



# Ministry of Education Effectiveness & Efficiency Follow-up Review

## **Student Transportation Services of Waterloo Region**

E&E follow-up review

May 2012

Final report

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The English version is the official version of this report. In the situation where there are differences between the English and French versions of this report, the English version prevails.

À noter que la version anglaise est la version officielle du présent rapport. En cas de divergences entre les versions anglaise et française du rapport, la version anglaise l'emporte.

## **Executive Summary**

This report details the findings and recommendations of an Effectiveness and Efficiency Follow-up Review (E&E Review) of Student Transportation Services of Waterloo Region (STSWR or the Consortium) conducted by a review team (E&E Review Team) selected by the Ontario Ministry of Education (the Ministry). The Consortium provides transportation services to the Waterloo Region District School Board (“WRDSB”) and the Waterloo Catholic District School Board (“WCDSB”).

The first E&E Review report was issued in November 2008 (the original report) and this follow-up report is intended to document the changes made by the Consortium to date. This report is designed to provide an overall assessment of the Consortium and outline the incremental findings and recommendations that were particularly noteworthy.

The E&E Review evaluates four areas of performance – Consortium Management, Policies and Practices, Routing and Technology use and Contracting practices - to identify whether the Consortium has implemented any best practices and recommendations from the original report; and to provide incremental recommendations on opportunities for improvement. The evaluation of each area was then utilized to determine an overall rating for the Consortium that will be used by the Ministry to determine any in-year funding adjustments that are to be provided.

### **Original review summary**

The review of Consortium Management found that the Consortium exhibited many of the governance, consortium management and financial management related best practices expected through the E&E Review process. Key recommendations included incremental improvements to the Consortium’s governance and consortium management efforts. Specifically, recommendations included defining the role and responsibilities of the Board of Directors and the CMC; long term and short term planning; developing key performance indicators (KPIs); execution of purchase of service agreements with the Member Boards; and development of staff performance evaluation, training and management policies and procedures.

The Consortium displayed good efforts in establishing Policies and Procedures. It displayed best practices in areas of organizing a professional development day for drivers and involvement with the school traffic safety committee. Key recommendations arising from the original review related to developing and adopting a consolidated policy manual for transportation services, writing special needs policies and operational procedures and developing a safety training policy.

The review of the Consortium's Routing and Technology use found that STSWR had clearly begun a major organizational initiative that focused on the efficiency and effectiveness of the routing scheme. The redesign of technician assignments, the establishment of a formal planning calendar, instituting a program of performance measurement, and evaluating the viability of alternative routing schemes were excellent initiatives. However, at the time of the E&E review these efforts were still in the very early stages of implementation or were still being planned. Some of the key recommendations were training of technicians, improving frequency of student data imports; expanding reporting and operational analysis and redesigning existing run networks.

The Consortium's Contracts were found to generally exhibit best practices with respect to contract management, contract clauses and compliance monitoring. The key recommendations were to have written contracts established with taxi companies in order to mitigate the risk exposure of the Consortium, include additional clauses in the Operators' contract and utilize competitive procurement methods.

The Consortium was rated as **Moderate-Low** following the initial review.

### **Follow-up review summary**

The Consortium has substantially implemented all of the recommendations made in the original report.

STSWR has exhibited exceptional commitment and dedication to effective and efficient management practices. There are a number of factors contributing to this organization's success including, but not limited to, strong and focused leadership with an emphasis on the development, success and importance of the team. Outlined below are some of the factors and leading practices currently being implemented by the Consortium that can be leveraged by other Consortia in the Province.

### **Governance support**

Effective, cooperative and coordinated leadership in the Consortium's governance structures have played a significant role in developing the Consortium to the level at which it is at today. The structure has clearly defined lines of reporting and appropriate policies and protocols in place to ensure accountability and transparency. Additionally, there is a clear understanding of the roles of the Consortium's governance structures and the implementation of this understanding demonstrates the clear division between oversight and operations. The governance structures have set an appropriate framework within which Consortium management has been free to operate as efficiently and effectively as possible.

## **Strong leadership and team work**

The STSWR team is a dedicated group of individuals that have embraced the changes that have challenged their organization, and others in the Province, in the last several years and demonstrated what is truly possible when a team pulls together and continuously strives for excellence. The management of the Consortium leads by example and sets a tone for individual accountability and continuous improvement. The management team has earned the trust and respect of the governance organizations which enables the governance committee members to be comfortable with their strictly oversight role and the trust and respect of their team which enables true leadership through turbulent times.

## **Policies and practices**

It is clear from the results of this follow-up review that STSWR carefully considered each of the Policy and Practice recommendations from the original E&E and implemented these recommendations in a manner that is appropriate to the needs and requirements of the Consortium and its Member Boards. While the documentation and processes now support effective and efficient service, follow-through remains a concern. A formal bell time management policy, for example, was developed and adopted while a recent effort by STSWR to actually coordinate bell times failed to garner the support of either Board. Although the adoption of the policy and the manner in which STSWR conducted the analysis met the intention of the original recommendation, changes in how the process is managed will need to be considered to gain the support and passage of further initiatives by each of the Member Boards.

## **Routing and Technology**

It is evident that the Consortium was determined to meet or exceed the recommendations as discussed in the original E&E. Specific improvements in the area of technology include the full implementation of the Consortium's interactive website and the use of AVL to assist in the route planning and verification processes both of which are best practices. Training is comprehensive and includes a targeted approach to improve the individual skills of each of the staff members. An improved coding structure and improvements in the management and transfer of data along with the insourcing of special needs planning meets the goals of the recommendations and promotes not only effective and efficient routing solutions but the analysis of important key performance indicators. While recent proposed changes in bell times were not implemented, the Consortium has fully demonstrated its understanding of the recommendation and its ability to present options to its Member Boards for consideration.

## Contracts

The Consortium has met all of the expectations of the original E&E review through the execution of comprehensive contracts with its Bus and Taxi operators. The Consortium implemented competitive procurement despite facing many initial challenges with respect to existing Taxi by-laws. The Consortium displays many best practices in Contract Management which could be an example for other consortia in the province. The Consortium has taken an excellent approach to engage the latest technologies to monitor Operators' compliance to the contracts and overall performance.

## Funding adjustment

The E&E Review Team recognizes the Consortium as an example for other Consortia operating in the Province. The efforts of the Consortium exhibit a positive attitude towards continuous, ongoing improvement and, in light of its achievements to-date; this Consortium has been rated as a **High** consortium. Based on this evaluation, the Ministry will provide additional transportation funding that will narrow the 2011-2012 transportation funding gap for the Consortium's member school Boards. The funding adjustments<sup>1</sup> to be received are estimated below:

Waterloo Region District School Board	\$1,681,590
Waterloo Catholic District School Board	\$nil

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<sup>1</sup> Subject to approval of regulatory amendments

# **1 Introduction**

## **1.1 Background**

### **1.1.1 Transportation Reform**

The Ontario Ministry of Education has introduced significant education reforms over the past six years. One of the focuses of their reforms is in support of school board management processes and systematic review of school board business operations. Student transportation was the first “line of business” to undergo such a reform since 2006-07.

### **1.1.2 Follow-up Review**

The Ministry has established a multi-phase approach to review the performance of consortia (collectively the “E&E Reviews”) across the province. STSWR was reviewed originally in Phase 3A of the E&E Reviews completed in March 2009.

To encourage continuous improvement, the Ministry has decided to provide follow-up reviews. The follow-up review was triggered at the request of the Consortium as they communicated they had made significant progress since the original review. The purpose of the follow-up E&E Review is to assess the extent of the Consortium’s progress and review evidentiary working papers to support that progress. The report therefore focuses on the incremental changes from the original E&E Review conducted in 2009.

From 2006-07 to the end of 2010-11 school year, the Ministry has provided a total of \$30.4M in additional funding to the reviewed boards.

## **1.2 Scope of Deloitte Engagement**

Deloitte was engaged to lead the E&E Review Team and serve as the management consultants on the E&E Review Team. Deloitte’s overall role is as follows:

- Lead the planning and execution of E&E follow-up reviews for each of the transportation consortia to be reviewed in Phases five, six and seven (currently in phase five);
- At the beginning of each review, convene and moderate E&E Review Team planning meetings to determine data required and availability prior to the review;

- Review Consortium arrangement, governance structures and contracting procedures;
- Incorporate the results of the routing and technology and policies and practices reviews completed by MPS into the final report; and
- Prepare report for each consortium that has been subject to an E&E Follow-up Review in Phases five, six and seven. The target audience for the report will be the Ministry, the Consortium, and its Member Boards. Once finalized, each report will be released to the Consortium and its Member Boards.

### **1.3 Methodology and team used to complete E&E Reviews**

#### **1.3.1 Team & Methodology**

The composition of the team and the methodology used for this follow-up review are the same as in the initial 2008 E&E Review. Please refer to the first report for a detailed description of the team and methodology. The same Evaluation Framework and Assessment Guide were also applied in the follow-up review to ensure consistency in evaluation. For each of the four sections examined in terms of Effectiveness and Efficiency, the existing operations have been analysed based on observations from fact (including interviews) in order to document progress incremental to the 2008 E&E Review. Observations which have been assessed as best practice are documented as accomplishments of the Consortium.

Areas for additional improvement have also been noted. In situations where there has been no incremental progress related to the recommendations from the 2008 E&E Review, those topics remain unaddressed in this report i.e., we have not reported on items that have remained at the same level of effectiveness and efficiency as the original report. The related recommendations from the 2008 report continue to be valid. Incremental accomplishments or areas for improvement are used to revise, as appropriate, the E&E assessment for each of the four sections. The criteria of an effective and efficient Consortium are summarized below:

#### ***Consortium management***

- Distinct entity focused on providing student transportation services for member boards
- Well defined governance and organizational structure with clear roles and responsibilities

- Oversight body exists with the mandate to provide strategic directions to Consortium management on the provision of safe, effective and efficient transportation service to support student learning
- Management has communicated clear goals and objectives of the Consortium and these are reflected in the operational plan
- The Consortium takes a comprehensive approach to managing human resources
- Well established accountability framework reflected in the setup and operation of the Consortium including documentation of terms in a Consortium Agreement
- Operations are regularly monitored and performance continually improved
- Financial processes ensure accountability and transparency to member boards
- A budgeting process is in place ensuring timely preparation and monitoring of expenses
- All of the Consortium's key business relationships are defined and documented in contracts
- Governance committee focuses only on high level decisions
- Organizational structure is efficient and utilizes staff appropriately
- Streamlined financial and business processes
- Cost sharing mechanism is well defined and implemented
- The Consortium has appropriate, documented procedures and confidentiality agreements in place governing the use of student data and ensuring compliance with Freedom of Information and Privacy legislation

### ***Policies and Practices***

- Safety programs are established for all students using age appropriate training tools
- Development of policies is based on well defined parameters dictated by the strategic goals of the governance structure and Consortium Management operating plans

- A mechanism is defined to allow for regular review and consideration of policy and practice changes to address environmental changes
- Established procedures allow for regular feedback on the impact that current and proposed policy and procedural changes would have on costs, safety and service levels
- Regular monitoring and evaluation of policy expectations is conducted to ensure their continued relevancy and service impacts
- Enforcement procedures are well defined and regularly executed with timely follow-up
- Harmonized transportation policies incorporate safety, operational and cost considerations
- Position-appropriate delegation of decisions to ensure the efficiency of decision making
- Operational alternatives to traditional practices are considered and implemented where reasonable and appropriate
- Service levels are well defined, considerate of local conditions, and understood by all participating stakeholders
- Policy and practice modifications for students with special needs are considered in terms of both the exceptionality and its service and cost impacts

### ***Routing and Technology***

- Transportation management software has been implemented and integrated into the operational environment
- Key underlying data sets (e.g., student and map data) are regularly updated:
- Responsibility and accountability for the updates is clearly defined and performance is regularly reviewed
- Coding structures are established to facilitate scenario modeling and operational analysis of designated subgroups of students, runs, schools, etc.
- Procedures are in place to use software functionality to regularly evaluate operational performance and model alternatives to traditional practices

- Disaster recovery plans and back up procedures are established, performed regularly, and tested
- Operational performance is regularly monitored through KPI and reporting tools are used to distribute results to appropriate parties
- Technology tools are used to reduce or eliminate manual production and distribution activities where possible in order to increase productivity
- Training programs are established in order to increase proficiency with existing tools
- Route planning activities utilize system functionality within the defined plan established by Consortium management

### **Contracts**

- Contracts exist for all service providers, including taxi, boat and/or municipal transit services and parent drivers
- Contracts are structured to ensure accountability and transparency between contracted parties
- All operator contracts are complete with respect to recommended clauses
- Compensation formulae are clear
- Operator contracts are in place prior to the start of the school year
- Procurement processes are conducted in line with the Consortium's procurement policies and procurement calendar
- The Consortium has laid the groundwork for, or is actively using, competitive procurement processes
- Proactive efforts are made to ensure operator contract compliance and legal compliance
- The Consortium collects and verifies information required from operators in contracts
- The Consortium actively monitors and follows up on operator on-the-road performance using random, documented route audits or their equivalent
- The Consortium avoids using School Board owned vehicles

### 1.3.2 Funding adjustment

The Ministry will use the results of the E&E Reviews and Follow-up Reviews to inform any future funding adjustments. Only Boards that have undergone E&E Reviews are eligible for a funding adjustment. Table 1 below illustrates how the Overall Rating will affect a Board's transportation expenditure-allocation gap.

