silver or Gold Wrench Awards.** Technicians earn a monetary bonus if they help lead their shop to becoming a Gold Wrench shop.

## INSPECTIONS AND REPAIRS

The way a company handles inspections and repairs is critical to their ability to maintain a well-run fleet. First Student is the industry leader in student transportation maintenance, and we take great care to ensure the integrity of each of our buses. Stringent pre- and post-trip inspections, preventative maintenance, predictive analytics and an ASE certified technician help desk support the carefully constructed maintenance program that keeps students safe and road failures down.

### Driver Pre-Trip Inspections

A pre-trip inspection is a required task before each bus run. The pre-trip inspection is a vital step in ensuring a safe trip for our student riders. Inspections are conducted using electronic verified inspection reporting to generate an electronic inspection report on more than 40 critical safety components. We devote an entire driver training module to pre- and post-trip inspections so buses with critical defects are identified and immediately withdrawn from service. If defects are found, our service manager or technician-in-charge will determine if the repair can be completed on the spot or postponed until trip completion. We will not release unsafe vehicles for use. If immediate repair is required, dispatch is notified and a replacement bus is issued.

**92% of First Student shops are classified as Lean**



## TAC Help Desk

The TAC Help Desk is an exciting new tool we designed to improve the diagnostic process and reduce vehicle down-time. The web-based system allows technicians to share specific vehicle information, include helpful photos and collaborate in real time via video chat with the best available team member(s) with the specialized skill set needed to resolve their maintenance issue – no matter where they are based.

Our technicians can access the Help Desk on their mobile tablets where work orders, vehicle information and vehicle repair history are already stored. If a technician comes across a puzzling vehicle issue, the Help Desk allows them to forward the correlating work order, stacked with that vital vehicle information, to the ASE certified Help Desk administrator.

Once the administrator has access to the vehicle's information, they can video chat with the technician to get a firsthand look at the issue, draw on screen to identify precisely which wires to test and troubleshoot "side-by-side". The Help Desk creates a network of resources for technicians that saves time and resources. With the help of top experts, issues can be resolved without the "trial and error" period that often occurs when working alone.

The TAC Help Desk is available via our paperless shop's technology and follows the process below:



## Help Desk Highlights

### Reduction in Cost

Resolving a puzzling maintenance issue alone often requires a sequence of trial and error – replacing a series of small parts before finding the root cause. Pulling in experts from across the industry allows technicians to share experience and sidestep past the trial and error period to solve issues more quickly, without the use of excess parts.

### Easily Accessible Expert Opinion

The TAC Help Desk administrator connects our technicians with ASE certified experts across the country, ensuring our best, most knowledgeable team members can resolve issues in record time.

### Database of Resolutions

Each issue and resolution are stored in the Help Desk database. This data allows us to identify improved training opportunities, manufacturer defects or reoccurring issues that we can share with OEMs to improve future school bus design.

## Predicting Road Failures Before They Happen

Every First Student maintenance shop is using fault-code centered predictive analytics to identify and solve problems two to four weeks before failures occur. This system uses data pulled from buses in your fleet to identify problems related to exhaust, cooling and ABS break failures.

Once potential issues are identified, the system creates a work order for the “at risk” items, unique to each bus, that are then pushed to our technicians for scheduling, review and repair before there is an opportunity for failure to be experienced on the road.

Predictive analytics give our technicians a leg up on preventative maintenance, keeping maintenance costs, downtime and road failures to a minimum.

## Interval-Based Preventive Maintenance Scheduling

Our industry-leading preventive maintenance (PM) practices are designed to optimize each piece of equipment’s service Interval. We base scheduling on usage profile, manufacturer’s recommendations, timing of regulatory agency inspections and proven best practices. Additionally, we take into consideration the specific skills and expertise found within our local maintenance team.

During all standard PM inspections, our technicians review six inspection categories and determine any adjustments and lubrications necessary for each equipment class as well as any issues that require additional attention for follow-up repair.

Preventative Maintenance Inspection			
Every 3 Months	Every 6 Months	Every 12 Months	Every 24 Months
Includes all 100+ points of inspection in standard PM inspection, plus an additional 150 points of inspection including:	Includes all points of inspection in 3-months, plus:	Includes all 150 points of inspection covered in 3- and 6-month inspections plus an additional 15 points of inspection including:	Includes all inspection points covered in 3- and 12-month inspections plus an additional 3 points of inspection including:
<ul style="list-style-type: none"> <li>• Tires/wheels</li> <li>• Air system</li> <li>• Under-vehicle</li> <li>• Air conditioning</li> <li>• Lubrication and oil change</li> <li>• Bus interior and exterior</li> <li>• Indicator lights /systems</li> <li>• Add-on technology</li> <li>• Safety equipment</li> </ul>	<ul style="list-style-type: none"> <li>• Fuel filter replacement</li> </ul>	<ul style="list-style-type: none"> <li>• Engine oil sample</li> <li>• Freeze protection level</li> <li>• External transmittion filter</li> <li>• Auto transmittion cable</li> <li>• Wheel bearings</li> <li>• HVAC systems</li> <li>• Heater systems</li> </ul>	<ul style="list-style-type: none"> <li>• Automatic transmission fluid</li> <li>• Power steering fluid</li> <li>• Coolant filter</li> </ul>

## Correcting Defects in a Logical Order

During the preventive maintenance inspection, all identified defects are entered into our maintenance program. Any safety critical items are repaired at the time of inspection with no exceptions.

