



Ministry of Education

Effectiveness and Efficiency Review Summary Report

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Final**

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Executive Summary

The Effectiveness and Efficiency (“E&E”) Review initiative was undertaken to support school boards’ efforts to deliver more effective and efficient student transportation services.

The transportation consortium development process in Ontario represents one of the most significant shared service initiatives in North America. The combination of policy directives, administrative support, consulting support and connecting funding with performance through E&E reviews represents an innovative effort brought forward by the Ontario Ministry of Education (“Ministry”). As a result of the E&E Reviews, there have been significant improvements in the managerial, technological, contractual and policy infrastructure across the Province. These improvements have led to more effective and efficient use of resources, development and wide adoption of leading practices, and expanded service offerings that would likely not have been possible without the support provided by the process. The improvements realized in consortia of all sizes across all geographic regions of the Province are a testament to the viability of the shared services model.

Both the Ministry and consortia faced a number of challenges at the outset of the process, including loosely defined expectations, a limited number of service model templates and the need to create an appropriate evaluation template. These challenges were effectively addressed in the early phases of the process through strong collaboration among the Ministry, the sector and the E&E Review Team. The E&E Review Team considers the following as key factors to the program’s success:

- The Ministry had articulated its expectations related to the student transportation reform strategy and had developed a funding enhancement methodology to encourage school boards and consortia to meet these expectations;
- The Ministry, in collaboration with the sector, established a standard methodology for assessing the performance of each consortium; and
- The Ministry provided a significant number of direct and indirect services throughout the process, including capacity-building initiatives, pilot projects and leading practices documentation. These efforts allowed for the development of crucial foundational elements that supported the cost and service improvements achieved by consortia.

Shared service models are often analysed by public sector entities to determine if efficiencies can be realized. The E&E Review initiative in Ontario has shown that the consortia model is a viable approach for shared services delivery. Combining a shared service, pay for performance, evidence-based decision making and a funding reset

mechanism have supported a province-wide transformation. As a result, governments across the country are paying attention to the leading example set by Ontario.

The E&E Review Team commends the Ministry for its commitment to the E&E Review initiative, leading transformative change in student transportation. The vision, leadership and commitment demonstrated by school boards, the Ministry and consortia in achieving the goals of the E&E Reviews will be critical to maintaining the gains that have been realized over the last eight years.

Background

In 2006, the Ministry announced two major initiatives to strengthen student transportation delivery in the Province:

1. A policy mandate for coterminous school boards to form consortia and cooperate in the shared delivery of transportation for students in their jurisdiction; and
2. Consortia's participation in E&E Reviews to assess their performance in delivering student transportation.

The Ministry's aims for the student transportation reform included:

- Building capacity to deliver safe, effective and efficient student transportation services;
- Achieving an equitable approach to funding; and
- Reducing administrative burden.

Overall Findings

Consortium Management

One of the key observations made by the E&E Review Team was the positive change in perspective held by governance committees and consortium management. Instead of viewing consortium operations as a transportation department within a school board, governance committees and management have recognized that they are managing multi-million dollar businesses using public funds. As a result of this transition, there has been marked improvement across all four aspects of Consortium Management (Governance, Organizational Structure, Consortium Management, and Financial Management). For example, improvements in the definition of governance roles, operational and financial planning, and performance monitoring and reporting have resulted in increased transparency, accountability, ownership and pride in performance and results. It has also led to the adoption of leading student transportation practices, as

well as other leading governance, business, financial, operational, procurement, HR and contracting practices from both the public and private sectors.

Policies and Practices

The development and documentation of a broad array of policy and procedure expectations should be considered as major advances of the E&E Review initiative. The development of these documents enabled consortia to thoughtfully consider their service delivery strategy and its impact on all participating members of the consortium. Additionally, the documentation of these expectations promoted clarity and accountability for both the consortium and operators to deliver services consistent with these expectations. A strong policy and procedure infrastructure also serves as a cornerstone of a consortium's organizational risk management strategy by minimizing the organization's reliance on the knowledge and experience of individual employees. The continuous review and revision of policy and procedure documents will ensure that consortia actively evaluate their operating practices to promote effective and efficient service delivery practices by regularly reconciling expectations relative to available funding.

Routing and Technology

The expansion of technology to support transportation and the attention paid to those systems were some of the most obvious changes observed during the E&E Reviews. The significant implementation efforts of existing or new routing software products to improve map accuracy, student data transfer procedures, and data use and extraction became increasingly evident over the course of the E&E Reviews. These activities supported consortia efforts to integrate multi-board operations and promote effectiveness and efficiency.

The greater scale of consortium operations also required more attention to the types of technology used to manage student and route data because many of the ad hoc workarounds (i.e. solutions that were possible in a small operation) were no longer possible in the larger organizations. The emergence of GPS technology and the expansion of data distribution systems (e.g. websites for route data, phone systems to communicate service interruptions, social media to communicate directly to stakeholders) have substantially changed the availability of and reliance on electronic systems. This will continue to be a trend and concern for boards, consortium managers and other stakeholders.

Contracts

Contracting practices were identified as an area for improvement throughout the Province during the early phases of the E&E Reviews. Contracts became more robust with the adoption of Contracting Practices Advisory Committee ("CPAC") developed

processes and templates, typically containing clauses related to terms of service, operator requirements, insurance, routing, vehicles, drivers, training, First Aid/CPR/EpiPen training, payment terms, spare vehicle ratios, maximum vehicle age, and the requirement of criminal record checks.

Changes in procurement of transportation services were also notable. Fourteen of the eighteen consortia that have completed follow-up E&E reviews have implemented competitive procurement for at least some of their routes, with the remaining four having initiated processes. This is in comparison to the five of thirty-three consortia that had competitively procured student transportation services during the original E&E reviews. In addition, contract compliance and operator performance management programs have been introduced throughout the Province to ensure operators are in compliance with contracts and are meeting performance standards.

Conclusion

The E&E Review Team has witnessed a transformation of the Ontario student transportation sector over the last eight years, including:

- Business and process improvements;
- Improvements to the governance structures of consortia;
- Efficiencies brought about by comprehensive reviews of routing and scheduling efforts;
- Enhanced safety of transportation services provided across the Province;
- Increased accountability and transparency for the expenditure of public funds, supporting value for money in the procurement of goods and services;
- Demonstrated savings and efficiencies achieved through consortia/shared service;
- Paradigm shift in consolidation, documentation, communication and enforcement of policies and practices; and
- Increased use of technology to improve communication with transportation users.

The Ontario student transportation sector should be proud of what has been accomplished over the past eight years. This process has shown that the consortia model and E&E Reviews are viable models for shared service delivery and payment for performance/evidenced-based decision making. Consortia are encouraged to continue

adopting best practices, driving continuous improvement for student transportation in the Province.

Introduction

Report Structure

This report provides an analysis of the findings and progress of student transportation consortia, as part of the culmination of the Effectiveness and Efficiency (E&E) Review initiative. The report comprises four main sections representing the four key E&E Review areas of evaluation:

Consortium Management

- Governance
- Organizational Structure
- Consortium Management
- Financial Management

Routing and Technology

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

Policies and Practices

- General Transportation Policies & Practices
- Special Needs Policy Development
- Safety and Training Programs

Contracts

- Contract Structure
- Goods and Services Procurement
- Contract Management

Each section provides the observations on areas and processes reviewed. The report also includes a summary of the E&E Review Team's overall findings and recommendations to continue building on the positive momentum achieved through the E&E Review initiative.

Student Transportation Reform

The Ministry of Education provides funding to Ontario's 72 school boards to support student transportation. Under the *Education Act*, school boards may provide regular home-to-school transportation for pupils. Although this is not a requirement, all boards in the Province currently provide transportation service to eligible students.

In 2006, the Ministry announced two major initiatives to strengthen student transportation delivery in the Province:

1. A policy mandate for coterminous school boards to form consortia and cooperate in the shared delivery of transportation for students in their community; and
2. Consortia's participation in E&E Reviews to assess their performance in delivering student transportation.

The Ministry's aims for the student transportation reform include:

- Building capacity to deliver safe, effective and efficient student transportation services;
- Achieving an equitable approach to funding; and
- Reducing administrative burden.

Effectiveness and Efficiency (E&E) Reviews

The Ministry formed an E&E Review Team, led by Deloitte, to perform the E&E Reviews to ensure the process was conducted in an objective manner. The reviews evaluated consortia in four categories:

- Consortium Management;
- Policies and Practices;
- Routing and Technology; and
- Contracts.

The reviews were designed to recognize each consortium's unique context and characteristics and were intended to:

- Assess the effectiveness and efficiency of the consortium;
- Provide recommendations to further enhance the effectiveness and efficiency of the consortium; and
- Provide findings to support funding recommendations.

Each consortium was required to undergo an original E&E Review, and was eligible to receive a follow-up review after a minimum 12-month period. The purpose of the follow-up E&E Review was to provide consortia with an opportunity to improve its original E&E rating. This was accomplished by assessing the consortium's progress since the original E&E Review. The E&E Review methodology was based on a six step approach:

- **Step 1 - Data collection:** Each consortium under review was provided with the E&E Guide. This guide provided details on the information and data the E&E Review Team required the consortium to collect, organize and provide.
- **Step 2 - Interviews:** The E&E Review Team identified and interviewed key consortium staff, outside stakeholders and key policy makers to further understand the operations and issues impacting a consortium's delivery of effective and efficient student transportation services.
- **Step 3 - Documentation of observations:** Based on data collected and interviews conducted, the E&E Review Team documented their observations.
- **Step 4 - Fact check:** The E&E Review Team's documented observations were provided to the consortium to confirm the accuracy of the data collected.
- **Steps 5 & 6 - E&E assessment of consortium and site report:** Following confirmation of the documented observations by the consortium, the E&E Review Team documented the best practices used by the consortium under each area, along with recommendations for improvements. Further details on the assessment process and methodology are outlined in Appendix A.

The Ministry used the results of the E&E Reviews to determine funding adjustments, allowing eligible boards to receive additional funding to either eliminate or reduce their transportation deficit. The more effective and efficient a consortium was rated through an E&E Review, the greater the proportion of its member school boards' transportation deficits were eligible to be funded. Consortia with low ratings would not receive this funding adjustment as deficits could be reduced through improved operational practices.

Appendix B illustrates how an Overall Rating for an E&E Review affected a board's transportation expenditure-allocation gap.

The E&E Reviews were conducted in 7 phases:

Phase 1	Phase 2	Phase 3	Phase 4	Phase 5	Phase 6	Phase 7
December 2006-February 2007	October 2007 – August 2008	October 2008-March 2010	May 2010-January 2011	April 2012	December 2012-May 2013	February 2014-June 2014
4 E&E Reviews	8 E&E Reviews	14 E&E Reviews	7 E&E Reviews			
		2 Follow-up Reviews	3 Follow-up Reviews	1 Follow-up Review	7 Follow-up Reviews	5 Follow-up Reviews

Appendix C provides a more detailed timeline of the phases and milestones during the E&E Review initiative. The review schedule and the individual results of each consortium are outlined in Appendix D.

Additional Initiatives

In addition to the E&E Reviews, the Ministry implemented the following initiatives beginning in 2006 to support consortia's transition to the transportation reform.

