



NEW HAVEN PUBLIC SCHOOLS

Operations Memorandum

To: New Haven Board of Education Finance and Operations Committee

From:

Date:

Re:

Answer all questions and have a representative ready to present the details of each question during the Finance & Operations meeting or this proposal may not be advanced for consideration by the full Board of Education.

Company Information		
Vendor Name:		
Doing Business as: (DBA)		
Vendor Address:		
Vendor Contact Name:		
Vendor Contact Email:		
Is the contractor a minority or women owned small business?		
Agreement/Contract Information		
New or Renewal Agreement/Contract?		
Effective Dates: (mm/dd/yy) <small>Multi-yrs. require Board of Aldermen approval</small>	From	To
Total Amount: <small>If Multi-yr. include yr. to yr. breakdown</small>		
Funding Source Name: Acct. #:		
Contract #: <small>(Local or State)</small>		



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Key Questions:

1. What specific service will the contractor provide:

2. How was the contractor selected? **Attach appropriate supporting documents*

- ☐ **Quotes**
- ☐ **Sealed Bid #** _____
- ☐ **Sole Source #** _____
- ☐ **RFP#** _____
- ☐ **State Contract #** _____
- ☐ **Exempt Professional**
 - ☐ Accountant
 - ☐ Actuary
 - ☐ Appraiser
 - ☐ Architect
 - ☐ Artist
 - ☐ Dentist
 - ☐ Engineer
 - ☐ Expert Professional Consultant
 - ☐ Land Surveyor
 - ☐ Lawyer
 - ☐ Physician/Medical Doctor

3. If the vendor was selected through RFP process; answer the following:

a. Please explain how the vendor was chosen? **Attach Vendor Proposal*

b. Who were the members of the selection committee? *(Minimum 3 required)*



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Key Questions: - Continued

4. If this is a renewal with a current vendor, has the vendor has met all obligations under the existing agreement/contract?

5. If this agreement/contract is a Renewal, has the cost increase? If yes, by how much? **Attach Renewal Letters*

6. If this new agreement/contract, has cost for service increased from previous years? If yes, by how much?

7. Is this a service that existing staff could provide? Why or why not?



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Agreement/Contract Processing Checklist

To ensure timely processing of the submitted Agreement/Contract it is imperative to collect and provide all of the required documentation noted below and provide with submission to board.

Forms/Documents are available in: Drive G:\F&O Agenda Minutes\Agreement Contract Checklist\2022-2023

1. Has this vendor performed service(s) in prior fiscal years?	
If Yes,	Vendor # _____
If No or New,	Vendor must provide completed W9
2. A letter/proposal outlining the Scope of Services the agreement/contract will entail.	
If RFP	Attach Vendor Submitted
Other	Attach Letter outlining the scope.
3. <u>Certificates of Liability Insurance (COI) are required for ALL agreements/contracts, read the following and select the applicable Rider.</u> It is the submitters responsibility to request the COI from the vendor and attach with submission; the COI from the Vendor <u>must match rider specifications outlined.</u> Failure to obtain or incorrect COIs will be returned for revision and will delay its processing.	
Rider 300	Professional Services – Onsite Umbrella; w/ Auto; w/ Workers Compensation
Rider 305	Professional Services – Onsite Umbrella; No Auto; No Workers Compensation
Rider 310	Professional Services – Onsite Umbrella; w/ Auto; No Workers Compensation
Rider 315	Professional Services – Onsite Umbrella; w/ Youth under 21
Rider 320	Professional Services – Offsite; No Auto; No Workers Compensation
Rider 325	Professional Services – Offsite; No Auto; No Workers Compensation; w/ Youth under 21
Rider 330	Professional Services – Offsite Attorney; No Auto; No Workers Compensation
Rider 335	Professional Services – Onsite; Physician/Dentist; No Auto
Rider 340	Professional Services – Onsite Physician/Dentist w/ Youth under 21
Rider 345	Professional Services – Onsite Temp Nurses
Rider 350	Professional Services – Cyber – Onsite
Rider 355	Professional Services – Cyber – Offsite
4. The City of New Haven requires the information requested in the <u>Disclosure Affidavit</u> before any City agency, department, or city official seeking agreement/contract shall obtain them, notarized.	
Emailed Disclosures are acceptable.	



