



TRANSPORTATION COMMITTEE AGENDA

City of Brainerd, Minnesota
City Hall, 501 Laurel Street, Council Chambers
Thursday, January 25, 2024 @ 2:30 PM

The public is invited to attend these meetings in person

Meetings are broadcast on CTC ch 8, Charter ch 181, YouTube, AppleTV, Roku, and Amazon FireTV

1. **Call To Order**
2. **Roll Call**

 ___ Vacant ___ J. Czczok ___ M. Koep
 ___ J. Lambert ___ L. Nebel ___ D. Stenberg
3. **Election of Chair & Vice Chair of the Committee for 2024**
4. **Approval Of Agenda - Voice Vote**
5. **Approval Of Minutes**

 A. **10.26.2023 TAC Minutes**
6. **Financial Reports**

 A. **2023 Year-End Summary**
7. **Unfinished Business**
8. **New Business**

 A. **Approve Request for Proposals (RFP) for Third Party Contract Services**
9. **Public Forum**
 Time allocated for citizens to bring matters not on the agenda to the attention of the Committee -
 Time limits may be imposed
10. **Staff Reports**

 A. **Staff Report**
11. **Committee Member Reports**
12. **Adjourn**

Visit the Transit Website at www.ci.brainerd.mn.us/transit

MISSION

"It is the Mission of the Brainerd & Crow Wing County Public Transit agency to facilitate mobility by providing options for safe, efficient and reliable transportation"

TRANSPORTATION ADVISORY COMMITTEE
Thursday, October 26, 2023, 2:30 p.m.
City Hall Council Chambers

Pursuant to due call and notice thereof, the regular meeting of the Transportation Advisory Committee was called to order at 2:30 p.m. by Chair member Bertram.

Upon roll call, the following members were noted present: Bertram, Czczok, Koep, Lambert, and Stenberg. Committee member Nebel was noted as absent. Also noted present were Transit Coordinator Gauthier and City Engineer Dehn.

Approval of Agenda

MOVED AND SECONDED BY COMMITTEE MEMBERS KOEP AND BERTRAM, DULY CARRIED, TO APPROVE THE AGENDA.

Approval of Minutes for the meeting held on July 20, 2023

Member Lambert requested the July 20, 2023, Minutes be revised to read, "Member Doug Stenberg called the meeting to order".

MOVED AND SECONDED BY COMMITTEE MEMBERS CZECZOK AND LAMBERT, DULY CARRIED, TO APPROVE THE MINUTES OF THE JULY 20, 2023, TAC MEETING.

Financial Reports

Discussion held regarding transit financials for the period ending September 2023.

New Business

Transit Coordinator Gauthier presented Brainerd and Crow Wing Public Transit 2023 Comprehensive Review Results. Member Czczok stated concerns regarding unsecured devices on buses. Gauthier advised she will take concerns to Project Manager for final review and report findings to board.

Discussion held on Operating Policy Updates.

MOVED AND SECONDED BY COMMITTEE MEMBERS CZECZOK AND LAMBERT, DULY CARRIED, TO ACCEPT STAFF RECOMMENDATIONS ON UPDATING ADVANCE NOTICE AND SUBSCRIPTION TRIP/STANDING ORDER TRANSIT OPERATING POLICIES.

Discussion held on possible termination of Crow Wing Fuel Sales Agreement.

MOVED AND SECONDED BY COMMITTEE MEMBERS LAMBERT AND CZECZOK, DULY CARRIED, TO ACCEPT STAFF RECOMMENDATIONS TO TERMINATE THE CROW WING COUNTY FUEL SALES AGREEMENT AND MOVING TO WEX CARDS FOR FUELING.

Public Works Director Dehn presented drafts of Cooperative Agreements with Crow Wing County and Baxter to be effective upon execution and continue through June 30, 2027. Discussion held on possibly reviewing percentages of shares at later date.

MOVED AND SECONDED BY COMMITTEE MEMBERS CZECZOK AND LAMBERT, DULY CARRIED, TO APPROVE THE COOPERATIVE AGREEMENTS AS PRESENTED.

Public Works Director Dehn presented changes to the St. Francis Student Services to include beginning quarterly invoicing St. Francis students' parents for transit services.

MOVED AND SECONDED BY COMMITTEE MEMBERS BERTRAM AND LAMBERT. MOTION CARRIED WITH CZECZOK, LAMBERT AND STENBERG VOTING "AYE". MEMBER KOEP VOTING "NAY".

2024 Capital Bus Purchase, presented by Public Works Director Dehn, stated the applications for 2024 Transit Vehicle Replacement grant has opened.

MOVED AND SECONDED BY CZECZOK AND LAMBERT, DULY CARRIED, TO APPLY FOR THE MNDOT 2024 BUS REPLACEMENT GRANT.

Public Forum

The Chair opened the public forum at 3:39 p.m.

No one came forward.

The chair closed the public forum at 3:40 p.m.

Staff Reports

Transit Coordinator, Gauthier discussed her updates and highlighted the following: Comprehensive Review received passing grade; Blue Sky Transit hired new onsite operations manager-Aaron Sandbakken; CWC new service and fare increases are in effect; City of Brainerd fare increase effective August 21, 2023.

Committee Member Comments/Questions

No Member Comments/Questions presented.

Adjourn

Next meeting: January 25, 2024 at 2:30 PM.

MOVED AND SECONDED BY COMMITTEE MEMBERS BERTRAM AND LAMBERT, DULY CARRIED, TO ADJOURN THE MEETING AT 3:47 P.M.

REVENUE AND EXPENDITURE REPORT FOR CITY OF BRAINERD
 PERIOD ENDING 12/31/2023

GL NUMBER	DESCRIPTION	2023		Estimated 2023	Estimated
		AMENDED BUDGET	NORMAL (ABNORMAL)	Full Accrual MnDOT Reporting	\$ Amount Over/Under Budget
Fund 203 - TRANSIT FUND					
Function: Unclassified					
Dept 0000					
Revenues					
FEDERAL GRANTS					
203-0000-33100	FEDERAL GRANTS-OPERATING	634,950.00	398,828.60	634,950.00	
203-0000-33101	FEDERAL GRANTS-CAPITAL	94,044.00	0.00	0.00	
FEDERAL GRANTS		728,994.00	398,828.60	634,950.00	(94,044.00)
STATE GRANTS & AIDS					
203-0000-33422	STATE GRANTS - OPERATING	710,345.00	710,345.00	710,345.00	
203-0000-33423	STATE GRANT - CAPITAL	11,756.00	0.00	0.00	
STATE GRANTS & AIDS		722,101.00	710,345.00	710,345.00	(11,756.00)
CHARGES FOR SERVICES					
203-0000-34910	BUS REVENUE	146,250.00	44,626.29	44,764.39	
203-0000-34920	COUNTER SALES	0.00	39,340.25	39,340.25	
203-0000-34930	INVOICE BILLING	7,680.00	48,106.25	59,573.75	
CHARGES FOR SERVICES		153,930.00	132,072.79	143,678.39	(10,251.61)
OTHER REVENUE					
203-0000-36210	INTEREST INCOME	5,000.00	2,580.67	5,880.67	
OTHER REVENUE		5,000.00	2,580.67	5,880.67	880.67
TOTAL REVENUES		1,610,025.00	1,243,827.06	1,494,854.06	(115,170.94)
Expenditures					
PERSONNEL SERVICES					
203-9000-41101	SALARY	94,344.90	85,047.23	88,646.95	
203-9000-41121	PERA	7,075.86	6,358.63	6,628.63	
203-9000-41122	FICA	6,146.98	5,469.87	5,699.91	
203-9000-41123	MEDICARE	1,437.60	1,279.27	1,333.07	
203-9000-41131	HEALTH INSURANCE	10,467.64	8,104.11	8,104.11	
203-9000-41133	LIFE INSURANCE	99.68	93.44	93.44	
203-9000-41134	LTD INSURANCE	141.52	144.56	144.56	
203-9000-41150	WORKERS COMP	573.49	534.23	534.23	
PERSONNEL SERVICES		120,287.67	107,031.34	111,184.90	9,102.77
SUPPLIES					
203-9000-42200	OFFICE SUPPLIES	3,300.00	1,096.26	1,096.26	
203-9000-42210	OPERATING SUPPLIES	0.00	1,054.90	1,054.90	
203-9000-42212	MOTOR FUELS	142,806.00	94,460.44	94,460.44	
SUPPLIES		146,106.00	96,611.60	96,611.60	49,494.40
SERVICES					
203-9000-43300	PROFESSIONAL SERVICES	2,000.00	132.00	132.00	
203-9000-43309	COMPUTER TECHINCAL SUPPORT	26,933.00	30,648.69	30,648.69	
203-9000-43321	TELEPHONE	0.00	556.44	556.44	
203-9000-43322	POSTAGE	0.00	416.75	416.75	
203-9000-43330	PROFESSIONAL DEVELOPMENT	2,330.00	0.00	0.00	
203-9000-43340	ADVERTISING/MARKETING	6,100.00	599.00	599.00	
203-9000-43350	PRINTING/LEGAL PUBLICATION	1,400.00	569.44	569.44	
203-9000-43361	INS - GENERAL LIABILITY	1,742.71	1,640.30	1,640.30	
203-9000-43363	INS - AUTO	9.38	9.00	9.00	
203-9000-43365	INS - OTHER	315.00	62.20	62.20	
203-9000-43401	VEHICLE REPAIRS	110,035.00	124,436.25	131,436.25	

