

Lamorinda School Bus Transportation Agency
Regular Meeting AGENDA
DATE: Tuesday, October 9, 2018 TIME: 9:30 a.m.
City of Lafayette, 3675 Mt. Diablo Blvd., Lafayette CA
Conference Room 240 (Second Floor)

- 1) CALL TO ORDER
- 2) ADOPTION OF AGENDA
- 3) PUBLIC COMMENT – items not on the agenda
- 4) ADOPTION OF MINUTES – September 25, 2018
- 5) OLD BUSINESS
 - a. Review Proposal from First Student for Transportation Services Starting 2019
Recommendation: Discuss Options; direct staff
- 6) LATE BUS REPORTS
- 7) CHAIR AND BOARD MEMBERS' REPORTS
- 8) WRITTEN COMMUNICATIONS
- 9) NEXT MEETING DATE - tbd
- 10) ADJOURNMENT

I, Juliet Hansen, declare under penalty of perjury, that this agenda has been posted at least 72 hours in advance in the following locations: City of Lafayette Offices, 3675 Mt. Diablo Blvd., in the glass case downstairs, Lafayette, CA.

Juliet Hansen, Program Manager

*Any writings or documents pertaining to an open session item provided to a majority of the LSBTA less than 72 hours prior to the meeting shall be made available for public inspection at the Lamorinda School Bus Program office at 3675 Mt. Diablo Blvd., Suite 255, Lafayette CA during normal business hours. Agendas and packets are available for review by the public during regular Monday – Friday work hours at the Lamorinda School Bus Program office at 3675 Mt. Diablo Blvd., Suite 255, Lafayette CA and on the website at www.lamorindaschoolbus.org. Agendas and packets shall be made available at least 72 hours in advance of each meeting. Upon request this agenda will be made available in appropriate alternative formats to persons with disabilities, as required by Section 202 of the ADA Act of 1990 (42 U.S.D. Sec. 12132). Any person with a disability who requires a modification or accommodation in order to participate in a meeting should direct such request to Juliet Hansen, Program Manager, at 925-299-3216 at least 48 hours before the meeting if possible.

Lamorinda School Bus Transportation Agency

DRAFT MINUTES

City of Lafayette Offices
3675 Mt. Diablo Blvd.,
Lafayette, CA 94549

Date: September 25, 2018
Time: 9:00 a.m.

Present: Chair Tatzin, Vice Chair Worth and Board Members Gerson, Kendzierski, Korpus and Rossiter.

Absent: Board Member O'Donnell

Also Present: Larry Theis, Orinda Public Works Director; Henry Cooper and Dave Collins, First Student; Juliet Hansen and Sue Graves, LSBP Staff.

1. Call to Order: Chair Tatzin called the meeting to order at 9:02
2. Adoption of Agenda: The agenda was adopted M/S/C/U (Worth/Gerson).
3. Public Comment:

Laura Allaire, Wagner Ranch parent, requested that the program consider providing bus service to the new Wilder development in Orinda. Ms. Hansen stated that there is a stop currently being used by students from the area to OIS. She also stated that she spoke with a relator from the development regarding usable bus stops.

4. Approval of Minutes: The minutes of June 12, 2018 and July 30, 2018 were adopted as written M/S/C (Worth/Gerson) with Korpus abstaining.
5. New Business
 - a. Update on Enrollment and Ridership for fall 2018

Juliet Hansen updated the Board on current enrollment. She stated that ridership is good and the LSBTA should meet its ridership goals. The program is once again running 22 routes. There are more OIS students riding this year. However, there are fewer High School students due to the bell time change at the High Schools. The startup was running smoothly until the middle of September when there were difficulties in Orinda. Henry Cooper explained that due to the driver shortage, he had only one driver bid as a cover driver. He is now down 3 drivers in Lamorinda. He and Dave Collins are working on a casual driver program with the union. This would provide cover drivers for the morning service. Board Member Korpus asked why they lose drivers. Mr. Cooper explained that there are places they can work where they receive better pay, benefits and driving tasks as well as full time work. He also stated that the drivers received a 25% wage increase, which has helped with retention. Dave Collins stated that it takes 90 days to train new drivers and that they are not paid during this time.

b. Review Proposal from First Student for Transportation Services Starting 2019

Chair Tatzin thanked Ms. Hansen for all her hard work on the Request for Proposal. Ms. Hansen stated that the RFP went out to 16 companies. Three companies attended the proposers meeting - Durham School Service, Student Transportation of America and First Student. The LSBTA received only one proposal, from First Student. STA stated they did not know if they could find drivers and a yard in time. Durham stated they were unhappy with the requirement to drive all the routes, Liquidated Damages were too high and staffing requirements too demanding. Durham did state they would bid if several elements of the RFP were changed, but that they would not bid on the base routes(which include the old Orinda routes).