A purchase order (PO) is typically created for noncritical items that have not been repaired due to component availability. This PO creates a work order tied to the bus number, and it will stay open until the defect has been repaired. Our corporate purchase agreements (CPAs) and local vendor relationships enable our teams to receive parts within a five to seven days.

A shop white board is used as a visual management system to display key information for technicians and highlight changes and abnormalities in schedule.

## General and Accident Repair Services

We perform vehicle repairs in response to accidents, driver concerns and defect identification. When diagnosing specific repair needs, our team takes into consideration age, mileage and cost to repair criteria consistent with industry standards.

## COMPUTERIZED FLEET MAINTENANCE

Your students and their families can count on First Student to keep buses safe. We understand that operating a well-maintained fleet means a protected and dependable ride for your students. While maintenance repairs are inevitable, we have developed innovative programs that ensure the safety of our vehicles and emphasize efficiency in managing repair costs.

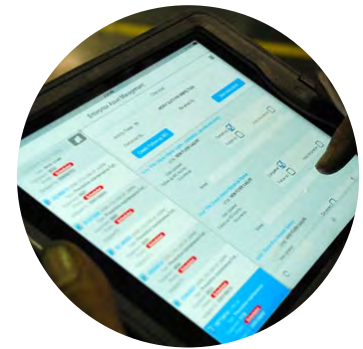
## In-House Vehicle Diagnostic Equipment

Our maintenance shops are outfitted with Noregon JPRO diagnostic systems and have access to OEM software to identify the root cause of defects quickly and cost efficiently. External repairs (outside of manufacturer required repairs, tooling and diagnostic equipment repairs, and those that require specialized skillset/training) are kept to a minimum.

## Infor Enterprise Asset Management (EAM) System

In a typical shop, a paper-based work order is touched 10 times on average before it is closed in the maintenance system. All First Student maintenance shops are now operating on Infor Enterprise Asset Management (EAM). The system has been in operation at FirstGroup America since 2000 and has been continually developed for greater analysis and depth over time.

Infor allows for greater service efficiency, data quality control and team communication, and it raises productivity by automating elements of maintenance work processes. Our technicians use Wi-Fi enabled tablets pre-loaded with all required forms, work orders and detailed task assignments.



### Work Process Efficiency to Minimize Vehicle Downtime

#### Faster Response Time to Electronic Vehicle Inspection Reports

Electronic inspection results are available from each vehicle and can be viewed on the tablet by the shop manager or technician-in-charge for review and technician assignment.

#### Activities and Materials

Activities screen displays needed repairs or inspection actions as well as a materials list, which automatically associates the parts with an activity task plan.

#### Asset Based Checklists

Electronic checklists are linked to each PM repair activity line and follow-ups can be tracked and automatically moved to a new work order.

#### Task Associated Instructions

Technicians can instantly review repair instructions, campaign descriptions, PM standard operating procedures and safety documents.

#### Bus Manuals and Equipment History

OEM bus manuals and equipment history are available to technician's tablet and can be viewed directly from a work order with one click.

## **Enhanced Shop Management and Performance Measurement**

### **Real-Time Visibility to Downed Lists**

Downed bus information is quickly and easily accessible, eliminating the need for paper-based communication.

### **Customizable Home Screens**

The manager's dashboard can be customized to reporting needs or priorities.

### **Purchase Order Approvals**

Purchase order requests can be viewed and approved through tablet device, enabling our shop manager to be more mobile and visible on the shop floor.





# Driver Training Program



# Driver Training Program



## PROFESSIONAL DRIVER DEVELOPMENT PROGRAM

We expect our drivers to meet and exceed all driving qualifications as outlined by local, state and federal guidelines. The First Student driver training program is customized to the specific experience level of each individual driver. As is the case with all trainings we provide, our program is based on adult learning methods, blending classroom instruction with immediate hands-on application.

NEW DRIVER TRAINING PROGRAM		*EXPERIENCED DRIVER TRAINING PROGRAM	
Scope	Hours	Scope	Hours
<b>Classroom</b>	14.5	<b>Classroom</b>	6.75
<b>Skills</b>	7-10.5	<b>Skills</b>	5.25
<b>Over-the-Road</b>	15-17	<b>Over-the-Road</b>	2
<b>First Student Orientation</b>	3	<b>First Student Orientation</b>	3

\* Experienced drivers are those who have driven a school bus in the past 12 months, but not for First Student.

### Classroom Sections

- Section 1:** Welcome and Introductions
- Section 2:** Introduction to the School Bus
- Section 2-A:** Mirror Grid and Mirrors
- Section 3:** Advanced Driving Techniques
- Section 4:** Driving Fundamentals Part I
- Section 5:** Driving Fundamentals Part II
- Section 6:** Railroad Crossing Procedures
- Section 7:** The School Bus Stop
- Section 8:** School Bus Security
- Section 9:** Influencing Students
- Section 10:** Student Safety Training
- Section 11:** Emergency Procedures



### Skills Station Training

Once candidates complete our classroom training sections, they transition to behind-the-wheel training in the local bus yard or practice area. Here the candidate begins applying classroom knowledge in a practical, controlled environment. Candidates learn how to position themselves for maximum ergonomic range of motion and adjust mirrors for maximum visibility. They also learn where the blind zones around a bus are and how to effectively compensate for them.

First Student requires drivers to achieve competency in certain skills prior to driving with student riders. We measure a candidate's success by their ability to perform driving skills as well as their ability to verbally explain the steps being used to demonstrate full competency.

The driver trainer must observe the candidate completing each skills exercise at least 3 times to move to the next activity. Driver trainers evaluate candidates on the performance of smooth, controlled and consistent actions completed without striking any of the course cones, as well as the accuracy and completeness of the candidate’s commentary while performing each skills exercise.

