# DRIVEN BY CARE: A NEW MODEL FOR SPECIAL NEEDS TRANSPORTATION

Sean McCormack, SVP & CIO



Caring for students. That is our First priority.



### startups (4)



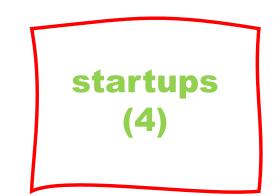
















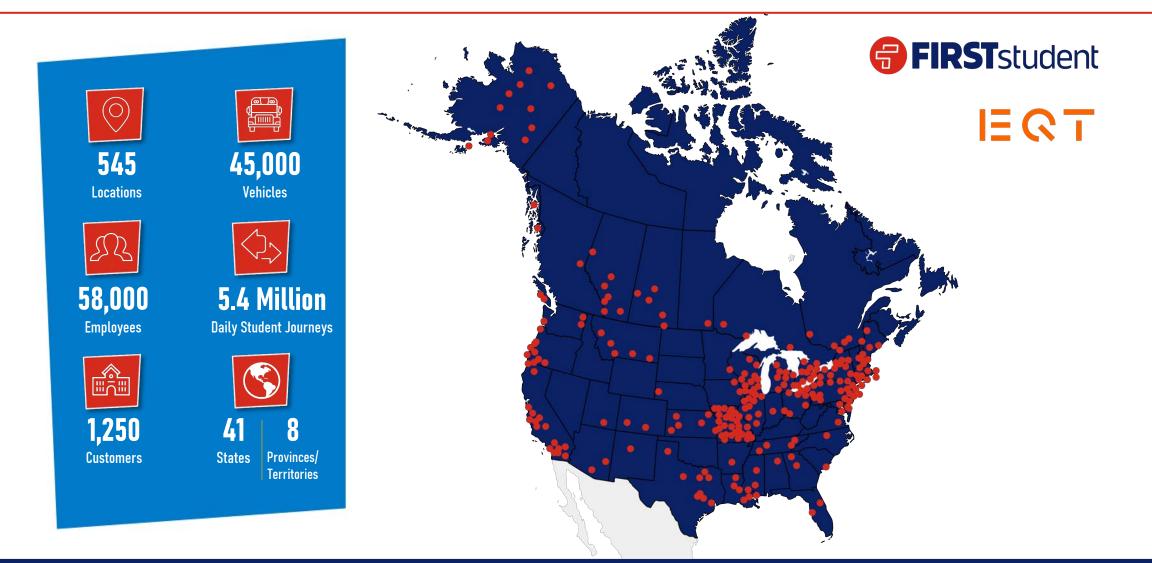






# FTP

# THE RECOGNIZED INDUSTRY LEADER





# **OUR BUSES HAVE DRIVEN OVER <u>2,000,000</u> MILES**



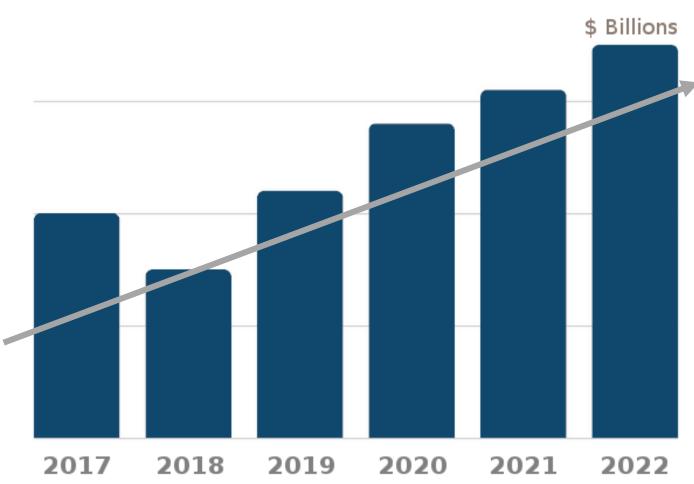


|              | Individualized Services<br>Consulting and standalone services<br>for districts not interested in<br>full outsourcing |   |  |  | te to School Transporta<br>te Daily Home-to-School S<br>ransportation for Contract<br>School Districts   | <b>Charter</b><br>Services to contracted<br>and non-contracted<br>customers   |  |   |
|--------------|--|---|--|--|--|---|--|---|
|              | Core G<br>Oppor  |   |  | Core<br>Business   |  | Core Growth<br>Opportunity  | Core Growth<br>Opportunity   |   |
|              | Transportation<br>Consulting   | Maintenance and<br>Routing Services   | General Yellow<br>School Bus   | Special<br>Education   | Van<br>Service   | Alternative<br>Transportation   | Electric School<br>Buses   | Charter   |
|              | 6  | SchOOL  |  |  |  |   | CONTRACTOR OF  |   |
| a<br>fe<br>n | Solutions, support<br>and training mainly<br>ocused on<br>outing,<br>naintenance and<br>safety                       | Individualized<br>routing services<br>like new system<br>builds & full-<br>service routing,<br>and maintenance<br>services like on-<br>demand & full-<br>service<br>maintenance | Contracted student<br>transportation<br>services for school<br>districts | First Serves<br>provides safe,<br>supportive and<br>reliable<br>transportation for<br>students who<br>require extra care | Specialized<br>solution to unique<br>student<br>transportation<br>challenges,<br>including<br>McKinney-Vento,<br>SPED and out-of-<br>district students | Alternative<br>transportation<br>service built from a<br>network of local<br>transportation<br>service providers<br>that handle<br>everything from<br>SPED, to MKV, to<br>service assurance | Consulting<br>services,<br>maintenance<br>solutions and<br>turnkey solutions<br>for districts to add<br>electric school<br>buses, or to<br>electrify large<br>portions of their<br>fleet | 1.StudentAffordable transportation for<br>student extracurricular<br>activities, incorporated in<br>core business contracts.Image: student extracurricular<br>activities, incorporated in<br>core business contracts.Image: student extracurricular<br>activities, incorporated in<br>core business contracts.Image: student extracurricular<br>service for non-school<br>activities such as youth<br>groups, summer camps,<br>businesses and parties |

