



# CITY OF LODI

# COUNCIL COMMUNICATION

AGENDA TITLE: Adopt Resolution Authorizing City Manager to Execute the Contract for Transit Operations Services for Dial-A-Ride and Fixed Route (Approximately \$1,700,000)

MEETING DATE: May 21, 2003

PREPARED BY: Public Works Director

RECOMMENDED ACTION: That City Council adopt a resolution authorizing the City Manager to Execute the Contract for Transit Operations Services for Dial-A-Ride and Fixed Route (approximately \$1,700,000). Due to the scheduled bid opening date of May 13, 2003, and time constraints for awarding this contract, detailed information is not currently available. A recommendation will be made to Council by Tuesday, May 20<sup>th</sup>.

BACKGROUND INFORMATION: The City's transit program began in January 1978 through a contract with the local taxi company. The system was designed to meet the needs of seniors, disabled and economically disadvantaged persons who were unable to travel by car. The City took over the Dial-A-Ride program in September 1992 and operated it with City contract employees until 1996. The City added its Fixed Route service in November 1994, in response to community interest. Services are currently provided by a contract with Laidlaw Transit Services, Inc.

The City of Lodi's current contract is seven (7) years old. This new contract insures that the level of professionalism that currently exists is maintained or exceeded. Staff worked diligently to insure that any necessary items that were previously absent from the service contract have been included. Staff will evaluate the bids prior to recommending a provider at the May 21<sup>st</sup> Council meeting. The review process consists of a panel of Transit professionals (City of Lodi Transportation Manager, a representative from the San Joaquin Council of Governments, the Transit Manager for the City of Modesto, and the Senior Planner in charge of Intermodal Transportation for Caltrans District 10) who will review each of the proposals submitted by the agencies and score them against the evaluation criteria as outlined in the Request for Proposal. The panel will then meet as a group on May 15<sup>th</sup> to exchange comments and will conduct interviews with each of the proposers. After the interviews, the panel will discuss the overall proposals/interviews, and a recommendation to Council will be made. The award will consist of a flat monthly charge for administration and dispatch, plus an hourly rate per vehicle revenue hour. Transit budgeted contracted transportation expenses at an average of \$1,750,000 per year for FY 03/04 and FY 04/05.

A preliminary breakdown of costs, as bid, and staffing for each proposer has been included in this report. It should be noted that while cost is important, it is not the only factor in awarding the operations contract. The panel will evaluate not only costs but additionally staffing, resources and overall benefits to the City before making its recommendation to the Council. A recommendation to Council by staff will be available by Tuesday, May 20<sup>th</sup>. Additionally, a copy of each proposal is now available for review by Council in the City Clerk's Office.

FUNDING: Funding for this Transit Operations contract will be from Transportation Development Act (TDA) and Federal Transit Administration (FTA) funds.

*Richard C. Prima, Jr.*  
Per Richard C. Prima, Jr.  
Public Works Director

Prepared by Tiffani M. Fink, Transportation Manager  
RCP/TF/pmf

APPROVED: \_\_\_\_\_

*H. Dixon Flynn*  
H. Dixon Flynn -- City Manager

Proposer	3-Year Cost	5-Year Cost (3-Years with 2 1-year options)	Full Time On-Site Manager	Number of Proposed Employees
MV Transportation	4,997,089.00	8,424,288.00	Yes	44 (38.5 FTE*)
Laidlaw Transit Services	5,625,660.00	Proposer chose not to include price info for extension years	Yes	51 (39.5 FTE*)
San Joaquin RTD	7,383,338.00	12,780,075.00	No	45 (35 FTE*)
* FTE= Full Time Equivalent				



# CITY OF LODI

# COUNCIL COMMUNICATION

AGENDA TITLE: Adopt Resolution Authorizing City Manager to Execute the Contract for Transit Operations Services for Dial-A-Ride and Fixed Route (Approximately \$1,700,000) **(Supplemental Information and Recommendation)**

MEETING DATE: May 21, 2003

PREPARED BY: Public Works Director

RECOMMENDED ACTION: That the City Council adopt a resolution authorizing the City Manager to execute the contract for Transit Operations Services for Dial-A-Ride and Fixed Route with MV Transportation, of Fairfield, CA, in the amount of \$4,997,089.

BACKGROUND INFORMATION: This supplemental report summarizes the review of the three (3) submitted proposals. The review panel closely evaluated all proposals and conducted interviews on Thursday, May 15<sup>th</sup>. The panel unanimously recommended MV Transportation be selected.

