STAFFING PLAN

i. For both BID A and BID B, provide a complete staffing plan for servicing the contract to include all positions and number of positions for each title. The following information MUST be included:

a. A list of the number of employees who will provide the transportation services, the job classifications of those employees, and the wages the Contractor will pay those employees, and

Our goal is to retain all currently qualified staff who meet our hiring and contractual requirements. We only recruit as necessary to fulfill our service commitments. Your current drivers and staff are familiar, trusted faces in Rockford. Their knowledge of and connection with the community is vital to your student transportation program, and we value that.

<table>
<thead>
<tr>
<th>Full Time Positions</th>
<th># of Positions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Location Manager</td>
<td>1.00</td>
</tr>
<tr>
<td>Assistant Location Manager</td>
<td>1.00</td>
</tr>
<tr>
<td>Safety Coordinator</td>
<td>1.00</td>
</tr>
<tr>
<td>Dispatcher</td>
<td>3.00</td>
</tr>
<tr>
<td>Office Professional Clerical</td>
<td>4.00</td>
</tr>
<tr>
<td>Field Supervisor Transportation</td>
<td>3.00</td>
</tr>
<tr>
<td>Parts Room Support</td>
<td>1.00</td>
</tr>
<tr>
<td>Shop Manager</td>
<td>1.00</td>
</tr>
<tr>
<td>Mechanics</td>
<td>12.00</td>
</tr>
<tr>
<td>Bus Prep</td>
<td>9.00</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>23.00</strong></td>
</tr>
</tbody>
</table>

b. A benefits package for the Contractor’s employees who will perform the transportation services comparable to the benefits package provided to school board employees who perform those services.

The wage and benefits package offered will be comparable to the current benefits received by school board employees. We have included the summary of benefits for FirstGroup America’s Medical Account Plan 1 (MAP 1) and Cigna PPO Dental Insurance at the end of this section tab.
Location Manager
Our location manager is responsible for leading Rockford Public School District’s student transportation program toward service excellence and continuous improvement. He/she is the point person and designated contract administrator. Supported by our area general manager, the location manager ensures your needs are consistently met, issues are satisfactorily resolved, and additional training and resources are made available as needed to take service to the next level.

Specific location manager responsibilities include, but are not limited to, the following:
- Managing all staff and drivers to meet customer requirements and exceed expectations
- Ensuring all required performance reports are submitted to your school district
- Checking road conditions and discussing any emergency road or poor weather conditions with designated school district officials
- Overseeing effective emergency response action
- Screening, hiring, training and counseling drivers
- Leading our location’s safety plan
- Conducting fleet planning, routing and maintenance oversight
- Ensuring compliance with school district, state and federal requirements, as well as company policies and procedures

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 resolutions.

Specific assistant location manager responsibilities include, but are not limited to, the following:
- Watching driver roll-outs and roll-ins to monitor safety issues
- Monitoring driver pre-trip and post-trip inspections
- Ensuring achievement of on-time performance goals, working with school district staff, drivers and dispatch
- Monitoring driver safety and making Injury Prevention (IP) contacts with drivers to identify and resolve safety issues
- Participating in safety meetings
- Initiating disciplinary action for drivers (e.g., absence, tardiness) consistent with company policy
- Coordinating summer school requests, working with school staff and location manager
- Ensuring dispatch staff assigns spare drivers and buses as required or provide on time coverage of routes

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

Specific safety coordinator responsibilities include, but are not limited to, the following:
- Conducting and documenting investigation for all serious events
- Sharing best practices solutions and new ideas on problem solving
- Helping locations determine proper remedial actions in the aftermath of a safety event
- Preparing monthly reports and analysis of safety performance, identifying trends and corrective actions
- Working with area general manager and location manager to carry out or cascade division or group wide activities and actions
- Verifying location compliance with new driver training/experienced driver training standards and conducting quality assurance
Describe how your company will manage the work. If your firm is out of town, address how you will make arrangements to have your staff on-site and how frequent.

Our understanding of Rockford Public School District’s primary reason for deciding to bid regular education student transportation is the amount of management time and resource your high-volume service requires to operate safely, reliably and efficiently. First Student is not only the most chosen student transportation provider in North America, but we are also a member of a family of companies that make up FirstGroup America, the most chosen ground transportation provider in North America. We will bring proven best practices for work processes and procedures implemented throughout our broad network of transportation operations as well as industry leading safety, operations and maintenance training.

Location Manager Onboarding and Development
With a clear philosophy for how training content should be cultivated — “By the field, for the field” — our training and development team brought together a group of our top performing location managers from across North America. Together, they identified a set of best practices and defined the competencies common in individuals who excel in this key position. Their deep institutional knowledge and experience helped to establish First Student’s Location Manager Onboarding (LMO) program. All new location managers complete these instructor-led trainings held over a 3-day period at First Student’s corporate headquarters.

The graphic below describes the training curriculum. Each module offers blended learning methods. Instruction includes on-line resources, such as the First Student Intranet and our Best Practices Playbook, plus hands-on learning and scenarios for practical application. Participants “shadow” our knowledgeable local, regional and subject matter experts in order to develop their technical, operational and leadership skills.

### Location Manager Onboarding (LMO) Training Modules

<table>
<thead>
<tr>
<th>Module</th>
<th>Title</th>
</tr>
</thead>
</table>
| 1 | INTRODUCTION TO SAFETY:  
Ways to promote and reward safety messages |
| 2 | HR/EMPLOYEE MANAGEMENT:  
Recruiting, hiring and managing the employee database |
| 3 | MAINTENANCE & ENVIRONMENTAL COMPLIANCE:  
Maintenance programs and the environmental assurances needed at facility |
| 4 | FINANCE:  
How to run and report financial data |
| 5 | PAYROLL/BENEFITS:  
Managing the benefits and payroll operations of staff |
| 6 | PURCHASING, PAYMENTS AND INVOICES:  
Introduction to AP/AR and how to submit invoices |
| 7 | INFORMATION TECHNOLOGY (IT):  
Focusing on computerized operations and IT support |
| 8 | REAL ESTATE/FACILITIES & SECURITY:  
What’s necessary to make your location safe and efficient? |
| 9 | CORPORATE COMMUNICATIONS/MEDIA RELATIONS:  
Who can support the location and districts during times of need? |
| 10 | CUSTOMER SERVICE AND COMMUNITY ENGAGEMENT:  
Engaging with your community and providing service in a friendly and proactive way |

LMS and AGMS graduated from LMO in ONE YEAR

115+
Dispatcher Training
Parents, school staff, drivers and other members of the transportation team rely heavily on the office and dispatch staff as the hub of communication. Our training and development team offers professional development sessions to build a service-oriented team — one that can manage complexity while forming trusting relationships along the way.

Among the topics covered in the dispatcher training sessions are:
- Our First Student vision and values
- Office competencies
- Accountability
- Employee retention
- Building a teamwork mentality
- Communication
- Customer service

Recruitment and Retention
Rockford Public Schools has not been immune to Northern Illinois' driver shortages. School districts across the country are facing similar challenges. For this reason, First Student has developed a comprehensive recruitment and retention strategy, which centers on local recruitment supported by regional and corporate resources.

A major component of a First Student location manager’s role is to understand the cycle of his/her workforce needs — retention trends during the start-up period, variation of vehicle and driver needs related to seasonal activities, and other unique service expectations. To be successful, each location manager must be extremely knowledgeable of the local job market in addition to leading our teams toward delivering safe and dependable service every day. That is why we make certain they are never alone in their recruiting efforts.

