



NEW HAVEN PUBLIC SCHOOLS

## Operations Memorandum

**To:** New Haven Board of Education Finance and Operations Committee  
**From:** Thomas Lamb, Chief Operating Officer  
**Date:** February 23, 2024  
**Re:** Award of Contract 2023-12-1620 to First Student Inc. to be the commercial provider of student transportation services

**Answer all questions** and have a representative ready to present the details of each question during the Finance & Operations meeting or this proposal may not be advanced for consideration by the full Board of Education.

Company Information		
Vendor Name:	First Student, Inc.	
Doing Business as: (DBA)		
Vendor Address:	191 Rosa Parks St Cincinnati OH 45202	
Vendor Contact Name:	Vinnie Cappiello	
Vendor Contact Email:	Vinnie.cappiello@firstgroup.com	
Is the contractor a minority or women owned small business?	No	
Agreement/Contract Information		
New or Renewal Agreement/Contract?	4-year Contract, with 2 single year renewal options	
Effective Dates: (mm/dd/yy) <small>Multi-yrs. require Board of Aldermen approval</small>	From July 1, 2024	To June 30, 2028
Total Amount: <small>If Multi-yr. include yr. to yr. breakdown</small>	\$29,402,260.16 FY24-25 \$30,578,582.58 FY25-26 \$31,801,478.80 FY26-27 \$33,073,729.78 FY27-28 <b>TOTAL AMOUNT \$124,856,051.31</b>	
Funding Source Name: Acct. #:	2024-2025 Operating Budget 19047100-56601 \$24,210,804.80 19049400-56602 \$5,191,455.36	
Contract #: <small>(Local or State)</small>	2023-12-1620	



NEW HAVEN PUBLIC SCHOOLS

**Key Questions:**

**1. What specific service will the contractor provide:**

The NHPS provides transportation services to approximately 17,000 students attending 11 high schools, 2 middle schools, 30 elementary and K-8 schools, 9 early childhood program locations, and 19 other education centers. Services are provided on three primary transportation tiers using a total of approximately 315 route vehicles. Additional transportation is provided to support athletic and extracurricular programming. All services are managed and administered by the NHPS transportation staff.

**2. How was the contractor selected?** *\*Attach appropriate supporting documents*

- Quotes
- Sealed Bid # \_\_\_\_\_
- Sole Source # \_\_\_\_\_
- RFP# 2023-12-1620
- State Contract #
- Exempt Professional
  - Accountant
  - Actuary
  - Appraiser
  - Architect
  - Artist
  - Dentist
  - Engineer
  - Expert Professional Consultant
  - Land Surveyor
  - Lawyer
  - Physician/Medical Doctor

**3. If the vendor was selected through Solicitation (Bid/RFQ/RFP) process; answer the following:**

**a. Please explain how the vendor was chosen?** *\*Attach Vendor Proposal*

Bonfire RFP - Vendor was sole bidder on submission

**b. Who were the members of the selection committee?** *(Minimum 3 members required)*

sole bidder



NEW HAVEN PUBLIC SCHOOLS

**4. If this is a renewal with a current vendor, has the vendor met all obligations under the existing agreement/contract?**

n/a – new contract

**5. If this agreement/contract is a Renewal, has the cost increase? If yes, by how much? \*Attach Renewal Letters**

n/a – new contract

**6. If this new agreement/contract, has cost for service increased from previous years? If yes, by how much?**

This is a new contract for Student Transportation, the amount is larger from previous year contracts. Due to this contract consolidating two contracts previously into a single contract for services which encompasses all the needs of the district.

**7. Is this a service that existing staff could provide? Why or why not?**

This is a service which will be provided through a company the district has a long-standing partnership with and has the capability to provide transportation services to the district as needed.



NEW HAVEN PUBLIC SCHOOLS

**Agreement/Contract Processing Checklist**

*To ensure timely processing of the submitted Agreement/Contract it is imperative to collect and provide all of the required documentation noted below and provide with submission to board.*

**Forms/Documents are available in: Drive G:\F&O Agenda Minutes\Agreement\_Contract\_Checklist\2022-2023**

<b>1. Has this vendor performed service(s) in prior fiscal years?</b>	
If Yes,	Vendor # <u>28268</u>
If No or New,	Vendor must provide completed W9
<b>2. A quotes or proposal submitting regarding the agreement/contract.</b>	
If RFP	Attach Vendor Submitted
Other	Copy of State Contract, Quotes, etc.
<p><b>3. <u>Certificates of Liability Insurance (COI) are required for ALL agreements/contracts, read the following and select the applicable Rider.</u></b></p> <p><b>It is the submitters responsibility to request the COI from the vendor and attach with submission; the COI from the Vendor <u>must match rider specifications outlined.</u></b></p> <p><b>Failure to obtain or incorrect COIs will be returned for revision and will delay its processing.</b></p>	
Rider 300	Professional Services – Onsite Umbrella; w/ Auto; w/ Workers Compensation
Rider 305	Professional Services – Onsite Umbrella; No Auto; No Workers Compensation
Rider 310	Professional Services – Onsite Umbrella; w/ Auto; No Workers Compensation
Rider 315	Professional Services – Onsite Umbrella; w/ Youth under 21
Rider 320	Professional Services – Offsite; No Auto; No Workers Compensation
Rider 325	Professional Services – Offsite; No Auto; No Workers Compensation; w/ Youth under 21
Rider 330	Professional Services – Offsite Attorney; No Auto; No Workers Compensation
Rider 335	Professional Services – Onsite; Physician/Dentist; No Auto
Rider 340	Professional Services – Onsite Physician/Dentist w/ Youth under 21
Rider 345	Professional Services – Onsite Temp Nurses
Rider 350	Professional Services – Cyber – Onsite
Rider 355	Professional Services – Cyber – Offsite
<p><b>4. The City of New Haven requires the information requested in the <u>Disclosure Affidavit</u> before any City agency, department, or city official seeking agreement/contract shall obtain them, notarized.</b></p>	
Emailed Disclosures are acceptable.	



# City of New Haven

## Bureau of Purchases

200 Orange Street, Room 301

New Haven, CT 06510

Tel: 203-946-8201 Fax: 203-946-8206

Honorable Justin Elicker  
Mayor

Malinda Figueroa  
Purchasing Agent

The City of New Haven ("City") is accepting sealed  
Request for Proposals (RFP) for the following:

## Request for Proposals

### Project Summary

RFP Title:	STUDENT TRANSPORTATION SERVICES				
RFP #:	2024-12-1620				
Projection Description:	A commercial provider of student transportation services				
Department:	NHPS				
RFP/Advertise Date:	December 27, 2023				
Intent to Respond Due Date	February 5, 2024				
RFP Due Date:	February 6, 2024	Closing Time	11:00	AM	
Pre-Proposal Meeting Date:	N/A	Meeting Time:			
Pre-Proposal Meeting Location:	N/A				
Contract Term:		4	year	2 (1) year	Renewals Option(s) (at the sole discretion of the CONH)
Insurance Requirements:	Refer to Rider	<b>900</b>	(This Rider is attached)		
System for Award Management (Federal Requirement)	<input checked="" type="checkbox"/>	YES	NO	If marked yes, to bid and get paid you must already have a Unique Entity ID. See Statement of Qualification Form	
Local Preference:		YES	<input checked="" type="checkbox"/>	NO	
Pricing Sheet:	Respondent Supplied				

Responses must be submitted in the form and manner specified in this request.

## City of New Haven Table of Contents

Item #	Cover Page	
	RFP Summary	
	Table of Contents	
	Instructions to Respondents	
1	RFP Documents	
2	Internet Access	
3	Solicitation Downloads	
4	Inquiries for Clarification	
5	Addendum to RFP Documents	
6	Contract Term	
7	Insurance Requirements	
8	Certification and Licenses	
9	Unit Prices, Bid Quantities and Tax-Exempt Status	
10	Local Preference	
11	Equal Employment Opportunities	
12	Alternates	
13	Pricing Sheet	
14	RFP Process and Submission	
15	RFP Protest	
16	Award of Contract	
17	Execution of Contract	
18	Notice to Proceed	
19	No Purchase Order-No Payment	
20	Electronic Invoicing	
21	Payment Policy	
22	Standard Form of Agreement Exhibit Part 1 & 2	
	<b>RFP SPECIFICATIONS</b>	
	<b>FORMS ARE A SEPARATE DOWNLOAD</b>	

# INSTRUCTIONS TO RESPONDENTS

**1 RFP Documents – the following documents are hereinafter collectively referred to as “RFP Documents” and each a RFP Document.**

	RFP Cover Sheet -Invitation with Summary	This document need not be returned with your submission
	Instruction to Respondents	This document need not be returned with your submission
	Specifications	This document need not be returned with your submission
	Attachment to Specifications	This document need not be returned with your submission
1	City Forms Signature Page	Required with your Bid Submission
	Ban the Box Agreement	Acknowledge on City Forms Signature Page
	Certificate of Non-Arrearage	Acknowledge on City Forms Signature Page
	Equal Opportunity Agreement	Acknowledge on City Forms Signature Page
	Disclosure & Certification Affidavit	Required with your Bid Submission
	Current Workforce Certificate	Required with your Bid Submission
	Statement of Qualifications	Required with your Bid Submission
	PPP - Priority Payment Program application	Required with your Bid Submission

- (a) These RFP Documents include a complete set of forms.
- (b) Respondent may not qualify or alter the terms of the solicitation’s Bid Table.(if Applicable)
- (c) Responses must be submit through web portal, no hardcopies accepted.
- (d) All costs incurred in the preparation and presentation of this Qualifications shall be wholly absorbed by the proposer. Any material submitted by the vendor shall become the property of the City of New Haven unless otherwise requested at the time of submission. Any material that is to be considered as confidential in nature must be so marked.

**2. Internet Access**

- (a) The City cannot guarantee that equipment involved in RFP Submission and/or solicitation technology will be available to provide information or receive transmittals. It is your responsibility to ensure that you have current information and that your Submission is received at the designated location complete and on time. The City is not responsible for the confidentiality of information transmitted over the Internet.
- (b) Downloading solicitations of any type does not obligate the City to send you future notifications of solicitations or addendum updates.
- (c) It is the Respondent’s responsibility to review your status on our website and update your contact information accordingly.

**3. Solicitation Downloads**

- (a) This document may be downloaded from our website at no cost to you. If you require a third party to print the specifications and/or drawings, that cost will be borne by you.

- (b) Drawing File Format: PDF



- (c) Click on the above link if you don't have Adobe Acrobat and you wish to view the files in PDF format.

- (d) **Drawings** - The following three local firms are examples of companies that can reproduce drawings and/or any portion of the documents. These suggestions are not to be considered endorsements in any way. Any other firm with the AutoCAD, DWG, DXF, DWF & CSF Viewers will also be able to reproduce the drawing files.

#### **4. Inquiries for Clarification**

- (a) The City will not respond to a Respondent's request(s) for oral interpretation and/or clarification of the RFP Specifications for any reason.
- (b) The City will respond to a Respondent's written request(s) for interpretation and/or clarification of the RFP Specifications.
  - (1) Any written Inquiry for Clarification must be received seven (7) or more business days prior to the RFP Closing Date and Time. Any request received by the City after this deadline will not be given consideration.
  - (2) Every request for such an interpretation shall be made in writing via email to: <https://newhavenct.bonfirehub.com/portal>
  - (3) Please do not send questions or requests for clarification in a PDF format.
  - (4) Every interpretation made to a Respondent will be in the form of an Addendum to the RFP Documents.

#### **5. Addendum to RFP Documents**

- (a) All Addenda to the RFP Documents shall become part of the RFP. Respondents are required to check the Website for Addendum. Each Respondent shall be bound by such Addenda whether or not received/viewed by the Respondent.
- (b) Questions are submitted through your account and the selected solicitation Web Address: <https://newhavenct.bonfirehub.com/portal> , in the overview of Project details go to the "Opportunity Q&A" section" to submit your question(s)
- (c) Addendums regarding Inquires for Clarification will be posted on the City website, not less than five (5) calendar days prior to the RFP Opening Date and Time.
- (d) Addendums regarding extension of time will be posted on the City website, any time prior to the RFP Opening Date and Time.

#### **6. Contract Term – (See RFP Summary for applicability)**

- (a) The term of the contract because of this solicitation shall be as stated in the RFP Summary and/or the Specifications. If there are any options to renew, all renewals will be at the sole discretion of the City and pursuant to the same terms and conditions.
- (b) Pricing and Supply of Good and Services submitted by vendor as a result of this solicitation must be maintain for at least twelve (12) months from the date of bid submission, unless an increase in length is noted in the specification section of this solicitation.



## 7. Insurance Requirements – see attached Risk Template

The City requires all contractual work to be insured as identified in the following sections.

The term “Contractor” and/or “subcontractor” as used in this section, shall mean, and include Contractors and subcontractors of every tier.

**Each Solicitation, Agreement and/or Award will include a specific Risk Template which will detail all the insurance requirements for the project.**

Any policies maintained by the contractor and its owned and/or rented equipment and materials shall contain a provision requiring insurance companies to waive their rights of subrogation against the City of New Haven (Owner) and all other Indemnities named in the contract.

### **Certificates of Insurance**

The successful bidder shall provide certificates of insurance showing coverage by an insurance carrier authorized by the State of Connecticut to write insurance in the State. The certificates shall show the City as an additional name insured. Said certificate should contain the following endorsements.

### **PLEASE NOTE THAT ALL CERTIFICATES OF INSURANCE MUST INCLUDE:**

1. The City of New Haven shall be named as an **additional insured with subrogation.**
2. Endorsement shall include the work description, Contract/Project name and location.
3. An endorsement that the insurance company will give at least thirty (30) days written notice to the City prior to any modification or cancellation of any such insurance coverage.

### Note

Single and Multi-Member LLCs are now BOTH required to purchase Workers Compensation insurance unless they request from the CT WC Commission to exclude themselves. If they state that they do not have employees and do not have WC, then they must provide a copy of the attached Exclusion Form 6B with their COIs. A copy of this form 6B should go to CTrax for acceptance.

The ONLY group that is now NOT REQUIRED to obtain WC is Sole Proprietors. A revised copy of the WC Waiver form that they must provide with their COIs, if they have NO Workers Compensation coverage, is attached.

### **POLICY REVIEW AND APPROVAL**

At the discretion of the City, the Contractor may be asked to submit to the City copies of insurance policies for review and approval. The City may, in writing, notify the Contractor of any disapproval of any such policies, and satisfactory policies shall be provided in place of those disapproved.

The Contractor shall submit an insurance certificate in addition to a copy of each policy. The Contractor shall require its subcontractors to obtain policies of similar insurance before each commences work. All such insurance shall be carried with financially responsible insurance companies, licensed in the State and approved by the City and shall be kept in force until the Contractor’s work is accepted by the City, which expire before the Contractor’s work is accepted by the City shall be renewed and submitted to the City for its approval.

- (a) Insurance will be required for the entire term of the contract. COI are to be emailed to your project contact(see award notice) and [NHpurchasingCOI@newhavenct.gov](mailto:NHpurchasingCOI@newhavenct.gov).
- (b) Renewal Certificates of insurance should email to your project contact:

## 8. Certification and Licenses

- (a) If the service(s) that you are providing is a service for which a certification, license or other form of qualification is required, please provide documentation with your statement of qualifications.

## **9. Unit Prices, RFP Quantities and Tax-Exempt Status**

- (a) The Unit Prices for each of the RFP items include its pro rata share of overhead so that the sum of the products obtained by multiplying the quantity shown for each item by the unit price represents the total RFP. Special attention is called to this section because in the event it is necessary to revise the quantities, increase or decrease thereof may be made without limit and adjustment and compensation shall be made on the basis of the Unit Prices for such items.
- (b) Unit Prices should not include federal excise or state sales taxes. State Sales Tax is exempt under Connecticut General State Statute Sec. 12-412. The City is also exempt from transportation taxes when goods are consigned to the City. Tax Exemption certificates will be furnished by the Supervisory Auditor - Accounts Payable upon satisfactory proof of delivery to the City.
- (c) It is understood and agreed that the Unit Prices shall control the Contract award.
- (d) The quantities noted in this RFP are approximate (estimated only for use in comparing RFPs); and that the sums obtained by multiplying the Unit Prices by the estimated quantities, and also the Total of these sums, are inserted for the purpose of checking this RFP and for the convenience of the Respondent. The Unit Prices paid are for the actual ordered quantities only.
- (e) Shipments should be consigned to the City in care of the Respondent.

## **10. Local Preference Ordinance – (See RFP Summary for applicability)**

- (a) For the purpose of this section, "City Based Business" shall mean a business with a principal place of business located within the City of New Haven. A "City Based Business" shall maintain such status throughout the term of any Contract with the City. Failure to maintain such status shall be grounds for the City to terminate said Contract.
- (b) To be considered a City Based Business you must submit satisfactory proof to the Purchasing Agent of your current City of New Haven address. Some examples of proof include are, but not limited to:
  - (1) Proof of payment of City of New Haven Real Estate tax bill(s)
  - (2) A current, long term lease in the City of New Haven
  - (3) Proof of payment of City of New Haven Personal Property tax bill(s)
- (c) The Local Preference ordinance can be found in Section 2-483 of the City of New Haven's Code. Please review for further details.

## **11. Equal Employment Opportunity**

The City will terminate any contract without accepting liability for any incomplete work if it is found that the Contractor has violated any of the provisions of Executive Orders 11246 and 11374, Connecticut Fair Employment Practice Act, and Chapter 12 ½ of the code of Ordinances of the City of New Haven, incorporated herein by reference. The City reserves the right to incorporate into the contract any additional provisions relating to Equal Employment, including an Affirmative Action Agreement

## **12. Alternate RFPs**

- (a) No alternate RFPs will be considered, unless alternate RFPs are specifically requested by the City.

## **13. Pricing Sheet - (See RFP Summary for applicability)**

- (a) Please provide your pricing matrix on a page or section of its own. The City of New Haven must be readily able to discern your pricing Qualifications at a quick glance.
- (b) A brand name, model number or other designation that identifies the product of a manufacturer may be indicated. Other brands will be considered, provided they meet the quality standards of the brands listed within. Product literature, i.e. (M.S.D.S.) must accompany any substituted product with your submission.

## 14. RFP Process and Submission

### (a) RFP Process (Only Digital Responses Accepted)

- (1) Early Submittal of RFPs - RFPs received prior to the advertised hour of opening will be securely kept sealed and unopened.
- (2) RFP Opening - At the time and place fixed for the opening of RFPs, the City will open and publicly read aloud the name of every RFP respondent that received is by the submission deadline. Respondents and other interested parties may be present, in person or by representative.
- (3) Late Submittals - with the advent of complete digital bidding, no response will be accepted after the closing date and time
- (4) Withdrawal of RFPs - - Response may be withdrawn by you prior to the RFP Closing Date and Time by you retracting your digital bid submission.
- (5) RFP Rejections - The City reserves the right to reject any and all RFPs which do not meet the requirements of a lowest qualified responsible Respondent. Some reasons for rejection include but *are not limited to*: altered or qualified Calculation Sheet, a non-Web based Calculation Sheet, non-conforming Bid Bonds, incomplete or erroneous paperwork, late RFP Submission, Unbalanced High or Low Unit Pricing, and/or not habitually performing with the Respondent's own forces.
- (6) RFP Rejection Notification - Should the City reject a RFP for any reason, the Respondent shall be notified. In case of such rejection, the City will return any Bonds to the Respondent(s). No other part of a RFP Submission will be returned.

### (b) RFP Submission

- (1) Electronic Submissions- (Only Digital Responses Accepted)
  - a. Follow instruction on the portal for bid submission – all required forms are indicated as such.
- (2) An RFP must be submitted in a digital format through the procurement portal. All blank spaces must be filled in as noted. RFP responses must give the prices in numerical figures when requested. When submitting your response electronically through our web site, changes are allowed up until your final RFP Submission.
- (3) The Respondent shall sign their RFP in the blank space provided for this purpose. If the RFP is made by a partnership or corporation, the name and address of the partnership or corporation shall be indicated and the RFP Submission and must be acknowledged by a corporate officer as applicable. Any partner of corporate stockholder owning 25% or more of the business shall also be disclosed.
- (4) The City may consider any RFP not prepared and submitted in accordance with the provisions hereof, and may, at its option, waive any informalities.
- (5) No Respondent may withdraw a RFP within one hundred twenty (120) days after the actual date of the opening thereof.

## **15. RFP Protest**

- (a) Any RFP protest must be submitted in writing. Respondents may file a written protest of the RFP results with the City's Purchasing Agent, within 48 hours of the posting of the RFP results on the City Website.
- (b) A protest must be submitted via email, [purchasing@newhavenct.gov](mailto:purchasing@newhavenct.gov), or Fax, 203-946-8206.
- (c) The City will acknowledge receipt of written protest. If the Purchasing Agent or representative has not acknowledged receipt of the protest by the close of business on the following day, please contact the Bureau of Purchases at 203-946-8201 or by Fax at 203-946-8206.

## **16. Award of Agreement**

- (a) The City will endeavor to award a contract for this RFP within one hundred and twenty (120) days after the date of the RFP opening. All Respondents acknowledge their RFP submittal will be valid for the duration of the one hundred and twenty (120) days timeframe.
- (b) The City reserves the right to separately RFP or secure pricing from additional contractors that may relate to the goods and/or services in the instant RFP, whether such goods and/or services are additional to the quantities stated in the instant RFP.
- (c) The City will not award to any contractor who is ineligible under any of applicable regulations issued by the Secretary of Labor and United States Department of Labor.
- (d) The City will not award to any contractor who is not qualified under applicable State and local laws and regulations.
- (e) Without limiting the generalities of the foregoing, a contractor will be deemed ineligible if they are not current with any taxes or other outstanding obligations to the City of New Haven.
- (f) Should a Contract be awarded, it will be awarded based upon the committees scoring of the review criterion. The requesting department will convene a committee to review the RFP and provide a recommendation to award or reject all proposals.
- (g) Availability of funds – The awarding of all contracts is contingent upon availability of appropriate funds. If funding is not available at the time of award and/or execution of the contract the City reserves the right to cancel the RFP.
- (h) All Bid Bonds (if required) will be returned to all Respondents upon the execution of the contract documents to the awarded Respondent.
- (i) Certificate of Insurance must be email to project manager(see award notice) and to [NHpurchasingCOI@newhavenct.gov](mailto:NHpurchasingCOI@newhavenct.gov)

## **17. Execution of Agreement**

- (a) In executing the Agreement, the Awardee will be required to reaffirm and restate any and all representations made in its RFP Submission.
- (b) Subsequent to the notice of award and within ten (10) days after the prescribed forms are presented for signature, the Awardee shall execute and deliver to the City the Agreement in the form included in the Contract Documents, in such number of copies as the City shall require.
- (c) The failure of the Awardee to execute such Agreement, pay any taxes due, to supply the required bonds or submit the Certificate of Insurance, all within ten (10) days after the prescribed forms are presented for signature, or within such extended period as the City

grants based upon reasons determined sufficient by the City, shall constitute a default and the City reserves the right to any remedies available at law or in equity including pursuit of RFP Bond. The City may either award the Contract to the next lowest responsible Respondent or re-advertise for RFPs.

- (d) Performance Labor and Material Bonds - (see RFP Summary for applicability)  
Having satisfied all conditions of award as set forth elsewhere in these documents, the successful Respondent shall, within the period specified in paragraph "A" above, furnish a bond in a penal sum not less than the amount of the Contract as awarded, as security for the faithful performance of the Contract, and a labor and material bond for payment of all persons, firms or corporations to whom the Contractor may become legally indebted for labor, materials, tools, equipment, or services of any nature including utility and transportation services, employed or used by him in performing the work. Such bonds shall be in the same form as those included in the RFP Documents and shall bear the same date, or a date subsequent to that of the Agreement. These bonds shall be signed and issued by a guaranty or surety company satisfactory to the City, authorized and qualified to do business in the State of Connecticut, and listed in the latest issue of the U.S. Treasury Circular 570, and the penal sum of any such bond shall be within the maximum specified for such company in said Circular 570. The current power of attorney for the person who signs for any surety company shall be attached to such bonds.

## **18. Notice to Proceed.**

Once a contract is executed the City department responsible for requesting the work will issue a Notice to Proceed.

## **19. No Purchase Order – No Payment Policy** (see Website for more Details)

<https://www.newhavenct.gov/government/departments-divisions/purchasing-division/no-po-no-pay-policy>

The City of New Haven has implemented a 'No Purchase Order, No Payment Policy' effective July 1, 2019 to reduce cost overruns, unauthorized work, while automating the steps for payment of invoices. This means that without an official Purchase Order number and/or enough unencumbered funds available, payment of supplier invoices will be rejected or significantly delayed until the change order or adjustments can be processed and approved.

This policy aims to ensure that:

- a) All spend shall be supported by an authorized PO prior to requesting the provision of goods/services;
- b) Efficient processes are implemented so that goods are delivered when required;
- c) The recipient of the goods shall receipt in Munis as soon as the goods are delivered/services performed (i.e. not upon receipt of the invoice);
- d) Cost control is effective and therefore:
  - i. all expenditure incurred by the City of New Haven is valid and appropriately authorized; and
  - ii. minimizing transactional costs associated with payment for goods and services;

**20. Electronic Invoice**

<https://www.newhavenct.gov/government/departments-divisions/purchasing-division/e-invoicing-policy>

**21. Payment Policy**

<https://www.newhavenct.gov/government/departments-divisions/purchasing-division/payment-policy>

**22. Standard Form of Agreement Exhibit Part 1&2 (Not Applicable)**

Respondents to the City's RFP are expected to execute these agreements. Given the very tight timetable for contract awards, negotiation of terms is not feasible. Any deviation from the City's standard terms must be presented (redlined) with the RFP response and the City will consider any such request when determining contract awards. As such, we strongly recommend including only "deal breaker" comments and attached them to your Statement of Qualification form.

# **REQUEST FOR PROPOSALS SPECIFICATIONS**

## **TO PROVIDE**

### **STUDENT TRANSPORTATION SERVICES**

#### **1. Procurement Background**

##### **a. Statement of Purpose**

The New Haven Public Schools (“NHPS”) seeks to establish a contractual partnership with a commercial provider of student transportation services. The stated objective is to serve the students of the NHPS through the provision of high quality, safe, effective, and efficient transportation services. The NHPS is seeking a positive working partnership with a contractor dedicated to these same objectives. While price will be a significant factor in the selection of the contractor, a demonstrated ability and willingness to work cooperatively with the NHPS in achieving these objectives will also be a determining factor in selection. The services to be provided will be for an initial four (4) year term. There are two (2) one (1) year mutually agreed successor agreement options for a total maximum term of six(6) years.

##### **b. Student Transportation Services in the NHPS**

The NHPS provides transportation services to approximately 17,000 students attending 11 high schools, 2 middle schools, 30 elementary and K-8 schools, 9 early childhood program locations, and 19 other education centers. Services are provided on three primary transportation tiers using a total of approximately 315 route vehicles. Additional transportation is provided to support athletic and extracurricular programming. All services are managed and administered by the NHPS transportation staff.

Relevant operating statistics for all currently scheduled bus routes is included as Current Services Summary. The prospective contractor should consider this information in developing its proposal and pricing but is advised against considering this data as entirely reflective of the routes that will be in place for the start of any contract resulting from this solicitation.

##### **c. Summer and Community Based Programming**

The City of New Haven and Board of Education reserve the right to use the respondents pricing for various services including but not limited to Summer Camps, Youth and Recreation programming, Elderly Services, and any other City/NHPS events.

#### **2. Services to be Provided**

##### **a. Reference to Contractual Agreement**

The draft Standard Form of Agreement template included with the solicitation documents shall be completed and executed by the City and selected contractor. This documents the service specifications to be provided and the governing terms and conditions of the partnership. No alterations or modifications to the Standard Form of Agreement as drafted and included are allowable in the contractors’ proposal submissions, except as expressly included in any addendum that may be issued to this RFP prior to the proposal submission date. The prospective contractor is advised to thoroughly review the Standard Form of Agreement in its entirety and to expressly consider its requirements in the construction of its proposal.

**b. Contract to be Awarded**

The NHPS intends to award one contract through this solicitation. The contract will be aligned to the service requirements of the district. Table 1 describes the service areas and expected volumes of service required within each grouping for which one contract will be awarded. Further volume of service information is provided in the Current Services Summary where the prospective contractor can view information concerning the current routes in each service area. Prospective respondents should defer to the table below when reconciling any differences between the information provided and Table 1.

**Table 1 –District Transportation Services**

District Services Areas	Vehicle Requirements	Expected Service Volume
<ul style="list-style-type: none"> <li>● Regular and Special Needs In District Home-to-School and related supplemental services</li> </ul>	<b>260</b> Type I School Bus <i>2 with lifts and wheelchair positions</i>	<b>317</b> total daily routes plus supplemental services
<ul style="list-style-type: none"> <li>● Regular and Special Needs Out of District Home-to-School and related supplemental services</li> </ul>	<b>57</b> Type II School Bus <i>9 with lifts and wheelchair positions</i>	

**c. Proposal and Contract Award Limitations**

Contractors must submit a single Technical Proposal that provides for all services outlined from Table 1 to be considered for award. Price Proposals submitted must include all services outlined in Table 1 and be submitted on the form provided.

**3. Requirements for Submission**

**a. Proposal Submission Format**

All submissions must follow the submission format specified in this section. The NHPS seeks **clarity** and **brevity** in the prospective contractor’s description of its qualifications and experience to provide the required services, and in particular its proposed methodology and track record in forming a working partnership with its current customers. Submissions shall not contain excessive verbiage, marketing materials, or information not expressly required by this RFP. This information is not desired and will not be considered favorably in the review and selection process. The NHPS reserves the right to reject any and all proposals or to waive any informalities, irregularities, or technicalities in any proposal should it be deemed to be in the best interest of the New Haven Public Schools to do so.



## **b. Proposal Content**

The contractor's proposal shall be submitted in two (2) distinct parts, (1) a Technical Proposal and (2) a Price Proposal. The proposals shall be in a format consistent with the order of the numbered sections as follows:

### ***Contractor Technical Response Matrix Document***

1. Identifying Information – Include the full legal name(s) of the parent company submitting the proposal and the company that will be the prime contractor providing the proposed services, if different. Provide the legal address of the company(s). Provide the full name, email address, and telephone number of the contractor's designated contact for the submission. This person must be vested with the authority to speak on behalf of the contractor in all matters related to the proposal and must be available during the entirety of the solicitation process outlined in the schedule of events above. This section of the proposal must be signed by the designated contact person.
2. Service Subdivisions for Consideration – Clearly identify each of the named service subdivisions from Table 1 for which the contractor wishes to be considered for award. The contractor must submit the corresponding Price Proposal for each of the identified service subdivisions in the provided pricing matrix template.
3. Qualifications, Experience, and References – Provide a brief but complete description of the contractor's qualifications and experience to provide the required services. At a minimum, include a description or illustration of the organization structure for the parent company and company proposed to provide the service, if different. Provide a history of the subject organizations, and information to illustrate the size and scope of their operations. If not currently providing transportation services to the NHPS, include on a single page for reference in this section a minimum of three (3) references of similar size and scope of services to NHPS for which the contractor is currently or has recently been providing services, including location, name and contact information. The NHPS will contact these customers as part of its review of proposals.
4. Methodology and Approach – Provide a brief but complete description of the contractor's proposed organization, operation facility, systems, methodologies, and processes for providing the required services meeting or exceeding the requirements of the Standard Form of Agreement, and for working with the NHPS as a service partner. While brevity and clarity are the objective, particular emphasis in scoring the proposal will be placed on comprehensiveness and specificity of this description to the requirements of the Standard Form of Agreement, and the overall fitness of the contractor relative to NHPS's goals and objectives for this procurement.

## ***Pricing Proposal***

Pricing Proposal Submittal Forms – Complete and submit the Price Proposal Submittal Form separately and in its entirety, as described in the Proposal Submission Instructions and Requirements below.

### **4. Review of Proposals and Contract Award**

Qualified proposals will be reviewed by a committee established by the NHPS for the purpose of evaluating the contractor's wherewithal and desire to provide the required services. Final scoring of each proposal will be attributed on a weighted basis as follows:

- The Technical Proposal shall account for fifty percent (50%) of the final score.
- The Price Proposal shall account for fifty percent (50%) of the final score.

