

To: All companies who are interested in standardizing their safety practices to a high level



Austian's Risk Services, Inc.

For almost 21 years, I was the Vice President, Risk Management for the Laidlaw Group of companies. Laidlaw, Inc., operated 38,000 school buses, 6,000 transit buses and we owned Greyhound. We had almost 650 school bus and transit locations and our goal was to make sure we were operating at one high standard at every location. Before we created the management and operational review process, we had no idea who was our best locations, who were the worst and where everyone else fell.

Even more challenging was what to do to improve as a company. If you do not know where you are, how can you plan to go anywhere?

Laidlaw, Inc. hired **Keith Austian, President of Austian's Risk Services, Inc.**, to help us create a risk reduction review process that went way beyond compliance with regulations. Laidlaw, Inc., had many best practices, policies and procedures involving Driver training, OSHA Compliance, DOT Compliance, Train the Trainer and Safety Leadership. We wanted to know were these being followed and to what extent, were they being used as designed to change driver behaviors to avoid all unsafe acts and deliver a high level of service.

As we had so many locations, Keith led the training of our own safety staff and led this review process. Initially, we found the most locations were only partially using the materials and even then, not in the correct way. That is why our results were only marginal. A major part of the review process was educating the local management in what was required of them and why. Thus, the review process became far more of a management training process.

There is a great deal of truth in the saying you cannot manage what you cannot measure. This review process, designed and led by Keith, allowed us to measure the practices at each location and put in place the corrective actions plans necessary to improve each and every one of them.

The locations did not fight his process, but welcomed the help and advice they received in the review. The results were outstanding! Over the 5 years we used this risk reduction review process, we reduced our accident rate by 58% and in our final year (before Laidlaw, Inc., was sold for \$3.6 billion) our actuary advised we were \$48 million favorable to budget in our loss costs.

Keith helped us ***Do It Right***, the first time, every time and everyone benefited. I have no hesitation in recommending his services or his software product, ***ARS Risk Reduction Reviews™***.

Sincerely,

A handwritten signature in black ink, appearing to read "Jeff Cassell".

Jeff Cassell, President

The School Bus Safety Company and Transit and Paratransit Company

January 26th, 2015