

Committee Members

John L. Foley, Chairman
Molly O. McCullough, Vice-Chairman
Dante Comparetto

Administrative
Representatives
Brian Allen

OFFICE OF THE
CLERK OF THE SCHOOL COMMITTEE
WORCESTER PUBLIC SCHOOLS
20 IRVING STREET
WORCESTER, MA 01609

AGENDA #1

The Standing Committee on FINANCE AND OPERATIONS will hold a meeting:

on: Monday, March 11, 2019
at: 5:00 p.m.
in: Room 410, Durkin Administration Building

ORDER OF BUSINESS

- I. CALL TO ORDER
- II. ROLL CALL
- III. GENERAL BUSINESS

ros #7-3 - Administration (January 25, 2017)

FY18 PRELIMINARY BUDGET ESTIMATE

gb #7-136 - Ms. Colorio/Mr. O'Connell/Mr. Monfredo/Miss Biancheria (March 23, 2017)

Request that the Administration study the feasibility of establishing a Hotel and Restaurant within a vacant Worcester public school and authorize the electrical, plumbing and other appropriate divisions of Worcester Technical High School to rehabilitate the property and then realize the profit from this enterprise.

gb #7-280 - Mr. O'Connell/Mr. Monfredo/Miss Biancheria/Ms. Colorio (August 1, 2017)

To request energy audits of the facilities which are used but not owned by the Worcester Public Schools.

gb #7-343 - Administration (October 2, 2017)

To consider an update to the Building Use Fee Schedule for the rental of space within the Worcester Public Schools.

gb #7-364 - Mr. Monfredo (October 20, 2017)

Request that the Administration consider changing the pay scale for day-by-day substitutes in the Worcester Public Schools.

gb #8-233 -Administration (July 18, 2018)

Annex A (3 pages)
Annex B (1 page)

To review the status of the FY19 Budget and make appropriate transfers as required.

gb #8-259 - Administration (August 28, 2018)

Annex A (1 page)

To authorize the Administration to enter into contracts for the lease of property for a possible term of 10 years or up to twenty years for the operation of student transportation for a contract term to begin in June 2020.

gb #8-260 - Administration (August 28, 2018)

Annex A (1 page)

To authorize the Administration to enter into contracts for the lease of school buses, special education school buses, and wheelchair buses for a term of up to five years for the operation of student transportation for a contract term to begin in June 2020.

gb #8-291.1 - Miss Biancheria/Mr. Comparetto/Miss McCullough/Mr. Monfredo/Mr. O'Connell (September 26, 2018)

Annex A (1 page)

Request that the Administration provide a report on the availability of snow removal equipment for individual school sites or available for school use to include snow blowers and plow trucks.

gb #9-10 - Administration (January 2, 2019)

To review the annual audit and agreed upon procedures report on compliance and internal controls for the City of Worcester, including the Worcester Public Schools, from the Certified Public Accounting Firm of CliftonLarsenAllen, LLP for the year that ended on June 30, 2018 which included the Government Accountability Office (GAO) and the Office of Management and Budget (OMB) A-133 Reports and the Management Letter.

gb #9-11 - Administration (January 2, 2019)

To review the annual audit and agreed upon procedures on the Independent Accountant's Report on Applying Agreed Upon Procedures for Student Activity Fund Testing for fiscal years 2016, 2017, and 2018 prepared by CliftonLarsenAllen, LLP.

gb #9-12 - Administration (January 2, 2019)

To review the annual audit and agreed upon procedures on the Independent Accountants' Report on Applying Agreed Upon Procedures for the Department of Elementary and Secondary Education End of Year Financial Report for fiscal year 2017-18, prepared by Robert C. Alario, CPA, P.C.

gb #9-59 - Administration (February 13, 2019)

To review bid specifications for student transportation services and award contract to lowest responsive and responsible bidder for a contract term to begin in June 2020.

Annex A (18 page)
Annex B (18 pages)
Annex C (7 pages)

IV. ADJOURNMENT

Helen A. Friel, Ed.D.
Clerk of the School Committee

**FY19
 BUDGET STATUS
 Second Quarter Report**

The status of all Salary and Ordinary Maintenance accounts as of December 31, 2018 are shown in Annex B. Presented for each account is the amount budgeted for the current fiscal year, the amount expended or committed as of December 31st and the projected balance at the closing on June 30, 2019. Salary and Ordinary Maintenance Account totals are:

<u>Budget Title</u>	<u>Budget Amount</u>	<u>Expended or Encumbered 12/31/18</u>	<u>Projected Balance 06/30/19</u>
Salaries	\$226,363,233	\$95,164,931	\$1,330,202
Ordinary Maintenance	<u>\$118,695,443</u>	<u>\$90,459,209</u>	<u>-\$241,951</u>
Total General Fund	\$345,058,676	\$185,624,140	\$1,088,251

At this point during the fiscal year, a total of \$185,624,140 (54%) has been expended or committed. A description of the projected balances is as follows:

Budget Impacts:

Transportation Overtime (-\$203,883): The projected deficit in this account represents overtime to support student transportation for drivers, monitors, and support staff. The district's transportation department has continuously been providing expanded customer service for parents and district staff, supervisory coverage for athletic trips during evening and weekends, as well as additional training for drivers.

Custodial Salaries (-\$167,156): The projected deficit in this account is attributed to the full staffing of custodial coverage throughout the district. The facilities department has backfilled vacant positions of staff collecting workers compensation benefits to ensure that all buildings are continuously cleaned and monitored.

Facilities Ordinary Maintenance (-\$155,065): The projected deficit in this account is attributed to the increase of the district's waste removal recycling service and fees that was finalized after the budget was approved. This account also includes additional costs associated with asbestos and lead testing throughout the district along with any associated abatement. The district has also increased the amount of painting in school locations and these necessary improvements require testing prior to any painting activities.

Educational Support (-\$144,155): The projected deficit in this account is attributed to the conversion of ESL teaching staff to five ESL tutor positions, as well as additional hours necessary for the EPL testers to accommodate testing requirements in a timely manner. This account also includes an additional BCBA position that has been added for increased caseloads.

Unemployment Compensation (-\$83,375): The district has experienced a reduction of claims through the end of January. Previously the account was processing approximately 83 claims, however that number is currently at 27 claims. The projected deficit also includes additional potential claims through the end of the fiscal year.

Accounts with Projected Balances to Offset Deficit Accounts:

Teachers (\$1,324,952): The projected balance represents vacancy savings of payrolls through the end of February. This is approximately 1% of the total budgeted amount. The projection includes the cost of replacement positions through the end of the school year.

Utilities (\$543,640): The City recently negotiated a new contract for the supply of natural gas and reallocated all district accounts into two new packages due to the capacity of each individual account. Nineteen accounts are moving to the new contract rates and the price has been reduced from \$0.848/therm to \$.49183/therm. With the remaining 36 accounts, these will return to the Eversource default supply at a winter rate of \$0.5982/therm. The previous rate on these accounts were \$0.848 per therm. This reduction of contracted rates, as well as a milder heating season has resulted in significant savings.

Maintenance Salaries (\$236,725): The balance in this account represents approximately five facilities staff that have been on workers compensations since the start of the school year, as well as the current vacancy of the Energy Management position.

Instructional Assistants (\$140,613): The projected balance represents vacancy savings of payrolls through the end of February. The projection includes the cost of any vacant positions through the end of the school year.

Based on the projected balance, the Administration recommends the following actions:

<u>Account Number</u>	<u>Account Name</u>	<u>Amount</u>
500-92204	Textbook Purchases For the purchase of Middle School (Grades 7 and 8) Math Textbooks, Grades 9, 10, and 11 Science Textbooks, and Grade 8 Social Studies Textbooks	\$1,163,250
500136-92000	Miscellaneous OM (Line N. School Safety) For the installation of upgraded security cameras at Worcester Technical High School and Claremont Academy.	\$110,000
500152-92000	Facilities Ordinary Maintenance (Line B. Building Repair) For building repair projects at schools	\$100,000
500152-92000	Facilities Ordinary Maintenance (Line F. Environmental Management) For required environmental abatement work at schools.	\$65,000

In order to provide funds necessary to reflect recent actions, the Administration recommends the following transfer of funds:

<u>Amount</u>	<u>From Account</u>	<u>From Account Title</u>	<u>To Account</u>	<u>To Account Title</u>
\$813,250	500-91111	Teacher Salaries	500-92204	Instructional Supplies
\$110,000	500-91111	Teacher Salaries	500136-92000	Miscellaneous OM (School Safety)
\$100,000	500-91111	Teacher Salaries	500152-92000	Facilities OM (Building Repairs)
\$65,000	500-91111	Teacher Salaries	500152-92000	Facilities OM (Environmental Management)
\$300,000	500-91111	Teacher Salaries	540103-97000	Transportation Overtime
\$210,000	500-91120	Maintenance Service Salaries	500-97201	Custodial Overtime
\$155,000	500146-92000	Building Utilities	500152-92000	Facilities OM (Trash Removal)

**WORCESTER PUBLIC SCHOOLS
2018-2019 BUDGET
ACCOUNT SUMMARY
SECOND QUARTER REPORT**

<u>Account</u>	<u>Account Title</u>	<u>Adopted</u>	<u>Transfers</u>	<u>Budget</u>	<u>Expended or Encumbered</u>	<u>Balance</u>
500-91110	Administration Salaries	\$12,774,786	\$100,000	\$12,874,786	\$6,839,310	\$58,685
500-91111	Teacher Salaries	\$167,661,400	-\$1,510,000	\$166,151,400	\$63,982,656	\$1,324,952
500-91112	School Committee Salaries	\$88,692		\$88,692	\$40,288	\$0
500-91114	Teacher Substitutes Salaries	\$2,198,440		\$2,198,440	\$809,773	-\$22,714
500-91115	Instructional Assistants Salaries	\$10,783,639		\$10,783,639	\$6,324,561	\$140,613
500-91116	Coach Salaries	\$595,719		\$595,719	\$325,541	\$10,144
540-91117	Transportation Salaries	\$3,554,542		\$3,554,542	\$1,609,757	\$97,906
500-91118	Supplemental Program Salaries	\$1,809,487		\$1,809,487	\$908,428	\$101,371
500-91119	Custodial Salaries	\$6,870,788		\$6,870,788	\$3,744,832	-\$167,156
500-91120	Maintenance Service Salaries	\$2,208,423		\$2,208,423	\$1,001,847	\$236,725
500-91121	Administrative Clerical Salaries	\$3,195,272		\$3,195,272	\$1,740,426	-\$13,530
500-91122	School Clerical Salaries	\$2,181,610		\$2,181,610	\$1,092,791	-\$23,994
500-91123	Non Instructional Salaries	\$2,353,025		\$2,353,025	\$1,476,632	\$70,594
540-91124	Crossing Guard Salaries	\$506,745		\$506,745	\$211,412	\$6,150
500-91133	School Nurse Salaries	\$5,156,099		\$5,156,099	\$1,967,207	\$71,147
500-91134	Educational Support Salaries	\$3,901,776		\$3,901,776	\$1,896,819	-\$144,155
540-97201	Transportation Overtime Salaries	\$538,043	\$90,000	\$628,043	\$463,112	-\$203,883
500-97203	Custodial Overtime Salaries	\$1,078,481		\$1,078,481	\$597,462	-\$210,401
500-97204	Maintenance Overtime Salaries	\$155,351		\$155,351	\$77,481	-\$2,251
500-97205	Support Overtime Salaries	<u>\$70,915</u>		<u>\$70,915</u>	<u>\$54,593</u>	<u>\$0</u>
	Salary Total	\$227,683,233	-\$1,320,000	\$226,363,233	\$95,164,931	\$1,330,202
500101-96000	Retirement	\$17,615,995		\$17,615,995	\$18,430,482	\$0
540103-92000	Transportation	\$15,431,224		\$15,431,224	\$15,240,347	-\$110,183
500122-92000	Athletic Ordinary Maintenance	\$454,052	-\$90,000	\$364,052	\$227,440	\$0
500123-96000	Health Insurance	\$44,322,761		\$44,322,761	\$20,161,523	-\$126,453
500125-92000	Other Insurance Programs	\$59,589		\$59,589	\$58,876	-\$3,360
500129-96000	Workers Compensation	\$1,653,061	\$300,000	\$1,953,061	\$323,498	-\$13,455
500130-92000	Personal Services	\$1,861,487	\$400,000	\$2,261,487	\$2,565,199	-\$67,791
500132-92000	Tuition	\$19,180,340	\$300,000	\$19,480,340	\$18,941,673	-\$213,178
500133-92000	Printing & Postage	\$257,432		\$257,432	\$238,719	-\$9,906
500-92204	Instructional Materials	\$3,809,986	\$20,000	\$3,829,986	\$2,149,186	\$0
500136-92000	Miscellaneous Educational OM	\$2,887,951	\$260,000	\$3,147,951	\$2,800,827	-\$2,825
500137-96000	Unemployment Compensation	\$511,463		\$511,463	\$332,535	-\$83,375
500138-92000	In-State Travel	\$57,500		\$57,500	\$24,319	\$0
500146-92000	Building Utilities	\$5,782,741		\$5,782,741	\$6,108,099	\$543,640
500152-92000	Facilities Ordinary Maintenance	<u>\$3,489,861</u>	<u>\$130,000</u>	<u>\$3,619,861</u>	<u>\$2,856,486</u>	<u>-\$155,065</u>
	Non Salary Total	\$117,375,443	\$1,320,000	\$118,695,443	\$90,459,209	-\$241,951
	Total General Fund Budget	\$345,058,676	\$0	\$345,058,676	\$185,624,140	\$1,088,251

Lease of Space

The current lease of space for the Worcester Public Schools Transportation Department (36 mid-size buses and spares, 11 big buses and spares, school bus maintenance and transportation operations space, and transportation employee parking) is at 60 Fremont Street and will expire on June 30, 2020. The School Nutrition Department also maintains its vehicles at this location as well.

