

I. EXECUTIVE SESSION 4:30 p.m.			
	1.1:	<b>Legal Update</b> <i>The Board will receive a legal update.</i>	Information/ Action
	1.2:	<b>Non-Renewal of Continuing Contract Teachers – Mr. John Emerson</b> <i>The Board will discuss non-renewal of continuing contract teachers.</i>	Action
	1.3:	<b>Annual Contract Issuance for Teachers – Mr. Bill Briggman</b> <i>The Board will discuss annual contract issuance for teachers.</i>	Action
	1.4:	<b>Personnel Matter</b> <i>The Board will receive an update on a Personnel Matter.</i>	Update
OPEN SESSION 5:15 p.m.			
II.	CALL TO ORDER, INVOCATION/MOMENT OF SILENCE, & PLEDGE of ALLEGIANCE		
III.	ADOPTION OF AGENDA-		
IV.	SPECIAL RECOGNITIONS (15 minutes) – Mrs. Erica Taylor, Executive Director of Strategy & Communications		
		A. Facility Masters Award	
		B. Wando Teacher Cadets	
		C. Women's Research Project	
V.	SUPERINTENDENT'S REPORT – Mr. Michael Bobby, Acting Superintendent of Schools		
VI.	VISITORS, PUBLIC COMMUNICATIONS		
VII.	APPROVAL OF MINUTES/EXECUTIVE SESSION AGENDA ITEMS		
	7.1:	<b>Open Session Minutes of March 9, 2015</b> <i>The Board will vote on the open session minutes of March 9, 2015.</i>	Action
	7.2:	<b>Executive Session Action Items of March 23, 2015</b> <i>The Board will vote on executive session action items of March 23, 2015.</i>	Action
	7.3:	<b>Financial Minutes of the March 9, 2015</b> <i>The Board will vote on the financial minutes of March 9, 2015.</i>	Action
VIII.	CAE UPDATE		
	8.1:	A. Personalized Learning - Dr. Kristen Brittingham	Presentation
		B. Academic Updates – Dr. Lisa Herring	Presentation
IX.	MANAGEMENT REPORT(S)		
X.	COMMITTEE REPORT(S)		
	10.1:	<b>Audit &amp; Finance Committee – Mr. Todd Garrett</b>	
		<b>A. Audit &amp; Finance Committee Update</b> <i>The Committee will provide information and receive input from Board members on the following:</i> <i>-Items that are currently before the committee that have not been brought forward to the Board;</i> <i>-Future topics the committee plans to bring forward; and</i> <i>-What is needed to move the item forward?</i>	Information
		<b>B. Student Transportation Request for Proposal</b> <i>The Board will vote on a recommendation to approve the Request for Proposal for Transportation.</i>	Action

	<b>10.2:</b>	<b>Policy &amp; Personnel Committee – Mr. Tripp Wiles</b>	
		<b>A. Policy Committee Update</b> <i>The Committee will provide information and receive input from Board members on the following:</i> <i>-Items that are currently before the committee that have not been brought forward to the Board;</i> <i>-Future topics the committee plans to bring forward; and</i> <i>-What is needed to move the item forward?</i>	Information
		<b>B. First Reading - JIH – Student Interrogations and Arrest – Mr. John Emerson</b> <i>The Board will vote on the first reading of Policy JIH.</i>	Action
	<b>10.3:</b>	<b>Strategic Education Committee – Rev. Chris Collins</b>	
		<b>A. Strategic Education Committee Update</b> <i>The Committee will provide information and receive input from Board members on the following:</i> <i>-Items that are currently before the committee that have not been brought forward to the Board;</i> <i>-Future topics the committee plans to bring forward; and</i> <i>-What is needed to move the item forward?</i>	Information
<b>XI.</b>	<b>POTENTIAL CONSENT AGENDA ITEMS</b>		
<b>XII.</b>	<b>NEW BUSINESS</b>		

## SCHOOL DISTRICT

75 Calhoun Street, Charleston, SC 29401

### Contracts & Procurement BOARD AGENDA ITEM

**TO:** Board of Trustees  
**FROM:** Michael Bobby  
**DATE:** February 9, 2015  
**SUBJECT:** Request for Proposal No. P1519 Student Transportation Services

**RECOMMENDATION:** It is hereby recommended that the Charleston County School Board of Trustees approve the award of a five (5) year contract in the amount of \$67,147,202(base amount) to Durham School Services. This award is in response to Request for Proposal P1519 Student Transportation Services.

The material is submitted for:

☒ Action

☐ Information

☒ Open

☐ Executive

Respectfully submitted:

Mr. Michael Bobby Acting Superintendent of Schools	<i>Mr Bobby</i>
Dr. Lisa Herring Deputy Superintendent for Academics	
Mr. Jeff Borowy Deputy for Capital Programs	N/A
Mr. Wayne Wilcher, CPPO, CPPB Director, Contracts and Procurement	<i>Wayne Wilcher</i>

Committee Recommendation(s):

#### Audit and Finance Committee recommendation:

Mr. Todd Garrett, Chair Audit & Finance Committee	<i>T. Garrett</i> Signature
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10.16

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**SUBJECT:**

Request for Proposal No. P1519 Student Transportation Services

**BACKGROUND:**

On March 10, 2014 the CCSD Board of Trustees approved a (1) one year contract extension to Durham School Services for Student Transportation. The extension term of Durham's contract expires June 30, 2015. On April 28, 2014 the CCSD Board of Trustees approved a recommendation to form an Ad-Hoc Committee to investigate concerns with Student Transportation services provided by Durham School Services. The Ad-Hoc Committee consisted of three (3) CCSD Board of Trustees members and two (2) people from CCSD Staff. The Ad-Hoc Committee met with Durham School Services, CCSD Parents, Bus Drivers, and Community Leaders. On July 28, 2014 the Ad-Hoc Committee provided a report to the CCSD Board of Trustees recommending CCSD and Durham School Services add proper staffing, address safety concerns, address overage bus fleet, and improve the overall management of transportation services.

In May of 2014 the CCSD requested the Council of Great City Schools (CGCS) to provide a high-level management review of CCSD transportation services. Specifically, the CGCS review included the following:

- Reviewed and evaluated the structural components of CCSD transportation services, which included the SC State owned fleet of buses, the contractor owned and operated fleet of buses, and CCSD's fleet of activity buses.
- Reviewed and commented on CCSD's contract for transportation services and its pending Request for Proposal (RFP) for future services.
- Reviewed and evaluated the management, organization, and staffing of CCSD's Transportation Department.
- Developed recommendations that would help CCSD's transportation operations achieve greater operational efficiencies, effectiveness, and sustainability.

The CGCS Team conducted fieldwork for the project during a four (4) day site visit to Charleston May 13-16, 2014. The Team conducted interviews with key CCSD Staff members, key Durham employees, examined documents and data, and conducted field visits to various sites throughout CCSD.

The CGCS provided a report that recommended that CCSD consider the following to improve and address issues concerning CCSD Transportation Services:

- In the absence of a significant improvement in the age and condition of the State-owned bus fleet, continue to pursue strategies that would result in a CCSD controlled, contractor-owned and operated school bus fleet.
- Engage an experienced transportation expert to assist in the development of an RFP, evaluation of proposals and negotiation of the final contract.
- Contract for a comprehensive approach to route planning and scheduling, which maximizes the use of technology and best practice methodologies and improves the quality and timeliness of routes, reporting directly to CCSD's Transportation Director.



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- Augment the CCSD Transportation Department with the following staffing resources: Quality Assurance, Data Base Project Manager, and contract for Routing and Scheduling Services.
- Augment the CCSD Contracts and Procurement Department with a Contract Administrator for Transportation Services.
- Ensure that individuals placed in positions have the appropriate skills, expertise, experience and on-going training to be successful.
- Develop a formal and comprehensive strategic business plan for the Transportation Department.
- Establish a documentation and communication system to ensure all complaints are addressed and all inquiries are responded to on a timely basis.
- Divest CCSD's risks and liabilities associated with the operation and maintenance of activity buses at school sites and contract these services under the master transportation contract.
- Decentralize the Azalea bus lot to be more efficient. Smaller satellite lots closer to the areas that they serve.
- Include representatives of the Transportation in special education IEP conferences.
- Subscribe to an Oil Price Information Services (OPIS) to assist in the evaluation of contractual gas price fluctuation pass through.
- Enhance the efficiency and effectiveness of the dispatch operation by centralizing this function.

In September of 2014 CCSD contracted with School Bus Consultants (SBC), a national school transportation firm to aide in the process. SBC was engaged to work with CCSD Staff to assist with document development and process facilitation for RFP No. P1519. Attached is a Memorandum from SBC that provides a summary of the procurement objectives of RFP No. P1519.

The Request for Proposal was advertised in South Carolina Business Opportunity (SCBO) and posted on the CCSD website. Additionally CCSD contacted service providers listed with the National Association for Pupil Transportation. On December 5, 2014 a Request for Proposal was sent directly to five companies. The companies that expressed interest included First Student, Inc, Durham School Services (incumbent contractor), Student Transportation of America, Illinois Central and Cook Illinois.

A mandatory pre-proposal conference was held at the Bridge View Operation Center on December 16, 2014. Three firms attended this meeting; Durham School Services, First Student and Student Transportation of America. Based on discussion and subsequent requests for information and clarification, the District issued three (3) amendments to the solicitation.

Proposals were due on January 16, 2015 at 12:00 P.M. All three firms in attendance at the pre-proposal submitted. The Procurement Officer evaluated the proposals for responsibility and responsiveness and deemed all three acceptable. A committee was formed to evaluate each of the proposals submitted. Committee members included: Dr. James Winbush, Associate Superintendent, Leona Pounder, Principal, Whiteside Elementary School, David Ruff, CCSD Teacher Assessment, Walter Campbell, Executive

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Director, Food Services and Curtis Norman, Director of Student Transportation. Also present as non-voting members were: Lawrence Lutrario, Procurement Officer (Facilitator), Tom Platt, School Bus Consultants (Consultant), Janna Seifert, Office of Teacher Effectiveness (Observer) and Stephen Thomas, Office of Teacher Effectiveness (Observer).

**DISCUSSION:**

The evaluation committee was responsible for evaluating the written proposals submitted by the firms. An initial meeting was held on January 28, 2015 to discuss and rank the firms. The committee also scheduled presentations and interviews with the three firms.

Presentations were held at the Bridge View Operation Center on February 4, 2015. Each firm was granted thirty (30) minutes for their presentation followed by a fifteen (15) minute question and answer period.

Following many hours of review and discussion, the committee ranked the firms based on the criteria include in the RFP. Each of the areas had multiple subsets of responsibility that required submission. Durham School Services was unanimously ranked highest by the Committee.

It is worth noting that the final ranking criterion, which was cost for services, was not revealed to the evaluation committee. The committee based their ranking and recommendation for award on the presentations given and the written proposals. The fact that Durham School Services also offered a lower cost proposal was an added benefit to the firm selected by the committee to have the strongest operational proposal.

Attached you will find a spreadsheet indicating the ranking for each firm. Also you will find a spreadsheet demonstrating the cost submitted by each firm. Please note that there were three options of service. Option one; Status Quo, combination of vendor and State buses. Option two; vendor provided fleet. Option three; District owned fleet. Durham and First student submitted on all three options, Student Transportation of America submitting on only option three. Reasons Durham School Services was rated the highest ranked firm:

- Convincing presentation that demonstrated a corporate commitment to continue to improve service to the Students of Charleston County School District.
- 39 dedicated positions compared to 29 for next highest ranked firm.
- Addition of two new positions; Compliance Coordinator and dedicated Driver Recruiter.
- Call center to be maintained.
- GPS tracking to be installed on all buses including State owned buses.
- Trip Tracker software included in base cost.
- Versatrans routing software to ensure routes are effective, Zonar for maintenance tracking and safety.
- Committed to investing a minimum of \$1.6 million for new buses and additional technology.

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- Proposed 14 propane school buses per year to achieve a 60 to 40 percent ratio of propane to diesel by the end of the initial contract if the District decide explore this green initiative.
- Collective bargaining agreement in effect until 2017.
- Will commit 5 % of contract for minority vendor participation or will invest 5% into minority business community in the Charleston region.

It was the objective to prepare a RFP that would result in proposals that address recommendations from the AD-Hoc Committee, recommendations suggested by the CGCS, and supports CCSD strategies to have a CCSD controlled and operated school bus fleet. The companies were limited in their ability to address the issues with the SC-DOE buses. The following is a breakdown of each proposer response to the recommendations from the various committees:

Recommendations:	Durham	First Student	Student Transportation
Improve Safety and Conditions of buses.	Add Q.A. position to staff. No buses over the age of 7 years.	New Buses	New Buses
Maintenance and Repairs (Contractor buses)	Increasing the number of contractor owned buses.	New Buses	New Buses
Maintenance and Repairs (SCDOE buses)	Contractor owned fleet	Contractor owned fleet	Contractor owned fleet
Establish a documentation and communication system to address complaints.	Proposed to work with CCSD to develop...not included in proposal.	Proposed a Visual Management tool...not well explained.	Proposed a maintenance council...no details on the council.

