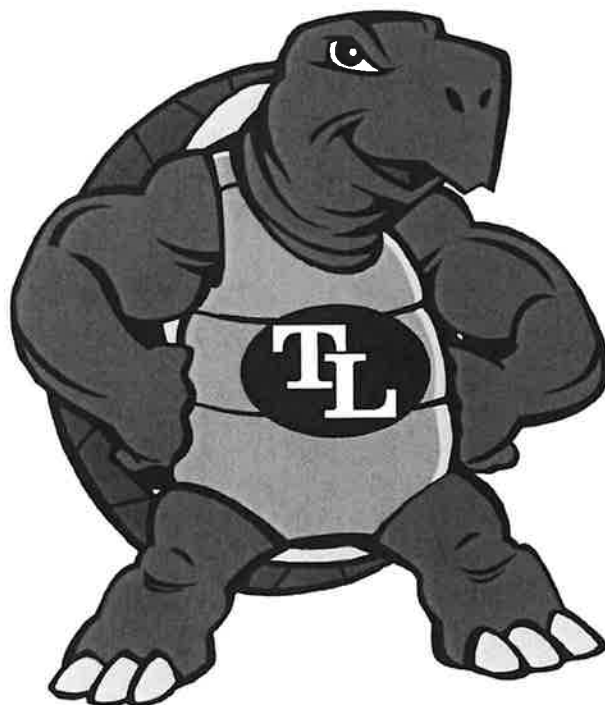


Kobussen Buses Ltd.

Family Pride in Every Ride



TRANSPORTATION PROPOSAL

Turtle Lake School District

205 Oak St North

Turtle Lake, WI 54889

Kobussen Buses Ltd.

Family Pride in Every Ride

Turtle Lake School District

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School District of Turtle Lake
Kent Kindschy, District Administrator
205 Oak St. N
Turtle Lake, WI 54889

Dear Kent,

Kobussen Buses Ltd. is pleased to submit this transportation proposal to the School District of Turtle Lake. Founded over 86 years ago, Kobussen is a Wisconsin-based, full-service transportation provider currently serving more than 35 school districts across the state. Our services include school bus transportation, motor coach services, and transit solutions. For more information, please visit our website at www.kobussen.com.

Having thoroughly reviewed the transportation needs of the School District of Turtle Lake, we are confident that our services are well aligned with the district's requirements. The nature and scope of this proposal are similar to what we successfully provide for many other school districts in Wisconsin. Our business plan is focused on offering safe, reliable, and eco-efficient school bus services.

Kobussen C.A.R.E.S.

Kobussen has developed the **C.A.R.E.S.** program, which stands for **Consistent, Appropriate, Respect, Expectations, and Safety**. This program reinforces positive student behavior on the bus, in alignment with PBIS and Above the Line principles applied in the classroom. To ensure consistency, we invite school social workers, nurses, principals, police liaison officers, and other staff to our monthly driver meetings. This collaborative approach ensures that students receive consistent messaging and immediate action when misconduct occurs. Kobussen makes its staff available to meet with school staff and parents to ensure open communication and safe behavior on the buses.

Training & Safety Programs

Kobussen offers free, annual training for pre-kindergarten students on how to safely ride the bus. This program covers both regular school transportation as well as extracurricular trips. It is available to all students and can be scheduled at the beginning of each school year.

We understand that districts value transparency. Therefore, we work with schools to provide real-time notifications for early or late buses, ensuring that parents and school staff are always informed. Our strong customer service and communication protocols are key to ensuring a smooth operation.

Technology & Innovation

We are committed to bringing new technologies to the transportation system to enhance safety and efficiency. For example, we are working with video system providers to install ceiling-mounted cameras, improving visibility of all students on the bus. All of our buses are equipped

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with GPS, which may integrate with our routing software to provide accurate real-time information. We also have the ability to provide parents with access to a parental app that shows the bus's exact location and expected arrival time.

In addition, our trip booking system allows teachers and coaches to directly book their own trips online, saving time and improving accuracy. We also plan to implement tablet-based turn-by-turn directions and student tracking for bus drivers (though this feature is still in development).

Switching to propane-powered buses offers a clean and environmentally friendly alternative to traditional fuel, reducing both operating costs and the carbon footprint. Our routing system integrates seamlessly with Skyward, ensuring that all student routing data is updated daily without requiring parents to contact the school.

Driver Recruitment & Community Involvement

One of the key components to any successful transportation system is the quality of its drivers. At Kobussen, we value our drivers and invest in their professional development. Our fully-paid training program includes defensive driving (at Fox Valley Technical College, with skid pad training), student management, and customer service. We offer competitive wages, benefits, and sign-on bonuses. Currently, the starting wage for school bus drivers is \$21.00 per hour, with wage increases based on previous experience. Existing drivers will retain their current daily rates.

Kobussen is deeply involved in the communities we serve. We source local parts and supplies, purchase buses from Wisconsin dealers, and sponsor community events. We also contribute to local food pantries through employee donations, which are matched dollar-for-dollar by Kobussen. Additionally, we celebrate Wisconsin School Bus Driver Appreciation Week, honoring the hard work of our drivers. Kobussen is also a proud sponsor of the Wisconsin School Bus Association and supports driver safety competitions.

Our Commitment to Turtle Lake

Kobussen Buses Ltd. is dedicated to providing safe, reliable, and eco-efficient transportation services. We are a Wisconsin-based company with a three-generation legacy, and we take pride in the services we offer. Our company philosophy, "**Family PRIDE in Every Ride,**" represents our commitment to personal responsibility and excellence in everything we do.

We look forward to the opportunity to serve the School District of Turtle Lake and to building a strong, lasting partnership with the Turtle Lake community.

Thank You



Joseph Kobussen

Vice President

Kobussen Buses Ltd.

Kobussen Buses Ltd.

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Introduce the Purpose and Scope

Kobussen Buses Ltd. is excited to work with the School District of Turtle Lake to provide full-service student transportation services, including operations management, fleet, maintenance, workforce, training, and supervision, at a fiscally responsible cost. With over 85 years of experience in Wisconsin, we are dedicated to providing the safe, reliable, timely, and efficient service the district requires.

As a family-owned company, Kobussen Buses Ltd. ensures easy access to all levels of management, fostering strong communication and accountability. Our local ownership and involvement of local employees instill pride in the services we offer.

As you can see throughout this proposal, Kobussen Buses Ltd. has an exceptional ability to turn that experience into state-of-the-art service for you. We are focused on providing safe, reliable transportation to help build communities, and we want to bring that to the School District of Turtle Lake and the Turtle Lake community.

Summary of Qualifications

The members of the Kobussen family have more than 8 decades of experience providing excellent student transportation. Currently, the members operate more than 800 student transport vehicles and transport approximately 27,000 students daily.

That experience means we know how to make student transportation run smoothly. Kobussen Buses Ltd. has over 85 years of experience in many districts in the State, and those districts have expressed high satisfaction.

The results impact the bottom line, too. In addition to significant savings from process efficiencies and other opportunities, Kobussen Buses Ltd. has provided cost savings of more than \$200,000 per year in Oshkosh, \$75,000 annually in Adam's Friendship and much more in many other Districts we work with. It is the goal of Kobussen to be safe and efficient as possible.

Ability to Meet the Requirements

Kobussen Buses Ltd. has created a proven conversion process for opportunities like this. Starting from the moment we are awarded the contract, we begin finalizing the key components of an effective student transportation operation. We create an effective organization providing safe, reliable service very quickly, allowing the team to work with the district to continue growing stakeholder satisfaction, efficiency, and an uplifting culture that contributes to the local community.

The process works, and it works quickly. Through our experience starting up many locations in the past ten years we have perfected the process, yet we understand that every district is different and has different needs. While our processes are well established, we remain flexible

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to be able to work with each individual district. We evaluate all district policies and assure they are all fully implemented as well as communicating with administration on all processes and progress.

It is always Kobussen's goal to hire local. A local employee team will know the area and the people in the community. We provide exceptional training and support to the team. Kobussen strongly believes in investing in people. It is the people who will provide the service to the Turtle Lake Schools, so we will build and nurture this team. Kobussen provides an employee education program, very competitive pay and benefits to all drivers and staff.

Kobussen maintains several operations near Turtle Lake. This allows us to share services as well as drivers and other staff.

Summary of Approach and Methodology

The targeted Kobussen Buses Ltd. conversion process includes six basic areas:

- **Facilities** – Kobussen has significant experience finding exceptional terminal locations and establishing facilities to promote effective bus maintenance, safe storage, and a team-based culture. Kobussen would find and acquire a suitable location within the area suitable to serve the district.
- **Fleet** – Kobussen provides a fleet of state-of-the-art buses, along with the maintenance staff, operational policies, equipment, and long-term plan to get the most out of the fleet. To ensure efficient and timely service we partner with local dealers and maintenance facilities such as Wisconsin Bus Sales, Deforest WI, and Mid State Equipment Sales Marshfield WI.
- **Recruitment** - In an industry where driver shortages are common, Kobussen Buses Ltd. has established effective recruiting channels. We know how to find the best drivers and help them get proper licensure. Better bus drivers mean better bus service.
- **Training and Orientation** Kobussen has a well-rounded training and orientation program to help employees feel empowered and confident. Kobussen Buses Ltd. also puts safety above all else, all employees are required to attend regular safety meetings. Each meeting is focused on a different topic based on employee suggestions, trends or team needs.
- **Operations and Routing** - Kobussen uses advanced technology to improve routing and operations, and we support the technology by maintaining strong communications with the district. Building a collaborative relationship, we can work with you to establish student transportation services that add to the community.

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- **Ongoing Operations** - Through continuous improvement efforts, efficiency opportunities, and ongoing collaboration, we keep momentum going so that your district can get the most out of its budget.
- **Competitive wages** – At Kobussen, we know it is a competitive marketplace for drivers, that is why we have given substantial increases in each of the last three years and will continue to keep pace with market trends and demands.
- **Opportunities** – We continue to work with drivers to continue to be better at what we do. Along with this we work within the community as well as the surrounding communities to find and provide additional work for the staff such as weddings, shuttles, trips to sporting events, or anywhere a group may be going and needs transportation. This not only provides work for the drivers but helps keep costs down for the district. Drivers can advance to become motor coach drivers and have an opportunity to become full time.



"Goldie" 1951 Wayne two window school bus.

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Corporate History

Kobussen Buses Ltd. was started in 1938 in Kaukauna, Wisconsin as the Kaukauna Bus Service, Inc. The company was born when the Kaukauna Board of Education asked local farmer and truck driver to purchase and operate a bus to transport children living in rural areas to the Kaukauna High School. Elwood (Goldie) Kobussen, a dairy farmer and cattle/milk truck operator, was chosen to operate this first Kaukauna school bus. This was due mostly to the fact that he was already transporting students to and from school on his trucks.



The idea of busing children gained momentum and a second bus was purchased in 1940. The school bus business progressed slowly. One bus was added each year until the mid-1950's. The business began to flourish in the late 1950's. James Kobussen, Elwood Kobussen's, eldest son, joined the company, and they eventually formed a father- son partnership.

In 1958, former Kaukauna mayor Doty Bayorgeon requested that an inter-city route be established between Kaukauna and Appleton. The Kaukauna Bus Service was contracted to operate and manage the inter-city transit system until 1974. Also, during this time, a deluxe school bus was purchased and operated for charter services. The Kaukauna bus service was incorporated in 1965. James Kobussen began to hire women drivers in 1966, a sensitive and progressive idea at the time for Northeastern Wisconsin companies.

In 1967, the company began transporting students for the Neenah Joint School District. Michael Kobussen, Elwood Kobussen's youngest son, joined the firm to manage the Neenah School District's bus operation.

In the early 1970's, the company started a driver's training program, although it was not a requirement by the state of Wisconsin. To complete this program, drivers were required to pass a written test, a driving test and a physical. In addition, they were also required to attend several hours of training throughout the school year. During this time, James Kobussen also earned his certification as a Certified Driver's Training Instructor and taught classes at Fox Valley Technical College.

James Kobussen became president of the bus company in 1968. He was elected to the Board of Directors of the Wisconsin School Bus Association in 1974. His wife, Marion, served as bus service secretary since the company incorporated in 1965. Mike Kobussen became vice-president in 1971, the same year Elwood Kobussen retired.

Kaukauna Bus Service, Inc. became Kobussen Buses Ltd. on July 1, 1976. Officers of the new corporation included President James Kobussen, Secretary Marion Kobussen, and Vice President Michael Kobussen. Ann Kobussen was also named to the board of directors in 1977.

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In 1980, Outagamie County contracted with Kobussen buses ltd. to transport adults with disabilities; this was the beginning of the transit division. By 1997, these contracts grew to include fixed route, meal site and demand responds services, and operate twenty-five vehicles to satisfy the growing need for these services.

In 1983 Joe Kobussen son of Jim and Marion Kobussen joined Kobussen Buses as a mechanic and later went to school for accounting. In 1998 he became president. He also holds a board position with the Wisconsin Motor Coach Association and Trailways Transportation System. He is also involved locally with the Chamber of Commerce and other associations and groups.



Kobussen Buses Ltd. Kaukauna WI 1963

Kobussen Timeline and History

- **1983:** Kobussen Coach, a motorcoach division of Kobussen Buses Ltd., was established to enter the luxury coach travel market.
- **1987:** James Kobussen co-founded the Wisconsin Motorcoach Association and served as its president. James also served as president of the Wisconsin School Bus Association (1979–1981).
- **1994:** Dan Kobussen, son of Jim and Marion Kobussen, joined the company.
 - Holds an MBA from the University of Wisconsin-Milwaukee.

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- Serves on the boards of the Wisconsin School Bus Association and the National School Transportation Association.
- **1998:** James and Marion Kobussen retired, leaving management to Joe and Dan Kobussen with guidance from Mike and Ann Kobussen.
 - Focus shifted toward company growth.



Major Acquisitions and Service Expansions

- **1999–Present:** Oshkosh Area School District
 - Oshkosh Transit fixed route
 - UW Oshkosh Charters
 - Head Start
 - Since 2015: Terminal converted to mostly propane buses for large buses.
- **2003–Present:** Oconto Unified School District
- **2006–Present:** Sun Prairie Area School District
 - MMSD Charters
 - UW Madison Charters
 - Head Start
- **2007–Present:** School District of New London (management contract)
- **2008–Present:** Parkview Area School District
- **2009:** Purchased four 56-passenger motor coaches with three-point seat belts—first charter company in North America to offer this feature.