Capacity Building

Consortia were able to request a capacity building review from the Ministry in advance of their first E&E Review. As part of the capacity building review, consortia were provided with information to guide their preparation for an E&E Review.

Competitive Procurement Pilot Projects

A competitive procurement resource package was developed in December 2008 by the Contracting Practices Advisory Committee ("CPAC"), made up of transportation consortia managers, school board procurement staff, senior business officials, and representatives from the Ontario School Bus Association ("OSBA"). The process was led by an independent third party consultant. The package included templates, resources and tools aimed at supporting consortia with the implementation of competitive procurement.

Using the draft resource package developed by the CPAC, the Ministry initiated pilots in 2009 at three consortia sites: Halton Student Transportation Services, Student

Transportation Services of York Region and Wellington-Dufferin Student Transportation Services.

Responding to the feedback received from the sector, the Ministry again engaged an independent third party to develop templates, tools and resources to support a two-stage procurement in five northern Ontario consortia: Rainy River District Transportation Services Consortium, Northwestern Ontario Student Services Consortium, Student Transportation Services of Thunder Bay, East of Thunder Bay Transportation Consortium and North-East Triboard Student Transportation.

Leading Practices Guide

In 2010, Deloitte was engaged by the Ministry to develop a Leading Practices Guide for student transportation consortia. The purpose of the guide was to:

- Define a common process, scope and supporting tool set for the E&E Reviews;
- Identify existing leading practices; and
- Provide resource material so consortia can build upon the leading practices in the industry.

The guide was updated in 2015 following the completion of Phase 7 of the E&E Reviews.

Establishing Consortia as a Single Legal Entity

As a result of the E&E Review Team's recommendation for consortia to operate as autonomous entities, the Single Legal Entity Resource Guide was created to support consortia's move towards establishing themselves as separate legal entities. The guide provides guidance to consortia on establishing themselves either as an incorporated or unincorporated entity.

GST/HST Implications for Transportation Consortia of Ontario District School Boards

The report provides school boards and transportation consortia with a comprehensive manual that outlines and explains the GST/HST impact on transportation consortia of different business forms, entity structures and operating structures.

Contract Performance Management Resource Package

The purpose of the resource package is to provide a single, comprehensive, documented contract performance management resource package that includes:

- Fundamentals of contract management;
- Contract performance management principles and approach;
- Contract performance management program description;
- Contract compliance audit reference tools, samples and templates; and
- Performance measurement reference tools, samples and templates.

Consortium Management

Consortium Management refers to the management of the entire organization providing student transportation services. The E&E Reviews included an assessment of the four key components in this area:

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

Governance

Governance refers to the manner in which an organization is directed and controlled. Establishing administrative structures and processes that facilitate, monitor, measure and improve effective business management practices are the primary responsibilities of an organization's governing body. 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 day-to-day operations.

Initial Observations

It was apparent during the original reviews that there was significant variation in how consortia were structured and how they were operating. On one end of the spectrum, there were high functioning consortia governed by a Board of Directors (or equivalent). The Board included equal representation for each of the member school boards, met on a regular basis, and had a clear set of responsibilities as established in the Consortium Agreement. On the other end, there were consortia that were a consortium in name only. Despite having a formal agreement in place, these consortia were operating in separate offices as individual transportation departments with independent policies and routing practices. In between the two extremes, there were consortia aligned with leading governance practices to varying degrees.

Progress

Although there is still some variance in governance structures throughout the Province, in general, consortia that have completed follow-up reviews have a strong governance structure in place. High performing consortia have a governance committee that has equal representation for each of the member school boards, meets on a regular basis, keeps open and transparent records of meetings and decisions, is well informed about consortium operations but is not involved in day-to-day operations, and has a clear set

of responsibilities. These consortia also ensure that governance committee members have appropriate understanding and sufficient training to execute on their fiduciary duty to the organization. In addition, these consortia are adopting best practices from globally successful corporations, are defining the mission, visions and strategic direction for the organization, and are striving to define the global standards for student transportation.

Governance Best Practices Review

Student Transportation of Eastern Ontario (“STEO”) developed a Governance Manual outlining the roles and expectations of the Board of Directors and Administrative Committee. To create this manual, STEO completed a review, with its member boards and transportation department staff, of the governance operations among leading private sector businesses (e.g. Coca-Cola, Walmart). Through this review, STEO was able to identify global best practices for governance and used these identified practices to develop their Governance Manual.

Organizational Structure

An organizational structure is optimized when it is a Separate Legal Entity (or equivalent in terms of creating independence, corporate continuity, staff planning, contracting and management) led by a General Manager who is operationally and financially held accountable for the performance of the organization. The General Manager should be supported by staff that are fully integrated and understand their specific roles and responsibilities to establish clear job expectations. Ideally, the organization is divided functionally (by department and/or area), all core business functions are identified, and there is an appropriate allocation of general management and operational responsibility.

Initial Observations

Separate Legal Entity

When the original reviews were conducted, the majority of consortia were operating under some form of an unincorporated shared service model, with only nine consortia established as Separate Legal Entities. From an organizational perspective, it was recommended that consortia explore establishing a Separate Legal Entity to address corporate continuity, staff planning, contracting, management, and liability issues.

Organizational Design

During the original E&E Reviews, it was determined that most consortia had effectively integrated staff from legacy transportation departments and selected a mutually agreeable location(s) for the new integrated organization. In addition, most consortia have also efficiently navigated the challenges of equalizing pay, benefits and collective

bargaining as a result of integrating staff from different employers. Several consortia received recommendations to improve the clarity and quality of documentation regarding roles and responsibilities within the consortium, including developing formal job descriptions.

Progress

Separate Legal Entity

At the end of Phase 7, sixteen consortia were organized as Separate Legal Entities¹. Achieving Separate Legal Entity status has in many cases strengthened consortia's autonomy from their member school boards. For consortia that have remained unincorporated, many have adopted unique policies or entered into attorney-in-fact agreements, allowing the General Manager of the consortium to bind the member school boards in transportation related agreements to promote efficient contracting and management practices without the Separate Legal Entity structure.

Organizational Design

Over the seven phases of the E&E Reviews, improvements to the quality of job descriptions and policy and procedure documentation have resulted in better clarity and organizational effectiveness.

Perhaps the most significant change observed over the course of the E&E Reviews is the increasing sophistication of consortium leadership. The sector has witnessed a large number of General Managers recruited from diverse backgrounds. Their scope of responsibility and extent to which they are operationally and financially held accountable for the performance of the organization extends well beyond that of the traditional transportation manager.

The evolution of organizational design also led to the development of new and more specialized positions within the consortium, such as the safety coordinator role which has contributed to improvements in route and facility audits, and the development of policies regarding stop locations and hazard boundaries.

Consortium Management

Consortium Management focuses on the operational aspects of the organization. This includes ensuring accountability of staff, focusing on continual improvement through

¹ Based on the status of each consortium at the time of their last respective E&E Review as of June 2014. As of June 2015, there are 18 consortia reporting to the Ministry as incorporated entities however the two additional incorporated consortia have not undergone follow-up reviews

operational planning, and risk management by having appropriate contracts and agreements in place to clearly define business relationships.

Best practices in Consortium Management include consortia that have a clear strategic plan, tracking and reporting on key performance indicators, and taking action to correct negative results and trends. Consortia should have contracts in place with clear terms and conditions and pricing, paying particular attention to the confidentiality and management of data. From a staffing perspective, a robust performance evaluation, training and succession management plan should be in place. To ensure the stability of the consortium and ensure transparency in financial management, a clear and fair cost sharing methodology should also be documented and utilized.

Initial Observations

At the start of the E&E Reviews, many consortia were still in their infancy, focusing more on the operational aspects of service integration and less on management practices. As a result, a number of opportunities for improvement were identified in Phase 1 through Phase 4 in this area. The four areas for improvement that were identified fairly consistently across the Province included:

- **Cost-sharing:** Cost sharing issues (both for direct transportation costs and indirect administrative costs) were identified at over one-third of the early reviews. Issues included the lack of documented cost sharing policies, not capturing all transportation costs appropriately and sub-optimal cost sharing methodologies (i.e. allocating costs based on proportion of funding rather than the actual costs of the member school boards).
- **Purchase of Service Agreements:** Two-thirds of consortia in the early reviews did not have signed agreements in place for support services provided by boards to the consortium, including IT, HR and payroll. Services were being obtained without terms, conditions (including costs) and service levels that consortia should have documented to help ensure value for money and transparency of expenditures.
- **Short-Term and Long-Term Planning:** Roughly two-thirds of consortia at the time of their first review did not have a formal strategic plan. In these cases, consortia were operating on an annual cycle around transportation funding, much as they had done as board departments.
- **Consortia Performance Monitoring:** Approximately 50% of consortia were doing some type of performance monitoring at the time of the original reviews.

By the latter phases of the original reviews, the level of Consortium Management had improved across the Province. Although the issues outlined above were still

being observed during the reviews, the focus had shifted to include more sophisticated best practices and areas for improvement including:

- **Procurement Policies:** Developing formal procurement policies which outline thresholds for procurement and individual approval authority;
- **Insurance:** Developing a formal policy which outlines insurance coverage requirements and coverage review processes;
- **Staff Training:** Professional development, goal development, staff training, cross-training, tracking of training activities, and alignment of staff training with consortium objectives to support continuous service quality improvement;
- **Succession Planning:** Developing succession plans to ensure the continued operation of the organization should any of the staff be absent or unable to execute their daily responsibilities, either in the short term or permanently;
- **Confidential Information Policies:** Developing policies, procedures and confidentiality agreements to govern the use of confidential information (such as student data and in-bus camera footage) in compliance with freedom of information and privacy legislation;
- **Long-Term Financial Forecasting:** Developing a strategy for the management of transportation costs, as it relates to changing future enrolment and other factors, to help address not only the issue of funding, but also signal a proactive approach to dealing with issues before they arise; and
- **Transportation Service Agreements:** Signing agreements with the member school boards that specify the scope of services to be provided, fees, insurance/liabilities, quality of service, dispute resolution and other terms of their arrangement.

Progress

By Phase 5, it was apparent to the E&E Review Team that a significant shift had taken place. Consortia completing their follow-up reviews were viewing themselves as multi-million dollar businesses as opposed to departments within their respective school boards. As a result, there was increasing recognition of the need to have strong management practices in place.

For instance, by the time of the follow-up reviews, many consortia had developed strategic plans that communicated a clear direction, which was also reflected in consortia's operational plans. Consortia had also started to become involved in long-

term enrolment planning to assist with their respective member school boards' accommodation reviews and capital planning exercises.

The ability to track and trend the performance of the consortium has also significantly improved. Leading consortia have developed comprehensive Key Performance Indicator ("KPI") programs and are conducting parent and school surveys to gather feedback on the service being provided. Additionally, the advances in software, financial accountability and coding structures, as discussed later in this report, have provided consortia with the tools to monitor and report on performance.

The recognition that staff need to set goals and objectives for performance and professional development and receive timely performance feedback has increased over the seven phases of E&E Reviews. This has, however, been an area slow to mature and has presented some challenges for consortia where staff remain employees of the boards.

Lastly, consortia have started to look beyond the prescribed best practices that had been implemented by other consortia or published in the Leading Practices Guide by finding new methods to further performance. For example, some consortia realizing they were dependent on their member school boards to provide enrolment projections for their financial forecasting, developed enrolment review policies that stipulated what type of information was required from school boards, as well as when it was to be provided. These policies put the onus on the governance committee members to ensure their school boards could fulfil these obligations.