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Transportation Consultant – RFP Development

RFP#: 2022-11-1493

New Haven Public Schools

December 20, 2022



December 20, 2022

Mr. Shawn J Garris
Acting Purchasing Agent
Bureau of Purchases
City of New Haven
200 Orange St, Room 301
New Haven, CT 06510

Dear Mr. Garris:

The Center for Effective School Operations (CESO) Transportation division is pleased to submit this proposal to partner with New Haven Public Schools (NHPS) to develop a request for proposal to create improvements in transportation services and environmental sustainability. CESO is highly skilled in these efforts and has developed transportation solicitations for dozens of districts in the last three years. We believe that we can offer creative solutions to both the structure of the solicitation and manner of the response.

We appreciate the opportunity to submit this proposal and look forward to hearing from you. Please contact me at tim.ammon@theceso.com with any questions or concerns related to this proposal.

Sincerely,

Tim Ammon
Vice President



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Project Approach

Our approach is focused on creating an environment that encourages participation in the solicitation for transportation services at New Haven Public Schools (NHPS) while also supporting the financial, operational, sustainability, and administrative goals of the district. The challenges of the driver shortage, pandemic response, and inflation have challenged transportation operations in a way unlike any time over the last 20 years. Therefore, the structure and approach of the transportation solicitations must evolve to reflect the changing home-to-school, special needs, foster care, charter schools, and athletic and field trip services.

We have designed a scope of work that begins with defining the foundational aspects of transportation management and service expectations of the district. This would be followed by a design process for the solicitation that is collaborative and supported by our deep understanding of industry trends, and how these should be incorporated within the solicitation and contract development. The final element of the project would be the development of an evaluation process that is focused on ensuring that NHPS receives the value it expects from its transportation provider within a cost structure that is both feasible and acceptable to the district. Our proposed work plan to accomplish those objectives is detailed below.

Task 1 - Project Initiation and Data Collection

The overall purpose of this first task is to gather and review the source information necessary to properly scope the solicitation document. We will schedule an introductory conference call to introduce team leaders and begin to work on a data request and collection strategy. Requirements will include a variety of financial data, routing information, and current transportation services contracts. We will use this information and discussions with district staff to ensure that we have a full understanding of the scope of all the transportation requirements that must be accommodated through the solicitation.

Task 2 – Review Current Transportation Contracts and Service Conditions

Using the current contracts as a point of departure to develop the new solicitation, we will meet with you to examine the scope, terms, and duration of the new agreement, with a goal to encourage competition and cost effectiveness. We will also use this time to identify how the structure of a solicitation and the accompanying contract can support improvements in transportation services.

The request for proposal makes clear that NHPS has a combination of operational, financial, and sustainability goals that the solicitation must accommodate. We will use these initial discussions to gain an understanding of the district's recent operating history (some of which we are familiar with through publicly available documentation). We will also discuss macro factors influencing the current bidding market including the ongoing driver shortage concerns, supply chain challenges, inflation impacts, fuel price volatility, and other factors that should impact the structure of the long-term agreement. We will also discuss evolving concerns related to sustainability to more fully understand the scope and intent of these efforts in order to assess how particular provisions in the solicitation may, or may not, enhance competition while achieving these goals. We will also discuss the possibilities and challenges of alternative bids as part of an effort to achieve all the goals the district may have for a long-term service agreement.

We will also clarify certain operational factors that will directly impact the cost to the selected contractor(s). Examples of key issues to be discussed include, but are not limited to:

- Provision of staging and maintenance facilities
- Route development and contract administration processes and procedures
- Contract management protocols
- Communication systems
- Information technology and planning tools
- Communication processes for stakeholder complaints and requests

Task 3 – Discuss and Finalize Service Requirements and Guidelines

Defining the level of service required and related expectations for the contractor(s) will be key to ensuring that the district receives the value it expects from the contract. The level of service delivery to be defined in the document is typically reflective of three elements: (1) transportation department guidelines and policies, (2) school board policies, and (3) traditional past practices. Building on the information and service expectations obtained from the previous tasks, we will review with district staff key performance requirements, such as:

- Maximum bus loads (planned load factors)
- Maximum bus ride times
- School arrival and departure windows; on-time delivery criteria
- Inclusion of technology tools such as GPS, cameras, ridership management, and other items
- Bus stop location policies
- Inclusion policies for special education, homeless, and foster care students
- Criteria for the use of bus aides, monitors, and nurses
- Mechanical inspection, preventive maintenance compliance
- Average fleet age, fuel type, and expected condition
- Fleet transition strategies
- Safety and accident criteria
- Reporting and performance measurement protocols

We will identify a full range of critical concerns and rank the relative importance of specific criteria to ensure the specifications reflect the expectations of the district. The importance of this process cannot be understated because it will contribute to both the design of the specifications and the evaluation process.