The proposal received from First Student for new buses would increase the daily rate by 33.5%. In order to meet this new pricing structure the program would have to scale back to a 17 bus fleet and increase parent fees by at least 33.5% (from \$517/Round Trip to \$690/Round Trip). Dave Collins also submitted two alternatives for extending the current contract. The first alternative would be a three year extension keeping the current fleet and eliminating Liquidated Damages. In this alternative the prices would increase by 19% in the first year and 9% in the second year. In order to meet this pricing structure, the program would have to reduce to a 19 bus fleet and raise parent fees by at least 20% (from \$517/Round Trip to \$620/Round Trip). The second year would require more changes. The second alternative would involve gradually bringing in new buses and a 71 passenger fleet and a fuel peg of \$3.69/gallon. In this alternative the prices would increase by 21% in the first year and 11% in the second year. The impacts would be similar to the first alternative. The fuel peg may have unknown financial risks for the program.

Board Member Gerson asked if the board could get more data on pricing outside of Lamorinda. He also wanted to know how elastic the parent fees are. Chair Tatzin suggested surveying the parents. Vice Chair Worth stated that the board needs to look at the cost of service, the revenues from Measure J and parent fees. Chair Tatzin reported to the board that he and Vice Chair Worth have been looking for other funding sources. One possible source is CCTA Category 28 funding that comes to the cities. He stated there could be as much as \$70,000/ year if all cities agreed to set it aside for the bus program. Vice Chair Worth stated that SWAT TDM money is also a possibility.

Dave Collins, First Student Area General Manager, responded to questions regarding the First Student proposal. He stated that Liquidated Damages are punitive and not helpful and are ultimately passed on in the cost to the customer. Their contract with Fresno does not include Liquidated Damages and yet First Student is still motivated to provide the best service it can. Mr. Collins also spoke about the proposal to use a fuel peg. Chair Tatzin asked how many gallons of gas are used annually. Mr. Collins stated he would retrieve this data. He also stated that an 8 year contract does not have a cost saving.

Board Member Korpus asked why the program did not run smaller buses on the lower ridership routes. Mr. Collins stated that the cost of a smaller bus is similar to larger buses. Ms. Hansen stated that there would be a cost saving with an all 71 passenger fleet because there would be a need for fewer spares. Board Member Rossiter asked about serving the areas in Orinda that lost service. Chair Tatzin stated that there are no more buses to serve the area. Mr. Collins stated that he could look into non-conforming vehicles.

Chair Tatzin summarized that the Board needed more data on cost; price elasticity; contract options (rebid or extension) and utilizing Mr. Milman. Vice Chair Worth stated that we need to look into other partners for a RFP, the most likely being Traffix or the County Office of Education.

This item was continued to the next meeting.

6. Late Bus Report: No Discussion
7. Chair's and Board Members' Reports
8. Written Communications: None
9. Next Meeting Date: Tuesday October 9, 2018 at 9:30 a.m.
10. Adjournment: The meeting was adjourned at 10:30 a.m.

Respectfully Submitted,

Sue Graves, Administrative Aide

LSBTA Meeting
October 9, 2018
Staff Report

Lamorinda School Bus Program
Staff Report

Date: October 5, 2018
To: Lamorinda School Bus Transportation Agency
From: Juliet Hansen, Program Manager
Re: Review Proposal from First Student for Transportation Services Starting 2019

Background

At the last meeting on September 25, 2018 the LSBTA asked for a price comparison of daily rates for school bus transportation in other school districts. Staff contacted several school districts in the bay area and a preliminary list is attached.

Discussion

Most districts no longer provide home-to-school transportation. If they do, many provide the service in-house like the Mt. Diablo School District and the Castro Valley Unified School District. The list attached includes only districts that use a third party for bus service. The list is organized by bus size, with the larger buses listed at the top. Most of the districts on the list have transportation contracts with First Student.