| Individualized Services<br>Consulting and standalone services<br>for districts not interested in<br>full outsourcing   |  | Opera  | ne to School Transporta<br>ate Daily Home-to-School S<br>ransportation for Contract<br>School Districts   | student                       |                            | Charter<br>Services to contracted<br>and non-contracted<br>customers   |
|--|--|--|---|-------------------------------|----------------------------|--|
| Core Growth<br>Opportunity   |  | Core<br>Business   |   | Core Growth<br>Opportunity    | Core Growth<br>Opportunity |  |
| Transportation<br>ConsultingMaintenance and<br>Routing ServiceSolutions, support<br>and training maintenance and<br>safetyIndividualized<br>routing services<br>like new system<br>builds & full-<br>service routing,<br>and maintenance | School Bus         Image: Section School Bus | Special<br>Education         Image: Constraint of the serves<br>provides safe,<br>supportive and<br>reliable<br>transportation for<br>students who<br>require extra care | Van<br>Service         Specialized<br>solution to unique<br>student<br>transportation<br>challenges,<br>including<br>McKinney-Vento,<br>SPED and out-of-<br>district students | Alternative<br>Transportation | Electric School<br>Buses   | <section-header>         Charter         Image: Construction of the student extracurricular activities, incorporated in core business contracts.         Image: Construction of the student extracurricular activities, incorporated in core business contracts.         Image: Construction of the student extracurricular activities, incorporated in core business contracts.         Image: Construction of the student extracurricular activities, incorporated in core business contracts.         Image: Construction of the student extracurricular activities, incorporated in core business contracts.         Image: Construction of the student extracurricular activities, incorporated in core business contracts.         Image: Construction of the student extracurricular activities, incorporated in core business contracts.         Image: Construction of the student extracurricular activities incorporated in core business contracts.         Image: Construction of the student extracurricular activities incorporated in core business contracts.         Image: Construction of the student extracurricular activities incorporated in core business contracts.         Image: Construction of the student extracurricular activities such as youth</section-header> |

# Special Needs Transportation

# Market Size



Source: AnythingResearch Special Needs Transportation Report



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SCHOOL BUS

BACK TO SCHOOL

Grades: ELEMENTARY SCHOOL, HIGH SCHOOL, MIDDLE SCHOOL

EDUCATION NEWS & RESEARCH

### The School Bus Driver Shortage Is Worse Than Ever

Families are scrambling to get their kids to school.

KDKA-AM Radio Pittsburgh + Follow

### Local School District Cancelling Classes Due to Bus Driver Shortage

Story by Zach Moore • 2d

NATIONAL

Why are so many school districts struggling

to find good bus drivers?

August 25, 2023 · 5:18 AM ET Heard on Morning Edition



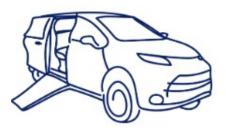
BACK TO SCHOOL: LIVE UPDATES

National Survey Finds Severe And Desperate School Bus Driver Shortage



# **BUSINESS OFFERING**





### Students with Special Needs

FirstAlt's contracted drivers can handle everything from behavioral challenges to special needs equipment,



### McKinney Vento Students

Students may need to be pickedup or dropped-off at different locations each day. Our customized software makes this process seamless for caregivers, districts, and drivers.



### Out-Of-District Students

Students may need to attend specialized schools putside of your district, FirstAlt can accommodate these needs and provide solutions for multi-district billing.



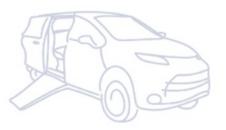
### Hard-to-Serve Trips

When transporting students in remote or hard-to-service areas, FirstAlt can help free up district resources to use on largercapacity trips.