Financial Management

Sound financial management ensures the optimal use of public funds, in addition to supporting integrity and accuracy of financial information. Appropriate internal controls, a robust budgeting process, and a clearly defined planning and review calendar promote accountability and sound decision-making.

Initial Observations

At the start of the E&E Reviews, consortia had generally adopted similar financial management policies and practices as their member school boards. Nonetheless, the following areas for improvement were identified:

- Establishing formal policies and procedures;
- Improving documentation of processes (e.g. evidence of invoice review and approval prior to payment);
- Ensuring operators are preparing or approving transportation invoices; and

- Ensuring consortium review and approval of all transportation related expenses.

Progress

As consortia matured, member school boards began to have more trust in their operational abilities, resulting in more financial management practices being carried out directly by consortia. In the Province today, there are a variety of models for financial management. Some consortia undertake financial operations in-house while others purchase financial management services from one or several of their member school boards or third-party service providers.

Summary of Findings

One of the key observations made by the E&E Review Team was the positive change in perspective held by governance committees and consortium management. There has been marked improvement across all four areas of Consortium Management (Governance, Organizational Structure, Consortium Management, and Financial Management). Improvements in the definition of governance roles, operational and financial planning, and performance monitoring and reporting have resulted in increased transparency, accountability, ownership and pride in performance and results. It has also led to the adoption of leading student transportation practices, as well as other leading governance, business, financial, operational, procurement, HR and contracting practices from both the public and private sectors.

Policies and Practices

The policies and practices section of the E&E Reviews examined and evaluated the established policies, operational procedures and documented daily practices that establish the standards for student transportation service delivery. The analysis for this area focused on:

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

General Transportation Policies & Practices

The goal of any transportation operation is to provide safe, effective and efficient services. For transportation consortia, it is equally important that service to each of the member school boards is provided in a fair and equitable manner. To support this goal, it is essential that well defined policies, procedures, and daily practices are documented and supported.

Initial Observations

Initial reviews conducted in Phase 1 indicated specific concerns were raised regarding walk-to-bus stop distance expectations, maximum ride times, and definitions related to hazard and courtesy services. Consortia's attention was also drawn to the issue of policy harmonization during the initial phases of the E&E Review.

In Phase 2, policy harmonization began to be clarified in a manner that lessened the contention over service delivery practices. Explaining to consortia that harmonization was a holistic concept that considered clearly documented policy statements, consistent implementation of policy practices and procedures, provided flexibility and understanding that were not present in the preceding phase. In support of governance policy setting, consortia put focus on various data analyses to provide evidence to enhance understanding and rationalize policy recommendations (e.g. decisions on service requirements between rural and urban students, and decisions that balance desired ride times and efficiency expectations). Additionally, differences in individual boards became evident when consortia began merging operations and measuring the impact on each of the participants. Consortia were also placing significant emphasis on reconciling their own policy and procedure documentation with that of high performing consortia identified through the E&E Reviews, resulting in a greater degree of uniformity in policy documentation across consortia.

During Phases 3 and 4, the majority of consortia had created sophisticated policy structures that more clearly defined service expectations. However, some consortia continued to struggle with addressing issues around policy content and harmonization.

One method of evaluating the progress of consortia in establishing a robust array of policies and procedures is to assess the change in the availability of an established policy manual over time. At the time of their initial review, 50% of consortia had established policy manuals.

Progress

The follow-up reviews provided consortia an opportunity to address previous shortcomings in their policy infrastructure and to enhance the initial documentation they had developed. Many of the early follow-up review sites were already high performing sites, which allowed for the development of additional model documents to be used by consortia that would be reviewed later in the process. The follow-up reviews offered the first opportunity to assess how consortia had applied the more sophisticated policy infrastructure to their routing schemes.

Best Practices Emerging from Follow-Up Reviews

Wellington-Dufferin Student Transportation Services' ("STWDSTS") evaluation of bell time and policy changes in a specific pilot area was one of the best practices that emerged from the follow-up reviews, enhancing the already strong practices identified in their original E&E Review. As a result of the consortium's pilot optimization analysis of Erin Area schools, STWDSTS was able to develop plans to redesign this portion of the network to promote further routing improvements and efficiencies.

The sharing of model documents among consortia also developed organically throughout the E&E Reviews. The ability for smaller, less administratively sophisticated consortia to obtain high ratings in this area is primarily due to the availability of model documentation that can be customized to suit individual site needs. This is a significant justification for the public reporting protocol used by the Ministry that allowed consortia to understand the strengths of their peers. By making E&E Reports publicly available, consortium managers were better able to identify best practices, communicate with colleagues and determine how to adapt these practices to their own operations.

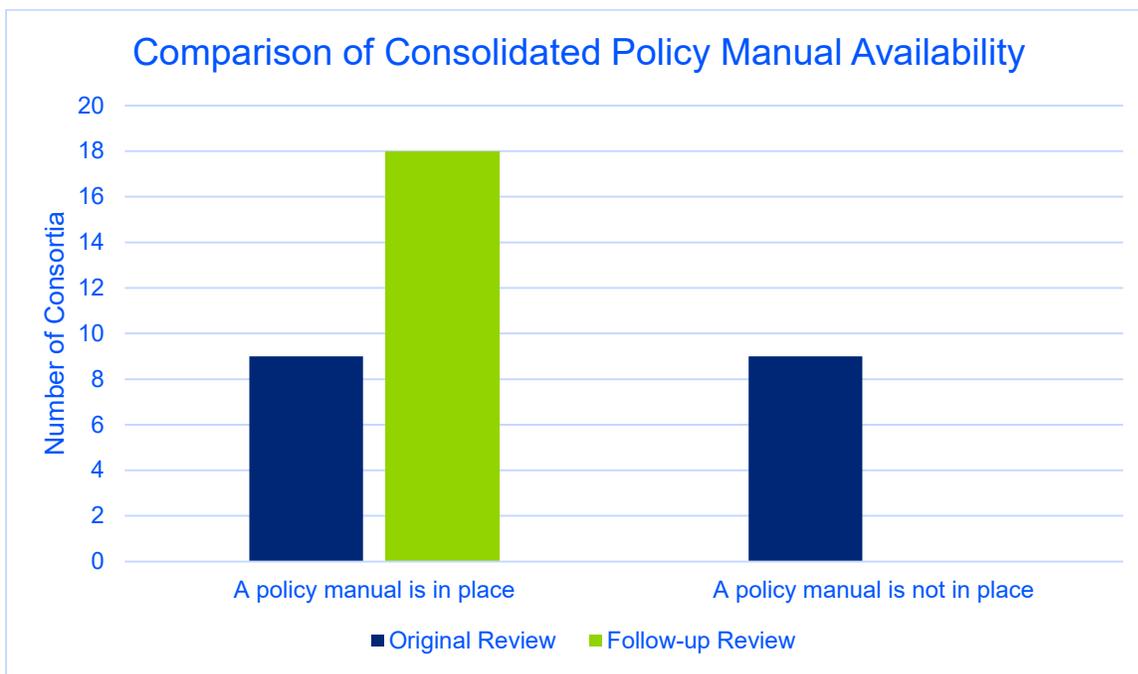
Sharing Model Documents across the Province

The Annual Routing Assessment procedure developed by the Student Transportation Services of Thunder Bay ("STSB") served as an excellent example of how smaller consortia were able to develop and share model documents that could be adopted by other consortia across the Province.

To assist in the route evaluation process, STSB developed a document that deconstructs the route planning process. By breaking down the route development process into components, STSB developed a series of questions that leads the planner to consider essential elements of the process. The document details various routing techniques and when they may be appropriate to use. The consortium uses the document both as a procedural and training guide.

Improved policy and procedure documentation is best demonstrated by comparing the number of consortia with consolidated policy manuals in the original reviews to those that had these manuals during the follow-up reviews. Figure 1 below shows clear evidence of this progress. As observed during the follow-up reviews, all consortia had established an array of policy documentation to support the design and implementation of their transportation services.

Figure 1: Number of Consortia with a Consolidated Policy Manual – Follow-up Review



Special Needs Policy Development

Planning transportation for special needs students presents additional complexities and challenges as planners must consider the physical and emotional needs of each individual student, along with time and distance constraints. Additional factors to consider include equipment needs, such as wheelchair lifts, special restraints or harnesses, and students who require special medical assistance.

Initial Observations

The early phases of the E&E Reviews found that consortia were already focused on the management of special needs transportation. In many instances, the regular education and special needs transportation networks were separate and distinct entities within the consortium. It was noted during the original reviews that special needs policy documentation was more advanced than regular transportation given the boards' historical focus on this area. This was an area where school board-specific material often served as an impediment to the full harmonization of practices across consortia.

At the later portions of Phase 3 and through Phase 4, a greater degree of consistency and harmonization was evident in special needs documentation and practices. The expansion of policy and procedure infrastructure led to a greater emphasis on creating a process to assess the impact of special needs placement and service decisions. For example, Trillium Lakelands District School Board had a procedure to review placements and broadly assess whether additional resources would be required, but there were no provisions to actually incorporate the potential cost of services into the decision.

A common observation throughout all phases of the original reviews was a desire for specialized driver training. While generalized training was being provided to drivers, a limited number of sites provided specific training to respond to exceptionalities like disabilities. The expansion of training opportunities and procedural infrastructure were the most common recommendations made by the E&E Review Team.

Progress

The follow-up reviews provided clear indications that consortia continued to evolve their special needs policies and procedures. Particular emphasis had been placed on the development of costing procedures for special needs placement and driver training programs. Many of the training programs had also been mandated through the contractual process. In later original and follow-up reviews, we saw the presence of both a financial and functional assessment of special needs placement.

Supporting Program Location Decision-Making

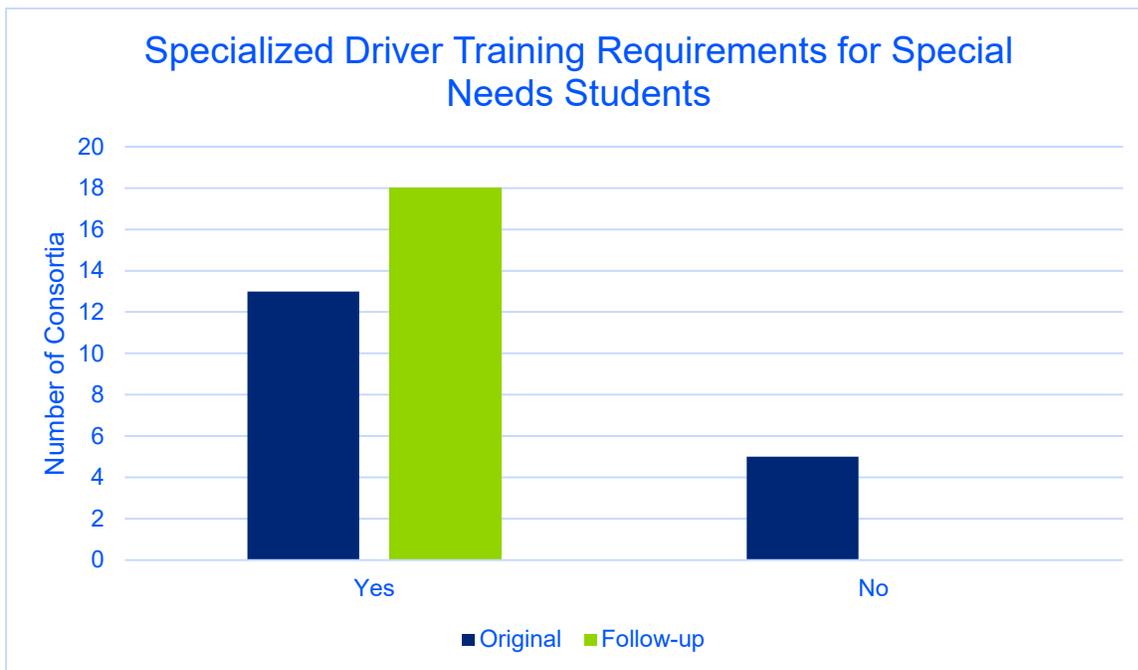
Simcoe County Student Transportation Consortium ("SCSTC") staff played an active role in the analysis of cost and service impacts of special need program location decisions. SCSTC was one of the consortia that had both a financial and functional assessment of special needs placements.