With this data set some general conclusions can be drawn – the LSBTA’s current daily rate per bus is on the lower side, but the First Student rate for next year is on the higher side. These conclusions may change if more districts are added to the list. Also, there are several school districts that have contracts expiring next year. These districts may be potential partners in a joint RFP process.

Recommendation

Review and direct staff.

Attachments

Transportation Cost Comparison
Staff Report from September 25, 2018

Transportation Cost Comparison - Other School Districts

FY 18-19

FY 19-20

Agency	Provider	Bus Size	Service	Daily Rate	Daily Rate	Comments
LSBTA	First Student	Large, 22 buses	HTS	\$ 456.39	\$ 609.28	bid for new buses
LSBTA	First Student	Large, 22 buses	HTS	\$ 456.39	\$ 543.10	extension, 9 yr old buses
TRAFFIX	First Student	Large, 23 buses	HTS	\$ 503.75	\$ 611.81	in negotiation, new buses
SRVUSD	First Student	Large, 1 bus	Trips	\$ 510.14	negotiable	1 yr contract, renewable
Reed S.D. (Marin Transit)	First Student	Large, 8 buses	HTS	\$ 518.66	\$ 536.81	1st year of 5 yr contract, new buses*
San Francisco Unified	First Student	Large	HTS	not yet available		
WCCCU	First Student	Mid - 1 bus	Trips	\$ 414.18	\$ 424.53	3rd year of 5 year contract
SRVUSD	First Student	Small	Special Needs	\$ 489.28	negotiable	1 yr contract, renewable
CCCOE	Durham	Small	Special Needs	\$ 496.62	\$ 514.00	2nd year of 3 yr contract*
WCCCU	First Student	Small	Special Needs	\$ 398.55	\$ 408.51	3rd year of 5 year contract
MPTA (JPA)	First Student	Small	Special Needs	\$ 445.00	\$ 460.58	4th year of 5 yr contract*
SOfficeofEd	Durham	Small	Special Needs	\$ 513.24	\$ 531.20	4th year of 5 yr contract*
Oakland Unified	First Student	Small	Special Needs	\$ 449.46	\$ 465.74	1st year of 2 yr extension
Foster City/San Mateo SD	First Student	Small	Special Needs	not yet available	\$ -	4th year of 5 yr. contract
Hayward Unified	Storer	Small	Special Needs	not yet available	\$ -	3rd year of 5 year contract
San Francisco Unified	First Student	Large	Special Needs	not yet available	\$ -	

*CPI annual increase, assumed at 3.5%

Prepared by Juliet Hansen, 10-4-18

Lamorinda School Bus Program
Staff Report

Date: September 21, 2018
To: Lamorinda School Bus Transportation Agency
From: Juliet Hansen, Program Manager
Re: Request for Proposal for Transportation Services Starting fall 2019

Background

On July 9, 2018 staff released the LSBTA-approved Request for Proposal for School Bus Transportation Services starting fall 2019. The RFP specified twenty-two new school buses and a five year contract. Proposers could bid on the base routes, alternate routes, or both. The base routes included the “old” Orinda routes 11, 13 and 18. The alternate routes included the routes as operated last year and this year.

Staff distributed the RFP directly to thirteen companies (see vendor list attached). Three additional companies/agencies indicated they were not interested in receiving the RFP. The RFP was also distributed to the National School Transportation Association (NSTA) which is a professional organization serving bus contractors in the U.S. The NSTA distributed the notice of the RFP to its members.

Proposer’s Conference

The mandatory proposer’s conference was held on July 23, 2018 and representatives from three companies attended – Durham School Services, First Student and Student Transportation of America (STA). Questions from this meeting and subsequent emails were answered in written format (see attached questions and answers). The group asked for a two week extension and the LSBTA granted this extension on July 30, 2018.

Bids Received

First Student submitted a proposal by the deadline of August 22, 2018. Durham School Services and STA submitted letters indicating they would not submit proposals. Staff followed up with STA and Durham to find out why they did not bid. STA indicated it was concerned about securing a bus yard and bus drivers. Durham indicated it was concerned about the requirement to drive all the routes in advance of acquiring the contract, the high liquidated damages and the staffing requirements in the contract. Durham indicated it would be willing to submit a proposal if the LSBTA decided to change these elements and reissue a revised RFP. Durham confirmed that it would not submit a bid to operate school buses on the base routes (the “old” Orinda routes).