Staff will continue to pursue strategies to develop a new transportation model to achieve greater operational efficiencies, effectiveness, and sustainability. CCSD staff will include in Durham School Services contract a requirement to commit 5 % of the contract amount to minority vendors, which is estimated to be \$3,357,360 over the life of the contract.

**RECOMMENDATION:** It is hereby recommended that the Charleston County School Board of Trustees approve the award of a five (5) year contract in the amount of \$67,147,202(base amount) to Durham School Services. This award is in response to Request for Proposal P1519 Student Transportation Services.

**FUNDING SOURCE/COST:** General Operation Fund

**FUTURE FISCAL IMPACT:** \$13,404,150 (Year 2), \$13,419,736 (Year 3), \$13,755,229 (Year 4), and \$14,099,109 (Year 5)

**DATA SOURCES:**

Wayne Wilcher, Director, Contracts and Procurement  
Lawrence Lutrario, Procurement Officer

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Curtis Norman, Director of Student Transportation  
Tom Platt, Consultant, School Bus Consultants

**PREPARED BY:**

Wayne Wilcher, Director, Contracts and Procurement  
Lawrence Lutrario, Procurement Officer  
Curtis Norman, Director of Student Transportation

**REVIEWED BY LEGAL SERVICES:**

N/A

**REVIEWED BY PROCUREMENT SERVICES:**

Wayne Wilcher, Director Contracts and Procurement

**ATTACHMENTS:**

1. Memorandum dated February 25, 2015 (Process & Results Summary)
2. Memorandum dated February 25, 2015 (State Fleet Replacement Analysis)
3. Technical Proposal Evaluation Matrix
4. Ranking of Firms
5. Cost Comparison Sheet

## MEMORANDUM

Date: February 25, 2015

From: Tom Platt, Vice President, School Bus Consultants, LLC

To: Michael Bobby, Acting Superintendent, Charleston County School District

Re: Process & Results Summary – RFP 1519 (Student Transportation Services)

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School Bus Consultants, LLC (SBC) was engaged by the Charleston County School District (CCSD) to work with staff and to assist with document development and process facilitation for the subject solicitation. SBC did not actively participate in the selection process, but rather served as a subject matter expert and advisor to the Director of Transportation, the Procurement Official and the members of the RFP review committee throughout the procurement process. A recommended vendor has been selected by the review committee. This memorandum documents the process as followed and the results achieved up to this point, together with additional explanatory detail and relevant information.

### Summary of Procurement Objectives

The delivery of transportation services within the CCSD is currently structured in accordance with State mandates and operated via a long-standing contractual arrangement with private sector providers. Limited district staffing has resulted in substantially all related functions being subsumed by contractor staff. The limited capacity of in-house staff to properly plan, oversee, and ensure contractor accountability coupled with the progressively worsening situation with the aging of the state-owned bus fleet were the primary considerations in structuring the current solicitation for services.

In consultation with staff, SBC constructed a revised solicitation document that incorporated the following key characteristics:

- A consolidation of service specifications into an outcome-oriented, performance-based set of requirements;
- A separation of the solicitation process documentation (the RFP itself) from the service specifications;
- The inclusion of the service specifications in a contract template to maximize clarity and minimize post-solicitation negotiation requirements;
- Incorporation of a robust contract compliance and performance management requirement for district and contractor staff in the contract specifications; and
- Incorporation of future flexibility to increase the number of contractor-owned and/ or district-owned fleet buses depending on the outcome of ongoing discussions regarding the current state-provided fleet structure.

It was a stated objective to build the solicitation and resulting contract to be mindful of the district's actual contract oversight responsibilities, and in anticipation of future additions to staffing to support this responsibility. It was also intentional that the accountability requirements for the successful contractor would be increased through additional reporting, data analysis, and auditing functions. Finally, in acknowledgement of a changing service-delivery landscape in the State, it was also a primary objective of the solicitation to obtain a range of pricing and service offerings such that the district has the flexibility to migrate service delivery to a new model over the term of any contract that would result from this solicitation.



## MEMORANDUM

### Process Summary

The solicitation process proceeded on an early and aggressive timeline such that a vendor selection could be finalized early enough to ensure a smooth transition to the new contract requirements and a smooth transition to a new contractor, should this be the result. There was also a desire to finalize the selection early enough such that the district could make a rational, business-case decision on whether and/or how to begin shifting the service-delivery mode. The incorporation of additional district staff, an increase to the contractor-owned bus fleet, and whether to consider the incorporation of district-owned buses are all subjects that were anticipated for consideration at this point in the process.

The following completed tasks and timeline bring the process to this point:

1. October, 2014 – SBC begins work
2. December, 2014 – RFP released; pre-proposal conference held with prospective vendors
3. January 16, 2015 – Proposals received from three prospective vendors:
  - Durham School Services (incumbent vendor)
  - First Student
  - Student Transportation of America
4. January 28, 2015 – SBC-facilitated meeting of the review committee
5. February 4, 2015 – On-site presentations and interviews of all prospective vendors
6. February 14, 2015 – Intent to Award notification posted

The review committee was selected and appointed by the Director of Transportation and the Procurement Official. Each member was provided with copies of the technical proposals from each prospective vendor. Cost proposals were not provided to the review committee. Each member was asked to review and rate each proposal against the criteria identified for evaluation in the RFP. An evaluation matrix developed by SBC was provided to help facilitate this process. During the review committee meeting all three technical proposals were discussed and ranked by the committee, and additional questions or concerns identified. Each vendor then presented their proposals in person, and members of the committee plus additional district observers were afforded the opportunity to address questions or concerns. Finally, additional clarifying information was requested from one vendor, the cost proposals were evaluated by the Procurement Official, and final rankings were determined.

The review committee, Director of Transportation, and Procurement Official ranked Durham School Services as the preferred vendor, and an Intent to Award notification was posted. SBC was not a voting member of the review committee. SBC did provide an assessment of each technical proposal, but only after the review committee had completed its work. These are included as an attachment to this memorandum.

### Results Summary

All three proposals were determined to be in compliance with the procurement requirements and were considered for award. The technical proposals were to address the service specifications included in the contract template, with particular emphasis placed on the following evaluation elements:

- Safety
- References and financial stability
- Reliability

## MEMORANDUM

- Responsiveness
- Efficiency
- Cost
- Proposal quality, completeness, and compliance with RFP requirements

Each technical proposal and vendor demonstrated particular strengths and weaknesses. No one vendor was rated perfectly on any particular evaluation element, but through the review of written proposals and interview process the committee identified Durham School Services as the clear leader relative to the evaluation requirements, the needs of the district, and the procurement objectives.

Cost (pricing) was requested for three distinct options, as follows:

1. Status Quo – A reflection of the current state of affairs with a mix of State-provided and contractor-provided buses.
2. Contractor-Provided Fleet – A scenario whereby the contractor would provide the entire bus fleet.
3. District-Provided Fleet – A scenario whereby the district would provide the entire bus fleet.

There was a distinct rationale to this structure. First, it was absolutely necessary to garner pricing that would be directly comparable to the steady state such that comparisons could be drawn with current costs, and such that operations could continue uninterrupted as the district enters the new school year. Second, in recognition of the procurement objectives, it was necessary to bracket the range of possibilities for the future potential evolution of the service delivery model.

It was recognized that any decision to proceed in a new direction, that is to say away from the current model of a state-provided bus fleet, would be evolutionary. To enable this transition under a contract to be established now would require an understanding of costs under a fully-implemented revised model such that a negotiated transition would have this as a backstop for the definition of future rates. Hence the two alternative options were included in the RFP. In all cases, the RFP also required that the vendor provide a proposed approach to incorporating, and price for the inclusion of alternative fuel bus variants.

One vendor, Student Transportation of America, chose to provide a proposal only for the third option. Both Durham School Services and First Student provide comprehensive cost proposals for all three options. The base daily rates for a single regular route bus are summarized in the table below. While there was some additional variability imposed by supplementary cost elements such as bus monitors, hourly supplemental services, and extra trips, Durham School Services was the clear cost leader when all of these rates were aggregated to reflect the total package of services to be delivered.

Base Daily Rate per Route Bus	Option 1 - Contractor Bus	Option 1 - State Bus	Option 2 - Contractor Bus	Option 3 - District Bus
Durham School Services	\$ 276.05	\$ 181.75	\$ 300.60	\$ 181.75
First Student	\$ 302.49	\$ 190.82	\$ 336.37	\$ 269.03
Student Transportation of America	\$ -	\$ -	\$ -	\$ 265.00
First Student Difference	10%	5%	12%	48%
Student Transportation of America Difference	N/A	N/A	N/A	46%



## MEMORANDUM

### Summary Analysis of Options

The pricing differentials between the options are reflective of the variability associated with capital asset costs for vendors in each scenario. This is further explained as follows:

Option 1 – For the two vendors proposing on this option, the primary difference in cost is best described by comparing the pricing for the daily operation of a state-owned bus. In this variant, there are no associated capital costs for the buses themselves, or for the associated operating costs to maintain, repair, or fuel these buses as these are the services currently provided by the State. Thus, the costs proposed are reflective of only the vendors' operating costs for staffing of these buses, associated facility and technology costs, management and supervisory staffing, and their embedded profit.

In comparison, all of the bus-related costs carried by the State are included as contractor borne costs in the Option 1, contractor-provided bus rates. Here we see a larger differential between the vendors, and also can glean the true cost to the vendors for providing these components of service. The larger variance between the vendors is due to one primary factor: First Student proposed to bring in all new buses for this requirement (87 buses) while Durham would continue to operate the older fleet currently in place, replacing only 14 of the oldest buses in the first year of the new contract. This would result in a higher capital outlay for First Student, which is passed through to the district in the form of a higher daily rate.

Option 2 – The primary difference in Option 2 is that all buses would be owned, maintained, and fueled by the contractor. In other words, for the purposes of comparison we assume no involvement or subsidy from the State in this scenario. The proper comparison then is to each vendor's cost for Option 2 against their proposed cost for Option 1 – contractor-provided bus. In Durham's case, for Option 2 they propose to bring in all new buses on top of the 87 currently in place. Their capital outlay would increase substantially, hence the higher rate. In the case of First Student, they would also now be faced with the costs for up-front acquisition of a significantly higher number of buses.

Option 3 – The primary difference between Option 2 and Option 3 is that we assume capital ownership of all buses by the District in Option 3, but with the vendor continuing to provide maintenance, repair, and fuel. Setting aside the Durham proposal and comparing just the First Student and, now, the Student Transportation of America proposed rates we can glean the true impact of the cost of capital ownership relative to the total cost of transportation services. Both rate proposals are highly comparable. If we therefore compare the First Student Option 2 rate (\$336.37) to the Option 3 rate (\$269.03) we note a drop of \$67.34, or 20%. In the experience of SBC, this is roughly comparable to the capital component share of total transportation costs in most operations.

As noted previously, pricing was requested for these fully-implemented alternative service delivery models in order to facilitate the type of comparison discussed herein. A far more viable and feasible approach to implementing one or the other alternative would be to phase it in over the term of the new contract. This would have the following benefits:

- While the State fleet is very old on average, not all state-owned buses require immediate replacement;
- It is unlikely that alterations to the current State funding model will be approved or implemented in the near term, implying that any further transition to contractor or district ownership of buses would be unfunded by the State;

## MEMORANDUM

- Either Option 2 or Option 3 as proposed would result in an entirely new fleet; this is ideal in the short term, but less than ideal for sustainability as the entire fleet would age at once, and the district would be faced with a block obsolescence problem in future years. It is far better operationally to have a mix of vehicle ages, with a reasonable average and a routinized annual replacement program.

With these factors considered, SBC undertook a brief analysis of expected actual costs to the District were it to assume responsibility for capital costs over time. The baseline assumptions for this analysis were that the District would acquire buses through a lease financing mechanism, rather than direct capital outlay, and that State buses would be replaced such that the contract-mandated average age of seven years could be achieved and maintained assuming no further state-owned buses are added to the fleet. This analysis is included as an attachment to this memorandum.

## MEMORANDUM

Date: February 25, 2015

From: Tom Platt, Vice President, School Bus Consultants, LLC

To: Michael Bobby, Acting Superintendent, Charleston County School District

Re: State Fleet Replacement Analysis

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The objective for this analysis was to assist the District in determining, approximately, what the capital outlay requirements would be for the District to assume ownership of the state-provided school bus fleet over time. The key assumptions are as follows:

1. The transition to a district-owned fleet would occur gradually, only as the state-owned buses come due for replacement;
2. The replacement criteria would align with the contractual requirements placed on the vendor:
  - a. Average fleet age not-to-exceed 7 years
  - b. No fleet units to exceed 12 years or 200,000 miles of use
3. The District will utilize some form of lease, or lease financing mechanism to limit and stabilize annual cash outlays.

Of these, the most difficult assumption to comply with will prove to be the average fleet age and use requirements. That said, this would be a relatively short-term complication, as illustrated in the discussion that follows.