Our talent acquisition specialists provide an unmatched level of recruitment data analysis and guidance to ensure our recruitment efforts are both productive and cost-effective. This team of six specialists — one who focuses solely on technician recruiting and outreach — works with our local teams and the region human resources managers. They manage online job boards, support hiring events and monitor submissions to ensure applicants are contacted by our location with 48 hours.

The role of a talent acquisition specialist includes the following:
- Managing online job boards
- Supporting hiring events (producing promotional pieces, modifying advertising copy, providing giveaways and verifying labor law and equal opportunity employer compliance)
- Monitoring submissions and ensuring applicants are contacted by locations within 48 hours
- Assisting applicants through the process as needed

Employment Qualifications
Employment and Residency History
- Employment history verification for prior five (5) years
- Residency history verification for prior seven (7) years

Driving History Check
- Must be 21 years of age or older unless otherwise specified by contract (drivers and monitors only)
- Participants in our technician development program must be at least 18 years of age
• Must possess a valid driver’s license in the state or province of residency (drivers only)
• Must have three (3) years of licensed driving experience (drivers only)
• No more than two (2) moving violations or two (2) minor accidents in past three (3) years (drivers only)
• Must have ability to obtain a Commercial Driver’s License (CDL) as required by position

Criminal Background Check
• The applicant’s entire conviction history is viewed holistically
• A DUI/DWI conviction may potentially disqualify a candidate from employment
• A criminal misdemeanor conviction involving child abuse, neglect, endangerment, possession or distribution of illegal substances, use or possession of weapons, violence or sex-related offenses, obstruction of justice, false reporting, or false information may potentially disqualify a candidate from employment

Illegal Substances Exam
• No positive result or refusal of a pre- or post-employment, random or reasonable suspicion drug/alcohol test
• Physical and Physical Dexterity Exam
• Qualified applicants must be able to pass a U.S. Department of Transportation physical exam (driving positions only) and a First Student Physical Dexterity Performance Test (drivers and monitors), which verifies an applicant’s “fitness for duty” and ability to operate bus controls and conduct an evacuation, including opening emergency exits to carry or drag an incapacitated child out of the bus to safety.

Employee Records and Reporting
Central Background Checking Unit (CBCU)
First Student’s CBCU conducts all background checks and manages the drug/alcohol screening process. This unit ensures that 1) we are applying company hiring standards consistently throughout our locations and 2) our reviews are compliant with federal, state and local laws. With an internal team to manage verifications, our locations can focus on other aspects of the staffing process such as interviewing and hiring.

Our CBCU reviews any potentially disqualifying record, discrepancy or new finding before it is passed on to a committee of adjudicators who confirm the individual meets or exceeds hiring standards.

Employment Verification and Record Checks
Criminal Record Checks
To verify that applicants are suitable for employment at your district, the CBCU runs a series of criminal background checks. Our CBCU also conducts periodic record checks required or requested by your district or state. We automatically disqualify applicants with any of the following open or felony convictions:

• Illegal substances: manufacture, cultivation, distribution
• Illegal substances: possession or use of, including drug paraphernalia
• Molestation
• Murder, manslaughter, vehicular homicide
• Rape
• Sexual or indecent exposure
• Weapons: any unlawful use, possession or discharge (includes firearms)
• Warrants: open or pending
• DUI/DWI
Motor Vehicle Report (MVR) Review
We require the location manager or designee to order and review an MVR annually for all drivers. New violations or collisions are reviewed for compliance with any company or school district regulation or policy. Each driver must then complete, sign and date a Certificate of Violations listing all moving traffic violations and collisions within the past 12 months.

New driver applications are reviewed thoroughly to make sure applicants meet the standards of our company as well as your district. These standards include the following minimum criteria:

- Minimum of three (3) years licensed driving experience
- Must be at least 21 years old
- No more than two (2) moving violations or two (2) minor accidents in past three (3) years

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

Reference and Social Security Verification
In addition to the required MVR and Criminal Reference Checks, we work with HireRight, one of the world's largest providers of employment screening services, to complete Employment Verification and Social Security checks on all applicants. These additional checks help validate employment records and experience.

The Reference Check takes place after the Department of Motor Vehicle Records Check and Criminal Records Check are completed. HireRight conducts thorough previous employment reference checks on all new trainees. Reference check findings are submitted for review to our CBCU to ensure non-compliant records are not overlooked and to determine the appropriate course of action.

Annual On-the-Road Performance Evaluation
Our on-the-road (OTR) driver instructors evaluate driver performance at least once per year. Drivers must receive a satisfactory rating in all areas of the evaluation. If a driver earns a "needs improvement" rating in any area, he/she will participate in enhancement training within thirty days of the evaluation. Enhancement training is conducted immediately if a driver's overall performance earns an "unsatisfactory" rating. When necessary, we remove our drivers from active job functions until enhancement training is completed and a satisfactory evaluation is achieved.
PERSONNEL AND SAFETY

Personnel and Safety – Description of driver safety programs; training information; customer service.

a. Explain how your bus drivers are trained, what techniques are used, how long, and how often for each individual employee. Documentation on training must be provided by the successful bidder. This report must be ongoing and a quarterly report provided to the District documenting training by individual employee.

Driver Training Program Overview
First Student expects each employee to meet or exceed all driving qualifications as outlined by local, state and federal regulations. The table below illustrates how we customize the First Student driver training programs to the specific experience level of each driver. A driver trainer administers an on-the-road assessment to determine the proficiency of existing skills. From there, we modify the training to integrate existing skills into the required driving qualifications and First Student performance standards.

<table>
<thead>
<tr>
<th>Category</th>
<th>Classroom &amp; Skill Station</th>
<th>On the road (OTH)</th>
<th>Hands on Practice</th>
<th>Orientation</th>
<th>Evaluation</th>
<th>Total Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>NEW SCHOOL BUS DRIVERS</td>
<td>23</td>
<td>16</td>
<td></td>
<td>3</td>
<td>1</td>
<td>43</td>
</tr>
<tr>
<td>NEW ATTENDANT TRAINING</td>
<td>4</td>
<td></td>
<td>2</td>
<td>3</td>
<td></td>
<td>9</td>
</tr>
<tr>
<td>SPECIAL NEEDS TRAINING</td>
<td>4</td>
<td></td>
<td>2</td>
<td></td>
<td></td>
<td>6</td>
</tr>
<tr>
<td>&quot;EXPERIENCED SCHOOL BUS DRIVERS&quot;</td>
<td>12</td>
<td>1</td>
<td></td>
<td>3</td>
<td>1</td>
<td>17</td>
</tr>
</tbody>
</table>

"Definition of an "Experienced Driver" - those who have driven a school bus in the past 12 months, but not for First Student.

ON GOING DRIVER
EDUCATION/ EVALUATIONS
- AT LEAST 5.5 HOURS OF MANDATORY SAFETY MEETINGS EACH YEAR
- ANNUAL 1.5 HOUR SCHOOL YEAR RIDE-OFF AND SAFETY REFRESHER
- ANNUAL MIRROR AND STATION REVIEW

90 DAY EVALUATION FOR NEW DRIVERS
ANNUAL EVALUATION FOR EXPERIENCED DRIVERS

Training time may be increased based on any local, state or federal requirements.
Classroom
First Student's driver training format is based on adult learning methods — blending classroom instruction with immediate hands-on application.