First Student Proposal

The First Student proposal includes bids for both the base routes and alternate routes, though the conditions listed for the base routes are not feasible at this time. So, essentially the First Student bid is for the alternate routes which are the current routes.

a. Original Proposal - First Student Proposal received on August 22, 2018

The price increase is significant and much more than anticipated. The current daily rate for a four hour minimum is \$456.39/day and the new price for 2019/20 is \$609.28/day which is a 33.5% increase. Prices increase by 2.5% a year thereafter. Dave Collins, Area General Manager, shared with staff that increased costs are largely due to new buses, driver wage increases, high liquidated damages and uncertainty of fuel prices. *Impacts: The LSBTA would need to reduce the fleet to 17 buses in the first year (eliminate 5 buses) and increase parent fees by at least 33.5% (from \$517/round trip to \$690/round trip).*

b. Alternative Pricing Scenarios received on September 20, 2018

Staff requested some alternative pricing scenarios for the LSBTA to consider given the high price in the original proposal. The current fleet is model year 2010 and will be nine years old at the end of the current contract. Mr. Collins offered that the buses are depreciated at twelve years and some school districts run buses for the full twelve years.

First Student Alternative One

Extend the current contract by three years, continue with the existing fleet of three different bus sizes and eliminate liquidated damages. *Impacts: This is a 19% increase in the first year and 9% in the second year. In the first year, the LSBTA would need to reduce the fleet to 19 buses (eliminate 3 buses) and increase parent fees by at least 20% (from \$517/round trip to \$620/round trip). The second year would require more changes.*

First Student Alternative Two

All new buses, change to an all conventional fleet (e.g. 71 passengers), replace twelve vehicles in year one and twelve vehicles in year four, eliminate liquidated damages, fuel pegged at \$3.69/gallon. *Impacts: This is a 21% increase in the first year and 11% in the second year. The impacts are similar to Alternative One above, except the fuel pegging presents more financial risk to the LSBTA.*

Transportation Partners

Traffix in San Ramon is negotiating with First Student for a five year contract. First Student quoted Traffix a daily rate of \$611.81/day for 80 passenger buses in its recent proposal. The Contra Costa County Office of Education (CCCOE) provides special needs transportation and contracts with Durham School Services. The CCCOE is in the second year of a three-year contract and plans to go out to bid next year. Both agencies have expressed interest in coordinating together in the next round of competitive bidding.

Options for Action

Options for the LSBTA to consider on September 25, 2018:

1. If there is support to pursue the original First Student proposal for all new buses OR if there is interest in the alternative pricing scenario where new buses are transitioned in over time:

Action: Enter into negotiations with First Student.

2. If there is support to extend the current contract:

Action: Reject the First Student proposal; Enter into negotiations with First Student to extend the current contract using the existing fleet of buses; consider partnering with CCCOE in RFP process next year.

3. If there is support to re-issue the RFP for new buses:

Action: Reject the First Student proposal; reissue the RFP with changes (revise liquidated damages, delete requirement to drive routes, revise staffing configuration, eliminate base routes, and standardize the fleet).

Summary

The LSBTA received one proposal from First Student in response to its RFP for school bus transportation services starting fall 2019. The proposal is for new buses and a five year contract as requested by the agency. The daily rate is much higher than anticipated and represents a 33.5% increase. Staff requested First Student to prepare alternative pricing scenarios for consideration by the LSBTA. Dave Collins prepared a quote for extending the current contract and for transitioning to new buses over time. Staff has prepared some preliminary analysis, but does not have a specific recommendation at this time. Mr. Collins will attend the meeting on September 25 to clarify the First Student proposal and the alternative pricing scenarios. The LSBTA should consider the options above and direct staff.

Recommendation

Discuss options above; direct staff.

Emails for RFP Distribution on July 9, 2018

1 Durham School Services	mark.herington@nellc.com
2 First Student	Henry.Cooper@firstgroup.com dave.collins@firstgroup.com
3 Michael's Transportation	tammyk@bustransportation.com aprilb@bustransportation.com
4 Student Transportation of America (STA)	jlasky@ridemst.com jacobillas@ridesta.com
5 Visser Bus	Brad@visserbus.com
6 Certified Transportation Services	ctsbus@aol.com
7 Dean Transportation	kellied@deantrans.com
8 El Camino Transportation	elcaminotrans2002@yahoo.com
9 Mark 5 Express or Sureway Transportation	mail@surewaybus.com
10 Catholic Youth Organization	Lsparks@cccyo.org
11 Desoto Cab Company	desoto@yahoo.com
12 Mid Columbia Bus Company, Inc	info@midcobus.com
13 Bauer's Intelligent Transportation	ErikV@bauersit.com