### Analytical Results Summary

To begin, SBC calculated the raw fleet replacement requirements, both in terms of number of units to be acquired and the associated total cash-based capital outlay to immediately bring the state-owned fleet into compliance with the contractual fleet age and use parameters described above. For this analysis SBC assumed a replacement cost of \$100,000 per bus, and a 3% annual inflation rate for the cost of buses acquired in future years.

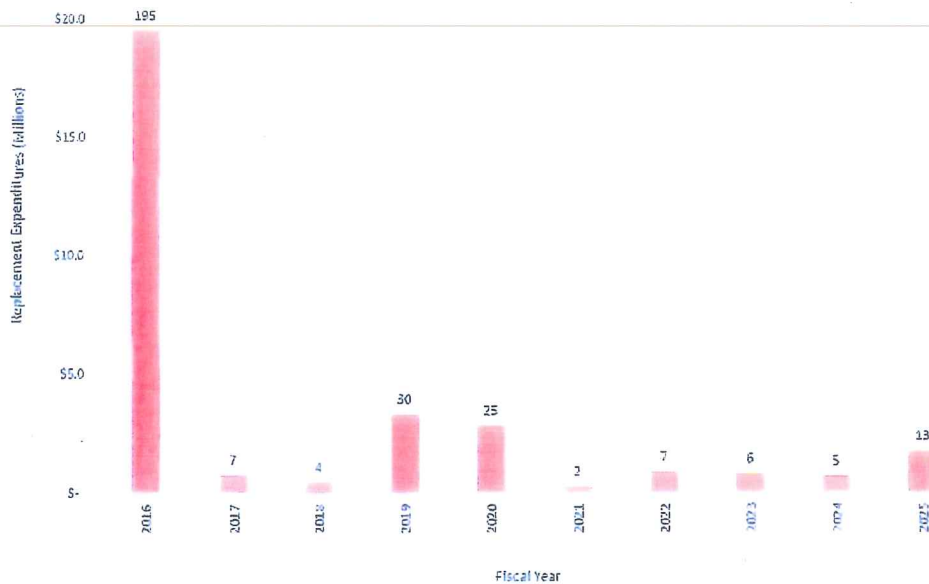
Figure 1 on the following page displays the results of this modeling.



## MEMORANDUM

Figure 1

DIRECT CAPITAL OUTLAYS & COUNT OF UNITS TO BE REPLACED - UNADJUSTED



The current condition of the state-owned fleet becomes immediately apparent. 195 units, or nearly 70% of the fleet is currently due or already overdue for replacement based on the 12 year, 200,000 mile criteria. In the modeling summarized in Figure 1, all of these units are assumed to be replaced in the first year of the plan. The total associated capital outlay on a cash basis would be nearly \$20 million.

Regardless of the type of financing mechanism utilized, or the fiscal viability of this plan, replacing this many units at one time does not make sense operationally. In this scenario the District would create a situation whereby most of the fleet is new, but also where most of the fleet would age at the same time. This would create reliability problems in future years, and the District would be faced with a block obsolescence problem whereby the same large number of units would come due for replacement at the same time again in future cycles.

To avoid these issues, and to create a more sustainable long-term fleet replacement cycle will require short-term adjustments to the 12 year, 200,000 mile criteria. By delaying the replacement of approximately 60 of the newest state-owned units by two additional years, and 60 more by just one year, we are able to create a scenario the results of which are displayed in Figure 2 on the following page.

## MEMORANDUM

Figure 2

DIRECT CAPITAL OUTLAYS & COUNT OF UNITS TO BE REPLACED - ADJUSTED

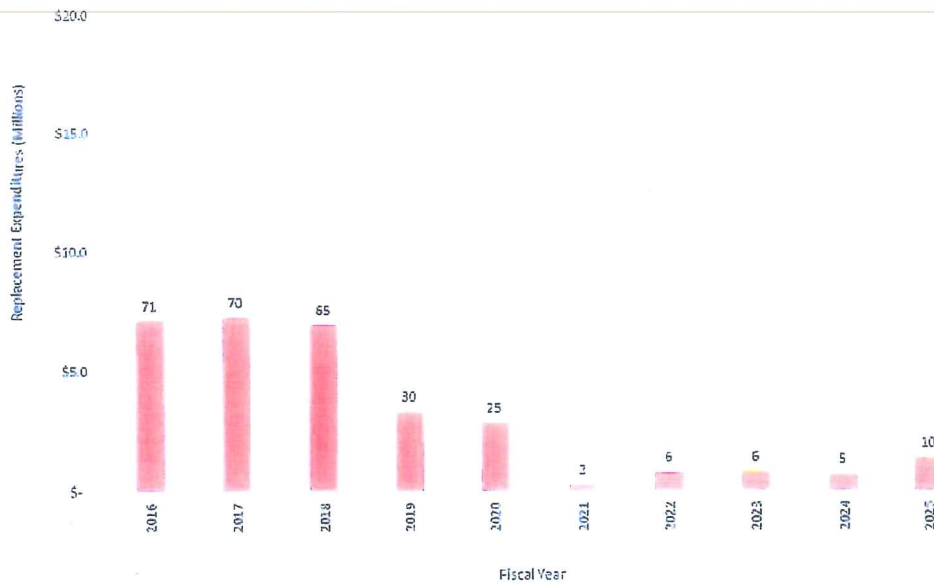


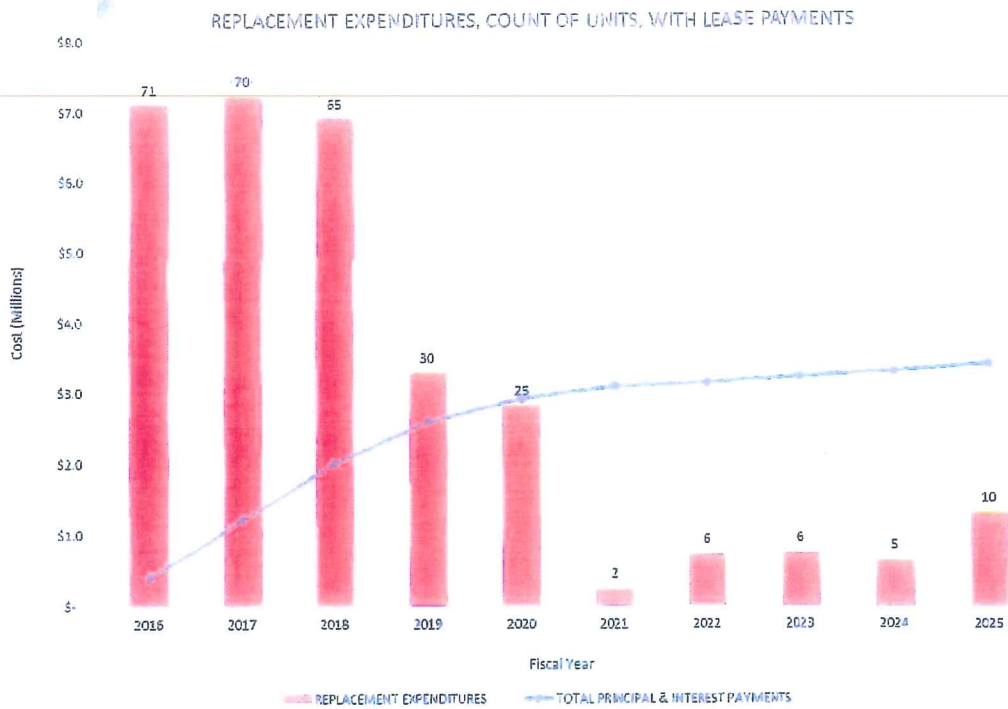
Figure 2 displays the first step in achieving a viable, feasible replacement plan for the state-owned fleet. In this plan all state-owned buses would be cycled out of the CCSD fleet by 2025, with the majority (206) replaced over the next three years. SBC does not present this as an achievable plan, however, as annual cash outlays of approximately \$7 million on school bus purchases in each of the next three years is unlikely to be within the financial means of the District.

Recognizing this, the final scenario developed by SBC overlays the expected actual outlays for principal and interest payments in a lease-financing mechanism for the recommended number and value of units in this plan. The financing scenario assumes amortization over a ten year term at an interest rate of 2.5% beginning at the start of the next fiscal year. The same 3% assumption regarding inflation of cost for the buses themselves is retained, and a 5% salvage or trade-in value at the end of 12 years is also assumed.

The results are illustrated in Figure 3 on the following page.

## MEMORANDUM

Figure 3



The aggregate principal and interest payments would increase each year as more units are acquired and added to the financing mechanism. However, the total annual outlay never exceeds \$3.42 million, and this level is only reached in the tenth year of the plan. Initially, the District would be able to replace 206 units over the first three years for total principal and interest payments of just \$400,000 in the current year (assumes a mid-year acquisition of the first buses), \$1.21 million in the year two, and \$2.01 million in year three.

**Charleston County School District**  
**Student Transportation Services (RFP P1519) Technical Evaluation**  
**Vendor Summary**

<b>Evaluation Element</b>	<b>Available Points</b>	<b>Durham School</b>	<b>First Student</b>	<b>Student Transportation</b>
A. Executive Summary	0.0	---	---	---
B. Performance Safety	18.0	17.0	16.0	16.0
C. Response Compliance	6.0	6.0	6.0	6.0
D. References	18.0	18.0	18.0	18.0
E. Vehicles & Related Equipment	0.0	---	---	---
F. Financial Stability	18.0	18.0	18.0	18.0
G. Performance Reliability	14.0	13.0	13.0	12.0
H. Performance Responsiveness	14.0	13.0	13.0	13.0
I. Performance Efficiency	6.0	6.0	5.0	5.0
J. Proposal Cost	6.0	6.0	5.0	4.0
<b>Total Points</b>	<b>100.0</b>	<b>97</b>	<b>94</b>	<b>92</b>



STUDENT TRANSPORTATION COST ANALYSIS-REVISED

	Alternate 1 Status Quo	Alternate 2 Contractor Fleet (336 Routes)	Alternate 3 District Owned (336 Routes)
<b>Durham</b> 87 ROUTES (Contractor) 1)\$276.05 2)\$300.60 3)\$181.75	\$24,016.35	\$101,001.60	\$61,068.00
249 ROUTES (SCDOE) \$181.75 (SCDOE)	\$45,255.75	N/A	N/A
<b>Durham Total</b>	\$69,272.10	\$101,011.60	\$61,068.00
<b>First Student</b> 87 ROUTES (Contractor) 1)\$316.91 2)\$336.37 3)\$269.03	\$27,571.17	\$113,020.32	\$90,394.08
249 ROUTES (SCDOE) \$200.30 (SCDOE)	\$49,874.70	N/A	N/A
<b>First Student Total</b>	\$77,445.87	\$113,020.32	\$90,394.08
<b>Student Transport*</b> 87 ROUTES (Contractor) 1)N/A 2)N/A 3)\$265.00	N/A	N/A	\$89,040.00
249 ROUTES (SCDOE) N/A (SCDOE)	N/A	N/A	N/A
<b>Student Transport Total</b>	N/A	N/A	\$89,040.00
<b>Bus Aide/Monitor</b>	Durham	First Student	Student Transport
	\$130.00	\$103.36	\$12.77 per hour

\*STUDENT TRANSPORT OF AMERICA ONLY SUBMITTED ON ALTERNATE 3 DISTRICT OWNED FLEET

<p style="text-align: center;"><b>Charleston County School District</b></p> <p style="text-align: center;"><b>Request for Proposals – Student Transportation Services</b></p> <p style="text-align: center;"><b>Technical Proposal Evaluation Matrix</b></p>	
Vendor Names:	
<ul style="list-style-type: none"> <li>• Durham School Services</li> <li>• First Student</li> <li>• Student Transportation of America</li> </ul>	