**Table 1: Funding Adjustment Formula**

<b>Overall Rating</b>	<b>Effect on deficit Boards<sup>2</sup></b>	<b>Effect on surplus Boards<sup>2</sup></b>
High	Reduce the gap by 100% (i.e. eliminate the gap)	No in-year funding impact; out-year changes are to be determined
Moderate-High	Reduce the gap by 90%	Same as above
Moderate	Reduce the gap by 60%	Same as above
Moderate-Low	Reduce the gap by 0%	Same as above
Low	Reduce the gap by 0%	Same as above

The Ministry announced, through memorandum 2009:B2 dated March 27, 2009, that effective from the 2009-10 school year, in addition to the funding adjustments made based on the overall E&E rating, for any consortium not achieving a high rating in Routing and Technology, a negative adjustment of one percent to a board's transportation allocation will be made to recognize potential efficiencies through ongoing routing optimization and technology use. To acknowledge sites whose systems are already operating in an efficient manner, the adjustment will only apply to boards that have not achieved a "high" rating in Routing and Technology from the Effectiveness and Efficiency reviews. Boards that achieve a "high" rating in the Routing and Technology area in future reviews will be exempt from the reduction in the subsequent year.

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<sup>2</sup> This refers to Boards that have a deficit/surplus on student transportation (see Section 7 – Funding Adjustments)

### **1.3.3 Purpose of Report**

This Report serves as the deliverable for the E&E follow-up review conducted on the Consortium by the E&E Review Team during the week of April 9, 2012.

### **1.3.4 Material relied upon**

Refer to Appendix 3 for a list of documents that the E&E Review Team relied upon for their review. These documents were used in conjunction with interviews with key Consortium staff, outside stakeholders, and key policy makers to arrive at the assessment and rating of the Consortium.

### **1.3.5 Limitations on the use of this report**

The purpose of this Report is to document the results of the E&E Review of the Consortium. The E&E Review is not of the nature or scope so as to constitute an audit made in accordance with generally accepted auditing standards. Therefore, as part of this E&E Review, Deloitte has not expressed an opinion on any financial statements, elements, or accounts to be referred to when reporting any findings to the Ministry. Additionally, procedures used by the E&E Review Team are not intended to disclose defalcations, system deficiencies, or other irregularities.

## 2 Consortium Management

### 2.1 Introduction

Consortium Management encompasses the management of the entire organization providing student transportation services. The analysis stems from a review of the four key components of Consortium Management:

- Governance;
- Organizational Structure;
- Consortium Management; and
- Financial Management.

Each component has been analyzed based on information provided by the Consortium and from information collected during interviews. The analysis included an assessment of areas requiring improvement that were informed by a set of known best practices identified during previous E&E Reviews. These results are then used to develop an E&E assessment for each component. The E&E assessment of Consortium Management for the Consortium is as follows:

**Consortium Management – Original E&E rating: Moderate-Low**

**Consortium Management – New E&E rating: High**

### 2.2 Governance

Governance refers to the way in which an organization is directed and controlled. Establishing administrative structures and processes that facilitate, monitor, measure and improve effective business management are primary responsibilities of a governance structure. Three key principles for an effective governance structure are: accountability, transparency, and the recognition of stakeholders. In order to respect these three principles, it is important that the governance body of the organization be independent of the team responsible for the day-to-day operations of the organization.

#### 2.2.1 Original recommendations

##### ***Governance Committee meetings***

*Decisions made by the Board of Directors are generally communicated to the CMC and Consortium Management through the documentation of minutes from the Board of*

*Directors' meetings. However, we would encourage STSWR to follow through on their intention to ratify meeting minutes. A signature should be obtained from the Board President and a record of the official minutes of the meeting should be retained by the person acting in the role of secretary for the meetings. In addition to the documentation and ratification of Board meeting minutes, it is equally important that CMC meeting minutes be ratified to ensure consistent and formal communication both with the Board of Directors and Consortium Management.*

### **Roles and responsibilities**

*Roles and responsibilities for the Board of Directors and CMC need to be clarified in the Consortium Agreement, articles of incorporation and the Consortium by-laws, and then clearly articulated to all parties involved. This will help to ensure that there is no ambiguity in the function of the Board of Directors or the CMC and that Consortium Management are fully aware of the scope and limitations of their responsibilities and authorities.*

## **2.2.2 Incremental progress**

### **Governance structure**

Discussions with members of the Board of Directors indicated that, since the attainment of separate legal entity status, their role has become independent in nature and has helped streamline processes and address issues which, historically, may have blurred the lines between governance and operations. The primary role of the Board of Directors is to review and approve policies and procedures, strategic and long term plans, budgets, financial reports, Key Performance Indicators ( KPIs) and other operational updates.

The Board of Directors continue to meet four times per year with pre-defined agendas and occasionally for special meetings when needed. Meetings require a formal agenda and meeting minutes are taken, ratified and signed. The records are kept by the General Manager who acts as recording secretary for the meetings.

The CMC meets monthly and formal meeting minutes are documented, circulated and are ratified at the next CMC meeting. The minutes are reviewed and approved at the following meeting but they are not signed. The CMC continues to provide advice to the General Manager on procedures, operational matters and day to day operations, but are not directly involved in day to day operations except as issues are escalated to them.

### ***Roles and responsibilities***

The roles and responsibilities of the Board of Directors and CMC are outlined in the Consortium Agreement. Two members of the CMC continue to sit on the Board of Directors. These two members provide a communication link between the Board of Directors, the CMC and Consortium management. All governance members demonstrated a clear understanding of their roles and responsibilities.

### **2.2.3 Accomplishments**

It is recognized that the Consortium now demonstrates the following best practices in addition to the best practices outlined in the original report:

#### ***Relationship with the Board of Directors***

The Board of Directors works closely with Consortium management and the CMC while at the same time respecting a clear delineation between the day to day management of the Consortium and high level policy and strategic matters that are handled at the Joint Board level. The positive working relationship between the two Boards and the Consortium allows for open communication amongst all parties.

#### ***Definition of the role of Consortium governance***

Roles and responsibilities for the Board of Directors and CMC are clearly articulated in the Consortium Agreement and reflect a clear delineation between the Consortium's oversight and operational functions. This ensures that there is no ambiguity in their function. It also allows for effective and efficient decision making as both levels of Consortium governance can refer to their defined roles and responsibilities when faced with issues. This is a key element in effective and efficient governance and management.

### **2.3 Organizational structure**

An organizational structure can have the power to provide for effective communication and coordination which will enable operations to run efficiently. The roles and responsibilities within the organization should be well defined. This will lead to operational efficiencies by ensuring tasks are not being duplicated and issues raised can be addressed effectively by managing up the chain of command. Ideally the organization is divided functionally (by department and/or area) and all core business functions are identified.

### **2.3.1 Original recommendations**

#### ***Entity status***

*It is imperative that STSWR works to obtain the signatures and thereby execute the incorporation bylaws.*

*This document is fundamental to the formation of the Consortium structure and defining the roles and responsibilities of Consortium Board of Directors, CMC and Consortium Management.*

#### ***Organization of entity***

*While the documented organizational structure reflects clear lines of reporting and functional areas of the Consortium, in practice, staff and management are new to this organizational set up and are still unsure of reporting relationships and areas of responsibility. We understand that the Consortium team is very new and these details will be become solidified with time but encourage STSWR to actively establish and communicate clear areas of responsibility and reporting to ensure no issues or responsibilities are missed and allow staff to take ownership of work. Appropriate delegation of responsibility will also ensure that senior management i.e. the General Manager and Operations Supervisor has sufficient time to focus on appropriate issues and responsibilities.*

#### ***Job descriptions***

*Clear, detailed and updated job descriptions should be defined for all positions within the Consortium ensuring that staff can efficiently execute on their daily duties and help to ensure a smooth transition in the event of staff turnover. Job description should make reference to actual operational responsibilities and support appropriate segregation of duties.*

### **2.3.2 Incremental progress**

#### ***Entity Status***

The Consortium was incorporated as a separate legal entity in September 2007 with the primary objective of providing cost effective student transportation to its Member Boards. A signed copy of the letters patent was provided by the Consortium for review.

A Consortium Agreement between the two school boards continues to be in place. The agreement was revised on February 24, 2010 to better reflect the roles and responsibilities of the CMC and the Board of Directors.

### ***Organization of entity***

The Consortium's organizational structure has not changed significantly since the original E&E Review.

### ***Job descriptions***

The Consortium has 12 employees listed in its employee list with five distinct job titles. Roles and responsibilities for each position are outlined in job descriptions that detail each position's specific responsibilities; decision making authorities; required qualifications; skills and reporting/delegation authority. All staff members are employees of the Consortium.

### **2.3.3 Accomplishments**

It is recognized that the Consortium now demonstrates the following best practices in addition to the best practices outlined in the original report:

### ***Agreement clauses***

The Consortium Agreement in place between the Boards contains sufficient detail on key provisions such as cost sharing, dispute resolutions, oversight, and role of the Consortium. This is important in that it clearly defines the relationship between the Boards to engage STSWR in the delivery of safe, effective and efficient student transportation services. Since the Member Boards have signed the Agreement, it acts as the legal document governing the Consortium.

### ***Job descriptions***

Clear, detailed and updated job descriptions are defined for all positions within the Consortium. The availability of job descriptions helps to ensure that staff can efficiently execute on their daily duties and helps to ensure a smooth transition in the event of staff turnover. Job description should make reference to actual operational responsibilities and support an appropriate segregation of duties.

## **2.4 Consortium Management**

Consortium Management focuses on the operational aspects of the organization. This includes ensuring accountability of staff, focusing on continual improvement through operational planning, and risk management by having appropriate contracts and agreements in place to clearly define business relationships.

## **2.4.1 Original recommendations**

### ***Consortium formation and agreement***

*The executed Consortium Agreement as well as the articles of incorporation (plus the bylaws when executed) form the legal and contractual foundation for the Consortium. We recommend that STSWR consolidate the various documents that establish the Consortium framework and clarify any inconsistencies between the documents. This will help to avoid any possible confusion and/or the risk that the Consortium Agreement, articles of incorporation or bylaws gets separated. We also encourage the inclusion of a confidentiality clause in the Consortium Agreement.*

### ***Purchase of service agreement/support services***

*While it is commendable that STSWR has a contract with CSDCCS that outlines the transportation services to be provided by STSWR, we would encourage STSWR to execute contracts with WRDSB and WCDSB as well. At present, services are provided by the Consortium and paid without terms, conditions, and service levels normally associated with such arrangements. It is recommended that the Consortium develop and execute a joint transportation service agreement with the Member Boards. The transportation service agreement should include clauses that specify the scope of services to be provided, fees, insurance/liabilities, quality of service, dispute resolution and other terms that the Member Boards deem to be appropriate.*

*STSWR should review their purchase of service agreements with WRDSB and WCDSB specifically as they pertain to union negotiation support. As all employees of STSWR are members of the same collective bargaining unit, STSWR should evaluate if one Board should provide all HR services for the Consortium.*

### ***Procurement policies***

*It is recommended that the Consortium review its member board's policies for appropriateness in transportation purchasing decisions, internal controls and work processes. Particular attention should be paid to the purchasing thresholds associated with initiating a competitive procurement process. This threshold should be practical to allow for sole sourcing of transportation services when it is warranted in varying circumstances. Formalizing these policies will ensure standardization in the procurement methods of the Consortium. It will also allow the Consortium to harmonize each Board's purchasing policies while ensuring that these policies are adapted to the particular needs of the Consortium.*

## **Staff performance evaluation, training, and management**

*We encourage STSWR to continue the development of staff performance evaluation, training and management policies and practices. Staff performance evaluations should be conducted on a regular basis with a clear, easily understood framework that is specific to the Consortium and its needs. The metrics which are used should be supportive of the goals and objectives of the Consortium. Likewise staff training should be provided on a regular basis and be tracked internally. Training goals should be aligned with the overall Consortium strategy and objectives to ensure an alignment between efforts and goals.*

## **Long term and short term planning**

*As the Consortium is newly formed, a process to develop the goals and objectives of the Consortium, including implementation plans, should be undertaken to ensure the significant momentum gained by the Consortium in the last year continues to drive continued success into 2009 and beyond. The implementation plans should help differentiate between issues that need immediate attention and those which can be addressed over a longer term. This process will also assist in identifying key tasks and responsibilities that need to be assigned to specific Consortium personnel. Eventually, these tasks can be linked to staff performance plans and evaluations. It is also essential that the CMC and Board of Directors review the short and long term goals of the Consortium, ensuring that changing business and regulatory environments are reflected in their operating procedures.*

## **Key Performance Indicators (KPIs)**

*We encourage STSWR to undertake a planning session to determine the KPIs it will monitor. As this process continues to evolve, we suggest that the KPIs be further analyzed to determine the frequency of monitoring and the quantitative thresholds for changes in KPIs. Further consideration of what requires formal monitoring as KPIs could include:*

- *Eligible Unassigned Student Lists;*
- *Student Map Match Rates;*
- *Total Students Transported;*
- *Average Vehicle Statistics and other route statistics;*
- *Total Vehicles on Operation; and*
- *Student Ride Times.*

*We acknowledge that some of these indicators are monitored by staff informally and that these statistics are available from the routing software. The recommendations here are to formalize a monitoring, documentation, and response protocol.*

### ***Administrative procedures***

*The Consortium should develop standardized administrative procedures that cover, for example, purchasing, hours of work, health and safety, travel for staff etc. Standardized administrative procedures will help to ensure Consortium staff.*

## **2.4.2 Incremental progress**

### ***Consortium formation and agreement***

The articles of incorporation, Consortium Agreement and Consortium by-laws continue to exist as separate documents. There is no consolidation of the documents. No discrepancy was noted on comparison of Articles of Incorporation, Consortium Agreement and the by-laws.