The district has leased this property for the past eleven years. Prior locations have included Millbrook Street and Harlow Street.

Additionally, the City Manager recently informed the Worcester Public Schools that our current space used by the Facilities Department at New Bond Street (on St. Gobain property) will no longer be available to the Worcester Public Schools after July 1, 2020. This space is used for skilled trades shop work areas, maintenance supply storage, limited bulk supply storage space (with loading dock access), and Facilities supervisory staff.

Thus given the need for office, storage/work space, and parking needs for both the Transportation and Facilities Departments, the Administration recommends that the Request for Proposal (RFP) that accommodates both departments to co-locate space at the same location. This would allow for economies of scale for shared space, improve vehicle maintenance, and streamline district operations locations.

The needed space should also include expanded vehicle maintenance space that would allow for the district to perform most vehicle maintenance (rather than contracted services) and allow for repair and maintenance of Facilities and School Nutrition vehicles. The district would operate all district-operated student transportation, Facilities Department (trades and utility crew), and School Nutrition vehicles.

The space would also have the ability to expand the number of vehicles operated by the district beyond the current number of vehicles based upon student transportation needs for the district. As the district expands student transportation opportunities for programs such as Early College, Innovation Pathways, transitions programs, and other enrichment opportunities, the district would plan for additional space to accommodate expanded services.

It is necessary to issue a new Request for Proposal for the lease of space for both Transportation and Facilities Departments for a period of up to 20 years. The Administration will seek options / costs for both a ten-year lease cost and a 20-year lease cost. The Administration would award the contract based on the most advantageous response to the RFP.

The Worcester Public Schools owns and operates 41 special education vehicles (including spares) to provide door-to-door transportation for those students requiring such transportation in their individualized education plans. The district contracts an additional 31 mid-size and 20 wheelchair buses for in- district services through Durham School Services.

The current capital budget funding allocation from the City of Worcester generally allows for up to three school bus replacements annually, while also allowing for district Information Technology investments and Facilities Department equipment and vehicle replacements as well. These district owned buses typically operate for 10 hours per day and work throughout the summer for many of the summer programming within the district resulting in 25,000 miles per year per bus. Based on this usage and resulting mileage, under the state's annual state school bus inspection cycle (three times annually), the actual practical usual life of these school buses is around 8 years.

However, the capital equipment budget creates a fourteen-year replacement cycle and results in vehicles with mileage well an excess of 200,000 miles; well beyond the practical useful life and cost effectiveness for these buses. The sustainability of the fleet has been expensive and before the start of this new replacement process, routes were often consolidated to accommodate when vehicles were out of service for repair. This capital equipment replacement cycle previously required the district to move four routes to Durham School Services in FY17 because of the loss of vehicles through safety inspections. The first-year implementation of the fleet replacement cycle through the lease program allowed the district return the four contracted routes from Durham School Services this year.

The district began the replacement of special education vehicles through a five-year lease-purchase cycle program last year. Under this plan, the district will replace the worst condition vehicles (age, mileage, condition) over the next five years. This next lease-purchase allotment will replace vehicles ranging between 9-14 years of age. FY20 will be the second year of this replacement cycle. It is expected that these leased vehicles will be partially offset through a reduction in maintenance cost of existing vehicles.

This recommendation is consistent with the implementation plan for leasing of special education school buses as that was described in the FY17 budget book (pages 53 and 133-134).

The Administration recommends that the School Committee authorize the Administration to enter into a lease-purchase contracts for 10 mid-size school buses for a term of 5 years.

The Worcester Public Schools has 13 plow trucks (with 9 sanders) available for snow removal operations at the city schools and district facilities. Most of these trucks are Ford F350 pickup trucks. By the end of January, through the capital budget, the district will have 16 vehicles. Within this total includes a truck at Worcester Technical High School (also assigned to plow Belmont Street and City View), one truck at North High (also assigned to plow Lake View), and one truck at the WPS bus yard.

The district also has one backhoe (used only when necessary) and one Bobcat (used to do large sidewalks at Doherty, Burncoat Middle/High, Wawecus, New Citizens, and other areas when needed). There is also one Bobcat at both WTHS and North High with both plow and snow blower attachments.

There are approximately 110 snow blowers assigned to schools for sidewalk and walkway clearings at our school and district facilities.

Student Transportation Overview



The Worcester Public Schools provides home-to-school student transportation to 12,300 pupils for students attending the Worcester Public Schools and Head Start Programs, Central Massachusetts Collaborative, Seven Hills Charter School, Worcester private and parochial schools, homeless students attending other school districts, students attending out-of-district special education placements, and students attending out-of-town vocational programs. Overall, the

district accomplishes this using 95 large school buses (71-passenger), 66 mid-size school buses, 20 wheelchair buses, and approximately 42 vans. The district also utilizes the Worcester Regional Transit Authority (WRTA) for both home-to-school transportation as well as for afterschool activities. Previously, a separate contract provided athletic and field trip services.

Student Ridership (2016-17) data includes:

Big Bus Ridership (WPS Students):	9,530 students
In-District Special Education:	1,165 students
Pre-school, Special Education:	547 students
Out-of-District Special Education:	447 students
Non-Public School Ridership:	441 students
Homeless Student Ridership:	<u>161 students</u>
Total Student Ridership:	12,291 students

The district provides student transportation services through a combination of contracted services and district-operated school buses and vans. The following is a summary of the current vehicle fleet (excluding the WRTA.)

Vehicle Type	Worcester Public Schools	Durham School Services	Other Contracted Vendors	Total
71 Passenger	11	84	0	95
Mid-Size	35	31	0	66
Wheelchair	0	20	0	20
7D Vans	2	0	40	42
Total	48	134	40	223

The district operated student transportation vehicles and operations are located at 60 Fremont Street while

Durham School Services vehicle and operations are located at 42A Harlow Street. The contracted van providers are primarily located throughout Central Massachusetts.

The contract for transportation services ends on the last day of school, June 2020. The lease of space for WPS owned & operated vehicles at Fremont Street ends on June 30, 2020.

Currently, all bus routing and scheduling is done by the Worcester Public Schools to ensure efficiency and oversight of the transportation system. Durham School Services is contracted to operate routes as instructed by the district within the contractual specifications between the parties.

Self-Operation Analysis Executive Summary

The Administration of the Worcester Public Schools has been studying the full district-operated student transportation based on cost, customer service, and improved service to students.

The Superintendent recommends **a phased approach to district operated transportation over the next three to four years**. The Superintendent is committed to improved student transportation services but intends to focus district administration's human resources and efforts to the sustained instructional improvements that have begun at the "underperforming" schools.

This phased approach will include initial lease-purchase of 7D vans that would support in-district transitions programs and allow expanded student transportation opportunities for programs such as Early College, Innovation Pathways, transitions programs, and other enrichment opportunities, the district recommends to self-operate up to 42 vans (7D) currently contracted to outside vendors over the next several years.

The purpose would be to provide cost savings to the district and reallocate the savings into other student transportation opportunities new to the district. For example, as the number of Early College programs with Quinsigamond Community College and Worcester State University expands next year, the options to schools and students may change next year as well. Classes may be offered on campus or at high school locations during the morning or before the end of the traditional day. Having 7D vans, which would provide current level of services to students, and then be available for in-city transportation shuttles, would allow full access for students to these programs throughout the city as early as next year.

The Superintendent recommends an additional period of contracted student transportation for the 2020-2021 and 2021-2022 school years (with a district option for the 2022-2023 school year) and then evaluate full district-operated student transportation in the 2022-2023 or 2023-2024 school year.

Results of the District-Operated Student Transportation Analysis

1. **Budget Savings!** The district estimates that it would save \$36 million over 10 years through district-operated transportation. These savings are determined through the a detailed analysis of current contracted rates compared to the estimated cost for directly providing the service, factoring all salary, vehicle, maintenance, fuel, insurance and lease costs over a ten year period. These savings, once realized, can be used to provide additional transportation models for schools, such as later school start times, lower walking distances, and increased ridership opportunities for students at no new cost to the district.

2. **Improved customer service!** The district would be fully accountable for all bus routes within the district. However, using new and existing technologies, when managed all under the district, there is an ability to greatly expand communication, timeliness, and responsiveness to all transportation issues, questions, and concerns.
3. **Athletic Trips:** The district began providing athletic transportation in 2018-19 school year after receiving no bids for this service. Full operation of transportation services would allow a full availability of athletic transportation options operated at minimal cost by the district.
4. **Field Trips:** When buses are available, the district will be able to provide field trip transportation to schools at approximately 75% less than the recent costs paid by schools.

Transportation Study

In 2013-2014, the City of Worcester and the Worcester Public Schools engaged School Bus Consultants, LLC (SBC) to conduct an assessment of pupil transportation services for the Worcester Public Schools. SBC's work included a review and assessment of existing operations to determine whether current services are delivered in an efficient and effective manner. It also included a review of the current transportation contract and a review of recent bid specifications to determine additional cost saving opportunities.

Some of the highlights and recommendations of that study included:

- SBC recommends WPS hire a full-time route planner as all the routing is currently performed by the Transportation Director and Transportation Liaison. The Council of Great City Schools median performance indicator in 2012 for buses per planner is 88. The measurement for WPS is 93. Current routing tasks include planning for approximately 1,200 daily routes and providing for approximately 4,000 annual route changes for special education.

Action: Within the adopted FY19 budget, the district reorganized existing staff and reallocated transportation funds for the creation of two fulltime router positions. These positions are dedicated solely for the efficient allocation of nearly 200 buses on a daily basis, implementing special education transportation orders, and implementing new bus stop requests. These two positions have been filled and are in place for the 2019-2020 school year.

- WPS Fleet Maintenance – SBC recommends that WPS maintains repair records internally by using appropriate software. This would assist in assessing repair costs over time as well as in making replacement decisions. Current maintenance records were not accessible and needed to be acquired from the repair vendor.

Action: The district is implementing fleet maintenance tracking software to replace the current manual process.

- Customer satisfaction – Recommendations from the survey include improve communication from bus operators when buses are running late and the development of an on-time arrival tracking mechanism.

Action: Under a district-operated model as recommended, the primary focus will be on customer service to students, parents, and schools. The district will have total control and accountability over school bus status, will have the ability to fully implement My Stop bus application and other technology to have immediate on-time arrival information and have customer support staff with the ability to answer questions from parents and schools about transportation issues in a timely and responsive manner.

Applying the District's Zero-Based Budget Approach to Student Transportation

As part of the district's continuous, on-going zero-based budget process, the Administration looks closely at escalating costs; especially costs not directly related to classroom instruction. To date, the School Committee and Administration have taken actions to provide significant savings, cost reductions, or cost avoidance in the following areas:

- Employee Health Insurance
- Out-of-District Special Education Placements – developed in-district or collaborative programs
- ABA/BCBA and Autism Services (converted third party contracted service to district employees)
- Energy Management Services (converted third party contracted service to district employees)
- Certified Nursing Services (converted third party contracted service to district employees)
- Translations Services
- School Nutrition Services (converted 5,000 daily pre-plate meals to district produced meals)

The district's current practice has been to bring services into the district in areas that we have demonstrated:

- Services converted to district-provided have been highly successful and sustainable
- The ability to use existing resources to compensate new district employees at a fair market rate
- The ability to obtain a better level of control of service delivery to students,
- The conversion of funds from the amount that would have otherwise been profit margin for the contracted vendor into investments into that program or savings back to the district budget for reallocation to other instructional services.

The goal and outcome in these recent experiences has been to provide some level of financial savings **and** improved customer service by moving services into the district.

In many of these cases, the district adopted best management practices in terms of structure and service delivery but opted to provide these services directly through district employees. These

changes have saved millions of dollars annually to the school district's budget; with the savings being reallocated directly to support student instruction.

The district also had a long-standing experience with the purchase of computers for instructional technology using limited capital equipment budget allocation. This procurement method led to district having 7,500 purchased used computers and a replacement cycle of more than 7 years. The district recently ended a five-year lease of computers that allowed for the deployment of approximately 7,500 computers throughout the district. This year, the district is undertaking a change to a Chromebook lease. This lease experience allows for the maximum deployment of current technology within our schools. This same methodology can be applied to school bus lease and procurement.