The Scope of Work for this proposal was approved on February 19, 2003. The City received the following three bids for this project:

Bidder	Location	Bid (1 <sup>st</sup> Yr.)	Bid (3-Yr. Total)
<i>Transit Budget Estimate</i>		\$1,750,000	\$5,300,000
MV Transportation	Fairfield, CA	\$1,661,979	\$4,997,089
Laidlaw Transit Services, Inc.	Martinez, CA	\$1,803,161	\$5,625,660
San Joaquin Regional Transit District	Stockton, CA	\$2,378,140	\$7,383,338

MV Transportation is proposing to not only maintain the level of customer courtesy that is currently shown to passengers, but seeks to increase the level of customer satisfaction through a series of passenger guarantees and employee incentives. (See attached executive summaries for MV and Laidlaw. The San Joaquin Regional Transit District's proposal did not include an executive summary.) Additionally, MV Transportation clearly addressed the issue of good pay and benefits for current employees. MV Transportation has noted it is their intention to retain all existing employees, pending their successful completion of the required pre-employment process (drug and alcohol testing, ride checks, etc.). MV Transportation has also matched the existing salary of employees, pledged to bring new employees in at existing rates (or higher) and provide benefits which are consistent with the benefits currently provided. Finally, MV Transportation intends to honor the seniority of all employees who decide to make the transition to MV. MV has notified staff that their intention is, that should the Council authorize the City Manager to move forward with the execution of a contract with MV, that they will seek to immediately meet with existing staff to explain the transition procedures, provide support and answer questions, as well as provide information on MV and their policies, etc.

APPROVED: \_\_\_\_\_

H. Dixon Flynn -- City Manager

Adopt Resolution Authorizing City Manager to Execute the Contract for Transit Operations Services for Dial-A-Ride and Fixed Route (Approximately \$1,700,000)

**(Supplemental Information and Recommendation)**

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In addition to the three base years in the proposal, proposers were asked to identify costs for two (2) possible one (1) year extensions to the new contract. Staff recommends Council authorize the City Manager to evaluate performance following Year Two of the proposed contract and execute the extensions at that time, ensuring adequate performance by MV Transportation.

The San Joaquin Regional Transit District offered an alternative bid for consideration. That bid proposal consisted of the elimination of Grapeline Fixed Route #3 and General Public Dial-A-Ride. In their place, the Transit District proposed the addition of three flexroutes (fixed routes which can deviate within a limited range, similar to the new Hopper service) and additional Regional Transit Hopper Routes (routes not under the jurisdiction of Lodi). Additionally, their proposal sought to provide only ADA complementary Dial-A-Ride. This would restrict service to some seniors and disabled passengers, as well as eliminate general public ridership. The alternative proposal costs were \$2,183,649 for the first year and \$6,778,780 for the three-year contract term. Due to the absence of any cost savings for the limited service as compared to the other proposals, staff does not recommend pursuing the alternative bid. Staff is willing to work with the recommended proposer to evaluate any changes to the provided services at the Council's request.

Finally, staff would like to acknowledge and commend the current provider, Laidlaw Transit Services, Inc., for their dedication to providing transportation to the citizens of Lodi. It should be noted that, while Laidlaw has not been recommended to continue the service contract, their effort deserves recognition. Their employees' dedication to the citizens of Lodi and their cooperation with City staff has made the Transit system what it is today.

FUNDING: Funds are budgeted in the Transit 12501 account.

Project Estimate: \$5,300,000

Bid Opening Date: May 13, 2003

Funding Available:

\_\_\_\_\_  
Finance Director



Richard C. Prima, Jr.  
Public Works Director

Prepared by Tiffani M. Fink, Transportation Manager

RCP/TF/pmf

Attachments

cc: City Attorney  
Purchasing Officer  
Finance Department  
Keith Whalen, MV Transportation  
Mike McKay, Laidlaw Transit Services, Inc  
Donna Kelsay, San Joaquin Regional Transit District



## EXECUTIVE SUMMARY

The City of Lodi takes great pride in their transit services, and has expended significant resources in its transit system in order to maintain its presence in the Lodi community. Dedicated to their clients, and their community, the City of Lodi provides the Grapeline Fixed Route Service with a complimentary general public Dial-A-Ride (DAR) Service.

The City of Lodi has issued an RFP for the operation of its Transit Service for 5 Fixed Routes and the Dial-A-Ride system, encompassing a service area of approximately 12 square miles. The City is looking for a proactive partner with the commitment and ability to work with City staff to ensure transit services provided to the community are of the highest quality. The City has placed added importance on service quality and employee retention, making careful note of the strong relationship between the system employees and the community.

Most well known for its agricultural roots, Lodi recently celebrated its 96th birthday, and it is projected that Lodi will experience nearly 20% population growth over the next four years.<sup>1</sup> This population surge occurs simultaneously with recent economic development, directly attributable to the recent success to the wine industry.<sup>2</sup>

Lodi's growing population, industry and job opportunities enhance the need for a safe, reliable transportation system that is dynamic to meet the ever-changing needs of the community. To ensure success of the system, it is necessary that the City's Transit Services achieve high service quality standards and requires a contractor that will reflect the City's flexibility and commitment to community.