Section 1. Welcome & Introduction to Training
By the conclusion of this Section, Driver Candidates will:

- Understand the training requirements of this course and the future requirements for employees of First Student
- Understand First Student's definition of and expectation for quality Customer Service
- List the qualities and requirements of successful Candidates

Section 2: Intro to the School Bus
By the conclusion of this Section, Driver Candidates will:

- Understand basic bus systems and components and the purpose of each
- Be able to explain why the pre-trip and post-trip inspection of the school bus is required
- Be able to list 3 items required to be checked during a bus inspection
- Know how to complete the driver vehicle inspection report (DVIR) properly, including the use of ZONAR
- Know how to conduct the Child Search Procedure

Section 3: Driving Fundamentals — Part I
By the conclusion of this section, the Driver Candidate will understand:

- How to adjust the bus to fit the driver—understanding proper seat adjustment and mirror adjustment
- Reference points used to maneuver the bus through general day-to-day driving
- New terms—pivot point, tail swing, off-tracking, rolling blind spot and rock and roll
- Why turning right, left and intersections pose a unique challenge to the commercial vehicle

Section 4: Driving Fundamentals — Part II
By the conclusion of Section 4, Driver Candidate will know and understand:

- Special procedures required to maneuver the bus safely through intersections
- How to interpret pavement markings, traffic signs and make the appropriate lane choice decision
- The process for determining right-of-way and position in roadway
- The correct response to traffic control devices
Section 5: Smith System — Advanced Driving Techniques
By the conclusion of Section 5, Driver Candidates will know the five keys of the Smith System and be able to implement these in their daily driving maneuvers. Daily driving habits will be discussed, with specific emphasis on:

- Typical driving situations and applied Smith System techniques
- Driving a commercial vehicle in traffic
- Advanced driving maneuvers, such as turnarounds and backing
- Application of the Smith System—5 Keys of Driving®

Section 6: Railroad Crossing Procedures
By the conclusion of Section 6, Driver Candidates will:

- Identify potential risk environments at railroad crossings
- Understand, step-by-step, current procedures for safe crossings
- Be able to identify and interpret railroad crossing signs, pavement markings and signals

Section 7: School Bus Stops
By the conclusion of Section 7, Driver Candidates will know and understand:

- The steps involved for safe loading and unloading of passengers
- The hazards associated with this important responsibility
- Statistics and trends all school bus drivers must know
- Their role in improving the safety of the school bus stop

Section 8: School Bus Emergencies
By the conclusion of this section, the Driver Candidate will understand:

- How to recognize and identify an emergency on the bus
- The process used to make the decision of when and if to evacuate the bus
- Procedures to safely evacuate the bus, including choosing the appropriate exit
- Their responsibilities — expectations after a collision
- The appropriate response to a medical emergency on the bus
- The procedures for a mechanical breakdown

Section 9: Student Behavior Management
By the conclusion of Section 9, Driver Candidates will know and understand:

- What school bus passengers expect and require from adults
- The important differences between younger and older students and how that affects the driver's interaction with each group
- A few simple tips for working effectively with students of all ages
- How to use discipline referrals professionally and effectively

Section 10: Student Safety Training
By the conclusion of Section 10, Driver Candidates will know and understand:

- What topics are covered during a school bus safety drill
- What Safety Conversations are and why they are important
- What safety topics must be covered daily
- What safety leaders are and what their role is
Behind-the-Wheel Training

After First Student candidates complete our classroom training program, they transition to behind-the-wheel training in the local bus yard or practice area. Here, the candidate begins applying classroom knowledge in a practical, controlled environment. Candidates learn how to position themselves for maximum ergonomic range of motion and adjust mirrors for maximum visibility. They also learn where the blind zones around a bus are and how to effectively compensate for them. In this hands-on learning environment, First Student candidates become familiar with the components of the bus and practice inspecting the bus to ensure it is safe to operate.

New Drivers

A new driver candidate is required to complete (6) skills stations. To master a skill station, the new driver candidate must complete it five consecutive times successfully. Once mastered, the candidate proceeds to On-the-Road Training, which includes twelve driving maneuvers. On-the-Road training is (17) hours plus a 1-hour final evaluation.

Experienced Drivers (candidate who has driven a school bus in the past 12 months)

An experienced driver candidate is also required to complete (6) skills stations. The experienced candidate must complete each station three consecutive times successfully for it to be considered mastered. The candidate then proceeds to On-the-Road Training to complete twelve driving maneuvers. On-the-Road training in this case is (2) hours plus a 1-hour final evaluation.

SKILL STATION REQUIREMENTS

First Student requires drivers to achieve proficiency and mastery in certain skills prior to driving with student riders. These include:

<table>
<thead>
<tr>
<th>Proficiency</th>
<th>Mastery</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Overhead reference point</td>
<td>1. Over-the-hood reference point</td>
</tr>
<tr>
<td>2. Parallel parking</td>
<td>2. Backing reference points</td>
</tr>
<tr>
<td>3. Reverse parking/turrounds</td>
<td>3. Serpentine: forward and reverse</td>
</tr>
<tr>
<td>4. Railroad crossing</td>
<td>4. Diminishing clearance</td>
</tr>
<tr>
<td>5. Student loading and unloading</td>
<td>5. Right turns</td>
</tr>
</tbody>
</table>

First Student
In-Service Training

In addition to meeting all federal, state and local driver-training requisites, all of our drivers participate in in-service refresher training meetings, including our annual back-to-school kick-off session. First Student's central safety team works with our region and local teams to identify training topics based on emerging trends identified in safety data and the critical few behaviors linked to preventable incidents.

Certified driver instructors teach our refresher courses. First Student drivers must participate in a minimum of five and a half (5.5) hours of refresher safety training each year, including the one and half hour (1.5) annual kick-off training event; the number of hours required for refresher in-service safety training will meet or exceed Rockford Public School District's requirements.

Our refresher training and awareness programs include:

- Bus evacuation
- Responding to emergency situations
- Railroad risk assessment
- Intersection risk assessment
- Smith System of Advanced Driving Techniques (defensive driving)

First Student Trainers

The role of the First Student Trainer is to facilitate the learning of New Driver Candidates and prepare them to become the safest, most competent and courteous school bus driver in the industry. They provide ongoing enhancement training for experienced drivers to enable them to continually improve their driving skills and techniques.

Responsibilities

- Prepare, update and deliver classroom, skill station and behind-the-wheel training to new and experienced drivers, and drivers working on skill enhancement and certification renewals.
- Conduct evaluations of Candidates and experienced drivers to make recommendations for driving skill enhancement and improvement.
- Complete and maintain accurate training documentation and records for Candidates and current drivers.
- Assist in ongoing location efforts to conduct various safety and health training initiatives for the current workforce.
- Serve in the role of mentor to Candidates and new drivers entering the work force.
- Lead by example, representing First Student in a professional manner in all contact with Candidates, school officials, the public, and our passengers.

Qualifications

- Excellent communication, presentation and interpersonal skills
- Commercial Driver’s License with all appropriate endorsements
- Two years of collision-free experience as a school bus driver with a safe driving record
- Clean Motor Vehicle Record (MVR) with no preventable collisions or moving violations in the past 3 years
- High school diploma or GED
- Third-party, state or provincial certification, where applicable
- Knowledge of Federal, Provincial, State, Local, Company or District requirements for school bus drivers and pupil transportation
Retraining
First Student requires refresher training to be conducted by a Safety Coordinator, Location Safety Manager or Training Center Manager. Retraining includes a two-hour standard skill refinement training. After skills refinement training is completed and the Trainer has received a satisfactory (S) rating, that individual is then required to demonstrate the ability to effectively train the skill in order to complete the refresher training process.