Similarly, the district uses capital equipment allocation for the replacement of district owned mid-size buses. The district has operated up to 40 buses, but the capital equipment budget only provides sufficient funds for the replacement of about 2-3 buses per year. This creates a 13-year replacement cycle of our buses. Using this replacement cycle, all district owned buses eventually exceed both the age and mileage requirements that we specify in our contracted buses. In recent years, the district has been required to transfer four routes to Durham School services due to the loss of vehicles to the State's school bus safety inspection review.

The School Committee has authorized the District Administration to lease school buses. This new leasing model, once fully implemented, would allow for a more frequent replacement cycle and low maintenance costs. The district has already been able to re-take the routes that were given to Durham to the district at an overall cost savings in FY19.

Through the district budget and planning process, the Administration has identified each year since 2015, that the district should carefully examine the possibility of providing district operated student transportation services beginning in the 2022-2023 or 2023-2024 school year. During the past eighteen months, the district administration has been closely analyzing the cost and benefits of providing all big bus and mid-size student transportation services solely through district operations.

The district has demonstrated in the previously listed examples that self-operated functions have led to significantly improved service and sustained lower cost. There are three basic reasons that this model for this success easily transfers to district-operated transportation services:

First, recent experience in student transportation, particularly in Worcester, show an oligopolistic environment, where the market is controlled by a small number of providers, each of whom is able to influence prices and thus directly affect the position of competitors. While the public sector functions in an "governmental monopolistic environment", this system when implemented correctly is designed to keep the price of a service affordable. The district can focus resources solely on improved service delivery at reasonable costs. The district doesn't need to answer to shareholders and corporate leaders about profit margins. In a speech given at a Massachusetts Association of School Business Officials in Marlborough, MA on March 20, 2018, State Auditor Suzanne Bump said, "there is no such thing as competition in student transportation in Massachusetts." Recent bid experience has shown that there are perhaps only two or three bus

companies that have the capacity and ability to meet the number of buses that are required in Worcester. In other words, while many districts, like Worcester, have no real demonstrated competition for student transportation, we continue to see annual costs exceed the rate of budget growth in any given year; whereas a school district is entirely motivated to control both costs without sacrificing the level of service provided. District leaders are constantly faced with the challenge of providing quality service at a reasonable cost – whether for teachers, tuitions, technology, and transportation.

Also, the key cost components of any student transportation system are: salaries, vehicles, property, maintenance, and fuel. The district can be highly comparable to existing salaries for bus drivers following several existing collective bargaining agreements. The district is currently developing a vehicle procurement cycle that will provide the city and taxpayers with a cost-effective strategy to obtain and replace school buses for the district. Vehicles will be obtained through a lease-purchase arrangement, requiring low upfront costs and will be replaced on the most optimal cycle that results in the low overall cost of ownership of the buses. The district has consulted with a range of real estate professionals in the city to determine optimal locations within the city that could provide parking, maintenance, and operations for a districted-operated bus operation and is ready to issue Request for Proposals for space. The district has worked with a national expert on school bus maintenance facilities set-up and operation and had the opportunity to visit several locations to learn about best practices in the maintenance area. The City of Worcester receives highly competitive prices for fuel prices; these advantageous prices would be available to district-operated vehicles.

In summary, the district has experience with operating and managing student transportation and the transportation and district staff already work every day to ensure the safest, most cost-effective operating transportation program. The district has been highly successful in converting other services from third-party vendors to district-employed staff resulting in better services to students and reduced cost. It is all of these reasons combined that will result in a highly-efficient, low-cost operation that can improve safety, quality, and service to our school district.

Current Regional Experience

Worcester hasn't been the only school district that has faced no real competition in vendors for student transportation. School districts across the region are finding it extremely difficult to attract multiple competitive bids from vendors for student transportation contracts.

A December 2017 Sunday *Telegram and Gazette* article described this lack of competition for surrounding districts.

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IN A CLASS BY ITSELF

No competition for school bus contracts poses problem for local districts

School buses line into Doherty Memorial High School in Worcester at dawn on Dec. 4. (DAN STREIBER FOR ENCLAVE)

By Susan Spencer | Telegram & Gazette Staff

School transportation costs hit municipal budgets hard across the state, and several communities in Central Massachusetts have been grumbling about an underlying factor as their multiyear contracts for school buses are about to go out for bid. The problem: There's no competition in the market. Despite having a number of school bus companies operating nearby, district after district contacted by the Telegram & Gazette reported usually having just one vendor submit a bid.

Industry representatives say the problem stems from consolidation, with large bus companies buying out the mom-and-pops that used to provide local service. And with regulatory requirements for 40 hours of training, paid earned sick time and health insurance assessments for what is a part-time job, "it's a business that over the years has gotten more difficult to be in," said David Strong, president of the School Transportation Association of Massachusetts and owner of a family-run bus company in Easthampton. School bus drivers, who typically make around \$20 an hour in suburban districts and \$25 to \$30 an hour in cities, according to Mr. Strong, are hard to find as the industry tightens.

Some school districts have explored partnerships with others or are considering operating their own school bus service. On Thursday, representatives from five area districts agreed to pursue joint procurement through the Central Massachusetts Regional Planning Commission, as a way of pooling their buying power and negotiating better rates.

School bus budgets
 Percent of total school budget
 After state aid and regional support

District	Percent of total school budget
Milbury	6.41%
Sturtevant	7.4%
Worcester	1.84%
Sutton	6.26%
Uxbridge	2.72%
Quabbin	4.00%
Regional	4.23%

Percent of total bus budget
 After state aid and regional support

District	Percent of total bus budget
Milbury	1.51%
Sturtevant	1.88%
Worcester	2.47%
Sutton	1.38%
Uxbridge	1.84%
Quabbin	1.8%
Regional	1.81%

Richard G. Buford Jr.
 Business manager for Milbury Public Schools, this town ENCLAVE

See BUSES, A8

Source: Municipal websites or documents. DON LAMARCA-BUTTS FOR ENCLAVE

A few highlights from this newspaper article:

- “Industry representatives say the problem stems from consolidation, with large bus companies buying out the mom-and-pops that used to provide local service.”
- “Some school districts have explored partnerships with others or are considering operating their own school bus service.”

This lack of competition leads to higher bid prices. Here is a recent Massachusetts Association of School Business Officials survey of price increases experienced by area school districts:

- Leicester & Oxford combined bid: **28%** and **21%** increase, respectively, over current rates (one bidder - **Durham School Services**)
- Leicester & Oxford combined re-bid: **26%** and **18.5%** increase, respectively, over current rates (one bidder - **Durham School Services**)
- Leicester (third bid): One bidder, **0-10%-10%**
- Littleton: One bidder, **25%** increase
- Westport: **24%** increase in FY18
- Wayland: One bidder, **19%** increase start of new three-year contract
- Southern Berkshire Regional: **16%** increase start of new 5-year contract
- Ashland: One bidder, FY18 increase of **14%**
- Milford: **12.7%** increase for FY20
- Uxbridge: One bidder, FY17 increase **12.63%**
- Westport: **12%** increase
- Whitman Hanson Regional: One bidder, Year 1 increase **9.5%**, second and third year **4%** increase each year.
- Nashoba Valley: **9.3%** increase for FY19, **8.5%** increase for FY20, and **9.4%** increase FY21
- Manchester-Essex: Year 1 increase of **8.5%** and year 2 increase of **7.2%**
- Brockton: FY19 increase **8.5%**, one bidder
- Lincoln: FY19 increase of **7.7%**
- West Bridgewater: One bidder with FY18 increase of **7.14%**
- Easton: **6.6%** increase for FY19
- Northampton: **6%** per year annual increase in last two years of 5-year contract
- North Andover: **5.28%** increase in FY18, one bidder with **4.39%** increase in FY19
- Mendon-Upton: **5%** annual increase FY19-FY22
- One bidder with Brookline: Average annual increase of **3.8%**
- Adams-Cheshire Regional, One bidder, **4%** first year increase
- Somerset & Somerset-Berkley Regional: Average **3.6%** increase over past three years
- Newburyport: One bidder, **3.5%** increase annually

Price and Contract Award History

Again, this lack of competition has also been an issue in Worcester as well. Over the past three contract periods, the following is a summary of the price and contract award history:

Contract Term	Durham School Services	First Student, Inc.	Comment
2015-2020	\$61,984,628	\$83,411,780	Initial Bid Price from Durham School Services was \$65,197,368 (18.2% increase). District Administration negotiated a 40% reduction in first year rate to an 11% increase.
2010-2015	\$59,246,708	\$64,260,631	Special education transportation required a re-bid; Durham School Services lowered their bid by \$2.6 million (8.8%) and was awarded the contract. The special education transportation low bid was still a 15.6% increase over the prior year.
2005-2010	\$52,725,251	\$52,897,849	Big bus transportation was provided by Durham School Services (6.1% increase), Special Education transportation provided by First Student, Inc (5% increase, after transfer of bus monitors to vendor). Laidlaw Educational Services and AA Transportation also submitted bids

In the 2015-2020 contract bid, the original low bid reflected a first year **18.2% increase**. The School Administration negotiated a 40% reduction in this increase and the final contract reflected an 11% increase over the 2014 rates, with 3% annual increases thereafter.

In the 2010-2015 contract bid, the Administration changed the terms of the specification to improve the price. The most significant change was increasing the vehicle age and mileage from 6 years and 75,000 miles to 10 years and 150,000 (with an average fleet age of six years). This change was believed to lower capital equipment investment over a five-year period, reducing the daily rate for vehicles. Special Education transportation bid reflected a **15.6% first year increase**.

In the 2005-2010 contract bid, there were four bus companies submitting bids: Durham School Services, First Student, Inc., Laidlaw Education Services (existing contractor at the time), and AA Transportation. The district awarded separate big bus and special education contracts (and also transferred bus monitors on contractor vehicles from district employees to contractor employees). Even with the level of competition, big bus transportation increased **6.1%** over the prior year rate and special education increased 5%.

In the past three bid cycles, the district has awarded contracts with first year increases of 5%, 6.1%, 11%, and 15.6%. As a result, the Administration and School Committee have discussed the possibility of the district providing all transportation services. Over the past several years, the district has conducted in-depth analysis, made several site visits, interacted with other districts across the country, evaluated available space in the city, researched vehicle costs, fuel types, and maintenance costs, and studied the salaries of bus drivers and bus monitors.

District-Operated Analysis Time Frame

The Administration began exploring full district-operated student transportation following the 2010 contract award.

April 2010, in a Report to the School Committee:

The Administration conducted a feasibility analysis for providing all mid-size vehicles on an in-house basis. Currently, the Worcester Public Schools operates 37 (or 57%) of the 64 mid-size special education vehicles. The financial analysis included a review of all staffing, facility and fuel needs. However, after a review of the cost of providing the services in-house in comparison with the final bid results, the Administration recommends that the current structure of both contracted service and in-house service remain for the next five years. However, this structure should be reevaluated in 2015 for consideration.

FY16 Budget Book (page 14)

⊕ **Student Transportation:** The Administration will explore the feasibility of directly providing all in-district student transportation services beginning in 2020. The analysis and recommendation will be forwarded to the School Committee in advance of the next student transportation contract period.

Further, the current capital equipment budget funding level is insufficient to provide a reliable replacement cycle for special education buses. With 35 buses and 1-3 vehicle replacement funding per year, the Administration will need to explore the lease of vehicles through the operating budget in the near future.

FY17 Budget Book (page 15)

⊕ **Student Transportation:** The Administration will explore the feasibility of directly providing all in-district student transportation services beginning in 2020. The analysis and recommendation will be forwarded to the School Committee in advance of the next student transportation contract period.

Further, the current capital equipment budget funding level is insufficient to provide a reliable replacement cycle for special education buses. With 35 buses and 1-3 vehicle replacement funding per year, the Administration will need to explore the lease of vehicles through the operating budget in the near future.

FY18 Budget Book (page 16)

Executive Summary

- ⊕ **Student Transportation:** The Administration continues to explore the feasibility of directly providing all or expanded in-district student transportation services beginning in 2018. The analysis and recommendation will be forwarded to the School Committee in advance of any recommendation for change in the level of service provided by contracted services.

FY19 Budget Book (page 17)

Executive Summary

The Administration is working on the following areas for future opportunities for budget stabilization or budget savings:

Executive Summary Areas of Budget Study for Savings

- ⊕ **Student Transportation:** The Administration will pilot in-district student home-to-school and athletic transportation services beginning in the 2018-2019 school year. On-going analysis exploring the feasibility of directly providing all or further expanded services will occur through the end of 2018 with a recommendation provided to the School Committee well in advance of the end of current contract for transportation services at the end of FY20.

Service Performance

Leading to this Administrative review of district-operated transportation, in addition to the high cost of student transportation, there have been detailed numerous other contractual compliance issues during this current contract period. Non-working cameras, shortage of drivers, inability to provide both home-to-school and athletic transportation (without route consolidation), non-functioning block heaters, and late buses have been issues that the district has dealt with during the past four years. The district Transportation leadership holds weekly meetings with local Durham management staff and the Superintendent holds quarterly meetings with senior management to collaboratively address these issues. However, in some instances, the district has reduced payment to Durham as service credits for failure to fully comply with the contract.