Technical Proposals will be subjectively evaluated and scored on a 100-point scale relative to the following criteria:

- 10 points - Responsiveness to the requirements of the RFP
- 25 points - Contractor's experience in providing similar services, with an emphasis on its experience within the State of Connecticut
- 25 points - The proposed location of the contractor's operating facility in proximity to the City of New Haven
- 15 points - Contractor's organization, methodologies, processes, and procedures
- 15 points - The qualifications of the contractor's management team
- 10 points - The strength of the contractor's references

Once each proposal has been evaluated in this manner, the Price Proposals shall be opened and compared, with the highest scores assigned to the lowest cost-effective contractor. The contractor(s) that present the most compelling proposals for a combination of technical responsiveness and price may be invited to participate in an in-person interview process. Following the interview(s), if conducted, a final recommendation for preferred contractor in each service subdivision will be identified and submitted to the City along with a recommendation to award a contract.

### **Other Document associated with this RFP that are separate downloads.**

1. Contractor 's Technical Response Matrix- Separate Download
2. NHPS Transportation Pricing Form -Excel
3. Final Fleet Inventory Document-sample illustration transportation requirements
4. NHPS Student Transportation Contract & Service Specification

Insurance Information for project is a separate document to download

End of Specifications

**Student Transportation Services  
Proposal Pricing Form**

Preparation notes: The prospective contractor is to complete all sections of the pricing form. All daily rates are subject to a 6-hour per day minimum, except as indicated for Alternate 10-hour per day minimum.

Contractor: \_\_\_\_\_

**Home to School Routes**

Vehicle and Service Type	Base Contract												Renewal Year Options					
	FY 2024/2025			FY 2025/2026			FY 2026/2027			FY 2027/2028			FY 2028/2029			FY 2029/2030		
	Base	Hourly	Total	Base	Hourly	Total	Base	Hourly	Total	Base	Hourly	Total	Base	Hourly	Total	Base	Hourly	Total
Regular Service 6 Hr Bus Type I School Bus	\$511.64	\$85.27	\$24,210,804.80	\$532.11	\$88.69	\$25,179,445.20	\$553.39	\$92.23	\$26,186,414.80	\$575.53	\$95.92	\$27,234,079.60	\$598.55	\$99.76	\$28,323,386.00	\$622.49	\$103.75	\$29,456,321.44
Alternative 10 Hr Bus Type I School Bus	\$649.44	\$64.94	TBD	\$675.42	\$67.54	TBD	\$702.44	\$70.24	TBD	\$730.54	\$73.05	TBD	\$759.76	\$75.98	TBD	\$790.15	\$79.02	TBD
Special Needs Service Type II School Bus	\$497.93	\$82.99	\$4,349,916.48	\$517.85	\$86.31	\$4,523,937.60	\$538.56	\$89.76	\$4,704,860.16	\$560.10	\$93.35	\$4,893,033.60	\$582.50	\$97.08	\$5,088,720.00	\$605.80	\$100.97	\$5,292,268.80
Lift Vehicle Type 1 or Type 2	\$513.76	\$85.63	\$841,538.88	\$534.31	\$89.05	\$875,199.78	\$555.68	\$92.61	\$910,203.84	\$577.91	\$96.32	\$946,616.58	\$601.03	\$100.17	\$984,487.14	\$625.07	\$104.18	\$1,023,866.63
Alternative Vehicle Services STV	\$454.63	\$75.77	TBD	\$472.82	\$78.80	TBD	\$491.73	\$81.96	TBD	\$511.40	\$85.23	TBD	\$531.86	\$88.64	TBD	\$553.13	\$92.19	TBD
Bus Monitor	TBD	\$46.92	TBD	TBD	\$48.80	TBD	TBD	\$50.75	TBD	TBD	\$52.78	TBD	TBD	\$54.89	TBD	TBD	\$57.09	TBD
<b>Total Amount</b>			\$29,402,260.16			\$30,578,582.58			\$31,801,478.80			\$33,073,729.78			\$34,396,593.14			\$35,772,456.87



**NEW HAVEN  
PUBLIC  
SCHOOLS**  
February 6, 2024

# TABLE OF CONTENTS



## **NEW HAVEN PUBLIC SCHOOLS** **STUDENT TRANSPORTATION SERVICES, TECHNICAL PROPOSAL**

**February 6, 2024 at 3:00 PM**

1. Cover Letter
2. Executive Summary
3. Identifying Information
4. Service Subdivisions for Consideration
5. Qualifications, Experience and References
6. Methodology and Approach
  - a) Customer & Community Engagement
    - i) Standardized Weekly Update
    - ii) IRIS letter of recommendation
  - b) Management & Operations Support
  - c) Safety & Security Measures
  - d) Training & Development
  - e) Recruiting, Retaining & Engagement
  - f) Routing Services & Capabilities
  - g) Maintenance Program
  - h) Equipment & Technology Solutions
    - i) Vehicle List
    - i) Electric Vehicles
      - i) Sample Implementation Timeline
    - j) Sustainability Practices
    - k) Start-Up Plan
- l) Additional Services
7. Filled Out Technical Matrix (Uploaded separately, under “Proposal”)
8. Supplemental Information (uploaded separately, under “Supplemental Information”)
  - a) Pricing
  - b) Facilities’ Leases
  - c) Certificate of Insurance
  - d) JP Morgan Letter of Reference
9. Bid Forms (uploaded separately, under their respective upload points)
  - a) Signature Form
  - b) Disclosure Form
  - c) Employee Demographic Form
  - d) City Statement of Qualifications
    - i) Addenda Acknowledgement
    - ii) POA
    - iii) Principal Members’ Experience
    - iv) CT SOS report
    - v) US DOT Info
    - vi) Contract Suggestions
  - e) Bond document

# COVER LETTER



2/6/2024

Malinda Figueroa  
Purchasing Agent  
City of New Haven  
200 Orange Street, Room 301  
New Haven, CT 06510

Dear Ms. Figueroa,

First Student is pleased to submit a proposal to New Haven Public Schools in response to your Request for Proposals for Student Transportation Services #2024-12-1620. The accompanying executive summary and proposal documents outline the many ways we will continue to use our local expertise and national resources to meet your requirements and organizational goals with a customized approach. We are truly excited by the prospect of maintaining our partnership with New Haven Public Schools to provide safe, efficient, world-class pupil transportation for the New Haven community.

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,

Vinnie Cappiello  
Area General Manager  
(203) 790-0305  
[vinnie.cappiello@firstgroup.com](mailto:vinnie.cappiello@firstgroup.com)





# EXECUTIVE SUMMARY





# EXECUTIVE SUMMARY

**NEW HAVEN PUBLIC SCHOOLS**



**94%** OF OUR CUSTOMERS WOULD RECOMMEND FIRST STUDENT TO THEIR COLLEAGUES

“First Student and Paul have been excellent to our team. I’ve been doing school transportation for over 20 years and have used many bus companies. By far First Student is the best that I’ve come across. Paul’s customer service is the best.

Deputy Exec Director, Timothy Howe | ACES, CT

“The performance of First Student after the first couple months is incredible”. (Westport PS transitioned school bus services to First Student in Fall 2023)

Sup. Thomas Scarice | Westport Public Schools, (quote from Westport Journal News) CT

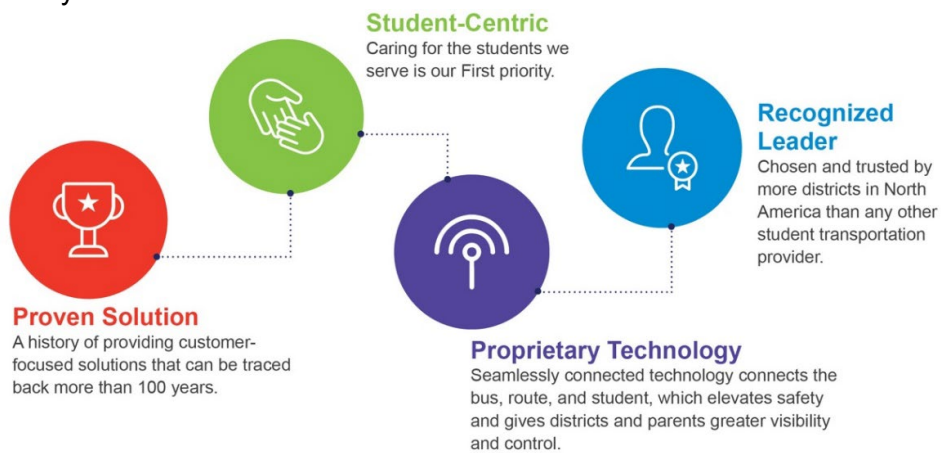
“I would like to commend you and your incredible staff for yet another successful startup and perhaps the best one ever. The management staff . . . is absolutely remarkable. (October 2023)

Teddi Barra | New Haven Public Schools, CT

# FIRST STUDENT REMAINS THE BEST CHOICE FOR NEW HAVEN PUBLIC SCHOOLS, ITS STUDENTS, PARENTS & COMMUNITY.

First Student is committed to maintaining our long-term partnership with New Haven Public Schools and supporting your strategic goals. For more than 20 years, New Haven has trusted First Student to transport your students. Collectively, we developed a common approach to student care and established the core tenets of our mutual philosophy - ensuring every student achieves to their highest level.

First Student's rare and unique combination of being the most experienced student transportation provider and having unmatched high performance and satisfaction levels with large districts are only two of the reasons we feel we are the best provider for New Haven. It's also about our care for the community. First Student's team knows the New Haven community and cares for its children like a trusted family member - after all, many of your students grew up with the First Student family.



## NEW HAVEN PUBLIC SCHOOLS AND FIRST STUDENT PARTNERSHIP

Serving New Haven Public Schools and your community requires an immense amount of expertise, commitment, and a team of dedicated professionals with local knowledge. Our strategic proposal incorporates critical First Student differentiators that distinguish us from other providers. We are confident First Student remains the right partner to meet and exceed New Haven Public Schools transportation objectives. The four key areas that separate us from others are:

### 1. First Student's Expertise and Knowledge of New Haven Public Schools



New Haven Public School's vision to be a premier urban school district that ensures access to equitable opportunities and successful outcomes for all students can only be achieved if students arrive at school safe and ready to learn. That's where our vision aligns with yours. First Student is your strategic transportation partner - now and in the future - to underpin your vision and support your success.

First Student has more experience with large districts such as New Haven than any other provider. This expertise incorporates all key aspects of student transportation– from operations to safety to electrification. Additionally, our New Haven team is dedicated to your success. Our location culture is built around our partnership with New Haven Public Schools, which underpins our success and employee retention. Our New Haven location has an employee retention ratio double the market average. **More than 260 of our New Haven team members have greater than 5 years' experience supporting the District. Additionally, local management has a combined 76 years of experience with New Haven.** Below is an overview of the experience our local leadership has with New Haven:

- Paul DeMaio Senior, Location Manager, 8 years with New Haven (34 years of management experience)
- Davita Starkey, Assistant Location Manager, 24 years with New Haven (15 years in current role)
- Shevette Rogers, Assistant Location Manager, 17 years with New Haven (12 years current role)
- Charles Crouse, Assistant Location Manager, 8 Years with New Haven (24 years of experience)
- Zbigniew Sosniak (AKA Bishop), Operations Manager, 15 Years with New Haven (8 years in current role)
- William Snyder, Safety Manager, 3 years with New Haven, (17 years of experience)
- Melissa Dube, Maintenance Manager, 1 year with New Haven, (14 years of experience)

## 2. Investment in New Haven Public Schools and Community

First Student has been serving New Haven Public Schools for over 20 years. Our experience and knowledge of New Haven Public Schools' intricate transportation enables us to anticipate and respond to problems quickly and efficiently. Our strong relationship with District and community leaders allows us to communicate effectively and work together to achieve specific student transportation goals and meet emergency community needs.

Our goal is to provide the highest quality student transportation services for New Haven Public Schools and support New Haven's needs. In addition to executing daily operations, we proactively prepare for and manage unexpected situations that inevitably emerge in our field. Our experience and strategic locations in the city allow us to respond to school closures and emergencies consistently and effectively.

First Student has three facilities within New Haven to park and maintain buses. Having facilities within the city limits is crucial to responding quickly in emergencies and managing costs through reduced deadhead time. In addition to saving the District fuel and time, a local facility lessens our environmental impact. Furthermore, First Student estimates we will pay more than \$5.5M in taxes to the city over the next 6 years for our facilities and vehicles, which is an investment in our support for New Haven. We made significant investments to secure these facilities by installing fencing and intruder detection systems. As a result, we have not experienced a theft or a case of vandalism in our New Haven facilities in more than two years.

As community leaders, we care about the well-being of our city. Our Senior Location Manager, Paul Demaio, has led efforts to support New Haven's emergency services, fire and police department. We remain on call 24/7 to respond to evacuation needs, support victims of fire/other incidents, and provide shelter during emergency events. We also donate vehicles for training for the police and fire department. We host regular events to support New Haven's vulnerable community members, such as our Stuff-the-Bus events, where we collect and donate supplies to those in need.

### 3. Industry-Leading Technology and Routing Solutions

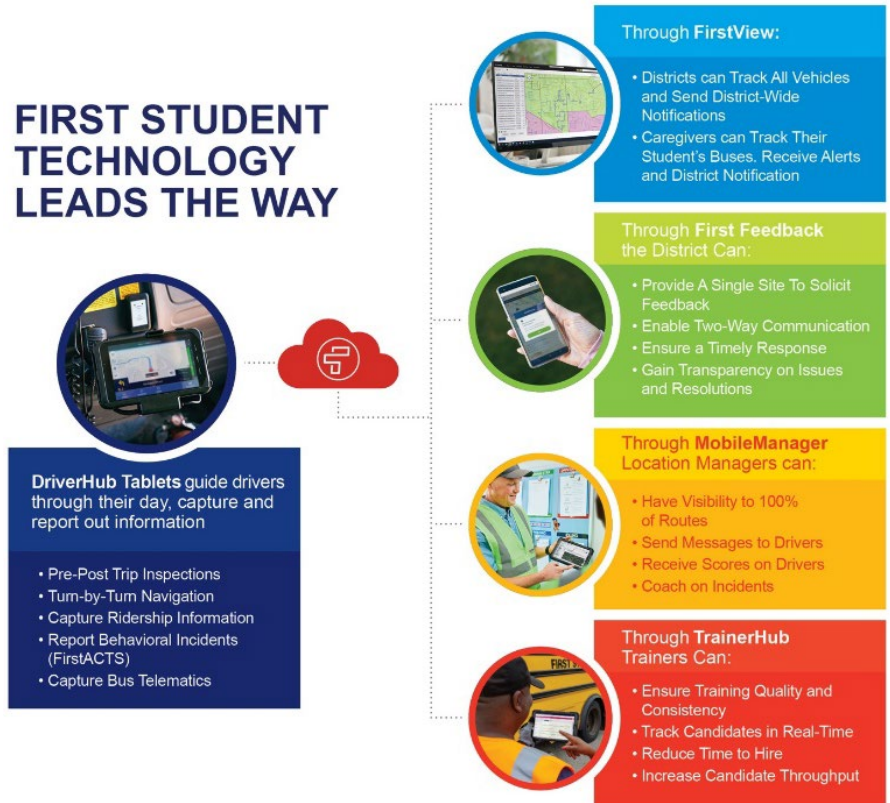
First Student has been at the forefront of the industry in developing proprietary technologies, with our customers at the core of our design. Our proposal includes several technology solutions in our proposal that can significantly enhance communication, safety and customer service. These highly customized technologies use school district data to improve communication flow and accurate reporting. These systems encourage open and transparent operations, accurate reporting and a customized approach.

First Student will continue to provide New Haven Public Schools with our industry-leading technology solutions. This includes our proprietary parent bus tracking app, FirstView®, which allows parents to track their students’ buses and receive notification of delays and estimated arrival times. FirstView® is ADA-compliant and available in 10 different languages to support all students.

We also propose adding FirstACTS® (Active Conduct Tracking System) to New Haven Public Schools’ operations. FirstACTS® is a powerful web-based communication tool that quickly and efficiently manages the process of tracking student conduct on your school buses. It is the only system with the functionality to connect the school community — the driver, school administration and parents — to identify, communicate and quickly resolve student behavior management concerns.

First Student has optimized New Haven Public Schools route development and route communication process. Our two full-time routers (one on-site and one with First Planning Solutions) are dedicated to creating the most efficient routing solutions for New Haven Public Schools. We optimized our routing software to process **150-1200 route changes and electronically send routing changes to New Haven Public Schools overnight.**

#### FIRST STUDENT TECHNOLOGY LEADS THE WAY



### 4. New Haven’s Electrification Partner

First Student will partner with New Haven Public Schools to simplify the highly complex school bus electrification process. No other student transportation provider has the necessary combination of expertise and operational success to support your electrification goals and meet Connecticut state requirements of a zero-emission school bus fleet by 2035.

As requested in your RFP 2024-12-1620 Agreement Article 1707 and Service Specifications Section 10.1.2, First Student will work with New Haven Public Schools to support and execute New Haven Public Schools’ transition to electric buses. Using our extensive expertise and strong partnerships with bus manufacturers, charging infrastructure suppliers and energy

companies, we will collaborate with you, the City of New Haven, Greater New Haven Clean Cities, New Haven Climate Movement, and The United Illuminating Company to develop a cost-effective electric bus solution that incorporates all your operational requirements, including maintaining EVs in Connecticut's brutally cold winters.

Our grant experts will work to support cost parity—that is, equalizing costs—between diesel and electric buses. While no provider can guarantee this cost parity given the evolving landscape, our success in winning grants for our customers has outperformed all others. In fact, on behalf of our customers to reduce the cost to electrify their fleet, **we have applied for and been awarded more funding than any other entity to support our school districts' electrification goals.** This combination makes us the ideal partner for New Haven as we collectively explore more efficient, greener, electric school buses.

**First Student won the National School Transportation Association's 2023 Go Yellow, Go Green Award and School Transportation News' 2023 Green Fleet Award. Both awards recognize industry leaders in environmental sustainability and electrification.**

*For more information on our approach to Electrification, please refer to the Electric Vehicles section of Methodology and Approach.*

## OUR PROPOSAL

First Student's proposal to New Haven Public Schools includes:

- Award-winning Operational Expertise
- Electrification Experience as North America's largest EV operator
- Operational Excellence and Customer Service
- Recruitment, Hiring and Retention of Bus Drivers
- Routing Services
- Award Winning and Industry-Leading Safety Program
- Comprehensive Technology Suite
- Fleet And Equipment
- Preventative Maintenance Services
- Facility Management
- Fuel Provision

Our location staff in New Haven has partnered with your district for over 20 years. Senior Location Manager Paul Demaio and his team know what it takes to keep your transportation operation running smoothly.

Our proposed operations team will be split across 3 facilities:

- Location Manager Senior Location Manager Paul Demaio
- Assistant Location Managers (3)
- Operations Manager (1)
- Payroll Clerks (1 FT/1 PT)
- Charter/Field Trip Coordinator (1)
- Routing Team (1 on-site/1 FPS)
- Dispatchers (5)
- Safety Manager (1)
- Safety Clerk (1)
- Training Center Manager (1)
- Classroom/BTW Trainer (7)



- Shop Manager (1)
- Assistant Shop Manager (1)
- Technicians (14)
- Parts Clerk (1)
- Yard Attendants (3)

Most of the above positions will be full-time employees. However, some responsibilities may be shared. Full-time employees will receive our full-time benefits program which includes insurance for medical, dental, vision, life and accidental death and dismemberment, as well as a 401K retirement/savings plan, paid vacation and sick days and employee training and development programs.

*To learn more about your local and regional support teams, please refer to the Management and Operations Support subsection of Methodology and Approach.*

## Recruitment, Hiring and Retention of Bus Drivers

To meet the challenge of the industry-wide school bus driver shortage, First Student has developed comprehensive approaches to recruiting and retaining. We developed and maintained great working relationships with our union partners. Additionally, in 2023 we negotiated to reduce our wage scale from five (5) driver levels to three (3). This allows drivers to reach the top pay rate in only 3 years, which greatly improved recruitment and retention efforts.

Beginning 7/1/24, we raised the starting driver rate 14.5% over the 2022 rate to \$23.78 and increased our top rate by 12% to \$32.50.

### Driver Compensation

There is a nation-wide driver shortage that continues to impact all communities. First Student is well equipped and proactive to address these situations but having a reasonable wage scale for drivers cannot be understated. We use market analysis to ensure our wages remain competitive with other CDL licensed driving positions. We feel this is a best practice in our ability to provide superior service.

#### CDL Driver Wage Scale

CDL Drivers	7/1/2024	7/1/2025	7/1/2026	7/1/2027	7/1/2028	7/1/2029
Step 1	23.78	24.96	26.11	TBN	TBN	TBN
Step 2	25.57	26.85	28.39	TBN	TBN	TBN
Step 3	32.50	34.13	36.09	TBN	TBN	TBN

*For more information on our recruitment and retention methods, please refer to the Recruiting, Retaining and Engagement subsection of Methodology and Approach.*

## Award-Winning and Industry-Leading Safety Program

Safety is a way of life at First Student, and it is the top priority of the 58,000 employees working to deliver the best start and finish to the school day. Districts that partner with us gain an entire safety organization dedicated to making safety a core value for all team members. Safety isn't what we do, it is who we are. That is why we are the only school transportation company to receive the National Safety Council Green Cross for Safety<sup>®</sup>, the highest award for safety in North America.

We are also the first ground transportation company to be accepted into the Campbell Institute,

a globally recognized thought leader for world-class knowledge on keeping people safe and responsibly stewarding the earth's valuable resources.

*For more information on our Safety Program, please refer to the Safety and Training Program section of Methodology and Approach.*

## **Fleet and Equipment**

First Student's fleet plan provides efficiencies, meets vehicle age requirements, and allows for the evolution of New Haven's fleet as we collectively meet Connecticut's EV mandate. In year one, we are proposing to replace 82 vehicles. Additional replacement schedules will be driven by our collective electrification schedule as well as contractual requirements. As the district's current provider and a strategic partner to various bus manufacturers, we will ensure fleet is available and replaced on our scheduled timeline.

## **Preventative Maintenance Services**

Our preventive maintenance program emphasizes quality control, data-driven decision making and process efficiency. Some highlights include:

- TAC Help Desk - The Technical Assistance Center (TAC) Help Desk is a web-based system allows technicians to share vehicle specific information, include helpful photos and collaborate in real time via video chat with ASE certified experts across the country.
- Predictive Analytics – Our maintenance shops use fault-code centered predictive analytics to identify and solve problems 2-4 weeks before failures occur.

*For more information on our preventative maintenance services, please refer to the Maintenance Program section of Methodology and Approach.*

## **Facility Management**

First Student has three facilities located within New Haven to provide the most efficient and effective service to our community. All buses are parked at these facilities and maintenance is performed on-site. These facilities are fully secure with fences and cameras. Copies of our facility leases are included in our supplemental information section.

- 140 Middletown Avenue
- 162 Middletown Avenue
- 166 and 170 Middletown Avenue (one facility)

## **Pricing Proposal**

We believe we offer the best value and most competitively priced solution for New Haven Public Schools. Performance bond pricing is not included in our proposal pricing per our current practice of reimbursing the City \$95,000 annually as per Article 1716.

In the event the City elects to require a performance bond, the City shall notify First Student no later than March 30 of any required bonds for the upcoming contract year. At that time, the parties shall agree on revised pricing of the Contract year in which the bond is required to cover costs associated with the bond.

Pricing reflects 182 days of service and is proposed as outlined in Table 1 District Transportation Services: 260 Type I routes; 48 Type II routes; and 9 Type II W/C routes for a total of 317 routes. It is understood that this is subject to change based on the district's needs.



### **Alternate Base Pricing**

As your long-term partner, we have a vested interest in your success and look for opportunities to deliver efficiencies. One such opportunity is through a discount for early invoice payment.

Specifically, First Student is offering a 1% prepayment discount on your bi-annual invoices (September and January) if payment is received within 30 days of invoice submittal.

### **Contract Start Date**

First Student is the incumbent so there is no transition period. Our operations will seamlessly continue into the next school year, providing the District peace of mind of a successful startup.

### **Contract Terms and Suggested Language**

Our proposal assumes, based on the RFP and this submission, New Haven Public Schools and First Student sign a mutually acceptable contract for a four (4) year term, with two (2) one-year options. Subsequent to award and any additional negotiation, our legal team will work with your legal representative to create a mutually agreeable contract.

*For notes on suggested language to the RFP and Contract, please refer to the Contract Suggestions section.*

### **First Student remains the Right Choice for New Haven Public Schools**

New Haven Public Schools needs a your student transportation partner you can trust – and it's been First Student for more than 20 years. We will continue providing exceptional student transportation services and positively impacting your students' and families' experiences so you can focus on your core mission.

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



Vinnie Cappiello  
Area General Manager  
(203) 859-8446  
[vinnie.cappiello@firstgroup.com](mailto:vinnie.cappiello@firstgroup.com)

# IDENTIFYING INFORMATION





# IDENTIFYING INFORMATION

In accordance with RFP pg 13, b.1, we have provided our full legal name, address, and contract information below.

**Full Legal Name of Parent Company:**

First Student, Inc. is an indirect, wholly owned subsidiary of EQT Infrastructure V Investments S.à.r.l. ("EQT"). EQT is a purpose-driven global investment organization with more than EUR 67 billion in assets under management across 26 active funds. EQT funds have portfolio companies in Europe, Asia-Pacific and the Americas with total sales of approximately EUR 29 billion and more than 175,000 employees. EQT works with portfolio companies to achieve sustainable growth, operational excellence and market leadership. More information about EQT and its family of companies can be found at <https://eqtgroup.com/about>.

EQT's full address is:

EQT Fund Management S.à r.l.  
51A Boulevard Royal  
L-2449 Luxembourg  
Luxembourg

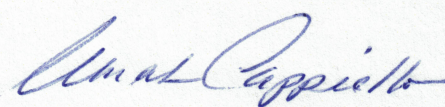
**Prime Contractor:**

First Student, Inc. will be the primer contractor for this contract. First Student, Inc's full address is:

First Student, Inc.  
191 Rosa Parks Street  
8<sup>th</sup> Floor  
Cincinnati, OH 45202

**Proposal Contact:**

Vinnie Cappiello  
Area General Manager  
Office: (203) 790-0305  
Vinnie.cappiello@firstgroup.com

Signature: 

Date: 1/31/24

# SERVICE SUBDIVISIONS FOR CONSIDERATION



Service Subdivisions for  
Consideration

# SERVICE SUBDIVISIONS FOR CONSIDERATION



First Student wishes to be considered for all service subdivisions provided in Table 1. Our pricing is for all routes available for bid.

# QUALIFICATIONS, EXPERIENCE AND REFERENCES



# QUALIFICATIONS, EXPERIENCE & REFERENCES



As the largest and most-chosen student transportation provider, we are a proven solution. We have more experience than any other provider. Unlike new startups, First Student has a century of history, experience and dedicated service that showcase our commitment to student safety, parent trust and school district partnerships across the country.

While our company's history is full of industry innovations and streamlined operations, 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 well-being and potential of the children we transport have always been the pulse of our business. While our district customers continuously recognize our dedication and care, they recently rated our service with an impressive 9.2 out of 10 for caring for the students we serve (School Year 2022/2023 District Survey).

First Student is the only student transportation provider with the expertise, proven operations and experienced leadership necessary to support New Haven Public Schools.

## **NSTA 2023 CONTRACTOR OF THE YEAR**

In 2023, the National School Transportation Association (NSTA) named First Student its Contractor of the Year for our leadership in innovation, safety and operational excellence. We have developed several programs to improve the student transportation experience, including our one-of-a-kind FirstServes™ special education program and FirstAlt®, our alternative transportation program. We are leaders in sustainability efforts as well, with a robust school bus electrification division and several initiatives in place to lower our emissions. With First Student, New Haven Public Schools will have a truly first-in-class partner for its student transportation.



## SIZE AND SCOPE OF OUR OPERATIONS

**5.5 MILLION STUDENT JOURNEYS A DAY**  *First Student moves more passengers per day than all U.S. airlines combined*

**60,000+ EMPLOYEES**  *Enough people to fill every seat at Chicago's Wrigley Field*

  
**44,500**  
FLEET VEHICLES –  
THE LARGEST  
FLEET IN  
THE INDUSTRY

**1,327**  
CUSTOMERS

**525 MILLION**  
MILES DRIVEN PER YEAR   
 *Could travel to Mars 3 times*

**#1** 2023 NSTA NATIONAL  
CONTRACTOR OF THE YEAR

**94%**   
OF OUR  
CUSTOMERS  
RECOMMEND US



  
**30,000**  
ELECTRIC  
SCHOOL BUSES  
BY 2035

  
**19,000+**  
SCHOOLS

**3 MILLION**  
ELECTRIC SCHOOL  
BUS MILES DRIVEN 

**100+**   
BLUE SEAL  
CERTIFIED SHOPS  
*More than anyone across all vehicle maintenance industries and more than all student transportation companies combined* 

**5,800+ TONS OF**  
WASTE RECYCLED

**17,000+ TONS OF CARBON**  
EMISSIONS SAVED THROUGH RECYCLING

**700+ QUALIFIED TECHNICIANS** who  
hold over **3,300 ASE CERTIFICATIONS**  
 *More than anyone across all vehicle maintenance industries and more than all student transportation companies combined*

**545 LOCATIONS**  
in **41 STATES + 8**  
CANADIAN PROVINCES



## REFERENCES

Although we are the incumbent, First Student wanted to provide three references from current Connecticut customers for New Haven Public School's use, should the district desire. These references are:

SCHOOL DISTRICT	CONTACT	SERVICE TYPE	VEHICLE/ ROUTE COUNT	YEARS OF SERVICE
A.C.E.S. Area Cooperative Educational Services 350 State Street North Haven, CT 06473	Timothy Howe Deputy Executive Director (203) 498-6838	Regular Education	47 Vehicles 47 Routes	5 Years
Ridgefield Public Schools 70 Prospect St. Ridgefield, CT 06877	Jill Browne Business Manager (203) 894-5550 x1119	Regular Special Education	61 Vehicles 49 Routes	10 Years
Westport Public Schools 110 Myrtle Ave Westport, CT 06880	Elio Longo Chief Financial Officer 203-341-1026	Regular Special Education	63 Vehicles 56 vehicles	< 1 year

## SIZE AND SCOPE OF OUR OPERATIONS: CONNECTICUT

First Student has more student transportation experience in Connecticut than any other provider. Besides New Haven Public Schools, we have 30 customers in Connecticut. All our Connecticut operations are supported by a robust, experienced region management team. With over 20 years of service to the school district, we have irreplaceable experience providing student transportation for New Haven Public Schools, as well.