SAFETY SUCCESS
Twice As Safe As Industry Average

6 million
STUDENT JOURNEYS DAILY

MORE PASSENGERS
THAN ALL U.S. AIRLINES COMBINED.

LOST-TIME INJURIES
0.9/200,000 hrs.
(INDUSTRY AVERAGE 2.3)

DOT COLLISION RATE
0.44/1M miles
7 times AROUND EARTH'S EQUATOR
WITHOUT COLLISION

600+M miles annually
EQUIVALENT OF 6.5 RIDES TO THE SUN!

47 trips
to the moon
WITHOUT INJURY
Proactive Safety Management Program
First Student's safety and training program establishes and upholds a highly effective safety culture — one that is continuously learning and proactively applying best practices. Our central safety team works directly with Aubrey Daniels International, a world leader in performance management and behavior-based safety, the Pupil Transportation Safety Institute and our local teams to continuously develop our safety program and practices.

Achieving Commitment and Accountability
Safety processes and procedures can only endure with equal parts commitment and accountability at all levels of an organization. First Student has structured our safety management roles to achieve these aims. We train managers to recognize and reinforce safe behaviors. Since many of our managers were once school bus drivers, they have experienced the effectiveness of proactive safety practices first-hand.

Continuously Learning and Supporting
Keeping the students of Rockford Public School District safe is our focus. To accomplish this, we cultivate a set of shared attitudes and values among our teams. Our employees know to stop immediately if they cannot complete a task safely, and they report any concerns without hesitation. Additionally, we leverage the insights, experience and expertise of our 57,000 employees in 500+ locations to keep teams engaged in learning how to foster safe environment for the students they transport and the employees they work alongside daily. This behavior-based approach to safety improves learning outcomes, cultivates the right work habits, builds a team of determined problem-solvers and strengthens employee morale.

Be Safe Leadership Training
First Student's Be Safe training program takes a proactive approach to advancing a safe and supportive workplace. The foundation of the curriculum is the science that underpins safe behavior and the coaching techniques that sustain improvement. Topics such as communicating consequences, analyzing behavioral influences, providing and receiving feedback, furthering high quality standards and conducting debrief meetings are covered in depth.

This approach to safety extends beyond the bus terminal; drivers, using similar behavior-based techniques, employ similar coaching techniques to advance student passenger safety.

Be Safe Principles:
- **Knowledge:** We work to identify those key safety behaviors that help us reduce incidents.
- **Recognition:** We acknowledge colleagues acting safely and positively reinforce their actions.
- **Openness:** Our teams hold regular, positive coaching sessions and conduct open and honest safety conversations.
- **Learning:** All incidents and near-misses are viewed as learning opportunities to continuously improve workplace safety.
- **Courage:** We empower our people to embrace safety as a core value and to contribute to a culture where all employees take responsibility for the safety of colleagues, passengers, and others on the road. If our employees assess something to be unsafe, they stop and find a safer way to complete tasks.
A Partnership Focus
Developing Safe 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 as important. To keep school bus safety always front of mind, we work with schools throughout the school year 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. These include repeated practice, awareness-raising campaigns and positive reinforcement. By building students’ knowledge and enthusiasm for the role they play, safe behaviors become habits.

The Safety Dog Bus Tour
One of the major ways First Student promotes safe behaviors on the bus is through the annual 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.

Other Ways We Build Safe Habits
- 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.

Applying Consistent Rules and 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.
The Power of Positive Reinforcement: I Care + We Care
Our drivers are trained to approach their responsibility with a caring mindset. We teach our local teams how to set age-appropriate behavior expectations and offer sincere praise for exemplary behavior. With our "I Care + We Care" initiative, students on the bus are given meaningful and proactive feedback when they are "getting it right." This develops trusting relationships based on mutual respect and establishes a foundation on which to resolve issues when they occur, together.

Our trainings cover age- and ability-based methods for interacting and communicating with Pre-K to Grade 12 students.

The training curriculum includes the following topics:

- Serving as a positive role model
- Resolving conflicts and mediating disagreements
- Recognizing and rewarding positive behavior
- Being fair and consistent with all students
- Intensive driver training addressing a wide range of potential compliance with ADA regulations
- Understanding, recognizing and attending to instances of bullying
- Asserting authority and obtaining support to prevent escalation and halt unsafe situations
- Responding to dangerous behavior in coordination with local police (i.e. using radio codes and action team protocols)
Any proposed locations; features; maps; descriptive data; bus assignments if more than one location.

First Student is proposing to lease the District-owned facility. As mentioned, one of the advantages of a partnership with First Student we believe could greatly benefit the District is our presence/resources in northern Illinois. First Student facilities in the Chicago metro area are identified in the map below.
Fleet list and/or dealer certifications, GPS information, camera information, and bus feature(s).

Included in the table below are vehicles currently owned by First Student.

<table>
<thead>
<tr>
<th>Quantity</th>
<th>Make</th>
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<td>35</td>
<td>Thomas</td>
<td>C</td>
<td>2014</td>
<td>71</td>
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**Equipment and Technology**

First Student school buses are equipped with industry-leading safety features and communications systems needed to deliver safe, consistent service. We supply our district partners and management staff with technologies that facilitate: 1) a higher level of safety, 2) open and transparent communication, 3) precise measures of performance and efficiency levels, and 4) simplified coordination between schools and parents. While our main objective is addressing the specific needs you have today, we are also your partner in bringing Rockford Public School District’s fleet and technology goals to fruition.

**Zonar® Global Positioning Systems**

First Student installs Zonar® Global Positioning Systems (GPS) devices on all buses so we can effectively respond to parent/guardian concerns in real-time while also monitoring vehicle performance for speeding or idling. In the case of a road failure, missing child or other incident, Zonar® GPS allows us to pinpoint the precise location of our bus. We use Zonar’s newest high-definition V3 GPS system — the first of its kind to capture data in five dimensions: latitude, longitude, time, odometer, and fuel consumption. It provides near real-time transmission of vehicle subsystem data, driver performance data and spatially encoded event information, all at a high sample rate.

**Two-Way Narrowband Radios**

All 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.

**Digital Video Recording**

Seon is First Student’s preferred source of camera technology and is able to support all our camera needs (on new and aftermarket buses) in the US and Canada. They have worked closely with the vehicle manufacturer so that all of our factory buses are pre-wired for standard camera positions inside the bus.

Seon video surveillance system offers your school district the following benefits:

- Tools and processes for monitoring safety and security on school buses
- Near-real-time administrative access to recorded footage in the event of an emergency
- Capability to track vehicle speed, reduce fuel consumption and maximize route efficiency
- Plentiful storage capacity, allowing for a 12-month calendar on a rolling basis
- Precision components include high-resolution sensors for sharp, detailed images and high-fidelity microphones to capture quality audio
**Child Check-Mate System®, Theft-Mate™ Security System**

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

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

**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 — 10 feet in front of the bus — before crossing in front of the vehicle.
MAINTENANCE PROGRAM

Maintenance Program description and forms.

Classroom and On-the-Job Training
First Student provides extensive training to help our technicians advance their knowledge and skills. The table below outlines the components of our technician training program, which includes core courses, vendor trainings and self-directed continuing education credits.

We empower our technicians with systems, procedures and resources to excel. Reference material, covering topics from preventive maintenance (PM) inspections to warranties, are provided to each facility. Our diagnostic tools and repair guides contain detailed inspection and repair procedures for each type of bus we operate, including gasoline or diesel-powered light-, medium- and heavy-duty buses.