Task 4 – Develop and Document Service Specifications

Once the service expectations have been clearly defined, the next and primary task in the work plan is to develop a detailed set of written service specifications that will form the core of the solicitation. The following are items that will be considered for inclusion in the solicitation document:



- Contract term and renewal clauses
- Service specifications and performance (level of service) requirements
- Performance incentives
- Performance and surety indemnification
- Penalties and liquidated damages versus the use of withholdings
- Reporting and disclosure requirements by the vendor (e.g., late service reports, vehicle breakdowns, missed trips, etc.)
- Spot inspection and auditing procedures
- Federal, state and local requirements with respect to contractor liability, employee background and drug and alcohol testing
- Driver training, qualifications, and compensation
- Minimum substitute bus/ bus driver requirements

Task 5 – Develop Draft Solicitation and Contract

Following the definition of expectations and requirements for the contractors we will create a draft version of the solicitation for services that would address:

- General information (Background on the scope of the solicitation and school district background)
- Service specifications (Description of the services to be provided and standards of service)
- Bid submission requirements (Organization and bid response requirements)
- General terms and conditions
- Schedules and attachments (Cost forms, fleet inventory, current bus routes, etc.)
- Fee structure and cost reporting

Task 6 – Finalize Solicitation Document and Contract

The CESO team will facilitate a comprehensive review session where we will walk through each element of the draft solicitation with the district’s chosen representatives. The purpose of this detailed session is for CESO to explain the rationale behind the structure of each element, and to solicit additional input regarding changes or modifications required.



Following this session, we will incorporate the changes into a final version of the solicitation document.

Task 7 – Response Evaluation Support

We will support the district in its assessment of responses to the solicitation. In preparation for this process, it will be necessary to establish an evaluation framework to ensure a fair comparison of each response. Specifically, we will:

- Define the cost basis for evaluation of vendor responses;
- Evaluate the proposed operating structures for each response;
- Determine how alternative bids will be scored and compared to base bid packages; and
- Evaluate qualitative factors such as vendor qualifications, references, driver training plans, and proposed implementation plans.

We will develop an evaluation process and guiding documents, assist the district in selecting individuals to serve on the evaluation committee, provide technical and procedural advice to the committee, guide the meetings, and document the results. The output of this task will be to summarize the responses in such a way that NHPS can make a sound, business-case decision regarding selection of the most viable and appropriate vendor(s).



Company Background and Qualifications

The Center for Effective School Operations (CESO) offers the New Haven Public Schools a unique skill set that can benefit pupil transportation operations regardless of size or scope. We are an organization that has a deep understanding of pupil transportation from the perspective of both an advisory services provider and as a manager of services. Over the last 20-years our team has worked on the most complicated challenges in pupil transportation, including six recent solicitation development projects encompassing fleet sizes of approximately 40 to 650 buses.

CESO' pupil transportation consultants have conducted more than 400 projects for hundreds of school districts in more than 30 states and provinces. We have developed solicitations (including requests for proposals, requests for bid, requests for qualifications, etc.) in the following districts in the last three years:

- State of Hawai'i Department of Education (660 buses)
- Howard County Public School System (400 buses)
- Johnston Community Schools (IA) (55 buses)
- Davenport Community Schools (IA) (85 buses)
- Ankeny Community Schools (IA) (60 buses)
- Stillwater Public Schools (MN) (86 buses)
- Austin Public Schools (MN) (35 buses)
- Centennial Schools (MN) (32 buses)
- Brooklyn Center Community Schools (MN) (34 buses)
- Council Rock Public Schools (PA) (120 buses)
- Lower Merion Public Schools (PA) (60 buses)
- Newburgh Enlarged City School District (NY) (100 buses)

Our other projects have included projects with state-level Departments of Education in Rhode Island, Connecticut, Massachusetts, North Carolina, South Carolina, Texas, Kentucky, New Mexico, Washington, and Hawaii. We have also worked internationally in collaboration with the Kingdom of Saudi Arabia to develop bus specifications for their growing pupil transportation infrastructure and the creation of policies, procedures, and operating practices for daily operations.