District-Operated Transportation Analysis and Due Diligence

District staff from Finance and Operations, including Budget Office, Transportation Department, Payroll and Procurement, and Facilities have met weekly since summer 2017 to develop a management plan to analyze a district-operated transportation system. On occasion and as needed, Human Resources and legal counsel have also provided information and guidance relative to staffing, collective bargaining, and benefit eligibility.

As part of the study to convert to full district-operated transportation service, Administrative staff visited Savannah-Chatham (GA) County Public School System, Minneapolis (MN) Public Schools, Edina (MN) Public Schools, Eden Prairie (MN) Schools, and the Metropolitan Transportation Network, Inc (Fridley, MN). The district has also collaborated and shared information with the Francis Howell R-III School District in St. Charles, MO, a district converting from contracted student transportation to district-operated student transportation.

As a result of this due diligence, the Administration learned and developed student transportation best practices around:

- Conversion to district-operated transportation (Savannah-Chatham, Francis Howell R-III School District)
- Organizational structure
- Maintenance facilities
- Vehicle replacement cycle
- Building and parking lot needs
- Office layout
- Alternative fuel sources
- Customer service staffing

This district-operated plan is influenced and adapted by experiences learned from these other district colleagues. The district is very appreciative of the time and information that was shared by the staff from these districts / vendors.

Notable Districts Recently Moved / Moving to District-Operated Student Transportation

The following school districts have recently moved or plan to move from contracted transportation services to district-operated transportation services, for a variety of reasons. This list is intended to show that many districts are considering the transition to bring services within district operations. There are many lessons to be learned about these transitions - most notably the sufficient time to allow for proper planning for vehicles, employees, and space requirements.

- **Savannah-Chatham School District (GA) (2016).** Moved in-house after contracted vendor went out of business. The district already owned the bus yard and vehicles
- **Ritenour School District (MO) (2017)**
Most recently contracted with First Student. The district is lease-purchasing 28 new school buses to run 23 regular routes, as well as to transport students for athletic competitions and activity trips. The district began considering other options for student transportation as a result of increasing concerns about safety and reliability from parents and district administrators, as well as projected higher costs for contracting services next year. The district is cited with the following, “when a district owns and operates its own buses, it can serve families better and create jobs within the community.”

“For the last two years, we have considered several different transportation options to serve our students best and be good stewards of taxpayer funds,” said Superintendent Kilbride.

“As we looked into the costs of continuing to contract out for bus service while also weighing the benefits of having greater supervision over the employees who bring our students to and from school every day, it became clear that the best choice is to run our own buses. Our priority is our students, and we will work hard to provide safe, efficient school bus service so they get to school on time.”¹

- **Richardson Independent School District (TX) (2018)**

After consideration of securing a different third-party vendor to provide transportation the district determined that student transportation would be fully operated by the district beginning with the 2018-19 school year.

According to the district’s website, “Bringing student transportation operations inside the district is projected to be the most cost-effective option available to RISD and would also provide the district the most flexibility and control over bus operations. It will require RISD to hire approximately 150 bus drivers, 50 bus monitors and 20 support employees to manage logistics and maintain the bus fleet.”²

- **Dallas (TX) (2018)**

The district decided to self-operate student transportation after voters decided to dissolve the previous student transportation provider, Dallas County Schools.

- **Erie School District (PA) (partial 2018, full by 2020)**

The fixed route regional transportation authority is ending student transportation; the district has decided to self-operate transportation services

- **Pflugerville Independent School District (TX) (2019)**

Purchasing a fleet of buses is a way for the district to maintain control over the quality of the fleet and its drivers according to the district.

- **Shelton Public Schools (CT) (2019)**

Purchased own fleet of 60 school buses and will take over operations in 2019-2020 with an estimated savings of \$1 million.

- **Francis Howell R-III School District (MO) (in consideration for 2019)**

The district has been with First Student for more than 20 years but due to cited cost and performance concerns, the district is considering whether to self-operate student transportation in the 2019-2020.

¹ <https://www.ritenour.k12.mo.us>

² http://www.risd.org/group/districtnews/Student_Transportation.html

Benefits of District-Operated Transportation

Cost Savings

The district has developed a ten-year budget comparison for contracted services and district-operated services. This analysis shows that a district-operated model will provide **\$36 million savings** to the district that could be used to further improve transportation options for the district and reallocate funds to support instructional programs in schools.

Over the first five-years of a district-operated model, the district expects approximately \$11 million in total savings and over the second five-year period, an additional \$26 million in savings. These amounts are based on the way in which the district will lease-purchase school buses with upfront costs (years 1-5) and then with significant savings in years 6-10.

The district began leasing vehicles during the 2018-2019 school year (13 big buses and 10 mid-size buses), and based on this experience and ongoing additional research, the district would lease-purchase over a five-year period. The district is developing a long-term proposed fleet replacement cycle to smooth the purchase and replacement of vehicles over time rather than large scale replacements in any given year. This fleet replacement cycle is being done in collaboration with SBC Consultants (the same consulting firm that was used to analyze transportation operations in 2014).

The ten-year budget analysis is being used as a representative of the replacement cycle for buses. The Durham School Services website³ states that they “spread the cost of the buses over the entire useful life of the vehicle. The school district pays only a proportional share of these costs on an annual basis, rather than the total cost for replacement.”

For equal comparison, the correct analysis is to look at the cost of student transportation over the useful life of the vehicles, a significant cost factor in the budget. A ten-year replacement cycle maintains a very operational, cost-effective fleet. Industry data shows 8.5 to 9.5 years as a median fleet age and in some areas replacement after 17 years.

Otherwise, student transportation operational costs are essentially drivers (and monitor) salaries, fuel and maintenance, land and storage costs, and insurance and other costs. All other costs associated with a third party vendor that is “overhead and profit” is not needed in a district-operated model. All of these costs can be invested into improving transportation services and/or provide savings back to the district for reallocation to support instructional areas.

In the budget analysis, the district is using competitive salaries for bus drivers drawing from existing collective bargaining agreements and prevailing wage rates. The cost of driver and monitor salaries and benefits equal more than 52% of the proposed budget for district-operated transportation.

³<http://www.durhamschoolservices.com/outsourcing/Pages/outsourcing.aspx>

Real-Time School Bus Arrival App

A recent *School Transportation News* online survey⁴ shows that only 19% of responding districts use a real-time school bus arrival time apps for parents, while another 22% of districts want to have this feature available to parents

The Worcester Public Schools have the ability to use existing routing software that so parents can know exactly where their student's school bus is and what time it will show up at their stop. This program graphically displays the school bus's location on a map, as well as the estimated time of arrival (ETA) to a specific student's bus stop. The school bus's location is automatically updated every five seconds and the ETA is recalculated to accommodate any delays due to traffic while in route. This application is available as either a web application or as a native app for iPhone® and Android™ smartphones. When using the app, parents can choose to receive push notifications alerting them to changes in their bus schedule, district-wide announcements and other important news. The web application allows users of other devices including PCs to access the information via a Web browser.

The district is prepared to implement My Stop application on currently district-owned buses and continue to work on technical integration with implementing MyStop with the current vendor.

The district could also expand use of Connect-Ed and social media in relation to the status of school buses as necessary.

Customer Service

With a district-operated student transportation system, the **student** becomes the heart of everything we do; not profit margins. With transportation fully under district control we become solely accountable for performance: Every decision matters, we do the right thing to achieve our goals. We can now achieve the high standards that we set for ourselves. As district employees, we want to be provide the best service, continually seeking a better way to do things. Customer service is all about meeting and exceeding the expectations of the student, parent, guardian, school staff, and school principal.

Customer Service Software

The district has piloted a customer service call center software for tracking, prioritizing, and solving customer support issues. The district anticipates having a solution in place as early as the 2019-2020 school year.

Dedicated positions to customer service

The FY19 budget reflects two added positions dedicated to answer phone calls and provide answers to parents and schools about transportation issues. Under a district-operated transportation system, the district will have the ability to know (and share) the status of every bus in the district, obtain immediate answers as to any issues that might be occurring due to traffic or other delays, help parents and schools with any transportation orders and changes. The district can integrate transportation and student database systems seamlessly to provide exceptional customer service support because all of the information and accountability is together in one location.

⁴ Source: www.stnonline.com/news/stn-polls as of November 2, 2018.

Supplemental Transportation: Athletics, field trips, New Educational Programs.

This phased approach will include initial lease-purchase of 7D vans that would support in-district transitions programs and allow expanded student transportation opportunities for programs such as Early College, Innovation Pathways, transitions programs, and other enrichment opportunities, the district recommends to self-operate up to 30 vans (7D) currently contracted to outside vendors over the next several years.

The purpose would be to provide cost savings to the district and reallocate the savings into other student transportation opportunities new to the district. For example, as the number of Early College programs with Quinsigamond Community College and Worcester State University expands next year, the options to schools and students may change next year as well. Classes may be offered on campus or at high school locations during the morning or before the end of the traditional day. Having 7D vans, which would provide current level of services to students, and then be available for in-city transportation shuttles, would allow full access for students to these programs throughout the city as early as next year.

The district currently is operating 11 big bus routes in order to accomplish athletic transportation for the district. Expanded district-operated transportation would allow for more athletic transportation (when needed) at a lower cost to the district.

In addition, field trip transportation has been cost prohibitive for many schools. With a district-operated student transportation system, only driver and fuel costs would need to be covered in order to provide field trip services. The Administration estimates that the district can provide field trip services on average of 75% less expensive than recently paid by schools. Recent sample of field trip costs, schools have paid \$379 for a bus and the WPS would be able to provide the same transportation for \$110. Some other recent examples:

From	To	Hours	Actual Charge	WPS Rate	Savings
North High	Cottage Hill	6	\$1,312.50	\$132.00	\$1,180.00
Elm Park	Tougas Farm	4	\$564.00	\$82.50	\$481.50
Harlow St./South High	Connecticut	6	\$682.50	\$121.00	\$561.50
Various Schools (AP)	North High	5	\$379.45	\$110.00	\$269.45

Current and Proposed Transportation Organizational Structure

The district began implementing changes to the Transportation staff within the FY19 budget. First, the Administration identified essential positions needed for successful student transportation. In this case, a successful student transportation includes:

1. The ability to properly manage a large department of drivers, monitors, mechanics, support staff, and contracted vendors.
2. The ability to provide proper safety and operational training to staff
3. The ability to provide training for new drivers.
4. The ability to develop bus routes in a timely and efficient manner
5. The ability to answer questions about bus routes, bus locations, and operational questions to parents, schools, and other stakeholders in a timely manner.

6. The ability to communicate with bus drivers while driving about student issues, stop changes, traffic issues, and/or safety concerns.

The Administration then looked at peer departments, including the Georgia and Minnesota districts that were visited as part of this analysis. This analysis looked at what the “standard” staffing ratio should look like in a fully districted operated transportation system. After research, while there are no industry standards for this, a review of hundreds of other districts suggest a range of one full time equivalent positions for every 700-1,000 student riders would be an efficient staffing level.⁵

Based on this staffing ratio, the Worcester Public Schools would need to have 12-17 full time support staff.

- **Transportation Director (existing) (1)**
- **Assistant Transportation Director (added in FY18) (1)**
- **Operations Supervisor (3)**
One position currently is established in the FY19 budget to oversee both big bus and Special Education buses. Under a full district-operated model, there should be one position each for big bus, special education, and specialized transportation (7D van service).
- **Safety & Training Coordinator (added in FY19) (1)**
The district currently has 6 certified bus trainers. One full-time dedicated position was added during FY19 and the others perform other duties within the Transportation Department (routers, liaisons, and drivers). Under any expanded district-operated model, additional supplemental trainers can be used for training people to become licensed as a school bus driver.
- **Transportation Liaisons (added in FY19) (3)**
Provides customer service for parents, schools, and other stakeholders and communicate with bus drivers
- **School Bus Router (added in FY19) (2)**
Routers are responsible for the efficient scheduling of all buses in the district. Routers plan all corner-to-corner big bus routes as well and all curb-to-curb special education routes during the summer for the school year based on student enrollment and walking distances to school in accordance with School Committee student transportation policies, as well as any address changes or new transportation orders for special education transportation. They are also responsible for developing routes for changes in school bell times (starting and ending times) as well as accommodating all charter school, private school, and parochial school transportation applications.

⁵ Source: Roberts, Dan (2013) “Best Practices in Student Transportation”, Transfinder Corporation (page 2).

During most school years, there are more than 4,000 special education and 750 big bus route changes made each year and increasing each year. While this equates to an average of 26 changes per day, the bulk of these route changes occur during the first two months of the school year.

- **School Bus Service Manager (added in FY19) (1)**

The work to date has yielded significant savings in outsourced school bus maintenance.

- **Bus Mechanics (6)**

Industry-standard staffing ratios for bus mechanics is one mechanic for every 22 school buses. Based on this ratio, the district should have 10 bus mechanics. However, since the majority of the bus fleet will be new or recent vehicles, the Administration believes the current compliment of staff is sufficient for the next several years. The overall objectives of the bus mechanics is to keep buses running at all times needed during the school day and to extend the useful life (reduce the purchase cost and frequency) of new school buses. With proper maintenance and care, it is expected that district buses should be in the fleet for approximately 12 years.