FIRSTGROUP AMERICA UNIVERSITY:
We provide our maintenance staff with instructor-led classes, web-based technical training as well as a comprehensive library of our vendors’ instructional materials. Our technicians receive all required technical and safety training including manufacturer training, certifications and licenses/certificates, including CDL, DOT and any necessary inspection licenses.

VENDOR TRAININGS:
Our senior maintenance support team works with our preferred suppliers to lead a series of technical training courses and conferences, consisting of both classroom instruction and on-the-job training.

CORE TECHNICIAN CLASSES:
- Hubs/Wheel Bearings (5 modules)
- PMI Online Training
- Noregon JPRO Fleet Diagnostic Training

FGA UNIVERSITY

CORPORATE CONTINUING EDUCATION

VENDOR TRAINING

CORPORATE CONTINUING EDUCATION:
149+ topic areas. Some ASE courses eligible for Continuing Education credits.
Peer Network Collaboration
One of the most valuable resources available to First Student maintenance team members is a connected peer network. With Groupsite.com, a powerful tool for social collaboration, maintenance staff are able to tap into the insights and experience of their colleagues. Users log in to a private social network created for First Student maintenance staff to pose questions as they are making repairs or working toward a more challenging maintenance solution. Our maintenance teams across the nation can offer solutions and best practices to address a variety of questions.

Development and Advancement Opportunities
Many of our shop managers and technicians-in-charge started out as apprentices or level one technicians. Raising our people through the ranks allows First Student to bring a depth of knowledge and experience that spans the entire spectrum of maintenance operations.

ASE-Certified Maintenance Professionals
We encourage our maintenance team members to expand their understanding of parts and systems by completing the Center for Automotive Service Excellence (ASE) technician training and certification program. ASE offers a series of more than 40 tests to measure the skill level of technicians in vehicle repair and maintenance, grouped into such specialties as automotive (front-end alignment, brakes, air conditioning, etc.), heavy equipment and alternative fuel vehicles.

Technician Bonus Program
First Student’s ASE Bonus Program gives our team members the opportunity to earn additional hourly pay for passing ASE certification testing as long as the status of approved 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 technicians for the second round of testing
- Re-testing of skill levels after training with the objective of becoming ASE-certified in that skill area
- ASE Blue Seal of Excellence Recognition Program

Similarly, First Student acknowledges the hard work of shop managers and technicians-in-charge who actively inspire and lead their teams toward acquiring a higher skill set. They have the opportunity to earn an annual bonus for reaching and maintaining ASE Blue Seal of Excellence status. We award the annual bonus, which is based on the number of technicians in the shop, to the shop manager or technician-in-charge after verification of the ASE Blue Seal Shop certification/ recertification.

Our region maintenance managers access a monthly overview and a detailed weekly report of shop performance through a central, password-protected SharePoint site. This tool allows our region maintenance managers to gauge the support and guidance needed by location managers, shop managers and technicians-in-charge. Further, our regional and national network of fleet maintenance experts track and develop best practices that improve our work processes and shop environments.
Advancing Lean Six-Sigma Shop Practices
We provide guidance for First Student maintenance shops to raise the level of shop performance through lean practices. These practices aim to reduce supplementary outside repair, parts supply waste, unscheduled work and maintenance overtime while developing high-standards for work quality, proper organization of tools and parts, clear goals and performance measurements and a safe working environment.

Lean Shop 2.0 Program
First Student’s Lean Shop 2.0 is an expansion of our Lean Shop program developed to help teams work — and succeed — together along the path towards continuous improvement. The key metrics used for Lean 2.0 are much more stringent than the original five components of the program. Each milestone is set to make a pronounced improvement in workflow efficiency and shop performance.

A few of the KPIs by which we measure our lean shops include the following:

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

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

Inspections and Repairs
First Student puts our expertise and business insights to work when meeting the vehicle service needs of our district partners. Our network of support ensures our teams are always in compliance with local, state and federal inspection and maintenance requirements.

Integrated Maintenance and Operations Technology
FOCUS™
First On-board Component Utilization System (FOCUS™) is First Student’s proprietary operations software. Because every First Student vehicle is equipped with Global Positioning System (GPS) units, the web-based program makes it possible for our location to correlate driver, vehicle and route-level data. As the hub of operations, FOCUS™ enables dispatchers to assign routes and monitor activity, technicians to load tasks in the work schedule, safety managers to verify pre- and post-trip inspections, and payroll staff to verify staff hours. FOCUS™
dramatically increases our ability to respond quickly to Rockford Public School District’s inquiries with accuracy. The operational benefits of FOCUS™ include:

- reduced fuel costs by eliminating expensive idling, speeding and excess miles;
- reduced “no starts” through automated monitoring of buses battery’s voltage;
- improved accuracy of customer invoicing and payroll;
- enhanced safety by enabling dispatch to monitor on-road activities in real time; and
- verified on-time performance data for greater accuracy.

Driver Pre- and Post-Trip Inspections

A pre- and post-trip inspection is a required task for each bus run. Inspections are conducted with a handheld device to generate an electronic vehicle inspection report (EVIR) on more than 40 critical safety components. We devote an entire driver-training module to pre- and post-trip inspections so buses with critical defects are identified and immediately withdrawn from service.

The driver’s first step is to swipe his/her card and asset tag. The driver then inspects each of the RFID tag zones located both inside and outside of the bus and inputs data, such as odometer readings. If defects are found, our service manager or technician-in-charge will make a determination as to the immediacy of the repair. That is, if the repair can be completed on the spot or deferred until the trip is completed. We will not release unsafe vehicles for use; however, there are some possible minor defects, such as a torn seat, which do not require immediate attention. If immediate repair is required, we notify dispatch to issue a replacement bus. Once the repair is complete, our driver receives written notification that the bus has been repaired and is safe to return to service.

MAINTENANCE EXCELLENCE

40+ critical safety components: bus outside, mirrors, signals, lights, engine, fluids levels, fan belts, batteries, odometer, brakes, wheels, tires, exhaust, transmission, doors, vision systems, horn, steering

EXHAUST  BRAKES  DOORS  MIRRORS  WHEELS  TIRES  ODOMETER

*Not all 40+ included here
Interval-Based Preventive Maintenance Scheduling

First Student tailors preventive maintenance (PM) inspections to each piece of equipment's optimum service interval. In doing so, we consider: 1) usage profile, 2) manufacturer's recommendations, 3) timing of regulatory agency inspections and 4) proven best practices.

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

All categories are a part of every PM inspection and feature more than 100+ items that include, but are not limited to, the following:

- Tires: pressure, condition and alignment
- Brakes: primary and secondary
- Engine
- Transmission
- Instruments and accessories
- Safety equipment
- Radiator and belts
- Valve stems and caps
- Fan assemblies and cooling system
- Steering and brake fluids
- Battery and related attachments
- Steering components

With each additional PM inspection, we follow a strict schedule featuring additional inspection topics. During all of the below, we build upon the 100+ items featured in the standard PM inspection checklist.

