



Coordinator Name

Kenny Mulder

Planning Team

- Tammy Dolan – Administrative Assistant
- Deena Bean – Central Garage Manager
- Robin Ray – South Garage Manager
- Lloyd Givens – Fleet Maintenance Manager
- Deniece Boehm – Safety and Training Manager
- Annette Orf – North Garage Manager

Description of the Program (2012-2013)

Safe and reliable transportation services in a comfortable environment are key components to ensure students arrive at their place of study at the designated times to meet the required educational minutes as prescribed in Individual Education Plans. The transportation department provides services to approximately 4200 students on approximately 280 bus routes

Description of How the Program's Services are Developed and Delivered

The program was developed and continues to evolve as a part of the Special Education Process. When the IEP team determines that there is a need for transportation as a related service, necessary information is gathered, processed and forwarded to the transportation database. The routing department imports the data into the routing software to generate and adjust routes. After verification of the adjusted routes, parents are notified and the new routes are put into effect. The process can take up to ten days and is dependent on accurate and timely transmission of information.

Key Program Stakeholder Groups

- | | |
|--|---|
| <input type="checkbox"/> Students | <input type="checkbox"/> Board of Education |
| <input checked="" type="checkbox"/> Parents | <input type="checkbox"/> Taxpayers |
| <input checked="" type="checkbox"/> Staff | <input type="checkbox"/> Other (Specify.) |
| <input checked="" type="checkbox"/> Administrators | |

Student and/or Stakeholder Needs Addressed by the Program

SSD relies on safe and efficient transportation of students to and from schools to meet their educational goals.

Overall Goals of the Program

Goal 1: Provide safe transportation. (CSIP Objective 4.2) **

Expected Measurable Outcomes

- 1.1 Incidents* will decline over a three year period.
- 1.2 Accidents* per 100,000 miles will decline over a three year period.
- 1.3 Preventable accidents* per 100,000 miles will decline over a three year period.
- 1.4 Workers' compensation claims will decline over a three year period.
- 1.5 Inspection results for each garage will exceed State averages.

<p>Goal 2: Provide efficient transportation for SSD students. (CSIP Objective 4.2)**</p>	<p>2.1 On time bus arrivals at school will be higher than 98%. 2.2 Absenteeism will decline in each category over a three year period. 2.3 Efficiency and quality will be evidenced by transportation awards. 2.4 Breakdowns per 100,000 miles will decline over a three year period. 2.5 Fleet age will be less than state and national average.</p>
<p>Goal 3: Set targets to evaluate appropriate transportation to SSD students in order to develop guidelines to determine transportation as a related service (CSIP strategy 4.2.3).</p>	<p>3.1 Establish benchmarks for the number of students who are transported to their home school by disability. 3.2 Establish benchmarks for accommodations provided for students.</p>

Evaluation Questions

- What is the status of the program’s progress toward achieving the goals?
- What do students and other stakeholders consider to be the strengths and weaknesses of the program?
- What do staff consider to be the strengths and weaknesses of the program?
- How does the program’s actual implementation compare with the program’s design?
- How should priorities be changed to put more focus on achieving the goals?
- How should goals be changed? Any added or removed?

Data Collection Methods

- Surveys and questionnaires
- Interviews
- Document reviews
- Observations
- Focus groups
- Case studies
- Assessments
- Other (Specify)

***Operational Definitions**

Accident refers to a collision in which damage to property or personal injury is over \$500.

Incident refers to an accident not involving another vehicle with damage to property less than \$500. For example, a broken mirror would be an incident if no other vehicle were involved.

Preventable accidents refer to accidents which investigation has determined the driver could have prevented. For example, an accident in which the driver received a citation would be a preventable accident.

**CSIP Objective 4.2 includes both safety and efficiency. “Provide safe and efficient transportation of students”



Evaluation Results

What is the status of the program's progress toward achieving the goals?

Goal 1: Provide safe transportation. (CSIP Objective 4.2) **

Measurable Objective 1:	1.1 Incidents* will decline over a three year period.		
Results: Met. Incidents declined from 1.206 per 100,000 miles to 0.954 per 100,000 miles.			
Year	Incidents	Annual Miles	Incidents per 100,000 miles
2010-2011	33	2,735,359	1.206
2011-2012	20	2,684,457	0.745
2012-2013	23	2,410,577	0.954

Measurable Objective 2:	1.2 Accidents* per 100,000 miles will decline over a three year period.		
Results: Met. Non-preventable accidents declined from 0.877 to 0.747 over the period.			
Year	Non-Preventable	Annual Miles	Preventable accidents per 100,000 miles
2010-2011	24	2,735,359	0.877
2011-2012	24	2,684,457	0.894
2012-2013	18	2,410,577	0.747

Measurable Objective 3:	1.3 Preventable accidents* per 100,000 miles will decline over a three year period		
Results: Not Met. Preventable accidents increased from 0.987 to 0.996 although the total number of preventable accidents declined. Total mileage also declined.			
Year	Preventable	Annual Miles	Preventable accidents per 100,000 miles
2010-2011	27	2,735,359	0.987
2011-2012	23	2,684,457	0.857
2012-2013	24	2,410,577	0.996