Evaluation Element	Questions to Answer	Durham School Services	Rank	First Student	Rank	Student Transportation of America	Rank
A. Executive Summary	<p>Are key points of information provided to demonstrate that the vendor is qualified to perform the scope of services as described in the RFP?</p> <p>Is the confirmation required in Section 4 concerning bankruptcy, acquisition, merger, and litigation provided?</p> <p><i>What area(s) require additional information?</i></p>	<p><b>Overall impression of the response:</b></p> <ul style="list-style-type: none"> <li>• The response for this area focused on assuring the CCSD of their "stability" as a company, their understanding of the pricing options, and the "extra" value that they offer.</li> <li>• <b>Key points of information included:</b></li> <li>• Contact period of five years acknowledged.</li> <li>• "Financially stable, not currently engaged in bankruptcy proceedings, merging with another company, or party to a material lawsuit".</li> <li>• Average cost of Bid Bond: \$73,182 on the base bid.</li> <li>• Committing to invest a minimum or \$1.6 mill for new buses and additional technology.</li> <li>• Per district information: 39 staff positions will be provided.</li> </ul> <p><b>Pricing Form 1: (Status Quo) Diesel Fleet – Diesel Replacements:</b></p> <ul style="list-style-type: none"> <li>• 14/84 passenger buses yr. 1</li> </ul>		<p><b>Overall impression of the response:</b></p> <ul style="list-style-type: none"> <li>• Provided a summary of their proposal with each area referring to the report section with the greater detail.</li> <li>• The response is not organized as specified in the RFP.</li> <li>• Generally the proposal reads as a "boiler plate" presentation with information specific CCSD inserted as needed.</li> </ul> <p><i>✓ The Executive Summary include a sub-section- (a) which lists suggested or required changes in contractual language. These include extending the contract by mutual agreement, termination language, compensation of the contractor for school cancellation, liquidated damages, service level adjustments, fuel escalation, and changes in laws and regulations, and exceptions and omissions.</i></p> <ul style="list-style-type: none"> <li>• <b>Key points of information included:</b></li> </ul>		<p><b>Overall impression of the response:</b></p> <ul style="list-style-type: none"> <li>• Proposal appears to follow the format as specified by the RFP. Acknowledges their stability as a company and the transportation of over 1,000,000 students. Pricing scenarios were not included in this section similar to what each of the other vendors provided.</li> <li>• <b>Key points of information included:</b></li> <li>• "We are financially sound and not currently engaged in any bankruptcy proceedings; we are not merging with or being acquired by another company, nor are we a party to any material lawsuit".</li> <li>• Southeast corporate office located in the City of Charleston.</li> <li>• Currently serving Jacksonville FL. (evidence of large client).</li> </ul>	

Evaluation Element	Questions to Answer	Durham School Services	Rank	First Student	Rank	Student Transportation of America	Rank
		<ul style="list-style-type: none"> <li>Replace appropriately to achieve desired maximum and average age.</li> <li>✓ <i>What are the replacement parameters?</i></li> <li>GPS to be installed on all buses.</li> <li>Trip tracker software included in base bid.</li> <li>Adding two new positions – Compliance Coordinator and dedicated driver recruiter</li> <li>✓ <i>Are position descriptions provided?</i></li> <li>Call Center to be maintained</li> <li>Price increase due to elimination of "school choice option routes" driver wage increases, and supplemental services that were previously billed separately – <i>See Addendum #3</i></li> </ul> <p><b>Pricing Form 1: (Alt #1) Current Diesel with propane replacement:</b></p> <ul style="list-style-type: none"> <li>14/72 passenger buses yr. 1 with 14/72 new buses per year to achieve a 60 to 40 percent ratio of propane to diesel by the end of the initial contract.</li> <li>Cost of propane fuel and fueling infrastructure is excluded.</li> <li>GPS &amp; Trip Tracker/additional staff included.</li> </ul> <p><b>Pricing Form II – Provide all contractor owned diesel fleet:</b></p> <ul style="list-style-type: none"> <li>Durham provides all buses</li> <li>Ten percent spare ratio</li> <li>All maintenance provided</li> <li>CCSD to provide maintenance facilities</li> <li>GPS &amp; Trip Tracker/additional staff included</li> </ul>		<ul style="list-style-type: none"> <li>Contact period of five years acknowledged.</li> <li>States that "To the best of our knowledge, none of the FirstGroup plc companies are currently engaged in bankruptcy proceedings, being acquired, merging with another company, or a party to a material lawsuit".</li> <li>Links to company websites are provided for financial information operational details.</li> <li>Contract pricing based on an average of 5.94 hrs. per day for 344 AM/PM routes, 51 mid-day and 30 late release, and 55 summer school routes.</li> <li>RFP is based on an average of 6.5 hours per day.</li> <li>✓ <i>What impact will this have on the number of routes/buses and benefits.</i></li> <li>Contract start date of 07/01/2015.</li> <li>Incentives offered include a \$0.45 per hour increase for driver, increase the starting wage from \$12.00 to \$13.00 per hour, a \$600/yr. safety bonus, Fixed Benefit Medical Plan at 50% Employer contribution; and recognition of current seniority for the purposes of route selection and trip assignments.</li> <li>27 dedicated positions.</li> <li>✓ <i>What impact will this have on service compared to the 39 positions for Durham (per district information).</i></li> <li>Area general manager lives in Beaufort SC.</li> <li>Fleet age: will not exceed an average of 7 years, max age of 12</li> </ul>		<ul style="list-style-type: none"> <li>Currently providing elementary school field trips and service to private schools in the County.</li> <li>The vehicles will include air conditioning, two-way radios, AngelTrax® 4-camera surveillance systems, Synovia™ Solutions GPS system, safety crossing arms, Child Check-Mate® systems, and lap seat belts.</li> <li>SafeStop™ provides real-time bus notifications and traffic alerts directly to parents.</li> <li>STA will lease or purchase two facilities strategically located throughout the District.</li> </ul> <p><b>Employee Administration Plan:</b></p> <ul style="list-style-type: none"> <li>All current drivers and transportation employees will be interviewed and given priority consideration for employment with STA.</li> <li>Drivers will receive a wage increase and competitive benefits.</li> <li>✓ <i>Increase not defined.</i></li> <li>A no-strike clause will be negotiated.</li> <li>"Proven retention plan" including awards for safe driving and attendance.</li> <li>New drivers receive 35 hours of classroom and on-road training.</li> <li>Paid monthly safety meetings.</li> <li>Web based learning and development program.</li> <li>STA will purchase and provide all diesel and propane fuel</li> </ul>	



Evaluation Element	Questions to Answer	Durham School Services	Rank	First Student	Rank	Student Transportation of America	Rank
		<p>Pricing Form III – District to provide all buses:</p> <ul style="list-style-type: none"> <li>CCSD provides all buses and maintenance</li> <li>Same inclusions as in Pricing Form 1.</li> </ul> <p>Assumptions:</p> <ul style="list-style-type: none"> <li>AC/Wi-Fi optional pricing included.</li> <li>Bus tracking app for parents optional.</li> <li>Daily rate based on the current average which is less than the 6.5 hours per day in the RFP - Durham reserves the right to negotiate a commiserate rate to reflect the increased time per day in the event that the daily average exceeds the current average.</li> <li>✓ <i>What is the current average?</i></li> <li>✓ <i>How was the average calculated and by whom?</i></li> <li>Good faith renegotiation in the event of changes in federal, state, local or other regulations that impact the Contractor's costs.</li> <li>Fuel assumptions are based on \$2.19 per gallon for OPI's Pricing.</li> <li>✓ <i>Fuel escalation/ de-escalation clause?</i></li> <li>Minimum of 2.5 percent increases in the "outer years".</li> <li>✓ <i>Definition of "outer years" needs to be clarified.</i></li> </ul> <p>Proposed District Benefits:</p> <ul style="list-style-type: none"> <li>Will continue to participate in CCSD training programs.</li> <li>"We are flexible" with regard to the fleet.</li> </ul>		<p>years, with a maximum of 200,000 miles.</p> <p><b>Scenario 1 – Status Quo:</b> First Student (FS) will provide 106 brand new Thomas Built buses to operate the 87 AM/PM routes, provide 10 Dedicated Spare Buses for CCSD and hold a 10% spare factor on our own route buses. The remainder of the buses will be provided by CCSD or SCDOE.</p> <p><b>Scenario 2 – Contractor-provided Fleet:</b> First Student will provide 378 brand new Thomas Built buses to operate the 344 routes with a 10% spare factor. First Student will be responsible for the cost of fuel and maintenance for all vehicles. In addition, pricing is provided for propane-fueled vehicles at the request of the district.</p> <p><b>Propane fuel:</b></p> <ul style="list-style-type: none"> <li>Due to the additional cost and infrastructure required to operate propane vehicles, First student would require the district to utilize a minimum of 75 propane vehicles.</li> <li>First Student proposes to discuss piloting the use of Propane-powered vehicles on a test-case basis.</li> </ul> <p><b>Scenario 3 – District-provided Fleet:</b> Pricing assumes that CCSD provides all vehicles required for the operation of the contract with a 10% spare factor. Pricing includes the cost of fuel and maintenance for all vehicles.</p>		<p>needed for the CCSD transportation system.</p> <ul style="list-style-type: none"> <li>✓ <i>Fuel escalation/ de-escalation clause?</i></li> <li>✓ <i>Proposes independence from the state for fuel, maintenance, and vehicles by facilitating a tax-exempt leasing arrangement.</i></li> </ul>	

Evaluation Element	Questions to Answer	Durham School Services	Rank	First Student	Rank	Student Transportation of America	Rank
		<ul style="list-style-type: none"> <li>Would work with the CCSD to award up to 5 percent of the work to a minority vendor.</li> <li>Operational plan included.</li> <li>Collective bargaining agreement in effect until 2017 with a no-strike clause.</li> </ul>		<p>Maintenance of vehicles:</p> <ul style="list-style-type: none"> <li>"Comprehensive" PM program with a focus on both proactive and cost effective". (Detailed information in Fleet Maintenance Section).</li> </ul> <p>Fuel:</p> <ul style="list-style-type: none"> <li>In all scenarios FS has the responsibility for the purchase of fuel, fuel storage and dispensing for all contractor-owned equipment.</li> <li>Scenario 3 – District-provided Fleet, FS will also have responsibility for fuel for the CCSD-owned buses. FS will not have responsibility for the provision of fuel, fuel storage or the dispensing of fuel for any of the SDOE-owned equipment.</li> </ul> <p>✓ Suggested fuel escalator clause per FS "Exceptions and Preferred Contract Language document":</p> <p>"Contractor shall purchase at its own cost, including all taxes, all fuel required for the operation of Contractor-owned buses hereunder. Fuel prices are assumed at \$ 3.44 per gallon ("base cost") exclusive of any service fees. Should the base cost exceed \$ 3.44 per gallon including taxes, the District will reimburse Contractor the excess cost. Should the base cost decrease by more than \$ 0.20 per gallon including taxes, the Contractor will credit District the difference between the base cost and the actual cost. First Student will provide documentation substantiating its fuel costs upon written request of District."</p>			