<table>
<thead>
<tr>
<th>PM-B INSPECTIONS</th>
<th>PM-C INSPECTIONS</th>
<th>PM-D INSPECTIONS</th>
<th>PM-E INSPECTIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performed every 3-months</td>
<td>Performed every 6-months</td>
<td>Performed every 12-months</td>
<td>Performed every 24-months</td>
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</tbody>
</table>

Includes all 100+ points of inspection in standard PM inspection, plus an additional 150 points of inspection including:

- Tires/wheels
- Air system
- Under-vehicle
- Air conditioning
- Lubrication and oil change
- Bus interior and exterior
- Indicator lights/systems
- Add-on technology
- Safety equipment

Includes all points of inspection in PM-B, plus:

- Fuel filter replacement

Includes all 150 points of inspection covered in PM-B and PM-C inspections plus an additional 15 points of inspection including:

- Engine oil sample
- Freeze protection level
- External transmission filter
- Auto transmission cable
- Wheel bearings
- HVAC systems
- Heater systems

Includes all inspection points covered in PM-B and PM-D inspections plus an additional 3 points of inspection including:

- Automatic transmission fluid
- Power steering fluid
- Coolant filter
Cold Weather Start-Up Planning
Every First Student location is required to have a Winter Safety Action Plan in place and to update that plan each school year. Our team works closely with you to develop protocols, including specific communication roles and responsibilities related to school delays and/or closings.

The Winter Safety Action Plan includes forming a snow team/patrol with assigned report times; location tasks (periodic walk through, snow removal from buses, sand/salt steps and pathways, etc.) with persons responsible/start times; listing of snow supplies with inventory count/supplier name and person responsible for ordering; snow report/cancellation with media station name and time of report; and school communication with district contact name and phone number.

To prepare for the season, we complete winterizing inspections and preventive maintenance services on all school buses. Our technicians check battery life, fuses, levels and type of lubricants and injectors. Additionally, location managers secure outside vendors who assist our team before and after a winter weather event. These vendors may include: snow removers, salt distributors, towing services, body repair shops as well as parts and fluids suppliers.

After clearing all snow and ice from bus windows, we then begin to start up school buses. In the cold winter months, we make sure to start our buses early in the morning; however, in order to enforce First Student's anti-idling policy and uphold environmental considerations, we do not permit any bus to idle for longer than three minutes. Our extensive experience has allowed us to identify the prime idling time duration for winter A.M. start-up — sixty seconds.

After the immediate roll-out and return of buses, our managers and staff evaluate how the A.M. start-up can be improved and we identify supplies that need to be replenished. Planned winter A.M. start-up tasks are modified as needed to address weather predictions and actual and anticipated road conditions.

General and Accident Repair Services
We repair all buses in response to accidents, reports of concern by drivers and identification of defects. Our repairs take into consideration the age, mileage and cost to repair criteria consistent with industry standards and sound fleet maintenance practices.

We perform all repair functions, including:

- Planning and scheduling all repair actions to ensure minimum vehicle downtime
- Diagnosing maintenance and repair needs
- Performing required maintenance and repair
- Ensuring that maintenance and repair actions are performed in a safe, reliable and cost-effective manner
- Accomplishing maintenance and repair actions with maximum productivity and quality of work, using the minimum amount of parts and materials
In-House Vehicle Diagnostic Equipment
All First Student maintenance shops are outfitted with vehicle diagnostic systems and software so the root causes of defects can be identified quickly and cost efficiently in-house. External repairs, outside of manufacturer required repairs, tooling and diagnostic equipment repairs, and those that require specialized skillset/training, are kept to a minimum.

Cetaris WebFleet Assistant Maintenance Software
We track work hours, parts usage and equipment warranties using Cetaris WebFleet Assistant. Our team has customized this program to meet First Student’s asset life cycle management requirements and to integrate with our other systems that are managing operations. With WebFleet Assistant, our maintenance managers quickly capture and analyze a wide range of data, giving them valuable insight into parts ordering and inventory levels. This level of scheduling precision helps reduce vehicle downtime while facilitating the escalation of critical repairs.

Capabilities include:

- **Automated Preventive Maintenance (PM) Task Scheduling.** Documents equipment due for PM and sorts by department or location as well as groups tasks by priority (i.e. critical work orders vs. routine maintenance).
- **Warranties and Recalls.** Easily manages warranties, recall campaigns and related data. Database discovers units affected by recalls by vehicle identification number.
- **Parts Inventory.** Manages comprehensive parts inventory data to support costing, purchasing, inventory tracking and transfer of location-level data.

Parts Supply and Inventory Control
We proactively manage parts usage and capture warranty data through the Vehicle Maintenance System and WebFleet Assistant platforms. Preferred vendors, backup vendors, alternate part numbers, reorder points and restocking levels are included in the system.

Based on the part usage specific to your facility and district, when the part inventory reaches a pre-set minimum level, WebFleet generates a purchase order. Our maintenance staff reviews the order, adjusts if necessary and finalizes the purchase order.

We employ the following basic principles:

- **Use only Original Equipment Manufacturer (OEM) quality parts.** We have screened and awarded a Corporate Purchase Agreement (CPA) to more than 60 vendors.
- **Maintain organized parts rooms.** We help keep costs low by maintaining a properly stocked and well-organized parts area. We use the WebFleet bar coding system for receiving and organizing all parts used in your district’s vehicles. This helps ensure placement and grouping of similar parts.
- **Schedule inventories regularly.** We perform a physical inventory twice a year at each of our locations. Additionally, First Student performs cycle counts that require every location to count a portion of their inventory weekly.
- **Drive decisions using data analysis.** Our corporate office performs monthly inventory audits to monitor CPA usage, stocking levels, parts usage, out-of-stock items and unproductive inventory. We use this tool to improve buying and stocking practices at our individual locations.
Vendor Partnerships
Building strong partnerships goes beyond our customers; we also build solid relationships with our vendors. Due to the large amount of buses and parts we purchase, we secure reasonable prices and are able to leverage our partnerships with OEMs to ensure parts and buses properly align with our high safety and equipment standards. Additionally, we patronize businesses located in the communities we serve.

Research and Development
First Student’s internal team of engineers work closely with our manufacturing partners to solve problems, strengthen safety and meet the evolving needs of school districts. We often work with our partners to pull together information on vehicle and parts that, in turn, provides our manufacturers with feedback to improve. It is this cyclical nature of research, development and feedback loops that strengthen our vendor relationships and provides your district with the latest — and safest — buses and parts.

First Student was first in the industry to develop standards once seen as optional. For example, we were the first in the industry to make safety crossing arms mandatory on all of our manufactured buses. We were also the first student transportation company to offer GPS technology, as well as the Child Check-Mate System®.

A few other developments instituted by First Student that were industry firsts:

- Longer-lasting brakes
- Improved mirror systems
- Better wheels and tires
- Low-maintenance engine components
DISTRICT COMMUNICATION

Describe how your firm will communicate with district personnel throughout the project.

High Standards for Customer Service
Achieving the highest standards throughout Rockford Public School District's student transportation system is our shared goal. We believe this is accomplished by working collaboratively to plan, deliver and evaluate the service we are providing to the District, students and families. This ensures our key staff understand how to communicate route assignments, changes, delays and emergencies effectively.

Communication Process for Late Vehicles/Buses
Contractor must provide a written plan for the communication process of late vehicles/buses with parents.

Our dispatcher is responsible for notifying schools directly if a bus is going to be delayed picking up or dropping off passengers. The Back to School planning process involves updating contact information for every school so it is readily accessible in the dispatch office. If a bus is transporting passengers from multiple schools, every school is contacted and updated on the anticipated arrival time of the bus. Upon contract award, our local team meets with Rockford Public School District's transportation department executive director or designee to align fully on expectations, including review of the contract-specified definition of a delayed bus, and to establish protocol for late bus notification/parent communication.