MV Transportation has proven that we are the right partner for the City as a result of our commitment to high quality, safe transportation services that exceed the goals of our clients. This commitment to these basic goals has made MV the most widely selected transit management firm in Central California. After careful study of the RFP, and the City of Lodi, we are hopeful that the City staff will agree that we also provide the best option for the City of Lodi's Transit System. You will find that this proposal offers the City the following advantages:

- **High Level Corporate Support.** MV's corporate offices are just a 45 minute drive from the City of Lodi. Here, we have one of the most experienced and skilled Management Support Teams in the industry and make this expertise available to the City of Lodi staff on a regular basis. Ms. Laurie Dobson (VP Operations) will be available a minimum of 10%, more if needed, to assist our On-site Manager, Ms. Elizabeth Diaz. MV support personnel will participate in our management of the City's transit system on a regular basis, not just if there are problems. Up to and including Ms. Feysan Lodde (Owner), we are just a simple phone call away.
- **We Know Lodi's Transit System.** Mr. Jon Monson (CEO), Mr. Kevin Klika (COO), Mr. Dave Smith (VP) and Mr. Gary Richardson (CFO) have at one time participated in the oversight or management of Lodi's Fixed Route and DAR services. This will shorten the learning curve and allow us to get started on improving service quality right away.

<sup>1</sup> [http://www.loadi.gov/html/city\\_of\\_lodi\\_agency\\_profile.htm](http://www.loadi.gov/html/city_of_lodi_agency_profile.htm)

<sup>2</sup> [http://www.loadi.gov/html/city\\_of\\_lodi\\_agency\\_profile.htm](http://www.loadi.gov/html/city_of_lodi_agency_profile.htm)



MV TRANSPORTATION, INC. PROPOSAL TO THE CITY OF LODI FOR TRANSIT SERVICE OPERATIONS

- **Consumer Confidence.** If we desire to maintain consumer confidence in this system, then the service must not only be on time, but service must be provided in a clean, well maintained bus that is driven by a friendly driver that provides excellent customer service with a smile. This will instill Consumer Confidence in the system, a critical component to all riders, especially those riding the bus by *choice*.
- In addition, MV has developed a strategic plan to build consumer confidence, and in turn fare revenues, which includes:
  - **\$200 Annual Customer Service Bonus.** Any employee completing a year of service for the City of Lodi without a valid passenger complaint will receive an Annual Customer Service Bonus in the amount of \$200.



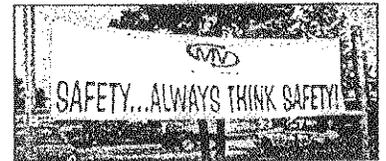
- **Professional Service through Happy Employees.** MV has had great success throughout California in creating a very employee friendly atmosphere that is focused on our employees. This commitment to our employees, and our overall team-first management style, creates a high level of employee morale. In turn, MV will meet *The Standard Of Excellence*, providing a safe, friendly, professional service for the City of Lodi Transit Service.

While a number of Companies may make this claim, we hope that you have the opportunity to speak with some of our other clients in the Region to verify our management approach.

As an example, Ms. Diaz will involve our employees in the decision making process in Lodi. Our Lodi Team will implement an Employee Steering Committee to obtain a clear understanding of what can be done to improve service quality. What we learn will be utilized to focus on enhancing the riding experience for our passengers.

- **Community Involvement.** At MV we will be a part of the City of Lodi. We will join the Lodi Chamber of Commerce, attending City Council Meetings, support City staff and listen to the needs of the community so as to be a better partner and position ourselves to make recommendations for changes to the system to better meet the needs of the Lodi community.
- **Cost Effective Service.** We understand how challenging the budget season in California is at this time. As a California based firm, we have come to realize how important it is to structure our operations to operate in a cost effective manner. We have implemented the use of floating corporate support personnel to provide professional assistance to our Lodi team with the expense of costly outside vendors. This effective management style offers the citizens of Lodi very high quality transit services while saving the City money.

- **Safety First Approach.** Despite the volatility in the insurance market in recent years, MV has actually experience slight reductions in our auto insurance rates. While we do not provide insurance for the City of Lodi, we are a partner in sharing the cost of insurance. The more we reduce accidents, the better rates the City will experience.



MV has an excellent record of improving safety performance in the services we assume. For example, Ms. Diaz and our Lodi Team will implement a comprehensive facility safety program to train people to care for the facility, keeping it clean and safe.