Our principles have worked with the largest, most complicated district-based projects in the country in such varied locations as the Fayette County Public Schools (KY), Dayton Public Schools (OH), Columbus City Public Schools (OH), Fairfax County Public Schools (VA), Worcester Public Schools (MA), New York City Department of Education, Baltimore City Public Schools (MD), Howard County Public Schools (MD), Greenwich Public Schools (CT), Virginia Beach City Public Schools (VA), Metropolitan Nashville Public Schools (TN), Wayzata Public Schools (MN), Carmel Clay Schools (IN), Toledo Public Schools (OH), Northwest Suburban Integration School District (MN), Cadillac Public Schools (MI), and Edmonds Public Schools (WA). Additionally, our team was selected to co-manage the Student Transportation Aligned for Return to School (STARTS) Task Force in 2020. This national project was co-sponsored by the three leading pupil transportation associations in the United States and provided recommendations related to the COVID-19 pandemic.

We have worked in organizations with as few as 10 buses and as many as 8,000 in all aspects of pupil transportation including policy and procedure development, routing operations, driver management and recruitment, technology acquisition and implementation, fleet maintenance, fleet management, school bus specification development, insourcing and outsourcing assessments, request for proposal and contract development, and school time analyses. There is no area within pupil transportation that our team has not addressed during their careers.

Our core consulting team is a diverse mix of analytical and operational experts. We have identified two key individuals who will coordinate our project activities. CESO would supplement these staff members as required with one or more of our 20-plus transportation staff members depending on the skills required.



Tim Ammon, Vice President - Tim has worked extensively in the area of solicitation design and evaluation, route design, bell time coordination, and cost control with more than 400 districts in 3 countries. He has developed solicitation documents and contracts for districts across the United States and Canada including leading our projects with the State of Hawai'i, Davenport Community Schools, Council Rock School District, and Lower Merion School District. He was the co-manager of the national STARTS Task Force that offered a way for educational institutions and transportation providers to respond to the COVID-19



pandemic. Tim holds an undergraduate degree in History and Education from Salisbury University, and a Master of Public Administration from American University. Tim is also a Certified School Risk Manager and certified in Operational Risk Management.

Mike Archer, Director, CESO Consulting - Mike has advised over 100 school districts throughout his 13 years of experience in transportation operations, including managing current projects in Connecticut. He has served as a GIS specialist, routing and planning manager, operations manager, and consultant. Mike brings expertise in performing routing and operational analyses in a wide range of districts including Greenwich, Stamford, Ridgefield, Danbury, Norwalk, Westport, Trumbull, Bridgeport, and Killingly Public Schools in Connecticut along with CREC. Mike holds a bachelor's degree from Penn State University.



Nikki Pangerl, Director of Customer Relations - Nikki has focused extensively in her career in support of helping secure stable transportation for kids experiencing homelessness. During her time at CESO, she has helped lead districts through the hardships of transportation, driver shortage and the pandemic. In her current role as the Director of Customer Relations, Nikki continues to focus on vendor management, customer and vendor interaction, and the development of efficient and effective services.



Project Investment and Timelines

Our proposed investment to complete the scope of work as defined is \$34,500, inclusive of all professional fees, expenses, and technology costs.

We believe that the timeline established in the RFP will not allow for either the development of a high quality solicitation or high quality responses from multiple vendors. While we recognize that any significant transfer of services requires sufficient lead time, the actual engagement of those vendors requires adequate time for response development. Experience suggests development time for the solicitation document will require 3 to 5 weeks and that vendors should be provided at least 30 days from when the initial response to questions are released. This would assume an approximately March award of contract(s). We believe that even with limited slippage in this schedule, vendors would have adequate time to implement any transition and start up plans.

We are prepared to begin this project within one week of receiving a formal notice to proceed. The project timeline thereafter will be greatly affected by CESO's ability to quickly receive data, information and responses from NHPS staff. From there, formal timeline and deliverable deadlines will be established to comport with the above referenced general outline of a feasible timeline.