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

- Checking drivers in before each AM and PM route
- Notifying the location manager of any absent personnel and assisting the manager in immediately obtaining substitutes
- Monitoring two-way radio communications and assisting drivers in the on-time and safe transportation of their passengers
- Maintaining dispatch logs, route sheets, vehicle status reports, associated licensing and coordination of required bus maintenance
- Completing route updates and report forms (time-off requests, late bus reports, etc.) as required by the terms of the contract
- Supporting communication with school personnel and parents who make inquiries and requests regarding daily routes and trips
- Controlling and monitoring driver hours to help ensure fair distribution of work and assignment budgeting
Expert District Communications Support
First Student’s dedicated, highly skilled communications staff works closely with your transportation department and our location to construct clear and effective communication related to the District’s student transportation services. Our team offers a broad range of support from guidance in developing and implementing a comprehensive communications strategy to direct assistance with transportation announcements, news releases and event promotions.

Public Relations
The First Student Communications Team develops strong, positive messages for your transportation program and our services to the public. Our objective is to collect and share stories that highlight significant district transportation successes such as smooth school year start-ups, advances in vehicle technologies and leading safety practices.

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

Promotion and Engagement
Well-timed and effective communication regarding your transportation program is essential. To help boost your outreach efforts in key areas, such as safety awareness, bus ridership or other transportation related topics, our Communications Team offers a range of materials and resources as well as direct support:

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

Parent Resources
A safe and reliable way to get students to and from school is essential for families. First Student provides parent resources covering a range of safety and ridership topics, such as:

- School bus safety tips
- School safety features
- First time rider
- Bullying information
- Safely riding in a car
- Pedestrian safety
- Distracted walking
- Winter safety tips
Performance Measurement
First Student will establish Key Performance Indicators (KPIs). These metrics function as a management tool, and they hold our teams accountable for performance as defined by our service objectives. We work with you to develop contract-specific KPIs and update them as requested.

Customer Feedback Method
By building relationships with our customers, we gain important feedback that helps to shape the future of our business. Our method for measuring customer satisfaction and identifying specific areas of improvement is our annual customer survey.

First Student contracts with an independent, professional research company to conduct our customer satisfaction survey, which covers start-up, daily operations and driver/monitor performance. At times, the survey leads to additional focus groups, advisory panels, and/or follow-up surveys, which help us dig deeper into customer concerns and industry challenges to collaboratively develop solutions.

Driven by our focus on continuous improvement, we set ever-increasing customer satisfaction targets each year. The table below shows the average customer satisfaction scores from 2009-2016 as measured by our customer survey. In 2016, overall satisfaction with First Student averaged 8.38 on a scale of 1 to 10.
Any descriptive information that describes capabilities or value added services.

Applicant Tracking System
Transportation employers are all competing for skilled and dependable drivers. Finding and attracting the right applicants requires time, expertise and resources. First Student's Applicant Tracking System enables a streamlined, full-cycle recruitment process — monitoring vacancies, sourcing, interviewing and placing. In addition to centralizing the more standard phases of the process, the system controls recruitment costs by negotiating single contracts with national and local vendors.

Know What's Working
The Applicant Tracking System generates a series of reports that help our teams understand what is working. The talent acquisition specialists are able to research where our applicants are coming from exactly, allowing recruitment efforts to be directed and redirected wisely.

Metrics used to measure the effectiveness of our recruitment strategy include:

- Time from offer to hire
- Completed applications to hired ratio
- Time to fill

Keep Candidates Moving
First Student works hard to be an employer of choice and that means being responsive and communicative. Tools within the Applicant Tracking System keep applicants informed of where they are in the process, and they enable our teams to keep the process moving forward before a great candidate is lost.

The following are some of the ways we strengthen communication with candidates:

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

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

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

Tools for Employees:

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

Promoting from Within
Our strongest employees and managers have entered the company through various roles. 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.

Employee Appreciation Day
In addition to building a supportive culture every day, First Student formally recognizes the hard work and dedication of our team members at our annual Employee Appreciation Day. Employees enjoy a catered breakfast or cookout lunch together and receive a new company shirt. To make certain all 500+ locations know they are a valued member of the First Student family, First Student President Dennis R. Maple records a video message of thanks, which each location receives for their event.

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

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

Equal Opportunity Employer
First Student, in our employment and personnel policies and practices, will not discriminate against any person because of his/her race, religion, color, sex, sexual orientation, age, physical ability, national origin, veteran status or marital status. This policy applies, but is not limited, to the following: employment, promotion, training, compensation, benefits, demotion, transfer, layoff, disciplinary actions and termination.

We respect the rights of our employees to join, or not join, labor unions. We maintain respectful and professional relationships with the unions that represent a portion of our drivers.

Harassment Free Workplace
First Student is committed to creating and maintaining a safe and healthy working environment for each and every employee. We strive to create a workplace based on mutual trust and respect, where the customs and traditions of each individual are valued.

Toward that end, First Student has established a policy of “zero tolerance” of any form of harassment or discrimination. Not only are intentional acts of harassment prohibited, but also unintentional and careless acts that may contribute to creating a hostile environment for some employees.

All employees are expected to act in a respectful manner to their fellow employees, customers, and others with whom they may come into contact. Any harassment based upon a person’s race, gender, religion, color, age, national origin, disability, sexual orientation, gender identification or any other legally protected status is a violation of corporate policy. First Student will not tolerate any form of such harassment in the workplace. Similarly, any unwanted sexual advances or inappropriate behavior which could be labeled sexual harassment will not be tolerated.

Labor Relations
We provide student transportation services in both union and non-union operating environments. Our involvement in industry labor relations extends back more than 30 years. We have worked with every major union in our industry including Teamsters, Amalgamated Transit Union, United Transportation Union, Transport Workers Union and American Federation of State, County and Municipal Employees Union. While our negotiating positions have at times been firm, we have developed positive, professional relationships based on mutual respect and fair dealing.

We support each of our operation’s labor relations functions with both regional and senior management oversight. This ensures that our management teams receive expert operational assistance and audit of activities by off-site staff.

Union Negotiations
In most cases, when collective bargaining takes place, one of our fourteen full-time labor relations’ professionals will assist the local manager and act as lead negotiator. The team has several decades of experience among them and negotiated thousands of labor agreements in the public and private sector.

We consistently strive to minimize any labor issues by treating our employees with respect. We keep open lines of communication with our employees and encourage staff to recommend means by which we can further employee morale and retention.

Our Labor Relations Department also maintains a database of collective bargaining agreements and tracks trends in wages and benefits throughout the country.
Grievance Arbitrations
We believe that maintaining positive, productive labor-management relations on a day-to-day basis involve the same philosophy: keep lines of communication open and honestly address issues of mutual concern with our employees and their representatives. The issues may be difficult and, with many of the cities and states in which we operate facing fiscal crises and huge health insurance increases, we are mindful of our obligation to our clients as stewards of significant public resources.

Our managers are trained in day-to-day labor relations and grievance handling. If necessary, assistance is provided by a member of the labor relations department. In the case of grievances that proceed to arbitration, a member of the labor relations department will represent our company at the arbitration hearing.
Available Technology Options
The right tools can vastly improve transportation service — for example, a more effective way to collect state reporting data or facilitate communication between working parents and their schoolchildren. First Student understands technology needs vary from district to district. That is why we offer a range of options.

FirstView™ Smartphone App for Bus Tracking and Transportation Communications
The school bus ride is the foundation of the day, where we create the best start and finish to the school day for students and families. FirstView™ is our secure school bus tracking and communication app designed with parents, for parents. This tool effectively integrates timely GPS data and FOCUS information into an industry leading algorithm for delivering estimated and scheduled bus arrivals at stops and schools.