203-9000-43410	RENTAL EXPENSE	12,816.00	12,816.00	12,816.00	
203-9000-43430	MISCELLANEOUS	1,550.00	25.00	25.00	
203-9000-43433	DUES & SUBSCRIPTIONS	1,840.00	1,580.00	1,580.00	
203-9000-43440	TRANSIT SERVICE CONTRACT PY	1,127,717.00	994,186.35	1,079,186.35	
203-9000-44432	UNREIMURSEABLE EXPENSE	0.00	(60.00)	(60.00)	
SERVICES		1,294,788.09	1,167,617.42	1,259,617.42	35,170.67
CAPITAL OUTLAY					
203-9000-45550	CAPITAL - VEHICLES	117,555.00	0.00	0.00	
CAPITAL OUTLAY		117,555.00	0.00	0.00	117,555.00
TOTAL EXPENDITURES		1,678,736.76	1,371,260.36	1,467,413.92	211,322.84
TOTAL REVENUES		1,610,025.00	1,243,827.06	1,494,854.06	(115,170.94)
TOTAL EXPENDITURES		1,678,736.76	1,371,260.36	1,467,413.92	211,322.84
NET OF REVENUES & EXPENDITURES		(68,711.76)	(127,433.30)	27,440.14	96,151.90
			MnDOT Reserve 12/31/22	62,843	
			Estimated MnDOT Reserve 12/31/23	90,224	



MEMO

TO: TRANSPORTATION ADVISORY COMMITTEE (TAC)

FROM: CITY ENGINEER/PUBLIC WORKS DIRECTOR JESSIE DEHN

DATE: JANUARY 25, 2024

SUBJECT: YEAR-END FINANCIAL ANALYSIS AND SUMMARY

2023 SUMMARY

Revenue

Budgeted	<u>Fare Box/Invoice</u>	<u>Other</u>	<u>State/Federal Grant</u>
	\$153,930	\$5,000	\$1,345,295
Estimated	<u>Fare Box/Invoice</u>	<u>Other</u>	<u>State/Federal Grant</u>
	\$143,678	\$5,881	\$1,345,295

Expenditures

Budgeted					
<u>Personnel</u>	<u>Supplies</u>	<u>Fuels</u>	<u>Misc Services</u>	<u>Repairs</u>	<u>3PC Contract</u>
\$120,288	\$3,300	\$142,806	\$57,036	\$110,035	\$1,127,717
Estimated					
<u>Personnel</u>	<u>Supplies</u>	<u>Fuels</u>	<u>Misc Services</u>	<u>Repairs</u>	<u>3PC Contract</u>
\$111,185	\$2,151	\$94,460	\$57,582	\$131,436	\$1,079,186
-\$9,103	-\$1,149	-\$48,346	-\$7,680	+\$21,401	-\$48,531

Jessie Dehn, P.E.
 City Engineer/Public Works Director
 City of Brainerd, MN

Comments

Fuels – Mainly can be attributed to the discontinuation of Pine River service and considerable reduction of Crow Wing County service. These two account for a significant amount of fuel costs.

2022 Avg: \$3.05/gal Reg, \$3.54/gal Diesel

2023 Avg: \$3.23/gal Reg, \$4.15/gal Diesel

Repairs - The first portion of the year was difficult as many buses did not receive their necessary preventative maintenance, resulting in some large repairs. With the hiring of the 3PC manager, the contractor made significant improvements in their maintenance operations. This will remain a challenge with an aging fleet as we continue to have challenges with receiving new buses.

3PC Contract – Budgeted amount based on an estimate of savings realized by the discontinuation of Pine River, and reduction of Crow Wing County services.

Total Estimated Revenue vs. Expenditures

Total Revenue = \$1,494,854

Total Expenditures = \$1,467,414

Net = +\$27,440

Original Budgeted Net = (\$68,712)

Difference = +\$96,152

Ridership

Overall Transit

2022 Total Riders = 53,300

2023 Total Riders = 45,541 (-7,759, -14.6%)

Brainerd Summary

2022 Total Riders = 35,173

2023 Total Riders = 31,863 (-3,310, -9.4%)

Baxter Summary

2022 Total Riders = 7,044

2023 Total Riders = 5,694 (-1,350, -19.2%)

Crow Wing County Summary

2022 Total Riders = 9,743

2023 Total Riders = 7,374 (-2,369, -24.3%)

Pine River Summary*

2022 Total Riders = 1,340

2023 Total Riders = 610 (-730, -54.5%) – *Service ended on July 14th

Summary of 2023

There were many factors that affected the transit system in 2023. Inflation continued to prove challenging as many costs continue to remain high for fuels, oils, repairs, etc. It is likely that many of these costs will remain higher moving forward.

We also went through significant changes in late summer/early fall. Pine River discontinued their service in July. Crow Wing County reduced their service to twice-daily rides from Pequot Lakes and Crosby and included a fare increase at the same time. Baxter increased fares and Brainerd increased fares twice. Ridership did have significant decreases, but this should be expected with the changes that occurred throughout the system between service reductions and fare increases.

The first roughly half of the year was difficult for Blue Sky Transit's operations. We were seeing significant issues with call answer percentages, preventative maintenance, staff issues, and others. They hired an on-site manager at the start of August. Since that time, their operations significantly improved in all aspects. Call answered percentages went into the high 90's, all vehicles were receiving on-time preventative maintenance, and staff issues were being addressed swiftly and effectively.

Combining all the factors that went into the year, it was an overall successful year. We went from a projected \$60,000+ budget shortfall to a nearly \$30,000 surplus. Service changes, increased fares, and improved operations all likely had contributed as significant factors in the turnaround.



Transportation Committee Agenda Request

MEETING DATE: January 25, 2024

TITLE OF ITEM: Approve Request for Proposals (RFP) for Third Party Contract Services

AGENDA: Approve

ACTION REQUESTED: Approve/Deny Motion

SUBMITTED BY: Jessie Dehn, Public Works Director **DEPARTMENT:** Public Works

PRESENTER: Jessie Dehn, Public Works Director **ESTIMATED TIME (MIN):** 15 Minutes

SUMMARY OF ISSUE: The current agreement with Blue Sky Transit for contracted services ends on June 30, 2024. As part of the process to secure services for the next 3-year term beginning July 1st, 2024, staff has reviewed and revised the Request for Proposals (RFP) for TAC review before it is advertised for vendors for proposals. Staff has had MnDOT Transit review the draft RFP and received comments and made revisions based on those comments.

For the most part, the RFP is similar to the last issuance of the request with some changes to note as follows:

- Dates updated for the next 3-year term
- Operating hours updated to reflect the changes in 2023. No Pine River, reduction of Crow Wing County routes.
- Updated penalties for non-performance. The changes will allow for staff to more effectively apply liquidated damages should the need arise based on non-performance.

ALTERNATIVE, OPTIONS, EFFECTS ON OTHERS/COMMENTS: With the recommendation of TAC, the timeline for the RFP is planned for as follows:

1. Publication of the RFP beginning Saturday, February 3rd, 2024 (Published in Brainerd Dispatch, Star Tribune, and City's website)
2. Proposals due Friday, April 19th, 2024 at 2:00 p.m.
3. Proposals and evaluations presented to TAC Committee on Thursday, May 9th, 2024
4. TAC Committee recommendation brought to City Council on Monday, May 20th, 2024.

The reason for the timeline is that it would provide potential proposers sufficient time to prepare proposals (roughly 2 1/2 months). This would also allow for time for the awarded contractor to complete necessary background checks, training, etc. before the end of the current contract end date.

RECOMMENDED ACTION/MOTION: Staff recommends approval of the draft Request for Proposals (RFP) and authorizes solicitation of the RFP.

FINANCIAL IMPACT: N/A

**Request for Proposals
For Operation Of
Brainerd & Crow Wing Public Transit System**

**City of Brainerd, Minnesota
Crow Wing County, Minnesota**

For the term July 1, 2024 to June 30, 2027

Prepared By:
Crystal
Gauthier
Transit Coordinator
Brainerd and Crow Wing Public Transit

TABLE OF CONTENTS
 SPECIFICATIONS FOR OPERATION OF
 BRAINERD AND CROW WING PUBLIC TRANSIT

NOTICE TO PROPOSERS	4-5
1.0 INSTRUCTIONS TO PROPOSERS	7-14
1.1 General	7
1.2 DBE Language	7
1.3 Proposal Instructions	8
1.4 Additional Required Submittals	9-10
1.5 Evaluation Process	10-13
1.6 Proposal Protest Procedure	13-14
2.0 DESCRIPTION OF TRANSIT SERVICE	14-17
2.1 General	14
2.2 Definition of a Demand Response Service	14-15
2.3 Definition of a Subscription/Standing Order	15
2.4 Estimated Operating Hours – Description of Weekday Service	15
2.5 Estimated Operating Hours – Numerical Description	15-16
2.6 Fleet and Equipment Inventory	16-17
3.0 GENERAL CONTRACT CONDITIONS	17-19
3.1 Duration	17
3.2 Non-Discrimination	17
3.3 Non-Performance	17-18
3.4 Termination	18-19
3.5 Assignment	19
3.6 Ownership	19
3.7 Budgets, Routes, Schedules, Fares, Promotion	19
3.8 Performance Bond	19
4.0 SERVICES TO BE PROVIDED BY THE CONTRACTOR	19-31
4.1 Management	19-21
4.1.1 General	19-20
4.1.2 Manager	20-21
4.1.3 Personnel	21
4.2 Driving	21-25
4.2.1 Drivers’ Training	22-23
4.2.2 Driver Uniforms	23
4.2.3 Collection of Revenue	23-24
4.3 Dispatching and Communications	24
4.4 Dispatching Office	24

For Operation of Brainerd & Crow Wing Public Transit System for period of 7/1/2024 – 6/30/2027

4.4.1	Dispatcher Qualifications and Responsibilities	24-25
4.5	Maintenance	25
4.5.1	Repairs	25
4.5.2	Garage	25
4.6	Fuel	26
4.7	Records and Reports	27
4.7.1	Complaints	26-27
4.8	Measurement of Quantities	27
4.9	Billing	28
4.10	Insurance	28-29
4.11	Independent Contractor	29-30
4.12	Liability	30-31
4.13	Regulatory Assurances	31
4.14	FTA Drug and Alcohol Policy	31

ATTACHMENTS

ATTACHMENT 1

- 1A Route Maps/Schedule
- 1B Brainerd & Crow Wing County Transit Policy
- 1C Fare Box Collection and Handling Procedures are within above Policy (2.1.6)
- 1D City of Brainerd IT Usage Policy and Procedures
- 1E Rider Guide

ATTACHMENT 2

- 2A Vehicle Maintenance Policy and Capital Asset Plan
- 2B Preventative Maintenance / Pre-trip Form

ATTACHMENT 3

- 3A Disadvantaged Business Enterprises (DBE) Special Provisions

ATTACHMENT 4

- 4A Federal Contract Clauses
- 4B Debarment and Suspension Certification
- 4C Lobbying Certification
- 4D Non-Collusion Declaration
- 4E Conflict of Interest

ATTACHMENT 5

- 5A Financial Plan Workbook
- 5B Cost Proposal Form

For Operation of Brainerd & Crow Wing Public Transit System for period of 7/1/2024 – 6/30/2027

NOTICE OF PROPOSALS

**PROPOSAL ACCEPTANCE CLOSES April 19, 2024
at 2:00 P.M.**

CITY OF BRAINERD, CROW WING COUNTY, MINNESOTA

Sealed proposals marked “Brainerd & Crow Wing County Service Operation” will be received at the Office of City Administrator, 501 Laurel St., Brainerd, MN 56401, until 2:00 p.m., local time, April 19, 2024, at which time they will be opened and documented as received, cataloged for all required submittals, and prepared for review. Solicitation is for the operating services to the City of Brainerd and Crow Wing County, Minnesota, for the period of July 1, 2024 through June 30, 2027 in accordance with the specifications on same.