2011 Thomas C2

Additional School Districts and Services

- **2010–Present:** Bloomer School District (acquired Blackhawk Express)

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- Includes motorcoach services for:
 - UW Eau Claire
 - UW Stout
 - St. Croix Casino
- **2011–Present:**
 - Albany School District (operated from Orfordville facility)
 - Peshtigo School District (operated from Oconto facility)
- **2012–Present:** Turtle Lake School District
 - 2012: Awarded *Contractor of the Year* by *School Bus Fleet Magazine*.
- **2013–Present:** Sturgeon Bay School District
- **2014–Present:**
 - Adam’s Friendship Area School District (since January 2014)
 - Clayton School District (since October 2014, serviced from Turtle Lake facility)
- **2015–2022:** Operated Unity, Luck, and Frederic School Districts (terminated in 2022).
- **2015–Present:**
 - Deforest School District (all propane buses).
 - Transitioned to propane and gasoline buses, eliminating diesel purchases to reduce emissions and costs.
- **2016–Present:** Richland School District (Richland Center terminal operates all propane buses).
- **2017–Present:**
 - Bonduel School District
 - Waterloo School District (acquired through Wee Kare Transportation).
 - Seymour Community School District
 - Manawa School District
- **2018–Present:**
 - Shawano School District
 - Cadott School District
- **2019–Present:**
 - School District of Brodhead (built facility and consolidated Brodhead, Parkview, and Albany terminals; operates mostly propane buses).
 - School District of Lodi (converted terminal to all propane buses).
 - Iola-Scandinavia School District (operated with Manawa).
- **2020–Present:**
 - Chilton, New Holstein, and Kiel School Districts (acquired from the Daun Family, operated from New Holstein).
 - Unified School District of Marshfield (all propane buses).
- **2021–Present:**
 - Brillion Public Schools
 - Reedsville School District (through acquisition).
 - New Richmond School District (awarded transportation contract).
- **2022–Present:**
 - Bruce School District

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Corporate Statements

Kobussen Buses is a Wisconsin based Corporation with their home office located at.

Kobussen Buses Ltd.
PO Box 858
Kaukauna WI 54130

Phone 920-766-0606
Email joe@kobussen.com
Web site www.kobussen.com

Federal ID number 39-1047033
DOT number 275996
Dun & Bradstreet (D&B) 023279474

Principal Officers are.

Dan Kobussen	President
Joe Kobussen	Vice President
Steve Nytes	Controller
Cindy Nelson	Human Resources
Paul Breitenfeldt	Corporate Safety
Zac Hartzheim	Corporate IT

Statements

Kobussen Buses has never defaulted on a school bus contract in their 87+ years.

There are no negative financial, tax, legal or other pending issues that would impact this or any other contract maintained by Kobussen. Kobussen is a financially sound family run business that will be able to provide the district with great service for many years.

Kobussen Buses Ltd. has no lawsuits against us except due to auto accidents which are covered by our insurance company National Interstate. Kobussen carries \$5,000,000 of auto and general liability insurance with National Interstate.

Kobussen Buses Ltd. has the ability to comply with all applicable legal obligations and requirements as set forth in sections 121.51 through 121.58 of the Wisconsin Statutes, the Wisconsin Division of Motor Vehicles, The Wisconsin Department of Transportation, The Wisconsin Department of Public Instruction, the Necedah Area School District and any other applicable State and Federal laws.

Kobussen also continues to monitor and apply for state or federal grants for newer clean emission buses.

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Equal Employment Opportunity

Kobussen Buses Ltd. is an equal opportunity employer. It is the policy of Kobussen Buses Ltd. to comply with all applicable federal, state, and local employment laws by providing equal employment opportunities to all qualified persons without regard to race, color, age, religion, sex, national origin, marital status, sexual preference, disability, and creed or as otherwise provided by law. Any employee having a suggestion, concern or complaint concerning equal employment should contact their manager.

Insurance

Kobussen Buses Ltd. maintains \$5 million of insurance on all buses through National Interstate who has been rated A+ by AM Best. Through this policy members of Kobussen twice annually meet with other companies insured by National Interstate to work on safety practices. Through these meetings Kobussen has been able to reduce accident rates substantially. This also works to keep insurance premiums at a minimum.

Kobussen utilizes Argent which is a division of West Bend for Workers Compensation insurance. By using a local Wisconsin company for workers' compensation, we are able to receive additional training and claims attention.

Kobussen provides one million dollars (\$1,000,000) of sexual abuse and molestation coverage as a standard addition to our insurance.

Attached are certificates of insurance for both auto liability and Workers Compensation.

Complying with Government and/or School Mandates

If during the term of the contract there are any federal, state or local mandates: (a) requiring modification of Contractor's equipment or vehicles used to perform the contract, or, (b) which result in an increase in the business/operational cost of the Contractor during any one school contract year, then District and the Contractor will negotiate to determine which party will bear the cost of complying with such mandate(s), including the cost of implementing any mandate(s), and the Contractor's rate of payment(s) for services to District during the remainder of the contract term. If District and Contractor are unable to agree on a price adjustment to the contract due to such mandate(s), then either District or Contractor may terminate this contract with one hundred and twenty (120) days written notice to the other. In the event no agreement can be reached, District and Contractor agree to cooperate to transition transportation services back to District or put transportation services out for bid. District agrees to pay Contractor at the rates otherwise set forth herein until the transition is complete, and neither District nor Contractor will make a claim against the other for not completing the term of this contract.

The contract amounts may be adjusted by negotiation between Contractor and the School Board if mandatory employee health insurance or other benefits is mandated by the federal government or state.

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Contract Minimums

When proposing transportation services for a School District, Kobussen factored in a certain amount of overhead to pay full time staff and other overhead costs during times when there is no school. This current contract is based upon 172 days of transportation. Kobussen will invoice 85% of the base rate for a minimum of 169 days of normal daily operations. This includes years when weather comes into play.

Kobussen prides itself on being safe and efficient and in the past, we have been able to reduce routes without causing any inconvenience to parents or staff. If routes are reduced, we must be able to recoup our overhead that is part of each route's price. For every route reduced below five (5) routes for the district we will add eight percent (8%) back to all remaining routes.

Financial

Kobussen Buses Ltd. is financially stable and is capable of acquiring equipment and facilities to maintain transportation services for the school district. Financial statements will be provided upon request and or during interview process. Abbreviated balance sheet is attached.

Modification

No waiver, alteration or modification of any of the provisions of this contract shall be binding upon any party unless in writing and signed by the authorized representative of the party against whom such waiver, alteration or modification is sought to be enforced. Each such amendment, waiver or discharge will be effective only in the specific instance and for the specific purpose for which given.

Patient Protection and Affordable Care Act (PPACA).

In 2010 federal legislation created the PPACA. To date the PPACA has had minimal impact on Kobussen Buses Ltd. We provide insurance to all full-time (30+ hours per week) personnel. Most school bus drivers are part time and do not reach 30 hours per week on average annually. Kobussen does, however, work with those people who need insurance to get the required 30 hours when possible. We also monitor this for changes and reserve the right to negotiate with the district if things change.

Associations

Kobussen Buses Ltd. continues to be involved with both state and national associations to keep abreast of all changes going on in the school bus, motor coach and transit transportation industries. Please see list of associations below:

- Wisconsin School Bus Association
- Wisconsin Motor Coach Association
- Wisconsin Association of Business Officials
- National School Transportation Association
- United Motor Coach Association
- Multiple Chambers of Commerce across Wisconsin



KOBUSSEN BUSES LTD.
Summary Balance Sheet
December 31, 2023

	December 31, 2023	December 31, 2022
Current Assets		
Cash and cash equivalents	\$ (24,844)	\$ (20,034)
Accounts Receivable-net	2,895,561	3,536,116
Other receivables	539,746	281,497
	<u>3,410,464</u>	<u>3,797,579</u>
Property and Equipment		
Revenue-generating vehicles	61,851,176	61,063,583
Other vehicles	2,123,873	2,106,547
Equipment and Leasehold Improvements	<u>4,471,339</u>	<u>4,118,006</u>
	68,446,388	67,288,136
Less: Accumulated depreciation	<u>40,055,653</u>	<u>39,255,963</u>
Net Property and Equipment	<u>28,390,736</u>	<u>28,032,173</u>
Other Assets		
Goodwill and Intangibles	<u>281,790</u>	<u>398,103</u>
TOTAL ASSETS	<u>\$ 32,082,990</u>	<u>\$ 32,227,856</u>
Current Liabilities		
Line of Credit	\$ 1,366,044	\$ 49,850
Current Portion of LTD	5,233,349	6,466,818
Accounts payable	291,964	312,381
Accrued liabilities and other	<u>1,688,600</u>	<u>1,678,270</u>
	8,579,957	8,507,319
Long term Liabilities		
Long term debt	<u>14,657,168</u>	<u>15,152,717</u>
Total Liabilities	<u>23,237,125</u>	<u>23,660,036</u>
Equity		
Common stock	32,000	32,000
Retained earnings	<u>8,813,865</u>	<u>8,535,820</u>
	8,845,865	8,567,820
Total Liabilities and Equity	<u>\$ 32,082,990</u>	<u>\$ 32,227,856</u>

KOBUSSEN BUSES LTD.
INCOME STATEMENT
December 31, 2023

	Year-to-Date				Increase (Decrease)	Inc (Dec) Pctg
	December 31, 2023	Pctg	December 31, 2022	Pctg		
INCOME						
School Bus	40,151,349	89.6	38,262,889	88.5	1,888,460	4.9%
Coach	4,184,108	9.3	4,312,692	10.0	(128,585)	-3.0%
Transit	449,407	1.0	601,005	1.4	(151,598)	-25.2%
Miscellaneous Income (Expense)	3,108	0.0	57,334	0.1	(54,226)	0.0%
Total Income	44,787,971	100.0	43,233,921	100.0	1,554,051	3.6%
OPERATING EXPENSES						
Operating Income	43,239,864	96.5	41,748,135	96.6	1,491,729	3.6%
	1,548,107	3.5	1,485,786	3.4	62,321	-4.2%
OTHER INCOME (EXPENSE)						
Interest expense	(1,270,062)	(2.8)	(1,157,425)	(2.7)	(112,637)	9.7%
Gain (loss) on disposal of assets	-	-	-	-	-	0.0%
Other (expense) income	(0)	(0.0)	0	0.0	(0)	0.0%
Net Other Expense	(1,270,062)	(2.8)	(1,157,425)	(2.6)	(112,637)	9.7%
NET INCOME (LOSS)	278,045	0.6	328,361	0.8	(50,316)	15.3%
Addback:						
Interest	1,270,062	2.8	1,157,425	2.7	112,637	9.7%
Depreciation	3,946,106	8.8	3,896,589	9.0	49,517	1.3%
Amortization	83,456	0.2	83,456	0.2	-	0.0%
Subtotal	5,299,624	11.8	5,137,470	11.9	162,154	3.2%
EBITDA	5,577,669	12.5	5,465,831	12.6	111,838	-2.0%

KOBUSSEN BUSES LTD.
Summary Statement of Cash Flows
December 31, 2023

CASH FLOWS FROM OPERATING ACTIVITIES

Net income (loss)	December 31, 2023	December 31, 2022
Adjustments to reconcile net income (loss) to net cash flows from operating activities:		
Depreciation and amortization	\$ 278,045	\$ 328,361
(Gain)/Loss on disposal of property and equipment	4,029,562	3,980,045
Changes in certain assets and liabilities:	(98,723)	(1,712)
Accounts receivable and other assets	382,306	(435,919)
Accounts Payable	(20,417)	(137,695)
Accrued liabilities and other	38,187	218,635
Net Cash Flows from Operating Activities	4,608,960	3,951,714

CASH FLOWS FROM INVESTING ACTIVITIES

Capital expenditures	(407,640)	(739,111)
Proceeds from sale of assets	166,553	175,563
Net Cash Flows from Investing Activities	(241,087)	(563,549)

CASH FLOWS FROM FINANCING ACTIVITIES

Net advances (repayments) on line of credit	1,316,194	49,850
Net Proceeds from loans		54,688
Principal payments on long-term debt	(5,688,877)	(5,683,638)
Net Cash Flows from Financing Activities	(4,372,683)	(5,579,100)
Net change in cash and cash equivalents	(4,810)	(2,190,934)

CASH AND CASH EQUIVALENTS - Beginning of period

2,170,901

CASH AND CASH EQUIVALENTS - End of period

\$ (24,844) \$ (20,034)

Supplemental cash flow disclosures

Cash paid for interest	\$ 1,272,209	\$ 1,158,932
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Noncash investing and financing activities

Debt incurred for purchase of equipment	3,964,859	3,623,812
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First Business Bank

3913 W. Prospect Avenue
Appleton, WI 54914

920-734-1800 | NASDAQ: FBIZ

August 13, 2025

Necedah Area School District
1801 S. Main Street
Necedah, WI 54646

RE: Kobussen Buses, Ltd.

To Whom it May Concern,

I am writing on behalf of our valued client, Kobussen Buses, Ltd. in support of their proposal to provide transportation services to your school district. Please be advised that Kobussen Buses, Ltd. has more than ample financial capacity to meet the financial obligations associated with servicing your district's busing needs.

Feel free to contact me should you have any questions.

Sincerely,

A handwritten signature in black ink, appearing to read 'Steve Marshall', with a stylized, cursive script.

Steve Marshall
Vice President Commercial Banking
First Business Bank
smarshall@firstbusiness.bank
(920) 857-0285

Kobussen Buses Ltd.