### ***Transportation service agreements***

STSWR has executed transportation service agreements with WRDSB and WCDSB. The transportation service agreements include clauses that specify the scope of services to be provided, fees, insurance/liabilities, quality of service, dispute resolution and other terms that the Member Boards deem to be appropriate. There is an inconsistency between the Consortium agreement and purchase of student transportation services agreement as it pertains to insurance requirements. The Consortium agreement states that insurance is to be purchased by the Consortium whereas the purchase of services agreement states that the Board will provide insurance coverage and name the Consortium as an additional insured.

### ***Purchase of service agreements/support services***

Purchase of support services agreements are executed between both the Boards and the Consortium. The WRDSB continues to provide information and technology services as well as collective bargaining negotiation support to the Consortium whereas the WCDSB continues to provide accounting, HR and payroll services to the Consortium. Other services covered by these agreements include purchasing services and planning services.

### ***Procurement policies***

The Consortium has executed its own purchasing policy that is accessible to all employees on the shared drive. The policy is also reviewed occasionally at staff

meetings. The purchasing policy is aligned with the expectations of the *Broader Public Sector Accountability Act* as well as the *Broader Public Sector Procurement Directive*. The key items covered in the purchasing policy are:

- Segregation of duties: The policy dictates that the Consortium separate at least three of the five functional roles (ordering, budget checking, issue of purchase orders, receiving and payment); In discussion with the General Manager and WCDSB, it was noted that the General Manager prepares the budgets and raises purchase orders for services to be obtained for the Consortium. Purchasing Services at WCDSB processes the purchase order and provides quotes to the General Manager. The General Manager selects a vendor and quoted services. The invoices for the services obtained are approved by the General Manager and are sent to WCDSB for processing. WCDSB sees the evidence of approval and processes payment.
- Approval authority: The purchasing policy describes the approval authority level for goods and non- consulting services on the total procurement amount. For any amount over \$1,000,000, approvals are required from the General Manager and the President. A separate approval authority is stated in the policy to request consulting services with amounts over \$1,000,000; approval from the Board of Directors is required;
- Purchasing Services at WCDSB, acting on behalf of, or in consultation with, the General Manager, is authorized to issue requests for quotation for pricing, bid documents and contractual commitments;
- Procurement process: A different procurement process is outlined for low and high dollar items. A formal quotation process is required for items between \$10,000 and \$99,999.99. A Request for Tender is to be used for items \$100,000 and over;
- The policy outlines detailed evaluation criteria to evaluate submissions from bidders.

In summary, the policy dictates the use of competitive procurement for items over \$100,000 with approval based on appropriate level of authority. The Consortium incorporates changes to its purchasing policy as per new directives from the Ministry of Finance. Such changes, based on the Ministry's latest directives, are also discussed at the Board of Directors meetings.

### ***Staff performance evaluation, training and management***

The Consortium has a policy on Human Resources which addresses hiring processes, performance evaluation and succession planning. The policy mandates a formal performance evaluation process based on an Individual Performance and Development Plan (IPDP) and Individual Development Plan (IDP). Each employee participates and completes these plans annually. IPDP requires employees to set five to six goals and tracks progress on reaching those. Mid-year and annual performance evaluations are performed and feedback from the supervisor is provided. IDP is focused on individual-specific goals to help in self-growth and learning.

The evaluation of the General Manager is done annually and is the responsibility of the CMC. The Consortium's performance against select KPIs are included in the criteria against which the General Manager's performance is evaluated.

Training that has been received by Consortium staff primarily includes training on the use of technical and office productivity software. Staff training is reviewed during the Consortium's annual staff review process and a detailed tracking sheet is updated. The Consortium's Human resources policy stipulates that the performance and development plan documents what training and development is required.

### ***Long-term and short-term planning***

In 2009, the Consortium contracted a consultant to support and guide the team in the development of the vision/mission and strategic plan.

The Consortium has a three to five year strategic plan that covers core and support business process objectives. It also includes a specific set of actions to meet the goals and objectives. The Consortium's strategic plan states that specific objectives are to be drawn down into an annual plan that will guide the Consortium's performance and budgeting decisions.

The Consortium's planning process incorporates input from all Consortium staff and, once completed, the compiled plan is submitted to the CMC and the Board of Directors for approval. The plan includes timelines for reporting and reviewing the objectives and progress made.

The Consortium's strategic objectives are translated into an operational plan that identifies specific activities to be undertaken toward reaching the objectives, the person responsible for each task, and the timeline over which progress on each task is to be reported.

Discussions with Consortium management indicated that most of the objectives set in the current strategic plan are nearing completion and maturity. The plan will need to be

reviewed and new objectives need to be set for the next three to five years. The General Manager indicated that the direction of the new plan would involve continuous improvement in each aspect of the Consortium's management and operations.

### ***Key performance indicators (KPIs)***

The Consortium has a documented, governance approved policy on the use of KPIs to assess its own operational performance. The Consortium regularly reports these KPIs to the Board of Directors and CMC.

The policy on KPIs identifies the KPIs that are to be monitored by Consortium management and also identifies the frequency with which they are to be reported. Listed below are some of the KPIs identified in the policy.

- Monthly cost review (Variance to budget/forecast)
- Strategic Plan
- Budget
- Human Resources
  - Sick Days
  - Turnover
- Transportation Data
  - Riders
  - Ride time
  - Assets utilization
  - Number of buses over capacity
  - Km
  - Load
- Customer interaction number of calls/month/day
  - number of hits on Website
  - Complaints about service

- STSWR
  - Operators
- Number of media contact
- Number of Trustee interaction
- Number of school interaction
- Vendor complaints Appeals (GM/CMC)
- Appeal –response time
- Cost
  - \$/Student
  - \$/Bus
  - \$/School
- On time
  - Number of delays more than 45 minutes
  - Percentage on time at school
- Efficiency initiatives
- Safety
  - Bus Accident Frequency
  - Delays/Service interruptions
  - Bus cancellation
- Contract renewal
  - Process to be used
  - RFP design
  - RFP results

- Transportation
  - Special requests (Approved/Denied)
  - Special Request (time to implement)
  - Bus privilege revoked
  - Board Exception to policy
- Reasonable flexibility
  - Number of over/under

While the current policy does not identify thresholds for changes in KPIs that are to be reported to those charged with governance, discussions with Consortium management and a review of meeting minutes indicate that a KPI report is presented at the Board of Director's and CMC meetings.

### ***Succession planning***

The Consortium currently has a limited formal succession plan. The Consortium is in the process of developing a succession plan for the Operation Supervisor's position only. To this end, an action plan to be followed by a targeted employee has been established to guide the development of the employee's capacity to enable this person to compete for the open position. The Consortium also has individual developmental plan for every employees to enhance their capabilities to ensure sufficient talent exist within the organization to compete for any open positions.

### ***Administrative procedures***

The Consortium has developed a detailed set of Human resources management policies that cover the following key items:

- Code of conduct
- Professional ethics policy
- Anti-discrimination and anti-harassment policy
- Travel, meals and hospitality expenditures policy
- Hours of work
- Disciplinary procedure

An administrative policy manual is compiled at the Consortium that provides general guidance on administrative procedures. The General Manager indicated that newly updated policies are tagged with version number as well as date of review and approval. All existing policies are planned to be tagged with similar information but currently do not reflect an approval or review date.

### ***Confidentiality***

A Confidentiality Agreement has been executed between the Consortium and the Boards that covers access to central student databases, geographical map source and other sensitive information. The agreement stipulates that the Consortium will hold in confidence and safeguard any and all student information and related information for each Board. Confidentiality Agreements are also executed between the Consortium and Operators. Additionally, each of the Consortium's staff has completed a Confidentiality Agreement. The members of the Board of Directors and the Consortium Management Committee have a signed agreement with their respective Boards which extends to their dealings with STSWR since it is part of their responsibilities within their respective Boards.

### ***Insurance***

The Consortium continued to maintain insurance coverage for Liability, Property and Crime through Ontario School Board's Insurance Exchange. The current policy covers a period of one year commencing January 01, 2012.

## **2.4.3 Accomplishments**

It is recognized that the Consortium now demonstrates the following best practices in addition to the best practices outlined in the original report:

### ***Transportation service agreements***

The Consortium has formalized, jointly-signed contracts in place with the Member Boards that specify the transportation services that are to be provided by the Consortium to the Member Boards. The scope of services to be provided, fees, insurance/liabilities, quality of service, dispute resolution and terms have also been clearly articulated and agreed upon prior.

### ***Staff performance evaluation, training, and management***

Staff performance evaluations are conducted on a regular basis with a clear, easily understood framework that is specific to the Consortium and its needs. The metrics which are used are supportive of the goals and objectives of the Consortium. Likewise

staff training is provided on a regular basis and is tracked internally; training goals are aligned with overall consortium strategy and objectives which is important to ensure alignment between efforts and goals.

#### **2.4.4 Opportunities for improvement**

##### ***Develop succession planning document***

It is acknowledged that Consortium is working with its employees, through their professional development plans, to ensure sufficient talent exist within the organization to compete for any open positions.

However, it is recommended that the Consortium develop a formal succession plan to ensure the continued smooth operation of the Consortium should an employee leave or be absent from the Consortium.

##### ***Segregation of duties***

It is acknowledged that the Consortium has mandated segregation of duties in its procurement policy. The policy dictates that the Consortium separate at least three of the five functional roles (ordering, budget checking, issue of purchase orders, receiving and payment). The Consortium should look for opportunities to further segregate functional roles and create additional levels of review and oversight wherever possible. This will further enhance the internal control environment and accountability.

##### ***Service agreement clauses***

There is an inconsistency between the Consortium Agreement and purchase of student transportation services agreement as it pertains to insurance requirements. The Consortium Agreement states that insurance is to be purchased by the Consortium whereas the purchase of services agreement states that the Board will provide insurance coverage and name the Consortium as an additional insured. The Consortium should review its agreements for inconsistencies and rectify the clauses. This will help to provide clear direction to the Consortium and other contracting parties.

#### **2.5 Financial management**

A sound financial management process ensures the integrity and accuracy of financial information. This includes the internal controls that exist within the accounting function and ensures that a robust budgeting process is in place which provides for accountability in decision making.

Financial management policies capture roles and responsibilities, authorization levels, and reporting requirements. The planning calendar refers to key dates for compliance, monitoring policies, or specifics to ensure proper segregation of duties. The policies support that a proper financial internal control system is in place for the Consortium.

### **2.5.1 Original recommendations**

#### ***Accounting practices and management***

*Financial management policies are in place to guide financial control, review and approval and communications with School Boards and transportation Operators as STSWR has adopted WCDSB's financial policies. Financial management policies are important to ensure assets are safeguarded and only valid expenses are paid. At this time, however, there is very limited budget monitoring performed by the Consortium. We understand that the Consortium is newly established and that the Jet report system used by the Consortium is newly implemented. It is essential that Consortium Management understand the new system and its capabilities. Additionally it is essential that STSWR management review financial reports and track actual spending versus budget to round out the internal financial controls already in place. We encourage the Consortium to establish and implement budget tracking and monitoring policies and procedures with appropriate segregation of duties.*

#### ***Operator payment***

*It is recommended that STSWR alter its Operator payment method to ensure that Operators are invoicing the Consortium. Instead of generating mileage information that is then verified by the Operators, the Consortium should ask Operators to generate an invoice to the Consortium that includes mileage information. The Consortium can then verify the mileage information internally using data from BusPlanner.*

### **2.5.2 Incremental progress**

#### ***Accounting practices and management***

WCDSB continues to provide accounting services to the Consortium. WCDSB produces annual financial statements for the Consortium that are audited annually by an external auditor.

The General Manager continues to produce a budget for the Consortium that is presented to the CMC for review and discussion. Financial reviews are also a standard item on the agenda of the quarterly Board of Directors' meeting. The Consortium reconciles budget to actuals on a monthly basis and presents the analysis to the CMC. WCDSB manages the bank accounts of the Consortium and also performs monthly

cash reconciliations as well as providing oversight on appropriate approvals and budget to actual reconciliations.

### ***Operator payment***

STSWR has mandated a payment mechanism in the Bus and Taxi Operators' Contracts that stipulates monthly invoices are to be submitted by the operator. The Consortium produces monthly purchase orders and submits these to Operators. Operators verify the mileage and produce invoices with reference to the purchase orders. In case of discrepancy, the error or omission is reviewed with the Operator and technician; a revised purchase order is issued prior to the invoice being sent. The Consortium then approves the invoices and submits them to WCDSB for payment.

### ***Long term financial planning***

WRDSB is projecting a growth in enrolment and WCDSB is currently experiencing slight declining enrolment which is projected to become flat before anticipated growth in the future. The General Manager indicated that the Consortium is involved in a limited capacity in planning at the Board level for decline/growth in enrolment, school locations and related anticipatory transportation needs. The Consortium does not undertake long term, strategic financial management planning. The annual planning process and the annual efficiency initiatives leverage the enrolment trends and financial constraints the Boards are facing.