- **Enhanced & Comprehensive Driver Training Program.** MV believes that the key to service quality is training. Our Lodi training program will be customized to incorporate the



## MV TRANSPORTATION, INC. PROPOSAL TO THE CITY OF LODI FOR TRANSIT SERVICE OPERATIONS

specific challenges of the Lodi community. For example, we will train our drivers of the importance of treating our passengers with a great deal of courtesy and that they will receive a report card every quarter through the Quarterly Service Quality Survey program. Given the importance of this item, Mr. Marty Kossak, Director of Safety, will modify this portion of our program to incorporate *"The 7 Habits of Highly Successful Drivers"* into our training program:

1. GREET each passenger with a smile.
2. TREAT each passenger with respect.
3. KNOW all elements of the service.
4. ASSIST each passenger to achieve their goal.
5. RESPECT everyone, even if they do not return the favor.
6. INTEGRITY must be maintained at all times.
7. SAFETY is fundamental to good customer service.

### PARTNERSHIPS

Progress in terms of customer service is essential to our long-term success with the City of Lodi. This will be accomplished in a multi-pronged approach...

1. Ms. Diaz will recognize her Lodi Transit team members for doing the right things right. For example, Liz will send a letter to drivers that receive a compliment to thank him or her for their efforts.
2. We will offer proper training to allow our drivers to be successful. This includes proper initial training, ongoing training, feedback on their performance and well-maintained & clean vehicles.
3. We will proactively manage challenges by offering to the employee proper follow-up with all employees regarding performance deficiencies, including documentation and retraining.
4. As a California based firm, just 45 minutes from Lodi, your satisfaction is very important to us. We will do whatever it takes and will be absolutely responsive to the needs of the City's staff and have no other focus than whether or not you are happy with our performance. Often large, publicly held firms must focus on financial and contractual issues to remain in good standing with the stock market. At MV we remain privately held and focus on quality and relationships over financial considerations.

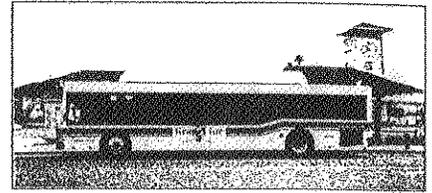
Our team takes very seriously the fact that we, if selected, are the City Lodi Transit Service. We do not view ourselves as MV, but as an extension of the City staff. We believe that our goals in the Lodi community and service area are the City's goals. As such, we will not tolerate anything that will prevent us from providing service that is *The Standard of Excellence*.

We empower our managers and supervisors at all levels to make immediate decisions. If problems are identified, we look to our supervisor, as well as each employee, to be responsible and do what is necessary to resolve the issue immediately.



## CUSTOMER SERVICE

Based upon our review of the RFP, the drivers and employees in Lodi are well compensated, relative to other transit operations in the region. The City is to be commended for making this commitment to employee wages. However, while money and benefits are important to attract good people, employee satisfaction (and in turn, outstanding customer service) cannot be obtained without a feeling of self-importance and pride of accomplishment.



This is where Ms. Diaz and the small-company, family based approach of MV will make a difference to the employees of the Lodi Fixed Route and DAR services. Liz is a highly experienced manager and she will have the support of the entire MV team to bring to the employees a feeling of importance to us, the community and to the City.

It is additionally imperative that each employee understands this, as their poor performance can have dramatic affects on their peers. For example, if a single driver decides not to treat a passenger with respect because they "do not feel like it", that driver must understand the ramifications of their actions, before they make the choice to perform in that manner. They must understand the essential role we serve...we allow people to conduct the business of their life. By not showing proper respect for that passenger, they are sending a message that that person is not important, not to mention possibly losing that customer for good.

To further reinforce the importance of customer service, we will bring to Lodi a refreshing new attitude and approach with the implementation of the \$200/year Customer Service Bonus program.

Again, we believe that you cannot make an employee perform in a manner of which they do not want. It is incumbent upon Ms. Diaz and Ms. Dobson to make them WANT to do the right thing, which is where MV's approach to employee relations and training is critical. The MV management team will support Ms. Diaz, giving her the tools and autonomy she needs to be successful. We will closely monitor their performance directly and through regular contact with the City's staff and...we will get out of their way.

You will read numerous proposals that make claims as to what they will do for the City of Lodi. However, none will stand behind those claims with written commitments like MV.

MV TRANSPORTATION IS SO CONFIDENT THAT WE CAN DO THE BEST JOB FOR THE CITY OF LODI TRANSIT SERVICE THAT WE HAVE COMMITTED TO A WRITTEN GUARANTEE OF OUR SERVICE QUALITY. IF THE CITY OF LODI IS UNHAPPY FOR ANY REASON AND DESIRES TO END OUR RELATIONSHIP, MV WILL REFUND ALL PROFITS REALIZED OVER THE FINAL 12-MONTH PERIOD OF THE CONTRACT.

ADDITIONALLY, MV WARRANTS THAT THE COMPANY WILL NOT BE SOLD DURING THE TERM OF THIS CONTRACT OR THE CITY CAN INITIATE AMONG ANY OTHER REMEDIES AVAILABLE TO IT, THE 100% SATISFACTION GUARANTEE STATED ABOVE.