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District	Contact	Address	Phone	Experience
Kaukauna Area School District School Bus Transportation	Bob Schaefer schaefer@kaukauna.k12.wi.us	1701 County Road CE Kaukauna WI 54130	920 766-6100	86
Neenah Joint School District School Bus Transportation	Jonathan Joch jjoch@neenah.k12.wi.us	410 S Commercial St Neenah WI 54956-2593	920 751-6800	56
Oshkosh Area School District School Bus Transportation	Drew Niehans drew.niehans@oshkosh.k12.wi.us	215 S Eagle St Oshkosh WI 54903-3048	920 424-0122	24
Oconto Unified School District School Bus Transportation	Emily Miller emily.miller@oconto.k12.wi.us	400 MICHIGAN AVE OCONTO WI 54153-1799	920 834-7800	20
Sun Prairie Area School District School Bus Transportation	Rhonda Page rspage@spasd.k12.wi.us	501 S Bird St Sun Prairie WI 53590	608 834-6512	18
University of Wisconsin Green Bay School Bus Transportation	Tory Ortscheid ortschet@uwgb.edu	2420 Nicolet Dr Green Bay WI 54311-7001	920 465-2522	22
Parkview Area School District School Bus Transportation	Steve Lutzke slutzke@email.parkview.k12.wi.us	106 W Church St. PO Box 250 Orfordville WI 53576-0250	608 879-2717	16
UW Eau Claire Motor Coach Transportation	Todd Pooler tpooler@uwsa.edu	105 Garfield Avenue Eau Claire, WI 54701	715 836-4643	14
Albany School District School Bus Transportation	Kurt Soderberg Kurt.soderberg@albany.k12.us	400 5th street Albany, WI 53502	608 862-3225	12
Bloomer School District School Bus Transportation	Brian Misfeldt brian.misfeldt@bloomer.k12.wi.us	1310 17th Avenue Bloomer, WI 54724	715 568-2800	14
Turtle Lake School District School Bus Transportation	Kent Kindschy kkindschy@turtlelake.k12.wi.us	205 Oak St Turtle Lake, WI 54889	715 986-4470	12
Sturgeon Bay School District School Bus Transportation	Daniel Tjernagel dtjernagel@sturbay.k12.wi.us	1230 Michigan St. Sturgeon Bay WI 54235-1498	920 746-2801	11
Adams Friendship School District School Bus Transportation	Thomas Wermuth Wermuth_t@afasd.net	201 W. Sixth St Freindship Wi. 53934	608 214-0122	11
Little Chute School District School Bus Transportation	Karen Moore kmoore@littlechute.k12.wi.us	325 Meulemans Street, Suite A Little Chute, WI 54140	920 788-7605	24
Peshtigo School District School Bus Transportation	Patrick Rau raup@peshtigo.k12.wi.us	341 N Emery Ave. Peshtigo WI 54157	715 582-3677	13
Lodi School District School Bus Transportation	Brent Richtner richtbr@lodischoolswi.org	115 School Street Lodi WI 53555	608 592-3851	10
Clayton School District School Bus Transportation	Ed Cherney cerneye@claytonsd.k12.wi.us	236 Polk Ave. W. Clayton, WI 54004	715 948-2163	10
Brodhead School District School Bus Transportation	Dave Novy dnovy@brodhead.k12.wi.us	2501 West 5th Avenue Brodhead WI 53520	608 897-2141	10
DeForest School District School Bus Transportation	Kathleen Davis-Phillips kdavis@deforestschoools.org	520 East Holum St DeForest WI 53532	608 842-6504	9

Richland School District School Bus Transportation	Steve Board boas@richland.k12.wi.us	1996 Hwy 14 Richland Center WI. 53581	608 647-6106	8
Bonduel School District School Bus Transportation	Joe Dawidziak dawidjoe@bonduel.k12.wi.us	400 West Green Bay St Bonduel WI 54107-0307	715 758-4861	7
Waterloo School District School Bus Transportation	Brian Henning henningb@waterloo.k12.wi.us	813 N Monroe Street Waterloo WI 53594	920 478-3633	7
Seymour Community School District School Bus Transportation	Peter Kempen pkempen@seymour.k12.wi.us	10 Circle Drive Seymour WI 54165	920 833-2304	7
Manawa School District School Bus Transportation	Carmen O'Brien cobrien@manawaschools.org	800 Beech Street Manawa WI 54949	920 596-2525	7
Shawano School District School Bus Transportation	Kurt Krizan kkrizan@shawanoschools.org	218 County Road B, Shawano, WI 54166	715 526-3194	6
School District of Cadott Community School Bus Transportation	Jenny Stark starckj@cadott.k12.wi.us	426 Myrtle Street Cadott WI 54727	715 289-3795	6
Unified School District of Marshfield School Bus Transportation	Patrcik Saucerman saucerman@marshfieldschools.org	1010 East Fourth Street Marshfield WI 54449	715 387-1101	5
Chilton Public School District School Bus Transportation	Susan Kaphingst kaphingsts@chilton.k12.wi.us	530 W Main St Chilton WI 53014	920 849-8109	5
Kiel Area School District School Bus Transportation	Dr. Brad Ebert bebert@kiel.k12.wi.us	416 Paine Street PO Box 201 Kiel WI 53042	920 894-2266	5
Brillion School District School Bus Transportation	Corey Baumgartner cbaumgartner@brillionsd.org	315 S Main St Brillion, WI 54110	920 756-2368	4
Reedsville School District School Bus Transportation	Michael Nate mnate@reedsville.k12.wi.us	340 Manitowoc St. Reedsville, WI 54230	920 754-4341	4
School district of New Richmond School Bus Transportation	Kristoffer Brown kbrown@newrichmond.k12.wi.us	837 East 11th Street New Richmond, WI 54017	715 243-7413	4
Bruce School District School bus transportation	Pat Sturzl psturzl@bruce.k12.wi.us	104 W Washington Ave Bruce WI 54819	715 868-2533	3



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

12/30/2024

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER	CONTACT NAME: Ruthann Page	
PA Post / Hilb Group of New Jersey	PHONE (A/C, No, Ext): (201) 252-3010	FAX (A/C, No): (201) 252-3011
300 Tice Boulevard	E-MAIL ADDRESS: rpage@hilbgroup.com	
Suite 300	INSURER(S) AFFORDING COVERAGE	NAIC #
Woodcliff Lake NJ 07677	INSURER A: National Interstate Insurance Company	32620
INSURED	INSURER B:	
Kobussen Buses, Ltd.	INSURER C:	
PO Box 858	INSURER D:	
	INSURER E:	
Kaukauna WI 54130	INSURER F:	

COVERAGES

CERTIFICATE NUMBER: Master 25-26

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC <input type="checkbox"/> OTHER:			PSN0000350-15	01/01/2025	01/01/2026	EACH OCCURRENCE \$ 5,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 100,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 5,000,000 GENERAL AGGREGATE \$ 5,000,000 PRODUCTS - COMP/OP AGG \$ 5,000,000 Abuse & Molestation \$ 1,000,000
A	<input checked="" type="checkbox"/> AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY			PSN0000350-15	01/01/2025	01/01/2026	COMBINED SINGLE LIMIT (Ea accident) \$ 5,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
	<input type="checkbox"/> UMBRELLA LIAB <input type="checkbox"/> EXCESS LIAB DED <input type="checkbox"/> RETENTION \$						EACH OCCURRENCE \$ AGGREGATE \$ \$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N <input type="checkbox"/>	N/A				PER STATUTE <input type="checkbox"/> OTH-ER <input type="checkbox"/> E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

Proof of Insurance

CERTIFICATE HOLDER

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

Kobussen Buses, Ltd
PO Box 858

Kaukauna

WI 54130

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CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

1/6/2025

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

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PRODUCER Acrisure LLC P.O. Box 510187 New Berlin WI 53151	CONTACT NAME: Nicole Hinkley	FAX (A/C, No): 262-782-4198	
	PHONE (A/C, No, Ext): 262-782-3940	E-MAIL ADDRESS: certs@hni.com	
INSURED Kobussen Buses Ltd. PO Box 858 Kaukauna WI 54130	INSURER(S) AFFORDING COVERAGE		NAIC #
	INSURER A: West Bend Insurance Company		15350
	INSURER B:		
	INSURER C:		
	INSURER D:		
	INSURER E:		
INSURER F:			

COVERAGES**CERTIFICATE NUMBER:** 2103588526**REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL SUBR INSD WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
	COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC <input type="checkbox"/> OTHER:					EACH OCCURRENCE	\$
						DAMAGE TO RENTED PREMISES (Ea occurrence)	\$
						MED EXP (Any one person)	\$
						PERSONAL & ADV INJURY	\$
						GENERAL AGGREGATE	\$
						PRODUCTS - COMP/OP AGG	\$
							\$
	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> NON-OWNED AUTOS ONLY					COMBINED SINGLE LIMIT (Ea accident)	\$
						BODILY INJURY (Per person)	\$
						BODILY INJURY (Per accident)	\$
						PROPERTY DAMAGE (Per accident)	\$
							\$
	UMBRELLA LIAB <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> DED <input type="checkbox"/> RETENTION \$	<input type="checkbox"/> OCCUR <input type="checkbox"/> CLAIMS-MADE				EACH OCCURRENCE	\$
						AGGREGATE	\$
							\$
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	<input type="checkbox"/> Y <input type="checkbox"/> N <input type="checkbox"/> N/A	A462930-07	1/1/2025	1/1/2026	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTHER	
						E.L. EACH ACCIDENT	\$ 100,000
						E.L. DISEASE - EA EMPLOYEE	\$ 100,000
						E.L. DISEASE - POLICY LIMIT	\$ 500,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

This certificate supersedes any previously issued certificates.
This certificate supersedes any previously issued certificates.

CERTIFICATE HOLDER**CANCELLATION**

* Proof of coverage *

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

Nicole Citraro

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Kobussen Buses Ltd.

Family Pride in Every Ride

Our Management Team

We are proud to introduce our esteemed management team at Kobussen Buses Ltd. With a wealth of experience and a shared commitment to excellence, each member of our team plays a vital role in ensuring the highest standards of safety, reliability, and service. Their leadership and dedication are the driving forces behind our success and our ability to provide exceptional transportation solutions to the communities we serve.

Kobussen Buses Ltd. is a 3rd generation family business with brothers Dan and Joe Kobussen, aunt Ann Kobussen and cousins Scott Kobussen and Melissa Miller in various operating positions.

President

Dan began his career in the pupil transportation industry cleaning buses. Dan received his undergraduate degree from UW-Oshkosh and an MBA from UW- Milwaukee.

Dan has served on the Wisconsin School Bus Association (WSBA) board of directors, including president 2009-2011. Dan served as President of the National School Transportation Association (NSTA) from 2023-2025. Dan has served on the National School Transportation Specifications and Procedures steering committee since 2010.

Vice President

As VP, Joe Kobussen will be responsible for all aspects of the School District of Turtle Lake transportation contract.

Joe began his career with Kobussen in 1983, as a mechanic. He soon took over all maintenance for the company before moving into sales and dispatch while going to school for accounting. In 1998 Joe was elected president when his father retired.

Joe serves or has served on the board of directors for many different organizations.

Trailways Transportation System
Wisconsin Motor Coach Association
Heart of the Valley Chamber of Commerce
Wisconsin Family Business Forum

Below are other staff members that will be involved with the Necedah Area School District transportation system.

Regional Manager

Regional manager of Kobussen Buses Ltd. Northwest region is currently Joe Kobussen.

Corporate Safety Director

With over 23 years of experience in serving businesses and the community as a Firefighter and Emergency Medical Technician, Paul Breitenfeldt strives for safety. With a background in law

Kobussen Buses Ltd.

Family Pride in Every Ride

enforcement, hazardous materials mitigation, OSHA, and State of Wisconsin Department of Safety and Professional Services, he has been making a career out of safe procedures and implementing strategies to mitigate major losses in the private and public sectors.

From his farming roots and a never quit attitude he has taken great pride in exploring safety solutions from government installations to various technical colleges in the state of Wisconsin.

Paul brings a new factor to Kobussen by teaching in-house CPR/First Aid along with fire extinguisher training and consulting. With Paul's history and abilities, a safety focused future for Kobussen looks bright.

Chief Financial Officer

Steve Nytes has been with the company since 2010. Steve is a certified CPA and is responsible for all invoicing and accounting functions.

Kobussen will also provide locally at the Necedah terminal the following positions:

Terminal manager, job description attached.

Safety director, job description attached.

Two dispatchers, one AM one PM

Maintenance staff.

Cleaning staff.

We at Kobussen believe strongly in investing in people. Every year we provide a leadership training exercise which helps our management team learn better ways to lead people and become better communicators. This in turn helps maintain a competent staff of drivers and other staff to provide excellent service to the districts that we serve. Kobussen also maintains an education program that encourages people to further their education in their field and or grow within the company.

Kobussen Buses Ltd currently operates 850+ school transportation vehicles, 18 over the road motor coaches and 20 Transit/shuttle vehicles with over 1000 employees. We also have management services for school districts that prefer to maintain their own buses and or drivers.



Kobussen safety summit August 2025

Terminal Manager – Role Overview

The Terminal Manager provides direct oversight of all transportation operations at an assigned terminal. This position ensures safe, reliable, and efficient service across school bus, motorcoach, and transit operations. The Terminal Manager leads staffing, customer service, compliance, and fleet maintenance activities while supporting strong partnerships with school districts and community stakeholders.

Key Responsibilities

Operational Leadership

- Direct daily terminal operations, including driver supervision, dispatch, routing support, and fleet readiness.
- Maintain accurate operational, safety, and maintenance records.
- Ensure all services meet contract requirements, safety standards, and performance expectations.

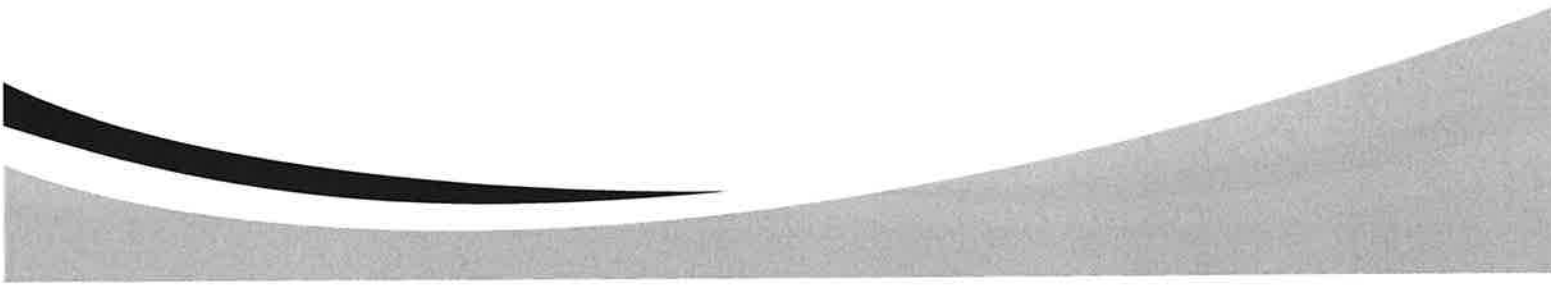
Customer & District Relations

- Serve as the primary point of contact for district administrators and community partners.
- Maintain strong, responsive relationships through consistent communication, problem-solving, and service follow-through.

Staffing & Workforce Management

- Recruit, train, schedule, and supervise terminal staff and drivers.
- Promote a positive workplace culture that reflects our commitment to **Family Pride in Every Ride**.
- Support ongoing professional development and compliance with state and federal training requirements.

Compliance & Safety Oversight

- Ensure full adherence to state, federal, and district regulations, including all transportation, safety, and reporting requirements.
 - Support companywide driver training initiatives and ongoing safety programs.
- 



Kobussen Buses Ltd.