## Skills Station Training Outline

### Skills Station 1: Introduction to the School Bus

- Brake system introduction
- Gauges and dash warning lights
- Emergency and safety equipment
- Emergency exits
- Specialized equipment (e.g. wheelchair lift and safety devices, child safety restraint systems, etc.)
- Light system
- School bus inspection procedure
- Child search procedure
- Post-trip and shut-down procedure
- Fit the driver to the bus
- Mirror adjustment
- Mirror system
- Mirror views

### Skills Station 2: Smith System Commentary Drive

- Following distance

### Skills Station 3: Driving Fundamentals Part 1

- Forward/reverse driving and stop line
- 100-foot lane
- Over-the-hood reference point (20 feet)
- Overhead clearance (30 feet)
- Backing reference point
- Centering reference point
- Go / no go
- Pivot point, tail swing and off-tracking
- Forward serpentine
- Reverse serpentine

### Skills Station 4: Driving Fundamentals Part 2

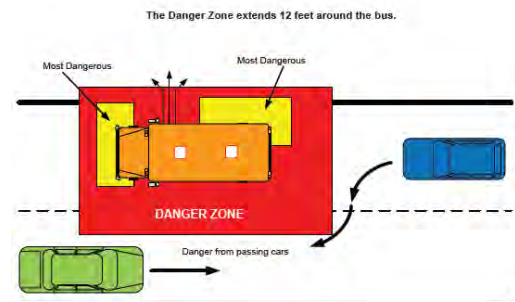
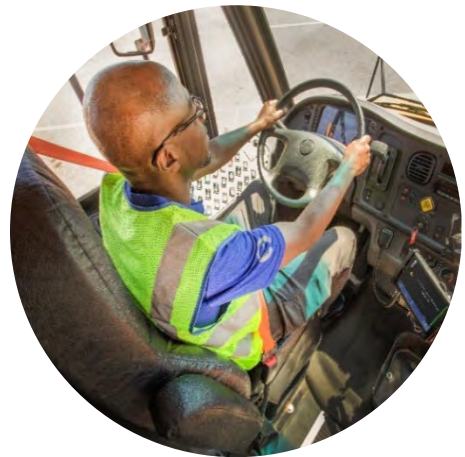
- Turning point
- Right turn
- Left turn
- Parallel parking
- Reverse parking and turnaround

### Skills Station 5: Railroad Crossing Procedures

- Railroad crossing procedure – go
- Railroad crossing procedure – no go
- Angled railroad crossing procedure

### Skills Station 6: Student Loading/Unloading

- School bus stop, loading and unloading skills
- Loading at school bus stops – not at schools
- Unloading at school bus stops



Sample skill station set up for student loading and unloading from the First Student Trainer’s Guide



## TRANSPORTING STUDENTS WITH DISABILITIES

We understand that every child with physical and developmental disabilities and other concerns is an individual with unique characteristics, unique personalities and unique challenges. First Student is dedicated to educating our staff on the characteristics of disabilities and how to address challenges, ensuring a safe and enjoyable bus ride for every student.

Transporting students with disabilities requires experience, specialized training and compassion. Every child with physical and developmental disabilities and other concerns is an individual with unique characteristics, unique personalities and unique challenges. First Student is dedicated to educating our staff on the characteristics of disabilities and how to address challenges, ensuring a safe and enjoyable bus ride for every student.

Our driver, attendant and monitor training, codeveloped with behavioral experts will educate staff on current behavioral best practices and be customized to each individual student. This training foundation helps to develop strategies for supporting each student in an empathetic and effective manner. Our drivers, attendants and monitors are required to complete a multi-modal training that includes classroom training provided by behavioral experts, on-the-bus instruction, and provides a set of guidelines, best practices and tools. Additionally, one-on-one on-boarding and off-board training sessions allow drivers, attendants and monitors to practice real-life situations with specialized equipment.

### Key training elements include:

- Inclusion
- Characteristics of disabilities
- Sensitivity
- Laws involved in transporting children with physical, developmental and other concerns
- Behavior management
- Supporting parents’ unique responsibilities
- Vehicle operation, including wheelchair lift operation
- Procedures for emergencies

## SCHOOL BUS ATTENDANT TRAINING PROGRAM

Our goal is to provide each route and your students, as needed or required, with a safe and familiar caring adult for the bus journey. The school bus attendant’s primary role is to provide the compassionate care and dedicated focus needed to help each student complete their journey with the greatest comfort and support possible.

TRAINING REQUIREMENTS FOR ATTENDANTS & DRIVERS TRANSPORTING STUDENTS WITH DISABILITIES/SPECIAL NEEDS			
Course Title	Audience	Requirements	Hours
<b>Pre-Service Training for School Bus Attendants</b>	Attendants only	Completed prior to service	4
<b>Special Needs Pre-Service</b>	Drivers only	Completed prior to transporting student with special needs	4
<b>Wheelchair Transport Process (includes CSRS)</b>	Drivers and Attendants	Completed prior to transporting student who utilizes a child safety restraint or wheelchair	2
<b>Special Needs</b>	Drivers and Attendants	Optional program – Individual units can be used for enhancement training as needed	6 hours, if used in its entirety

## School Bus Attendant Training Modules

Our training centers on the specific skill set needed to tend to the unique needs of each student while helping our driver maintain a safe ride for all. Attendants learn how to adapt and provide for individual needs relating to verbal and nonverbal communication styles, loading and unloading, positive strategies for addressing behavior challenges and managing crises. Training modules are outlined below.