Note 3 agencies declined after initial email inquiry - Mt. Diablo Unified, West County Transportation Agency and Landmark Transportation

Emailed RFP based on request via NSTA

14 MV Transit	kathlyn.conway@mvtransit.com
15 Deltek	jacquinesessa@deltek.com
16 Hop Skip Drive	kimberly@hopskipdrive.com

Request to Share RFP with NSTA Members info@yellowbus.org
sent on July 9, 2018 - national bus contractors association
www.yellowbuses.org

LSBTA Proposer's Conference, July 23, 2018

Attendees:

Juliet Hansen, Program Manager, Lamorinda School Bus Program

Larry Theis, Public Works Director, City of Orinda

Mark Herington, Tony Mancini and Tyler Zupo; Durham School Services

Dave Collins, First Student

Paul Okunewitch, Student Transportation of America

THE LSBTA ENCOURAGES PROPOSERS TO REVIEW MORE DETAIL ABOUT THE BUS PROGRAM, INCLUDING AGENDAS, MEETING MINUTES AND PUBLIC TESTIMONY ON THE LSBTA'S WEBSITE AT WWW.LAMORINDASCHOOLBUS.ORG.

The questions and answers below represent a summary from the Proposer's Conference on July 23, 2018 and responses to questions submitted in written format.

1. Q: Can you provide a copy of the current contract, to include all addendums, pricing pages and any other contractual updates?

A: See attached.

2. Q: Can we be provided with copies of invoices for the 2017/18 school year to date from your current transportation provider?

A: See attached.

3. Q: Page 5, states proposer must determine the number of buses required to operate routes 11, 13 & 18? Do some routes require more than one bus? Per the proposed contract, page 20 a route is defined as a single bus.

A: If bidding on the Base Routes, the LSBTA is providing flexibility for the contractor to choose the size of the bus or buses and the number of buses necessary for Routes 11, 13 and 18. All other routes (Base Routes and Alternate Routes) are one single bus per route with the size of the bus specified in the RFP.

4. Q: Schedule of Events, page 6 – States award and contract commencement date September 2018? Intro letter stated August 1, 2019?

A: Award of contract is anticipated in September 2018. Commencement is August 1, 2019.

5. Q: General Provisions, Alternate Proposals, page 10 – Will alternate proposals be accepted?

A: Proposers may bid on the Base Routes, Alternate Routes, or both.

6. Q: Miscellaneous, page 16- Can you confirm that you are requiring us to actually drive all proposed routes before we submit our proposal? If yes can you please extend the due date?

A: Yes. Proposers are required to drive all the routes and note any "red flags" that would prevent transporting on these routes and/or improvements that would be needed in order to provide transportation. The LSBTA would prefer to restore service to the three routes in Orinda (11, 13 and 18) as indicated in the Base Routes. *The LSBTA met on July 30, 2018 and approved extending the due date to August 22, 2018 at 2:00 p.m.*

7. Q: Price Proposal Form, page 17 – Per the proposed contract on page 8 the daily rate is for 4 hours, where on the pricing form should we indicate our over hours charge?

A: There is no overtime. There are some routes that go into overtime, but others, like in Lafayette, that run only two hours a day. In aggregate, all 22 routes can be run within 4 hours. Over the last nine years, the current contractor has not charged the LSBTA overtime.

8. Q: Is any fuel pricing protection being offered?

A: No.

9. Q: Routing, page 20 – Can you confirm that the contractor is responsible for routing? Is routing software required?
A: Yes, but routing software is not required.

10. Q: Please list the liquidated damages for the 2017/18 school year and the 2016/17 school year.
A: \$10,988 for 2017-18; \$36,815 for 2016-17.

11. Q: Total number of trips for the 2017/18 school year, the total billable hours per trip and mileage per trip?
A: This information is unknown. The LSBTA does not arrange for or pay for school trips. This is done through each school or district and billable to each school or district.

12. Q: What is the calculation for annual out year price increases? Would you consider allowing the contractor to indicate a specific annual increase percentage on the pricing form?
A: Proposers may indicate a specific annual increase percentage on the form, but must also list the actual daily rate.