Evaluation Element	Questions to Answer	Durham School Services	Rank	First Student	Rank	Student Transportation of America	Rank																						
B. Performance Safety	Preventable Accident Mitigation Plan? Vehicles inspection rates? Adequate description of safety initiatives? Added value? <i>What area(s) require additional information?</i>	<p>Overall impression of the response:</p> <ul style="list-style-type: none"><li>The response was very comprehensive, however, as Durham is the current vendor, it would be interesting and perhaps beneficial to review how they have been able to implement these many initiatives to date.</li><li>Key points of information included:</li></ul> <p>Preventable accident rate:</p> <table><thead><tr><th>FY</th><th>Preventable Collisions</th><th>1 mill miles</th></tr></thead><tbody><tr><td>2014</td><td>38</td><td>5,383,542</td></tr><tr><td>2013</td><td>59</td><td>6,329,561</td></tr><tr><td>2012</td><td>56</td><td>4,307,109</td></tr></tbody></table> <p><i>*Vehicles only</i></p> <p>Overall rate:</p> <table><thead><tr><th>FY</th><th>Rate</th></tr></thead><tbody><tr><td>2014</td><td>7.24</td></tr><tr><td>2013</td><td>9.36</td></tr><tr><td>2012</td><td>12.97</td></tr></tbody></table> <p><i>Overall rate: 7.92</i></p>	FY	Preventable Collisions	1 mill miles	2014	38	5,383,542	2013	59	6,329,561	2012	56	4,307,109	FY	Rate	2014	7.24	2013	9.36	2012	12.97		<p>Routing:</p> <ul style="list-style-type: none"><li>FS will be responsible for routing using Versatrans Software.</li></ul> <p>Technology:</p> <ul style="list-style-type: none"><li>Zonar electronic reporting</li><li>GPS data</li><li>FirstACT's Student behavior tracking at no additional charge</li><li>✓ <i>No mention of cameras in this section.</i></li></ul> <p>Insurance:</p> <ul style="list-style-type: none"><li>\$5 million per occurrence/ \$10 million aggregate.</li></ul>		<p>Overall impression of the response:</p> <ul style="list-style-type: none"><li>Appears to be compliant to the intent of RFP, however, far less detail is provided than in the Durham response.</li></ul> <p>Key points of information included:</p> <p>Preventable accident rate:</p> <ul style="list-style-type: none"><li>For 2013-14 – collision rate less than half of the industry average.</li><li>No injuries around or on a bus.</li></ul> <p>State Inspections:</p> <ul style="list-style-type: none"><li>Initial pass rate for state inspections is 90 percent. They clarify that failure times.</li></ul>		<p>Overall impression of the response:</p> <ul style="list-style-type: none"><li>Appears to be compliant to the intent of RFP.</li></ul> <p>Key points of information included:</p> <p>Preventable accident rate:</p> <ul style="list-style-type: none"><li>As reported to the DOT reportable accident rate of .64 per million miles of similar to FS and lower than Durham.</li></ul> <p>State Inspections:</p> <ul style="list-style-type: none"><li>✓ <i>Inspection rates not included.</i></li><li>Response states that "STA buses are maintained per manufacturer recommendations and that the company policy is that buses are to be maintained to an inspection ready level at all times."</li></ul>	
FY	Preventable Collisions	1 mill miles																											
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Evaluation Element	Questions to Answer	Durham School Services	Rank	First Student	Rank	Student Transportation of America	Rank
		<ul style="list-style-type: none"> <li>CCSD average higher than company average.</li> <li>Durham safety stats included for SC.</li> </ul> <p>Bus inspections: 28 with violations out of 96 buses inspected in 2014.</p> <p>Preventable Accident Mitigation:</p> <ul style="list-style-type: none"> <li>✓ <i>Road Risk Assessments – Are these currently being performed?</i></li> <li>State training of 20 hrs. plus an additional 30 hrs. (Avatar Program)</li> <li>30 day evaluation of new drivers</li> <li>10 hrs. of safety training required per yr. – Durham provides 16 to 18 hrs.</li> <li>Safety meeting once per month</li> <li>Daily safety messages</li> <li>Safety review board</li> <li>✓ <i>Does the membership include CCSD and local PD representatives?</i></li> <li>Bus Rodeo and safety competitions</li> <li>✓ <i>Is the cost of this factored into the base contract costs?</i></li> </ul> <p>Safety initiatives include:</p> <ul style="list-style-type: none"> <li>Employee screening</li> <li>Electronic child-check</li> <li>GPS</li> <li>Electronic vehicle inspections</li> <li>Interior and exterior cameras</li> <li>✓ <i>All buses? How many cameras?</i></li> <li>Student tracking</li> <li>✓ <i>Included in base contract?</i></li> <li>Personal Protective Equipment required.</li> <li>"Driving Out Harm Program – 12 Global Standards – Includes drivers, maintenance staff, managers, drug and alcohol screening, vehicle and workplace safety, tooling and</li> </ul>		<p>may be the result of a minor repair required such as the replacement of burned out marker bulb.</p> <p>Preventable Accident Mitigation:</p> <ul style="list-style-type: none"> <li>✓ <i>Not specifically listed as such.</i></li> <li>FS provides an additional 3 hrs. of training (Compared to 30 hrs. for Durham and 35 for STA).</li> <li>Monthly safety meetings.</li> <li>Annual onboard evaluation.</li> <li>17 hour paid refresher training for new drivers who process and valid CDL.</li> <li>Smith System Defensive driving techniques.</li> <li>2009 winner of National Safety Council's Green Cross for Safety medal—the highest award for safety in North America.</li> <li>2013 and 2014 zero fatality: Occupational Excellence Award.</li> <li>Central Safety Support: provides support to local terminals including hiring and training, and compliance to OSHA, DOT, EPA standards, and general management assistance.</li> <li>Regional Safety Management performs regular safety audits including injury prevention inspections.</li> <li>Safety Managers assist local management in the areas of driver assessment and training, on-road supervision, auditing safety practices, and conducting safety meetings.</li> <li>On –The –Road instructors provide onboard training and assessments on at least a once per year basis.</li> </ul>		<ul style="list-style-type: none"> <li>CCSD to be provided a copy of all inspection reports.</li> <li>Monthly reports will be provided detailing the work performed, parts used, and the mechanic's name.</li> </ul> <p>Preventable Accident Mitigation:</p> <ul style="list-style-type: none"> <li>✓ <i>Not specifically listed as such.</i></li> <li>Key elements STA's response included: <ul style="list-style-type: none"> <li>The establishment and maintenance of a behavior-based safety culture formed on continuous improvement which permeates all aspects of STA's operations.</li> </ul> </li> <li>Identification and development of best practices in the areas of transportation and workplace safety.</li> <li>Identification and development of best practices with respect to compliance with driver qualification regulations.</li> <li>Dissemination and implementation of best practices identified as common to all geographic operations of STA.</li> <li>The evaluation of the effectiveness of STA's efforts in the areas outlined above.</li> <li>✓ <i>Key "take a ways" for this area includes the identification of best practices and the reference to the "evaluation" of the initiatives.</i></li> </ul>	



Evaluation Element	Questions to Answer	Durham School Services	Rank	First Student	Rank	Student Transportation of America	Rank
		<p>equipment, storage, accident investigation, incident response, safety audits, and Safety validation of change/safety committee.</p> <p>Additional training described:</p> <ul style="list-style-type: none"> <li>Disaster recovery planning</li> <li>Fire</li> <li>Blood-borne Pathogens</li> <li>Mechanical Breakdowns</li> <li>Bomb threats</li> <li>Inclement weather</li> <li>Emergency evacuations</li> <li>Environmental</li> <li>Spill response</li> </ul>		<p>✓ Review of organization chart and additional discussion will be necessary to determine which of these functions are locally staffed.</p> <p>Safety initiatives include:</p> <ul style="list-style-type: none"> <li>The installation of Child Check-Mate, Theft mate, and the use of a Widow Placard to ensure that no child is left on-board and a deterrent to theft.</li> <li>Crossing control arms are installed on all buses.</li> <li>All buses are equipped with two way radios.</li> <li>All buses have GPS (Zonar).</li> <li>✓ No mention of either interior or exterior camera systems.</li> <li>✓ No mention of additional training initiatives such as accident review boards, rodeos, etc.</li> </ul>		<p>Safety initiatives include:</p> <ul style="list-style-type: none"> <li>Safety Leadership program consisting of seven CDs, course work and a 60 question exam.</li> <li>Providing driver's with up-to-date safety information.</li> <li>Bullying awareness and prevention training.</li> <li>✓ No mention of either interior or exterior camera systems.</li> <li>✓ No mention of additional training initiatives such as accident review boards, rodeos, etc.</li> </ul>	
C. Response Compliance	<p>Did the vendor provide sufficient detail to gain an understanding of the following key elements:</p> <p>Current owner-ship?</p> <p>Client List?</p> <p>What area(s) require additional information?</p>	<p>Overall impression of the response:</p> <ul style="list-style-type: none"> <li>Appears to be in compliance to the RFP</li> <li>Key points of information included:</li> <li>Owned by National Express (Warrenville Illinois)/National Express Group (UK)</li> <li>21,500 school buses</li> <li>27,000 employees</li> <li>550 school districts</li> <li>32 states</li> <li>CCSD Contractor since 2007</li> <li>344 routes</li> </ul> <p>Client List:</p> <ul style="list-style-type: none"> <li>21 districts listed</li> <li>Beaufort County and Dorchester (other SC Districts)</li> </ul>		<p>Overall impression of the response:</p> <ul style="list-style-type: none"> <li>Appears to be in compliance to the RFP</li> <li>Key points of information included:</li> <li>FS is part of FirstGroup America/First Group PLC</li> <li>"Largest" provider of "ground" transportation in North America</li> <li>1,350 school districts</li> <li>500+ locations</li> <li>49,000 school buses</li> <li>57,500 employees</li> </ul> <p>Client List:</p> <ul style="list-style-type: none"> <li>Table of Contents (b.) - Southeast Region Client List (Separate Envelope) <b>NOT located for review.</b></li> <li>No references from SC districts</li> </ul>		<p>Overall impression of the response:</p> <ul style="list-style-type: none"> <li>Appears to be in compliance to the RFP.</li> <li>Key points of information included:</li> <li>STA was founded in 1997</li> <li>300 districts in 19 states</li> <li>13,000 employees</li> <li>12,000 vehicles</li> <li>25 percent growth over the last several years</li> <li>96 percent retention rate</li> <li>Growth in their alternative fuel fleet</li> </ul> <p>Client List:</p> <ul style="list-style-type: none"> <li>20 districts listed including Jacksonville FL.</li> </ul>	

Evaluation Element	Questions to Answer	Durham School Services	Rank	First Student	Rank	Student Transportation of America	Rank
		<ul style="list-style-type: none"> <li>✓ Claim a 98 percent retention rate</li> <li>✓ Information not provided on the following: <ul style="list-style-type: none"> <li>✓ Largest district served not identified.</li> <li>✓ Number of contracts won and lost over the last xx years?</li> </ul> </li> </ul>		<ul style="list-style-type: none"> <li>✓ Information not provided on the following: <ul style="list-style-type: none"> <li>✓ Largest district served?</li> <li>✓ Number of contracts won and lost over the last xx years?</li> </ul> </li> </ul>		<ul style="list-style-type: none"> <li>• No references from SC districts</li> <li>✓ Operates under various names to maintain familiarity as local companies were acquired. Examples included Ocean State Transport, Mid-City Transit (NY), School Wheels Direct in FL, and GoldStar in TX.</li> <li>✓ Number of contracts won and lost over the last xx year not included.</li> </ul>	

Evaluation Element	Questions to Answer	Durham School Services	Rank	First Student	Rank	Student Transportation of America	Rank																																																																	
D. References	Three references from current client?  One reference from former client?  <i>What area(s) require additional information?</i>	<p>Overall impression of the response:</p> <ul style="list-style-type: none"><li>Appears to be in compliance to the RFP, however:<ul style="list-style-type: none"><li>✓ Why were none of the references for the current school year (2014/15)?</li><li>✓ No references included from either of the SC clients?</li><li>✓ Was Kansas City the most recent former client?</li></ul></li><li>Key points of information included:</li><li>Letters of reference including district, state, date, contract state date, and number of buses:</li></ul> <table><tr><td>Santa Rosa</td><td>FL</td><td>4/15/13</td><td>2008</td><td>200 buses</td></tr><tr><td>Racine</td><td>WI</td><td>1/22/14</td><td>2000</td><td>??? buses</td></tr><tr><td>Wallingford</td><td>CT</td><td>11/21/13</td><td>2006</td><td>100 buses</td></tr><tr><td>Kansas City</td><td>KS</td><td>12/08/11</td><td>Former Client</td><td></td></tr></table>	Santa Rosa	FL	4/15/13	2008	200 buses	Racine	WI	1/22/14	2000	??? buses	Wallingford	CT	11/21/13	2006	100 buses	Kansas City	KS	12/08/11	Former Client			<p>Overall impression of the response:</p> <ul style="list-style-type: none"><li>References are in compliance with the RFP with 4 out of the 6 with current dates.<ul style="list-style-type: none"><li>✓ No references included from SC clients.</li></ul></li><li>Key points of information included:</li><li>Letters of reference including district, state, date, contract state date, and number of buses:</li></ul> <table><tr><td>Dalton Public</td><td>GA</td><td>12/22/14</td><td>2000</td><td>6500 students</td></tr><tr><td>Duval County</td><td>FL</td><td>12/23/14</td><td>2001</td><td>189 to 720 routes</td></tr><tr><td>Guilford County</td><td>NC</td><td>12/22/14</td><td>67</td><td>routes</td></tr><tr><td>Buffalo City</td><td>NY</td><td>2/24/14</td><td>631</td><td>routes</td></tr><tr><td>Rochester City</td><td>NY</td><td>6/26/14</td><td>2007</td><td>484 buses</td></tr><tr><td>Palmer Public</td><td>MA</td><td>1/5/15</td><td>Former Client</td><td></td></tr></table>	Dalton Public	GA	12/22/14	2000	6500 students	Duval County	FL	12/23/14	2001	189 to 720 routes	Guilford County	NC	12/22/14	67	routes	Buffalo City	NY	2/24/14	631	routes	Rochester City	NY	6/26/14	2007	484 buses	Palmer Public	MA	1/5/15	Former Client			<p>Overall impression of the response:</p> <ul style="list-style-type: none"><li>Appears to be in compliance to the RFP, however:<ul style="list-style-type: none"><li>✓ No references included from SC clients.</li><li>✓ Two of the references are from 2013.</li><li>✓ No reference from Jacksonville FL.</li></ul></li><li>Key points of information included:</li><li>Letters of reference including district, state, date, contract state date, and number of buses:</li></ul> <table><tr><td>Lakeport City</td><td>NY</td><td>9/24/13</td><td>30 yrs</td><td>3000 Stul.</td></tr><tr><td>Starpoint Central SD</td><td>NY</td><td>9/9/13</td><td>15 yr</td><td>32 buses</td></tr><tr><td>Eagle Mountain ISD</td><td>TX</td><td>3/25/14</td><td>?</td><td></td></tr></table>	Lakeport City	NY	9/24/13	30 yrs	3000 Stul.	Starpoint Central SD	NY	9/9/13	15 yr	32 buses	Eagle Mountain ISD	TX	3/25/14	?		
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E. Vehicles & Related Equipment	List of vehicles and equipment? <i>What area(s) require additional information?</i>	<p>Overall impression of the response:</p> <ul style="list-style-type: none"> <li>Appears to be in compliance to the RFP</li> <li>Key points of information included:</li> <li>Vehicle list includes type, capacity, w/c indication, year, and a/c indication.</li> <li>All buses are diesel powered.</li> <li>14 new buses have the option of propane.</li> <li>All have GPS.</li> <li>Oldest buses are 2007.</li> </ul>		<p>Overall impression of the response:</p> <ul style="list-style-type: none"> <li>Response appears to be in compliance to the RFP.</li> <li>Key points of information included:</li> <li>Repeat of the purchase and maintenance of vehicles as described in Scenarios 1 to 3 from the Executive Summary.</li> <li>All have GPS</li> <li>All buses will be provided by Thomas Built Buses.</li> <li>Propane: Discusses potential costs and that buses would be "wet hosed" on site.</li> </ul> <p>✓ Statement is included that "Propane is quickly gaining popularity; SBC has not found this to be true."</p>		<p>Overall impression of the response:</p> <ul style="list-style-type: none"> <li>Response appears to be in compliance to the RFP.</li> <li>Key points of information included:</li> <li>Will arrange for the CCSD to acquire 370 brand new diesel and propane-fueled routed and spare vehicles by facilitating a 10-year fixed rate, tax-exempt Municipal Leasing arrangement.</li> <li>No capital outlay would be required.</li> <li>All buses would be 2015.</li> <li>Estimated annual payment of \$3,696,284 to \$3,878,755 if propane buses are considered.</li> </ul> <p>Equipment includes:</p> <ul style="list-style-type: none"> <li>AC</li> <li>Synovia GPS</li> <li>SafeStop mobile notification App with dedicated parent portal.</li> <li>✓ <i>Not included in base costs.</i></li> <li>AngelTrax® 4-Camera Surveillance Systems.</li> <li>Child Check-Mate® Systems.</li> <li>Stop Crossing Arms</li> </ul>	