## **2.5.3 Accomplishments**

It is recognized that the Consortium now demonstrates the following best practices in addition to the best practices outlined in the original report:

### ***Budgeting process***

STSWR has established a process, in conjunction with its Member Boards that allows budgets to be prepared on a timely basis. The budget monitoring process in place obligates the General Manager to be accountable for expenditures through regular reporting to the CMC. This process ensures that the General Manager of STSWR is accountable for its financial operation.

## **2.5.4 Opportunities for improvement**

### ***Long-term financial planning***

Long term financial planning is key to preparing for future challenges arising from demographical changes such as growth/reduction in population, construction of new

schools or closure of existing schools. Long term financial planning will help the Consortium to identify financial resources available to meet those challenges. Given that transportation funding is reduced in line with declining enrolment, it is recommended that the Consortium incorporate a strategy for the management of transportation costs into its long term financial planning process. In particular, this strategy should focus on the financial impact declining or expanding enrolment is expected to have on the Consortium and should present appropriate mitigation strategies. Developing such a plan will provide the Consortium with a framework that will help it address not only the issue of funding, it will also signal a proactive approach to dealing with issues before they arise – a key element of effective long-term Consortium management.

## **2.6 Results of E&E follow-up review**

Consortium Management has been assessed as **High**. The Consortium has, to a substantial degree, successfully implemented the recommendations made in the original report and is currently a leading Consortium with respect to Consortium Management.

## **3 Policies and Practices**

### **3.1 Introduction**

Policies and practices examine and evaluate the established policies, operational procedures, and the documented daily practices that determine the standards of student transportation services. The analysis for this area focused on the following three key areas:

- General Transportation Policies & Practices;
- Special Needs and Specialized Programs; and
- Safety and Training Programs.

Onsite interviews with key staff members including the General Manager, Operations Supervisor, the Senior Technician, and routing technicians along with the review and analysis of provided documents, extracted data, and information available on the Consortium's website provided the basis for the observations, findings, and recommendations documented in this section of the report. Best practices, as established by the E&E process and the original recommendations provided the source of comparison for each of these key areas. The results were used to develop an E&E assessment for each of the key components and to determine the overall effectiveness of the Consortium's Policies and Practices as shown below:

**Policies & Practices – Original E&E Rating: Moderate-Low**

**Policies & Practices – New E&E Rating: High**

### **3.2 Transportation Policies & Practices**

Clear, concise, and enforceable policies, practices, and procedures are fundamental elements of an effective and efficient transportation system. Enforceable policies establish and define the level of services that can and will be provided. Well defined practices and procedures are equally important as they determine how services are to be delivered. The harmonization of policies between the School Boards helps to ensure that services are delivered safely and equitably to each of the Member Boards, service-providing, and service purchasing School Boards. This section will evaluate the established policies and practices and their impact on the effective and efficient operation of the Consortium.

### **3.2.1 Original recommendations**

#### ***Develop and adopt a consolidated policy manual for transportation services***

*The Consortium has laid the foundation for the consolidation of policies by the development of handbooks containing policies and practices in common for each of the Boards. A review of current policies and practices with a resulting incorporation into one policy manual is recommended as a critical step in the Consortium's goal of achieving maximum operational efficiency and service effectiveness. A sample list of specific examples of items for consideration is identified in the observations above.*

#### ***Adopt a formal bell time management policy***

*Formal bell time management procedures should be developed recognizing the importance of bell time management and change procedures in an effective transportation system. These procedures can recognize the educational needs of the Boards while also recognizing the service and cost impact of bell times on effective route planning.*

#### ***Evaluate courtesy and grandfathering practices***

*Many instances of "grandfathered" practices were explained during the interview of staff including the long term practice of grandfathered transportation zones. These services should be fully evaluated to determine both the direct cost and also the hidden impact and costs on the overall routing network. This analysis may result in cost and or service improvements for both Boards. STSWR staff indicated that an analysis of this nature was currently on going. It is imperative that it is completed in time to address planning requirements for the 2009-2010 and to provide the Boards with an understanding of how changes to these practices may impact the allocation of costs.*

### **3.2.2 Incremental progress**

#### ***Consolidated policy development***

In response to the recommendation, STSWR has fully consolidated the previously separate Board policies into a single array of Consortium policies. In addition to the policy statements, comprehensive supporting procedures have been developed to ensure equal application and equitable service between each of the Boards. The specific recommendations from the original E&E have been addressed including:

- *Walk Distances:* A common walk distance policy was developed including the harmonization of walk distances for students in JK/SK and for grades 4 through 12. The policy (based on the determination of zero cost impact) reduced the

walking distances for WCDSB students in grades, 1, 2, and 3 from 1.6 km to 0.8 km.

- *Stop location criteria:* Per the original recommendation, a single stop placement and walk to stop policy was developed that includes the recommended criteria. The consideration of localized conditions such as road speed limits, traffic volume, the number of traffic lanes, line of sight distances, traffic control devices, and hazard conditions are included. A comprehensive stop placement policy supports, not only student safety, but efficient services.
- *Alternate addresses:* A harmonized policy and associated procedures were developed based on the grade of the students. This requires the use of the same travel schedule five days per week, that the childcare address is within the transportation boundary of the school, and that a student must have one pick-up and drop off stop. A single harmonized policy such as this helps to support and ensure equitable service to each of the Member Boards.
- *Appeal process:* An appeal or dispute resolution policy is necessary to ensure that service level questions or concerns are considered in a manner that is timely and that decision making criteria are consistent between the Boards. In response to the recommendation, a single harmonized policy was developed that describes and establishes the timeline for each step in the process. The appeal process appropriately designates the CMC as the final arbiter.

### ***Adopt a formal bell time management policy***

A formal bell time management policy was developed that clearly defines the purpose and necessity of managing bell times. The policy recognizes that “STSWR is mandated to improve and maintain the efficiency of the routing network” and that with the strategic management of school bell times opportunities may exist for greater sharing of school buses, resulting in an overall reduction in the number of fleet assets required and their corresponding costs.

The associated procedure considers key factors including:

- A process for either STSWR or a school to request a change;
- Specific timelines and deadlines for requests to be considered;
- Points of approval; and
- Evaluation criteria including cost and service impact.

As a result of the original E&E and upon the approval of the bell time management policy, STSWR took the initiative and analyzed the potential for a reduction in the number of required buses across its service area and between both Boards. While the analysis demonstrated the potential for a substantial savings of approximately \$2.3 million per year, it was not approved by either of the Member Boards. Although this initial plan was not approved, the Consortium expects to continue to identify opportunities for bell time coordination on a more incremental and regionalized basis. It is noted that while the Member Boards did not approve the recommended changes, the manner in which the comprehensive analysis was conducted and the current approach to bell time analysis are consistent with the intent of the E&E process.

### ***Evaluate courtesy and grandfathering practices***

*Courtesy transportation:* As evidenced by information made available by the Consortium and confirmed by interviews with technicians, STSWR was able to eliminate courtesy transportation for both Boards. As noted in the original E&E, approximately 20 percent of students being transported at that time were designated not eligible but transported as a courtesy. While this percentage most likely was an overstatement based on the coding structure in place at that time, the elimination of courtesy transportation promotes equitable and consistent services between the Member Boards.

*Grandfathered transportation zones:* Procedures have been developed that consider the transitional needs of the students and the ongoing requirement to evaluate school boundaries that maximize the utilization of school facilities. Based on the original recommendation, all grandfathered agreements now include an end date and are no longer based on “grandfathered transportation zones”. An analysis of provided data indicates that a small percentage (approximately 1.3 percent or 400 students out of the approximately 30,600 transported students) are currently being transported based on grandfathered eligibility.

### **3.2.3 Accomplishments**

#### ***General policy development***

Interviews with staff indicate they are keenly aware of Consortium policies and practices and have incorporated these policy and procedure guidelines into their daily and annual run/route planning processes and management. The success in the assimilation of the Consortium polices into actual practice is clearly a result of the active inclusion of the Consortium staff in the development of all current policies and procedures. This approach is an excellent example for other consortia to follow in the future updating or development of policy statements and operational procedures.

### **3.2.4 Opportunities for improvement**

#### ***Reconsider the bell time analysis and approval process***

The adoption of a formal bell time management policy meets the intent of the original recommendation. To support the Consortium in its effort to remain a highly rated and effective and efficient operation however, the ability to actually manage and change bell times must be supported by its Member Boards. To achieve these goals, it is recommended that STSWR and its Member Boards formalize an analysis and review process that will improve the probability that future initiatives will be met with approval. Using the lessons learned from the previous study the Consortium and its Member Boards should consider the following factors prior to start of any new bell time change initiative:

- That the Boards clearly establish maximum and minimum time parameters for school start and end times; and
- That the process for stakeholder involvement be clearly defined and inclusive.

These factors, together with the Consortium's current plan to propose changes incrementally and on a regional basis will help to ensure the passage of future initiatives.

### **3.3 Special needs transportation**

For a transportation operation to be fully effective the needs of all students must be considered including students with special needs and those attending special programs. For service to be effective, efficient, and safe for this group of students, route and run planning must consider the specific needs of the students and key planning parameters including time and distance constraints and limits, the mobility of each student, the opportunity for inclusion, special equipment including lifts, restraints, and air conditioning, and medical conditions such as the need for an aide or a nurse or behaviour and emotional issues.

#### **3.3.1 Original Recommendation**

##### ***Special education transportation policy development and training***

*Comprehensive written special needs policies and operational procedures are an important component of the development of a consolidated policy manual.*

*Documentation of the requirements associated with transporting these students should be available to guide every aspect of providing special needs transportation to ensure that safe and cost effective services are delivered. Furthermore, driver training specific*

*to the transportation of special needs students should be provided promoting safety of the student and showing support to the driver. The following processes, procedures, and training areas should be examined and documented including:*

- *EpiPen use, training, and administration;*
- *First aid training;*
- *Hiring of monitors;*
- *Policies specific to the individual medical or emotional conditions of students;*
- *Lift operation, wheelchair loading and unloading, and*
- *The use of securing devices.*

### **3.3.2 Incremental progress**

#### ***Special education policy development and training***

In response to the recommendation, STSWR has developed an array of specific policies and procedures including:

- Special Needs Eligibility;
- Emergency Procedures – First Aid and CPR;
- EpiPen use, training, and notification;
- Guidelines for special needs taxi;
- Service animals;
- Harness and restraints;
- Monitors and nurses, and
- Responsibilities for bus stops.

The array of policy documentation is appropriate to the needs of the Consortium in keeping with the objectives of the E&E process. This has been further supplemented with targeted special needs specific training for the staff. Examples of recently provided training include Students with Special Needs and Bullying, and Autism Spectrum Training.

### **3.4 Safety policy**

Providing safe transportation of students is the paramount goal of every student transportation operation. To support and ensure transportation safety, it is imperative that safety related policies, practices, and procedures are developed and enforced. It is equally important that regular training is provided to drivers and attendants to ensure that onboard personnel have and maintain a high level of operational skill. The communication of responsibilities shared by students, parents, drivers, school staff, and the general community helps to promote a culture of safety across the community for all students.

#### **3.4.1 Original Recommendation**

##### ***Safety training policy development***

*While the Consortium has demonstrated a commitment to the development and support of ongoing safety training, it is recommended that a comprehensive Safety and Training Policy Manual (as a component of a joint policy manual) be developed that fully encompasses all safety and training elements required by the Consortium including:*

- *Student behaviour management;*
- *Training specific to the transportation of special needs students;*
- *Special needs equipment and use training, and*
- *Skills improvement and defensive driving training.*

#### **3.4.2 Incremental progress**

##### ***Safety training policy development***

A best practice identified during the original E&E was the scheduling of an annual professional development day for drivers and monitors. This practice has continued as evidenced by recent training agenda that describe the professional development training provided to drivers between 2009 and 2012. Agenda topics included student behaviour training, training provided by first responders including EMS, Police, and Firefighters, and training specific to students with special needs and bullying, and autism spectrum awareness. The Consortium also provided a listing of training that is contractually required to be conducted by the Operators on initiation of the contract or on an annual or every three year basis.

Compliance is ensured by an annual audit. Examples of the requirements include:

- Awareness of sensitivity for special needs students;
- Awareness of racial ethno cultural issues
- First aid, EpiPen, and CPR;
- Bus evacuation and accident procedures,
- Student and conflict management, and
- Defensive driving.

### **3.4.3 Opportunities for improvement**

#### ***Consider mandating attendance at the annual professional development day***

While the Consortium reports that approximately 80 percent of all drivers attend the annual professional development day, attendance is not currently mandated. It is recommended that STSWR consider incorporating mandatory attendance in the operator contracts to ensure that the greatest number of drivers are in attendance and are afforded the training opportunities provided by this excellent program.

### **3.5 Results of the Follow-up E&E Review**

Policies and Practices for STSWR has been rated as **High**. It is clear from the results of this follow-up review that STSWR carefully considered each of the Policy and Practice recommendations from the original E&E and implemented these recommendations in a manner that is appropriate to the needs and requirements of the Consortium and its Member Boards. The consolidation of each of the separate Board policy and procedure statements will help to ensure that services to each of the Boards are designed and delivered in a safe, effective, and efficient manner. To remain a high performing and effective and efficient operation, however, STSWR and its Member Boards must commit to a process that maximizes the ability of the Consortium to analyze, propose, and implement improvements to the transportation system. A key example is to develop bell time management strategies that ensures available funding is expended in the most responsible, efficient, and effective manner possible.