# **BUSINESS OFFERING**







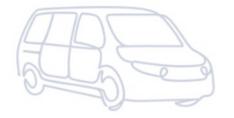
### **Students with Special Needs**

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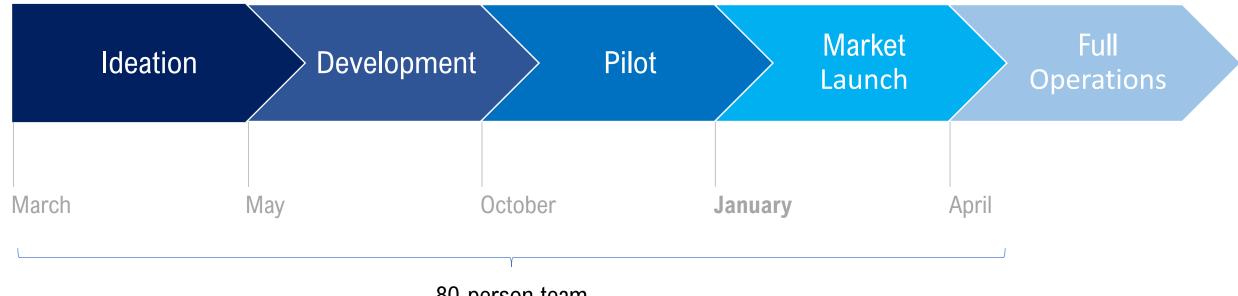
Students may need to attend specialized schools outside of your district, FirstAlt can accommodate these needs and rovide solutions for multi-district billing.



#### Hard-to-Serve Trips

When transporting students in emote or hard-to-service areas, FirstAlt can help free up district resources to use on largercapacity trips,

# TIMELINE



80-person team







### **FIRST**alt

### Welcome to FirstAlt

Your opportunity to make a difference in a student's life starts here.

Login

Create Account



Login

Create Account





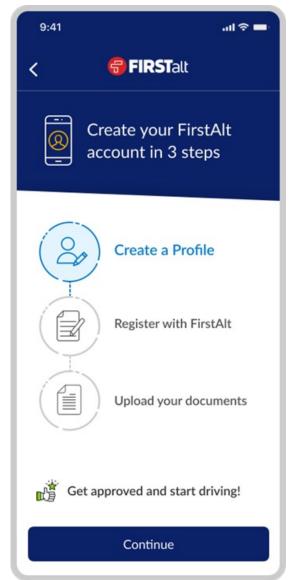
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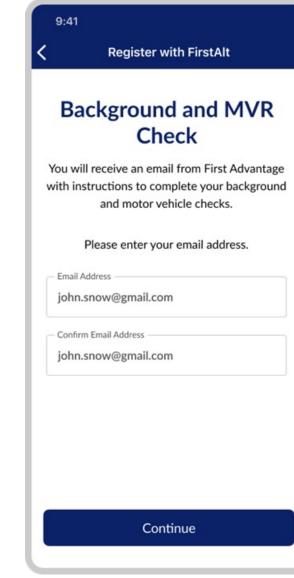
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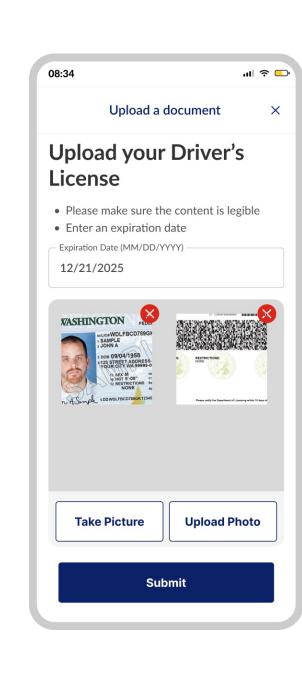
Login Create Account



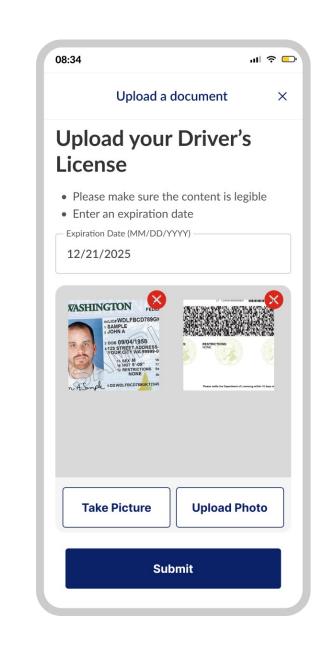
| Register with FirstAlt  | Register with FirstAlt   |
|---|--|
| Background and MVR<br>Check<br>You will receive an email from First Advantage<br>with instructions to complete your background<br>and motor vehicle checks. | Consent & Direction to Release Drug &<br>Alcohol Testing Information<br>Please review and agree to the documen<br>below. |
| Please enter your email address.<br>Email Address<br>john.snow@gmail.com  |  |
| john.snow@gmail.com   |  |
|   | I have reviewed and agree to the terms and conditions within the Consent & Direction to                                  |

