Program Evaluation Question(s)
Is safe and efficient transportation to and from school provided in compliance with MSIP standards 8.14 and SSD Board Policy?

I. Program/Service Information

1. Name of Program or Services: Transportation

2. Personnel Responsible for Evaluation and Program (list):
   Ken Mulder, Director of Transportation (Oversees all locations)
   Robin Orsbon, Administrative Assistant
   Karen Sides, Central Garage Terminal Manager
   Carl Bay, South Garage Terminal Manager
   Deniece Boehm, Safety & Training Manager
   Kelly O’Connell, Routing Supervisor

3. Demographic Description of Program:

   Location(s):
   **Central Garage**
   10022 Meeks Blvd
   Olivette, MO 63132
   # of Staff: 17
   # of Drivers: 83
   # of Aides: 48
   Third year of Service

   **South Garage**
   12735 West Watson Rd.
   Sunset Hills, MO 63124
   # of Staff: 4
   # of Drivers: 55
   # of Aides: 34
   Third year of Service

   **North Garage (MV Student Transportation)**
   1832 Derhake Rd.
   Florissant, MO 63033
   # of Staff: 9
   # of Drivers: 116
   # of Aides: 62
   Third year of Service
**Transportation Standard Program Evaluation**

4. Date of Evaluation (Year/Duration):
   July 2006-June 2007

5. Goal/Objective of Program/Services:
   To provide safe and reliable transportation services for all students within Special School District through constant monitoring of safe driving practices, creating efficient routes and maintaining the bus fleet to state standards.

6. Brief description of relationship between program goals, CSIP and MSIP Standards:
   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.

**II. Evaluation Criteria for Programs/Services Offered (check type utilized)**

The evaluation procedures and the criteria are used to evaluate program goals and objectives. What data are you going to use to answer your evaluation questions?

- Accident rates
- Safety Inspection Results
- Equipment failures and breakdowns
- Daily log of bus arrival times
- Fleet age
- Overall cost per mile
- Maintenance cost per mile
- Equipment cost per mile
- Fuel cost per mile
- Labor cost per mile
- Buses available per route scheduled
- Timing verifications
- Bus drivers training schedule/requirements
- Yearly training schedule
- Principal survey results
II. Description of Stakeholders Engagement in Program Evaluation:

Ken Mulder, Director of Transportation (Oversees all locations)
Robin Orsbon, Administrative Assistant
Karen Sides, Central Garage Terminal Manager
Carl Bay, South Garage Terminal Manager
Lloyd Givens, Maintenance Manager
Deniece Boehm, Safety & Training Manager
Kelly O’Connell, Routing Supervisor
Annette Orf, Transportation Manager for MV student transportation
Rich Carver, Chief Financial Officer

Weekly TEAMS meeting are held with all transportation staff stakeholders to review previous week’s data collection. In an effort to be proactive and solve outstanding issues in a timely manner; the following items are reviewed at each meeting: Daily driver and aide attendance, maintenance status of all vehicles, operations discussions, review of routes identified that need adjustments for time and/or disciplinary/behavior issues, the on-time performance of routes is reviewed by garage. Transportation Director meets with the CFO weekly to discus any issues or events that may have occurred during the week and implements action plans to resolve them.

IV. Results
Describe the results by using percentage, means, and other measurements.

1. Strengths of program/service
   - Constant communication between building administrators, parents, managers and drivers enabled the transportation department to react quickly to issues identified regarding route timing and safety needs for students.
   - Had a consistent and cohesive training program for drivers and aides to keep current with state and industry standards.
   - The number of accidents per mile was decreased from 04-05 to 05-06 (see appendix #4).
   - For the second year in a row DESE has awarded the maintenance department with an Exemplary School Bus Maintenance Award (see appendix #4)
   - The Missouri Highway Patrol has awarded them with the Total Fleet Excellence Award and placed decals on all of our buses to show their appreciation.
   - The maintenance departments’ effective maintenance program has also resulted in receiving 100% on recent unannounced spot state inspections.
   - 90 percent of school principles surveys noted”very satisfied or satisfied” with bus services.
On time performance “delivery to and from school” (see appendix 1 pg.3) indicated that north garage was on time 97.9 percent for the year, central garage was on time 99.3 percent for the year and south garage was on time 99.2 percent for the year.

2. Concerns regarding program/service
Maintaining a reliable driving force is the biggest challenge for all transportation departments. Regularly scheduled daily absences usually run at approximately five percent of the driving force; couple that percentage with two percent of staff on long term disabilities, four percent out on workman’s compensation or long term leaves, meeting the daily needs of routes required becomes challenging.