Below is a complete list of our Connecticut customers. 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	CONTACT	SERVICE TYPE	VEHICLE/ ROUTE COUNT	YEARS OF SERVICE
A.C.E.S. Area Cooperative Educational Services 350 State Street North Haven, CT 06473	Timothy Howe Deputy Executive Director (203) 498-6838	Regular Education	47 Vehicles 47 Routes	5 Years
Bethel School District PO Box 253 Bethel, CT 06801	Dr. Christine Carver (203) 794-8601	Regular Special Education	35 Vehicles 31 Routes	22+ Years

SCHOOL DISTRICT	CONTACT	SERVICE TYPE	VEHICLE/ ROUTE COUNT	YEARS OF SERVICE
Bozrah School District P.O. Box 185 Bozrah, CT 06334	Dr. Portia Bonner Superintendent (860) 887-4873	Regular Special Education	5 Vehicles 5 Routes	20+ Years
Capitol Region Education Council (CREC) 155 Wyllys St. Hartford, CT 06106	Nakisha Strickland Director of Transportation (860) 524-4056 nstrickland@crec.org	Regular Special Education	407 Vehicles 371 Routes	15 Years
Darien School District P.O. Box 1167 Darien, CT 06820	Richard Rudl (203) 656-7405  Danielle Powers Transportation Coordinator (203) 656-7465	Regular Special Education Special Education Out of District	36 Vehicles 32 Routes	25+ Years
East Lyme School District P.O. Box 176 East Lyme, CT 06333	Jeffrey Newton (860)739-3966	Regular Special Education	33 Vehicles 28 Routes	25+ Years
Easton-Redding Regional S.D. #9 654 Morehouse Rd. Easton, CT 06612	Mike D'Agostino Transportation Manager (203) 261-2513	Regular Special Education	45 Vehicles 38 Routes	4 Years
Ellington Public Schools 47 Main St. Ellington, CT 06029	Brian Greenleaf (860) 896-2300 x1300	Regular Special Education	34 Vehicles 32 Routes	20+ Years
Fairfield Public Schools P.O. Box 320189 Fairfield, CT 06825	Chrissie Turner Director of Transportation (203) 255-8385	Regular	118 Vehicles 106 Routes	20+ Years
Greenwich Public Schools 290 Greenwich Avenue Greenwich, CT, 06830	Elmer Reynoso Transportation Director 203-625-7443	Regular Special Education	106 Vehicles 93 Routes	>1 Years
Hamden School District 60 Putnam Ave. Hamden, CT 06514	Tom Ariola (203) 407-2000	Regular Special Education	81 Vehicles 72 Routes	25 Years
Lisbon Public Schools 15 Newent Rd. Jewett City, CT 06351	Sally Keating Superintendent (860) 376-5565	Regular Special Education	10 Vehicles 10 Routes	20+ Years

SCHOOL DISTRICT	CONTACT	SERVICE TYPE	VEHICLE/ ROUTE COUNT	YEARS OF SERVICE
Manchester Public Schools 45 North School Street Manchester, CT 06042	Karen Clancy Asst. Superintendent of Finance & Management klclancy@mpspride.org 860-647-3444	Regular	70 Vehicles 61 Routes	1 Year
New Britain School District 272 Main St. New Britain, CT 06050	Rich Valerio Transportation Manager (860) 827-2206	Regular	90 Vehicles 90 Routes	6 Years
New Fairfield School District 3 Brush Hill Rd. New Fairfield, CT 06812	Patty Mota Purchasing Agent pmota@newfairfield.org (203) 312-5770	Regular Special Education	31 Vehicles 26 Routes	20+ Years
New Haven Public Schools 54 Meadow St. New Haven, CT 06519	Thomas Lamb Chief Operating Officer (475) 220-1591	Regular Special Education	401 Vehicles 312 Routes	20 Years
New London Public Schools 490 Jefferson Ave. New London, CT 06320	Julian Wilson Director of Transportation (860) 439-7878	Regular Special Education	41 Vehicles 41 Routes	3 Years
Norwich School District 90 Town St. Norwich, CT 06360	Maria Parrillo (860) 823-4247	Regular Special Education	94 Vehicles 92 Routes	20+ Years
Regional School District #4 P.O. Box 187 Deep River, CT 06417	Bob Grissom (860) 536-2417	Regular	19 Vehicles 19 Routes	37+ Years
Regional School District #15 286 Whittemore Rd. Middlebury, CT 06762	Joe Martino Finance Director (203) 758-8259	Regular	67 Vehicles 61 Routes	25+ Years
Ridgefield Public Schools 70 Prospect St. Ridgefield, CT 06877	Jill Browne Business Manager (203) 894-5550 x1119	Regular Special Education	61 Vehicles 49 Routes	10 Years
Somers Public Schools #1 Vision Blvd. Somers, CT 06071	Bill Boutwell (860) 749-2270 x 2035	Regular Special Education	15 Vehicles 15 Routes	Unknown Years
Sprague School District 25 Scotland Rd. Baltic CT 06330	William Hull 860 822 8264	Regular	6 Vehicles 6 Routes	3 Years
Stamford School District 888 Washington Blvd. Stamford, CT 06901	Patricia Williams (203) 977-4840	Regular Special Education	175 Vehicles 158 Routes	25+ Years

SCHOOL DISTRICT	CONTACT	SERVICE TYPE	VEHICLE/ ROUTE COUNT	YEARS OF SERVICE
Stonington Public Schools 40 Field St. Pawcatuck, CT 06379	Peter Anderson (860) 572-0506	Regular 77 pax	25 Vehicles 22 Routes	32+ Years
Tolland Public Schools 51 Tolland Green Tolland, CT 06084	Walter Willett, PhD. (860) 870-6850	Regular Special Education	35 Vehicles 35 Routes	20+ Years
Vernon Public Schools 30 Park St. Box 600 Vernon, CT 06066	Joe Macary (860) 870-6000	Regular Special Education	49 Vehicles 49 Routes	19+ Years
Watertown Public Schools 10 Deforest St. Watertown, CT 06795	Dr. Alison Villanueva Superintendent (860) 945-4804	Regular Special Education	45 Vehicles 40 Routes	25+ Years
West Hartford School District 28 South Main St. West Hartford, CT 06107	Elizabeth Hewitt Director of Finance and Planning Elizabeth_hewitt@whps.org (860) 561-6632	Regular Special Education	99 Vehicles 99 Routes	10+ Years
Westport Public Schools 110 Myrtle Ave Westport, CT 06880	Elio Longo Chief Financial Officer 203-341-1026	Regular Special Education	63 Vehicles 56 vehicles	< 1 year
Weston School District 24 School Rd. Weston, CT 06883	Phil Cross (203) 221-6584	Regular Special Education	25 Vehicles 21 Routes	20+ Years

## COMPANY OVERVIEW

### 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. Patchett 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.

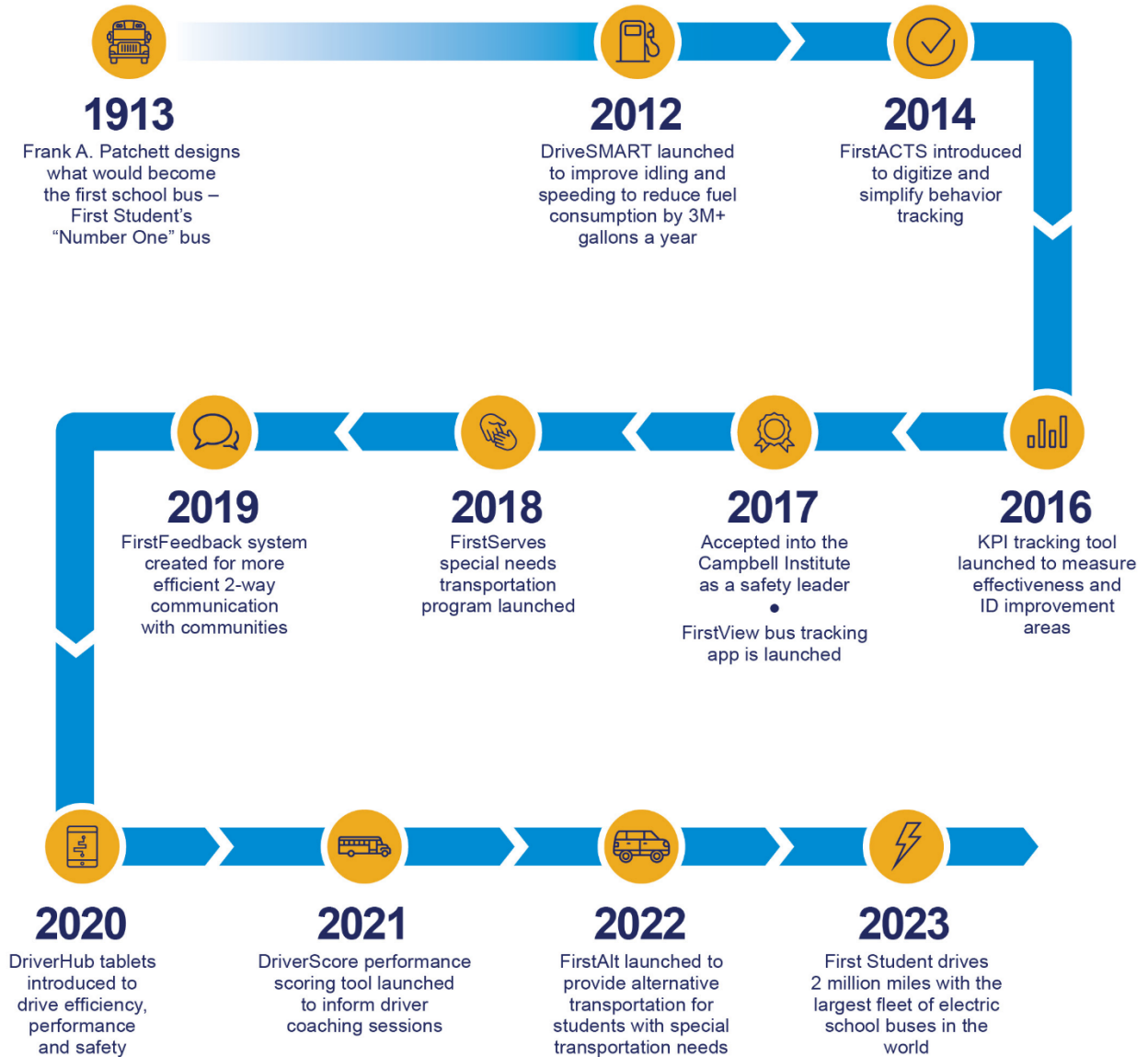
Over the years, First Student has acquired several companies with dedicated people and resources who have helped to broaden our reach and hone our trade, creating a curated powerhouse focused on the safety of students.

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.

Across North America, more school districts choose First Student over any other provider for their student transportation needs.



# A HISTORY OF INNOVATION & CARING



## COMPANY DESCRIPTION

First Student, Inc. is a c-corporation and a subsidiary of EQT Infrastructure. First Student's 545 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.  
191 Rosa Parks Street, 8<sup>th</sup> Floor  
Cincinnati, Ohio 45202

### Proposal Contact:

Vinnie Cappiello  
Area General Manager  
(203) 790-0305  
[vinnie.cappiello@firstgroup.com](mailto:vinnie.cappiello@firstgroup.com)

### Classification:

Corporation  
Incorporated in Delaware, 1983

**Federal ID#:** 59-2364035

### Regional Leadership:

Senior Vice President: Bill Roche  
Area General Manager: Vinnie Cappiello

### Corporate Officers:

John Kenning, CEO & President  
Joe Schwaderer, SVP of Finance  
Teresa Lake, Chief Financial Officer  
Mike Petrucci, SVP, General Counsel & Secretary  
Seagan Robinson, Treasurer  
Christina Cahall, Assistant Treasurer  
Tim Lutz, Assistant Secretary  
Brian Beechem, Assistant Secretary  
Christa McAndrew, Assistant Secretary  
Tony Vidrine, Assistant Secretary

## PARENT COMPANY INFORMATION

First Student, Inc. is an indirect, wholly-owned subsidiary of EQT Infrastructure V Investments S.á.r.l. ("EQT"). EQT is a purpose-driven global investment organization with EUR 126 billion in fee-paying assets under management within two business segments – Private Capital and Real Assets. EQT owns portfolio companies and assets in Europe, Asia-Pacific and the Americas and supports them in achieving sustainable growth, operational excellence and market leadership. More information about EQT and its family of companies can be found at [www.eqtgroup.com](http://www.eqtgroup.com).

## INDUSTRY ASSOCIATIONS

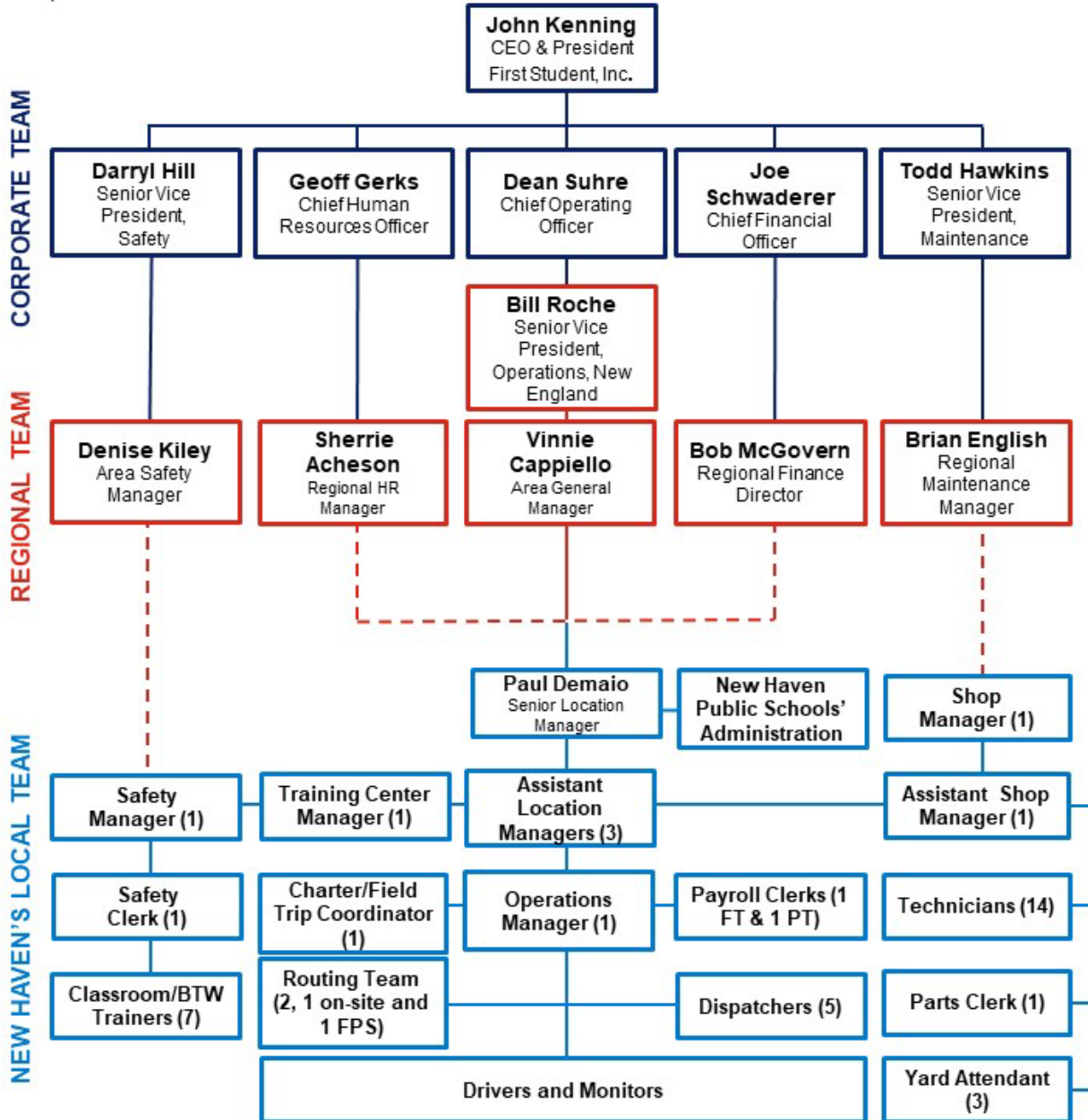
First Student plays an active role in several professional associations representing the student transportation industry. We take pride in working collaboratively with our colleagues to raise the standard for student transportation.



# ORGANIZATIONAL CHART



We provide our local teams and district partners with robust support on the regional and corporate level. This organizational chart outlines the team of experts supporting and overseeing New Haven Public Schools' transportation.





## OUR SUCCESS

At First Student, satisfying customers begins with our commitment to high standards of excellence. We are continuously learning and proactively applying best practices. Our success can be summarized by the following achievements:

### STUDENT-CENTRIC PARTNERSHIP MODEL

A First Student partnership is one focused on safety and dependability. All aspects of our operations ensure quality care for students and proactive support for our district partners.



#### SAFETY

We're proud to be the only school transportation company to have been invited to the prestigious Campbell Institute -Center of EHS Excellence and to have been awarded the National Safety Council (NSC) Green Cross for Safety medal.



#### OPERATIONAL EXCELLENCE

To achieve operational excellence within your transportation system, we leave nothing up to chance. We use interactive, proprietary tools and disciplined processes to help your students along their journey through the school day. With this approach, our locations have advanced 11 out of 12 key metrics, including a 95% on-time performance rate and a 99% preventative maintenance compliance rate.



#### ENVIRONMENTAL AND SOCIAL RESPONSIBILITY

We provide sustainable solutions and contributes to the improvement of the communities we serve. In the past three years, we have reduced our CO2e emissions by 63%, nitrogen oxide emissions by 73% and our PM2.5, or small particulate matter, emissions by 82%. We continue to employ a variety of strategic environmental efforts to further improve these numbers and reduce our impact on the environment.



#### CUSTOMER AND COMMUNITY PARTNERSHIP

Our students and communities are at the heart of all we do; we invest in local employees who clearly share this core value. Our dedication to the community is recognized and respected by our district partners - 95% of them have reported that they would recommend a partnership with First Student.



#### INNOVATION

We are driving the future of student transportation through the forward-thinking culture we've developed over our 100 years in the industry. From our early adoption of onboard GPS technology to our recent development of the DriverScore™ Program, which helps our managers provide individualized driver performance coaching, we are continuously innovating through programs, tools and processes.



#### DIVERSITY AND INCLUSION

We are committed to attracting, engaging and developing a diverse workforce that reflects the students, customers and communities we serve. Our Diversity and Inclusion Council underpins our commitment by fostering an inclusive environment where different backgrounds are not only represented but valued and respected. We're proud that the First Student workforce is more diverse than the United States' overall workforce, as reported by the Bureau of Labor Statistics.\*



#### TECHNOLOGY

First Student's seamlessly connected technology improves the quality of transportation, creates new efficiencies for districts and provides a direct line of communication between districts and parents. As an industry leader in the implementation of technology, we've employed GPS-powered reporting tools, Child Check-Mate System® and our bus tracking app, FirstView®, to name a few.



#### TRANSPARENCY AND ACCOUNTABILITY

Your entire transportation team gains service visibility and access to reporting tools when you choose to partner with First Student. To meet your expectations and deliver on our promises, we measure key performance indicators daily, weekly and monthly. Our customers rate us a 9 out of 10 for being a company they can trust, a score we have earned by closely tracking performance and proactively communicating.



#### STUDENT EXPERIENCE

We are committed to providing an exceptional transportation experience for each of our passengers. In our most recent customer survey, our districts provided us with an average score of 9.13 out of 10 on our commitment to caring for their students. Part of our effort to deliver on this commitment has been to implement PBIS training (positive behavioral interventions and support), extending your student's classroom experience onto the bus.

*\*Per our self-reported employee survey*

# COMPANY VALUES

Driven by our mission and values, we are a customer-centric organization with an unwavering commitment to the communities we serve.

New Haven Public Schools' mission is to provide all students in New Haven Public Schools with personalized, authentic, and engaging learning experiences through creativity, exploration, innovation, critical thinking, problem-solving, and high quality instruction We will work with you throughout our partnership to support and uphold your fundamental mission.

## OUR MISSION

Provide unmatched care and the safest ride to school, so when students arrive, they've started their day with an exceptional experience and are ready to achieve their full potential.

## OUR VALUES



**FOCUS ON SAFETY**  
Safety is at the heart of everything we do



**FOSTER TEAMWORK**  
Work together, act with integrity, respect each other, champion diversity and inclusion



**CARE FOR OUR STUDENTS**  
Ensure our vehicles are welcoming and trusted places where students feel comfortable and secure



**SET THE HIGHEST STANDARDS**  
Continually seek a better way to do things with innovation, sustainable practices, financial discipline, commercial excellence and operational excellence



**SURPASS CUSTOMER EXPECTATIONS**  
Go the extra mile to deliver an extraordinary experience for our customers and communities

## SENIOR LEADERSHIP

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>.



*"We play a critical role in the lives of the millions of students we transport every day, including many of the country's most vulnerable children."*

### CEO and President

#### John Kenning

CEO and President John Kenning joined First Student in February 2022, bringing a wealth of experience managing fleet-based businesses and distributed workforces. John's career includes more than three decades of leadership experience and a proven track record of leading technological innovation, commercial excellence and operational rigor to provide best-in-class services to customers.

#### Previous Employment

- Regional Chief Executive Officer of the Americas for G4S
- President of Commercial Development for OfficeMax
- President of North America commercial for ADT/Tyco International

#### Education

- Bachelor of Science in Marketing and Finance, Miami University



*"We impact the education process by ensuring kids have a safe, reliable way to and from school. When we do that, we become more than a provider, we become a partner."*

### 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 co-led Mission 1, an important reorganization and transformation project for First Student, which resulted in significant 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.

#### Previous Employment

- Chief Financial Officer and various other finance and operations positions for Laidlaw Education Services (acquired by FirstGroup America in 2007) and First Student

#### Education

- Bachelor of Science in Accounting, Southern Illinois University
- Master of Business Administration, Webster University



*“First Student examines every aspect of your transportation budget, generating efficiencies and cost savings that can help keep district resources where they are most needed – in the classroom.”*

## Senior Vice President / Chief Financial Officer

### Joe Schwaderer

Senior Vice President and Chief Financial Officer Joe Schwaderer joined First Student in 2022, bringing over 20 years of experience in operational finance. Joe oversees financial activities and performance, including financial planning and analysis, treasury, tax, audit, accounting, investor relations and capital management. He is a seasoned finance and senior business executive with a proven track record of driving margin growth and leading high-performance finance teams.

#### Previous Employment

- Chief Financial Officer, Americas for ISS A/S
- Chief Financial Officer, Americas for G4S PLC

#### Education

- Bachelor of Business in Accounting, Loyola University Chicago
- Bachelor of Arts in Economics, The Ohio State 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.”*

## 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, including information technology, manufacturing, engineering and healthcare.

#### Previous Employment

- Corporate Director of Global Environmental, Health and Safety Governance and Product Stewardship for Abbott Laboratories
- Vice President of Global Health and Safety for Johnson Controls
- Vice President of Safety and Health for ABB, Inc.

#### Education

- Bachelor of Science in Occupational Safety, Iowa State University
- Master of Science in Hazardous Waste Management, Wayne State University
- Doctor of Philosophy in Educational Leadership, Oakland University
- Master of Business Administration, Southern New Hampshire University



*“At First Student, you are working with a name you know and trust. We don’t take that trust for granted.”*

## Chief Commercial Officer

### Claire Miller

Chief Commercial Officer 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.

#### Previous Employment

- Vice President and General Manager of Consumer Tabletop for Newell Brands
- Vice President Marketing at Honeywell
- Marketing Director for Kimberly-Clark Corporation

#### Education

- Bachelor of Science in Economics, University of Illinois
- Master of Science in Urban Planning, University of Illinois
- Doctor of Philosophy in Regional Planning, University of Illinois



*“First Student leads the industry in technology innovation. Leveraging telematics, GPS, onboard tablets, digital cameras, turn-by-turn navigation, advanced analytics and real-time communication with drivers, parents and districts, we are able to provide unmatched care and safety for students.”*

## Chief Information Officer

### Sean McCormack

Chief Information Officer Sean McCormack is responsible for the company’s digital strategy, information technology capabilities, technical operations and innovations. Sean has more than 20 years of global leadership experience spanning multiple industries, including digital products, eCommerce, manufacturing, automotive, consumer packaged goods, supply chain, retail and employment services. His career began in the armed forces, serving eight years in military intelligence. He and his teams have received the *CIO Top 100 Award* and *InformationWeek’s Top 50 in Innovation*. He’s the personal recipient of the *Business Transformation 150* and *Microsoft MVP Awards*.

#### Previous Employment

- Vice President of Engineering for W.W. Grainger
- Chief Digital Officer for Harley Davidson

#### Education

- Bachelor of Arts, The University of Texas at Austin
- Master of Business Administration, University of Wisconsin – Milwaukee



*“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.”*

## Senior Vice President of Maintenance

### Todd Hawkins

Senior Vice President of Maintenance Todd Hawkins oversees management for all 500 maintenance operations for First Student. He and his staff offer technical assistance, training and information on best practices to our maintenance operations staff while providing technical assistance as necessary to the 2,600 fleet maintenance staff.

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

#### Previous Employment

- Mechanic, Assistant Supervisor and Maintenance Manager for Ryder Truck Rental

#### Education

- Degree in Diesel Technology, Atlanta Area Technical College



*“At First Student, we recognize that our employees’ journey with us shapes the journey of your students. That is why we’re committed to empowering and developing our teams. Together, we’re driving towards excellence—one mile and one career at a time.”*

## Chief Human Resources Officer

### Geoff Gerks

Chief Human Resources Officer Geoff Gerks oversees all human resource-related functions including labor relations, talent acquisition, talent development, total rewards, HR Technology, payroll and HR systems.

Geoff joined First Student in 2022, bringing with him over 25 years of experience in HR across diverse industries that include Coca-Cola, C.R. Bard, Brinks, and GS4/Allied Universal. He is a passionate HR leader with a proven record of success.

#### Previous Employment

- Chief Human Resources Officer for Allied Universal, North America
- Chief Human Resources Officer for G4S, Americas
- Senior Vice President of Human Resources at Brink’s

#### Education

- Bachelor of Science, Georgia College and State University



## Head of Electrification

### Kevin L. Matthews

Head of Electrification Kevin L. Matthews is responsible for the vision and strategy that drives the development and deployment of all electrification initiatives and technologies. Kevin advocates for the environment, working in the sector for more than 30 years professionally. He is committed to assisting school districts in modernizing their fleets and ensuring cleaner transportation options for the students and communities served by First Student.

*“Our commitment to safety extends to the emissions from our vehicles; that is why we are committed to providing an emission-free environment for the students who ride our buses and the communities in which we operate.”*

#### Previous Employment

- Managing Director, Sustainability Sector for National Strategies, LLC
- Director of Governmental Relations for AIG Environmental
- Senior Advisor to the Administrator of the U.S. Environmental Protection Agency

#### Education

- Bachelor of Science in History, Hendrix College
- Master of Public Administration, Lyndon B. Johnson School of Public Affairs at the University of Texas – Austin



## Senior Vice President of Business Development

### George Lee

Senior Vice President of Business Development George Lee joined First Student in March 2023, bringing with him a wealth of knowledge and sales expertise in operations and business development. His balanced experience in operations and sales gives him insight into the best ways to address customers' operational needs and concerns while maintaining high-quality customer service. George believes finding solutions for our customers is the key to success. He is responsible for expanding First Student's growth opportunities across North America and leading our business development team.

*“First Student is a customer-centric organization with a focus on providing the best solution for our district partners. We are continuously gathering feedback to develop additional ways to address your needs.”*

#### Previous Employment

- Senior Vice President of Business Development and Marketing for First Transit
- Vice President of Business Development for MV Transportation
- Special Project Manager for MV Transportation

#### Education

- Bachelor of Science, University of California, Davis



*“First Student’s proactive risk management is a testament to our dedication to customer care. We build on our dedication to safety by offering protections that allow us to offer secure and reliable transportation services without major disruption.”*

## Senior Vice President of Risk Management

### Heather Miranda

Senior Vice President of Risk Management Heather Miranda is responsible for all of First Student’s self-insurance, external insurance and claims handling programs in the USA and Canada. With over 22 years of experience, Heather directs, develops and leads risk management strategies that prioritize customer safety and satisfaction. This includes advising our leaders in the field on potential risks/safety issues to better protect your students. She also oversees and ensures swift claims handling processes, fostering a secure environment for our school district partners. Heather also leads our Safety and Risk Board Committee. She joined First Student in 2021.

#### Previous Employment

- Vice President of Risk & Claims and Risk Management Counsel for Covenant Transport Services
- 2nd Vice President, Business Insurance Product and Platform for Travelers
- Mid-Atlantic Claims Leader for Zurich Insurance

#### Education

- Bachelor of Arts in Political Science, University of Maryland Baltimore County
- Master of Business Administration, Loyola University Maryland
- Juris Doctor, University of Maryland Francis King Carey School of Law





# METHODOLOGY & APPROACH



*Note: "Methodology and Approach" has been divided into subsections for the readers' convenience and ease of reading.*



# Customer & Community Engagement



*Note: "Customer and Community Engagement" is a subsection of "Methodology and Approach."*

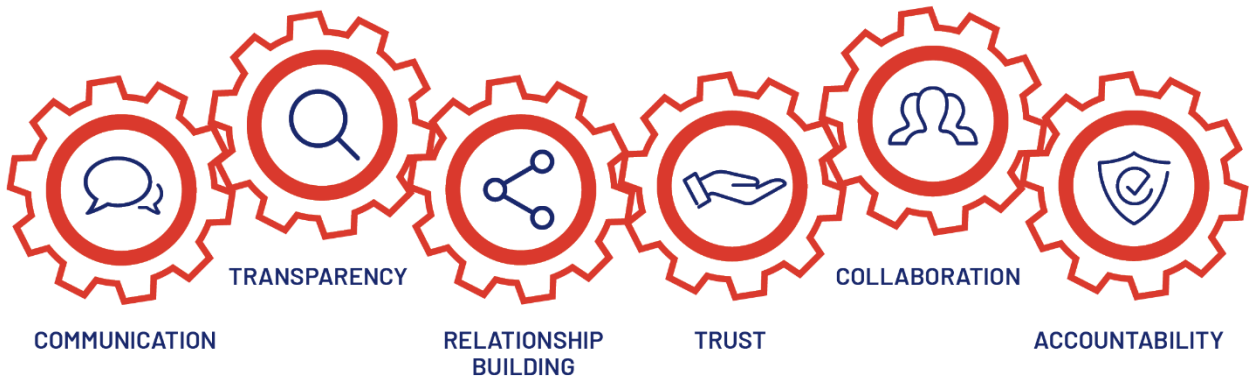


# CUSTOMER & COMMUNITY ENGAGEMENT



Caring for Students: That's Our First Priority. We make a difference in a student's day by providing a safe, dependable ride to school with a friendly, smiling face. We care about our students' well-being and remain committed to work closely with New Haven Public Schools to ensure First Student is delivering on your needs and exceeding your expectations.

As a customer-centric organization, we have an unwavering commitment to our students, districts and the communities we serve. Our customer service philosophy is based on the pillars illustrated below.



## CUSTOMER FEEDBACK

Achieving the highest standards throughout New Haven Public Schools' student transportation system is our shared goal. Strong partnerships are built on a foundation of open, honest communication. We developed a series of best practices designed to keep you informed as well as consistently gather your feedback. This combination allows for continuous assessment and service improvement.

Our recommended four-step customer feedback process ensures First Student is exceeding your expectations while promoting ongoing enhancements to our process.

## 1. Daily and Bi-Weekly Communications

As your current partner, our relationship is underpinned by ongoing transparent, communication. Daily, our local team communicates verbally as well as via a status report to all district leadership. We then follow this up with driver status reports and wins/successes and opportunities to enable continuous improvement.

## 2. Regular Customer Meetings

Our local team has historically had a meeting cadence of quarterly. During start-up, these meetings are more frequent and cover 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.

## 3. School Board/Superintendent Service Update Meetings

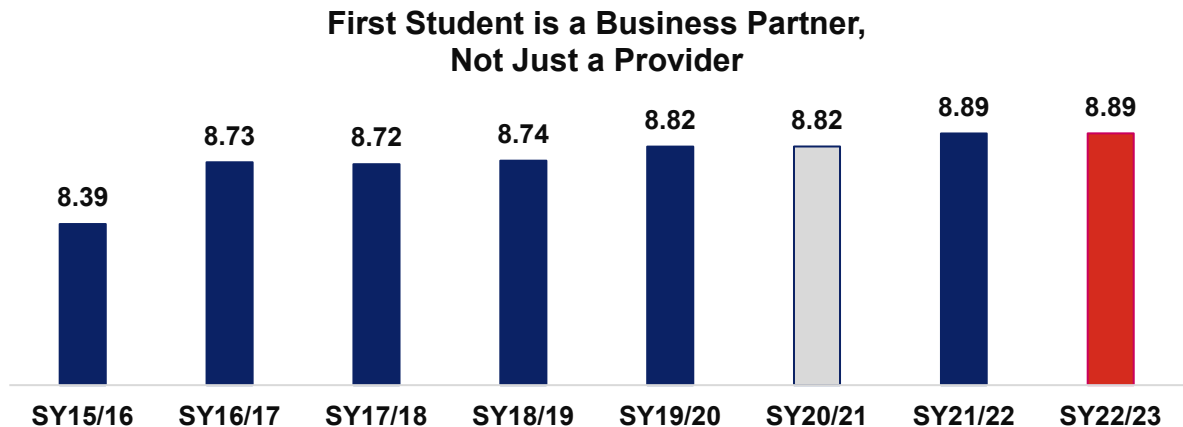
The annual service update is available for your school board, superintendent and other district leaders, and enables great discussion around successes and opportunities. We cover key operational topics such as staffing, technology, KPIs, changes and next steps.

## 4. Annual Customer Survey

We contract with an independent, professional research company to conduct an annual customer satisfaction survey. The survey is open from mid-February to March, allowing you to provide a comprehensive review of our operations.

This survey covers key areas daily operations, driver/monitor performance and overall satisfaction with our service. The results are shared with our local and regional teams to address improvement opportunities. Additionally, survey responses allow us to further align our services to our customers' needs and focus on what matters most to districts and students. We often conduct additional focus groups and/or advisory panels to dig deeper into relevant topic areas.

In overall *Likelihood to Recommend*, First Student scored 8.99 (out of 10) in our last customer survey (2022-2023 school year). We also achieved an amazing score of 8.89 on the question *First Student is a Business Partner, Not Just a Provider*. This is evidence of our commitment to nurturing robust partnerships with our districts.



*Please note: We did not conduct a customer survey in SY20/21 due to the COVID-19 pandemic.*

## **COMMUNITY FEEDBACK**

### **FirstFeedback®**

We make it easy for the community to contact us and share information about a driver, bus or passenger experience. FirstFeedback®, our proprietary online feedback management system, is a straightforward, user-friendly system for compliments, complaints, suggestions and questions. Community members and parents/guardians can submit feedback and opt to be contacted via phone or email for follow-up.