**Module 1:** Attendant Roles and Responsibilities

**Module 2:** Emergency Preparation

**Module 3:** Loading and Unloading

**Module 4:** Transporting Students with Disabilities

**Module 5:** Management and Safety Ridership

## School Bus Attendant Training Modules Outline

### Module 1: Attendant Roles and Responsibilities

- Course introduction
- Four key attendant responsibilities
- Communication and safety
- Bus driver and attendant teamwork
- Physical demands of the job
- Protecting yourself
- The attendant's role in the pre-trip/post-trip and child-check
- State/provincial laws and local policies

### Module 2: Emergency Preparation

- Types of bus emergencies
- Evacuation procedures
- Evacuation plans
- Universal precautions

### Module 3: Loading and Unloading

- Importance of loading and unloading safety
- Loading and unloading procedures for ambulatory children
- Wheelchair lift use
- Wheelchair securement

### Module 4: Transporting Students with Disabilities

- How far we've come
- Key concepts in special education
- Basic categories of disabilities
- Confidentiality
- Sensitivity
- Service animals

### Module 5: Management and Safe Ridership

- Student management basics
- Positive interventions
- Mistakes to avoid when dealing with children
- Proper referral use
- Developing positive relations with parents and school staff



## STUDENT BEHAVIOR MANAGEMENT

The success of the school day depends heavily on whether students are arriving on time, safe and ready to learn. We understand that issues on even a single bus route can throw off the whole school day for students, parents or caregivers, and school officials.

First Student's local team is responsible for coordinating our student behavior management trainings with Quakertown Community School District's school-wide conduct policies and programs. Our location manager will meet with Quakertown Community School District to fully understand any district-led behavior management trainings you wish to implement on the school bus. In many areas nationwide, for example, we have worked with districts to extend their Positive Behavioral Interventions and Supports (PBIS) programs to the school bus.

District, local and state guidelines are then combined with First Student's student safety training, which includes topics such as understanding, recognizing and attending to instances of bullying, responding to dangerous behavior in coordination with local police, and obtaining support to prevent escalation of unsafe situations.

**Developing a positive working relationship with your district in this way ensures your students experience consistent rules and expectations throughout the school day – from start to finish.**

### The Power of Positive Reinforcement

Our driver and monitor trainings cover age and ability-based methods for interacting and communicating with Pre-K to Grade 12 students. We teach our staff how to set age-appropriate behavior expectations and offer sincere praise for exemplary behavior.

With our *I Care + We Care* initiative, students on the bus are given meaningful and proactive feedback when they are "getting it right." Positive feedback like this helps to develop trusting relationships based on mutual respect and establishes a foundation on which to resolve issues together when they occur. The *I Care + We Care* training curriculum includes the following topics.

- Serving as a positive role model
- Resolving conflicts and mediating disagreements
- Recognizing and rewarding positive behavior
- Being fair and consistent with all students

### Misconduct Reporting Process

While our driver training emphasizes positive reinforcement, there may be times to consider disciplinary action to maintain safety and order on the bus. When deemed necessary, drivers will report infractions to First Student management, who will then notify your district according to district policies. When our staff, drivers and school personnel work as a team, the result is a cohesive and effective student behavior program.

First Student's proprietary program, FirstACTS®, is a web-based communication tool that helps to streamline student conduct reporting and tracking on the school buses. To learn more about FirstACTS®, please refer to the Equipment and Technology proposal section.



*School districts, students, parents and communities are vital partners in our comprehensive safety program. We build strong relationships with key stakeholders, so we can provide effective school bus safety training for students as well as targeted awareness campaigns for communities.*

*The Safety Dog Bus Tour is a fun way to engage students in a conversation about safety. First Student's very own mascot, Safety Dog, visits communities to help spread the word about school bus safety. First Student can also arrange Safety Dog visits with your district during the school year.*

*In his time with First Student, Safety Dog has visited homecoming events, PTA board meetings, safety roundtable discussions and other community-wide gatherings. In preparation for a Safety Dog visit, we work with district officials on event promotion and media guidance. To learn more, please visit [www.firststudentinc.com/why-first-student/safety-dog](http://www.firststudentinc.com/why-first-student/safety-dog).*



## Security Engagement

*Our security personnel have more than 50 years of experience in the field. They frequently engage with the Department of Homeland Security (DHS) and the Transportation Security Administration (TSA) on incidents, prevention practices and projects such as DHS initiative, “If You See Something, Say Something.” They monitor daily reports from DHS, have access to the Homeland Security Network, and receive Joint Intelligence Bulletins.*

## EMERGENCY PREPAREDNESS

Each First Student location has an emergency action plan in place to execute well-coordinated and professional responses to emergency situations. While each emergency is unique, our procedures are designed to bring structure to incident management by addressing core elements and assigning roles based on specialized skills and training.

## Training and Professional Development

FirstGroup America’s Training and Development team has developed a new e-learning course, Introduction to Emergency Response, which is used to prepare location managers to lead local response actions. These include confirming health, safety and welfare, gathering incident information, identifying logistical requirements, and establishing contact points with emergency services.

The course begins by defining four levels of emergencies and their corresponding response management activities. Levels range from a limited impact emergency, which is managed by the operation’s scene response team, to a more serious impact incident requiring corporate-level response management.