Following the proposal acceptance date of April 19, 2024, Transit staff will be reviewing and presenting proposals to the Transportation Advisory Committee (TAC). Proposals will be evaluated by the TAC Committee on Thursday, May 9, 2024. At that meeting, the TAC Committee will be making a recommendation to the Brainerd City Council. The Brainerd City Council will be considering an award at their meeting on Monday, May 20, 2024. The Brainerd City Council reserves the right to review the proposals later, if necessary, to allow for further consideration and proposer presentations prior to acting.

Brainerd & Crow Wing Public Transit System is a citywide/countywide public transit service subsidized with state and federal public transit dollars, which utilizes small chassis cut-away buses to transport passengers. The proposer understands that the Transit System belongs to The City of Brainerd and Crow Wing County, and the proposal presented is for the third party operation of the transit system.

Specifications and proposal forms may be obtained, at no cost, from the City of Brainerd website located at www.ci.brainerd.mn.us. All proposals must be submitted on the proposal forms furnished. The contact person for all communication involving the RFP is:

Transit Coordinator
501 Laurel Street
Brainerd, MN 56401
218-454-3429
cgauthier@ci.brainerd.mn.us

For Operation of Brainerd & Crow Wing Public Transit System for period of 7/1/2024 – 6/30/2027

Other Brainerd & Crow Wing Transit System personnel or its representatives are not allowed to discuss the RFP with anyone, including potential responders, before the RFP submission deadline.

All proposals shall be sealed with the proposer's name and address clearly identified on the outside of packet. The Brainerd & Crow Wing Transit System does not require a proposal guaranty, cash deposit, and/or proposal bond for this RFP.

The FTA is or will be providing federal assistance for this project in an estimated expected amount of \$1,526,499; the Federal Assistance Listing number is 20.509.

Disadvantaged Business Enterprises (DBE) Special Provisions: The Mn/DOT Office of EEO/Contract Management has assigned a Race/Gender Neutral DBE goal to this project. Bidders are directed to read the Disadvantage Business Enterprise (DBE) Special Provision race/gender neutral goal in Attachment 3. The Disadvantage Business Enterprise Special Provisions explains how to comply with the DBE requirements.

The City of Brainerd reserves the right to select the most advantageous offer by evaluation and comparing factors in addition to cost or price such that a recipient may acquire technical superiority even if it must pay a premium price. A "premium" is the difference between the price of the lowest priced proposal and the one that the recipient believes offers the best value.

By Order of the City Council, City of Brainerd

June 3, 2024

– City Administrator

Publish: Saturday February 3rd, 2024, Wednesday, February 7th, 2024, Saturday, February 10th, 2024, in Brainerd Dispatch and Star Tribune Newspaper Saturday February 3rd, 2024 and Saturday, February 10th, 2024

Publish: February 1st, 2024, to April 19th, 2024 on the City of Brainerd website

For Operation of Brainerd & Crow Wing Public Transit System for period of 7/1/2024 – 6/30/2027

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For Operation of Brainerd & Crow Wing Public Transit System for period of 7/1/2024 – 6/30/2027

SPECIFICATIONS FOR OPERATION OF BRAINERD AND CROW WING PUBLIC TRANSIT

1.0 INSTRUCTIONS FOR PROPOSALS

1.1 General

The City of Brainerd is inviting proposals for the operation of Brainerd & Crow Wing Public Transit System, hereinafter referred to as Brainerd & Crow Wing Public Transit. The Contract shall be in effect for a three-year period beginning July 1, 2024 and ending on June 30, 2027.

The City of Brainerd reserves the right to select the most advantageous offer by evaluation and comparing factors in addition to cost or price such that a recipient may acquire technical superiority even if it must pay a premium price. A ‘premium’ is the difference between the price of the lowest priced proposal and the one that the recipient believes offers the best value.

Proposers shall acquaint themselves with, and shall comply with all applicable federal, state, and local statutes, rules, and ordinances. The City of Brainerd may also require the Proposer to modify their operations under the Contract if such modifications do not impose any additional costs to the Contractor.

The successful Proposer shall be required to enter a Contract with the City of Brainerd on a form provided by the City of Brainerd. The contract shall consist of the RFP Specifications and Attachments and the Contract Form.

The FTA is or will be providing federal assistance for this project in an estimated expected amount of \$1,526,499 the Federal Assistance Listing number is 20.509.

Any questions that the Proposer may have regarding the interpretation of the Specifications shall be submitted in writing (via regular mail or as an email) to Transit Coordinator, at the address listed in the Notice to Proposer, prior to April 19th, 2024 *Email questions to cgauthier@ci.brainerd.mn.us will also be accepted until the foregoing date.*

1.2 DBE Language

Disadvantaged Business Enterprises (DBE) Special Provisions: The MnDOT Office of Civil Rights has assigned a race gender neutral goal to this project. Responders are directed to read the DBE Special Provisions. posted along with this RFP. The DBE Special Provisions explains how to comply with the DBE requirements. See pages one and two regarding documents that a responder must submit with its proposal. The form required in the proposal can be found on Page 3 of the Special Provisions. To view a listing of certified DBE's. please contact the MnDOT Office of Civil Rights at 651-366-3073. TIT 651-281-5799 or visit: www.dot.state.mu.us/eeocm

1.3 Proposal Instructions

The Proposer shall use the Proposal Form and the Financial Plan Workbook Form included herein.

The Base Proposal includes all identified components within the RFP to perform work necessary to operate Brainerd & Crow Wing Public Transit system for the contract period beginning July 1, 2024 and ending on June 30, 2027. Routes will only be paid for by the actual service hours provided to the public, and does not include pre-trip, post-trip, or travel time to/from the first/last stop. The contractor will only be paid for those actual hours in which the buses are operated “in service” (published transit service hours) in accordance with these specifications. Buses are expected to arrive at their scheduled first stops in accordance with the beginning of the daily service hours and as late as the final stops of the scheduled daily service hours. Example: If there is a scheduled pick-up for 6:00 am the bus will be expected to arrive at the pickup address at 6:00 am. Additionally, no passengers should be on the bus outside of the published/scheduled service hours.

Compensation for providing transit operation services under this contract is based on actual SERVICE hours of operation and monthly fixed costs. The estimated SERVICE hours of operation are based on operating six transit buses on a full- and part-time basis, with 7 demand response runs. The potential exists for the operating hours, and dispatching hours to be reduced or changed during the term of this contract; therefore, it is very important for bidders to determine what costs are fixed and should be included in the monthly lump sum unit cost and what costs are directly related to operation of a vehicle and dispatching, which should be the basis of the hourly unit cost. Under this contract there will be no adjustment of hourly unit costs if hours of operation hours are adjusted.

The Proposer must complete the line items necessary, including narrative/comment section (detailed FTE’s as well as complete description of personnel must be included), in the Financial Plan Workbook form (See Attachment 5). This workbook covers all areas the Proposer deems necessary for the operations of the transit system and is contained within the proposal price. Submitted information in the Financial Plan Workbook deemed proprietary should be marked as such.

Submit a completed single-sided Proposal, along with completed “Financial Plan Workbook” form, “Proposal” form, Bidders List from the DBE attachment, and all signed documents in Attachment 4, to the City of Brainerd, 501 Laurel Street, Brainerd, MN 56401.

All bid proposals shall be sealed and addressed to the City of Brainerd, Transit Proposal, 501 Laurel Street, Brainerd, MN 56401. Proposals are due prior to 2:00 p.m., local time, April 19th, 2024 Proposer’s name and address must be clearly identified on the outside of packet.

1.4 Additional Required Submittals

The Proposer must submit the following information with the Proposal:

1. How the Contractor proposes to provide managerial, operation and dispatching services for the public transit system as outlined in these specifications; including but not limited to:
 - a. Management approach and methodology
 - b. Driver supervision approach, including management of road supervision
 - c. Experience with FTA Uniform System of Accounts and monthly reporting
 - d. Relevant Fare Collection experience
 - e. Training Program for all personnel – specify program for each unit of personnel
 - f. Customer Service approach
 - g. Safety, Security and Risk Management Plan
2. Qualifications of Proposed Agency and Personnel (Including but not limited to the following)
 - a. Experience as a Public Transit service provider, including fleet management
 - b. Capacity to perform contract requirements
 - c. Experience with ITS technologies (Transit uses RouteMatch and Multi Line Dispatching Phone Systems)
 - d. Qualifications and experience of all proposed Administrative, Supervisory, Management personnel
 - e. Recruitment, hiring and retraining program for Drivers and/or Dispatchers
 - f. Organizational Chart detailing structure and reporting relationships
3. What facility accommodations proposer will provide and the location (within the service area) thereof.
4. Fleet/Equipment Storage facility location (within 10 miles of Brainerd City Hall) and facility description (must include utilities provided).
5. Maintenance and Equipment Plan
 - a. Ability to follow and comply with Brainerd & Crow Wing Public Transit Vehicle Maintenance Plan. (Attachment 2)
 - b. Approach to Road Call Management
 - c. Proposed Fleet Management records and reporting
 - d. Safety Record
 - e. Provide a proposed Bus Washing and Interior Cleaning process

For Operation of Brainerd & Crow Wing Public Transit System for period of 7/1/2024 – 6/30/2027

f. Road Call Management plan in the event of breakdowns

6. Internal communications plan, including methods of communicating instructions to supervisors and vehicle operators and the approach to routing/dispatching functions.