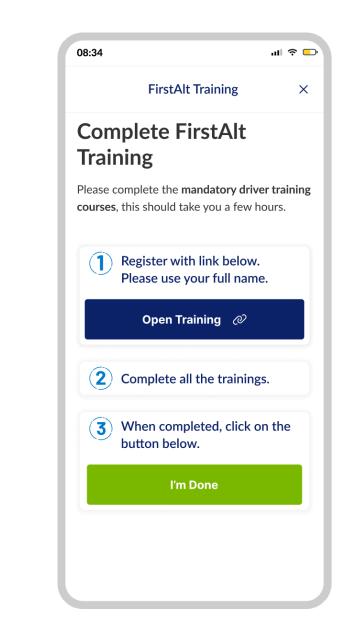
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| Hi, Th<br>Please provide<br>start driving wi | the following infor | mation to            |
| FirstAlt Docu                                | ments               | ^                    |
| Driver Info                                  |                     |                      |
| Driver's Licer                               | nse                 | Add >                |
| Driver Photo                                 |                     | Add >                |
| Emergency C                                  | Contact             | Add >                |
| FirstAlt Train                               | ing                 | Open >               |
| Background                                   | Check Process U     | Inder review         |
| Drug Test Re                                 | sults               | Add >                |
| Vehicle Info                                 |                     |                      |
| Vehicle Regis                                | tration & Details   | Add >                |
| Mechanic Ve                                  | hicle Inspection    | Add >                |
| Visual Vehicle                               | e Inspection        | View >               |
| Home   | Chedule             | [ <b>⊘</b> ]<br>Trip |

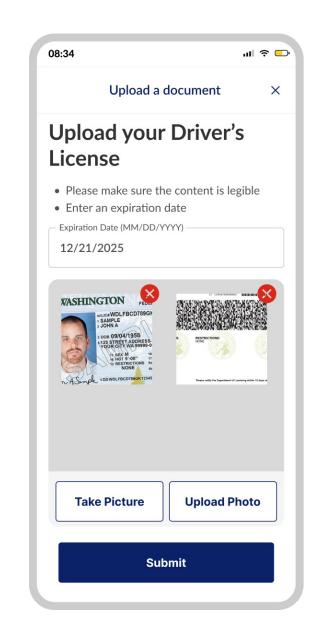


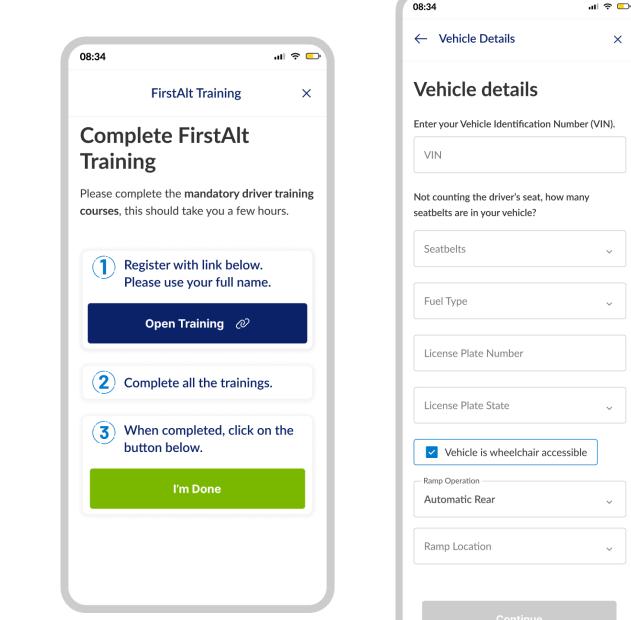
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| FirstAlt Documents  | ^            |
| Driver Info   |              |
| Driver's License  | Add >        |
| Driver Photo  | Add >        |
| Emergency Contact   | Add >        |
| FirstAlt Training   | Open >       |
| Background Check Process  | Under review |
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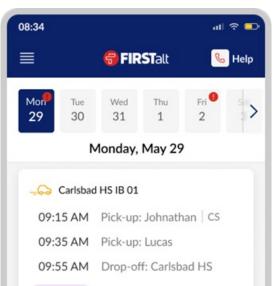
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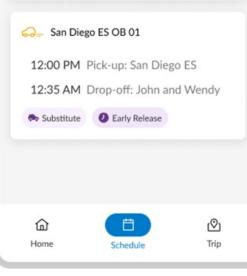
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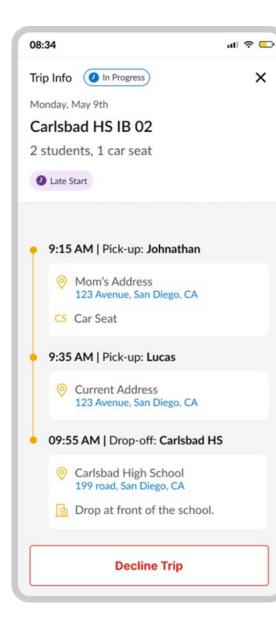
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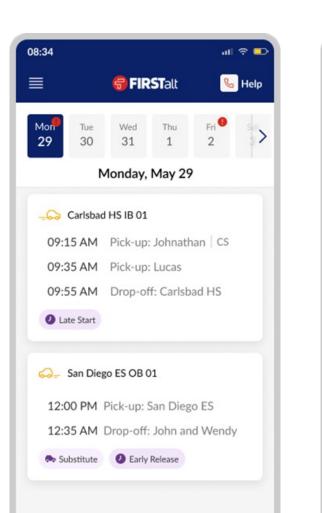
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|------------------------|--------------------------------|------------------|---------------|-----------------------|------------|--|--|
| ≣                      |                                | <del>@</del> FIR | <b>ST</b> alt | S                     | Help       |  |  |
| Mon <sup>9</sup><br>29 | Tue<br>30                      | Wed<br>31        | Thu<br>1      | Fri <sup>1</sup><br>2 | \$         |  |  |
|                        | Ν                              | /londay,         | May 29        |                       |            |  |  |
| -0                     | Carlsbac                       | I HS IB 01       |               |                       |            |  |  |
| 09:1                   | .5 AM                          | Pick-up:         | Johnath       | an   CS               |            |  |  |
| 09:3                   | 85 AM                          | Pick-up: Lucas   |               |                       |            |  |  |
| 09:5                   | 09:55 AM Drop-off: Carlsbad HS |                  |               |                       |            |  |  |
| 🥑 La                   | te Start                       |                  |               |                       |            |  |  |
|                        |                                |                  |               |                       |            |  |  |
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| 12:0                   | 0 PM                           | Pick-up: S       | San Dieg      | o ES                  |            |  |  |
| 12:3                   | 35 AM                          | Drop-off:        | John an       | d Wendy               | ,          |  |  |
| 🗫 Su                   | Substitute 🖉 Early Release     |                  |               |                       |            |  |  |
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Late Start