In several cases, some of these positions have been converted from other positions. One Operations Supervisor was converted from a Transportation Coordinator position. The Safety and Training Coordinator was converted from an Assistant Coordinator position. One of the Router positions was converted from an Assistant Coordinator position.

The additional positions were added through the savings realized by running eleven big bus routes through district-operated buses and returning four special education mid-size buses to district-operated routes. The move was also intended to provide direct support of an additional eleven big bus routes that the district began directly providing this year resulting from not receiving any bids for the athletic transportation contract for this year. This is the first time in known history that the WPS is directly operating big bus transportation. In order to be cost effective in providing athletic transportation, the district also operates eleven morning and afternoon routes for home-to-school transportation. Overall, the transition of eleven district-operated big buses saved the district \$402,000, with \$208,000 invested in new support positions for transportation operations (see pages 62 and 176-177 of the FY19 budget book) resulting in FY19 savings of \$194,000. The current eleven district-operated big bus routes are attached. Ten of the afternoon routes are designed and assumed to be available for athletic transportation daily at 2:15pm.

The district is exploring a phased-in student transportation system over the next several years resulting in a cost savings, improved customer service to students, parents and schools, and expanded transportation options for the district at no additional cost than the current budget. The district looks forward to a cooperative and responsive working relationship with any existing and future contracted vendors during the transition.

Bid for Pupil Transportation for the Worcester Public Schools to cover the following programs:

- Regular Education
- Special Education

for two-year period with an optional third year at the sole discretion of the Worcester Public Schools beginning the First Day of Summer School 2020 and ending on the last school day of June 2022 or as extended by the written decision of the Worcester Public Schools to the last day of school of June 2023.

For purpose of this contract, transportation for Regular Education will be required for all pupil session days. Transportation for Special Education will be required for all pupil session days and as required by students' Individual Education Plans (IEP's).

Vehicles shall normally be operated five days a week, excepting holidays, vacations, and emergencies resulting in the closing of schools. The per day rate for buses shall apply to all summer school or extra day service that may be required by the Worcester Public Schools.

Transportation for early release purposes shall be considered to be included in the base bid pricing, including high school final exam schedule in June. Final exam schedule in June, not to exceed five days, at high schools includes two school-to-home trips per day per bus.

Providing student transportation services to and from school. For the purposes of these specifications, transportation services for "to and from" school is defined as the following:

- 180 pupil session days (2020-2021 school calendar enclosed)
- For all delivery of students to school within the timeframe of 7:05am-9:30am, including all necessary travel time to the first scheduled student pick-up time
- For all delivery of students from school within the school departure timeframe beginning at 12:55pm and last school departure time at 4:10pm, or last scheduled school departure time, including all necessary travel to the final scheduled student drop-off time.

The following meanings are to be attached to the defined words when used in this proposal:

A "large" vehicle is a school bus with a 13 inch seating capacity of seventy-one (71) passengers and over.

A "mid-size" vehicle is a school bus with a 13 inch seating capacity of twenty-nine (29) passengers. It is the intent of the Worcester Public Schools that mid-size vehicles are to be used primarily for in-city transportation requirements and all Central Massachusetts Special Education Collaborative locations through duration of this contract. Any vehicle with a 2016 model year or later must be a 37-38 inch seat for two students with integrated car seats for all positions except side emergency window exit locations and rear seat on entrance door side.

A "wheelchair" vehicle is a school bus with a minimum of four (4) adjustable tie-downs, a minimum capacity of four (4) walk-ons and a hydraulic lift or retractable ramp for boarding

and discharging wheelchair pupils. Pupils/wheelchairs must be secured in a forward-facing position. All wheelchair buses must contain a fire blanket as per the specification in Appendix A.

Bidders shall be required to submit the following pertinent information with the bid submittal:

- A balance sheet and a statement of profit and loss, prepared and certified by the bidder's certified public accountant, which reflects financial status for each of the last three (3) corporate fiscal years.
- A bank letter of reference from the bidder's principal financial institution.
- Bidders shall furnish a certificate or letter to the City of Worcester Purchasing Director from an insurance company legally authorized to act within the Commonwealth of Massachusetts indicating that the bidder is insurable to the extent required by these specifications.

Bidders shall be required to submit the following pertinent information at time of contract award:

- Within 30 days of contract execution, the successful bidder must provide the City of Worcester Purchasing Director proof of performance bond from an acceptable surety company for 100% of the annual contract value for the two years covering the First Day of Summer School 2020 and ending on the last school day of June 2022. Within 30 days upon the written decision of the Worcester Public Schools to extend the contract for a period of one year, the performance bond shall be provided for the final year.

The Worcester Public Schools reserves the right to investigate the financial responsibility of any or all bidders and surety companies to determine what assurance the Worcester Public Schools may have of subsequent service. It further reserves the right to withhold the award of this contract if the bidder is unable to furnish satisfactory evidence of adequate ability and experience to execute this contract as specified.

Upon award of the contract, and by the first day of each subsequent contract year, the contractor shall deposit with the City of Worcester Purchasing Director, certificates from an insurer to the effect that the insurance policies required in the below Insurance section have been issued to the Contractor. The certificates must be on a form satisfactory to the Worcester Public Schools.

RULE OF AWARD

The Worcester Public Schools shall award the contract to the lowest responsible and eligible bidder on the basis of competitive bids. The words "lowest responsible and eligible" shall mean the bidder whose bid is the lowest of those bidders possessing the skill, ability and integrity necessary for the faithful performance of the work.

A contract shall not be awarded to a bidder if that bidder cannot accommodate all pupils with vehicles currently owned or leased unless the bidder submits proof of ability to obtain sufficient vehicles to perform the contract.

INSURANCE

The Contractor agrees at its sole expense to procure and keep in force, during the entire period of the Agreement, public liability and property damage liability insurance protecting the City of Worcester, the Worcester Public Schools and officers thereof, the Contractor, drivers, and other related personnel. The Contractor will have the City of Worcester named as an additional named insured on the required insurance policies and this will be shown on the certificates of insurance. All certificates of insurance should bear a 30-day written notice of cancellation on their face.

Contractor will supply the Worcester Public Schools with certificates of insurance showing coverage for General Liability written on a comprehensive form, including Contractual Liability, with bodily injury limits of Fifteen Million Dollars (\$15,000,000).

Contractor will supply the Worcester Public Schools certificates of insurance covering Motor Vehicle Liability on all types of owned, hired and non-owned motor vehicles, including garage liability, on a state form with bodily injury liability limits of One Million Dollars (\$1,000,000.00) per person and Fifteen Million Dollars (\$15,000,000.00) per accident and property damage limits of One Million Dollars (\$1,000,000.00) per accident.

The Contractor may obtain these insurance limits either through a single carrier or through a combination of primary carrier and umbrella insurance.

The Contractor shall furnish the School Committee with certificates showing that all employees who shall be connected with this work are protected under Worker's Compensation insurance policies and said policies should bear a thirty (30) day notice of cancellation on their face.

The Contractor agrees to keep in force, at all times during the terms of the contract, a policy or policies of insurance as specified in the General Laws of Massachusetts. All of these policies shall be continuously carried during the term of the contract by the Contractor. The Contractor shall also provide extra-territorial coverage and guest insurance.

The successful bidder shall provide additional copies of these policies with the Superintendent of Schools by July 1 annually.

DURATION

Contract will be awarded for a two-year period with an optional third year at the sole discretion of the Worcester Public Schools beginning the First Day of Summer School 2020, which may be before July 1, 2020, and ending on the last school day of June 2022 or as extended by the written decision of the Worcester Public Schools to the last day of school of June 2023.

The Worcester Public Schools will make the determination of the extension of the contract for the 2022-2023 school year no later than October 1, 2021. By November 1, 2021, the Contractor will furnish proof of performance bond from an acceptable surety company for 100% of the annual contract value for the final year of the contract ending in June 2023. Failure of the Contractor to provide said performance bond may result in the revocation of the extension of the contract.

VEHICLES

No vehicle to be used in fulfilling the terms of this agreement shall be more than 10 years old, or show more than 150,000 miles on its odometer at any time during the life of this contract. However, the average age of the vehicle fleet shall not be greater than six (6) years. When the term "year" is used it is understood that "model year" is intended in defining the age of the bus, as per the manufacturer installed label, which includes model year and label. Examples of these manufacturer labels are included Annex B.

All federal laws, local laws, and laws of the Commonwealth of Massachusetts, and all regulations of the Registry of Motor Vehicles, the Department of Public Safety, the Department of Transportation, the Department of Public Utilities, the Department of Education, where applicable, and ICC regulations relating to the use, maintenance and operation of motor vehicles or school buses shall be and are hereby made a part of this contract. Contractor agrees to comply with all such laws and regulations as they now exist or as they may be amended or promulgated during the life of this contract.

The Worcester Public Schools does not assume any responsibility for any change in state or federal laws concerning school transportation which may occur during the duration of this contract.

All buses shall be constructed, equipped and maintained in conformance with all applicable laws, regulations, and rules of the Federal Government and Registry of Motor Vehicles. The attention of all concerned is particularly directed to the following sections of Chapter 90 of the General Laws of the Commonwealth of Massachusetts:

Section 1 – Definitions

Section 1A – School Bus Registration

Section 7A – Inspection of School Buses

Section 7B – Requirements as to Equipment and Operation of School Buses

Section 7C – Registrar may establish Minimum Standards for Construction, etc.
of School Buses

Section 14 – Precautions for Safety

Section 17 – Speed limit in Operation of School Buses

Buses furnished must comply with the General Laws of the Commonwealth of Massachusetts and the rules and regulations of the Registry of Motor Vehicles relating to the transportation of school children.

All vehicles will comply with Federal School Bus Safety Standards. All vehicles shall provide for safety egress. All vehicles shall have fire-retardant seat materials.

All vehicles shall be kept clean, mechanically safe, and be equipped with working heaters. In all mid-size and wheelchair buses, vehicles must be also equipped with working air conditioners.

All mid-size and wheelchair vehicles, seats must meet spacing requirements as per Federal Motor Vehicle Safety Standard Number 222 regarding compartmentalization and be equipped with simultaneous load color-coded seat belts. The seat covering must be of flame-retardant material.

All mid-size and wheelchair vehicles, used in accordance with this contract, must be equipped with an integrated child restraint in each seat to accommodate children up to 50 pounds. The installed seats must be equal to or exceed the specifications of the C.E. White integrated school bus seat or the Collins DuraStraint integrated school bus seat. All restraints must be in good working order. All vehicles are subject to inspection at any time by an authorized representative of the Worcester Public Schools.

All wheelchair lifts must comply with Federal Motor Vehicle Safety Standard Numbers 203 and 204.

The Contractor shall keep the vehicles or buses in good working condition and furnish all necessary fuel, oil, grease, tires, maintenance and repairs through the entire period of the contract; and to comply with all applicable motor and equipment laws of the Commonwealth of Massachusetts. The Contractor shall, on request, provide the Worcester Public Schools Director of Transportation with written verification of such compliance.

Each vehicle shall clearly identify the contractor name in letters not less than 2" height. Each vehicle shall clearly identify the WORCESTER PUBLIC SCHOOLS in letters not less than 6" height. These vehicle markings must be done in a size, style, and location approved by the Superintendent of Schools for the Worcester Public Schools.

The Contractor shall ensure that all vehicles are equipped with drop-down tire chains (On-Spot Insta-Chain, or approved equal) for use when road conditions require their use.

Each large vehicle shall be marked along each side and the rear perimeter with 3M reflective tape or equivalent, having the same reflective quality as that of the 3M tape. "School Bus" signs on the front and rear of each vehicle shall be of 3M reflective material or equivalent, having the same reflective quality as that of the 3M tape.

All buses shall have a system of mirrors that will give the seated driver a view of the immediate area of the roadway to each side of the bus, and of the area in front of the front bumper. All drivers, in seated position, shall have full view of students boarding and departing from the bus as required by law. All new vehicles used in accordance with this contract shall be equipped with heated exterior mirrors.

Written reports of conditions of buses, as determined at the time of inspection by the Massachusetts Registry of Motor Vehicles or appropriate state inspection authority, shall be presented to the

Superintendent of Schools or designee no later than ten (10) working days following the date of each inspection.

All vehicles shall be equipped with a working two-way radio licensed by the Federal Communication Commission (FCC) to enable the driver to communicate with central dispatching at any time students are being transported. However, in accordance with Massachusetts General Laws, Chapter 90, Section 7b, no person shall operate a moving school bus while using a mobile telephone except in the case of an emergency. For the purpose of this paragraph, an emergency shall mean that the operator of the school bus needs to communicate with another to report any of the following: (a) that the school bus is disabled; (b) that medical attention or assistance is required for a passenger on the bus; (c) that police intervention is necessary for the personal safety of a passenger or to otherwise ensure the safety of the passengers; and (d) the presence of a disabled vehicle or an accident in the roadway. Upon award of this contract, the contractor must supply the Worcester Public Schools with eight new programmed two-way radios (portable hand held with charger and extra battery per unit) with all frequencies used in connection with the operation of this contract.