Evaluation Element	Questions to Answer	Durham School Services	Rank	First Student	Rank	Student Transportation of America	Rank
F. Financial Stability	Was evidence of the following included: Statement of bonding capacity? Five Year History of Letters of Credit? Letter of Intent – Willingness to provide a Letter of Credit? <i>What area(s) require additional information?</i>	<p>Overall impression of the response:</p> <ul style="list-style-type: none"> <li>Appears to be in compliance to the RFP</li> <li>Key points of information included:</li> <li>Bonding capacity of \$125,000,000 – 01/12/15.</li> <li>Letters of credit history – dates ranging from May 05 to Nov 12.</li> <li><i>No letters of credit issued for school years 2012/13, 2013/14, or current year?</i></li> <li>Letter (dated 12/16/14) from Bank of America stating that "the Customer has always satisfactorily fulfilled its obligations to the Bank".</li> <li>Letter is provided as a courtesy and the information provided is subject to change.</li> </ul>		<p>Overall impression of the response:</p> <ul style="list-style-type: none"> <li>Appears to be in compliance to the RFP</li> <li>Key points of information included:</li> <li>Bonding available to 100 percent of the annual amount.</li> <li>Letters of credit history – only two submitted with the first for \$340,416 dated 8/29/13 and the second for \$191,750 dated 5/7/2009.</li> <li><i>No letters of credit issued for school year the current year?</i></li> <li>Letter (dated 12/30/14) from J.P. Morgan/Chase stating that it is prepared to issue a standby letter of credit in the maximum amount of \$20,000,000 upon award of the contract.</li> </ul>		<p>Overall impression of the response:</p> <ul style="list-style-type: none"> <li>Appears to be in compliance to the RFP</li> <li>Key points of information included:</li> <li>Credit available up to \$225 million.</li> <li><i>Five letters of credit issued over the last five years.</i></li> <li><i>Five letters of credit outstanding with a total balance of \$795,902.</i></li> <li><i>Highest letter of credit was issued for \$453,000.</i></li> <li><i>No letters of credit issued for school year the current year?</i></li> <li>Letter (dated 01/06/15) STA can access up to \$15 million.</li> </ul>	
G. Performance Reliability	How does the proposal address the following? (1) Describe How Performance Reliability is Measured and Assured (2) Driver recruitment techniques (3) Driver Turnover History/Rate (4) Driver Turnover	<p>Overall impression of the response:</p> <ul style="list-style-type: none"> <li>Appears to be in compliance to the RFP. Information provided was comprehensive across all areas required.</li> <li>Key performance indicators includes: <ul style="list-style-type: none"> <li>Safety statistics – injuries, accidents, and child check occurrences.</li> <li>Driver evaluations.</li> <li>Driver staffing levels.</li> <li>On-time performance.</li> <li>In-service failures.</li> <li>Number of out-of-service vehicles.</li> <li>PM Compliance.</li> </ul> </li> <li><i>Currently compliant to those standards?</i></li> </ul>		<p>Overall impression of the response:</p> <ul style="list-style-type: none"> <li>As stated in the Executive Summary section, this reads as a "boiler plate" presentation with information specific to CCSD inserted as needed.</li> <li><i>No definitive plan (for KPIs) readily found that describes how they will measure performance.</i></li> <li><i>No Contract Compliance plan.</i></li> <li><i>Section overall is not presented in a manner to provide an easy "apples to apples" comparison with the other vendors.</i></li> <li>1. Key performance indicators includes: In the Performance Responsiveness section, FS presents the following "plan":</li> </ul>		<p>Overall impression of the response:</p> <ul style="list-style-type: none"> <li>While the response reflects their understanding of the important establishing good customer relations and exceeding expectations, specific details on how KPIs would be tracked is lacking.</li> <li><i>No definitive plan for KPI measurement is described.</i></li> <li><i>Driver recruitment technique area lacks a clear strategy.</i></li> <li><i>Contract Compliance plan also lacks a clear strategy and relies mostly on communications with the client.</i></li> </ul>	



Evaluation Element	Questions to Answer	Durham School Services	Rank	First Student	Rank	Student Transportation of America	Rank																				
	<p>Mitigation (Driver Retention) Plan</p> <p>(5) Student Transportation Service Agreement (Contract) Compliance Plan</p> <p>(6) Financial Resource Availability</p> <p>(7) Geographic and Contextual Experience</p> <p>(8) Long-Term Contract (Customer Retention) Experience</p> <p>(9) Labor Relations History and Current Status</p> <p>(10) Maintenance Program – How will it accommodate SCDOE and/or District Owned buses</p> <p>What area(s) require additional information?</p>	<p>✓ How has the GPS systems been utilized to support performance monitoring and reporting?</p> <p>2. Driver recruitment techniques includes:</p> <ul style="list-style-type: none"><li>• Maintain driver force in excess of 110 percent of the number of routes.</li><li>• Maintaining systems and resources necessary to process, screen, and track applicants...</li><li>• Maintain diversity.</li><li>• Attraction strategies includes intra-school district recruitment and advertisement.</li><li>• Employment and workforce agencies.</li><li>• Military out-reach.</li><li>• Hiring events at churches, job fairs, schools and colleges.</li></ul> <p>3. Driver turn-over rate:</p> <table><tr><td>2014</td><td>22.1%</td></tr><tr><td>2013</td><td>21.5%</td></tr><tr><td>2012</td><td>20.3%</td></tr><tr><td>2011</td><td>24.7%</td></tr></table> <p>✓ How does this compare with other areas of the district?</p> <p>4. Retention plan: Plan includes competitive wages, contributions towards medical insurance and other incentives such as retirement plans, paid EAP, life insurance, and vacation, holidays, and sick leave.</p> <p>5. Contract compliance plan: Includes the use of iCertainty software to record safety activities, Zonar to record on-time performance, monthly safety audits, monthly report cards, customer meetings, and Vesatrans reports.</p>	2014	22.1%	2013	21.5%	2012	20.3%	2011	24.7%		<ul style="list-style-type: none"><li>• Ensure that each requirement is communicated and understood accurately.</li><li>• Assemble and deploy the resources (tools and knowledge) needed to meet each requirement.</li><li>• Track and verify execution of the requirements.</li><li>• Evaluate and tailor solutions.</li><li>✓ Section lacks a clear description how they will track KPIs on a daily, weekly, or annual basis.</li></ul> <p>2. Driver recruitment techniques includes: "Innovative recruiting initiatives" such as:</p> <ul style="list-style-type: none"><li>• Recruiting message that includes targeting specific groups such as retirees and stay-at-home mothers.</li><li>• RetirementJobs.com name FS as a Certified Age-Friendly Employer. (2014).</li><li>• Employee referral bonuses.</li><li>• Part-time work schedules.</li><li>• Free training.</li><li>• Attraction strategies includes location contact, local media, scouting, advertisements, and school district publications.</li><li>• Billboards and yard signs.</li></ul> <p>3. Driver turn-over rate: Three year hire termination history presented for review.</p> <table><tr><th>Year</th><th>Hires</th><th>Term.</th></tr><tr><td>2014</td><td>4.9%</td><td>4.6%</td></tr><tr><td>2013</td><td>4.5%</td><td>6.0%</td></tr><tr><td>2012</td><td>3.7%</td><td>4.8%</td></tr></table> <p>✓ Results seem low compared to industry comparisons?</p>	Year	Hires	Term.	2014	4.9%	4.6%	2013	4.5%	6.0%	2012	3.7%	4.8%		<p>1. Key performance indicators includes:</p> <ul style="list-style-type: none"><li>• Distribution of weekly, monthly, quarterly reports.</li><li>• Supporting action plans developed.</li></ul> <p>2. Driver recruitment techniques includes:</p> <ul style="list-style-type: none"><li>• Maintain a positive work environment.</li><li>• Direct mail or electronic response to interested applicants.</li></ul> <p>3. Driver turn-over rate: Average of 20 percent turn-over</p> <p>4. Retention plan:</p> <ul style="list-style-type: none"><li>• Increase in wages.</li><li>• Health, dental, and vision coverage.</li><li>• Allotted vacation and compensated absences.</li><li>• Attendance incentives.</li><li>• Pre-trip and post-trip compliance incentives.</li><li>• Employee appreciation week.</li><li>• Safety Wall of Fame.</li></ul> <p>5. Contract compliance plan: ✓ Overall nonexistent, relies primarily on establishing regular meetings with the client.</p> <p>6. Financial resource availability: ✓ Information repeated from Financial Stability Section.</p> <p>7. Geographic and Contextual Experience:</p> <ul style="list-style-type: none"><li>• Elementary school field trips.</li><li>• Private school experience in the Greater Charleston Area.</li></ul>	
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		<p>✓ <i>Currently compliant to these standards?</i></p> <p>6. Financial resource availability: General Manager is assigned as the financial resource to the district with the responsibility for managing invoices and contractual/service concerns.</p> <p>7. Geographic and Contextual Experience: Local and state experience with CCSD.</p> <p>8. Long-Term Contract (Customer Retention) Experience: Customer service program explained including "The Five Golden Rules", customer feedback avenues, complaint resolution, and the call center.</p> <p>9. Labor Relations History and Current Status: Labor relations and goals are defined, however, no real detail provided including:</p> <p>✓ <i>Typical number of grievances</i>  ✓ <i>Any history of labor conflicts that have resulted in a disruption of service?</i></p> <p>10. Maintenance Program – How will it accommodate SCDOE and/or District Owned buses: PM process explained. PM program meets DOT requirements and is supported by the use of the Electronic Vehicle Reporting Systems, driver pre-trip responsibilities and observations, and regular inspections.</p> <p>✓ <i>Currently compliant to these standards?</i></p>		<p>4. Retention plan: "Plan" describes creating a rewarding experience including:</p> <ul style="list-style-type: none"> <li>Effective communications i.e. newsletters, video, flyers, local events.</li> <li>Open door policy.</li> <li>Providing clear workplace policies and rules.</li> <li>Distributing route assignments in a fair manner.</li> <li>Training and awards.</li> <li>Offering attractive driver compensation.</li> <li>Responding to suggestions.</li> </ul> <p>5. Contract compliance plan:</p> <p>✓ <i>Contract compliance plan not apparent.</i></p> <p>6. Financial resource availability:</p> <p>✓ <i>No clear response in this area.</i></p> <p>7. Geographic and Contextual Experience:</p> <p>✓ <i>No clear response in this area.</i></p> <p>8. Long-Term Contract (Customer Retention) Experience: Retention rate of 96%</p> <p>9. Labor Relations History and Current Status:</p> <ul style="list-style-type: none"> <li>Have both union and non-union clients.</li> <li>Reported a single one-day strike in the past 5 years.</li> <li>Recommendation letter include from Local 509 President.</li> </ul> <p>10. Maintenance Program – How will it accommodate SCDOE and/or District Owned buses: Highlights of the maintenance plan includes:</p>		<ul style="list-style-type: none"> <li>Jacksonville FL</li> <li>✓ <i>Jacksonville was not included as a reference.</i></li> <li>8. Long-Term Contract (Customer Retention) Experience: Customer retention rate of 96 percent.</li> <li>9. Labor Relations History and Current Status:</li> <li>STA is pro-employee and will recognize any current union relationship.</li> <li>Will mandate a no-strike clause.</li> <li>Have never experienced an employee strike.</li> <li>✓ <i>Typical number of grievances</i></li> <li>10. Maintenance Program – How will it accommodate SCDOE and/or District Owned buses:</li> <li>Dedicated Maintenance Council.</li> <li>One FTE per 25 buses.</li> <li>Maintenance standards include:</li> <li>In general, conform to the manufacturer's suggested maintenance intervals, or such revised intervals as may be dictated by unusual operating conditions (for example: unusually low mileage, dusty operating conditions, extreme cold weather, etc.).</li> <li>In strict conformity with the commercial vehicle or school bus inspection laws of the particular state in which the equipment is being operated.</li> <li>In such a way, at all times, protect the equipment investment. This requires prompt</li> </ul>	