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Schedule

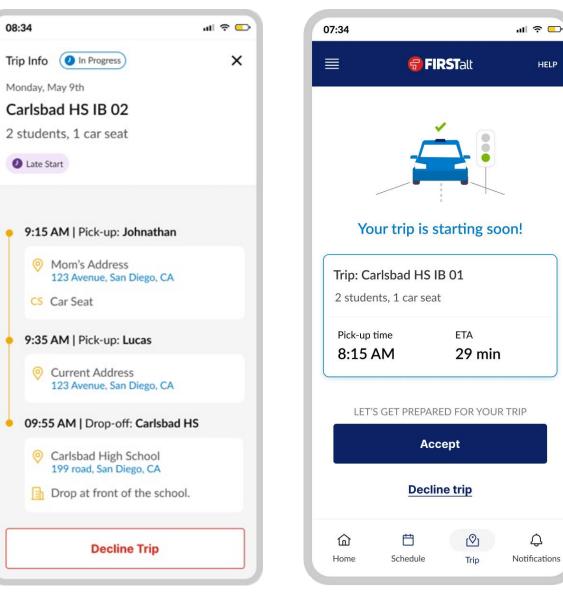
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Trip

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Home

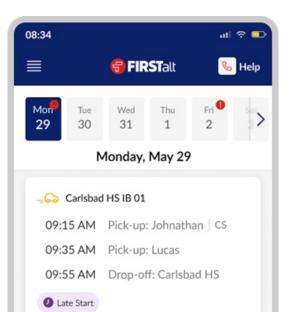
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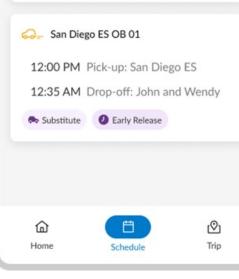


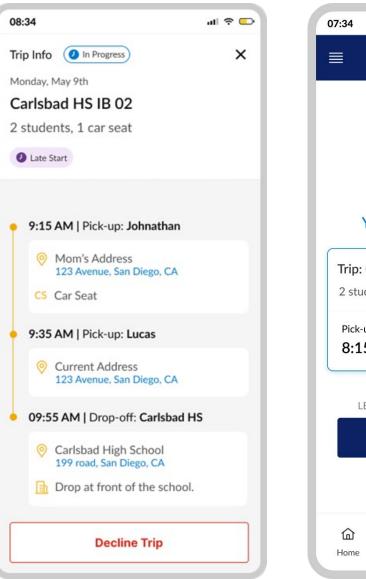
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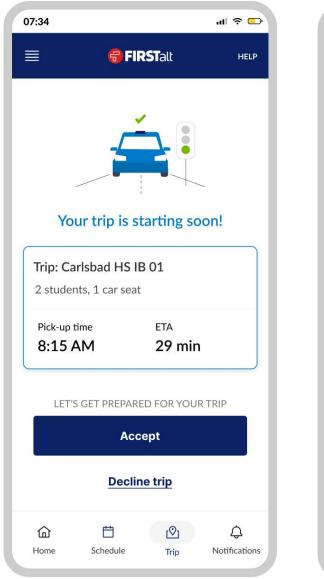
Q

HELP









| 07:45  | "" ⇒ ⊡ |
|--|--------|
| Upcoming Trips   | ×      |
| You have 2 other trips comin                             | ng up  |
| <b>Trip: Carlsbad HS IB 02</b><br>2 students, 1 car seat |        |
| Pick-up time 9:25 AM                                     |        |
| 🛞 Decline 🖌 🖌 Accep                                      | ted    |
| Trip: Carlsbad HS IB 03<br>2 students, 1 car seat        |        |
| Pick-up time<br>10:00 AM                                 |        |
| 🛞 Decline 🛛 📀 Accep                                      | ted    |
| Continue   |        |
|  |        |

#### 07:34

#### Pre-Trip Vehicle Check

Check the items below on your vehicle before departure.