Measurable Objective 4:	1.4 Workers' compensation claims will decline over a three year period.		
Results: Not Met. Total claims rose from 391 to 425 over the period.			
Coverage Description	2010-2011	2011-2012	2012-2013
WORKERS COMPENSATION - INDEMNITY	88	71	78
WORKER'S COMPENSATION - MEDICAL ONLY	303	364	347
Sum:	391	435	425

Measurable Objective 5:	1.5 Inspection results for each garage will exceed State averages.				
Results: Met. All garages exceeded State average for each year.					
<u>School Bus Inspections</u>					
	Year	State Average	South	Central	North
	2010-2011	84.30%	95%	100%	85%
	2011-2012	87.70%	98%	96%	94%
	2012-2013	88.30%	93%	100%	91%

Goal 2: Provide efficient transportation for SSD students. (CSIP Objective 4.2)**

Measurable Objective 1:	2.1 On time bus arrivals at school will be higher than 98%.			
Results: Met				
On Time Performance				
	Year	South	Central	North
	2010-2011	99.20%	95.50%	99.40%
	2011-2012	98.70%	99.70%	99.60%
	2012-2013	99.10%	99.50%	99.40%

Measurable Objective 2:	2.2 Absenteeism will decline in each category over a three year period.					
Results: Met for North Garage. Not met for Central and South Garages.						
Absentee Rate						
	South Driver	South Monitor	Central Driver	Central Monitor	North Driver	North Monitor
2010-2011	4.30%	4.70%	4.00%	4.00%	4.90%	3.60%
2011-2012	3.80%	4.70%	4.40%	5.50%	3.50%	5.30%
2012-2013	5.20%	5.00%	7.30%	9.10%	4.50%	3.40%
These percentages Do Not include LOA* or FMLA* absences.						

Measurable Objective 3:	2.3 Efficiency and quality will be evidenced by transportation awards.					
Results: Met. SSD's Transportation department has multiple awards over the last several years. For 2012-13 the following awards are notable.						
2012 Missouri's Best Technician/Inspector Competition						
<u>Technicians</u>						
1 st Place – John Henningfeld, Special School District of Saint Louis County						
<u>Inspectors</u>						
1 st Place – Kevin Roe, Special School District of Saint Louis County						
3 rd Place – Josh Lang, Special School District of Saint Louis County						
<p>Ken Mulder, Director of Transportation for the Special School District (SSD) of St. Louis County, was named the <i>2013 Administrator of the Year</i> at the 48th Annual M.A.P.T. Conference and Trade Show held recently in Columbia, MO.</p>						

Measurable Objective 4:	2.4 Breakdowns per 100,000 miles will decline over a three year period.		
Results: Met. Breakdowns decreased from 3.656 to 3.319 over the period.			
Year	Breakdowns	Annual Miles	Breakdowns per 100,000 miles
2010-2011	100	2,735,359	3.656
2011-2012	139	2,684,457	5.178
2012-2013	80	2,410,577	3.319

Measurable Objective 5:	2.5 Fleet age will be less than state and national average.		
Results: Met. SSD fleet age is 5 Years while national fleet age is 8.5 years.			

Goal 3: Set targets to evaluate appropriate transportation to SSD students in order to develop guidelines to determine transportation as a related service (CSIP strategy 4.2.3).

Measurable Objective 1:	3.1 Establish benchmarks for the number of students who are transported to their home school by disability.		
Results:			
Students Transported to Home School by Primary Disability**			
Primary Disability	Number of students transported	Number of students transported to home school	Percent of students transported to home school.
Autism	865	430	49.7%
Deaf	58	3	5.2%
Emotional Disability	325	79	24.3%
Hard of Hearing	48	9	18.8%
Intellectual Disability	707	393	55.6%
Learning Disability	39	27	69.2%
Language Impaired	30	17	56.7%
Multiple Disability	284	102	35.9%
Other Health Impaired	210	109	51.9%
Orthopedic Impairment	43	34	79.1%
Speech Impaired	12	10	83.3%
Traumatic Brain Injury	24	11	45.8%
Young Child Dev Delay	336	81	24.1%

Measurable Objective 2:	3.2 Establish benchmarks for accommodations provided for students.		
Results:			
Baseline of Accommodations Provided 2014			
	Total Ridership	Accommodations	% of Riders
Aide	2992	699	23.4%
Air Conditioning	2992	331	11.1%
Curb to Curb*	2992	2125	71.0%
Lift	2992	206	6.9%
SeatVest	2992	448	15.0%
These data reflect ridership in March 2014			

What do key staff and stakeholders consider to be the strengths and opportunities for improvement /weaknesses of the program?