Evaluation Element	Questions to Answer	Durham School Services	Rank	First Student	Rank	Student Transportation of America	Rank
				<ul style="list-style-type: none"><li>Visual Management tool...Not well explained.</li><li>Self-assessment, accountability for performance and continuous improvement.</li><li>A state-of-the-art Preventive Maintenance Program.</li><li>General and Accident Repair Services.</li><li>Pre- and Post-Trip Bus Inspections.</li><li>Cetaris Maintenance Software.</li><li>Parts Supply and Inventory Control.</li><li>Technician Training Program.</li><li>Environmental Safety Program.</li><li>Vehicle Diagnostic Equipment.</li><li>Monthly maintenance audits.</li></ul>		<p>response to ensure that repairs are done at the point where they will require the least expenditure.</p> <ul style="list-style-type: none"><li>Keeping cowl and bodies well-attached to avoid expensive damage at the cowl/body joint.</li><li>Keeping the lowest-cost parts and other materials consistent with reasonable quality standards.</li><li>Using a comprehensive vehicle records system to ensure that critical equipment issues are planned for.</li></ul> <p><b>PMI program standards:</b></p> <ul style="list-style-type: none"><li>A or Safety Inspection and Brake Inspection: 1.25 hours (3,000 miles**);</li><li>L or Oil and Filter Change: 0.9 hours (based on engine manufacturer's recommendation);</li><li>T or Transmission Service: 1.0 hours (based on transmission manufacturer's recommendation); and</li><li>AC System Service: Once per year, or as needed</li></ul>	
H. Performance Responsiveness	How does the proposal address the following? (1) Describe How Performance Responsiveness is Measured and Assured	<p><b>Overall impression of the response:</b></p> <ul style="list-style-type: none"><li>Appears to be overall in compliance to the RFP. Information provided was comprehensive across all areas required, however, the proposed compliant tracking/issue monitoring system was the weakest area and mainly referred to the implementation and operation of the call center.</li></ul>		<p><b>Overall impression of the response:</b></p> <ul style="list-style-type: none"><li>Similar to the previous section; overall this section is a boiler-plate response and simply does not fully address the RFP without a high degree of interpretation by the reader.</li></ul> <p><b>1. Performance Responsiveness Measurement and Assurance:</b> No clear explanation of how KPI</p>		<p><b>Overall impression of the response:</b></p> <ul style="list-style-type: none"><li>Appears to be overall in compliance to the RFP. A key strength in this section is STA's understanding of the importance of having a well-defined implementation plan.</li></ul> <p>✓ Performance measurement relies mainly on customer</p>	

Evaluation Element	Questions to Answer	Durham School Services	Rank	First Student	Rank	Student Transportation of America	Rank
	<p>(2) If a New Contractor to the CCSD—Describe the proposed Transition Plan</p> <p>(a) Manager</p> <p>(b) Driver recruiting and/or staff transition</p> <p>(c) Safety program</p> <p>(d) Facility, site, property, etc.</p> <p>(e) Route/Run pairing process</p> <p>(f) Organization &amp; Staff</p> <p>(g) Organizational chart</p> <p>(h) Resumes of key contributors</p> <p>(i) Training &amp; professional development program</p> <p>(j) Proposed resolutions to current service quality and responsiveness shortfalls</p> <p>(k) Date transition team will be in place</p> <p>(l) Describe Proposed</p>	<p>1. Performance Responsiveness Measurement and Assurance: KPI dashboard includes, on-time reports, employment targets, in-service failures, PM compliance, call center volume, Safety KPI's, and driver turnover.</p> <p>GPS/Zonar is used to track and assure performance and correct operational issues.</p> <p>✓ <i>Currently compliant to these standards?</i></p> <p>Incumbent Contractor:</p> <p>(a) Assessment of current service quality and responsiveness: Section describes the initiatives that have been implemented over the last eight years of contract including customer service training, the addition of the call center, additional manager, and a hotline email system.</p> <p>(b) Identification and proposed resolution to responsiveness shortfalls: Responses in this area includes providing an additional 10 buses as spares due to the high volume of in-service failures of the state owned fleet. Driver recruitment is identified as a continuing challenge.</p> <p>(c) Listing and proposed resolution to any responsiveness impediments: Base proposal includes the addition of a dedicated staff member to serve as a full-time recruiter. Base proposal includes the continuance of the call center.</p> <p>(4) Proposed Technologies:</p> <p>(a) Identify those that exceed contract requirements &amp; (b)</p>		<p>measurement will be incorporated in the daily operation for either continual improvement or the reporting process.</p> <p>2. If a New Contractor to the CCSD—Describe the proposed Transition Plan:</p> <ul style="list-style-type: none"> <li>Process is guided by a Start-Up manual.</li> <li>Manual is customized for the client.</li> <li>Table is provided that includes date specific implementation tasks.</li> </ul> <p>(a) Manager: Describes the roles and responsibilities of FS key staff but no staff have been specifically identified for CCSD.</p> <ul style="list-style-type: none"> <li>Organization chart is included that describes the corporate and regional management and staff roles and examples of an organization structure for the CCSD operation.</li> </ul> <p>(b) Driver recruiting and/or staff transition: The transition plan considers the hiring of current transportation staff and drivers in the transition process.</p> <p>(c) Safety program: Supervised by the Training Supervisor with assistance from the Region Safety Manager.</p> <p>(d) Facility, site, property, etc.: Boiler plate response including:</p> <ul style="list-style-type: none"> <li>"Employing the environmental best practices.</li> <li>Contacting Municipal, and County, and traffic office to discuss any facility issues.</li> <li>Evaluate all shop needs.</li> </ul>		<p><i>surveys and is lacking in a clear KPI based strategy.</i></p> <p>1. Performance Responsiveness Measurement and Assurance:</p> <ul style="list-style-type: none"> <li>Customer surveys appear to be the prime methodology for the measurement of performance.</li> <li>Customer surveys are provide to the client on a "periodic" basis.</li> <li>A Service Quality Assessment form is provide to district officials and school administrators to obtain feedback on service quality and issues.</li> </ul> <p>Areas of assessment areas include:</p> <ul style="list-style-type: none"> <li>Attitude of the drivers;</li> <li>Driver appearance;</li> <li>Student management;</li> <li>Appearance of the school buses;</li> <li>Vehicle reliability;</li> <li>On-time performance; and</li> <li>Overall perception of service.</li> </ul> <p>2. If a New Contractor to the CCSD—Describe the proposed Transition Plan: A detailed Implementation plan was provided that is date and task specific. The plan also specifically identifies the person(s) responsible for each related task. STA recognizes that the plan will need adjustment as implementation proceeds.</p> <p>(a) Manager: Describes the role of the manager including being available to the district 24/7 and</p>	



Evaluation Element	Questions to Answer	Durham School Services	Rank	First Student	Rank	Student Transportation of America	Rank
	<p>Complaint Tracking/Issue Monitoring System</p> <p>(3) If the Incumbent Contractor</p> <p>(a) Assessment of current service quality and responsiveness</p> <p>(b) Identification and proposed resolution to responsiveness shortfalls</p> <p>(c) Listing and proposed resolution to any responsiveness impediments</p> <p>(4) Proposed Technologies</p> <p>(a) Identify those that exceed contract requirements</p> <p>(b) Describe anticipated benefits &amp; impacts</p> <p>(c) Describe, specifically, a plan for the adoption of propane fuels</p>	<p>Describe anticipated benefits &amp; impacts: A wide array of technology is discussed including camera systems, stop arm cameras, student tracking systems, electronic vehicle inspections. Benefits includes safety, reporting, and performance assurance and monitoring.</p> <p>(c) Describe, specifically, a plan for the adoption of propane fuels: A phased in approach is suggested to mitigate risks and the potential impact on the start of school. Additional recommendations and information includes:</p> <ul style="list-style-type: none"> <li>Replacing a portion of the fleet at Azalea;</li> <li>Maintaining the replaced diesel buses as spares during the test phase;</li> <li>Assuming a 2-3 month installation of the fueling infrastructure; and</li> <li>A propane economic feasibility analysis.</li> </ul> <p>(5) Describe Proposed Complaint Tracking/Issue Monitoring System: System is described as a combination of phone intake and technology that pools the information for sharing to staff as appropriate for resolution.</p>		<p>(e) Route/Run pairing process: The route/run pairing process is included as a small section under the Performance Efficiency Section. Key elements include:</p> <ol style="list-style-type: none"> <li>In building and configuring a routing system, we take care to accurately set timing parameters: bell times, ride times, arrival/departure tolerances, etc.</li> <li>Once individual run segments are built, we will use the routing system's run pairing optimization module to system build run segments into routes.</li> <li>It is important to note that while routing system vendors will suggest that their optimization modules will deliver road-ready route plans, from our experience, this is just the beginning.</li> <li>Our routing experts will review the —optimized route plans and identify and correct problematic (timing, distance) pairings.</li> <li>Once a good working route plan is developed, the individual routes are dry-ran to identify additional potential timing and logistical issues. Based on driver feedback, routes and pairing are adjusted accordingly.</li> <li>The dry run process is repeated as needed to ensure that all routes have been properly vetted in actual conditions</li> <li>From time to time throughout a school year, run and route changes can occur that will require affected pairings to be re-assessed and adjusted as needed.</li> </ol>		<p>available for presentations as needed.</p> <ul style="list-style-type: none"> <li>Organization chart is included that includes position title and the number of employees i.e. 15 management and operational staff and 15 mechanics.</li> <li>Brief position descriptions are included.</li> <li>(b) Driver recruiting and/or staff transition: STA plans on interviewing all current drivers and employees. Drivers who meet employment standards will be given priority consideration.</li> <li>(c) Safety program: In addition to mandated driver training, STA focuses on the following areas to promote transportation and workplace safety: <ul style="list-style-type: none"> <li>Ten hours per year of in-service training.</li> <li>Special needs training including the use of restraints, and wheelchair lifts.</li> <li>Mandatory monthly safety meetings.</li> <li>Following safety related rules and regulations.</li> <li>General workplace safety.</li> <li>Bus accident procedures.</li> <li>Student behavior management.</li> </ul> </li> <li>(d) Facility, site, property, etc.: STA has conducted research to locate two acceptable maintenance facilities. Each location will include lighted and fenced parking areas, maintenance bays, office space, and driver rooms. STA will furnish</li> </ul>	

Evaluation Element	Questions to Answer	Durham School Services	Rank	First Student	Rank	Student Transportation of America	Rank
	<p>(6) Proposed Complaint Tracking/Issue Monitoring System</p> <p><i>What area(s) require additional information?</i></p>			<p>(f) Organization &amp; Staff: Organization chart is included that describes the corporate and regional management</p> <p>(i) Organizational chart: See above</p> <p>(ii) Resumes of key contributors: See above</p> <p>(iii) Training &amp; professional development program: See above (c) safety training.</p> <p>(g) Proposed resolutions to current service quality and responsiveness shortfalls: Not readily ascertained from the proposal.</p> <p>(h) Date transition team will be in place: Not clear from the proposal- to be determined upon award of the contract.</p> <p>(i) Describe Proposed Complaint Tracking/Issue Monitoring System: Not clear from the proposal.</p>		<p>all office equipment and incidentals, including desks, chairs, computers, telephones, printers and other equipment. We will be responsible for the total utility costs, telephone service and as well as all maintenance, repair and upkeep of the facility. Additionally, STA will be responsible for each facility's building insurance and any required liability insurance.</p> <p>(e) Route/Run pairing process:</p> <ul style="list-style-type: none"> <li>STA recognizes the complexity of the CCSD routing schedule, and it will therefore be one of the Dispatcher's responsibilities to work with the Router to optimize the route/run pairing process.</li> </ul> <p>(f) Organization &amp; Staff: See above</p> <p>(i) Organizational chart: See above</p> <p>(ii) Resumes of key contributors: Resumes to be provided upon award of the contract.</p> <p>(iii) Training &amp; professional development program: All new drivers will be required to complete 35 hours of classroom and on-road training. Current drivers will be required to complete a minimum of 6 hours refresher course.</p> <p>(g) Proposed resolutions to current service quality and responsiveness shortfalls: STA recognizes that the age of the fleet is of prime concern. Additionally, they understand the complexity of</p>	