SCSTC developed an assessment procedure where each school is responsible for reporting specific information on students requiring special needs transportation. SCSTC uses these assessments to integrate special needs students with other

transported students on both regular and special needs buses to make the most efficient use of bus routes.

Of particular importance was the development of specialized training programs targeted at servicing special needs students. Between the original and follow-up reviews, significant emphasis was placed on establishing requirements for driver training related to special needs students. Figure 2 below shows a comparison of the number of consortia that had requirements for specialized training for special needs students.

Figure 2: Special Needs Driver Training Requirements



These training programs differed in scope and content, but the emphasis on improving awareness of particular exceptionalities was a positive step toward strengthening services to special needs students. Additionally, the development of these training programs provided the opportunity to better integrate special needs services as a greater understanding of student needs and expectations were identified.

Safety and Training Programs

Ensuring student safety is the foremost requirement of any transportation organization. It is imperative that clear and concise policies, procedures, training requirements, and contractual agreements are developed, documented, monitored and enforced to ensure that safety standards are understood and followed without exception.

Leading safety and training programs use targeted, age-appropriate materials and techniques to teach students about school bus safety. Additionally, the development of policy documentation that establishes responsibility for the provision of specific services, procedures for the review of particular events such as accidents and incidents, and a tracking methodology that allows for analysis and refinement of student and driver training programs are essential to the process.

Initial Observations

Safety has always been a priority of consortia and transportation providers. The beginning of the E&E Reviews placed a greater emphasis on reviewing existing documentation and structure of policies and programs in place to promote student safety. The earliest reviews in Phase 1 indicated that programs such as First Rider, Buster the Bus and evacuation training were in place at nearly all consortia. The primary recommendations from the initial phases of the E&E Reviews were related to formalizing the safety programs through procedure development and contractual indicators. The use of emerging technologies to communicate safety program expectations and practices greatly increased during the span of the reviews. The use of web-based media to distribute materials provided opportunities for parents and other stakeholders to access materials and information that had previously been more limited in its distribution.

During the early phases of the reviews, there were a limited number of recommendations made regarding compliance audits to ensure services were being provided. This was primarily due to the need to first establish the expectations for both consortia and operators and then later to transition to the active monitoring of those expectations. This cycle of identifying the need, developing the processes and expectations, and then actively monitoring implementation was characteristic of policy and procedure development throughout the initial phases of the E&E Reviews.

Progress

The follow-up reviews indicated a continued evolution of safety programs across consortia. The introduction of new technologies such as cameras, GPS and student tracking software has enhanced consortia's capacity to monitor operations and promote student safety. However, these technologies have also required the development of new policy and procedure statements to address the unique capabilities they offer.

Building Internal Capacity to Evaluate Safety Concerns

Student Transportation Services of Central Ontario ("STSCO") developed a unique safety assessment tool that provided consistency and equity in the evaluation of safety concerns. When staff conduct on-site reviews of bus stop locations and other areas with potential safety issues, they assign ratings based on an established set of criteria.

These ratings are then input into the STSCO developed program, generating a score that is measured against a pre-determined threshold. Scores generated by this tool serve as objective and defensible indicators to support the consortium's evaluation of safety concerns.

Privacy concerns regarding the information provided on bus rider lists were a unique issue addressed through the ongoing collaboration among consortia during the E&E Reviews. Specifically, privacy regulations and statutory requirements were limiting the information many boards were willing to share with bus operators. This led to collaboration among numerous government agencies, operators and consortia to develop an appropriate strategy to mitigate privacy concerns and maximize the opportunity for the safe travel of students. By the conclusion of Phase 4, the sharing of information became a standard practice, enabled by privacy protections in place such as confidentiality agreements.

Summary of Findings

The development and documentation of a broad array of policy and procedure expectations should be considered as major advances of the E&E Review initiative. The development of these documents enabled consortia to thoughtfully consider their service delivery strategy and its impact on all participating members of the consortium. Additionally, the documentation of these expectations promoted clarity and accountability for both the consortium and operators to deliver services consistent with these expectations. A strong policy and procedure infrastructure also serves as a cornerstone of a consortium's organizational risk management strategy by minimizing the organization's reliance on the knowledge and experience of individual employees. The continuous review and revision of policy and procedure documents will ensure that consortia actively evaluate their operating practices to promote effective and efficient service delivery practices by regularly reconciling expectations relative to available funding.

Routing and Technology

Routing and Technology encompasses the management, administration and use of technology to coordinate student transportation. The analysis of this area includes a review of the following four components:

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

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 student 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 software implementation includes an examination of the desired expectations and outputs of the system to support comprehensive analysis and reporting. This section evaluates the acquisition, setup, installation, and management of transportation related software.

Initial Observations

From the outset of the E&E Reviews, transportation operations across the Province were equipped with a minimal array of technology to support route management. The most significant observation in the early phases of the E&E Reviews was the difference in scope and sophistication of the availability and use of technology across consortia.

Web-Based Tools on Student Data

Chatham-Kent Lambton Administrative School Services (“CLASS”) were early adopters of web-based tools to validate and improve the quality of student data. This has resulted in more complete, accurate and timely route development. These technological

advancements allowed for faster and more accurate locating of students and improved availability of systems to support and validate contractor billings.

For example, CLASS uses its website as the primary mechanism for managing student and operator data. The website allows staff access to information to answer questions, enables schools to be notified of service discrepancies, and includes the primary process for managing courtesy riders by providing access to the approval and stop selection process.

Progress

In the later phases of the E&E Review, particularly in Phase 4, a variety of new technologies were being introduced across the Province. The application of GPS technologies was one of the first new technologies to be implemented along with supporting systems that were targeted at disseminating information to parents, schools, bus operators and other stakeholders. Additionally, an emerging array of sophisticated approaches to data transfer was being developed.

The increased use of consortium websites as the primary source of transportation information for students and parents contributed to enhanced stakeholder outreach. The availability of GPS technology is also becoming standard across the Province as it is being included in an increasing number of service contracts with bus operators. Additionally, student management technologies appear to be the emerging technology that will be in widespread use across the Province to better manage system capacity and refine billing mechanisms among school boards.

Furthermore, in the follow-up reviews, it was clear that acquiring and implementing management technologies to improve effectiveness and efficiency was a key focus for consortia. The acquisition of applications that allow consortia to make automated phone calls to parents and schools, similar to what was observed at Wellington-Dufferin Student Transportation Services, was evidence of how the vision for technology use in transportation has significantly expanded. Also of note was the use of internal technologies to improve operations. Service de transport Francobus and Sudbury Student Services Consortium have both implemented Voice over Internet Protocol telephone services that allow for more sophisticated collection and analysis of call volumes used for performance measurement and employee training.

Digital Map and Student Database Management

An accurate and fully-customizable digital map that reflects travel times of buses and speed limits is paramount to supporting optimal route planning, staff effectiveness, and efficient use of bus fleets. The continued expansion of GPS technologies has become the key tool in addressing map accuracy. A system that uses highly sophisticated data transfer mechanisms between disparate systems (i.e. student information systems,

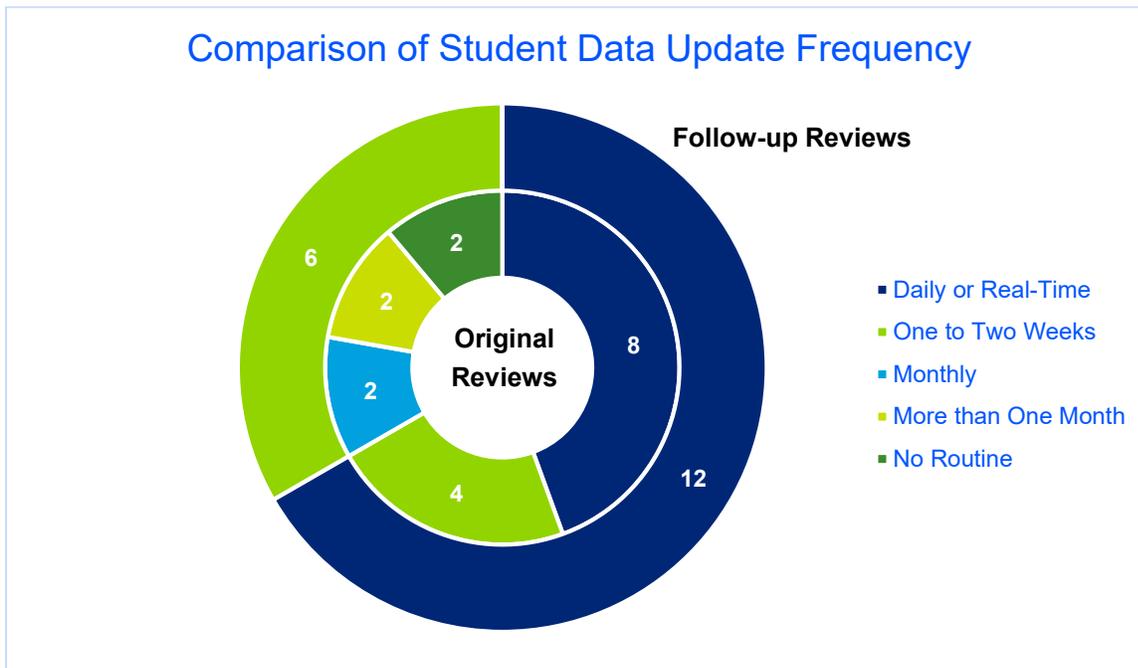
routing software, and web-based distribution tools) would also be considered state of the art. Additionally, the establishment of management processes designed to maximize system availability through regular backup, disaster recovery and alternative work sites are also indicative of high functioning organizations. Finally, data structures that support sophisticated management analyses related to cost, service quality and service alternatives are expected in the most capable organizations.

Initial Observations

The early E&E Reviews indicated that most of the core datasets within the routing software were a result of the formerly school board-centric nature of services. In many instances, the systems had not been fully customized to reflect concerns, such as the difference between travel and road speeds, standardized naming conventions, and the regular management of student data. It was evident that the capacity of consortia to customize the map and student data download was related to the size of the organization. Larger operations had more capacity to address concerns than smaller organizations.