#### **Efficiency**

Hierarchy-based escalation ensures submitted feedback is reviewed and responded to in an efficient manner.

#### **Transparency**

Insight and trend reports provide the district with detailed information by timeline, bus and driver.

#### **Accountability**

FirstFeedback® provides additional details to effectively manage driving teams and improve service levels where needed.

*For more information on FirstFeedback®, please refer to the Equipment and Technology Solutions section.*

## **COMMUNICATIONS SUPPORT**

Supporting our district and community goes beyond day-to-day student transportation. At First Student, our experienced communications and customer engagement teams are available to support New Haven Public Schools and our location staff in creating student transportation messaging.

We offer an additional layer of expertise in developing and carrying out a school transportation communications strategy and can provide direct support to create clear and effective announcements, news releases and event promotions.

### **Media Relations**

Whether issuing good news or managing crisis communication, First Student offers counsel and assistance with media relations matters. We will work in close partnership with New Haven Public Schools to develop appropriate messaging and disseminate breaking news affecting New Haven. Our communications team monitors the First Student Media Line 24 hours a day, 7 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
- Flyers, media alerts, safety certificates, coloring books, etc.
- Templates and tools for local project planning and community outreach
- Partnership on school bus programs
- Stuff-the-bus events

## 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

## Safety Dog Bus Tour

School districts, students, parents and communities are vital partners in our comprehensive safety program. We build 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 preparation for a Safety Dog visit, we work with district officials on even promotion and media guidance for the following events:

- Homecoming events
- PTA board meetings
- Safety roundtable discussions
- Community-wide gathering



## COMMUNITY ENGAGEMENT

Many of our employees are multi-generational members of the New Haven community, with children, grandchildren and other family members attending the same schools they once attended. Our local teams have a sense of service that goes well beyond the jobs they do each day. Because at the end of the day, they are neighbors deeply committed to New Haven's resiliency and success.

Our local teams are most in sync with the needs of the communities they serve, which is why all charitable initiatives and volunteer projects are employee-led. First Student employees are always ready and willing to help their communities prosper. They are proud of where they live and often find creative ways to lend a hand when there are challenges to overcome. They often participate in activities which strengthen connections within the community, such as festivals, parades and special events. The following are some examples of how we contribute to the New Haven Community:

1. Supporting New Haven Public Schools' new Superintendent: This year, New Haven Public Schools' new Superintendent, Madeline Negrón, hosted a convocation meeting with teachers prior to the start of school. Our team provided buses to transport teachers and staff between parking lots and around the cities so they could attend the event easily. This was a great start to our partnership with Dr. Negrón, and we look forward to continuing to support her and New Haven Public Schools' in the future.

2. Supporting New Haven during emergencies: Our local team, led by Paul Demaio, continues to provide 24/7 support for New Haven's needs with evacuations or to provide buses as shelter for victims of fires or other emergency situations.

3. Our New Haven team partners with a local immigrant service to help school children: In recent years, our New Haven team has partnered with a local immigration service group, IRIS (Integrated Refugee and Immigrant Services, Inc) to provide transportation for IRIS's after school and summer programs for local refugee and immigrant children. IRIS is the state's largest refugee resettlement agency, and it helps over 1,000 students attending New Haven Public Schools. Thanks to First Student's bussing, they have seen the highest ever level of attendance to the after school and summer programs.

IRIS's Director of Education, Debra Riding, has loved working with First Student. **"First Student drivers have taken extremely good care of our vulnerable program participants,"** she said in a recent letter. We have attached Ms. Riding's letter of reference at the end of this section. She also stated that **"The organization (First Student) is an incredibly valuable partner in the education of New Haven's children."**

Through our partnership with IRIS, First Student has been able to provide excellent care to New Haven Public School's most vulnerable students. We look forward to continuing to help these students in the years to come!

4. Supporting New Haven's Friends or Rudolph event: We provide transportation for children and families around the city to attend this even at no extra charge. We have staff on-site to make adjustments to buses as the volume of attendance requires to ensure *all* children and families can enjoy this event.

5. Supporting District emergency evacuations: Recently, four schools within the district received threats that required all students to be evacuated immediately and taken home. This occurred after our buses had returned to the yard that morning. Our team was able to get nearly 30 buses to the schools within 15 minutes of the notification; and all required buses arrived at schools within 45 minutes. We had a First Student representative at each school to work with the emergency services officers as necessary. Our team can respond quickly in times of emergency to ensure the safety of New Haven Public Schools' students.

6. Annual employee/community event: Every year, our New Haven location hosts an employee appreciation event that is open to members of New Haven. This year, our event includes a touch-the-bus/EMS vehicle event. This annual event also includes free haircuts for students. This year, we provided 42 back-to-school haircuts for students, many of which were given to disadvantaged community families from local shelters. We also hosted a stuff-the-bus event which secured a large number of back-to-school supplies and backpacks that will benefit New Haven students!

Finally, we are proud that one of our bus drivers—Mario Natareno—was the first bus driver to earn a T.A.P.S. Award from New Haven Public schools a few years ago!

Mario was nominated by the principal of Ross Woodward School and selected as a finalist as this year's award recipient of the New Haven Public Schools T.A.P.S. Award!

The Teachers, Administrators, Parents, Staff (T.A.P.S.) Awards recognizes and celebrates outstanding teachers, administrators, parents, support staff and community partners that go above and beyond in their efforts to help all students engage in their learning and rise to success. The award also honors those who are dedicated to making their school community better and different for our students and constantly strive to inspire and motivate students and others of all backgrounds and abilities.



This was the first time in the 25+ year history of the T.A.P.S. award a school bus driver has been nominated and selected as an award recipient. It is a great honor to have one of our own be acknowledged by the schools and Board of Education.





# Transportation Update

## Local School District

Dear Dr. Celeslie,

We're pleased to provide you with an update of activities at our location. In this week's report, you'll find the status of driver staffing as well as progress made on open issues. Also included are summaries of community activities and other noteworthy events that are coming up.

### 1. Driver Staffing

Working diligently to increase the applicant flow. We have revised our training process to focus on CLP attainment first to keep driver's focus narrower, with the goal to obtain CLP within 3 weeks, then adding additional enhancement training. Expansive recruiting plan (see attached)

- Big Bus, No Big Deal events scheduled for July 10<sup>th</sup> and August 14<sup>th</sup>
- We have added 6 additional trainers to ensure we have enough trainers to get all recruits trained in a timely manner.

### 2. Successes for the Week

- Four drivers passed their third-party exam.
- Local School District monitor thwarted trespass at 5<sup>th</sup> Ave yard by calling police. Great job, Robin!
- Hired two new dispatchers.
- We had 2 more drivers achieve 5-star status.

### 3. Customer Issues/Resolutions

- Payment for March was short. Emailed Brenna for explanation.

<b>Route Count</b>	<b>339</b>
Drivers assigned to a route	294
Cover drivers	41
Field spare	0
Borrowed drivers	0
Total drivers	335
Over/(Short) for route coverage	(4)
Charter drivers	12
Borrowed charter drivers	0
Total charter drivers	12
<b>Drivers in Training/Testing</b>	<b>18</b>
Apps this week	15
Permit pending	13
Total # in training (classroom)	6
Behind-the-wheel training	12
<b>Monitors in Training/Testing</b>	<b>2</b>
Apps this week	4
Total # in training (classroom)	2

- District concerned with tablet navigation varying too greatly from Versatrans turn-by-turns. Requesting comparison to compare. Will do side-along with a few drivers.
- Still no update on what Local School District is doing to meet hiring needs. Did we ever get confirmation?
- Meeting set up with Bobbie on June 18th to discuss the option year agreement.

#### 4. Other Points of Interest

- Sleeping child found after route by driver Amy Berger!
- Meeting with our landlord to discuss the new Maintenance facility on June 17th
- We are having our year end employee BBQ at both lots on Friday, June 18th
- Hosting employee appreciation/retention event at Altmayer Stadium in Tacoma to see a Cardinals baseball game on July 16th. We rented a party deck and will bus drivers to event and back again.
- Hosting employee appreciation/retention event at Baer Family Fun Center in Tukwila on August 6th. We rented out the entire place for our employees.

Please don't hesitate to ask if there is any other information you would like us to include in future updates.

Respectfully,

Melissa Thomas  
Senior Location Manager  
First Student #123456  
1983 First Ave South  
Seattle, WA 98108  
Office: 206-555-0719  
Mobile: 206-555-0723



235 Nicoll Street  
New Haven, CT 06511

TELEPHONE: (203) 562-2095

FAX: (203) 562-1798

EMAIL: [info@irisct.org](mailto:info@irisct.org)

WEB: [irisct.org](http://irisct.org)

January 26, 2024

Dear Sir or Madam,

I am writing in support of the renewal of First Student's contract with the New Haven Public Schools.

IRIS (Integrated Refugee & Immigrant Services, Inc. [www.irisct.org](http://www.irisct.org)) is Connecticut's largest refugee resettlement agency. We serve people from all over the world who have fled persecution in their home countries to start new lives and become self-sufficient, contributing members of their new communities. Over half our clients are school-aged children. In fact, IRIS has nearly 1,000 students attending the New Haven Public Schools, accounting for roughly 5% of the school population.

Since the pandemic allowed us to resume in-person supplementary educational programming in the fall of 2022, First Student has worked closely with IRIS to provide essential transportation for IRIS's after-school and summer programs for refugee and immigrant children. With the help of First Student bussing, we have seen the highest levels of attendance over the last two years in the history of our programs.

First Student drivers have taken extremely good care of our vulnerable program participants, quickly getting to know the children's names and temperaments, keeping them safe and comfortable, nipping discipline issues in the bud, and communicating clearly with us about any potential concerns.

Because refugees arrive throughout the year, we regularly add students to our on-going programs. First Student has been extremely flexible in setting up new routes and run sheets, on many occasions adding new stops the very same day we put in the request. This has been so helpful in allowing us to include newcomers in a timely manner.

First Student has worked hard to make their services affordable. I am particularly grateful for Senior Manager Paul Demaio, who has made herculean efforts to help us stay within our meager transportation budget. He and the other employees of First Student clearly support our work in welcoming refugees and immigrants.

I hope you will consider First Student's proposal favorably. The organization is an incredibly valuable partner in the education of New Haven's children.

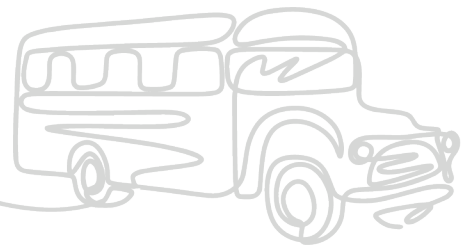
Best wishes,

Debra Riding  
Director of Education  
IRIS—Integrated Refugee and Immigrant Services

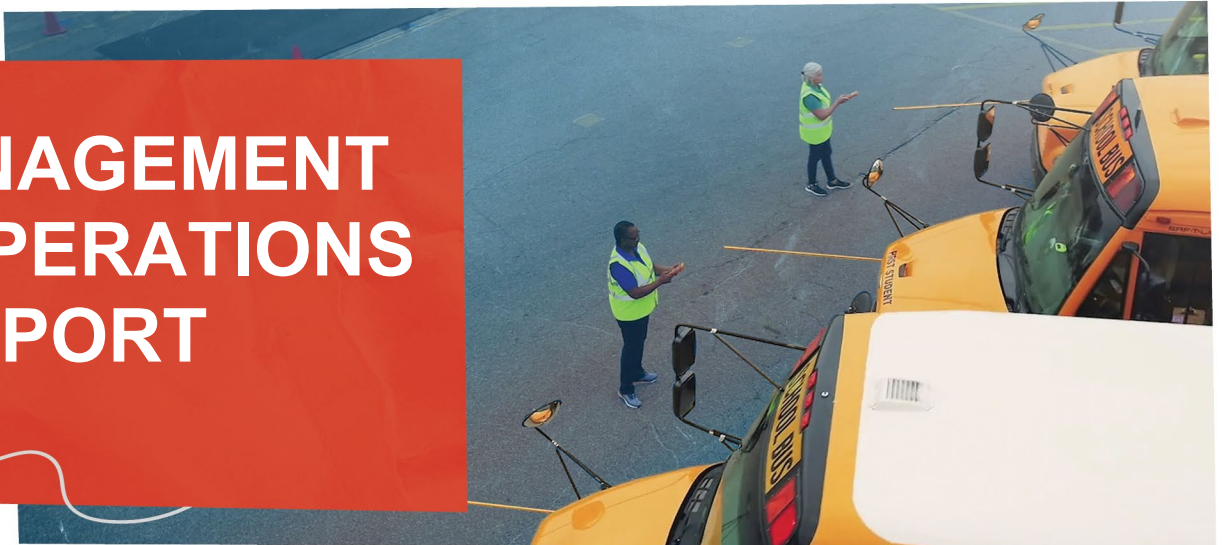
# Management & Operations Support



*Note: "Management & Operations Support" is a subsection of "Methodology and Approach."*



# MANAGEMENT & OPERATIONS SUPPORT



As your long-term partner, you will continue to be served by the familiar faces with your experienced local team. As you know, your team is customer-centric and dedicated to delivering solutions that support your success. First Student supports your team with additional resources and guidance in key functional areas of operations like finance, safety, maintenance and human resources. This ensures New Haven Public Schools continues to operate with the highest standards for safety, quality, efficiency and transparency,

## YOUR LOCAL TEAM

As New Haven Public Schools' incumbent partner, our goal is to build on our strong relationship and continue to work side-by-side to address issues, explore new opportunities and achieve the highest standards throughout your transportation system. The students we serve are our priority. We will continue to seek potential employees who know their community and clearly share this core value. Our First Student team values our connection with our students, families and community. We are proud to be a part of the New Haven community and look forward to the opportunity to continue contributing to your success. As always, our team will work closely with New Haven Public Schools so we can focus on our mutual goal – to facilitate the best for our students.

**Our New Haven team has over 155 years of combined operations experience, and 76 years of combined experience serving New Haven.**

Our team remains available for any District or city-related emergencies 24/7. Additionally, operations offices are open 15 hours a day while we have staff onsite more than 17 hours a day. The following personnel make up our proposed location team:

- Senior Location Manager, Paul Demaio
- Assistant Location Managers (3)
- Operations Manager (1)
- Routing Team (1 onsite, 1 FPS)
- Dispatchers (5)
- Safety Manager (1)

- Safety Clerk (1)
- Training Center Manager (1)
- Shop Manager (1)
- Assistant Shop Manager (1)
- Technicians (14)
- Parts Clerk (1)
- Yard Attendants (3)

## **Senior Location Manager**

Our Senior Location Manager provides operational oversight, day-to-day management, customer interface, and required reporting and compliance mandates (both internal and external) for multiple locations. He/she represents company management with school officials concerning issues of passenger management, route scheduling, billing, charter activities, driver issues, safety and general logistics matters.

## **Assistant Location Manager**

Our Assistant Location Manager works with dispatch to ensure home to school routes are covered in a timely and efficient manner. He/she interfaces with drivers about their concerns and performance issues, investigates client complaints and coordinates resolution.

## **Operations Supervisor**

Our Operations Supervisor oversees and coordinates day-to-day aspects of the student transportation operation. He/she is responsible for planning, organizing and coordinating the branch's daily operations in order to achieve the highest standard of customer and employee satisfaction. Working closely with the Location Manager and staff, he/she ensures that superior levels of service are delivered to both internal and external customers and provides effective coaching to employees and assisting in their personal development.

## **Routing Team**

Our Routing Team establishes efficient routes for our drivers to provide your students with safe, timely transportation. They ensure routes are safe and efficient, helping us maintain the highest level of performance.

## **Dispatchers**

Our Dispatchers are responsible for bus routes, bus readiness and driver assignments. Their duties include, but are not limited to, checking drivers in before each AM and PM route, assisting in developing and scheduling routes and monitoring two-way radio communications with drivers during their routes. 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.

## **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. His/her responsibilities include conducting and documenting investigation for all serious events, sharing best practices, guiding locations on compliance with First Student policies and Standard Operating Procedures, and preparing monthly reports and analysis of safety performance, identifying trends and corrective actions.

## **Safety Clerk**

Our Safety Clerk assists our Safety Manager with records and safety management documentation.

## **Training Center Manager**

Our Training Center Manager oversees and takes care of our training center. This individual helps schedule training classes and behind-the-wheel trainings. They are also responsible for ensuring the training center is in good condition for classes and has the necessary supplies.

## **Shop Manager**

Our Shop Manager is responsible for maintaining the overall reliability and performance of New Haven Public Schools' vehicles. He/she oversees compliance with regulatory requirements and company policies, trains and supervises shop staff, schedules fleet maintenance and keeps dispatch informed of vehicle availability. Our shops deliver the highest level of maintenance service for optimum vehicle safety using today's leading technologies, rigorous inspection and repair procedures and experienced teams of certified professionals.

## **Assistant Shop Manager**

Our Assistant Shop Manager oversees and assists in the maintenance, repair and overhaul of New Haven Public Schools' 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.

## **Technicians**

Our Technicians supports our Shop Manager and Assistant Shop Manager. They are responsible for taking a proactive approach to maintenance and repairs by identifying and communicating issues before they become problems.

## **Parts Clerk**

Our Parts Clerk performs receipt, verification, labeling, storage, documentation, and security of all parts and supplies in the parts room.

## **Fuel/Yard Attendant**

Our Fuel/Yard Attendant assists the maintenance staff in the performance of their duties, lending a helping hand to make sure we keep our buses safe for your students.

## Local Management Team - Training and Professional Development

Your location management team will receive customized onboarding, training, and professional development from our various regional and corporate subject matter experts to ensure they deliver outstanding customer service. Our industry-leading training and development programs provide location management the skills and confidence to make the best decisions for New Haven Public Schools.

## Location Manager Onboarding Program

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 our four-day Location Manager Onboarding (LMO) Program.

Our Location Manager Onboarding (LMO) Training Modules include the following content:



### INTRODUCTION TO SAFETY

Ways to promote and reward safety managers



### HR/EMPLOYEE MANAGEMENT

Recruiting, hiring, and managing the employee database



### MAINTENANCE & ENVIRONMENTAL COMPLIANCE

Maintenance programs and the environmental assurances needed at each facility



### FINANCE

How to run and report financial data



### PAYROLL/ BENEFITS

Managing the benefits and payroll operations of staff



### PURCHASING, PAYMENTS & INVOICES

Introduction to AP/AR and how to submit invoices



### GROWTH & INNOVATION

Products and services available to assist the locations with meeting and exceeding the customers' needs



### REAL ESTATE/FACILITIES & SECURITY

Necessary steps to make your location safe and efficient



### CORPORATE COMMUNICATIONS/ MEDIA RELATIONS

Identifying support for the location and customer districts during times of need



### CUSTOMER SERVICE & COMMUNITY ENGAGEMENT

Engaging with your community and providing service in a friendly and proactive way



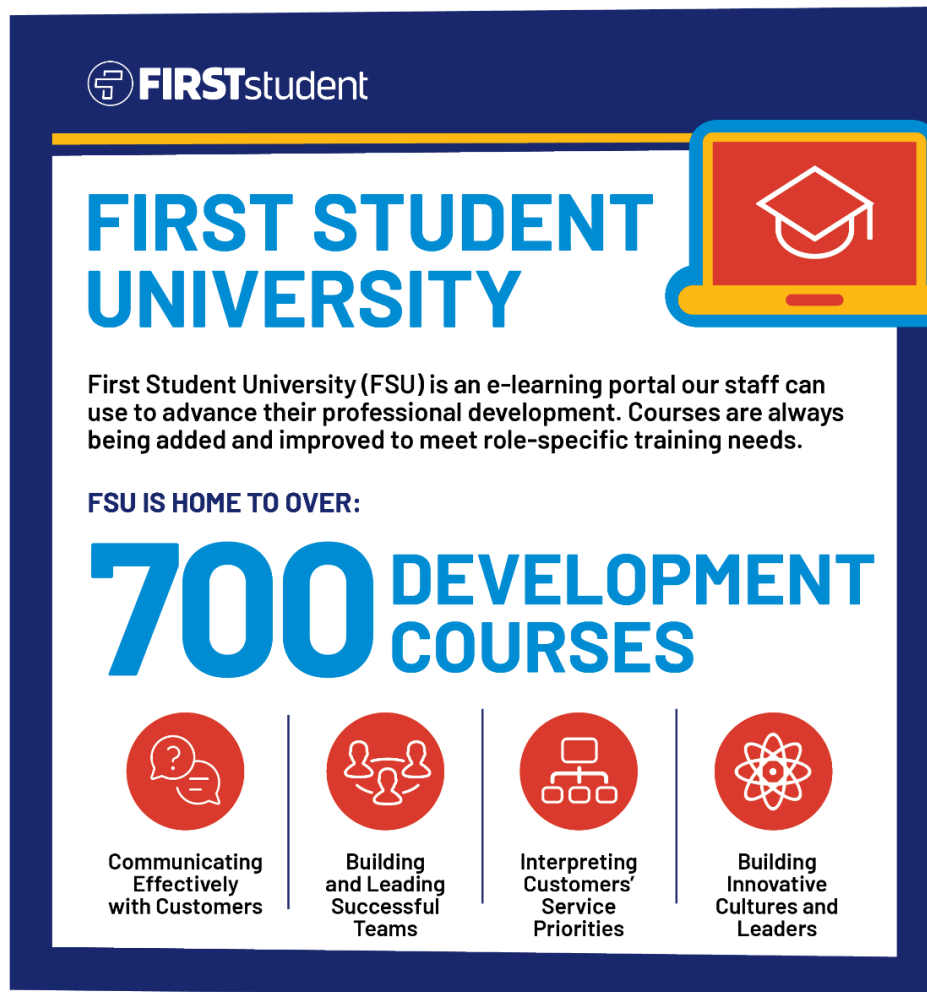
## FIRST STUDENT UNIVERSITY

Through our e-learning portal, 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.

Courses are designed using our expertise in student transportation and support our local teams by providing them with the tools needed to overcome challenges. For example, a challenge affecting the student transportation industry is driver shortage. To combat the issue, First Student University offers an online interview certification program that provides our frontline location employees with the resources needed to ensure a candidate's interview experience with us is positive, welcoming and consistent with our company's core values. Through this training, First Student elevates the experience for well-fitting candidates.

First Student 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, please refer to the Maintenance Program subsection of "Methodology and Approach."*







**FIRSTstudent**

# FIRST STUDENT UNIVERSITY

First Student University (FSU) is an e-learning portal our staff can use to advance their professional development. Courses are always being added and improved to meet role-specific training needs.

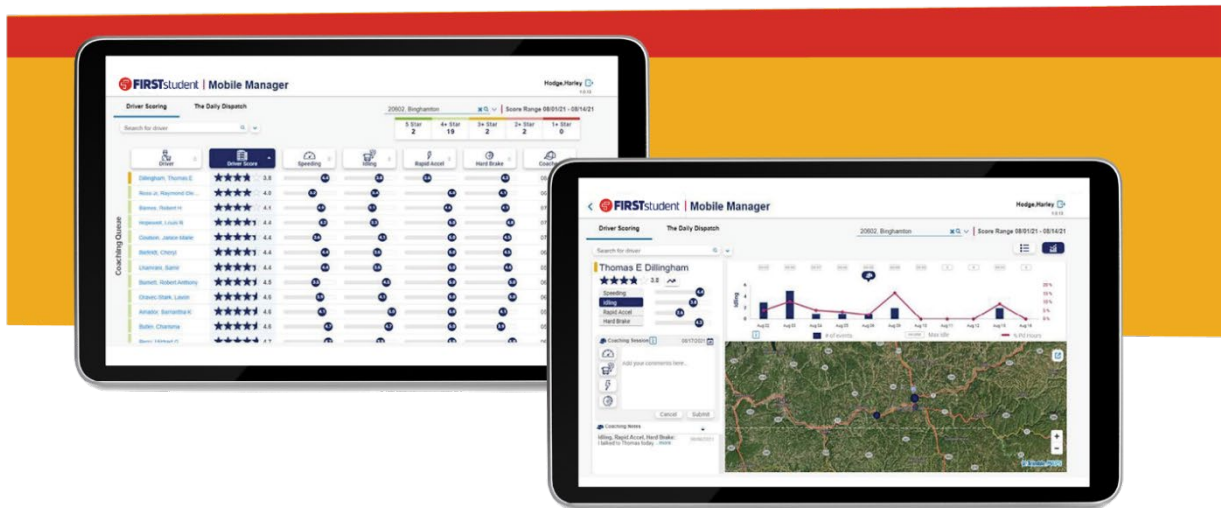
**FSU IS HOME TO OVER:**

# 700 DEVELOPMENT COURSES

-   
Communicating Effectively with Customers
-   
Building and Leading Successful Teams
-   
Interpreting Customers' Service Priorities
-   
Building Innovative Cultures and Leaders

# PERFORMANCE MANAGEMENT

We provide tools and resources to help our Location Managers focus on the specific needs of their operations and plan more effectively to ensure a safe and efficient fleet for your district. Our integrated technology system, MobileManager, uses tools like DriverScore™ to build a positive performance culture amongst drivers. 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.



## MobileManager

Sorting key data into a user-friendly mobile coaching tool called the MobileManager gives our local operations teams access to enhanced operational monitoring. MobileManager helps 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. This program supports recognition and encouragement of safe driving by creating friendly competition among locations and drivers.

## 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 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 friendly competition among our locations to improve their ranking while driving operational excellence company-wide. When team members are motivated to improve their performance, students reap immediate benefits.

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 called DriverScore™ that's proven to motivate our drivers to do their very best through positive recognition and informed coaching strategies. Location Managers receive detailed vehicle operations data to identify coaching opportunities and monitor each driver's improvement.

# UNMATCHED CORPORATE SUPPORT

The First Student corporate team serves as an extension of your local transportation team. It offers a variety of support to ensure operations are running smoothly. Outlined below are six groups that offer ongoing support to you and your local First Student team.



## Central Operations Support Team

Our Central Operations Support Team, composed 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 essential areas of operations, including routing, dispatch, reporting, FOCUS™ and customer-facing technology.



## 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 ensure each location fully utilizes 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. 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.



## Customer Success Team

Our customer success team underpins our dedication to our customers and ensuring their operational success. Each region has the support of a Customer Success Manager whose focus is to work with our customers and location teams to ensure we are delivering on our district customer expectations and goals. This person serves as a liaison during startup and beyond to support communications, action plans and ongoing partnership development.



## Internal & External Communications Support

First Student's communications team is available to support New Haven Public Schools and our location staff in creating student transportation messaging. Should the district ever need or desire 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.

## REGION MANAGEMENT TEAM

Our region management team has direct oversight of the location team serving New Haven Public Schools. They provide resources and guidance in essential functional areas of operations, such as finance, safety, maintenance, and human resources. Region management performance measures and KPIs are tied to each area of expertise.

### Senior Vice President (SVP)

#### Bill Roche

Senior Vice President Bill Roche oversees operations for First Student's New England region, comprised of more than 80 operations in Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island and Vermont. As SVP, Bill oversees the full regional staff, providing senior leadership that directly supports our locations. Bill 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. He joined First Student in 2003.

#### Education

- Bachelor of Science in Business Management, Rhode Island College

#### Previous Employment

- Location Manager, Area General Manager, Region Vice President – First Student
- West Coast Operations Manager – Paul Arpin Van Lines

#### Achievements

- 2021 Golden Merit Award, National School Transportation Association (NSTA)
- 2013 Presidential Award of Excellence, Area General Manager of the Year

### Area General Manager (AGM)

#### Vinnie Cappiello

Area General Manager Vinnie Cappiello is responsible for the overall performance of 15 First Student locations and a fleet of 1350 school buses in Southwest Connecticut representing First Student in all contract and labor negotiations in that part of the state. As Area General Manager, Vinnie works with our Location Managers to ensure they have the guidance and resources they need to provide safe, dependable student transportation. Vinnie started his career in 1985 with Laidlaw Education Services and joined First Student upon acquisition of Laidlaw in 2007.

#### Previous Employment

- Technician, Multi-Site Maintenance Manager, Location Manager, District Manager – Laidlaw Educational Services (now First Student)

## Achievements

- Shop Manager of the Year, Location Manager of the Year, Best in Financial Performance Award, Management Excellence Award – City of Stamford
- ASE Certified Technician
- Federal Motor Carrier Safety Administration certified observer
- Department of Transportation drug and alcohol observer
- Interactive Management and Crossroads Management training programs

## Region Safety Director (RSD)

### David Lojewski

Region Safety Director David Lojewski is responsible for all aspects of driver safety, DOT and FMCSA compliance, including driver qualification and training. David leads a large team of Area Safety Managers with direct lines to Location Managers in six states providing leadership, guidance and the necessary tools to implement safety process at the region level. He and his team have 77+ locations in the New England area with a combined total of 120+ years of experience in the industry. As Region Safety Director, David develops long-term, sustainable plans to improve the safety performance of his region. He joined First Student in 2021.

## Education

- Bachelor of Arts in Administration of Justice, Bachelor of Arts in Sociology and Minor in Psychology, Rutgers University

## Previous Employment

- Regional EHS Manager, New England – C&S Wholesale Grocers
- Director of Safety – USA Hauling & Recycling, Inc.

## Achievements

- OSHA 10- and 30-Hour General Industry Certification
- NGV Essentials and Safety Practices Certification
- Basic First Aid, CPR and AED – Adult/Child
- Currently pursuing ASP and CESCO certifications

## Area Safety Manager (ASM)

### Deborah McCallum

Area Safety Manager Deborah McCallum provides management and oversight of First Student safety programs for 17 locations in Central Connecticut. As Area Safety Manager, Deborah conducts internal audits of safety practices, provides driver safety training, educates and monitors compliance with company policies, OSHA, FMCSA, DOT, DHS and other state and local regulatory compliance. She also assists location management with recruitment efforts and new hire selection process. Deborah joined First Student in 1994.

### Education

- Bachelor of Science in Business Management, Rivier University
- General Industry Safety & Health Specialist Certificate, Keene State College
- Computer Technology Certification, Control Data Institute

### Previous Employment

- Assistant Contract Manager, Location Manager, Region Safety Manager – First Student

### Achievements

- ADI Safety Leadership Coach and Trainer
- 9 OSHA certificates regarding safety & health, general industry, accident investigation and more
- Connecticut School Transportation Association (COSTA) Safety
- NHSTA Board of Directors (proxy member)

## Region Maintenance Manager (RMM)

### Brian English

Region Maintenance Manager Brian English oversees 16 First Student Maintenance Shop locations and 3,373 buses throughout Connecticut and Rhode Island. As Region Maintenance Manager, Brian is responsible for ensuring the maintenance locations are staffed, trained and maintained to meet the First Student standards. Additionally, Brian performs location audits semi-annually to ensure contract and DOT compliance and is responsible for recruiting all Shop Managers for the Connecticut and Rhode Island maintenance shops. Brian joined First Student in 2013.

### Education

- Bachelor of Science in Business Management, Springfield Technical College – *in progress*

### Previous Employment

- Asset Maintenance Management, Logistics and Security – Department of Homeland Security

## Achievements

- Lean Six Sigma Training
- Senior Leadership Development Program with the Federal Government

## Region Finance Manager (RFM)

### Bob McGovern

Region Finance Manager Bob McGovern provides financial supervision for First Student in Central Massachusetts, Maine, New Hampshire, Southwest Connecticut and Vermont. As Region Finance Manager, Robert supports 80 school districts and 34 First Student locations, four of which are maintenance. Robert's responsibilities include budgeting, forecasting and pricing to help ensure financial accuracy along with contract billings and compliance and location specific asset monitoring. He joined First Student more than 10 years ago.

## Education

- Bachelor of Arts in Business with a concentration in Finance and Accounting, Curry College
- Master of Science in Financial Economics, Boston University

## Previous Employment

- Finance Manager – United Parcel Service (UPS)



# Safety & Security Measures



*Note: "Safety and Security Measures" is a subsection of "Methodology and Approach."*





# SAFETY AND SECURITY MEASURES



First Student's top priority is the safety of every child we transport. We are the most trusted student transportation provider in the nation, with more school districts choosing us to provide a safe ride for their students than any other transportation provider. That is why Safety is First Student's #1 Core Value.

Our safety program is designed to keep safety at the heart of our organization. The program implements safety principles, policies and procedures that enable us to maintain the highest standards of student safety. We have also instituted companywide injury prevention measures to prioritize the well-being of our student passengers.

Our company works together to deliver the best possible safety outcomes. First Student's 545 locations share their experiences with each other and are supported by a corporate team of seasoned safety professionals. This helps us deliver on our promise of protecting our student passengers and reinforces our safety strategy through participation and ownership at all levels of our operations.