Family Pride in Every Ride

Financial & Administrative Management

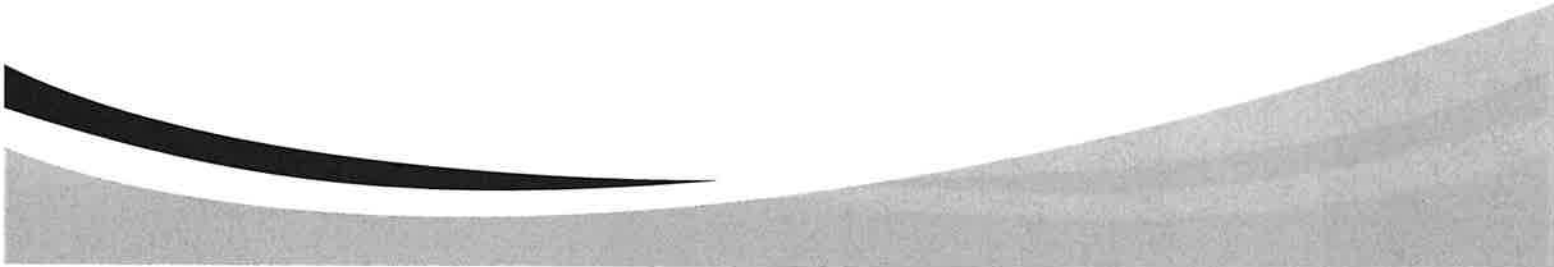
- Partner with accounting to ensure timely and accurate payroll and billing.
 - Monitor terminal financial performance and contribute to efficiency improvements.
 - Support company growth through high-quality service delivery, customer retention, and community engagement.
-

Qualifications

- College or business degree preferred.
 - 1–2 years of leadership or supervisory experience; school transportation experience preferred.
 - Strong communication, organization, and decision-making skills.
 - Ability to understand and apply transportation laws, regulations, and district policies.
 - Proficiency in Microsoft Office applications.
 - Ability to obtain and maintain a CDL with S & P endorsements.
-

Role Expectations

The Terminal Manager maintains availability during core operating hours and ensures the terminal is properly staffed and responsive to district needs. Responsibilities may vary based on contract requirements and the needs of the community served.





Kobussen Buses Ltd.

Family Pride in Every Ride

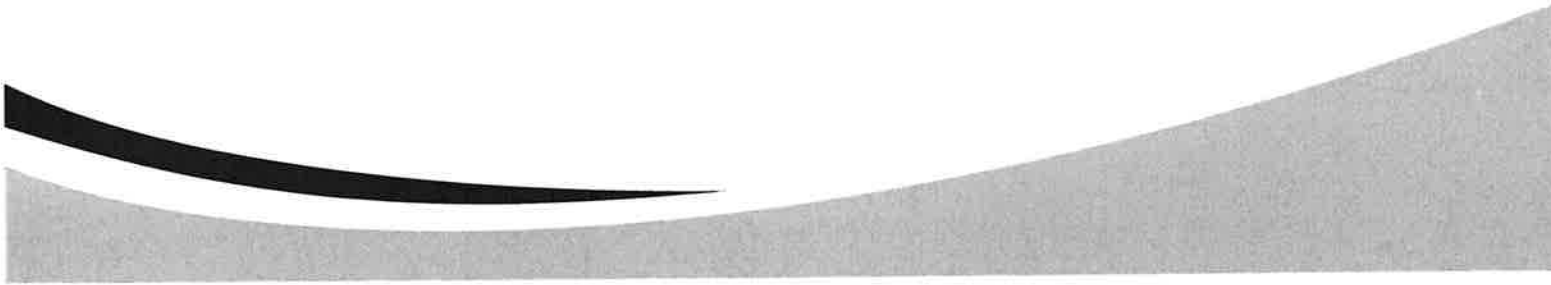
Safety Manager – Position Overview

The Terminal Safety Manager is responsible for the overall safety, compliance, and risk management of all transportation operations at the assigned terminal. This role ensures that school bus, motorcoach, and transit services are delivered safely, reliably, and in full compliance with federal, state, and district regulations. The Safety Manager leads driver onboarding, training, and ongoing performance monitoring, maintaining accurate safety and regulatory records while fostering a culture of accountability and professionalism.

Working closely with the Terminal Manager, drivers, and staff, the Safety Manager develops and implements safety programs, conducts monthly safety meetings, investigates incidents, and ensures timely reporting to school districts and insurance partners. This position serves as the primary point of contact for safety concerns, collaborating with school administrators, parents, and the community to address issues and maintain positive relationships.

The Safety Manager is responsible for ensuring that all drivers understand and adhere to company policies, safety standards, and operational procedures. This includes managing compliance with DOT requirements, conducting background and motor vehicle checks, and coordinating training and testing for new hires. The role requires proactive oversight to prevent incidents, identify operational risks, and support continuous improvement across the terminal.

Additionally, the Safety Manager plays a key role in reinforcing the company's culture of **Family Pride in Every Ride**, promoting professional conduct and positive communication among staff, customers, and the community. The position requires a collaborative approach, strong problem-solving skills, and the ability to lead by example in all aspects of safety and service excellence.



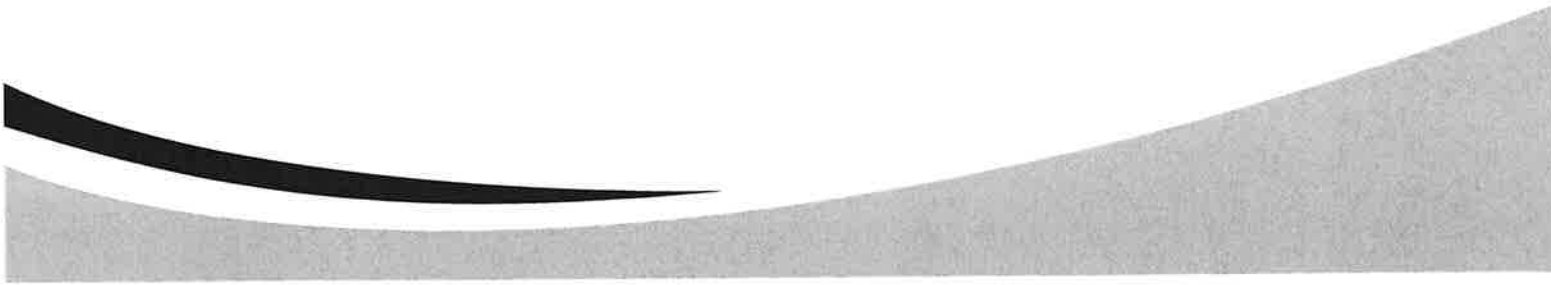
School Bus Dispatcher/Sales – Position Overview

The School Bus Dispatcher/Sales professional coordinates and manages the daily scheduling and dispatch of school bus, motorcoach, and transit operations at the assigned terminal. This role ensures that all drivers are properly assigned, informed, and equipped to deliver safe, reliable, and timely service. The Dispatcher serves as the central communication hub for drivers, terminal staff, and school district partners, ensuring smooth operations and high levels of customer satisfaction.

In addition to dispatch responsibilities, this position supports the proactive booking of charter services, working closely with sales teams to maximize service opportunities and revenue. The Dispatcher also collaborates with the Safety Manager to recruit and retain safe, qualified drivers and assists with investigations of incidents and unsafe situations.

The Dispatcher maintains accurate operational records, including driver assignments, vehicle use, payroll, and bonus tracking, while ensuring all staff comply with company policies, DOT regulations, and district requirements. This role requires strong communication and organizational skills, the ability to respond quickly to operational challenges, and a commitment to maintaining positive relationships with school districts, parents, and the public.

By coordinating routes, assignments, and communications efficiently, the Dispatcher helps ensure that every trip reflects the company's commitment to **Family Pride in Every Ride**, providing safe, dependable, and professional transportation for students and passengers.



Kobussen Buses Ltd.

Kobussen Buses Ltd. Hiring Procedures

Recruiting Process

Kobussen Buses Ltd. utilizes various means to actively recruit drivers and aides for our company. A brief outline is listed for your reference:

- Television – Cable TV and local TV programs when appropriate and beneficial.
- Local newspaper print ad
- Local radio stations
- Local Department of Labor offices allow us to do on site recruitment. They can assist with mailings to individuals on unemployment that may match our job postings, as well as our own advertising to direct applicants to the site for immediate interviews
- Various online/social media channels
- Job fairs within the community include local organizations, college career fairs, etc.
- Outreach to military and veterans' organizations to recruit not only for drivers and aides, but management and supervisory positions within our organization as well
- Incentive program for our employees who refer a friend or family member that becomes a driver within our organization
- Signage on depot building and/or school buses strategically placed around the community

Retention Program: Family Pride In Every Ride.

What makes Kobussen Buses Ltd. different is the way the company treats everyone as family. Kobussen has been family-owned and operated for over 80 years. It is this pride of ownership and local management that makes the company different from other large ground transportation companies, aiding in the retention of our employees. We also believe in investing in people. Kobussen has many training programs throughout the year as well as a very comprehensive education plan to help all grow in their careers with Kobussen.

The company mission is to ensure all employees have the tools and resources to develop and grow within the company, both personally and professionally. This means that everyone from bus washers and operators to management and up to ownership have a stake in how well the company operates. We feel it is crucial to empower employees to help us find a way to deliver the best and safest service to school systems that contract with Kobussen Buses Ltd. We believe in our company slogan of Family Pride In Every Ride with PRIDE as an acronym for Personal Responsibility In Delivering Excellence.

Purpose

Kobussen Buses Ltd. maintains a workforce of employees for our operations. School Bus Operations comprise the majority of operations and run Monday-Friday from approximately 6:40am – 9:30am and Monday-Friday approximately 1:40pm – 4:30pm. This is a “split-shift” position, which varies by route, so it is recommended that applicant live in the surrounding area. Drivers must be properly licensed and qualified. The following procedure has been implemented to ensure that new drivers either have met, or after training will meet the requirements from various agencies.

Kobussen Buses Ltd.

Qualified Applicants

Applicants must meet requirements as set forth in their respective Job Description. These requirements are put out by various regulatory agencies. Regulations and requirements of these agencies are subject to change.

Application and Interview Process

Applicants should complete the Application for Employment. Applicants will be interviewed by a company supervisor in order to assess their aptitude for the position. This assessment will include their interest in working with people, their commitment to safety, and their ability to perform the necessary job-related skills effectively. Applicants are expected to provide, in application and when interviewed, true and accurate information. An applicant that conceals information, falsifies an application or the related paperwork, or provides false information during the interview process will be disqualified.

Applicants who are not properly licensed will be forwarded to the Training Supervisor.

Driver Training

Kobussen Buses Ltd. will provide paid training to the candidate(s) to assist the candidate in obtaining the proper CDL permit and endorsements. This typically includes General Knowledge, Passenger, and Airbrakes tests to obtain a Class B, C permits. Applicants will also need to obtain two endorsements on their CDL, P and S. The P endorsement is for passenger vehicles, and the S is specifically for School Buses. The material necessary to pass the DMV written exams is in the Wisconsin CDL Driver's Handbook, available online at the DMV. Practice exams are available for those seeking their permit. Once the applicant has the proper CDL permit with endorsements, they should be scheduled for training with the training supervisor. A road test appointment for the applicant will be scheduled with a State of Wisconsin certified 3rd. Party Examiner at a mutually agreeable time.

Federal Requirements for All Employees

All employees must, upon hire, verify that they are eligible to work in the United States. They must complete an I-9 Employment Eligibility Verification and submit photocopies of their Driver's License and Social Security Card.

Federal Requirements for Bus Drivers

In compliance with Section 391.23 of the Federal Motor Carrier Safety Regulations, Kobussen Buses Ltd. will investigate the driver's employment record for the past 3 years. All employees must provide permission for Kobussen Buses Ltd. to inquire as to their performance with previous employers. The completed Request for Information – From Previous Employer and Safety Performance History Records Request will be sent to their previous employers. New Employees will be provided with a copy of the Kobussen Buses Ltd. Policy on Alcohol & Drug Testing procedures and will be expected to sign an Employee Receipt of Drug and Alcohol Policy Acknowledgment Form on this matter. Drivers will complete pre-employment drug and alcohol testing at a contracted medical service provider. The results are provided back to Kobussen Buses Ltd. and once cleared, are filed in the driver's file.

Kobussen Buses Ltd.

Other Requirements

The driver must submit a copy of their Social Security card and complete a W-4 Employee's Withholding Allowance Certificate. Additional requirements may be required for drivers driving under the provisions of the Interstate Commerce Commission. New employees should be advised of the general benefits and expectations of employment at Kobussen Buses Ltd. New employees will be provided with a copy of the Kobussen Buses Ltd.'s Policy and Procedures Handbook and will be expected to sign an Employee Receipt of Policies and Procedures Policy Acknowledgment Form on this matter.

Local Requirements

Kobussen Buses Ltd. follows all state and local requirements, including the following. Local State DMV Requirements for Bus Drivers - Applicants who are properly licensed will be forwarded to the Safety Department for processing and qualification procedures. All employees who will be serving as drivers must be able to comply with all sections of Traffic Law, as well as the DMV Commissioner's Regulations. Applicants must be at least 21 years old. (Drivers of school buses subject to DOE requirements must be at least 21 years old.) Drivers must pass initial drug and alcohol screening requirements and United States Department of Transportation-directed random testing, as specified by the Federal Motor Carrier Safety Administration. Kobussen will obtain a copy of the driver's MVR, as well as a third-party national background search. Drivers who wish to work at Kobussen must sign a Background Release Form, allowing us to obtain drivers abstract. In addition, Kobussen will obtain a driving record from the appropriate agency of every state in which a driver has resided or worked and/or held a driver's license or learner's permit during the preceding three years. The driver will be interviewed using standard interview questions focusing on previous experience with children, defensive driving tactics, the ability to work under stress, previous driving experience, and evaluation of personal character. The driver will be sent for a physical and eye examination at the contracted medical service provider, and be provided with an Examination to Determine Physical Condition of Driver form. The form will be filed in the employee file upon return to the company, as well as submitted to the appropriate agencies. A Department of Transportation Physical Exam may be done.

Drivers who return after a heart attack or other serious illness will need to provide a certificate of health and permission to return to work from a licensed physician, which will be placed in the driver file, before resuming his/her duties. For drivers who have previously driven commercially for another carrier or district, an Employee Driving History form will be completed and sent to the previous employer. For drivers who are being reinstated after a temporary leave, or being reinstated by the company, an Add Form must be completed. Any annual or biennial procedures which were required to be performed during the driver's leave must be completed within 30 days of the reinstatement. An exception may be made for any Medical Exam that is due, which must be completed before the driver is permitted to resume his/her duties.

Taxes and Payroll Deductions

Kobussen Buses Ltd. accepts liability for payment of all applicable payroll taxes or deductions required by local and federal law, including social security, Medicare, and unemployment.

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Kobussen Buses Ltd. will carry Worker's Compensation Insurance to the full amount as required by state statutes.

Proposer's Driver Safety Programs

Kobussen Buses Ltd. will provide drivers, monitors, and other employees with regular training, including an annual orientation and regular meetings throughout the academic year. These safety programs will meet all state and local requirements. Topics covered may include, but are not limited to, safe driving practices, safe loading/unloading procedures, student interaction, safe equipment usage, emergency response, and more. Kobussen Buses Ltd. also utilizes different driver recognition programs to reward safety and efficiency within the team. In addition to this training, Kobussen Buses Ltd. will complete evacuation drills in accordance with any federal, state, or local requirements. Kobussen Buses Ltd. is committed to safe and prepared drivers.