Consortia clearly recognized the need to integrate student database systems and the routing software to support route development. A particularly notable observation was the frequency with which student data was updated in the routing software. Figure 3 shows the comparison of update frequency from the original and follow-up reviews.

Figure3: Comparison of Student Data Update Frequency



While there is no definitive reason that was identified during the reviews, improvements in technology and increases in the complexity of the routing systems (requiring more complete and accurate student counts) likely contributed to this change.

Progress

An emerging focus in the initial E&E Reviews was the need for structured maintenance and systems management agreements. Particular emphasis was placed on the establishment of business continuity plans to ensure that operations could continue with limited interruption if there was an incident that prevented access to normal business locations. The development of these plans represented the vastly expanded scope of the consortium manager and serves as an indication of the emerging sophistication of consortia.

The majority of consortia came to understand the need to maximize the accuracy of digital map characteristics and the frequency of student data downloads, as observed near the conclusion of Phase 2 and more evidently in Phase 3.

The follow-up reviews indicated that organizations that had not exhibited sophisticated data management systems in the original review had continued to work diligently to improve the scope of data available. The most innovative development in this area was the creation of “live feeds” from the student information system to the routing software. The development of the technology and processes to support this effort eliminated the need to create daily downloads from student systems.

Also evident in the follow-up reviews was an increasing sophistication in the coding structures used for student and route data, exemplified by the follow-up review at Halton Student Transportation Services. These structures allowed for increasingly detailed analysis of service requirements and eligibility compliance.

System Reporting

A key benefit of modern routing software is the ability to quickly gather, collate and analyze large data sets. These data sets can then be used to communicate a wide variety of operational and administrative performance indicators to all stakeholders. Actively using transportation data to identify trends that may negatively impact either costs or service and the subsequent communication of both expectations and performance are essential components of a continuous improvement model. This section will review how data is used to evaluate and communicate performance and assess organizational competencies in maximizing the use of data retained in the routing software and related systems.

Initial Observations

The predominance of reporting structures identified in Phase 1 were ad hoc systems designed to address specific questions being asked by school boards. Much of the reporting was focused on improving the accuracy of student data being transmitted to consortia. Common recommendations made included the expansion of reporting to a more formalized and periodic structure.

Progress

As the E&E Reviews progressed, the volume and sophistication of reporting improved substantially. This occurred concurrently with an increasing emphasis on contract management and the development of key performance indicators (KPIs).

Sophisticated Reporting Structures

Niagara Student Transportation Services (“NSTS”) and Service de transport Francobus (“Francobus”) were two of the earliest consortia to develop sophisticated reporting structures that encompassed both service provision and internal management practices.

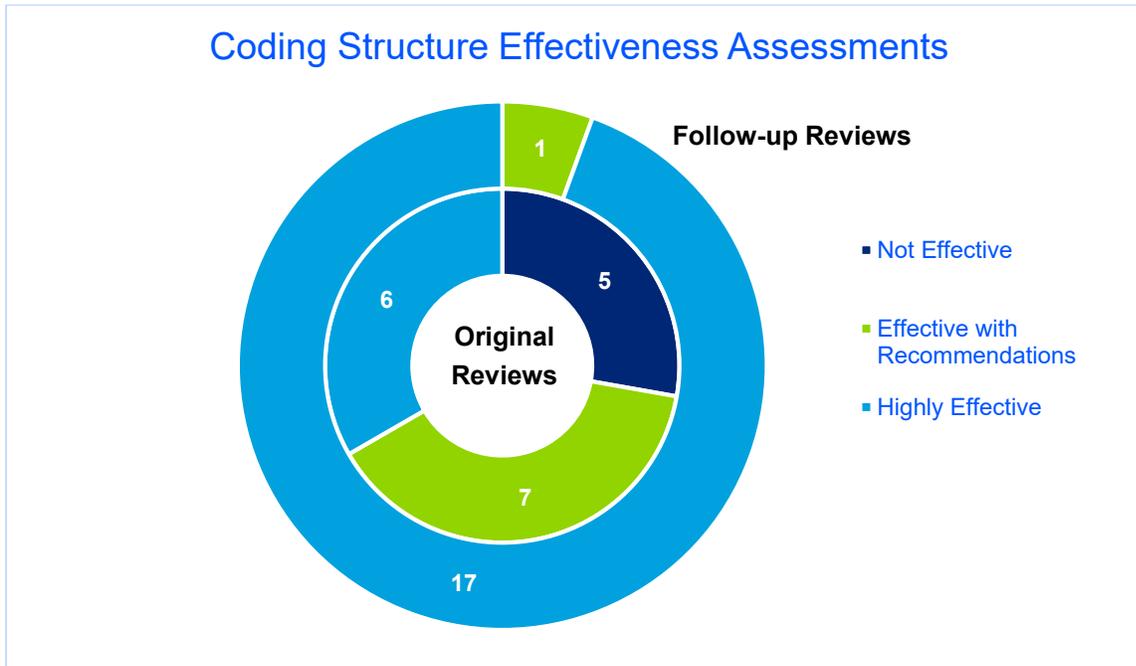
NSTS has one of the most robust and comprehensive reporting and data analysis programs observed throughout the E&E Reviews. The consortium developed an extensive array of reports generated directly from MapNet, including daily reports about adds, changes and deletes, and monthly and annual reports used for planning and operator performance monitoring. NSTS also uses both internal and external reporting to inform stakeholders about the consortium’s performance.

In addition, Francobus developed a logical reporting schedule that provides detailed management data to staff across the organization, as well as outside stakeholders. Data is extracted on regular weekly and monthly schedules for operational analysis, including detailed data filtered by region.

Follow-up reviews demonstrated that as routing software became more fully implemented and more complete data became available, consortia began to find an increasing number of reporting opportunities to support effective and efficient operations. The enhanced use of technology also allowed consortia to validate the equity in levels of service provided to their member boards.

A crucial component that allowed for increased and improved reporting capabilities was the enhancement of the data coding structures used by consortia. The ability to quickly and clearly identify specific characteristics of the services provided to groups of students, routes and schools increased as coding structures improved. Figure 4 below provides a comparison of the effectiveness of the established coding structures from the original and follow-up reviews.

Figure 4: Coding Structure Effectiveness



As the range of technology continues to expand, it is likely that an increasing amount of assessment of planned versus actual ridership will be used to rationalize system capacity. The use of routing software data, GPS data, phone system data, student management data and website data to develop a holistic understanding of performance is emerging as the leading practice in the Province. The significant expansion of data generating technologies such as the routing software and GPS has the potential to overwhelm a consortium's ability to analyze the available data. Ensuring that performance measurement serves a valuable management purpose rather than just an exercise in analytics will be key to rationalizing the number of indicators calculated and the periodicity of reporting.

Regular and Special Needs Transportation Planning and Routing

Effective route planning is a key function of any high performing transportation operation. This section of the report evaluates the processes, strategies and procedures that are used to maximise the use of the fleet and control costs while delivering a high level of service to students.

Initial Observations

The primary challenge identified in the early phases of the E&E Reviews was the limited integration of students across school boards on individual bus runs, or the cross-use of buses between boards on daily bus routes. The underlying premise for the consortia

model was largely based on the idea that sharing resources, both administratively and on bus runs and routes, would increase efficiency and reduce costs. There were clear opportunities, with judicious bell time changes, to increase the daily use of school buses and, with that, increased opportunities for integration of bus routes even when run-level integration was not possible.

Ensuring there was organizational capacity to support effective planning was also emphasized in the original reviews. Establishing structured planning calendars that provided staff and stakeholders with a reference point from which a consortium's progress could be measured was an important indicator of an effective management infrastructure.

Progress

Beginning later in Phase 2 and across Phases 3 and 4, the availability of detailed planning calendars increased substantially, providing increased emphasis on the need for all parties (schools, bus operators and consortia) to collaborate to ensure that services could be provided with limited interruption both at the start of and throughout the school year.

The routing structures that were analyzed in the follow-up reviews provided the most direct evidence of the increasing sophistication of consortia. A variety of analytical techniques had been used to evaluate operational impacts, including bell time changes, bus stop changes, route redesigns and the use of alternative techniques, such as shuttles and transfers.

Summary of Findings

The expansion of technology to support transportation and the attention paid to those systems were some of the most obvious changes. The significant efforts related to the implementation of existing or new routing software products to improve map accuracy; student data transfer procedures; and data use and extraction became increasingly evident over the course of the E&E Reviews. These activities supported consortia efforts to integrate multi-board operations and promote effectiveness and efficiency.

The greater scale of consortium operations also required more attention to the types of technology used to manage student and route data because many of the ad hoc workarounds (i.e. solutions that were possible in a small operation) were no longer possible in the larger organizations. The emergence of GPS technology and the expansion of data distribution systems (e.g., websites for route data; phone systems to communicate service interruptions; social media to communicate directly to stakeholders) have substantially changed the availability of and reliance on electronic systems. This will continue to be a trend and concern for boards, consortium managers and other stakeholders.

Contracts

The Contracts section refers to the processes and practices by which the consortium enters into and manages its transportation and other service contracts. This analysis includes a review of the following three components:

- Contract Structure;
- Goods and Services Procurement; and
- Contract Management.

Contract Structure

An effective contract 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 failing to meet established service parameters and may also provide incentives to providers for exceeding service requirements. A review of the contract clauses was conducted to ensure that terms are clearly articulated, in addition to reviewing fee structures to compare its components against best practices.

Initial Observations

In the first two phases of the E&E Reviews, a number of challenges with contracting practices were identified, primarily around the absence of properly executed contract documentation and consortia having missing or inappropriate clauses in their contracts.

During the original reviews, a large proportion of consortia either did not have a maximum vehicle age clause in their contract, or the clause allowed for vehicles older than the provincial industry best practice of 12 years. Older vehicles increase the risk to a consortium because they typically will require more maintenance and will not include many of the safety features of newer buses.

For First Aid/CPR/EpiPen training, a majority of consortia required that drivers be trained. However, for a sizable number of consortia, the requirement for training was either not date specific or had a training completion date that was partially into the school year, meaning drivers without the training could potentially be driving for a portion of the school year.

Progress

In response to the issues identified in the early phases of the E&E Reviews, the Contracting Practices Advisory Committee (“CPAC”) was created to develop processes and templates to assist consortia improve in this area. Many consortia adopted the

model contracts and resources developed by CPAC to varying degrees. By Phase 7, there was significant improvement in contracting practices with almost all consortia having contracts in place with all transportation service providers, including school bus operators, taxi operators, public transit, and parent drivers. In addition, contracts were more robust, typically containing clauses related to terms of service, operator requirements, insurance, routing, vehicles, drivers, training, First Aid/CPR/EpiPen training, payment terms, spare vehicle ratios, maximum vehicle age, and the requirement of criminal record checks. A 12 year old maximum vehicle age also became a consistent standard throughout the Province.

Driver training concerns identified in the earlier phases of the E&E Reviews have also been largely rectified across the Province with consortia requiring that all drivers receive First Aid/CPR/EpiPen training before operating a vehicle with students.

Goods and Services Procurement

Procurement processes are intended to provide an avenue through 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.

Initial Observations

The primary observation made across consortia was a general lack of competitive practices for the acquisition of student transportation services. In Phases 1 and 2, a total of only five of the 33 consortia had procured operators using a competitive procurement process.