While the program is quite young within the district; the aging of the bus fleet is another concern (see appendix #4). With over three million miles traveled a year, consideration should be given on rotating buses out on a replacement schedule. The number of recalls on the current fleet has presented many challenges for the maintenance department and to present date; are still ongoing issues which have caused the number of breakdowns to increase from 30 in 04-05 to 44 in 05-06(see appendix #4). Contracting with partner districts to provide transportation has resulted in the transfer of over forty buses, which has impacted the number of available spare buses we have to cover routes when performing routine preventative maintenance and when a bus is at the dealer for repairs.

Receipt of accurate student information from district/school secretaries in the routing department has also created concerns. The current electronic program does not verify information against the most recent individualized educational plan and has resulted in some students receiving transportation services that were not required. Incorrect data entry by either party; district/school secretaries or the transportation staff, can result in an additional time delay in establishing bus service.

Special School District currently partners with over twenty three school districts to provide educational services to students. More of these districts are opting to use the “block” scheduling as part of their yearly curriculum. In an effort to transition students back into the general education environment, IEP’s require weekly scheduled minutes at the partner school in the general education classroom. Because partner districts utilize block scheduling, the end result is varying daily schedules to transport student from the general education location to Special School District buildings. Scheduling buses with these modified times becomes quite challenging when they change daily.
3. Recommendations regarding program/service

Daily driver attendance is critical in providing timely transportation services. Terminal managers should have the flexibility of preparing for each day’s dispatch by determining how many personnel should be excused for time off on any given day. While the turnover rate for drivers within the district is lower than industry standards; the processing of new hires can be quite lengthy. Allowing the transportation department to manage the application process within the District’s guidelines would expedite this process to quickly fill vacant personnel slots.

Preparing a fleet that meets student needs will be the primary focus on implementing a rotation/replacement schedule and will create 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. Creating a fleet that allows for buses to be switched from route to route without modifications or size restrictions will allow mechanics to focus on maintenance instead of moving equipment from one bus to another to meet daily dispatch needs.

The District and the transportation department are in the process of implementing a program to electronically submit student transportation requests. Through this process, student data will be sent directly to transportation’s routing software from the students Individualized Education Plan. This conversion is expected to be complete prior to the end of the school year.

Transportation services are usually the last thing considered during an IEP process. 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.

Develop and conduct a parent satisfaction survey to be sent out in October of 2007 to all parents; establish an advisory committee of about ten to fifteen members to consist of transportation staff, parents, principles, students, secretaries, drivers and bus aides to meet twice a year to review data, advise of solutions and set goals to improve services if needed.
V. Action Plan for Recommendations as A Result of Program Evaluation

Person responsible to champion action plan

Kenny Mulder

Timeframe for reporting updates to Board of Education
1st Update: March, 2007
2nd Update: August, 2007

____________________________________  Date:_________
Signature of Administrator Responsible for Chairing Evaluation
Training provided
In-service training provided to transportation employees within the last 12 months
New Employees without any prior experience receive at least 27 hours of classroom training and at least 19 hours of behind the wheel training. New employees with previous bus driving experience with current licenses and permits receive at least 10 hours of classroom training and 3 hours behind the wheel training. Individuals that are rehires within the last 12 months, with current a current license and permit receive 7 hours of classroom and 3 hours of behind the wheel training.

Classroom and Behind the Wheel Training cover:
- Pre & Post trip inspections
- Defensive Driving Techniques
- Emergency Procedures
- Loading & Unloading
- Special Needs Passengers
- Student Management
- Activity Trips
- State & Local Laws
- Mirror usage
- Inclement weather driving precautions

Safety meeting topics – (meetings are held once a month at each garage)
Central & South Garages
- Accident procedures
- Assessing the need to Evacuate, and the general procedures for Emergency Evacuations.
- Adverse weather/Railroad crossing procedures
- Loading & Unloading/Back to the Basics
- Rules of the Road
- Bully Prevention (bullying is never ok and what you can do to stop it.)
- Sensitivity training and Types of Special Needs
- Post trip Inspections (check for sleeping children)
- Safety Vests and Star Seats
- Seizures/First aide
MV Transit
Rules of the Road
Review of Cell Phone and Seat Belt usage on the bus
Drug/Alcohol policy
Back to Basics
Mirror Usage (video & discussion)
The Most Common Collision (Smith System)
Harassment in the Work Place
(Continuous Encouragement) Be Cautious/ School is out, more children unattended
(Continuous Encouragement) Be Cautious/ Road Construction and Tourist
Kick off meeting (Policies & Procedures, Review Accident Package)
Focus on Safety
Bus Evacuation Drills

Individualized training is also provided given a student’s particular disabilities. Every driver also is evaluated at least once a year by either a trainer or supervisor, during which their driving techniques and safety habits are evaluated.