Course modules include, but are not limited to, the following:

- Benefits of effective communication
- Emergency levels
- Management of the incident
- Interactive emergency response guide
- Example scenarios
- Accessing emergency response resources on the company online portal

## Emergency Response Exercises

First Student executive management and members of the FirstGroup America Shared Services team (leaders within safety and security, information technology, communications, maintenance and operations) have participated in a one-and-a-half-day training. The training consists of a review of FirstGroup’s emergency plan and role play through emergency “tabletop” exercises. The exercises include 10 scenarios of varying levels of severity, challenging participants to think through actions in an environment of evolving set of facts and communication needs.



# FirstServes™ Special Education Training Program



When transporting students with disabilities, it's important that those trusted with the job understand that each child is an individual with a unique set of characteristics, personality traits and challenges. First Student is dedicated to educating our staff about the different qualities attributed to each disability and how to appropriately address student challenges as they occur. Our FirstServes special education transportation program takes this effort a step further, building on our standard special needs training to incorporate research-based interventions and other effective training models to better serve children with disabilities.

## The FirstServes™ Difference

Developed in conjunction with the #3 children's hospital in the United States, Cincinnati Children's Hospital, FirstServes is a special education leadership training program that equips drivers, monitors, district partners and families with tools to better serve students with disabilities. The foundation of the program is built on a partnership between First Student staff, district leaders and the families of students in special populations. Together, we evaluate the needs of the child and implement research-based behavioral interventions that transform their transportation experience.

## More Than Training

FirstServes is a culture shift – the program focuses on meeting special populations students' needs and providing appropriate care that is uniquely tailored for each student. We use a train-the-trainer model to prepare each team member that interacts with your students. Our Advisory Board develops and delivers the training to all necessary community members, who will in turn train their location staff (drivers, monitors, district partners, etc.). This training method cultivates leaders in each community, expanding First Student's base of special education transportation experts, ensuring knowledge is current and sustainable beyond the initial training.

## World-Class Experts

The FirstServes Advisory Board is comprised of nationally recognized experts from backgrounds that range from behavioral psychology, special education, and human resource development. The board develops and delivers research and trauma-informed training, facilitates training for local leaders and consults on a case-by-case basis for unique behavioral issues.



**Dr. Allison Blackburn**  
Behavioral Psychologist  
Cincinnati Children's Hospital  
(#3 Children's Hospital in the US)



**Dr. Susan King**  
Special Education Professor  
George Washington University



**Dr. Jim Brown**  
Professor Emeritus  
University of Minnesota

### Blended Training Style

Research shows that a combination of coaching and training is 70% more effective than a program that provides training alone. The FirstServes program provides participants with a balanced mix of training sessions and coaching sessions with the Advisory Board and the FirstServes program team.

#### Working sessions with the Advisory Board and First Serves leadership team aim to address:

- Progress toward specific location goals
- Training excellence
- Location and program specific questions
- Consideration for new ideas or insights

In addition to regular working sessions, employees enrolled in the FirstServes training program have access to the FirstServes Knowledge Base. The Knowledge Base is a self-access learning center that houses FirstServes training materials, best practices, and other vital resources like tip sheets and social stories. Program participants have ongoing access to the Knowledge Base to use as a support tool, as well as a place to share new findings and best practices as the program grows.

FirstServes is flexible and customizable. The program is built to adapt to districts' and students' ever-changing needs as they arise.

### Fostering Relationships and Building Open Communication

FirstServes facilitates care at home, at school, and on the bus. FirstServes brings essential consistency to student care at every step of their journey to-and-from school.

To ensure each student receives the appropriate accommodations for their disability, FirstServes employs communications tools such as:

- Social Stories
- Coloring Pages
- Stop Schedules
- Student "About Me" Forms

And other, age-appropriate tools to help students feel comfortable and be successful on the bus and at school.

FirstServes relies on strong partnerships. District leaders are welcome and encouraged to participate in FirstServes training and are provided with tools to keep lines of communication open and transparent. Districts will be provided with tools to help them communicate with families and locations, like:

- District-facing Webpage
- Newsletters
- Knowledge Base
- Sharable Parent Materials (tip sheets, one-pagers, articles, social stories, case studies, etc.)



**Below is a direct comparison between what special education service has historically included and the support provided by FirstServes:**

Curriculum	Historically	FirstServes
Training Attendee, District, and Family Surveys	✔	✔
Behavioral Sciences and Disabilities Training	✔	✔
Human Resource Development		✔
Training Assessment		✔
Curriculum Development		✔
Instructional Methodology		✔
Special Education Training		✔
Inclusion into Pre-Service Training		✔

## Training Modules

Using our train-the-trainer model, location leadership will be trained and coached over two, three-day sessions. The first training session will focus on behavioral sciences, disabilities, and special education training. This is the bulk of the driver and attendant training content. Between training session one and two, participants will independently draft goals and training plans for their districts and vehicle staff. When training reconvenes for session two, participants will focus on human resources development tools that will help them become effective trainers.