Following the release of the draft resource package developed by CPAC to help consortia strengthen contracting practices, the Ministry initiated pilots in three consortia sites in 2009 (Halton Student Transportation Services, Student Transportation Services of York Region, Wellington-Dufferin Student Transportation Services) to test the initial tools developed. This first pilot project tested a one-stage procurement process. Based on the feedback and results from this pilot, a second pilot project in 2010 followed that focused on implementing a two-stage procurement process. The second pilot project included four consortia in the northwestern region of the Province (Rainy River District Transportation Services Consortium, Northwestern Ontario Student Services Consortium, Student Transportation Services of Thunder Bay, East of Thunder Bay Transportation Consortium) and one consortium in the northeast (North-East Triboard Student Transportation).

In 2011, the Province released the Broader Public Sector Procurement Directive, further reinforcing the requirements for consortia to adopt competitive procurement processes to ensure openness, transparency, fairness and value for money to taxpayers.

Progress

By Phase 4 of the reviews, which included the first follow-up reviews, more consortia had started to implement competitive procurement processes for some or all of their operator contracts. These consortia were taking heed of the lessons learned from their counterparts, such as extending procurement timelines and acquiring professional procurement support. Early results from competitive procurement processes included some consortia achieving savings, but more importantly, the process also resulted in improved documentation of service specifications in contracts to support effective contract performance management.

During Phases 5 and 6, competitive procurement litigation was filed against several consortia, which has resulted in other consortia in the Province postponing the implementation of competitive procurement processes. Of the eighteen consortia that have completed follow-up reviews, fourteen have implemented competitive procurement processes for at least some of their routes. The remaining four consortia have begun initiating procurement processes, but efforts have been put on hold pending the outcome of the legal actions.

Consortia also addressed the common recommendation to develop a procurement calendar outlining key dates, milestones and responsibilities to help ensure agreements are in place prior to the start of the school year. Calendars were developed in jurisdictions that have already implemented competitive procurement and on hold in jurisdictions where consortia are awaiting the outcome of the litigation before proceeding with competitive procurement.

Contract Management

Contracting practices do not end after a contract is signed. Ongoing monitoring of compliance and performance of contracted service is an important and valuable practice. Effective contract management practices focus on four key areas:

- Administrative contract compliance to ensure that operators meet the requirements set out in the contract;
- Operator facility and maintenance audits to ensure that operators operate and maintain their facilities and vehicles in line with the standards outlined in the contract;
- Service and safety monitoring to ensure that the on the road performance of drivers and operators reflects the expectations set out in the contract; and
- Performance monitoring to track the overall performance of operators over time.

Initial Observations

As identified in the original E&E Reviews, roughly 25% of consortia were doing very little to monitor operator contract compliance and performance. Contract compliance and performance monitoring was mostly a passive exercise. Beyond requiring the submission of certain driver and vehicle documentation, operator performance was largely monitored through complaints from parents and school administration, self-reporting by operators, and with the understanding that the Ministry of Transportation had requirements and performed audits on all school bus operators annually.

Approximately 25% of consortia were monitoring some aspects of operator contract compliance and performance without any formal processes in place. It was evident that they were conducting compliance reviews and performance audits of their operators. For instance, consortia typically had compliance review checklists and facility audit inspection forms. However, what these consortia lacked were formalized procedures that outlined details of the timing, scope and number of checks to be undertaken. Consortia that did not have formalized operator performance monitoring processes in place typically did not have a formal review and feedback mechanism to share results of the performance reviews with operators. Providing feedback to operators is important to ensure operators can correct and improve their current practices.

The remaining 50% of consortia had formal processes in place to monitor some aspects of contract compliance and operator performance. Performance review policies and procedures were in place and carried out in practice. For these consortia, recommendations were much more specific and intended to further improve their current monitoring practices.

Progress

The emphasis for strong contract management practices led to a sector-wide response to address the need for additional resources. The Ontario Association of School Business Officials (“OASBO”) sponsored a project to develop a contract management program for consortia. The Contract Performance Management Sub-Committee (“CPMC”) of the OASBO Transportation Committee worked with a group of consortia managers to develop the School Bus Operator Contract Performance Management Program Resource Package to assist consortia in their efforts to improve contract management practices. The package provided a set of guiding principles to design a contract management strategy; forms and documents to support the program; and a recommended schedule that incorporated contract management as a regular responsibility of the consortium and not something that occurred on an event driven basis.

There was clear improvement by the time of the follow-up reviews, as all consortia had formal documented performance monitoring processes in place. Consortia’s practices

were all slightly different, tailored to respond to the needs of their particular member school boards, and developed with feedback from their operators. In some cases, consortia that were completing their follow-up reviews were beginning to move beyond simply reviewing and auditing contractor compliance by putting processes in place to assist operators in their own compliance efforts.

One consortium implemented a substantial preparedness audit process. Following the award of contracts from their RFP process, the consortium would work with operators to ensure they were sufficiently prepared well in advance of the start of the school year. This provided the consortium and the operator sufficient time to work through any compliance issues together.

Another consortium implemented a software tracking program that provides the consortium with a readily available suite of operator information on both compliance and performance. The system allows for easy access and review of required document submissions, complaints, incidents and accidents, and keeps all parties informed with automatic emails. In addition, operators and the consortium both have access to the information, which provides operators an opportunity to learn where they can improve their performance.

In later phases, the prevalence of GPS units installed on buses increased, which when compatible with the consortia routing software, allowed route planners to monitor a lot of the same information that was being collected during route audits right from their desktop. Due to the recent introduction of the technology at the time of the reviews, consortia were still in the process of developing processes and policies to ensure that GPS performance monitoring was being conducted within a set framework and being properly documented.

Summary of Findings

Contracting practices were identified as a weakness throughout the Province during the early phases of the E&E Reviews. Contracts became more robust with the adoption of CPAC developed processes and templates, typically containing clauses related to terms of service, operator requirements, insurance, routing, vehicles, drivers, training, First Aid/CPR/EpiPen training, payment terms, spare vehicle ratios, maximum vehicle age, and the requirement of criminal record checks.

Changes in procurement of transportation services were also notable. Fourteen of the eighteen consortia that have completed follow-up reviews have implemented competitive procurement for at least some of their routes, with the remaining four having initiated processes. This is in comparison to the five of 33 consortia that had competitively procured student transportation services during the original E&E reviews. In addition, contract compliance and operator performance management programs have

been introduced throughout the Province to ensure operators are in compliance with contracts and are meeting performance standards.

Conclusion

The E&E Review Team has witnessed a transformation of the Ontario student transportation sector over the last eight years, including:

Business and process improvements

The E&E Review initiative has resulted in increased transparency, accountability, ownership and pride in performance and results among consortia. It has also led to the adoption of leading student transportation practices, as well as a host of other leading governance, business, financial, operational, procurement, HR and contracting practices from both the public and private sectors. Consortia are focused on continuous improvement and have policies in place to ensure they continue to identify efficiencies and global best practices.

Improvements to the governance structures of reviewed consortia

Consortia are ensuring that governance committee members have appropriate understanding of their fiduciary duty to the organization. In turn, governance committee members are challenging consortia to be measured against the best transportation organizations in the world and to implement global best practices in governance. In particular, the success of consortia's improved governance structures is best demonstrated by the number of trustees who have reversed their initially pessimistic opinions of the consortia model. In fact, one of the staunchest trustee opponents to the model and the E&E Reviews commented during a follow-up review that he wished the transparency of operations and level of reporting were available for other areas of school board operations.

Efficiencies brought about by comprehensive reviews of routing and scheduling efforts

Through the implementation of software tools, improved and increased training for route planners and organizational design changes that allow for specialization, consortia now have the tools, skills and focus required to optimize routing solutions.

Due to the many factors affecting transportation costs, it is difficult to isolate the magnitude of savings that have resulted directly from the increase in routing efficiencies. Nonetheless, many consortia have been able to reduce the number of buses they have on the road, resulting in two positive measurable outcomes. First, there is a direct reduction in the cost of operation when a bus is taken out of service, and these savings recur annually. Second, these efficiencies allow for the expansion of service and/or higher levels of service, such as reduced ride times, while avoiding a concurrent increase in cost. Overall, these efficiencies have been gained while maintaining consistent service standards.

Enhanced safety of transportation services provided across the Province

When the E&E Reviews first started, there were school boards/consortia that did not have signed agreements with their regular bus operators. Today, almost all transportation providers (including taxis and parent drivers) in the Province have contracts in place and are held accountable to clear and measurable standards. Over the course of the E&E Reviews, the E&E Review Team has observed the following notable revisions to standard contracts regarding safety:

- The requirement that First Aid, CPR, and EpiPen training is provided for all drivers prior to operating a vehicle with student passengers;
- Additional types of driver training are required including conflict management and defensive driving;
- Specialized training is required for bus drivers transporting special needs students; and
- The requirements of minimum vehicle ages to reduce mechanical breakdowns and ensure buses are equipped with the latest safety technology.

In addition, contract compliance and operator performance management programs have been introduced across the Province. This area has become such a large focus for consortia that many have introduced a safety and compliance officer role, whose sole responsibility is to oversee a consortium's safety initiatives. With additional resources dedicated to safety programs, there has also been an increase in the number and type of programs offered to students, such as First Rider and evacuation training.

Another significant change was the increase and accuracy of documentation and data management of bus routes and students on those routes. With the introduction of formal routing practices, more effective and efficient use of routing software, and cross-training programs to ensure staff members are well versed in each other's responsibilities, consortia staff can quickly determine the student manifest for a particular route in the event of an emergency. Additionally, long-standing concerns regarding data management, privacy regulations and statutory requirements were addressed as a result of sector-wide collaboration, providing clarification on what student information can and should be provided to drivers.

Increased accountability and transparency for the expenditure of public funds, supporting value for money in the procurement of goods and services

Only five of the 33 consortia in the Province had procured transportation services using competitive procurement at the time their original reviews were completed. Following

the recommendations made in the original reports, along with the Ministry supporting two separate pilot projects, fourteen out of the 18 consortia that have completed follow-up reviews have implemented competitive procurement for at least some of their routes. The remaining four sites have also initiated processes. However, consortia are currently awaiting the outcome of the litigation before proceeding further with competitive procurement.

By implementing competitive procurement processes in compliance with the Broader Public Sector Procurement Directive, consortia strive to achieve the best value for money. In addition, enhancements to consortia's administrative policies and procedures have improved accountability and transparency of transportation expenditures. Understanding the true cost of student transportation provides school boards with the information they need to support informed policy decisions.

Demonstrated savings and efficiencies achieved through consortia/shared service

Consortia have been able to realize administrative efficiencies from the consolidation of transportation departments. For instance, the consolidation of transportation departments of two or more school boards resulted in decreased time administering contracts with operators, safety and training program development and delivery, and procurement efficiencies.

Paradigm shift in consolidation, documentation, communication and enforcement of policies and practices

Since the start of the E&E Reviews, many consortia have been successful in developing a joint transportation policy for students within their jurisdiction. The development of a joint policy has aided in the fair and equitable application of practices that ensure consistent service is delivered to each member board. As a result, the practice of competing for students based on different transportation policies (e.g. walk distances and eligibility criteria) has been reduced.