## HOW WE BUILD A STRONG SAFETY CULTURE

School districts that partner with First Student gain the support of an entire safety organization. We built student-centered safety 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, build employee morale and develop a team of determined problem solvers.

### Safety Program Support Structure

Proper staffing is important to driving a robust safety culture. In addition to our location-based safety managers, First Student provides two additional tiers of leadership as part of our safety management support structure: Region Safety Director (RSD) and Area Safety Manager (ASM).

**This adds double the number of safety professionals you typically see in the industry.**

Additional support for your location safety team is extra assurance that best practice training initiatives and programs are implemented successfully.

Some of the ways our safety program support structure support your location's safety goals include the following:

- Deploys additional safety trainers to reinforce back-to-school start-up resources
- Strengthens oversight of school kickoff and in-service safety meeting quality and consistency
- Ensures the right level of staffing is provided for safety and training initiatives
- Provides further coaching guidance for our driver performance program, DriverScore™
- Supports talent development and employee retention activities



## BeSafe Leadership Program

Our BeSafe Leadership Program has earned First Student 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.

# BeSafe Leadership Program

Includes the following:



### FOCUS ON SAFETY-CRITICAL BEHAVIORS

We identified several safety-critical behaviors in partnership with Aubrey Daniels International (ADI). These behaviors link to collision and on-road risk prevention, injury prevention and shop-specific injury prevention and serve as the focus of our safety messaging and coaching.



### DAILY TOUCHPOINTS

We train our Location Managers to have impactful interactions that positively influence their team members. Managers are equipped with techniques to keep their team focused on our 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.

## National Safety Council's Green Cross Award

**First Student is the only student transportation provider to receive the National Safety Council's Green Cross for Safety and Occupational Excellence Award.**

We credit this honor to our innovative use of ground-breaking technologies as well as our robust safety culture which keeps us focused, committed and conscious of our actions. We are proud the NSC recognized that we, as an organization, genuinely care for the students we transport and the people we employ. Within First Student, we consistently uphold a complete set of safety initiatives and training programs in order to protect our student riders and employees while continuously improving our injury prevention best practices.



## Safety and Quality Assurance Audits

Our Area Safety Managers perform safety audits to ensure our locations are adhering to the high safety standards that we've promised to New Haven Public Schools. Locations are placed on an annual safety review cycle.

In order to streamline our safety audit process, we utilize a comprehensive online platform called ProcessMAP. ProcessMAP is a global EHS (Environmental, Health and Safety) software platform that can be accessed from any device, anytime – improving efficiency and reaction time. Safety audit information is captured and updated in near real-time as the review is occurring. The advanced analytics allow us to conduct global and local trend analysis across sites. It also tracks open action items to closure and escalates notices to managers when action items become overdue.

The output of our safety audit process is a comprehensive safety action plan, which outlines, by category, any steps necessary 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. An overview of our safety and quality assurance audits can be found on the following page.

## **SITE NOTIFICATION**

- A short notice is given to the location prior to the site visit
- Some pre-work may be involved, i.e., gathering driver or training files

## **SITE SAFETY REVIEW**

- Auditor arrives onsite with tablet containing ProcessMAP software
- An audit of 260 points is performed
- Examples: OSHA requirements, training/safety meetings, driver files

## **EVALUATE**

- Photos or recordings are taken
- Inspection and examination of records, facilities, equipment, etc.
- Extensive review of files

## **DOCUMENTATION**

- Audit is completed and documented in ProcessMAP
- If connected to WiFi, audit is updated in near real-time

## **PUBLICATION**

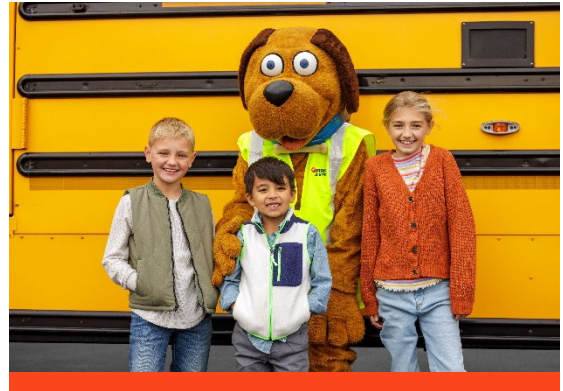
- All results are published at the end of the year and shared with the organization
- The analytics allow for a global and local trend analysis across sites/locations

## **ACTION PLAN**

- What needs done, by who and by when
- A timeline with an escalation plan is given to the Location Managers on each of the non-compliant audit topics
- Opportunities are identified, assigned an action plan and tracked to a resolution

## Safety First Student Safety Dog Bus Tour

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 round-table discussions, and other community-wide gatherings. In preparation for a Safety Dog visit, we work with district officials on event promotion and media guidance.



## Applying Consistent Rules & Expectations

We recognize the school bus ride is a continuation of the classroom in many ways. First Student coordinates our training and procedures with school-wide student behavior policies and processes, so our driving teams are applying rules and managing expectations with clarity and consistency. In addition to our training and procedures, we incorporate and participate in all state, local and district student behavior programs.

## Fights and Physical Altercations

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 behavior program.

The following training is provided to prepare school bus drivers for circumstances when they may need to intervene in a student fight or physical altercation:

- Get assistance – always report a fight to dispatch before leaving the driver's seat.
- Secure the bus and take the key.
- Follow district and company policy regarding actions should a fight occur.
- Remove the audience – ask other students to move away from the fight to prevent further encouragement.
- Use a loud, firm voice to gain attention – always use verbal intervention first.
- Direct one of the participants to move up front (with the driver) to create a distraction.
- Keep dispatch informed of the situation – let them know if assistance is no longer needed.
- Report all fights to dispatch/manager immediately upon route completion.

## Available Reporting Tools

First Student's proprietary program, FirstACTS® is a powerful web-based communication tool that helps districts easily and efficiently manage student conduct tracking on the school buses. We can provide additional details should the district have an interest in this technology.

*To learn more about the benefits of FirstACTS®, please refer to the Optional Services section.*

## Drug and Alcohol Policy

First Student is dedicated to providing safe, dependable and economical transportation services to its customers. Our employees are critical to achieving that goal, which is why First Student aims to provide a safe, healthy, and satisfying working environment for our employees. Toward that aim, it is our policy to:

- Assure that employees are not impaired in their ability to perform assigned duties in a safe, productive, and healthy manner
- Create a workplace environment free from the adverse effects of drug and alcohol abuse or misuse
- Prohibit the unlawful manufacture, distribution, dispensing, possession, or use of controlled substances
- Encourage employees to seek professional assistance when substance abuse adversely affects their ability to perform their assigned duties

This Policy implements a drug and alcohol testing program for all safety-sensitive employees. Each employee is provided a signed copy of the adopted policy.

**Per First Student authority, violation of this Drug and Alcohol policy will result in termination of employment and/or exclusion from hire.**

## HOW SECURITY MAINTAINS SAFETY

### Security Plan

The Safety function of our company operates to provide direction and guidance on safety strategies and best practices. It also ensures that effective standards and processes are in place for monitoring and evaluation. Similarly, the Security function operates across the business to ensure passengers feel safe when they travel, our staff feels secure while at work, and our business assets are protected from fraud, waste and abuse.

First Student's security measures are led by our Vice President of Security, Jason Blumenauer. Jason has spent over 30 years in global security and law enforcement. He was recently named one of CIO News' 10 Most Influential Leaders Building a Better World Through Security in 2023.

### Security Mission Statement

Our vision is to operate in tandem with the company's business objectives and to proactively prevent and mitigate risk to the organization while protecting company assets: people, products, property and information.



## Security Core Principles

Our core principles are meant to provide security services and programs that enhance profitability, reduce risk and increase the company's ability to achieve its goals. These principles include:

- Create security accountability at all levels of the organization
- Partner with key functions to integrate security solutions
- Develop effective security standards, policies, and procedures
- Transfer knowledge through training and awareness
- Control access to people, products, property, and information
- Report and respond to security incidents
- Validate security programs through vulnerability assessments

## Mitigating Security Risks

To proactively address potential safety risks, First Student follows the sequence of actions outlined below.

### Prevent

Prevention always comes first. It is important for facilities to understand where they need to have systems in place to guard against threats toward people and the business. It is important that all staff understand and comply with these protocols, acting in ways to minimize unauthorized access or opportunities for tampering and misuse.

### Protect

Even with preventative safeguards, facilities must have systems to facilitate early detection. These systems can include active monitoring of facilities and dispensing record data, as well as having staff who are aware of and alert for behaviors and other signs of potential threatening activity.

### Respond

For staff, this can be summarized as "see something, say something." Appropriate response at the institutional level includes assessment of potential threats and prompt and appropriate reporting to management and enforcement agencies if needed.

## Developing Safety Habits

Setting clear expectations is an essential starting point for a successful safety program. Helping students apply and sustain what they have learned is equally important. To stay focused on school bus safety throughout the school year, we work with schools to organize:

- School bus safety sessions
- Evacuation drills
- Safety-themed community events

Our teams motivate students to make the correct choices by using a combination of methods, including repeated practice, awareness-raising campaigns and positive reinforcement. By building students' knowledge and enthusiasm for the role they play, safe behaviors become habits.



Additionally, we collaborate with our district partners to implement the following:

**Back-to-School Safety Awareness**

Newsletters and public relations for parents, students and motorists discussing safety on and around the school bus

**First Student Rules of School Bus Safety**

Programs for children of all ages, from first-time riders to older youth

**Public Safety Campaigns**

Campaigns focused on seasonal initiatives as well as targeted traffic safety topics, organized in collaboration with local and state law enforcement

**School Bus Security**

In our Professional Driver Development Program, candidates learn that if a potential threat is identified, they must follow their location’s emergency plan and radio for help immediately. They are discouraged from attempting to manage the situation on their own and encouraged to leave the area instead if something doesn’t seem right. If an individual approaches the bus and insists on talking to the driver or wants to board, the driver is trained to direct them to the driver’s window (if traffic conditions allow) but always to leave an out. Unauthorized persons are not allowed to board the bus.

The Security section of our Professional Driver Development Program prepares drivers to:

- Know what to look for and how to react when approaching the bus stop
- Understand how to remain diligent in their observations at the bus stop
- Understand the importance of “leaving an out”
- Know the recommended response to a perceived threat

At the school, drivers are trained to scan school grounds and areas around the loading zone as they approach and after they have parked. At the school or at the bus stop, we follow the “See Something, Say Something” protocol. If the driver sees something that doesn’t fit, they are encouraged to notify dispatch immediately with the specific concern.

**Emergency Training**

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.

In the Emergencies section of our Professional Driver Development Program, we focus on giving drivers the tools to respond appropriately to emergencies. Knowing what to do shortens the driver’s response time in a critical situation where every minute counts.

Our candidates learn:

- To recognize and identify an emergency
- The process of making the decision to evacuate
- Procedures to evacuate safely and choose the best exit
- The driver's responsibility after a collision
- How to respond to a medical emergency
- Proper procedures for downed power lines at, near or on the bus
- How to safely transfer students during a mechanical breakdown

## **Emergency Equipment and Information**

During the "on-the-bus" portion of our driver training course, candidates are introduced to the use of emergency equipment. We provide the following on each of our school buses as part of our standard emergency and security practices:

- Up-to-date student roster
- Dispatch/two-way radio
- First-aid and body fluid clean-up kit
- Rubber/latex gloves
- Reflective triangles
- Fire extinguisher
- Seat belt cutter

## **Incident Management Roadmap**

Our roadmap for incident management enables us to track crucial details for all incidents, ensuring that we respond appropriately and make company changes as necessary to decrease future incidents.

Below are the steps for when an incident occurs:

1. Identify the severity of the incident
2. Define the proper assessment and response team
  - This is done on three levels to ensure that operations, training strategy, and company compliance work together to reduce the likelihood of future incidents
3. Implement the proper response to manage the incident
  - This is a four-level system that determines the necessary level of response based on the emergency.
4. Business recovery
5. Document the activity with Who/What/When/Where/Why and the outcome
6. Create the post-assessment report and document lessons learned

## Training and Professional Development

First Student'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's online portal

## Emergency Response Exercises

First Student executive management and 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 First Student'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 an evolving set of facts and communication needs.

## Location Security Liaison Program

The Location Security Liaison Program is a program that creates security "eyes in the field" and allows locations to have access to tools and resources to become highly effective in managing security situations and concerns. The Location Security Liaison Program consists of:

### Program Lead

- Supports the site security policy which clearly defines the mission of the site security program
- Supports the leadership and implementation of security measures into every aspect of the operation
- Supports the establishment of the program goals, objectives and measures from the Location Security Liaison and security committee
- Works with First Student Security for the development and operation of the entire site security program



### 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.*

### **Location Security Liaison**

- Helps with the development of the site security plan with the program lead
- Reporting of security incidents and any vulnerabilities
- Overall design and integration of the entire site program
- Development and implementation of the site-specific policies and procedures
- Administration of the security systems
- Annual site security risk assessments
- Leadership of the security committee
- Training and awareness program
- Act as the site liaison with local law enforcement
- Ongoing communication with the First Student security team

### **Representatives from Safety, Finance, Operations, Maintenance and HR**

- Meet on a monthly basis to discuss site security, including:
  - Review cases
  - Review vulnerabilities
  - After action/lessons learned on incidents during the month
- Monitor progress toward site security goals



# Training & Development



*Note: "Training & Development" is a subsection of "Methodology and Approach."*





With First Student as your student transportation provider of choice, you rest assured the safety of your students is our main priority. It is our utmost goal that everyone at New Haven Public Schools – students, parents and district staff – feel comfortable and confident that we will provide the best start and finish to each student’s school day.

## SUPPORTING OUR SAFETY CULTURE THROUGH TRAINING

Our commitment to continuously learning and proactively applying best practices to our training drives a strong safety culture throughout our organization. From the very first day an employee joins our team, First Student’s dedication to our students’ physical and emotional safety is evident. Through our extensive training, we communicate our safety practices and ideals to every employee before they set foot on one of our buses. The following section outlines our thorough training plan for our trainers, dispatchers, drivers and attendants.

### Leading with a Service Mindset

When leaders embrace a service mindset, it positively affects their quality of work and their interactions with students and schools. Our Leading with a Service Mindset Training educates our local managers and team members on how to minimize conflict, reduce stress and improve service levels internally and externally, creating a strong location safety culture. These important skills lead to better internal relationships and employee retention. This training includes six hours of content on topics such as *Leading with a Service Mindset* and *When Things Go Wrong*.

### DriverScore™ Program

Our new DriverScore™ Program was developed to promote safe driving habits and behaviors. There are four key performance indicators scored daily:

-  Speeding
-  Rapid Acceleration
-  Idling
-  Hard Braking



Our Location Managers use performance scores viewed on our Mobile Manager tablet application to recognize safe driving and provide individualized coaching to drivers. Scores are available on each driver's tablet following route completion, allowing them to track their score and hold themselves and their colleagues accountable to our commitment to continuous improvement and safety.

Three aspects of the program directly benefit student safety and driver retention at your district:

### **1. Positive Recognition**

Recognizes and celebrates both individual and location achievements. Promotes friendly competition among drivers which makes the entire driving team stronger.

### **2. Performance Feedback and Trending**

Elevates motivation as drivers receive immediate feedback on their performance and become invested in improving upon their previous scoring results.

### **3. Route Performance Challenges Visually Displayed in a Map View**

Provides precise improvement(s) when and where needed within the specific context (e.g., intersection, narrow roadway, high level of commuter traffic).

*To learn more about the benefits of DriverScore™, please refer to the Equipment and Technology Solutions section.*

## **Right Number of Trainers, Right Trainers for the Role**

It is critically important to have the right number of trainers at a location to support the district's goals and needs. To help our locations understand how many trainers they need, we use our innovative Trainer Staffing Model. By looking at each location's routes, drivers and other data points, we can recommend the optimum trainer staff level. This helps each location know when they need to recruit more members to their training team.

## **Trainer Certification Program**

We know that every safe ride we provide starts with a First Student trainer. All First Student trainers are graduates of our Trainer Certification Program, which sets a standard for consistent and professional training across our company.

First Student trainers are looked to as leaders among their peers and undergo a rigorous certification process consisting of self-study, classroom instruction and in-vehicle coaching by a Senior Certified Trainer.

To be considered for our trainer certification program, applicants must meet the following criteria:

### **GENERAL QUALIFICATIONS**

- High school diploma or GED
- One year minimum general training experience
- One year minimum general transportation, safety or related experience



## **CREDENTIALS**

### **BTW Instructors:**

- Must hold a CDL of the same (or higher) class with appropriate endorsements and have either a minimum of two years' experience driving a commercial motor vehicle or at least two years' experience as a BTW trainer

### **Classroom (Theory) Instructors:**

- Must hold a CDL of the same (or higher) class with appropriate endorsements or have held a CDL with endorsements in the past
- Have either a minimum of two years' experience driving a commercial motor vehicle or at least two years' experience as a classroom instructor
- Hold third party, state or provincial certification, where applicable

## **SAFETY/WORK HISTORY**

- Clean Motor Vehicle Record (MVR) with no preventable collisions or moving violations in the past three years.
- Two years' experience as a school bus driver with a clean driver record
- No more than one unexcused absence in the previous 12 months
- No more than one written warning in the previous 12 months

<b>FIRST STUDENT'S TRAINER CERTIFICATION PROGRAM</b>	
<b>CLASSROOM CERTIFIED TRAINER</b>	<b>BEHIND-THE-WHEEL CERTIFIED TRAINER</b>
Shadow Existing Trainer <ul style="list-style-type: none"><li>• Classroom Training Session</li></ul>	Shadow Existing Trainer <ul style="list-style-type: none"><li>• Skills Course Training Session</li><li>• On-the-Road Training Session</li></ul>
Classroom Certification Course <ul style="list-style-type: none"><li>• Classroom Facilitation Exercise</li><li>• Written Exam</li></ul>	Behind-the-Wheel Certification Course <ul style="list-style-type: none"><li>• Deliver Smith System Commentary Drive</li><li>• Training Documentation Evaluation</li><li>• Written Exam</li></ul>
Partnered Classroom Training Session	Partnered Behind-the-Wheel Training <ul style="list-style-type: none"><li>• Skills Course Training Session</li><li>• On-the-Road Training Session</li></ul>
Final Classroom Trainer Evaluation	Final Behind-the-Wheel Trainer Evaluation

## **Trainer Performance Evaluation and Ongoing Development**

After completing the Trainer Certification Program, all trainers are evaluated in their first 90 days by their location supervisors and the Regional Safety Director and/or Area Safety Manager. Each First Student trainer undergoes a biennial performance evaluation.



By keeping their skillset sharp, our trainers provide superior guidance and top-notch education to our drivers. Monthly trainer communications are distributed, and annual trainer refresher instruction and evaluations are administered by Senior Certified Trainers.

## PROFESSIONAL DRIVER DEVELOPMENT PROGRAM

We expect our drivers to meet and exceed all driving qualifications as outlined by district, local, state and federal guidelines. The First Student Professional Driver Development Program (PDDP) is about more than just preparing a new driver for their road test. We invest in each new driver’s success and help them develop essential customer service and safe decision-making skills.

Our signature training methods prepare the adult learner for success by blending classroom instruction with immediate hands-on application while allowing customization to the specific experience level of each individual driver.

The PDDP curriculum meets FMCSA Entry Level Driver Training Requirements for Class B CDL, Passenger and School Bus Endorsement.

NEW DRIVER TRAINING PROGRAM		EXPERIENCED DRIVER TRAINING PROGRAM*	
SCOPE	HOURS	SCOPE	HOURS
Classroom	15.5	Classroom	4
Skills	7-11	Skills	3
Over-the-Road	15-17	Over-the-Road	3
First Student Orientation	2	First Student Orientation	2

\*Experienced drivers are those who join First Student holding a CDL with School Bus and Passenger Endorsements. These drivers must complete pre-training knowledge and competency assessments to qualify for the Experienced Driver Training Program.



## PDDP New Driver Training Modules

**Section 1:** Introduction to the PDDP

**Section 2:** Professional Driver Qualifications

**Section 3:** Introduction to the School Bus

**Section 4:** Protecting Sleeping Passengers

**Section 5:** Mirror Systems

**Section 6:** Fundamentals: Maneuvering & Skills

**Section 7:** Safe Driving on the Road

**Section 8:** Advanced Driving Techniques

**Section 9:** Railroad Crossing Procedure

**Section 10:** School Bus Stops

**Section 11:** School Bus Security

**Section 12:** Emergencies

**Section 13:** Student Safety Training

**Section 14:** Influencing Student Behavior



## Skills Course Training

As candidates complete our classroom training, they begin applying classroom knowledge behind-the-wheel in a practical, controlled environment. The PDDP Classroom and Skills Course Training are designed as building blocks of learning. **Classroom Sections 3-12 have accompanying skills course training modules.**

The First Student PDDP helps the candidate develop safe decision-making skills by using Go/No-Go scenarios during behind-the-wheel training. Trainers help the driver realize that safely operating a school bus is about more than the action of driving.

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.

While performing each exercise on the Skills Course, trainers evaluate the candidate's ability to

- Perform smooth, controlled and consistent actions.
- Make safe Go/No-Go decisions.
- Deliver accurate and complete commentary

## Skills Course Training Modules

The Professional Driver Development Program covers 14 classroom training modules with 7 corresponding skills course modules.



### SKILLS STATION 1: INTRODUCTION TO THE SCHOOL BUS

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



### SKILLS STATION 2: SMITH SYSTEM COMMENTARY DRIVE

- Smith System 5 keys
- Following distance
- Rock & roll procedure
- Railroad crossing
- The critical point



### SKILLS STATION 3: FUNDAMENTALS: MANEUVERING & SKILLS

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



### SKILLS STATION 4: SAFE DRIVING ON THE ROAD

- Turning point
- Left & right turns
- Parallel parking
- Reverse parking & turnaround



### SKILLS STATION 5: RAILROAD CROSSING PROCEDURES

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



### SKILLS STATION 6: STUDENT LOADING/UNLOADING

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



### SKILLS STATION 7: EMERGENCY PROCEDURES

1-hour on-the-bus demonstration of emergency procedures & equipment

# TRANSPORTING STUDENTS WITH SPECIAL NEEDS TRAINING

We understand that every child with physical and developmental disabilities and other concerns is an individual with unique characteristics, a unique personality and unique abilities. 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 drivers, attendants and monitors are required to complete a multi-module training that includes classroom instruction provided by behavioral experts. The training also includes on-the-bus instruction and provides a set of guidelines, best practices and tools. Additionally, one-on-one on-boarding and off-boarding 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
- Influencing student behavior
- Supporting parents' unique responsibilities
- Vehicle operation, including wheelchair lift operation
- Procedures for emergencies

TRAINING REQUIREMENTS FOR ATTENDANTS & DRIVERS TRANSPORTING STUDENTS WITH DISABILITIES / SPECIAL NEEDS			
COURSE TITLE	AUDIENCE	REQUIREMENTS	HOURS
Special Needs Pre-Service	Drivers Only	Completed prior to transporting students with special needs	3
Transporting Students who Utilize Mobility Devices	Drivers and Attendants	Completed prior to transporting students who utilize mobility devices	2
Transporting Students who Utilize Child Safety Restraint System (CSRS) on the School Bus	Drivers and Attendants	Completed prior to transporting students with CSRS on school bus	1
Transporting Students who Utilize CSRS on Passenger Vans	Drivers and Attendants	Completed prior to transporting students with CSRS on passenger van	1

## Training Modules

Our training centers on the specific skillset needed to tend to the unique needs of each student while helping our drivers 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.

### TRANSPORTING STUDENTS WITH SPECIAL NEEDS - DRIVER PRE-SERVICE

- Key concepts in transporting students with special needs
- Creating and maintaining relationships with students, parents and co-workers
- Bus driver and attendant teamwork
- Functions of behavior
- The cycles of rage
- Specific consideration for loading, unloading and evacuation

### TRANSPORTING STUDENTS WHO UTILIZE MOBILITY DEVICES

- Importance of proper inspection of equipment during pre-trip
- Safely load and unload a student who utilizes a wheelchair for mobility
- Safely transferring a student to a bus seat
- Basics for proper securement
- Properly load, secure and unload electric wheelchairs and scooters

### TRANSPORTING STUDENTS WHO USE CSRS ON THE SCHOOL BUS OR VAN

- Why Child Safety Restraint Systems (CSRS) are required for small riders
- Ensuring CSRS are approved for transport
- Inspecting CSRS
- Proper securement of CSRS to bus seat or passenger van seat
- Properly securing child into CSRS

*For information on our available advanced training for students with disabilities, please refer to the FirstServes™ Special Education Training Program section.*



## **ONGOING DRIVER TRAINING**

### **Continuous Improvement: Training Materials**

In addition to meeting all district, local, state and federal driver training requirements, First Student drivers participate in regular in-service refresher training meetings, including our annual back-to-school kick-off session.

Our Central Safety Service and Support teams work with all region and local teams to identify training topics based on emerging trends. These topics are identified by analyzing company safety data and focusing on the critical behaviors linked to preventable incidents.

### **Annual Driver Education and Evaluation**

Certified driver instructors teach our refresher courses. Our drivers must participate in a minimum of five and a half (5.5) hours of refresher safety trainings each year, including the one and a half hour (1.5) annual kick-off training. The number of hours we require for refresher in-service safety trainings is set to meet and exceed a district customer's requirement. Drivers must pass a hands-on performance evaluation.

Our annual training and awareness programs include:

- Child search purpose and process
- Bus evacuations
- Mirror stations
- Responding to emergency situations
- Railroad risk assessment
- Intersection risk assessment
- Smith System of Advanced Driving Techniques
- Adverse weather driving
- Understanding and preventing distractions

### **Post-Accident Retraining**

If we deem any collision to be driver preventable, we bar our driver from driving any route until completing retraining to the satisfaction of the management team. Retraining is based on the circumstances of the collision and involves both classroom and behind-the-wheel instruction. We conduct a six-week follow-up to establish that our driver gained a complete understanding of the lessons learned during retraining.

Our safety and management teams review all collisions and work-related injuries to help us better understand why accidents happen and how to prevent future incidents. Our teams look at the circumstances of each collision and consult our safety network to identify solutions for developing new best practices for injury prevention.

*For additional information on First Student's investigation procedures at the time of an accident, please refer to the Safety and Security Measures section of our proposal.*

## SAFETY TRAINING FOR DISPATCHERS

Each month, our local dispatch team receives dedicated safety training led by our Area Safety Managers. This training is tailored to address specific aspects of the dispatcher's role and its influence on safety. Dispatchers play a pivotal role within our organization; they are in constant communication with our drivers and monitors, and they are vital contributors to our emergency response procedures. Our commitment to ongoing development through these training sessions guarantees that they remain well-informed about the latest safety-related information.

Dispatch Training Topics Include:

- Hours of Service
- Positive Check-In
- Reasonable Suspicion
- Making a Positive Impact
- Managing Fatigue
- Emergency Preparedness & Response
- Daily Safety Messages / Radio Etiquette
- How to Safely Influence Drivers
- Customer Service



## 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
First Student Orientation	Drivers and Attendants	First Student Orientation	2
Pre-Service Training for School Bus Attendants	Attendants Only	Completed prior to service	4

## Training Modules

Training modules for school bus attendants are outlined below.

ATTENDANT ROLES AND RESPONSIBILITIES	EMERGENCY PREPARATION	LOADING AND UNLOADING	CHILDREN WITH SPECIAL NEEDS
<ul style="list-style-type: none"><li>• Four key attendant responsibilities</li><li>• Communication and safety</li><li>• Bus driver and attendant teamwork</li><li>• Physical demands of the job</li><li>• Protecting yourself</li><li>• The attendant's role in pre/post trip inspections</li><li>• The attendant's role in child search procedure</li></ul>	<ul style="list-style-type: none"><li>• Types of bus emergencies</li><li>• Responding to an emergency</li><li>• Evacuation procedures</li><li>• Considerations for students with special needs</li><li>• Universal precautions</li></ul>	<ul style="list-style-type: none"><li>• The attendant's role in safe loading and unloading of students</li><li>• Identify the danger zone and help students learn to safely walk around the bus</li><li>• Loading and unloading procedures for ambulatory children</li></ul>	<ul style="list-style-type: none"><li>• Key concepts in transporting students with special needs</li><li>• Creating and maintaining relationships with students, parents and co-workers</li><li>• Bus driver and attendant teamwork</li><li>• Functions of behavior</li><li>• The cycles of rage</li><li>• Specific consideration for loading, unloading and evacuation</li></ul>

## INNOVATIVE TRAINING MANAGEMENT

Our commitment to safety extends far beyond initial training. First Student is investing in our safety resources by creating technology which tracks candidate hiring, training and performance. These innovations help us continually improve our service for your district.

### TrainerHub™

Our certified trainers are looked to as leaders who inspire new employees and influence their peers. We developed TrainerHub™, a proprietary application for electronic training documentation and performance reporting, exclusively for our trainers.

We provide TrainerHub™ to First Student trainers via tablet. This innovation positions our trainers at the leading edge of professionalism and compliance with regulatory training documentation.

The reporting dashboards in TrainerHub™ deliver training-specific KPI's and performance trends to location, area and regional management. These metrics guide performance improvement solutions for our trainers, recruitment practices, new driver candidates and training programs.



BENEFITS OF TRAINERHUB™	
TRAINING PROGRAM EFFICIENCY	TRAINING PROGRAM OPTIMIZATION
<ul style="list-style-type: none"> <li>• Digital documentation and training sign off</li> <li>• Real-time driver candidate tracking</li> <li>• Training staff management</li> <li>• Reporting dashboards with location and trainer performance</li> </ul>	<ul style="list-style-type: none"> <li>• Focusing on quality and consistency of new driver training</li> <li>• Reducing time to hire and increasing new driver retention</li> <li>• Creating career path opportunities for high performing trainers</li> </ul>

**MobileManager Application**

Part of our Location Manager’s role is to reinforce operational discipline, accountability and teamwork within our location culture. MobileManager is a custom-built application designed to put actionable safety and service insights directly in the hands of our Location Managers to support driver development.

*For more information on MobileManager, please refer to the Equipment and Technology Solutions section.*

**Daily Reporting**

To elevate driver performance and safety, managers receive daily KPI’s, driver performance trends and coaching session logs. This enables them to effectively coach and mentor.

**Student Behavior Reporting**

While our driver training emphasizes positive reinforcement, there may be times to consider behavior intervention to maintain safety and order on the bus. When deemed necessary, drivers and attendants will report conduct improvements and 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 behavior reporting and tracking on the school buses.

*To learn more about FirstACTS®, please refer to the Student Services on the Bus section.*



# Recruiting, Retaining & Engagement



*Note: "Recruiting, Retaining & Engagement" is a subsection of "Methodology and Approach."*





# RECRUITING, RETAINING AND ENGAGEMENT



First Student drivers are familiar faces in their community. They shop in hometown stores, vote in local elections, and have friends and family members in the districts we serve. Our comprehensive approach to recruiting, retaining and engagement underpins our ability to hire drivers who provide the level of care and compassion that allows students to grow and thrive. Our experience and industry expertise allow us to develop best practices that get the right people behind the wheel.

## A NEW WAY TO ATTRACT AND 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.

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

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

Our most successful efforts involve recruiting from a targeted group of job seekers, specifically:

- Veterans
- Retirees
- Spouses of active military members
- Stay-at-home parents



Referral bonuses are also effective in getting everyone involved in building a team that is supportive of students and each other. Our data shows that employee referrals are a high-performing source for hiring. Our new Referrals First program is powered by the Aliro platform and empowers our employees to share our open positions via text, email or social media.

## 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:

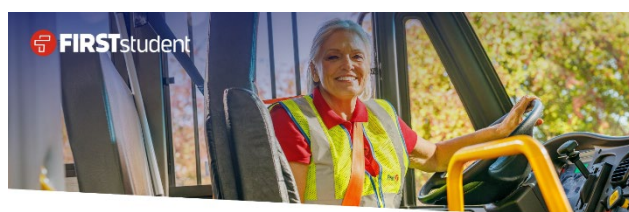
- Retention trends during the start-up period
- Variation of vehicle and driver needs related to seasonal activities
- Other unique service expectations

In addition to leading their teams toward 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 Centralized Talent Acquisition Team provides an unmatched level of recruitment support with a regional focus across North America. The team of four talent acquisition managers and thirteen talent acquisition specialists — three focused solely on technician recruiting and ten focused 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 a team of experienced region driver recruiters who maintain a laser-focused approach to in-person, targeted community outreach by proactively sourcing bus driver candidates.