The remainder of our proposal outlines the experience we bring to Lodi Transit Service and provides a detailed description of how we will partner with you to accomplish the Service Goals and the future of the system.



MAJOR GOALS AND OBJECTIVES

MV provides the small-company, family atmosphere that promotes a positive, pleasant work environment combined with the experience of a national company. From our drivers to our Owner, Feysan Lodde, everyone will work together to ensure success of the City of Lodi. Commitment to employees and passengers is how MV Transportation built its business. Our employees are dedicated to serving our customers in the best way possible, and our management has forged lasting relationships with our clients.

We understand that to be successful we must be dynamic in the way we do business. We will remain in constant contact with the City staff to evaluate progress. MV is always conscious of the need to improve all aspects of its operation. Efforts are directed towards decreasing vehicle breakdowns, eliminating customer complaints and improving performance in all aspects of the City operation.

The City of Lodi has established its objectives for this system. Based on our review of the RFP and our knowledge and study of this system, we have been able to develop a concrete plan to meet and surpass these objectives. The extensive experience of MV's Senior Management team and our local management team provides us an outstanding knowledge base from which to develop our operations plan to ensure we do this service right. Below, we have identified some of the strengths we bring to the City, and our methodology behind each:

MV Strength	Methodology
<p><b>Strong, Continuous Operations Management</b></p>	<ul style="list-style-type: none"> <li>Our proposed Project Manager, Ms. Diaz has over eight years of transit project management experience. She began her transit career in Central California and knows the region very well. She has managed highly effective systems and maintains a high degree of dedication to the service she manages.</li> <li>MV guarantees not to move or reassign our Project Manager to another contract throughout the life of the agreement. Ms. Diaz will return to California to join MV and lead our Lodi team. She is excited about the opportunity to return "home" and has no desire to be anywhere else.</li> <li>Enhanced management training including enrollment and completion of Transit Management Certificate Program through Pepperdine University, attendance at MV Annual Managers' Meeting and involvement in Quarterly MV Management Training Seminars.</li> <li>MV's Corporate Office is located in Fairfield, California, just 45 minutes away. While this may not seem important, it is when the level of support you will see from MV is taken into consideration.</li> </ul>
<p><b>Effective Corporate Support, Stability</b></p>	<ul style="list-style-type: none"> <li>MV's Chief Operating Officer, Mr. Kevin Klika, and our VP of Human Relations, Mr. David Smith each have specific experience in the startup operations and regional management of these services. Their availability to our local and regional management teams will provide an even greater level of insight into this system.</li> </ul>



MV TRANSPORTATION, INC. PROPOSAL TO THE CITY OF LODI FOR TRANSIT SERVICE OPERATIONS

MV Strength	Methodology
<p>Effective Corporate Support, Stability</p>	<ul style="list-style-type: none"> <li>▪ MV actively supports our local management team with corporate support personnel. Ms. Merle Healy (Regional Manager) and Ms. Laurrie Dobson (VP Operations) will regularly visit the facility to ensure system performance is at a level to exceed the City's expectations, as they do for our other contracts. Our support personnel visit operating divisions often, not just when there are problems, but to prevent small issues from growing into large challenges.</li> <li>▪ Jon Monson, our CEO is very proactive in regards to ensuring that our team gets the support they need when they need it. He and the founders of MV, Feysan and Alex Lodde, believe in face-to-face communication as much as possible. The City will see these and other corporate team members often. And, when they are not on-site, they are just a phone call away.</li> <li>▪ MV's corporate team has the strongest and most experienced team of transit professionals in the nation. Given our commitment to supporting our local management team, this experience is a significant advantage to our proposal. We hope that you have the opportunity to contact our many satisfied clients to confirm our claims in this area.</li> </ul>
<p>Exceptional Driver &amp; Employee Relations Equals High Quality Service</p>	<ul style="list-style-type: none"> <li>▪ MV will implement the \$200 Annual Customer Service Bonus Program.</li> <li>▪ We will encourage employee involvement through the formation of an Employee Steering Committee. This Committee is designed to establish policy and help set the course for the operation. The inclusion of the employees in the decision making process creates buy-in and in turn, the desire to do the right thing and take care of the passengers. This is accomplished in numerous of our facilities, including ones with unionized employees.</li> <li>▪ Our Safety Incentive Programs not only promote safety, but also teamwork, professionalism, and fun. We firmly believe that excellent safety performance and customer service are directly related to high morale. Our safety programs are designed to reward safe job performance, excellent attendance, and a professional attitude and appearance. All of these are key ingredients to a healthy workforce. Once you have a healthy workforce, an environment of dedication to quality is created.</li> <li>▪ Our Driver Retention Plan will allow a more reliable and stable workforce, an element of our operation that will have a decided positive impact on improving on-time performance.</li> </ul>

## EXECUTIVE SUMMARY

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Laidlaw Transit Services, Inc. is pleased to submit this proposal in response to the City of Lodi's (City) Request for Proposal (RFP) to provide Fixed-Route and Dial-A-Ride Transportation Services.