The Proposer must also submit, along with the Proposal, a resume consisting of the following information:

1. Three (3) professional references.
2. Three (3) credit references, including a reference from a bank. It is understood that the Finance Director, City of Brainerd may contact each reference to solicit information regarding the character, credit, and other information concerning the Proposer
3. Locations of residence during the past five (5) years.
4. Job descriptions for Transit Operator/Bus driver, Dispatcher, and other transit staff, including types of driving and operating licenses currently held. If no license is held, explain why.
5. Hiring qualifications for each transit position.
6. Employee Handbook.
7. Personnel Policies.
8. Experience – at least three (3) years’ experience in or associated with the management of a bus, limousine or taxicab business is desired.

1.5 Evaluation Process

1. General

Proposals submitted in response to this RFP will be evaluated by transit staff and presented to the Transportation Advisory Committee (TAC) in accordance with the criteria outlined below.

The primary desire of the City of Brainerd for this procurement is to ensure an award will be made based on the highest quality of service that best matches the Brainerd & Crow Wing Public Transit System requirements using the Federal Transit Administration’s (FTA C 4220.1F) “Best Value” methodology. Per FTA’s Third-Party Contracting Guidance, “Best Value” is defined as follows:

“Best Value” is a selection process in which proposals contain both price and qualitative components, and award is based upon a combination of price and qualitative considerations. Qualitative considerations may include technical design, technical approach, quality of proposed personnel, and/or management plan. The award selection is based upon consideration of a combination of technical and price factors to determine (or derive) the offer deemed most advantageous and of the greatest value to the procuring agency.

For Operation of Brainerd & Crow Wing Public Transit System for period of 7/1/2024 – 6/30/2027

Staff will evaluate proposals for responsibility of the proposer, responsiveness, and completeness of the proposals. The Transportation Advisory Committee (TAC) will make a recommendation to the Brainerd City Council based on the evaluation of proposals and which proposal is most advantageous to the Brainerd and Crow Wing Public Transit System.

2. Cost (Tradeoff Evaluation)

The cost proposal will be evaluated alongside the Technical merit offered by each proposer in a tradeoff fashion as per FTA “best value selection methodology” as detailed within the FTA Best Practices Procurement Manual. As required by the FTA Best Practices Procurement Manual, Chapter 4, Methods of Solicitation and Selection, the Brainerd & Crow Wing Public Transit System declares the following: **all evaluation criteria factors other than cost, when combined, are significantly more important than cost alone.**

If two or more proposals are considered by the Evaluation Committee to be basically equal in their technical merit, the evaluated cost or price becomes more important; in such a case, cost or price may ultimately be the deciding factor. Accordingly, the Evaluation Committee may not necessarily make a recommendation to award to the proposer with the highest technical ranking nor make a recommendation to award to the proposer with the lowest price proposal, if doing so would not be in the overall best interest of the Brainerd & Crow Wing Public Transit Systems program.

3. Evaluation Criteria Matrix

The following items make up the evaluation criteria (and their respective weights), which the Brainerd & Crow Wing Public Transit System will use in evaluating the technical merit of proposals submitted in response to this RFP.

Evaluation Criteria	Weight Percentage
A. Technical / Operations	40%
B. Quality of Proposed Personnel	20%
C. Performance / Financial	20%
D. Management Plan	20%

4. Evaluation Criteria Considerations

A. Selected Evaluation Criteria within Content of Technical/Operations Proposal Technical/Operations (40%)

1. Qualifications (40%) (Listed in order of importance)
 - Experience with providing Public Transit Service of similar size and scope.
 - Experience with operating and maintaining a fleet of similar size.
 - Capacity to perform contract requirements.
 - Experience with implementing and maintaining Intelligent Transportation

For Operation of Brainerd & Crow Wing Public Transit System for period of 7/1/2024 – 6/30/2027

- System Technologies.
 - Creative ideas offered to improve service.
2. Personnel Plan (20%) (Listed in order of importance)
 - Recruitment/hiring/training/supervising/discipline plan
 - Proposed training and or retraining program for maintenance personnel, vehicle operators, schedulers/dispatchers, and supervisors
 3. Proposed Management and Operations Plan (20%) (Listed in order of importance)
 - Proposed Approach and Methodology
 - Organizational Chart detailing organizational structure and reporting relationships
 - Proposed Road Supervision Approach (insurances to driver compliance)
 - Proposed Customer Service Approach
 - Proposed Safety, Security and Risk Management Plan
 - Proposed Internal Communications Network, including methods of communicating instructions to supervisors and vehicle operators and the approach to routing/dispatching functions.
 4. Proposed Maintenance and Equipment Plan (20%) (Listed in order of importance)
 - Safety Record
 - Ability to comply with Vehicle Maintenance Plan and Capital Asset Management Plan provided by the agency
 - Proposed Bus Wash Plan and Interior Cleaning Plan
 - Approach to Road Call Management
 - Experience with Fleet Management Software or proposed management procedures
 - Ability to comply with Manufacturers warranties

B. Selected Evaluation Criteria within Content of Quality of Proposed Personnel (20%) (Listed in order of importance)

- Qualifications and Experience of proposed General Manager.
- Proposal to comply with Labor Requirements and proposed Wage and Benefit Plan.
- Qualifications and Experience of proposed Maintenance Manager and/or Plan.
- Qualifications and Experience of proposed Operations Manager
- Recruiting, hiring, training, and retraining program for Drivers and Dispatchers

**C. Selected Evaluation Criteria within Content of Performance / Financial (20%)
(Listed in order of importance) Reference Checks**

- Applicability of Past Performance References
- Applicability of Financial / Credit References
- Responsiveness of Proposer in addressing and correcting problems
- Management Staff's ability to meet the expectations and needs of the transit agency
- Proposer's customer service, as provided by current bus operator staff

D. Selected Evaluation Criteria within Content of Ability to Conform to Management Plan (20%)

- Evaluation Committee may conduct interviews with the proposed management staff to determine their ability in understanding the transit services, level of qualifications, understanding the contractual cost reimbursement language, and their management capabilities.

5. Notification to Unsuccessful Proposals

Unsuccessful Proposers shall be notified of Brainerd & Crow Wing Public Transit System's Evaluation Committee's recommendation of award to the successful Proposer within seven (7) working days of said recommendation.

1.6 Proposal Protest Procedure

1. A formal letter of protest must be received at the City of Brainerd, 501 Laurel Street, Brainerd, MN 56401 to the attention of the City Administrator, within ten (10) business days of the date of the award notification letter. The letter must state specifically the reason for the protest and include any documentation needed to substantiate the claim(s).
2. Brainerd & Crow Wing Public Transit System will have ten (10) business days from the date of receipt of the protest letter in which to make a written response. The Brainerd & Crow Wing Public Transit System may extend the period for purposes of investigating the protest, if it is warranted, by notifying the complainant in writing of their intentions within the above-mentioned response time.
3. If the complainant, after receiving the final written response from the Brainerd & Crow Wing Public Transit System, is not satisfied that the reason for protest has been sufficiently resolved, he/she may file a request for an appeal to be heard by the City Council, City of Brainerd. Such request must be written and received

within the (10) business days from the date of the Brainerd & Crow Wing Public Transit Systems response letter. The letter shall be made to the attention of the City Administrator, who will schedule the hearing for the next available meeting of the Brainerd City Council and inform the complainant in writing of said date and time.

4. The Brainerd & Crow Wing Public Transit system will not receive any service or product described in the PROPOSAL document from the successful Proposal until the protest has been resolved.

2.0 DESCRIPTION OF TRANSIT SERVICE

2.1 General

The Brainerd & Crow Wing Public Transit system provides approximately 80,000 rides annually to the major population centers of Crow Wing. Currently, these are the cities of Brainerd, Baxter, Crosby area, and Pequot Lakes area (See Attachment 1a).

The available bus fleet consists of 6 active buses operating 7 demand response runs.

Current published bus service schedule, subject to authorization for any changes.

2.2 Definition of A Demand Response Service

A transportation service characterized by flexible routing and scheduling to provide curb to curb or point-to-point transportation at the user's demand and is provided to patrons who request service by telephone, either on an ad hoc or subscription basis. (Subject to availability and system capacity)

2.3 Definition of A Subscription/Standing Order

A Standing Order is Demand Response service in which schedules are arranged for riders who sign up for the service in advance. The passenger does not have to call to make an individual reservation. Subscription service may be limited due to capacity constraints. The bus will not go over 80% capacity used for regularly recurring trips by the same person or group of people. Charter Service is strictly prohibited.

2.4 Estimated Operating Hours -Description of Weekday Service

On weekdays, six buses provide Demand Response service within the corporate city limits of Brainerd and Baxter, and to the City of Crosby and Pequot Lakes area. One bus starts at 6:00 am and runs until 6:00 pm. One bus starts at 8:00 and runs until 4:30 pm. Two buses start at 7:00 and runs until 4:30 pm. Two buses run from 6:30 am to 4:30 pm.

For ALL Services, Buses are expected to arrive at their scheduled first stops in accordance with the beginning of the daily service hours and as late as the final stops of the scheduled daily service hours. Example: If there is a scheduled pick-up for 6:00 am the bus will be expected to

For Operation of Brainerd & Crow Wing Public Transit System for period of 7/1/2024 – 6/30/2027

arrive at the pickup address at 6:00 am. Routes will only be paid for by the actual published service hours provided to the public, and does not include pre-trip, post-trip, break periods, or travel time to/from the first/last stop. The contractor will only be paid for those actual hours in which the buses are operated “in service” in accordance with these specifications.