In addition to the development of joint policies, there has been a similar shift in the application/enforcement of transportation policies. During the initial phases of the E&E Reviews, policies were not always adhered to and exceptions were commonplace. During later reviews, the number of exceptions was drastically reduced, and where present, exceptions had typically been approved based on a documented exception policy. The improved communication/availability of consortia policies and appeal processes published on a consortium's website were key factors in facilitating this shift. During several follow-up reviews, trustees who were part of a consortium governance committee commended their respective consortium on their consistent

application/enforcement of their transportation policies and noted that it has significantly reduced the amount of time they spend dealing with transportation appeals.

Increased use of technology to improve communication with transportation users

Consortia's improved communication with stakeholders was the result of increased usage of technological capabilities and functionalities. In particular, a consortium's website has become the main portal keeping parents, school administrators, operators and students informed of route changes, delays, cancellations, weather-related issues and other general information. These enhancements support open communication with all transportation users.

Governments across the country are paying attention to the leading example being set in Ontario. In a report published by the Atlantic Institute for Market Studies, the Maritime provinces were encouraged to "take their cue from the major Student Transportation Reform initiative currently underway in Ontario...to pursue improved accountability in student transportation, building school board capacity to deliver safe, effective, and efficient services, and reduce the administrative burden on school boards."² In addition, school boards in Alberta are conducting feasibility studies of the consortia model for transportation with the objectives of capturing some of the same benefits that have been realized by boards in Ontario.

The Ontario student transportation sector should be proud of what has been accomplished over the past eight years. This process has shown that the consortia model and E&E Reviews are viable models for shared service delivery and payment for performance/evidenced-based decision making. Consortia are encouraged to continue adopting best practices, driving continuous improvement for student transportation in the Province.

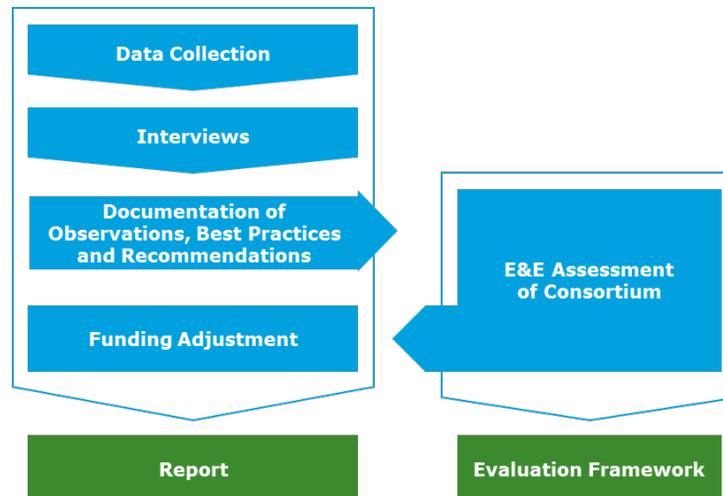
² Atlantic Institute for Market Studies, "Education on Wheels: Seizing Cost and Energy Efficiency Opportunities in Student Transportation", Bennett, Paul W, Gillis, Derek M, January 2015

Appendix A - E&E Review Methodology

E&E Review methodology

The methodology for the E&E Review was based on the six step approach illustrated in Figure 5 below:

Figure 5: E&E Review methodology



Step 1 – Data collection:

Each consortium under review was provided with the E&E Guide. This guide provided details on the information and data the E&E Review Team required the consortium to collect, organize and provide. Data was collected in four main areas:

- Consortium Management;
- Policies and Practices;
- Routing and Technology; and
- Contracts.

Step 2 – Interviews:

The E&E Review Team identified key consortium staff, outside stakeholders and key policy makers with whom interviews were conducted to further understand the operations and key issues impacting a consortium's delivery of effective and efficient student transportation services.

Step 3 – Documentation of observations:

Based on data collected and interviews conducted, the E&E Review Team documented their observations reflecting the fact based findings of the review; including current practices and policies.

Step 4: - Fact check:

The E&E Review Team documented observations (collected facts) were provided to the consortium in order for the consortium to confirm the accuracy of the data collected.

Step 5 and 6 – E&E assessment of consortium and site report:

Following confirmation of the documented observations by the consortium, the E&E Review Team documented the best practices used by the consortium under each area, along with recommendations for improvements based on the criteria given below.

Criteria for an effective and efficient consortium

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 set up 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

Each of the four categories were then assessed and given a rating of Low, Moderate-Low, Moderate, Moderate-High, or High. The ratings then flowed to a consortium level rating for an overall consortium effectiveness and efficiency rating. The E&E Review Team then compiled all findings and recommendations into an E&E Review Report.

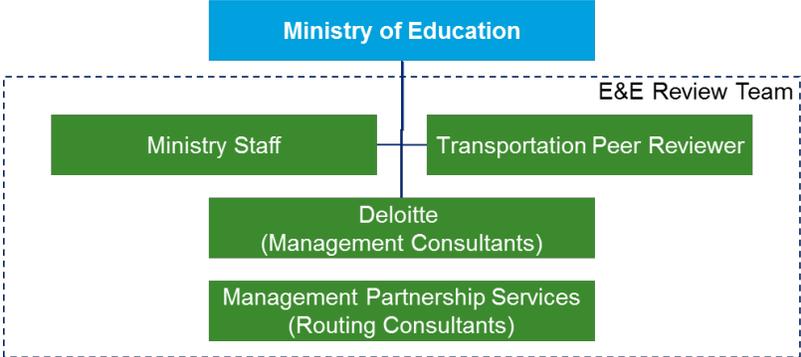
The documented best practices and recommendations for improvement have not remained static through the process. The process has evolved to include new best practices that have been identified across the Province and the sector more broadly, and expectations have evolved to account for changing legislation, such as accessibility requirements, contract requirements, fuel escalation, competitive procurement, etc.

The E&E Review Team

The E&E Review Team was designed to leverage the expertise of industry professionals and management consultants to evaluate specific aspects of each consortium site. Deloitte was engaged to lead the E&E Review Team and be responsible of the overall completion of the E&E Review reports. In addition, Deloitte was primarily responsible for the completion of the E&E Review on Consortium Management and Contracts. As part of the E&E Review Team, Management Partnership Services Inc. ("MPS") focused specifically on the completion of the E&E Review on Policies and Practices and Routing and Technology, and the Transportation

Peer Reviewer provided expertise to the E&E Review Team on an as needed basis. For the original E&E Reviews, the Peer Reviewer was engaged by the Ministry, while Deloitte engaged the Peer Reviewer for the follow-up reviews. In addition, Ministry staff supported the E&E Review Team throughout the process. The structure of the E&E Review Team is illustrated in Figure6 below.

Figure 6: E&E Review Team

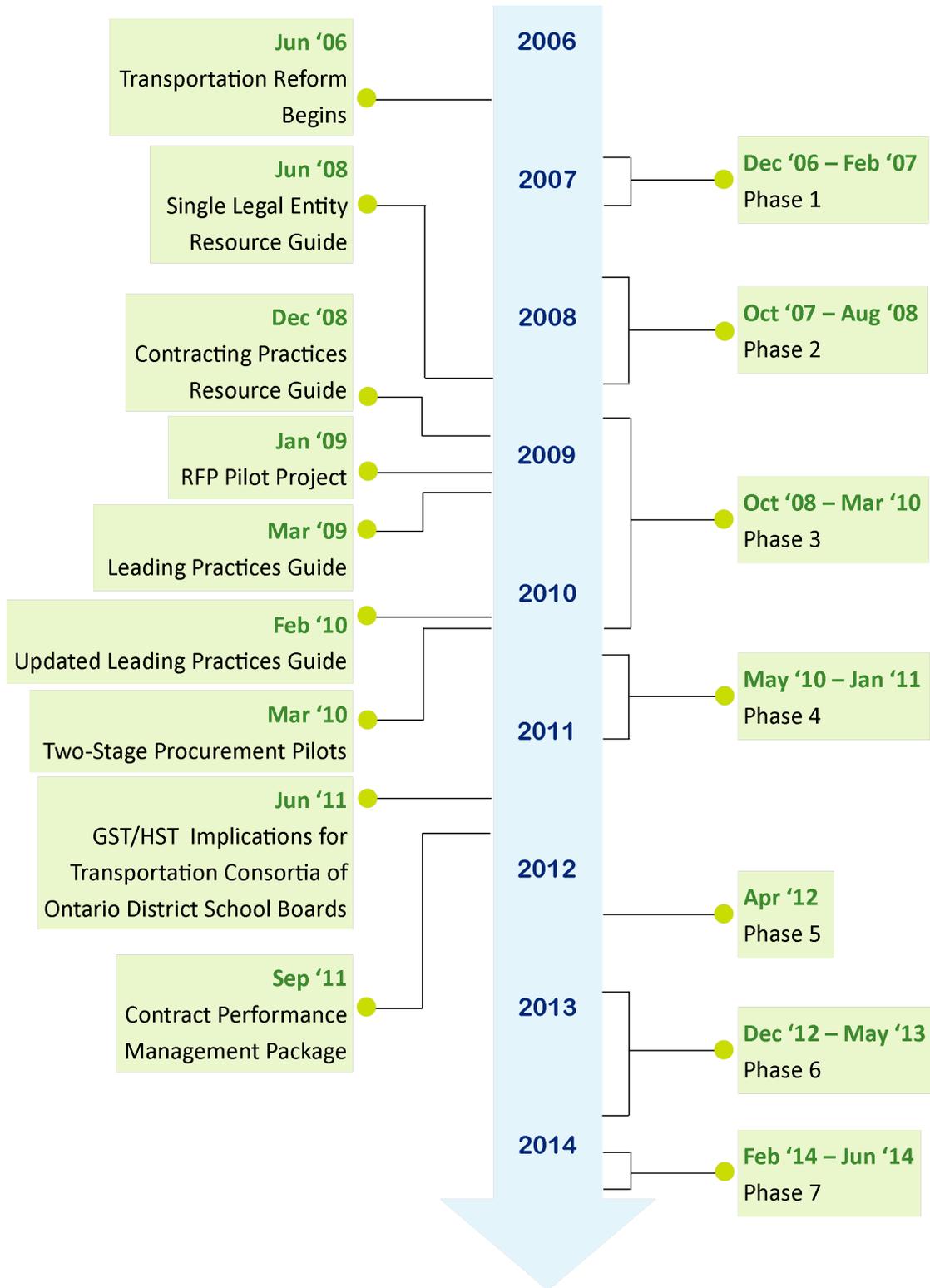


Appendix B – Funding Adjustment Formula

Table 1: Funding adjustment formula

Overall Rating	Effect on deficit Boards 3B and later	Effect on a deficit of Boards (phases 1 -3A)
High	Reduce the gap by 100% (i.e. eliminate the gap)	Reduce the gap by 100% (i.e. eliminate the gap)
Moderate-High	Reduce the gap by 90%	Reduce the gap by 90%
Moderate	Reduce the gap by 60%	Reduce the gap by 60%
Moderate-Low	Reduce the gap by 0%	Reduce the gap by 30%
Low	Reduce the gap by 0%	Reduce the gap by 0 - 30%

Appendix C – Timeline



Appendix D - E&E Schedule and Summary of Findings

E&E Review Schedule

Table 2 below provides the schedule of each of the E&E Reviews that have been conducted based on the date the fieldwork was undertaken. At the completion of Phase 7 of the reviews, each of the 33 consortia in Ontario had undergone an original review with 18 having also undergone a follow-up review.