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DRIVERS WANTED!
920-424-7575



The Hiring Guidelines for Kobussen Buses Ltd.

Proper selection and training of new employees is a key element in any safety program. It is especially important when selecting new drivers. The following procedure will be used for selecting new drivers.

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Applications for employment

Driver positions will be advertised and posted describing essential job functions, physical requirements, minimum qualification etc. The applications for employment should be kept at the front desk at all the terminals. All applicants should be instructed that the application must be filled out completely. The application is then given to the Safety Director for review. The Safety Director will check all applications to see if this person meets the qualifications for employment.

Driver qualifications

- Kobussen company policy
- US Citizen or permanent Visa
- Must be at least 21 years of age for school bus and transit bus.
- Must have a vehicle driver license for at least 3 years
- Must have or obtain proper endorsements to operate company vehicles
- Must have an acceptable Motor Vehicle Report (MVR)
- Safety Director will check the following computer records
- Sexual Predator
- Criminal History
- Wisconsin Court Records
- Applicant Disqualified; more than 1 moving violation in less than 3 years
- More than 1 preventable accident in less than 3 years no more than one DUI/DWI in last 10 years
- Follow disqualification guidelines in Appendix B and refer to School Bus Disqualifications.

Qualified people will be given an interview.

Preparing for the Interview

Conduct an initial interview by phone. A few straight-forward questions can eliminate those less qualified early in the selection process.

- Prepare questions to ask each candidate. See appendix A.
- Prepare to provide information about Kobussen Buses, history mission etc.
- Set aside a quiet place to talk.
- Set aside enough time so that you won't be rushed.
- Tell candidate how to get to the interview destination, where to park & who to ask for and how long you expect the interview will take.
- Referring to the standardized questions in appendix A. Listen to the full answer before preparing the next question, take notes and demonstrate a position regard to the applicant. Ask for more, more, more.
- You should end the interview by asking the candidate if there is anything else that they would like to tell you about their qualifications.

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- Ask the candidate if they have any questions. Let the candidate know when to expect further contact from you.
- Walk the candidate to the door and thank the candidate for their time.

Post offer/Pre-employment

When a person is selected for employment the safety director will give this person the DOT books. A training film on the requirements of a CDL instruction permit will be shown to the new potential driver. The safety director will conduct background checks with previous employers for the past 3 years and 7 years for previously held DOT regulated driving positions, as it relates to alcohol and drug testing. A time and date will be set up with occupational health for a CDL physical and pre-employment drug test. If candidate does not pass physical or drug screen do not employ. When a person receives their instruction CDL permit the safety director will set up drivers training with a Kobussen CDL Instructor.

Prepare driver qualification file for CDL driver containing:

- Application
- Complete motor vehicle driver's certification of violations form (if not part of application)
- Evidence of employment reference checks
- Evidence of negative drug test checks
- Copy of MVR reviewed for hire
- Copy of medical qualification card of physical exam
- Copy of CDL (if applicable)
- Copy of road test results

Review all applicable employment, job specific, and safety policies and procedures with employee. Obtain evidence of review and understanding of policies and procedures from employee

Provide initial minimum training as follows.

- Pre-Trip/Post-Trip inspection procedure
- Basic defensive driving
- Trip planning and preparation
- Emergency and accident procedures
- Compliance with regulation
- Comprehensive knowledge of equipment
- Alcohol and controlled substance effects and consequences
- Specific equipment use training
- Passenger assistance (including special needs passengers)
- Customer relations
- Baggage handling



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- Employee health and safety (personal wellness and fatigue management, PPE hazard communications, etc.)

When training is completed, a date will be set for a road test with a third-party tester. After receiving a CDL the new employee will be trained on school routes and charters by Kobussen management. The safety director will let dispatch know when the new driver is ready to drive a bus on their own.

The best indicator of future behavior is the past behavior.

Under both Federal and State Law we cannot discriminate on conviction record. We can only use convictions that pertain to the job. Look at the arrest and the circumstances of the violation. When in doubt if the conviction record pertains discuss with Corporate HR/Safety Director.

Jim Kobussen stated, *"I would rather have the bus parked in the yard because I do not have a driver than to have the bus going down the road with the wrong driver."*

Driver Retention

Kobussen is a family-owned company that maintains a family atmosphere regardless of its size. To that end Kobussen puts a premium on providing an atmosphere where people want to work. Kobussen provides programs for safety, growth and rewards to retain its drivers and attract new employees.

When Kobussen is awarded a contract, the company has been able to retain over 95% of the current staff. Kobussen works with these employees to help them understand the value of being a Kobussen employee and to take Pride in Every Ride. Overall companywide our turnover rate is 18%.

Kobussen retains drivers through its culture. The Kobussen Pride in Every Ride philosophy promotes a family atmosphere that gives drivers a sense of belonging and being appreciated for what they do. One example of this is: The governor of Wisconsin recognizes the third week of February each year as School Bus Driver Appreciation Week. Kobussen uses this time to celebrate our drivers. We work with communities, schools and vendors to provide food and prizes for the whole week.

Kobussen uses social media for driver recruitment and retention. We leverage Facebook and other social media sites to inform and educate our followers. We have a marketing company and engage managers that manage our social media pages, making sure questions and comments are answered quickly.

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Driver Training and Safety Program

Pre hire Employee Training and Safety

Kobussen requires an extensive background and safety check on each employee prior to each interview. Each candidate must pass the background check, out of state background check if applicable and driving record. After the interview process, each candidate must pass the pre-employment drug screen, go through a Kobussen paid physical from a Federal Motor Carrier Safety Administration (FMCSA) approved occupational health physician and receive a Federal Medical Examiners Certificate or the Wisconsin physical examination report/3030B. Previous employers are contacted for employment verification. This process, although can be lengthy, is well worth the effort as it reduces turnover rate in this business. All of that along with a culture that ensures employees understand they are valued and are a part of the Kobussen Family contributes to longevity for our employees. The numbers speak for themselves. There are over 185 employees with over 5 years of service at Kobussen, more than 80 employees with over 10 years, more than 15 employees with over 20 years and more than 10 employees with over 25 years.

Once a candidate has been through these steps, they go through our training program. It begins with them meeting with Kobussen Trainers at their respective terminal. Our trainer will walk through all of the “ins and outs” of the school bus, from Pre-Trip to Post-Trip. This 2-to-4-week process includes 4 different phases and ends with Professional Development.

- Phase I : Pre-Trip
- Phase II : Basic Driving Skills
- Phase III : Driving Skills
- Phase IV : Orientation / Advance Skills
- Professional Development

Each of these phases utilizes textbooks, video, and hands on training with closed course and over the road training. Each process is broken down to better equip the trainee for success in his or her training.

After this training, has been completed, one of Kobussen’s State Certified 3rd Party Testers will take the applicant on a road test. Once the candidate passes the driving portion of the test, they can obtain their CDL license. Once all of these steps have been completed, an educated decision as to whether this applicant is going to be the best candidate for our next driver can be made. If they meet all of the requirements and are successful on their test, then they are offered a position as a driver at Kobussen. In summary, our drivers go through at a minimum of 30 hours of training.

Post Hire Employee Training and Safety

All drivers are required to complete continuing education. Some of this is obtained through monthly Safety Meetings that are held in classroom style setting. These classes include, but not limited to:

- First aid (CPR is available)

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- Sensitivity and Wheelchair
- Review of DOT laws and updates
- Fire Safety and School Bus Evacuations
- Crash and Incident Procedures
- Railroad Crossing Safety
- Winter and Adverse Driving
- Student Management

Continuing education also includes a closed course with cones. Some of the items covered include:

- backing
- turning
- blind spots

Kobussen has also partnered with Fox Valley Technical College and every driver is required to go through the eight-hour defensive driving and skid pad training which includes wet track skid control and emergency braking.

Kobussen recognizes the need for, not only positive reinforcement of the safety program through repetition and staff reminders, but also for necessary action when the driver may not operate in a safe manner. Kobussen therefore has a progressive discipline procedure for various infractions up to and including dismissal. Ride checks, road observations and retraining are some of the methods of evaluation and reinforcement.

Although Safety is a large portion of our training, Kobussen understands the growing need of student management on the bus. Kobussen has worked with different school districts to enhance our driver training program:

- Positive Behavior Intervention and Supports (PBIS) from the school to the bus
- Crisis Prevention Intervention (CPI)
- Empathy, Understanding students from their point of view

Continuing Education and Safety Awareness

Kobussen feels it is important to further educate and train drivers and staff. There are many ways this is accomplished:

- Annual meetings sponsored through insurance providers
- Annual health seminars with Certified FMCSA Physicians
- Annual training sponsored by Wisconsin School Bus Association (WSBA)
- Annual training sponsored by National School Transportation Association (NSTA)
- Various training sponsored by manufacturers with regard to safety innovations
- Continuing education on student management.
- Regulation updates from National Transportation Safety Board
- Regulation updates from FMCSA



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Kobussen, Ltd. has biannual meetings that are sponsored by our insurance company. These meetings have professional presenters on varied topics relating to accident prevention and loss control. One of our previous meetings included Nancy Blackwelter a renowned speaker on bullying. Other meetings focused on things like driver awareness, sleep apnea, and student discipline.

Kobussen management is very involved in many different organizations and encourages employees to be so also. Dan Kobussen is on the board of directors of the Wisconsin School Bus Association and the National School Transportation Association (NSTA). Joe Kobussen is on the board of directors for the Wisconsin Motor Coach Association (WMCA) Trailways Transportation System and other associations such as The Heart of the Valley Chamber and the Wisconsin Family Business Forum. Our involvement and our encouragement to employees keeps us up to date on all new and possible laws and issues happening in Wisconsin and the US.



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Family Pride in Every Ride

DRUG/ALCOHOL POLICY

I. PURPOSE

Kobussen Buses Ltd. (Hereinafter "the Company") is dedicated to providing safe and efficient service to our customers. Our employees are our most valuable resource in ensuring the quality of this service. The goal of this Company is, therefore, to provide our employees with a workplace environment, which promotes health and safety.

In order to meet this goal, we hereby endorse the Federal Highway Administration's (FHWA) drug and alcohol policy and regulations. The Company will not tolerate unauthorized use, abuse, possession or sale of controlled substances or alcohol by its employees. Drug and alcohol testing will be an integral part of our program. In addition to this policy, the Company will provide our safety sensitive employees with information concerning: (i) the effects of drugs and alcohol on the individuals health, work, and personal life; (ii) the signs and symptoms of a drug or alcohol problem; and (iii) the available methods of intervention when a problem does exist.

THIS POLICY IS SUBJECT TO CHANGE WITHOUT FURTHER NOTICE FOR
COMPLIANCE WITH FEDERAL REGULATIONS

II. SCOPE

This policy applies to all safety sensitive employees when on duty; whenever performing, or just about to perform, a safety-sensitive function. This policy also applies to non-DOT employees who may perform, or are just about to perform, a safety-sensitive activity, or at any time as may be specified by the Company.

III. DEFINITIONS

A. The definition of "on premises" includes any work location, vehicle, property or office which is serviced or used by the Company or any client of the Company, which could include Company owned, rented, or leased vehicles on the property of the Company, or of any client of the Company, and/or vehicles of visitors, leased, part-time or contract personnel on Company premises.

B. The term "illicit drugs" is meant to include any and all illegal drugs, including so-called look-alike and designer drugs; legally obtained drugs which are used in a manner other than that prescribed by a physician, and any substance which can affect a persons perceptions or motor functions.

The persons affected by this policy will be tested for at least the following substances: Amphetamines, Cannabinoids, Cocaine, Opiates, Phencyclidine (PCP), and Alcohol.

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IV. PROCEDURES

A. Pre-employment

All offers by the Company to hire an applicant for a safety sensitive position, are conditioned upon: (i) completing the Company's general consent and release to be tested for drugs and alcohol forms; (ii) taking a drug and alcohol test as directed by the Company, and passing both tests; (iii) completing the Company's authorization to obtain past drug and alcohol test results form from previous employer(s); (iv) passing the DOT-required physical exam; and (v) complying with any other Company conditions or requirements at the time of offer.

Any applicant who refuses or fails to complete the Company's consent and release to be drug and alcohol tested form(s), who refuses or fails to complete the Company's authorization to obtain past drug and alcohol test results form, who refuses or fails to submit to a pre-employment/pre-study drug and alcohol test, or whose result is positive for either test, will not be considered eligible to work for the Company.

B. Reasonable Suspicion Testing:

Each safety sensitive employee is required to submit to a drug and/or alcohol test whenever the Company has reasonable suspicion to believe that the employee has used drugs and/or alcohol in violation of DOT regulations and/or this policy. In the event one or more supervisors find reasonable suspicion to test (based on personal observation and documented by one or more supervisors who has received training on performance indicators of probable drug and alcohol use) will require a drug and/or alcohol test of the employee.

Whenever a safety sensitive employee is notified that there is reasonable suspicion to be tested, the employee must report to the collection facility immediately.

Safety sensitive employees who are required to submit to a reasonable suspicion test will be escorted by a Company official to the collection site for a drug and alcohol test.

If the safety sensitive employee refused the Company's efforts and insists on driving their own vehicle, or a Company vehicle, the Company reserves the right to take whatever appropriate action to prevent this, including contacting law enforcement officials. Failure to abide by Company policy may result in severe disciplinary action including suspension or dismissal.

C. Random Testing:

The Company is required to perform unannounced, random drug and alcohol testing of all safety sensitive employees. Every employee will have an equal chance to be selected each and every time a selection is conducted.

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Any safety sensitive employee who tests positive or who refuses to submit to a test will be considered to be medically unqualified to drive and/or perform any other safety-sensitive function, and will be subject to disciplinary action, up to and including discharge.

D. Post-Accident Testing:

A safety sensitive employee who has an accident while performing a safety-sensitive function, must submit to a post-accident drug and alcohol test as soon as possible, but no later than 8 hours following the accident, and drug testing needs to be performed as soon as possible but no later than 32 hours following the accident. See 49CFR Part 655.44 or our policy.

A post-accident drug and alcohol test is required whenever a safety sensitive employee receives a citation for a moving violation involving the accident, and either: (i) a person is injured because of the accident, and the injuries require immediate medical attention to the person away from the accident scene; or (ii) one or more motor vehicles involved in the accident receive disabling damage, and must be removed from the accident scene by a tow vehicle or another vehicle. A post-accident drug and alcohol test will be given on all reportable accidents involving an FTA driver.

Any safety sensitive employee who tests positive or who refuses to submit to a test will be considered to be medically unqualified to drive and/or perform any other safety-sensitive function, and will be subject to disciplinary action, up to and including discharge.