Emergency Evacuation Drills – Dates (past 12 months)

4/17/06 through 4/21/06  10/16/06 through 10/20/06

Appendix # 3

Note location of the following documentation:

District Bus Accident Forms
All completed accident forms for SSD vehicles are kept both at Central Garage, 10022 Meeks, St. Louis, MO 63132 and at Central Office, 12110 Clayton Rd., St. Louis, MO 63131.

All completed accident forms for MV Student Transportation are maintained at their facility at North Garage, 1832 Derhake, St. Louis, MO 63033.

Bus Driver Physical Examinations
All physicals for SSD bus drivers are kept at Central Garage
All physicals for MV drivers are kept at North Garage.
Current Licenses / Permits for Bus drivers
Copies of all licenses and permits for SSD employees are kept in each employee’s personnel file at Central garage.

Copies of all licenses and permits for MV transportation employees are kept in their personnel files at North garage.

Insurance Records
All insurance records for SSD vehicles are kept at Central Office. Proof of insurance cards are kept in every bus and posted with the dispatch areas at Central & South garages.

Insurance records for MV are kept in their safety office and proof of insurance cards are on each of their vehicles.

Spring & Summer Inspection Results
Inspection results for SSD vehicles are kept in the Maintenance Office at Central Garage.

Inspection results for MV buses are maintained by their Maintenance Supervisor at North Garage.

Transportation Contracts
Transportation contracts are kept in the Purchasing Department of the Business and Finance Office, at Central Garage and with the Director of Transportation.

Written Bus Discipline Policy
The Board of Education has created a policy. Forms for reporting discipline problems to schools are supplied by SSD for drivers to use.

Written Procedures for Reported Positive Result
Such procedures are kept at Central and North Garages.

Pre-Trip Bus Inspections
All current pre-trip books are kept on their assigned bus along with the previously completed book of 30 days. All other completed books are kept at their respective garages.

Review of Student Load & Unloading Zones
All loading & unloading zones are monitored by Road Supervisors. Records of those observations are maintained at Central Garage.
TRANSPORTATION PROGRAM EVALUATIONS

SAFETY

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**PASSING RATE OF INSPECTION**

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<tr>
<td>SOUTH GARAGE</td>
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<tr>
<td>NORTH GARAGE</td>
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* The Department of Elementary and Secondary Education provides an Exemplary School Bus Maintenance Award to school districts and/or contractors who have 90% or more of their buses pass the Missouri State Highway Patrol spring school bus inspection on their first attempt. All three of our garages have received this award for the last two years.

* The Highway Patrol has awarded us the Total Fleet Excellence Awards to display on our buses the last two years.

**BREAK DOWNS**

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* Mainly due to the problems with the 2005 International VT365 engines and the brake systems

**FLEET AGE**

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**EFFICIENCY**

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## Transportation Standard Program Evaluation

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* FY05 PARKWAY TRANSPORTED WHEELCHAIR STUDENTS ON GENERAL ED ROUTES. HIGHER OVERHEAD FOR AIDE AND ROUTER.

** FY06 INCLUDES ONE TIME START UP COSTS.
## Transportation

### Standard Program Evaluation

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## Transportation Standard Program Evaluation

### FY05 ACTUALS vs FY06 ACTUALS

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### BUSES AVAILABLE PER ROUTES & SCHEDULED

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Progress in Motion

Annual Report on Pupil Transportation
TransPar Group, for St. Louis County SSD
2005/2006 School Year
Mission Statement

The transportation department shall provide safe, on time transportation to all SSD students and other constituents in the most efficient manner possible while displaying maximum courtesy and respect to all stakeholders and operating in accordance with federal, state, and local laws and ordinances.
Executive Summary

SSD’s Transportation Department achieved a great deal of success and progress in the 2005/2006 school year. This report serves to communicate this progress and update the district on significant matters that were addressed in the past year, as well as anything of significance on the horizon for 2006/2007.