Table 2: E&E Review Schedule

Consortium	Report Date
Phase 1	
Student Transportation Services of Central Ontario (STSCO)	December 2006
Wellington-Dufferin Student Transportation Services (Wellington-Dufferin)	February 2007
Rainy River District Transportation Services Consortium (RRDTSC)	January 2007
Student Transportation of Peel Region (STOPR)	January 2007
Phase 2	
Tri-Board Student Transportation Services (Tri-Board)	October 2007
Sudbury Student Services Consortium (SSSC)	November 2007
Student Transportation Services of York Region (STSYR)	December 2007
Consortium de transport scolaire d'Ottawa (CTSO)	January 2008
North East Tri-Board Student Transportation (NETST)	January 2008
East of Thunder Bay Transportation Consortium (ETB)	July 2008
Chatham-Kent Lambton Administrative School Services Consortium (CLASS)	July 2008
Durham Student Transportation Services (DSTS)	June 2008
Phase 3	
Student Transportation Services of Waterloo Region (STSWR)	November 2008
Student Transportation Service Consortium of Grey-Bruce (STSCGB)	December 2008

Consortium	Report Date
Nipissing-Parry Sound Student Transportation Services (NPSSTS)	January 2009
Service de transport Francobus (Francobus)	January 2009
Consortium de transport scolaire de l'Est (CTSE)	February 2009
Trillium Lakelands District School Board (TLDSB)	April 2009
Huron Perth Student Transportation Services (HPSTS)	May 2009
Wellington-Dufferin Student Transportation Services (Wellington-Dufferin) – FOLLOW-UP	June 2009
Halton Student Transportation Services (HSTS)	July 2009
Tri-Board Student Transportation Services (Tri-Board) – FOLLOW-UP	June 2009
Northwestern Ontario Student Services Consortium (NWOSSC)	July 2009
Student Transportation Services of Brant Haldimand Norfolk (STSBHN)	September 2009
Renfrew Country Joint Transportation Consortium (RCJTC)	October 2009
Simcoe County Student Transportation Consortium (SCSTC)	November 2009
Windsor-Essex Student Transportation Services (WESTS)	January 2010
Niagara Student Transportation Services (NSTS)	January 2010
Phase 4	
Consortium de transport scolaire d'Ottawa (CTSO) – FOLLOW-UP	June 2010
Sudbury Student Services Consortium (Sudbury) – FOLLOW-UP	September 2010
Student Transportation Services of Thunder Bay	September 2010
Hamilton-Wentworth Student Transportation Services	October 2010
Southwestern Ontario Student Transportation Services (STS)	October 2010
Ottawa Student Transportation Authority (OSTA)	November 2010
Algoma & Huron Superior Transportation Services (AHSTS)	November 2010
Student Transportation Services of Eastern Ontario (STEO)	January 2011

Consortium	Report Date
Service de transport Francobus (Francobus) – FOLLOW-UP	April 2011
Toronto Student Transportation Group (TTG)	December 2010
Phase 5	
Student Transportation Services of Waterloo Region (STSWR)– FOLLOW-UP	April 2012
Phase 6	
Niagara Student Transportation Services (NSTS) – FOLLOW-UP	November 2013
Ottawa Student Transportation Authority (OSTA) – INTERIM REVIEW	December 2012
Southwestern Ontario Student Transportation Services (STS) – FOLLOW-UP	March 2013
Student Transportation Services of Central Ontario (STSCO) – FOLLOW-UP	February 2013
Student Transportation Services of Brant Haldimand Norfolk (STSBHN) – FOLLOW-UP	April 2013
Simcoe County Student Transportation Consortium (SCSTC) – FOLLOW-UP	April 2013
Northwestern Ontario Student Services Consortium (NWOSSC) – FOLLOW-UP	May 2013
Rainy River District Transportation Services Consortium (RRDTSC) – FOLLOW-UP	April 2013
Phase 7	
Windsor-Essex Student Transportation Services (WESTS) - FOLLOW-UP	February 2014
Student Transportation of Eastern Ontario (STEO) – FOLLOW-UP	March 2014
Huron Perth Student Transportation Services (HPSTS) – FOLLOW-UP	March 2014
Halton Student Transportation Services (HSTS) – FOLLOW-UP	June 2014
Durham Student Transportation Services (DSTS) – FOLLOW-UP	June 2014

Summary of Results

Table 3: Summary of Results

Consortium	Original Review					Follow-up Review				
	CM	PP	RT	C	Overall	CM	PP	RT	C	Overall
STSCO	MH	MH	MH	M	MH	MH	MH	H	MH	MH
Wellington-Dufferin	ML	MH	MH	ML	M	H	H	H	MH	H
RRDTSC	ML	M	M	M	M	MH	H	MH	H	MH
STOPR	L	L	ML	L	L	-	-	-	-	-
Tri-Board	H	H	MH	M	MH	H	H	H	H	H
SSSC	MH	MH	H	H	MH	H	H	H	H	H
STSYR	MH	M	M	MH	M	-	-	-	-	-
CTSO	M	M	ML	L	ML	H	H	H	H	H
NETST	M	M	M	M	M	-	-	-	-	-
ETB	ML	ML	L	M	ML	-	-	-	-	-
CLASS	H	H	H	M	MH	-	-	-	-	-
DSTS	M	M	M	M	M	H	H	H	H	H
STSWR	ML	ML	ML	M	ML	H	H	H	H	H
STSCGB	ML	ML	M	ML	ML	-	-	-	-	-
NPSSTS	M	ML	ML	ML	ML	-	-	-	-	-
Francobus	H	H	MH	H	H	H	H	H	H	H
CTSE	M	ML	L	ML	ML	-	-	-	-	-
TLDSB	MH	MH	MH	M	MH	-	-	-	-	-
HPSTS	MH	MH	MH	M	MH	MH	H	H	H	H

Consortium	Original Review					Follow-up Review				
	CM	PP	RT	C	Overall	CM	PP	RT	C	Overall
HSTS	M	M	MH	MH	M	H	H	H	H	H
NWOSSC	L	M	ML	M	ML	H	H	H	H	H
STSBHN	ML	M	ML	L	ML	H	H	MH	H	H
RCJTC	L	ML	ML	ML	ML	-	-	-	-	-
SCSTC	L	M	M	L	ML	MH	H	H	H	H
WESTS	ML	M	MH	ML	M	H	H	H	H	H
NSTS	H	MH	MH	MH	MH	H	H	H	H	H
STSTB	L	ML	ML	ML	ML	-	-	-	-	-
HWSTS	ML	ML	ML	ML	ML	-	-	-	-	-
STS	MH	MH	MH	M	MH	H	H	H	H	H
OSTA	ML	ML	M	ML	ML	-	-	-	-	-
AHSTS	ML	ML	ML	ML	ML	-	-	-	-	-
STEO	L	L	L	L	L	H	H	H	H	H
TTG	L	ML	MH	H	M	-	-	-	-	-

Legend

CM – Consortium Management

L – Low

PP – Policies and Practices

ML – Moderate Low

RT – Routing and Technology

M – Moderate

C – Contracts

MH – Moderate High

H – High

An overall summary of the ratings for each category for both the original and follow-up E&E Reviews is provided in Figure 7 below. For the original E&E Reviews, the majority of consortia received between a “Moderate-Low” and “Moderate-High” rating, with only one consortium receiving a “High” rating overall. For the follow-up E&E Reviews, the majority of consortia received “High” ratings overall, and none of the consortia that underwent follow-up E&E Reviews, received lower than a “Moderate-High” in any assessment category.

Figure 7: Summary of Review Ratings

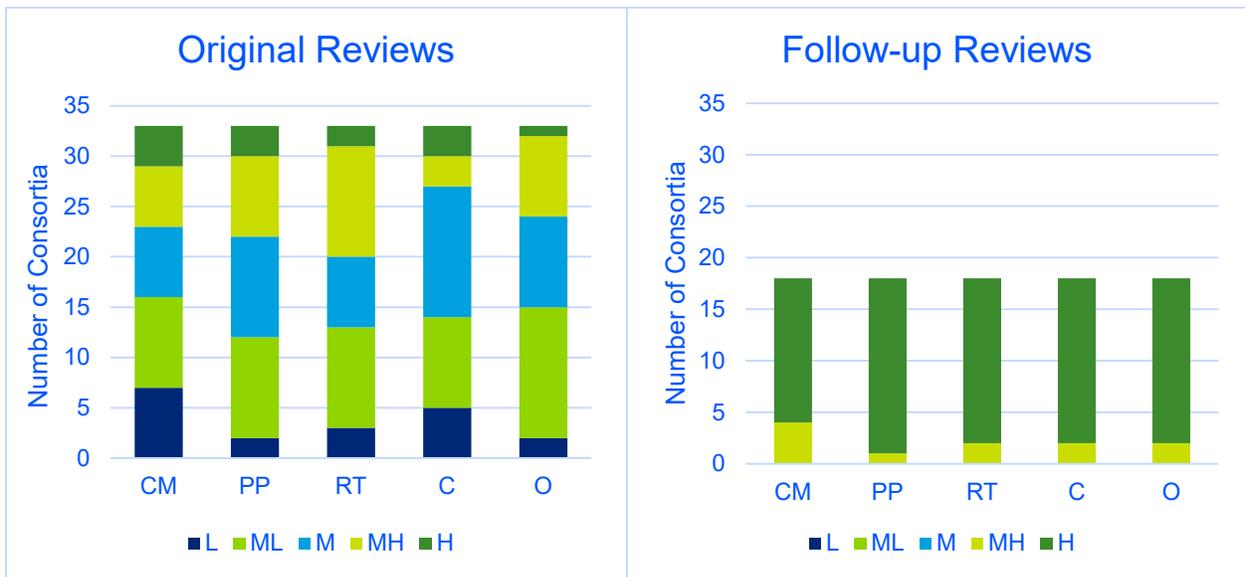


Figure 8 below provides a summary of how consortia which have completed a follow-up review have improved compared to their original review ratings. As shown below, all but two consortia improved on their original rating, and none of the consortia had ratings decrease.

Figure 8: Summary of improvement between Original and Follow-up Reviews



Glossary

Terms	Definitions
Courtesy	These students not eligible for transportation but receiving transportation due to spare capacity on the vehicle
Driver	Refers to bus Drivers, see also Operators
E&E	Effectiveness and Efficiency
E&E Review Team	As defined in figure 6 (p. 33)
E&E Reviews	As defined in the Introduction (p. 5)
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
Funding Adjustment Formula	As described in Appendix B
Hazard	An area within the walk boundary where students are transported because it has been defined by the board as hazardous to walk to school for certain grades of students
HR	Human Resources
IT	Information Technology
JK/SK	Junior Kindergarten/Senior Kindergarten
KPI	Key Performance Indicators
Ministry	The Ministry of Education of Ontario
MTO	The Ministry of Transportation of Ontario

Terms	Definitions
Operators	Refers to companies that operate school buses and the individuals who run those companies. In some instances, an Operator may also be a Driver.
Rating	The E&E Assessment on a scale of High to Low, see Appendix A
Separate Legal Entity	Incorporation



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