- Module 1:** Understanding the SPED Landscape
- Module 2:** How to talk SPED with your districts and location staff
- Module 3:** How SPED impacts transportation
- Module 4:** Understanding and identifying disabilities
- Module 5:** How disabilities impact behavior
- Module 6:** What behavior is telling you
- Module 7:** How to help students succeed on the bus
- Module 8:** How to communicate with families and other transportation partners
- Module 9:** How put your training knowledge into practice
- Module 10:** Developing proper training and knowledge assessment tools
- Module 11:** How to develop a training and evaluation plan

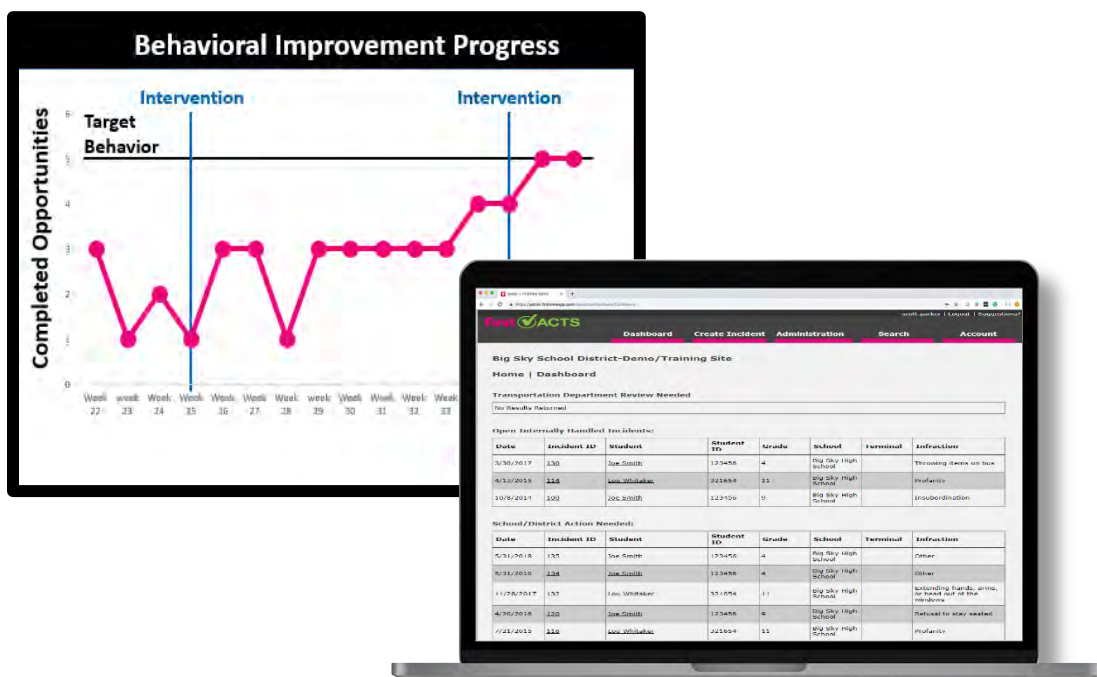


Our train-the-trainer approach ensures all driver and monitor staff receive specialized training to meet the needs of their districts and students and builds effective leaders across all First Student locations.

## FirstACTS

FirstACTS® (Active Conduct Tracking System) is a powerful web-based communication tool that helps you easily and efficiently track student conduct on school buses. Designed to improve reliability and speed, FirstACTS® delivers driver notifications directly to the school, tracks the school's actions and provides a response back to the driver.

This platform offers a range of reporting capabilities and tools to assist in tracking specific actions by driver, student, school or bus. Student incident histories can be searched, and trends and patterns can be identified and addressed.



## Benefits of FirstACTS®

### Connect

Easily identify, communicate and escalate issues to the right people by eliminating tedious and time-consuming tasks of tracking, filing, locating, and delivering paper documents. Preloaded student and driver information makes it easy to report student behavior incidents. Streamlined reporting process to administrators gives school bus drivers confidence that issues will be quickly resolved, improving job satisfaction.

### Customize

Implemented to deliver what your district needs through a flexible tool configured to meet the specific needs of your school district. Student incident histories can be easily searched to quickly identify trends for prompt action. Timely information provided to you quickly after the event, with the option to upload into your Student Information System.

### Control

Maintain safe, secure, workflow access to critical information and updates. Improved workflow management allows administrators and teachers to focus on their primary objective-education. Administrators identify appropriate personnel to receive incident notifications and reports, ensuring privacy. Proactive reminders keep administrators and staff informed, expediting resolution times.

## Case Study

### Overview

Glenbard District 87 is the third largest high school district in Illinois, serving over 8,000 students. The district is 45 square miles within DuPage County, a suburban area about 30 miles west of Chicago. In 2016, District 87 selected First Student to provide transportation for its Special Education students, and we immediately began developing the core tenants of our mutual philosophy.

### The Challenge

From the beginning of our partnership, First Student has worked with Glenbard District 87 to reach our mutual goals. “We’ve worked together to establish a common philosophy, a common approach,” says Janet Cook, District 87’s Executive Director of Student Services. “We have systems in place to prepare for everything from bad weather to road closures. Most importantly, we have a strategy to meet the unique needs of students who require special transportation within the Individual Education Plans.” When unexpected situations arise, First Student team members use their specialized training and collaborative approach to navigate the circumstances. Our foresight and preparation allow for a safe and reliable outcome that delivers students to school ready to learn.

First Student’s goal is to make an impact on the instructional day. With this in mind, there are often auxiliary benefits for the students’ natural supporters. For example, before First Student took over special education transportation for District 87, the mother of a Glenbard Special Education student struggled daily to get her daughter, Suzy\*, on the bus. This would set the tone for her entire day, often interfering with her ability to focus in the classroom. Now that First Student has implemented research-based interventions in collaboration with the district, Suzy’s mom can finally watch her daughter head to school with a smile on her face.

### The Resolution

First Student van driver Janalee Crowell was determined to better meet Suzy’s needs and make her ride less scary and more enjoyable. Janalee and First Student location leadership worked together to evaluate Suzy’s ride experience. They developed a strategic plan to improve Suzy’s daily bus ride so she can arrive to school immediately engaged in learning. Janalee’s First Student training taught her that the driver’s knowledge of the student’s interests, and the general relationship with the student, can be a valuable intervention in itself.