Evaluation Element	Questions to Answer	Durham School Services	Rank	First Student	Rank	Student Transportation of America	Rank
						<p>the routing for the area and the focus on safe and on-time services.</p> <p>(n) Date transition team will be in place: Per the provided sample implementation plan, STA staff would be available beginning immediately after the award of the contract.</p> <p>(i) Describe Proposed Complaint Tracking/Issue Monitoring System: Not clear from the proposal.</p>	
I. Performance Efficiency	<p>Performance Efficiency – As a minimum, provide the following:</p> <p>(1) How Performance Efficiency is Measured and Achieved</p> <p>(2) Driver Resource and Cost Control Strategies</p> <p>(3) Operating Resource and Cost Control – fuel, maintenance</p> <p>(4) Route Efficiency</p>	<p>Overall impression of the response:</p> <ul style="list-style-type: none"> <li>Overall, this section repeats or summarizes information presented in the previous sections.</li> </ul> <p>(1) How Performance Efficiency is Measured and Achieved: Systems or procedures includes monthly report cards, Zonal Reports, School bus logs (buses without Zonar), customer meetings, and route audits.</p> <p>(2) Driver Resource and Cost Control Strategies, (3) Operating Resource and Cost Control – fuel, maintenance, &amp; (4) Route Efficiency Design and Execution: Versatrans routing software to ensure that routes are effective and Zonar for maintenance tracking and safety.</p> <p>(5) Financial Incentives Proposed to District: Includes the sponsoring of the Winter Gala supporting teacher training, Golf tournament that provides</p>		<p>Overall impression of the response:</p> <ul style="list-style-type: none"> <li>Generally a repeat of previous sections.</li> </ul>		<p>Overall impression of the response:</p> <ul style="list-style-type: none"> <li>Generally a repeat of previous sections.</li> <li>Overall, this section repeats or summarizes information presented in the previous sections.</li> </ul> <p>(1) How Performance Efficiency is Measured and Achieved: Will monitor or 100 items as described in their <i>Safety and Procedure Manual</i>.</p> <p>(2) Driver Resource and Cost Control Strategies, (3) Operating Resource and Cost Control – fuel, maintenance, &amp; (4) Route Efficiency Design and Execution: Strategies include driver retention to reduce the ongoing cost of driver training, lower cost of maintenance and fuel</p>	



Evaluation Element	Questions to Answer	Durham School Services	Rank	First Student	Rank	Student Transportation of America	Rank
	Design and Execution (5) Financial Incentives Proposed to District  <i>What area(s) require additional information?</i>	scholarships for needy students, and donating to the CCSD's fund designated to support needy students throughout the district.				consumption due to the introduction of all new buses, routing and optimization.  An additional key consideration is that STA has a dedicated Routing and Optimization team located in Charleston.  (5) Financial Incentives Proposed to District: <ul style="list-style-type: none"> <li>• Generating tax revenue for the State of South Carolina through the purchase of fuel parts, and property taxes.</li> <li>• Provide independence from the state.</li> <li>• Vehicles will be leased at the lowest cost.</li> </ul>	
J. Proposal Cost	(1) Pricing Form (see Attachment B) (a) Utilize forms provided – no exceptions (b) Provide per day pricing for each element of service (c) The "route estimates" are for informational and comparison purposes only and are not binding	Evaluation presented in companion document					

Evaluation Element	Questions to Answer	Durham School Services	Rank	First Student	Rank	Student Transportation of America	Rank
	<p>(d) Pricing shall include the transportation services required along with fulfilling the terms and conditions stated in the sample agreement for student transportation services.</p> <p><i>What area(s) require additional information?</i></p>						

## RFP P1519    Transportation

Durham School Services -2014-15				
	Cost	Routes	School Days	Cost
State Bus	162.98	249	181	\$ 7,345,346
Contractor Bus	231.78	87	181	\$ 3,649,840
Midday	36.61	51	181	\$ 337,947
Afterschool	49.29	10	181	\$ 89,215
		Hours		
Field Trips	27.00	2250		\$ 60,750
Summer School	49.29	60	45	\$ 133,083
	TOTAL COST			\$ 11,616,180

Durham School Services Current-2014-15	11,616,180
Durham School Services - Proposed 15-16	13,987,410
Increase from Old Contract to New	\$2,371,230

Value of GPS Services			
	Cost per Bus	Number of Buses	
GPS: Hardware: Year 1	\$605	287	\$173,635
Wireless Transmission Fee	\$31 X 60 mos.	287	\$533,820
Overhead/ IT/ Staff	\$80,000	5 yrs	\$400,000
Lost Revenue year one			\$15,000
5 Yr. Total			\$ 1,107,455.00

Value Added: Additional Staff		
Compliance officer	\$	67,000.00

Value Added: 5% Minority Business		
10 Addn' IBuses to cover "down" state buses		\$600,000

Value Added: Additional buses		
10 Addn' IBuses to cover "down" state buses	\$	445,260.00

Total Value Added		
	\$	2,064,975.00



Charleston > excellence is our standard  
County SCHOOL DISTRICT

75 Calhoun Street  
Charleston, SC 29401

**OFFICE OF GENERAL COUNSEL  
BOARD AGENDA ITEM**

**TO:** Board of Trustees

**FROM:** John F. Emerson, General Counsel

**DATE:** March 23, 2015

**SUBJECT:** Policy JIH – Student Searches, Interrogations and Arrests.

**RECOMMENDATION:** Approve first reading of revisions to Policy JIH –  
Student Searches, Interrogations and Arrests.

The material is submitted for: ☒ Action ☐ Information  
☒ Open ☐ Executive

Respectfully submitted:

  
\_\_\_\_\_  
Michael Bobby,  
Acting Superintendent of Schools

NA  
\_\_\_\_\_  
Michael L. Bobby  
Chief of Finance, Operations &  
Capital Programs

N/A  
\_\_\_\_\_  
Jeffrey Borowy, Deputy for  
Capital Programs

  
\_\_\_\_\_  
John F. Emerson, General Counsel

NA  
\_\_\_\_\_  
Todd Garrett, Chair  
Audit & Finance Committee

☐ Item voted on and  
recommended for Board  
A&F Committee on \_\_\_\_\_

\_\_\_\_\_  
E. Tripp Wiles, Esq., Chair  
Policy Committee

☒ Item voted on and  
recommended by Board  
Policy and Personnel Committee on 3/11/15

OFFICE OF GENERAL COUNSEL  
March 23, 2015

**SUBJECT:** Policy JIH – Student Searches, Interrogations and Arrests.

**BACKGROUND:** In the fall of 2014, the Office of General Counsel was asked to review CCSD policy on the subject of student questioning, interrogation and searches and to report to the Board whether any changes were in order.

**DISCUSSION:** In the fall of 2014 this office was asked to undertake a review of policy JIH (Student Searches, Interrogations and Arrests) and to research whether it was consistent with the law, policy elsewhere, and best practices. As a first step, we assembled a cross-disciplinary committee of representatives from relevant departments of CCSD, including the senior academic administration, the Office for Student Placement, the Office for Campus Security and Emergency Management. In addition, the research entailed a review of relevant federal and state law. It involved a review of approximately 60 policies from school districts elsewhere in South Carolina. We consulted with both staff and other school lawyers across the state. Using a resource available through the Council Of School Attorneys, a national network, we sought input from school lawyers across the country. In addition, we reviewed various law reviews and other literature on the subject. Finally, we met with the School Improvement Council (SIC) of the Academic Magnet High School to gather input from that school community.

In all respects, we determined that our policy JIH is consistent with the standards applied elsewhere.

One question had been raised as to whether parents had to be notified before a student could be questioned. That is not a practice elsewhere and we found consistent agreement that such a practice would severely hamper the ability of school administration to investigate incidents on a timely basis and to take the necessary steps to insure a safe environment conducive to learning.

Another question was whether a student being questioned possessed the right to have a witness present and to have a witness familiar to the student. The Policy and Personnel Committee is recommending that policy be amended to require school staff, while questioning a student, to make a good faith effort to have a witness present and, ideally, one with whom the student is familiar.

**RECOMMENDATION:** Approve first reading of revisions to Policy JIH – Student Searches, Interrogations and Arrests.

**FUNDING SOURCE/COST:**

NA.

**FUTURE FISCAL IMPACT:**

NA.

**DATA SOURCES:**

Office of General Counsel

**PREPARED BY:**

John F. Emerson

**REVIEWED BY LEGAL SERVICES:**

Yes.

**REVIEWED BY PROCUREMENT SERVICES:**

No.

# STUDENT SEARCHES, INTERROGATIONS AND ARRESTS

Code **J1H** Revised \_\_\_\_\_

Purpose: To establish the basic structure for the following:

- searches of students and/or their property;
- interviews of students; and
- other aspects of investigations

Preface: In order to ensure a safe school environment and one conducive to teaching and learning, school district employees may have to conduct inquiries into matters of varying significance. Ultimately, district and school administrators are responsible for directing investigations.

## SEARCHES

This policy recognizes that both state law and the Fourth Amendment to the United States Constitution protect citizens, including students, from unreasonable searches and seizures. The board's express intention for this policy is to enhance security in the schools, prevent students and other persons on school grounds from violating board policies, school rules and state and federal laws, and to ensure that legitimate privacy interests and expectations are respected consistent with the need of the district to maintain a safe environment conducive to education.

### **Individuals**

In accordance with S.C. Code § 59-63-1150, all school administrators shall be trained in the "reasonableness" standard for searches.

In compliance with S.C. Code § 59-63-1160, principals shall post a notice at each entrance to the school and all other access points advising that any person entering the premises of any school will be deemed to have consented to a reasonable search of his/her person and effects.

Only trained school officials may conduct such searches unless exigent circumstances exist that require another staff member to take immediate action for safety reasons. For the purposes of this policy, a school official is any school or district-based administrator or the designee of the school principal or superintendent. A school official must determine that the search is justified at its inception and that the scope and conduct of the search are reasonably related to the circumstances justifying the search. All searches of students and their possessions must be based on reasonable suspicion and take into consideration the age and gender of the student and the nature of the circumstances giving rise to the suspicion.

No school employee shall conduct a strip search.

Searches may involve metal detectors, but no search involving dogs will be conducted upon the person of any student.

### **School lockers and desks**

All lockers, desks and CCSD owned electronic devices are the property of the school district, and are subject to search.

### **Motor vehicles**



## **PAGE 2 - JIH - STUDENT INTERROGATIONS, SEARCHES AND ARRESTS**

The privilege of bringing a student-operated motor vehicle onto school premises is conditioned on consent by the driver to allow a search of that motor vehicle when there is reasonable suspicion for a search of that motor vehicle.

Any contraband items or evidence of a violation of law or of the Student Code of Conduct may be retained by school officials and/or turned over to an appropriate law enforcement agency.

### **QUESTIONING STUDENTS**

#### **Questioning by School Personnel**

District and school administrators and teachers may question students about any matter pertaining to the operation of a school and/or enforcement of its rules. The staff member shall conduct the questioning discreetly and under circumstances which shall avoid unnecessary embarrassment to the person being questioned. The school official shall make a good faith effort to have **present** another employee **with whom the student is familiar** as a witness to the questioning. Any student who answers falsely or evasively or who refuses to answer a proper question may be disciplined.

#### **Questioning by law enforcement**

When law enforcement officers find it necessary to question students during the school day regarding matters not connected to school, the school principal or his/her designee will cooperate with law enforcement and shall request to be present, so long as his/her presence does not impede the investigation. Normal visitor protocol must be followed by law enforcement officials at all times. The principal or his/her designee shall make a reasonable attempt to contact the student's parent/legal guardian and request his/her presence. Should contact not be made, reasonable efforts shall continue to notify the student's parent/legal guardian that law enforcement questioning took place on school grounds. The police shall conduct any questioning in a private area.

### **CONTACTING LAW ENFORCEMENT**

As required by South Carolina Code Section 59-24-60, school administrators shall contact law enforcement authorities immediately upon notice that a person is engaging in, or has engaged in, any activity on school property or at a school sanctioned or sponsored activity which may result, or does in fact result, in injury or serious threat of injury to the person or to another person or his/her property.

### **CUSTODY OR ARREST**

Law enforcement authorities have the right to enter the school to take a student into custody or to make a lawful arrest of a student, provided that they act pursuant to lawful procedure. If a student is arrested or taken into custody at school, school officials shall immediately make a reasonable effort to notify the parent/legal guardian.

Cf. KLG

Adopted 3/13/78; Revised 4/13/87, 11/28/94, 1/23/06

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Legal references:

A. U. S. Supreme Court Cases:

1. New Jersey v. T.L.O., 469 U.S. 325, 105 S. Ct. 733 (1985).

**Charleston County School District**

## **PAGE 3 - JIH - STUDENT INTERROGATIONS, SEARCHES AND ARRESTS**

- B. United States Constitution, Fourth Amendment.
- C. South Carolina Constitution:
  - 1. Article I, Section 10.
- D. S.C. Code Ann., 1976, as amended:
  - 1. Section 59-5-65 - State board to set regulations for minimum standards for student conduct, attendance and scholastic achievement; enforcement.
  - 2. Section 59-24-60 - Requires administrators to contact law enforcement.
  - 3. Section 59-63-1110, et seq. - Search of persons and effects on school property.
  - 4. Section 63-19-810 - Taking a child into custody.
- E. S. C. Acts and Joint Resolutions:
  - 1. 1994 Act #393, p. 4097 - Allows searches.