Additionally, First Student has designated military recruiters and military ambassadors to proactively source and attract transitioning veterans and military spouses with employment opportunities at all organization levels. These relationships grant us access to military bases, veteran groups and partnerships with local military spouse chapters. First Student was accepted as a partner by the Department of Defense for the Skillbridge program and the Military Spouse Employment Partnership (MSEP) Program. Our 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 allows succession planning throughout a career at First Student. Strategies like this help contribute to increased retention rates.



## GREAT JOB. GREAT PERKS.

As a First Student bus driver for the **Hononegah High School District 207**, you can set yourself up for success thanks to our generous perks package.  
No nights or weekends • Generous time off • Competitive wage • On-the-job training

*We are proud to support the Hononegah HOPE Foundation!*

**APPLY TODAY** [DriveWithFirst.com](https://www.DriveWithFirst.com)

## 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 and partners with the location to move candidates quickly through the hiring process. Allocating resources in this way allows us to maximize our recruiting potential while ensuring students have access to consistent and dependable drivers.

## LOCAL AND TARGETED OUTREACH

### LOCATION CONTACT:

Post signs on location building and in bus yard

Park buses in nearby parking lots with signs hanging on them

Drivers and staff hand out recruitment cards to potential candidates

Driver trainers are encouraged to spread the word about opportunities

### LOCAL SCOUTING:

Flyers distributed via canvassing and at target locations: retirement communities, churches, colleges, day care centers, YMCAs

"Big Bus No Big Deal" hiring event

"Stuff the Bus" partnerships with local food banks

Job fairs: mini pop-ups, local chamber and YMCA

Local and state employment agencies and centers

Location open houses

### LOCAL MEDIA:

Newspaper advertisements, community newsletters, church bulletins, sponsorships, school district publications and websites

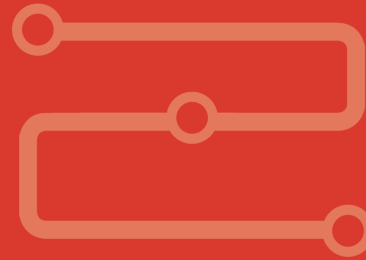
Television and local radio stations

Digital media, social media and billboards

## Applicant Tracking System

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 status, which drives data-driven decisions that guide our overall recruitment implementation.

# APPLICANT TRACKING SYSTEM

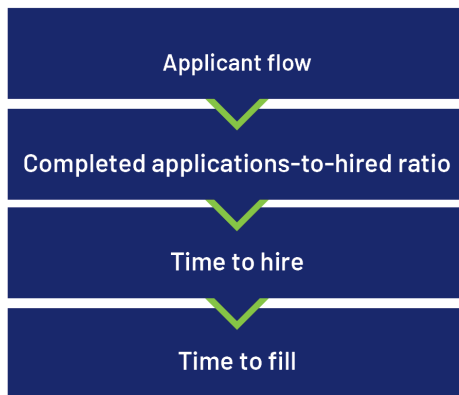


### KNOW WHAT'S WORKING

A designated HR data analytics team 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:



### 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:



## 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.

## Manager in Development Program

The Manager in Development (MID) Fast Track is a 12-week program designed to provide participants with a blend of operational experiences and managerial/leadership skills taught through virtual, self-directed and hands-on learning. This design creates a robust learning opportunity for participants to build the skills and knowledge needed for success as a First Student manager. Supporting the MID participants is a targeted curriculum with focused materials, such as a Participant Guide that focuses on seven key areas with targeted learning outcomes and objectives, tasks, activities, and experiences that will help accelerate the participant's growth as a manager. Participants also work closely with a Talent Development Program Manager, program sponsors and the location leadership team, who provide guidance and share best practices as participants gain hands-on experience at our locations.

## Diversity and Inclusion

To drive continuous change and progress within our business, First Student launched a Diversity and Inclusion Council. The Council includes 32 employees from various departments and locations throughout First Student. Members are rotated periodically to allow more employees to represent our diverse organization. Council members assist in explaining, promoting and encouraging the D&I objective to ensure everyone within the organization feels included, respected and supported.



A partner that acknowledges and celebrates the diversity of its employees creates a culture of inclusion where employees feel valued and want to return to work day after day, year after year. Valued, energized and appreciated drivers are excited to greet students and motivated to provide the best care. Cultivating a culture of diversity and inclusion also helps us to better understand and meet the needs of the diverse student populations we serve every day.

### D&I Council Mission Statement:

- We aspire to have a culture where all people are First.
- We strive to attract and develop a diverse workforce by promoting teamwork and embracing cultural differences.
- We all play a role in advancing an inclusive environment where everyone is empowered to share their perspectives, listen and respect others.
- We will achieve this by our leadership fostering a people focused environment and engaging with our employees, customers and communities.

- In doing so, we will sustain an inclusive culture that supports future growth and fulfills our social responsibility.

The D&I Council has three subcommittees: Community Involvement, Development of Talent & Training and Employee Experience & Communication. Their separate missions are:

- Community Involvement: To celebrate our commitment to diversity and inclusion in the communities we serve, we will achieve positive and measurable outcomes with our customers, passengers, suppliers and other stakeholders through strategic partnerships.
- Development of Talent & Training: To create a high-performing, sustainable organization that meets its strategic and operational goals and objectives by leveraging diverse talent. We do this by attracting, developing, motivating and retaining a workforce that reflects the communities we serve.
- Employee Experience & Communication: To create and sustain a welcoming work environment where everyone can bring their best self to work. We do this through executing a comprehensive communication and engagement strategy that improves the employee experience at every level of the organization.

Recently, the Council created the Diversity and Inclusion Manager Certificate Program. It is available to all managers and leaders within First Student who wish to continue to expand their knowledge, awareness and application of Diversity and Inclusion concepts. This program is one part of a comprehensive diversity and inclusion training program. Our full program focuses on providing concrete ways to engage in respectful and positive interactions in the workplace while reducing discrimination and prejudice based on factors such as gender, ethnicity, race, sexual orientation, age, religion, physical and mental ability and socioeconomic status.

Outside of these training programs, the Council has identified several exciting D&I initiatives that will further our progress toward our vision to be an employer of choice that supports future growth, attracts and develops a diverse workforce and fulfills our social responsibility. One of their most recent initiatives was the addition of an optional employee charitable contribution. During our annual enrollment period, employees can now elect a yearly contribution to one of three non-profit organizations selected by the Council: Room to Read, My Sister's House or the Trevor Project.

The Council continuously adjusts and develops new programs to deliver substantive improvements. Everyone is committed to promoting an inclusive work environment. Together we drive First Student forward through improved diversity and inclusion.





# SCREENING QUALIFIED EMPLOYEES

Our employees make the difference. A top priority for First Student is ensuring the employees we hire have the right qualifications and meet your criteria for safety and dependability. We take screening and selecting our employees 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:

### 1. Application

Potential candidates complete the First Student application, which is reviewed by our Location Managers. The Location Managers schedule a pre-screen interview, as appropriate. Applicants must have the following pre-employment qualifications:

- 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).
- Must have the ability to obtain a Commercial Driver's License (CDL) as required by position.

### 2. Interview

During the in-person interview process, the Location Manager will review the job description as well as the local and state mandated equal employment information.

### 3. Job Offer

Based on a successful in-person interview, a job offer is extended to the candidate, pending First Student background checks and exams.

### 4. Pre-Employment Background Checks & Exams, Employee Records and Reporting

We partner with a third-party vendor, First Advantage, who provides our Pre-Employment Screenings and drug testing for all applicants. The Employment Standards team, in partnership with the Drug and Alcohol Administrator, ensures that company hiring processes are applied consistently throughout our locations and that all reviews are compliant with federal, state and local laws. Our pre-employment qualifications include:

### **Motor Vehicle Records**

- No more than three (3) moving violations or three (3) at-fault minor accidents in the past three (3) years (drivers only).
- Must have three (3) years of licensed driving experience (drivers only). Additional experience may be required by state law.
- We also examine Motor Vehicle Records (MVRs) for any pattern of unsafe driving behaviors exhibited by a continual accumulation of minor infractions.

### **Criminal Records and Pre-employment Illegal Substances Exam**

- To comply with State and Federal law, an applicant's entire conviction history is viewed holistically. Serious, related convictions may disqualify an applicant.
- Search of the National Sex Offender database.
- Depending on the position, DUI/DWI convictions may disqualify applicants from employment.
- A positive result or refusal to test for any pre- or post-employment, random, post-accident or reasonable suspicion drug/alcohol test can be a disqualifier from employment.

### **Employment and Residency History**

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

### **State, Local and Client Required Checks**

- First Student is willing to accommodate whatever additional requirements are requested by the District.

### **DOT 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 evacuation, including opening emergency exits to carry or drag an incapacitated child out of the bus to safety.

### **DOT Random Drug Testing**

- In addition to a pre-employment drug screen, we require 50% of our driver force to be selected randomly for drug screenings each year. Drivers are entered into a random drug pool after they are hired. Each quarter a random list is sent to the location, and we must send the selected drivers for a random drug test before the end of the quarter to be federally compliant.

## Equal Opportunity and Prohibiting Unlawful Harassment

We value the diversity of our employees at First Student; it is important to have a team that reflects the diversity of our customers and the communities in which we do business. First Student is committed to equal employment opportunity and will maintain an environment of social and business responsibility to respond to the needs of our employees, applicants, customers, contractors and sub-contractors.

First Student's policy:

- Recruitment, selection, placement, promotion, training, compensation, participation in social and recreation programs and continued employment shall be based on a person's ability as related to valid job requirements.
- Without regard to race, color, religion, gender, sex, pregnancy, childbirth or related conditions, national origin, ancestry, age, marital status, physical or mental disability, military or veteran status, citizenship status, actual or perceived sexual orientation, gender identity, genetic information or carrier status or any other consideration prohibited by applicable law.

First Student is committed to providing reasonable accommodation to applicants and employees who need them because of a disability or to practice or observe their religion, absent undue hardship.

## ONBOARDING

As with all the training we provide, our program is based on adult learning methods, blending classroom instruction with immediate hands-on application. Our onboarding process was developed with our students in mind. We prepare our staff to address any situation safely and effectively.

### Training and Testing

Training and testing for new hires take place as soon as they enter our facilities. While the training and testing vary based on the position, below is an example of what new employees on-site with New Haven Public Schools can expect:

- Onboard and new hire training
- Driver/ monitor training
- Candidate takes CDL test and obtains CDL license (drivers only)

Four hours of in-service refresher driver training is a requirement for all First Student drivers, in addition to a 1.5 hour back-to-school kick-off training session. Our Central Safety Service and Support team decides the topics for these trainings.

*For more information, please refer to the Safety and Training Program subsection of "Methodology and Approach."*

## **EMPLOYEE RETENTION**

Our employees gain personal fulfillment from helping students make a safe and positive transition between home and school. We make sure our people know we value their commitment and their voice. With an engaged and satisfied team, we can provide a higher level of care to your district and its students.

### **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, pharmacy, vision and dental coverage with low co-payments
- Free life insurance
- 401k retirement plan with company match
- Additional income opportunities through First Student Charter Bus
- Employee discount program on cell phone service (Sprint, AT&T, Verizon), hotels, travel accommodations, cars, jewelry, computers, electronics and events
- Employee Assistance Program: This program offers an array of services to help our workers meet various challenges in life at no cost to them. EAP Services include legal assistance, financial guidance, counseling sessions and more.

First Student will determine an appealing and reasonable driver wage scale to improve supply and mitigate driver shortages. With the proper wage scale in place, First Student will be the preferred employer, giving New Haven Public Schools peace of mind by maintaining quality bus drivers.

Part-time employees who are not covered by a Collective Bargaining Agreement are eligible to enroll in our employee benefits program. Coverage includes 100% of eligible preventive service costs performed in-network, 100% coverage of eligible drugs and medical accident coverage.

### **Referrals First**

First Student has also launched our Referrals First Program to boost our recruitment and retention efforts. This program makes it easy for our current drivers to refer friends, families and acquaintances to jobs at First Student for a bonus. With Referrals First, all our employees can participate in our recruitment efforts—which increases our reach and effectiveness—while also earning extra income.

Referrals First benefits our school district partners in several ways:

- Boosting recruitment efforts: with Referrals First, every First Student employee becomes a recruiter, expanding our pool of potential recruits far beyond what is possible with traditional recruitment efforts.
- Increases retention of current employees by offering them another source of income

- Quick and Easy: our Referrals First program utilizes Aliro, an online portal that makes referring potential hires easy. Employees only need to log in to Aliro and fill out a form to refer someone for a job!

## **Awards and Recognition**

Other advantages of being a First Student driver include:

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

## **Labor Relations**

First Student is far and away the largest employer of unionized employees in the bus industry. We have more unionized employees than our closest competitor has total employees. As such, we maintain a strong relationship at the national level with many of our union partners.

- First Student has over 30,000 unionized employees at over 300 unionized operating locations.
- First Student is the 2nd largest employer of Teamsters.
- First Student and the Teamsters have a National Master Agreement.
- While maintaining over 350 local union agreements, First Student has had less than five labor strikes in the past three years.

Our Senior Location Manager at New Haven, Paul Demaio, also has an open-door policy with the union. For several hours each Thursday, Paul’s door is open to receive any union members so they can discuss questions and concerns with him. We have found this has yielded a higher level of morale since its implementation seven years ago.

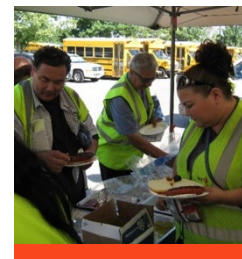


## EMPLOYEE ENGAGEMENT

Retaining drivers and staff who your students and parents/guardians are familiar and comfortable with is a top priority for First Student. We genuinely care for our team members. That's why we continuously engage with employees year-round through employee appreciation days, community outreach and a heavy focus on summer engagement.

### Employee Appreciation Day

First Student formally recognizes the arduous 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 545+ locations know they are a valued member of the First Student family, First Student President John Kenning records a video message of thanks to be played at each event.



### Community Outreach

The well-being of our team members is part of our corporate responsibility. First Student employees feel a deep sense of fulfillment when they 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, we accomplish great things.

### Summer Engagement

To keep the “First Student Family” engaged, thank them for all they’ve done and secure their commitment to return in the fall, Location Managers host back-to-school picnics, BBQs, lunches and/or other community events for drivers and their families while also using our “Driver Retention Toolkit” The ideas shared in our toolkit are among the best practices to follow to connect with team members over the summer:

- Back Next Year Pledge – This is a tool drivers can fill out and take with them to serve as a reminder of their plans to return next year. Drivers who fill out the pledge are entered to win \$500 by emailing us a photo.
- Stay Connected Letters – These pre-written letter templates include various topics (birthdays, certification updates, start-up meeting save-the-date) our Location Managers can customize for their drivers.
- Driver Retention Summer Activity Calendar – This resource gives ideas to help keep our teams on track and motivated to connect all summer long.
- First Student Connect Summer Toolkit – Using the app to communicate has never been easier for our Location Managers. They have pre-written posts for each week of the summer and dozens of images for daily events, summer observances/holidays and location activities.
- Headversity® – This new tool is a personalized resilience training app designed to help anyone think, feel and be their best. Our Headversity® manager toolkit provides an internal message to send to employees.

## Employee Communication Tools

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 are 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: a confidential survey conducted every 24 months by a third-party firm that measures employee satisfaction and gathers frontline management feedback.

**First Student had an overall employee engagement score **12% higher** than benchmark scores across the transportation sector.**



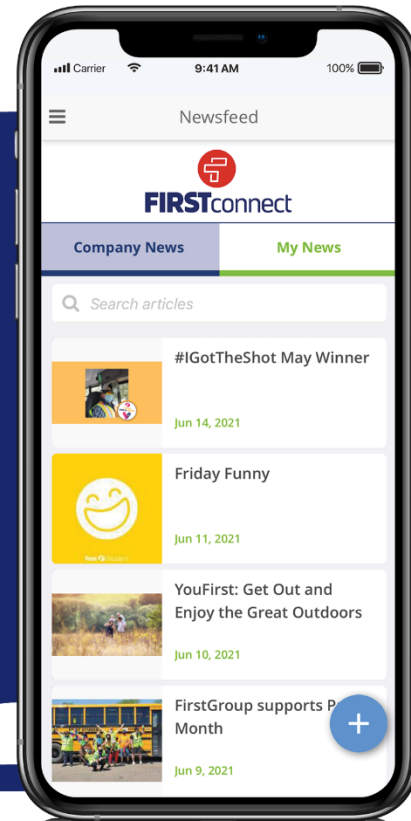
## Employee Mobile App – FirstConnect®

FirstConnect® engages employees and delivers a regular cadence of news from the corporate and location levels.

# FIRSTCONNECT®

## EMPLOYEE MOBILE APP

FirstConnect® is a tool designed exclusively for 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.



## THE APP IN ACTION



### EXECUTIVE VIDEOS

These videos allow our executive leadership to thank our employees for their hard work and highlight some of our most outstanding locations.



### EMPLOYEE FEEDBACK

Employees can 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

These events throughout the year are used to help motivate engagement and retention. Prizes often include TVs, cell phones and gift cards.



### SHARING BEST PRACTICES

Safety is our way of life and it's woven into every element of our business. We have found our app to be one of the most effective ways to communicate Covid-19 updates, best practices and messages.



# Routing Services & Capabilities



*Note: "Routing Services & Capabilities" is a subsection of "Methodology & Approach."*





# 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, adaptive bus routing. Optimized, efficient routing enhances your students' transportation experience while reducing overall transportation costs. Strategic route planning has a direct impact on student ridership, levels of service, timeliness of transportation and overall community satisfaction.

## RESPONSIVE AND ADAPTIVE ROUTE PLANNING

First Student manages the complex process of routing with three goals:

- Provide the safest, shortest and most comfortable rides for our student passengers
- Deliver the greatest amount of flexibility and responsiveness for the communities we serve
- Ensure the highest levels of efficiency/cost-savings for our district partners

Fully automated routing works for package delivery, but not for student transportation. It is our belief that to truly provide the shortest, most effective and efficient routes for our student passengers, a human touch is required. While technology is critical for identifying possible routes and stops, relying solely on a machine-based routing system eliminates the critical human element from the process. One-button routing drives disruption; computer-based systems don't make thoughtful decisions and take a child's needs into consideration. It takes a skilled team to deliver responsive and adaptive student transportation without continuous disruption to students, families and schools.

Successful routing is the combination of well-trained professionals using the right tools. That's why our processes are designed to factor real-world considerations. We begin with summer/fall planning to ensure we start the first day with the most efficient routes possible. All routes are built within your parameters for student eligibility, stop placement, ride times, bell schedules, walk-to-stop distances and other key elements. We review new routes and stops for safety considerations, such as hazardous intersections, poor visibility, walking distance by age and unsafe areas. This is the human element of knowing the safest and best way to get your students to and from school safely.

## **INTEGRATING ROUTE CHANGES – ONGOING AND IMMEDIATE**

We integrate identified route changes in the most efficient manner and execute according to our aligned schedule. This includes modifying for ridership and student population changes, student adds/removes and stop consolidation. With each update, we review all necessary safety elements while also looking at student tolerances. For example, some exceptional needs students are best served by remaining on the same bus year-round, regardless of where they move. Similarly, as we integrate stops, we evaluate the overall route for efficiency and disruption tolerance.

We can also make immediate route changes with our tablet technology. When a school district notifies us of student absence or address change, we can quickly update the route on the tablet and provide our driver a new path based on students for that day. We currently limit same day changes to routes for students with exceptional needs and McKinney Vento students.

While full bus “dynamic” routing sounds good in theory, it can be disruptive to the student and caretaker; a same day change may impact the arrival time which means the guardian/parent may not be available.

## **FIRST PLANNING SOLUTIONS**

First Planning Solutions (FPS) was established 35 years ago as a business unit devoted exclusively to helping districts like yours more effectively manage computerized routing. FPS has a long history of working in-step with our school district partners to transition system-developed route schemes into efficient on-the-road operations. FPS supports districts throughout the US and Canada in all industry-leading routing solutions, including Edulog, Versatrans, Transfinder, Traversa and BusPlanner.

With a team of 60 in-house routing professionals, our experts analyze your routes for efficiency and cost savings. Our analysis provides your district with a 360-degree view of your current route plans and offers you opportunities to improve operational performance, optimize your transportation program and enhance your students’ school bus journeys.

As part of our service offering, First Student is proposing an FPS router for New Haven Public Schools.

## **FPS SERVICE OFFERINGS INCLUDE:**

### **Routing Services**

FPS Routing Services provides full-service routing for more than 300 school districts with fleets that range in size from a few buses to several hundred. FPS offers turn-key routing services for new school year planning and ongoing, day-to-day route maintenance. Districts receive comprehensive, expert support to ensure all routes are accurate and aligned with district needs.

The FPS team has developed and refined very effective processes for managing the routing service function. The team uses a variety of tools, including, efficiency studies, route optimization, scenario modeling and boundary planning to tailor their approach to meet a district's unique needs.

#### **Route Request Xchange (R2X)**

Included in FPS Routing Services is Route Request Xchange (R2X), our easy to use, proprietary and web-based route request management platform. District personnel can input route change requests and track progress throughout the lifecycle of the request – from start to finish - ensuring full visibility.

#### **Automatic Change Reporting (ACR)**

FPS developed and refined a unique reporting platform called Automatic Change Reporting (ACR) to ensure our customers have timely visibility to route changes made on their behalf. The solution systematically compares new route data with existing data to identify any changes at the student or route level and emails designated individuals with detailed reporting of all changes in process.

### **Special Needs Routing**

FPS understands the critical nature of routing for Special Needs students. Roughly 30% of the routes we build, maintain and operate service students who require special accommodations from curbside pickup to monitors to special equipment, like harnesses and wheelchairs.

We work closely with district special needs administrators to design student data file structures and processes that ensure we receive the critical data needed to develop and maintain routes that provide needed service levels.

Our R2X solution can be an essential communication and tracking tool for managing special requests and requirements.

We are the experts in configuring routing systems to ensure all students with special requirements are provided the level of service, equipment and accommodations for safe transport to and from school.

## **Routing System Optimization, Analysis and Consulting**

### **New System Implementation**

Build, configure and implement new routing systems or convert from existing system. Includes electronic map preparation, school configuration, student setups, stops, runs and routes. Includes an interface from district student information system (SIS) and can feed student-level transportation data back into SIS for convenience and accuracy. This ensures your SIS has the most current student data.

### **Efficiency Studies**

Analyze transportation schemas in your existing routing system to identify and present a variety of opportunities to reduce or consolidate routes and/or improve service levels.

### **Bell Time Analysis**

Analyze and model bell schedule changes and their associated impact on bus requirements and costs.

### **Route Optimization**

Utilize ridership data and transportation goals to develop a new route plan to optimize the number of vehicles and deliver enhanced efficiencies.

### **Scenario Modeling**

Model the impact of opening and closing schools, transportation eligibility, walk zones, walk-to-stop distances and ride times to analyze proposed district changes.

### **Boundary Planning**

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

## **Technical Support**

### **New School Year Startup**

Support school year startups (onsite or remote) with resources to ensure a district's routing is properly planned and supported for this important time of year.

### **User Support**

Assist location and district users with all types of routing issues – big or small – via our routing help desk where our experts can promptly answer questions and resolve issues.

### **User Training**

Offer a wide variety of remote and onsite training programs and self-paced video guides for routing system users at our locations and in our partner district's offices.

### **Secured System Hosting**

Host routing systems in a highly secure state-of-the-art data center managed by an industry-leading network and infrastructure provider with services that include network monitoring and administration, data back and system redundancies.



## FIRST PLANNING SOLUTIONS IN ACTION



### NEW HAVEN PUBLIC SCHOOLS, CT

Worked closely with NHPS to rein in exceptions like courtesy stops and eliminate more than 20 routes, delivering savings in excess of \$1 million/year.



### INDIANAPOLIS PUBLIC SCHOOLS, IN

Engaged with IPS as their long-term routing partner. Through a wide array of route reduction strategies, FPS has helped the district reduce nearly 80 routes, saving the district several millions of dollars in transportation costs.



### ST. LANDRY PARISH, LA

Implemented the first routing system for the 150-district and leveraged it to efficiently build and optimize routes through several school openings and closings and grade and boundary alignments.



### GRANDE PRAIRIE, AB

Have provided multiple routing analyses: opening new schools, bell schedule optimization, walk to school distance reduction, boundary reconfiguration. Repeatedly helped the district control costs through continued optimization as these changes have been implemented.



### PRINCE GEORGE, BC

Began routing for this customer as the driver shortage began to significantly impact operations. Through expert routing we've managed the ebb and flow of route count as new drivers became employed and then others departed. We strategically design new routes to have the most positive service impact as new drivers became available.

## FIRST PLANNING SOLUTIONS LEADERSHIP TEAM



### Senior Director

#### Scott Parker

Senior Director Scott Parker joined FPS in 2006 as a General Manager. In his current role, Scott oversees all aspects of First Planning Solutions operations for First Student. Under his leadership, FPS has evolved from an internal support group to a dynamic team that delivers a diverse portfolio of solutions to the K-12 transportation logistics market. During his tenure, the team of uniquely knowledgeable experts has enjoyed strong, steady growth through the consistent delivery of superior results for their clients.



### Director of Project Delivery

#### Colton Graham

Director of Project Delivery Colton Graham joined FPS in February 1993 as computer routing systems first gained traction in the industry. Colton has been instrumental in the optimization of thousands of school bus routes. Colton's portfolio has provided hundreds of school districts with studies and analyses of routing and policy, and he often provides expertise to districts requiring attendance boundary re-alignment.



### Director of Routing Services

#### James Stokes

Director of Routing Services James Stokes joined FPS in July 2014 as a Project Leader. In his current role, he is responsible for the day-to-day routing for more than 80 school districts and 5,000 buses. He also assists in the creation of different routing scenarios to help Districts determine their most efficient routing option.

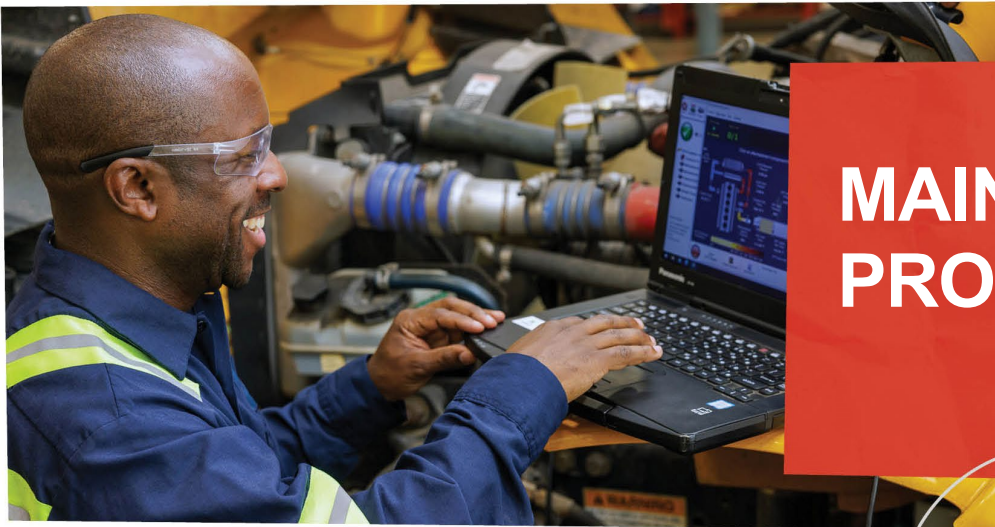
# Maintenance Program



*Note: "Maintenance Program" is a subsection of "Methodology & Approach."*







# MAINTENANCE PROGRAM



Trusting your students are getting where they need to be safely and reliably provides parents/guardians and school administrators peace of mind. We go beyond Original Equipment Manufacturer (OEM) recommendations to heighten vehicle safety, maximize equipment life cycle and minimize vehicle down-time.

The foundation of First Student's maintenance program is skilled maintenance professionals, lean shop practices, inspections and repairs, and computerized fleet maintenance. Our core national team includes operations, technology, maintenance and engineering professionals who gather insights from the resources and expertise found across our vast network. They collaborate with equipment manufacturers to conduct research and identify solutions for complex repairs. When your vehicle care is in our hands, you can rest assured that your students are experiencing a safe, reliable school day journey.

Understanding the importance of fleet safety and reliability, we adhere to all Federal and State guidelines as part of our comprehensive maintenance approach for New Haven Public Schools.

## SKILLED MAINTENANCE PROFESSIONALS

First Student provides unmatched technician training that leads to higher quality repairs for your fleet. Our training was developed to ensure minimal maintenance issues and disruptions.

### Technician Training

First Student provides 20 hours of annual maintenance training for technicians to increase skills and knowledge of industry technology advancements. Technicians participate in vendor trainings and pursue self-directed continued education credits. We provide an online community where technicians can tap into the collective expertise of our 414 maintenance locations.

All First Student technicians undergo a basic skills assessment upon hire to determine their individual skills and suitability. Our comprehensive online skills assessment allows technicians and managers to objectively baseline knowledge in specific areas. Each assessment measures technical competency to a detailed level of theory, application and diagnostic ability in a number of technical areas.

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 certification holders to achieve and maintain. Additionally, repair shops are awarded the ASE Blue Seal recognition if the repair shop has at least 75% of technicians who are ASE certified. We are proud to share that First Student has 101 Blue Seal shops – more than any other company in the industry.

More than half of our technicians hold one or multiple ASE certifications from a series of more than 40 tests measuring 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. First Student pays for study guides, training and tests for technicians completing ASE certifications. Additionally, we pay an hourly premium for every test they pass.



### Benefits of ASE to New Haven Public Schools

- Ensures New Haven Public Schools has fully trained technicians that are up to date on the industry's technology and diagnostics tools
- Increases repair accuracy, which results in reduced downtime
- Enhances skillset, which means you have expert mechanics working on your school buses

### 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 remains 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

### ASE Blue Seal Shop Recognition

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.

## Maintenance Training Support

First Student employs full-time traveling maintenance trainers who are highly experienced in all aspects of vehicle maintenance. These trainers will visit our location maintenance personnel to facilitate additional training regularly.

Furthermore, we provide an additional benefit from our relationships with Original Equipment Manufacturers (OEMs) and national parts suppliers. Trainers including ACDelco Training, Allison eLEARN, Bendix Brake-School, BraunAbility Training, Cummins Online Service Training, Ford STARS Training, General Motors Center of Learning, Meritor, Motor Age, Noregon Diagnostics, etc., visit our locations to instruct technicians in a variety of areas such as electrical and manufacturer specific training. The purpose of vendor training is to improve the skillset of technicians for improved service delivery to the District.

## Maintenance Safety Orientation Training (MSOT)

First Student always sets safety as the top priority for our vehicle maintenance personnel. All newly hired technicians receive Maintenance Safety Orientation Training (MSOT) before they are released to work in the shop and/or on any equipment. MSOT training includes shop safety, proper Personal Protective Equipment (PPE), OSHA standards, vehicle maintenance and equipment safety, and electric vehicle maintenance. As part of the MSOT program, our technicians are also continually tested and evaluated throughout the training program. Those who do not demonstrate the required level of proficiency are provided additional training. Our MSOT program includes the following:

COURSE/POLICY AND PROCEDURE	
Tire Replacement & Mounting Procedures	Propane
Torque Wrench Use, Care & Maintenance Policy & Procedure	Alternative Fuel (CNG, LNG, BEB, etc.) *Where applicable
Wheel Inspection, Installation & Appearance Policy & Procedure	ASE Certification Program
Personal Entertainment Devices Policy	ABS Warning Lights Procedures
Personal Protective Equipment Policy	IT-4000 Sign-Off by Technician
Lift and Jack Stands Procedures	PM Training (Internal Training and Hands-on)
Lift Inspection Pre-Use Policy	GHS (Global Harmonization Systems)
Lift Vimeo Video	Facility Injury Prevention Tour Checklist
Lifts & Jack Stands Vimeo Video	Road Call & Towing Procedures
Lock-Out Tag-Out (LOTO) Procedures	Start-All Training (Internal Training)
Personal Vehicle Storage Policy	Lean CORE (Internal Training)
Service Island Yard Safety Procedures	EV High Voltage Level Awareness (Internal Training)

## Safety Meetings

As part of our ongoing safety initiatives, First Student uses Toolbox Talks to communicate safety standards and lessons learned to our technicians. Typically 30-minute sessions, Toolbox Talks are designed to improve understanding and clarity of safety standards, as well as to ensure technician staff is kept up to date on changes to procedures or to reaffirm procedures and policy arrangements. This time is also used to recap performance from the previous day, discuss any obstacles and provide coaching as needed. These sessions are delivered by our staff who have been trained on Core Safety Management standards – typically either the Location Safety Manager or Area Safety Manager.