## **4 Routing and Technology**

### **4.1 Introduction**

Routing and Technology encompasses the management, administration, and use of technology for the purpose of student transportation management. The following analysis stems from a review of the four key components of:

- Software and Technology Setup and Use;
- Digital Map and Student Database Management;
- System Reporting; and
- Regular and Special Needs Transportation Planning and Routing.

Each component has been analysed based on observations from fact (including interviews) together with an assessment of best practices leading to a set of recommendations. These results are then used to develop an E&E assessment for each component, which is then summarized to determine an E&E assessment of Routing and Technical efficiency as shown below:

**Routing & Technology – Original E&E Rating: Moderate-Low**

**Routing & Technology – New E&E Rating: High**

### **4.2 Software and Technology Setup and Use**

Any large and complex transportation organization requires the use of a modern routing and student data management system to support effective and efficient route planning. Effective route planning not only ensures that services are delivered within established parameters but also helps to predict and control operational costs. Modern software systems have the ability to integrate and synchronize with student accounting, communications, and productivity software. The integration of these software systems allow for more effective use of staff time and supports timely communications, data analysis and reporting.

Web-based communication tools in particular can provide stakeholders with real time and current information regarding their student's transportation including service or weather delays, the cancellation of transportation, or school closings. To derive the greatest benefit from these systems, it is imperative that the implementation includes an examination of the desired expectations and outputs of the system to support

comprehensive analysis and reporting. This section of the evaluation evaluates the acquisition, setup, installation, and management of transportation related software.

#### **4.2.1 Original recommendations**

##### ***Related software***

*STSWR should accelerate its planned technology initiatives including the redesign of its current website, the implementation of IVR and the further integration of GeoQuery. The full implementation of these technologies will improve both access to student data and the presence of the STSWR brand. Greater data availability improves the completeness and accuracy of data as an increased number of individuals attempt to access the data. Additionally, provision of static information through the use of a public access website can increase the efficiency and effectiveness of staff by reducing the time spent answering these basic inquiries. This allows staff to redirect that time towards efforts that focus on improving efficiency and effectiveness.*

##### ***Training***

*Training of Technicians is a significant challenge for STSWR given the short tenure of many of the employees. Detailed training is required on the strategic use of the system to allow for the development of alternative routing scenarios that would allow for increases in efficiency and cost effectiveness. STSWR Technicians understand the basic system functionality and will require a greater level of skill and expertise as many of the proposed routing initiatives (discussed in section 5.5.1), including greater integration of students on runs, are implemented in the future. This training is most cost effectively provided using a combination of the software vendor and in-house staff. In addition the development of a regular in-service training schedule targeted to specific functional aspects of the system would ensure continued staff competency. The full implementation of the proposed training approach, not implemented at the time of the review, is consistent with this recommendation.*

#### **4.2.2 Incremental changes**

##### ***Related software initiatives***

The Consortium's website is fully functional including the implementation of the GeoQuery module. GeoQuery allows ready access by schools, Operators, and parents/students to both static and current information. This includes eligibility, attendance, policy, and delay and closure information. The capabilities of GeoQuery and the website as a whole allowed the Consortium to rethink the use and implementation of an Integrated Voice Response (IVR) system as recommended during

the original E&E. The Consortium found that the information and notification modules of the *GeoQuery* system provided stakeholders with ready access to information without the need for redundant systems.

A review of data available from *Google Analytics* indicates that stakeholders are aware of and use the system with the site receiving over 54,600 unique page views during the month of September, 2011. The majority of these were for the school and student access parts of the site that are fed by *GeoQuery*. This is an excellent example of how technology supports the dissemination of information while promoting the effective use of staff time.

An automatic vehicle locating system (AVL) has also been implemented with transmitters required for each vehicle providing service to the Consortium. Across the industry, the use of AVL systems ranges from providing basic vehicle location to technicians and managers to more sophisticated use of the technology to include route planning support and performance analysis. STSWR makes extensive use of AVL to support route auditing and to fine tune its route and run path planning. The Consortium is currently working to further enhance the capability and integration of AVL and *GeoQuery* to provide authorized stakeholders with real-time bus location information.

### ***Training***

Observations and interviews (primarily with the newest staff members) indicate that the Consortium has developed a training program that fully meets the intent of the original recommendation. To promote understanding and the efficient use of the *BusPlanner* system, new staff members attend an initial training session with the vendor.

Technicians also have access to representatives from the vendor (*GeoRef*) on a monthly basis when *GeoRef* is on-site for software maintenance. Ongoing training consists of participation in regular webinars along with material and information presented at weekly staff meetings.

A review of the documentation further supports the Consortium's emphasis placed on ensuring that technicians have the knowledge necessary to ensure effective use of the system. As an example, the implementation of strategies critical to planning effective and efficient routes and runs are discussed and documented including loading factors, time and distance constraints, planning to promote the multiple daily use of the vehicle, bell time management, and the integration of routes and runs, and planning to reduce total kilometers. Additionally, the Consortium has developed an excellent process for the identification and documentation for targeted training and development areas for each of its staff members.

### **4.2.3 Accomplishments**

#### ***Comprehensive use of tools***

The prime example of this is with the full integration of the AVL system; STSWR is able to rapidly perform operator audits comparing planned to actual route paths. Technicians use this information to monitor route paths and to reconcile differences with the Operators. An additional benefit of the AVL system that is being well utilized is the ability to calibrate road speeds for any particular road segment by the time of day. This allows for a more accurate planning process as changes in road speeds at high volume times can be accurately considered. This is a best practice that provides an excellent example for other consortia to follow.

### **4.3 Digital map and student database management**

For any electronic routing system to be fully effective, it must be supported not only by an accurate underlying map, but also by accurate student data. As noted during the original E&E, STSWR utilizes a unique contractual approach whereby the transportation software vendor is responsible for ensuring regular map updates. This ensures a high level of map accuracy. As originally observed, the recommendations in this area focused on system coding, student database management, and data transfer.

#### **4.3.1 Original recommendation**

##### ***System coding***

*STSWR should consider modifications to the student coding structure by establishing more rigid distinctions in the travel codes to facilitate ease of reporting and analysis, specifically, concerns regarding when to use specific types of codes and how to clarify the rationale for mode and method of transport and the coding structure. To the extent possible, key information currently stored in group and text fields should be considered for formal travel codes. In particular, this applies to all of the exception based transport being provided by STSWR.*

##### ***Student database management***

*Emphasis should be placed on increasing the frequency with which student data is imported from the student information systems. The current six week schedule necessitates the establishment and use of a number of alternative work processes to ensure the completeness and accuracy of student data that introduce inefficiency into the Technicians' work requirements.*

### **Data transfer**

*Protocols should be established to limit the manual re-entry of any information by stakeholders. Therefore, STSWR should work with its operator group and school sites to determine if the operations would benefit from an electronic transfer of student, run, and route data. To the extent possible, efforts should begin as soon as practical to establish the most appropriate file structure and electronic data transfer. Part of this effort should also include the verification of all health and safety data retained in the student record to facilitate the development of the data transfer process.*

### **4.3.2 Incremental progress**

#### **System coding**

The overall coding structure has been simplified and in doing so helps to promote a more rapid and accurate analysis of student ride data. As an example, basic eligibility is determined by the use of travel codes as follows:

**Table 2 : Eligibility by Travel Code**

<b>Wheel Chair</b>	<b>Taxi</b>	<b>Transit</b>	<b>Sped Bus</b>	<b>Bus</b>	<b>Walk</b>
H	T	P	S	B	W

Once eligibility is established, additional sub codes within each eligibility group further define the specifics of each type of transportation provided. As an example, students may be coded S1 for special needs, S3 for “ride alone” or S5 which designates a special needs exception based on an out of district agreement. In addition to travel codes, students can be assigned to “groups” within the program which further supports the retrieval of student information and the analysis of data.

One of the examples observed during the original E&E was the inconsistency in how eligibility codes were assigned. As noted at that time, over 525 students (36 percent of 1,478 students with an eligibility code of “walker”) were transported under a travel code of “bussed” with no additional information as to *why* transportation was being provided. The new coding structure supports accurate coding and the analysis of data for each type of transportation provided. As an example and as illustrated in Table 3, currently there are approximately 459 students with an eligibility code of “walker” provided with transportation. Of these 459 students, only 3 or less than 1 percent of the student records fail to have a secondary code that describes the reason for providing transportation. Using the information as coded by the new system, the data can be

readily analyzed to provide an accurate answer as to why transportation is being provided and to make an informed decision as to the necessity and costs of providing any one type of service.

**Table 3: Transported Walkers**

Categories	Wheel Chair	Taxi	Transit	Sped Bus	Bus	Walk
Travel Code	H	T	P	S	B	W
Bused					3	
Spec Ed	11	11		36	4	
Medical/Compassionate/Special Requests		10		1	14	
Must ride alone		2				
Board Decision/Exception/Grand parented		1			28	
Exception OOD/Halfway Line/Right to Attend						
Daycare (OOB student at daycare in bussed area) or OOD bussed to an eligible sitter (if B5/B6 don't apply)					1	
Alternate (both AM and PM)		1			305	
Alternate AM or Alt AM and Bus Home					21	
Alternate PM or Bus from Home and Alt PM					1	
AM only				3	3	
PM only					3	

### ***Student database management***

In response to the original recommendation, a process for the uploading of *BusPlanner* data to *Trillium* every two weeks with a full download back from *Trillium* on a regular six week interval has been implemented. On a nightly basis, *BusPlanner* automatically updates the information available on the Consortium's web portals. This is a vast improvement over the irregular schedule as observed during the original E&E and has met the intention of the recommendation by promoting accuracy and reducing redundancy of staff effort. It should also be noted that at the time of Follow-up E&E site visit the Consortium was in the final testing phase for the roll-out of *BusPlanner Live*. This module provides for real time integration of student data between the *Trillium* and *BusPlanner* databases. Since then *BusPlanner Live* has been fully activated, largely eliminating staff time for the entry and reconciliation of student data.

### ***Data transfer***

The implementation of the *GeoQuery* module as discussed in the *Related Software* section provides stakeholders with ready access to student eligibility and route and run information. This has eliminated the need for technicians to manually produce and forward stop, route, or run information to school staff or operators. Interviews indicate that information is manually forwarded only in those instances where more detailed information is required than is available via *GeoQuery*. The interface was also modified to automatically populate student medical information in *BusPlanner* as information is downloaded from *Trillium*, thus eliminating all but the manual entering of specific student safety concerns by the technicians.

### **4.3.3 Accomplishments**

#### ***System coding***

The simplification of the coding structure serves to increase the accuracy of data analysis and also to make the overall process for the analysis of data for reporting more accurate and efficient. As discussed above and illustrated in Table 2, the redesign and consistent use of the coding structure meets the goals of the original recommendation and supports the effective and efficient planning, and analysis of data.

#### ***Data transfer***

The implementation of the *GeoQuery* module provides stakeholders with ready access to route and stop data, reducing the staff time required for the dissemination of basic information. This directly supports the goals of the E&E process as staff time can be better focused on route management and planning to improve levels of service and control costs.

## **4.4 System reporting**

Adequate reporting allows for the early identification of trends that may be detrimental to operations, improves the analytical capacity of the organization, and allows for internal and external stakeholders to be more adequately informed about operations. The purpose for this part of the review was to evaluate what reports are typically generated, who receives these reports, and what capabilities exist to develop ad hoc reports for the purpose of information dissemination and analysis of system performance.

### **4.4.1 Original recommendation**

#### ***Reporting and operational analysis***

*STSWR should expand its current reporting initiative to include an evaluation of each position in the organization to determine what data those individuals require, the schedule on which it is required, and to establish a proactive reporting schedule to reflect these requirements. These reports could include: a daily student change log for each technician (as part of the data management efforts discussed in Section 5.3.3); a weekly route change report for the Operations Manager; a quarterly performance operations report for the Operations Manager that provides summary statistics and detailed data on issues like capacity utilization, route pairing, average run times, and lateness; and an annual operational summary to the Manager that summarizes the key performance statistics mentioned above and incorporates detailed cost measures such as the direct and indirect cost per bus, cost per student, and cost per kilometer. This reporting structure could then be integrated into the annual route planning process as STSWR attempts to establish a continuous improvement process focused on increasing effectiveness and efficiency.*

### **4.4.2 Incremental progress**

#### ***Reporting and operational analysis***

Interviews with routing technicians indicate that the system data is regularly utilized to analyze opportunities for improvement within each of their areas of responsibility. Examples include the analysis of ride times or bus capacity utilization by school or region to determine if there are opportunities for a reduction in buses. To facilitate effective route planning and the analysis of data, several tools have been developed for use by technicians. This includes the use of a school coding structure based on grid system and a concurrent run analyser that assists in locating of nearby available vehicles.

The responsibility for the overall analysis of Consortium performance currently rests with the General Manager. The General Manager makes regular use of data extracts from the routing software on an as-needed basis to support analyses and scenario development. This use is appropriate to the current needs of the Consortium. It was indicated during interviews that the Boards and the Consortium's Board of Directors review key performance indicators including cost breakdowns and service reports. It was also reported that other KPIs such as load and route verifications have been developed and are tracked at the technician level to assist technicians in identifying areas where the number of runs or routes may be reduced.

#### **4.4.3 Opportunities for improvement**

##### ***Reporting and operational analysis***

As noted above, the General Manager retains overall responsibility for the performance analysis of transportation services. While this methodology has served the Consortium and its Member Boards well since the original E&E, and was a prudent path while many of the technicians were new to the Consortium, establishing additional analytical responsibilities appropriate to each position should now be considered. In addition to the currently performed run and route verifications, the regular analysis of service and performance indicators should be considered. Examples of these include run and route time verifications, number of stops per run, and the number of students per stop. The consistent analysis of key performance indicators at the technicians' level will help to ensure that localized performance issues are discovered and managed within each of the regionalized areas.