V. TEST PROCEDURES AND CONFIDENTIALITY

To ensure the integrity and accuracy of each test, all specimen collection, analysis, and laboratory procedures will be performed in accordance with DOT protocols and safeguards as set forth in Part 40 of Title 49 of Federal Code of Regulations. This will include: (i) procedures to ensure identity of the safety sensitive employee at time of specimen collection; (ii) strict chain-of-custody procedure to ensure that the employees specimen is not tampered with; (iii) the use of a trained breath alcohol technician (BAT) and National Highway Transportation Safety Administration (NHTSA) approved testing equipment for conducting alcohol tests; (iv) the use of a laboratory which has been certified by Substance Abuse and Mental Health Services Administration (SAMHSA); (v) the confirmation of an initial positive drug screen by a second analysis using gas chromatography/mass spectrometry (GCMS); (vi) the confirmation of an initial positive alcohol screen by a second analysis; and (vii) Company appointment of a qualified Medical Review Officer (MRO) to review drug test results before they are reported to the Company's designated contact person.

VI. COLLECTION PROCEDURES

All drug tests will be administered using split sample procedures required by DOT. Under these procedures, the safety sensitive employee must provide at least 45 milliliters (ml) of urine in a specimen container. The specimen will then be divided into two specimen bottles by

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the collector. Thirty (30) ml will be poured into one bottle and fifteen (15) ml into the second bottle. Both bottles will be sent to the laboratory.

The bottle containing 30 ml will be analyzed as the employee's primary specimen. The second bottle will be held by the laboratory, to be sent to another lab at the employee's request in the event that the primary specimen is verified as positive. In the event the primary specimen is verified as positive, the employee will be notified by the Company's MRO, or by the Company, of the positive test, and given the option to have the second bottle sent to a different laboratory for analysis. To exercise this option, the employee must advise the Company's MRO within 72 hours of being told that the primary specimen was positive. A POSITIVE drug may be determined to be NEGATIVE by the MRO if the employee can prove that the substance was prescribed by a licensed physician. This determination will be made by the company MRO.

This policy is not intended to prohibit the use of medication legally prescribed by a licensed physician, who is familiar with the safety sensitive employee's medical history and specific safety-sensitive duties, and who has advised the employee that the prescribed medication will not adversely affect the employee's ability to operate a motor vehicle. Medications prescribed for someone other than the employee, however, will not be considered lawfully used when taken by the employee under any circumstances.

All alcohol tests conducted under this policy require that the safety sensitive employee must provide a breath specimen for any test conducted by the Company. If the alcohol test is conducted by a law enforcement officer following an accident, the employee must provide either a breath or a blood specimen.

Prior to being tested for alcohol, each safety sensitive employee will be required to: (i) present their personal identification, and (ii) complete a DOT Breath Alcohol Test Form provided by the BAT. A safety sensitive employee who fails to provide identification, refuses to complete form, or otherwise fails to cooperate, will be treated as though they had tested positive, and will be subject to disciplinary action, up to and including discharge.

Prior to each alcohol breath test conducted by the Company, the BAT will instruct the safety sensitive employee on how the test will be conducted.

VII. ALCOHOL

(1) No employee shall consume an intoxicating beverage, regardless of its alcohol content, or be under the influence of an intoxicating beverage, within 4 hours before going on duty or operating, or having physical control of, or performing any safety-sensitive function; or

(2) Consume an intoxicating beverage regardless of its alcoholic content, be under the influence of an intoxicating beverage, or have any measured alcohol concentration or any detected presence of alcohol, while on duty, or operating, or in physical control of a Company vehicle, or while performing any safety-sensitive function; or

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(3) Be on duty, or operate, or in physical control of a Company vehicle, or perform any safety-sensitive function while in possession of intoxicating beverages, (including medications which contain alcohol) regardless of its alcoholic content.

DOT prohibits any safety sensitive employee whose test registers 0.02 or more, but less than 0.04, from performing or from continuing to perform, any safety-sensitive function, until the employees next scheduled duty period, but not less than 24 hours.

A safety sensitive employee who registers 0.02 or more, but less than 0.04, will at a minimum, be suspended without pay until their next regular duty period, but for no less than 24 hours, and may be subject to additional disciplinary action by the Company, up to and including discharge.

A safety sensitive employee who registers 0.04 or greater, will at a minimum, be suspended without pay until their next regular duty period, but for no less than 24 hours, and will be subject to additional disciplinary action by the Company, up to and including discharge.

VIII. EMPLOYEE ASSISTANCE PROGRAM (EAP)

The Company believes that the EAP and training, along with comprehensive drug testing, are the most effective approach to promote safety and reduce alcohol and drug abuse in the transportation industry. The Company has established a training program to ensure that all employees are aware of the effects and consequences of alcohol, or controlled substance use on personal health, safety, and the work environment.

IX. DRUG AND ALCOHOL INFORMATION

Any safety sensitive employee, who engages in any conduct prohibited under this Policy, will be provided with information regarding resources available to evaluate and resolve a drug or alcohol problem. This information will provide names, addresses and telephone numbers of substance abuse professionals, counseling and treatment programs available in the area.

The Safety Director and Terminal Manager are the only individuals who have access to drug and alcohol test results under DOT regulations. See 49CFR Part 655.73 or our policy. All questions concerning the educational materials provided by the Company, or about this policy, should be directed to your Safety Director and/or Terminal Manager.



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ACKNOWLEDGEMENT AND ACCEPTANCE OF SUBSTANCE ABUSE POLICY

I, _____ have read and understand the Company Policy Statement, and hereby agree to abide by those terms. I understand that compliance with the policy is a condition of my continued employment with Kobussen Buses Ltd.

Employee: _____

Date: _____

Witness: _____

NOTE: POLICY WILL BE GIVEN TO ALL NEW EMPLOYEES

SIGNED COPY OF POLICY TO BE PLACED IN DOT FILE



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Benefits Summary

Kobussen Buses Ltd. offers one of the most competitive benefits packages available to school bus drivers in Wisconsin. As valued members of the Kobussen family, employees receive a comprehensive compensation package designed to support their well-being, reward their dedication, and provide meaningful benefits to them and their families.

Financial Benefits

COMPENSATION

Kobussen recognizes the skills and performance of its employees by providing competitive compensation, guided by market conditions. Compensation is reviewed at least annually, and pay is issued bi-weekly via direct deposit to the employee's bank or credit union.

401(k) PLAN WITH COMPANY MATCHING

Kobussen offers eligible employees the opportunity to participate in a 401(k) Plan to save for retirement in a tax-efficient manner. The Plan includes employee contributions and annual Company matching. Employees aged 21 or older become eligible to enter the plan on January 1, April 1, July 1, or October 1 following three months of service. To qualify for Company matching, employees must work at least 600 hours during the plan year and be employed on the last day of the plan year. Employee contributions and investment earnings are fully vested immediately. Company matching contributions begin vesting after two years and are fully vested after six years. Participants may choose from a variety of investment options, with all federal income taxes deferred until distribution. Kobussen does not have access to or control over individual employee investments.

REFERRAL BONUS (Driver Bonus Program Policy)

As part of our ongoing effort to hire the best, Kobussen rewards employees with a referral bonus for recommending successful candidates. The bonus amount varies based on demand and is paid after the referred employee completes 60 days of driving with Kobussen. There is no limit to the number of referrals an employee can make.

TUITION REIMBURSEMENT (Tuition Reimbursement Program Policy)

Kobussen supports the ongoing education of our employees. Employees may be eligible for tuition reimbursement based on the details provided in this policy.

DISCOUNTED SERVICES (Employee Discount on Transportation Policy)

Kobussen employees may take advantage of certain discounts on transportation.

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DIRECT DEPOSIT OF PAYROLL

Direct deposit is the electronic transfer of payroll funds from Kobussen to an employee's checking or savings account. It is required for all employees and provides a safe, confidential, and convenient way to receive pay.

DISCRETIONARY INCENTIVE BONUS

To reward both safety and company performance, Kobussen offers full-time employees an annual incentive bonus tied to the company's overall profitability.

Insurance Benefits (*Premiums for health, dental, and vision plans are deducted pre-tax.)

MEDICAL INSURANCE AND PRESCRIPTION DRUG COVERAGE

Kobussen offers medical insurance to help employees and their eligible family members meet their healthcare needs. Coverage options, including Single, Employee + Spouse, Employee + Child(ren), and Family, are available to employees who meet minimum weekly service requirements. All plans include prescription drug coverage. Eligible employees may enroll in medical insurance starting the first of the month after 60 days of continuous full-time employment. Employees may also make elections during the annual open enrollment period or following a qualifying life event. Because our medical plans are considered Qualified High-Deductible Health Plans, employees are able to open a Health Savings Account (HSA) to pay for eligible health care expenses with tax-sheltered funds.

LIFE INSURANCE

Kobussen provides life insurance for full-time employees. A minimum number of service hours must be maintained on a weekly basis to qualify for this coverage. Kobussen also offers voluntary life insurance for employees who wish to take out additional life insurance for themselves, their spouse, and/or their children.

SHORT-TERM DISABILITY INSURANCE

Kobussen offers short-term disability insurance to help protect employees and their families from unexpected financial hardship. This coverage provides a portion of the employee's wages if a medically approved illness or injury prevents them from working. To be eligible, employees must be full-time and meet minimum weekly service requirements.

DENTAL/VISION INSURANCE

Kobussen offers voluntary dental and vision plans for employees and their eligible family members. Coverage begins on the first of the month following 60 days of continuous full-time employment, and enrollment is required, just like with medical insurance.

LONG-TERM DISABILITY INSURANCE

Kobussen provides voluntary long-term liability insurance for employees who wish to have income protection if they become unable to work for an extended period of time due to a qualifying illness, injury, or medical condition.

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Other Benefits

PAID TIME OFF

To support work-life balance, Kobussen provides paid holidays, paid time off, and bereavement leave for full-time employees who work at least 37.5 hours per week. Paid time off accrues biweekly based on years of service. Employees should refer to the employee handbook for details on each type of paid leave.

UNEMPLOYMENT COMPENSATION

Kobussen complies with Wisconsin state laws regarding unemployment insurance. Employees who meet the state's eligibility requirements may file a claim to receive unemployment benefits.

COMPANY STORE

Kobussen offers a bi-annual online company store where employees can purchase company-logoed clothing, apparel, and other items at a discounted price.



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years driving forward



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Vehicles, Fuel, and Location

Vehicles

Kobussen Buses Ltd. purchases gasoline and propane Blue Bird school buses from local Wisconsin dealers. While the dealers are local the buses are manufactured nationally. The management team at Kobussen has traveled to the factories and understands how these buses are manufactured. We have worked with the engineers to better design different aspects of the buses. This has helped both the manufacturers and Kobussen to find better ways to maintain safety and longevity of school buses. We also work with the dealerships on education for our maintenance personnel.



Fuel Alternatives

Kobussen Buses Ltd. recognizes that diesel vehicles are a significant source of air pollution and school transport vehicles typically produce such emissions. It is our intention to reduce emissions not only in and around school zones, but to reduce them overall. Kobussen maintains relationships with leading bus manufacturers and distributors to gain an understanding of the latest technologies and trends for fuel economy, emission standards as well as alternative fuels.

Prices for alternative fuel solutions remain elevated as technologies are still being developed. We have purchased over 175 propane school buses and are operating them in various locations throughout the state. We feel that this option has saved districts money on fuel costs and provides a cleaner and safer operating school bus. See attached information on propane. We have also purchased many gasoline powered large school buses because fuel is readily available, and the cost of these vehicles has come down and reduces costs to the districts we serve.

Joe and Dan Kobussen have also just traveled to Detroit MI to take a closer look into the electrification of school buses with the IC Bus manufacturer as well as other manufacturers. While Wisconsin nor the electric bus is ready, Kobussen is on the leading edge and will be prepared when the time comes.

Fuel

Kobussen Buses Ltd. Works with all of our partner Districts to manage fuel costs. Where we have onsite fuel, Kobussen purchases annual fuel contracts. In purchasing these large contracts, we are able to maintain fuel costs for the districts we serve. Currently Kobussen has purchased diesel, gasoline and propane for next year below market pricing.

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Kobussen also has purchasing agreements with fuel stations where we purchase fuel at cost plus pricing. This cost-plus pricing has proven to be extremely competitive and has worked to save many of our customers money on fuel where we are not able to have onsite fuel. These alternatives have allowed us to maintain the best and highest-grade fuels so that we do not have issues with diesel fuel gelling or other maintenance issues. It is our intention to work with the District to acquire the best possible fuel pricing.

Grants

Kobussen Buses Ltd. continues to search out and applies for State and Federal grants to purchase clean fuel buses. In the past Kobussen has been successful in being awarded these grants and currently is in the process of applying for more new buses. In being awarded these grants helps Kobussen remain more competitive in the market keeping costs down for the school districts we serve.

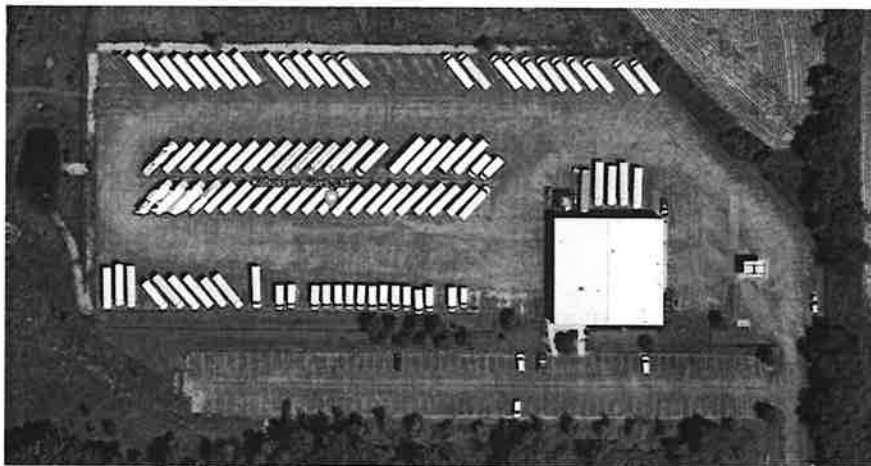
Proposed Fleet

Kobussen Buses proposes to provide a fleet of buses that would consist of late model propane powered Blue Bird route and charter buses with a capacity of up to 77 passengers. Some with under-floor luggage storage may also be made available. All buses will be DOT and State certified.

We will implement a replacement process to maintain proper age and capacity of buses for the district. Kobussen purchases approximately 40 to 60 buses annually to maintain fleet age at all terminals.

Terminal

Kobussen would look to lease the District owned facility at a lease rate of \$12,000 annually, which includes the District paying all utilities. Kobussen currently operates from 21 OSHA approved locations in WI. Our Facilities manager Scott Kobussen oversees all facilities and is also an OSHA certified safety consultant. Kobussen would welcome the board/administration to tour our facilities to see our operations.



Kobussen Sun Prairie facility.