FirstView™ integrates with onboard GPS and electronic routing systems to provide the following functionality:

1. Live Tracking
2. Predictive Arrival Times
3. Custom Alerts and Messaging
4. Multi-Stop Views
5. Additional User Notifications
6. Secure Access

Custom email or push notifications inform parents and administrators of any delays, time and distance reminders of when a bus will arrive at a stop, and the bus’s arrival at school. FirstView™ is secure and easy; it can be accessed from any smartphone, tablet or desktop. Whether parents are at work, at home or on the go, the FirstView™ app makes them part of their student’s school day, every day.

FirstACTS® Student Conduct Tracking
The ride from home to school and back again is an important part of the school day. While administration and transportation personnel put forth their best efforts to prevent incidents, sometimes they occur. FirstACTS® (Active Conduct Tracking System) is a powerful web-based communication tool that helps you easily and efficiently manage the process of tracking student conduct on your school buses.

Student Conduct Management Benefits:
- Receive email alerts (and reminders) of new incidents with the capability to copy additional administrators
- Administrators have the information to take disciplinary actions
- Notify parents, school officials and/or First Student staff via email or direct mail

Designed to improve reliability and speed without the hassle of carbon paper reporting, FirstACTS® delivers driver notifications directly to the school, tracks the school’s actions and provides a response back to the driver.
This platform offers a range of reporting capabilities and tools to assist in tracking specific actions by
driver, student, school or bus. Student incident histories can be searched, and trends and patterns can be
identified and addressed.

System Capabilities:
- Provides secure 24/7 access
- Records student conduct problems for school transportation departments
- Communicates conduct incident referrals, via email, to the school or discipline administrator
- Tracks disciplinary actions taken and provides timely feedback for location managers
- Creates PDF or HTML conduct incident reports for parents (bi-lingual capability available)
- Generates statistical reports for school transportation administrators, transportation providers,
school bus drivers and disciplinary staff
- Exports student discipline information directly to a district’s student information system
- Allows video clips to be added to a report, thus giving your district direct access to visual of
incident

Z Pass™ Student Ridership Tracking
A large proportion of the phone calls schools receive are from
parents inquiring whether and when a student gets on or off their
bus. Z Pass™ provides school staff with the information needed to
respond accurately and immediately to parent inquiries. The system
monitors student ridership in a safe, efficient and non-intrusive
manner.

Built on Zonar’s patented RFID technology, students carry a small
pass card, which is swiped as they pass the scanner. The student’s
card can be attached to his/her backpack, and is automatically
registered upon entry and exit of the bus with no additional action
required of the driver or the student.

Mobile Wi-Fi Connectivity
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. All equipment
has been approved by First Student’s engineering and maintenance divisions and is rated for the
conditions of a school bus.

Mobile Wi-Fi gives you the opportunity to expand your reach and further your district’s mission. Students
are able to continue learning while riding to and from specialized technical centers, community colleges,
universities, and other athletic, educational and job opportunities.

- **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.** Service on the bus can be suspended during summer breaks.
Routing Services and Technical Support
A number of factors drive transportation planning: community profile and expectations, enrollment guidelines, geographic context, school programs, transportation rules and state/local policies. First Planning Solutions (FPS), First Student’s in-house routing services division, brings wide-ranging expertise in routing system deployment and management. FPS has been in operation for nearly 25 years. The team has navigated challenges and improvement opportunities in a breadth of system scenarios. They provide a range of services to school districts seeking to optimize routing systems and operations.

Analysis and Consulting
For districts with an existing computerized routing system, FPS offers analytical and planning services to help your district ramp up efficiency and improve service.

Scenario Modeling
If you are considering modifications that may impact Rockford Public School District’s current transportation requirements, your district may benefit greatly from scenario modeling. This is a powerful opportunity to weigh the costs and benefits and understanding the impacts of changes and considerations.

- Scenario modeling helps districts make smart, strategic decisions related to a variety of system changes:
- Changing school bell times
- Opening, closing or moving schools
- Re-drawing attendance boundaries
- Modifying transportation eligibility changes such as: walk zones or walk to stop distances

Routing Analysis
During a formal routing analysis, FPS identifies and evaluates improvements in routing operations that add organizational value or address persistent system challenges. For example, we can offer recommendations on aligning resources to required service levels, propose remedies for early/late arrival or departures, or demonstrate how bell times can be shifted to facilitate more route tiers, reducing the number of routes and/or vehicles.

- **Efficiency Analysis**: Determines the efficiency of current routes and whether opportunities for improvement exist.
- **Bell Schedule Analysis**: Analyzes bell schedules impact on bus requirements and costs. Looks to identify changes that can maximize route tiering opportunities reducing bus requirements.
- **Route to Actual Ridership**: Many eligible riders do not use transportation. Routing to eligible ridership can increase leverage of existing equipment.
- **Time & Capacity Analysis (TCA) (shown below)**: Examines bus run times and seat utilization to identify potential vehicle reductions through bus run consolidation. In order to reduce bus runs, both time and seating capacity must be available. A full TCA also considers actual bus run time versus operating windows in identifying reductions.
New School Year Routing Support
FPS adds capacity to your routing department by managing day-to-day route changes. This lowers your district's overhead costs by eliminating the need to retain a full-time salaried routing employee. You have access to our routing request workflow tool for hassle-free service requests. Each routing service request receives a tracking ticket number and time in order to provide updates on progress to your school district.

**Before Optimization**
- Five buses serving a single school with a total of 54 open seats

**After Optimization**
- 24 students reassigned, leaving four buses with a total of 32 open seats

First Planning Solutions conducts Route Optimization Studies to help "right size" fleets.

Technical Assistance
- **Help Desk.** We operate a help desk staffed by routing software experts available to assist Rockford Public School District with troubleshooting system and technical issues.
- **Software Training.** FPS offers all levels of training, which we customize to fit your district's unique needs — we can focus on a special topic area or broaden the scope to cover overall system utilization. Training durations range from a one-hour session to a full week onsite course.
- **Assistance with State Funding Reports.** Compliance with state funding and general transportation reporting can be time-consuming and daunting for school districts; FPS offers the expertise to support your reporting needs.
- **System Upgrades and Support.** We can upgrade your existing software to the most recent release and work with your routing data to ensure it is current and reflective of routes presently in operation.
- **Hosting.** We can host your routing system in a state of the art data center environment.
- **Student File Integration.** We can work with your IT/technical team to build a routing system/student information system (SIS) whereby student data is systematically fed to the routing system. Further, student transportation data (stop location and time) can be fed back to SIS.
Leadership Team Biographies
The First Planning Solutions (FPS) team averages more than 15 years of routing experience. They actively support, in a variety of capacities, approximately 200 school districts across North America — from system implementation to training and support to consulting services.

Scott Parker
Scott joined FirstGroup America as a general manager for First Planning Solutions (FPS) in September 2006. In his current role as FPS senior director, Scott brings 20 years of progressive management and technical leadership to the organization. He is based in Chicago, Illinois.

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

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

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

Colton has been instrumental in the installation and support of more than 100 Edulog and Versatrans software projects, personally leading or assisting in the optimization of school bus routes for districts that include Detroit; Little Rock, Arkansas; Naperville, Illinois; San Joaquin County, California; and Tacoma, Washington. His experience and extensive knowledge of routing software systems has provided districts with studies and analyses of routing and policy that illustrate potential savings. In addition, Colton has lent his expertise to school districts requiring assistance with redistricting issues and attendance boundary modification.

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