Holidays upon which bus service is currently not provided are: New Year’s Day, Memorial Day, Independence Day, Labor Day, Thanksgiving Day, Thanksgiving Friday, and Christmas Day. Holidays are subject to change based on the City’s authority to establish Holidays.

2.5 Estimated Operating Hours – Numerical Description

The approximate operating hours for each of the routes is as follows:

Service Hours provided to the public				
<i>Route</i>	<i>Days of Week</i>	<i>Hours of Service</i>	<i># hours/day</i>	<i># hours/week</i>
City Demand 1	Mon – Fri	8:30 am – 2:00 pm,	5.5 hrs/day	27.5
City Demand 1	Mon – Fri	8:30 am – 2:00 pm	5.5 hrs/day	27.5
City Demand 2	Mon – Fri	8:00 am – 4:30 pm	8.5 hrs/day	42.5
City Demand 3, early & late	Mon – Fri	6:00 am – 6:00 pm	12 hrs/day	60
City Demand 4	Mon – Fri	7:00 am – 4:30 pm	9.5 hrs/day	47.5
City Demand 5	Mon – Fri	7:00 am – 4:30 pm	9.5 hrs/day	47.5
County Demand Pequot	Mon - Fri	6:30 am – 8:30 am, 2:00 pm – 4:30 pm	4.5 hrs/day	22.5
County Demand Crosby	Mon - Fri	6:30 am – 8:30 am, 2:00 pm – 4:30 pm	4.5 hrs/day	22.5
Approx 15,470 hours/year			Approx 297.5 hours/week	
Dispatching –phone and RouteMatch		6:00 am – 6:00 pm	Approx 60 hours/week	

These service levels are approximate and are subject to the availability of necessary Federal, State, and local funding, as well as the needs of the community, and are subject to change. Service hours calculated do not take into consideration the number of hours needed for pre-trip/post-trip safety inspections or travel time to/from the first pickup or the last drop off in the service area. Service hours do not include break hours, which are not reimbursed by the City. Coverage for break periods must be provided by the contractor. This should be calculated into the total hourly cost to provide drivers and dispatchers for the service. Mileage should not be put on buses that are out of service.

2.6 Fleet and Equipment Inventory

The Brainerd & Crow Wing Public Transit System will provide the following equipment:

FLEET INVENTORY									
<i>Local Unit #</i>	<i>VIN # (last 5)</i>	<i>Active/ Backup</i>	<i>Class</i>	<i>Fuel Type</i>	<i>Model Year</i>	<i>Model</i>	<i>Type of Lift</i>	<i># of A/B seats</i>	<i># of w/c</i>
114	07129	B	400	Diesel	2013	Chev / Goshen	Braun	19	3
119	16386	A	400	Diesel	2013	Chevy Goshen	Braun	16	3
142	99632	A	400	Diesel	2014	Chev / Goshen	Braun	18	3
141	99235	A	400	Diesel	2014	Chev / Goshen	Braun	18	3
155	28273	A	500	Diesel	2016	Int'l/Goshen	Braun	33	3
161	17819	A	400	Diesel	2017	Chev / Goshen	Braun	19	2
171	60919	A	400	Gas	2017	Ford/Elkhart	Braun	20	2
172	01479	A	400	Gas	2018	Ford/Elkhart	Braun	20	2
181	04645	A	400	Gas	2019	Ford/Elkhart	Braun	20	2
191	60607	A	400	Gas	2019	Ford/Elkhart	Braun	20	2
201	34282	A	400	Gas	2022	Ford/Elkhart	Braun	20	2

All Brainerd & Crow Wing Public Transit System revenue transit vehicles are equipped with manual fare boxes and vaults.

All Brainerd & Crow Wing Public Transit System revenue transit vehicles are equipped with Motorola radios and Samsung tablets. (The system includes a base radio system, and antenna located at Brainerd City Hall).

The Brainerd & Crow Wing Public Transit System's fleet has a back-up vehicle to ensure daily operations of the Demand Responsive services. (See fleet inventory)

ADDITIONAL EQUIPMENT INVENTORY (Dispatch use)			
YEAR	ITEM	DESCRIPTION	LOCATION
2023+	Samsung Tablets	Mobile Data Tablet	Bus mounted
2014+	RouteMatch	Dispatching, Routing and Scheduling Software	Brainerd City Hall
2022	Telephone	Webex Business Calling Phone System	Brainerd City Hall
2002	Two-Way Base	Motorola 6700	Brainerd City Hall
2002	Two-Way Antenna	Motorola	Brainerd City Hall
2015+	Office Equipment	Misc.	Brainerd City Hall
2022+	Desktop Computers	Dell and monitors	Brainerd City Hall
2014+	A/V systems	AngelTrax	Bus mounted

For Operation of Brainerd & Crow Wing Public Transit System for period of 7/1/2024 – 6/30/2027

3.0 GENERAL CONTRACT CONDITIONS

3.1 Duration

The Contract shall be in effect for a 3-year period from beginning July 1, 2024, and ending on June 30, 2027.

3.2 Non-Discrimination

Public transportation shall be available to all persons, regardless of race, creed, color, national origin, religion, age, sex, or disability.

3.3 Non-Performance

The operator shall provide the City with a prompt, reliable and quality transportation service. The City of Brainerd will require strict adherence to the terms and specifications of the contract to be awarded, including but not limited to all related schedules, maintenance of equipment, employment of qualified personnel, enforcement of all city policies and state and federal laws, rules, and regulations. Failure to provide this service shall be considered non-performance under the contract. The following shall constitute non-performance and the City shall be entitled to liquidating damages according to the following schedule:

Non-Performance Metric	Liquidated Damages
Failure of operator to notify the City of vehicle breakdowns, accidents, injuries, or other unusual occurrences within one hour.	\$100 per occurrence
Failure of operator to comply with the procedures and the rules and regulations established by the City and all conditions of this contract.	\$100 per occurrence
Failure of operator to provide necessary reports, information, or other required data relating to the public transit system.	\$50 per occurrence per month
Failure of operator to maintain and repair vehicles adequately pursuant to the Maintenance Policy.	\$50 per day per bus per Preventative Maintenance task beyond the required mileage \$25 per missing pre-trip/post-trip inspection report \$25 per day per bus not receiving required exterior washing and interior cleaning \$50 per missing monthly maintenance record
Violations of any related city policies, operating procedures and/or State and Federal laws rules and regulations.	\$250 per occurrence
Failure of operator to have an adequate number of properly trained drivers and dispatchers to cover the day's routes and service hours.	\$250 per day per route
Failure of operator to maintain an adequate number of functional buses to cover the day's routes and service hours.	\$250 per day per route
Failure of operator to answer the dispatch	80-84.99% = \$50 per day

For Operation of Brainerd & Crow Wing Public Transit System for period of 7/1/2024 – 6/30/2027

telephone promptly and consistently at a rate of 85% or higher daily.	75-79.99% = \$100 per day 70-74.99% = \$150 per day Below 70% = \$250 per day
Inappropriate driver or operator behavior, language, or procedures in dealing with passengers, city staff, or the public.	\$100 per occurrence
Failure to accurately enter every trip into RouteMatch. Every ride requires a trip entered.	\$25 per erroneous or missing trip

In the event the City determines the operator has exhibited any of the above, the City shall notify the operator within one week of determining such occurrence. At the time of notification, the operator will be given an opportunity to be heard regarding the incident of non-performance. The operator, City Engineer, and Transit Coordinator will meet and review the incident at the operator's request. Appeals regarding non-performance items may be taken to the City Administrator or City Council. Notwithstanding anything to the contrary set forth in a provision, the remedy set forth in the first paragraph of this section shall not be the exclusive remedy of the City. The City reserves the right to pursue whatever other remedies may be available to it and in all events shall not be the exclusive or final remedy. Unreasonable and/or multiple violations of any terms, conditions or clauses included in this specification shall constitute a material breach of this contract.

3.4 **Termination**

If the Contractor is (1) adjudged to be bankrupt; (2) makes a general assignment for the benefit of creditors; (3) has a receiver on account of insolvency; (4) is guilty of substantial violation of any provision of the Contract; (5) fails to promptly pay employees or obligations incidental to proper performance of the Contract; or (6) persistently disregards or permits disregard by employees of laws, ordinances or instructions of the Brainerd & Crow Wing Public Transit Board (TAC) or its designated representative, then the City of Brainerd may, at its opinion, terminate the Contract without further obligation on the part of the City of Brainerd and/or Crow Wing County to the Contractor except for the expenses incurred prior to the termination. If the Brainerd & Crow Wing Public Transit or its designated representative believes any action or non-action of the Contractor represents an immediate threat to public safety, the City of Brainerd may suspend service for so long a period as they deem necessary.

Brainerd & Crow Wing Public Transit may terminate the Contract at any time, with or without cause, upon 30 days written notice to the Contractor. If the Contract is terminated, Brainerd & Crow Wing Public Transit will pay Contractor on a pro rata basis for services satisfactorily performed or delivered. In the event Brainerd & Crow Wing Public Transit cannot or does not obtain funding from the STATE or other funding source, or funding cannot be continued at a level sufficient to allow for the purchasing of the services or goods contained within the Contract, the Contract may be immediately canceled at Brainerd & Crow Wing Public Transit's option, by written notice of cancellation delivered in person, by e-mail, or via facsimile to Contractor at the address specified within the Contract. Brainerd & Crow Wing Public Transit will not be obligated to pay for any services or goods provided by the Contractor after such notice of cancellation.

3.5 **Assignment**

This Contract or any part thereof may not be assigned by the Contractor without prior written consent of the Brainerd & Crow Wing Public Transit System and the City of Brainerd.

3.6 **Ownership**

Buses, fare boxes, communication equipment, and all technology resources and related data will be furnished by the Brainerd & Crow Wing Public Transit System and shall remain the property of the City of Brainerd and Crow Wing County. The Contractor shall maintain the buses in as good a condition as received, normal wear and tear expected.