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Fleet Maintenance

Operating Information – Kobussen Buses Ltd. will maintain electronic records based on GPS data, fuel usage and vehicle repair/preventative maintenance history. This information will be provided to the district as requested. Kobussen will provide reasonable assistance to the district in gathering, completing, and filing necessary reports to governmental bodies.

VEHICLE MANAGEMENT POLICY

It is the policy of the Company to ensure that all vehicles are safe for use by employees and can be efficiently operated. It is also the policy and desire of Kobussen to maintain vehicles in a manner that keeps vehicles looking and operating as if they were new. This enhances customer comfort and retention as well as driver retention and recruitment. Accordingly, all vehicles shall be maintained at specific intervals in prescribed ways for the safety of employees and the general public.

Types of Maintenance - To insure safe and efficient operation of vehicles, the following types of inspection and maintenance shall occur:

- Daily vehicle inspection by drivers (both pre- and post-trip)
- Unscheduled maintenance
- Scheduled maintenance per attached schedule
- Annual inspections and maintenance
- Major component repair/replacement
- Rehabilitation
- Monitoring of “Mystery” damage
- Recordkeeping
- Monthly performance reporting
- Warranty recovery program
- Periodic program review
- Certifications
- Annual inspection technicians
- Brake technicians



Daily Vehicle Inspection Reports - Each driver of company owned commercial vehicles shall inspect that equipment after use. This inspection is intended to identify any safety related defects on the vehicle and any non-safety functional defects. Any defects found are reported electronically to the maintenance department for recordkeeping and review by the maintenance staff

At the beginning of each shift, an operator must perform a pre-trip inspection of the vehicle. This pre-trip inspection will be performed after review of the post trip inspection report filled out by

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the previous driver. If safety defects were noted on the previous report, these defects must be fixed before the vehicle is operated. Once a driver has confirmed that safety related defects have been repaired, and that all systems are functioning properly, he/she may operate the vehicle. At the end of a pre-trip inspection, the operator will sign the bottom of the report prepared by the operator at the end of the last shift.

Noncommercial company owned vehicles should be inspected by the driver before operating them. If safety defects are found, they should be reported immediately to the maintenance department for repair prior to use.

Unscheduled Maintenance - If defects are reported by drivers, the vehicle should be inspected and repaired by a service technician. All repairs are documented electronically in the fleet maintenance software. If the repair is related to a safety defect noted on the Driver's Vehicle Inspection Report, the service technician must sign that form at the appropriate location to indicate that the defects were repaired.

Scheduled Maintenance - Every commercial vehicle operated by Kobussen must have the brakes tested and inspected for proper operation each day. Each vehicle must undergo inspections every time due, per appropriate maintenance schedule. This inspection shall be performed on a scheduled maintenance by qualified and experienced mechanics. Each vehicle will be more comprehensively inspected every time due, based upon schedule. Oil changes and chassis lubrication will occur during these inspections not to exceed 4000 miles. This inspection will include all other components and systems not inspected during the previous inspection(s). A comprehensive check list is completed for each inspection. This checklist is filled with the electronic repair order. For these inspections to be performed properly, complete procedures for each type of equipment with regards to inspection of components and systems should be available to mechanics. These procedures can be obtained from manufacturers for your use. An annual inspection of each vehicle owned by the company must be performed. A form for use with commercial vehicles/heavy equipment is included in the Appendix. This form can be modified for use with non-commercial fleet vehicles as well.

The annual inspection is intended to ensure that the vehicle has no observable defects of any type and must be performed in compliance with FMCSR requirements, found in Part 396, Appendix G.

Major Component Repair/replacement - The need for major component repair and replacement is determined primarily through historical information maintained by the maintenance manager for each vehicle, as well as through problems reported by drivers. Engine and transmission overhauls should be performed as noted above or at intervals recommended by manufacturers.

Monitoring of "Mystery" Damage - All employees responsible for the operation and maintenance of company vehicles are required to carefully monitor vehicle damage in order to identify the source of all newly incurred damage as well as those responsible for such damage, and to take all appropriate disciplinary and/or corrective action to eliminate the problem. See driver management policy.

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Rehabilitation - Rehabilitation of vehicles should be performed when necessary or as planned. Exterior painting, replacement of seats, etc. should be performed as necessary or on a scheduled basis based upon the expected life and use of the vehicle.

Recordkeeping - Kobussen Buses use RTA software to maintain accurate record keeping, parts recording, scheduled maintenance, fuel and fluids use and analysis, vehicle history and cost analysis. This program allows Kobussen Buses to have precise knowledge of all fleet costs. Driver defects are submitted electronically and are kept for a minimum of three years. These reports are attached to an electronic work order before they are closed. All work performed on a vehicle is recorded with the RTA software to track date, mileage, technician and repair time. In addition, a hard copy of each preventative maintenance checklist is kept in a vehicle file for each vehicle owned by the company. All evidence of inspection and repair shall be kept in this file for the duration of vehicle ownership by the company, and for one year thereafter.

Monthly Performance Reporting - In order to effectively manage the total maintenance program, a monthly report will be issued on fleet performance. This report will provide information on fuel and motor oil consumption for each vehicle in the entire fleet. A report on in-service failures or reported problems shall be included to provide an analysis of maintenance performance. Included with the report will be information on monthly and year-to-date performance of the fleet. This information will be useful to monitor long-term trends on fuel and oil use, mechanical and non-mechanical breakdowns. Comparisons of performance by the various types of vehicles in the fleet will also be performed and included in the monthly report.

Warranty Recovery Program - The need for warranty recovery is determined by the manufacturer's guidelines for filing warranty. Warranty will generally be written monthly for submission to the manufacturer. All items that are determined to be defective will be removed and submitted to the manufacturer for credit. Labor and parts will be calculated based on the warranty publication of the manufacturer guidebook. It is the policy of Kobussen to vigorously pursue warranty dollars from manufacturers for reimbursement of defective items.

Oversight - Regional fleet managers remotely monitor maintenance through the RTA fleet software. A dashboard is used to ensure vehicles are not overdue for service and defects are repaired in a timely manner. Fleet managers also physically inspect a percentage of the fleet on a monthly basis to ensure defects are identified and repaired. Additionally, maintenance personnel attend monthly driver meetings and train drivers to recognize and report defects.

Training - Technicians are encouraged to enroll in ongoing training classes. ASE certifications are encouraged, and technicians are reimbursed for completed certifications. New technicians are sent to dealer training. All maintenance technicians attend an annual 2-day internal training event.

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Review of Maintenance Plan - The maintenance program along with stated goals and objectives should be reviewed every year to insure its effectiveness. This review should include an analysis of each location's preventive maintenance program together with results achieved. While various factors such as climate, urban density, type of operation and fleet age will have a bearing on this review, it is important to ensure that each location's maintenance program is the most effective possible for the location involved.

Certifications (Annual Inspection and Brake Technician) - Individuals performing annual inspections of vehicles will be qualified to do so in accordance with the provisions outlined in Section 396.19 of the Federal Motor Carrier Safety Regulations. Evidence of the individual's qualification must be retained for examination upon demand for the duration of the employee's employment, and for one year thereafter.

Individuals performing inspections, service, maintenance or repairs to the brake systems of commercial vehicles will be qualified to do so in accordance with the provisions outlined in Section 396.25 of the Federal Motor Carrier Safety Regulations. Evidence of the individual's qualification must be retained for examination upon demand for the duration of the employee's employment, and for one year thereafter.

Bus Idling and Proper Fuel Saving Procedures

It is the Policy of Kobussen to always do everything possible to conserve fuel use as well as to operate buses in the most conservative method. By implementing conservative fuel operating programs, fuel consumption is reduced and environmental benefits are realized. It is important to Kobussen that students who ride on our buses see that we are concerned about the environment, as well as conserving our fuel supplies. Kobussen understands that students learn both inside and outside the school building and setting a good example is of the utmost importance. Decreasing idle times on buses also results in decreased fuel costs for the district.

School bus idling is also an important factor when it comes to the health and wellbeing of both the students and drivers. Kobussen recognizes that diesel-operated vehicles are a significant source of air pollution and school transport vehicles typically produce such emissions. It is our intention to reduce emissions, not only in and around school zones, but in all locations, they are operated.

Kobussen maintains relationships with bus manufacturers to gain understanding of the latest technologies and trends for fuel economy and emission standards. Kobussen also has the following procedures to best conserve fuel.

- a. **Bus Idling:** Buses shall not idle more than 5 minutes in any continuous 60-minute time period unless heating or air conditioning is required for the comfort and safety of the students on board. In this case, buses are allowed to idle for up to 15 minutes of time during a continuous 60-minute time period. Buses used to transport students with Special Needs will be allowed to idle for an unlimited time to provide heating or air conditioning to maintain a safe temperature for Special Needs Students.

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- b. When starting to move the bus from a complete stopped position, the driver shall apply the minimal pressure needed to get the bus to start rolling. The driver will not push the accelerator to the floor to start the bus moving from a completely stopped position.
- c. When coming to a stop, the driver shall take their foot from the accelerator to roll to a stop, rather than driving right up to the stop and then applying hard pressure to the brake in order to bring the bus to a complete stop. The driver shall look ahead and plan ahead in order to anticipate stops early enough to safely bring the bus to a full stop without requiring hard pressure to the brake.
- d. A driver shall never exceed posted speed limits while traveling and will operate the bus in a manner that will keep the bus moving at a steady speed. The driver shall do everything possible to not have to speed up and then slow down when driving on a straight roadway.
- e. As a general rule, buses should be moving whenever the engine is on and the engine should be turned off as soon as possible after arriving at loading or unloading areas. The school bus should not be restarted until it is ready to depart and limit idling time during early morning warm up to what the manufacturer recommends (generally no more than five minutes).



SECTION 5- Under Vehicle Inspection

Check steering box and mounting	
Check steering shaft and linkage	
Check king pin / ball joint play	
Check front wheel bearings for play	
Check front wheel seals for leaks	
Inspect front brake assemblies	
Inspect front abs tone rings	
Inspect front springs and shocks	
Adjust automatic slack adjusters if equipped	
Check air suspension (if equipped)	

SECTION 5- Under Vehicle Inspection

Record brake lining percentage	
Front %	
Rear %	
Inspect starter mounting	
Check parking brake shoes	
Check fuel tank mounting and lines	
Inspect rear brake assemblies	
Inspect rear hubs for oil leaks	
Inspect rear abs tone rings	
Inspect rear springs and shocks	
Inspect exhaust system	

[illegible]

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Technology

Kobussen Buses Ltd. partners with many different technology product providers to provide safe and economical transportation services to our customers. Below are some of these products and their features.



www.transfinder.com

www.zonarsystems.com

Stopfinder (Included in route pricing)

Stopfinder is the easy-to-use parent app that enables registered users to see their children's bus schedules. The transportation department and registered users (subscribers) can stay connected by sending and receiving messages through the secure Stopfinder app. This app replaces the necessity to have a web page with routes.

Benefits include:

- Send electronic invitations to parents and guardians for easy onboarding process
- Reliable and secure stop information
- Two-way communication with registered parents and guardians (subscribers)
- Send messages to subscribers based on grade, school, route, selected map region or any criteria
- Receive messages including attachments (photos and documents), from subscribers
- Listen and respond to your community to eliminate misinformation

Stopfinder +Geo Alerts (Extra fee)

- Geo Alters for buses
 - Notification based on Enter or Exit Geo Alter Zone
 - Pickup, Drop-off, School or any locations defined by user
 - Parents/Subscribers can choose when to be alerted: Bus Enters, Bus Exists Alert Zone. They will be alerted when the bus is near the stop.
 - View historical events for today, yesterday, this week, last week
 - Track only student's bus in real-time
 - See Trip path and stop information (based on settings)
- Attendance Tracking – Requires Wayfinder Attendance
 - Receive alter when student boarded or disembarked

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- View history of student board and disembark bus
- Calendar based scheduled based on Routefinder Schedule



Wayfinder Navigation and Attendance (Extra fee)

- Navigation
 - Turn by Turn voice guidance
 - Speedometer and smart map zoom
 - Accurate electronic route sheets for trips created in Routefinder
 - On demand navigation using Quickfinder functionality to search address, student, and other data types, or by pinning on the map
- Attendance
 - Calendar-based schedules
 - Auto attendance using (district provided) RFID cards and readers
 - Driver interaction with student photos
 - Skip stops before or during navigation or manual take attendance

Kobussen is working with several school districts to implement these products. If this is important to you please let us know and we will get you more information and a cost to implement within your district.



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Bus Conduct (Included in route pricing)

Kobussen takes student management seriously, please see the driver training and safety section. One tool Kobussen utilizes is Bus Conduct Student Management program for student conduct. This online software product tracks student conduct and provides an immediate email communication tool for the parents, schools and Kobussen. This gives the District the ability to look up student history at any time. Kobussen is flexible and can work with different school district policies and forms regarding student conduct reporting.



www.busconduct.com

High-Definition Digital Cameras (Included in route pricing)

Kobussen utilizes the 24/7 Security (4) Camera system to ensure the safety and well-being of its passengers. Digital Cameras play an important role as a tool to document student and driver behavior as well a resource in the unlikely case of an accident. Kobussen will install 4 camera systems on all units from the district with the Zeus HD DVR by 24/7 Security Inc. Kobussen prefers to use the 24/7 Security system, but is also open to discussion about other systems. Stop arm cameras can also be added to these systems. These can be added anytime we find we have frequent violations. See http://www.247securityinc.com/app_schoolbus.shtml or the attached brochure for more information.

The system and key specifications for pricing are below:

- Includes six (6) cameras
 - One to rear of bus
 - One out front of bus
 - One across driver to step well
 - One from the rear of the bus looking forward at students
 - Due to higher seats two cameras are mounted midship to better see the middle of the bus.
 - Additional cameras can be added for better coverage including outside stop arm camera systems.
- Passive GPS System
 - Track where bus was when issues happen
 - Track entire route to evaluate if routes are efficient
 - Evaluate driver performance

247
SECURITY

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KOBUSSEN POLICY AND PROCEDURE

SUBJECT- Accident Event Recorders

I) POLICY

It is the policy of Kobussen Buses Ltd. (Kobussen) to establish guidelines for the operation and maintenance of Accident Event Recording (AER) equipment (camera with DVR).

II) OBJECTIVE

The objective of this policy is to promote a standard procedure for the use and maintenance of the AER equipment in motor coaches and school buses (vehicles) operated by Kobussen.

III) GENERAL PROVISIONS

- 1- Kobussen will install all AER equipment within 30 days of receiving equipment.
- 2- Kobussen will designate AER administrators to conduct routine system maintenance checks.
- 3- The Administrative Group will consist of the Corporate Safety Director and all Terminal Safety Directors assigned to each location or facility.
- 4- Safety Directors for Kobussen will be trained and assist with routine monitoring of video systems and hard drives for each system.