<p>Strengths</p> <ul style="list-style-type: none">• <i>Inspection results at all three garages were higher than state average.</i>• <i>All three garages report on time percentages over 99%.</i>• <i>Non-preventable accidents declined over a three year period.</i>
<p>Opportunities/Weaknesses</p> <ul style="list-style-type: none">• <i>Preventable accidents increased over a three year period.</i>• <i>Worker's compensation claims rose over a three year period.</i>• <i>Current process does not have guidelines to assist IEP teams in determining if transportation should be a related service.</i>• <i>Daily absences at South and Central garage have increased.</i>

How well aligned are the program's priorities and processes with the goals of the program?

<p>The program's priorities and processes are well aligned with the goals of the program.</p>

Deployment Level of Program Services: Services are fully deployed without significant weaknesses or gaps in any areas or schools.

Should priorities be changed to put more focus on achieving the goals? Yes No

Should goals be changed, added or removed? Yes No

Evaluation Implications

General Recommendation Resulting from the Evaluation

Select from the following possible recommendations resulting from the evaluation:

- Continue the program as is. It is meeting or exceeding all expected outcomes.
- Expand the program, replicating effective components.
- Streamline, refine, or consolidate elements of the program.
- Redesign the program.
- Reevaluate the purpose and/or goals of the program.
- Discontinue ineffective or nonessential program components.
- Discontinue the program.
- Other (Specify.)

Action Plans

- Review processes with all transportation staff identifying high incident and accident percentages and expanded training time to address areas identified as high risk for preventable accidents.

- Review all compiled data from past three years to identify common causes of workman's compensation to create and implement corrective actions including additional training for drivers and monitors.
- Work with administrators and staff to provide guidance and information such as behavior plans, medical plans and specific equipment for students needed to provide safe transportation.
- Improve processes for guiding IEP teams to use to make decisions regarding transportation as a related service to increase students receiving transportation in the least restrictive environment.
- Work with Human Resources to align absence policy with labor contract.

Review of Previous Action Plans

- *Reduce the number of worker's compensation related injuries by continuing with a review committee of third party administrators, loss prevention consultants and management to analyze like claims; thus, creating presentations to review with the workforce identifying possible strategies and prevention. Updating job descriptions detailing all requirements needed to effectively service special needs routes will ensure all employees can meet the physical requirements needed and possibly reduce the number of workers compensation claims related to daily work activities.*

Transportation department created third party administrative review committee with members from insurance department, insurance company and transportation administrators to review worker's compensation claims to reduce numbers. Transportation and Human Resources are currently updating job descriptions to include physical requirements.

- *Work closely with the Human Resources Department to expedite the processing of new hires will enable the department to more quickly fill vacant personnel positions. Create a sub-pool of drivers similar to the concept of substitute teachers to pull from on occasions when absenteeism exceeds the 10% spare ratio.*

Creation of a Sub pool was not feasible due to lack of applicants.

- *Preparing a fleet that meets student needs continues to be the primary focus on continuing with a fleet rotation/replacement schedule to maintain a viable spare bus fleet to meet any route size or need. Current fleet specifications have been continually modified to meet the ever changing student needs.*

Transportation Department recently updated majority of fleet following rotation replacement cycle.

- *With the implementation of new IEP software, Exceed, that will affect the current flow of transportation information, the transportation staff work closely with the district's technical department to ensure minimal loss of time for students who need transportation services. Moving forward, the transportation department will work with training department to prepare essential staff for the new process. This will ensure student data is updated to reflect the students' most recent IEP requirements. The placement and upgrade to the routing software on the district server has enabled administrators to gain access to student transportation information without having to contact the transportation office directly.*

Transportation Department worked with Planning and Development to implement professional development for secretarial and administrative staff to improve processing of data related to student transportation as a related service.

- *Educate staff and incorporate an atmosphere throughout Special School District that encourages close relationships with the transportation department to ensure that IEP driven services requested can be met realistically and with minimal loss of educational time.*

Transportation staff has increased number of IEPs attended and work with all parties to promote smooth process for providing transportation as a related service.

- *Require all community based instruction requests and work sites have prior approval from the transportation department before securing such sites.*

Process has been implemented to review guidelines for community based instruction prior to requesting transportation.

- *In dealing with those districts that utilize block scheduling, decision makers need to be aware of the impact on transportation and problem solve with the IEP team the student's schedules before scheduling more than one location or varying pickup/drop off times.*

Transportation staff work with decision makers in IEP meetings to prepare and plan transportation.

Cost and Funding Source The costs are included in the budget.

***Operational Definitions**

Accident refers to a collision in which damage to property or personal injury is over \$500.

Curb to Curb refers to the accommodation of picking the student up from their home rather than from a general pickup point in the area.

FMLA – The Family and Medical Leave Act of 1993 (**FMLA**) is a United States federal law requiring covered employers to provide employees job-protected and unpaid leave for qualified medical and family reasons.

LOA – Leave of absence that does not qualify under the Family Medical Leave Act guidelines.

Incident refers to an accident not involving another vehicle with damage to property less than \$500. For example, a broken mirror would be an incident if no other vehicle were involved.

Preventable accidents refer to accidents which investigation has determined the driver could have prevented. For example, an accident in which the driver received a citation would be a preventable accident.

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