13. Q: Will proposals be opened and results read publicly?
A: Proposals will become public when considered by the LSBTA at a public meeting.

14. Q: How many summer school routes operate? How many days? What are the route norms and mileage for each route?
A: The LSBTA does not provide summer school service.

15. Q: Can we be provided with current driver/monitor wage and benefit information? Is the current provider short drivers currently? If yes, how many?
A: The LSBTA does not have wage and benefit information. The current provider is not short of drivers currently to our knowledge.

16. Q: How many school days did the bus service operate in the 2017-18 school year?
A: 180 days.

17. Q: Where are the buses for these services currently housed?
A: 2368 Bates Ave., Concord, Ca.

18. Q: Are the current drivers part of a union?
A: Yes.

19. Q: Referencing pages 17-18, are the required staff positions listed to be fully dedicated to work only on the Lamorinda contract?
Answer: Yes.

20. Q: Referencing page 23, in light of the shortage of school bus drivers in many parts of the State, will the Agency consider lowering the minimum driver age to 21 years in order to increase the size of the potential pool of applicants?
A: The LSBTA may consider this request during contract negotiations.

21. Q: Are the only routes that are different in the Base Routes and the Alternate Routes the Orinda routes 11, 13 and 18?
A: Yes. The Base Routes and Alternate Routes are identical except for different route configurations for routes 11, 13 and 18.

22. Q: Is the LSBTA requesting video cameras as a part of the bid?
A: No. But the LSBTA may consider adding them in the future.

23. Q: Re: vehicle specifications Page 13 Section F, how do we know the exact chassis, etc. that will be used until we order the buses?

A: Please answer the questions based on what buses you would order today.

24. Q: Is propane an alternative fuel? What about gasoline?

A: Propane is acceptable and considered alternative fuel, as is compressed natural gas and electric. Gasoline is not considered alternative fuel by the LSBTA, but would be acceptable.

25. Q: Do all vehicles have to be yellow school buses?

A: Yes.

This concludes the questions and answers.

LSBTA Additional Questions and Answers RFP for School Transportation Services

THE LSBTA ENCOURAGES PROPOSERS TO REVIEW MORE DETAIL ABOUT THE BUS PROGRAM, INCLUDING AGENDAS, MEETING MINUTES AND PUBLIC TESTIMONY ON THE LSBTA'S WEBSITE AT WWW.LAMORINDASCHOOLBUS.ORG.

The questions below were received after the first set of Questions and Answers were distributed (after the Proposer's Conference) and before the last day for questions on August 14, 2018.

1. Q: Page 2 # 19 (of the contract) – States that a General Manager, Field Representative, Driver Trainer/Safety Program Supervisor, Dispatcher and Field Maintenance Supervisor must be dedicated only to the Lamorinda School Bus Agency contract. *Would you again confirm this, this is very excessive for only 22 routes? Can we be permitted to submit our own proposed staffing plan?*

A: Proposers may submit an alternate staffing plan which will be subject to approval by the LSBTA.

2. Q: Vehicle Type and Specifications, page 5 (of the RFP) – States all buses must be new at the start of the contract. Question - What is the maximum bus age requirement?

A: The LSBTA has not established a maximum bus age requirement.

Prepared and distributed August 16, 2018



Lamorinda School Bus Transportation Agency

HOME-TO-SCHOOL TRANSPORTATION

Base Routes	2019/20	2020/21	2021/22
Daily Rate Per Bus	\$ 543.10	\$ 591.98	\$ 609.74
Number of Buses for 22 Routes	26	26	26

Annual Increase 19.0% 9.0% 3.0%

Assumptions:

- Three (3) year contract term.
- Retain current fleet for three (3) year term.
- Waive liquidated damages.



Lamorinda School Bus Transportation Agency

HOME-TO-SCHOOL TRANSPORTATION

Base Routes	2019/20	2020/21	2021/22	2022/23	2023/24
Daily Rate Per Bus	\$ 552.23	\$ 612.98	\$ 631.37	\$ 650.31	\$ 669.82
Number of Buses for 22 Routes	24	24	24	24	24

Annual Increase 21.0% 11.0% 3.0% 3.0%

Assumptions:

- Five (5) year contract term.
- Change to all conventional fleet.
- Replace 12 vehicles in year one and 12 vehicles in year four.
- Fuel pegged at \$3.69 per gallon.
- Waive liquidated damages.