#### **4.5 Regular and special needs transportation planning and routing**

Transportation route planning is the key activity undertaken by STSWR. Special education planning is of particular importance due to the long history of outsourcing this service to one of the bus contractors. This portion of the review was designed to evaluate the strategies, tactics, and processes used to provide transportation to regular and special education students and the approaches used to minimize the cost and operational disruption associated with both types of transportation.

##### **4.5.1 Original recommendations**

###### ***Special needs planning***

*STSWR should continue its effort to in-source special needs transportation planning. However, as part of this effort a detailed staffing analysis should be conducted to determine whether additional staff is required or if existing staff should have duties*

*reallocated to support the effort. As part of this initiative, run development procedures should be established that provide guidance to Technicians and the Special Needs Technician on when integration of students is possible. This effort should include the option for regular education students to travel on special needs buses. In addition, efforts should be made to eliminate all manual entry of student data for special needs planning purposes.*

### **Run design**

*STSWR should accelerate its efforts to redesign the existing run network in a manner that takes advantage of all possible efficiency and effectiveness measures. Of particular note is the option of integrating students from both Boards on the same bus to eliminate the need for multiple trips into a neighborhood. This will require considerable cooperation among the Boards regarding the establishment of bell times or the initiative to be successful. It is this approach that is likely to yield the greatest potential cost savings and efficiencies. It is unlikely that STSWR can fully consider the impact of all of these changes in the 2009-10 school year due to the expected in-sourcing of special needs transportation planning. Therefore, a multi-year plan should be established that focuses initially on integration of students from different Boards. During the 2009-2010 school year STSWR could then evaluate the impact of eliminating courtesy and exception based transportation immediately and in a phased manner. This would allow the CMC to provide policy direction prior to the start of planning for the 2010-2011 school year. Given the relatively higher benefits of run design versus special needs routing, the Consortium may wish to reconsider the relative priority of these two initiatives.*

## **4.5.2 Incremental progress**

### **Special needs planning**

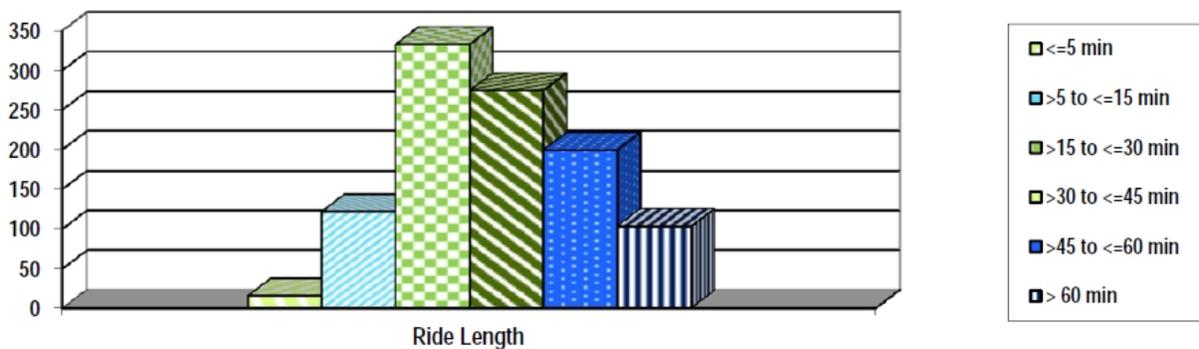
Special needs transportation planning has been fully in-sourced as discussed in the original recommendation. The responsibility is now shared between two full time technicians with responsibilities divided between the North and South regions. Interviews indicate that no restrictions exist in the integration of students on regular education runs or between Boards. The analysis of data finds (as currently coded) that only a small percentage of special education students are currently assigned to regular education runs. Approximately 71 special needs students from both Boards are currently coded as special needs students assigned to regular education runs. This outcome is the result of how special needs transportation is considered by each of the Member Boards. WCDSB programs are located within their regular education facilities. Special needs students who are able to be transported on regular buses are not considered special needs for the purpose of transportation coding. WRDSB students

attend congregated programs precluding the integration on regular buses due to time and distance constraints.

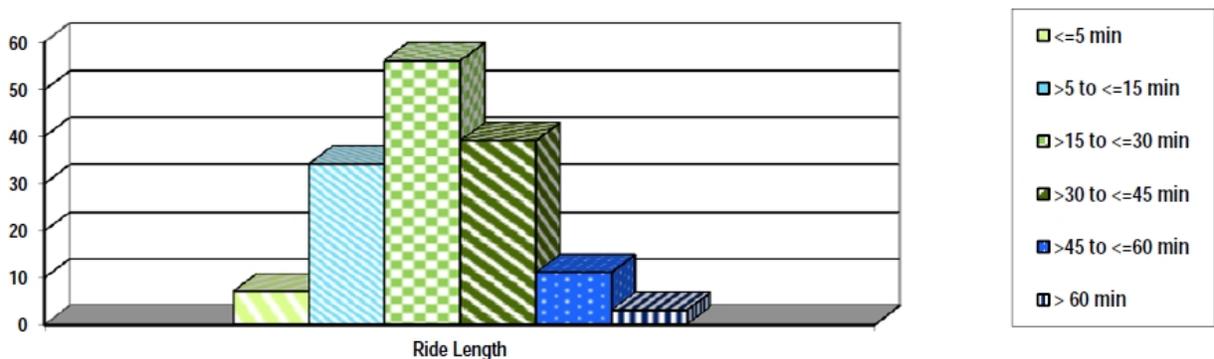
The manual entry of data has been reduced with implementation of the interface that was modified to automatically populate student medical information for special needs students. As the Boards begin the process of incorporating special needs data into *Trillium*, the implementation of *BusPlanner Live* will further reduce the manual processes and the impact on staff time.

An analysis of student ride times finds that the Consortium planned runs for special needs have resulted in ride times that indicate a high level of service has been achieved. Average ride times for WRDSB students is approximately 36 minutes with 90 percent of ride times less than one hour. Similarly, ride times for WCDSB average 25 minutes with 98 percent of ride times less than one hour.

**Figure 2: WRDSB - SPED Student Ride Times**



**Figure 3: WCDSB - SPED Student Ride Times**



An overall analysis of the system data was performed to obtain a full understanding of the effectiveness of the routing network. Capacity Utilization is an indicator of how well buses are loaded while the number of runs per bus and buses per 100 students

indicates how many buses are required and the ability for each bus to perform multiple runs. The analysis of data finds an average of 68 percent utilization across the system for regular education. The average capacity utilization for special needs buses is approximately 31 percent resulting in overall capacity utilization for both regular and special needs transportation of approximately 53 percent. Both of these results are indicative of a well planned system, although also indicating that there are opportunities for further improvement.

The number of buses per 100 students is approximately 1.13 for regular education buses and 1.78 across the system. In general, the lower this result the more indicative it is of a combination of high capacity utilization and the ability for each bus to perform multiple runs. While both regular and special needs buses (on average) are able to perform 3.6 runs per day, the lower capacity utilization of special needs buses results in a higher number of buses being required per 100 students. It should be noted that the analyses were based on active or actual ridership and not on the number of students planned for each run. This is an important distinction and further demonstrates the overall effectiveness of the systems as planned utilization most likely would be higher.

### ***Run design***

The review of documents and the on-site interview process indicates a clear understanding of the recommendation by the development of policies, procedures, and training programs specific to routing strategies that promote effective and efficient routing. This includes the strategic management of bell times to promote route and run integration.

In response to the recommendation, the Consortium developed a formal bell time management policy and commenced a consortium-wide study. This study analyzed the potential for a reduction in the number of required buses through the coordination of bell times to achieve greater integration of routes and runs between the Boards. A review of the provided analysis and a model produced as an example for other consortia to follow clearly demonstrates that STSWR fully understands the importance of the recommendation and shows its ability to accurately analyze the potential opportunities for consideration by its Member Boards. However, as discussed in the *Policies and Practices* section STSWR and its Member Boards must develop a strategy to ensure that future bell time analyses will be more fully supported and given the greatest chance for approval.

### 4.5.3 Accomplishments

#### *In-sourcing and bell time analysis*

As noted during the original E&E process, a multiyear plan was recommended that included the in-sourcing of special needs planning and the redesign of the routing network to improve the efficiency and effectiveness of the runs primarily through the coordination of bell times. As discussed throughout the *Policy and Practices* section and this section, the coordination of bell times presents the best opportunity for greater integration between the Member Boards at both the run and route level. In response to the original recommendations, STSWR was determined to meet or exceed the recommendations by completing the in-sourcing process and through the analysis of efficiencies available with the coordination of bell times.

### 4.6 Results of E&E follow up review

Student Transportation Services of Waterloo Region has been rated as **High** in Routing and Technology for the follow-up review. It is evident that the Consortium was determined to meet or exceed the recommendations as discussed in the original E&E. Specific improvements in the area of technology include the full implementation of the Consortium's interactive website and the use of AVL to assist in the route planning and verification processes both of which are best practices. Training is comprehensive and includes a targeted approach to improve the individual skills of each of the staff members. An improved coding structure and improvements in the management and transfer of data along with the in-sourcing of special needs planning meets the goals of the recommendations and promotes not only effective and efficient routing solutions but the analysis of important key performance indicators.

While recent proposed changes in bell times were not implemented, the Consortium has fully demonstrated its understanding of the recommendation and its ability to present options to its Member Boards for consideration. Changes in how this process is implemented should ensure that future initiatives result in the greatest chance for approval.

## 5 Contracts

### 5.1 Introduction

The Contracts section refers to the processes and practices by which the Consortium enters into and manages its transportation and other service contracts. The analysis stems from a review of the following three key components of Contracting Practices:

- Contract structure;
- Contract negotiations; and
- Contract management.

Each component has been analyzed based on observations from information provided by the Consortium, including information provided during interviews. The analysis included an assessment of areas requiring improvement that were informed by a set of known best practices identified during previous E&E Reviews. These results are then used to develop an E&E assessment for each component. The E&E assessment of contracting practices for the Consortium is as follows:

**Contracts – Original E&E rating: Moderate**

**Contracts – New E&E Rating: High**

### 5.2 Contract Structure

An effective contract<sup>3</sup> establishes a clear point of reference that defines the roles, requirements, and expectations of each party involved and details the compensation for providing the designated service. Effective contracts also provide penalties for failure to meet established service parameters and may provide incentives for exceeding service requirements. Contract analysis includes a review of the clauses contained in the contract to ensure that the terms are clearly articulated, and a review of the fee structure is conducted to enable comparison of its components to best practice.

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<sup>3</sup> The word Contract in this context refers to detailed documents outlining the scope of services, rates and expected service levels. The phrases Purchase of Service agreement, statement of understanding, or memorandum of agreement is used in this report to describe a less detailed document that only outlines the services to be provided and the rates at which they are to be provided.

## **5.2.1 Original recommendations**

### ***Additional contract clauses***

*We would recommend that the Consortium review their contracts with Operators and consider the addition of the following clauses:*

- *vehicle spare ratio;*
- *dispute resolution clause;*
- *rate negotiation procedures; and*
- *length of time a spare vehicle can be used (i.e. how many days can a spare vehicle be used – as some of them could be 16 years old).*

*The contract requires that all Operators provide first aid training and EpiPen training to drivers within six months of their hire date. We would recommend that this time be reduced. Training should be provided to drivers upon hire or as soon after as possible to ensure drivers have the appropriate skills and training should an emergency arise.*

*Full and complete contracts help to ensure the Consortium is provided the standard of service they require and help to ensure that any miscommunications or conflicts can be swiftly and appropriately addressed.*

### ***Taxi contracts***

*Written contracts should be established with Taxi companies. The lack of contracts increases risk exposure to the Consortium and the Member Boards. It is important that all vehicles used to transport pupils are in compliance with the Ministry of Transportation license, insurance and safety requirement, and the drivers have received all appropriate trainings that are mandatory to provide student transportation services.*

### ***Bus Operator compensation***

*STSWR should also monitor the number of routes with minimum distances to ensure excess payments are not needlessly made.*

*For inclement weather days, the Operator's contract states that for the first day of inclement weather cancellations Operators will be compensated both the fixed and variable portions of rates and for each day thereafter the Operators will only be paid the basic portion. It is recommended that only fixed costs/basic rates should be paid to the Operators to compensate for their effort to ensure the fleet of buses is ready to resume*

*duty when the inclement weather passes by. Variable costs such as per kilometer costs that are not incurred should not be paid by the Consortium.*

### **Requirements from Operators**

*We encourage the Consortium to continue with efforts to develop the new check list that will track vehicle, driver information, license and First Aid certificate expiry date. This check list will help the Consortium ensure they are receiving and monitoring all safety and licensing requirements as stipulated in the Operator contracts. We encourage the Consortium to expand the intended use the checklist to proactively monitor training programs, such as evacuation training, instead of relying on Operator invoicing to inform the Consortium when training has taken place. Pro-active monitoring will help the Consortium to ensure that all schools receive training in a timely manner. We also encourage the Consortium to use the checklist to test accuracy as well as existence, i.e. the responsible Consortium member will not only have to check that insurance certificates exist, but also, for example, that the insurance lists the correct parties and is valid.*

### **Transit passes**

*The Consortium is encouraged to take a comprehensive look at the costs involved in providing Municipal Transit passes to students. Based on conversations with the General Manager and our review of the available working papers, it is unclear whether this policy and its service and financial impacts have been carefully assessed through a comprehensive study. A complete cost study would reconcile and establish the complete cost of this service and properly refute or confirm that this policy provides the best service and value for the Consortium.*

## **5.2.2 Incremental progress**

### **Additional contract clauses**

The Consortium has standardized contracts with all of its bus operators after a competitive procurement process. The current contracts cover a period of five years (2010-2015). Also included is a clause that extends contracts for two additional one year terms at the sole discretion of the Consortium. Noteworthy clauses in the standard contract which were recommended in the original E&E Report are now included and are as follows:

- The vehicle spare ratio of 10% to provide assistance in the event of breakdowns or delays;
- Dispute resolution remedies include mediation and arbitration;

- No clause for rate negotiation as the Operators quoted price for their services for the term of the contract;
- Spare vehicles cannot be used for more than five days without approval from the Consortium.