The rear emergency door of each vehicle shall be equipped with an audible device that requires that the driver walk the interior length of the vehicle prior to exiting the vehicle to disengage the audible device. These devices should be equal to or exceed the specifications of those manufactured by “C.R.S.”(Child Reminder System) and “Child Check Mate Systems.”

All vehicles used in connection with this contract with a 2016 model year or later must be equipped with a factory installed high-visibility seat belt for the bus driver. All other vehicles must be equipped with a high visibility seat belt cover.

The contractor shall provide a detailed description of each vehicle to be used in connection with the contract. The description shall include manufacturer, manufacturer model number, year of manufacture, present mileage, seating capacity, and present condition. The Worcester Public Schools reserves the right to reject any unacceptable vehicle. The contractor must submit annual updated documentation to the Worcester Public Schools Director of Transportation identifying and detailing composition of the fleet to be used as of each of the following dates: a) August 1, 2020 b) August 1, 2021 c) August 1, 2022 if contract is extended for a one year period, or within 72 hours upon addition or deletion from the fleet.

No vehicle used as part of this contract may be parked on city streets overnight, during mid-day hours, or on weekends.

The Worcester Public Schools reserves the right to install on any vehicle used by the Contractor in performance with this contract real time video devices, or any other equipment, at any time during the duration of this contract and at its own expense.

VIDEO SYSTEM

The Worcester Public Schools use a four (4) camera Pro-Vision Channel Solid State Digital Recording System on its owned and operated school buses. For consistency and compatibility the contract must use this same system and no exceptions will be allowed. The specifications are attached in Appendix C. This digital recording system of four (4) video cameras and a digital recording unit shall be installed, maintained and operational for one-hundred (100%) of the vehicles. The location of the four (4) cameras will be determined by the Worcester Public Schools upon award of the final contract and will be consistently located for all vehicles included in this contract.

All video and data obtained in the mobile digital recording devices will become the sole property of the Worcester Public Schools. Sufficient removable spare SDXC memory cards in conformity to original specifications must be available to replace units that may be turned over to the Worcester Public Schools to ensure full compliance on all vehicles. The original removable SDXC card will be returned to the vendor as soon as practicable.

Cameras and the digital recording unit shall be used only in accordance with the policies and procedures of the Worcester Public Schools and all relevant state and federal regulations regarding student confidentiality. No video may be viewed prior to being turned over to a representative of the Worcester Public Schools.

The video system shall be supplied, installed and fully operable before the vehicle is used in connection with this contract.

REAL TIME GLOBAL POSITIONING SYSTEM

All vehicles used in connection with this contract must be equipped with a real time global positioning system (GPS) as included in Appendix D with no exceptions allowed. The contractor shall provide the Worcester Public Schools with full access to this system.

The real time GPS system shall be supplied, installed and fully operable in all vehicles before the vehicle is used in connection with this contract.

PERSONNEL

The Contractor agrees to assign a full time representative acceptable to the Worcester Public Schools to each site to which school bus drivers and/or monitors report daily. This (These) representative(s) are responsible for the terminal operations, including, but not limited to supervising dispatchers, safety trainers / supervisors, drivers, and monitors and shall be available to the School Administration for the purpose of conferences and consultations with a representative from the School Administration relative to bus schedules, bus routes, bus stops, pupil behavior, and other related matters. This (these) representative(s) shall not also perform any of these other

duties without the express written prior approval of the Worcester Public Schools Transportation Director or designee.

Contractor shall permit vehicles required pursuant to this contract to be operated only by trained and competent drivers who hold valid licenses for the operation of school buses in the Commonwealth of Massachusetts. Immediately upon discovery of carelessness and/or incompetence, the driver or drivers shall be replaced. The bidder agrees to require references on drivers as a condition of employment.

No operator who has tested positive for alcohol and/or drug use, and/or has had his/her driver's license suspended or revoked for alcohol or drug related offenses, and/or has been convicted for operating any vehicle while under the influence of alcohol or drugs, at any time while they have possessed a driving license of any type shall be permitted to operate any vehicle under the terms of this contract.

The Contractor agrees to submit written health record reports on physical condition and freedom from tuberculosis of the drivers and monitors; and agrees to list name and the experience of drivers. Such a list to be updated by August 1 annually, or prior to being placed into service during the school year, and provided to the Director of Transportation.

All drivers and monitors employed by the Contractor pursuant to this contract shall not be younger than 21 and all State Law Age requirements must be met.

Special Education Bus Monitors shall be employed by the Contractor. At least one bus monitor or substitute shall be assigned to each Mid-Size and Wheelchair vehicle for each trip. Assignment of these bus monitors shall be subject to the approval of the Director of Transportation of the Worcester Public Schools as necessary.

Bus monitors and drivers are required to be trained annually, before the first day of school or prior to being placed into service, in immediate first aid, including but not limited to, CPR, EPI pen administration, and Crisis Prevention Institute (nonviolent prevention training). The Contractor shall provide acceptable documentation to the Worcester Public School that such annual training was provided.

The Contractor will insure that the Worcester Public Schools has a current list of drivers and their addresses at all times.

The Contractor will comply with the Department of Transportation's drug testing program and with M.G.L. C.71 §38R regarding C.O.R.I. (Criminal Offender Record Information). The Contractor will conduct criminal record checks in each state where the Driver has lived since he/she was sixteen (16) years of age, to determine if there have been any felony convictions. If the felony conviction in another state would have disqualified the applicant as a driver in Massachusetts (had the felony conviction been in Massachusetts), the Contractor agrees not to hire this person as a driver to transport students attending the Public Schools. The contractor shall certify and provide sufficient documentation to the Director of Transportation of the Worcester

Public Schools that this information was obtained for each driver prior to the driver being placed into service.

The Contractor must submit a C.O.R.I. REQUEST FORM as provided by the Worcester Public Schools for every bus monitor, licensed operator and substitute operator along with a copy of their license prior to being placed into service. The Worcester Public Schools will conduct a C.O.R.I check on all drivers at least every three years.

All drivers and monitors must complete the Statewide Applicant Fingerprinting Identification Service background check prior to being placed into service.

All bus drivers and monitors (including substitutes) are required to wear a photo identification issued by the Contractor that is clearly visible at all times while the school bus is in operation. All bus drivers and monitors must also wear safety vests at any time the bus is in operation as part of this contract.

Upon the recommendation of the Superintendent or assigned designee, the Contractor agrees to dismiss any driver for violating any of the rules and regulations of the School Committee and/or the General Laws of Massachusetts.

The Superintendent or assigned designee reserves the right to check the credentials of any drivers or monitor, and require replacement if unacceptable.

SAFETY AND TRAINING

The Contractor shall administer a satisfactory safety program. Said program shall include, but not be limited to regularly scheduled safety meetings for Contractor's personnel. A safety supervisor shall ride with every driver at least twice per year for the purpose of observing their driving practices with respect to safety, mechanical operation, and conformance with applicable laws, rules and regulations, including adherence to published time schedules. This program shall be included in a formal, ongoing, in-service driver and monitor training and safety program for all drivers and monitors, including spare drivers/monitors and substitute drivers/monitors in accordance with M.G.L. Ch.71B. The Worcester Public Schools reserves the right to require a "on board evaluation" of any driver to be conducted by the Contractor's safety supervisor within two school days of the request. Results of these evaluations must be provided to the Director of Transportation of the Worcester Public Schools within 72 hours.

A list identifying those drivers who have satisfactorily completed this training is to be furnished to the Worcester Public Schools Director of Transportation annually. A list containing the names of the supervisor, the dates such supervision occurred, and the employees supervised on that date shall be provided to the Director of Transportation twice per year (February 1 and June 15) during the term of this contract.

The Contractor will make available information and instructions needed by drivers for the proper and safe transportation of students.

No Special Education pupil will be dropped at any home other than his/her own without the approval in writing of the Superintendent or assigned designee.

No Special Education pupil will be dropped at a home that shows no evidence of a parent, guardian, or other supervising person. In the event a Special Education student cannot be dropped at home, the Director of Transportation will be notified immediately.

Students must be picked up and/or dropped off at stop locations authorized only by the Director of Transportation of the Worcester Public Schools or designee.

All vehicles shall carry students in accordance with the laws of the Commonwealth governing capacities. However, no vehicle shall carry students in excess of seating capacity.

The Contractor agrees to make available, at the Contractor's expense, a bus to be brought to each school for use in bus evacuation drills as required by M.G.L. Ch. 90. All evacuation drills will be performed by a Contractor's licensed school bus driver.

The Contractor shall take all necessary precautions for the maximum safety of all students and, specifically, he shall agree:

- a. that no one but the driver shall occupy the driver's seat;
- b. that the driver shall not leave the vehicle while the motor is running, and that the bus must not be in gear while the motor is running and the vehicle is stopped;
- c. that the doors of the vehicle must be kept closed while the bus is in motion;
- d. that he will not allow vehicles to be overcrowded;
- e. that there will be no smoking, vaping or use of tobacco products by the drivers or monitors at any time while on the school bus or while on any grounds owned or leased by the Worcester Public Schools;
- f. that drivers and monitors will be at all times courteous and exemplary in speech and behavior before said children;
- g. that drivers and monitors will not leave a vehicle unattended when children are in the vehicle;
- h. that drivers and monitors will not take disciplinary action against any child. Cases that warrant such action should be reported at once to the Principal of the school and the Director of Transportation;
- i. that Chapter 90, Section 7-B will be met-- No fueling shall take place while any school vehicle is occupied by passengers;

- j. the speed and method of operation of school vehicles shall always be such as to insure a high degree of safety for the pupils, and shall be in compliance with all state and local laws regarding this aspect;
- k. that Chapter 90, Section 17 will be met -- that drivers must be operated a proper and reasonable speed not to exceed the posted speed limit.

PUPILS

Only those persons authorized by the Worcester Public Schools shall be allowed to ride in the vehicles. Pupils shall include only those listed on the schedule. The schedule is subject to adjustment and/or modification during the school year.

The Worcester Public Schools shall have the authority to make such changes as are deemed necessary in adjusting times, dates, schedule, and routes or any other matters effecting the specific, individual needs of children.

Students with special needs will be serviced in accordance with the State Department of Education guidelines for Chapter 766 of the acts of 1972 as amended. Students in wheelchairs will not be required to leave their wheelchair to travel safely.

The Worcester Public Schools reserves the right to collaborate with other districts for the transportation of special education students.

Pickup and delivery of Special Needs pupils will be from place of residence or other site as approved by the Worcester Public Schools to the designated school or program site and return as determined by the Worcester Public Schools.

No pupil will be dropped at school prior to arrival of supervisory person(s) and, at no time, will a pupil be dropped at his school earlier than 15 minutes before the opening school time.

WAGES

Attention of all bidders is directed to the wage rates as determined by the Department of Labor and Workforce Development's Division of Occupational Safety to be paid to School Bus Drivers employed under the provisions of Chapter 71, Section 7A, as amended. This rate constitutes the minimum wage rate, and does not supersede or preempt higher rates that may result from collective bargaining agreements or individual employment contracts.

On a weekly basis, every contractor and subcontractor is required to submit a certified copy of their weekly payroll records to the awarding authority; this includes the payroll forms and the Statement of Compliance form. The certified payroll records must be submitted either by regular mail or by e-mail to the awarding authority. Once collected, the awarding authority is required to preserve those records for three years from the date of completion of the project.

FUEL ADJUSTMENT

The Worcester Public Schools shall establish a starting price for fuel of \$3.00 per gallon. The basis of the fuel adjustment computation will be the average daily price (school session days) for fuel paid during each month by the City of Worcester plus state and federal taxes if such state and federal taxes are not required to be paid by the City of Worcester at the time the fuel adjustment computation is made. This shall be the base price for the purpose of determine the fuel adjustment calculation.

The fuel consumption rate standards will be as follows:

1. All Vehicles (Large, Mid-Size, and Wheelchair) 8 miles per gallon

Fuel adjustment calculation applies to regular home-to-school and summer school routes only.

The fuel adjustment shall be calculated semi-annually by the Worcester Public Schools and the contract amount paid to the Contractor will be adjusted accordingly by multiplying the base price times the total route mileage for all vehicles divided by the appropriate fuel consumption standard. For the purpose of this calculation, only “live miles” will be used based upon the routing software of the Worcester Public Schools.

Any fuel adjustment will be invoiced separately.

PAYMENTS

Payments will be made monthly for Worcester Public School transportation services based upon the Contractor's rendering an invoice weekly. Said invoices shall be emailed to the Worcester Public Schools Director of Transportation and will include:

- a. a summary of daily cost based upon bid price per vehicle type,
- b. an itemized listing of vehicles actually used, indicating vehicle type, schools served,
- c. totals of the number of vehicles of each type actually used each day.
- d. certified payroll records in accordance with Massachusetts Prevailing Wage laws.

There will be no billing for services on those days when the Contractor is notified by 5:30 AM that school is canceled for the entire day.

The Worcester Public Schools will provide the Contractor a billing summary sheet for each billing cycle that must be accurately completed and submitted with each invoice in order for payments to be processed.