We are confident that we have demonstrated through our past seven years of service, and in our proposal, a detailed understanding of the project at hand, our level of expertise in operating this system, our experience, our flexibility, our technical competence, and our level of dedication to the project, the City staff, and the members of this community. As the evaluation panel reviews our proposal and supporting detail of our response to the RFP, we request the City's consideration of our past performance for selection of Laidlaw to continue as the service provider for the City.

The following executive summary provides a brief overview of the key proposal components outlined in the RFP under Selection Criteria along with corresponding highlights of our compliance with the City's expectation during our seven-year tenure as the current provider.

### Overview

Laidlaw has a seven-year history of working successfully and in partnership with the City. We are dedicated to providing, efficient, safe and cost-effective services to the City's riders. We offer valuable firsthand experience that equips us with an understanding of the local residents' transportation needs. We believe the City of Lodi does not need to risk reinventing the current successful formula that is in place with our current team. Our Lodi team understands the City's transportation needs and the value the City desires; Laidlaw possesses the expertise to cultivate the genuine partnership we have developed over the years.

We operate fixed-route, deviated fixed-route and paratransit programs throughout California and the United States. The programs that most similarly operate like the City's services are profiled in **Questionnaire 1, Question 7**. The depth of our experience strengthens our ability to provide support from the corporate and regional levels as our employees gain knowledge from exposure to projects throughout the country.

You will find real value in our proposal. We bring measurable results to the City and can offer to continue to operate your service at a reasonable price.

### Technical Proposal – 40%

#### *Understanding of Requirements as Reflected by Proposal*

The City's transportation services are comprised of two primary transportation components – Fixed-Route and Dial-A-Ride Services. When we started our partnership with the City in November of 1996, there were four fixed routes running on a 30-minute pulse, with an average monthly ridership of approximately 15,000 passengers. Since that time, ridership has increased more than 100%. The City provides the vehicles required to operate the services from a fleet of 25 vehicles consisting of transit coaches for fixed-route and commuter services, as well as paratransit vehicles for the Dial-A-

## Ride services.

The current system has five fixed routes that all depart from and return to a central location (Lodi Station) at the same time, thus promoting a passenger-friendly service for transfers from route to route. Three of the five fixed routes travel to stops adjacent to the local Target, Safeway, and Wal-Mart shopping centers. Many medical facilities and the local hospital run along two of the City routes. All routes combined provide service coverage within a few blocks of the local schools. As a result, ridership consists of seniors, students, commuters and shoppers who are dependent on the transportation provided by the City. The GrapeLine service is complemented by the door-to-door Dial-A-Ride service primarily utilized by persons with disabilities and seniors, with approximately 10% of the ridership consisting of commuters and students.

Laidlaw employs 37 drivers to operate the GrapeLine Fixed-Route and Dial-A-Ride services. Our staff, led by Project Manager, Helen Magness, has a solid record of working together to provide the best possible service. The collective experience, dedication and excellent service provided by our drivers are continually recognized through the positive comments received by our passengers. Not surprisingly, the system experiences very few complaints.

### *Operations Approach*

Laidlaw's drivers are at the frontline of the operation. In return for the great service they provide, we reward them with a competitive wage and benefit package. We equip our drivers with the skills to do their jobs well through our training and safety programs. In addition, we provide them a workplace where their professionalism and dedication is manifested in exemplary service to the community. Our managers and staff provide solid support to our drivers.

Quality is measured by quantifying safety, reliability, on-time performance, customer convenience and satisfaction. Service audits are conducted regularly to ensure that performance meets expectations. **Questionnaire 1, Questions 1 and 2** describe our performance monitoring, quality control program, and driver availability.

Our staffing level includes:

- 1 – Project Manager
- 1 – Driver Development & Safety Manager
- 1 – Reservationists (bilingual)
- 6 – Dispatchers (1 Full-Time Lead Dispatcher, 2 Full-Time & 2 Part-Time Dispatchers)
- 1 – Road Supervisor (Part-Time)
- 1 – Clerk (Part-Time)
- 1 – Utility (Part-Time)
- 24 – Full-Time Drivers
- 13 – Part-Time Drivers.

**Questionnaire 2, Question 1** profiles all proposed job classifications, descriptions, wage scales and employee organization chart.

### *Telephone System and Voice Recorder*

Our detailed description of our proposed state-of-the-art equipment is contained in **Questionnaire 2, Question 5**.

### *Proposed Demand-Response Dispatching System*

Laidlaw currently operates the Advantage PTS (paratransit) scheduling management system for the City. Advantage PTS produces the critical information

for the City necessary to make key management and organizational decisions. The Advantage Scheduling system performs scheduling, dispatching and statistical analysis functions. Questionnaire 2, Question 6 discusses the dispatching functions associated with this program.