## LEAN SHOP PRACTICES

We provide guidance for First Student maintenance shops to raise their level of shop performance through Lean practices. These practices reduce supplementary outside repairs, parts supply waste, unscheduled work and maintenance overtime for the District while also 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 versus 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.

New Haven is a Silver Lean Shop and in the process of moving to Gold.



# INSPECTIONS AND REPAIRS

First Student is the industry leader in student transportation maintenance, and we take great care to ensure the integrity of each of our buses your students board. Stringent pre- and post-trip inspections, preventative maintenance, predictive analytics and ASE Technical Assistance Center (TAC) Help Desk support the carefully constructed maintenance program that keeps students safe and road failures down. All our precautions and solutions are designed with our top priority in mind: the protection of the treasured individuals who hold the key to our future.

## Driver Pre- and Post-Trip Inspections

To ensure a safe trip for your students, pre- and post-trip inspections are required tasks before and after each bus run.

- Inspections are conducted using electronic verified inspection reporting covering 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 during an inspection, our Shop Manager or Technician-in-Charge will determine if the repair can be completed on the spot.
- If immediate repair is required, dispatch is notified and a replacement bus is issued.
- Post-trip inspection, including a search for children still on the bus, is recorded electronically and any defects or issues are communicated to the shop.

## Technical Assistance Center (TAC) Help Desk

The TAC Help Desk is designed to improve the diagnostic process and reduce vehicle downtime. The Technician reaches a point where assistance is required and submits a work order through our TAC tablet. An email notification is sent to the Maintenance Supervisor or Technician-in-Charge, and the centralized TAC Supervisor. The TAC Supervisor contacts the Technician and begins assisting with the repair. The TAC Supervisor can remotely access the maintenance record history to review previous repair information. This allows the Technician and the TAC Supervisor to address the problem together and determine a diagnosis and plan of action. The TAC Supervisor can also remotely access the Technician's diagnostic laptop to assist with diagnostics/programming in real time.



## Help Desk Highlights

### Reduction in Cost

Using experts to share experience solves issues more quickly and efficiently.

### Easily Accessible

ASE expert opinions ensure issues can be resolved in record time.

### Database of Resolutions

The Help Desk database helps identify improved training opportunities, manufacturer defects or reoccurring issues to share with OEMs to improve future school bus design.

## Predictive Analytics

Predictive analytics keeps maintenance costs, downtime and road failures to a minimum. Ultimately, these measures help us all reach the most important goal: keeping our students safe.

- 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, which are then pushed to our technicians for scheduling, review and repair before there is an opportunity for failure to be experienced on the road.



## Preventive Maintenance - Interval-Based Scheduling

A well-maintained vehicle is the first line of defense in protecting our precious future. 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 seven inspection categories:

1. Preparation and Drive (in-lot) Inspection
2. Interior Circle Inspection
3. Exterior Circle Inspection
4. Engine Compartment Inspection
5. Under Vehicle Inspection
6. Alternative Fuels Inspection
7. Air System Inspection

After these inspections, technicians will 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 INSPECTIONS

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-, 6-, and 12-month inspection, plus an additional 3 points of inspection:
<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 transmission filter</li> <li>• Auto transmission 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 fluid</li> </ul>

### Correcting Defects in a Logical Order

During the preventive maintenance inspection, all identified defects are entered into our maintenance program. Any critical safety 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 generates 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 few days.

In the maintenance shops, whiteboard visuals are used as a management system for what our technicians need to be focusing on throughout their day.

### General and Accident Repair Services

We perform vehicle repairs in response to accidents, driver concerns and defect identification. When diagnosing specific repairs, our team takes into consideration age, mileage and cost criteria consistent with industry standards. First Student uses maintenance planning tools to set efficient schedules and monitor technicians' time effectively.

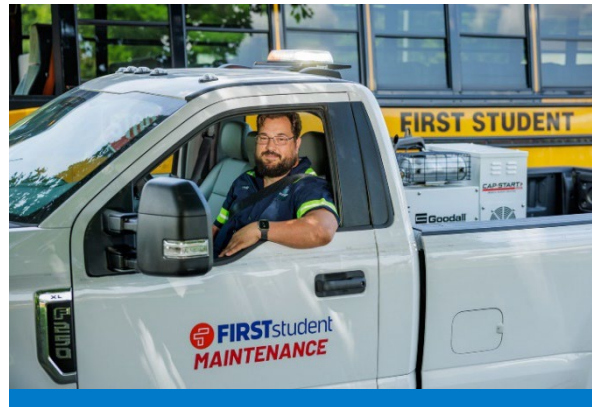
When possible, First Student performs vehicle body repair work and painting. All body work and painting meet industry best standards, regardless of who performs the work. Vehicles with noticeable body damage to the vehicle are removed from service. If the body work is considered minor, our technicians make repairs in-house. First Student subcontracts and ensure environmental compliance for major body repair and paint work orders. In most cases, we subcontract body repair and painting with a locally owned and operated, dependable and cost-effective shop.

## Road Call Procedures

When vehicles experience mechanical failures, we react with a sense of urgency to ensure the safety of our students and drivers. Replacement vehicles help us resume normal route operations as soon as possible while the regular vehicle is repaired.

Our highly trained operators are the first line of defense for limiting road calls. Through pre-trip inspections, careful monitoring of bus performance during service and final post-trip inspection, our staff can often detect minor faults before they become expensive maintenance issues. In the case of a break down, the road call procedure is followed:

- The Dispatcher records all pertinent information on a service interruption report. Dispatch passes that information on to the Shop Manager or Technician-in-Charge (TIC).
- The technician fills out a road call report verifying the problem. The Shop Manager or TIC and technician decide on a plan of action.
- Monthly audits of road call reports help identify trends and monitor areas of concern.



There are occasions when mechanical failures do not pose a safety risk to drivers and students. In those situations, we do the following:

- The operator informs dispatch of the problem while continuing the route.
- Dispatch arranges an exchange with a spare vehicle.

## Fleet Reinspection

We require each location to audit, at a minimum, 5% of its fleet every month. The Shop Manager or TIC produces a report summarizing all collected data for each quality assurance inspection. This monthly audit documents:

- Overall vehicle condition and trends
- Proper maintenance documentation
- Training or staffing requirements





## Annual Shop Audits

Our internal audit process ensures that each location follows all best practices, policies and procedures. It also establishes a company-wide standard benchmarking for the quality, competence and consistency being delivered to the district.

Our region staff conducts annual audits on individual locations, completing a thorough review of all aspects of the operation. The audit includes:

- Inspection of 10% of the vehicles
- Review of warehousing, inventory and stocking levels
- Compliance with PM policies and standard operating procedures
- No deferred maintenance

After the audit, the region staff and Shop Manager/TIC develop an action plan with actionable deadlines to correct any deficiencies. Upon completion, the location is subject to re-inspection to ensure quality maintenance operations.

## COMPUTERIZED FLEET MAINTENANCE

Our 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-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.

### HxGN Enterprise Asset Management (EAM) System

All First Student maintenance shops are now operating on HxGN Enterprise Asset Management (EAM) in order to alleviate the paper-based work order process. HxGN 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.

## **EAM Benefits to Work Process Efficiency**

### **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**

The 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.

### **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.



# Equipment & Technology Solutions



*Note: "Equipment & Technology Solutions" is a subsection of "Methodology and Approach."*





# EQUIPMENT AND TECHNOLOGY SOLUTIONS




First Student views school transportation as much more than getting students from Point A to Point B. Our equipment and technology solutions are designed to strengthen New Haven Public Schools' entire transportation system by heightening safety and dependability, simplifying communication flow and coordination among key stakeholders and facilitating open and transparent operations. We believe these are foundational to delivering a higher level of customer service and exceptional student care.

Every piece of equipment and technology we install on or around your school buses has been carefully vetted by a cross-functional team of operations, safety, engineering and maintenance specialists. This means you will have best-in-class solutions to enhance your service and student experience.








Every piece of equipment and technology we install on or around your school buses has been carefully vetted by a cross-functional team of operations, safety, engineering and maintenance specialists. This means you will have best-in-class solutions to enhance your service and student experience.

## CONNECTED TECHNOLOGY

### INDUSTRY-LEADING TECHNOLOGY

### FIRST STUDENT PROPRIETARY TECHNOLOGY



-  GPS
-  WI-FI (AVAIL. THRU KAJEET)
-  CHILD CHECK-MATE® & THEFT-MATE™ SECURITY
-  DIGITAL CAMERAS
-  TWO-WAY RADIOS
-  SLIP-RESISTANT HANDRAIL & STEP TREADS
-  CROSSING ARM

-  MOBILE MANAGER
-  DISTRICTVIEW
-  DRIVERHUB™ (ONBOARD TABLETS)
-  FIRSTFEEDBACK®
-  FIRSFACTS®
-  FOCUS™ FOCUS (KEY-OSK)
-  PARENTVIEW

As your school transportation partner, we will continuously assess New Haven Public School's fleet, equipment and technology needs on and around the bus. In addition to our in-house research and development teams, we have long-standing relationships with original equipment manufacturers (OEM) that enable us to always deliver the latest of technologies.

## **PROPOSED VEHICLES**

After reviewing New Haven Public Schools' proposal details and requirements, First Student is recommending a mix of newer buses equipped with the latest technology. Our full vehicle list has been included after this section.

## **TECHNOLOGY SOLUTIONS**

The following technologies are included in our pricing proposal and described in full detail below:

- FirstView® Bus Tracking and Parent Communication
  - DistrictView
  - ParentView
- FirstFeedback®
- FirstACTS®
- Child Check-Mate System®, Theft-Mate™ Security System
- Advanced Mapping Solutions
- Bus Cameras
- Global Positioning System
- Two-Way Narrowband Radios
- Crossing Control Arms

Please note, systems like FirstView® and some of the functionality of our DriverHub™ typically require one to three months to integrate and sort your data effectively.

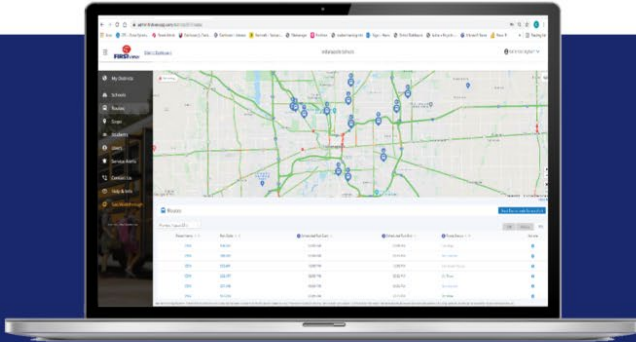
### **FirstView® Bus Tracking and Parent Communication**

A smooth start and finish to the school day depends on how well teachers, principals, parents and transportation staff are informed of bus location. Quick access to accurate bus location is critical.

FirstView® Bus Tracking provides enhanced communication and visibility into your transportation system. The suite consists of FirstView® DistrictView and the FirstView® ParentView.

## DistrictView Dashboard

The DistrictView dashboard allows you to view when buses arrive at schools as well as communicate with parent app users. It can be incorporated as a stand-alone product and easily accessed via desktop to view your entire transportation system.



### STREAMLINES PARENT ALERTS

Message ParentView users across the district, a school or route. ParentView users will receive an alert on their app.



### SECURES DISTRICT DATA

FirstView® integrates with district data security protocols and features password protection and user management.



### CENTRALIZES DATA

Centralizes all routes to easily determine each route's status and allows you to quickly review route details.



### REDUCES INCOMING CALLS

Reduce the number of "where's the bus" calls by encouraging parents to download the ParentView app.



### INCLUDES BUILT-IN CUSTOMER SUPPORT

Have a question? The dedicated FirstView® support team is available Monday through Friday via phone or email.

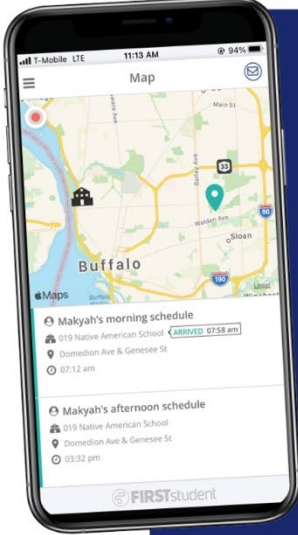


### LEVERAGES GPS TECHNOLOGY

GPS technology, coupled with the depot's dispatching system, allows dashboard users to see the assigned vehicle's bus location for each route.

## ParentView App

The ParentView 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, ParentView gives parents and students the information they need to plan their day and stay connected. All app features and capabilities were designed to meet the specific communication needs of school community members.



**INSTANT NOTIFICATIONS FROM THE DISTRICT**  
From delays to important schedule changes. Stay in the know!

**KNOW WHERE THE BUS IS**  
Check near real-time progress with GPS tracking

**PARENT SUPPORT**  
Dedicated First Student support at your fingertips

**MULTIPLE KIDS - ONE APP**  
Track multiple students at one time

**DISTANCE NOTIFICATIONS**  
Get in-app alerts when the bus is getting close

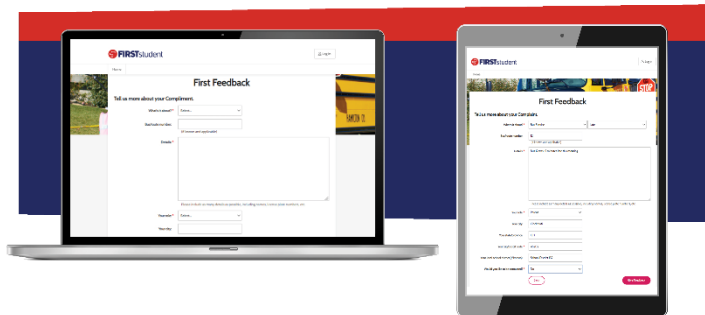
## FirstFeedback®

FirstFeedback® is a user-friendly, open communication channel between New Haven community members and First Student to ensure service comments and suggestions are captured and effectively managed. Your parents, community members and school personnel can submit a compliment, complaint, suggestion or question through the site and opt to be contacted via phone or email.

Location leaders manage, respond and follow up on submittals we receive through the site. By gathering all feedback in one system, we can more effectively celebrate success, identify potential systematic issues and evaluate our service to continuously improve for our community partners. FirstFeedback® supports proactive communication and ensures we're responsive to your district and the New Haven community. All submitted feedback and follow-ups are retained in the system for long-term reporting. We view customer feedback as an invaluable tool for addressing recurring service issues and trends as well as recognizing team members who are going above and beyond.

## Benefits of FirstFeedback®

- Accelerates information gathering, research, response and reporting.
- Allows district leaders to be well-versed and prepared when incidents are escalated.
- Identifies concrete actions we can point to when recognizing stand out team members.



## FirstACTS® (Active Conduct Tracking System)

While administration and transportation personnel put forth their best efforts to prevent incidents on the bus, they may occur. FirstACTS® is a web-based system your school administrators and transportation departments can use for reporting, tracking and managing student conduct on the school bus.

**It's the only system with the functionality to connect the school community — the driver, school administration and parents — as they identify and work together to resolve issues quickly and fairly. FirstACTS® can be configured to be used only by First Student (i.e. not involved the schools) depending on the district's interest and engagement.**

## Benefits of FirstACTS®

### Connect

- Easily identify and communicate issues to the right people by eliminating tedious tasks
- Preloaded student and driver information makes it easy to report student behavior incidents
- Streamlined reporting builds confidence that issues will be quickly resolved

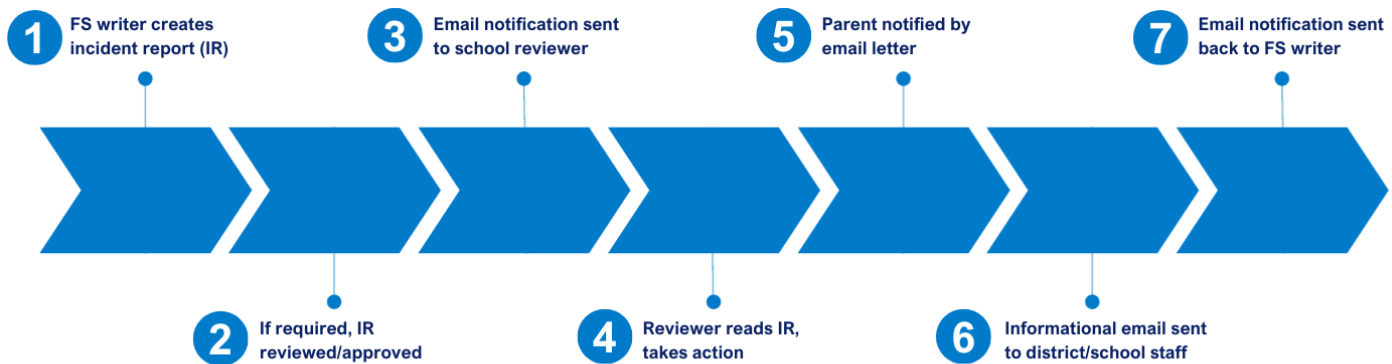
### Customize

- 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
- Option to upload into your Student Information System

### Control

- Maintain safe, secure, workflow access to critical information and updates
- Allows administrators and teachers to focus on their primary objective — education
- Limited accessibility to notifications and reports to ensure privacy
- Proactive reminders to help expedite resolution times





*FirstACTS can be configured for use by First Student only, depending on the district's interest and engagement.*

## Advanced Mapping Technology

The road 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 GPS-based technology, route planning and on-time performance.

Trimble Maps, an advanced mapping technology, underpins both our internal proprietary and customer facing technologies. Benefits include:

- Improved arrival time accuracy.
- Greater geocode accuracy for determining planned route path and validating stop completion.
- Quality map display with dynamic traffic patterns, near real-time road closure alerts.
- Superior navigation functionality to support on-time performance of planned routes.
- Enhanced actual vs. planned analysis for visibility across the entire First Student fleet.

*For more information on routing solutions, please refer to the Routing Services and Capabilities subsection of "Methodology and Approach."*

## **Bus Cameras**

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. Safe Fleet is our preferred source of onboard camera technology.

As the industry leader for bus cameras, Safe Fleet is trusted by more than 4,000 school districts and has more than 180,000 systems in the market. Safe Fleet has a reputation for quality and reliability, and it 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.

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

First Student installs the Child Check-Mate<sup>®</sup> System 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<sup>®</sup> System alarm. If the driver does not complete this task, the system will sound a secondary alarm.

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

## **Global Positioning System**

With GPS devices on all vehicles, we are able to integrate technology systems and platforms for more efficient planning and management, higher quality communication and greater operational transparency. We use GPS to capture near real-time transmission of vehicle subsystem data, driver performance and route event information.

## **Two-Way Narrowband Radios**

First Student buses are connected by two-way radios permitting dispatchers and drivers to circulate information regarding road conditions, traffic delays and route detours. This 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.

## **Crossing Control Arms**

All First Student buses include a crossing control arm unless prohibited by state or province law. The flexible crossing arm extends to direct children toward the driver's line of sight.



## TRANSPORTATION OPTIMIZATION TECHNOLOGY

The technologies within our operations are designed with the needs of our customers in mind. The following management tools highlight the many ways we use technology to drive the daily behaviors and actions that put us on the path to deliver a higher level of student care and customer service to New Haven Public Schools.

### First Onboard Component Utilization System (FOCUS)<sup>™</sup>

FOCUS<sup>™</sup>, our proprietary operating platform, merges all major elements of our daily operations. It underpins and connects all technologies to deliver a higher level of transparency.

#### FOCUS<sup>™</sup> IS USED FOR THREE PRIMARY PURPOSES:

01

##### SCHEDULE MANAGEMENT

Contains all provided routes including stop addresses and scheduled times, creating a master schedule of tasks, assignments and estimates for departure and return times for all routes.

02

##### ROUTE COVERAGE

FOCUS<sup>™</sup> Daily Screen automatically contains all routes for the day. Our dispatchers use the FOCUS<sup>™</sup> Daily Screen feature to mark employee absences, reassign routes and vehicles and monitor route performance.

03

##### ROUTE PERFORMANCE

We utilize GPS data in FOCUS<sup>™</sup> to validate accurate payroll as well as operational performance after our routes are completed.

#### FOCUS<sup>™</sup> Key-osk

FOCUS<sup>™</sup> Key-osk is our driver time management tool, which enables a well-organized swipe in and out process. Being able to accurately link each driver to their assigned route and vehicle impacts many areas of the services, such as validating route coverage. The Key-osk also initiates an automatic download of task assignments and time allowances onto the driver's assigned DriverHub<sup>™</sup> tablet.

#### DriverHub<sup>™</sup> Tablets

After a driver signs into FOCUS<sup>™</sup> Key-osk, scheduled routes are downloaded to the DriverHub<sup>™</sup> tablet. The DriverHub<sup>™</sup> tablet assists drivers in following our best practice procedures and ensuring safer trips for your students:

- Adhering to scheduled depart time
- Completing child search
- Following stop sequence and all safety procedures
- Finalizing post-trip inspection tasks

## Benefits of DriverHub™:

- Your students are safer.
- Parents feel fully confident putting their child on our school bus each morning.
- You have peace of mind knowing your transportation program is in good hands.



### CHILD SEARCH VERIFICATION

Scan provides an electric record of the required child search



### EFFICIENT START TO DAILY ROUTES

Preloaded routes, stops and students elevate efficiency and safety



### STREAMLINED RIDERSHIP REPORTING

Capable of collecting special needs ridership data for Medicaid reimbursement



### DYNAMIC NAVIGATION FOR STRONGER PERFORMANCE

Sophisticated maps provide turn-by-turn directions



### SAFER BUS RIDES FOR STUDENTS

Guides pre-trip and post-trip inspection. Noted concerns are automatically submitted to maintenance shop

## MobileManager Application

Part of our Location Manager's role is to reinforce operational discipline, accountability and teamwork within our location culture. MobileManager is a custom-built application designed to put actionable safety and service insights directly in the hands of our Location Managers to support driver development.

### Daily Reporting

To elevate driver performance and safety, managers receive daily KPIs, driver performance trends and coaching session logs. This enables them to effectively coach and mentor.

## DriverScore™

First Student's new proprietary driver scoring tool, DriverScore™, has proven to motivate our drivers and create a strong location safety culture. Drivers earn a score between 1 and 5 stars based on recent performance in the following four KPIs:



**Speeding**



**Rapid Acceleration**



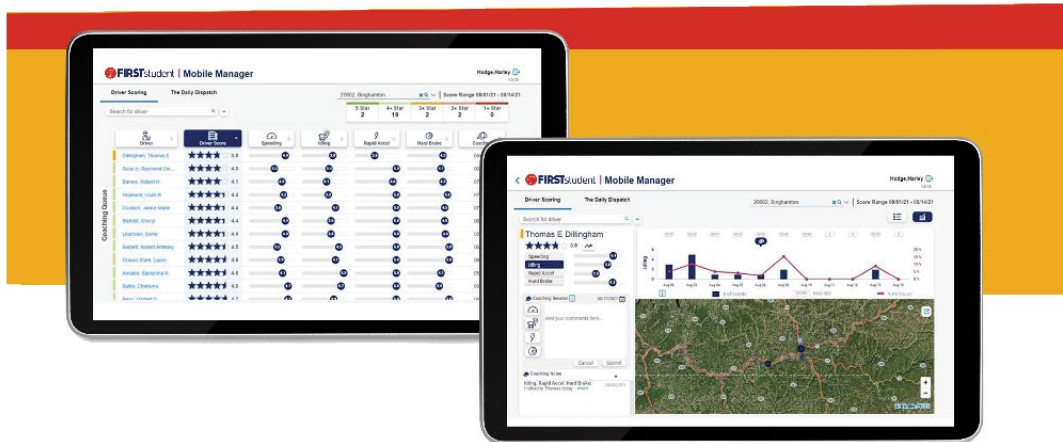
**Idling**



**Hard Braking**

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 Location Manager's tablet, allowing drivers to track their score and work to continuously improve or maintain a high star measurement.



## Benefits of DriverScore™

### Informed Coaching

- Evaluating driver performance data allows Location Managers to coach employees in a more meaningful way.
- Allows for data-driven coaching conversations and actively work toward improved safe driving records.

### High Quality Drivers

- Creates a friendly competition among drivers.
- Motivates drivers not only to complete safe trips, but to earn and maintain a high personal score.

### Better Training

- Identifies risks and measures the effectiveness of ratings, fuel efficiency and safety.
- Pinpoints areas where our training programs can be improved.

### Increased Driver Morale

- Promotes positive reinforcement.
- Prompts managers to recognize safe driving and reward drivers for a job well done.

## AVAILABLE CUSTOMER TECHNOLOGY OPTIONS

As the most chosen student transportation provider in North America, First Student has the people, resources and technologies in place to deliver on our commitments and keep your stakeholders connected. But we don't stop there. Just as schools and communities are continuously adapting to the needs of the future, we are always looking ahead for new ways to deliver exceptional student experience and even greater customer satisfaction.

The following are additional technologies we offer to school districts. If New Haven Public Schools is interested in learning more about any of these technologies, we are happy to provide further details or arrange for a product demonstration.

### Student Ridership Tracking

While parents use FirstView® to track their child's bus, student ridership tracking provides the peace of mind knowing when and where their child gets on and off the school bus. When transporting students with special needs, our drivers follow a manual check-in process on their tablets; general education students scan individualized RFID cards. Accurate student ridership data supports any district reimbursement opportunities as well as aides in optimizing routes.



Student ridership tracking is seamlessly integrated with our customized driver tablet technology, DriverHub™, as well as with the FirstView® ParentView application and DistrictView for a complete student ridership and bus tracking solution.



#### ARRIVAL/DEPARTURE CONFIRMATION

Notification and reporting based on the students swiping on and off the bus.



#### MULTI-USE CARDS

Allows the district to consolidate the card-issuing process by combining library, lunch and RFID as one card.



#### CORRECT BUS AND CORRECT STOP

The DriverHub™ tablet will alarm the driver if a student is boarding the incorrect vehicle or off-boarding at the incorrect stop.



#### PARENTVIEW

Parents will be alerted when their student swipes their RFID card to get on and off the bus.



#### RIDERSHIP INSIGHTS

Near real-time data transmission for student ridership and contact tracing.



#### DISTRICTVIEW

The RFID card swipes are reported in FirstView®, allowing districts to know the location of every student.

## **On-Board Wi-Fi**

Time on the bus could be spent getting a head start on homework, sparking the imagination for an art project or simply having fun with a friend after a long school day. First Student's customizable Wi-Fi solution allows school districts to provide bus riders access to specialized school networks and classes while maintaining content management policies.

### **Extend Instructional Time**

The bus ride provides an opportunity for students to continue learning — whether heading to a field trip destination or travelling to a sporting event.

### **Secure Web Browsing**

With content filtering and device management software, you can ensure your mobile learning service is safe and successful.

### **Service When You Need It**

We can suspend service on the bus during summer break.



## Vehicle List--New Haven Public Schools

Unit Number	Description	VIN Number	Year	Capacity	Fuel Type
HCJB1946	2017 Thomas: Type C	4UZABRDU8HCJB1946	2017	71	D
HCJB1945	2017 Thomas: TypeC	4UZABRDU6HCJB1945	2017	71	D
HCJB1943	2017 Thomas: TypeC	4UZABRDU2HCJB1943	2017	71	D
HCJB1948	2017 Thomas: TypeC	4UZABRDU1HCJB1948	2017	71	D
HCJB1944	2017 Thomas: TypeC	4UZABRDU4HCJB1944	2017	71	D
HCJB1941	2017 Thomas: Type C	4UZABRDU9HCJB1941	2017	71	D
HCJB1942	2017 Thomas: TypeC	4UZABRDU0HCJB1942	2017	71	D
HCJB1931	2017 Thomas: TypeC	4UZABRDU6HCJB1931	2017	71	D
KB431961	2019 IC: Type C	4DRBUC8P2KB431961	2019	71	D
KB431956	2019 IC: Type C	4DRBUC8P9KB431956	2019	71	D
KB431962	2019 IC: Type C	4DRBUC8P4KB431962	2019	71	D
KB431960	2019 IC: Type C	4DRBUC8P0KB431960	2019	71	D
KB431955	2019 IC: Type C	4DRBUC8P7KB431955	2019	71	D
KB431968	2019 IC: Type C	4DRBUC8P5KB431968	2019	71	D
KB431957	2019 IC: Type C	4DRBUC8P0KB431957	2019	71	D
KB431958	2019 IC: Type C	4DRBUC8P2KB431958	2019	71	D
KB431967	2019 IC: Type C	4DRBUC8P3KB431967	2019	71	D
KB431966	2019 IC: Type C	4DRBUC8P1KB431966	2019	71	D
KB431959	2019 IC: Type C	4DRBUC8P4KB431959	2019	71	D
KB431965	2019 IC: Type C	4DRBUC8PXKB431965	2019	71	D
KB431964	2019 IC: Type C	4DRBUC8P8KB431964	2019	71	D
KB431963	2019 IC: Type C	4DRBUC8P6KB431963	2019	71	D
KB431953	2019 IC: Type C	4DRBUC8P3KB431953	2019	71	D
KB431954	2019 IC: Type C	4DRBUC8P5KB431954	2019	71	D
MCME5980	2021 Thomas: Type C	4UZABRFD2MCME5980	2021	71	D
MCME5990	2021 Thomas: Type C	4UZABRFD5MCME5990	2021	71	D
MCMN3201	2021 Thomas: Type C	4UZABRFD8MCMN3201	2021	71	D
MCMN3205	2021 Thomas: Type C	4UZABRFD5MCMN3205	2021	71	D
MCMN3167	2021 Thomas: Type C	4UZABRFD1MCMN3167	2021	71	D
MCME5901	2021 Thomas: Type C	4UZABRFD2MCME5901	2021	71	D
MCMN3184	2021 Thomas: Type C	4UZABRFD1MCMN3184	2021	71	D
MCME5954	2021 Thomas: Type C	4UZABRFD1MCME5954	2021	71	D
MCME5905	2021 Thomas: Type C	4UZABRFDXMCME5905	2021	71	D
MCME5967	2021 Thomas: Type C	4UZABRFDXMCME5967	2021	71	D
MCMN3191	2021 Thomas: Type C	4UZABRFD9MCMN3191	2021	71	D
MCMN3187	2021 Thomas: Type C	4UZABRFD7MCMN3187	2021	71	D
MCME5942	2021 Thomas: Type C	4UZABRFD5MCME5942	2021	71	D
MCME5977	2021 Thomas: Type C	4UZABRFD2MCME5977	2021	71	D
MCMN3198	2021 Thomas: Type C	4UZABRFD1MCMN3198	2021	71	D
MCMN3226	2021 Thomas: Type C	4UZABRFD2MCMN3226	2021	71	D
MCMN3169	2021 Thomas: Type C	4UZABRFD5MCMN3169	2021	71	D
MCME5964	2021 Thomas: Type C	4UZABRFD4MCME5964	2021	71	D
MCME5928	2021 Thomas: Type C	4UZABRFD0MCME5928	2021	71	D
MCMN3238	2021 Thomas: Type C	4UZABRFD9MCMN3238	2021	71	D
MCMN3172	2021 Thomas: Type C	4UZABRFD5MCMN3172	2021	71	D
MCME5926	2021 Thomas: Type C	4UZABRFD7MCME5926	2021	71	D