The lack of bus monitor coverage on any trip will reduce the daily bus cost charge for the specific bus to the Worcester Public Schools by one-half (1/2). The Contractor will provide the Director of Transportation of the Worcester Public Schools upon request with sufficient evidence that coverage was provided on all trips (such as payroll records or day sheets).

ROUTING

The Worcester Public Schools shall provide the Contractor in a timely fashion with a listing of all bus routes, vehicle assignments, stopping places, and time schedules for each school. The Worcester Public Schools reserves the right to alter any of the aforementioned routes and schedules at any time for any reason, with due notice supplied to the Contractor for implementation of the changes. It will be the responsibility of the Contractor to provide the bus service as specified by the Worcester Public Schools, and to communicate promptly any problems or difficulties encountered in the implementation of the specified bus routes and schedules.

Time schedules and stopping places on all routes developed by the Worcester Public Schools shall be documented on forms. Regular buses shall be run on schedule and shall not be required to wait for pupils. Special Education buses shall run on a schedule and are required to wait a minimum of two (2) minutes in picking up a pupil.

A copy of the specific bus route shall be maintained in an up-to-date condition in each bus for ready reference by the driver.

During the 2020-2021 school year, the Worcester Public Schools are expected to employ the following buses:

- 84 large vehicles
- 31 mid-size vehicles
- 20 wheelchair vehicles

In addition, charter school transportation may additional days beyond the regular school year schedule utilizing ten large buses.

Special Education programs has required 13 midsize and 20 wheelchair vehicles for summer school programming consisting for approximately twenty additional days.

The total number of buses used during the duration of this contract is not expected to exceed the following yearly:

- 84 large vehicles
- 31 mid-size vehicles
- 21 wheelchair vehicles

The actual number of buses used is subject to change based on the policies of Worcester School Committee, changes to any state or federal regulations regarding student transportation, the number of eligible students, and availability of funding. The Worcester Public Schools reserves

the right to add or delete from these numbers of vehicles as the Worcester Public Schools deems is the best interest of the Worcester Public Schools. Additions or deletions in the number of contracted vehicles will be at the same prices as in the base bid for the appropriate vehicle.

The successful bidder shall be responsible to have all drivers on all routes drive a school bus over their routes not less than once during the week prior to school opening. During these pre-opening runs, the driver shall follow the routes exactly as listed on the routing documents supplied by the Worcester Public Schools to the successful bidder. The drivers shall stop the bus at all listed pickup and discharge points on the route and be thoroughly familiar with the location of streets, stops, schools, etc.

The Contractor shall arrive at the respective schools with the pupils prior to the designated starting time. No pupil will be dropped at school prior to arrival of supervisory person(s) and, at no time, will a pupil be dropped at school earlier than 15 minutes before the opening school time.

The Contractor shall arrive at the designated schools no sooner than 15 minutes prior to school dismissal time for the pupils' return trip home. The Contractor shall comply with the above, except for unusual circumstances beyond such environmental events that are beyond human control, such as the weather or other natural events. In the event such unusual circumstances should occur, for either AM or PM schedules, the Contractor shall immediately notify the affected school or schools and the Director of Transportation.

OTHER

The requirements of the Worcester Public Schools contained herein will supersede any corporate/company policy of the Contractor.

The Contractor shall agree to disclose to the Worcester Public Schools the ownership and management organization proposed for the Worcester Public Schools Bus Contract. Such management and staff organization shall have the approval of the Worcester Public Schools.

If for any reason, scheduled vehicles cannot be operated, the Contractor agrees to provide, without additional charges, suitable insured transportation in place thereof. In the event the Contractor is unable or does not furnish all contracted transportation on such day or days, or if it appears unlikely, in the opinion of the Superintendent, that all such transportation can be provided, then the Worcester Public Schools may hire a bus, buses, or any type of vehicle for such time as is necessary and charge the cost thereof to the Contractor and he shall pay same.

The Contractor agrees that any bus that is 15 minutes or more late in its assigned routing of pickup stops and/or 15 minutes or more late on arrival time to school will result in having credit taken for 50% of the full contract price for that bus on that day for any morning routes that are late or do not operate and 50% of the full contract price for that bus on that day for any afternoon routes that are late or do not operate. Full credit will be issued for a bus which does not perform its scheduled runs on any given day. At no time shall the Contractor combine or substitute routes without the prior approval of the Director of Transportation of the Worcester Public Schools or designee. Any deviation from a scheduled run is considered non-performance and a full credit will be taken.

The bidder agrees that on each school day when school is kept for one session or any portion of a day, he will have appropriate transportation ready at the school premises at the time set by the Worcester Public Schools.

In the event of an individual school emergency, a minimum of five (5) 71-passenger buses, a minimum of five (5) mid-size and at least two (2) wheelchair buses will be available within thirty (30) minutes to accomplish the evacuation of students as specified in the individual school crisis response plan.

The Contractor shall report, immediately by phone after its occurrence, to the Superintendent of Schools or assigned designee, any event or circumstance which causes unavoidable delay or in any way interferes with the strict performance of the agreement. A formal written report of such accident, event, or circumstance must be submitted within 24 hours to the Superintendent or assigned designee.

The Contractor shall pay the cost of obtaining alternative contract services to transport students in the event that any routes cannot be served due to the unavailability of drivers or buses.

The contract entered into between the City of Worcester and the successful bidder shall not be assigned nor assignable by way of subcontract or otherwise, unless or until the Worcester Public Schools shall have first assented thereto in writing.

In the event of a negligent failure, for five (5) consecutive days, to transport pupils as herein provided, this contract may be terminated by the Worcester Public Schools, or its legal representatives, by notice in writing, given to the Contractor, or its legal representatives or assignee, of its intention to terminate this contract, and after three (3) days said notice shall constitute termination of this contract and the Worcester Public Schools shall not be liable for any service rendered under this contract for any part of the month when said services ceased or failed to be rendered, according to the terms thereof, and the Contractor shall be liable for all other damages suffered by the Worcester Public Schools as a result of the termination of the contract.

In addition to the right to terminate for the neglect of the contractor referenced above, it is understood that upon ten (10) days' notice the School Committee, in its sole discretion, may terminate the contract, or eliminate any number of vehicles, trips, and/or routes which therefore may have been in effect. Such termination or elimination of vehicles, trips and/or routes shall not result in any cost or liability to the Worcester Public Schools.

In the event that school is canceled for a part of the day, the Contractor, upon one (1) hour's notification, shall be required to provide student transportation.

The Contractor will have installed and maintained, at the Contractor's expense, a direct, two private telephone lines (one for regular education transportation and one for special education transportation), in order to provide immediate and continuous communication between the office of the Contractor's local manager and the Director of Transportation or designee for the Worcester

Public Schools. The Contractor will also maintain a second local telephone line for the term of the contract dedicated to receiving complaints or answering the questions of citizens.

The Contractor must be reachable by telephone at all times buses are used in connection with this contract.

The Contractor agrees to indemnify and to hold the City of Worcester, the School Committee, and School Administration harmless from any and all claims for damages arising out of bodily injury to or death of any person or persons, and for all claims for damages arising out of injury to or destruction of property caused by accident resulting from the use of implements, equipment or labor used in the performance of the contract or from neglect, default or omission, or want of proper care, or misconduct including intentional acts and torts on the part of the Contractor or any one of its employees, agents, or servants during the execution of the contract.

Service Credits for Non-Compliance

Page	Section / Item	Schedule	Credit Amount & Frequency
2	Insurance Certificates	By July 1 annually	Current annual large vehicle per day charge for each workday of non-compliance
4	Age of Vehicles		20% of the per day bus cost (based on the non-compliant bus category) per day out of compliance
5	Non-Working heaters or Air Conditioning		20% of the per day bus cost (based on the non-compliant bus category) per day out of compliance
5	Integrated Child Restraint		20% of the per day bus cost (based on the non-compliant bus category) per day out of compliance
5	Vehicle ID/Markings		20% of the per day bus cost (based on the non-compliant bus category) per day out of compliance
5	Drop-down Chains		20% of the per day bus cost (based on the non-compliant bus category) per day out of compliance
5	Heated Exterior Mirror		20% of the per day bus cost (based on the non-compliant bus category) per day out of compliance
6	Child Check System		20% of the per day bus cost (based on the non-compliant bus category) per day out of compliance
6	High Visibility Seatbelts or covers		20% of the per day bus cost (based on the non-compliant bus category) per day out of compliance
6	Vehicle Inventory	Per Schedule listed	Current annual large vehicle per day charge for each workday of non-compliance
6	On-Street Parking		Current annual vehicle per day charge for each occurrence.
7	Video System		20% of the per day bus cost (based on the non-compliant bus category) for each day of non-working videos (including all views, sound, and misaimed cameras)
7	GPS System		20% of the per day bus cost (based on the non-compliant bus category) per day out of compliance of working GPS System
7	Full Time Representative(s)		\$400 per day a full time representative assigned to Worcester terminal not onsite in Worcester on an operating school day
8	Driver List and Medical Records	August 1 annually	25% of the per day bus cost (based on the non-compliant bus category) per day out of compliance
8	Training	Annually before first day of school	25% of the per day bus cost (based on the non-compliant bus category) per driver or monitor per day out of compliance with this section
8	Driver List		\$25 per day for each day list is out of compliance
9	Photo ID – Visible and Safety Vest		25% of the per day bus cost (based on the non-compliant bus category) per day per employee that is out of compliance with this section
9	On Board Evaluation		25% of the per day bus cost (based on the non-compliant bus category) per day per employee that is out of compliance with this section

9	List of drivers and monitors completing training		25% of the per day bus cost (based on the non-compliant bus category) per day per employee that is out of compliance with this section
10	Unauthorized pickup or drop off locations		25% of the per day bus cost (based on the non-compliant bus category) per day per employee that is out of compliance with this section
12	Billing Summary		Withhold payment pending sufficient documentation submitted by Contractor
11	Prevailing Wage Certification		Worcester Public Schools will notify the City of Worcester's Chief Procurement Officer at any time certified weekly payrolls are not submitted and will withhold payment pending sufficient certified payroll documentation submitted by Contractor
12	No Monitor on any trip		50% of the per day bus cost (based on the non-compliant bus category) per day per employee that is out of compliance with this section
14	Drop-off at school 15 minutes before schedule		25% of the per day bus cost (based on the non-compliant bus category) per day per vehicle that is out of compliance with this section
14	15 Minutes Late		50% of the full contract price for that bus on that day for any morning routes that are late or do not operate and 50% of the full contract price for that bus on that day for any afternoon routes that are late or do not operate. Full credit will be issued for a bus which does not perform its scheduled runs on any given day.
15	Accident Reports		\$100 per day for each day an accident report is not submitted to the Superintendent or assigned designee with 24 hours of occurrence.

Worcester Public Schools
2020-2022 Student Transportation Contract
Proposed Bid Specification Change Summary Sheet

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1	for a five-year period beginning the First Day of Summer School 2015 and ending on the last school day of June 2020.	for two-year period with an optional third year at the sole discretion of the Worcester Public Schools beginning the First Day of Summer School 2020 and ending on the last school day of June 2022 or as extended by the written decision of the Worcester Public Schools to the last day of school of June 2023.
1	New Language	<p>Providing student transportation services to and from school. For the purposes of these specifications, transportation services for “to and from” school is defined as the following:</p> <ul style="list-style-type: none"> • 180 pupil session days (2020-2021 school calendar enclosed) • For all delivery of students to school within the timeframe of 7:05am-9:30am, including all necessary travel time to the first scheduled student pick-up time • For all delivery of students from school within the school departure timeframe beginning at 12:55pm and last school departure time at 4:10pm, or last scheduled school departure time, including all necessary travel to the final scheduled student drop-off time.
1	A "large" vehicle is a school bus with a 13 inch seating capacity of seventy-one (71) passengers and over. All Large Vehicles must be of a Type-D design.	A "large" vehicle is a school bus with a 13 inch seating capacity of seventy-one (71) passengers and over.
1-2	A "wheelchair" vehicle is a school bus with a minimum of four (4) adjustable tie-downs, a minimum capacity of four (4) walk-ons and a hydraulic lift for boarding and discharging wheelchair pupils. Pupils/wheelchairs must be secured in a forward-facing position. All wheelchair buses must contain a fire blanket as per	A "wheelchair" vehicle is a school bus with a minimum of four (4) adjustable tie-downs, a minimum capacity of four (4) walk-ons and a hydraulic lift or retractable ramp for boarding and discharging wheelchair pupils. Pupils/wheelchairs must be secured in a forward-facing