### *Training and Safety Programs*

We believe our commitment to a dedicated driver-training function and formalized classroom training is second to none in the public transportation industry. The training curriculum includes the required training totaling 31 hours of behind-the-wheel, 32 hours of classroom training, and 16 hours of cadet training. Safety is number one! This theme is echoed throughout our proposal, our philosophy and our daily operations. Our program provides constant reinforcement to our entire team of the importance of safe driving and work practices. Our drivers are trained, monitored and provided annual and incident training. Training will occur when schedule/route changes occur. Laidlaw's training and safety programs are detailed in Questionnaire 1, Questions 3 and 4, and Attachment A.

### *Start-Up Procedures*

As the City's current provider, we can offer the City the benefit of our experience as well as the cost savings associated with virtually no start-up activities, which require training and facility set-up – typically expensive items. Please refer to Questionnaire 1, Question 5, Questionnaire 2, Questions 2 and 7.

### *Utilization of Current Drivers, Dispatchers and Supervisors; and Proposed Wage and Benefit Levels for Employees.*

We will continue to utilize our drivers, dispatchers, supervisors and other existing staff in the manner we have developed to effectively operate the City's Fixed-Route and Dial-A-Ride Services.

### *Qualifications of Proposed On-Site Manager*

Helen Magness is our proposed Project Manager. Her day-to-day responsibilities include problem solving, analysis of performance data, preparing reports, developing policies and procedures, budgeting and expense control, personnel relations, purchasing, and meeting with appropriate City staff. Ms. Magness is an invaluable part of the Laidlaw/City of Lodi team and will make smooth, efficient service her continued priority. Please refer to Questionnaire 2, Question 4, and also Attachment C for her resume.

### **Organization Strength – 30%**

#### *Company Experience with Similar Transit Services, References*

Our experience and history dates back to 1946 through predecessor companies. The experience of our firm is not just our resume of clients. It is also the experience of our employees.

Our knowledge and understanding of the services we operate require a high level of customization at the local level. However, general elements that are uniform throughout our locations including operating procedures that ensure dependability; maintenance guidelines and procedures to ensure service reliability; customer relations to ensure passenger confidence and satisfaction; provision of a positive, productive workplace for our employees; and safety above all. Laidlaw's capabilities and references are profiled in Questionnaire 1, Question 7, and Attachment B.

### ***Financial Stability***

Laidlaw has provided the required financial information under separate cover as directed. We can assure the City that our financial position is secure and we can be counted on to provide a stable financial future. Please refer to **Questionnaire 1, Questions 8-11** of our proposal for additional financial information.

### ***Corporate Support of the Local Operation***

Laidlaw has a highly developed corporate infrastructure that supports our local projects in the areas of:

- Human Resources and Labor Negotiations
- Financial and Accounting Support
- IT and Technological Advances
- Safety and Training
- Regulatory Compliance with Federal, State and Local mandates
- Accurate Data and Report Writing.

These national corporate support services relate directly to the success of our local project management staff and the customers that we serve. **Questionnaire 2, Question 1** outlines our corporate support.

### ***Other Services at No Charge and Other Vehicles Available for Transit Service***

In **Questionnaire 2, Questions 8 and 10**, of our proposal, we describe additional resources and recommendations that we believe would benefit the City at no additional charge.

### ***Knowledge of Regulations and Requirements of the American with Disabilities Act***

Please refer to **Questionnaire 1, Question 7** of our proposal for a summary of our ADA experience.

### ***Prior Safety Record***

**Attachment A** outlines our safety record.

### **Cost Proposal – 30%**

Our price proposal is competitive based on actual operating experience and is structured to emphasize the needs of the City and its transportation customers. We have increased our driver pay scale, which we believe is testimony to our commitment to continue to support the economic stability of our drivers. Please refer to our **Proposed Cost** section for our proposed budget and also to **Questionnaire 1, Question 6** and **Questionnaire 2, Question 3**.



We ask that the City of Lodi consider the following advantages provided by Laidlaw when reviewing this proposal:

1. The City will receive dedicated, professional local management with proven abilities to successfully operate this service and always "*puts the customer first*".
2. The City will receive "on-site, hands-on" regional and corporate support on a consistent basis to enhance an already extremely effective local management team.

3. The City will receive an already functioning operation that is committed to meeting or exceeding all the service requirements.
4. The City has a management team that has already built a relationship with the City based on the business concept of creating a partnership between the parties to continue the best service available for a competitive cost.

The City of Lodi can be assured Laidlaw is committed to continue delivering the best service possible at the best value that meets the transportation service needs of Lodi citizens.