The contract contains detailed clauses for contract performance, safety and legal requirements. The Consortium reserves the right to re-allocate routes among Operators in the contract. The contract outlines basic first-aid and safety training that Operators must provide to their drivers. Drivers are required to complete basic first-aid and EpiPen training within 90 days of employment.

### ***Taxi contracts***

The Consortium has entered into a three year service contract (2011-2014) with Taxi Operators. The Taxi services were acquired through competitive procurement by issuance of a RFP. Collaboration with the Regional Government staff was required to enact a regional by-law change before the Consortium was able to proceed with their competitive procurement.

The Consortium has reserved the right to extend the agreement by two one year terms at its sole discretion. The contract prohibits Operators to use vehicles which do not qualify for a Ministry of Transportation Safety Standards Certificate. Vehicles are also required to meet Ministry of Transportation's licence and insurance requirements. Other items in the standard contract are:

- Training requirements for drivers: The Consortium mandates that Operators provide an outline of their training programs. These training programs are required to include a number of topics, including First Aid/CPR and EpiPen training;
- Details related to driver, vehicle and operator performance, communication, and operational expectations including the implementation of trial runs prior to the start of the school year;
- Compliance requirements with respect to the contract, Consortium policies, and provincial and federal regulations;
- Vehicle age requirements;
- Fee structures and payment schedules, including information on adjustments due to inclement weather, labour disputes and fuel costs; and

- Other terms related to insurance coverage requirements, dispute resolution, termination and confidentiality.

### ***Bus operator compensation***

The compensation formula identified in the bus operator contract is the sum of a fixed daily base rate, which varies according to the type of vehicle being utilized, and a per kilometre rate which varies according to the vehicle being utilized and distance travelled. Adjustments for inclement weather, fuel escalation and a variable labour rate for routes over three hours are also included. Compensation for inclement weather days is set as the daily base rate (excluding of all variable costs).

The contract stipulates that only the basic rate will be provided when a specific route is suspended with proper notification or inclement weather except for the first system wide snow day where the variable rate will also be paid.

### ***Transit passes***

The Consortium currently provides transit passes to a number of its students. These transit passes are purchased from the relevant municipal body at a discount. Contracts have not been executed with the municipal body despite the repeated efforts of Consortium management. The Consortium also indicated that public transit brought to Regional Council a rate increase that will, thereby, change the cost-benefit analysis of transit versus yellow bussing. The CMC has started discussions on the implications of bussing the 3,900 students currently getting transit passes and the Consortium anticipates undertaking a complete refresh of the cost benefit analysis.

### **5.2.3 Accomplishments**

It is recognized that the Consortium now demonstrates the following best practices in addition to the best practices outlined in the original report:

### ***Taxi operator contract clauses***

The Consortium has detailed contracts in place with taxi operators that outline all appropriate legal, safety and other non-monetary terms including confidentiality and the obligations of the both the Consortium and the Taxi operator. Taxi operator contract meet the same burden in terms of appropriate contract clauses as bus contracts.

## **5.3 Contract negotiations**

Contract negotiations are intended to provide an avenue by which the Consortium, as a purchaser of services, can ultimately obtain the best value for money. The goal of the Consortium is to obtain high quality service at fair market prices.

### **5.3.1 Original recommendations**

#### ***Negotiation calendar***

*The Consortium should develop and document a negotiation calendar and format and communicate key dates, milestones and expectations to Operators, CMC and the Board of Directors. A calendar of key dates, milestones and responsibilities will help to ensure that the Consortium and Operators can reach agreement on next year's contract prior the start of the school year.*

#### ***Monitoring***

*STSWR employees do not conduct school and operator visits during the year to monitor operations. A monitoring system should be implemented by the Consortium to monitor Operator performance.*

*Comprehensive route audits involve a trained and experienced individual riding on a selected bus to monitor compliance with contractual requirements such as adherence to the stated bus route, no unauthorized pickup or drop off points, and proper use of the student list. Route audits also provide the Consortium with a basis to determine the accuracy of the student numbers that the Operators report on the annual October 31 count of students.*

*Route audits should be conducted on a regular basis and be supported with appropriate documentation summarizing the results. This type of follow-up reporting can aid in the evaluation of Operators and be used as evidence of proper implementation of the stated monitoring policies. Efforts should be made to obtain a broad and representative sample of audit results which represent all of the Operators which serve the Consortium. Results of the route audit should be documented by the Consortium and later be communicated back to the Operators to assist them in managing their drivers and improving overall service quality. Passive monitoring or a reliance on the bus Operators to self-regulate and report instances of non-compliance with contract terms, such as instance of unauthorized bus stops, is not an effective method to detect, nor deter, actions which potentially impact the safety of students transported. To be useful to the Consortium, incident reporting and operator scorecard monitoring will need to be more formally monitored and reconciled by having the Operators report incidents and their reasons. STSWR should be able to use incident tracking schedules to reprimand Operators and/or as evidence to support contract reductions.*

*As the Consortium owns and operates cameras, it is imperative that a camera operations policy be developed that outlines such practices as tape retention and disposal to protect the privacy of students and meet the Freedom of Information Act standards.*

### **Competitive procurement**

*By not engaging in a competitive process, the Consortium will not know whether it is paying best rates for services provided. If a competitive process is used to procure contracted services, the Consortium can clearly state all service requirements in the procurement document. In addition, the Consortium can be sure that it will obtain the best value for its money as Operators will compete to provide the required service levels at prices that ensure they earn an appropriate return on investment. This may not mean that rates will decline; however, the concern for the Consortium should be to obtain best value for money expended.*

*A competitive process can be used with certain safeguards in place to protect the standards of service. The Consortium should continue to enforce limits placed on the amount of business any one operator can hold to avoid a monopoly situation. Additionally, in evaluating the successful proponents, cost should not be the overriding factor as that will encourage low cost proponents to enter the market while not necessarily ensuring that the same or improved levels of service are being provided. Local market conditions should be considered at all points in the development and evaluation of any service proposal. For example, local operators can be encouraged to participate in this process by placing a value on having local experience as part of the evaluation criteria; however, this specific criterion for local experience should also not be an overriding factor in the proposal evaluation process.*

*If the current negotiation process is deemed to be most appropriate for particular areas - such as remote areas where there may not be many operators interested in providing the service - the Consortium will be able to use the competitively procured contracts as a proxy for service levels and costs negotiated with the more rural operators. Established procurement policies will determine the process for service acquisition.*

*As the package on competitive procurement has been released and pilot programs are underway, the Consortium should start developing an implementation plan for competitive procurement. A plan should include a review of existing procurement policies, an analysis of the local supplier market, strategies to help determine the RFP scope and processes and a criteria and timeline to phase-in competitive procurement. The plan should also utilize the best practices and lessons learned are available from the pilot Consortia.*

### **5.3.2 Incremental progress**

#### **Competitive procurement**

The Consortium has completed the competitive procurement process for all transportation needs. A detailed RFP was formulated which stipulated terms and

conditions for safety, operational performance, KPIs and clear payment terms. The Consortium indicated that resulting contracts are robust and have led to significant monetary savings and improved value.

### ***Procurement calendar***

The contracts dictate the next round of competitive procurement. The bus contract end in 2015 and an assessment will be conducted in 2014 to determine if the extension provision included in the contract or a new competitive procurement process ought to be used. This assessment will be presented to the Board of Directors and a resolution will be ratified.

The Taxi contract ends in 2014. An assessment will be conducted in 2013 to determine if the extension provision included in the contract or a new competitive procurement process ought to be used. This assessment will be presented to the Board of Directors and a resolution will be ratified.

### ***Monitoring and Requirement from Operators***

The Consortium conducts annual compliance audits with each operator. During a compliance audit, the following key items are reviewed and checked by the “auditor”:

#### Safety

- Communication devices are available and functional;
- Safety issues are reported and documented in a timely manner;
- All drivers are trained in First Aid & CPR;
- Medical or special considerations for students are made available to drivers.

#### Operation Management

- Overall vehicle is in good working order;
- Inspections are done by MTO;
- Pre-trip inspections are done daily by the driver/operator;
- Systems are in place to receive current Consortium generated information.

## Training

- Driver performance is monitored and retraining is provided for drivers with safety/accident records;
- Driver training records are to be kept, including proof of successful completion of training;
- Training systems are in place for basic student behaviour and a process for training new and spare drivers is available.

Other items reviewed during compliance audits relate to document control such as driver performance tracking, accurate and complete filing of accident forms/incident forms.

Following the audit, the Consortium follows up with the operator by issuance of a fault report. A review of the CMC meeting minutes highlighted that the Consortium works with the operator to ensure compliance subsequent to issuance of a fault report. The Consortium follows up with the Operators to check if the promised changes have been implemented. If a major issue is identified, the audit is stopped and the operator would be given a set date to comply. A grade above 80% in the audit for the operator is deemed as compliant. The General Manager reports to the CMC during monthly meetings on the status of the audits.

Operators provide the driver and vehicle list monthly to the Consortium. The list provides licence expiry date, First Aid certificate and EpiPen training dates. Updates to the list over the previous version are highlighted and reviewed by the Consortium.

The Consortium indicated that a system is being implemented which provides alerts of operator insurance renewal at the time of renewal as opposed to just at the start of school year. A spreadsheet listing the Operators identifies the expiry dates. The spreadsheet also tracks the WSIB clearance dates. The spreadsheet is used by the Administrative Assistant to update the current status for all Operators and is monitored by the General Manager.

Additionally, Automatic Vehicle Locator (AVL) is mandated on each bus providing services to the Consortium. This allows the Consortium to monitor the following items in real time:

- Arrival and departure times at school, students' pickup/drop off time and location; and vehicles' departure from and arrival at the Operators' yard;
- Compliance to route design

- Timing conflicts;
- Exact mileage driven by the buses on routes.

The Consortium conducts reviews using the real-time bus data available in BusPlanner and investigates issues noted during the audit. It was also indicated that the Consortium staff, while responding to queries from parents or users, access AVL for about 10-20 routes daily to locate buses for incidents such as bus delays in reaching pick up/drop off points.

The Consortium also monitors operators' services on a STSWR scorecard which provides an overview of the business. When a KPI trends in the wrong direction or demonstrates an unusual result, further investigation is conducted. When the cause is identified, follow-up with the appropriate Operator takes place. The scorecard provides a benchmark within the Consortium and enables benchmarking with other Consortia. The scorecard measures Safety, Quality, Service and Cost trends. The General Manager presents the scorecard to the Board of Directors quarterly. On discussion with the General Manager, it was noted that unusual trends noted on the scorecard are followed up with the operators.

### **5.3.3 Accomplishments**

It is recognized that the Consortium now demonstrates the following best practices in addition to the best practices outlined in the original report:

#### ***Competitive procurement***

The Consortium has revised its Bus and Taxi operator contracting practice to include a competitive procurement process; resulting in competitive rates and added value. Competitive procurement processes are recognized as the best means to ensure market rate pricing as they allow the purchaser to obtain the best value for money given a defined set of service expectations. The use of a competitive procurement process introduces the business opportunity to a competitive market. Based on the Operator's submission, the Consortium is able to identify the most qualified transportation service operators that offer the best value for the level of services provided. This is a notable achievement as it is a fundamental step in ensuring that bus and taxi operator services are contracted at competitive market rates.

#### ***Contract management***

The Consortium ensures that the information, facility and vehicle requirements outlined in the Operator contracts are verified in a timely manner and tracks the performance of Operators over time. In addition, the Consortium also performs periodic audits of

Operators to ensure that on-road service quality matches the expectations set out in the Operator contract. Such efforts to ensure Operator compliance help the Consortium to measure whether the Operators are complying with stated contract clauses and, ultimately, if they are providing safe and reliable service.

#### **5.4 Results of E&E follow-up review**

The process by which the Consortium procures, structures, and manages its contracts for transportation services has been re-assessed as **High**. The Consortium has met all of the expectations of the original E&E review through the execution of comprehensive contracts with its Bus and Taxi operators. The Consortium implemented competitive procurement despite facing many initial challenges with respect to existing Taxi by-laws. The Consortium displays many best practices in Contract Management which could be an example for other consortia in the province. The Consortium has taken a proactive approach to engage the latest technologies to monitor Operators compliance with the contracts.

## 6 Funding Adjustment

The Ministry has asked the E&E Review Team to apply their Funding Adjustment Formula to each Board that was subject to an E&E Review. Note that where Boards are incurring transportation expenses in multiple Consortium sites, the Board's adjustment will be prorated for the portion attributed to the Consortium under review. For example, if 90% of Board A's expenditures are attributed to Consortium A, and 10% of expenditures are attributed to Consortium B, the funding adjustment resulting from Consortium A's review will be applied to 90% of Board A's deficit or surplus position.