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	the specification in Appendix A.	position. All wheelchair buses must contain a fire blanket as per the specification in Appendix A.
2	<p>Upon award of the contract, the successful bidder must provide the City of Worcester proof of performance bond for 100% of the annual contract value on the following dates:</p> <p>Within 30 days of contract execution: for the periods July 1, 2015-June 30, 2016 and July 1, 2016-June 30, 2012.</p> <p>By July 1, 2016: for the period of July 1, 2017 to June 30, 2018 By July 1, 2017: for the period of July 1, 2018 to June 30, 2019 By July 1, 2018: for the period of July 1, 2019 to June 30, 2020</p>	<p>Within 30 days of contract execution, the successful bidder must provide the City of Worcester Purchasing Director proof of performance bond from an acceptable surety company for 100% of the annual contract value for the two years covering the First Day of Summer School 2020 and ending on the last school day of June 2022. Within 30 days upon the written decision of the Worcester Public Schools to extend the contract for a period of one year, the performance bond shall be provided for the final year.</p>
3	<p>Upon award of the contract, the contractor shall deposit with the City of Worcester Purchasing Director, certificates from an insurer to the effect that the insurance policies required in the below Insurance section have been issued to the Contractor. The certificates must be on a form satisfactory to the Worcester Public Schools. Actual policy represented by certificate must be filed with the City of Worcester Purchasing Director within 30 days of signing resulting contract.</p>	<p>Upon award of the contract, and by the first day of each subsequent contract year, the contractor shall deposit with the City of Worcester Purchasing Director, certificates from an insurer to the effect that the insurance policies required in the below Insurance section have been issued to the Contractor. The certificates must be on a form satisfactory to the Worcester Public Schools.</p>
	<p>The Contractor shall maintain vehicles according to a planned preventative maintenance program. Evidence of such plan, satisfactory to the Worcester Public Schools, shall be presented upon contract award and updated and submitted to the Worcester Public Schools Director of Transportation annually by September 1 thereafter.</p>	<p>Language Eliminated</p>
3-4	<p>Contract will be awarded for five school years, beginning on the first day of summer school June 2015 and ending on the last regular school day of June 2020.</p>	<p>Contract will be awarded for a two-year period with an optional third year at the sole discretion of the Worcester Public Schools beginning the First Day of Summer School 2020, which may be before July 1, 2020, and ending on the last school day of June 2022 or as extended by the written decision of the Worcester Public Schools to the last day of school of June 2023.</p> <p>The Worcester Public Schools will make the determination</p>

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		of the extension of the contract for the 2022-2023 school year no later than October 1, 2021. By November 1, 2021, the Contractor will furnish proof of performance bond from an acceptable surety company for 100% of the annual contract value for the final year of the contract ending in June 2023. Failure of the Contractor to provide said performance bond may result in the revocation of the extension of the contract.
4	No vehicle to be used in fulfilling the terms of this agreement shall be more than 10 years old, or show more than 150,000 miles on its odometer at any time during the life of this contract. However, the average age of the vehicle fleet shall not be greater than six (6) years. When the term "year" is used it is understood that "model year" is intended in defining the age of the bus.	No vehicle to be used in fulfilling the terms of this agreement shall be more than 10 years old, or show more than 150,000 miles on its odometer at any time during the life of this contract. However, the average age of the vehicle fleet shall not be greater than six (6) years. When the term "year" is used it is understood that "model year" is intended in defining the age of the bus, as per the manufacturer installed label, which includes model year and label. Examples of these manufacturer labels are included Annex B.
5	All mid-size and wheelchair vehicles, as well as twelve (12) of the large buses , used in accordance with this contract must be equipped with an integrated child restraint in each seat to accommodate children up to 50 pounds. The installed seats must be equal to or exceed the specifications of the C.E. White integrated school bus seat or the Collins DuraStraint integrated school bus seat. All restraints must be in good working order. All vehicles are subject to inspection at any time by an authorized representative of the Worcester Public Schools.	All mid-size and wheelchair vehicles, used in accordance with this contract, must be equipped with an integrated child restraint in each seat to accommodate children up to 50 pounds. The installed seats must be equal to or exceed the specifications of the C.E. White integrated school bus seat or the Collins DuraStraint integrated school bus seat. All restraints must be in good working order. All vehicles are subject to inspection at any time by an authorized representative of the Worcester Public Schools.
	All diesel vehicles used in connection with the contract must use electric block heaters or other mechanical means when outside temperatures reach freezing or below.	Language Eliminated
5	The Contractor shall ensure that all vehicles are equipped with drop-down tire chains (On-Spot or Insta-Chain) for use when road conditions require their use. All tire chains must be installed on vehicles used in connection with this contract by October 15, 2015.	The Contractor shall ensure that all vehicles are equipped with drop-down tire chains (On-Spot Insta-Chain, or approved equal) for use when road conditions require their use.
5-6	Written reports of conditions of buses, as determined at the time	Written reports of conditions of buses, as determined at the

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	of inspection, to be held the first week of January, March, May, August, and November, shall be presented to the Superintendent of Schools or her designee no later than ten (10) working days following the date of each inspection.	time of inspection by the Massachusetts Registry of Motor Vehicles or appropriate state inspection authority, shall be presented to the Superintendent of Schools or designee no later than ten (10) working days following the date of each inspection.
6	The contractor must supply the Worcester Public Schools with three programmed two-way radios (portable hand held with charger and extra battery per unit) with all frequencies used in connection with the operation of this contract.	Upon award of this contract, the contractor must supply the Worcester Public Schools with eight new programmed two-way radios (portable hand held with charger and extra battery per unit) with all frequencies used in connection with the operation of this contract.
6	The contractor shall provide a detailed description of each vehicle to be used in connection with the contract. The description shall include manufacturer, manufacturer model number, year of manufacture, present mileage, seating capacity, and present condition. The Worcester Public Schools reserves the right to reject any unacceptable vehicle. The contractor must submit annual updated documentation to the Worcester Public Schools Director of Transportation identifying and detailing composition of the fleet to be used as of each of the following dates: a) August 1, 2015 b) August 1, 2016 c) August 1, 2017 d) August 1, 2018 e) August 1, 2019.	The contractor shall provide a detailed description of each vehicle to be used in connection with the contract. The description shall include manufacturer, manufacturer model number, year of manufacture, present mileage, seating capacity, and present condition. The Worcester Public Schools reserves the right to reject any unacceptable vehicle. The contractor must submit annual updated documentation to the Worcester Public Schools Director of Transportation identifying and detailing composition of the fleet to be used as of each of the following dates: a) August 1, 2020 b) August 1, 2021 c) August 1, 2022 if contract is extended for a one year period, or within 72 hours upon addition or deletion from the fleet.
7	The video system shall be supplied, installed and fully operable by August 20, 2015.	The video system shall be supplied, installed and fully operable before the vehicle is used in connection with this contract.
7	The real time GPS system shall be supplied, installed and fully operable by August 20, 2015.	The real time GPS system shall be supplied, installed and fully operable in all vehicles before the vehicle is used in connection with this contract.
7	The Contractor agrees to assign a representative acceptable to the Worcester Public Schools who shall be available to the School Administration for the purpose of conferences and consultations with a representative from the School Administration relative to bus schedules, bus routes, bus stops, pupil behavior, and other related matters.	The Contractor agrees to assign a full time representative acceptable to the Worcester Public Schools to each site to which school bus drivers and/or monitors report daily. This (These) representative(s) are responsible for the terminal operations, including, but not limited to supervising dispatchers, safety trainers / supervisors, drivers, and

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		monitors and shall be available to the School Administration for the purpose of conferences and consultations with a representative from the School Administration relative to bus schedules, bus routes, bus stops, pupil behavior, and other related matters. This (these) representative(s) shall not also perform any of these other duties without the express written prior approval of the Worcester Public Schools Transportation Director or designee.
8	The Contractor agrees to submit written health record reports on physical condition and freedom from tuberculosis of the drivers and monitors; and agrees to list name and the experience of drivers. Such a list to be updated annually and provided to the Director of Transportation.	The Contractor agrees to submit written health record reports on physical condition and freedom from tuberculosis of the drivers and monitors; and agrees to list name and the experience of drivers. Such a list to be updated by August 1 annually, or prior to being placed into service during the school year, and provided to the Director of Transportation.
8	Bus monitors and drivers are required to be trained annually in immediate first aid, including but not limited to, CPR, EPI pen administration, and Crisis Prevention Institute (nonviolent prevention training). The Contractor shall provide acceptable documentation to the Worcester Public School that such annual training was provided.	Bus monitors and drivers are required to be trained annually, before the first day of school or prior to being placed into service, in immediate first aid, including but not limited to, CPR, EPI pen administration, and Crisis Prevention Institute (nonviolent prevention training). The Contractor shall provide acceptable documentation to the Worcester Public School that such annual training was provided.
	The contractor shall operate with an available reserve of not less than five qualified substitute bus drivers to be on site at all times.	Language Eliminated
10	No Special Education pupil will be dropped at a home that shows no evidence of a parent, guardian, or other supervising person. In the event a Special Education student cannot be dropped at home, the Director of Transportation will be notified immediately.	No Special Education pupil will be dropped at a home that shows no evidence of a parent, guardian, or other supervising person. In the event a Special Education student cannot be dropped at home, the Director of Transportation will be notified immediately. Students must be picked up and/or dropped off at stop locations authorized only by the Director of Transportation of the Worcester Public Schools or designee.
10	The Contractor agrees to make available, at the Contractor's	The Contractor agrees to make available, at the

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	expense, a bus to be brought to each school for use in bus evacuation drills as required by M.G.L. Ch. 90.	Contractor's expense, a bus to be brought to each school for use in bus evacuation drills as required by M.G.L. Ch. 90. All evacuation drills will be performed by a Contractor's licensed school bus driver.
10	that there will be no smoking or use of tobacco products by the drivers or monitors at any time while on the school bus or while on any grounds owned or leased by the Worcester Public Schools;	that there will be no smoking, vaping or use of tobacco products by the drivers or monitors at any time while on the school bus or while on any grounds owned or leased by the Worcester Public Schools;
11	that Chapter 90, Section 17 will be met --No persons shall operate a vehicle at a rate of speed exceeding posted limits.	that Chapter 90, Section 17 will be met -- that drivers must be operated a proper and reasonable speed not to exceed the posted speed limit.
11	Attention of all bidders is directed to the wage rates as determined by the Department of Labor and Workforce Development's Division of Occupational Safety to be paid to School Bus Drivers employed under the provisions of Chapter 71, Section 7A, as amended. This rate constitutes the minimum wage rate, and does not supersede or preempt higher rates that may result from collective bargaining agreements or individual employment contracts.	Attention of all bidders is directed to the wage rates as determined by the Department of Labor and Workforce Development's Division of Occupational Safety to be paid to School Bus Drivers employed under the provisions of Chapter 71, Section 7A, as amended. This rate constitutes the minimum wage rate, and does not supersede or preempt higher rates that may result from collective bargaining agreements or individual employment contracts. On a weekly basis, every contractor and subcontractor is required to submit a certified copy of their weekly payroll records to the awarding authority; this includes the payroll forms and the Statement of Compliance form. The certified payroll records must be submitted either by regular mail or by e-mail to the awarding authority. Once collected, the awarding authority is required to preserve those records for three years from the date of completion of the project.
13	During the 2014-2015 school year, the Worcester Public Schools are expected to employ the following buses: <ul style="list-style-type: none"> • 96 large vehicles • 31 mid-size vehicles • 20 wheelchair vehicles Included in this total, the Head Start program is expected to utilize 6 of the large vehicles during the 2014-2015 school year to transport approximately 250 students.	During the 2020-2021 school year, the Worcester Public Schools are expected to employ the following buses: <ul style="list-style-type: none"> • 84 large vehicles • 31 mid-size vehicles • 20 wheelchair vehicles In addition, charter school transportation may have

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	In addition, charter school transportation has required twenty additional days beyond the regular school year schedule utilizing ten large buses.	additional days beyond the regular school year schedule utilizing ten large buses.
13	<p>The total number of buses used during the duration of this contract is not expected to exceed the following:</p> <ul style="list-style-type: none"> • 106 large vehicles • 40 mid-size vehicles • 25 wheelchair vehicles 	<p>The total number of buses used during the duration of this contract is not expected to exceed the following yearly:</p> <ul style="list-style-type: none"> • 84 large vehicles • 31 mid-size vehicles • 21 wheelchair vehicles
	The Head Start schedule may require an estimated 8 buses to run mid-day routes.	Language Eliminated
	The contractor shall have available and keep in reserve at all times five (5) large vehicles, four (4) mid-size vehicles, and two (2) wheelchair vehicles. Such buses shall comply with all provisions of these specifications.	Language Eliminated
14	The Contractor agrees that any bus that is 15 minutes late in its scheduled routing of pickup stops and/or arrival time to school will result in having a credit issued for the contract price for that bus on that day. Full credit will be issued for a bus which does not perform its scheduled runs on any given day. A 15 minute deviation from a scheduled run is considered non-performance.	The Contractor agrees that any bus that is 15 minutes or more late in its assigned routing of pickup stops and/or 15 minutes or more late on arrival time to school will result in having credit taken for 50% of the full contract price for that bus on that day for any morning routes that are late or do not operate and 50% of the full contract price for that bus on that day for any afternoon routes that are late or do not operate. Full credit will be issued for a bus which does not perform its scheduled runs on any given day. At no time shall the Contractor combine or substitute routes without the prior approval of the Director of Transportation of the Worcester Public Schools or designee. Any deviation from a scheduled run is considered non-performance and a full credit will be taken.