Under no circumstances shall the city owned vehicles or equipment, or other materials associated with the public transit system to be used for, or in conjunction with, any personal use or other business operations other than those services set forth in this contract.

To maintain program and transit system identity, the public transit vehicles shall not be used for charter or private purposes.

3.7 **Budgets, Routes, Schedules, Fares, Promotion**

The Brainerd & Crow Wing Public Transit system retains the authority to establish and determine routes and schedules of service for public transportation in the transit system. The authority to fix and alter fares, changes connected to operation of the transportation system and the authority to conduct marketing, public relations programs and promote the use of the transportation system shall remain with the Brainerd & Crow Wing Public Transit system. If requested by the Brainerd & Crow Wing Public Transit System, the Contractor shall make recommendations to the Brainerd & Crow Wing Public Transit System relating to service extensions, route planning and Transit service policies (See Attachment 1).

3.8 **Performance Bond**

THE CITY OF BRAINERD WILL NOT REQUIRE A PERFORMANCE BOND AS PART OF THIS CONTRACT.

4.0 **SERVICES TO BE PROVIDED BY THE CONTRACTOR**

4.1 **Management**

4.1.1 **General**

The Contractor shall provide the managerial services as are usual and customary for sound and effective operation of a public transportation system, and to provide, but not be limited to, the following services:

1. General Daily Operations.
2. Safety, driving, dispatching and public relations training.

For Operation of Brainerd & Crow Wing Public Transit System for period of 7/1/2024 – 6/30/2027

3. Operations and maintenance accounting and office management.
4. Equipment Maintenance.
5. Adherence to fare collection policy (attachment #1c)
6. Daily interior cleaning/sanitizing and, as weather allows, weekly washing of the exterior.
7. Facilities and garage accommodations.
8. Dispatching services including routing and dispatching software and MDC's or similar mobile device for each bus.
9. Recording, resolving, and maintaining a log of customer complaints.
10. Labor/employee relations and personnel management along with providing copies of disciplinary actions taken against employees for non-compliance of personnel policies of the contractor.
11. Performance and recording of daily bus preventive maintenance check and copied to Transit Coordinator. (See Attachment2b)
12. Provide driver uniforms as approved by Brainerd & Crow Wing Public Transit.
13. Adopt and comply with drug and alcohol policies, procedures, and testing, as required by the Federal Transit Authority (FTA) and/or Mn/DOT. A copy of policy must be provided to City.
14. Provide driver training to include defensive driving, passenger assistance, maltreatment awareness, first aid/CPR, customer relations, and civil rights.
15. Training to be scheduled through an approved Mn/DOT Training Program within 6 months of driver hire date.
16. Handling of fueling credit cards.
17. ALL security issues, including keys, tablets, cameras, network access, database, website, etc. shall be under the City of Brainerd's complete authority.

4.1.2 **Manager**

The Contractor shall furnish a manager, who shall assume active management of the transit system for and on behalf of the Brainerd & Crow Wing Public Transit System. The Contractor shall submit its manager's name and qualifications (resume) as a part of their proposal. The manager should have the ability and time to manage staff that are housed in a City provided facility.

4.1.3 **Personnel**

Contractor shall employ, train, supervise, provides wages and workers compensation to qualified, licensed and responsible drivers and dispatcher employees in a sufficient number to

For Operation of Brainerd & Crow Wing Public Transit System for period of 7/1/2024 – 6/30/2027

operate an efficient transit service as outlined in these specifications. Contractor shall maintain and provide documentation of current CDL, endorsements, DOT physical, and Drug and Alcohol tests before driver assumes duty of operating City owned equipment along with a certification letter provided with each monthly invoice in which ensures that all drivers provided by the Contractor are properly licensed and tested. The Contractor shall furnish qualified, licensed, and responsible drivers necessary for the safe operation of buses used in providing service and shall furnish all other necessary personnel for continued operation of the service, including but not limited to; dispatching, maintenance, cleaning and washing, operations and maintenance, accounting, legal, clerical, and managerial personnel, and will assume all labor and other contractual obligations thereto.

It is specifically understood that all personnel furnished by the Contractor in connection with the performance of service shall be and remain the employees of the Contractor. The Contractor shall pay all wages, salaries, fringe benefits, social security taxes, workers compensation and unemployment compensation or other contributions as required by law. The Contractor shall be considered an “Independent Contractor” as the term is used under the laws of the State of Minnesota.

- The Contractor shall abide by all federal, state, and local laws, rules, ordinances with respect to its employees.
- The Contractor shall not discriminate against any employee or applicant for employment because of race, creed, color, religion, sex, age, or national origin.
- The Contractor shall take affirmative action to ensure that applicants employed and that employees are treated during employment without regard to their race, creed, color, religion, sex, age, or national origin. Such action shall include, but not be limited to the following:
 - Employment, upgrading, demotion or transfer, recruitment, or recruitment advertising, lay-off or termination, rates of pay or other forms of compensation and selection for training.
 - The Contractor shall post in conspicuous places available to employees and applicants for employment, notices to be provided by the contracting office setting forth the provisions of this non-discrimination clause.

The Contractor shall, in all solicitations or advertisements for employees placed by or on behalf of the Contractor, state that all qualified applicants will receive consideration for employment without regard to race, creed, color, religion, sex, age or national origin.

4.2 **Driving**

The Contractor shall provide driving services required and as set forth below and elsewhere in the Specifications. Contractor shall submit a copy of driver job description and hiring qualifications with proposal. At a minimum, drivers shall be required to:

Drivers shall:

1. Possess a valid Minnesota Commercial Driver’s License appropriate for the size of the bus being driven along with all proper endorsements.
 2. Possess a valid DOT Physical Examination card and have the physical ability to
- For Operation of Brainerd & Crow Wing Public Transit System for period of 7/1/2024 – 6/30/2027

- assist passengers with disabilities and passengers with carry-on parcels.
3. Willingness to assist and cater to the special needs of senior citizens, persons with disabilities, etc. including general knowledge of requirements under the ADA rules.
 4. Be able to read, write and speak the English Language.
 5. Have knowledge of roads and major activity centers in the transit service area.
 6. Have knowledge of and be trained in the use of handicapped lift and security devices including tie downs and shoulder belts.
 7. Have knowledge and ability to perform preventive maintenance / pre-trip checks (See Attachment 2b).
 8. Operate a tablet, visually verify cash deposited into the farebox (confirmation of correct fare), make reports and abide by all Transit Policies.
 9. Be neat in appearance.
 10. Willingly assist public passengers in a courteous and respectful manner.
 11. Maintain fuel and fluids in the transit vehicle and document on daily log sheets.
 12. Deal courteously and effectively with passengers and the public.
 13. Have driven a motor vehicle or vehicles at least 10,000 miles prior to employment.
 14. Be screened by the Contractor for driving record, background check and driving violations. Anyone convicted within the past five (5) years of (a) driving while under the influence of drugs, intoxicating liquor or non-intoxicating malt beverages or (b) careless or reckless driving, shall not be considered for employment.
 15. Submit to pre-employment and ongoing random drug tests throughout employment, in accordance with FTA 49 CFR Part 655 and 49 CFR Part 40, as amended. Provide negative results. Comply with Federal FTA Drug and Alcohol Policies.
 16. Obey all traffic laws.

4.2.1 **Drivers' Training**

Primary and substitute drivers shall receive the following training on an ongoing basis and provide City the records of such training:

1. Classroom defensive driving.
2. Passenger assistance.
3. Abuse awareness and prevention (child & elderly).
4. First Aid/CPR.
5. Drug & alcohol training, FTA Regulations.

Operators and their drivers are encouraged to attend any or all Mn/DOT Transit training sessions offered.

Anyone convicted within five (5) years prior to employment of (a) a crime involving harm to a person or (b) driving while under the influence of drugs or intoxicating liquor or non-intoxicating malt beverages or careless or reckless driving shall not be considered for employment. The Contractor shall provide a monthly certification statement to the Brainerd

& Crow Wing Public Transit that each driver has been properly trained and licensed, and is physically, mentally, and legally qualified to operate the vehicle and to assist passengers. No person shall drive a transit vehicle without this certification. The manager shall not permit a driver to drive if the driver has consumed an intoxicating liquor or non-intoxicating liquor or non-intoxicating malt beverages or a drug within eight hours prior to the time he/she begins driving, or if the driver is intoxicated or is under the influence of a drug which would influence driving ability when he/she is to begin driving.

It is the policy of Brainerd & Crow Wing Public Transit to uphold the safety of all Brainerd, Baxter, and Greater Crow Wing County residents. Therefore, if a driver employed by the contractor, while driving an Agency bus, is involved in any moving violation of the traffic laws of the State of Minnesota, or is found to bear most of the responsibility for causing a traffic accident or collision of any description, that driver will be subject to discipline up to and/or including immediate termination and/or the following disciplinary steps:

1. First Offense: Verbal warning from the contracted Transit Manager copied to Transportation Coordinator.
2. Second Offense: Written warning from the contracted Transit Manager copied to Transportation Coordinator.
3. Third Offense: Driver's employment as contracted driver is terminated.

4.2.2 **Driver Uniforms**

The Operator shall provide or require the employees to provide and wear clean, seasonably appropriate uniform shirt and jacket and identification badge. The Operator shall require the employees to wear clean trousers or knee length uniform style shorts and appropriate footwear. Any further uniform requirements will be provided by the Brainerd & Crow Wing Public Transit System.

4.2.3 **Collection of Revenue**

All revenues derived from the operation of the transit system shall be and remain from the initial receipt thereof, the absolute property of the Brainerd & Crow Wing Public Transit System and the City of Brainerd. The treatment of such revenues including the banking and the accounting shall be as directed by City Finance Director and follow the established fare box policy.

Fare Box Policy (Attachment #1c)

1. The Transit Drivers shall deliver the fare boxes to the City of Brainerd Administrators Office, or designated alternate, located in Brainerd City Hall each evening following work shift.
2. The fare box money is counted by at least 1 supervised employee of the City of Brainerd Administrators Office.
3. A receipt or deposit is written, and the total amount of fare box money is

For Operation of Brainerd & Crow Wing Public Transit System for period of 7/1/2024 – 6/30/2027

- documented in the Receipt Book located in the City Administrators Office.
4. The fare box money is then deposited in the bank by an employee of the City Administrators Office.