Key achievements for 2005/2006 were as follows:
- All three garages honored with Excellent Safety Inspection Sticker Award
- Adopted requirements of Bill 487 — background checks and endorsements
- Diligent pursuit of improving on time service
- Improved County Cab’s service
- Fully implemented TransitFinder routing software
- Reduced bus count by more effective routing
- 90 percent of school principals surveys noted “very satisfied or satisfied” with bus service

We strive to fulfill the District’s transportation needs by partnering with the district’s officials and staff to deliver the best possible service within the established parameters. The following narrative expands on certain service opportunities and challenges faced during the year, and how those matters were addressed.
Safety

The transportation department is responsible for this community’s most precious resource – its children – during the most vulnerable part of the school day: the time spent on public thoroughfares between school and home. Given that situation, safety must be – and is – the department’s paramount concern.

Activities that figure into the safety equation include the training of reliable drivers; the maintenance and inspection of the bus fleet; and a cooperative, team-based focus on safety by every member of the department.

Last year brought with it many good things. Our recent Missouri State Safety Inspection heralded outstanding results for all three locations. The north garage posted 96.7 percent, south 98.2 percent, and central 96.5 percent with all three being 100 percent by end of day, which is a significant factor for the state. All three garages qualified for the prestigious State of Missouri’s Excellent Safety Inspection Sticker Award. The awards were presented at the MAPT State Conference in July by DESE.

New guidelines set forth by House Bill 487 went into effect July 1, 2006, and stipulated that every district in the state must conduct fingerprint criminal background checks on all new hires. These guidelines were already in place within SSD, but upon the start of the new taxi contract, all County Cab drivers were required to complete this check. The transportation department also incorporated this check into the yearly Quality Assurance Audits to make sure all new hires, County Cab, MV Student Transportation, and SSD drivers/aides were submitted and reviewed.

House Bill 487 also included a requirement that all drivers transporting students to and from school have an “S” endorsement on their operator’s permit, replacing the “School Bus Driver Permit.” All drivers were required to take a written test and all drivers holding a CDL, including taxi drivers, had to take the school bus skills test. Our office coordinated with the state to provide the written test at our facility, thereby relieving drivers from having to go to the Department of Motor Vehicles for testing. We worked with all locations and vendors to ensure all drivers received the “S” endorsement by Sept. 1, 2005, as well as adding it to our Quality Assurance Audit.

Looking ahead, the transportation department will work diligently with MV Student Transportation and County Cab to improve driver responsiveness to discipline issues and constituent complaints, and review any training determined necessary.
On Time Performance

On time performance is a critical deliverable for the transportation department. Schools run on a tight and complex schedule that depends on students arriving on time to begin the school day.

Meeting the standard for on time performance remains the district’s most significant transportation challenge, and one we are addressing aggressively. Our goal has been and continues to be to create a more cost-efficient and service-oriented transportation system without infringing on individual schools or their educational programs.

On time performance for the north garage was 97.9 percent for the year. Several steps were taken to ensure the garage was running to contract specifications prior to school start, including instituting:

- Start-up meetings with managers and dispatchers
- Staff training on the TEAMS program
- Meet and greets with all MV staff, drivers and aides.
- Weekly visits to the garage throughout the school year

Minor driver shortages and a vacant safety trainer position contributed to shortfalls during the MV Quality Assurance Audit. Actions were put in place to correct the mileage reporting procedures, and have already shown significant improvement.

On time performance for the central garage was 99.3 percent for the year. This garage also experienced some minor driver/aide shortages, but was able to absorb those shortages and run consistently throughout the year. Several tasks were completed to enhance the overall operation, and include:

- New driver trip sheets that improved mileage reporting accuracy
- TEAMS web site created and used
- Improved financial budgeting/reporting that led to a more accurate budget
- Coordinated device and special needs training with SSD Nursing Office
- Creation and execution of driver recruitment plans
- New driver sign-in exception sheets created and enforced
- Development of new exceptionality handbook

On time performance for the south garage was 99.2 percent for the year. The south garage experienced some driver/aide shortages this year because of leave of absences (LOAs). Four additional aide positions should help rectify the problem.

Significant route reductions were seen at this garage as a result of transferring the majority of 27 routes from SSD responsibility to Parkway. Additional route reductions as a result of Rockwood taking seven routes are scheduled for the 2006/2007 school year.