#### **Required Functionality**

- Lights
  - Head Lights
  - Turn Signals
  - Brake Lights
  - Dashboard Lights
- Doors/Windows
  - Child Safety Locks
  - Window Locks
  - Door Locks
- Tires meet standards
- Working seatbelts

#### Additional Items

- AC & Heater (weather dependent)
- Mirrors & Windshield
- Fueled or Charged
- Student Equipment (as needed per trip)
- Emergency Equipment (if required by contract)
  - Horn, First Aid Kit
  - Fire Extinguisher
  - Seatbelt cutter, Safety Triangles
- ✓ Wheelchair (if applicable)
  - Ramps
  - Lifts

#### Pre-Trip Check Done

Vehicle Needs Attention

Pre-Trip Vehicle Check

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Check the items below on your vehicle before departure.

#### **Required Functionality**

Lights

07:34

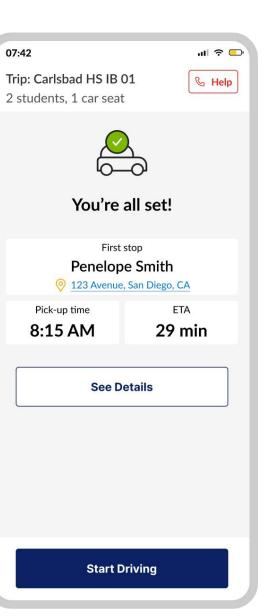
- Head Lights
- Turn Signals
- Brake Lights
- Dashboard Lights
- Doors/Windows
  - Child Safety Locks
  - Window Locks
  - Door Locks
- Tires meet standards
- Working seatbelts

#### Additional Items

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  - Horn, First Aid Kit
  - Fire Extinguisher
  - Seatbelt cutter, Safety Triangles
- ✓ Wheelchair (if applicable)
  - Ramps
  - Lifts



**Vehicle Needs Attention** 



07:34

Pre-Trip Vehicle Check

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07:42

Check the items below on your vehicle before departure.

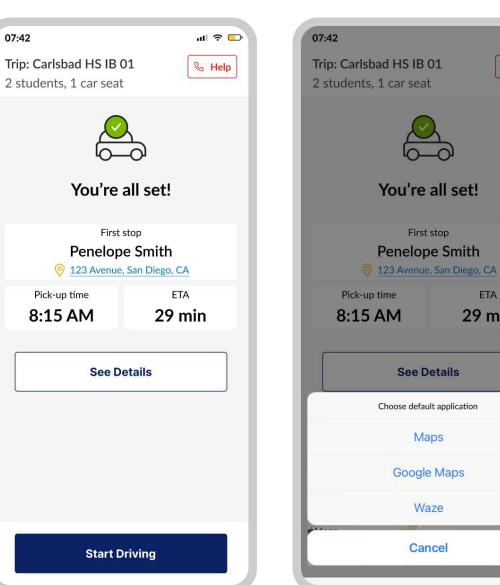
#### Required Functionality

- Lights
  - Head Lights
  - Turn Signals
  - Brake Lights
  - Dashboard Lights
- Doors/Windows
  - Child Safety Locks
  - Window Locks
  - Door Locks
- Tires meet standards
- Working seatbelts

#### Additional Items

- ✓ AC & Heater (weather dependent)
- Mirrors & Windshield
- Fueled or Charged
- Student Equipment (as needed per trip)
- Emergency Equipment (if required by contract)  $\checkmark$ 
  - Horn, First Aid Kit
  - Fire Extinguisher
  - Seatbelt cutter, Safety Triangles
- Wheelchair (if applicable)
  - Ramps
  - Lifts





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& Help

ETA

29 min

#### 07:34

Pre-Trip Vehicle Check

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Check the items below on your vehicle before departure.

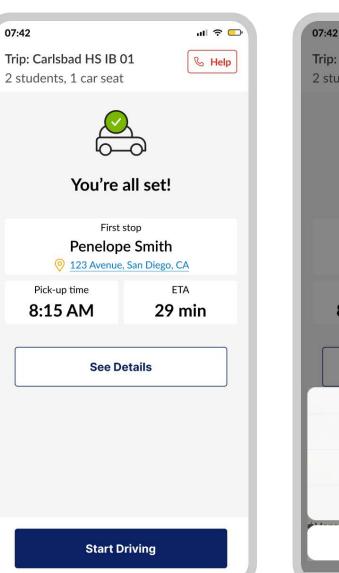
#### **Required Functionality**

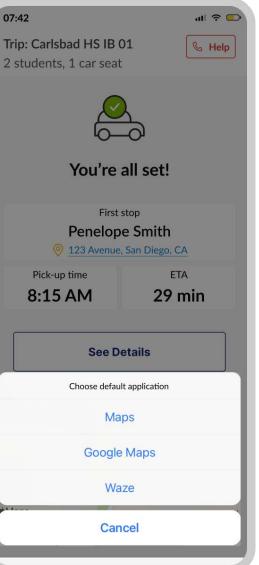
- Lights
  - Head Lights
  - Turn Signals
  - Brake Lights
  - Dashboard Lights
- Doors/Windows
  - Child Safety Locks
  - Window Locks
  - Door Locks
- Tires meet standards
- Working seatbelts