RESOLUTION NO. 2003-92

A RESOLUTION OF THE LODI CITY COUNCIL  
AWARDING THE BID FOR TRANSIT OPERATION  
SERVICES FOR DIAL-A-RIDE AND FIXED ROUTE

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WHEREAS, in answer to notice duly published in accordance with law and the order of this City Council sealed bids were received and publicly opened on May 13, 2003, at 11:00 a.m. for Transit Operation Services for Dial-A-Ride and Fixed Route, described in the specifications therefore approved by the City Council on February 19, 2003; and

WHEREAS, said bids have been compared, checked, and tabulated and a report thereof filed with the City Manager as follows:

<u>Bidder</u>	<u>Bid (1<sup>st</sup> Yr.)</u>	<u>Bid (3-Yr. Total)</u>
Transit Budget Estimate	\$1,750,000.00	\$5,300,000.00
MV Transportation, Fairfield, CA	\$1,661,979.00	\$4,997,089.00
Laidlaw Transit Services, Inc., Martinez, CA	\$1,803,161.00	\$5,625,660.00
San Joaquin Regional Transit District, Stockton, CA	\$2,378,140.00	\$7,383,338.00

WHEREAS, the City Manager recommends award of the bid for Transit Operation Services for Dial-A-Ride and Fixed Route be made to the low bidder, MV Transportation, of Fairfield, California.

NOW, THEREFORE, BE IT RESOLVED by the Lodi City Council that the award of the bid for Transit Operation Services for Dial-A-Ride and Fixed Route be made to the low bidder, MV Transportation, of Fairfield, California for the three-year total of \$4,997,089.00.

Dated: May 21, 2003

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I hereby certify that Resolution No. 2003-92 was passed and adopted by the City Council of the City of Lodi in a regular meeting held May 21, 2003, by the following vote:

AYES: COUNCIL MEMBERS – Beckman, Hansen, Howard, and Land  
NOES: COUNCIL MEMBERS – None  
ABSENT: COUNCIL MEMBERS – Mayor Hitchcock  
ABSTAIN: COUNCIL MEMBERS – None



SUSAN J. BLACKSTON  
City Clerk

CITY COUNCIL

SUSAN HITCHCOCK, Mayor  
EMILY HOWARD  
Mayor Pro Tempore  
JOHN BECKMAN  
LARRY D. HANSEN  
KEITH LAND

# CITY OF LODI

## PUBLIC WORKS DEPARTMENT

CITY HALL, 221 WEST PINE STREET  
P.O. BOX 3006  
LODI, CALIFORNIA 95241-1910  
(209) 333-6706  
FAX (209) 333-6710  
EMAIL [pwdept@lodi.gov](mailto:pwdept@lodi.gov)  
<http://www.lodi.gov>

H. DIXON FLYNN  
City Manager  
SUSAN J. BLACKSTON  
City Clerk  
RANDALL A. HAYS  
City Attorney  
RICHARD C. PRIMA, JR.  
Public Works Director

May 19, 2003

SUBJECT: Adopt Resolution Authorizing City Manager to Execute the Contract for Transit Operations Services for Dial-A-Ride and Fixed Route (Approximately \$1,700,000)

Enclosed is a copy of background information on an item on the City Council agenda of Wednesday, May 21, 2003. The meeting will be held at 7 p.m. in the City Council Chamber, Carnegie Forum, 305 West Pine Street.

This item is on the regular calendar for Council discussion. You are welcome to attend.

If you wish to write to the City Council, please address your letter to City Council, City of Lodi, P. O. Box 3006, Lodi, California, 95241-1910. Be sure to allow time for the mail. Or, you may hand-deliver the letter to City Hall, 221 West Pine Street.

If you wish to address the Council at the Council Meeting, be sure to fill out a speaker's card (available at the Carnegie Forum immediately prior to the start of the meeting) and give it to the City Clerk. If you have any questions about communicating with the Council, please contact Susan Blackston, City Clerk, at (209) 333-6702.

If you have any questions about the item itself, please call Tiffani Fink, Transportation Manager, at (209) 333-6800, extension 2678.



for: Richard C. Prima, Jr.  
Public Works Director

RCP/pmf

Enclosure

cc: City Clerk ✓

*Hand  
Jared  
(see  
attached)*



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# City of Lodi

## Public Works Department

### Cover Sheet

**To:** SJRTD

Attn: Donna Kelsay  
(209) 948-8516

Laidlaw

Attn: Mike McKay  
(925) 228-9017

MV Transportation

Attn: Keith Whalen  
(206) 600-5415  
(707) 863-8944

**From:** Pam Farris

**Company:** City of Lodi Public Works Dept.

**Phone:** (209) 333-6800 x2656

**Fax:** (209) 333-6710

**Date:** May 19, 2003

**Pages including this  
cover page:** 15

**Comments:** Please call Tiffani Fink, Transportation Manager, at (209) 333-6800, extension 2678, if you have any questions regarding the following information.

*Just  
5/19/03@  
2:13*