Agency Fare Rates (subject to change) are located on the City of Brainerd Transit webpage <http://www.ci.brainerd.mn.us/195/Transit>

4.3 **Dispatching and Communications**

The Contractor shall operate dispatching and passenger scheduling. Reservations shall be handled by the Contractors employee dispatcher at Brainerd City Hall located at 501 Laurel Street, Brainerd, MN 56401.

4.4 **Dispatching Office**

The Brainerd & Crow Wing Public Transit System shall furnish the necessary office space, equipment, and utilities, including telephone, as may be required to properly and efficiently perform the Dispatching services required under this proposal. The Brainerd & Crow Wing Public Transit System Dispatching office is currently located at 501 Laurel St. Brainerd, MN 56401

4.4.1 **Dispatcher Qualifications and Responsibilities**

A high degree of professionalism and patience is required from all dispatchers. Contractor shall submit a copy of dispatcher job description and hiring qualifications with proposal.

Dispatchers Shall:

1. Answer telephones quickly, pleasantly, and professionally at a rate of 85% of calls answered, or higher, during normal service hours. Deal courteously and effectively with passengers and the public. Records of call answering will be provided to the Contractor's Manager on a weekly basis.
2. Be thoroughly familiar with roads and major activity centers in the transit service area.
3. Accurately input and record data within RouteMatch including names, addresses, pick up and destination information and billing information.
4. Computer knowledge including database management, Microsoft Excel, Word, e-mail, and the ability to work with trip scheduling software.
5. Keep records, make reports, multi-task, understand services and policy.
6. Have knowledge of vehicle capacities, handicapped lift and security devices usage including tie downs and shoulder belts.
7. Be neat in appearance. Business casual dress required
8. Willingness to assist and cater to the special needs of senior citizens, persons with disabilities, etc. including general knowledge of requirements under the ADA.
9. Act as first response to all public passenger inquires/record complaints.

For Operation of Brainerd & Crow Wing Public Transit System for period of 7/1/2024 – 6/30/2027

10. Be subject to random drug and alcohol testing throughout employment.

4.5 **Maintenance**

The operator shall maintain all transit vehicles and keep them in good mechanical condition. The following maintenance activities shall be considered incidental to the operation of the transit vehicles. There shall be no separate compensation for these items:

- A. The operator's drivers shall conduct a daily vehicle inspection using the DRIVER'S DAILY CHECK LIST attached in the exhibits.
- B. All transit vehicles shall be clean on both the interior and exterior prior to being placed into service each day.

The Contractor shall maintain buses and related equipment. The Contractor shall use maintenance standards as recommended by the manufacturer and as set forth by the Brainerd & Crow Wing Public Transit Vehicle Maintenance Policies and Procedures (attached item 2a) The City reserves the right to modify maintenance schedules relating to fluid change intervals and tune up schedules. All maintenance expenses, both corrective and preventative, shall be fully reimbursed by the City of Brainerd, except the two mentioned above (daily inspections and cleaning).

4.5.1 **Repairs**

The operator shall arrange for the repair of all transit vehicles. Repair parts and labor are reimbursable. The operator will contact the Transit Coordinator prior to performing engine or transmission replacement or other "major" repair items exceeding \$500. Items included under repairs are as follows:

The Brainerd & Crow Wing Public Transit System reserves the right to periodically take and inspect each bus to determine whether it is being properly maintained.

4.5.2 **Garage**

The Contractor shall supply garage space for all transit vehicles, equipment, and supplies reasonably necessary for the operation of the transit system. The garage location shall be located within 10 miles of Brainerd City Hall and subject to approval by the Brainerd & Crow Wing Public Transit System and the City of Brainerd.

4.6 **Fuel**

Fuel for the transit vehicles shall be paid for using Agency-provided fuel cards. Each bus will

For Operation of Brainerd & Crow Wing Public Transit System for period of 7/1/2024 – 6/30/2027

have individually assigned fuel cards to be used for fueling purposes only. The contractor shall fuel at local retail fueling stations as convenient and economical as able. Drivers will be required to enter a PIN consisting of the last 4 digits of their social security number. Drivers must be registered with the Agency prior to granting access to the fuel cards. Only approved personnel will be allowed to pump fuel into the buses after receiving appropriate instructions.

4.7 **Records and Reports**

The Contractor shall provide the Brainerd & Crow Wing Public Transit System with the necessary information to be included in the monthly reports on or before the eighth (8th) day of each month. The Contractor shall keep and maintain records on forms approved by the Brainerd & Crow Wing Public Transit System. Information contained in these reports shall include, but not limited to, the following items.

The operator, through the transit drivers and dispatcher, shall collect the following data via RouteMatch by accurately and completely entering all customer, trip, and fare information.

The operator shall submit reports containing the following information along with monthly invoices:

- A. Vehicle ending odometers.
- B. Monthly maintenance records of city owned vehicles both CM and PM by vehicle.
- C. Monthly Published Route Service Hours provided by route by day for drivers.
- D. Monthly Published Dispatch Hours provided by day.
- E. Copies of all compliments/complaints received including summary and disposition.
- F. Copies of all accident/injury reports, denied service, breakdowns, and tows.
- G. Monthly certification of all Drivers legal authority to drive the buses.

4.7.1 **Complaints**

Complaints shall be taken and recorded by the third-party operator. The operator will work cooperatively with transit staff to investigate and resolve all complaints. The operator will inform the Transit Coordinator of all complaints received. Communications, which initially appear to be a complaint but are resolved through a clarification of the operating policy, shall not be listed as a complaint (i.e., timeliness, customer service, drivers, etc.) The operator shall complete a summary of complaints to be submitted to the Transit Coordinator monthly. Unresolved or excessive complaints of similar type or substantiated complaints related to safety could be grounds for non-performance of contract.

4.8 Measurement of Quantities

Payments to the operator shall be based on the unit prices bid for each bid item, PERFORMANCE REQUIREMENTS, plus reimbursable expenses. Payment of the unit price for each item shall be compensation in full for all equipment, personnel, materials, facilities, and miscellaneous expenses including but not limited to the following for each item:

A. Transit Monthly Overhead

Payment of this item shall be compensation in full for fixed monthly expenses which may include, but is not limited to, such items as equipment at storage facilities, office supplies, employee training, drug testing, insurance, supervisory personnel, record keeping, monthly accounting and billing.

B. Transit Bus Operation

This item shall be compensation in full for expenses associated with the service hour operation of transit vehicles on a "per vehicle/per hour" basis. This should include items such as management and driver compensation and benefits, pre-trip/post-trip time, travel time to first stop, break time, and cleaning of buses.

This item shall be measured by actual approved published service hours provided.

C. Contractor Provided Transit Dispatching

This item shall be compensation in full for the expenses associated with dispatching the transit system and may include items such as dispatcher wages and benefits. This item shall be measured from 6:00 am through 6:00 pm not including breaks or lunches on each operating day to coincide with the hours of transit service. Dispatch service shall be provided for the entire 12 hours of service.

D. Reimbursable Expenses

Reimbursable expenses include items such as repairs to Agency-owned vehicles. The operator shall consult the Agency prior to making expenditure if there is any question as to whether the expenditure is reimbursable. Further, the operator will make a reasonable attempt to contact the Agency for preauthorization relating to any reimbursable expenses.

4.9 Billing

The operator shall provide the City with an invoice for each month of operation. Payment due the operator shall be based on the sum of the hourly rates bid, times (x) the number of hours of published service provided by each bus operated, the monthly overhead, and reimbursable expenditures.

For Operation of Brainerd & Crow Wing Public Transit System for period of 7/1/2024 – 6/30/2027

Said invoices for each month shall be submitted to the City by the 8th of the month following the month of service. Invoices shall be accompanied by the data described in Section 4.1.7, above.

Payment of said invoice shall occur after the 3rd Monday of each month following the receipt of the invoice on a timely basis.

4.10 Insurance

RECIPIENT will obtain insurance policies from an insurance company having an "AM BEST" rating of A- (minus); Financial Size Category (FSC) VII or better and must be authorized to do business in the State of Minnesota.

1. Workers' Compensation Insurance

During the term of this agreement, the third-party contractor is to provide workers' compensation insurance in accordance with the statutory requirements under Chapter 176 of the state of Minnesota Statutes.

2. Commercial General Liability Insurance

Contractor is required to maintain insurance protecting them from claims for damages for bodily injury, including sickness or disease, death, and for care and loss of services, as well as from claims for property damage, including loss of use which may arise from operations under this contract. **Evidence of third-party contractors' insurance must be filed annually with the City of Brainerd.**

Contractor must have minimum insurance coverage of \$2,000,000.00 per occurrence. The following coverage's will be included:

- Premises and Operations Bodily Injury and Property Damage
- Personal and Advertising Injury
- Blanket Contractual Liability
- Products and Completed Operations Liability
- State of Minnesota named as an Additional Insured

3. Commercial Automobile Liability

Contractor is required to maintain insurance protecting them from claims for damages for bodily injury, including sickness or disease, death, and for care and loss of services, as well as from claims for property damage including loss or use which may arise from operations under this contract.

- Minimum insurance amounts are the same as provided in clause 2 above.

In addition, the following coverages should be included:

- Owned, Hired, and Non-Owned Automobile
- State of Minnesota named as an Additional Insured

4. Excess Insurance.

An Umbrella or Excess Liability Insurance Policy may be used to supplement contractor's policy limits to satisfy the full policy limits required by this Grant Contract. A- (minus); Financial Size Category (FSC) VII or better and must be authorized to do business in the state of Minnesota. The insurance company shall deliver to the designated Brainerd & Crow Wing Public Transit System contact, certificates of all insurance required above with a 30-day notice of cancellation, non-renewal or material change provision included, signed by an authorized representative, and stating that all provisions of the specified requirements are satisfied. The Contractor shall not perform any services under the contract for services with the City of Brainerd until the insurance required by the document has been secured by the Proposer and approved by the City of Brainerd. The cost for said insurance shall be part of the hourly rate shown on the proposal sheet.