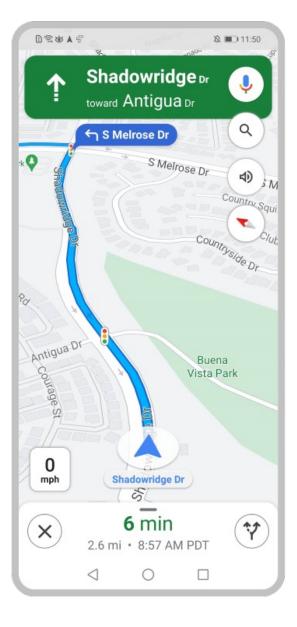
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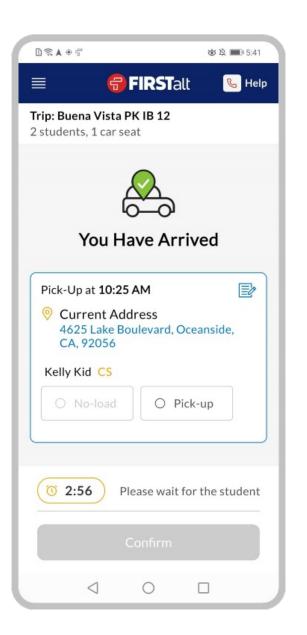


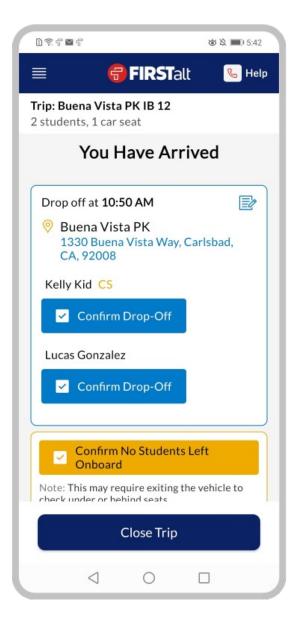


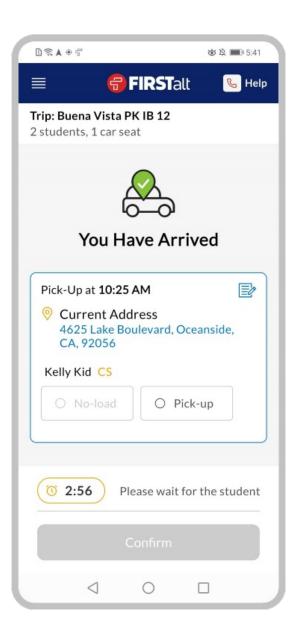


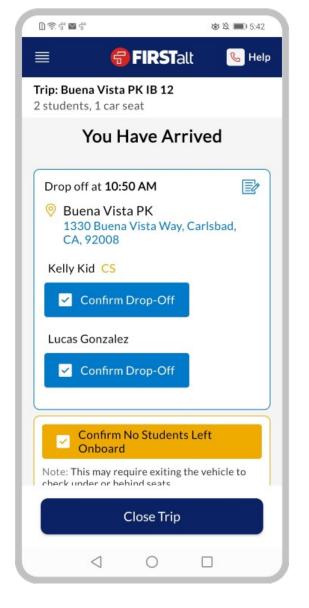


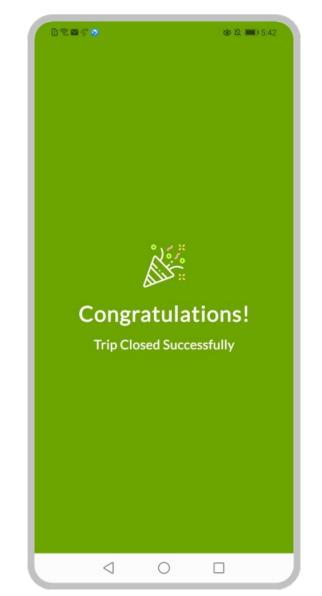
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| 🔳 🗧 🖶 FIRST  | alt 🕓 Help   |  |  |  |  |  |  |  |
| Trip: Buena Vista PK IB 12<br>2 students, 1 car seat |              |  |  |  |  |  |  |  |
| You Have A   | )<br>rrived  |  |  |  |  |  |  |  |
| Pick-Up at 10:25 AM                                  |              |  |  |  |  |  |  |  |
| Current Address<br>4625 Lake Boulevard<br>CA, 92056  | , Oceanside, |  |  |  |  |  |  |  |
| Kelly Kid CS   |              |  |  |  |  |  |  |  |
| O No-load O  | Pick-up      |  |  |  |  |  |  |  |
| Image: The student                                   |              |  |  |  |  |  |  |  |
| Confirm  |              |  |  |  |  |  |  |  |
| 0 0  |              |  |  |  |  |  |  |  |