Our taxi vendor, County Cab, just completed its first year of our current contract. Two localized issues have put a strain on the St. Louis taxi business over the past year, creating service issues we’ve had to manage. These issues encompass rezoning, allowing for more fare opportunities throughout the city and county. This situation, combined with an increase in homeless transportation and time-of-day issues, are stretching the pool of school bus certified drivers to the limit.

We continue to monitor and work with County Cab daily to manage these issues, and continue to route efficiently, moving students onto buses whenever feasible. Looking ahead, the transportation department will work closely with County Cab to ensure higher on time performance percentages.
Efficiency

Efficiency in school transportation is a key deliverable because of the financial challenges facing public school systems across the nation. Every dollar saved by the transportation department is a dollar that can be redirected to the classroom. Highlights of efficiency improvements are detailed below.

The transportation department is in its second year of implementing a new routing software system – Transfinder. A new routing manager was hired in August 2005, and has streamlined the process. We continue to route safely and efficiently with route reductions of one bus from the 2004/2005 school year, (not counting Parkway) for a total savings of approximately $68,500, while average student ride-times remain under 60 minutes. CBI and midday routes increased as a result of increased program demands.

Our newest endeavor to find every possible routing efficiency was GPS route tracking. We purchased two portable GPS units that allowed us to monitor route timing and traffic congestion. It is our hope that this will result in better route development.

Several issues surfaced this year concerning the accuracy of student data between the data general system and the student IEPs. Conflicts were discovered concerning aide requirements, curb-to-curb service and specialty services. As a result, we are currently working with Transfinder, ENCORE and SSD personnel to establish an online, direct data exchange between the system’s student data system and Transfinder. This project will allow for reduced data entry errors and, most importantly, improved responsiveness to routing issues. This new data exchange will be tested during the first semester of the 2006/2007 school year with implementation scheduled for the end of 2006.

In an effort to reduce carbon emissions around our schools, and to enhance fuel savings, we instituted a “no idling” policy at all schools.

Maintenance continues to be a bright spot for the transportation department. As our state inspection results confirmed, our maintenance team stays ahead of issues and continually monitors problems. International Bus mechanical problems continued this year with all 65 buses needing significant warranty service. Midwest Transit continues to work with us to correct myriad mechanical and electrical problems on these buses. Additionally, we have seen an increase in alternator failures this spring. We coordinated with the alternator manufacturer to supply specialized onsite training for rebuilding and increasing the alternator’s output, thereby reducing maintenance costs.

Looking ahead, the transportation department will work diligently to monitor and evaluate routes running in construction zones throughout the metro area, ensure appropriate use of GPS technology, and reduce the number of supervisors without jeopardizing safety, thereby saving the district approximately $40,000 per year. Additionally, we will become more active with budget and cost control and develop monthly cost analyses.
Courtesey and Respect for Stakeholders

Labor issues continued last year, but improved communications efforts are producing results. We implemented TransPar’s new management program – TEAMS – wherein regular meetings were established between the director, managers and shop stewards. Open communication has helped resolve issues before they become problems. A committee of management and union employees worked together to update the 2006/2007 Driver & Aide Handbook. This was a good experience for all and helped to generate better understanding between the parties.

A new wage package was developed and is awaiting union and board final approval and a formal driver recruitment plan was developed using TransPar software for 2005/2006. This plan along with route attrition has helped to keep driver supply at the proper level. A new recruiting plan is in place for 2006/2007.

Customer service is of major importance within transportation whether serving a parent, client district personnel or SSD personnel. Quick and courteous service is the goal. As a manner of evaluation, quality assurance surveys were sent out to all schools in December 2005 with results indicating favorable service with room for improvement in route timeliness and timely information. We will continue to address these issues with staff/contractors and our driver work force, and look forward to improving further in 2006/2007.

Overall Category: (all schools combined)

| Very Satisfied & Satisfied Responses: | 567 | 90.5% |
| Somewhat Satisfied: | 45  | 7.1%  |
| Not at all Satisfied: | 15  | 2.4%  |

Strongest/Favorable rankings: Transportation Dept. Responsiveness and Driver Courtesy

Weakest/Unfavorable ranking: Route Timeliness

This year saw a change in local TransPar management. A new general manager/director was brought in to better oversee the entire operation and improve communication with SSD management. Of particular note was his board presentation on seatbelt issues and the proposed state law.

Looking ahead, the transportation department will continue to improve communication with contractors, client school districts, and SSD schools and administration via face-to-face meetings, telephone conversations and other media. Additionally, we will continue to conduct Quality Assurance Audits to ensure compliance with state, local and contractual obligations.

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