Each morning, Janalee got out of the van and greeted Suzy as she boarded. In order to calm her nerves, she used a technique called a Social Story that she had learned as part of her First Student training. Suzy loved books, so Janalee brought in a collection of books for Suzy’s aide to read to her during the ride. Janalee genuinely cares for her students, and their progress brings her endless joy. “Watching them grow warms my heart. This is what I was meant to do,” she says. Janalee even went above and beyond to make sure Suzy was physically comfortable on her van. Suzy’s backpack made it difficult to wear a coat in the winter, so Suzy had to take her coat off while in the van. Worried that Suzy was cold, Janalee brought her a blanket with his favorite cartoon character. Suzy loved the blanket so much, she kept it on her lap year-round.

Because of Janalee’s extra care, Suzy began to look forward to her commute. Instead of feeling anxious each morning, she went out his front door and ran to the bus. Her teachers were able to work with her more effectively, because her positive transportation experience allowed her to arrive to school ready to work on her educational goals. Suzy’s mother was finally able to leave for work each morning with a peace of mind, knowing that her daughter was calm and happy. “We are an extension of the family and the school,” Janalee says. “There are days I cry with joy. Suzy has come such a long way. It makes me emotional.”

In speaking about the needs of Special Education students, Janet Cook notes, “If their relationship with the world outside of family is fear-based, it makes everything harder. First Student and our district work

together to support the family and develop trust.” First Student’s team makes sure the students’ ride is safe, comfortable, and stress-free. Cook believes the key to our successful partnership is “the shared understanding that we are a public service. Our team members are public servants, and the First Student staff is given that same message. There’s a shared goal.” Together we can overcome any challenge, as long as we prioritize the safety and wellbeing of our students. First Student works with each school district to care for students today, tomorrow, together.

*\*Name has been changed to protect the family’s privacy.*

# Contract Suggestions



First Student looks forward to a long, mutually beneficial, partnership with Quakertown Community School District. We have identified some areas of concern within the terms and conditions provided with the bid specifications and are suggesting some preferred language below. It is our intent that these items would be discussed with Quakertown Community School District during contract negotiations and that the end product of these discussions provides clear expectations for our relationship, as well as appropriate protections for both parties.

First Student's offer is contingent upon, and not valid without, the successful negotiation of the following language to the satisfaction of both parties:

## **Extension**

Document Location: p. 18, 24.

Please consider the following language:

**“Any extension of the Agreement will be by mutual agreement of the Parties.”**

## **Termination for Convenience**

Document Location:

Please consider the following language:

**“Either party may terminate this Agreement for upon not less than ninety (90) days prior written notice to the other party.”**

## **Termination for Default**

Document Location: p. 6, d. ; p. 19, 26. ; p. 22, ii.

Please consider the following language:

**“If either party violates any of the covenants or duties imposed upon it by this Agreement, such violation shall entitle the other party to terminate this Agreement in accordance with the following procedure: The non-defaulting party shall give the offending party thirty (30) days’ written notice of default and the opportunity to remedy the violation or take steps to remedy the violation. If at the end**

**of such 30-day default notice period, the party notified has not remedied the purported violation or taken steps to do so, the non-defaulting party may terminate this Agreement as follows: within ten (10) business days following the last day of the 30-day default notice period, the non-defaulting party shall give the defaulting party not less than (fifteen) 15 business days' notice of termination. If the non-defaulting party does not provide the notice of termination within ten (10) business days, the default notice shall be deemed rescinded. Occasionally, Quakertown Community School District will request immediate termination if the Contract endangers the safety, health, or welfare of Quakertown Community School District's passengers. Treat this as a termination for default provision and request notice and time to cure prior to termination."**

**Indemnification**

Document Location: p. 21, 30.

Please consider the following language:

**"Contractor's obligations under this Section apply except to the extent that such claim or demand arises from or is caused by the negligence or willful misconduct of Quakertown Community School District, its agents or employees, passenger-upon-passenger violence; routing; or Contractor's good faith adherence to Quakertown Community School District's policies, procedures, directives."**

**Force Majeure**

Document Location:

Please consider the following language:

**"In the event Contractor is unable to provide the transportation services as specified in this Agreement because of any act of God, civil disturbance, fire, riot, war, terrorism, picketing, strike, labor dispute, labor shortages, pandemic, epidemic, quarantine, stay-at-home or shelter-in-place orders and unforeseen modifications to those orders due to pandemic, epidemic, other public health emergencies, governmental action or any other condition or cause beyond Contractor's control, Quakertown Community School District shall excuse Contractor from performance under this Agreement."**

**Inclement Weather**

Document Location: p. 17-18, 20.

Please consider the following language:

**"Whenever (a) inclement weather or impassability of roads occurs, (b) school is canceled or delayed, (c) the school day is scheduled for other than regular start or end times, or (d) school is dismissed early for any reason, Quakertown Community School District shall notify Contractor not later than 5:00 a.m. on the day of such cancellation or delay or not later than two (2) hours before early dismissal or the cancellation of Supplemental Transportation. Quakertown Community School District shall pay Contractor half the daily rate per bus for days when school is cancelled."**

**Liquidated Damages/Penalties**

Document Location: p. 22-23, 34.

Please consider the following language:



**“Quakertown Community School District must notify the Contractor of penalties assessed within thirty (30) days so that the Contractor has the opportunity to investigate the matter in order to either correct the cause of the penalty(ies) or to establish the Contractor did not cause the delays. If Quakertown Community School District fails to alert the Contractor within thirty (30) days of any penalties, the penalties will be waived.”**

#### **Liquidated Damages/Waiver Following Service Change**

Document Location: p. 22-23, 34.