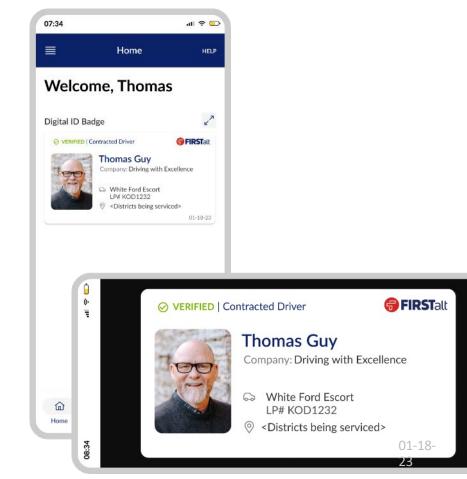








# **DIGITAL ID & DRIVER / VEHICLE IDENTIFICATION**







Driver ID Badge







# The Challenge: Launching a startup with an enterprise

**FIRST**alt

### **FIRST**student

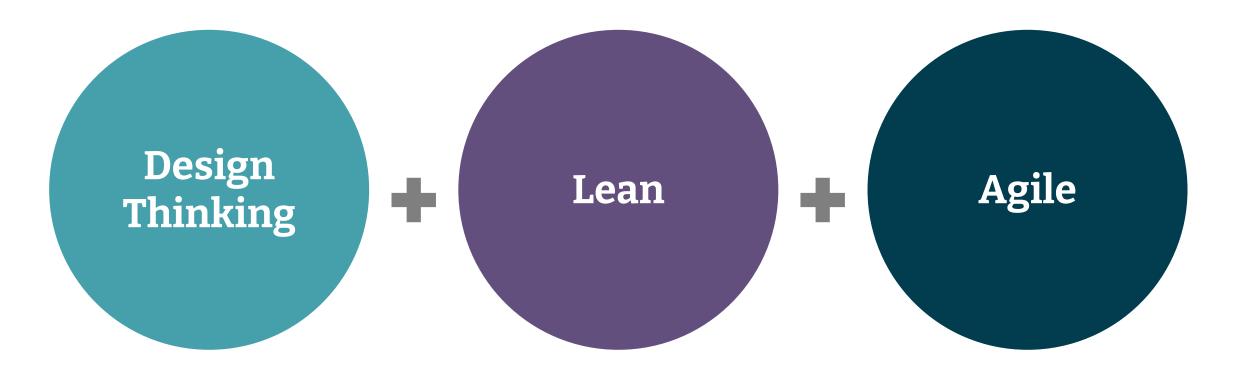
# **KEY CHALLENGES**

| Ways of Working            | Org Alignment                    | Design & Development                 | Talent & Skillsets      |
|----------------------------|----------------------------------|--------------------------------------|-------------------------|
| Process                    | Peers                            | Product                              | Partners                |
| Agile<br>vs.<br>Enterprise | Startup<br>vs.<br>Business Units | Corporate<br>vs.<br>Customer         | Demand<br>vs.<br>Supply |
|                            |                                  | Traditional Dev<br>vs.<br>Modern Dev |                         |





Agile vs. Enterprise

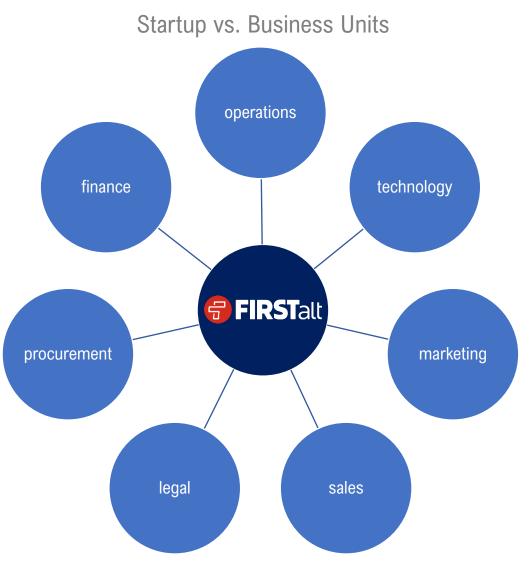




# WAYS OF WORKING PRINCIPLES

| Better understanding<br>of value and<br>business benefits     | Deliver value sooner<br>to the business<br>and customer | Stronger<br>collaboration<br>with the business              | Rapid and<br>flexible to change    |
|---|---|---|------------------------------------|
| Early identification<br>and mitigation of<br>risks and issues | Faster<br>decision making                               | Better visibility<br>of progress                            | Delight customers<br>and end users |
|   | Working<br>software sooner                              | Support evolutionary<br>design, development<br>and delivery |                                    |





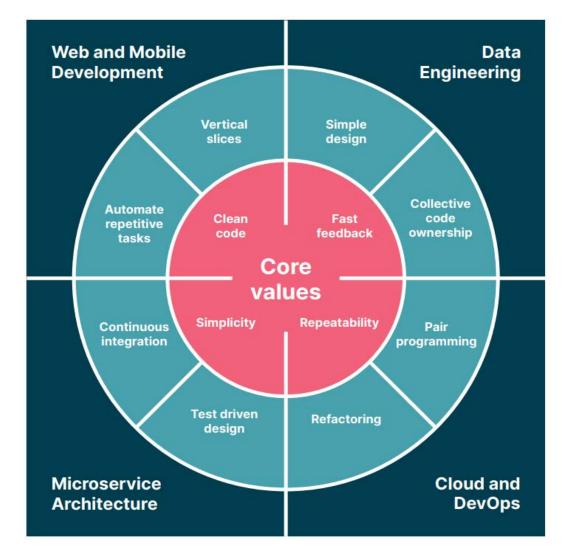
# PRODUCT

Corporate vs. Customer



# PRODUCT

Traditional Dev vs. Modern Dev





Demand vs. Supply