MCME5944	2021 Thomas: Type C	4UZABRFD9MCME5944	2021	71	D
MCME5948	2021 Thomas: Type C	4UZABRFD6MCME5948	2021	71	D
MCME5991	2021 Thomas: Type C	4UZABRFD7MCME5991	2021	71	D
MCMN3197	2021 Thomas: Type C	4UZABRFDXMCMN3197	2021	71	D
MCMN3180	2021 Thomas: Type C	4UZABRFD4MCMN3180	2021	71	D
MCMN3233	2021 Thomas: Type C	4UZABRFDXMCMN3233	2021	71	D
MCMN3221	2021 Thomas: Type C	4UZABRFD3MCMN3221	2021	71	D
MCME5979	2021 Thomas: Type C	4UZABRFD6MCME5979	2021	71	D
MCMN3181	2021 Thomas: Type C	4UZABRFD6MCMN3181	2021	71	D
MCMN3222	2021 Thomas: Type C	4UZABRFD5MCMN3222	2021	71	D
MCME5899	2021 Thomas: Type C	4UZABRFD8MCME5899	2021	71	D
MCME5961	2021 Thomas: Type C	4UZABRFD9MCME5961	2021	71	D
MCMN3175	2021 Thomas: Type C	4UZABRFD0MCMN3175	2021	71	D
MCMN3177	2021 Thomas: Type C	4UZABRFD4MCMN3177	2021	71	D
MCMN3212	2021 Thomas: Type C	4UZABRFD2MCMN3212	2021	71	D
MCME5960	2021 Thomas: Type C	4UZABRFD7MCME5960	2021	71	D
MCMN3237	2021 Thomas: Type C	4UZABRFD7MCMN3237	2021	71	D
MCMN3206	2021 Thomas: Type C	4UZABRFD7MCMN3206	2021	71	D
MCME5966	2021 Thomas: Type C	4UZABRFD8MCME5966	2021	71	D
MCMN3235	2021 Thomas: Type C	4UZABRFD3MCMN3235	2021	71	D
MCMN3182	2021 Thomas: Type C	4UZABRFD8MCMN3182	2021	71	D
MCMN3213	2021 Thomas: Type C	4UZABRFD4MCMN3213	2021	71	D
MCMN3185	2021 Thomas: Type C	4UZABRFD3MCMN3185	2021	71	D
MCMN3173	2021 Thomas: Type C	4UZABRFD7MCMN3173	2021	71	D
MCME5969	2021 Thomas: Type C	4UZABRFD3MCME5969	2021	71	D
MCMN3171	2021 Thomas: Type C	4UZABRFD3MCMN3171	2021	71	D
MCMN3188	2021 Thomas: Type C	4UZABRFD9MCMN3188	2021	71	D
MCMN3174	2021 Thomas: Type C	4UZABRFD9MCMN3174	2021	71	D
MCMN3194	2021 Thomas: Type C	4UZABRFD4MCMN3194	2021	71	D
MCME5963	2021 Thomas: Type C	4UZABRFD2MCME5963	2021	71	D
MCME5988	2021 Thomas: Type C	4UZABRFD7MCME5988	2021	71	D
MCMN3166	2021 Thomas: Type C	4UZABRFDXMCMN3166	2021	71	D
MCMN3186	2021 Thomas: Type C	4UZABRFD5MCMN3186	2021	71	D
MCME5962	2021 Thomas: Type C	4UZABRFD0MCME5962	2021	71	D
MCMN3193	2021 Thomas: Type C	4UZABRFD2MCMN3193	2021	71	D
MCME5950	2021 Thomas: Type C	4UZABRFD4MCME5950	2021	71	D
MCME5965	2021 Thomas: Type C	4UZABRFD6MCME5965	2021	71	D
MCMN3164	2021 Thomas: Type C	4UZABRFD6MCMN3164	2021	71	D
MCME5968	2021 Thomas: Type C	4UZABRFD1MCME5968	2021	71	D
MCMN3189	2021 Thomas: Type C	4UZABRFD0MCMN3189	2021	71	D
MCME5895	2021 Thomas: Type C	4UZABRFD0MCME5895	2021	71	D
MCME5902	2021 Thomas: Type C	4UZABRFD4MCME5902	2021	71	D
MCME5911	2021 Thomas: Type C	4UZABRFD5MCME5911	2021	71	D
MCMN3234	2021 Thomas: Type C	4UZABRFD1MCMN3234	2021	71	D
MCME5932	2021 Thomas: Type C	4UZABRFD2MCME5932	2021	71	D
MCME5896	2021 Thomas: Type C	4UZABRFD2MCME5896	2021	71	D
MCME5930	2021 Thomas: Type C	4UZABRFD9MCME5930	2021	71	D

MCME5918	2021 Thomas: Type C	4UZABRFD8MCME5918	2021	71	D
MCMN3163	2021 Thomas: Type C	4UZABRFD4MCMN3163	2021	71	D
MCMN3178	2021 Thomas: Type C	4UZABRFD6MCMN3178	2021	71	D
MCMN3216	2021 Thomas: Type C	4UZABRFDXMCMN3216	2021	71	D
MCMN3176	2021 Thomas: Type C	4UZABRFD2MCMN3176	2021	71	D
MCME5908	2021 Thomas: Type C	4UZABRFD5MCME5908	2021	71	D
MCME5975	2021 Thomas: Type C	4UZABRFD9MCME5975	2021	71	D
MCME5952	2021 Thomas: Type C	4UZABRFD8MCME5952	2021	71	D
MCMN3215	2021 Thomas: Type C	4UZABRFD8MCMN3215	2021	71	D
MCME5910	2021 Thomas: Type C	4UZABRFD3MCME5910	2021	71	D
MCMN3200	2021 Thomas: Type C	4UZABRFD6MCMN3200	2021	71	D
MCME5923	2021 Thomas: Type C	4UZABRFD1MCME5923	2021	71	D
MCMN3217	2021 Thomas: Type C	4UZABRFD1MCMN3217	2021	71	D
MCME5982	2021 Thomas: Type C	4UZABRFD6MCME5982	2021	71	D
MCMN3207	2021 Thomas: Type C	4UZABRFD9MCMN3207	2021	71	D
MCMN3220	2021 Thomas: Type C	4UZABRFD1MCMN3220	2021	71	D
MCME5933	2021 Thomas: Type C	4UZABRFD4MCME5933	2021	71	D
MCME5941	2021 Thomas: Type C	4UZABRFD3MCME5941	2021	71	D
MCMN3192	2021 Thomas: Type C	4UZABRFD0MCMN3192	2021	71	D
MCMN3159	2021 Thomas: Type C	4UZABRFD2MCMN3159	2021	71	D
MCMN3223	2021 Thomas: Type C	4UZABRFD7MCMN3223	2021	71	D
MCME5920	2021 Thomas: Type C	4UZABRFD6MCME5920	2021	71	D
MCME5915	2021 Thomas: Type C	4UZABRFD2MCME5915	2021	71	D
MCME5909	2021 Thomas: Type C	4UZABRFD7MCME5909	2021	71	D
MCMN3232	2021 Thomas: Type C	4UZABRFD8MCMN3232	2021	71	D
MCME5983	2021 Thomas: Type C	4UZABRFD8MCME5983	2021	71	D
MCME5971	2021 Thomas: Type C	4UZABRFD1MCME5971	2021	71	D
MCME5900	2021 Thomas: Type C	4UZABRFD0MCME5900	2021	71	D
MCME5949	2021 Thomas: Type C	4UZABRFD8MCME5949	2021	71	D
MCMN3229	2021 Thomas: Type C	4UZABRFD8MCMN3229	2021	71	D
MCMN3162	2021 Thomas: Type C	4UZABRFD2MCMN3162	2021	71	D
MCME5957	2021 Thomas: Type C	4UZABRFD7MCME5957	2021	71	D
MCME5945	2021 Thomas: Type C	4UZABRFD0MCME5945	2021	71	D
MCME5936	2021 Thomas: Type C	4UZABRFDXMCMN5936	2021	71	D
MCMN3195	2021 Thomas: Type C	4UZABRFD6MCMN3195	2021	71	D
MCMN3204	2021 Thomas: Type C	4UZABRFD3MCMN3204	2021	71	D
MCME5938	2021 Thomas: Type C	4UZABRFD3MCME5938	2021	71	D
MCMN3230	2021 Thomas: Type C	4UZABRFD4MCMN3230	2021	71	D
MCME5919	2021 Thomas: Type C	4UZABRFDXMCMN5919	2021	71	D
MCMN3158	2021 Thomas: Type C	4UZABRFD0MCMN3158	2021	71	D
MCMN3208	2021 Thomas: Type C	4UZABRFD0MCMN3208	2021	71	D
MCME5913	2021 Thomas: Type C	4UZABRFD9MCME5913	2021	71	D
MCMN3209	2021 Thomas: Type C	4UZABRFD2MCMN3209	2021	71	D
MCME5947	2021 Thomas: Type C	4UZABRFD4MCME5947	2021	71	D
MCMN3218	2021 Thomas: Type C	4UZABRFD3MCMN3218	2021	71	D
MCME5946	2021 Thomas: Type C	4UZABRFD2MCME5946	2021	71	D
MCMN3168	2021 Thomas: Type C	4UZABRFD3MCMN3168	2021	71	D

MCME5927	2021 Thomas: Type C	4UZABRFD9MCME5927	2021	71	D
MCME5987	2021 Thomas: Type C	4UZABRFD5MCME5987	2021	71	D
MCME5958	2021 Thomas: Type C	4UZABRFD9MCME5958	2021	71	D
MCME5943	2021 Thomas: Type C	4UZABRFD7MCME5943	2021	71	D
MCME5937	2021 Thomas: Type C	4UZABRFD1MCME5937	2021	71	D
MCME5922	2021 Thomas: Type C	4UZABRFDXMCME5922	2021	71	D
MCME5976	2021 Thomas: Type C	4UZABRFD0MCME5976	2021	71	D
MCME5894	2021 Thomas: Type C	4UZABRFD9MCME5894	2021	71	D
MCMN3210	2021 Thomas: Type C	4UZABRFD9MCMN3210	2021	71	D
MCMN3199	2021 Thomas: Type C	4UZABRFD3MCMN3199	2021	71	D
MCMN3190	2021 Thomas: Type C	4UZABRFD7MCMN3190	2021	71	D
MCMN3165	2021 Thomas: Type C	4UZABRFD8MCMN3165	2021	71	D
MCME5929	2021 Thomas: Type C	4UZABRFD2MCME5929	2021	71	D
MCME5940	2021 Thomas: Type C	4UZABRFD1MCME5940	2021	71	D
MCME5956	2021 Thomas: Type C	4UZABRFD5MCME5956	2021	71	D
MCME5972	2021 Thomas: Type C	4UZABRFD3MCME5972	2021	71	D
MCME5898	2021 Thomas: Type C	4UZABRFD6MCME5898	2021	71	D
MCMN3211	2021 Thomas: Type C	4UZABRFD0MCMN3211	2021	71	D
MCME5904	2021 Thomas: Type C	4UZABRFD8MCME5904	2021	71	D
MCME5935	2021 Thomas: Type C	4UZABRFD8MCME5935	2021	71	D
MCMN3160	2021 Thomas: Type C	4UZABRFD9MCMN3160	2021	71	D
MCME5925	2021 Thomas: Type C	4UZABRFD5MCME5925	2021	71	D
MCME5959	2021 Thomas: Type C	4UZABRFD0MCME5959	2021	71	D
MCME5897	2021 Thomas: Type C	4UZABRFD4MCME5897	2021	71	D
MCMN3161	2021 Thomas: Type C	4UZABRFD0MCMN3161	2021	71	D
MCMN3203	2021 Thomas: Type C	4UZABRFD1MCMN3203	2021	71	D
MCME5931	2021 Thomas: Type C	4UZABRFD0MCME5931	2021	71	D
MCMN3179	2021 Thomas: Type C	4UZABRFD8MCMN3179	2021	71	D
MCME5981	2021 Thomas: Type C	4UZABRFD4MCME5981	2021	71	D
MCMN3214	2021 Thomas: Type C	4UZABRFD6MCMN3214	2021	71	D
MCME5978	2021 Thomas: Type C	4UZABRFD4MCME5978	2021	71	D
MCMN3227	2021 Thomas: Type C	4UZABRFD4MCMN3227	2021	71	D
MCME5903	2021 Thomas: Type C	4UZABRFD6MCME5903	2021	71	D
MCME5917	2021 Thomas: Type C	4UZABRFD6MCME5917	2021	71	D
MCMN3236	2021 Thomas: Type C	4UZABRFD5MCMN3236	2021	71	D
MCMN3231	2021 Thomas: Type C	4UZABRFD6MCMN3231	2021	71	D
MCME5989	2021 Thomas: Type C	4UZABRFD9MCME5989	2021	71	D
MCME5934	2021 Thomas: Type C	4UZABRFD6MCME5934	2021	71	D
MCMN3224	2021 Thomas: Type C	4UZABRFD9MCMN3224	2021	71	D
MCME5907	2021 Thomas: Type C	4UZABRFD3MCME5907	2021	71	D
MCME5985	2021 Thomas: Type C	4UZABRFD1MCME5985	2021	71	D
MCMN3183	2021 Thomas: Type C	4UZABRFDXCMN3183	2021	71	D
MCMN3219	2021 Thomas: Type C	4UZABRFD5MCMN3219	2021	71	D
MCMN3196	2021 Thomas: Type C	4UZABRFD8MCMN3196	2021	71	D
MCME5986	2021 Thomas: Type C	4UZABRFD3MCME5986	2021	71	D
MCME5921	2021 Thomas: Type C	4UZABRFD8MCME5921	2021	71	D
MCME5992	2021 Thomas: Type C	4UZABRFD9MCME5992	2021	71	D





HN004150	2017 Thomas: Type A	1HA6GUBG2HN004150	2017	24	G
G1246921	2017 THOMAS: TypeA	1GB3GRBL4G1246921	2017	20	G
G1248212	2017 THOMAS: TypeA	1GB3GRBL7G1248212	2017	20	G
LN005408	2020 Thomas: Type A	1HA6GUBG8LN005408	2020	24	G
LN005668	2020 Thomas: Type A	1HA6GUBG1LN005668	2020	24	G
LN001309	2020 Thomas: Type A	1HA6GUBG8LN001309	2020	24	G
LN001498	2020 Thomas: Type A	1HA6GUBG4LN001498	2020	24	G
LN001338	2020 Thomas: Type A	1HA6GUBG4LN001338	2020	24	G
LN001320	2020 Thomas: Type A	1HA6GUBG7LN001320	2020	24	G
LN001335	2020 Thomas: Type A	1HA6GUBG9LN001335	2020	24	G
LN001398	2020 Thomas: Type A	1HA6GUBG0LN001398	2020	24	G
LN001519	2020 Thomas: Type A	1HA6GUBG8LN001519	2020	24	G
LN001514	2020 Thomas: Type A	1HA6GUBG9LN001514	2020	24	G
LN001475	2020 Thomas: Type A	1HA6GUBG3LN001475	2020	24	G
LN001578	2020 Thomas: Type A	1HA6GUBG2LN001578	2020	24	G
LN001532	2020 Thomas: Type A	1HA6GUBG0LN001532	2020	24	G
LN001326	2020 Thomas: Type A	1HA6GUBG8LN001326	2020	24	G
LN001308	2020 Thomas: Type A	1HA6GUBG6LN001308	2020	24	G
LN001415	2020 Thomas: Type A	1HA6GUBG7LN001415	2020	24	G
LN005399	2020 Thomas: Type A	1HA6GUBG0LN005399	2020	24	G
LN001355	2020 Thomas: Type A	1HA6GUBG4LN001355	2020	24	G
LN001456	2020 Thomas: Type A	1HA6GUBGXLN001456	2020	24	G
LN001376	2020 Thomas: Type A	1HA6GUBG1LN001376	2020	24	G
LN001442	2020 Thomas: Type A	1HA6GUBGXLN001442	2020	24	G
LN001388	2020 Thomas: Type A	1HA6GUBG8LN001388	2020	24	G
LN001378	2020 Thomas: Type A	1HA6GUBG5LN001378	2020	24	G
LN001506	2020 Thomas: Type A	1HA6GUBGXLN001506	2020	24	G
LN001424	2020 Thomas: Type A	1HA6GUBG8LN001424	2020	24	G
LN001349	2020 Thomas: Type A	1HA6GUBG9LN001349	2020	24	G
LN001544	2020 Thomas: Type A	1HA6GUBG7LN001544	2020	24	G
LN001542	2020 Thomas: Type A	1HA6GUBG3LN001542	2020	24	G
LN005274	2021 Thomas: Type A	1HA6GUBG2LN005274	2021	24	G
PDD31121	2023 Thomas: Type A	1FDFE4FN4PDD31121	2023	10/2	G
TBD	New	Wheel Chair	2024	10/2	G
TBD	New	Wheel Chair	2024	10/2	G
TBD	New	Wheel Chair	2024	10/2	G
TBD	New	Wheel Chair	2024	10/2	G
TBD	New	Wheel Chair	2024	10/2	G
TBD	New	Wheel Chair	2024	10/2	G
TBD	New	Wheel Chair	2024	10/2	G
TBD	New	Wheel Chair	2024	10/2	G
TBD	New	Wheel Chair	2024	10/2	G
TBD	New	Wheel Chair	2024	10/2	G
TBD	New	Wheel Chair	2024	10/2	G
JKA20779	2018 Ford Transit: 350	1FBAX2YV3JKA20779	2018	8	G
JKA20780	2018 Ford Transit: 350	1FBAX2YVXJKA20780	2018	8	G
JKA20781	2018 Ford Transit: 350	1FBAX2YV1JKA20781	2018	8	G



# Sustainability Practices



*Note: "Sustainability Practices" is a subsection of "Methodology and Approach."*





# SUSTAINABILITY PRACTICES



Thriving local economies, resilient community networks and a clean and healthy environment are essential parts of sustainable communities. Students have more opportunities to learn and engage in their towns and cities when these resources are there to reinforce their growth and education. Our sustainability efforts center on ways we believe we can make an impact. **In fact, First Student earned the 2023 Go Yellow, Go Green Award from the National Student Transportation Association and the 2023 Green Fleet Award from School Transportation News for our industry-leading sustainability efforts.**

**Association and the 2023 Green Fleet Award from School Transportation News for our industry-leading sustainability efforts.**

## Our Sustainability Strategy: Connecting People and Communities



**Be the partner of choice for transitioning to zero-emission school transportation**



**Understand the needs of our customers and provide innovative solutions that support students and their communities**



**Hold the highest ethical standards**



**Support a healthy, inclusive and safety-oriented company culture**



**Foster a clean and healthy environment through our business practices**



**Build genuine relationships and resilient networks within the communities we serve**

## PARTNER OF CHOICE FOR ZERO-EMISSION SCHOOL TRANSPORTATION

Making a transition to alternative fuels or powertrains can present many challenges. First Student's proven leadership helps school districts make the most informed decisions on pursuing and achieving their sustainable energy objectives. We work with you to understand your specific goals, needs and constraints before presenting potential solutions. We are leaders in the industry for school bus electrification; in fact, **we are the only school transportation provider to be recognized by the Biden administration for our electrification efforts.**

For school districts seeking to spread their capital costs over a contract term, we can help plan and implement a phased approach toward more efficient, newer model vehicles and vehicles powered by alternative fuels. This approach enables school districts to take immediate steps toward lowering emissions and improving the student passenger experience.

### Electric Buses

First Student is an industry leader dedicated to developing and implementing innovations that advance safety and efficiency. We help districts transition to electric vehicles, which play a critical role in helping communities improve air quality, noise levels and environmental health for student passengers and community residents. This electrification process will accelerate rapidly as electric vehicles become a more affordable option for school districts across North America.

#### First Student is the largest operator of electric school buses in North America.

For school districts ready to explore this higher efficiency, greener option, First Student brings extensive in-house expertise and invaluable relationships with bus manufacturers and energy partners. To deliver the greatest value to our district partners, we developed strategic partnerships with industry experts and manufacturers leading the way to a clean energy future. Collectively, we simplify the student transportation electrification process for you.

Our electrification team collaborates with districts and delivers on your vision. We plan, optimize and secure financial assistance, where applicable, for the infrastructure and fleet. This is a highly complex process that involves a multitude of stakeholders, including:

- Local utility companies
- Original equipment manufacturers
- Local and state governmental agencies
- Various engineering disciplines

It includes analyzing grid infrastructure capacity, charging control network and charging connection strategy, and other necessary variables. In parallel, we research and apply for grants to support funding for your new infrastructure and ensure your district is well-positioned for future expandability.

*For more information, please refer to the Electric Vehicles subsection of "Methodology and Approach."*



## REDUCING VEHICLE EMISSIONS

Across North America, communities are taking strides to minimize emissions so they can ensure current and future generations enjoy the benefits of a clean, safe and healthy environment. As a transportation company, we recognize that we are one of many essential partners in that endeavor. Lowering vehicle emissions is one of our topmost concerns, and we are continuing to build and operate an ever-cleaner school bus fleet. The following is a snapshot



**20%**

**REDUCTION IN  
CARBON DIOXIDE  
EMISSIONS**



**>58%**

**REDUCTION IN  
SMALL PARTICULATE  
MATTER EMISSIONS**



**>35%**

**REDUCTION IN  
NITROGEN OXIDE  
EMISSIONS**

\*SINCE 2018

of our progress to date.

With a measured approach to how your children and community are affected, we conduct our daily operations with an aim to prevent the pollution of water, air and land, as well as prevent disruption or loss of biodiversity. Our operating procedures ensure we comply with all federal and state regulatory requirements at the facility serving your district, and we carefully monitor our location-level impact.

Our environmental management consultant, Strata Environmental Inc., conducts a Phase I environmental assessment for all new locations. Strata also oversees our environmental reporting systems, providing guidance in all major areas of compliance. These efforts include:

- Waste Minimization
- Clean Water Act Compliance
- Spill and Release Response and Reporting
- Chemical Inventory Management and Reporting
- Compliance Auditing
- Environmental Information Management



## Waste Minimization

Each location assigns an onsite official responsible for waste management. The responsibilities of the designated Waste Manager include:

- Confirming that the facility is meeting federal, state and local regulatory agency requirements and that only company-approved waste vendors are collecting waste from the facility
- Creating a profile of each waste stream to ensure the location manages hazardous/non-hazardous waste in the proper manner
- Communicating with Strata Environmental to ensure that we are correctly categorizing any new waste streams
- Participating in waste handling training mandated by regulatory agencies or First Student

Data from our waste management partners allows First Student to continually decrease the amount of waste generated at each of our locations. They have helped us minimize the volume of office waste and the hazardous waste generated at our facilities.



**17,124**

**SAVED 17,124 TONS  
OF CARBON THROUGH  
RECYCLING**



**5,806**

**RECYCLED 5,806  
TONS OF WASTE**

## Clean Water Act Compliance

We participate in a third-party evaluation of maintenance shops to identify potential issues concerning Clean Water Act compliance. The process involves two separate programs: 1) spill and release response training and reporting and 2) stormwater permitting.

A team of specialists evaluates each location to determine if a Spill Prevention, Control and Countermeasures (SPCC) plan, consistent with the requirements in 40 CFR 112, is needed. If so, our environmental partner will prepare and forward the plan to our facility for training and use.

Our environmental partner obtains federal or state stormwater permits under 40 CFR 122 for shops conducting maintenance, fueling and/or other industrial activities requiring a stormwater permit. As part of this process, a Storm Water Pollution Prevention Plan (SWP3) or equivalent stormwater management plan, is prepared and supplied to the site for training and use.

## **Spill and Release Response and Reporting**

First Student's environmental management standard operating procedures (SOPs) for spill and release response and reporting define our staff's roles and responsibilities in the event of a petroleum or other hazardous substance incident. Our environmental partner maintains a complete database listing our emergency response contacts for every location. As part of our commitment to minimizing the potential impact of unforeseen incidents, we require all Location Managers to complete annual spill response training.

## **Chemical Inventory Management and Reporting**

Each operating location keeps a chemical inventory updated annually as part of our Emergency Response Community Right-to-Know Act (EPCRA, a.k.a. SARA Reporting) compliance and reporting. Where required, our compliance management partners prepare and file appropriate SARA Reports for the chemicals needed at each of our locations.

We issue a standardized list of approved chemicals safe to use in our vehicle maintenance shops. We regularly update our chemical inventory so our managers can identify any "unapproved" chemicals in use.

## **Compliance Auditing**

Our environmental partners perform compliance audits for us in the areas of:

- Waste management
- Clean Water Act compliance
- Chemical inventory management and storage tank compliance.

First Student may perform audits at the request of a client or due to a complaint or suggestion from an employee.

## **Environmental Information Management**

We use an Environment Information Operating System (EiOS), an internet-accessible data management system developed by Strata Environmental, to manage all relevant data, compliance tasks and records. The database includes:

- Facility details
- Environmental permitting (including fees and renewal dates)
- Storage tank specifications
- Chemical inventories
- Emergency contacts
- Waste generation data from waste vendors
- List of vendors serving the location
- Spill and release incidences.

## **THE HIGHEST ETHICAL STANDARDS**

We recognize there are opportunities to multiply the economic benefits and contribute to the economic sustainability of our local operations. First Student locations source and procure supplies from businesses within your community and the surrounding area as much as possible. This includes the purchase of products and services such as building and property maintenance, shop supplies, towing and bodywork and janitorial services. Additionally, we have built a robust search tool for identifying and developing new disadvantaged suppliers within our supply chain. We maintain and grow this small, disadvantaged supplier program in line with our support of overall sustainability.

### **Supporting Local Businesses**

As your district's transportation partner, we support New Haven's small businesses whenever possible. We engage in good-faith efforts to maximize minority-owned (MBE), woman-owned (WBE), small (SBE), disadvantaged (DBE), historically underutilized (HUB) and disabled veteran (DVBE) businesses and firms. We commit to supporting the local business community and minority/disadvantaged businesses and will pursue partnership opportunities that are advantageous to New Haven

### **Modern Slavery, Human Trafficking and Child Labor**

First Student is committed to identifying and preventing human rights breaches, including modern slavery, human trafficking and child labor in all its forms. We expect our supply chain to demonstrate that same commitment by respecting the rights and dignity of their employees.

In 2016, our business divisions performed an extensive review of our supply chains. We assessed the risk of modern slavery and developed ongoing processes for identifying and managing that risk. This includes an annual review of approximately 125 key strategic suppliers in areas of finance, environmental risk, and social/reputational risks. And, as part of our contracting processes with suppliers, we include prohibitions against the use of forced or trafficked labor.

## **A HEALTHY, INCLUSIVE AND SAFETY-ORIENTED COMPANY CULTURE**

To meet energy and environmental challenges today and into the future, we know our organization must continually learn and adapt as well as be an employer of choice.

First Student commits to:

- Attract, recruit and retain a diverse workforce and foster a culture of inclusion.
- Increase the diversity of employees reaching management roles by investing in programs to support the development of underrepresented groups.
- Build the skills within our workforce necessary for transitioning to a low-carbon economy.
- Provide a proactive employee well-being program that promotes and enables mental, physical and social wellbeing.
- Offer competitive wages and encourage others within our industry to do the same.

## GENUINE PARTNERSHIPS

Partnering with our customers and their communities is of utmost importance to First Student. We have an unwavering commitment to supporting your district and upholding the values that define you. First Student location staff participate in daily briefings, regularly scheduled customer meetings and school board/superintendent service update meetings. We believe continuous and transparent communication with your district builds a strong, committed partnership.

*For more information, please refer to the Customer and Community Engagement subsection of "Methodology & Approach."*



# Start-Up Plan



*Note: "Start-Up Plan" is a subsection of "Methodology and Approach."*





# START-UP PLAN



Our team appreciates the partnership we have developed with New Haven Public Schools over the last 20 years. Our drivers know the New Haven neighborhoods and the families who live here. They greet your students by name each morning and send them home with a smile each afternoon. We look forward to continuing to partner with New Haven Public Schools and participating in your success.

## YOUR START-UP TEAM

With First Student, there will not be a transition to a new team. Your local team will remain the same experience team with whom you are familiar. This includes the following individuals:

- Senior Location Manager (main district contact): Paul Demaio
- Area General Manager: Vinnie Cappiello
- Customer Success Manager: Holly Brown
- Region Safety Director: David Lojewski
- Area Safety Manager: Denise Kiley
- Region Maintenance Manager: Brian English
- Region Finance Manager: Bob McGovern
- Other regional and corporate support, as needed

## ANNUAL START-UP PLAN

School start-up is a critical time. 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.

**We have completed more start-ups than anyone in the business, so we know what it takes to facilitate a smooth start-up and set students up for a successful new school year.**

The following timeline is just a sample, and it serves to provide a basic overview of start-up steps that typically occur upon award. The actual events required for each start-up vary according to the provision of the fleet, facilities, routing solutions, etc.

Days From Start-Up	Key Activities
90 Days	<p><b>Review Contract</b> Review contract terms and policies</p>
	<p><b>Driver Staffing</b> Determine projected driver needs for the new school year and develop a recruitment action plan in coordination with our Centralized Talent Acquisition Team and execute summer retention activities</p>
	<p><b>Prepare Fleet for Inspection and Start-Up</b> Perform necessary maintenance and installation, register buses and ensure proper parts inventory</p>
60 Days	<p><b>Initiate Route Development</b> Obtain student data, begin routing activities, draft routes for district/local law enforcement review</p>
	<p><b>Location Safety Audit</b> Perform safety audit utilizing an online platform to include audit points like OSHA requirements, training/safety meetings, driver files</p>
	<p><b>Inventory and Order Safety Equipment</b> Decide safety equipment needed e.g., safety vests, Zonar cards, and place order, print copies of instructor training manual and the maintenance safety orientation manual, stock parts inventory</p>
	<p><b>Schedule State Inspections</b> Notify inspector, review production report for delivery, schedule fleet inspection with state</p>
	<p><b>Onboard Technology</b> Implementation and testing of technology on and off the bus by implementation team</p>
30 Days	<p><b>Schedule and Hold District Meetings</b> Discuss and determine communication protocol, problem resolution process and accident/incident policies</p>
24 Days	<p><b>Determine Driver Certification Requirements</b> Comply with state/district requirements; for example, requirements for First Aid, CPR training and renewals</p>
10 Days	<p><b>Location Kickoff Meeting</b> Review important safety material, service expectations and route options with location staff, schedule dry-runs</p>
0 Days	<p><b>Location Start-Up</b> Run all scheduled routes</p>

While the core aspects of our plan are tried and true, we are conscious of the unique requirements of each district. Our team will partner with New Haven Public Schools to align on the needs of your students, families and staff. A smooth start-up/back-to-school means that students start the year off on the right foot, setting them up for success.

## Early Action Steps

Our early action steps ensure we are on the right track to have the processes in place to provide a seamless start-up for all parties. We focus 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
- Determine projected driver needs for school year, taking route count, projected turnover, daily absenteeism and other historical trends into consideration
- Form location recruitment team and develop a custom recruitment action plan

## Driver Hiring and Training

Our Location Manager, Area General Manager, Talent Acquisition Specialist, Region Human Resource Manager and Area Safety Manager all play a key role in the following driver hiring and training activities:

- Initiate driver retention plan (to include multiple points of contact over summer months)
- Engage our talent acquisition team for support, as needed
- Schedule and coordinate driver meetings, interviews, screening and initial training
- Conduct driver orientation and training

*For more information on our hiring process, please refer to the Recruiting, Retaining & Engagement subsection of “Methodology and Approach.”*

## 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. Some of the tasks that the Region Maintenance Manager is responsible for include:

- Complete vehicle registration
- Establish preventive maintenance program and schedule
- Stock parts inventory for common occurrences (e.g., lights, light assemblies, mirrors, etc.)

## Routing System

Our Dispatchers begin coordinating bus routes two months prior to school start working 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 system functionality
- Provide 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 processes for student file updates and route change requests

## 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.

- Gather all facility permits/licenses
- Initiate environmental best practices
- Complete fuel delivery system and conduct facility safety self-audit

## District Kick-Off Meeting

Our district kick-off meeting centers around exploring and deciding on the best way to serve your students. The following is a general outline of this meeting:

### Communication Plan

Determine a communication plan customized to district preferences (i.e., meeting frequency, emergency notification protocol, late bus notification and parent communication). Below are just some ways we assist with communications:

- PTA/PTO meetings attendance
- Driver visits to school for safety lessons
- On-board experience for children and parents

### Issue Resolution

Review and agree to a problem resolution process to determine when and which circumstances the district is to be involved.

**Accident Procedures and Policies**

Review New Haven Public Schools' accident/incident procedures and policies, share the First Student Accident Protocol Investigation and Retraining document and establish communication along with roles and responsibilities.

**Routing Information**

Review routing plans and agree and acknowledge initial route information and establish a last day for scheduling changes.

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

**Internal Kick-Off Meeting**

Our local team's school year kick-off meeting includes the following key activities:

- Train on GPS System updates
- Review service expectations
- Provide important safety materials and updates
- Review route options and perform route selections

# Additional Services



*Note: "Additional Services" is a subsection of "Methodology and Approach."*





# ADDITIONAL SERVICES

First Student has several other services which would be available to New Haven if the district is interested. These services include:

- Student Services on the Bus—unique to First Student is our new ability to provide student services on the bus. Our student services team will work closely with New Haven Public Schools' student services leaders to align on goals and strategies for student outcomes. Our drivers will be trained to create the most comfortable environment for every student on the bus, regardless of their needs, so that every student can flourish and succeed.
- FirstServes™ Special Education Training Program—FirstServes™ was created in conjunction with a top-rated hospital in the United States, Cincinnati Children's, to ensure we are providing your students with special needs the best possible care. FirstServes™ aligns our transportation staff with New Haven Public Schools' unique goals. Our FirstServes™ advisory board, which consists of experts in behavioral psychology, will meet with your district to determine your vision/goals for your students. Then, they will craft a unique training program for First Student's local team and drivers that meets the unique needs of every student with special needs. This is not a one-and-done program; rather, the FirstServes™ team will meet continually with New Haven Public Schools to update the training, provide the newest research and resources to the team, and oversee the training courses. FirstServes™ helps us provide the most excellent care for your most vulnerable students.

If New Haven Public Schools is interested in either program, we would be happy to share more details and pricing upon request.