Please consider the following language:

**“Quakertown Community School District must notify the Contractor of penalties assessed within thirty (30) days so that the Contractor has the opportunity to investigate the matter in order to either correct the cause of the penalty(ies) or to establish the Contractor did not cause the delays. If Quakertown Community School District fails to alert the Contractor within thirty (30) days of any penalties, the penalties will be waived.”**

#### **Service Level Adjustments/Scope**

Document Location: p. 12-14, 11.

Please consider the following language:

**“Quakertown Community School District and Contractor will consult on a regular basis concerning the Transportation requirements of Quakertown Community School District. In the event of increases or decreases in the number of students requiring Transportation, or in routes or schedules, the number of buses and the number of spare buses will be adjusted accordingly. Quakertown Community School District may increase or decrease services to be provided by Contractor under this RFP (“Schedule Readjustments”). However, where Schedule Readjustments impact by 5% or more the service levels or equipment levels required of Contractor under the assumed routes, schedules, days of service, hours or miles, or vehicle requirements contained in this RFP, Contractor shall be permitted to adjust rates commensurately to cover increases or decreases in cost structure associated with such changes by Quakertown Community School District.”**

#### **Assignment**

Document Location:

Please consider the following language:

**“This Agreement shall not be assignable by either Party, except with the prior written consent of the other Party; provided, however, that FirstGroup may, without approval, assign the Agreement to a parent, subsidiary, related or affiliated company. Furthermore, FirstGroup shall have the right to assign or otherwise transfer this Agreement in connection with a merger, acquisition, corporate reorganization, public stock offering, or sale of all or substantially all of its assets with reasonable notice to the other party.”**

**Insurance**

Document Location: p. 20-21, 29. ; p. 35, Schedule B

Please consider the following language:

**“Contractor will provide insurance for claims arising under this Agreement.”**

**Operators and Employees**

Document Location: p. 8, h. & i.

Please consider the following language:

**“Contractor shall be responsible for hiring and discharging personnel employed by Contractor to perform its obligations hereunder. However, Quakertown Community School District shall have the right to request Contractor to remove from service to Quakertown Community School District any employee who, in Quakertown Community School District’s sole discretion, is deemed unsuitable for the performance of transportation services for Quakertown Community School District; provided that Quakertown Community School District shall make such request in writing, state the reasons therefore and include any supporting documentation, and provided further that such request does not violate applicable local, state or federal laws, rules or regulations. Unless prohibited by law, Quakertown Community School District shall indemnify, defend, and hold Contractor harmless from and against all claims, expenses, or liabilities by or to a removed Contractor employee arising from the removal of that employee based on Quakertown Community School District’s request.”**

**Vehicles/Equipment Modification**

Document Location: p. 8-9, 8., 8a.

Please consider the following language:

**“In the event of unusual circumstances, such as changes in state or federal taxes, laws or specifications (to include but not be limited to any requirements that seat belts be installed in vehicles), increased insurance or surety premiums or any other condition which causes any of Contractor’s operating costs hereunder to increase at a rate in excess of any negotiated escalation, then the parties shall determine a reasonable and just amount to cover such increase, and rates of Contractor compensation set forth in Contractor’s proposal shall be adjusted to reflect such increase.”**

### Pricing and Billing

Document Location: n/a

Please consider the following language:

**“In consideration for services rendered hereunder, Quakertown Community School District shall pay to Contractor all undisputed sums due and owing in accordance with the rates set forth in Exhibit , as may be adjusted from time to time as provided herein.**

**Contractor will submit to Quakertown Community School District a bi-weekly statement of its services rendered during the prior two-week period. After verification of the statement, Quakertown Community School District shall pay the full amount due to Contractor on or before the 10th business day following the date on which the statement has been submitted.**

**In the event that Quakertown Community School District fails to make a payment on any sums due hereunder, and such sums remain unpaid for 20 days following receipt of the invoice by Quakertown Community School District, Contractor shall be entitled to: a) charge interest on unpaid amounts at the rate of 1.5% per month or the maximum statutory amount, whichever is greater; and/or b) terminate service under this Agreement until all amounts due have been paid in full. In the event of repeated delinquency by Quakertown Community School District, Contractor shall have the right to request a deposit or payment bond from Quakertown Community School District before resuming service. Contractor shall be entitled to, without limitation, court costs, litigation expenses and attorneys’ fees incurred in any attempt to collect unpaid amounts due under this Agreement.**

**In the event that any statement amount is disputed by Quakertown Community School District, Quakertown Community School District shall deliver written notice specifying the disputed amount to Contractor within 5 days of receipt of the statement by Quakertown Community School District. In the absence of Quakertown Community School District’s timely providing said written notice, Quakertown Community School District waives any right to dispute said statement in the future. Quakertown Community School District shall pay all amounts not disputed to Contractor on or before the 10th business day following the date on which the statement has been submitted.”**

### Dispute Resolution

Document Location: n/a

Please consider the following language:

**The parties shall negotiate in good faith in an attempt to resolve any dispute that may arise under this Agreement. Disputes that cannot be resolved by negotiation shall be submitted to mediation using a mutually agreed upon mediator. In the absence of an agreement on a mediator, each party shall select a temporary mediator and those mediators shall jointly select the permanent mediator. If mediation is not successful, the parties may pursue their remedies as they choose. Nothing in this Agreement shall be deemed to prevent the parties from agreeing in the future to submit a dispute to arbitration.**