The Ministry's funding formula is as follows:

**Table 4: Funding Adjustment Formula**

Overall Rating	Effect on deficit Boards <sup>4</sup>	Effect on surplus Boards <sup>4</sup>
High	Reduce the gap by 100% (i.e. eliminate the gap)	No in-year funding impact; out-year changes are to be determined
Moderate-High	Reduce the gap by 90%	Same as above
Moderate	Reduce the gap by 60%	Same as above
Moderate-Low	Reduce the gap by 0%	Same as above
Low	Reduce the gap by 0%	Same as above

Based on the Ministry's funding formula, in conjunction with our E&E assessment of the Consortium, it is anticipated that the following funding adjustments will be made for each Board:

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<sup>4</sup> This refers to Boards that have a deficit/surplus on student transportation

## WRDSB

<b>Item</b>	<b>Values</b>
2010-11 Transportation Surplus (Deficit)	(\$1,681,590)
% of Surplus (Deficit) attributed to the Consortium (rounded)	100%
Revised amount to be assessed under the Consortium	(\$1,681,590)
E&E Rating	High
Funding Adjustment based on Ministry's Funding Adjustment Formula	100%
Total Funding adjustment	\$1,681,590

## WCDSB

<b>Item</b>	<b>Values</b>
2010-11 Transportation Surplus (Deficit)	\$760,294
% of Surplus (Deficit) attributed to the Consortium (rounded)	100%
Revised amount to be assessed under the Consortium	\$760,294
E&E Rating	High
Funding Adjustment based on Ministry's Funding Adjustment Formula	100%
Total Funding adjustment	No Adjustment

(Numbers will be finalized when regulatory approval has been obtained.)

## 7 Appendix 1: Glossary of Terms

<b>Terms</b>	<b>Definitions</b>
Act	Education Act
Assessment Guide	The guide prepared by the E&E Review Team and the Ministry of Education which will be used as the basis for determining the overall effectiveness and efficiency of each Consortium
Common Practice	Refers to a set of planning parameters that have been reported by Ontario school boards as the most commonly adopted planning policies and practices. These are used as references in the assessment of the relative level of service and efficiency.
Consortium, the; or STSWR	Student Transportation Services of Waterloo Region
Deloitte	Deloitte & Touche LLP (Canada)
Driver	Refers to bus Drivers, see also operators
E&E	Effectiveness and Efficiency
E&E Review Team	As defined in Section 1.3.1
E&E Reviews	As defined in Section 1.3
Effective	Having an intended or expected effect; the ability to deliver intended service
Efficient	Performing or functioning in the best possible manner with the least waste of time and effort; the ability to achieve cost savings without compromising safety
Evaluation Framework	The document, titled “Evaluation Framework for Student Transportation Services of Waterloo Region” which supports the E&E Review Team’s Assessment; this document is not a public document
Funding Adjustment Formula	As described in Section 1.3
HR	Human Resources
IT	Information Technology

<b>Terms</b>	<b>Definitions</b>
JK/SK	Junior Kindergarten/Senior Kindergarten
KPI	Key Performance Indicators
Management Consultants	As defined in Section 1.2
Ministry	The Ministry of Education of Ontario
MPS	Management Partnership Services Inc., the routing consultant, as defined in Section 1.2 and 1.3
MTO	The Ministry of Transportation of Ontario
Operators	Refers to companies that operate school buses, boats or taxis and the individuals who run those companies. In some instances, an operator may also be a Driver.
Overall Rating	As Defined in Section 1.3 of the Evaluation Framework
Partner Boards, Member Boards or Boards	The school boards that have participated as full partners or members in the Consortium
Rating	The E&E Assessment score on a scale of High to Low, see Section 1.3
Report	The report prepared by the E&E Review Team for each Consortium that has undergone an E&E Review (i.e. this document)
Separate Legal Entity	Incorporation
WCDSB	Waterloo Catholic District School Board
WRDSB	Waterloo Region District School Board

## 8 Appendix 2: Financial Review – by School Board

### Waterloo Region District School Board

Item	2007/2008	2008/2009	2009/2010	2010/2011 <sup>5</sup>	2011/2012 <sup>6</sup>
Allocation <sup>7</sup>	\$11,662,473	\$12,385,223	\$12,608,536	\$12,946,956	\$13,154,467
Expenditure <sup>8</sup>	\$12,552,793	\$13,689,896	\$13,726,992	\$14,628,546	\$14,662,239
Transportation Surplus (Deficit)	(\$890,320)	(\$1,304,673)	(\$1,118,456)	(\$1,681,590)	(\$1,507,772)

### Waterloo Catholic District School Board

Item	2007/2008	2008/2009	2009/2010	2010/2011 <sup>5</sup>	2011/2012 <sup>6</sup>
Allocation <sup>7</sup>	\$6,400,244	\$6,656,395	\$6,583,529	\$6,543,649	\$6,321,445
Expenditure <sup>8</sup>	\$6,501,598	\$6,068,003	\$6,283,096	\$5,783,355	\$5,950,101
Transportation Surplus (Deficit)	(\$101,354)	\$588,392	\$300,433	\$760,294	\$371,344

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<sup>5</sup> 2010-2011 allocations and expenditures based on Ministry data – Financials for 2010-2011

<sup>6</sup> 2011-2012 allocations and expenditures based on Ministry data – Revised Estimates for 2011-2012

<sup>7</sup> Allocation based on Ministry data – includes all grant allocations for transportation (Section 9 00008C, Section 13 00006C, Section 13 00012C)

<sup>8</sup> Expenditure based on Ministry data – taken from Data Form D: 730C (Adjusted expenditures for compliance) – 212C (Other Revenues)

## **9 Appendix 3: Document List**

1. C 1a STSWR Bus Operator contract 2010-2015.pdf
2. C 1b Bus operator contract signatures.pdf
3. C 1c bus operator compensation.pdf
4. C 2 Special Needs Vehicles.pdf
5. C 3a Operator List.pdf
6. C 3b STSWR taxi Contract 2011-2014.pdf
7. C 3c Signature page Taxi Contracts.pdf
8. C 4 Driver Events.pdf
9. C 5 Bus List 2011-2012.pdf
10. C 6a Eligibility (Transit).pdf
11. C 6b Eligibility (Taxi).pdf
12. C 7a Contract Compliance Audit.pdf
13. C 8a Procurement Calendar.pdf
14. C 8b STSWR RFP Package 2010-2015 School Bus.pdf
15. C 8b Taxi RFP 2011-2014.pdf
16. C 8c Procurement Method implemented.pdf
17. C 9 d-e Routes & vehicles audit completed.pdf
18. C 9a Right to Audit.pdf
19. C 9b STSWR Audit Excel Question.pdf
20. C 9c Proof Contract Compliance Audit conducted.pdf
21. C 9f Tracking of Operator performance.pdf
22. C 9g Communication with Operators.pdf

23. CM 1a STSWR agreement Revised 2010.pdf
24. CM 1b Articles of Incorporation.pdf
25. CM 1c Dispute Resolution.pdf
26. CM 2a Governance Committee.pdf
27. CM 2b-1 Board of Directors minutes.pdf
28. CM 2b-2 CMC minutes.pdf
29. CM 2c Roles responsibilities BOD-CMC.pdf
30. CM 3a STSWR Org Chart.pdf
31. CM 3b Staff List and Job Descriptions.pdf
32. CM 4 Cost sharing from Agreement.pdf
33. CM 5 -1 WRDSB transportation planning contract.pdf"?
34. CM 5 -2 WCDSB Transportation Planning contract.pdf
35. CM 6 -1 Support Service agreement .pdf
36. CM 6 -2 Support Service agreement.pdf
37. CM 7a review of liability limits mar 2012.pdf
38. CM 8 Purchasing Policy.pdf
39. CM 9a Human Resources Management Policies.pdf
40. CM 9b STSWR IPDP 2011 Formblank.pdf
41. CM 9c-d Staff Training Tracking.pdf
42. C 9e Succession plan Operations Supervisor.pdf
43. CM 9f Consortium results communicated.pdf
44. CM 10 KPI tracking.pdf
45. CM 10a Strategic Plan.pdf

46. CM 10b Strat Plan 2011-2012.pdf
47. CM 11a Scorecard.pdf
48. CM 11b Reporting Matrix.pdf
49. CM 11c Evidence Matrix reviewed.pdf
50. CM 11d follow-up on changes in tracked KPI.pdf
51. CM 12a WRDSB-MFIPPA-Aug-2010.pdf
52. CM 12b confidentiality agreement.pdf
53. CM 12c Evidence Privacy reviewed.pdf
54. CM 12d Bus Operators and Taxi operator confidentiality agreement.pdf
55. CM 12f staff confidentiality agreements.pdf
56. CM 13a Budget Process.pdf
57. CM 13b Budget allocation formulas.pdf
58. CM 13c-d March Accounting report 2011-2012.pdf
59. CM 13e follow-up on variance.pdf
60. CM 14a Accounting Policies.pdf
61. CM 14b 2011 STSWR Financial Statements FINAL.pdf
62. CM 14c Purchasing Policy and Procedures.pdf
63. CM 14d Managing change to consortium revenue.pdf
64. CM 14f Taxi Invoice Feb 2012.pdf
65. CM 14f-1 Cherrey Invoice Feb.1,2012.pdf
66. CM 14f-3 Purchase Order Sharp February 2012 .pdf
67. CM 14f-3 SHARP Invoice February 2012.pdf
68. PP 1 List of Transportation Policies and Procedures.pdf

69. PP 1a Transportation Eligibility.pdf
70. PP 1b Bus Stop Location.pdf
71. PP 1c Routing Guidelines.pdf
72. PP 1d School Hours and Bell Time.pdf
73. PP 1e Accidents or Incidents .pdf
74. PP 1f Procedure\_Lost\_Child.pdf
75. PP 1g Transportation Requests, Change or Cancellation.pdf
76. PP 1h Responsibilities of Operators and Drivers.pdf
77. PP 1i Responsibilities of Parents .pdf
78. PP 1j Responsibilities of Students.pdf
79. PP 1k Responsibilities of STSWR.pdf
80. PP 1l STSWR\_IP\_Use of Transit.pdf
81. PP 1m Special Needs Transportation.pdf
82. PP 1m2 Alternate Childcare Address .pdf
83. PP 1n Emergency Procedures First Aid.pdf
84. PP 1o EpiPen Policy.pdf
85. PP 1p 2011-12 INCLEM WEATHER POLICY -.pdf
86. PP 1q STSWR-Appeal-Procedure.pdf
87. PP 1r Hazard Transportation Eligibility.pdf
88. PP 1s STSWR\_IP\_Route\_Audits.pdf
89. PP 2 TASK CYCLE STSWR.xlsm
90. PP 3 statements of routing philosophy.pdf
91. PP 4 Report used to measure service level.pdf

92. PP 5 Safety Program.pdf
93. PP 6 List of driver training requirements.pdf
94. PP 8 Special Education Programs.pdf
95. RT 1 Planning policies and practices.pdf
96. RT 1a STSWR\_IP\_Arrival\_Departure\_Bell\_Times\_in\_Busplanner.pdf
97. RT 1b School Hours and Bell Time.pdf
98. RT 1c STSWR\_IP\_Transfer procedure.pdf
99. RT 1d STSWR\_IP\_Busplanner\_Maintenance.pdf
100. RT 1e STSWR\_IP\_AVL.pdf
101. RT 1e STSWR\_IP\_Load\_Times\_in\_Busplanner.pdf
102. RT 1f Route Coding.pdf
103. RT 1f STSWR\_IP\_The\_Use\_Of\_Programs\_in\_Busplanner.pdf
104. RT 1g STSWR\_IP\_Geocoding\_Errors.pdf
105. RT 1g STSWR\_IP\_Locations.pdf
106. RT 1g STSWR\_IP\_New\_Subdivisions.pdf
107. RT 2 Route modification.pdf
108. RT 2a STSWR\_IP\_Boundary\_Changes\_New\_schools.pdf
109. RT 2b STSWR\_IP\_Moving\_a\_Stop.pdf
110. RT 2c STSWR\_IP\_Locations.pdf
111. RT 2d STSWR\_IP\_Exceptions\_Hazard\_Areas.pdf
112. RT 2e Load Verification.pdf
113. RT 2f Route Verification.pdf
114. RT 2g Load Verification.pdf

115. RT 2h Route Verification.pdf
116. RT 3 Busplanner.pdf
117. RT 4 BusPlanner1Manual9.1\_newlook.pdf
118. RT 5 Technology.pdf
119. 2012 Kick-off deck.ppt
120. Bell Time demo.ppt
121. Central Bell time analysis Nov 2011.xls
122. Group\_Count\_E&E.xls
123. PROVINCIAL\_Students\_E&E.xls
124. Run\_Listing\_E&E.xls
125. Schools\_E&E.xls
126. WCDSB\_Students\_E&E.xls
127. WRDSB\_Students\_E&E.xls
128. Bus contract invoice payment.pdf
129. DOCS\_ADMIN-#1010818-v7-AGREEMENT\_-\_GRT\_AND\_STSWR April 2012.pdf
130. HR 1 Human Resources procedure.pdf
131. Sharp Vehicle Driver list 2011-12 STSWR (13-Apr-12).pdf
132. Signed by-laws.pdf

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