The Contractor shall immediately notify the Brainerd & Crow Wing Public Transit System of all accidents involving buses listed on the fleet roster. Accidents involving physical injury or vehicle damage shall be immediately reported to law enforcement and to the Brainerd & Crow Wing Public Transit System as soon as possible. The Company shall submit the following reports to the Brainerd & Crow Wing Public Transit System within two (2) business days.

The Contractor shall submit the following reports to the Brainerd & Crow Wing Public Transit System as soon as they are available.

1. Accident report from the driver
2. Post-Accident Individual Drug and Alcohol Test Determination completed by Supervisor.
3. Pictures and/or supportive materials to visualize scene and property
4. Drug and Alcohol test results, if conducted/applicable

For Operation Of Brainerd & Crow Wing Public Transit System

5. Accident report from local, county, and/or state police

4.11 Independent Contractor

It is expressly understood that the Contractor is an independent contractor for purposes of this agreement and all persons employed by Contractor in the performance of any work or services required or provided in this agreement shall not be considered employees of Brainerd & Crow Wing Public Transit System for any purposes whatsoever, including, but not limited to, workers' compensation coverage, unemployment insurance benefits, social security coverage, or

For Operation of Brainerd & Crow Wing Public Transit System for period of 7/1/2024 – 6/30/2027

retirement membership or credit, or any and all such claims shall in no way be the obligation or responsibility of the City of Brainerd or Crow Wing County.

4.12 Liability

- A. To the extent allowed by law, the Contractor shall indemnify, hold harmless and defend the City of Brainerd and Crow Wing County, its officers, agents, and employees from all claims, damages or liability of any kind arising out of any acts, errors or omissions of Contractor, its agents, or employees, in furnishing services or performing work pursuant to this Agreement outside of those claims covered under the City of Brainerd's general liability and motor vehicle insurance.

- B. Notwithstanding section 4.8 A. and in consideration of the fact that the City of Brainerd & Crow Wing County does not hire, train, or supervise Contractor's employees performing the services required by this Agreement, Contractor shall be solely responsible for all acts performed by its employees in the implementation of this Agreement. As such and without regard for the coverage provided by the Brainerd & Crow Wing Public Transit System general liability and motor vehicle insurance, Contractor shall indemnify, hold harmless and defend Brainerd & Crow Wing Public Transit System, its officers, agents, and employees from all claims, damages or liability of any kind arising out of any acts, errors or omissions of Contractor or its agents or employees in furnishing services or performing work pursuant to this Agreement

- C. Indemnity

To the extent allowed by law, the Contractor shall indemnify and hold harmless the City, the Minnesota Department of Transportation, and their agents and employees from and against all claims, damages, losses and expenses, including attorney's fees arising out of or resulting from any action involving the transit operations or any other provision of this contract provided that any such claim, damage, loss or expense is caused in whole or in part by an act or omission of Contractor or anyone directly or indirectly employed by them.

Notwithstanding the previous, and in consideration of the fact that the City does not hire, train, or supervise Contractor's employees performing the services required by this Agreement, Contractor shall be solely responsible for all acts performed by its employees in the implementation of this Agreement. As such and without regard for the coverage provided by the City's general liability and motor vehicle insurance, Contractor shall indemnify, hold harmless and defend City, its officers, agents, and employees from all claims, damages or liability of any kind arising out of any acts, errors or omissions of Contractor or its agents or employees in furnishing services or performing work pursuant to this Agreement.

4.13 Regulatory Assurances

The Proposer by submission of his/her proposal assures Brainerd & Crow Wing Public Transit
For Operation of Brainerd & Crow Wing Public Transit System for period of 7/1/2024 – 6/30/2027

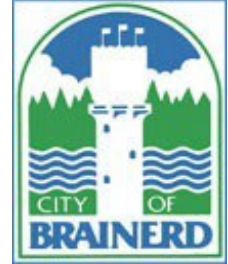
System that he/she shall comply with, and be bound by all applicable federal, state, and local laws, rules, and ordinances, including but not limited to those included in these Specifications (See Attachments #3 & #4) and shall complete all required reports and submit them to the Brainerd & Crow Wing Public Transit System within eight (8) working days of the end of the reporting month.

Contractor agrees to cooperate with any monitoring or audit visits of the City of Brainerd, MnDOT, or Federal government, including on-site inspections, disclosure of records, and surveys of passengers. Contractor agrees to maintain financial books and records in accordance with generally accepted accounting standards.

4.14 FTA Drug and Alcohol Policy

- A. Contractor shall furnish, within 30 days of contract award, their adopted Federal Transit Administration Drug and Alcohol Policy. Said policy must follow FTA Drug and Alcohol regulations 49 CFR Part 655 and 49 CFR Part 40, as amended. The Contractor shall also submit a list of proposed test sites, Medical Review Officer, and Substance Abuse Professionals within 30 days of contract award, and annually thereafter with the federally required report.
- B. Federal regulations require recipients of federal funding from Section 5311 Formula Grants for Rural Areas and Intercity Bus to develop and implement a program for testing employees that perform safety-sensitive functions for prohibited drug use and alcohol misuse. The federal grant recipient (Minnesota Department of Transportation-MnDOT) and its subrecipients, including subcontractor(s) that perform safety sensitive functions on behalf of subrecipients, are required to report the results of their drug and alcohol testing conducted under DOT-FTA authority to FTA each year via the Drug and Alcohol Testing Management Information System (DAMIS), even if no drug and alcohol testing occurred under FTA authority during the reporting year. The due date is February 15th of each year.

MEMO



TO: Transportation Advisory Committee
FROM: Crystal Gauthier, Transit Coordinator
DATE: January 25, 2024
RE: Transit Department Update

Staff received the fully executed operating contract from MnDOT for 2024 as well as the 2023 replacement vehicle selection notice with 2023 projected pricing. Updated vehicle pricing is expected to be sent with the contract in the spring.

Blue Sky Transit onsite operations manager, Aaron Sandbakken, has submitted his formal resignation effective Friday, January 26th, 2024. Mr. Sandbakken was hired at the beginning of August and with his experience in maintenance and management he thoroughly turned around important operation items that the third-party contractor had been severely lacking in. General Manager Kevin Pursey and a floating manager from Jefferson Lines will be filling in until a new onsite operations manager can be hired. One of Blue Sky's dispatchers also put in his resignation notice effective February 9th, 2024. That position has also been posted.

Upcoming projects staff have been working on are updating policies and procedures to recommended best practices per the comprehensive review findings. Quarterly billing, and monthly reporting. As well as drafting the Request for Proposal for 2024 transit operating services in preparation of opening the solicitation next month.

Additional Transit updates:

- Overall ridership is looking good and looking up. Brainerd ridership continues to grow.
- The call answered percentages are still at an above average percentage.
- Continued work on monthly reporting and reviewing 3PC and maintenance invoices.
- Executed Productive Alternatives memorandum of understanding.
- Continued promotion of excellent customer service and professionalism by the third party contractor and their employees.



Operating Statistics - Brainerd

For Time Period: 1/1/2023 - 12/31/2023

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	Operating Days	One Way Trips	Attendant	Guest	No Show	Total Passengers	Cancel	New Customer	Revenue
	Service Hours	Revenue Hours	Non Revenue Hours	Service Miles	Revenue Miles	Non Revenue Miles	Passengers/Service Hour	Service Miles/Service Hour	Passengers/Service Miles
1/1/2023-12/31/2023	253 15,224.88	41,905 14,290.33	407 934.55	3,229 200,035	998 190,860	45,541 9,175	10,582 2.99	413 13.14	\$ 157,710.75 0.23
December 2023	20 1,092.75	2,546 1,000.25	18 92.50	129 11,739	87 10,702	2,693 1,037	707 2.46	25 10.74	\$ 11,391.25 0.23
November 2023	20 1,102.30	2,643 1,028.33	16 73.97	56 12,242	60 11,210	2,715 1,032	663 2.46	22 11.11	\$ 11,579.00 0.22



Operating Statistics- Brainerd

For Time Period: 1/1/2022 - 12/31/2022

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	Operating Days	One Way Trips	Attendant	Guest	No Show	Total Passengers	Cancel	New Customer	Revenue
	Service Hours	Revenue Hours	Non Revenue Hours	Service Miles	Revenue Miles	Non Revenue Miles	Passengers/Service Hour	Service Miles/Service Hour	Passengers/Service Miles
1/1/2022-12/31/2022	254 16,349.95	49,979 15,000.22	601 1,349.73	2,720 224,801	2,474 215,265	53,300 9,536	9,717 3.26	469 13.75	\$ 144,284.75 0.24
December 2022	21 1,289.08	3,926 1,211.38	51 77.70	272 17,588	126 17,165	4,249 423	1,269 3.30	41 13.64	\$ 11,387.00 0.24
November 2022	20 1,348.83	4,300 1,268.08	37 80.75	220 18,974	77 18,515	4,557 459	991 3.38	52 14.07	\$ 12,557.75 0.24



Operating Statistics - Brainerd

For Time Period: 12/1/2023 - 12/31/2023

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	Operating Days	One Way Trips	Attendant	Guest	No Show	Total Passengers	Cancel	New Customer	Revenue
	Service Hours	Revenue Hours	Non Revenue Hours	Service Miles	Revenue Miles	Non Revenue Miles	Passengers/Service Hour	Service Miles/Service Hour	Passengers/Service Miles
12/1/2023-12/31/2023	20 1,092.75	2,546 1,000.25	18 92.50	129 11,739	87 10,702	2,693 1,037	707 2.46	25 10.74	\$ 11,391.25 0.23
December 2023	20 1,092.75	2,546 1,000.25	18 92.50	129 11,739	87 10,702	2,693 1,037	707 2.46	25 10.74	\$ 11,391.25 0.23
November 2023	20 1,102.30	2,643 1,028.33	16 73.97	56 12,242	60 11,210	2,715 1,032	663 2.46	22 11.11	\$ 11,579.00 0.22