IV) PROCEDURES

A- DRIVERS

- 1- Maintain and operate the AER equipment, taking precautions to prevent damage, including damage that may occur due to extreme heat.
- 2- Report issues **IMMEDIATELY** in regard to equipment malfunctions and incidents to be reviewed, downloaded, and stored per the Control and Custody Procedures.
- 3- Will ensure that the AER cameras and hard drives are operational and not tampered with in any manner.

B- ADMINISTRATIVE PERSONNEL

- 1- Will on a **quarterly basis (3 months)** cycle the Accident Event Recorder hard drive assembly through a system check and verify the following settings are correct and accurate at that time. **Ie: camera quality (3 cameras), camera speed at 15, system overwrite, HDD reformat to clear out and ensure quality production of videos.**

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- 2- Ensure that the AERs on all vehicles are locked to maintain quality integrity of the system setting and functionality of the hard drives.
- 3- Administrative Personnel/Safety Directors will **IMMEDIATELY** retrieve the hard drive units from any unit involved in a crash or other traffic incident and download the video pertaining to that incident.
- 4- For each incident/event that may result in a claim or is filed as a claim a copy of the video will be stored in two different locations and one of the two locations will be on a separate hard drive storage unit, this will ensure that we will retain the event until the Claim or case is closed and or adjudicated.
- 5- Safety Directors, Facility Managers and School District Administration will be the only persons allowed to view the captured videos either by file data or directly from the main frame removed from the school bus involved in a specific incident.
- 6- Administrative/Safety Directors will on a **RANDOM BASIS** pull and scan the hard drives to ensure the driver's operation of the vehicles is within specified training and standards set down by Kobussen.
- 7- Kobussen will have at least one extra hard drive at each facility to ensure that if one of the units needs to be set in for service, we can replace it and not miss an event being recorded.

C- DOCUMENTATION

- 1- Kobussen will document and maintain within their database a spread sheet tracking the system checks and reformatting of units on a timely basis.
- 2- Send the units to the manufacturer as soon as a problem is discovered to attain the necessary repairs and get them back into the vehicles. Also document the occurrences in the same manner.
- 3- A camera system down does not require the bus to be out of service. Kobussen may operate a school bus with camera system down for 48 hours from time of discovery that system is defective. After 48 hours the bus will be out of service unless camera system is operational.

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Route and Trip Management

Routing Software – Transfinder, Routefinder Pro

Kobussen Buses is committed to providing our customers with software that assists us in delivering safe, efficient routes for the districts we service. Over the years, we have used several different routing software programs. We have converted all of our customers to Transfinder, Routefinder Plus which is the best school route software on the market. We have staff certified in Routefinder Pro to assist with training, startups of new districts and provide directions in maximizing usage of the software. In some districts, we have enabled the software to send/receive a file to a designated person or auto upload/download from Skyward or Infinite Campus.

transfinder

The program has features to help us project the next school year or do “what if” scenarios without effecting the current school year information. In addition, the program has tools for optimization to provide efficiency and cost savings.

Routefinder utilizes Google Earth and Bing satellite imaging and can easily export student files to excel. Routefinder integrates with the 24/7 camera/GPS system that is offered in our buses, this gives the video a location so that location and time of events can be tracked.

Routefinder mobile allows designated persons to view routes and reports anytime from anywhere. It has built-in reports for taking attendance and filling out DPI reports. With the data that Routefinder provides administrators and board members will be more informed to make decisions and better understand their transportation operations.

Route Optimization

Through the years Kobussen has worked with many districts to reduce costs in many ways. Recently we have reduced routes in Adam’s Friendship School Districts, Broadhead, Oshkosh and Kaukauna. We at Kobussen look to become a partner with the district and do everything we can to be efficient and cost effective.



routefinder plus

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Athletic and Field Trips

Kobussen utilizes BusHive for our trip and bus/driver utilization software. This software tracks buses/drivers for both routes and trips. It allows dispatchers to see what trips and routes are scheduled and what can be combined throughout a day, week etc. It allows the dispatcher to keep track of each driver and bus as they check in for their specific trip or route. Trips can be booked and verified online by teachers and/or administrators. For example, a district can set up the system so that field trips are requested by teachers and then approved/verified by a principal and an administrator before the trip is scheduled by Kobussen. This system can be customized for each district and gives the district the ability to verify that trips meet academic value and budgets. A separate system can be set up for athletic trips and special educations departments.



Invoicing

Kobussen invoices districts via an excel spreadsheet, that allows the district to separate and sort as needed. All trip information will be listed with group name, destination, time and miles calculations. Kobussen can also code each trip with PO numbers or General Ledger numbers that will assist the district in accounting for each trip/route.





Grant Elementary
425 W. Upham Street
Marshfield, WI 54449

Lincoln Elementary
1621 S. Felker Avenue
Marshfield, WI 54449

Madison Elementary
510 N. Palmetto Avenue
Marshfield, WI 54449

Nelsonville Elementary
11044 US Hwy 10
Marshfield, WI 54449

Washington Elementary
1112 W. 11th Street
Marshfield, WI 54449

Marshfield Middle School
900 E. Fourth Street
Marshfield, WI 54449

Marshfield High School
1401 E. Becker Road
Marshfield, WI 54449

Alternative High School
410 W. McMillan St.
Marshfield, WI 54449

Unified School District of Marshfield

Samuel Lehman
Director of Business Services
Unified School District of Marshfield
1010 E. 4th St.
Marshfield, WI 54449
lehmans@marshfieldschools.org
(715) 387-1101 x 1124

July 22, 2024

To Whom It May Concern,

I am pleased to write this letter of recommendation for Kobussen Buses. Over the past four years, we have had the privilege of working with Kobussen Buses for our transportation needs, and I can confidently say that their services have exceeded our expectations in every regard.

Kobussen Buses has consistently demonstrated exceptional professionalism, reliability, and a commitment to safety. Their fleet is impeccably maintained, ensuring that our students and staff travel safely and comfortably. The drivers are not only highly skilled, but also courteous and attentive, making each journey a pleasant experience.

One of the most notable aspects of working with Kobussen Buses is their exceptional customer service. From the initial routing process to the last day of school, their team is responsive, accommodating, and proactive in addressing any concerns or special requirements we might have. They are always willing to go the extra mile to ensure that our transportation needs are met seamlessly.

Kobussen Buses has been a vital partner in our day-to-day and extracurricular programming, and their expertise and reliability have played a significant role in the success of our district. Their ability to adapt to our unique schedules and needs has been invaluable.

I highly recommend Kobussen Buses to any district seeking a dependable and professional transportation service. Their dedication to excellence, safety, and customer satisfaction sets them apart in the industry. We look forward to continuing our partnership with Kobussen Buses for many years to come.

Sincerely,

Samuel Lehman
Director of Business Services
Unified School District of Marshfield



KAUKAUNA

AREA SCHOOL DISTRICT

1701 Cty Rd CE • Kaukauna, WI 54130 • (920)766-6100

March 25, 2024

To whom it may concern:

The Kaukauna Area School District would like to take this opportunity to recommend Kobussen Buses for any and all student transportation needs. Kaukauna Schools and Kobussen have had a long standing and positive partnership in getting students to and from school, extracurricular activities, and co-curricular events. Knowing the importance of this facet of the student and parent experience the District reviews transportation on an annual basis and each year it finds the relationship between Kobussen and Kaukauna Schools to be extremely positive.

Kobussen Buses has made significant advancement in customer service over the past decade. Great strides have been taken by management to upgrade the system in place to handle situations in which parents/guardians have questions, comments, or concerns regarding student transportation. I feel strongly that Kobussen has taken a stance to improve the "people skills" of their employees, from the everyday bus driver to the dispatcher to the President of the company, to create a positive parent-school-bus company relationship. Kaukauna Schools has greatly appreciated the steps taken in this area as it has alleviated some building-level or district-level issues regarding student transportation.

In closing, I would highly recommend Kobussen Buses to handle all your bussing needs. Kaukauna Schools has over 4,000 students that show up to be educated each day. The last thing the District wants is for those students to have a bad experience to start their day or close their day on a bad note. With Kobussen Buses handling about 50% of the District's student transportation needs Kaukauna Schools feels confident that the start and end of each school day, along with any extra trips, will be handled professionally, safely, and competently.

Sincerely,

Bob Schafer

Chief Financial Officer
Kaukauna Area School
District

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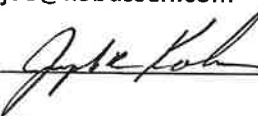
STUDENT TRANSPORTATION BID - SUMMARY

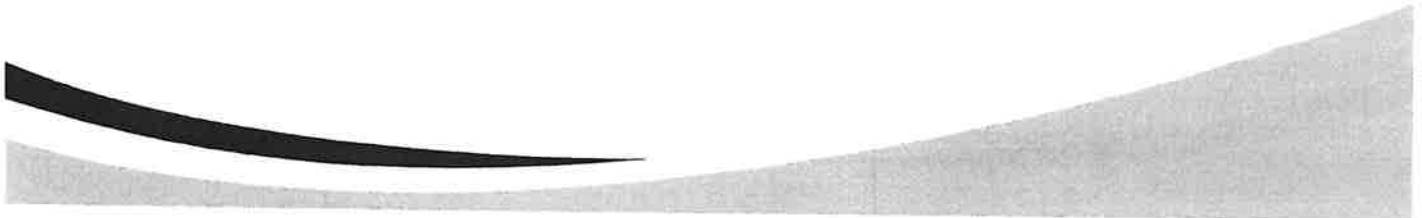
The School Board of the School District of Turtle Lake shall accept bids in PDF format from qualified bidders for student transportation services until 3:00 p.m. on Friday, December 5th, 2025. Any bids received after the deadline will not be considered.

The district may accept or reject an extension of the deadline if requested.

Any questions must be emailed to kkindschy@turtlelake.k12.wi.us by 3:00 p.m. on Friday, November 14, 2025.

Bidders shall complete the following information:

Company Name	Kobussen Buses Ltd
Address:	PO Box 858
City, State Zip	Kaukauna WI 54130
Telephone:	920-766-0606 X 1124
Contact Person:	Joseph Kobussen
E-Mail Address:	joe@kobussen.com
Signature of Authorized Bidding Official:	
Title of Authorized Bidding Official:	Vice President
Date:	12/4/2025



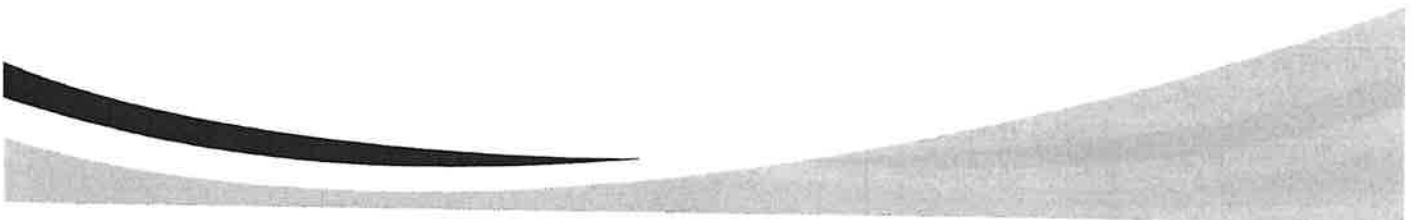
Proposed Bus Replacement Plan - Form #2

Daily/Co-Curricular Regular Education Route Buses/Fleet

Number of Buses by Year		
Years in Service	Current 2025-2026	Proposed Replace
0		2
1		
2	1	
3	1	
4		
5		
6		
7		
8		
9	2	
10	2	
Average		

The average bus age at the start of each school year should not exceed ten (10) years.
Calculation excludes backup buses.

Note: Attach Form #2 and any other description of the equipment to be used by the bidder.



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Reference Authorization - Form #3

DATE: 12/4/2025

NAME OF

PROPOSING BIDDER: Kobussen Buses Ltd.

I hereby authorize the references I have provided to release any and all information regarding our transportation performance.

Furthermore, I agree to hold these references both personally and severally, harmless from any liability associated with the provision of this reference information.

The reference information provided will be confidential and used exclusively for the purpose of evaluating the bidder's proposal to provide school bus transportation.

NAME OF AUTHORIZING OFFICIAL: Joseph E Kobussen
(Print/Type)

SIGNATURE OF AUTHORIZING OFFICIAL:


(Signature)

12/4/2025
(Date)

Kobussen Buses Ltd.

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Contractor Information and References-Form #4

The undersigned proposes to furnish transportation services to the School District of Turtle Lake in accordance with the specifications set forth by the district.

The undersigned offers the following information as evidence of the Bidder's qualifications to perform the work as bid according to all of the requirements of the specifications. Please answer the following questions:

Number of years the bidder has been in business under the present name: 49 years. See Corporate History for more information

Has the bidder or bidder principal(s) been involved in a Chapter 11 bankruptcy proceeding within the past ten years? Y/N NO

Has the bidder ever failed to complete any work awarded? Y/N NO

Has the bidder been involved in non-accident-related litigation in the past five years? Y/N Yes.

Has the bidder ever been in any accidents where the result was loss of life? Y/N Yes

List the names of public school districts with which you are currently contracting in the State of Wisconsin.

See Section 1, 7 Reference List.

Comments/Explanation (Optional): All Kobussen Customers may be contacted.
Comments on non-accident situation and loss of life situations may be provided upon request.



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Questionnaire Bidder's Response - Form #5

Kobussen Buses Ltd.

Name of Firm

Joseph E Kobussen

Name of Authorized Agent (Print or Type)

Vice President

Title



Signature of Authorized Agent

12/4/2025

Date

Principal Owners and Officers of the Company:

Daniel Kobussen President

Joseph Kobussen VP

Also see section 1, 4 Corporate Statements for more information

Address of Corporate Headquarters:

PO Box 858

Kaukauna WI 54130

Dun & Bradstreet # 23279474



Kobussen Buses Ltd.

Family Pride in Every Ride

Transportation Compensation Rates – Form #1

Daily Route Rate	\$ 366.97
Shuttle Bus/Midday route	\$ 95.89
Summer School/Price Per Mile (3 routes)	\$ 292.12
Curricular, Co-Curricular, Field Trips	\$ 104.00 minimum
Price Per Mile	\$ 2.53
Per Hour	\$ 26.81
Trip Cancellation Fee	\$ 55.00 if bus has been dispatched from terminal.

The Requested Length of Contract is based on the School District Calendar.
Typically, 171-175 days.
The number of years is five.

★ All rates are per bus per day.

★ Rates for subsequent years shall increase by the Consumer Price Index of Urban Wage Earners and Clerical Workers (CPI-W) for December before the contract year. Notwithstanding the foregoing, in no event shall the percentage increase for any contract year shall not be less than two percent (2%) or greater than four percent (4%).

❖ Above prices are based upon both Turtle Lake School District and Clayton School District transportation contracts being awarded to Kobussen Buses Ltd.

