



Tuesday, October 5, 2022

Kathryn M. Fallon
Framingham City Solicitor
150 Concord Street, Room 213
Framingham, MA 01702

Re: Response to notice of Reservation of Rights

Dear Ms. Fallon,

I am writing to you today in response to your letter dated September 26, 2022, regarding NRT's transportation services contract with the City of Framingham. I first want to sincerely apologize for the inconvenience this service disruption has caused the administrators, students, and parents of Framingham Public Schools. Please know that I am fully committed to our agreement, and plan to fulfill our contractual obligation by having the specified number of drivers and buses required to serve the community. To recap, our current agreement calls for NRT Bus to provide 77 buses with 70 route drivers and 7 charter drivers. As we continue to combat nationwide CDL driver shortage, and its local impact on Framingham, we are taking several progressive and ongoing steps to solving the problem. This includes, but is not limited to:

- **Pay/Incentives**
 - Increased starting driver pay rate from \$ 28.04 to \$29.00 per hour.
 - Increased starting monitor pay rate from \$17.50 to \$18.00 per hour.
 - Increased driver incentive plans by offering \$5,000 sign-on bonus for fully licensed CDL drivers and \$3,000 sign-on for CDL drivers with passenger only endorsement.
 - Providing 60 hours of paid training at \$20.00 per hour to offset training time commitment for candidates without CDLs.
 - Providing current employees incentives where they can earn up to \$8,000 in referral bonuses.
- **Recruiting Team**
 - We have grown a team of over 15 people driving our recruiting efforts across Massachusetts including a dedicated recruiter, candidate sourcer, and onboarding specialist.
 - Implemented new applicant tracking system to ensure candidates are both effectively and efficiently moved through the recruiting process.
- **Regional Recruiting Center**
 - We recently opened a regional recruiting center (July 21, 2022) with grand opening attendees including Governor Baker and DESE Commissioner Riley attended ribbon cutting.
- **Community Outreach Events**
 - Launching employee ambassadors who will build a referral network in Framingham and throughout the surrounding towns.

- Hosted outdoors movie night under the stars for families and students with touch-a-bus to generate interest in the industry.
- Attended Framingham MassHire events
- Participated in a Recruit-A-Thon which took place in Westford and Worcester
- **Advertising**
 - Regional radio ads (Worcester and Lawrence)
 - Billboard advertisements on state roads
 - Social Media campaigns for jobs
 - Districts have received and distributed recruiting collateral in multiple languages

As a result of these efforts, we currently have 15 drivers in the training pipeline for Framingham. Below is a breakdown of where they are in the process:

- Scheduled for Road Test = 2
- Behind the Wheel Training = 4
- Training / Testing for CDL Permit = 9

You have my full commitment that my team and I will continue to build upon this momentum until every driver vacancy is filled. We recently presented an update during the Framingham School Committee meeting on September 7th and will continue to provide periodic updates at the committee's request throughout the school year. Please feel free to contact me any time if you have any additional questions.

Sincerely,

Timothy P. Sheehan

Timothy Sheehan
Senior Vice President of Operations
NRT Bus

Cc:

Mayor Charles Sisitsky
Louise Miller, CFO/Director of Finance and Administration
Lincoln Lynch IV, School Department Director of Finance & Operations